

**THE STUDY OF FRONT-LINE EMPLOYEE MOTIVATION
IN RETAILING BUSINESS: EMPIRICAL EVIDENCE
FROM DEPARTMENT STORES IN BANGKOK**

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Abstract

Purpose - The purpose of this study is to investigate the four relationships between the four factors, which are employees' achievement motivation, pay satisfaction, job satisfaction and organization commitment in the front-line employees who work in department stores of retailing business in Bangkok, Thailand.

Design/methodology/approach - The theoretical framework of this study is designed with the aim of stipulating the four research hypotheses. The questionnaire is distributed to 384 samples of the front-line employees who work in department stores in Bangkok. The analysis results were based on descriptive statistics, means, factor analysis, correlation analysis and regression analysis to analyze the data to test four hypotheses identified.

Findings - The findings indicate that pay satisfaction has a positive relation to employees' achievement motivation, employees' achievement motivation also has a positive relation to job satisfaction. In addition, pay satisfaction and job satisfaction also have a positive relation to organization commitment.

Research Implications - The findings provide some guidelines to retailers that they need to improve organization commitment to reduce the employees' turnover rate in the retailing business. They need to improve employees' achievement motivation, pay satisfaction and job satisfaction to increase employees' service quality and create more profit for business. The results of this study provide some information for the researcher to study in these four factors in the future.

Research Limitations - this research is limited to explore the front-line employees who work in department stores in Bangkok, so the results does not reflect the whole retailing business in Thailand and the results does not represent the others fields.

Keywords: employee motivation, front-line employee, department stores, retailing business, pay satisfaction, job satisfaction, organization commitment, Bangkok

1. Introduction

Thailand's retailing business refers to all businesses that sell various goods and take all kinds of services to consumers in different kinds of stores in Thailand (Thailand Retail Industry Report, 2011). Thailand retailing business has developed very fast with growth rate at least 3-5% in the year 2011 (Thailand Retail Industry report, 2011). The retailing business is one of the more important parts in economy of Thailand (Jongadsayakul, 2012). Not only the Thais who live in Bangkok are their major customers, but also are the foreign tourists. As Thailand is a tourism country that can attract many foreign tourists to travel and do shopping in Bangkok every day, these foreign tourists also promote the consumption in Bangkok every day (Sookmark, 2011).

While the retailing business in Thailand is changing and expanding very fast, there are some big problems that can hinder its development and success. The first problem is about high employee turnover rate in Thailand retailing business. The employee turnover in Thailand's retailing business was 32.86% in the year 2002, 27.29% in the year 2003, 31.61% in the year 2004, and 46.94% in the year 2005, it was high turnover rates and increase year by year in Thailand retailing business (Napasirikulkit, 2006). The second problem concerns the service quality of the front-line employees in Thailand's retailing business. Customers need the good service from the front line employee, employee's services quality is directly to influence the profit of the retailing business (Kongnawang, 2010). The third problem is that many retailers can't succeed in retailing business and have been taken over in these years, so many foreign retailing stores have been opened in Bangkok in these few years (Thailand competitive report, 2012).

Therefore, to understand the motivation of the front-line employees is very important for retailers to succeed in retailing business. Thus, this study focuses on four objectives. First, to investigate the effect of pay satisfaction on achievement motivation of the front-line employees in department stores in Bangkok's retailing business, Thailand. Second, to investigate the effect of pay satisfaction on organization commitment of the front-line employees in department stores in Bangkok's retailing business, Thailand. Third, to investigate the effect of achievement motivation on job satisfaction of the front-line employees in department stores in Bangkok's retailing business, Thailand. Fourth, to investigate the effect of job satisfaction on organization commitment of the front-line employees in department stores in Bangkok's retailing business, Thailand. The expected results are benefit to reduce the retailing employees' turnover rate in the retailing business. The results are benefit to retailers to improve their employees' achievement motivation, pay satisfaction, job satisfaction and organization commitment in retailing business. The results are benefit to retailers to motivate their employees to have higher work performance, improve the service quality, and be more productive.

This study focuses on exploring the relationship between the four factors, which are pay satisfaction, achievement motivation, job satisfaction and organization commitment. The first relationship is pay satisfaction is effect by employees' achievement motivation and is positively related to achievement motivation (Smith and Rupp, 2003). Smith and Rupp thought pay satisfaction effects the employees' achievement motivation, the employees who satisfaction with their pay from organization, the employees will work hard to achieve their goal for their organization and also create more benefit for organization, thus the employees will be motivated to have a high achievement motivation. The second relationship is pay satisfaction is a factor that effects on organization commitment and has a positively related to organization commitment (Suma, 2013). Suma found that pay satisfaction is significant positively affects on the employees' organization commitment in developing the country. The employees who satisfaction with the pay from organization, they will have more commitment with their organization and willing to remain their job with organization. The third relationship is the employees' achievement motivation is effect job satisfaction and has been positively related to job satisfaction (Saleem, 2011). The forth relationship is job satisfaction is a factor affect on organization commitment and is positively related to organization commitment (Gunlu, 2010). Gunlu found that job satisfaction have a significant effect on normative commitment and affective commitment. The employees who satisfaction with their job, they will want to stay with their job and more commitment with their organization. The employees have a high job satisfaction, they will have a high organization commitment.

