



Enhancing Employees' Motivation through ODI:
A Case Study of Yanapund Company

Korakod Buntitanugul

An Independent Study Submitted in Partial Fulfillment of the Requirements
for the Degree of Master of Management
in Organization Development and Management
Faculty of Graduate School of Business
Assumption University
Academic Year 2015
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Independent Study	Enhancing Employees' Motivation through ODI: A Case Study of Yanapund Company
By	Korakod Buntitanugul
Major	Master of Management in Organization Development and Management (MMOD)
Action Research Advisor	Sirichai Preudhikulpradab, Ph.D.
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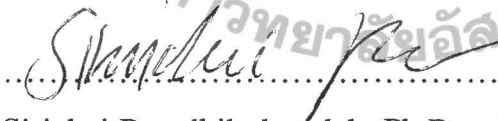
The Graduate School/Faculty of Graduate School of Business, Assumption University, has approved this action research as a partial fulfillment of the requirements for the Degree of Master of Management in Organization Development and Management.

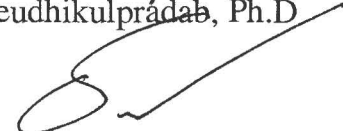

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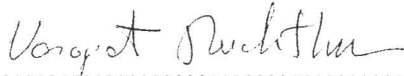
INDEPENDENT STUDY EXAMINATION COMMITTEE


..... Program Director
Perla Rizalina Maturan Tayko, Ph.D.


..... Chairman
Maria Socorro Cristina L. Fernando, Ph. D.


..... Action Research Advisor
Sirichai Preudhikulpradab, Ph.D.


..... External Expert
Teerapun Chaimongkonrojna, Ph. D.


..... Member
Vorapot Ruckthum, Ph.D.

Abstract

The objectives of the case study were firstly to subscribe and analyze the current situation of the focal system in terms of enhancing employee motivation for productivity. Second was to develop organization development intervention for long term and continued success of the organization, especially for sustainable for change.

The researcher distributed 30 questionnaires to gather quantitative data as the focal system for both pre and post organization development intervention (ODI) to measure the differences and the impact from ODI. In addition, interviews were used to gather the information and also open-ended question.

The research study showed that there was a need to enhance employee motivation for productivity. In terms of safety need, self esteem, recognition as well as positive attitude to build productivity. Finally, based on the research study in pre ODI, the researcher used AI and whole brain as a tool for use in YANNAPUND COMPANY to change the behavior and change organization to be better than before. The result of the statistic showed improvement because the mean after ODI was higher than before ODI so it show that my activities and tools that I used for intervention was successful and the T TEST between pre ODI and Post ODI show me that successful with my hypothesis. The t test result between pre and post ODI was -7.103 so I get a continuous improvement in my independent study.

Acknowledgement

I would like to thank you Dr. Sirichai Predhikulpradub, Associate Director MMOD PROGRAM and also my advisor who always gave me feedback and tolerance with my output and my advisor Dr. Sirichai Preudhikulpradab is my idol or inspiration also in class. First of all, I would like to say that Organization development is something that changed my life considerably. And change ideas Trained to manage to develop the self-The urge to make changes. In my opinion, I think organization development over expect than human resource because OD have tool for change and of course we have many good theories like whole brain and appreciate inquiry. Organization development just opened and people have not established but I believe that this system will allow us to work with chief executive and it is widely accepted in the future. Moreover, I would like to thank you Dr. Pinyo for his AI appreciate inquiry, We know we have a problem and we accept it but we forget that problem and turn to find a positive things to happen. People who can think this theory must be generous and callous people. Moreover, I would like to thank you Dr. Perla Tayko for formulating Whole Brain for the look and trademark of organization development. Whole brain can analysis type of people and human brain left and right which can help OD people very much. Eventually, I would like to thank Dr. Sawat Kenchon who helped me and gave me has a good memory in his class and forever because I know that OD can act as internal OD or External OD or manager practical as OD. I would like to thank you Dr. Marissa for her theory in class like development change transition change or transformational change or LEWIN theory along with organization metaphor.

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CHAPTER ONE

INTRODUCTION

There are many opportunities for the organizations to strive for sustaining its excellence to stay alive in the industry, especially in the automotive industry, Thus, organization has to improve both quality of people and motivation in terms of enhancing employees motivation through ODI to contribute the sustainable development of the organization. The increase of reliance on teams has significance between creativity, and motivation. Many researchers mentioned that motivation is about the implementation of creative ideas, whereas the creativity is the use of those ideas in an organization. The relationship between these two is important for the cultural industries, for example the organization that combine both arts, and commerce to offer creative goods and services to consumers. Therefore, the motivation is needed, it is where employees bring out to lead a better performance and create a new value that they are not familiar yet into the organization (Perretti& Negro 2007). In automotive industries, innovation and motivation are the two factors for maintaining the demand, product, differentiation and categories. Hence, it is important to study about the combination between motivations and employees to increase the productivity and quality performances in a sustainable way (Perretti& Negro 2007).

1.1 BACKGROUND

During the past 10 years, the global production trend has been on the rise. The automotive industry is growing; despite saturated demand in the developed countries, the demand in developing countries is increasing rapidly. According to 2011 production data, China ranked the 1st largest automobile producers in the world with

18.4 vehicles, the United States and Japan ranked 2nd and 3rd with 8.6 million and 8.4 million respectively. Thailand ranked the 15th with 1.5 million-production capacities. 7 out of 20 top producers are in Asia with total production over 50% of the global production, which indicate that the competition in this industry is high. However, automotive production in Thailand has been experiencing ongoing growth (Hirsh, Kakar, Singh & Wilk, 2015).

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YNP Company was established in 21 April 2495 by Mr. KaewPunpanich and Mr. JumlongPunpanich. More than 50 years that YNP stimulated economic growth of the nation with automobile industry by a management team with experience and expertise in business resulting stability and reliability raising standards in global production systems. Ynp has the main clients of the firm such as vehicle operators various camps and conducting business for a long time. The company has developed products production costs and delivery systems. The company received technical assistance from various carmakers, which is an opportunity to get new, jobs with high growth potential in the future. On the other hand, the automobile industry is growing rapidly and competition was increasing steadily in global market. Due to economic crisis and economic slowdown of the world, Asian countries and European countries have a production based and develop the tools in Automobile industry. Therefore, we intend to develop the performance of workers to have the motivation in work and produce as currently, automotive industry competition is serious in the business. Studying about factors affecting motivation to produce through ODI to compete in current market conditions is crucial for Ynp production system and efficiency in customers' services in order to compete within the automotive industry at a global level (Yarnapund Public Company Limited, 2014).

1.1.2 COMPANY VISION

YNP manufacturers of automotive parts in Thailand expect to be the largest hub of manufacturing in Southeast Asia, with excellence in quality design and development as well as innovation in products and service (Yarnapund Public Company limited, 2014).

1.1.3 COMPANY MISSION

The company needs to improve productivity and increase market share to the next level of management of the organization to the forefront of the automotive industry by using various resources performance of the company and effectiveness to develop economically socially and environmentally (Yarnapund Public Company Limited, 2014).

1.1.4 CURRENT SITUATION

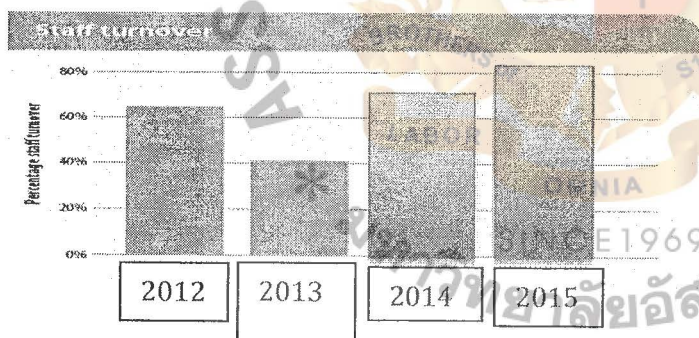
Companies are facing with revenues agreement falls as a company missing earning meanwhile salary expenditure increased continuously but output has not increased. Employee to work more overtime but no yield according to a company needs. Moreover, products were produced inefficient and customers have expressed dissatisfaction about the product was not produced on time and inefficient and employees do not have incentives to stimulate the production. The company focuses on employees in production department in order to enhancing the incentives to produce using factors such as the staff passion , safety at work. When employees are happy in their work then organization will be most useful. All of these problems resulted in number of production model decrease. Eventually, Yarnapund company emphasized on the continuous improvement of the company as well as promoting

ODI while enhancing employee motivation (Yarnapund Public Company Limited, 2014).

1.1.5. CURRENT SITUATION OF THE PRODUCTION DEPARTMENT

Factory production is divided into four lines and each line has a staff of 25 people which caused the current problem product quality. The current problem is that employees' turn over rate over the past two years is increased. The quality of production is uncertain, sometimes Yarnapund received complaints from customers about the logistic process as well as the poorer quality of products which caused them unsatisfied feeling and may affect the future orders and termination. Customers give feedback about the quality of the exhaust pipe and muffler, they have mentioned that the quality was not the same as before and the orders have not arrived on time as well.

Figure 1. Resigning Letter



This figure above shows the percentage of employees turnover rate which affected the stability of the production department a lot. Employees started questioning about the assistant manager resign and worried about their future careers. Also, this reduced employee's engagement, encouragement, and trust in the organization, which resulted in more turnover rate afterwards. In the later weeks, two

more employees resigned in May and June. To solve this problem Yarnapund first tried to provide the production staff with a sense of fun to the workplace. During the development process in the organization, the company may use the tools to intervene in the organization and in the post ODI, the company aims to provide our employees with an incentive to work especially promote efficiency in the production. To make production more efficient, Yarnapund needs to customize factors as motivation in order to make employees in the production department to develop enhanced integration of the safety need recognition and self-esteem. Ultimately, if the plant has to develop the production system and company will also gain more profit. From the aspiration and result shown that if company need to go the globalization or build brand name for the company, the company must solve the problem by focusing on improving employees' motivations level because employees are very important for the company to produce and in terms of organization development.

1.1.6 SWOT SOAR ANALYSIS

A SWOT& SOAR analysis is done by the researcher in order to point out about the production department of Ynp Company. SWOT analysis may lead a company for a better development in the organization and to realize how the employees motivations can affect the company profits.

Strengths

Good welfare for employee

Ynp Company is well known in the Thai markets because the company has been established for a long period and profit of the company was to be share welfare to work in order to promote the quality of work and promote HR for the new graduates will work with interested colleagues in Ynp Company.

Financial capital

The company has raised funds more than one billion baht to promote all the departments, the marketing, HR department for all parties to promote strong financial. When a company is financially strong it will be stable and reliable to customers and its presence in the market and helps make the firm reputation are established.

Weaknesses

Cross functional area

As the company has several factories several branches and each branch has a large number of employees, it is difficult to access and cooperate. Since there are many branches, there might be issue of access and corruption of employees. In the end, it will cause show development in the organization.

