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**Solution for the problems of human resources in BETA construction
consultant**

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ABSTRACT

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This thesis aims to mention the potential current problems and provide possible suggestions in human resource management of BETA construction consultant and investment company. The thesis will address three following issues. Firstly, to provide theories on improving high quality of human resources in business nowadays. Secondly, analyze the problems of quality human resources and improve quality of human resources in the BETA construction consultant and investment company. Finally, to recommend methods and solutions which aim at improving quality of human resources management in the case company.

The theoretical background is based on the Maslow's hierarchy of needs theory and the book "The Motivation to Work" by Herzberg. This thesis focuses on using hygiene and motivation factors to evaluate the how satisfied the employees are. The interest of the thesis is in the factors of achievement, recognition, responsibility, advancement, growth, work conditions, salary and security.

This research is carried out by using qualitative and quantitative methods. The quantitative method is used by giving questionnaire to some of the company's employees and their answers will provide the view on the current situation. There are 27 respondents of the questions. The qualitative method is used to analyze the open-ended question used in the questionnaire. The result indicated that some factors, such as achievement and work conditions, were at the good level. There were some factors, such as advancement, that possibly need to be improved. The suggestions of how to improve these factors included for example give more challenging tasks, create a reward program and provide training opportunities. There are not many answers and therefore more research on the topic is needed.

Keywords: Human management, Maslow, Herzberg, hygiene, motivation, satisfaction

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1 INTRODUCTION

Manpower is a determinant of the success and progress of each country, in which the level of human resource development is a key measure of social progress, equity and sustainable development. As the human resources are very important for companies, there is a need to get more knowledge of employees. Therefore this thesis is focused on the employees of the case company.

In the socio-economic development strategy of this period, Vietnam affirmed that the development of human resources is the breakthrough of the transformation process of the country's socio-economic development model. It is also a platform for sustainable development and enhancing national competitiveness in the globalization process. With the formation and development of the socialist market economy and other factors including foreign companies, many enterprises are increasingly aware of the fierce competition of the market and the urgency of increasing competitiveness. The key point of competition between the major players is the competition for talents, and the development of high quality human resources is the key factor in the success of enterprises. Human resources in the enterprise are the main contributing factor to the profit, as people participate in and control the production and business processes of creating goods, products and services. Businesses that want to survive and develop need to change their organization into a lean and dynamic direction. Therefore, in order to improve the quality of human resources in the national renewal process, the training quality must first be improved and the whole human resources development should be facilitated.

In the organization, human resources are both factors that make a difference and create competitive advantages for organizations, which is also a decisive factor in the utilization of other organizational resources. Especially in today's context, when the 4.0 industry is being used in almost all areas of social life, the human factor becomes more important. The organization must always ensure that staff responds promptly to the change. Therefore, the quality of human resources should always be the most developed factor in enterprises. The development of human resources is the process of change in quantity, quality and structure in order to create an increasing number of quality employees. The employees should have the ability to meet the needs of work, in accordance with the characteristics of the organization. The quality of Human resources is the organization's leading competitive advantage because high quality human

resources will contribute significantly to the sustainability and growth of the organization. Raising the quality of human resources for the organization and fostering the building of a strong and capable human resource with high qualifications, qualities and prestige will contribute positively to raising the quality, efficiency and strength of the company. The aim will be to create competitive, strong and sustainable development and contribute to industrialization, modernization and globalization.

This thesis will study the employees who are working for the Vietnamese company called BETA construction consultant and investment company. BETA construction consultant and investment company was established in 2009 and it has its headquarters in the south of Hanoi, the capital. With more than 1,000 engineers and workers, the company is focusing on building infrastructure of transportation and trading. There are many projects which the company directly works at, such as many high ways, bridges, etc. Not only building and consulting, the company also provides other firms in the industry with products such as pipes, noise proof and water proof panel, and road bumpers, etc. The company has two main divisions (administrative and production) with their own departments. The more detailed company structure is shown in the figure in the appendix 2.

The motivation of employees is a quite important topic for study, as it has the effect on the employment of the company. It is also quite important for a country and in a smaller scale, for an organization. Manpower, along with the technology, regulation and other factors in the business environment can affect business and in some situations, it can be the decisive factor in development of a company. This thesis discusses employees' motivation from the perspective of Herzberg's theory of motivation to work. The work focuses on the employees' opinions about some of the motivational factors in Herzberg's theory. The research questions in this thesis are the following:

1. What is the state of motivational factors in the case company according to the employees?
2. How can the company improve the state of motivational factors that are in need of improvement?