In order to achieve the objectives of this study, four main research questions as follows:

1. How does pay satisfaction affect achievement motivation of front-line employees in department stores in Bangkok's retailing business, Thailand?
2. How does pay satisfaction affect organization commitment of front-line employees in department stores in Bangkok's retailing business, Thailand?
3. How does achievement motivation affect job satisfaction of front-line employees in department stores in Bangkok's retailing business, Thailand?
4. How does job satisfaction affect organization commitment of front-line employees in department stores in Bangkok's retailing business, Thailand?

2. Literature Review

This study reviews the four factors are employees' achievement motivation, pay satisfaction, job satisfaction and organization commitment in department store in Bangkok.

2.1 Employee's achievement motivation

Achievement motivation includes three aspects that are need for achievement, need for affiliation, and need for power. Achievement motivation has been developed by McClelland (1971). Achievement motivation is very important for human resource management (Saleem, 2010). Achievement motivation is influencing all the important life activities and performances of employees, the employees who have high achievement motivation, they will have high job performance in the organization (Kunnanatt, 2008). Achievement motivation was defined as the individuals need to improve well or doing hard for success, and persevere in effort when they face difficulties (Kumar and Singh, 2010). Base on the McClelland's achievement motivation theory, there are three important dimensions of achievement motivation, they are need for achievement, need for affiliation,

need for power. Need for achievement is the desire to complete the difficult jobs, master complex task, achieve a high standard of success, and surpass others (Garg, 2013). Need for affiliation as a need for open and sociable interpersonal relationships from organization (Kassin and Markus, 2008). Need for power is defined as the desire of individuals to control and influence others, they want to be leader to win others follow their decision (Dollinger, 2008).

Employees' achievement motivation has a positive relationship with their job satisfaction. Kumar and Singh (2010) have explored the relationship between achievement motivation and job satisfaction in the employees of Tata Consultancy Services. They found that the employees who have high achievement motivation, they were more satisfied with their job, and they have high job satisfaction than the others who have low achievement motivation. The achievement motivation is effected by pay satisfaction. Pay satisfaction is a factor effect on employees' achievement motivation, and it is a positively related to achievement motivation. Carr (2005) thought the employees who are satisfied with their pay from the organization, the employees will be motivated to build a goal and work hard to achieve their goal for organization, thus they have high achievement motivation.

2.2 Pay satisfaction

Pay satisfaction has been studied in different fields such as human resource management, employee motivation and turnover. Pay satisfaction of employee is very important for the organization managers to manage their employees (Scarpello, 2011). Scarpello thought the employees' pay satisfaction effect that whether the employees work hard in their organization, pay satisfaction effect that whether the employees willing to remain their job with organization. The employees who satisfied with their pay, they will be motivated to improve their work performance and the other desirable behaviors (Carraher, 2011). Pay satisfaction was defined as the amount of all positive feelings or negative feelings of the employees have toward their pay (Venderberghe and Michel et al., 2008). This study focused on four important dimensions of pay satisfaction, which include pay level satisfaction, pay raises satisfaction, benefits satisfaction and pay administration satisfaction. Day (2011) has defined pay level satisfaction as an employee satisfied with salary level that the employee receives. Omar (2006) has defined pay raises satisfaction as an employee satisfied with the pay increase that the employee receives. Carraher (2008) has defined benefits satisfaction as an employee satisfied with the benefit package of organization. Lievens (2007) has defined pay administration satisfaction as one way to reflect the satisfaction of employee has toward the pay structure of organization.

Pay satisfaction is a factor that effects employee achievement motivation, it is positively related to achievement motivation. Ghazanfar (2010) thought the employees satisfied with their pay, they will build a goal and work hard to achieve the task of organization, they are motivated to have high achievement motivation. Pay satisfaction is a factor that effect on organization commitment, it is positively related to organization commitment. Vandenberghe and Michel et al., (2008) thought the employees who have high pay satisfaction will lead to the employees loyal to their organization and have more commitment with organization.

2.3 Job satisfaction

Job satisfaction has been study in different fields such as human resource management, organization management and organization behavior in these years. Job satisfaction is very important for managers to understand their employee behaviors and attitudes (Boles, 2007). Job satisfaction was defined as an individual's attitude has toward individual's job and to reflect individual's positive feelings or negative feelings with their job (Boles, 2007). Based on the Job Descriptive Index theory of Smith, Kendall and Hulin in 1969, this study focused on measure job satisfaction by the three important dimensions of job satisfaction, which include satisfaction with co-worker, satisfaction with supervision and satisfaction with promotion. Friday (2002) has defined satisfaction with co-worker relates to satisfaction with co-worker on a work place. Johnson (2000) has defined satisfaction with supervision as one way to reflect the employees satisfied with the supervision of managers in the work place. Cortina (2000) has defined satisfaction with promotion as one way to reflect the employees satisfied with the promotion opportunities in an organization.