Place

Even though Ynp Company was established for many years, and factory locations each of which is a suburb located continued weakness in freight and weaknesses for labor. The factory is far from the economy.

Less work enjoyment

As the customer complaints of the product delayed and employees do not have incentive in their work especially in production department which caused factory to lose profit.

Opportunities

Support from Japanese Automobile

The company has received good support from Japan and renowned carmakers in Japan. Input in the production of car parts include a Honda or Toyota. The support of major car manufacturers in Japan such as order entry of door parts or brakes. Therefore, we focused on developing integrated quality system for production and employee motivation has a passion for producing automotive parts industry.

Labor skill from Japanese

Skill in this term we mean the department head or chief mechanic. We have a Japanese as a controller to oversee the production and also to teach technicians from Thailand to provide the opportunity to learn.

Threat

Economic

The world economic crisis from hamburger crisis has consequences to Thailand. On the other hand, Asian side such as Japan has natural disaster like tsunami tragedy caused automotive Asian decline stage. This entire problem reflects to Yny Company in terms of stock market because investors' lack of confidence in the equity and investment companies are related.. The baht, which is unstable, conditions which affected the growth and the development of integrated organization.

Political

The internal factors such as politics within management team or among employees can restrain and be a threat of Ynp Company. Unity within department or between employees can be an obstacle. The shareholders would have to ensue over the importance of the factors that will motivate employee to thrive.

1.2 RESERCH OBJECTIVES

1.2.1. To diagnoses current situation of Ynp on enhancing employees motivation through ODI

1.2.2. To identify and implement appropriate organization development intervention (ODI) for improving employees motivation.

1.2.3. To determine the initial impact of motivation factors for enhancing employees motivation through ODI.

1.2.4. To determine the difference between the pre & post organization development intervention (ODI) on enhancing employees motivation through ODI.

1.3 STATEMENT OF THE PROBLEM

The focus of this study is on enhancing employee's motivation through ODI. This is the case study of Yanapund motor company co. ltd

1. 4 RESERCH QUESTIONS

1.4.1 What is the current situation of Ynp Company in production department and enhancing employee motivation through ODI?

1.4.2 What are the appropriate strategies of company to enhance employee motivation through ODI?

1.4.3 What are initial impacts in terms of productivity and enhancing employee's motivation through ODI?

1.4.4 What are the differences between pre & post ODI on enhancing employee's motivation through ODI?

1. 5 Hypotheses

HO1: There is no significant initial impact on motivation.

HA1: There is significant initial impact on motivation.

HO2: There is no significant difference between the pre ODI and post ODI on employees' motivation.

HA2: There is significant difference between the pre ODI and post ODI on employees motivation.

1.6 Definition of terms

The following definition of terms will be used to assist in understanding operational use of the terms throughout this research, basis terms are defined as follows:

Employees' motivation – refers to the method for motivating employees has been broadly defined as psychological forces that determine the behavior.

Efficiency - refers to avoiding materials, energy , effort, money and time in doing something.

Productivity – refers to one part in an organization that employees must doing and organization need a good feed back from this meaning.

Personal attitude – refers to thinking system or intrapersonal skill of human or employees in their workplace that effect to an organization.

Environment – refers to the aggregate of surrounding things , conditions, or influences surrounding, an indoor or outdoor setting that is characterized by the presence of environmental art that is itself designed to be site specific.

Benefit – refers to an income that employees get from an organization or organization get yield back from sold the productivity.

Reward – refers to strategy that we used to motivated labor in organization to active with their job role or duty in an organization.

Key performance index - key business statistic such as number of news order, cash collection efficiency and return on investment

Recognition – one kind of philosophy that human need to respond to their work or need to show that he or she have a good ability and high performance to do their job.

Safety need - right or protect from everything such as security, law, order, stability and in everywhere in every situation. This process is in psychology way.

Self Esteem- refers to means value or respect or when you think everything you do is wonderful and dignity. If you feel like you are not worthy of good things, you may have low self-esteem.

Sense of Belonging – refers to feeling one share with a group of people or you feel secure the engines of an ocean liner.

1.7 SIGNIFICANCE OF THE STUDY

This research study created to motivate to achieve efficiency in production and accommodate the changes and develop the automotive industry. This research

will allow the department to produce more efficiency with in department. The researcher believes that persuade or motivating employees in producing department both male and female will help the factory to develop the potential and sales agreement to increase steadily.

This study will focus on both incentive and efficiency of employees. According to the belief of the research, the motivation factors and ODI efficiency are the major causes of factors affecting motivation employees through ODI. The findings of this research will provide useful information to help employees and companies to understand the conflict and cause of the problem and are able to improve product efficiency.

Motivating factors can influence worker incentive to work and produce more goods for respond customer needs.

For the company

Increase profit margin of the company because the company could gain more profit and yield. The company could also improve production department and motivate employees to incentive and enjoy their jobs. Finally, the company will be well recognized with high quality for productivity and enhancing motivated to their employees.

For HR department

The study could help human resource department to analysis whole brain literacy because the reason is lack of the manpower and below standard working. In human resource access and analysis issues effective labor input to the production department.

For Production department

Company need to reach a yield and to promote high level of productivity. The production manager can know tools and the way to motivated employees to enjoy their work.

For Researcher

The researcher gains more knowledge to improve Yarnapand Company to reach the globalization as aspiration goal. Moreover, the researcher knows more the theory and framework to link motivation factor with productivity.

1.8. SCOPE AND DELIMITATION OF THE STUDY

The study will focus on the motivate production volume belonging to project P of the production department of Yarnapund Company and separate the product section to 4 parts which is exhaust stamping metal tool use in production set throttle leg clutch brake pin leg. The number of employees is in the production department who produce material part of Yarnapund Motor Thailand. 30 employees in the company may not represent to the whole organization. Also, the duration of this study is about three months period from data collection, implementation to interpretation. The researcher has found out information to be reference and knowledge from various literature reviews as the readers can view in the chapter 2.

CHAPTER 2

LITERATURE REVIEW

This chapter provides a foundation for understanding the enhancing employee's motivation for productivity and purpose of this review is to show organization development and process of organization system, development and change management as well as using the literature review as references for doing action research at the focal system regarding enhancing employee's motivation for productivity.

2.1. ORGANIZATION AS A SYSTEM

Organization have its own system as a group of people, items, and processes, products with feedback of both internal and external environment (Corlett, n.d.). It must be managed and have system thinking and flows in order to understand why organization performs as it does. Activities in the organization are designed to develop organization design corporate development activities no strategic relation organization development. Educating is a clear example of changing attitudes, if it makes one person working for us must know effectively motivating in making progress in his career as an impetus for his enthusiasm in the work and focus on people is so important. Motivation makes the jobs more effective as an organizational development process. Systematic thinking (system Approach) which has to be input is a factor of importing motivation and the issue of what motivation affects the work efficient (Muczyk, 2004).

The system thinking shows that the company input efficiency and transform it to effectiveness and feedback. Inputs including environment inside and outside the

organization to influence and impact the organization's business environment forms of organization. For the output, its target is at organizations like after the changes, including the operations of the organization (Anderson & Brown 2010).

2.2. ORGANIZATION DEVELOPMENT

Organization Developments form of human resource development-oriented long-term results occurring throughout the organization it is a combination of science in the social sciences and science associated with the subject of human behavior in organizations that were used systematically (Tripon&Dodu, 2011).

Moreover, seeking ways to improve the capacity of the organization to increase efficiency and integrity of the organization by knowledge of behavioral science and related disciplines applied in personal development group and organization in order to achieve the goals and growth of the organization. Additionally, there are five steps to change process. Firstly, efforts led to the decision to turn the vision of the goals were to change. Secondly, assess the gap difference. Thirdly, development objective or strategies to operation close the gap of difference. Fourthly, the structural changes are need in how to train. Fifthly, assess how to proceed. Finally, the diagnosis method for beginning has 3 levels, which are organization level, group level, and individual level (McLean, n.d.).

2.3 LEWIN THREE STAGE MODEL

In the Lewin three stages of model. This model states that organization change involves a move from one state to next stage or the situation before change till situation after change include process:

Stage 1 Unfreeze

This is an old step or step in current that we need to destroy behavior. This is a situation that still not improvements so we call unfreeze or old form of the behavior.

Stage 2 Challenging or moving

This is the process of learning new behaviors to lead to desirable organizational behavior through various methods such as coaching or development, training, demonstration research.

Stage 3 Refreeze

This is the end of the goal arrange of behaviors learned new firm. It must be reinforced by providing an incentive to individuals and encourages standards compliance continues. This is the situation in ODI stage (Hartzell, 2015).

2.4 THREE TYPES OF ORGANIZATION CHANGE

There are three types of change which occurred in organizations development change, transitional change and transformational change:

2.4.1 Development change

It changes slowly and incrementally enhancing such skills. Staff training improving processes better than the advantage is very simple and it has been accepted by the employees (Weick, Robert & Quinn, 1998). But the downside is, if changing faster than our competitors. Then we will develop quite slowly anyway. Personally, I do not suggest that the gradual development of Thailand using only one approach.

2.4.2 Transitional changes

Transitional changes are those you make to replace existing processes with new processes. Transitional change is more challenging to implement and can increase your employees' discomfort.

2.4.3. Transformational change

Transformational change is the most complex type of change. The highest level of an enterprise-wide change effort is transformational change; it requires readiness and endurance to challenge the essence of the organization that is, its values, identity, culture, and perhaps the industry in which it resides. This category of change necessitates a deep introspection, distilling of frameworks, decomposing corporate mental and mind maps and manifesting an outcome that is somewhat known, but not as concrete as transitional change shares. Transformational change (reorientation) is a long process many times taking seven to ten years to manifest. Members of the guiding coalition must be risk tolerant and must have sharp business acumen so as to not compromise their ability to react instinctively and quickly to change opportunities. This level of transformational change is an organic, often radical, change that naturally evolves through static and non-static events. Over time, the organization leaves behind remnants of the former image and thus becomes a new entity (Hodge, 2014).

2.5 PERFORMANCE MANAGEMENT CYCLE

Performance management is the planning process (Planning) to a common agreement on performance expectations, targeted and measurable performance standards that support the goals set forth in each level by using process management (Managing) to track performance through coaching (Coaching) and feedback (Feedback) to employees to improve and develop the performance regularly. They

need to review their performance (Reviewing) official and include discussion and agreement for development. This will lead to the development. To raise to a higher performance and potential of the work to achieve the goals defined. Which may be said Performance management is the management of the operation of the organization. And the performance of the employee is to be consistent and in the same way. As a result of that links the goals and standards of the organization are defined. There are 3 main activities planned performance (Planning performance) Performance Management (Managing performance) and assessment practices (Appraising performance). Performance management is a result of the 2-way communication (2-way communication) under the belief in the equality of the partners. (Partnership) demonstrated by joint agreement between the tasks and expectations. This will lead to ways to make employees achieve their career goals. There are ways to work correctly. And build relationships with both parties in order to help improve and development work for the better As well as to define a measure of performance. And find ways to resolve barriers to work (Rukchon, 2012).

