



Clarifying Migrant Workers' Perception Of Hygiene Factors And  
Motivators Throgh ODI: A Case Study Of W&W House

Akharin Katerattanakul

An Action Research 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 2014  
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Independent Study	Clarifying Migrant Workers' Perception Of Hygiene Factors And Motivators Through ODI : A Case Study Of W&W House
By	Akharin Katerattanakul
Major	Master of Management in Organization Development and Management (MMOD)
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Academic Year	1/2014

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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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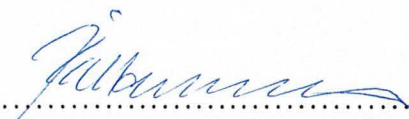
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## ABSTRACT

As the AEC is getting closer, many migrant workers immigrated to Thailand and were hired by many organizations. One of those organizations was W&W House. Historically, the organization faced high-turnover at the end of 2012. So, when the situation has become more stable, the research conducted a study to diagnose the problem and find the areas for further development. Four areas of focus were identified after the discussion between the researcher and the employer, which were pay, job, employer, and working environment.

The research was conducted using the action research model. After the areas of focus were identified, the data were collected from the migrant workers using the initial interview and later the questionnaire. The researcher also looked at the employment document provided by the organization.

The aims of this research were (1) to analyze and diagnose the current situation of migrant workers' perception of the hygiene factors and motivators at W&W House, (2) to identify hygiene factors and motivators, which make the migrant workers do not want to leave their employers and their importance, (3) to determine the OD interventions that clarify migrant workers' perception of the hygiene factors and motivators, and (4) to measure the effectiveness of the interventions by comparing results between Pre-ODI and Post-ODI.

The ODI were later designed and implemented based on the Pre-ODI data. After the implementation, the data were once again collected for the comparison to determine the effectiveness of the ODI. The data were analyzed and the result turned out that there were differences in the four variables between the Pre-ODI and Post-ODI. However, statistically they were not impacted by the ODI, but other factors.

Lastly, the recommendations were made by the researcher to the organization for further development: (1) used questionnaire and interview as one of the communication channels, (2) paraphrased the questions and makes it more imaginative, (3) exchanged experience with other employers and their migrant workers, (4) continued to expand relationship with her employee, (5) created a small open talking session with her employee (6) considered employer as the most important factor that makes the worker does not want to leave.

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I would like to use this opportunity to thank these following people, who supported and helped me before and during my thesis. Without them my thesis would not have been completed.

First of all, I would like to thank all of my teachers for expanding my knowledge about organization development and management. I might not use everything they taught me in this thesis, but I am sure that they will become very useful in the future. About my thesis, I would like to thank Dr. Salvacion, my research teacher, for reminding me about content of the research that I have already forgotten and teaching me the difference between pure research and action research. I would like to thank Dr. Sirichai, my advisor, for helping me till the end of my thesis. I would like to thank all the committee members, Dr. Sirichai, Dr. Marissa, Dr. Sawat, and Dr. Perla, for helping me clarify my research topic after the proposal presentation.

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Akharin Katerattankul

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## Chapter 1: The Problem and Potential Challenge for Change

### 1.1 Introduction

In this 21st century, the countries around the world have become more globalized. People or the organizations no longer stay within their own countries, but spreading to the neighboring countries or across the globe. In terms of the people, they are called the “migrant workers” and one of the jobs available for these people, especially for the women is “domestic works”.

### 1.2 Generalities of the Topic

#### 1.2.1 Global Context

Before going into details, the figures below show the growth of the domestic workers between 1995 and 2010, for both sexes, females, and males in different continents.

**PANEL A. BOTH SEXES**

	Domestic workers		Domestic workers as percentage of total employment	
	1995	2010	1995	2010
Developed countries	3 245 000	3 555 000	0.8	0.8
Eastern Europe and CIS	477 000	595 000	0.2	0.3
Asia and the Pacific	13 826 000	21 467 000	1.0	1.2
excluding China	7 116 000	12 077 000	1.0	1.2
Latin America and Caribbean	10 402 000	19 593 000	5.7	7.6
Africa	4 178 000	5 236 000	1.7	1.4
Middle East	1 101 000	2 107 000	5.0	5.6
<b>Total</b>	<b>33 229 000</b>	<b>52 553 000</b>	<b>1.5</b>	<b>1.7</b>

Figure 1.1: Domestic workers for Both Sexes (1995 and 2010)

**PANEL B. FEMALES**

	Female domestic workers		Female domestic workers as percentage of female employment	
	1995	2010	1995	2010
Developed countries	2 868 000	2 597 000	1.7	1.3
Eastern Europe and CIS	289 000	396 000	0.3	0.4
Asia and the Pacific	12 194 000	17 464 000	2.3	2.5
excluding China	5 305 000	9 013 000	2.3	2.6
Latin America and Caribbean	9 623 000	18 005 000	14.6	17.4
Africa	3 121 000	3 835 000	3.3	2.5
Middle East	745 000	1 329 000	22.6	20.5
<b>Total</b>	<b>28 840 000</b>	<b>43 628 000</b>	<b>3.4</b>	<b>3.5</b>

Figure 1.2: Domestic workers for Females (1995 and 2010)

PANEL C. MALES

	Male domestic workers	Male domestic workers as percentage of male employment	Male domestic workers as percentage of male paid employees
Developed countries	958 000	0.4	0.5
Eastern Europe and CIS	199 000	0.2	0.2
Asia and the Pacific	4 003 000	0.4	1.0
excluding China	3 064 000	0.5	1.7
Latin America and Caribbean	1 588 000	1.0	1.6
Africa	1 400 000	0.6	1.8
Middle East	778 000	2.5	3.5
Total	8 925 000	0.5	1.0

Figure 1.3: Domestic workers for Males (1995 and 2010)

Source: International Labor Organization, (2013) p.25

Moreover, figure 1.4 below shows the distribution of domestic workers by sex and region in 2010. It gave an overview that this sector is female dominated and most of them are working in Latin America & Caribbean and Asia.

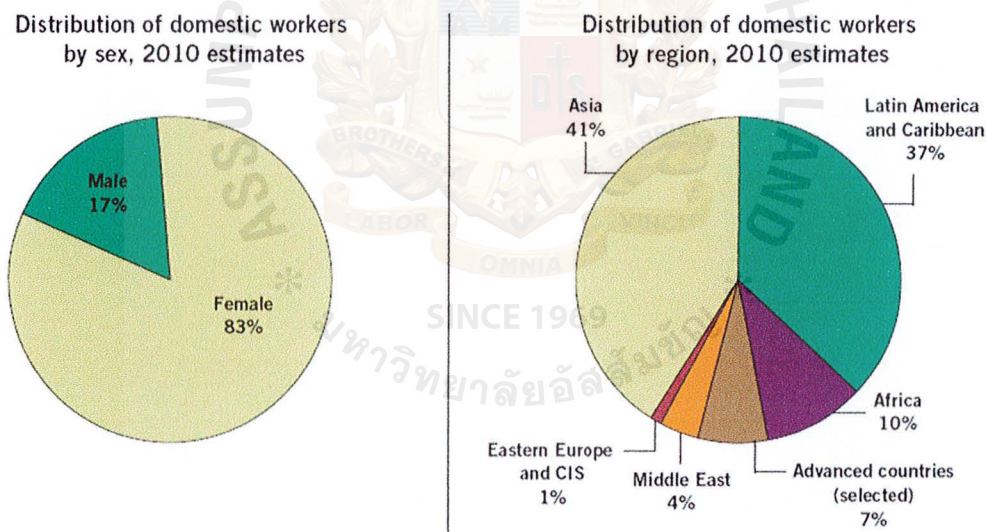


Figure 1.4: Distribution of domestic workers (International Labor Organization, 2013, p.21)

In Latin America and the Caribbean, there was a rapid growth of the domestic work between 1995 and 2010, especially the rising labor force participation of women. However, due to an inequality of the income in this region, the households at the top of the distribution have the resources to employ domestic workers, while workers at the bottom of the

distribution are willing to accept jobs in domestic services, even though the salary and social protection are low.

Domestic work is a source of employment in this region. Historically, the work has served as a gateway to the labor market for women in Latin America, especially those who had lower education. Domestic workers often migrate to neighboring countries such as women from Bolivia and Paraguay search for work in Argentina and women from Nicaragua and El Salvador migrate to Costa Rica as a result of income differences between countries and also by economic crises and high unemployment in the countries of origin.

The largest employer of domestic workers is Brazil, where there was a steady growth between 1995 and 2009. Like the rest of the regions, the majority of domestic workers are women. Mexico is the second largest employer. Like Brazil, most of the domestic workers are women, showing the domination of women in this sector. Most of the domestic workers in Mexico are nationals and the women are employed as domestic workers abroad such as the United States.

Another main destination country for domestic workers in Latin America is Argentina. During the 1990s, a fixed exchange rate between the Argentinean peso and the United States dollar made the country attractive for the migrants. It allowed the migrant workers to send money in a higher value and support their families back home more effectively. This led a large migration group of female migrants to find job opportunities as domestic workers.

Female migrant workers represented more than half of all female domestic workers in Buenos Aires, partly as a result of the inflow of foreign workers. There was a growth in number of domestic workers between 1996 and 2000. However, as households began to feel the impact of the Argentinean crisis, they reduced their expenditure, which led to the reduction in the number of domestic workers. Later, the employment has recovered along with the economy.

In the Caribbean countries, the number of domestic workers is not as large as Latin America, because of the small population sizes of the countries. However, the occurrence of domestic work is still fairly high.



The shares of men and women in domestic work in the Caribbean are similar to those in Latin America.

*Source: International Labor Organization, (2013) p.24-28*

### 1.2.2 Asian Context

Asia and the Pacific have the largest number of domestic workers. Like other parts of the world, the sector is female-dominated. Four out of five domestic workers are women. Moreover, domestic work has also become one of the most important sources of employment for Asian women beyond the national borders of their home countries.

Recently, the share of women among outward labor migrants from countries in the Asia and the Pacific region has increased due to the increasing demand for domestic workers in the Middle East, Europe and the newly industrialized countries in Asia. The trend has resulted in a “genderization” of migration flows, men do construction work and women do domestic work.

The major sending countries of female migrant workers are The Philippines, Sri Lanka and Indonesia. For Indonesia, the vast majority of women who leave the country find work as domestic workers in Saudi Arabia and Malaysia, whereas the major destinations of the Filipino domestic workers are Hong Kong and Gulf countries such as Kuwait, Saudi Arabia, Qatar and the United Arab Emirates.

The outflow of domestic workers from the Philippines has increased in 1995 and the majority of Filipino migrant domestic workers are women. In general, local domestic workers are younger, come from poorer areas, have lower levels of education and have less work experience than domestic workers who take placements overseas. Moreover, Filipino migrant domestic workers are better educated, have a better knowledge of English and enjoy greater support from the sending country than migrant domestic workers from other sending countries and command higher wages.

In Indonesia, domestic work is one of the largest sources of wage employment for rural women with limited educational attainment. Thailand and Malaysia are other large employers in the region. Both countries have relied heavily on migrant workers in order to meet the rising demand for domestic services.

In the case of Thailand, a large number of domestic workers enter the country through irregular channels from neighboring countries. However, they can register with the Office of Foreign Worker Administration without fully regularizing their status.

In Malaysia, over half of the domestic workers are non-Malaysian citizens. Many of them are from Indonesia and the Philippines. While foreign migrant workers are recruited by enterprises in the manufacturing, construction, agriculture and services, the female migrants come to the country as domestic workers.

*Source: International Labor Organization, (2013) p.28-31*

### 1.2.3 Thailand National Context

The trend of Thai women being employed as domestic workers has been declining. Young Thai women prefer to work in the industrial sector because of the better status, higher salaries and more freedom. Moreover, their quality has also declined in terms of their honesty, work performance and social conduct.

However, there was still high demand of domestic workers due to the economic expansion and the growing middle class in Thailand over the past two decades. On the supply side, conflict situation and economic hardship in the neighboring countries of Thailand, particularly in Myanmar has pushed a large number of people to flee the country and migrate to Thailand since late 1980s.

The majority of the migrant workers become undocumented migrants in Thailand. Over half of migrant domestic workers are employed in Bangkok and the Central region. Ministry of Labor indicated that the number of registered domestic workers from Myanmar, Laos and Cambodia has increased between 2003 and 2009 2<sup>nd</sup> quarter.

Among all the registered domestic workers in 2009, most people were from Myanmar, followed by Laos and Cambodia. From 2009 registration, more than half of the migrant workers were women.

*Source: International Labor Organization, (Jan 2010) p.14*

The migrant workers' situations in Chonburi according to 2013 2<sup>nd</sup> quarter report made by the Ministry of Labor are as the followings. Overall, the number of migrant workers



has increased from the last quarter by 4.3% and increase from the same quarter the year before by 29.7%. Most of them are temporary workers at 57.6% (8,397 people), second group are under BOI at 26.4%, third group are under section 12 at 2.6%, and the last group are necessary and urgent at 3.4%. The total number is 14,582 people.

Table 1.1: Chonburi Migrant workers divided in categories (June 2013)

	Number (People)	Percentage
Temporary	8,397	57.6%
BOI	3,852	26.4%
Section 12	1,837	12.6%
Necessary and Urgent	496	3.4%
Total	14,582	100%

Table 1.2: Chonburi Migrant workers divided by nationalities (June 2013)

	Number (People)	Percentage
Myanmar	38,421	53.5%
Cambodia	26,274	36.6%
Laos	7,079	9.9%
Total	71,774	100%

Source: Chonburi Ministry of Labor, (2<sup>nd</sup> Quarter 2013) p.26-27

The International Organization of Migration or IOM has interviewed over 5,000 Myanmar workers in seven provinces in 2013. The result showed that 80% of the workers expressed a desire to return home and 41% of these would do so within the next five years. The implication of the result was that there was a chance Thailand could face a shortage of over five million workers by 2025.

Source: Bangkok Post, (18 December 2013)

### 1.3 Background of the Organization

The organization was W&W House, which was first resided in a hospital and started before 1990. The organization started with two Thai female workers, who worked as both the nannies and the housemaids.

As the time passed, the organization changed its location from the hospital to the village and both Thai workers were still with the organization. Suddenly, one of the Thai workers left without giving the notice directly to the employers. This event has become the starting point, where the employers started hiring the first migrant worker, who was a woman from Laos.



Figure 1.5: Organization Timeline

Everything seemed smooth until the other Thai worker decided to leave as well in 2011. The employers were still able to find Thai worker to help the Laos worker, but in the end both Laos and Thai worker left and the employers couldn't find any Thai workers who were willing to work at the organization since then. The experience of hiring 100% migrant workers has begun.

At the end of 2012, there was high turn-over rate. The workers just came and left very frequently. Some of them didn't even tell the employers that they were leaving. However, the situation became more stable in 2013 when the employer hired a Myanmar woman, who worked at the organization for almost a year. She was considered one of the long service workers.

### 1.3.1 Organization Chart

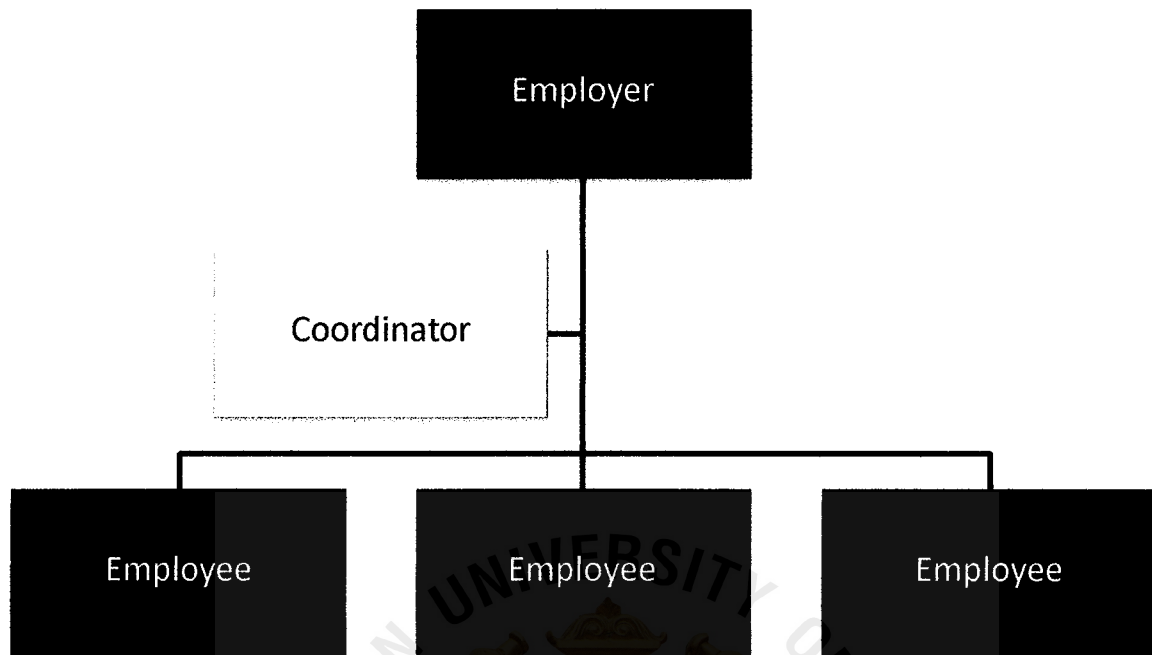


Figure 1.6: Organization Chart

The organization chart of the organization was simple and informal since the size of the organization was small. In this project, the researcher focused on clarifying migrant workers' perception of Hygiene Factors and Motivators at W&W House. However, the researcher also focused on the employer, as they were one of the hygiene factors.

There were three main positions within the organization. First group was the employers, which were the female employer and male employer, who were responsible in different areas. The female employer was the main person; she was responsible for the employment, government issues, pay the salary to the workers, whereas the male employer's was to provide the support on the money.

The second group was the coordinator, who was responsible for coordinating between the employers and the employees, because one of the weaknesses of the organization was the employers spent little time with their employees. So, part of the coordinator's responsibility was to shorten the gap between them. Last group were the employees.

### 1.3.2 Communication

There were three kinds of the communication in this organization. The first kind was upward communication, which was from the employees to the employers. The second kind was downward communication from the employer to the employees. The last kind was horizontal communication, which was the communication either among the employers or among the employees.

The other one was the channels, which include formal channels and informal channels. The formal channel was when the employers communicated directly to the employees or the other way around and the informal channel was when they communicated with each other through the coordinator.

### 1.3.3 Products

When talking about the products for this organization was the employees. However, it didn't mean that they were the things, but they were the products of the organization in terms of what the organization was producing. When people came to work at the organization, they would be new to the environment. There was something that was similar and there was something that was different from their previous workplace such as the environment of the workplace itself, the employer, etc.

The difference was what the employees would learn as part of their new experience. An example was the employee who used to take care of the mother of the employer. Before she worked as elderly caregiver at the organization, she worked in a shoe industry, which was completely different. So, she has gained the new experience and skill, which would become useful for her in the future.

### 1.3.4 Service

In terms of the service, the employers were also the customers. They hired the employees for their service such as cleaning the house, doing the laundry, taking care of the elders, etc.



### 1.3.5 Current Situation

Originally, the organization had three workers, but one of them recently moved to work with the relative of the employer in another province. So there were only two workers left. However, one of them decided to leave before finishing her third month. On the other hand, the other worker continued working her third month and she continued working at the organization. The mean value was 3.68 meaning these workers would work for the organization about three months and 20 days according to the current value as shown in figure 1.7.

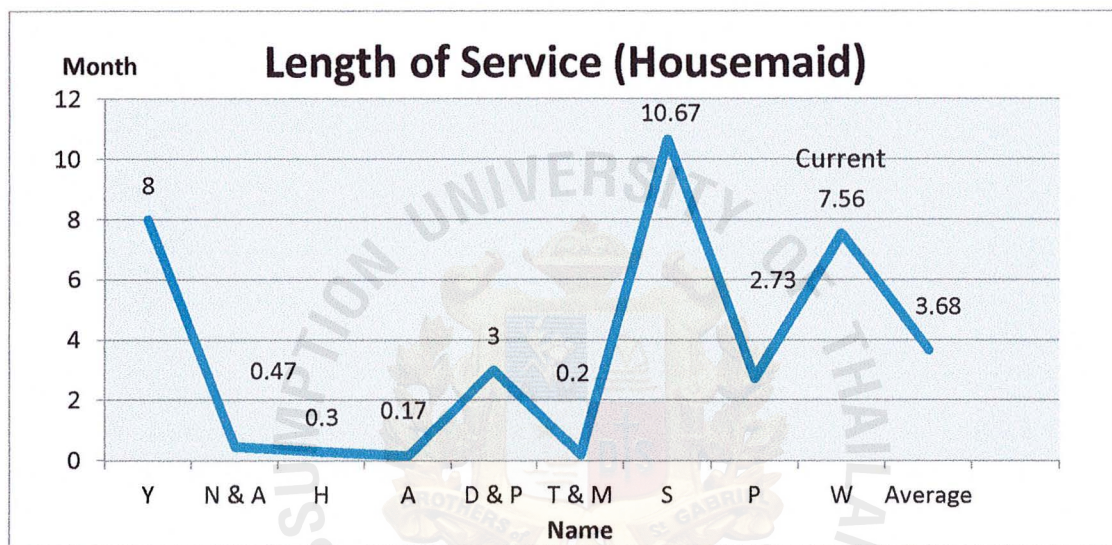


Figure 1.7: Employees' Length of Service

Table 1.3 on the next page shows the name of all the workers who worked or is working (only the first letter of their names), the average, and the phase, which has been added from the previous section. The phase referred to the length of service and every length had its own unique color. White represented the length of service that was less than three months, in other words these workers worked for the organization less than three months. Green represented phase 1, which the workers have finished their third month. Blue represented phase 2, which the workers have finished their sixth month. Purple represented phase 3, which the workers have finished their ninth month.