Job satisfaction is a factor that affects organization commitment and it is positively related to organization commitment. Yousef (2002) has explored that job satisfaction directly and positively effects organization commitment. Boles (2007) found that the sales employee's job satisfaction was strongly related to organizational commitment. Job satisfaction is affected by employee's achievement motivation. Snoeker (2010) found that employees' achievement motivation is positively related to employee's job satisfaction.

2.4 Organization commitment

Organization commitment is an important factor that has been studied in these years. The managers are very interesting in to build an organization with highly committed workforce to motivated their employees have more commitment with their organization (Chen, 2005). Organization commitment is very important for organization management their employees, organization commitment influences the important outcomes of organization such as turnover, the employees' behavior and organizational support (Jain, 2008). Organization commitment was defined as a psychological state that reflects the relationship between employee and organization commitment and effects the employee's decision to stay in the organization (Stephens, 2005). This study focused on three important dimensions of organization commitment, which include affective commitment, normative commitment and continuance commitment. Boles (2007) has defined affective commitment as one dimension of organization commitment that reflects the employees feeling, belongingness and attachment with their organization. Bansal (2008) has defined continuance commitment as a high costs associated with leaving the organization, and creates a feeling of needing to continue employment. Michael (2009) has defined normative commitment as the way to improve the employee to have psychological contract between the organization and the employee, the employee stay in the organization based on their believe, faith and duty for organization.

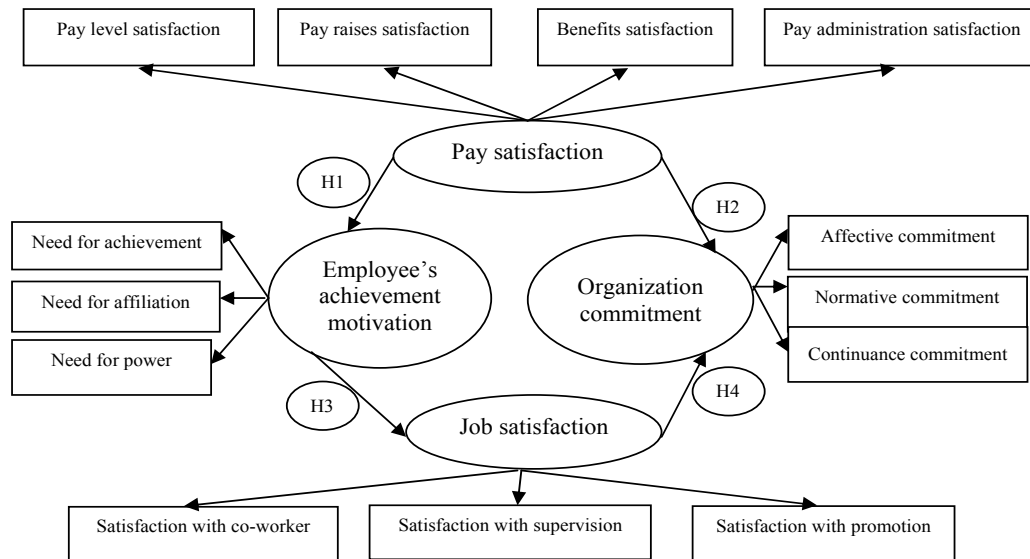
Organization commitment is a factor which is effect by pay satisfaction and job satisfaction. Pay satisfaction affects organization and is positively related to organization commitment (Vendenberghe and Michel et al., 2008). They thought the employees are not satisfied with pay from organization, they don't want to work effort on their job, they will leave the organization, the outcomes is increasing turnover rate in this business. Job satisfaction affects organization is a positively related to organization commitment (Adio,

2009). The relationship between job satisfaction and organization commitment is that the employee who has more satisfaction with their job and will be more committed with organization (Yousef, 2002).

2.5 Conceptual model

The conceptual model of this study is as the figure 1.

Figure 1 Conceptual mode of the research



There are four hypotheses in this study. As follows,

Hypothesis 1: Pay satisfaction has a positive relation to employees' achievement motivation.

Hypothesis 2: Pay satisfaction has a positive relation to organization commitment.

Hypothesis 3: Employees' achievement motivation has a positive relation to job satisfaction.

Hypothesis 4: Job satisfaction has a positive relation to organization commitment.