2.6 MOTIVATION MODEL

This model shows relationship between intrinsic and extrinsic "These are the four different kinds of motivation: First, motivation can be intrinsic or extrinsic. Intrinsic motivation is when you want to do something. Extrinsic motivation is when somebody else tries to make you do something. Secondly, there is positive and negative motivation. Positive motivation is when you want to get something - motivation towards some goal. Negative motivation is away from something you want to avoid. I compare this model as a whole brain literacy to show that human brain left and right have i-control, I – pursue, I-preserve. Factors that promote intense motivation Challenge - Being able to challenge you and accomplish new tasks.

Control - Having choice over what you do. Cooperation - Being able to work with and help others. Third, recognition - Getting meaningful, positive recognition for your work. Happiness at work - People who like their job and their workplace are much more likely to find intrinsic motivation. Last, trust - When you trust the people you work with, intrinsic motivation is much easier." (Lewis, 1972).

2.7 MASLOW MODEL

This is theory of hierarchy of needs(Hierarchy of Need Theory)or the theory of motivation(Maslow's Theory of Motivation). Maslow divides hierarchy of human needs into five follows order; physical needs, safety needs, social needs, esteem needs, and, self-actualization needs. In addition, Maslow's theory is applied to benefit individuals who are healthy as well as organizations. Most normal people in civilized society, physical needs and safety would not be an incentive, but a society where there is a famine and food shortage. Maslow's theory can be utilized by the others to all by influenced by the need to change much of the needs and behavior of an individual. The action of any one person is hard to be motivated solely by the desire (McLeod, 2014).

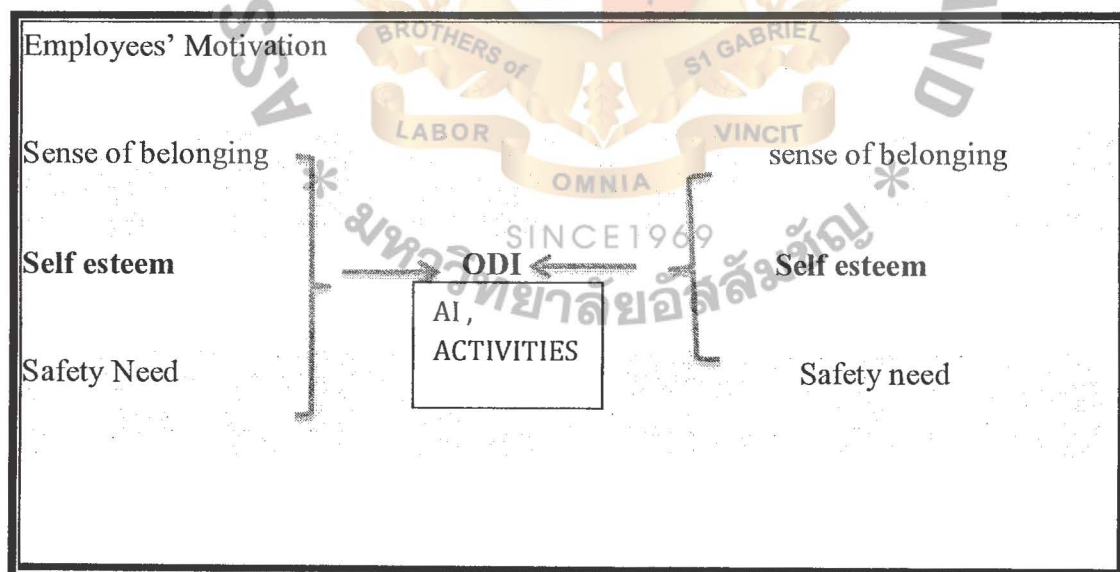
2.8 APPRECIATE INQUIRY MODEL

Appreciative Inquiry is an emergent, self-organizing, interconnected process that reinforces a consultative, collaborative, participatory approach to organizational change and growth and about the evolutionary search for the best in people, their organizations, and the relevant world around them. In its broadest focus, it involves systematic discovery of what gives "life" to a living system when it is most alive, most effective, and most constructively capable in economic, ecological, and human terms. AI involves, in a central way, the art and practice of asking questions

that strengthen a system’s capacity to apprehend, anticipate, and heighten positive potential. It centrally involves the mobilization of inquiry through the crafting of the “unconditional positive question” often-involving hundreds or sometimes thousands of people. In AI the arduous task of intervention gives way to the speed of imagination and innovation; instead of negation, criticism, and spiraling diagnosis, there is discovery, dream, and design. AI seeks, fundamentally, to build a constructive union between a whole people and the massive entirety of what people talk about as past and present capacities: achievements, assets, unexplored potentials, innovations, strengths, elevated thoughts, opportunities, benchmarks, high point moments, lived values, traditions, strategic competencies, stories, expressions of wisdom, insights into the deeper corporate spirit or soul (Kessler, 2013).

2.9 CONCEPTUAL FRAMEWORK

Figure 2. Conceptual Framework



The conceptual framework the researcher already identified the motivation factors to enhance productivity to sustain organization development. Employees in

production department should have motivation factors, which is independent variable such as recognition, self esteem, safety need. On the other hands, dependent variable is productivity. To improve the situation the researcher decided to conduct the action research in the two variables. First, is a factor motivation employees in term of persuade and motivate to enjoy with their work. Second is productivity in terms of productivity to explore productivity to the target. There are many dependent such as recognition or self esteem or safety needs (Blinker, Clancy, & Orem, 2012).

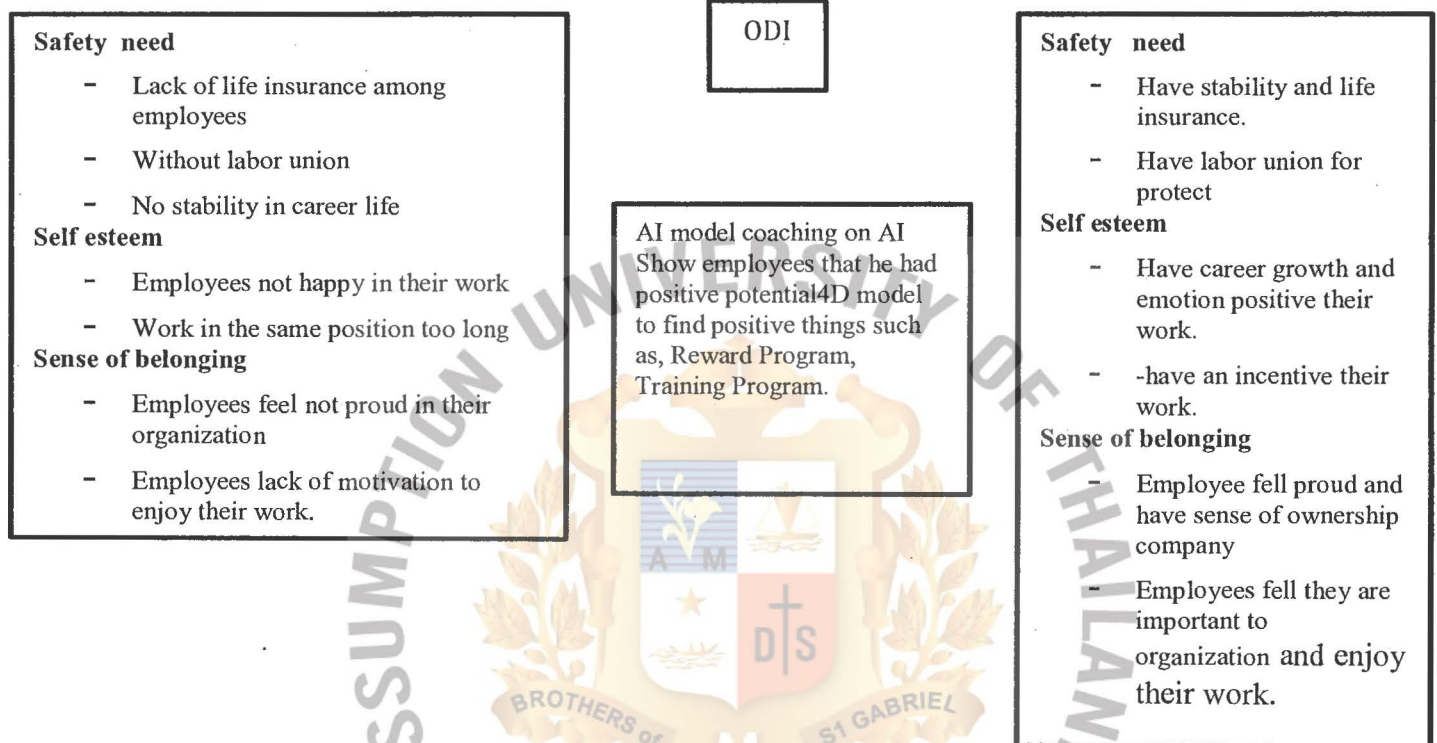
2.9.1 Action research framework

Based on the current situation analysis, the area of improvement is employees in production department. These areas have become the basis for the conceptual framework of the study. Accordingly, the researcher would use AI and WBL workshops as ODI tool to improve the current situation at the focal system. Firstly, the researcher asked positive question to discover Ai and idea along to attitude that employees have a good enjoy with current work. Secondly, the researcher would ask idea in sense of ownership of Yannapund employees. The researcher may ask factors to motivate and career opportunity in the future. Moreover, whole brain or WBL to focus on communication and kind of peoples to motivation. The workshop could encourage employees to have a good reflection in communication and enjoy feeling to work at Yarnapund factory. For the ODI tool the researcher will use AI workshop as ODI tools. Employees would well known and asked for the area of improvement and what they need to motivate among employees to increase Yannapund production. For the post ODI, the researcher expected the employees to have enjoyment happiness filling into motivate productivity, which is main area problem by AI and WBL. Then the focal system employees will be encouraged to apply WBL into their work and happy for enhancing employee motivation for

productivity. Accordingly, employees at the production department must have good positive thinking and emotion to work (Yarnapund Public Company Limited, 2011).

Figure 2.1 Action Research Frame work (ODI)

PRE ODI



2.9.2 Theoretical Research framework

From enhancing employee's motivation for productivity I prefer to use appreciate inquiry to change independent variable such as safety need and self-esteem and safety needs to appreciate inquiry to find or discover positive things from employees for final reach to productivity. The researchers also use theory of Maslow and performance management to understand motivation and enhancing employee motivation for productivity. The theoretical framework above is adapted for use with Yarnapund employees in order to understand the whole brain system thinking or find

the positive things from the problem and makes a chance to improve the organization. For example, performance management theory.

