
**Investigating the effects of organisational transition
through UNIPART transfer on employees’
performance and satisfaction in CEVA Logistics
companies. Case Study at Unipart CEVA Logistics**

STUDENT NAME

Supervised by

Student ID.....

University of



ABSTRACT

The purpose of this study was to examine warehouse workers at UNIPART CEVA Logistics (Thailand) Company's degree of job satisfaction and the connection between their personal history and job contentment. The questionnaires were used to collect the information needed for the study. UNIPART CEVA CEVA Logistics. (Thailand) employs roughly 40 warehouse workers at four locations (Thailand) Company Warehouse workers were found to be the most content with their jobs, according to a survey. Co-workers and managers Employees that have positive working relationships report higher levels of job satisfaction. There was a lot of dissatisfaction among warehouse workers with regards to 'career growth, working' terms such as "terms," "conditions," and "business policy." Personal history of the storage facility a significant correlation was found between employees' age, marital status, and length of employment with a sense of accomplishment. 'Supervisors and co-workers' was the most important factor in a young employee's happiness. Employees under the age of thirty were the least happy, while those over thirty were the most content. When it came to job and self-esteem, married employees were the most content 'compensation'. Employees who have been employed for more than two years are in the top three of the three groups. UNIPART warehouse employees report being satisfied with their "job" and their "working conditions," respectively. It also refers to the "fringe advantage."

CHAPTER 1	4
1. INTRODUCTION	4
1.1 BACKGROUND OF THE STUDY	4
1.2 STATEMENT OF PROBLEM	6
1.3 OBJECTIVES OF THE STUDY	7
1.4 RESEARCH QUESTIONS	7
1.5 SCOPE OF THE STUDY	8
1.6 SIGNIFICANCE OF THE STUDY.....	8
CHAPTER 2	9
2. LITERATURE REVIEW	9
2.1 CONCEPT OF JOB SATISFACTION	9
2.2 REVIEW OF RELEVANT THEORIES ON JOB SATISFACTION	12
2.2.1 Maslow's hierarchy of needs theory.....	13
2.2.2 HERZBERG'S TWO-FACTOR THEORY	14
2.3 LINK BETWEEN JOB CONTENTMENT AND BUSINESS GROWTH	15
2.3.1 The System of Technology.....	15
2.3.2 The Social-Economic System	16
2.3.3 System of Governance.....	16
2.3.4 The Strategic System.....	16
2.4 SURVEYS ON JOB SATISFACTION IN THE PAST	17
CHAPTER 3	18
3. METHODOLOGY	18
3.1 POPULATION AND SAMPLING.....	19
3.2 INSTRUMENT	19
3.3 THE METHOD IN EXTENSIVE DETAIL	20
3.3.1 Compilation of Available Information	21
3.3.2 Data Analysis	22
CHAPTER 4	27
4. RESULTS AND DISCUSSION	27
4.1 BACKGROUND OF THE EMPLOYEES WORKING IN THE WAREHOUSE.....	27
4.2 PERCENTAGE OF WAREHOUSE EMPLOYEES THAT REPORT BEING CONTENT WITH THEIR JOBS	28
4.3 PERSON'S PAST AND HOW HAPPY THEY ARE AT WORK ARE LINKED.....	33
4.3.1 In terms of one's working years and contentment	34
4.3.2 The link between a happy marriage and a successful career.....	34
4.3.3 Workers' hours worked at Unipart and their degree of satisfaction at work	24
CHAPTER 5	36
5. CONCLUSION	36
5.1 CONCLUSION	36

5.2 LIMITATIONS OF STUDY	37
5.2.1 <i>The total number of people who took part in the research project</i>	37
5.2.2 <i>The character of the company's operations</i>	37
5.2.3 <i>Aspects of happiness at work that are related to feelings</i>	38
CHAPTER 6	38
6. REFLECTION	38
6.1 REFLECTION FOR INVESTIGATIONS TO BE CONDUCTED	38
6.1.1 <i>person's life is one of the most critical aspects that go into</i>	38
6.1.2 <i>Diverse selection of possible techniques</i>	39
6.1.3 <i>Various types of labour that humans perform</i>	40
REFERENCES	41
APPENDIX	44

CHAPTER 1

1. INTRODUCTION

1.1 Background of the Study

Trade between Thailand and the rest of the world is on the rise, which has had a significant impact on the country's overall economic growth. The CEVA Logistics. function is critical to international trade because it necessitates the transportation and storage of goods between the point of origin and the point of destination to meet client demands. For example, "Better CEVA Logistics. management allows a country to acquire comparative cost advantage and generate

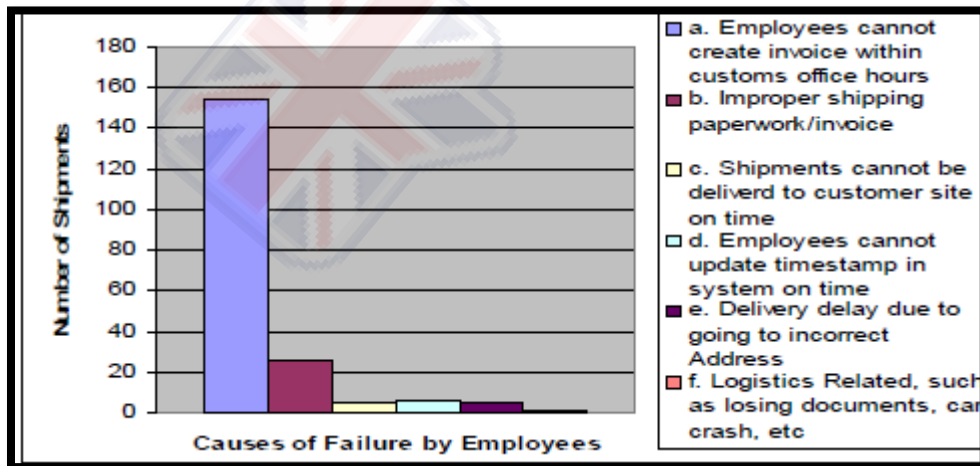
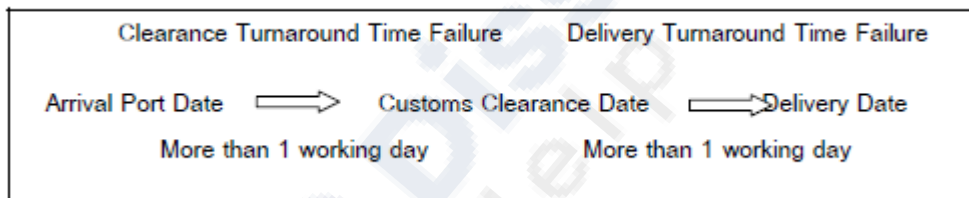
value to its product and services,” says the Thailand CEVA Logistics. Master Plan developed in 2004 by the Office of National Economic and Social Development Board.

There are several significant aspects of CEVA Logistics., but warehouse management is the most crucial. Consequently, it is what people focus on the most. Workers are employed by the warehouse manager and carry out all of the various warehousing processes. One of the most important aspects to focus on when trying to improve the overall quality of the CEVA Logistics. service is the staff. It has been said that a company’s most valuable asset is its employees, who, according to Miller (1960), have a significant impact on the operational efficiency of the companies where they work. The appraisal of staff members’ skills, talents, product knowledge, and attitudes is an interesting topic to investigate. An employee’s attitude is hard to pin down since it involves so many different aspects of a person’s mind, including their desires, emotions, perceptions, and expectations. Because of this, it may be challenging to determine an employee’s mental condition. In contrast, a person’s work performance can reveal these characteristics in their workplace.

