



GUIDELINE FOR IMPROVING THE WORK ENVIRONMENT:
A CASE STUDY OF AJE THAI CO., LTD.

MANUEL ALVAN

AN INDEPENDENT STUDY SUBMITTED IN PARTIAL FULFILLMENT OF
THE REQUIREMENTS FOR MASTER DEGREE OF BUSINESS
ADMINISTRATION (INTERNATIONAL PROGRAM)
IN BUSINESS ADMINISTRATION
GRADUATE SCHOOL OF COMMERCE
BURAPHA UNIVERSITY

2025

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The Independent Study of Manuel Alvan has been approved by the examining committee to be partial fulfillment of the requirements for the Master Degree of Business Administration (International Program) in Business Administration of Burapha University

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MANUEL ALVAN : GUIDELINE FOR IMPROVING THE WORK ENVIRONMENT:A CASE STUDY OF AJE THAI CO., LTD.. ADVISORY COMMITTEE: SARUNYA LERTPUTTARAK, 2025.

This study aims to understand the following (1) To analyze the work environment of AJE Thai Co., Ltd. located in Amata Nakorn Industrial State, Chonburi. (2) To propose a guideline for improving the work environment at AJE Thai Co., Ltd. located in Amata Nakorn Industrial State, Chonburi. This study used both quantitative methods, utilizing a questionnaire as the research instrument, and qualitative methods, employing in-depth interviews as the primary research instrument. The study's sample comprises 300 employees from AJE Thai Co., Ltd and 6 managers performing as key informants. According to the findings of this study, factors influencing the work environment at AJE Thai Co., Ltd. in Amata Nakorn, Chonburi. Key findings highlight the importance of supervisor support, job aid, physical work environment, performance feedback, and workplace incentives in fostering employee satisfaction and productivity. Supportive leadership, clear job descriptions, ergonomic workplaces, continuous feedback, and transparent incentives are critical elements. The study aligns with prior research, reinforcing that a well-structured work environment enhances employee performance and organizational success. And this study proposes guidelines to enhance employee willingness at AJE Thai Co., Ltd. Key recommendations include strong supervisor support, clear job aid, constructive performance feedback, an optimized physical work environment, and effective workplace incentives. Leadership training, digital tools, regular feedback, ergonomic improvements, and tailored incentive programs can foster employee engagement, motivation, and productivity. Aligning these strategies with research-backed insights ensures a positive, efficient, and supportive workplace.

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TABLE OF CONTENTS

	Page
ABSTRACT.....	D
ACKNOWLEDGEMENTS.....	E
TABLE OF CONTENTS.....	F
LIST OF TABLES.....	H
LIST OF FIGURES.....	L
CHAPTER 1 INTRODUCTION.....	1
Background of the study.....	1
Statement of problems.....	3
Purpose of research.....	4
Hypothesis.....	4
Research framework.....	5
Benefits of this study.....	6
Scope of study.....	6
Definition of terms.....	6
CHAPTER 2 LITERATURE REVIEWS.....	8
The concept about demographic factors.....	8
The concept about work environment.....	8
The concept about employee performance.....	14
The study about working environment factors that affect employee performance.....	16
Related research.....	25
CHEAPTER 3 RESEARCH METHODOLOGY.....	28
Research design.....	28
Quantitative research.....	28
Qualitative research - In-depth interview.....	32
Validity of the instrument.....	35

Reliability of instrument.....	35
Ethical consideration	36
CHAPTER 4 RESEARCH RESULTS	37
Section 1: Quantitative research.....	37
Section 2 Qualitative research	75
Section 3 Guidelines for improving the employee willingness at AJE Thai Co., Ltd located in Amata Nakorn Industrial State, Chonburi.....	90
CHAPTER 5 CONCLUSION, DISCUSSION, AND RECOMMENDATIONS.....	106
Conclusion.....	107
Discussion	111
Recommendations for AJE Thai Co., Ltd.	118
Recommendations for further study	121
REFERENCES	122
APENDICES.....	127
APENDIX A	128
APENDIX B	134
APENDIX C	140
APENDIX D.....	143
APENDIX E	154
APENDIX F.....	157
BIOGRAPHY	164