2.10 WHOLE BRAIN LITERACY

Whole Brain Literacy (WBL) is an alternative approach to integral learning or teaching process advocated in organization development. In one organization we have several kinds of humans or several kinds of employees then human life can be designed as I-control, I – explore, I – pursue, I – preserve. In one company we must develop employees to have four kinds of this because some employees are I control and some people may be I pursue. Therefore, to teamwork and analysis people we must know brain of that staff in case to work with each other.

Whole Brain Literacy (WBL) can be described as the circulation of the human thinking system through brain quadrants described by Lynch in his Brain Map model: I-Control, I-Explore, I-Pursue, and I-Preserve. The circulation has no need to be in order. However, the key idea is to think through all four quadrants. Lynch described the core information-seeking questions for the quadrants as follows: I-Control: What I know now? I-Explore: What I want to try? I-Pursue: How to do it? I-Preserve: How do I feel? (Vejchalermjit, 2012).

2.11 ORGANIZATION DEVELOPMENT INTERVENTIONS

OD interventions (ODIs) objective is to change the specific parts of companies. The targets of those changed may be varied according to the organization issues that ODI focuses to solve. Regarding Vongbunsi mentions that there are four types of OD intervention, which can be described as follows:

Human Process Interventions

This means the value of human and organization follow from the functions of employees and organizational procurement. Also, it includes five interventions such training and development, coaching, and team building.

Techno-structural Interventions

The author points out that this focuses human fulfillment and productivity. This kind of interventions expects the proper work designs and effective organizational structure concerning of restructuring of organizations, designs, downsizing and production.

Human Resource Management Interventions

This intervention emphasize on the employees in organizations and effective ways to integrate the people into organizations, which concern of performance, goals, rewards, and appraisal.

Strategic Interventions

This intervention focuses on internal functions of the organization in a large scale as well as large environment. Also, it concerns about transforming the organizations for such changing conditions. It also helps in integrating strategic changes, networks, organizational business strategy, cultures, and disciplines (Vongbunsin, 2011).

2.12 ORGANIZATION AS SYSTEM

The organization in the environment is in an open system because it interacts with society, politics, economy, and technology. Therefore, clients and services are the input in companies; meanwhile, the capitals are the delivery of the outputs. Besides, activities are acted when the inputs were transformed from the outputs in the

environment. As the author states ‘ an organization in a fast changing can be both chaos and order depending on the practices it emerges. Disphanurat, 2012 further states that Organization Development (OD) focuses on ways for improving the performances and effective growth. The common of OD processes include diagnoses, interventions, as well as evaluation. OD was originally a set of behaviors science theories and value and techniques for planning to change in an organization. Nevertheless, for the postmodern of OD, organizations are as a social construct, the change then is self organized and people are the focus in order to improve companies’ effectiveness. Thus, employees in the organization must be progressed and so does the organization itself. However Organization Development has changes in histories as the human development develops (Disphanurat, 2012).

2.13 Appreciative Inquiry

Is a change management approach that focuses on positive things in organization. Appreciate inquiry is we know that we have problem but we ignore and focus only strength or positive thing and build those strength is what organization will do best.

Appreciate -- has two meanings to look for the best in something and do increase in value.

Inquiry -- to seek understand using process base on provocative questions.

Table 2.1 appreciate inquiry

Appreciate inquiry	Barrett, F.J. & Fry, R.E.	Gibbs, C., Mahé, s.	Lewis, S., Passmore, J.	Cooperrider, D.L.,	Whitney, D. & Trosten-
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	(2005)	(2004)	& Cantore, S. (2008)	Whitney, D. & Stavros, J.M. (2008)	Bloom, A. (2010)
Definitions	AI	AI	AI	AI	AI

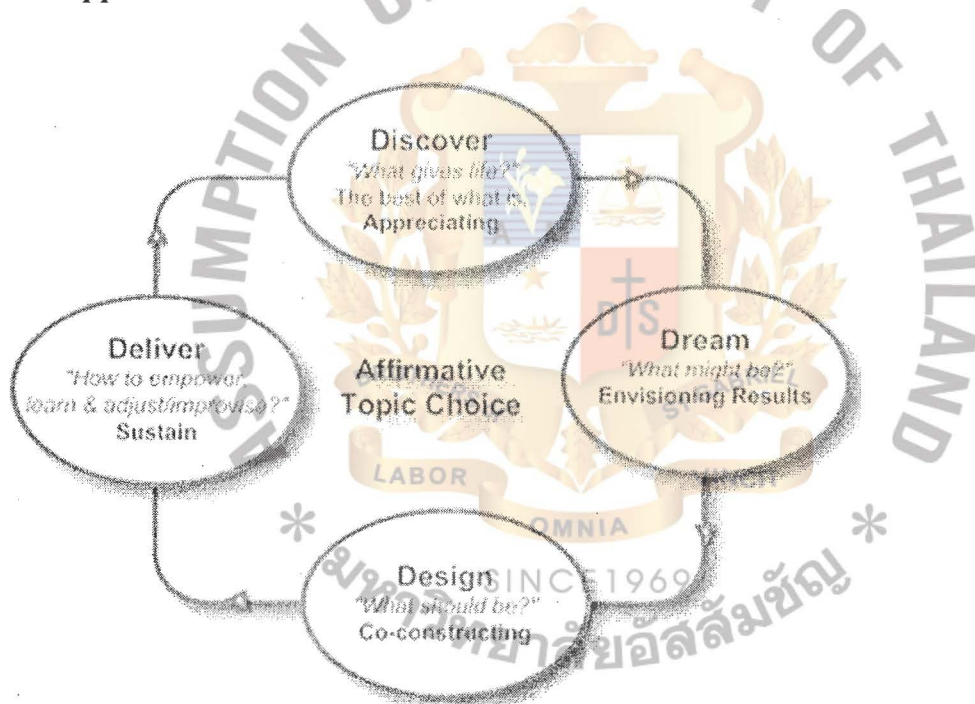
As the figure above there are five books that I gave you as an example to entrance an understanding of appreciate inquiry.

1. is creating a positive revolution in the leadership of change with implication for every aspects of business AI have experienced exponential growth as a change initiative methodology. This growth is testimony to the profound impact AI is having in business. (Cooper rider, D.L., Whitney, D. & Stavros, J.M. (2008)
2. AI purports reflecting and building on the successful aspect of the basic goodness in people, organization and situations. (Gibbs, C., Mahé, s. (2004)
3. Appreciative Inquiry is about the co evolutionary search for the best in people, their organizations, and the relevant world around them. In its broadest focus, it involves systematic discovery of what gives "life" to a living system when it is most alive, most effective, and most constructively capable in economic, ecological, and human terms. AI involves, in a central way, the art and practice of asking questions that strengthen a system's capacity to apprehend, anticipate, and heighten positive potential. (Whitney, D. & Trosten-Bloom, A. (2010)
4. Appreciative Inquiry have provided a set of conversational structures that assist managers and consultants to shape and give meaning to organizational talk by determining the conversational topics that need to be discussed, the

sequence of conversational topics, and the rules that should guide the conversation. (Lewis, S., Passmore, J. & Cantore, S. (2008)

5. An appreciative inquiry is the approach made by businesses to ask customers specific insights in an effort to glean positive responses and ultimately refine strategy to create a positive customer experience. The process follows four specific steps by questioning 1) the best of what is, 2) what might be, 3) what the ideal would be, and 4) how to adjust to reach this ideal.(Barrett, F.J. & Fry, R.E. (2005)

2.2 Appreciative Process



There are four steps in appreciate inquiry process or we can call four D.

Discover – this is a first step when you know you have problem in organizations or in system but you ignore it and focus only positive things in life.

Dream – this is a second step after you discover the positive thing and then you must dream or at least see the vision of the appreciate inquiry.

Design – the third steps are different from discover and design because you move from thinking steps and come to reality step in doing that you design and done from the discover and dream.

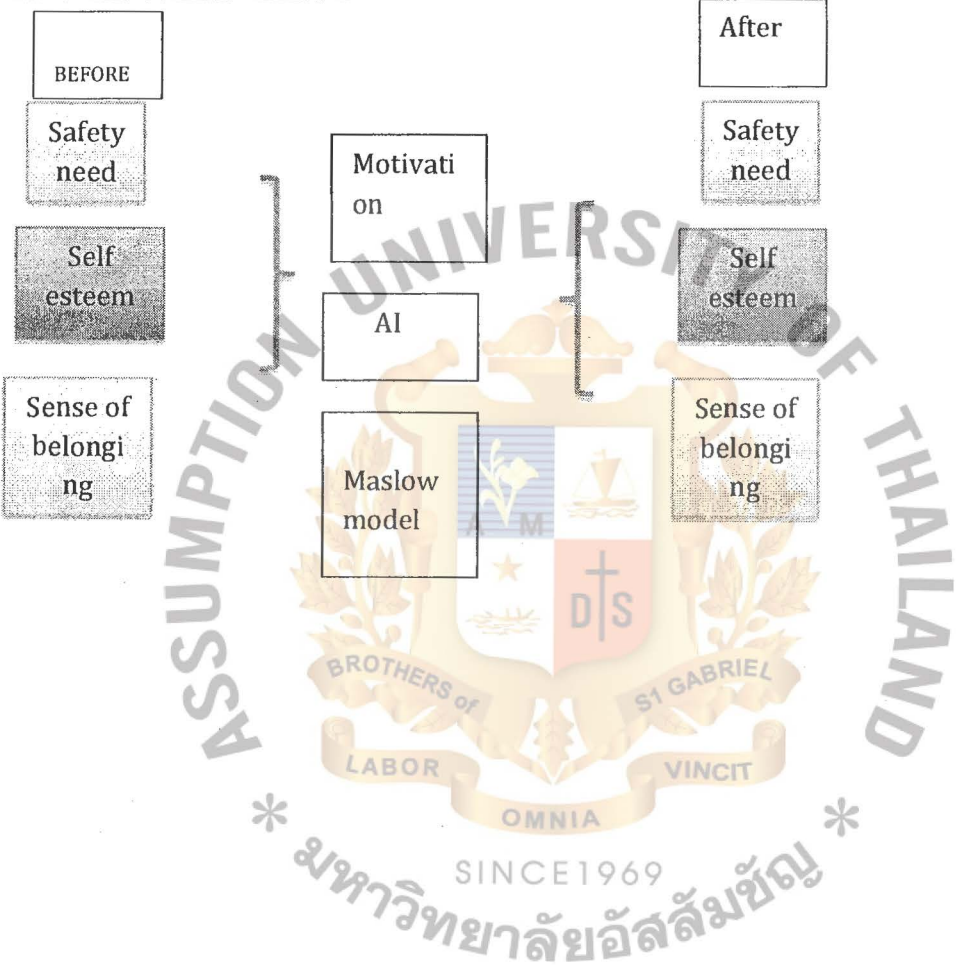
Deliver – this step practice strategies or project or interventions as a tool to practice and space creates for ideas to flow and develop.