There is a strong association between one’s level of performance at work and one’s level of job happiness, according to Robbins (1998). When employees fail to show up for scheduled shifts because they are dissatisfied with their jobs, this is referred to as absenteeism. As a result, there is a greater chance that they will quit. The adverse side effects of absenteeism and resignation may be a factor in an organisation’s downfall. In addition, the cost of acquiring and training new staff rises due to these effects. To put it another way, a person’s degree of job satisfaction directly impacts their performance on the job and the Company’s overall performance.

1.2 Statement of Problem

This study, which attempted to measure the degree of job satisfaction experienced by employees at the Unipart CEVA Logistics. (Thailand) warehouse, centred on those employees as its primary target population. According to Warman (1983), working at a warehouse is a grind of the highest order. In most cases, there are options for employment on the weekends and regular hours. Moving heavy objects quickly through tight locations at a fast rate of speed is a requirement. The working circumstances in a warehouse can cause tiredness: the psychological level (frequently exhibited as a feeling of boredom) and the physical level (often manifested as a slowing down of action and long breaks).



It is impossible to complete the processing of paperwork during the hours that the customs office is open because of the high volume of shipments and the low number of staff members. “a” serves as an example of a performance breakdown that can occur when a system is overloaded with too much data. Additional issues, such as improper shipping paperwork and an inability to deliver products by the deadline, are examples of those that contribute considerably to the failure rate that employees create. As a consequence of these factors, performance in work can be negatively influenced. The primary goal of this study project was to identify the level of happiness felt by warehouse personnel in their existing jobs to support the establishment of more successful management techniques.

1.3 Objectives of the Study

1. The objective of this study is to assess the level of job satisfaction held by warehouse workers concerning their work, compensation, career progression, recognition, fringe benefits, working environment, supervisors and co-workers, self-esteem, and the Company’s policies and administration.
2. When researching the connection between one’s personal history and their level of contentment in their profession, some of the elements that could be investigated include the respondent’s age, marital status, and the amount of time they have spent working in the warehouse.

1.4 Research Questions

The following is a selection of the research questions that are being investigated in this study to find answers:

1. What is the level of job satisfaction of warehouse employees in terms of the work, salary, career progression, recognition, fringe benefits, working situation, supervisors and co-workers, self-esteem, corporate policy and administration?
2. Is there a correlation between the personal qualities of warehouse workers and their level of job satisfaction? Examples of these characteristics are age, marital status, and length of time spent working in the warehouse.

1.5 Scope of the Study

Employees working at each of the critical facilities that Unipart CEVA Logistics. (Thailand) Company operates were given the questionnaire to fill out and return. The Company owns four warehouses in total.

1. Laksi Warehouse, Don Muang, Bangkok
2. King Kaew Warehouse, Bangplee, Samut Prakarn
3. The Ploenchit Warehouse is a storage facility found in the Ploenchit neighbourhood of Bangkok, which is in the country of Thailand.
4. Warehouse in Lamchabang, Chonburi, located at Lamchabang

1.6 Significance of the Study

The purpose of this study was to investigate the level of job satisfaction experienced by warehouse workers to gain a better understanding of the perspectives and expectations held by these individuals. The results of this survey, which were presented to the Singaporean Key, Account Manager, proved to help enable managers to grasp better the perspectives held by their staff members concerning the degree to which they are pleased with the work they are doing. It also helps managers develop new policies and reward programmes with the goal of increasing the level of job satisfaction experienced by employees while they are engaged in the course of their employment. This is done experienced by employees while they are working.

Chapter 2

2. Literature review

2.1 Concept of job satisfaction

Here, various components of occupational satisfaction were examined. There was a list of what constitutes a happy workplace and what aspects go into it. The source of an employee's job

satisfaction is characterised by their attitude toward their job and the job characteristics that can bring them satisfaction or dissatisfaction. The concept of “worker satisfaction” has described the physical and social surroundings in which a person works as a positive or bad experience or emotional state. Job satisfaction is also influenced by an employee’s view of their work environment concerning their physical and psychological demands at the workplace.

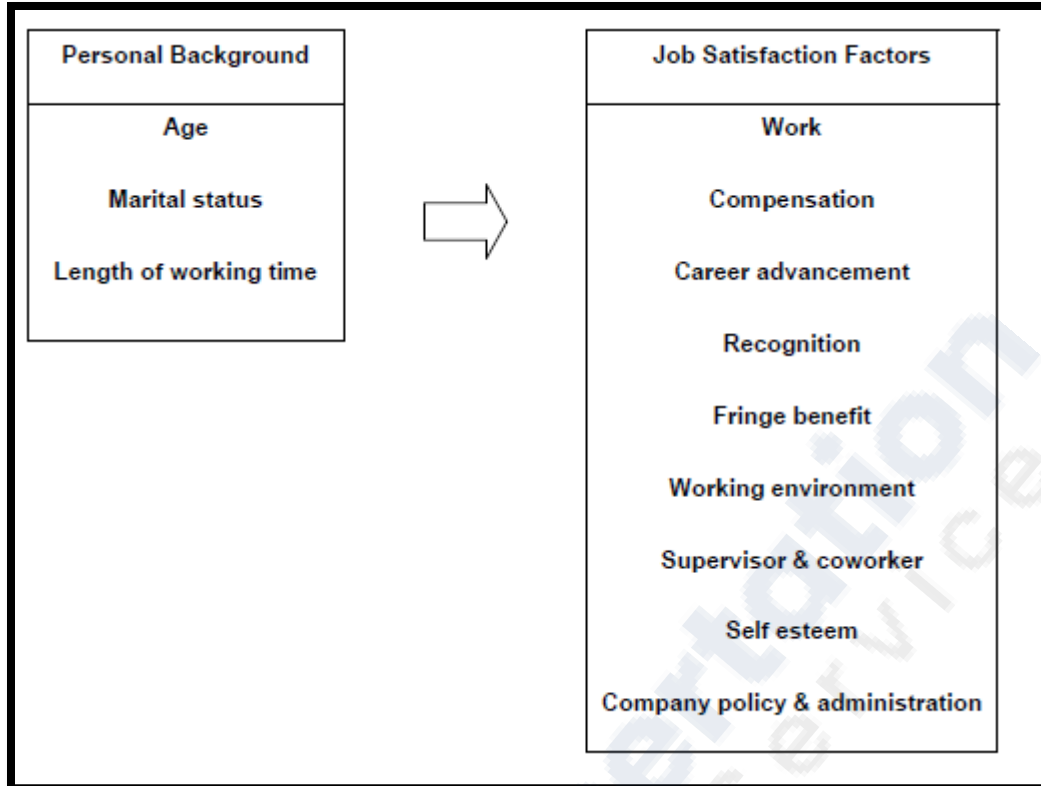
Workplace contentment relates to how happy individuals are with their job and the surrounding work environment. When a person feels fulfilled at work, external and internal variables play a role. Examples of people who express differing views about their jobs are “I’m in love with this job, but I hate my boss” and “I hate my job, but I love my co-workers” (1985). Workers may be equally content if the statements are to be believed. Personal traits and one’s work environment are two of the most important determinants of job satisfaction.