LIST OF TABLES

	Page
Table 1 Literature review about the working environment factors.....	19
Table 2 Analyze literature review about the working environment factors.....	22
Table 3 Sample composition of the study.....	30
Table 4 Gender of respondents	39
Table 5 Martial status of respondents	39
Table 6 Age (Years) of respondents	39
Table 7 Level of education of respondents	40
Table 8 Department of respondents	40
Table 9 Average income per month of respondents.....	41
Table 10 Mean and Standard Deviation of guideline for improving the working climate at AJE Thai Co., Ltd by supervisor support.....	42
Table 11 Mean and Standard Deviation of guideline for improving the working climate at AJE Thai Co., Ltd by job aid.	43
Table 12 Mean and Standard Deviation of guideline for improving the working climate at AJE Thai Co., Ltd by physical work environment.....	44
Table 13 Mean and Standard Deviation of guideline for improving the working climate at AJE Thai Co., Ltd by physical work environment.....	45
Table 14 Mean and Standard Deviation of guideline for improving the working climate at AJE Thai Co., Ltd by workplace incentives.....	46
Table 15 Comparison of Mean Scores Between Male and Female Groups shows that gender does not affect the opinion towards supervisor support at AJE Thai Co., Ltd.	47
Table 16 Comparison of Mean Scores Between Male and Female Groups shows that gender does not affect the opinion towards job aid at AJE Thai Co., Ltd.	48
Table 17 Comparison of Mean Scores Between Male and Female Groups shows that gender does not affect the opinion towards the physical work environment at AJE Thai Co., Ltd.	49

Table 18 Comparison of Mean Scores Between Male and Female Groups shows that gender does not affect the opinion towards performance feedback at AJE Thai Co., Ltd.	50
Table 19 Comparison of Mean Scores Between Male and Female Groups shows that gender does not affect the opinion towards workplace incentives at AJE Thai Co., Ltd.	50
Table 20 Comparison of Mean Scores Among Different Marital Statuses shows that marital status does not affect the opinion towards supervisor support at AJE Thai Co., Ltd.	51
Table 21 Comparison of Mean Scores Among Different Marital Statuses shows that marital status does not affect the opinion towards job aid at AJE Thai Co., Ltd.	52
Table 22 Comparison of Mean Scores Among Different Marital Statuses shows that marital status does not affect the opinion towards the physical work environment at AJE Thai Co., Ltd.	53
Table 23 Comparison of Mean Scores Among Different Marital Statuses shows that marital status does not affect the opinion towards performance feedback at AJE Thai Co., Ltd.	54
Table 24 Comparison of Mean Scores Among Different Marital Statuses shows that marital status does not affect the opinion towards work incentives at AJE Thai Co., Ltd.	55
Table 25 Comparison of Mean Scores Among Different Age Ranges shows that age does not affect the opinion towards supervisor support at AJE Thai Co., Ltd.	56
Table 26 Comparison of Mean Scores Among Different Age Ranges shows that age does not affect the opinion towards job aid at AJE Thai Co., Ltd.	57
Table 27 Comparison of Mean Scores Among Different Age Ranges shows that age does not affect the opinion towards the physical work environment at AJE Thai Co., Ltd.	58
Table 28 Comparison of Mean Scores Among Different Age Ranges shows that age does not affect the opinion towards performance feedback at AJE Thai Co., Ltd.	59
Table 29 Comparison of Mean Scores Among Different Age Ranges shows that age does not affect the opinion towards work incentives at AJE Thai Co., Ltd.	60