The critical part that the author mentions in appreciative process is that it requires to work out a chance and consciousness of employees in organizations. It starts with belief and store the evidence to the opposite. Also, it needs the attitude chance for employees who are being critical by offering corrective feedback, which is what is missed and unwanted. Appreciative Inquiry is often in the main discussion in organizations to points out that what went wrong, what objectives are not met, what impacts the organizations, and what do not work. However, the author notes that while working in appreciative process, managers can be bossy and sarcastic, but there will be a part that employees can see the compassion, and wise behavior that can develop trust, and deeper relationship. From his points of view, AI establish change by paying attention on which things work for organizations and expatiate it through fanning. What importance is a change in the problem oriented by focusing on the consciousness and intervene it to the system and to an appreciation that there is a bounty in the organizations including people, interaction, and process, but it is just needed to be blown (Bushe, 2011).

Thomas also supported that Appreciation has to do with recognition and enhancing value. At the same time, Inquiry refers to finding and discovery. Hence, the AI is all about learning, studying, and questioning. He mentions that Appreciative inquiry is a positive method to empower the organizations change base on the general assumption.

He further points out that all organizations have what they need to be done, to work right for efficient, and success to connect with stakeholders. Appreciative Inquiry is the start points where organizations identify the positivity and connect it to strengthening power and insight for change (Thomas, 2013).

Table 2.3Theoretical framework



CHAPTER 3

METHODOLOGY

This chapter presents the research methods and procedures used in the present study and consist of action research design, respondents, data collection procedure and the research instruments, and data analysis procedure.

3.1. RESEARCH DESIGN

The researcher has developed an action research design to diagnose, implement ODI and evaluate results of post-ODI to determine the impact of ODI and differences between pre and post ODI regarding the research topics of the focal system as followings:

Pre ODI stage

The researcher will start by developing the research ideas and formulate the research problem. After that the researcher has pre-determined the current situation at the focal system (production department) and SWOT/SOAR analysis for further development of the proposed ODI. Eventually, the researcher will identify research objectives, research questions and hypotheses as well as literature review, then the researcher designed the conceptual framework and action research process design. Moreover, the research will conduct pre-ODI diagnosis through questionnaire survey, open-ended questions, interview and observation at the focal system after that the researcher will collect data and analyze to interpret the results of pre – ODI. ODI stage will consist of proposing ODI to develop organization or improve the current situation of the focal system as well as implement the ODI activities regarding the research problem in term of enhancing employee's motivation for productivity in the focal system.

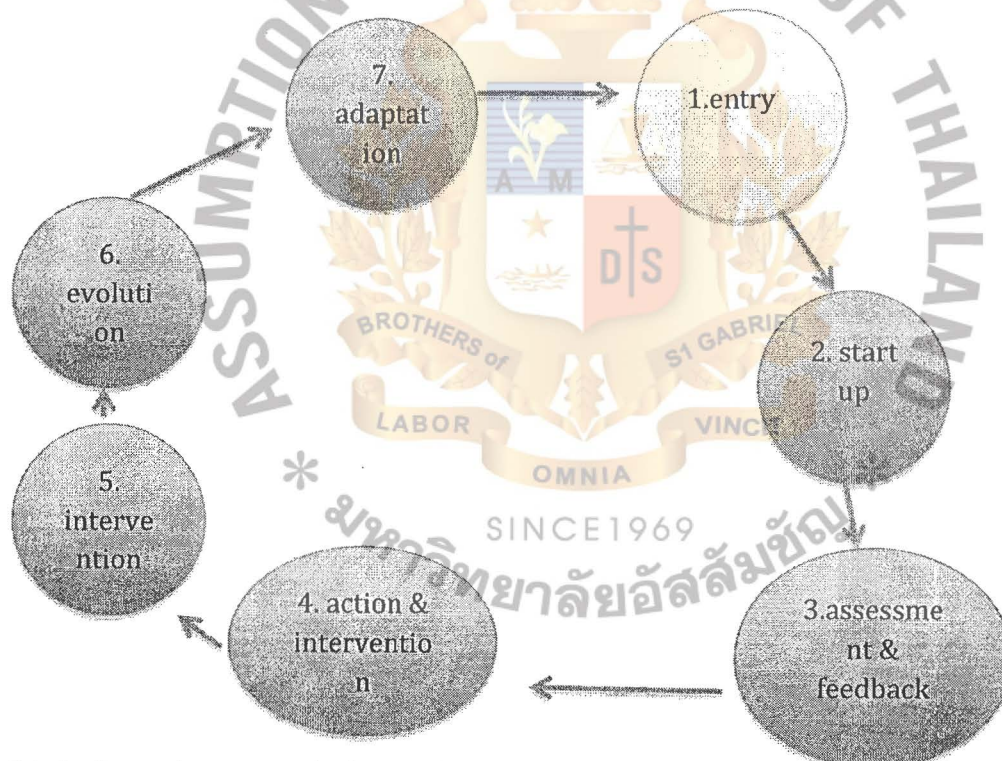
Intervention stage

This state the researcher used tools to intervention after diagnosis stage . the process begin by AI , Meeting or reward and reflection this is a change system of my independent study.

Post ODI stage

After the ODI stage, the researcher will conduct post ODI diagnosis through questionnaire survey, open-ended questions, interview and observation at the focal system and evaluate the post ODI result. After that the researcher will collect data and analyze to interpret the results of post ODI and compare with pre ODI result.

Figure 3.1 Action research design



this is the action research design from eight steps to do the research or this can mean organization development because organization development is a doing research to improve the things. 8 steps is entry, start up, feed back, action, intervention, evolution , adapted to change and if research hypothesis completed so finished but if not re again

3.2. RESPONDENTS

The questionnaire survey in the focal system will be given to 40 respondents of the study who were involved in the survey to answer the questionnaire.

Table 3.1 respondent

Department	Number of Employees
Production	20
Sale	10
Logistic	5
Administrative	5

3.3 INSTRUMENT

The researcher will develop the questionnaire survey and open-ended questions in both Thai and English language on enhancing employee's motivation through ODI. The questionnaire survey and open-ended question will consist of three parts. Then, after collecting the data, the questionnaires will be checked and crosscheck for certainty of data. Finally, the data were put into a computer and then translated. Before, the researcher give the questionnaire to respondents, the research will test the content validity of the questionnaire by applying the Statistical Package for the Social Sciences (SPSS) program version 11.5 was used to calculate frequency, percentage, means scores and standard deviation. The statistical devices used in this study were as follows:

3.3.1 Cronbach's Alpha Coefficient will be used to utilize to assess the reliability of the questionnaire and a five-point Likert scale was used to measure certain variables.

3.3.2 Frequency Distribution and Percentage will be employed to analyze the participants' personal information as well as the participants' attitudes toward motivation of working at Ynp Company.

3.3.3 Arithmetic Mean and Standard Deviation will be used to calculate the answer from participants regarding their attitudes toward motivation perception at Ynp Company.

Dependent variable is safety need , self esteem, sense of belonging.

Independent variable is safety, esteem, and sense of belonging. In order to review the content validity on the questionnaire, the author used scale measurement to test the content validity.

The questionnaire survey and open ended questions in both Thai and English language on employee motivation will be developed by the researcher. The questionnaire survey and open ended questions will consist of three parts

Part 1 : General information of the respondent including gender , working experiences age and etc.

Part 2 : Questionnaire survey very important one to conduct data of the current situation of the organization at the focal system. This part have three variables which is safety need , self esteem , sense of belonging so I can separate as follow safety need four questions and self esteem 5 questions and last is sense of belonging 4 questions

Part 3 : opened ended question related to employees motivation by each variables also

which is safety need , self esteem , sense of belonging.

Table 3.2 Reliability Test

1. Alpha cronbach	0.85
2. Alpha Cronbach	0.86
3. Alpha Cronbach	0.76

Note the researcher

This table is a reliability test to accept level which can used with my questionnaire.

3.4 DATA COLLECTION

A few techniques will be used to collect data namely questionnaires survey together with open-ended questions will be collected for the data analysis. 30 questionnaires will be distributed by hand to 30 employees in total in the organization within two weeks period. Then, the questionnaires will be checked and crosscheck for certainty of data. Finally, the data were put into a computer and then translated. Before, the researcher give the questionnaire to respondents, the research will test the content validity of the questionnaire by applying SPSS program.

3.5 PROCEDURE

The researcher used data such as questionnaire, and opened- ended questions result to analyze the data. A survey research design will be used in this study to diagnosis current situation of Ynp on employees motivation through ODI and identify

and implement appropriate organization development intervention (ODI) for improving employees motivation through ODI, determine the initial impact of motivation factors for enhancing employees motivation through ODI, as well as determining the difference between the pre and post organization development intervention (ODI) on enhancing employees motivation and ODI. The statistical devices used in this study was Cronbach's Alpha Coefficient, the researcher used this method to utilize to assess the reliability of the questionnaire and a five-point Likert scale was used to measure questionnaire validity. Additionally, the research will also do a pilot study, which, ask the random subjects excluding the employees within the company to answers, the questionnaire. The subjects are 20 people. To do this, the research will know that the questions will be understandable and reliable for the real subjects (40 Employees in Ynp Company).

3.6 DATA ANALYSIS

In this step, the data collected were analyzed using the Microsoft Excel 2007 so the statistic devices were employed as follows;

3.6.1 In the section 1 and 2, the data collected were analyzed on the basis of frequency and percentage.

3.6.2 In the section 3, of all items from the respondents' answers. The analysis will be analyzed to investigate the extent of the respondents' Maslow' needs for comprehension.

Finally, data collected will be analyzed, tabulated and interpreted as shown in chapter four.

The Statistical Package for the Social Sciences (SPSS) was a program used to calculate frequency, percentage and means scores. Employees will be asked to rate the level and types of motivation as well as students' opinions toward the YNP company as well as other work areas, based on the five-point Likert scale quoted from ManusakDegang (2010).

Table 3.3 Interpretation of Score Results

5	Strongly agree	Highest	4.50 – 5.00
4	Agree	High	3.50 – 4.49
3	Neutral	Moderate	2.50 – 3.49
2	Disagree	Low	1.50 – 2.49
1	Strongly Disagree	Lowest	1.00 – 1.49

The frequency, percentages, means and the standard deviation of the scores were computed and the score ranges were distributed to find the most prevalent factors.

CHAPTER 4

Finding, Analysis and Interpretations

This chapter compares the result between pre ODI and post ODI by the intervention tools, methods that were used to improve organization development. Additionally, this chapter presented the result of the analysis of data collection from this action research project; data collection from questionnaire, interviews. Finally, paired T-TEST is used to compare the results between PRE ODI and POST ODI as follows:

- Safety need
- Self esteem
- Sense of belonging

PRE ODI STAGE

QUANTITATIVE ANALYSIS

The questionnaires were distributed to 30 respondents on 12 July 2021 at YNP company factory 2 and the questionnaire contained 15 questions divide into 3 parts and three variables which is safety need , sense of belonging and self esteem.