Table 1.3: Employees' Length of Service by Phase

Name	Phase
Y	
N & A	
H	
A	
D & P	
T & M	
S	
P	
W (Current)	
Average	

**Label**

White: Below 3 months

Green: Phase 1 (3 months)

Blue: Phase 2 (6 months)

Purple: Phase 3 (9 months)

Next was the SWOT and SOAR Analysis, which included Strengths, Weaknesses, Opportunities, Threats, Aspirations, and Result of the organization.

1.3.6 SWOT and SOAR Analysis

1.3.6.1 Strengths

The strengths of the organization included the followings. First was the pay itself. The organization paid the workers in high amount and on time. In case of emergency and other necessities, the employers would also pay their workers in advance.

Second, the organization provided good welfare to the workers, which were divided according to Herzberg's two factors Theory, the hygiene factors and the motivators. The hygiene factors are food, place to live, medication, and for the clothing the workers brought with them. Food, the employers either bought food for the workers or provided the ingredient for them to cook by themselves.

Place to live; the employers provided a room for them to sleep, the cupboards to put their clothes, the television to watch, and the separated restroom. Medication, since the employers of the organization were either doctors or employees work in health organization, which made it more convenient to access the medication. The motivators, which were applied to the organization, were recognition and responsibility.

Table 1.4: SWOT and SOAR Analysis

<u><b>Strengths</b></u> <ul style="list-style-type: none"> <li>- High Pay</li> <li>- Pay on time</li> <li>- Pay in advance when necessary</li> <li>- Welfare</li> <li>- Doctor family: easier to provide medication</li> </ul>	<u><b>Weaknesses</b></u> <ul style="list-style-type: none"> <li>- The employers have their routine work.</li> <li>- Time that the employer comes back home is uncertain.</li> <li>- The worker has to work everyday.</li> <li>- Domestic work is the work that is done at home, so the worker will not have much interaction with people outside.</li> </ul>	<u><b>Aspirations</b></u> <ul style="list-style-type: none"> <li>- Win-Win outcome.</li> <li>- Year by Year</li> <li>- They are happy with their works and stay with the organization longer.</li> </ul>
<u><b>Opportunities</b></u> <ul style="list-style-type: none"> <li>- Located in the city.</li> <li>- The province is not far away from Bangkok.</li> <li>- The province has immigration bureau and closed to the organization</li> </ul>	<u><b>Threats</b></u> <ul style="list-style-type: none"> <li>- Technology, mobile phone.</li> <li>- The situation in their country is getting better.</li> <li>- The province has a big Industrial Estate, Domestic works →Industry</li> </ul>	<u><b>Results</b></u> <ul style="list-style-type: none"> <li>- Quarter by Quarter</li> <li>- The employees get the amount of the money they need and work is not too overload.</li> </ul>

#### 1.3.6.2 Weaknesses

The weaknesses of the organization included the following. The employers had their routine work, which reduced the time they spent with their employees and took them outside. Secondly, the time that the employers came back home is uncertain. Sometimes they came back early, but sometimes they came back late at night. Lastly, the weaknesses related to their jobs were they had to work everyday and they would not have much interaction with people outside since the works was done at home.

#### 1.3.6.3 Opportunities

The opportunities of organization included the following. Firstly, the organization was located in an urban area, made it convenient for the employees to buy things they need. Secondly, the province, where the organization located is Chonburi, which was not far away from Bangkok. This made it easier for the employees to visit their family/friend or go back to their home country. Lastly, the province had immigration bureau and it's not far away where organization was located, only 30 minutes, the employees could renew their visa in a short period of time.

#### 1.3.6.4 Threats

The threats of the organization included the following. Firstly, as each employee had a mobile phone it was unavoidable that their family or friend would contact them during their working hours. Secondly, when situation in their countries were getting better, more jobs would be available and could cause them to go back to their own country. Lastly, the province where the organization was located had big Industrial Estate, which could cause the migrant workers to go and worked in the industry instead of doing the domestic works.

#### 1.3.6.5 Aspirations

The Aspirations included the following. The organization had set a long-term goal yearly; meaning after the first year had been achieved the next year would be the organization's new long-term goal. Win-Win outcome, both employers and employees gained the benefits from the result. The employees were happy with their works and stayed with the organization longer.

If the workers stayed up to a year, the length of their service would increase from about three months and 20 days to about 4 months and 6 days.

Table 1.5: Long-term goal (Month)

Job	Current Month	Long-term goal
Housemaid	7.56	12

Table 1.6: Long-term goal (Mean Value)

Job	Current Value	Long-term goal
Housemaid	3.68	4.17

#### 1.3.6.6 Results

The results of our organization included the following. The organization set a short-term goal quarterly, every three months. The employees got the amount of money they needed and the work was not too overload.

Table 1.7: Short-term goal (Month)

Job	Current Month	Short-term goal
Housemaid	7.56	9→12

Table 1.8: Short-term goal (Mean Value)

Job	Current Value	Short-term goal
Housemaid	3.68	3.84→4.17

#### 1.4 Focus of the Study

After analyzing the current situation of the organization, SWOT, and SOAR, the researcher has made the decision to focus on the high turn-over rate problem since it has created the negative effects to the organization. The ones that applied to the organization were cost and continuation of the work.

Cost, when the old employees left, the employers had to find the new one and it's costly as the new employees might ask for more money than the old employees and paid to the agent who found these employees.

Continuation of work, the situation of the organization was different compared to the large company, which had many employees. If one left, they could find someone to substitute in a short period of time, but in this case when one employee left, the rest of the workload would go to the one who remains. It would take the employers sometimes to find the new employee, especially when they left without giving the prior notice and later the one that remained might decide to leave the organization. (Kokemuller N., n.d.)

However, since it was a positive-based approach, instead of reducing the turn-over rate, the researcher focused on clarifying migrant workers' perception of hygiene factors and motivators.

### **1.5 Research Objectives**

1. To analyze and diagnose the current situation of migrant workers' perception of the hygiene factors and motivators at W&W House
2. To identify hygiene factors and motivators, which makes the migrant workers do not want to leave their employers and their importance
3. To determine the OD interventions that clarify migrant workers' perception of the hygiene factors and motivators
4. To measure the effectiveness of the interventions by comparing results between Pre-ODI and Post-ODI.

### **1.6 Statement of the Problem**

The main purpose of the study is on clarifying migrant workers' perception of hygiene factors and motivators at W&W House.

### **1.7 Research Questions**

1. What is the current situation of migrant workers' perception of the hygiene factors and motivators at W&W House?



2. What are the hygiene factors and motivators, which make the migrant workers do not want to leave their employers and their importance?
3. What are the OD interventions that clarify migrant workers' perception of the hygiene factors and motivators?
4. How effective are the interventions after comparing the results between Pre-ODI and Post ODI?

## 1.8 Hypotheses

H<sub>0</sub>1: There is no significant difference in migrant workers' perception of pay between Pre-ODI and Post-ODI.

H<sub>a</sub>1: There is a significant difference in migrant workers' perception of pay between Pre-ODI and Post-ODI.

H<sub>0</sub>2: There is no significant difference in migrant workers' perception of job between Pre-ODI and Post-ODI.

H<sub>a</sub> 2: There is a significant difference in migrant workers' perception of job between Pre-ODI and Post-ODI.

H<sub>0</sub>3: There is no significant difference in migrant workers' perception of towards employer between Pre-ODI and Post-ODI.

H<sub>a</sub> 3: There is a significant difference in migrant workers' perception of employer between Pre-ODI and Post-ODI.

H<sub>0</sub>4: There is no significant difference in migrant workers' perception of working environment between Pre-ODI and Post-ODI.

H<sub>a</sub> 4: There is a significant difference in migrant workers' perception of working environment between Pre-ODI and Post-ODI.

## 1.9 Definition of Terms

**Clarifying:** to clear something of confusion such as the perception of a person



**Domestic Works:** Work performed in or for a household or households. (*International Labor Organization, 5 Sep 2013*)

**Migrant workers:** A person that works outside of their home country. (*wiseGeek.com, n.d.*)

**Perception:** A positive or negative way of thinking that a person has towards pay, job, employer, and working environment.

**Hygiene factors:** The factors that keep a person's perception to remain positive such as pay, employer, and working environment.

**Motivators:** The factors that create a person's positive perception such as job itself.

**Working environment:** Everything that forms part of employees' involvement with the work itself such as the relationship with the employers, the communication with the employers, and self-management schedule. (*Poh M., n.d.*)

**Employer:** A person who agrees to accept the employee for employment by paying wages or a person who is assigned by the employer to act on his or her behalf. (*Labor Relations Act B.E. 2518, Section 5*)

**Job:** The work that a person does regularly in order to earn money including its description, workload, and safety.

**Job description:** An accurate description of what a new employee will do and clearly distinguish the scope of responsibility between employer and employee.

**Pay:** Amount of money and other benefits that are accepted by both employer and employee in exchange of services that one gives to another.

**Win-Win outcome:** Both parties gain the benefits from the outcome.

**Delayed gratification:** The ability to resist the temptation for an immediate reward and wait for a later reward. (*Wikipedia, 27 February 2014*)

**Self-discipline:** The ability to control one's feelings and overcome one's weaknesses. (*Oxford Dictionary, n.d.*)

**Organization development intervention (ODI):** The activities or tools that have been designed and facilitated by the practitioner in order to develop the system of the clients.

### **1.10 Significance of the Study**

Employers of the migrant workers: they will learn about the mindset of their workers in term of their perception of the hygiene factors and motivators. In order to find out these perceptions, the employers will have to talk to their employees, which become another communication channel for the employers and the employees to talk and understand one another. After they know what their employees' perception are, then they will be able to rearrange which factor they should consider first, second, third, and so on.

Migrant workers: these groups will know about their own perception of hygiene factors and motivators. The other benefit is they will have time to talk with their employers and understand more about them.

Other researchers: they will know about the trend of the migrant workers or the domestic workers in different levels (Global, Asia, and Thailand) and continents (Europe, Latin America, Africa, Middle East etc.). They will also know about the migrant workers' perception of hygiene factors and motivators.

Thai workers: they can study about the trend of domestic work in other countries and seek out the opportunity to work outside Thailand. They can also look at the questions on the instruments and try answering them, so that they know about their reflection on their current pay, job, employer, and working environment. If they are working with the migrant workers from Myanmar, Cambodia, or Laos the workers will understand more about their colleagues.

### **1.11 Scope and Limitation of the Study**

The scope of the study was perception of the migrant workers of the hygiene factors and motivators at W&W House. The hygiene factors were pay, employer, and working environment and motivators was job. People in the organization who participated in the study were the female employer and the employee. The migrant workers were people who came from Myanmar, Cambodia, and Laos and needed to be able to speak Thai.

First limitation about this research is the migrant workers, especially in terms of the communication. They might not understand the interview question and questionnaire correctly, which can cause them to answer these two instruments incorrectly. Another thing about the migrant workers is that they might leave before the research is finished, which causes the research to be incomplete.

Second limitation is in this research the researcher doesn't use the real name of the organization. Third limitation is the time, especially when the target group of the study is very specific, the domestic migrant workers. Within the short time frame, some areas of the research need to be adjusted in order to fit with the time frame.

Last limitation is during the data collection process, there was a migrant worker incident occurred in Thailand, which caused many migrant workers decided to move back to their own country. As a result of this incident the researcher is unable to collect the same amount of data that he thought he would have before the incident.



## Chapter 2: Review of Related Literature and Conceptual Framework

In this chapter, the literatures related to the study are presented. The first part is about organization as a system, Organization Development, Change Management, and Responsive to change. The second part is the literatures related to the research such as motivation theory, pay, job, employer, and working environment. The last part is about the discussions on conceptual framework and action research framework.

### 2.1 Organization as a System

There were many metaphors that were used to describe the organization and one of them was organization as a system. In one system, there were many subsystems that were working together such as the departments or people within the organization. Each one had different expertise and needed to interact with one another for the whole system to work properly. Using figure 2.1 as an example, the subsystems were like the gears. With one gear stopped working or did not work properly, it could lead the other gears to stop working or not working properly and if there was no mechanic to fix the gear, soon the whole system would stop working.

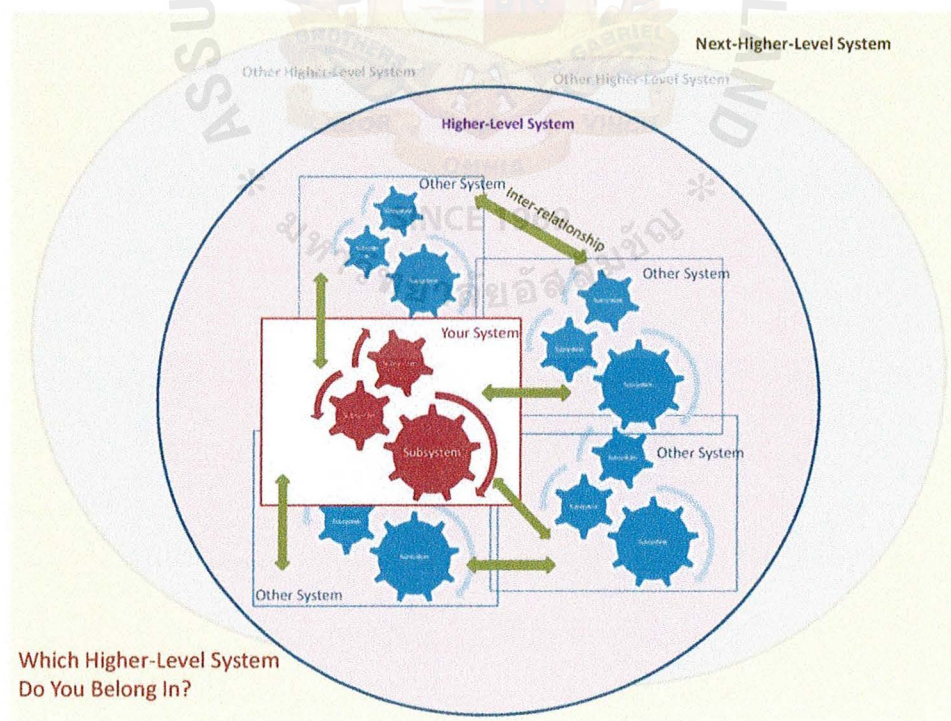


Figure 2.1: Organization as a System



As the world develops exponentially, a system no longer survived by itself. It needed to interact with other system, but whether a system would open or close depends on the system itself. The figure was the example of an open system meaning a system and other systems had an inter-relationship and interacted with one another. In addition, the system and other systems would form a larger system called “Higher-Level System”. If the system didn’t have any role or could not define its role in higher level system, it meant that the system was not part of that higher level system. (HAINES CENTRE for Strategic Management ASIA, 2013)

## 2.2 Organization Development

Organization Development was “a system-wide application and transfer of behavioral science knowledge to the planned development, improvement, and reinforcement of the strategies, structures, and processes that lead to organization effectiveness”. (Cumming T. & Worley C., 2005, p.1)

However, this was only one of the definitions. Different OD gurus from different nations defined “Organization Development” differently. Figure 2.2 is the example of OD definitions from different gurus such as Warner Burke, Wendell French, Richard Beckhard, and Michael Beer.

Table 1•1	Definitions of Organization Development
	<ul style="list-style-type: none"> <li>• Organization development is a planned process of change in an organization's culture through the utilization of behavioral science technology, research, and theory. (Warner Burke)<sup>2</sup></li> <li>• Organization development refers to a long-range effort to improve an organization's problem-solving capabilities and its ability to cope with changes in its external environment with the help of external or internal behavioral-scientist consultants, or change agents, as they are sometimes called. (Wendell French)<sup>3</sup></li> <li>• Organization development is an effort (1) planned, (2) organization-wide, and (3) managed from the top, to (4) increase organization effectiveness and health through (5) planned interventions in the organization's "processes," using behavioral science knowledge. (Richard Beckhard)<sup>4</sup></li> <li>• Organization development is a systemwide process of data collection, diagnosis, action planning, intervention, and evaluation aimed at (1) enhancing congruence among organizational structure, process, strategy, people, and culture; (2) developing new and creative organizational solutions; and (3) developing the organization's self-renewing capacity. It occurs through the collaboration of organizational members working with a change agent using behavioral science theory, research, and technology. (Michael Beer)<sup>5</sup></li> </ul>

Figure 2.2: Definitions of Organization Development

Source: (Cumming T. & Worley C., 2005, p.2)



Another suggestion from Worley and Feyerherm, for the process to be called Organization Development, it needed these three things. “First, it must focus on or result in the change of some aspect of the organization system. Second, there must be learning or the transfer of knowledge or skill to the client system. Last, there must be evidence or intention to improve the effectiveness of the client system”. (Cumming T. & Worley C., 2005, p.1)

### Organization Development Framework

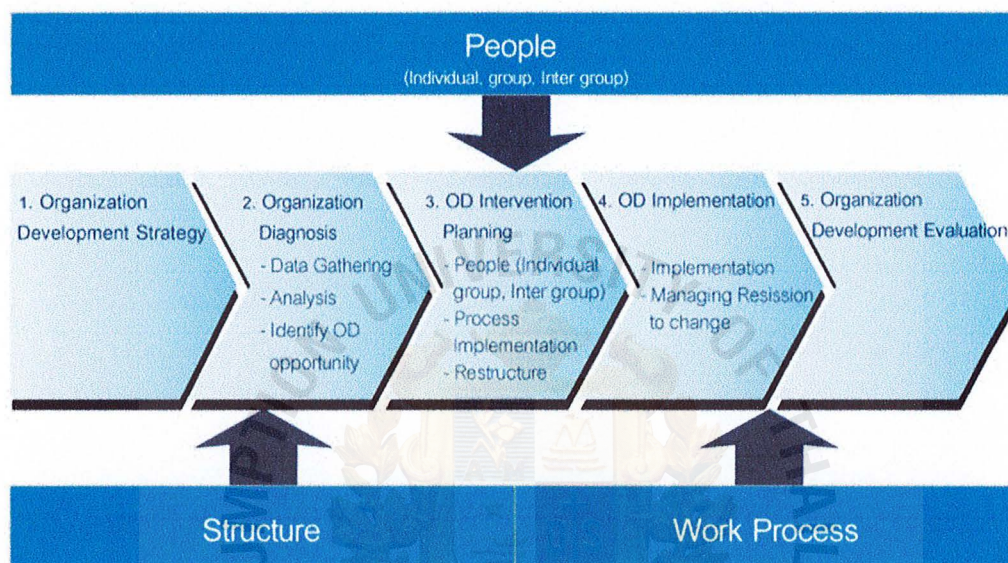


Figure 2.3: Organization Development Framework

Organization Development was divided into five main steps. Step one, formulating an organization development strategy consistently with the culture, strategy, and the environment of the organization. Step two, diagnosing the organization to find the root causes and the organization development opportunities. Step three, planning OD intervention, which would emphasize the behavior of the individual, group, and the relationship between individual, working process, and organization structure. Step four, implementing the OD intervention in order to lead to the new change according to the wants of the organization. Last step is to evaluate, monitor, and maintain the new change, so that the organization did not go back to its old state and made everything people in the organization worked for go to waste. (Personnel Management Association of Thailand, 2012)



## 2.3 Change Management

Nowadays, some people might still wonder what are the similarities and the differences between Change Management and Organizational Development. Here are some similarities and differences between the two of them.

The first similarity is both of them focus on improving the organization. Another similarity was they are executed through a sequence of planned actions, using accepted processes, and relying on good leadership for the process to be carried out effectively.

For the difference, change management was much broader and focus more narrowly on values of cost, quality, and schedule; whereas organization development would focus on behavioral science values, development, human potentials, participation, and transfer of skill. As both concepts focused on different things, the way that the consultants approached their clients would be different from the beginning.

Firstly, the Change Management consultant would focus on the cost, the quality, and the schedules which were raised by the organization and it's unnecessary that the most efficient way to diagnose has to be collaborative. On the other hand, the OD consultant would perform a more detailed diagnosis to identify the root causes of the problem and tried to involve the members of the organization as much as possible.

Secondly, the Change Management consultant would draw on their expertise to design a solution, an implementation project plan, and propose to the organization, whereas the OD consultant would use the diagnostic data to involve as many organizational members as possible in order to help them find their own solutions and transferred his facilitation skills to some member of the organization, so that the organization could do it without the help of an OD consultant in the future.

Lastly, the Change Management consultant would manage the implementation project or recommend a project manager to do it, whereas the OD consultant would help the organization create its own implementation plan and managed the plan, this is another process where the consultants transferred their skill to the organization.

Throughout the process, the OD consultant would continually encourage the members of the organization to find their own potentials, so that they would be able to solve their own problems in future. (Ashton, 28 April 2010)

### 2.3.1 Change Management Theories

There were two Change Management theories that the researcher chose to describe change management. The first one was Kotter model, which had eight steps as shown in figure 2.4.



Figure 2.4: Kotter Model

The first time people saw this model, they might think that this change model had too many steps and difficult to understand, but when grouping the eight steps into three main processes, it was quite similar to the next model the researcher chose to describe change management. The first process consisted of the first four steps, focusing on unfreezing the organization. The second process consisted of the next three steps, focusing on making the change. The last process was the last step, focusing on refreezing the new change. (GT webMarque, 09 November 2011)

The second model was one of the well-known change models for the people who learned about management and organizational development. This model was Kurt Lewin's model, which consisted of three main steps. The first step was to unfreeze the organization meaning preparing the organization for the new change.

When the organization was ready, the new change would be executed. Lastly, the new change would have to be refrozen, so that the organization would not go back to the way they used to be. The summary of the process is as shown in the figure 2.5.