The present study first takes a look at the theory of employees' motivation. Then the research methodology that was used in the process of preparing this this thesis is explained. This research

is quantitative in nature and survey questionnaire were used in order to find out employees opinions. After the methodology, the findings are described in detail. Lastly, the most important findings are highlighted and the suggestions are provided on how the company can be improved in term of employees' motivation.

2 A LITERATURE REVIEW: WORK MOTIVATION

It is well known that people do what they do which is driven by motivations. Motivations can be what people need and what people want in a given specific time. "Motivation" is derived from the word "motive" which is related to movement. People's needs and desires make people do things or in other words, human beings do what they want to satisfy the feeling of "the needs of doing something". The needs and desires of human beings are mentioned by Abraham Harold Maslow in a paper "A Theory of Human Motivation" in 1943.

In workplace, the specific motivation of the employees is stated by Frederick Irving Herzberg in 1959 book "The Motivation to Work" (2nd edition). In workplace Herzberg (1987) describes the growth factors (or motivators) as "achievement, recognition for achievement, the work itself, responsibility, and growth or advancement," which are intrinsic. The motivation of employees in workplaces is described in Herzberg two-factor theory and it is divided into two categories: motivators and hygiene factors.

This study indicates how the Herzberg two factor theory affects the employees of BETA construction consultant and investment company and then find the problems and solve them. The goal of this literature review is to show the theory which have been used in this thesis and how it is applied in real life case. The motivation factors and hygiene factors can be divided into sections such as Achievement, Recognition, The work itself, Responsibility, Advancement, Growth, Company policies, Supervision, Relationships, Work conditions, Salary, Status, Security. In this thesis, the focus is on Achievement, Recognition, Responsibility, Advancement, Growth, Work conditions, Salary, Security. Of these factors Work conditions, Salary, Security are hygiene factors, the rest are be considered motivation factors.

2.1 Achievement

A job must give an employee a sense of achievement. This will provide a proud feeling of having done something difficult but worthwhile. According to Maslow's hierarchy of needs, the fourth level is the esteem need. Kendra Cherry (2019) has stated that at the fourth level in Maslow's

hierarchy is the people require the need for achievement and then the appreciation and respect by the others. According to Cherry (2019), when the needs at the bottom three levels have been satisfied, the esteem needs begin to play a more important role in motivating human behavior. Then, it is more and more important to acquire more the respect and being valued by the others. People need to achieve and then have their efforts being recognized. Furthermore, esteem needs not only include the feelings of achievement and valued but also things as self-esteem and personal worth.

In general, people need to have the feeling that they are valued by others in and feel that they are able to contribute to the society. Many professional activities can contribute to fill the esteem needs, such as academic accomplishments or in case of sports, is athletic or team participation. In some cases, even personal hobbies can do that as well. Those who are satisfied with their esteem needs and achieve good self-esteem and get the recognition of others tend to be more confident in their abilities. In contrast, those who lack self-esteem and the respect of others may develop feelings of inferiority. Both the esteem and level in society create the psychological needs in the hierarchy. (Cherry, 2019).

2.2 Recognition

A job must provide an employee with praise and recognition of their successes. This recognition should come from both their superiors and their peers. In the United States, “more than 80 percent of American employees say they do not feel recognized or rewarded, despite the fact that US companies are spending more than a fifth of their budgets on wages” (Gerdeman, 2019).

However, cash incentive is not as really good as it were thought. There are also other factors that can be rewarding for employees. In connection with a research which is conducted by Harvard Business School Assistant Professor Ashley V. Whillans, she said that “What really matters in the workplace is helping employees feel appreciated.” The Assistant Professor gives some tips to change such as talking up a job’s perks, flexible work schedules and skills training. This can give companies a recruiting edge. If you give cash, include a meaningful note since according to Whillans “If you can find a way to imbue meaning beyond the zeros in the cash reward [...] that same reward will go further.” Company should consider thoughtful gifts instead of cash like some personalized gifts could be useful. (Gerdeman, 2019).

2.3 Responsibility

According to Herzberg (1959), responsibility in this context could be referred to the sequences of events in which a person has got satisfaction from having responsibility for the work. Furthermore, if a person lacks responsibility and feels he or she is controlled, it may lead to a situation where, as Sarkissian (nd.) describes it, the employee's self-esteem and feeling of autonomy will suffer.