3. Methodology

This study is through distributed questionnaires to explore the relationships of four factors, which are employees' achievement motivation, pay satisfaction, job satisfaction and organizational commitment. The sample population of this study is the front-line employees who work in the department stores in Bangkok. The department stores include Central, Robinson, Zen and The Mall. The sample is chosen on voluntary basis. They include sales employees, cashiers and the others. Base on the sample size formula of Cochran (1977), the sample size of this research is total 384 samples.

The initial data are obtained from questionnaires distributed to the front-line employees who work in department stores in Bangkok. The questionnaire is translated from English into Thai language in order to facilitate the respondents to understand and answer all the questions with ease. The data were collected on October 2013. The questionnaires were

collected between Monday and Friday because the retail stores did not have many customers during week day and the front-line employees had more time (than during weekends) to understand the questionnaires, thus, they were able to answer them carefully. All the questionnaires were collected at the department stores including The Mall Bangkok branch, The Mall Ram branch, Central Plaza Rama 9 branch, Central Plaza Lat Phrao branch, Central world, Siam Phragon, Central Plaza Rama 3 branch, Central Plaza Bang Na branch and The Mall Ngamwongwan branch, all of which are located in Bangkok, Thailand.

The data with five-point Likert-type scale were collected and were then analysed. After that, Statistics Package for the Social Sciences (SPSS) was used to calculate the input of data concerning the test results of the four hypotheses. The test results were analyzed by using descriptive statistics, means, factor analysis, correlation analysis and the regression analysis.

4. Research Instrumentation

The questionnaire is designed based on literature review about the four factors that are employees' achievement motivation, pay satisfaction, job satisfaction and organization commitment. All the questions in this questionnaire is adapted from the related research of these four factors. All the questions in this questionnaire are design in a simple and convenient form. All the questions in this questionnaire are closed questions. The questions are extracted from the related literatures and journals, all the questions are in accordance with this research. After testing modified, this questionnaire has been designed by a formal questionnaire. The questionnaire is divided by 5 parts with total 60 questions.

5. Data Analysis

This study used Statistics Package for the Social Sciences (SPSS) input the initial data to analyze the test results of the four hypotheses. The test results based on used descriptive statistics, means, factor analysis, correlation analysis and regression analysis to analyze the data to analyze the test result and confirm the four hypotheses as hypothesis 1, hypothesis 2, hypothesis 3 and hypothesis 4.

6. Results

All the data of total 384 questionnaires have been analyzed. The information of participants in this research are that 164 of the respondents (42.7 percent) are male and 220 (57.3 percent) are female. 178 of respondents (46.4 percent) are between 26 years to 35 years. 181 of respondents (47.1 percent) is high school or vocational education, 253 of respondents (65.9 percent) are single, 186 of respondents (48.4 percent) had working experience between 1 year to 5 years. 338 of respondents (88.0 percent) are sale employee and the other 46 of respondents (12.0 percent) are cashier and others (such as managers, waiter). 209 of respondents (54.4 percent) are ranged from 1 to 5 years. 241 of respondents (62.8 percents) ranged between 9000 to 1500THB.

Table 1 Descriptive statistics of the independent variables and dependent variable

Variable	N	Minimum	Maximum	Mean	Std. Deviation
Pay satisfaction	384	1.31	5.00	3.133	0.645
Job satisfaction	384	1.92	5.00	3.455	0.629
Organization commitment	384	1.75	5.00	3.419	0.629
Employee' achievement motivation	384	1.83	5.00	3.552	0.513
Valid N (list wise)	384				

The number of respondents in the sample was 384. Table 1 is descriptive statistics of the four factors: pay satisfaction, job satisfaction, organization commitment and employees' achievement motivation. Table 1 shows that minimum and maximum, mean and standard deviation of these four variables. The table clearly shows that the minimum and the maximum of pay satisfaction is 1.31 and 5.00. The mean and standard deviation of pay satisfaction is 3.133 and 0.645. This means shows the satisfaction level of pay satisfaction is neutral. The minimum and the maximum of job satisfaction is 1.91 and 5.00. The mean and stand deviation of job satisfaction is 3.455 and 0.629. This means shows the satisfaction level of job satisfaction and it is at agree level. The minimum and the maximum of organization commitment is 1.75 and 5.00. The mean and stand deviation of organization commitment is 3.419 and 0.629. This means shows the level of organization commitment is of agree level. The minimum and the maximum of employees' achievement motivation is 1.83 and 5.00. This mean and stand deviation of employees' achievement commitment is 3.552 and 0.513. This mean shows that the level of employees' achievement commitment is agreed level.

6.1 Factor analysis

In order to test each dimension of pay satisfaction, job satisfaction, organization commitment and employees' achievement motivation to measure each variable. The factor analysis will be used to test every dimension. If all the questions loading on each factor is more than 0.3, it can be used to measure the dimension and more than 0.5 is good (George, 2009). As the Table 2, Table 3, Table 4, Table 5.