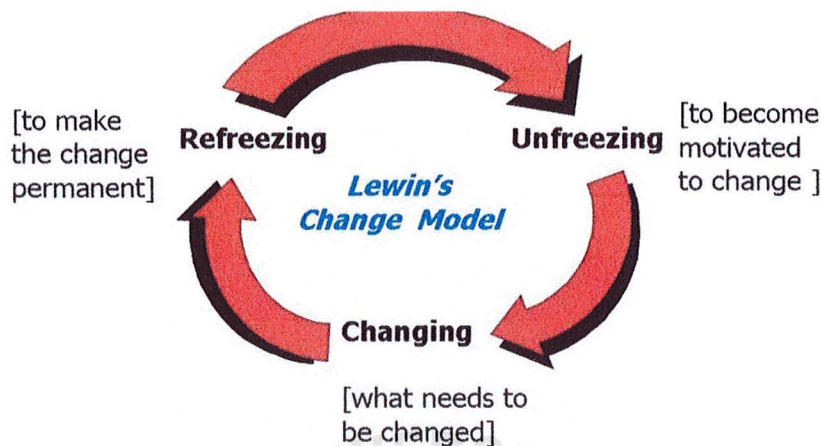


Figure 2.5: Kurt Lewin Model (Design\_at\_the\_edge, 27 June 2007)

## 2.4 Respond to Change

Whether it is change management or organization development when people faced the new change they reacted differently and realized about the change at different time due to their knowledge, experience, etc.

### Why is Change Management Important?

Because individuals will resist changes to their work environment in a variety of ways.

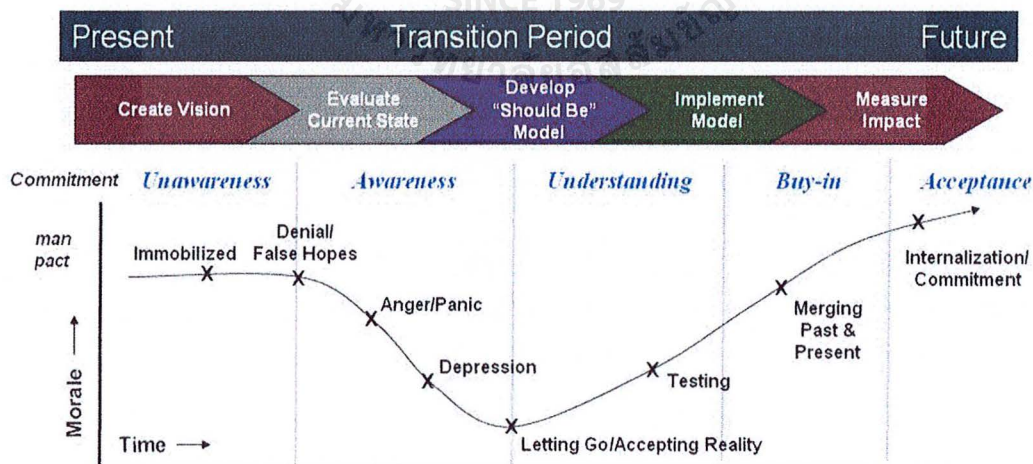


Figure 2.6: Response to Change (Wael Salloum Blog, 03 April 2011)



However, figure 2.6 that the researcher used shows how people responded to the new change in general. First stage, people were still unaware of the change, so there was no change in the morale of the people in the organization. In the second stage, when people started to realize about the change, their morale dropped dramatically, it caused a variety of feelings such as Denial, Anger, Panic, Depression, etc. Third stage, when people understood why they needed to change their morale rise continuously until they finally bought the idea in the fourth stage and finally accepted the change in the last stage.

## 2.5 Motivation

### 2.5.1 Model of Motivation

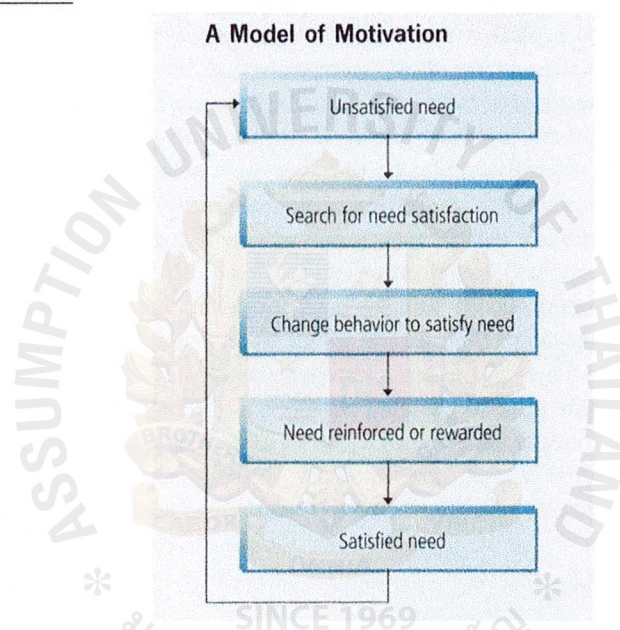


Figure 2.7: Model of Motivation

According to model of motivation, people become motivated when they start to feel unsatisfied with their current job, situation, or position. Next, they will search for the new needs. After they know what his or her new need is, their behaviors change in accordance with the needs until they finally feel satisfied. However, the motivation process is cyclical, because sooner or later people will feel unsatisfied and look for the new needs once again. (Dumler M. & Skinner S., 2008, p.251)

### 2.5.2 Motivation Theories

There were two motivation theories that the researcher referred to in this research. One of them was Herzberg's Two factor theory.

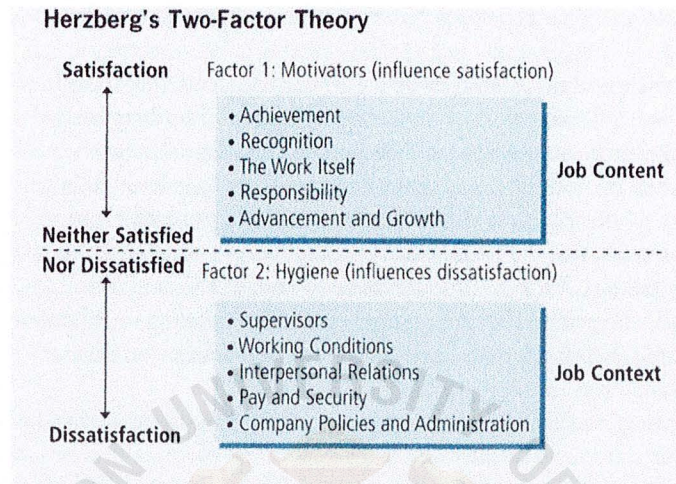


Figure 2.8: Two-Factor Theory

As mentioned in its name, there were two factors. The first factor was called “Hygiene factor”, which kept the people in the organization to remain satisfied. The examples of the Hygiene factor were salary, working conditions, supervision, interpersonal relation, etc. The second factor was called “motivators”, which were used to create the positive satisfaction of the people within the organization. The examples of motivators included achievement, recognition, responsibility, and job itself etc. (Dumler M. & Skinner S., 2008, p.256)

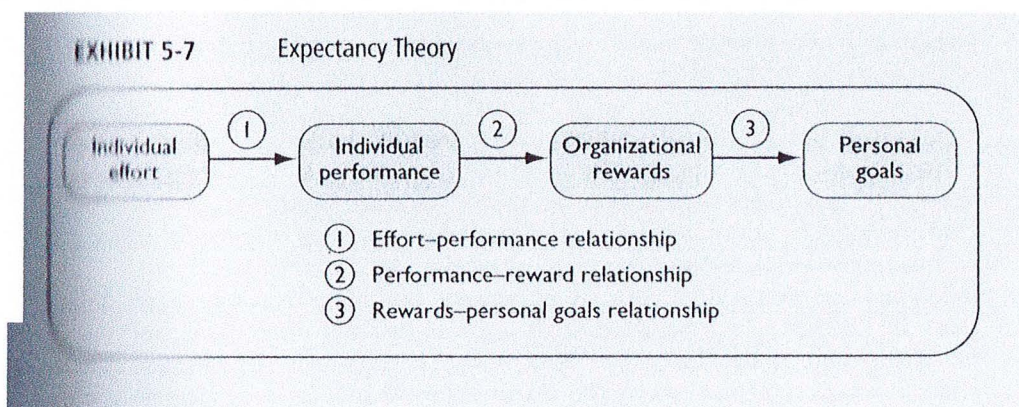


Figure 2.9: Expectancy Theory



Another theory was Victor Vroom's Expectancy Theory. It said that "an individual will decide to behave or act in a certain way because they are motivated to select a specific behavior over other behaviors due to what they expect the result of that selected behavior will be". (Wikipedia, 15 March 2014).

The theory consisted of three relationships, which were Effort-performance relationship, Performance-reward relationship, and Reward-personal goal relationship. However, in this study the researcher focused mostly on Reward-personal goal relationship since the reward that the workers got from their employers and what they actually wanted to get might be totally different.

First example was the employee wanted a promotion, but got a pay raise. Second example was the employee wanted more interesting and challenging job, but they received a few words of praise. Last example was the employee put in extra effort to be relocated to Paris, but he ended up being transferred to Singapore.

Even though the employees put the hard effort for the reward they wanted to get, unfortunately many managers were limited to distribute the rewards. Moreover, they assumed that all employees wanted the same thing and overlooked the motivational effects of differential rewards. (Robbins S. & Judge T., 2008, p.85)

## **2.6 Pay Theories**

### **2.6.1 Relative-based Pay**

When the organization or the company hired the new employees, there were several ways to determine the amount the organization was going to pay them. Some organization would pay according to their performance. Some organization would pay according to their skills. However, there was another way to determine the pay, which was called "Relative-based Pay".

There were three choices for the employer to choose from. First choice was to look at the employees who work in other organizations, but same position. Second choice was to look at the employees who work in the same organization, but different position. Last choice was to look at the employees who work in the same organization and same position. (Dumler M. & Skinner S., 2008 p.213)

## 2.7 Job Theories

### 2.7.1 Task Performance

$$\text{Task Performance} = (\text{Ability} + \text{Skill} + \text{Effort} + \text{Resources}) + \text{Psychological Difference}$$

The equation above showed the variables that led to the difference in how people performed their tasks. These variables included their ability, skill, effort and psychological difference plus the resources provided by the organization such as the materials or the equipment. (Dumler M. & Skinner S., 2008, p.227)

## 2.8 Employer Theories

### 2.8.1 Fiedler Model

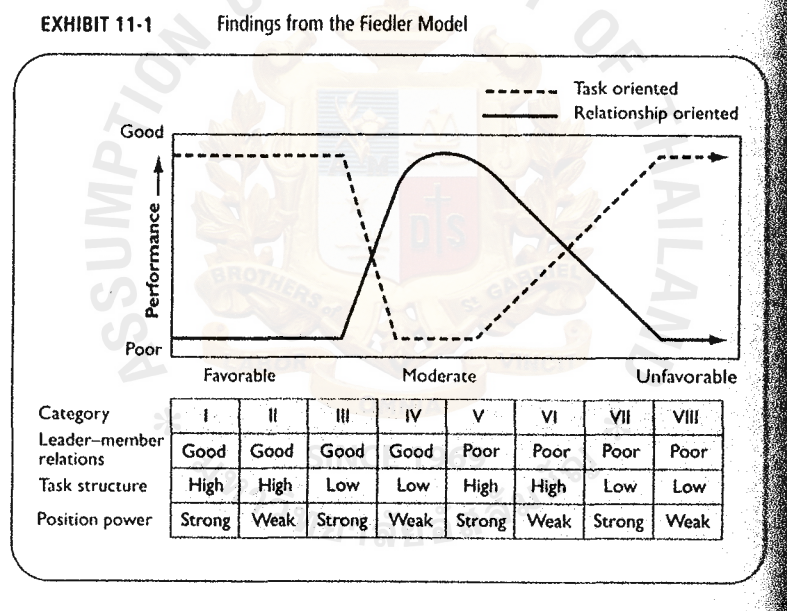


Figure 2.10: Fiedler Model

When talking about the leader, everyone could be. Within an organization, there would be people who were the leader and there would be people who were the followers or the members. However, there were many types of leadership and it didn't always mean that one person could have only one type of leadership and it could change depending on the situation. The first example was Fiedler Model.

In Fiedler Model, there were only two types of leadership, task oriented and relationship oriented. To determine which type of leadership to use depends on these three contingency factors: Leader-member relations, task structure, and position power. Leader-member relation represented the follower's trust and confidence in their leader. Task structure represented the degree to which a task was well defined and clearly understood. Position power represented the power available to the leader to reward or punish the follower.

Refer to the figure 2.10 the situations when the leader should be task oriented were Category I, II, III, VII, and VIII. The situations when the leader should be relationship oriented were Category IV, V, and VI.

The effectiveness of the leaders could be improved in two ways. One was to change the leader to fit with the situation or two was to change the situation to fit with the leader. (Robbins S. & Judge T., 2008, p.182)

### 2.8.2 Situational Leadership

The second example was Situational Leadership. Every leader had his or her unique type of leadership, but was it going to be suitable for every situation. The answer is no. Good leaders needed to be able shift their type of leadership in accordance to the situation they were in and their followers. Figure 2.11 shows the four types of leadership and their characteristics.

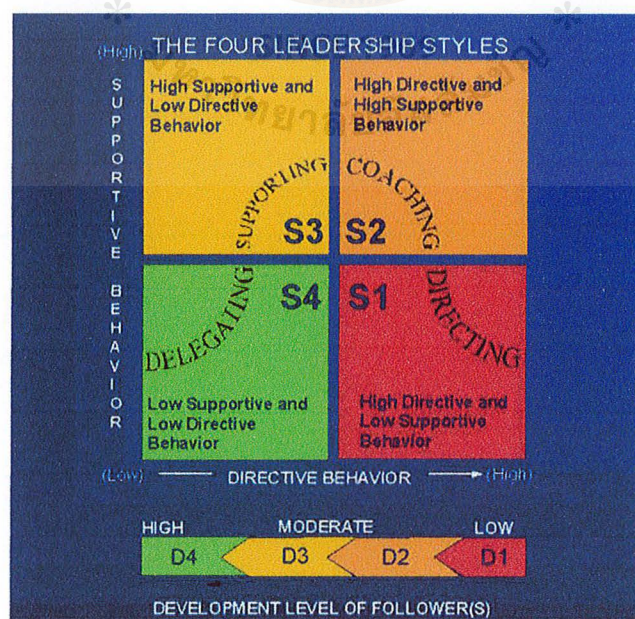


Figure 2.11: Situational Leadership



Quadrant S1 was Directing, which was more one way communication. This type of leadership focused on telling people what to do, how to do, and monitoring their performance. For example, when the people were the fire chief they didn't have the time to be supportive, they only gave their orders. However, they needed to have the skills to shift their type of leadership in accordance to the circumstance that changed. This style was suitable for the followers who had high competence, but low commitment.

Quadrant S2 was Coaching, which was high on both directive and supportive behavior. In terms of supportive behavior, a leader used two way communications and involved the followers in the decision making. Back to the fire chief example, instead of giving order to his subordinates what to do; he let them take part in the decision-making process. This style was suitable for the followers who had some competence and low commitment.

Quadrant S3 was Supporting, which was high on supportive behavior, but less directive behavior. This type of leadership was used when a workgroup had been given the boundaries, but at the same time were given a great deal of latitude to deal with aspect of the workplace. This style was suitable for the followers who had moderate to high competence and variable commitment.

Quadrant S4 was Delegating. Ideally, the tasks would be delegated to the followers who had high competencies, sometimes even better than their leader. People who were entrusted with the task saw the extra responsibilities as a reward. They did not require very much direction or support, although occasionally rewarding or recognizing them would definitely be a plus. This style was suitable for the followers who had high competence and high commitment. (Brent Lemonds' Healthcare Management Blog, 09 August 2012)

## **2.9 Working Environment**

There were many factors, which differentiated positive working environment from negative working environment. Figure 2.12 is one of the examples.

It illustrates that there were five ways to create positive working environment. One was to accept the right position. Two was to take responsibility. Three was to be positive person. Four was to communicate with the supervisors.

Last was to be social. When these five guidelines were followed, there was a greater chance that he or she was working in positive working environment. Source: (ePortfolio Raviv Dlin, n.d.)



Figure 2.12: Positive Working Environment

## 2.10 Communication Theories

### 2.10.1 Communication Process

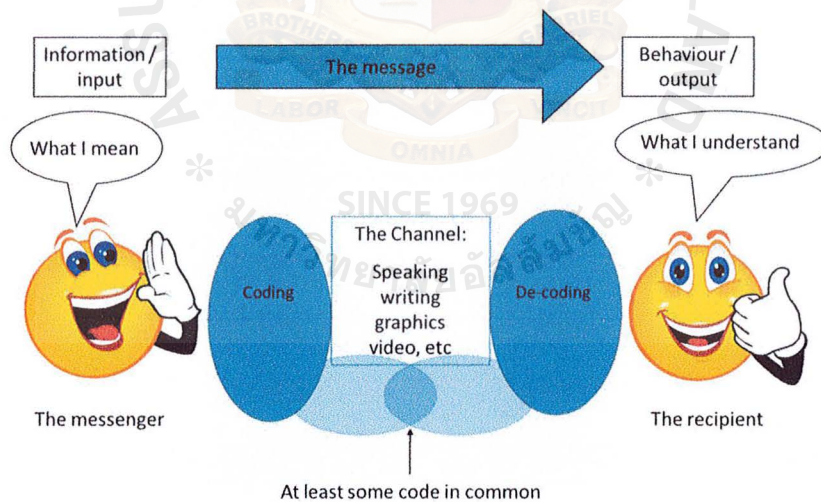


Figure 2.13: Communication Process

There were four main components in communication process. First one was a person who encoded the message known as "Sender", who were the individual, group, or organization who initiated the communication. Their experiences, attitudes, knowledge, skill, perceptions, and culture could influence the message.



Second one was medium of transmission. There were many ways that the message from the senders could be transmitted to the other end of the communication. Face to face communication was the most effective. However, in this digital age more messages were transmitted using the Internet. Social media was another popular channel such as discussion forums, blogs, micro-blogs, and even fully-orbed social intranets.

Third one was the receiver, people who decoded the message from the sender. There were several factors that determined how the receivers comprehended the message such as how much the individual or individuals know about the topic, receptivity to the message, the relationship and trust that existed between sender and receiver etc.

Last one was the feedback, which closed the loop of the communication cycle. After the receivers decoded the message, they would give their feedback to the senders, how much they understood the message. (Bizzuka Internal Communications Web Design and Marketing, 21 October 2013)

#### 2.10.2 Cultural Barrier

Since this research focused on the migrant workers who came from another country, there would be some cultural barriers. First one was Barriers caused by semantics. “Words mean different things to different people. For example, the new capitalists in Russia might have difficulty communicating with their British or Canadian counterparts, because English terms such as efficiency, free market, and regulation were not directly translatable into Russians.

Second one was Barriers caused by word connotations. “Words imply different things in different languages”. For example, the negotiation between Americans and Japanese executives were made more difficult, because the Japanese word “hai” translated as “yes,” but its connotation might be “Yes, I’m listening,” rather than “Yes, I agree.”

Third one was Barriers by tone difference. In some cultures, language was formal, in others it’s informal. In some cultures, the tone changed depending on the context: People spoke differently at home, in social situations, and at work. Using wrong tone in wrong situation could lead to embarrassment.

Last one was Barriers by differences among perceptions. “People who speak different languages actually view the world in different ways.” For examples, the Inuit perceived snow differently, because they had many words for it. Thais perceived “no” differently than do Americans, because the former had no such word in their vocabulary. (Robbins S. & Judge T, 2008, p.172)

## **2.11 Group Behavior Theories**

### **2.11.1 Why people join group?**

Like Thai citizens, these migrant workers were living as a group instead of living on their own and there were several reasons why.

First reason was security. The individual felt more secured when they were part of the group. They felt stronger, had fewer self-doubts, and were more resistant to threats. Second reason was status. The individual wanted to be recognized by others that they were important and be given the status as the member of the group. Third reason was self-esteem. Similar to status, the individual wanted to prove his or her self-worth and shared it with other members.

Fourth reason was affiliation. The individual wanted to fulfill his or her social needs and interacted with other people. Fifth reason was power. What could not be achieved individually often became possible through group action. The more people meant the more power the group has. Sixth reason is goal achievement. Sometimes it takes more than one person to accomplish a particular task, but with the talents, knowledge, or power from every group members the task could be accomplished in an instant. (Robbins S. & Judge T., 2008, p. 125)

### **2.11.2 Deviant Workplace Behavior**

However, when people were living as a group, there would be a voluntary behavior that violated significant organizational norms and threatened the well-being of the organization or its members called “deviant workplace behavior” also known as antisocial behavior or workplace incivility. Figure 2.14 shows a typology of deviant workplace behavior and their examples.

Category	Examples
Production	Leaving early Intentionally working slowly Wasting resources
Property	Sabotage Lying about hours worked Stealing from the organization
Political	Showing favoritism Gossiping and spreading rumors Blaming coworkers
Personal aggression	Sexual harassment Verbal abuse Stealing from coworkers

Figure 2.14: Typology of Deviant Workplace Behavior

In addition, deviant workplace behavior was likely to flourish where it's supported by group norms and just being part of a group could increase an individual's deviant behavior meaning someone who ordinarily wouldn't engage in deviant behavior might be more likely to do so when working in group. A recent study showed that the individual who worked in a group were more likely to lie, cheat, and steal than the individual who works alone as shown in figure 2.15.