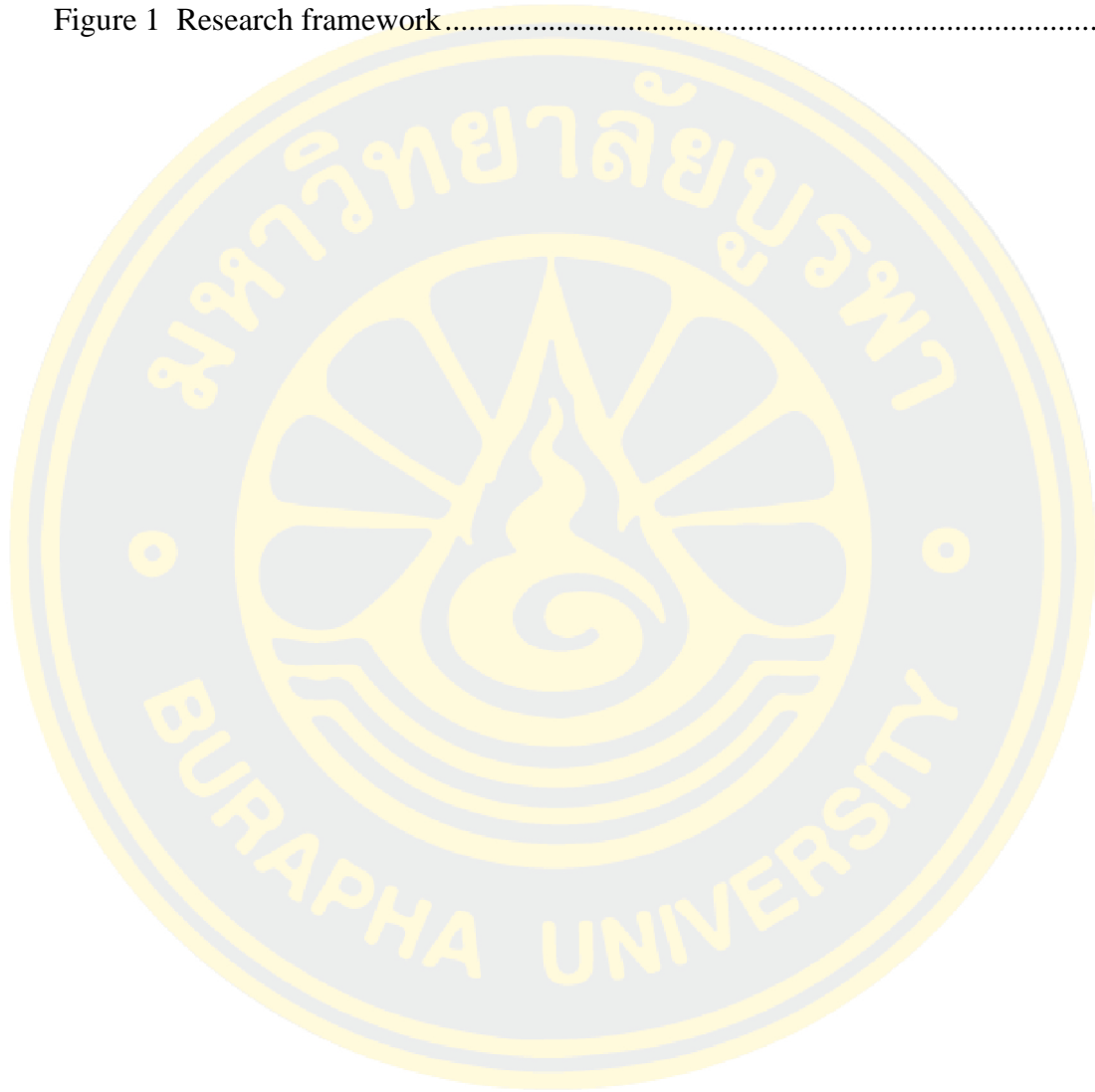
Table 30 Comparison of Mean Scores Among Different Degrees shows that level of education does not affect the opinion towards performance feedback at AJE Thai Co., Ltd.	61
Table 31 Comparison of Mean Scores Among Different Degrees shows that degree does not affect the opinion towards job aid at AJE Thai Co., Ltd.	62
Table 32 Comparison of Educational Degrees with Associated P-Values	62
Table 33 Comparison of Mean Scores Among Different Degrees shows that degree does not affect the opinion towards the physical work environment at AJE Thai Co., Ltd.	63
Table 34 Comparison of Mean Scores Among Different Degrees shows that degree does not affect the opinion towards performance feedback at AJE Thai Co., Ltd.	64
Table 35 Comparison of Mean Scores Among Different Degrees shows that degree does not affect the opinion towards work incentives at AJE Thai Co., Ltd.	65
Table 36 Comparison of Mean Scores Among Different Departments shows that departments do not affect the opinion towards supervisor support at AJE Thai Co., Ltd.	66
Table 37 Comparison of Mean Scores Among Different Departments shows that departments do not affect the opinion towards job aid at AJE Thai Co., Ltd.	67
Table 38 Comparison of Mean Scores Among Different Departments shows that departments do not affect the opinion towards the physical work environment at AJE Thai Co., Ltd.	68
Table 39 Comparison of Mean Scores Among Different Departments shows that departments do not affect the opinion towards performance feedback at AJE Thai Co., Ltd.	69
Table 40 Comparison of Mean Scores Among Different Departments shows that departments do not affect the opinion towards work incentives at AJE Thai Co., Ltd.	70
Table 41 Comparison of Mean Scores Among Different Salary Ranges shows that salary do not affect the opinion towards supervisor support at AJE Thai Co., Ltd.	71
Table 42 Comparison of Mean Scores Among Different Salary Ranges shows that salary do not affect the opinion towards job aid at AJE Thai Co., Ltd.	72