Demographic profile

Table 4.1 GENDERS

GENDER	Frequency	Percent	Valid percent	Cumulative percent
MALE	15	50.0	50.0	50.0

Female	15	50.0	50.0	100.0
Total	30	100.0	100.0	

Note: The researcher

The demographic of respondents showed gender of respondents both male and female in the table above. The respondents were equal at male 50% and female 50%.

Table 4.2 Ages

		frequency	percent	Valid percent	Cumulative percent
VALID	18-29 years	8	26.7	26.7	26.7
	30-39 years	11	36.7	36.7	63.3
	40-49 years	5	16.7	16.7 *	80.0
	50-59 years	6	20.0	20.0	100.0
	Total	30	100.0	100.0	

Note: The Researcher

The age of respondents was show in table 4.2. There were respondents from 18 year to 59 year, 18-29 year show 8 respondents or 26.7%, 30-39 year show

11 respondents and 36.7%, 40-49 year 5 respondents or 16.7% , 50-59 year 6 respondents or 20%.

Table 4.3 Experience

		frequency	Percent	Valid percent	Cumulative percent
Valid	Below 1 years	4	13.3	13.3	13.3
	1-5 years	9	30.0	30.0	43.3
	6-10 years	9	30.0	30.0	73.3
	Over 10 years	8	26.7	26.7	100.0
	Total	30	100.0	100.0	

Note: The researcher

The experience of respondents was show in table 4.3. Working experience below 1 year has 4 respondents and 13.3. %. Next, working experience 1-5 years has 9 respondents and 30%. Working experience 6- 10 years have 9 respondents and 30.0%. More than 10 years have 8 respondents and show 26.7%

Table 4.4 Education

Valid		Frequency	Percent	Valid percent	Cumulative percent
	Bachelor degree	19	63.3	63.3	63.3
	Master degree	11	36.7	36.7	100.0
	Total	30	100.0	100.0	

Note: The researcher

Education is presented in table 4.4. The majority of education level is bachelor degree has 19 respondents or 63.3%. 11 respondents were graduated master degree or 36.7 %.

Table 4.5 status

Valid		Frequency	Percent	Valid percent	Cumulative percent
	Single	18	60.0	60.0	60.0
	married	12	40.0	40.0	40.0
	Total	30	100.0	100.0	

Note: the researcher

From the data collected, the summary of status shows that the majority of respondents are single 18 respondents or 60.0%. the married status were 12 respondents or 40%.

Table 4.6 occupation

MISSING	frequency	percent

System		
	30.0	100.0

Note: the researcher

Phase 1: Pre ODI

The pre ODI phase focused on the current situation of the company. In this phase it was the process to solve the problems in the company and to find tools or ODI intervention to improve the current situation. The quantitative analysis for Pre ODI and POST ODI was analyzed under three main variables, which are:

- Safety need
- Self esteem
- Sense of belonging

The researcher used the descriptive statistics in defining responses into levels.

Quantitative analysis : Average weighted mean on employee motivation, this research separate into three variables which are 1) safety need four questions 2)self esteem five questions and 3) sense of belonging four questions.

Table 4.7 Safety need

DESCRIPTIVE STATISTICS

items	Descriptions	N	Minimum	Maximum	Mean	Standard deviation
	Safety need					
1.	My organization	30	3.00	4.00	3.4667	.50741

	provides good and safe working conditions.					
2.	I feel safe in the workplace.	30	3.00	5.00	4.2000	.88668
3.	Medical services are accessible in my organizations.	30	3.00	5.00	4.4000	.67466
4.	I feel that my organization lack of safety.	30	3.00	5.00	3.8000	.71438
	TOTAL				3.97	.45359

Note: The researcher

The table showed the average of respondents of safety need variable had total mean value of 3.9667. The highest mean value was 4.4000 belonged to medical services are accessible in my organization. Meanwhile, the lowest mean value was 3.4667 in term of YNP Company provides good and safe working conditions.

Table 4.8 self esteem

DESCRIPTIVE STATISTIC

Item	Descriptions	N	Mini	Maxim	Mean	Standar
s	Self esteem		mum	um		d
						deviatio

						n
1.	The presence of top management motivated me.	30	3.00	5.00	3.7667	.72793
2.	My superior always recognizes the work done by me.	30	3.00	5.00	3.6000	.67466
3.	I feel good about doing my jobs.	30	3.00	5.00	3.9333	.73968
4.	I am satisfied with the responsibility and role that I have in my work.	30	3.00	5.00	3.8000	.80516
5.	I feel I do not have much to be proud of.	30	3.00	5.00	3.9000	.75886
	TOTAL				3.80	.56812

Note: the researcher

The table showed average of respondents for self esteem in YNP organization.

The total mean of this variable is 3.800 and the highest one is 3.9333 which is employees in focus group feel good about doing their job. Therefore, The lowest average mean for this variable is 3.600 which is my superior always recognize work done by me.

Table 4.9 sense of belonging

DESCRIPTIVE STATISTICS

items	Descriptions	N	minimum	Maximum	Mean	Standard deviation
1.	I feel that I really belong in my organization and my department.	30	3.00	5.00	4.1667	.83391
2.	I fee I am an important in my organization.	30	3.00	5.00	4.3333	.84418
3.	My organization like a happy family for me.	30	3.00	5.00	3.9333	.69149
4.	I feel I am supported and respected in my organization and my department.	30	3.00	5.00	4.000	.64327
	Total				4.11	.56356

Note: the researcher

The table showed average of respondents for sense of belonging in focus group and the result showed that the total mean is 4.1803 and the highest mean 4.3333 which is employees in my test feel good that they are an important in organization and the lowest mean is 3.9333 which is my organization like a happy family for me.

Summary of data before pre ODI

I already conducted data from my respondent 30 employees from the questionnaire and the situation before ODI show that my employees have low rate in three variables which is safety need , self esteem , sense of belonging show that self esteem have weight mean 3.8 which is very low out of three variables.

ORGANISATION DEVELOPMENT INTERVENTIONS

From the data finding on the research on PRE ODI, the resulted from quantitative show that the problem from different variables such as in safety need my employees in focus group still need safety condition from organization. Moreover, the second variables show me that employees feeling less that their superior remember the work done from them and the last problem is employees did not feel that organization like their family or rest situation. To answer the research question in chapter 1 for what are the appropriate strategy company to enhancing employee's motivation through ODI.

The research implemented the appropriate ODI programs to improvement the situations.

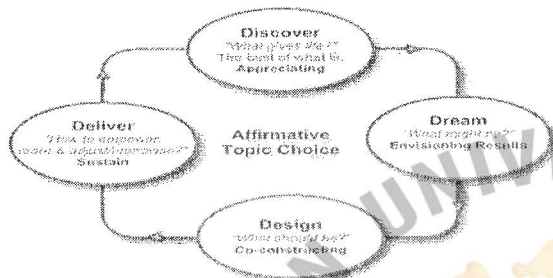
Phase 2 interventions

In this part the researcher conduct ODI activities and answer research question.

What are the appropriate strategies of company to enhance employee motivation through ODI ?

The researcher applies AI or appreciates inquiry to respondents in my focus group 30 employees.

Figure 4.1 AI



Step 1: Discover session

Refer to pre ODI result I already conduct that respondent have normal mode in safety need self esteem and sense of belonging. Therefore, I let Human resource manager of YANNAPUND plant 2 to help me coaching. The first step begin by ask why respondents selection to join this organizations. Secondly, I ask how respondents know when they did a good job. In this session the researcher conducted the answer and prepares the next steps.

Step 2 : Dream session

In this session I let my respondents to dream and brainstorm their brain such as question like imagine it 5 years from now , what does your job look like in this session help me very well to understand their mind map and situation.

Step 3 design step

After I discovered and dream also catch up my client or respondent needs so in this step. I let human manager help me to listed 5 items that can help their dream and set weekly reflection with human resource manager.

Step 4 destiny session

Finally , the last phase is to deliver or destiny and my respondents feel good to do coaching with my human resource manager. And I let human resource manager switch group from this team to sample another focus group also

This is all AI coaching from me to respondents by let human resource manager help me as coaching and ask question to discover and design thinking of my respondents. Lastly, the researcher get a good feedback from human resource manager that she closed with her employees more than before. From appreciate inquiry coaching I founded that employees lack of positive in safety need , sense of belonging and self esteem until I was implementation an ODI to discover dream and design their dream to happiness in carrer life.

Meetings

Respondents have different personality and different origin so in non verbal communication we can observe somebody greeting or somebody smiling depend on intra and inter personal skill. The purpose of meetings activity is to face to face

communication to exchange and share more idea that we already conducted from pre ODI periods.

MEETINGS PLAN

Daily meetings : Wednesday and Thursday

Members: the researcher , respondents , human resource manager of YNP

Time 9.00-12.00

Duration : two sections, 3 hours per one section.

The purpose of these meetings is to share ideas and also increase sense of belonging and self esteem so that why I selected face to face communications. Due to I conducted from pre ODI and diagnosis that we have problem in term of self esteem. From the result of this meeting I can brainstorm and diagnosis that employees lack of safety need , sense of belonging , self esteem from share idea , interview , or recommendations

TRAINING PROGRAMS

Training in my opinion can me two methods and the first methods is training on employees who have low performance or must change. The second opinion is training for safety need such as fire alert or natural deserter.

On the job trainings

Day: one day program

Goal: safety needs and reduce an accident

Time 9.00-12.00

Duration: 3 hours

Due to YNP company produced raw material about exhaust pump break or clutch so equipment in my brother factory must prepare and training respondents that I already conducted data from PRE ODI periods. After on job training finished employees know the way to work safety in the organization and wear an equipment very well

SAFETY TRAINING

This kind of training like tradition or 6 month per year to prepare when the factory face with fire or natural case or alarm alert.

Day: one day program

Goal: safety needs and reduce an accident

Time 9.00-12.00

Duration: 3 hours

The result of this safety training showed me that employees did not know the way or know ledge before until I make an implementation because whiling test or safety test all of them don t know the way to protect themselves from an accident.

PHYSICAL CHECK UP

My respondents have only 30 employees and I add this tools by get help from Human resource manager to bring my respondents to check their body at factory doctor rooms to show the take care and ethic also in occupation

Day: Half day program

Goal: safety needs and sense of belonging, health care

Time 9.00-10.00

Duration: 1 hour

VENUE: YNP company factory 2

The result of this study showed that employees never get physical check up by themselves or organization before and after I make this physical check up so employees feel happy and have sense of belonging or self esteem often

Sport activity

I have a lot of indoor activities so this time I changed feeling and emotion to outdoor activity and the researcher selected one sport activity which is very easy for both researcher and employees to make a relationship and communication with among employees together.