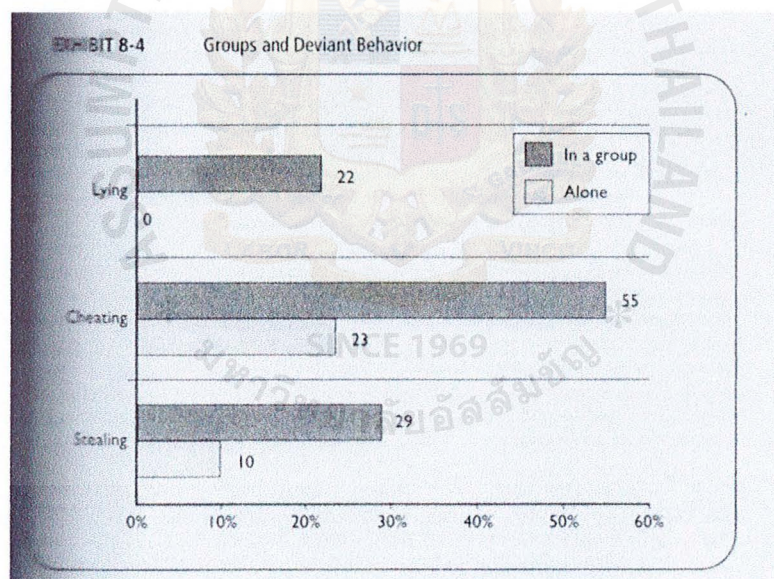


Figure 2.15: Groups and Deviant Behavior (Robbins S. & Judge T., 2008, p.131)

There were 10 percent of people who worked alone that steal, but when they worked as a group the percentage increased to 29 percent. Like stealing, 23 percent of people who worked alone cheat and increased to 55 percent when they worked as a group. However, the most surprising deviant behavior was lying.



When people work alone, none of them lie, but when working as a group the percentage increased to 22 percent. (Robbins S. & Judge T., 2008, p.130)

## 2.12 Push factors and Pull factors

Table 2.1: Push factors and Pull factors

Push factors	Pull factors
<ul style="list-style-type: none"><li>- Not enough jobs</li><li>- Poor medical care</li><li>- Lack of political or religious freedom</li><li>- Discrimination</li><li>- Political fear or persecution</li></ul>	<ul style="list-style-type: none"><li>- Better medical care</li><li>- Political or religious freedom</li><li>- Job opportunities</li><li>- Better living condition</li><li>- Education</li></ul>

Source: Meepien J. & Sangkaew (n.d.)

The migrant workers came to work in Thailand for a reason. They were either pushed to come or pulled to come. The push factors were what made a person or the people leaving the countries of origin, whereas the pull factors were what attracted a person or the people to another country. The examples of push factors and pull factors are as shown in table 2.1.

## 2.13 What is culture?

People defined a term in different way and the word “Culture” was no exception. The following was one of its definitions, which the researcher retrieved from an ODI journal.

“...Culture can be defined as a way of thinking, behaving or working that existing in a place or organization. It represents the norms or unwritten rules to which people subscribe. It is a way of doing things and is often unconscious. It also provides the lens for how we view and make sense of the world around us...” (Kraus A. W., November 2013)

## 2.14 Myanmar Culture Profile

Myanmar had a very high context culture. When meeting or negotiating with Myanmar people, the individual needed to be very patient since they wanted to build trust and relationship first.

The first two meeting was usually an opportunity for the two parties to get to know one another. If the meeting was too pushy, it could lead Myanmar people to turn off their switch. However, Myanmar's culture was not only high context, but also hierarchical in term of younger people and older people. Younger Myanmar people needed to show their respect to older people. For example, when older staff walked into the meeting room, the younger staffs would stand up to show them respect.

Another don't in Myanmar culture was men was not allowed to touch any part of women's body. However, there was some exception such as a handshake. If the women offered the men her hand that was acceptable, but men could not offer their hand to the women. What they generally did was a small bow. Another thing that was common in Myanmar's culture was the exchange of business cards. Some Myanmar people used both hands when exchanging the cards, but some don't. Moreover, after receiving the card the individual should take some time to read the card instead of putting it in the pocket right away. (Go-Myanmar.com, n.d.)

Table manner, when eating at Myanmar people's house, everyone needed to wait until all the food was on the table and the order of eating started from the older people and the guests to the younger people. If the guests left the rice on their plates, the hosts would assume that they wanted more rice. (Helm N., n.d.)

The other don't in Myanmar culture included don't point at someone or at something with their feet, because feet was the lowest part of people's body and it was considered an action of showing no respect. Don't touch someone's head, especially older people, because it was sacred since it was the highest part of people's body. Lastly, don't point at someone's face. (Ekachai, 20 November 2012)

### 2.15 Cambodia Culture Profile

Cambodia's culture was formal and hierarchical. Some of them were similar to Myanmar culture. For example, younger people needed to show their respect to older people. Normally, Cambodians used right hand or both hand when offering and receiving business card. People who received the card from the Cambodians needed to treat it with care as it resembled how they treated the owner. In case of the meeting between men and women, men should avoid eye contact as much as possible.



Similar to Myanmar's culture, Cambodia's culture was also high context. Building relationship and mutual trust was very crucial. If it was a pushy communication style, the Cambodian would turn off their switch. The individual should also observe non-verbal behavior, because they were situational and could have many meanings. (Kwintessential, n.d.)

Head was the highest part of the body and shouldn't be touched. Feet was the lowest part of the body and shouldn't be used to point at anything or anyone. Dining, the oldest person would take a seat and eat first. The younger people shouldn't be seated and eat before him or her. One last thing, business topic shouldn't be discussed while eating. (PENH PAL, n.d.)

In addition, Cambodians were very concerned about the time. They would schedule all the meeting ahead of time, usually about two to three weeks earlier. When giving something to older people, younger Cambodian would use two hands as a sign of respect. When introducing the members of the family or working teams, the order of introduction would start from oldest person to youngest person to show respect. Last but not least, men were not allowed to touch women. However, a handshake was now common and acceptable in Cambodia, but like the Myanmar's culture women were the one who offered the hand not the men. (Communicaid, n.d.)

## 2.16 OD Intervention Tools Theories

### 2.16.1 Appreciative Inquiry

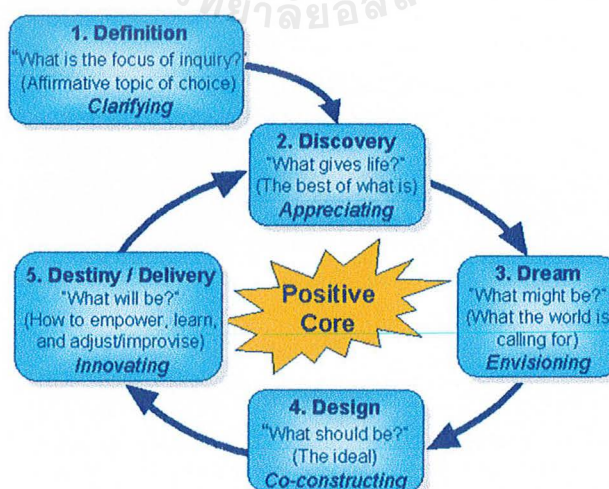


Figure 2.16: Appreciative Inquiry 5-D cycle

The first theory that the researcher's OD intervention was based on was Appreciative Inquiry, which consisted of five phases like the one shown in figure 2.16.

Define, the OD practitioner would choose the topics of inquiry as the new agenda of the organization. The questions must be positive and focused on chosen topics, which led to the success of the organization.

Discovery, the OD practitioner would search for "the best of what is" of the organization, which involved conversations among many or all members of an organization including external stakeholders, best in class benchmark organizations, and members of the organization's local community. A key result of this process was to identify the key description of the organization's positive core, its tangible and intangible strengths, capabilities, resources, and assets.

Dream, the OD practitioner would now focus on expanding "the best of what is" to "what might be". It was a time for people to collectively explore their hopes and dreams for the kind of organization and world they want to work and live in. The output of this phase was creative images of the future.

Design, the OD practitioner would focus on co-constructing the "grounded" vision of the future created in the Dream phase. The activities of this phase included detailed description of the social and technical infrastructures for the organization that would bring the future alive. Key outputs of this phase were micro possibility statements that articulated the organization's dream for each of the organization's ongoing activities.

Destiny or Deliver, the OD practitioner would focus specifically on personal commitments, organizational commitments, and paths forward for innovating "what will be." The result of this phase was generally the changes to the organization's social and technical infrastructure in management practices, HR processes, measurement and evaluation systems, customer service systems, work processes, structures, and technologies etc. At the end of this phase, many organizations would start the cycle all over again. (Donnan S., December 2005)

This process was most likely compared to problem-solving process. However, their aims were different. For problem-solving, the main aim was to solve the problem. After the problem was solved, it would be the end of the process,

whereas in Appreciative inquiry the aim was much further. Not only the problem was solved, but also the development of the process related to that problem. In addition, the researcher only focused up to the dream stage of Appreciative Inquiry.

### 2.16.2 Delayed Gratification

The second theory that the researcher's OD intervention was based on is Delayed Gratification, which was actually the experiment that was conducted at Stanford University. Here are some details about this experiment. The target group of this experiment was four to six years old kids. They were left alone in the room with yummy cookie, pretzel or marshmallow.

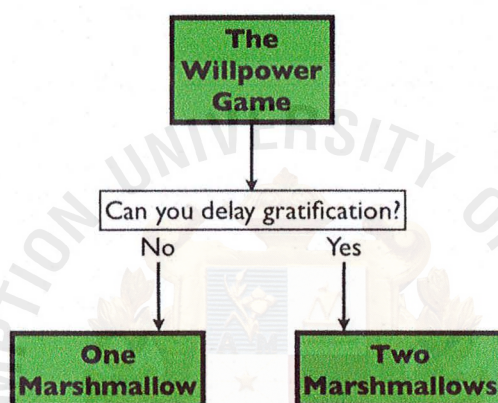


Figure 2.17: Delayed Gratification (DARRIN, 23 December 2011)

The rule was very simple, if the kids were able to delay their gratification, in other words not eating what is in front of them for 15 minutes, they would get another one. The result showed that most of them immediately eat the candy in front of them; only few of them were able to delay their gratification. The follow-up studies showed that those who did not eat the candy have become more successful than those who ate the candy. (Wikipedia, 24 March 2014)

### 2.16.3 Goal-Setting Theory

To back up the Marshmallow Experiment in the previous section, the researcher used the Goal-Setting Theory, he thought of the first marshmallow as the factor that distracted one person from achieving his or her real goal and the second marshmallow as the real goal.

So, one had to prioritize the importance which marshmallow he or she was going to choose, first or second.



For example, Mr. A's second marshmallow was to make money for the future of his children, but he kept eating the first marshmallow instead of waiting for the second marshmallow, meaning he kept spending his money and when his children grew up he might not have the same amount of money he thought he would have.

According to Edwin Locke, "goal is the object or aim of an action to attain a specific standard of proficiency and usually within a specified time limit." His Goal-Setting Theory says that "commitment to one's goals is the most influential moderator in achieving one's goals. So, people must be dedicated to the goals that they set for themselves." For example, if a person wanted to eat more fruits and vegetables each day, then he or she should be able to list his or her specific reasons for wanting this change.

In addition, the more specific and the more challenging the goals were the more the ability to achieve the goals were. The goal would also need to be measurable, so that they knew they have achieved their goals or not. Another important point in goal setting theory was the confidence that the people had about achieving their goals. If they thought that they were going to fail, their chances of accomplishing their goal would drop significantly. On the other hand, if they believed that the goal they set was feasible, they would work harder to achieve their goal. (Nikitina A., n.d.)

To summarize the goal setting theories, there were five criteria that the goal should have in accordance to SMART Model.

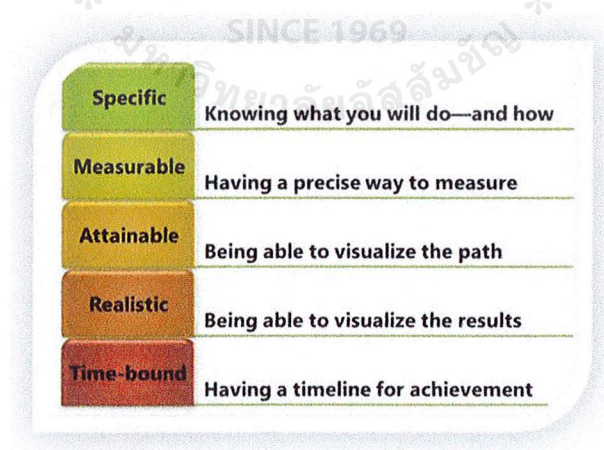


Figure 2.18: SMART Model



First criterion was specific, people knew what they would do and how. Second criterion was measurable; their goal should have a marker, so that they knew when they've succeeded. Third criterion was attainable; people should be able to picture the steps that they would take from where they were towards their goals. Forth criterion was realistic; people should be able to see the end result. Last criterion was time-bound; people should set the time when their goal must be achieved. (Charney R. & Charney M., 8 August 2012)

Lastly, in this study the researcher aimed to help the employee set their individual or public goals more effectively and how they should prioritize them.

#### 2.16.4 Criteria of Effective Compensation

The last theory that the researcher's OD intervention was based on was Effective Compensation Criteria. There were seven criteria, which used to determine whether the compensation system was effective or not.

First criterion was adequate, meaning the amount the employers pay to his or her employee should be at least the minimal amount set by the government or the union. Second criterion was equitable, meaning each employee should be paid fairly and consistently with their efforts, abilities, skills, etc.

Third criterion was balanced. Salary, benefits, and other rewards given by the employer should be balanced. Forth criterion was cost-effective; meaning the amount the employer pays to the employees should not be too excessive. It should be the amount that they afford to pay. Fifth criterion was secure, meaning the amount the employees receive should be at the level, which helped them feel secured and aid them to satisfy their basic needs.

Sixth criterion was incentive-providing. The amount the employees received should motivate them to do the work effectively and productively. The last criterion was acceptable to employees, meaning the employees should understand the compensation system and felt that it's reasonable for both the organization and themselves. (Dumler M. & Skinner S., 2008, p.213)

## 2.17 Conceptual Framework

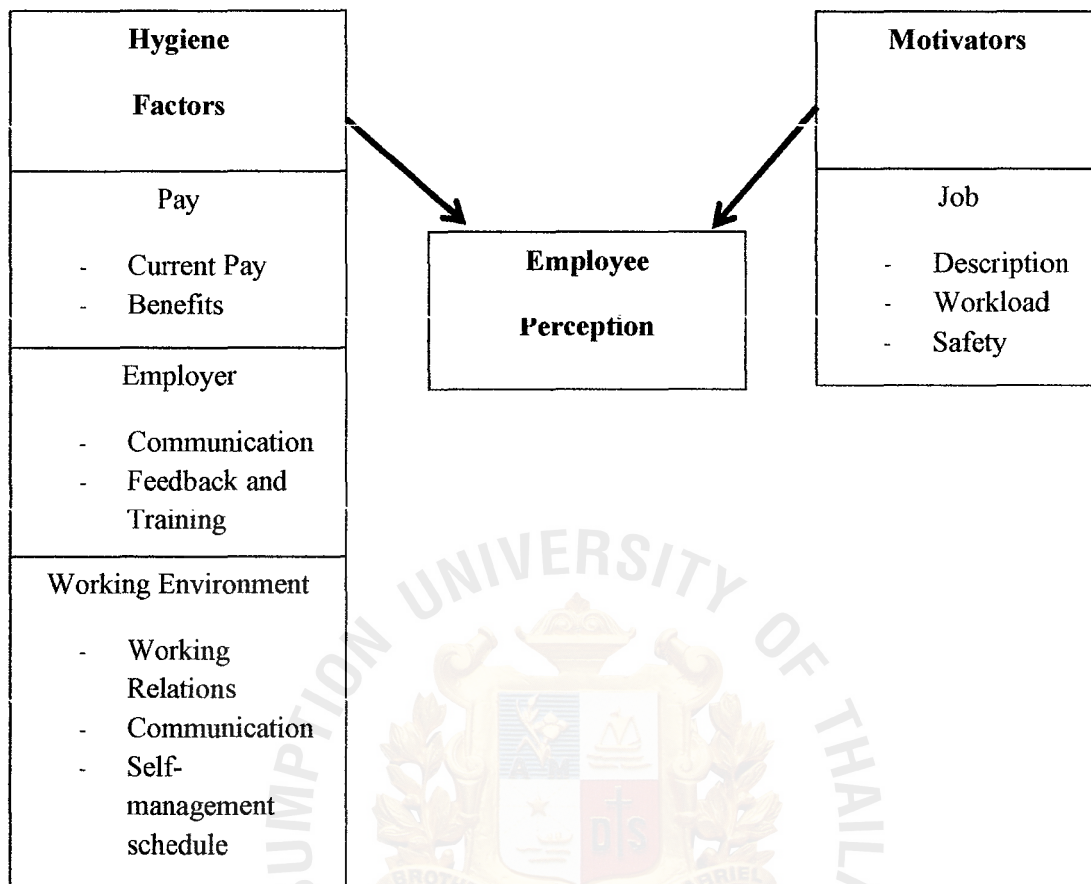


Figure 2.19: Conceptual Framework

The researcher has come up with his conceptual framework for his research, which is shown in figure 2.19.

There were four independent variables and one dependent variable in the framework. The independent variables included pay, job, employer, and working environment with sub-variables in each. The researcher also used Herzberg Two Factors Theory to group the independent variables. One as the hygiene factors, which consisted of three variables and another as motivators, which consisted of one variable.

On the other hand, the dependent variable in this research was the perception of the employee. The arrows showed the relationship between the independent variables and the dependent variable.



One was to prevent the negative perception and another was to create the positive perception. Lastly, these variables would be used to formulate the research instruments in Chapter 3.

## 2.18 Action Research Framework

### Pre-ODI

Table 2.2: Action Research Framework

Pre-ODI	ODI	Post-ODI
<b>Hygiene Factors</b> <ul style="list-style-type: none"> <li>➤ Pay: the amounts need to be consistent with the workloads.</li> <li>➤ Employer: Has good relationship with the employer</li> <li>➤ Working Environment: Has good working environment</li> </ul>	<ul style="list-style-type: none"> <li>➤ Zone of Win-Win</li> <li>➤ Together We Can (AI)</li> <li>➤ House of Dream &amp; Road to Success</li> </ul>	<b>Hygiene Factors</b> <ul style="list-style-type: none"> <li>➤ Pay: Have clear criteria when pay the employees.</li> <li>➤ Employer: Good relationship is maintained and elevated</li> <li>➤ Working Environment: Good working environment is maintained and elevated</li> </ul>
<b>Motivators</b> <ul style="list-style-type: none"> <li>➤ Job: The employer needs to let her know when she did wrong</li> </ul>		<b>Motivators</b> <ul style="list-style-type: none"> <li>➤ Job: Taught to perform her jobs correctly</li> </ul>
<b>Employee Perception</b> <ul style="list-style-type: none"> <li>➤ Positive and negative</li> </ul>		<b>Employee Perception</b> <ul style="list-style-type: none"> <li>➤ Positive are elevated</li> <li>➤ Negative are turned into Positive</li> </ul>

The researcher has initially interviewed the migrant worker at the W&W House in terms of her perception of hygiene factors and motivators. The results were as follows. For Pay, the worker has shared with the researcher that her friends who are working as housemaids have got higher salary.

However, she understood that their skills and her skills are in different levels and thought that the amount she gets from her employer now is reasonable. One of her concerns was that the amount needed to be consistent with the workloads.

For Job, the worker had positive perception of the jobs she is doing. One of her concerns was that her employer needs to let her know in case she has done the jobs incorrectly. If the employer did not let her know, she would continue doing them in the wrong ways.

Employer, the worker had good relationship with her employer. Working environment, the worker has perceived her working environment positively and there was nothing that needed to be changed about her working environment.

Lastly in term of the perception of the employee, there were both positive perception and negative perception.

#### ODI

There were three interventions that the researcher used to clarify the perception of the migrant worker such as Zone of Win-Win which focused on the whole organization, Together We Can (AI) which focused on the whole organization, and House of Dream & Road to Success which focused on the employee. The interventions would be described in more detail in Chapter 3.

#### Post-ODI

In term of Pay, the organization would have the clear criteria when paying the employees. In term of Job, the worker would be taught to do her jobs correctly. For employer and working environment, which the migrant worker already had positive perception would be maintained and elevated. Lastly, the positive perception of the employee would be evaluated, whereas her negative perception would be turned into positive perception.



### Chapter 3: Research Methodology

In this chapter what will be discussed are the research design, who is the target group, brief detail about research instruments and technique, the schedule of how the data are collected, and lastly how those data are analyzed.

#### 3.1 Research Design

In Pre-ODI phase, the researcher gathered the data and identified the key problems of the organization using initial interview, document review, and questionnaire. However, before gathering the data, he firstly made contact with the organization and asked for permission. After the researcher was permitted to conduct the research, he started gathering the data and analyzed the data to design the OD interventions.

In ODI phase, the researcher has designed three OD interventions based on the data collected and when he finished, the three interventions were implemented. The details of each intervention were as follows.

##### OD Intervention #1

Name: Zone of Win-Win

Participants: W&W House employer and her migrant worker

Duration: 30-45 minutes for the employer and 1-1.5 hour for migrant worker.

Purpose:

1. Both employer and migrant worker gave their reflection on current pay system
2. The employer and the migrant worker came up with their Zone of Possible Agreement (ZOPA)

Focused variables: Pay, employer, and employee perception

##### OD Intervention #2

Name: Together We Can (AI)

Participants: 1. W&W House employer and her migrant worker 2. Thai employers who hire migrant worker(s) and their migrant workers

Duration: 30 minutes for the employers and 1-1.5 hour for migrant workers.

Purpose:

1. Creating positive environment within the organization using positive questions
2. Shifting the mindset of people in the organization from seeing things as negative to seeing thing as positive
3. Discovering the perception of employer and migrant worker that they had towards one another.
4. Discovering the positive things other employers did
5. Discovering migrant workers' perception of hygiene factors and motivators
6. Discovering the job the migrant workers wanted to do, a kind of employer they wanted to work with, and the working environment they wanted to have etc.