Employees need to feel free and not being watched by the supervisors. Managers have defined the decision-making authority and boundaries with staff, but then micromanage the work of employees. This is usually because managers do not trust staff to make good decisions. Staff members know this and either craftily make decisions on their own and hide their results, or they come to the manager for everything because they do not know what they really can control (Heathfield, 2019).

So, in order to create responsibility among the employees and then the satisfaction with work, manager can empower employees by allowing them to decide what is best for specific tasks or strategies and company policies which enable the employees to make decisions in their work. Empowerment may positively impact motivation, and motivation may lead to better performance. Sarkissian has said: "Empowerment improves employee commitment, creativity, productivity, satisfaction and motivation." This will help people to get freedom to choose what is the best in a given situation and make people responsible for their decisions. If an employee has to ask his or her supervisor for every bit of information and every situation which is required special attention, it will increase the flow of information and make the work ineffective and inconvenience due to the interruption and time consuming.

2.4 Advancement

Promotion opportunities should exist for the employee. Belyh (2019), states that promotion or career advancement is a process through which an employee of a company is given a higher share of duties, a higher pay-scale or both. A promotion is not just beneficial for employees but is also highly crucial for the employer or business owners. It boosts the morale of promoted employees, increases their productivity and hence improves upon the overall profits earned by the organization.

In Herzberg's "The motivation to work" (1959), there is a survey on 228 people and 20 percent of those people are motivated by advancement factor. Advancement is also the fifth out of sixteen common factors of motivation according to the survey. According to Herzberg, advancement is also related to the feeling of growth, recognition, achievement, and responsibility. In this particular survey, the number of answers was distributed quite equally to each choice.

There are many benefits and advantages of promoting employees regularly for their efforts, and the following are some of the main ones. First of all, the employees may feel they are valued or secondly, the promotion and praise have a link on money incentive so they will work harder to get more benefits and the company will also benefitted in process.

2.5 Growth

The job should give employees the opportunity to learn new skills. This can happen either on the job or through more formal training. Getting new skills will also give people the feeling of doing something new and they feel they are more valuable. As mentioned above, this can be related to advancement factor as it make employees feel that they are valuable and therefore, improve their performance (Herzberg, 1959). Generally, acquiring new skills help the employees adapt difference situations and they can work better in competitive business environment. Furthermore, training also serves as the preparation for promotion in some situations and gives employees the chance to be ready for new positions or new roles. By benefiting employees, enterprise can be benefitted as well. According to Burton (2018), getting new knowledge will helps people in a number of ways such as the adaptability, being versatile and being professional up to date:

Firstly, learning helps improve adaptability. People through learning will become more open to change. By developing a growth mindset and believing you can learn new things you will be more adaptable to the changes happening in your profession and workplace. So you will be more willing to take on new ways of working. (Burton, 2018).

Secondly, training improves versatility. It can give you greater choices - having a broader skillset makes you more versatile to transition into different roles and moves to advance your career and potential earnings. Companies are beneficial if their employees can do different things and it is easier to be moved to another position where they are needed especially in the crisis time. There is a chance learning could create a whole new career path too; many people have started learning a new hobby that then ultimately becomes their new career. (Burton, 2018).

Finally, getting new skills keep people up to date. Continuing your learning and professional development in your career keeps you up to date with advances and changes in new technology. This means you will not get left behind as innovation changes ways of working. You will stay relevant in a changing landscape as the economy evolves and technology improves. (Burton, 2018).

2.6 Salary

According to European Foundation for the Improvement of Living and Working Conditions, the feeling of not being paid fairly in relation to workload has a negative impact on motivation, according to the survey. Employees unhappy with levels of pay were more inclined to change jobs (37%) than employees who felt their salary was fair (18%). So, the level of wages is an important argument in terms of job mobility. More than one third of the respondents (34.7%) give 'a higher wage' as a reason for their intention to change jobs. Workers in sectors that were less well-paid were most unhappy with their earnings compared with their workload. The catering sector (63%) and the distribution and retail sector (60%) had the highest number of unhappy workers. (Vermandere, 2013).

A research conducted by doctor Harold Stolovich (2010) has shown that "incentive programs improve performance. If selected, implemented, and monitored correctly, incentive programs—

with awards in the form of money or tangible awards—increase performance by an average of 22 percent. Team incentives can increase performance by as much as 44 percent.” The programs also engage participants and attract quality employees. The research by Stolovich “found that incentive programs can increase interest in work. When programs are first offered for completing a task, a 15 percent increase in performance occurs. Asked to persist toward a goal, people increase their performance by 27 percent when motivated by incentive programs. When incentive programs are used to encourage “thinking smarter,” performance increases by 26 percent.” (Stolovich. 2010).