The age of employees has a significant impact on their level of job satisfaction. The majority of research shows that older workers are more likely to be content in their work. There was an association between age and job happiness, according to Saleh and Otis (1964). According to a Rhodes (1983) study, older workers were better at adjusting to the workplace’s norms, values, and demands. In the eyes of older workers, they were viewed as less adaptable and more resistant to new technology. Older employees may be less flexible than younger colleagues when it comes to openness to new ideas. Previous research has shown that job satisfaction rises with age. According to the findings of this study, workers’ happiness with their jobs was significantly influenced by their age. The presence or absence of a spouse is one of the most extensively studied topics. In Garrison and Muchinsky’s (1981) research and the Journal of Retailing Buyers,

married employees outperformed their unmarried colleagues in absenteeism, turnover, and overall job satisfaction (Rachman, 1964). As a result of the increased obligations that come with marriage, many newlyweds believe that having an established career is more vital and desirable than ever.

Seniority can be determined by how long an employee has worked for a company. Employees who have been with a company for a long time have an advantage in that they are more familiar with the workplace and are better able to use its resources. Thus, they are more likely to be satisfied with their work. Consequently, when a better chance arises, they are less likely to stay loyal to their employees and more likely to go on. In the opinion of McDaniel and Hunter, he gains more excellent professional experience with age (1988).

Management should pay attention to the length of time employees have worked for the organisation to benefit employee happiness. There will be no change in the Company's current workforce. Numerous studies have found connections between a person's character traits and their level of job contentment. The results of a study can be affected by a variety of factors. In addition to the other essential components, the working environment has been demonstrated to impact psychological and physiological stressors. When a person is happy with their life, their outlook on things improves. So, people would voice their negative feelings as a result. Personal history and job satisfaction are shown to be connected in Figure 3.



2.2 Review of relevant theories on job satisfaction

This study relies on two main assumptions when it comes to job happiness. One of the most critical theories in job satisfaction is the hierarchy of requirements.

Factors Affecting Workplace Satisfaction

1. Work
2. In one's career, advancement
3. Recognition
4. Benefits at the fringes.
5. Conditions of employment
6. Co-workers and their supervisors

7. Reliability and self-confidence
8. Organisational policies and procedures
9. Age, marital status, and work history are all personally identifiable information (PII).

2.2.1 Maslow's hierarchy of needs theory

The "Need Hierarchy Theory" developed by Maslow is predicated on the concept that an individual's needs develop in a hierarchical order. There existed a hierarchy of needs that included physiological, social, esteem, and self-actualisation, among other categories. According to Maslow's theory, an individual's needs should be satisfied orderly, beginning with the most fundamental requirements and working one's way up the hierarchy.

He asserted that people have an inherent hierarchy of desires that drives them to seek fulfilment in their lives. In order to satisfy higher-order requirements, it is necessary first to satisfy lower-order needs. It is impossible to satisfy higher-order requests until the lower-order ones are satisfied first. The fulfilment of lower-level demands and higher-level wants are intimately intertwined and must co-occur. When you have a sufficient amount of money and a job, you will be able to take care of your body's needs. When people believe that there is no threat to their life, they experience a sense of safety. When a person feels wholly included in a group and valued for their contributions, that individual's social needs are met in their entirety.

It is not enough to supply the basic demands of employees to motivate them; only by doing so can their unhappiness be reduced and their motivation increased. In addition to the concerns of employee hygiene, management has to pay attention to the morale of their workforce. In order to maintain a happy and productive workforce, it is necessary to satisfy both types of demands.

After getting a job and establishing a steady income, the next natural step is to become confident about one's prospects for the future.

Researchers intend to look at whether or not determining whether or not warehouse workers' psychological requirements are being addressed and whether or not they feel secure in their jobs would assist these individuals in developing toward self-actualisation and gaining experience in the workforce.

2.2.2 Herzberg's two-factor theory

Herzberg's idea on job satisfaction and discontent was based on a study of about 200 accountants and engineers. A person's level of job satisfaction is influenced by various elements, including recognition, accomplishment, and responsibility.

Low income, poor working conditions, lack of career advancement prospects, and poor interpersonal interactions contribute to workplace discontent. Herzberg used the terms "motivators" and "hygiene" to characterise the factors that lead to satisfaction and discontent.

The work itself is a significant source of motivation. Olsen (1993) maintains that the intrinsic advantages are often tied to the nature of the labour, even though they have been described in many ways. Intrinsic incentives can be described in many ways, yet they stay the same. Personal autonomy, a sense of accomplishment, the potential for personal growth and development, and a healthy sense of self-worth are all examples of intrinsic joys. According to Ayse (1999), individuals can be motivated to enhance their performance and grow their careers by intrinsic motivations such as pride in their work. Poor hygiene was more to blame for the unhappiness than the initial motivators.

The terms “lower-order needs” from Maslow and “hygiene elements” from Herzberg can be used interchangeably, as can those from the other theories. Social needs and higher-order desires are equal in Herzberg’s theory of motivation. A link between cleanliness and lower-level requirements may exist.

Higher-order needs (also known as motivating factors) are strongly associated with psychological requirements. According to this study, the physiological and psychological demands of warehouse workers are affected by working conditions. Warehouse workers are either happy or dissatisfied due to how they feel about their work environment. People are interested in how their physical and psychological requirements are met at work. Thus, the researcher wants to find out.

2.3 link between job contentment and business growth

The systematic application of behavioural science ideas and methods in organisations to enhance individual and organisational effectiveness is known as “organisation development.”

Organisations have goals like producing money, surviving, and developing, but company members also have aspirations, unmet needs, and professional ambitions they want to attain. Individuals and organisations alike stand to gain from work being done in organisational development.

Albrecht (1983) describes the overall organisation as a mechanism that leads to the growth of the organisation in order to develop the organisation. The following are the four systems:

2.3.1 The System of Technology

The key locations where the action takes place are included in the Technical Systems. This could be a factory, a store, a hotel, or even a storage facility. It also covers the raw materials that are needed to make it. This includes paper, ink, and photographic plates in a printing company. Plastic for pallets is included in the warehouse's supply.

2.3.2 The Social-Economic System

Employees' perceptions of how their bosses and co-workers treat them are part of the social climate. In addition, there is. People can receive annual bonuses, promotions, and other perks, both material and intangible.

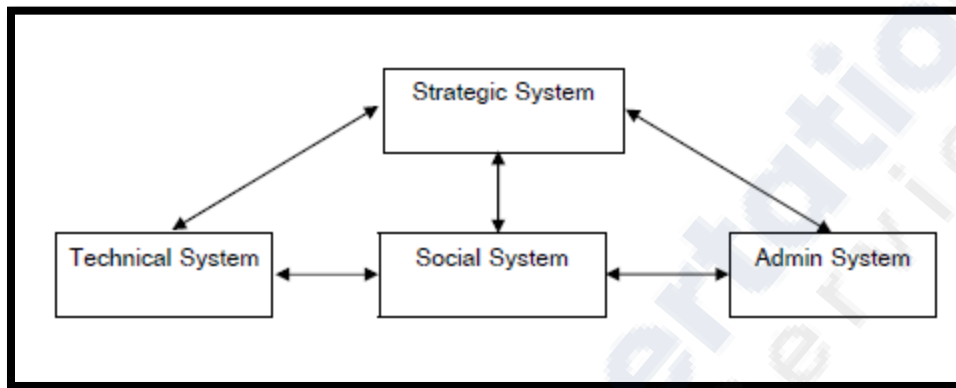
2.3.3 System of Governance

Policies, procedures, and instructions all fall under the umbrella of the Administrative System, which encompasses both the media and the path they take to get from point A to point B. This system includes administrative workers, such as those in the human resources department, who distribute administrative information. Local computer systems and record storage facilities.