Focused variables: Pay, job, employer, working environment, and employee perception

### OD Intervention #3

Name: House of Dream & Road to Success

Participant: W&W House migrant worker

Duration: 1-1.5 hour

Purpose:

1. The migrant worker knew what her goal(s) was/were and how to prioritize them

2. The migrant worker knew the criteria that she needed to be concerned with when setting her goal
3. The migrant worker knew where she was currently at and how far she was from her goal
4. The employer knew her migrant worker's goal and aligned them with organization's goal

Focused variables: Employer and employee perception

In Post-ODI phase, after the ODI implementation the researcher once again used document review and questionnaire to collect the data. After the data has been collected, they were analyzed and compared to the Pre-ODI data to determine the effectiveness of the ODI.

### 3.2 Target Groups

In this research, the target groups were the employers of the migrant workers and the migrant workers themselves in Chonburi. The migrant workers were the people from Myanmar, Cambodia, or Laos and they needed to be able to speak Thai. In addition, in this research the researcher would focus mostly on the migrant workers, who are doing domestic works, because they were most consistent with the type of job and working environment that the migrant worker at W&W House is doing. The employers are Thai employers.

Table 3.1: Respondents

Choburi	
Employers	12
Migrant workers	12
Total	24

### 3.3 Data Collection Instruments

There were two data collection instruments that the researcher used to collect the data. Both instruments were in Thai and English and validated by research expert. The first one was questionnaire, which was divided into two parts, demographic data of the respondents and the four focus areas.

There were five demographic questions that the researcher found relevant and consistent with his study, which were gender of the respondents, age of the respondents, their nationality, their occupation, and how long they have lived in Thailand and they were all in multiple choices.

Table 3.2: Demographic Data

Demographic Question	Topic	Type
1	Gender	Multiple choices
2	Age	
3	Nationality	
4	Occupation	
5	Length living Thailand	

Table 3.3: Four focused Areas

Topic	Question	Type
Pay	1-5	6 levels Rating Scale 6 – Totally Agree 5 – Mostly Agree 4 – Slightly Agree 3 – Slightly Disagree 2 – Mostly Disagree 1 – Totally Disagree
Job	6-10	
Employer	11-14	
Working environment	15-19	

In the second part, it was divided into four sections. There were nineteen questions in total. Five questions focused on pay, five questions focused on job, four questions focused on employer, and five questions focused on working environment. The questions were in 6 levels rating scale from 1 (totally agree) to 6 (totally agree).



There were no open-ended questions in this research because the respondents were unable to write neither Thai nor English and how it would be conducted was similar to the interview, which the researcher read the questions and the respondents told him their answers. The respondents were the migrant workers only.

Another data collection instrument was interview guide. There were two sets, one for employers and another one for the migrant workers. The questions for the employers were as follows: (See full version in Appendix B)

1. Employee length of service
2. Motivate employees in term of pay, job, and working environment.
3. Communication with the employee
4. Impression about employees

Here were some of the questions for the migrant workers: (See full version in Appendix B)

- 1) Length of service
- 2) Motivating factors and ranking
- 3) Pay
- 4) Job
- 5) Employer
- 6) Working Environment

### **3.4 Reliability Test**

The researcher has distributed the questionnaire to the migrant workers at P.S.B. Partnership for the reliability test with the help of the employer. Originally, there were about 25 workers working at the organization and all of the workers are Cambodian. However, when there was a rumor about the coup had a policy to purge the migrant workers. Almost all of the workers decided to leave the organization immediately.

By the time that the researcher distributed the questionnaire, there were only eight workers. After the researcher received all the questionnaires, he plugged in the answers of the respondents and tested the reliability using statistical analysis and the result is shown in the table 3.4.

Table 3.4: Reliability Test

Reliability Statistics	
Cronbach's Alpha	Number of Questions
.800	23

According to the rule of George and Mallery (2003), the reliability of the researcher's questionnaire was considered good. More interpretations are shown in the table 3.5.

Table 3.5: Cronbach's Alpha Interpretation

Cronbach's Alpha	Description
0.9	Excellent
0.8	Good
0.7	Acceptable
0.6	Questionable
0.5	Poor
Below 0.5	Unacceptable

Source: Indiana University (19 November 2014)

### 3.5 Data Collection Techniques

The researcher used the survey as a technique to collect the quantitative data and used interview as a technique to collect the qualitative data from the respondents. The interview process was the same as other research, the researcher asked the questions, the respondents answered, and the researcher wrote down their answers using keywords.

The survey was much different, even though it has been translated into Thai, the respondents were unable to do it on their own as they were unable to read Thai. So, the approach that the researcher chose was to explain about the survey and read the questions one by one to the respondents and they chose the answer.

Moreover, the researcher used survey not only to collect the quantitative data, but also to find out about the respondents that could be seen with a person's eyes such as their mindsets.

As for the interview, it was slightly different, because it could also be used to find out what could be seen with a person's eyes such as their behaviors. In other words, while the researcher was interviewing the interviewees, he could observe him or her at the same time such as the way they spoke and the way they behaved.

### 3.6 Data Collection Schedule

Table 3.6: Data Collection Schedule

	April		May		June		July		August		September	
Creating Questionnaire												
Creating Interview guide												
Translate the instruments												
Have expert check for validation												
Revision if needed												
Test for reliability												
Revision if needed												
Final version of the instruments												
Collecting Pre-ODI data												
ODI Implementation												
Collecting Post-ODI data												
Data Analysis												
Writing the research and presentation												

The researcher set the data collection schedule for his research as shown in table 3.6, which started from creating, translating, validating, and reliability checking the instruments. As mentioned already that in this study, the researcher used only two data collection instruments, questionnaire and interviewing guide.

After the instruments were finalized, the researcher collected the PRE-ODI data, did the interventions, and again collected the Post-ODI data using the same data collection instruments. Then both sets of data were analyzed. After the analysis, the data were written on the paper, Powerpoint presentation, and presented. The revision could occur anytime during the process.

### 3.7 Data Analysis

In this study, there were two sets of data, qualitative data and quantitative data. For the quantitative data from the questionnaire, they were analyzed with different types of descriptive statistics since there were demographic data of the respondents and the areas of the study. First of all, the demographic data was analyzed separately between the migrant worker of W&W house and the migrant workers of other organizations using frequencies.

On the other hand, the area of the study was analyzed using descriptives, which was also analyzed separately. For the employee at W&W House, the researcher computed the total mean of each variable from the questionnaire two times, the one before ODI and the other one after ODI to determine the differences. Moreover, he also used T-test to determine the initial impact of the ODI.

However, for the employees from other organization were slightly different, the researcher calculated the mean of each question and the average weight mean are as shown in table 3.7.

Table 3.7: Average Weight Mean

Arbitrary Level	Descriptive Rating
6 (5.30-6.00)	Totally Agree
5 (4.44-5.29)	Mostly Agree
4 (3.58-4.43)	Slightly Agree
3 (2.72-3.57)	Slightly Disagree
2 (1.86-2.71)	Mostly Disagree
1 (1.00-1.85)	Totally Disagree



Qualitative data from the interview would mainly be analyzed using 3-D AI cycle, which was only up to the Dream stage. In the Define Stage, the four main areas that the organization wanted to improve were identified. In Discovery Stage, the positive things about other organizations that the organization discovered were summarized. In Dream stage, what the employee at W&W House imagined about the employee, the job, and workplace the first time that she firstly came to Thailand were summarized.

Another model that was used to analyze the qualitative data was House of Retention Model which is shown in figure 3.1. The factors that made the migrant workers work for so long or still working were plotted according to their levels of importance. The difference might be the number of floors, the order, and what was written on each floor.

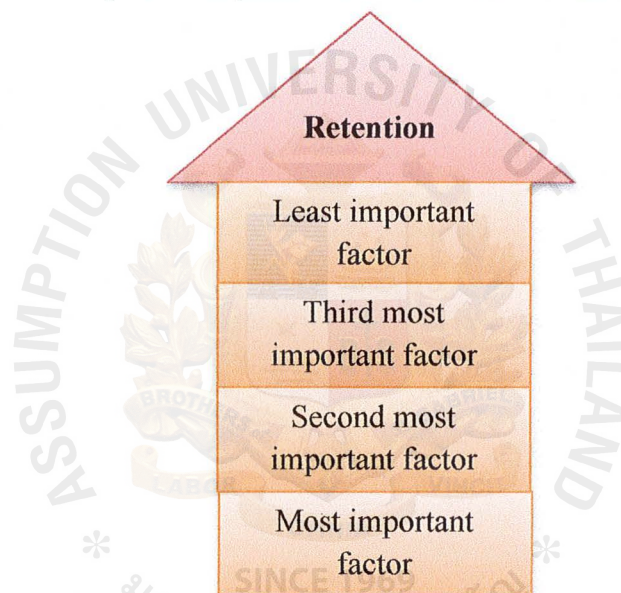


Figure 3.1: House of Retention Model

## Chapter 4 The Research Findings Analysis, Interpretation and Insights

The researcher has divided this chapter into four sections. The first section is the quantitative analysis, the demographic data and areas of study. The second section is the qualitative analysis of the interview. The third section is answering the research questions. The last section is the result of hypothesis test.

### 4.1 Quantitative Analysis

#### 4.1.1 Demographic data of the respondents

For the quantitative analysis, the researcher began with the demographic data of W&W House employee and the employees from other organizations. Since W&W House had only one employee, the researcher put her answers into five boxes instead of using statistical analysis. Each box represented each of her demographic data. The first box was her gender, the second box was her age, the third box was her nationality, the fourth box was her occupation, and the last box was how long she has lived in Thailand.



Figure 4.1: Demographic Data of W&W House employee

Since there was only one employee working at W&W House, the researcher saw this as a good opportunity to involve other organizations as part of Appreciative Inquiry's Discovery stage. However, before he went over what he has discovered, the researcher firstly analyzed the demographic data of those organizations' employees.

Table 4.1: Demographic Data (Gender)

General Information	Frequency	Percentage
Male	1	9.0
Female	10	91.0
Total	11	100.0

Table 4.1 showed that about 91% of the respondents were women and 9 % were men, which was consistent with the trend of domestic migrant workers by International Labor Organization at the beginning of Chapter one.

Table 4.2: Demographic Data (Age)

General Information	Frequency	Percentage
Less than 20 years old	1	9.1
20-25 years old	3	27.3
26-30 years old	2	18.2
31-35 years old	3	27.3
36-40 years old	2	18.2
Total	11	100.0

Table 4.2 shows that 9.1% of the respondents were below 20 years old, 27.3% of the respondents were between 20-25 years old, 18.2% of the respondents were between 26-30 years old, 27.3% of the respondents were between 31-35 years old, and 18.2% of the respondents were between 36-40 years old. This result showed that there was a variety of age groups, who chose to work as domestic workers.

Table 4.3: Demographic Data (Nationality)

General Information	Frequency	Percentage
Myanmar	10	91.0
Cambodia	1	9.0
Total	11	100.0

Table 4.3 shows that about 91% of the respondents were from Myanmar and 9% of the respondents were from Cambodia. It was implied that in Chonburi, the province where W&W House was located; most of the domestic workers were from Myanmar. However, they were still different in their ethnic groups such as Karen, Bamar, Shan, etc.

Table 4.4: Demographic Data (Occupation)

General Information	Frequency	Percentage
Housemaid	10	91.0
Elder caregiver	1	9.0
Total	11	100.0

Table 4.4 shows that about 91% of respondents were working as housemaid and about 9 % of respondents were working as elderly caregiver. In addition, there was only one male respondent and he is now working as elderly caregiver. The reason that the employer hired male worker instead of female worker was because the elder is male and needs someone, who is strong to take care.

Table 4.5: Demographic Data (Length living in Thailand)

General Information	Frequency	Percentage
Less than 1 year	1	9.1
1-2 years	1	9.1
3-4 years	3	27.3
5-6 years	2	18.2
More than 10 years	4	36.4
Total	11	100.0

Table 4.5 shows that 9.1% of the respondents were living in Thailand less than a year, 9.1% of the respondents were living in Thailand for 1-2 years, 27.3% of the respondents were living in Thailand for 3-4 years, 18.2% of the respondents were living in Thailand for 5-6 years, and 36.4% of the respondents were living in Thailand for more than 10 years. The result implied that there was still difference between Thailand and the other two neighboring countries in terms of economy, job, working environment, etc. As the result of this difference, the migrant workers decided to stay in Thailand year after year.



#### 4.1.2 Total mean comparison (W&W House)

For the areas of the study, the researcher analyzed the data using mean, which were done separately and in different way. For the data from W&W employee, the researcher calculated the total mean of each four focused areas for both Pre-ODI and Post-ODI. The results are as shown in the table 4.6.

Table 4.6: Four focused areas mean value (Pre-ODI & Post-ODI)

Variables	Total Mean Pre-ODI	Descriptive Rating	Total Mean Post-ODI	Descriptive Rating	Difference
Pay	4.20	Slightly Agree (4)	4.40	Slightly Agree (4)	+0.20
Job	5.00	Mostly Agree (5)	4.80	Mostly Agree (5)	-0.20
Employer	4.75	Mostly Agree (5)	5.50	Totally Agree (6)	+0.75
Working Environment	4.80	Mostly Agree (5)	5.60	Totally Agree (6)	+0.80

The results showed that there were changes in the mean value of all four variables. However, not all of the changes were significant and positive. As shown in difference box, there was slight positive change in pay from 4.20 to 4.40, slight negative change in Job from 5.00 to 4.80, significant positive change in employer from 4.75 to 5.50, and significant positive change in working environment from 4.80 to 5.60.

In pay section, the question “I don’t want other benefits besides the salary that my employer pays me” has increased from 1.00 to 3.00, but the question “I am very satisfied with the current amount of money I get from my employer” has dropped a little from 6.00 to 5.00.

In job section, the question “My employer assigns the jobs according to the expertise” has increased from 3.00 to 5.00 but the question “My employer assigns me new job every day” has dropped greatly from 4.00 to 1.00.

In employer section, the question “My employer talks to me regularly” increases from 3.00 to 4.00 and the question, “My employer is very friendly and easy to reach” from 4.00 to 6.00.

In working environment section, the question “There is nothing that needs to be changed about my current working environment” increases from 5.00 to 6.00 and the question “I like talking with other members in the organization” increases from 3.00 to 6.00.

#### 4.1.3 T-test (W&W House)

Table 4.7: T-test

Variables	T-value	SD	Significance Level
Pay	-.408	1.09545	.704
Job	.250	1.78885	.815
Employer	-1.567	.95743	.215
Working Environment	-1.327	1.30384	.242

**Notice:** Confidence Interval is set at 95%. Therefore,  $\text{Sig} > 0.05$  = Not significant and  $0.05 > \text{Sig}$  = Significant

From table 4.7, the T-value column showed that there were three variables with negative values and one variable with positive value. The negative values indicated that the mean values of the first group (Pre-ODI) were less than the second group (Post-ODI), whereas the positive value indicated the opposite, which were consistent with table 4.6. Another column was significance level column, which determined the initial impact of ODI. The confidence interval was set at 95% and since their numbers were all higher than .05, it implied that statistically there were no initial impacts of ODI on employee’s perception of the four variables. In other words, the changes that occurred in table 4.6 are not impacted by ODI, but other factors.

The first factor that might have caused the change was the wrong encode and decode of the message between the researcher and the migrant worker since he had to read the questions to her, because she was unable to speak Thai. The message that he encoded before the interventions might be different from the message that he encoded after the interventions. Another factor that might have caused the change was the migrant worker herself. Even though she might not expect that she would be asked the same questions again, but her perception could change as the time passed.

#### 4.1.4 Document Review

Another instrument that the researcher used as a measurement between Pre-ODI and Post-ODI was document review. In terms of short-term goal, both month and mean value have been achieved. At the beginning of the project, the employee of W&W House has just finished her third month and now she is still working at the organization. However, the long-term was not yet achieved, so the mean value still did not increase from three months to four months. In addition, in the middle of the research the employee took a leave for one week to do the work permit in another province.

In the past, no one has ever returned after they took a leave, but this employee was different: she returned to work for the organization a week later as she promised. This event has become a good sign in shifting the mindset of the employer that not every migrant worker behaved that way, left and never returned.

#### 4.1.5 Mean value (Other organizations)

For the data from the employees working in other organizations, the researcher also calculated the mean value, but in different way. Instead of calculating the total sum of the four variables, he calculated the mean value of each question, because now there were more than one respondent. The result of the calculation is shown in the table 4.8.

Table 4.8: Mean of each four areas question (Other organizations)

Question	Number of respondents	Mean Value	Descriptive Rating
1. I am very satisfied with the current amount of money I get from my employer.	10	6.00	Totally Agree
2. I don't want other benefits besides the salary that my employer pays me.	10	4.50	Mostly Agree
3. I get better pay than my friend who works in another organization.	11	4.18	Slightly Agree

4. The amount of money I get is consistent with the workload.	10	6.00	Totally Agree
5. My employer pays me based on work's quality.	9	5.00	Mostly Agree
6. The workload that I am assigned to do for a day is not too much.	11	5.91	Totally Agree
7. I am very satisfied with the type of job I am assigned to do in a day.	11	6.00	Totally Agree
8. Every job that I am assigned to do in a day is very safe.	10	6.00	Totally Agree
9. My employer assigns the jobs according to the expertise.	11	4.91	Mostly Agree
10. My employer assigns me new job every day.	11	1.45	Totally Disagree
11. My employer talks to me regularly.	11	5.09	Mostly Agree
12. When I did something wrong about my job, my employer always give me feedback and teaches me the right way.	11	5.09	Mostly Agree
13. I feel good every time I talk to my employer.	11	5.64	Totally Agree
14. My employer is very friendly and easy to reach.	10	6.00	Totally Agree
15. There is nothing that needs to be changed about my current working environment.	10	6.00	Totally Agree
16. There is nothing that needs to be changed about my current working environment.	10	6.00	Totally Agree



17. My working environment allows me to share my opinion with others.	10	4.90	Mostly Agree
18. I have good relationship with my employer and my co-workers.	11	6.00	Totally Agree
19. I like talking with other members in the organization.	11	5.45	Totally Agree
20. I am free to set my own working schedule.	11	5.00	Mostly Agree

**Notice:** For some questions the numbers of respondents are not 11, because of the communication limitation and the employees have just worked for the organization.

Since there were many questions, the researcher would point out only some of them. The first question was the question with lowest mean value, “My employer assign me new job every day”. Domestic works were normally routine works, so it’s very rare to find the organization, which the employers assigned their employees new job every day.

The second question was “I get better pay than my friend who works in another organization”. Some of them did not get better pay than their friends. Their current pay was either equal or lower than their friends, but for some of them what was said in the question was true.

The last question that the researcher pointed out was “I don’t want other benefits besides the salary that my employer pays me”. Some of them did not want anything else besides their monthly pay. If there were other benefits, they would depend on the employers. However, some of them did not want the other benefits to depend on their employers, but rather decided them by themselves what else they wanted from their employers besides the monthly pay.

## 4.2 Qualitative Analysis

### 4.2.1 AI 3-D Cycle

The researcher used the first 3D of Appreciative Inquiry to analyze the qualitative data, which he divided into three stages and analyzed separately between W&W House and other organizations. In addition, these qualitative data came from both employers and the migrant workers.

#### 4.2.1.1 AI's Define Stage

The areas that the organization wanted to focus have been decided, which was to clarify the migrant worker perception of pay, job, employer, and working environment.

#### 4.2.1.2 AI's Discovery Stage

The following information was what the researcher discovered from the interview with all the employers and migrant workers.

Position: Employer # W & W House

1) How do you motivate your employees by these factors?

#### Pay

“.....The method that I use is to firstly look at the appropriateness and their aptitude in terms of working experience. If the employee continues to work, I will increase her monthly pay. For the current employee, I need to make some adjustment in basic salary, because she has asked the amount of monthly pay from her friends.....”

#### Job

”.....I lighten my employee workload by trying not to call her too often. I assign her routine works that she has to do in each day, but some works are not done everyday just two to three times a week. I am the one who assign the works, but my employee is the one who manages them and the time.....”

## Working Environment

“.....In terms of welfare, I provide a room, TV, fan, bed, personal toilet, personal refrigerator, food, and others for my employee. In terms of friend, I allow her to call her friend, but not during the working time. I allow her friend to come over, but she must let me know first.....”

- 2) Imagine that you had to hire the employee(s) who were unable to speak Thai, how would you communicate with them?

“.....Generally, if the employees have no working experience they will not know what I want them to do, even though I show them. The employees I hire need to be able to speak Thai at least a little and have some working experience. If not, I will not hire them, because we will not be unable to communicate with one another.....”

- 3) What are you impressed most about your employee?

“.....She is diligent, responsible, and hardworking. She knows what she has to do. She is also generous and honest. When she found something in my pocket when she was washing, she always returns them to me.....”

- 4) When you are going to hire the new employees, what are the characteristics or the personality of the employees that you look for and make you decide to hire them right away?

“.....Well, I do not have a chance to choose. When I need an employee, I will call an agent and he will bring them to my house. However, when I called him I told him the specification I wanted, which were can listen and speak Thai, has domestic work experience, and love doing domestic works. In term of hiring method, at first I hire through the agent, but after I find an employee or someone who is able to find me a new employee I change from contacting the agent to contact them instead.....”

Position: Migrant worker

# W&W House

- 1) How long have you worked for your employer?

“.....I have worked here for six months.....”

- 2) Imagine that you were unable to speak Thai, how would you communicate with your employer?

“.....I just said “ka” when my employer assigned me to do something. I understand what she said to me, but I am just unable to communicate back. The other way that I did was I show some item to my employer and she would pick the one she wanted.....”

- 3) What are the things that you have to buy with your own money?

“.....Personal use items, the rest my employer buys for me.....”

- 4) From all the works that you do, which one do you like most and why?

“.....Sweeping and mopping the floor.....”

- 5) Out of 100%, how many percentages would you give to your work and how many percentages would you give to your resting time?

“.....I will give one half each.....”

- 6) What are you impressed most about your employers?

“.....She does not scold me when I did something wrong, but if she wants to tell me something, it would be in a soft tone.....”