Base on the previous paragraphs, the pay structure should be fair and reasonable. It should also be competitive with other organizations in the same industry. Salary is similar to blood in a body, however, the salary should also be fair and competitive with rival. The monetary reward is not the only one of ways to improve performance of employees. If it is used in the right way, it can lead to positive differences.

2.7 Work conditions

Equipment and the working environment should be safe, fit for purpose, and hygienic. According to European Foundation for the Improvement of Living and Working Conditions, employees were prepared to trade off lower salary against certain benefits such as a particularly interesting job (28%), a job near home (26%), extra holidays (24%), a (better) company car (23%) and 10% for feeling less controlled at the workplace. (Vermandere, 2013).

Based on the finding, sometimes employees can be satisfied with lower wages. This may happen when the work conditions are better in some ways. These ways could include such things as a job which the employees like or it is near their houses. One of the things that could change the satisfaction is that the jobs make they feel they can do their job in their own ways and not being controlled by their superiors.

2.8 Security

According to European Foundation for the Improvement of Living and Working Conditions, more than one fifth of the interviewees said that they want more job security (21%). Job security is

sometimes more important than the monetary incentive or the feeling of being free at work. That number was more than twice the number of interviewees who want to feel less controlled at the workplace as it was only 10%. (Vermandere, 2013).

It is important that employees feel that their job is secure and they are not under the constant threat of being laid-off. When people feel they are under threat, they sometimes may not be able to work as well as they normally do. This situation could mean that the whole business will be affected badly.

3 METHODOLOGY

In this part of the thesis, the objective and the research method are discussed. The objective is to address the quality of the human resource management of the case company. To do this, the quantitative research method is used in form of a survey.

3.1 Thesis objective

Thesis objective is to study the methods and solutions aimed at improving of human resources management for the case company in the coming time. The study object is to raise quality of human resource management of the company. The aim is give suggestions for the solutions to the existing problems based on the data findings.

To carry out the objective, the thesis will address 3 following issues. Firstly, to provide theories on improving high quality of human resources in business nowadays. Secondly, analyze the problems of quality human resources and improve quality of human resources in the BETA construction consultant and investment company. Finally, to recommend methods and solutions which aim at improving quality of human resources management in the case company.

3.2 Research method

The information was collected through a questionnaire. This gave numerical data which is typical of quantitative research (Johnson and Christensen. 2008, 33). Altogether 40 questionnaires were sent to the employees of the company. Twenty seven anonymous answers were received in order to be able to evaluate how the company has performed. The reasons for success and failure are the basis for advices and solutions. The author of the thesis has examined the data of the company which is given to me from departments. The author has also read articles related to human resources management and the book "The Motivation to Work" by Herzberg to determine what to ask in the questionnaire (appendix 1). In the questions, respondents are asked to evaluate how well the company is doing form 1 (very dissatisfy) to 5 (very satisfy).

The data collected is analyzed through comparing method. By using the internal data and questionnaire answers, the author calculates the mode and the average point of each question in order to find out how well the company is doing and to find potential the existing problems. Then the author gives some suggestions for solutions for the case company. Using the data collected from the case company, the author creates charts and tables, and compare the theoretical background with the questionnaire answers in order to find out the strengths and weaknesses of the company in in term of the human resources management.

4 FINDINGS

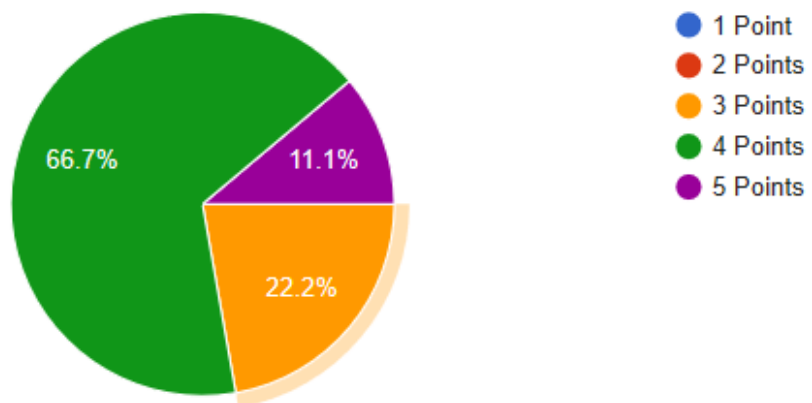
In this thesis chapter, the findings of the fifteen questions are explained. There are twenty seven respondents all in all: some of them did not answer all the questions. In response to fourteen questions, the respondents chose a value between 1 (very dissatisfied) and 5 (very satisfied). And the last question is the open-ended question which is explained separately under the last subheading 4.8. The other questions are grouped based on their similar content into seven subheadings.