2.3.4 The Strategic System

Strategic System refers to the organisation's senior management, including the CEO, the board of directors, or the general manager. Management's long-term goals are included in this section. This comprises the media that managers utilise to provide formal instructions to the organisation and its respective areas.

The working circumstances of the employees can be determined through these systems. In the workplace, individuals must deal with various systems daily, including the technological, social, and administrative. An organisation's strategic system refers to its management strategy, which serves as its driving force.



Finding out what needs to be changed or improved in a company is the first step in improving it. Workers' level of contentment may indicate that a system needs to be reworked. As a result, the researcher plans to study employee satisfaction with their work environment based on this notion. This information could help formulate a company's growth strategy.

2.4 Surveys on job satisfaction in the past

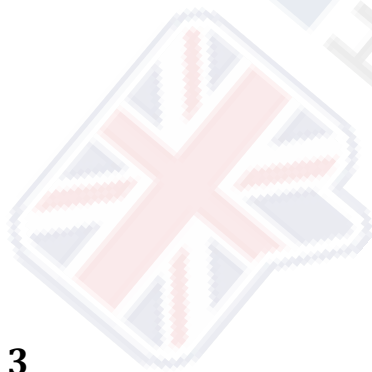
The impact of a person's history, supervisory power, and connections with co-workers on their degree of job satisfaction has been studied in numerous research. These factors can reveal information about a worker's feelings for their job. An Empirical study on job happiness can be found in the following:

Employee satisfaction at a Bangkok-based Thai company was studied in depth by Sritapann (2002).

We relied heavily on the "Model of Hackman and Oldham (1980)" and the "Two-factor theory of Herzberg (1959)" as major theoretical frameworks for this investigation. The findings show that employees are satisfied with their jobs, co-workers, and work settings. Personnel in the

white-collar sector received questionnaires as part of this investigation. Similarly, Popaitoon (2004) examined job happiness among managers at Thai wireless communication carriers and found that the essential factor in encouraging job satisfaction was an individual's ability to improve their competence.

Workers in the food business were researched by Praditsatan (2002). They adored their boss but were disappointed with their compensation and other perks. According to the research, people's level of job satisfaction was heavily dependent on their backgrounds. Workers in the plant also agree that management should do everything possible to make their employees more fun to perform at a better level. Phachana conducted a work satisfaction survey of Sea Gate Technologies' production operations staff in 2001. A correlation between job satisfaction and one's chronological age has been shown in several studies. On the other side, marital status does not affect job satisfaction. Puangmanee (2004) found that employees were happy with their jobs regarding job security, interpersonal ties, subordinates, supervisors, and status. Gender and prior work experience were found to impact job satisfaction. Using Herzberg's two-factor theory, a questionnaire was developed.



Chapter 3

3. Methodology

In the chapter that comes after this one, we will talk about the strategy used for this study. The presentation of the instrument comes third.

3.1 Population and sampling

The individuals who took part in this research were recruited from four different corporate warehouses owned by Unipart contracted CEVA Logistics. (Thailand) employees. There were forty employees in the warehouse, with twenty of those employees tasked with managing shipments for Hewlett-Packard and the remaining twenty employees managing general client needs.

3.2 Instrument



Dissertation
Help Services

This research was carried out with the use of a questionnaire, which required the responses of those who participated in the study. The Organization Climate Descriptive Questionnaire, abbreviated to OCDQ for simplicity, serves as the basis for this questionnaire. OCDQ is an acronym for that complete name. Hoy and Forsyth, respectively, are the owners of these artefacts (1986). The alteration was done to explore the aspects that affect the sensation of accomplishment from working at a warehouse. The questionnaire is also accessible in a Thai translation that has been provided linguistically by the researcher, saying that every one of the workers that work at the warehouse is Thai. The questions for the questionnaire are broken into two sections: the first half of the questionnaire asks questions about, and the second part of the questionnaire asks questions about. Details regarding the individual's past include their age, marital status, and amount of time spent working. The second half of it studies the components that lead to the degree of job satisfaction those persons who work in storage facilities report having. A person's occupation, compensation, development possibilities, recognition, fringe benefits, working conditions, supervisors and co-workers, and one's feeling of self-worth are all aspects that play a role in this equation. Additionally, the policies and administration of the organisation are also essential factors. In addition, the researcher had one-on-one contact with eight different workers to acquire a larger picture of how employees feel about their employment based on the information gained from the interviews.

3.3 The Method in Extensive Detail

3.3.1 Compilation of Available Information

The surveys were distributed by the researcher in December of 2005 to a total of forty participants, who were dispersed among four different Unipart CCEVA Logistics facilities (Thailand). In order to take part in the evaluation of the failed performance report of warehouse workers who handled Hewlett Packard shipments, the subjects were picked at random from the Laksi and King Kaew warehouses. This allowed for the most accurate results possible. This was done in order to give them the opportunity to take part in the activity. At this point in time, the inquiry is concentrating its efforts on both of these storage sites. It was really interesting to read the performance reports of the many different warehouses, particularly the ones that had not had any problems or breakdowns. The researcher continued their analysis of the subjects at the storage facilities located in Ploenchit and Laem Chabang as a direct result of this development. We gave a select group of participants the duty of personally managing customs clearance and delivery so that we could get an accurate reading of the level of contentment experienced by those who work in warehouses. This enabled us to get an accurate reading of the level of contentment experienced by those who work in warehouses. In addition, every person who took part in this study project was already employed full-time and did not function in any way as independent contractor of any type. During the process of permanently recruiting personnel, candidates were given the opportunity to respond to questions covering a variety of topics, such as career advancement, recognition, and supplementary bonuses. As a direct consequence of this, forty individuals were chosen to serve as representatives for each of the following groups: consumers (both general customers and HP customers), warehouse workers (customs clearance

and delivery), and permanent personnel. The total number of subjects that were gathered from each of the four different storage locations is presented in Table 1, which can be found here.

Warehouse	Customer	Employees
Laksi	Hewlett Packard	10
King Kaew	Hewlett Packard	10
Ploenchit	General Customer	15
Laemchabang	General Customer	5

3.3.2 Data Analysis

The data collected and analysed were analysed to produce a description of the level of job satisfaction experienced by warehouse workers employed by Unipart CEVA Logistics. (Thailand) Company. This was done so that a description could be supplied of the degree of job satisfaction claimed by workers in warehouses. As an input for the computation that determined the proportion of the various personal histories of the subjects, we used the frequency of the various personal histories of the subjects.