Table 2 Factor analysis of pay satisfaction

Item	Pay level	Pay raise	Benefit	Pay administration
P1.1 I satisfied with my current monthly salary	0.720			
P1.2 Compare with other organization, I satisfied with my overall organization level of pay	0.779			
P1.3 I satisfied with the amount of my current salary meet the market pay standards.	0.760			
P1.4 I satisfied with my net income that meets my need	0.759			
P2.1 I satisfied with my most recent pay raise		0.639		
P2.2 I satisfied with my supervisor's pay has over my pay		0.555		
P2.3 I satisfied with the pay raises I have typically received in the past		0.794		
P2.4 I satisfied with my pay raises are determined		0.678		
P3.1 I satisfied with my benefit package			0.780	
P3.2 I satisfied with the value of my benefits			0.784	

Item	Pay level	Pay raise	Benefit	Pay administration
P3.3	I satisfied with amount the company pays toward my benefits		0.792	
P3.4	The amount of benefits (such as Bonuses, Commissions, Social Security Debt) meets I needs		0.704	
P4.1	I satisfied with the organization administers			0.679
P4.2	I satisfied with the information of organization gives about pay issues			0.756
P4.3	I satisfied with the consistency of the organization's pay policies			0.752
P4.4	I satisfied with the differences in pay among jobs in the organization			0.674

The result of factor analysis of pay satisfaction as Table 2, Table 2 shows that all the questions of four dimensions of pay satisfaction have been retained. 16 questions of four dimensions loaded on four main factors with a loading of 0.555 to 0.780. All the questions to measure four dimensions of pay satisfaction are more than 0.5. Thus, there is strong evidence that all the questions can measure four dimensions of pay satisfaction.

Table 3 Factor analysis of job satisfaction

Item	Supervision	Co-worker	Promotion
J1.1	I satisfied with my supervisor	0.885	
J1.2	I satisfied with the quality of the supervision	0.909	
J1.3	The supervisor helps me to deal more effectively in my job	0.894	
J1.4	I satisfied with the competence of my supervisor in making decisions	0.883	
J2.1	I satisfied with the spirit of cooperation among my co-worker	0.875	
J2.2	I satisfied with the chance to tell other worker how to do things	0.882	
J2.3	I satisfied with the chance to develop close friendships with my co-workers	0.875	
J2.4	I satisfied with the friendliness of my co-workers	0.891	
J3.1	I satisfied with the opportunities for advancement on this job		0.839
J3.2	I satisfied with the way my job provides for a secure future		0.823
J3.3	I satisfied with the way promotion on this job that meets my needs		0.902
J3.4	I satisfied with the number of times of opportunities that I have been promoted on this job		0.863

The result of factor analysis of job satisfaction as Table 3, Table 3 shows that all the questions of three dimensions of job satisfaction have been retained. 12 questions of three dimensions loaded on three main factors with a loading of 0.823 to 0.909. All the questions to measure three dimensions of job satisfaction are more than 0.5. Thus, there is strong evidence that all the questions can measure three dimensions of job satisfaction.

Table 4 Factor analysis of organization commitment

Item	Affective	Normative	Continuance
C1.1 I feel like "part of the family" at this organization.	0.806		
C1.2 This organization has a great deal of personal meaning for me.	0.870		
C1.3 I feel a strong sense of belonging to the organization.	0.830		
C1.4 I would be very happy to spend the rest of my career with this organization.	0.816		
C2.1 I believe in the value of remaining loyal to one organization.		0.581	
C2.2 If I got another offer for a better job elsewhere, I would not feel it was right to leave my organization.		0.708	
C2.3 I believe that a person must always be loyal to his or her organization.		0.837	
C2.4 I believe that loyalty in organization is important.		0.823	
C3.1 Too much in my life would be disrupted if I decided I wanted to leave my organization now.			0.805
C3.2 Right now ,staying with organization is a necessity for me.			0.612
C3.3 It would not be too costly for me to leave my organization in the near future.			0.817
C3.4 I am afraid of what might happen if I quit my job without having another one lined up.			0.665

The result of factor analysis of organization commitment as Table 4, Table 4 shows that all the questions of three dimensions have been retained. 12 questions of three dimensions loaded on three main factors with a loading of 0.581 to 0.870. All the questions to measure three dimensions of organization commitment are more than 0.5. Thus, there is strong evidence that all the questions can measure three dimensions of organization commitment.