4.1 Achievement

A large number of the respondents are satisfied with their performance (66.7%) and this is the mode value. The average value is 3.9. Only 6 out of 27 respondents feel indifferent in their performance and no one is dissatisfied.

13. What is your opinion about your performance in your job ?

27 responses



Figures : Question 13: What is your opinion about your performance in your job ?

Around two-third of the interviewees said that they have performed well and 48.1%, which is nearly half of them, says that their colleagues have performed well. The average value of the latter question is 3.6. The exact figures are shown in the pie chart below:

14. Do you think that your colleagues have performed well on their job ?

27 responses

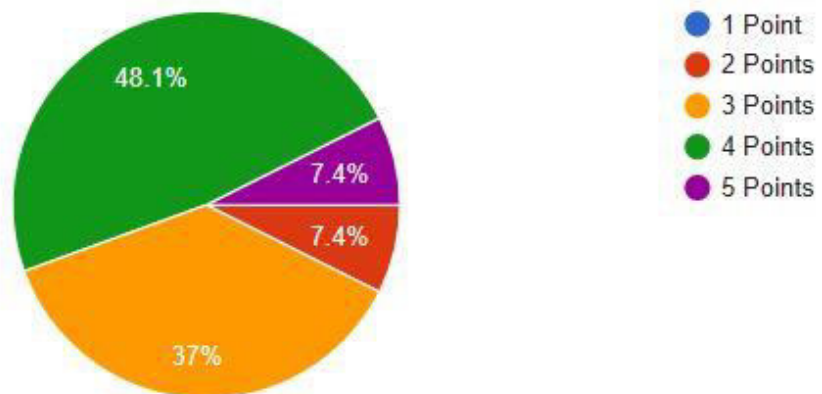


Figure : Question 14

In terms of achievement (see question 13 and 14), the vast majority of respondents have shown that they are either satisfied or feel so-so (85.1% in question 14 and 88.9% in question 13). That would suggest that the company has given what the employees want in the section of achievement.

4.2 Recognition

When it comes to recognition, a large part (40,7%) of the respondents choose so-so as their answers which is also the mode value. The average figure is 3.2. There were 5 out of 27 respondents (18.5%) who were dissatisfied or very dissatisfied. The numeric data is shown below:

5. What is your opinion about company's policy of recognition reward/ punishment ?

27 responses

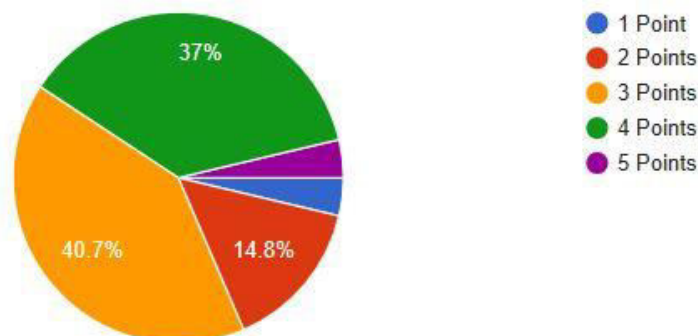


Figure : Question 5: What is your opinion about company's policy of recognition reward/ punishment ?

In this aspect, a large portion feel so-so but there are nearly 15% who are dissatisfied so the policies make them not feel recognized properly for their contribution as many of them are satisfied with their performance. However there is a big portion who is satisfied so the problem might not be serious.

4.3 Responsibility

Responsibility includes the idea that managers may empower employees by allowing them to make their own decisions in their own work, i.e. to take responsibility for their work. In this survey, as many as 37% of the respondents give the moderate answers to the company's policy of management. The average value is 3.1. The mode value is 3. However, there are a few employees who are dissatisfied or very dissatisfied with company policy of management.