The second part of the OCDQ questionnaire consisted of rating each statement on a scale that ranged from one to four points. The entire score was then averaged, and the results were analysed. The weights were distributed as follows: The outcome of one is the very worst that can happen, while the score of four is the best that can be achieved. In order to calculate the average score, we first totalled up all of the points from the survey, and then we divided that number by

the total number of persons who participated in the survey. This allowed us to find the number of points that represented the average score. Finally, we multiplied the result by 100 to get the mean score. It was able to calculate, based on the mean score that was awarded to each component, the degree to which each component contributed to the overall sense of job satisfaction experienced by the employee. This was accomplished by using the scores that were allocated to each component. The following equation will be employed in order to arrive at an exact computation of the mean scores that were received from the surveys, as they are as follows:

$$X = \frac{\sum X}{N}$$

X = mean of scores

$\sum X$ = sum of scores

N = number of respondents

After finishing the examination of the questionnaire responses, the data were summed up by computing the mean value of each work satisfaction indicator.

Mean	Satisfaction Level
15.1 – 20.0	Very Satisfied
10.1 – 15.0	Moderate Satisfied
5.1 – 10.0	Moderate Dissatisfied
1.0 – 5.0	Very dissatisfied

3.3.3 Workers' hours worked at Unipart and their degree of satisfaction at work

According to the survey results, a happy medium was identified by most long-term employees who had been with the Company for more than two years. Researchers found that employees who have worked for the same Company for a more extended period are better at adapting to their work environment and are more familiar with the methods by which they can obtain more resources at their place of employment or a greater degree of adaptability to their place of employment (1988). Consequently, individuals have a better likelihood of being satisfied with their job.

Workers who put in the most time at work are the most content with their occupations and the advantages they receive. The findings show that employees who stay with a company for a more extended period are more satisfied with their jobs.

Warehouse workers' job satisfaction may be helpful in the development of the Company, particularly in helping management retain and improve policies that employees find most satisfying and least satisfying. A company's management can utilise the results of the work satisfaction survey to establish a policy to meet the needs of its employees to improve the

Company. According to the study findings, the management team may be able to learn more about what influences the level of job satisfaction experienced by warehouse workers.

3.4 Evaluation of a person's performance

In July 2020, the Board and its Committees were subjected to a formal evaluation process. All relevant Directors submitted extensive questionnaires, which were compiled and summarised by the Company Secretaries. Consequently, this procedure resulted in the implementation of specific measures. This year's questionnaires for the Board, Audit Committee, Remuneration Committee, and Nomination Committee addressed goals and strategy. Overseeing operations and evaluating the effectiveness of the board of directors and the composition of the committee. In the end, the Board and its Committees were satisfied that the results of the exercise were running smoothly. Senior Independent Director and Chairman examined CEO performance in April 2021. The Board of Directors evaluated the Chairman's and Senior Independent Director's and CEO's performance. The Finance Director's performance was evaluated. All Directors' training needs were evaluated as part of this process. Procedure confirmed that all Directors continued to contribute effectively and with sufficient devotion to the job to increase the group's financial stability.

Re-election

Currently, the Articles of Incorporation require that all Directors be elected by shareholders at the first Annual General Meeting following their appointment thereafter, at least every three years, re-election. An annual meeting of shareholders will be held on September 28th, 2021. All directors must follow good company governance practices. At the upcoming AGM, they will be running control over their own actions again. The board is in charge of establishing and

monitoring the efficacy of the Company's internal control system of these controls. The needs of the group and the risks it faces necessitate the creation of internal control systems exposed. The nature of internal control systems, on the other hand, calls for them to manage rather than eliminate the possibility of serving the goals of the firm and can only provide a reasonable level of protection against serious errors, losses, fraud, or violations of established standards and rules. Throughout the year, the group's internal control systems were kept up to date. These have been proven to be effective. Audit Committee and Board have inspected the system on a regular basis. A continuous effort to discover, evaluates, and manages significant risks and opportunities is the foundation of internal control systems. Conjunction with approved risk mitigation practices, the establishment and update of Group risk registers, as well as the ones described in the paragraphs that follow. Individual members of the Board and the Audit Committee are under the watchful eye of the Board of Directors of the Group and are responsible for identifying and mitigating the Company's most significant risks. Frequently, the Audit Committee and the Board the detected threats, the state of those threats and how the risk register is made up are all being evaluated. Here are some of the most important aspects of the internal control system:

- Structure of management and delegation of authority to boards of directors and business units that are clearly defined;
- strict recruitment procedures to ensure the integrity and competence of employees;
- in addition to financial and non-financial performance metrics, management receives timely and complete information
- pre-purchase due diligence in the form of technical, financial, and legal checks;
- Business divisions prepare budgets for the upcoming year for Board approval, which is followed by a rigorous budgeting method.
- Significant variations in annual and half-yearly budgeted performance are closely monitored and re-forecast. Where necessary, management action is taken for capital expenditure, investments, and acquisitions, a process for approval. The Group risk registry is regularly assessed and updated, and mitigating mechanisms are adopted as necessary.
- Quarterly Review of the progress made against significant business risks.

CHAPTER 4

4. RESULTS AND DISCUSSION

4.1 Background of the employees working in the warehouse

Employees at each of the four Unipart CEVA Logistics. (Thailand) warehouses each received their copy of the questionnaire, one of the forty copies that were distributed. In the next part, you can find information regarding the general personal histories of those who work in the warehouse. You can find the data, which has been summarised by the percentage of employees and is classified by age, marital status, and length of time employees have been working in Tables 3, 4, and 5 accordingly. Additionally, the data has been categorised by the number of times employees work.

	Age		
	<30 years old	>30 years old	>40 years old
Employees	50	35	15

	Marital Status		
	Single	Married	Divorce
Employees	65	32.5	2.5

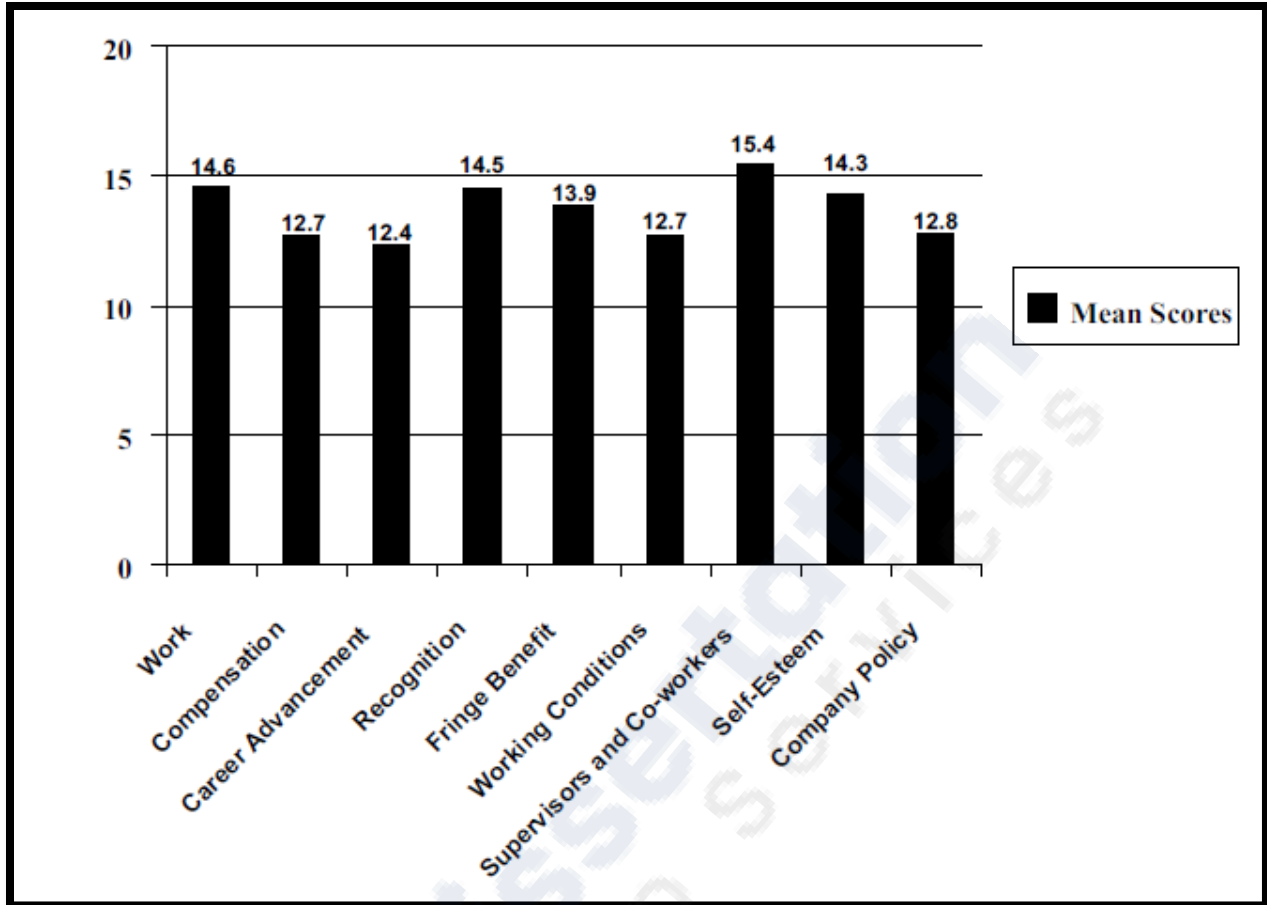
	Working time in DHL		
	<1 year	1-2 years	>2 years
Employees	5	20	75