- 7) What is the good working environment of your workplace?

“.....Everyone is kind. No one scolds me. I am happy. The employer treats me like her own daughter.....”

Position: Employer

# Other organizations

- 1) How do you motivate your employees by these factors?

#### Pay

- Ask the employees how much they want, but it also depends on their work experience and performance.
- Increase monthly pay
- Giving fringe benefits during festival or when they go back home



## Job

- Assign appropriate workload to the employees
- Let the employees manage their own jobs and do not be fussy.
- When there are more works than usual, give the employees extra money.
- Praise the employees

## Working Environment

- Permits the employees to go out with their friends or visit their family.
- Permits friends or relatives of employees to come over.
- Make the employees feel comfortable and treats them as family members
- Welfare: Personal room, personal toilet, etc.

2) Imagine that you had to hire the employee(s) who were unable to speak Thai, how would you communicate with them?

- Body language.
- Points at the objects
- Shows the employees how to do.
- If the employees are unable to speak Thai, the employer will not hire them.
- Draws or shows a picture to the employees.
- Teaches what the objects are called and the employees will label the object in their native language

3) What are you impressed most about your employees?

- Honesty
- Generosity
- Diligence
- Responsibility
- Able to adjust themselves with employer's lifestyle

4) When you are going to hire the new employees, what are the characteristics or the personality of the employees that you look for and make you decide to hire them right away?

- Never look at the characteristics or personality, just hire them first.

- Recommended by someone
- Language, work experience, age
- Cleanness of the employees
- Honesty

Position: Migrant worker

# Other organizations

1) How long have you worked for your employer?

- 1 month
- 6 months
- 2 years
- 5 years
- 8 years
- 13 years

2) What are the factors that make you work for your employer up until now or make you don't want to leave him or her (eg. Money, job itself, employer, and working environment)? From the factors that you give, how would you rank their importance?

- Employer
- Job
- Uncertain
- Working environment
- Pay

3) Imagine that you were unable to speak Thai, how would you communicate with your employer?

- Body language
- Show the object or example to employer
- Say nothing to the employer and just do the work
- Labeling the object in native language according to what employer pronounces

4) What are the things that you have to buy with your own money?

- Personal use items
- Call time refill card

- Clothes
- None

5) From all the works that you do, which one do you like most and why?

- Ironing the cloth
- Washing
- Taking care of elder
- Cooking
- Mopping the floor
- Like every job
- Don't think which one I like or which one I don't like, just do my best
- Growing trees

6) Out of 100%, how many percentages would you give to your work and how many percentages would you give to your rest time?

- 50%-50%
- Depends on the situation
- 60% working-40% resting
- 70% working-30% resting

7) Imagine that you came to work in Thailand for the first time, what would be the first job that you want to do and why?

- Housemaid
- Merchant
- Industry worker
- Babysitter
- Don't think which job they want to do and which job they don't want to do. The employees need to be able to do everything.
- Do any job as long as it is legal

8) What are you impressed most about your employers?

- Kind
- Easy to talk with

- Don't scold them and don't be fussy
- Understand what they say
- Treat them as one of the family members
- Give them second chance when they did something wrong

9) Imagine that you came to work in Thailand for the first time, what would be the characteristics of the employer that you want to work with?

- Kind
- Easy to talk with
- Treats them as family members
- Give them second chance when they did something wrong
- Any employer, try working with him or her first, if they do not like they will leave.
- Pays money to them

10) What is the good working environment of your workplace?

- Everyone at workplace is good to the employee
- Permits friends to come over
- Permits the employees to go out with their friends
- Comfortable and Personal
- Close to their friends
- If they think that it is good, it will be good. If they think that it is bad it will be bad.

11) Imagine that you came to work in Thailand for the first time, what would be the characteristics of the workplace that you look for?

- House
- Shop
- Industry
- Anywhere as long as it's legal.
- Never think of how their workplace will look like



12) Imagine one day you have met someone who told you that he could grant you three wishes. What would they be?

- Money
- Be with the family
- Good health
- Nothing
- Want to be in quiet place
- Happiness
- Coffee shop

#### 4.2.1.3 AI's Dream Stage

The following information was what the migrant worker dreamed of in terms of her job, employer, working environment, and the three wishes.

1) Imagine that you came to work in Thailand for the first time, what would be the first job that you want to do and why?

“.....If I worked with my family, it could be any job that I could earn money and not dangerous such as prostitute. But if I was alone I would choose to work as housemaid.....”

2) Imagine that you came to work in Thailand for the first time, what would be the characteristics of the employer that you want to work with?

“.....I wanted my employer to be kind, did not scold me just told me when I did something wrong, and loved me. I did not want to work with employer who in front of me spoke one thing, but behind me spoke another. My parents are worried about me. They always call me and ask me about my job and my employer.....”

3) Imagine that you came to work in Thailand for the first time, what would be the characteristics of the employer that you want to work with?

“.....I wanted to do housework at someone's house, but not big and not hot. I wanted to do the work alone, because if there were two, one person would do the works and another wouldn't do anything.....”

- 4) Imagine one day you have met someone who told you that he could grant you three wishes. What would they be?

“.....My first wish would be to be with my family in Myanmar. Second wish was money and gold. Last wish was I wanted my family to be close to me....”

#### 4.2.2 House of Retention

From Question 2 in the interview guide, the researcher has identified the factors, which make the migrant worker at W&W House did not want to leave her employer and their importance. The result is shown in figure 4.2 and as mentioned in Chapter 3, the importance level ranged from bottom to top.

For the migrant worker of other organization, after the researcher reviewed all the answers that he collected, he has come up with the conclusion that their House of Retention was the same as W&W House's migrant worker.

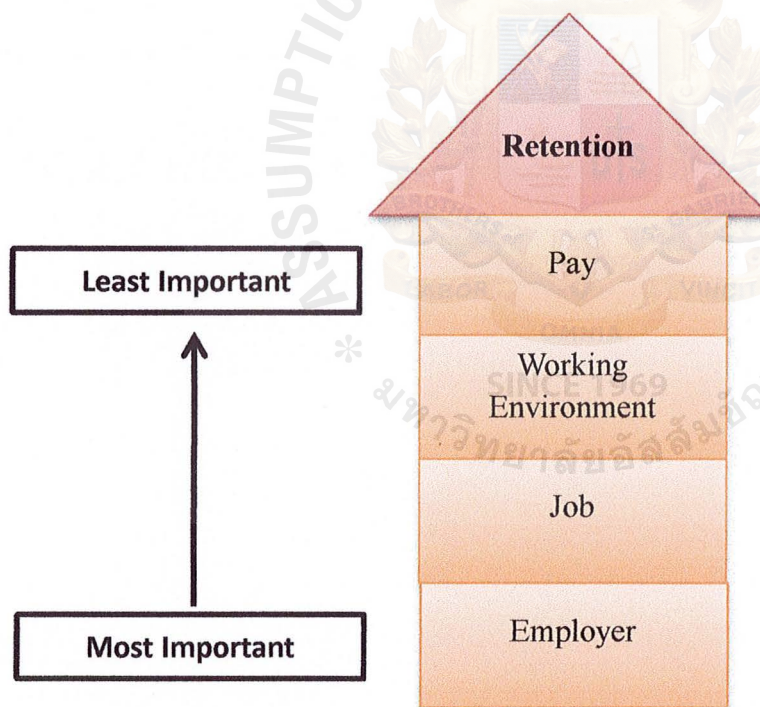


Figure 4.2: W&W House employee's House of Retention

The reason why the House of Retention turned out this way would be answered in the next section, where every research question would be answered including “what are the hygiene factors and motivators that make the migrant workers did not want to leave their employers and their importance?”

### **4.3 Answering research questions**

#### **4.3.1 What is the current situation of migrant workers' perception of the hygiene factors and motivators at W&W House?**

Before the OD interventions, the initial interview revealed that the migrant worker at W&W House had positive perception of how her employer treated her and her working environment (Hygiene Factors). In terms of pay (Hygiene Factors), the initial interview revealed that the employee was concerned that the workload and the amount of her pay needed to be consistent. In terms of job (Motivators), she was concerned that the employer had to let her know when she has done something wrong about her job. If not, she would not know and continued to do it in a wrong way.

To add up the initial interview, the researcher referred to the result of the questionnaire that he distributed afterwards. The employee totally agreed that when she did something wrong about her job, her employer always gives her feedback and teaches her the right way and the amount of money she gets is consistent with the workload, which were the two points that she was concerned when she was initially interviewed.

However, there were several questions, which the employee disagreed such as the employer talks to her regularly, she is free to set her own working schedule, she does not want other benefits besides the salary that her employer pays her, she gets better pay than her friend who works in another organization, her employer assigns the jobs according to the expertise, and her employer assigns her new job every day.

#### **4.3.2 What are the hygiene factors and motivators, which make the migrant workers do not want to leave their employers and their importance?**

The hygiene factors, which made the migrant workers did not want to leave their employer were pay, employer, and working environment. The motivators, which made the migrant workers did not want to leave are job itself and responsibility.

In terms of the importance, pay seemed to be the factor that made the migrant workers came to work with their employers, but it was not the factor that kept them from leaving. The most important factor that kept them from leaving was the employer. From the questionnaire and the interview, the migrant workers did not want to work for the employers, who were too

fussy and scolded them when they did something wrong. Instead, the migrant workers wanted to work with the employers, who were kind and treated them like they were part of their family. Moreover, some migrant workers chose not to work in the house, where there were a lot of people.

Second most important factor was job itself and responsibility. Domestic works were the works that were done at home and in some family the employers were still working. After they left, the migrant workers would be the only one at home. The works allowed them to work freely and not under pressure when compared to the other jobs, which were more strict on the timeline. Even though they were able to work freely, at the same time they needed to be responsible and fulfill their duties for the pay they got from their employers.

Third most important factor was working environment, especially in terms of their friends or their family. The result of interview showed that the migrant workers would go out with their friends after they finished working. However, not all of them behaved this way. It depended on their personality. Some workers liked to hang out with their friends, some workers rarely went out with their friends, and some workers liked to be alone. That was why working environment was the third most important factor.

Least important factor was money. Even though most migrant workers emigrated for money, it did not keep the migrant workers from leaving their employers. For some people, it might since different people had different thought. However, money only served as an initial negotiation whether they would leave or stay it would depend on other factors.

#### 4.3.3 What are the OD interventions that clarify migrant workers' perception of the hygiene factors and motivators?

The first participative-base OD intervention was Zone of Win-Win and the results of this intervention are as follows. Both employer and her migrant worker were interviewed separately based on the compensation criteria (Appendix C). Their opinions were slightly different in some criteria, but overall both sides were satisfied. The migrant worker was asked about the range of the pay that she was able to accept and the employer was asked about the range of the pay that she was able to pay to formulate their Zone Of Possible Agreement (Appendix D). However, the migrant worker gave only the minimum number since she wanted to be paid as highly as possible.



The second participative-based OD intervention was Together We Can (AI) and the result of the interventions are as follows. The employer has learned a lot of things from other employers and their migrant workers such as how they motivate their migrant workers and the perception of the migrant workers towards the hygiene factors and motivators. Moreover, it also created positive perception that the employer and migrant worker have towards one another, especially the question about what impress them most about the others. Unexpectedly, some employer from other organizations had asked the researcher about the result of the questionnaire and the interview. They wanted to know if there is any part that they need to improve.

The third participative-based OD intervention was House of Dream and the results are as follows. Based on House of Dream Model (Appendix E), the migrant worker was able to tell what her goals are right away. She was also able to prioritize which one she should achieve first and the steps that she must take in order to achieve it. Secondly, based on SMART criteria (Appendix F) and her goals, some of the criteria were still unclear. Lastly, based on Road to success (Appendix G), she was already half way from her goal, but not all of them. For some of her goal, she was still too far away.

#### 4.3.4 How effective are the interventions after comparing the results between Pre-ODI and Post ODI?

Based on T-test shown in table 4.7, the interventions were considered statistically ineffective on any of the four variables since their significant level were higher than 0.05. However, from these same numbers another implication could be made. It could be implied that employer was the variable that the interventions affect the most since its number was closest to 0.05 followed by working environment, pay, and job respectively.

#### **4.4 Answering Hypothesis question**

4.4.1 H<sub>0</sub>1: There is no significant difference in migrant workers' perception of pay between Pre-ODI and Post-ODI.

4.4.1 H<sub>a</sub>1: There is a significant difference in migrant workers' perception of pay between Pre-ODI and Post-ODI.

When compared the total mean value of the pay section between the Pre-ODI and Post-ODI, the result showed that there was positive difference between the two mean values from 4.20 to 4.40. However, the change was not significant and the indicator that the researcher used to judge the significance was the average weight mean. For pay, the number was not high enough to elevate the scale. It remained the same at Slightly Agree. Therefore, alternative hypothesis was rejected and null hypothesis was accepted.

Table 4.9 has summarized the changes that occurred for each questions in pay section between Pre-ODI and Post-ODI. The researcher also combined the two numbers together to find the average number and their descriptive rating. The last column represented the type of change that occurred between Pre-ODI and Post-ODI. Red represented the negative change, Green represented the positive change and White represented no change.

Table 4.9: Pay Questions (Pre-ODI & Post ODI)

Question	Pre-ODI	Post-ODI	Combine Pre-ODI & Post-ODI	Descriptive Rating	Change
1. I am very satisfied with the current amount of money I get from my employer.	6.00	5.00	5.50 (6)	Totally Agree	
2. I don't want other benefits besides the salary that my employer pays me.	1.00	3.00	2.00	Mostly Disagree	
3. I get better pay than my friend who works in another organization.	3.00	3.00	3.00	Slightly Disagree	
4. The amount of money I get is consistent with the workload.	6.00	6.00	6.00	Totally Agree	

5. My employer pays me based on work's quality.	5.00	5.00	5.00	Mostly Agree	
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4.4.2 H<sub>0</sub>2: There is no significant difference in migrant workers' perception of job between Pre-ODI and Post-ODI.

4.4.2 H<sub>a</sub> 2: There is a significant difference in migrant workers' perception of job between Pre-ODI and Post-ODI.

When compared the total mean value of the job section between the Pre-ODI and Post-ODI, the result showed that there was negative difference between the two mean values from 5.00 to 4.80. However, the number was not high enough to lower the scale. It remained the same at Mostly Agree. Therefore, alternative hypothesis was rejected and null hypothesis was accepted.

Table 4.10 has summarized the changes that occurred for each questions in job section between Pre-ODI and Post-ODI. Like the pay section three questions showed no sign of change, one question had positive change, and one question had negative change.

Table 4.10: Job Questions (Pre-ODI & Post ODI)

Question	Pre-ODI	Post-ODI	Combine Pre-ODI & Post-ODI	Descriptive Rating	Change
1. The workload that I am assigned to do for a day is not too much.	6.00	6.00	6.00	Totally Agree	
2. I am very satisfied with the type of job I am assigned to do in a day.	6.00	6.00	6.00	Totally Agree	
3. Every job that I am assigned to do in a day is very safe.	6.00	6.00	6.00	Totally Agree	



4. My employer assigns the jobs according to the expertise.	3.00	5.00	4.00	Slightly Agree	
5. My employer assigns me new job every day.	4.00	1.00	2.50 (2)	Mostly Disagree	

4.4.3  $H_03$ : There is no significant difference in migrant workers' perception of employer between Pre-ODI and Post-ODI.

4.4.3  $H_a 3$ : There is a significant difference in migrant workers' perception of employer between Pre-ODI and Post-ODI.

When compared the total mean value of the employer section between the Pre-ODI and Post-ODI, the result showed that there was positive difference between the two mean values from 4.75 to 5.50. The number was high enough and elevated the scale from Mostly Agree to Totally Agree. Therefore, null hypothesis was rejected and alternative hypothesis was accepted.

Table 4.11 has summarized the changes that occurred for each questions in employer section between Pre-ODI and Post-ODI. Unlike the previous two sections, there were not any negative changes. Two questions showed no sign of change and two questions had positive change.

Table 4.11: Employer Questions (Pre-ODI & Post ODI)

Question	Pre-ODI	Post-ODI	Combine Pre-ODI & Post-ODI	Descriptive Rating	Change
1. My employer talks to me regularly.	3.00	4.00	3.50 (3)	Slightly Disagree	



2. When I did something wrong about my job, my employer always give me feedback and teaches me the right way.	6.00	6.00	6.00	Totally Agree	
3. I feel good every time I talk to my employer.	6.00	6.00	6.00	Totally Agree	
4. My employer is very friendly and easy to reach.	4.00	6.00	5.00	Mostly Agree	

4.4.4 H<sub>0</sub>4: There is no significant difference in migrant workers' perception of working environment between Pre-ODI and Post-ODI.

4.4.4 H<sub>a</sub> 4: There is a significant difference in migrant workers' perception of working environment between Pre-ODI and Post-ODI.

When compared the total mean value of the working environment section between the Pre-ODI and Post-ODI, the result showed that there was positive difference between the two mean values from 4.80 to 5.60. The number was high enough and elevated the scale from Mostly Agree to Totally Agree. Therefore, null hypothesis was rejected and alternative hypothesis was accepted.

Table 4.12 has summarized the changes that occurred for each questions in working environment section between Pre-ODI and Post-ODI. Alike the employer section, there were not any negative changes. Three questions showed no sign of change and two questions had positive change.

Table 4.12: Working Environment Questions (Pre-ODI & Post ODI)

Question	Pre-ODI	Post-ODI	Combine Pre-ODI & Post-ODI	Descriptive Rating	Change
1. There is nothing that needs to be changed about my current working environment.	5.00	6.00	5.50 (6)	Totally Agree	
2. My working environment allows me to share my opinion with others.	6.00	6.00	6.00	Totally Agree	
3. I have good relationship with my employer and my co-workers.	6.00	6.00	6.00	Totally Agree	
4. I like talking with other members in the organization.	3.00	6.00	4.50 (5)	Mostly Agree	
5. I am free to set my own working schedule.	4.00	4.00	4.00	Slightly Agree	

## Chapter 5 Summary, Conclusion, and Recommendations

In this last chapter, the researcher has summarized his findings after analyzing all the data, concluded his research, and given some recommendation to both the organization he conducted research on and the future researchers.

### 5.1 Quantitative Summary of findings

In terms of demographic data, the respondents who participated in this research were mostly women, around 20-30 years old, from Myanmar, working as housemaid, and living in Thailand for more than ten years.

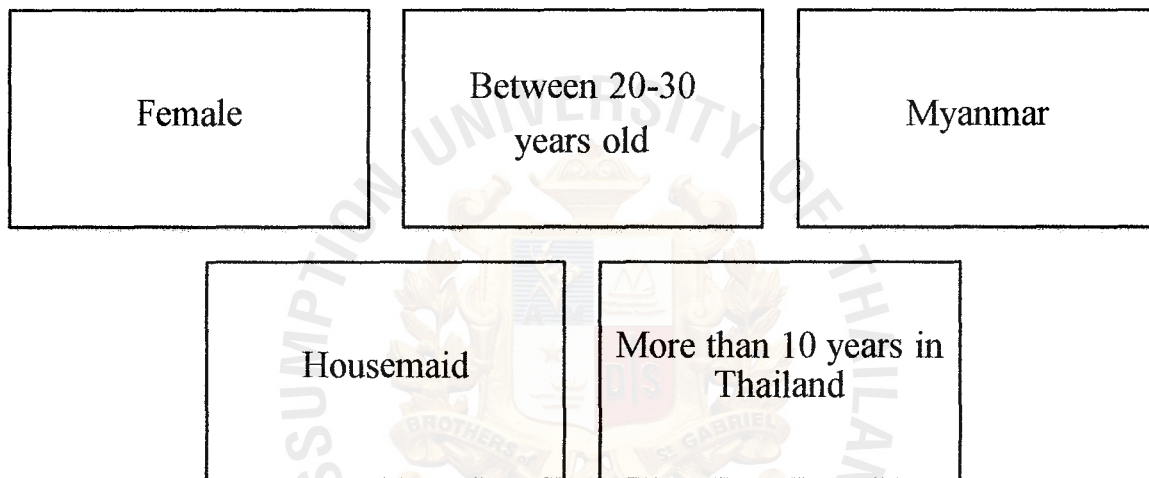


Figure 5.1: Summary of Demographic Data

In terms of four focused areas, quantitatively what the researcher found from the migrant worker at W&W House was that there was some change in her perception of the four focused areas, but in different ways and different extent.

As shown in table 5.1 for the hygiene factors, which were pay, employer, and working environment, their total mean have increased after the interventions, two were significant and one was insignificant. On the other hand, for the motivator, which was job, its total mean has decreased after the interventions. However, the number was not significant.

Table 5.1: Summary of Four focused areas (W&W House)

Variable	Change in Total Mean
Pay	Slightly Positive
Job	Slightly Negative
Employer	Significantly Positive
Working Environment	Significantly Positive

Moreover, the researcher found from the migrant workers working in other organizations that there were ten questions that the migrant workers totally agreed and they are shown in table 5.2. Some of the questions were the same as the migrant worker at W&W House such as “I feel good everytime I talk to my employer”.

Table 5.2: Summary of Four focused areas (Other Organizations)

Question	Section	Mean Value	Descriptive Rating
I am very satisfied with the current amount of money I get from my employer.	Pay	6.00 (6)	Totally Agree
The amount of money I get is consistent with the workload.	Pay	6.00 (6)	Totally Agree
The workload that I am assigned to do for a day is not too much.	Job	5.91 (6)	Totally Agree
I am very satisfied with the type of job I am assigned to do in a day.	Job	6.00 (6)	Totally Agree
Every job that I am assigned to do in a day is very safe.	Job	6.00 (6)	Totally Agree
I feel good every time I talk to my employer.	Employer	5.64 (6)	Totally Agree
My employer is very friendly and easy to reach.	Employer	6.00 (6)	Totally Agree
There is nothing that needs to be changed about my current working environment.	Working Environment	6.00 (6)	Totally Agree



I have good relationship with my employer and my co-workers.	Working Environment	6.00 (6)	Totally Agree
I like talking with other members in the organization.	Working Environment	5.45 (6)	Totally Agree

Lastly, the researcher also found from the bottom five mean value questions that two questions were from pay section, two questions from job section, one question from working environment section, and none from employer section as shown in Table 5.3. The outcome implied that the migrant workers perceived positively of their employers the most, followed by their working environment, pay, and job respectively.