9. Are you satisfied with the company's policy of management ?

27 responses

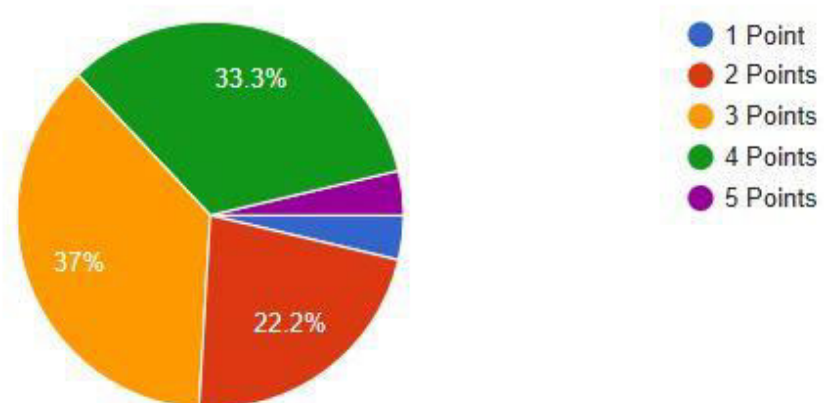


Figure : Question 9: Are you satisfied with the company's policy of management ?

The company might not manage their employees really well as around 62.9% of the respondents are not satisfied. However there is only one person who is very dissatisfied. In general, the results could mean that the company is not giving the employees enough possibility to take responsibility for their own work.

4.4 Advancement

Advancement is studied with the help of the question about promotion possibility (question 3). A large portion of the respondents is dissatisfied (33.3%) or very dissatisfied (14.8%) with the opportunities for promotion. Nearly half of them express some level of dissatisfaction. The average value is 2.8. Even so, quite a few, 29.6%, of the respondents are either satisfied or very satisfied.

3. What is your opinion about the opportunities of promotion in the company ?

27 responses

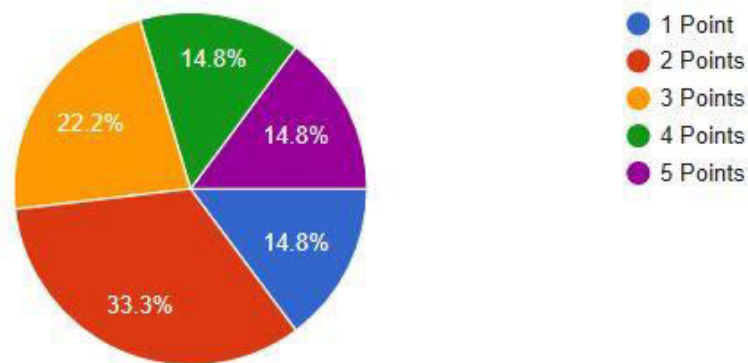


Figure : Question 3: What is your opinion about the opportunities of promotion in the company ?

Promotion can also be a problem for quite a few people. Perhaps it is related to the recognition because before the employees can advance their performance needs to be recognized.

4.5 Growth

Training is one of the ways which gives the employees possibility to grow and acquire new skills. In the case company, many of the respondents choose so-so (44.4%) when they answer the question about what they think of the opportunity for training. The average value is 3.3. There are five people who are either dissatisfied or very dissatisfied with the training opportunities. However, there are twice as many i.e ten people who express their satisfaction with the opportunities. Here is the figure:

4. What is your opinion about opportunity for training ?

27 responses

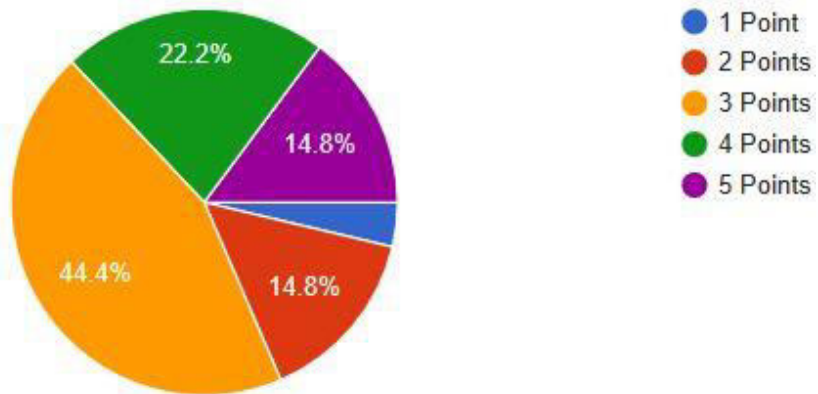


Figure : Question 4

The training section is not managed really well when more than half of the respondents are not satisfied with their opportunity for training and improving themselves. However, as there are so many people who are neither satisfied nor dissatisfied, it may suggest that they lack interest in training.