Fifty per cent of the workforce at each of the four separate warehouses is considered to be young (defined as having an age of fewer than thirty years), and the majority of workers (sixty-five per cent) do not have any dependents. Seventy-five per cent of the employees working in Unipart's warehouse have been with the Company for more than two years.

In the paragraph that follows, we will discuss the link that exists between the personal histories of workers and the level of enjoyment derived from the tasks they do.

4.2 percentage of warehouse employees that report being content with their jobs

This section focuses on how employees work at four distinct warehouses that are owned and operated by Unipart CEVA Logistics. Report being satisfied with their jobs (Thailand). In this research, a questionnaire serves as the instrument that is utilised to collect data from forty distinct employees. The vast majority of employees voiced satisfaction with their immediate supervisor and the people they worked with daily (15.4). The workers in the warehouse reported the lowest levels of satisfaction regarding career progression, compensation, working conditions, and company policy, respectively (12.4, 12.7, 12.7, and 12.8). (See Figure 4).



EMPLOYEES

According to the data, “supervisors and co-workers” obtained the highest score as the element that delivers the most significant level of pleasure to warehouse workers. This item received the best score because it received the highest score (15.4). This probably is because warehouse workers spend their spare time together, which can reinforce the existing relationships between workers. Warehouse employees routinely put in overtime hours to satisfy the strict standards demanded by clients and ensure the timely delivery of cargo. This is necessary in order to guarantee that shipments will not be delayed. Working in a warehouse is an activity that requires working together as a team in order to handle the customs clearance and ensure that a large

volume of shipments is delivered to the customer at the appropriate time. In addition to this, working in a warehouse is an activity that demands working together as a team. There is a chance that putting in long hours together in the warehouse will assist in strengthening ties amongst co-workers there. A worker at the warehouse made a remark that provides some support to the idea that this is how things function. They expressed their sentiments by saying, "I do not know what others think about their jobs, but I am happy with this teamwork." After staying in the workplace until late in the evening, we all leave at the same time to go home. The friendship that we share in this setting is fantastic. If I work in an office, I might not have as many meaningful connections with my co-workers as if I worked in a warehouse.

The fact that this comment was made suggests that warehouse staff are satisfied with their professions and enjoy cooperating. It suggests that the relationships between co-workers and supervisors have the potential to increase employee happiness in their occupations.

According to the findings of this research, warehouse workers, both white-collar and blue-collar, were most satisfied with their "supervisors and co-workers." This conclusion is comparable to that discovered by Sritapann (2002), who evaluated the level of job satisfaction experienced by white-collar professionals at the chosen Thai company. The conclusion that positive relationships in the workplace can boost job satisfaction reported by employees is open to consideration. This finding is also consistent with the notion that human relations would affect how an employee is content or unsatisfied with their employment, which was proposed by Locke (1976). Helpful managers and co-workers would make it more possible for workers to feel satisfaction in the goals they set for themselves in their place of employment. If an organisation's employees are content in their roles, that organisation will experience high productivity levels.

Despite this, the findings suggested that “professional progress” was the element that offered the least amount of enjoyment overall. The findings suggest that there should be a greater variety of career paths available to warehouse workers to develop their careers. Likewise, Popaitoon (2004) found that managers working for wireless communication providers in Thailand reported the lowest levels of job satisfaction in their career progression chances. This was shown to be the case in Thailand. According to the study’s conclusions, one of the most critical factors contributing to a feeling of fulfilment in one’s work is the possibility of personal and professional advancement.

Along with the managers, the staff members of the various departments have voiced their interest in pursuing possibilities for professional advancement (white-collar and blue-collar). In reaction to the earlier statement, one of the employees made the following remark: “I don’t know how often the management considers promotion. Maybe they never bothered what position we are and what we should be.” This was in response to the earlier statement. From my point of view, the next two years will pass without a promotion coming my way. Thus, I do not hold out much hope for that happening.

The workers in the warehouse gave the impression, based on their comments, that they did not have confidence that they would be promoted in their jobs. Because of this, workers may become less content with their jobs, or it is also feasible that their level of discontent will increase.

According to the theories of Maslow (1954) and Herzberg, factors such as the desire to advance one’s career at work and other higher-order wants and motivational variables can lead to increased levels of job satisfaction (1971). These findings are consistent with Maslow’s and Herzberg’s theories, respectively. People have a psychological need, among other needs, to feel as though they are making “advances in their careers.”

Workers need to perform to the very best of their skills and make full use of their resources if they want to progress in their professional lives and advance in their professions (the highest hierarchy of needs). Ayse (1999) discovered that having pride in one's work can please employees, leading to an increase in performance and professional development. This conclusion is also verified by Ayse (1999), who found that having pride in one's work can gratify employees. Therefore, managers can help employees meet their needs by allowing specific individuals to be considered for advancement. This is one-way managers can support employees.

The workers in the warehouse expressed the least amount of contentment with both their pay and the conditions of their employment. The outcome reveals that workers are interested in improving their working conditions and earning more recompense. In a similar vein, Praditsatan (2002), who investigated the level of job satisfaction experienced by production workers in the food businesses located in the Ladkrabang Industrial Estate, discovered that operation workers were the minor content with their wages. He concluded that this was because operation workers were responsible for most of the food businesses' daily operations. The operation employees, including those who work in the warehouse, can leave their positions if they are offered higher compensation or improved working conditions by enterprises that are in direct competition with the operation.