Table 5 Factor analysis of employee' achievement motivation

Item	Achievement	Affiliation	Power
E1.1 I am pleased when I can take on added job responsibilities.	0.873		
E1.2 I am always looking for opportunities to improve my skills on the job.	0.884		
E1.3 I like to set challenging goals for myself on the job.	0.866		
E1.4 I try very hard to improve on my past performance at work.	0.849		
E2.1 I am uncomfortable when forced to work alone.		0.800	
E2.2 I go out of my way to make friends with new people.		0.415	
E2.3 I am always getting involved with group projects.		0.540	
E2.4 I like to work with my co-workers.		0.531	
E3.1 I prefer to work alone and be my own boss.			0.781
E3.2 Status symbols are important to me.			0.712
E3.3 I am eager to be my own boss.			0.669
E3.4 like to commend co-workers rather than they commend me.			0.706

The result of factor analysis of employees' achievement motivation as Table 5, Table 5 shows that all the questions of three dimensions have been retained. 12 questions of three dimensions loaded on three main factors with a loading of 0.415 to 0.870. All the questions to measure three dimensions of employees' achievement motivation are more than 0.5, except

the question E2.2 I go out of my way to make friends with new people is loading of 0.415. Based on the factor analysis of George (2009) though the factor loading is more than 0.3 can be retained to measure main factors, more than 0.5 is good. Thus, E2.2 I go out of my way to make friends with new people is retained to measure employees' achievement motivation. There is strong evidence that all the questions can measure three dimensions of employees' achievement motivation.

6.2 Correlation analysis between independent variables and dependent variables

Correlation analysis is the use of statistical correlation to evaluate the strength of the relations between variables. Before using regression analysis, correlation between independents must be tested. If the absolute values of the correlation between the independent variables is below 0.75 (Wuensch, 2013), these independent variables can be used to test regression analysis. Table 1 shows the results of correlation analysis.

Table 6 Correlation between independent variables and dependent variables

		Pay satisfaction	Job satisfaction	Organization commitment	Achievement motivation
Pay satisfaction	Pearson Correlation	1	.538**	.562**	.306**
	Sig. (2-tailed)		.000	.000	.000
	N	384	384	384	384
Job satisfaction	Pearson Correlation	.538**	1	.641**	.440**
	Sig. (2-tailed)	.000		.000	.000
	N	384	384	384	384
Organization commitment	Pearson Correlation	.562**	.641**	1	.530**
	Sig. (2-tailed)	.000	.000		.000
	N	384	384	384	384
Achievement motivation	Pearson Correlation	.306**	.440**	.530**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	384	384	384	384

** . Correlation is significant at the 0.01 level (2-tailed).

Table 6 clearly shows that all the correlations between independent variables were significant at the 0.01 level (2-tailed), all the absolute values of the correlations between the independent variables are less than 0.75 (Wuensch, 2013). Thus, all the independent variables were included in the regression analysis between independent variables and dependent variables. Thus, the result shows that there is not any problem of multicollinearity.

1. The correlation of pay satisfaction (correlation=0.306, sig=0.000) was significant on employees' achievement motivation at the 0.01 level (2-tailed).

2. The correlation of pay satisfaction (correlation=0.562, sig=0.000) was significant on organization commitment at the 0.01 level (2-tailed).

3. The correlation of employees' achievement motivation (correlation=0.440, sig=0.000) was significant on job satisfaction at the 0.01 level (2-tailed).

4. The correlation of job satisfaction (correlation=0.641, sig=0.000) was significant on organization commitment at the 0.01 level (2-tailed).

6.3 Regression analysis between independent variables and dependent variables

Regression analysis is one of the most commonly used statistical techniques in social and behavioral sciences as well as in physical sciences. Its main objective is to explore the relationship between a dependent variable and one or more independent variables (which are also called predictor or explanatory variables). This study used regression analysis to confirm all 4 hypotheses as shown in Table 7, Table 8, and Table 9 respectively.

Table 7 Regression analysis between independent variable (pay satisfaction) and dependent variable (employees' achievement motivation)

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.788	.124		22.490	.000
Pay satisfaction	.244	.039	.306	6.290	.000

a. Dependent Variable: Employee' achievement motivation

As for H1, Table 7 shows that pay satisfaction has a positive relationship with employees' achievement motivation. The result confirms that H1 was supported (see Table 7) because p-value of pay satisfaction was below 0.01 (coefficient=0.306, p-value=0.000), thus, the effect of pay satisfaction on employees' achievement motivation was significant at the 0.01 level. The coefficient of job satisfaction yielded the positive value of 0.306. Therefore, pay satisfaction is significantly and positively related to employees' achievement motivation. The effect level of employees' achievement motivation is 0.306. H1 is supported.

Table 8 Regression analysis between independent variable (employees' achievement motivation) and dependent variable (job satisfaction)

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.541	.202		7.624	.000
Employee' achievement motivation	.539	.056	.440	9.564	.000

a. Dependent Variable: Job satisfaction

As for H3, Table 8 shows that employees' achievement motivation has a positive relationship with job satisfaction. The result of this study confirms that H3 was supported (see Table 8) because p-value of employees' achievement motivation is below 0.01 (coefficient=0.440, p-value=0.000), thus, the effect of employees' achievement motivation on job satisfaction was significant at the 0.01 level. The coefficient of employees' achievement

motivation yielded the positive value of 0.440. Therefore, employees' achievement motivation is significantly and positively related to job satisfaction. The effect level of employees' achievement motivation is 0.440. H3 is supported.