4.6 Salary

In terms of salary, the most common answer was so-so; it accounted for 40% of the answers. The average value was 3.2. There were only five people who were either dissatisfied or very dissatisfied with the salary. The exact figures are shown in the pie chart below.

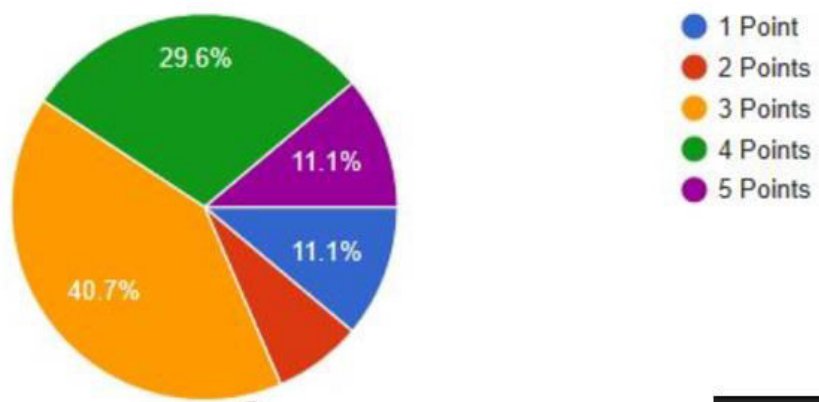


Figure . Question 1: What is your opinion about the salary?

For the case of the company, about 40.7% of respondents were neither satisfied nor dissatisfied (so-so) with the salary. The same number of the respondents is satisfied with their salary. Less than 20% of the respondents express some level of dissatisfaction with their salary. There may be some problems with the salary policies but they appear not to be very serious.

4.7 Work conditions

The majority of the respondents are satisfied with work conditions as the figure for very satisfied or satisfied is 62.9%. The average value is 3.7. Only 2 out of 27 interviewees answer that they are dissatisfied. And none of them were very dissatisfied. Moreover, 18 of them were either satisfied or very satisfied which was the clear majority of the respondents.

8. What is your opinion about working condition in the company ?

27 responses

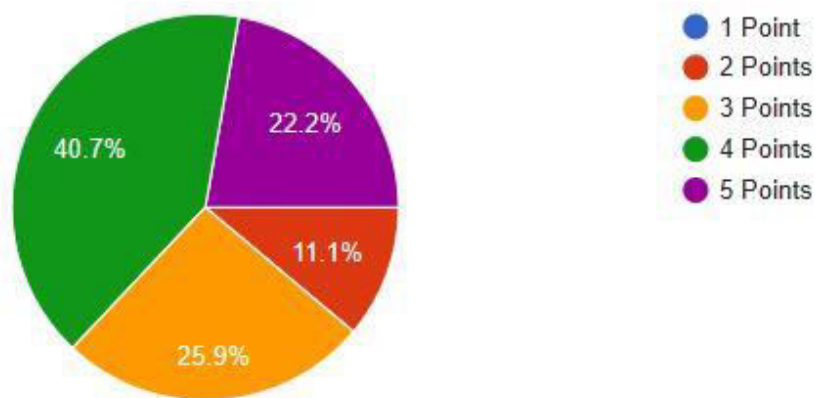


Figure : Question 8

Generally, the big portion of people is satisfied or very satisfied. Working condition seems to be a positive feature of the company

4.8 Desire to keep the job

The major share of respondents said that they want to keep their jobs. 21 out of 27 (77.8%) said yes. That means the majority think it is enough for them to keep work on and there is no too

serious problem. There are 19 respondents out of 27 respondents who give the answers why they want (or do not want) to keep their jobs.

There are 21 “yes” answers. 4 interviewees of those who say yes state that the reason is salary and monetary rewards. There are 2 respondents who state that the reason for keeping their jobs is related to the working environment. Two respondents say that the reason is flexible working time and one is satisfied with the monetary rewards. Two employees say that the jobs suited their profession and one of them likes the company’s training opportunities. Only one person says that he or she thinks it is too risky to change job.

There are 6 “no” answers for question of desire to keep the job. The reasons for these answers are various. A person may want a new working environment, or better income. The employee may also look for opportunity or possibility to challenge oneself. And he or she may look for the chance for promotion or does not like the way the boss manages the work.

