

Abstract

In today's business world, human capital is one area that can create a competitive advantage for a company. A satisfied and motivated workforce is desired by every organization to ensure the firm's performance and success.

This research is based on an Action Research Model, which focuses on strengthening employee satisfaction and motivation of a sales and service company called ABC Sales Co., Ltd. as a case study. From the analysis of the firm, the priority areas to strengthen in order to achieve higher levels of employee satisfaction and motivation were leadership, teamwork and the reward system.

The research was conducted using both qualitative and quantitative methods. A questionnaire survey of all staff was implemented, while focus group interviews and in-depth interviews of managers were arranged. Data analysis was done through the use of SPSS. Then, an Organization Development Intervention (ODI) program was designed based on the results of both quantitative and qualitative data analysis.

After the ODI program, the impact was analyzed by comparing Pre- and Post-ODI results using a t-test. The overall results demonstrated higher levels of leadership, teamwork and the reward system after the ODI. However, when considered by group function and position level, some showed a higher level while some remained the same. This quantitative result was in line with the qualitative analysis which included a focus group and in-depth interviews. In addition, relationships between dependent variables (employee satisfaction and motivation) and independent variables (leadership, teamwork and reward system) were also tested using correlation analysis. The results demonstrated significant correlation between each independent and each dependent variable.