According to one of the workers who were present during the conversation regarding this topic, it would appear that neither the company policy nor the management policy is concerned with the warehouse workers. Another element that leads to low levels of employee satisfaction is that this occurs less frequently than it should. For instance, personnel in the office and those working in the warehouse are required to report for duty at the same time in the morning, which is 8:30. We cannot satisfy this request because of the nature of our work, which needs us to remain up

late. Doing so would have a detrimental influence on our performance, so we cannot do so. Even though we get paid more for working overtime, most of us would like to adjust the hours we spend in the warehouse instead.

With this remark, the employee made it abundantly clear that they did not feel at ease with its policy. The employees working in the warehouse have a variety of complaints and disagreements with the Company's operational methods and standards. Because of the employee working in the warehouse, the management team must focus their attention on their job, which is different from the tasks carried out in the office. Locke (1976) found that policy design was one of the aspects represented by employees and drew employees the least amount of job happiness or discontentment. He also highlighted that this was one of the components that employees represented. He added that this was one of the reasons why workers were so unhappy with their jobs and that this was one of the causes. Suppose the policy and administration are not improved and altered to suit the conditions of the warehouse better. In that case, there is a possibility that there will be a conflict between the top management team who lay out the policy and the demand of the warehouse personnel in the future. This conflict could be avoided if the policy and administration were improved and altered to suit the warehouse's conditions better.

4.3 person's past and how happy they are at work are linked

This section investigates the relationship between a person's background, such as age, marital status, the length of time spent working for Unipart, and their level of job contentment.

4.3.1 In terms of one's working years and contentment

According to the data, workers under the age of 30 were the most satisfied with their “supervisors and co-workers,” according to the data. Many warehouse workers are recent college grads or younger, which could be a factor. According to Rhodes (1983), younger employees are friendlier and more adaptive than their senior counterparts. Relationships between employees can have a significant impact on young workers. They are happier in their jobs when they have good working relationships with both their immediate bosses and their co-workers. Workers with more than thirty years of experience said they were content with their ‘job’ as it was described to them. In an interview, a warehouse worker with over 30 years of experience remarked that their work here is a good fit for their skills and that their experience can be transferred to the new way. Research conducted by Rhodes (1983) found that older workers were more able to adjust to their professions’ work standards, values, or expectations than younger ones. Thus, age was revealed to be a significant influence on job satisfaction.

4.3.2 The link between a happy marriage and a successful career

When asked about their job satisfaction and self-esteem, married employees were more likely to say they were happy. That married workers are concerned about their reputation and honour at work is illustrative. It was shown that married workers believe they have a great deal of control over their work environments. According to Rachman (1964), Garrison and Muchinsky (1981), and others, marriage increases duties, increasing the importance and value of a job.

On the other hand, workers who were married were less satisfied with their salary. The findings show that disparities in the marital status of warehouse workers were caused by physiological (compensation) and psychological (self-esteem) factors. Married workers desired more authority at work and compensation for settling down their family lives. Therefore, this was a result. As a result, marital status significantly impacted how happy.



Dissertation
Help Services

Chapter 5

5. Conclusion

The study's findings and limitations are laid forth in detail in this last chapter. Other ideas for future investigation are also included.

5.1 conclusion

Workers at Unipart CEVA Logistics (Thailand) warehouses were asked to participate in a survey to gauge their level of job satisfaction. This study also looked into warehouse workers' personal history and working happiness. Based on the ideas of Maslow and Herzberg, the research was based on the findings of the study. The questionnaire used for data collection has two sections: one for personal information and one for job satisfaction. Researchers worked on this project from 2005 until the beginning of 2006. This study was done at four UNIPART warehouses, with the participation of forty employees.

Survey results show that Unipart warehouse workers are most satisfied with their superiors and co-workers. Results showed that warehouse workers had positive relationships with their supervisors and co-workers, as proven by the data collected during the research. This contributes to the workers' sense of well-being because they spend much time together. Interaction among co-workers, particularly between bosses and their subordinates, is critical to a sense of fulfilment at work.

People's personal history, age, marriage status, and time in the workforce impacted their level of job happiness significantly. Over thirty-year-old workers were more satisfied with their occupations than those in other age groups. Workers in these roles appear to have been satisfied.

According to this study, older employees are better at adjusting to their work environment or job satisfaction than their younger counterparts. There was greater job satisfaction among married employees than among single employees. After two years of employment, warehouse workers were the most satisfied.

Workers who have more experience, are more familiar with their occupations, and have better working conditions are happier with their jobs, according to the findings of this study.

5.2 Limitations of Study

The following is a list of some of the limitations of the study:

5.2.1 The total number of people who took part in the research project

Only four of the warehouses are owned by Unipart CEVA Logistics. (Thailand) Companies were chosen for data collecting in this investigation. Unipart maintains a more extensive network of warehouses than its competitors and a more significant number of employees operating in those facilities. As a result, the results cannot be utilised in any other research.

5.2.2 The character of the Company's operations

This study aimed to investigate the levels of happiness experienced by warehouse employees employed in the CEVA Logistics. Business. Other warehouse-based businesses, such as those in the food industry, the spare part industry, and the clothing industry, should also be considered.

Depending on the nature of the Company, there is the potential for various outcomes.

5.2.3 Aspects of happiness at work that are related to feelings

The circumstances of employment in warehouses were found to strongly correlate with nine distinct indicators of the level of contentment experienced by workers. It is essential to keep in mind the working environment at each organisation.

Chapter 6

6. Reflection

6.1 reflection for investigations to be conducted

6.1.1 person's life is one of the most critical aspects that go into

When conducting a follow-up study to investigate the link between an individual's personal history and the level of contentment they feel in their current employment, additional criteria that could be taken into consideration include an individual's gender, level of education, and income. The purpose of this study is to determine whether or not there is a connection between the two. The data will provide a characterisation of the independent variables that are associated with each individual that is more precise and unambiguous. 5.3.2 the wide variety of different types of work that are done by people

Because participation in this research study was open to participants from all job categories and shifts inside the warehouses owned by the Unipart CEVA Logistics (Thailand) Company, staff members working at those facilities were given the opportunity to take part. It is quite possible that future studies may centre on the various kinds of work or shift patterns that are utilised at the various warehouses that are owned by the various organisations. This is something that is quite likely to happen. It is possible that more research on the level of job satisfaction experienced by warehouse workers who work for a variety of organisations could benefit from this discovery. Warehouse workers are employed by a wide range of organisations. Workers that are engaged in warehouses might find work at a variety of different companies.

6.1.2 Diverse selection of possible techniques

The study that was conducted through surveys was supplemented with extra material obtained through interviews with a portion of the workforce. Despite the fact that the researcher is probably employed by Unipart as well, one cannot evaluate the findings in an objective manner when taking into account the sentiments and points of view of the participants. The most effective techniques to collect the personal opinions of workers on the work that they do are to conduct an interview that is in-depth and open-ended as well as to observe the workers. The information that workers' experiences, opinions, and feelings can be gleaned from can be found through the utilisation of interview data.

The information that is gained from observations can be used to construct a complete picture of the activities that employees are engaged in and how they interact with one another while they are at work. The path that a person's life takes during the course of their lifetime is one of the most important factors that go into

When doing a follow-up study to investigate the link between an individual's personal history and the level of contentment they feel in their current employment, additional criteria that could be taken into consideration include an individual's gender, level of education, and income. The data will provide a clearer and more accurate characterisation of the independent variables that are connected to each person.