Table 5.3: Bottom Five mean value questions (Other Organizations)

Question	Section	Mean	Descriptive Rating
My employer assigns the jobs according to the expertise.	Job	4.91	Mostly Agree
My working environment allows me to share my opinion with others.	Working Environment	4.90	Mostly Agree
I don't want other benefits besides the salary that my employer pays me.	Pay	4.50	Mostly Agree
I get better pay than my friend who works in another organization.	Pay	4.18	Slightly Agree
My employer assigns me new job every day.	Job	1.45	Totally Disagree

## 5.2 Qualitative Summary Findings

There were variety of answers that the researcher got from the interviewees, the employers and the migrant workers. Even though each employer was asked the same question, their answers were different and same thing happened with the migrant workers. It implied that each person had different perspective and understood the questions differently.

The factor that led to this difference for the employers was mainly their experience, especially imaginative question. For example, if they had to hire the migrant workers, who were unable to speak Thai, how they would communicate with them.

The answers were divided into three different perspectives. First group, they answered the question right away or take only a few minute to come up with the answer, because they have already faced the situation. Second group, even though they have never faced the situation, they at least decided to hire them first and trained them later. Last group, not only do they never face the situation, but they also chose not to hire these workers from the beginning or thought that this situation would never happen.

Like the employers, the factor that led to the difference for the migrant workers was also their experience. The more experience they had, the more story they could share. The length of how long they lived in Thailand was also considered part of their experience. Some migrant workers lived in Thailand for more than ten years, but some migrant workers have just come to work in Thailand. This length difference caused their level of understanding Thai to be different.

According to what the researcher has summarized so far, it seemed that the answers of interviewees were totally different, but actually they were not. Some of them were very similar. The only difference was how they were being said.

### **5.3 Conclusion**

In this research, the researcher focused on clarifying the migrant worker's perception of the four areas: pay, job, employer, and working environment. After he collected enough Pre-ODI data from the organization, the OD interventions were designed and later implemented. The changes after the implementation are shown in next section.

#### **5.3.1 Questionnaire**

Table 5.4 shows the conclusion of the whole research in terms of the questionnaire. After the interventions, the change and their significant levels in each variable were varied. For some variable, the change was positive, but for some variable, the change was negative.

Some change was not significant and did not elevate the descriptive rating, but some change was significant and elevated the descriptive rating. However, no matter how significant the changes were, they were not caused by the ODI, but other factors, as have already been mentioned in Chapter 4.

Table 5.4: Conclusion of the research (Questionnaire)

Hypothesis	Difference	Significance	H <sub>0</sub>	H <sub>a</sub>
1. Pay	Positive	No	Accept	Reject
2. Job	Negative	No	Accept	Reject
3. Employer	Positive	Yes	Reject	Accept
4. Working Environment	Positive	Yes	Reject	Accept

### 5.3.2 Document Review

The number of month and mean value continued to increase as the employee was still working at the organization after she took a leave. The number of month was now higher than the average. From the number of month that was higher than the average and the fact that she came back after she took a leave, it could be implied that the migrant worker perceived her organization very positively.

### 5.4 Recommendations to the organization

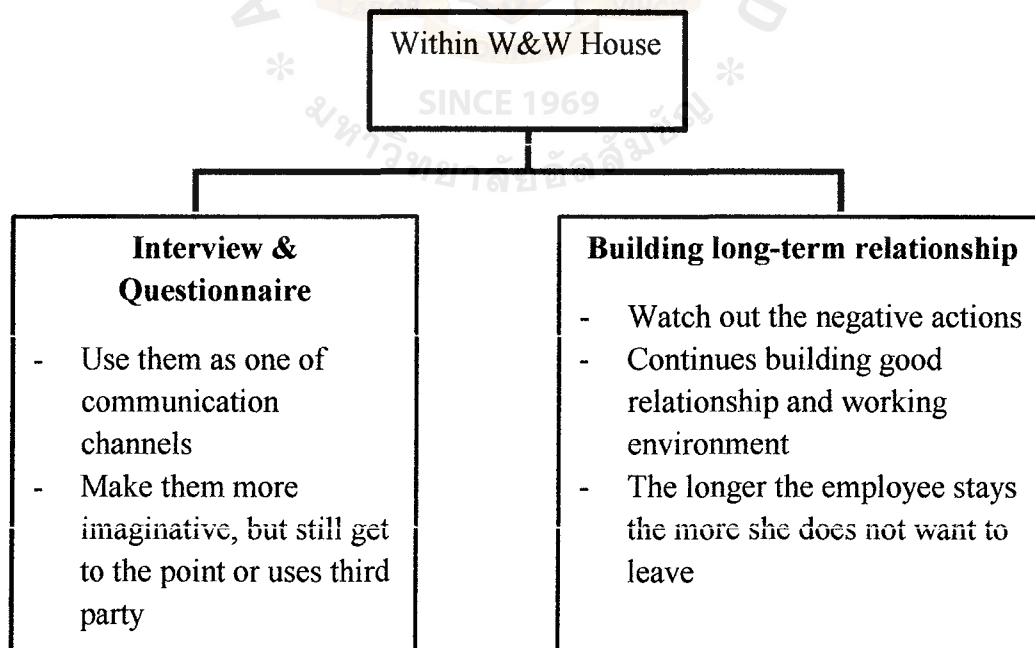


Figure 5.2 Recommendations to the organization (within organization)

Within the organization, the researcher would suggest the employer of W&W House to continue using interview and questionnaire as one of the communication channels. For the questions that she thinks are already good, she might want to paraphrase them into her own words, but some question that are more difficult to ask her employee directly such as questions about the employer herself. He would suggest the employer to make question in a more imaginative way or not related directly to herself or her organization.

For example, if she wants to know about herself, her question might be “In your opinion, what are the characteristics of a good employer?”. The employer might not get the direct answer she wants, but at least she can use her employee’s answer as a guideline and starts looking at herself, what she has and what she does not have. Another way that she can do is if she thinks she is too fussy and she wants to know what her employee thinks, her question might be “Do you like a person, who is very fussy? Why?” If the answer is yes, then she has to avoid it. In other words, what is good she keeps and what is bad she tries to avoid.

In addition, for the interview guideline about the employer as the migrant worker is unable to write and read Thai, what the employer could do is to create a short open talking session each day with her migrant worker, which allowed her migrant worker to ask her the questions that she would like to know about the employer, but on two conditions. The questions have to be positive and the employer has the right not to answer if they were getting too personal.

Another choice that the employer could do and also got more reliable answers is to ask third person to conduct the interview and the questionnaire, but the employer needed to make sure that the third person understands what he or she has to do. The frequency that the researcher would suggest the employer for both the interview and the questionnaire is every three months.

Since employer is the most important factor that makes the employee does not want to leave their employers, the researcher would suggest the employer to be careful about her negative actions that she might show towards her employee, because there was a high possibility that the employee would decide to work somewhere else.

He would also suggest the employer to continue building positive relationship with her employee since the longer the employee stayed, the more she did not want to leave.



There were two reasons why, which came from the interview with the migrant workers working in other organizations. First, the employees felt that their lives were already secured and second they thought that if they left, they might not meet the employer who was as good as their current employer.

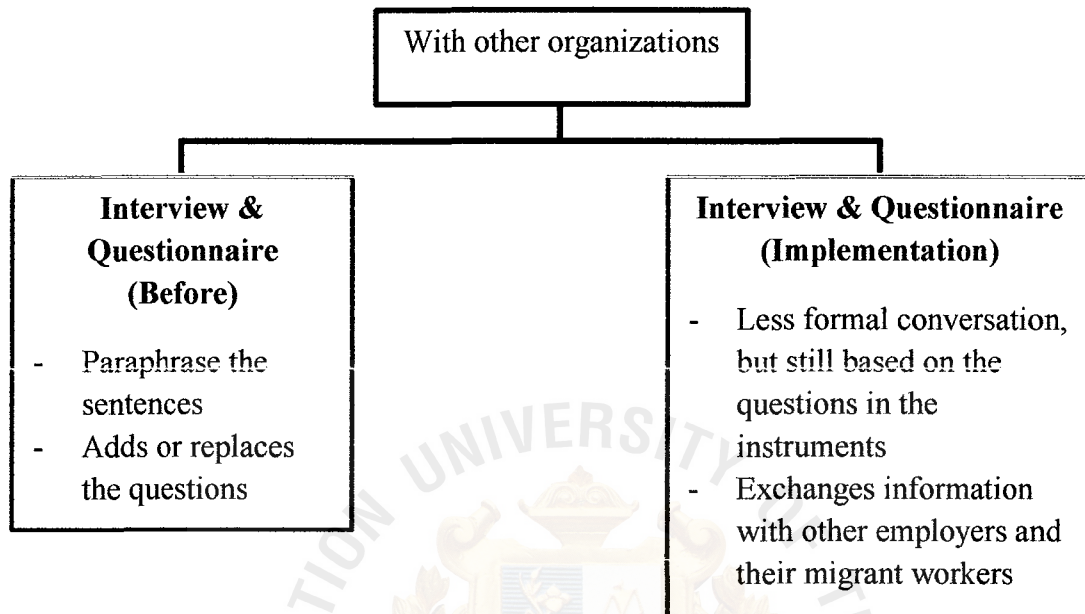


Figure 5.3 Recommendations to the organization (with other organizations)

As mentioned in the previous chapter that the researcher has also conducted the survey and the interview with other employers and their migrant workers, so he would suggest the employer of W&W House to continue doing something similar by exchanging her experience with other employers and talking with their migrant workers but make them less formal. This method would help the employer to discover something new from other employers or their migrant workers.

## 5.5 Recommendations for future research

The first suggestion for future research was to expect the unexpected. In other words, the research might not go as the researcher planned, especially the change that came from others. The two unexpected events that occurred during this research were the coup and the migrant worker took a leave. So, the researcher would suggest other researchers to notice the sign of change before it happened or anticipate the event that might occur during their research and how they would handle them.

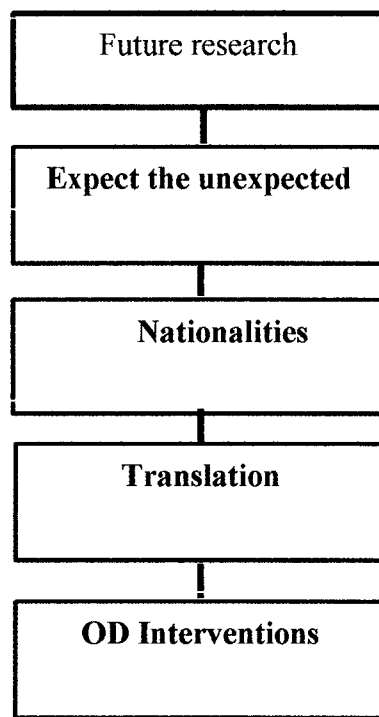


Figure 5.4: Recommendations for future research

The second suggestion for future research was to find more migrant workers, who came from Cambodia or Laos, because most of the migrant workers that the researcher could find during the time of his study were mostly from Myanmar. The more diverse the nationalities were, the more differences they could see in terms of the perception of the hygiene factors and the motivators.

The third suggestion for future research was to translate the instruments into more native languages such as Myanmar, Cambodia, Laos, etc. As the researcher was Thai, so the instruments had only two versions, Thai and English, which some migrant workers might not be able to read or understand. So, translating the instrument into more native languages would reduce the time for the migrant workers to answer the questions and the migrant workers would decode message of the future researchers more accurately. However, there were other things that other researchers had to watch out such as translating the native language back into Thai or English in order to analyze the data. They needed to have at least one native expert to help them validating the translation.

The last suggestion for future research was to come up with the new OD intervention, especially the one that improved migrant worker's perception of their jobs. One of the areas that the future researchers might want to focus on was how to make their jobs more various since most of them disagreed that their employers assigned them new jobs everyday and this

was the reason why the total mean of the job section decreased, whereas the other three sections increased. However, in this research the researcher did not ask the migrant workers whether they liked to do the same job every day or they liked to do different job, so the future researchers should ask them first before implementing any interventions. The researcher also would like to recommend the future researchers to use Holland's Six personality types, which was actually a test that determined the personality type of a person. In terms of the employee, after they knew their personality types they could choose the job that fit with their personality types. On the other hand, the employer could use the tests that already exist online or designed their own test to see that the applicants were suitable for the job or not, but please keep in mind that one person could have more than one personality type, so were the jobs. For the future researchers, who have never heard about Holland's Six personality types, they could refer to these websites.

<http://sourcesofinsight.com/6-personality-and-work-environment-types/> (English Version)

[http://www.careerkey.org/choose-a-career/holland-personality-types.html#.U7AnJ\\_1tb2](http://www.careerkey.org/choose-a-career/holland-personality-types.html#.U7AnJ_1tb2)

(English Version)

[http://www.trueplookpanya.com/true/quiz\\_holland\\_readiness.php](http://www.trueplookpanya.com/true/quiz_holland_readiness.php) (Thai Version)

## **Epilogue**

I have learned about Organization Development before when I was a Bachelor Degree student, so this Master of Management in Organization Development and Management or MMOD program was the continuation of my study. Some theories I was already familiar with when I heard them the first time, so studying them again was like the reviews. However, there were some theories that were new to me, especially the interventions.

Class after class, I was trying to mix the knowledge that I have gained from this program and the knowledge that I have gained from my Bachelor Degree together. Sometimes it was a discussion inside the class and sometimes it was a group project or individual project. It made me realize that it was not a waste that I studied my Bachelor Degree and this program.

In my opinion, the part that I mixed both the old and the new knowledge the most was the Thesis, especially the literature review chapter. Some of the knowledge came from the textbooks I used to study when I was Bachelor Degree student and some of them came from knowledge I gained from MMOD program and online sources.

As a result of all the things I mentioned I have learned a lot from the real-life examples. The first example is the perception that the employers have towards their migrant workers and the perception that the migrant workers have towards their employers in domestic work field. Another example is how different the perspective of the people can be. Last but not least, even though the knowledge came from the business subjects, it did not mean that they had to be used for business only, they could be used in my daily life. It helped me to understand things and other people better, but most importantly changing my perception that I used to have.



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## **Appendix A1: Questionnaire (English Version)**

**Instruction: Please (X) on one of the choices provided that you think is most applicable to you and please answers all the questions.**

## Part 1: Demographic Data

- ## 1. Gender

- 1) \_\_\_\_\_ Male                      2) \_\_\_\_\_ Female

- ## 2. Age

- 1) \_\_\_\_ Less than 20 years old      2) \_\_\_\_ 20-25 years old      3) \_\_\_\_ 36-30 years old  
3) \_\_\_\_ 31-35 years old      4) \_\_\_\_ 36-40 years old      5) \_\_\_\_ 41-45 years old  
6) \_\_\_\_ 46-50 years old      7) \_\_\_\_ More than 50 years old

- ### 3. Nationality

- 1) Myanmar                      2) Cambodia                      3) Laos

- #### 4. Occupation

- 1) \_\_\_\_ Housemaid                      2) \_\_\_\_ Elder Caregiver                      3) \_\_\_\_ Contractor  
4) \_\_\_\_ Fisherman                      5) \_\_\_\_ Merchant                      6) \_\_\_\_ Farmer  
7) \_\_\_\_ Industry worker                      8) \_\_\_\_ Other please specify.....

- ## 5. Length living in Thailand

- 1) \_\_\_\_\_ Less than 1 year      2) \_\_\_\_\_ 1 year-2 years      3) \_\_\_\_\_ 3 years-4 years  
4) \_\_\_\_\_ 5 years-6 years      5) \_\_\_\_\_ 7 years-8year      6) \_\_\_\_\_ 9 years-10years  
7) \_\_\_\_\_ more than 10 years

### Part 2: Pay

Question	Totally Disagree 1	Mostly Disagree 2	Slightly Disagree 3	Slightly Agree 4	Mostly Agree 5	Totally Agree 6
6. I am very satisfied with the current amount of money I get from my employer.						
7. I don't want other benefits besides the salary that my employer pays me.						
8. I get better pay than my friend who works in another organization.						
9. The amount of money I get is consistent with the workload.						
10. My employer pays me based on work's quality.						

### Part 3: Job

Question	Totally Disagree 1	Mostly Disagree 2	Slightly Disagree 3	Slightly Agree 4	Mostly Agree 5	Totally Agree 6
11. The workload that I am assigned to do for a day is not too much.						
12. I am very satisfied with the type of job I am assigned to do in a day.						
13. Every job that I am assigned to do in a day is very safe.						
14. My employer assigns the jobs according to the expertise.						



15. My employer assigns me new job every day.						
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#### Part 4: Employer

Question	Totally Disagree 1	Mostly Disagree 2	Slightly Disagree 3	Slightly Agree 4	Mostly Agree 5	Totally Agree 6
16. My employer talks to me regularly.						
17. When I did something wrong about my job, my employer always give me feedback and teaches me the right way.						
18. I feel good every time I talk to my employer.						
19. My employer is very friendly and easy to reach.						

#### Part 5: Working Environment

Question	Totally Disagree 1	Mostly Disagree 2	Slightly Disagree 3	Slightly Agree 4	Mostly Agree 5	Totally Agree 6
20. There is nothing that needs to be changed about my current working environment.						
21. My working environment allows me to share my opinion with others.						
22. I have good relationship with my employer and my co-workers.						
23. I like talking with other members in the organization.						

24. I am free to set my own working schedule.						
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### Part 6: Perception

How satisfied are you with

Topic	Dissatisfied 1	Satisfied 2
25. Pay and Benefits		
26. Job		
27. Employer		
28. Working Environment		



## Appendix A2: Questionnaire (Thai Version)

คำสั่ง: โปรด (x) ลงในช่องว่างที่คุณคิดว่าตรงกับตัวของคุณมากที่สุด และ กรุณาตอบทุกคำถาม

หัวข้อที่ 1: ข้อมูลทั่วไป

1. เพศ

1) \_\_\_\_ ชาย

2) \_\_\_\_ หญิง

2. อายุ

1) \_\_\_\_ น้อยกว่า 20 ปี

2) \_\_\_\_ 20-25 ปี

3) \_\_\_\_ 26-30 ปี

4) \_\_\_\_ 31-35 ปี

5) \_\_\_\_ 36-40 ปี

6) \_\_\_\_ 41-45 ปี

7) \_\_\_\_ 46-50 ปี

8) \_\_\_\_ มากกว่า 50 ปี

3. สัญชาติ

1) \_\_\_\_ พม่า

2) \_\_\_\_ กัมพูชา

3) \_\_\_\_ ลาว

4. อาชีพ

1) \_\_\_\_ แม่บ้าน

2) \_\_\_\_ คนดูแลผู้สูงอายุ

3) \_\_\_\_ ช่างก่อสร้าง

4) \_\_\_\_ ชาวประมง

5) \_\_\_\_ คนขายของ

6) \_\_\_\_ คนทำสวน

7) \_\_\_\_ พนักงานโรงงาน

8) \_\_\_\_ อื่นๆ โปรด ระบุ.....

5. ระยะเวลาที่อาศัยอยู่ในประเทศไทย

1) \_\_\_\_ น้อยกว่า 1 ปี

2) \_\_\_\_ 1 ปี-2 ปี

3) \_\_\_\_ 3 ปี-4 ปี

4) \_\_\_\_ 5 ปี-6 ปี

5) \_\_\_\_ 7 ปี-8 ปี

6) \_\_\_\_ 9 ปี-10 ปี

7) \_\_\_\_ มากกว่า 10 ปี

หัวข้อที่ 2: เงิน

คำถาม	ไม่เห็นด้วย อย่างยิ่ง 1	ส่วนใหญ่ ไม่เห็นด้วย 2	ไม่เห็นด้วย เล็กน้อย 3	เห็นด้วย เล็กน้อย 4	ส่วนใหญ่ เห็นด้วย 5	เห็นด้วย อย่างยิ่ง 6
6. ฉันพึงพอใจมากกับ จำนวนเงินในปัจจุบันที่ ฉันได้รับจากนายจ้าง						
7. ฉันไม่ต้องการ ผลประโยชน์อื่นใดอีก นอกเหนือจากค่าจ้างที่ นายจ้างให้ฉัน						
8. ฉันได้รับค่าจ้างดีกว่า เพื่อนของฉันที่ทำงานที่ อื่น						
9. จำนวนเงินที่ฉันได้รับ สอดคล้องกับปริมาณงาน						
10. นายจ้างของฉันจ่ายค่าจ้าง ให้ฉันตามคุณภาพของ ผลงาน						

หัวข้อที่ 3: งาน

คำถาม	ไม่เห็นด้วย อย่างยิ่ง 1	ส่วนใหญ่ ไม่เห็นด้วย 2	ไม่เห็นด้วย เล็กน้อย 3	เห็นด้วย เล็กน้อย 4	ส่วนใหญ่ เห็นด้วย 5	เห็นด้วย อย่างยิ่ง 6
11. ปริมาณงานที่ฉันได้รับ มอบหมายให้ทำในหนึ่ง วันไม่มากเกินไป						



12. ฉันพึงพอใจมากกับประเภทของงานที่ฉันได้รับมอบหมายให้ทำในวันนี้						
13. ทugงานที่ฉันได้รับมอบหมายให้ทำในวันนี้ปลอดภัยมาก						
14. นายจ้างของฉันมอบหมายงานตามความชำนาญ						
15. นายจ้างของฉันมอบหมายงานใหม่ๆให้ฉันทำทุกวัน						

**หัวข้อที่ 4: นายจ้าง**

คำถาม	ไม่เห็นด้วย อย่างยิ่ง 1	ส่วนใหญ่ ไม่เห็นด้วย 2	ไม่เห็นด้วย เล็กน้อย 3	เห็นด้วย เล็กน้อย 4	ส่วนใหญ่ เห็นด้วย 5	เห็นด้วย อย่างยิ่ง 6
16. นายจ้างของฉันพูดคุยกับฉันเป็นประจำ						
17. เมื่อฉันทำอะไรผิดเกี่ยวกับงานของฉัน นายจ้างของฉันจะให้ข้อเสนอแนะกับฉันตลอด และสอนวิธีที่ถูกต้อง						
18. ฉันรู้สึกดีทุกครั้งที่คุณคุยกับนายจ้างของฉัน						
19. นายจ้างของฉันมีความเป็นกันเองและเข้าถึงได้ง่าย						

หัวข้อที่ 5: สภาพแวดล้อมในการทำงาน

คำถาม	ไม่เห็นด้วย อย่างยิ่ง 1	ส่วนใหญ่ ไม่เห็นด้วย 2	ไม่เห็นด้วย เล็กน้อย 3	เห็นด้วย เล็กน้อย 4	ส่วนใหญ่ เห็นด้วย 5	เห็นด้วย อย่างยิ่ง 6
20. ไม่มีอะไรที่ต้อง เปลี่ยนแปลงเกี่ยวกับ สภาพแวดล้อมในการ ทำงานของฉันในปัจจุบัน						
21. สภาพแวดล้อมในการ ทำงานของฉันเปิดโอกาส ให้ฉันแบ่งปันความคิด ของฉันกับคนอื่น						
22. ฉันมีความสัมพันธ์ที่ดีกับ นายจ้างและเพื่อนร่วมงาน ของฉัน						
23. ฉันชอบคุยกับสมาชิกคน อื่นในองค์กร						
24. ฉันมีอิสระที่จะกำหนด ตารางเวลาการทำงานของ ตัวฉันเอง						

หัวข้อที่ 6: แนวความคิด

คุณพึงพอใจแค่ไหนกับ

หัวข้อ	ไม่พึงพอใจ 1	พึงพอใจ 2
25. เงินเดือนและผลประโยชน์		
26. งาน		
27. นายจ้าง		
28. สภาพแวดล้อมในการทำงาน		

## **Appendix B1: Interview Guide (English Version)**

Position: Employer

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5) How do you motivate your employees by these factors?