5 CONCLUSIONS

The success and failure of an enterprise is mainly because of the human resources as they are the one who work. Therefore, the management of human resources is vital, and the main goal is to aim for in the human resource is the improving the quality of manpower. Nowadays, with the globalization, companies need to maximize the profit by maximize what the employees can do so they will have the competitive advantages to their rivals.

There are some factors in the company which seem to be in order. Based on the answers from the questionnaire, the achievement aspect has the most positive answers. It might be because the employees want to feel that they can create value and they feel the growth in their jobs. Another factor that a big portion of employees were happy is work condition. Moreover, it is good result in the open-ended question of the survey that most of the respondents choose to keep their jobs. There is no need for improvement.

However, in the opposite, the advancement aspect gets the most dissatisfied answers. The suggestion given to the company could give a better chance for the employees for promotion and maybe some training opportunities since Herzberg suggest that advancement is related to the feeling of growth. After the training employees' skills may be improved. The interviewees' feeling that they cannot advance to the next level and the promotion often links with the money and a big portion of the respondents feel indifferent to the salary and some of them said that they are dissatisfied with the money incentive (please see on the appendix 1). In addition, this factor could be one the reason for thinking of leaving the company. And to compensate for the money incentive, the company could give its employees other kind of incentive such as more time off, complements or some kinds of reward programs to prevent more dissatisfaction. Another suggestion for this issue of advancement is to give the employees more challenging tasks. This also improve the satisfaction of the responsibility factor. There are a lot of reasons for not promoting employees but if this situation can be improved, the morale of employees can be greater so they will be more satisfied.

This study aims for determine which motivation at good level and which potentially need to be improved. It also aims to give suggestions for solving problems for the case company and help it acquires competitive advantages. However, with the limited time and the small number of

respondents of the questionnaire, the study may not fully reveal the state of the company in term of motivation. So, it may not be possible to offer potential solutions to the existing problems. This would require more in-depth research of the company. This could be conducted as qualitative research in form of interviews. It can be concluded that this is the preliminary study into this topic and can be continue later for more comprehensive view.

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APPENDIX 1

Questionnaire:

Point: 1 very dissatisfied, 2 dissatisfied, 3 is so-so, 4 is satisfied, 5 is very satisfied

1. What is your opinion about the salary ?
 - a) 1 Points
 - b) 2 Points
 - c) 3 Points
 - d) 4 Points
 - e) 5 Points

2. What is your opinion about monetary incentive in the company ?
 - a) 1 Points
 - b) 2 Points
 - c) 3 Points
 - d) 4 Points
 - e) 5 Points

3. What is your opinion about the opportunities of promotion in the company ?
 - a) 1 Points
 - b) 2 Points
 - c) 3 Points
 - d) 4 Points
 - e) 5 Points

4. What is your opinion about opportunities for training ?
 - a) 1 Points

- b) 2 Points
- c) 3 Points
- d) 4 Points
- e) 5 Points

5. What is your opinion about company's policy of recognition reward/ punishment ?

- a) 1 Points
- b) 2 Points
- c) 3 Points
- d) 4 Points
- e) 5 Points

6. What is your opinion about working hours ?

- a) 1 Points
- b) 2 Points
- c) 3 Points
- d) 4 Points
- e) 5 Points

7. What is your opinion about holidays and days off ?

- a) 1 Points
- b) 2 Points
- c) 3 Points
- d) 4 Points
- e) 5 Points

8. What is your opinion about working conditions in the company ?

- a) 1 Points

- b) 2 Points
- c) 3 Points
- d) 4 Points
- e) 5 Points

9. Are you satisfied with the company's policy of management ?

- a) 1 Points
- b) 2 Points
- c) 3 Points
- d) 4 Points
- e) 5 Points

10. What is your opinion about the company ?

- a) 1 Points
- b) 2 Points
- c) 3 Points
- d) 4 Points
- e) 5 Points

11. Are you satisfied with your profession ?

- a) 1 Points
- b) 2 Points
- c) 3 Points
- d) 4 Points
- e) 5 Points

12. Are you satisfied with your position ?

- a) 1 Points
- b) 2 Points

- c) 3 Points
- d) 4 Points
- e) 5 Points

13. What is your opinion about your performance in your job ?

- a) 1 Points
- b) 2 Points
- c) 3 Points
- d) 4 Points
- e) 5 Points

14. Do you think that your colleagues have performed well in their job ?

- a) 1 Points
- b) 2 Points
- c) 3 Points
- d) 4 Points
- e) 5 Points

15. Do you want to keep your job ? Why ?

- a) Yes
- b) No

APPENDIX 2