TUG OF WAR – MY SPORT ACTIVITY very simply one because separate respondents into two sides and each side play tug of war. This sport activity to promoted relation ship and self esteem also.

Day: Half day program

Goal: relationship and communication, self esteem

Time 9.00-10.00

Duration: 1 hour ,

Venue: YNP factory 2

This activities show me that employees happy to interact and heat energy together with the sport activity.

REFLECTIONS

The last one is my favorite since I was studied from DR UDOMSUK is reflection. This is a good one to admit that employees get intervention and can adapt to use in career path life. The process very easy by I let Human resource of YNP to help me one on one verbal communication face to face to ask what they get , which one they like , any recommendation

Day: one day program

Goal: adapt to changed and communication, understanding

Time 9.00-12.00 – 13.00-17.00

Duration: two sections , Morning 15 employees – afternoon 15 employees

Venue: YNP factory 2

Phase 3 post ODI

QUANTITATIVE ANALYSIS

The questionnaires were distributed to 30 respondents on 25 July 2021⁵ at YNP company factory 2 and the questionnaire contained 15 questions divide into 3 parts and same variables which is safety needs , sense of belonging and self esteem.

Table 4.10 safety need

DESCRIPTIVE STATISTICS

items	Descriptions sense of belonging	N	minimu m	maximu m	mean	Standard deviation
1.	My organization provides a good and safe working condition.	30	4.00	5.00	4.5000	.50854
2.	I feel safe in the workplace.	30	4.00	5.00	4.4333	.50401
3.	Medical service is accessible in my organization.	30	4.00	5.00	4.3000	.46609
4.	I feel that my organization lack of safety.	30	4.00	5.00	4.4333	.50401
	Total				4.42	.28111

Note: the researcher

In terms of safety need after intervention tools as shown in table 4.10 had a total mean value 4.4167. The highest mean value was 4.5000 belonged to my organizations provide a good and safe working condition. Meanwhile, the lowest mean value to 4.300 belonged to medical services is accessible in my organization. So the null hypothesis was rejected and the alternative hypothesis was accepted

Table 4.11 self esteem

DESCRIPTIVE STATISTICS

items	Descriptions self esteem	N	Minimum	Maximum	mean	Standard deviation
1.	The presence of top management motivated me	30	4.00	5.00	4.500	.50855
2.	My superior always recognizes the work done by me.	30	4.00	5.00	4.4667	.50742
3.	I feel good about doing my job.	30	4.00	5.00	4.4000	.49827
4.	I am satisfied with the responsibility and role that I have in my	30	4.00	5.00	4.5000	.50855

	work.					
5.	I feel I do not have much to be proud of.		4.00	5.00	4.4667	.50742
	total				4.47	

Note: the researcher

In term of self esteem variables was show in table 4.11 that , total mean value is 4.467 and the highest showed the two reasons in the same average which is 4.500 in I am satisfied with the responsibility and role that I have in my work and the presence of top management motivated me. This situation after intervention tools and my focus group show their satisfaction in two equal means, so the null hypothesis was rejected and the alternative hypothesis was accepted.

Table 4.12 sense of belonging

DESCRIPTIVE STATISTICS

Items		N	Minimum	Maximum	Mean	Standard
1.	I feel that I really belong in my	30	4.00	5.00	4.4333	.50401

	organization and my department.					
2.	I feel I am an important in my organization	30	4.00	5.00	4.5333	.50742
3.	My organization is like a happy family for me.	30	4.00	5.00	4.4333	.50401
4.	I feel I am supported and respected in my organization and my department.	30	4.00	5.00	4.6333	.49013
	total				4.51	.23196

Note: the researcher

In terms sense of belonging was showed in table 4.12 had total mean value 4.5083 and the highest value mean is 4.6333 which is I feel I a supported and respected in my organization and my department and the lowest value also have two variable after intervention tools which is 4.4333 in my organization like a happy family for me and I

feel that I really belonged in my organization and my department. So the null hypothesis was rejected and the alternative hypothesis was accepted.

Summary after ODI

the situation after ODI have a dramatic growth because weight mean keep continuous growth in all variables such as in safety need 4.4 , self esteem 4.4 , sense of belonging 4.5 .

COMPARISON OF FINDINGS BETWEEN PRE AND POST ODI

The research compared the research findings between pre ODI and post ODI from quantitative data analysis to answer research question as follows.

1. What are the different between pre & post ODI on enhancing employee's motivation through ODI?
2. What are initial impacts in term of productivity and enhancing employee's motivation through ODI?

In addition, the researcher also identified the results by using paired sample T-TEST for data analysis to answer the hypotheses regarding employee's motivation as follow.

1. HO1: There is significant initial impact on motivation.
2. HA1: There is no significant initial impact on motivation.
3. HA2: There is no significant difference between the pre ODI and post ODI on employees' motivation.
4. HO2: There is significant difference between the pre ODI and Post ODI on employees motivation.

Comparison of quantitative data analysis between pre and post ODI of employee's motivation.

My title is enhancing employees motivation through ODI so the researcher have three variables which is safety need , self esteem , sense of belonging in 30 employees same groups between pre and post ODI. Therefore, I will compare pre and post by each variable.

Table 4.13 paired statistics

		Mean	N	Std. Deviation	Std. Error Mean
Pair 1	PRE_safety	3.9667	30	.45359	.08281
	POST_safety	4.4167	30	.28111	.05132
Pair 2	PRE_esteem	3.8000	30	.56812	.10372
	POST_esteem	4.4667	30	.22489	.04106
Pair 3	PRE_sense of belonging	4.1083	30	.56356	.10289
	POST_sense of belonging	4.5083	30	.23196	.04235
Pair 4	PRE_total	3.9462	30	.37638	.06872
	POST_total	4.4641	30	.14210	.02594

The table above shows the continuous improvement of my independent study from 3 variables the first variable is safety need and the mean before ODI is 3.9667 and the mean after tools intervention 4.4167. The second variable is self esteem and the different between each show continuous improvement from 3.8000 in pre ODI and 4.4667 in post ODI. The last variables are sense of belonging was show in pre ODI is 4.1083 and post ODI is 4.5083. The total mean in pre ODI and post ODI for all variables is 3.9462 in pre ODI and post ODI 4.4641.

		Paired Differences					t	df	Sig. (2-tailed)
		Mean	Std. Deviation	Std. Error Mean	of the Difference				
					Lower	Upper			
Pair 1	PRE_safety - POST_safety	-.45000	.49741	.09081	-.63573	-.26427	-4.955	29	.000
Pair 2	PRE_esteem - POST_esteem	-.66667	.61775	.11278	-.89734	-.43600	-5.911	29	.000
Pair 3	PRE_sense of belonging - POST_sense of belonging	-.40000	.57461	.10491	-.61456	-.18544	-3.813	29	.001
Pair 4	PRE_total - POST_total	-.51795	.39941	.07292	-.66709	-.36880	-7.103	29	.000

This table shows you the summary of the quantitative data of enhancing employee's motivation through ODI. The relation ship between pre and post ODI. The first variables are safety need. Paired sampled test between pre and post is -4.955 and paired difference means -.45000.te second variables is self esteem paired sampled test is -5.911 and mean differ -6.6666.the last variables is sense of belonging paired t test is -3.813 and mean differ is -.4000 . in conclusion, the total pre and post is -7.103 and mean -.51795.

Table 4.14 in pre & Post ODI

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Pre
My organization provide a good and safe working condition	30	3.00	4.00	3.4667	.86666
I feel safe in the workplace	30	3.00	5.00	4.2000	.67466
Medical services are accessible in my organization	30	3.00	5.00	4.4000	.71438
I feel that my organization lack of safety.	30	3.00	5.00	3.8000	.72793
The presence of top management motivated me	30	3.00	5.00	3.7667	.67466
My superior always recognizes the work done by me.	30	3.00	5.00	3.6000	.73968
I feel good about doing my job.	30	3.00	5.00	3.9333	.80516
I am satisfied with the responsibility and role that I have in my work	30	3.00	5.00	3.8000	.75886
I feel I do not have much to be proud of.	30	3.00	5.00	3.9000	.83391
I feel that I really belong in my organization and my department	30	3.00	5.00	4.1667	.84418
I feel I am an important in my organization	30	3.00	5.00	4.3333	.69149
My organization is like a happy family for me.	30	3.00	5.00	3.9333	.64327
I feel I am supported and respected in my organization and my department	30	3.00	5.00	4.0000	
Valid N (listwise)	30				

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Post
organization provide a good and safe working condition	30	4.00	5.00	4.5000	
I feel safe in the workplace	30	4.00	5.00	4.4333	.50401
Medical services are accessible in my organization	30	4.00	5.00	4.3000	.46609
I feel that my organization lack of safety.	30	4.00	5.00	4.4333	.50401
The presence of top management motivated me	30	4.00	5.00	4.5000	.50855
My superior always recognizes the work done by me.	30	4.00	5.00	4.4667	.50742
I feel good about doing my job.	30	4.00	5.00	4.4000	.49827
I am satisfied with the responsibility and role that I have in my work.	30	4.00	5.00	4.5000	.50855
I feel I do not have much to be proud of.	30	4.00	5.00	4.4667	.50742
I feel that I really belong in my organization and my department.	30	4.00	5.00	4.4333	.50401
I feel I am an important in my organization	30	4.00	5.00	4.5333	.50742
My organization is like a happy family for me.	30	4.00	5.00	4.4333	.50401
I feel I am supported and respected in my organization and my department.	30	4.00	5.00	4.6333	.49013
Valid N (listwise)	30				

The table above show you the descriptive statistic between Pre and POST ODI and also show the mean and standard of each Variables both pre ODI and post ODI. This is a descriptive statistics between pre and post ODI and in the table above have total 13 questions from questionnaire and 3 variables compound with it which is self esteem , safety need , and sense of belonging.