Table 9 Regression analysis between independent variables (pay satisfaction, job satisfaction) and dependent variable (organization commitment)

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	.868	.139		6.266	.000
Pay satisfaction	.294	.042	.305	6.946	.000
Job satisfaction	.472	.043	.477	10.868	.000

a. Dependent Variable: Organization commitment

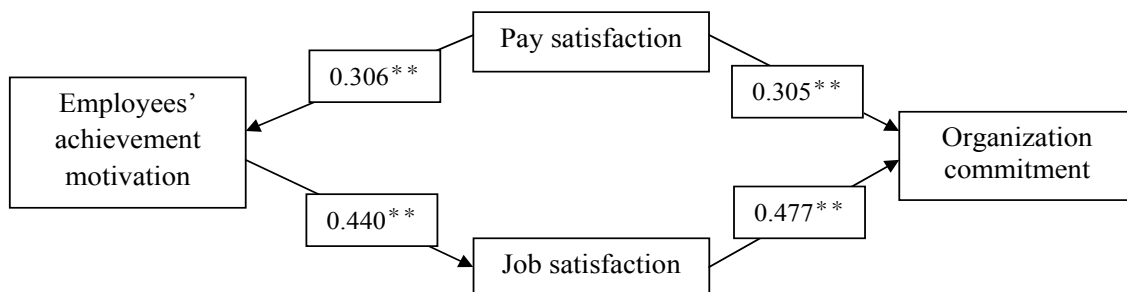
As for H2, Table 9 shows that pay satisfaction has a positive relationship with organization commitment. The result confirms that H2 was supported (see Table 9) because p-value of pay satisfaction is below 0.01 (coefficient=0.305, p-value=0.000), thus, the effect of pay satisfaction was significant at the 0.01 level. The coefficient of pay satisfaction yielded the positive value of 0.305. Therefore, pay satisfaction is significantly and positively related to organization commitment. The effect level of pay satisfaction is 0.305. H3 is supported.

As for H4, Table 9 shows that job satisfaction has a positive relationship with organization commitment. The result confirms that H4 was supported (see Table 4) because p-value of job satisfaction is below 0.01 (coefficient=0.477, p-value=0.000), thus, the effect of job satisfaction on organization commitment was significant at the 0.01 level. The coefficient of job satisfaction has yielded the positive value of 0.477. Thus, the effect of job satisfaction on organization commitment is significantly and positively related to organization commitment. The effect level of job satisfaction is 0.477. H4 is supported.

6.4 Result of independent variables effect on dependent variables

Figure 2 clearly shows that the result of independent variables effect on dependent variables and the effect level of each independent variable.

Figure 2 Result of independent variables load in dependent variable



** correlation is significant at 0.01 level (2-tailed)

H1: Pay satisfaction has an effect on and is positively related to employees' achievement motivation. The effect level of pay satisfaction on employees' achievement motivation is 0.306 (beta = 0.306, $p < 0.01$). Thus, H1 is supported.

H2: Pay satisfaction has an effect on and is positively related to organization commitment. The effect level of pay satisfaction on organization commitment is 0.305 (beta = 0.305, $p < 0.01$). Thus, H2 is supported.

H3: Employees' achievement motivation has an effect and is positively related to job satisfaction. The effect level of employees' achievement motivation on job satisfaction is 0.440 (beta = 0.440, $p < 0.01$). Thus, H3 is supported.

H4: Job satisfaction has an effect on and is positively related to organization commitment. The effect level of job satisfaction on organization commitment is 0.477 (beta = 0.447, $p < 0.02$). Thus, H4 is supported.

7. Discussion and conclusion

7.1 Discussion

All the research questions and hypotheses have been studied. First, a major objective of this study is to explore H1: Pay satisfaction has a positive relation to employees' achievement motivation in front-line employees in Bangkok retailing business. The findings confirm that H1 was supported. This study shows similar findings as those of the predecessors such as Ghazanfar's (2010), Stringer's (2011), and Carr's (2005). Ghazanfar found that the benefits do not have a significant impact on work motivation (such as need to achieve the organization's goals) in the sales departments of the cellular service providers in Lahore. Stringer also found that pay fairness is important for front-line employees, and the majority of employees perceived that goals were clear. The result of this study shows that pay satisfaction is significant for Bangkok's front-line employees' achievement motivation. The employees who have a high pay satisfaction will be motivated towards their job performance and try to build and achieve work goals by themselves. Perhaps this is because they can also achieve other personal goals such as improving the standard of living and motivation environment.