6.1.3 Various types of labour that humans perform

Employees of the Unipart CEVA Logistics (Thailand) Company's warehouses participated in this research study, which was open to participants from all job categories and shifts. Future research will probably concentrate on the different sorts of work or shift patterns utilised at the various organisations' warehouses. It is possible that additional research on the level of job satisfaction experienced by warehouse workers operating in a variety of businesses could benefit from this discovery.

Section 551 of the Companies Act 2006 (the "Act") (hereinafter referred to as "the Act") previously granted to the Directors, the Directors are hereby granted general and unconditional authority under Section 551 of the Act to exercise all powers of the Company to allot shares in the Company and to grant rights to subscribe for or convert any security into shares in the Company. Section 551 of the Act was previously granted to the Directors. Section 551 of the Act is referred to in the following as "the Act." Previously, the Directors were given permission to utilise Section 551 of the Act. The following discussion will refer to "the Act," which is shorthand for Section 551 of the Act.

References

1. Albrecht, Karl. (1983). Organization Development; A Total Systems Approach to Positive Change in Any Business Organization. New Jersey: Prentice-Hall.
2. Argyris, Chris (1985). Strategy, Change, and Defensive Routines. London: Pitman.
3. Ayse, Akin. (1999). Attitude towards their Job and Professional Development. n.p.
4. Baron, R.A. (1991). Work Values: Genetic and Environmental Influences. Illinois: Richard D.Irwin
5. Champagne, P. J.; and McAfee, R. (1989). Motivating Strategies for Performance and Productivity. New York: Quorum Books.
6. Chen, T.; Chang, P.; and Ching, W. (2004). Human Resource Developmnet Internationa, vol 7. New York: Routledge Taylor & Francis Group.

7. Evans, David. (1997). Understanding Employee Morale and Job Satisfaction. Boston: Allyn and Bacon.
8. Garrison and Muchinsky (1981). Attitudinal and Biographical Predictors of Incidental Absenteeism. C.J. Watson.
9. Gatewood, R.D.; and Field, H.S. (1987). Human Resource Selection. Chicago: Dryden Press.
10. Glaser, Edward Maynard. (1976). Productivity Gains Through Worklife improvement. New York: Harcourt Brace Jovanovich.
11. Herzberg, Frederick. (1968). Work and Nature of Man. Crosby Lockwood.
12. Herzberg, F.; Mausner, B.; and Snyderman, B.B. (1959). The Motivation of Work. New York: John Wiley and Sons.
13. Hinrichs, John R. (1974). The Motivation Crisis Winding down and Turn off. New York: AMA Com.
14. Hoy, W.K.; and Forsyth, P.B. (1986). Organizational Climate and Culture. Journal of Educational and Psychological Consultation.
15. Ivancevich, J. M.; and Matterson, M. T. (1999). Organisational Behavior and Managemnet. 5th ed. New York: McGraw-Hill. Locke, E.A. (1968a). Towards a Theory of Task Motivation and Incentives. New Jersey: Prentice-Hall.
16. (1976b). The Nature and Causes of Job Satisfaction. Chicago: Rand McNally.
17. Maslow, Abraham. (1954). Motivation and Personality. New York: Harper & Row.
18. McDaniel, F.L.; and Hunter, J.E. (1988). Job Experience Correlates with Job Performance. London: Quinones.

19. Miller, George A. (1960). Plans and Structure of Behavior. Texas: Holt, Rinehart and Winston.
20. National Economic and Social Development Board. (2004). Thai Government Upgrading CEVA CEVA Logistics. Efficiency. Retrieved November 6, from <http://www.bangkokpost.com>
21. Oslen, D. (1993). Work Satisfaction and Stress of employees, an appointment of higher satisfaction. n.p. Patchara Popaitoon. Determinants of Job Satisfaction Among Managers Working for Wireless Communication Operations in Thailand. Sasin Journal of Management, Vol 10, Nov 1, 2004.
22. Piyanatch Sritapann. The Relationship Between Job Characteristics Model and Job Satisfaction of Employees of Selected Thai Company (Thesis Master of Management). Assumption University.; 2002.
23. Porter, L. W.; and Lawler, E. E. (1968). Managerial Attitudes and Performances. Illinois: Richard D. Irwin.
24. Rachman, D.J. (1964). Are employees Happy with their job?. The Journal of Retailing.
25. Robbins, Stephen P. (2001). Organisational Behavior . 8th ed. New Jersey: Prentice-Hall.
26. Saleh, S.D.; and Otis, J.L. (1964). Age and Level of Job Satisfaction. n.p. Saowanee Arayakati. A Study of Leadership Styles and Motivational Factors to Job Satisfaction of Thai Employees working in the automobile Company. (Thesis Master of Management). Assumption University. (1999).
27. Schermerhorn, J. R.; Hunt, J. G.; and Osborn, N. (1991). Managing Organisational Behavior. New York: John Wiley and Sons.

28. Shapiro, H.J.; and Stern, L.W. (1975). Job Satisfaction: Male and Female. n.p. Sirichai Puangmanee. Job Satisfaction of Employees at Petro Chemical Industries in Lamchabang. (Thesis Masters of Arts) Mahidol University.; 2004.
29. Sunisa Pachana. Job Satisfaction of Production Operator at Sea Gate Technologies (Thailand). (Thesis Master of Arts; Applied Sociology) Kasetsart University.; 2001.
- Ussadang Praditsatan. Job Satisfaction of Production Employees in the Food Industries. (Dissertation Master of Science) Assumption University.; 2002.
30. Visitchaichan, Somchart. (2004). A Critical Review on Classical Theories of Motivation. (The Journal of Development Administration). Vol 44.



Appendix

Dependent	Independent	Unstandardised		Standardised	t	Sig.
		Coefficients		Coefficients		
		B	Std. Error	Beta		
	(Constant)	1.55	0.06		25.808	0
Job Satisfaction	F1OC	0.05	0.015	0.078	3.453	0.001
	F2OC	0.196	0.012	0.386	16.501	0
	F3OC	0.049	0.01	0.103	4.73	0
	F4OC	0.129	0.013	0.227	9.88	0
	F5OC	0.174	0.011	0.346	16.068	0
	F6OC	0.014	0.007	0.041	1.936	0.053
	Job Commitment	(Constant)	0.453	0.163		2.775
F1JS		0.055	0.046	0.06	1.219	0.223
F2 JS		1.023	0.035	0.814	29.187	0
			76			
F3 JS		0.016	0.028	0.016	0.582	0.561
F4 JS		0.038	0.022	0.048	1.728	0.084
F5 JS		0.03	0.018	0.05	1.671	0.095
F6 JS		0.035	0.03	0.037	1.172	0.241
F7 JS		0.024	0.016	0.041	1.555	0.12
F8 JS		0.059	0.019	0.081	3.045	0.002
F9 JS		0.034	0.024	0.042	1.402	0.161
F10 JS		0.068	0.03	0.06	2.283	0.023
F11 JS		0.004	0.018	0.006	0.255	0.799
F1OC		0.079	0.026	0.082	3.022	0.003
F2OC		0.075	0.026	0.098	2.88	0.004
F3OC		0.009	0.018	0.013	0.518	0.605
F4OC	0.004	0.024	0.005	0.174	0.862	
F5OC	0.073	0.035	0.096	2.082	0.038	
F6OC	0.077	0.012	0.15	6.324	0	