Pay

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Job

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Working Environment

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- 6) Imagine that you had to hire the employee(s) who were unable to speak Thai, how would you communicate with them?

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- 7) What are you impressed most about your employees?

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- 8) When you are going to hire the new employees, what are the characteristics or the personality of the employees that you look for and make you decide to hire them right away?

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Position: Migrant worker

# \_\_\_\_\_

1) How long have you worked for your employer?

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2) What are the factors that make you work for your employer up until now or make you don't want to leave him or her (eg. Money, job itself, employer, and working environment)? From the factors that you give, how would you rank their importance?

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3) Imagine that you were unable to speak Thai, how would you communicate with your employer?

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4) What are the things that you have to buy with your own money?

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5) From all the works that you do, which one do you like most and why?

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6) Out of 100%, how many percentages would you give to your work and how many percentages would you give to your resting time?

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- 7) Imagine that you came to work in Thailand for the first time, what would be the first job that you want to do and why?

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- 
- 8) What are you impressed most about your employers?

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- 9) Imagine that you came to work in Thailand for the first time, what would be the characteristics of the employer that you want to work with?

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- 10) What is the good working environment of your workplace?

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- 11) Imagine that you came to work in Thailand for the first time, what would be the characteristics of the workplace that you look for?

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12) Imagine one day you have met someone who told you that he could grant you three wishes. What would they be?

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## **Appendix B2: Interview Guide (Thai Version)**

ตำแหน่ง: นายจ้าง

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1) คุณมีวิธีการสร้างแรงจูงใจลูกจ้างของคุณด้วยปัจจัยเหล่านี้หรือไม่อย่างไร?

เงิน

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งาน

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สภาพแวดล้อมในการทำงาน

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- 2) สมมุติว่าคุณจำเป็นต้องจ้างลูกจ้างที่พูดไทยไม่ได้ คุณจะมียวิธีสื่อสารกับลูกจ้างของคุณอย่างไร?

- 3) อะไรคือสิ่งที่คุณประทับใจมากที่สุดเกี่ยวกับลูกจ้างของคุณ?

- 4) เมื่อคุณจะจ้างลูกจ้างคนใหม่ อะไรคือลักษณะหรือนุคลิกของลูกจ้างที่คุณมองหาและทำให้คุณตัดสินใจว่าพวกเขาทันที

ตำแหน่ง: ลูกจ้างต่างด้าว

# \_\_\_\_\_

1) เป็นเวลานานเท่าไรที่ท่านทำงานกับนายจ้างของคุณ?

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2) อะไรคือสิ่งที่ทำให้คุณทำงานกับนายจ้างของคุณมาจนถึงปัจจุบัน หรือ ทำให้คุณไม่ยอมไปจากเขาหรือเธอ (เช่น เงิน, งาน, นายจ้าง, สภาพแวดล้อมในการทำงาน ฯลฯ)? จากสิ่งที่คุณตอบมา คุณจะเรียงลำดับความสำคัญของปัจจัยเหล่านี้อย่างไร?

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3) สมมุติว่าคุณพูดไทยไม่ได้ คุณจะวิธีสื่อสารกับนายจ้างของคุณอย่างไร?

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4) อะไรคือสิ่งที่คุณต้องซื้อด้วยเงินของคุณเอง?

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5) จากงานทั้งหมดที่คุณทำ งานไหนที่คุณชอบมากที่สุดและทำไม

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6) จาก 100%, กีเปอร์เซ็นต์ที่คุณจะให้กับงานของคุณ และ กีเปอร์เซ็นต์ที่คุณจะให้กับเวลาพักผ่อนของคุณ

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7) สมมุติว่าคุณเข้ามาทำงานในประเทศไทยเป็นครั้งแรก อะไรคืองานแรกที่คุณอยากจะทำ และ ทำไม?

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8) อะไรคือสิ่งที่คุณประทับใจมากที่สุดเกี่ยวกับนายจ้างของคุณ?

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9) สมมุติว่าคุณเข้ามาทำงานในประเทศไทยเป็นครั้งแรก อะไรคือลักษณะของนายจ้างที่คุณอยากทำงานด้วย?

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10) อะไรคือสภาพแวดล้อมในการทำงานที่ดีของที่ทำงานของคุณ?

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11) สมมุติว่าคุณเข้ามาทำงานในประเทศไทยเป็นครั้งแรก อะไรคือลักษณะของที่ทำงานที่คุณมองหา?

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12) สมมุติว่าวันหนึ่งคุณพบกับใครคนหนึ่งที่ยกกับคุณว่าเขาสามารถให้พรกับคุณได้สามข้อ สามข้อนั้นจะเป็นอะไร?

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### Appendix C: Compensation Criteria

Employer #: \_\_\_\_\_

Date: \_\_\_\_\_

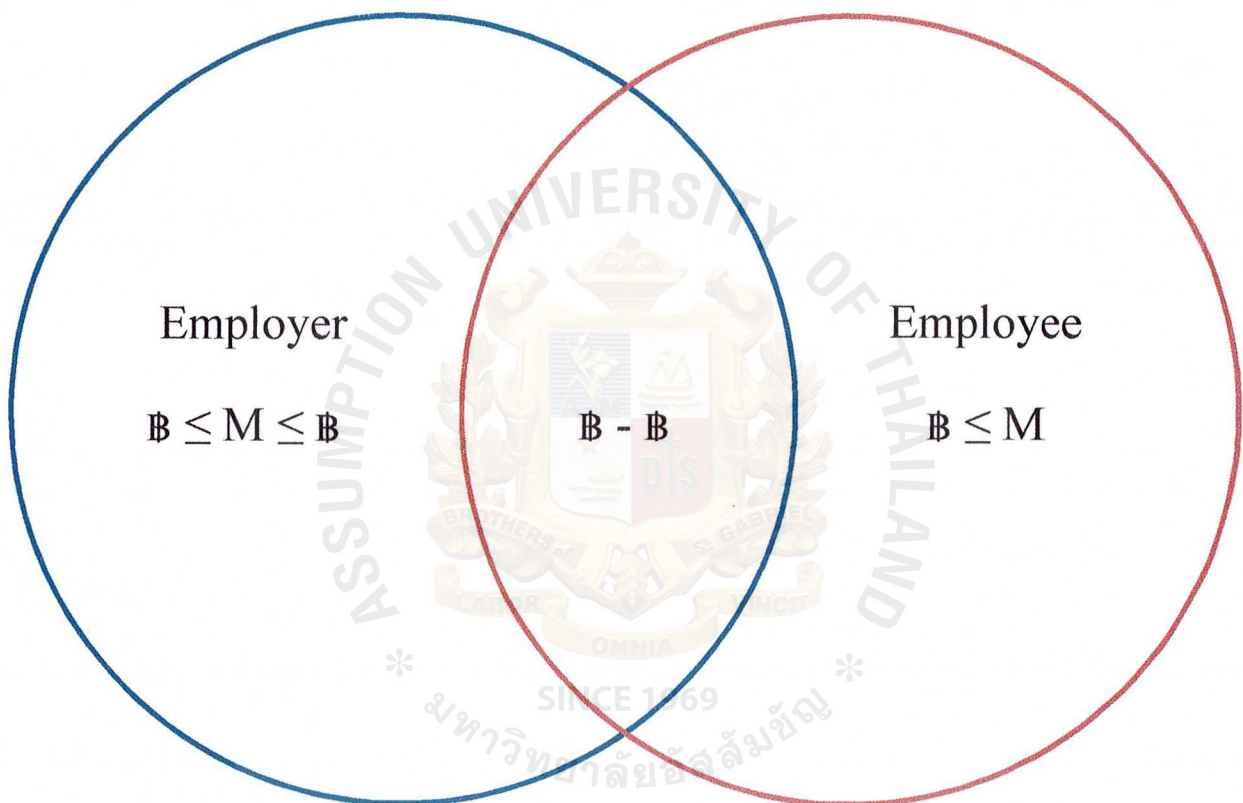
Criteria	Description	Yes	No	Remark
Adequate	Minimal amount set by government.			
Equitable	Paid fairly and consistent with their effort.			
Balanced	Salary, benefits, and rewards are balanced			
Cost-effective	Employer affords to pay.			
Secure	Feels secured and aids them in satisfying basic needs.			
Incentive-providing	Motivate employees to work effectively.			
Acceptable to Employees	Reasonable to my both side.			

นายจ้าง #: \_\_\_\_\_

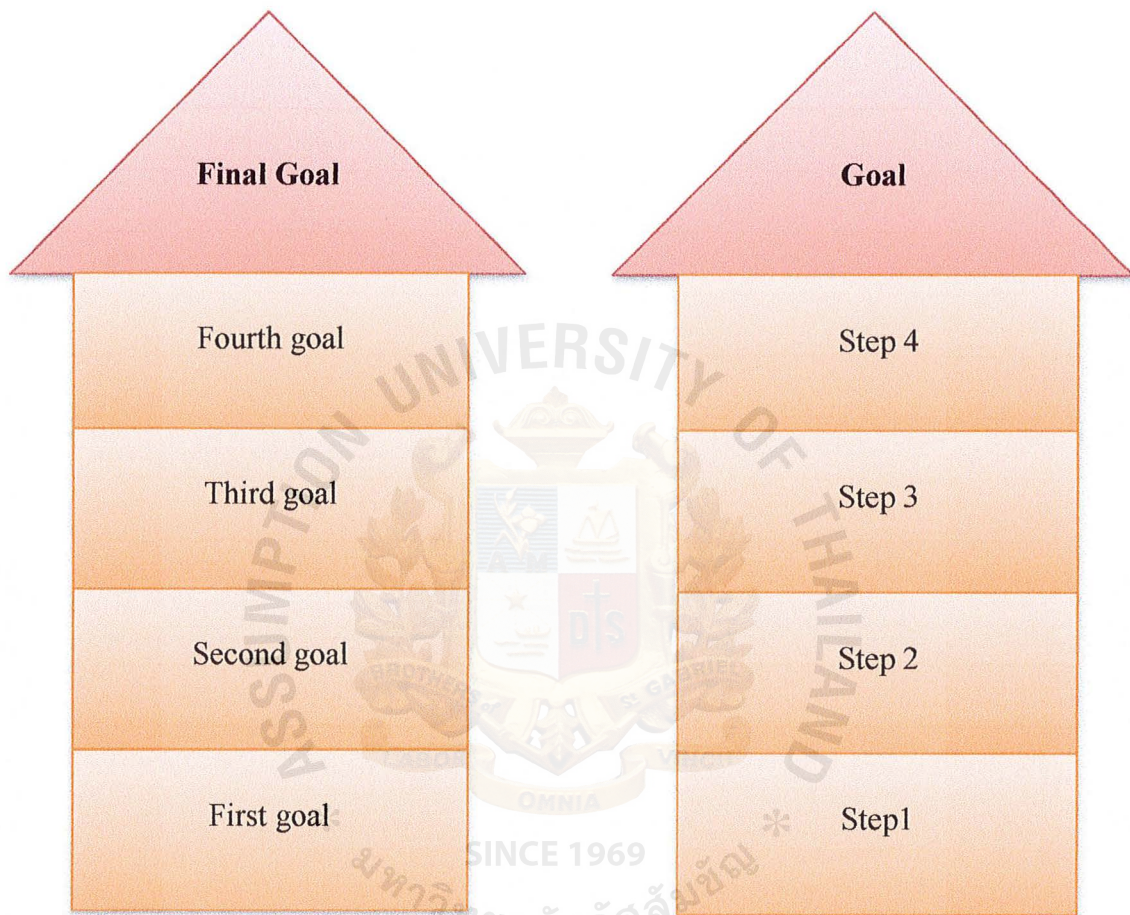
วันที่: \_\_\_\_\_

เกณฑ์	ลักษณะ	มี	ไม่มี	ข้อคิดเห็น
เพียงพอ	จ่ายอย่างน้อยตามที่กำหนดโดยรัฐบาล			
ยุติธรรม	จ่ายอย่างยุติธรรม และ ตรงตามความพยายามของลูกจ้าง			
สมดุลย์	ค่าจ้าง, ผลประโยชน์, และรางวัลอื่น สมดุล			
ค่าใช้จ่ายมีประสิทธิภาพ	นายจ้างสามารถจ่ายได้			
มั่นคง	รู้สึกมั่นคง และ ช่วยลูกจ้างพึงพอใจกับความต้องการพื้นฐาน			
สร้างแรงจูงใจ	จูงใจลูกจ้างให้ทำงานได้อย่างมีประสิทธิภาพ			
ยอมรับโดยลูกจ้าง	เหมาะสมกับทั้งสองฝ่าย			

Appendix D: Zone of Possible Agreement



### Appendix E: House of Dream Model



### Appendix F: SMART Criteria

Employee #: \_\_\_\_\_

Date: \_\_\_\_\_

Criteria	Description	Yes	No	Remark/Answer
Specific	Know what they will do and how.			
Measurable	Have a marker to tell when they've succeeded.			
Attainable	Knows the steps that they will take from where they are.			
Realistic	Able to see the end result.			
Time-bound	Set the time when the goal must be achieved.			

ถูกจ้าง #: \_\_\_\_\_

วันที่: \_\_\_\_\_

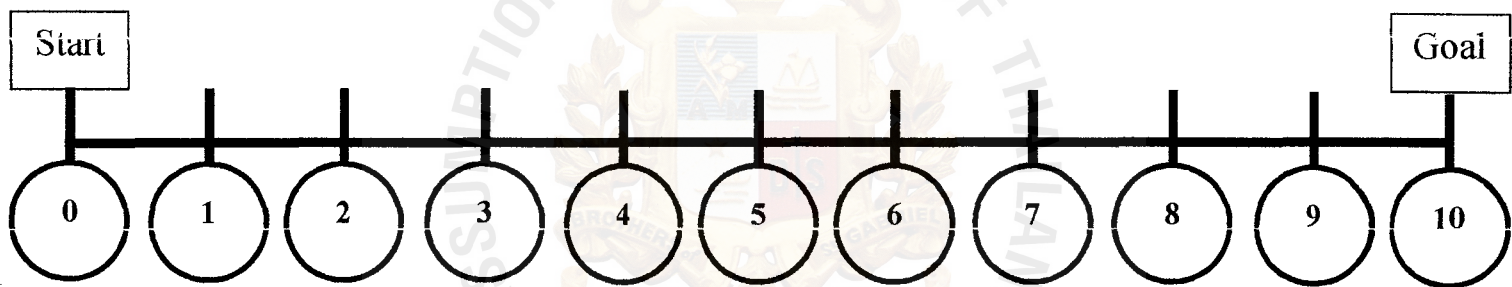
เกณฑ์	ลักษณะ	มี	ไม่มี	ข้อคิดเห็น/คำตอบ
เจาะจง	รู้ว่าจะทำอะไรและอย่างไร			
วัดได้	มีตัววัดที่จะบอกว่าเมื่อไรที่บอกว่าพวกเขาประสบความสำเร็จ			
สำเร็จได้	รู้ขั้นตอนที่จะทำตามจากจุดที่พวกเขาอยู่			
เป็นไปได้	สามารถมองเห็นผลลัพธ์			
ระยะเวลา	กำหนดระยะเวลาที่เป้าหมายจะต้องประสบความสำเร็จ			



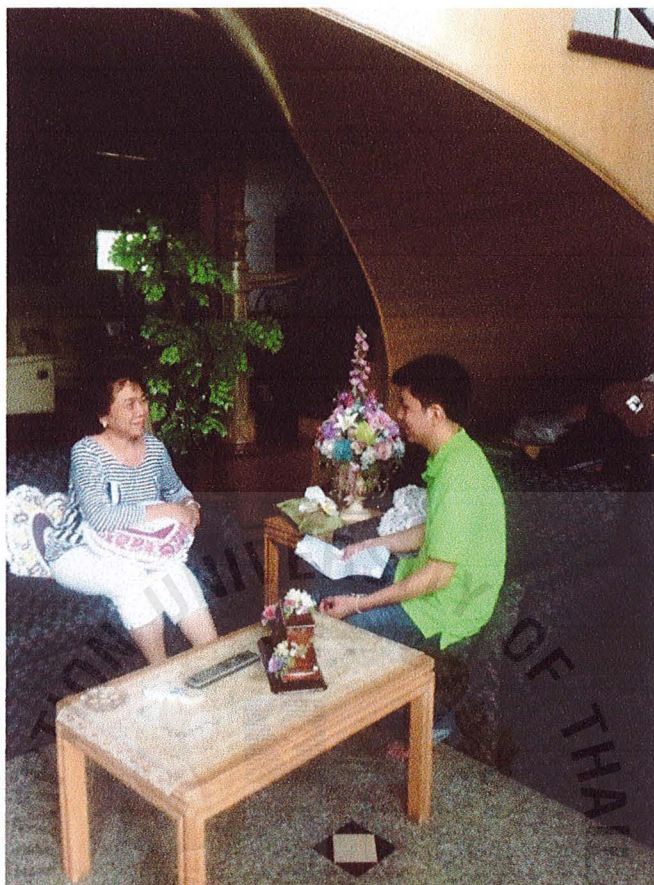
### Appendix G: Road to Success

Name: \_\_\_\_\_

Date: \_\_\_\_\_



## Appendix H: Pictures from the interventions

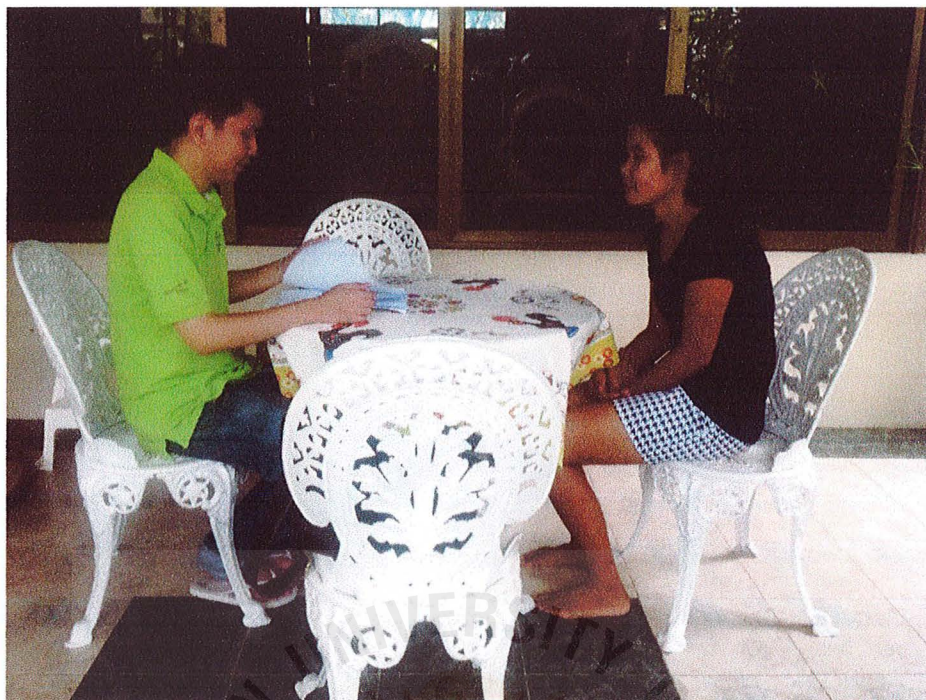


An interview with Khun Pom, one of migrant worker's employers



An interview with Khun May, Khun Pom's migrant worker





An interview with Khun See, Khun Pom's neighbor's migrant worker



An interview with Khun Ladda, Khun Pom's neighbor's migrant worker