The second, a major objective of this study is to explore H2: Pay satisfaction has a positive relation to organization commitment in front-line employees in Bangkok retailing business. The findings confirm that H2 was supported. This study shows similar findings as those of the predecessors such as Suma (2013), Vandenberghe et al., (2008). Suma (2013) explored on the extent to how these employees were committed to their job and satisfied with different dimensions of their job in the public sector of Shkoder, Albania. Vandenberghe et al., (2008) also explored employees' attitude towards equity, pay satisfaction, and affective commitment as well as their turnover in Botswana. The result shows that pay satisfaction has an effect on organization commitment of front-line employees in Bangkok's retailing business. It is suggested that the managers take some measures to increase front-line employees' pay satisfaction because those who have high satisfaction with pay will contribute to the success of the business. This is because employees who have commitment with their organization will continue to stay for a long time, working hard and creating more benefits for the organization.

The third, a major objective of this study is to explore H3: The employees' achievement motivation has a positive relation to job satisfaction in front-line employees in

Bangkok retailing business. The findings confirm H3 was supported. This study shows similar findings as those of the predecessors such as Kumar and Singh (2011), Yurtseven (2012) and Wood and Vilkinas (2005). Kumar and Singh found that the employees who are interested in their jobs would find more opportunities to satisfy their need for achievement, recognition, personal growth, and autonomy. Yurtseven (2012) also found that employees' motivation is a process of satisfying employees' different needs and expectations. The result of this study shows that employees' achievement motivation is important for job satisfaction among retailing front-line employees in Bangkok, Thailand. The employees who have high achievement motivation will work hard to achieve their goals. This will lead to employees having more satisfaction with their jobs and more willingness to continue to reach their goals. The employees who can complete the tasks for organization will create more benefits for the organization.

The fourth, a major objective of this study is to explore H4: Job satisfaction has a positive relation to organization commitment in front-line employees in Bangkok retailing business. The findings confirm that H4 was supported. This study shows similar findings as those of the predecessors such as Gunlu (2009), Boles (2007) and Koh and Boo (2004). Gunlu found that job satisfaction has a significant effect on organizational commitment of the employees who work in the large-scale hotel in Tokyo. Boles (2007) found that various facets of sales employee's job satisfaction are very strongly related to organizational commitment. The result of this study shows that job satisfaction is significantly related to front-line employees' organization commitment including those working in Bangkok's retailing business, Thailand. Therefore, it is necessary for retailers to find ways to enhance employees' job satisfaction so as to increase their organization commitment. The outcome is that they are willing to continue their job, thus reducing the turnover rate in the retailing business.

7.2 Conclusion

All the research questions and hypotheses have been studied. First, pay satisfaction is an important factor that affects achievement motivation among front-line employees in Bangkok's retailing business. Second, pay satisfaction is an important factor for organization commitment among front-line employees in Bangkok retailing business. Third, employees' achievement is positively related to job satisfaction. Thus, it is an important factor for job satisfaction among front-line employees in Bangkok retailing business. Finally, job satisfaction is positively related to and has an effect on organization commitment. Thus, job satisfaction is an important factor for employees' organization commitment among front-line employees in Bangkok's retailing business.

The results of this study provide some benefits to retailers and researchers. First, the results are benefit to retailers through improve retailing employees' achievement motivation and organization commitment to reduce the high employees' turnover rate in retailing business. Second, the results are benefit to retailers that how to improve the retailing employees' achievement motivation, pay satisfaction, job satisfaction and organization commitment and success business. Third, the results are benefit to retailers to improve their management, through develop flexible motivation plans to encourage the retailing employees to improve their service quality, it will create more benefit for organization. Finally, the results provide some information for researchers who desire to continue studying on employees' achievement motivation, pay satisfaction, job satisfaction and organization commitment in the future.

8. Theoretical and practical contribution

There are some practical contributions of this study. First, the results provided some guides to retailers and managers improve the employees to have high pay satisfaction, high job satisfaction and high achievement motivation it will motivate their employees to work hard and have more commitment with organization, the outcome could make more benefit for retailing business. Second, the results provided some guides to retailers to improve the competitiveness of retailing business, make more benefit and succeed in their retailing business. Third, the results are benefit to reduce the employees' turnover rate in retailing business. Fourth, the results are benefit to improve the retailing employees' service quality in retailing business. Final, this study could offer some information for the researchers to study the retailing front-line employee motivation in retailing business in Bangkok, Thailand. The result of this study can be guidelines for researchers to further their study regarding these four factors in other types of subjects and/or in different parts of the world in the future.

9. Limitations and future research

There are three limitations in this study. First, this study explores the employees of retailing business in the Bangkok area only. Therefore, its results perhaps cannot be applied for use in other areas of business or other provinces in Thailand or other types of subjects. In other words, the results of this study are limited to front-line employees in department stores in Bangkok. Hence, it is suggested that further research should be conducted to explore the four factors of motivation of front-line employees in retailing business in the other provinces of Thailand. However, since the model of this research as well as its results can be useful information for future research, the methodology as well as its constructs may be applied for use to investigate other provinces of Thailand in the future studies.

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