Table 4.15 T test conclusion

Paired Samples Statistics					
		Mean	N	Std. Deviation	Std. Error Mean
Pair 1	PRE_safety	3.9667	30	.45359	.08281
	POST_safety	4.4167	30	.28111	.05132
Pair 2	PRE_esteem	3.8000	30	.56812	.10372
	POST_esteem	4.4667	30	.22489	.04106
Pair 3	PRE_sense of belonging	4.1083	30	.56356	.10289
	POST_sense of belonging	4.5083	30	.23196	.04235
Pair 4	PRE_total	3.9462	30	.37638	.06872
	POST_total	4.4641	30	.14210	.02594

Paired Samples Correlations				
		N	Correlation	Sig.
Pair 1	PRE_safety & POST_safety	30	.146	.440
Pair 2	PRE_esteem & POST_esteem	30	-.032	.865
Pair 3	PRE_sense of belonging & POST_sense of belonging	30	.158	.405
Pair 4	PRE_total & POST_total	30	.022	.909

Paired Samples Test									
		Paired Differences							
		Mean	Std. Deviation	Std. Error Mean	of the Difference		t	df	Sig. (2-tailed)
					Lower	Upper			
Pair 1	My organization provide a good and safe working condition - My organization provide a good and safe working condition	-.103333	.76489	.13965	-1.31895	-.74772	-7.399	29	.000
Pair 2	I feel safe in the workplace - I feel safe in the workplace	-.23333	1.00630	.18372	-.60909	.14243	-1.270	29	.214
Pair 3	Medical services are accessible in my organization - Medical services are accessible in my organization	.10000	.84486	.15425	-.21548	.41548	.648	29	.522
Pair 4	I feel that my organization lack of safety. - I feel that my organization lack of safety.	-.63333	.96431	.17606	-.99341	-.27326	-3.597	29	.001
Pair 5	The presence of top management motivated me - The presence of top management motivated me	-.73333	.90719	.16563	-1.07208	-.39458	-4.428	29	.000
Pair 6	My superior always recognizes the work done by me. - My superior always recognizes the work done by me.	-.86667	.86037	.15708	-1.18793	-.54540	-5.517	29	.000
Pair 7	I feel good about doing my job. - I feel good about doing my job.	-.46667	.86037	.15708	-.78793	-.14540	-2.971	29	.006
Pair 8	I am satisfied with the responsibility and role that I have in my work. - I am satisfied with the responsibility and role that I have in my work.	-.70000	.95231	.17387	-1.05560	-.34440	-4.026	29	.000
Pair 9	I feel I do not have much to be proud of. - I feel I do not have much to be proud of.	-.56667	.89763	.16388	-.90185	-.23148	-3.458	29	.002
Pair 10	I feel that I really belong in my organization and my department. - I feel that I really belong in my organization and my department.	-.26667	.90719	.16563	-.60542	.07208	-1.610	29	.118
Pair 11	I feel I am an important in my organization - I feel I am an important in my organization	-.20000	.96132	.17551	-.55896	.15896	-1.140	29	.264
Pair 12	My organization is like a happy family for me. - My organization is like a happy family for me.	-.50000	.82001	.14971	-.80620	-.19380	-3.340	29	.002
Pair 13	I feel I am supported and respected in my organization and my department. - I feel I am supported and respected in my organization and my department.	-.63333	.76489	.13965	-.91895	-.34772	-4.535	29	.000

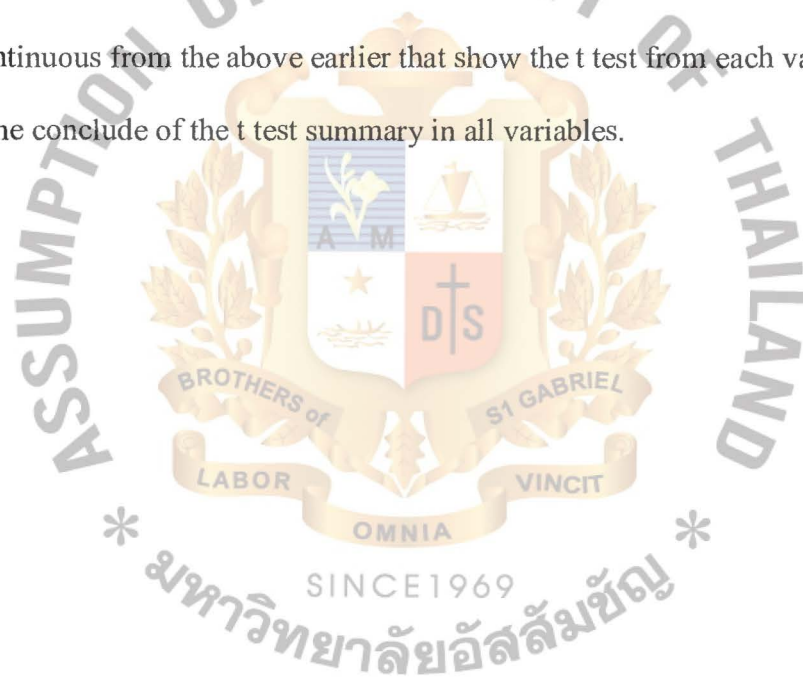
The table above is the conclusion. For example, paired 1 mean -1.0333 come from mean between pre and post on safety need 3.4667-4.5000 and paired sample test is -1.0333.

and each paired show the result of T test follow variables that I show you in table above by separate variables.

Table 4.16 T test Result

Paired Samples Test									
		Paired Differences					t	df	Sig. (2-tailed)
		Mean	Std. Deviation	Std. Error Mean	of the Difference				
					Lower	Upper			
Pair 1	PRE_safety - POST_safety	-.45000	.49741	.09081	-.63573	-.26427	-4.955	29	.000
Pair 2	PRE_esteem - POST_esteem	-.66667	.61775	.11278	-.89734	-.43600	-5.911	29	.000
Pair 3	PRE_sense of belonging - POST_sense of belonging	-.40000	.57461	.10491	-.61456	-.18544	-3.813	29	.001
Pair 4	PRE_total - POST_total	-.51795	.38941	.07292	-.66709	-.36880	-7.103	29	.000

This table continuous from the above earlier that show the t test from each variables but here are the conclude of the t test summary in all variables.



Chapter 5

Summary, conclusion and recommendation

This chapter divides the study into three parts. The first part interpreted and presented the result and summary of research findings. The second part was the conclusion of research finding and finally it represented recommendations and guidelines to further research.

5.1 SUMMARY

This research used quantitative data to analysis the result and the questionnaire was distributed to 30 respondents to employees in YNP factory plant 2 and with helper from human resource of YNP Company help me to do this research with title enhancing employee's motivation through ODI. There are three variables in this research to conducted and adapt to use for continuous improvement which is safety need, self esteem, sense of belonging . Especially, the questions in the questionnaires have 13 questions and separate as four questions for safety need, five questions for self esteem and four questions for sense of belonging.

5.2 CONCLUSION

The researcher can concluded the result in two period of time. The first period is pre ODI which is diagnosis stage because this process we use questionnaire to conducted the data and which is three variables is safety need self esteem and sense of belonging. Next ODI stage is a tools or intervention as my career is a consultant so I must positive thinking to help my client to enhancing motivation through ODI and there are several kinds of activity that I used in this researcher such as AI appreciate

inquiry , activity , physical check up , reward , face by face meeting. All of this is a psychology way to any consultants should shows and improve both mindset and action of employees to positive way because finally the most benefit receiver is a factory or organization that human and employees current working. Moreover, communication can adapt to used in my researcher because when activity or meeting communication show me their non verbal and verbal communication very well. The POST ODI stage is a continuous improvement because all of my three variables that in my framework is continuous improvement because it was showed in mean and T test statistic after I conducted the result.

5.3 Recommendation from the studies.

According to the situation after POST ODI, the researcher would like to recommend as follow

- : how to improve employees motivation based on the result of the study.
- : Employees or respondents are asset of the organization so we should pay attention more on them
- : Communication very important for human to interact with each other

5.3.1 Recommendation of the future studies

All of above I would like to recommendation about communication because motivation is a feeling or psychology way so how to motivated employees we can show by talking teaching rewards so all of this behavior is a non verbal and verbal

communication. Also, interpersonal and intrapersonal can adapted to used for enhancing together with motivations.



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Appendix

APPENDIX A

QUESTIONNAIRE IN ENGLISH

Instructions

This questionnaire is to examine the motivation of employees at Ynp Company, which a researcher can bring the obtained results into analysis in as well as materials, used to support the company's production and administration. All answers of employees will be given priority. **There is no right or wrong answer.**

The questionnaire includes three parts:

Part 1 Demographic data

Part 2 Employees' attitude toward motivation of working at Ynp Company based on Maslow's needs

Part 3 Open-Ended questions on employees' motivation perception based on Maslow's needs toward Ynp Company

Part 1. Employees' demographic and background information. Please put the mark √ into the blank.

1. Gender

☐ Male

☐ Female

2. Age

☐ 18-29 years

☐ 30-39 years

☐ 40-49 years

☐ 50-59 years

☐ 60 years and above

3. Work experience

☐ Below 1 years

☐ 1-5 years

☐ 6-10 years

☐ Over 10 years

4. Education level

☐ High school

☐ Bachelor degree

() Certificate / diploma

() Master degree

5. Occupation

() Student

() Business man

() Housewife

() Administrative

6. Marriage status

() Single

() Married

() Others

Part 2. Opinions regarding employees' attitude toward motivation of working at Ynp Company

Instruction : This section asks employees to rate their motivational variable based on the five-point Likert scale ranging from Strongly agree to Strongly Disagree.

Strongly Agree =5, Agree = 4 Agree = 3 Neutral = 2 Disagree=, Strongly Disagree = 1.

Please consider each item carefully and then circle the numbers below, which best indicate the extent to which you disagree or agree with that statement.

	Items	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
	Employee Motivation					
	Safety					
1.	My organization provide a good and safe working condition	1	2	3	4	5
2.	I feel safe in the workplace	1	2	3	4	5
3.	Medical services are accessible in my	1	2	3	4	5

	organization					
4.	I feel that my organization lack of safety.	1	2	3	4	5
		Strongly Disagree	Disagree	Slightly Agree	Agree	Strongly Agree
	Esteem					
5.	The presence of top management motivated me	1	2	3	4	5
6.	My superior always recognizes the work done by me.	1	2	3	4	5
7.	I feel good about doing my job.	1	2	3	4	5
8.	I am satisfied with the responsibility and role that I have in my work.	1	2	3	4	5
9.	I feel I do not have much to be proud of.	1	2	3	4	5
	Sense of belonging					
10.	I feel that I really belong in my organization and my department.	1	2	3	4	5
11.	I feel I am an important in my organization					

		1	2	3	4	5
12.	My organization is like a happy family for me.	1	2	3	4	5
13.	I feel I am supported and respected in my organization and my department.	1	2	3	4	5

Part 3. Open-Ended question on employees' motivation perception based on Maslow's needs toward Ynp Company

Instruction : This section asks employees to write their motivational perception in the given spaces.

Safety

1. If you could change one thing about our safety process, what would it be?

2. How do you know if you are working safely?

3. How the company does demonstrates that it cares about your personal safety?

Self esteem

4. What you feel good while you working at this organization? How?



The watermark is a large, semi-transparent circular logo for Assumption University of Thailand. It features a central shield with a blue and white striped field, a red field with a white cross and the letters 'DS', and a yellow field with a blue star. The shield is flanked by golden laurel branches. Above the shield is a golden crown. Below the shield is a golden banner with the text 'LABOR OMNIA VINCIT'. The outer ring of the logo contains the text 'ASSUMPTION UNIVERSITY OF THAILAND' at the top and 'มหาวิทยาลัยอัสสัมชัญ' at the bottom, with 'SINCE 1969' in the center of the bottom arc. There are also small asterisks on the sides.

5. What make you feel proud to be member of this organization?