Table 43 Comparison of Mean Scores Among Different Salary Ranges shows that salary do not affect the opinion towards the physical work environment at AJE Thai Co., Ltd.	73
Table 44 Comparison of Mean Scores Among Different Salary Ranges shows that salary do not affect the opinion towards performance feedback at AJE Thai Co., Ltd.	74
Table 45 Comparison of Mean Scores Among Different Salary Ranges shows that salary do not affect the opinion towards work incentives at AJE Thai Co., Ltd.	75
Table 46 Analysis of managers' opinion on the working environment in connection to supervisor support to staff and the coworker relationship in AJE Thai Co., Ltd.	77
Table 47 Analysis of managers' suggestions on the working environment in connection to supervisor support to staff and the coworker relationship in AJE Thai Co., Ltd.	78
Table 48 Analysis of managers' opinion on the working environment in connection to job aid in AJE Thai Co., Ltd.	80
Table 49 Analysis of managers' suggestions on the working environment in connection to job aid in AJE Thai Co., Ltd.	81
Table 50 Analysis of managers' opinion on the working environment in connection to physical work environment in AJE Thai Co., Ltd.	82
Table 51 Analysis of managers' suggestions on the working environment in connection to physical work environment in AJE Thai Co., Ltd.	83
Table 52 Analysis of managers' opinion on performance feedback applied in this organization to help in performance maintenance in AJE Thai Co., Ltd.	85
Table 53 Analysis of managers' suggestions on performance feedback applied in this organization to help in performance maintenance in AJE Thai Co., Ltd.	86
Table 54 Analysis of managers' opinion on the working environment in connection to workplace incentives in AJE Thai Co., Ltd.	88
Table 55 Analysis of managers' suggestions on the working environment in connection to workplace incentives in AJE Thai Co., Ltd.	89
Table 56 Guidelines for improving the employee willingness at AJE Thai Co., Ltd. located in Amata Nakorn Industrial State, Chonburi.....	90

LIST OF FIGURES

Page

Figure 1 Research framework.....5



CHAPTER 1

INTRODUCTION

Background of the study

Nowadays, in such a competitive global economy, companies are starting to concentrate more on their employee performance and development, as key factors to the overall company success. In an article written by Fusch (2000), he states that technology and the development of global competition is making companies to look inwards at their organization's working environment in which their collaborators perform their duties.

The work environment is divided into two major factors or components: work and context of work environment. The work factor encloses all of the characteristics of a job, in the way this job is executed and completed, the activities such a completing a training to be able to execute these tasks, control over employees job-related activities, a feeling of accomplishment from doing a task, difference or variety of tasks, and the intrinsic value of a task. The second factor is the context, as mentioned by Sousa-Poza and Sousa-Poza (2000); Gazioglu and Tanselb (2006); Skalli, Theodossiou, and Vasileiou (2008), it's defined as the physical part of the work environment, it can be the work conditions and, or the social working conditions that affect associates. Different studies had shown that there a direct relationship between the work environment and the employee's job satisfaction, inferring that the first can impact the second. Spector (1997) stated that most of business tend to ignore the work environment inside their organization, and this can generate a negative impact on employee performance. The work environment encompasses employee safety, job stability, good associates' relationship, performance recognition, encouragement for good performance and involvement in the company's decision-making process. He also mentioned that when employees realize that the company considers them important, they will have a high level of commitment and overall feeling of ownership for the company.

Lane, Esser, Holte, and Anne (2010) highlighted that different factor in the work environment, such as salary, working hours, employee independence,

company's structure and good relationship and collaboration among associates and management, may impact the employees' job satisfaction. Arnetz (1999) comments that the executive management team can bound employees to their direct responsibilities instead of creating an atmosphere of trust between coworkers in order to achieve efficiency. Petterson (1998) stated that the synergy among coworkers is highly relevant to achieve the organization goals. Another way to see the work environment is that it can be anything that surrounds the employee and has an impact in how he or she performs their tasks. As stated by Nitisemito (1992), the working environment is both an internal and an external factor that can affect employee morale and result in jobs being completed quickly. As commented by Sedarmayanti (2003), a good working environment is one in which many individuals can execute their duties in a safe, balanced, and relaxed manner. A result from the studies of Akinyele (2010); Chaddha, Pandey, and Noida (2011); Yusuf and Metiboba (2012); Assaf and Alswalha (2013), split the workplace into two different categories: negative and positive environments. Both McGuire and McLaren (2007) believed that the physical work environment of a company, especially the layout and the design of it, have a huge impact on the employees' behavior at work. Nitisemito (2001) mentioned that cleanliness, water, lighting, coloring, protection and music are variables that affect the workplace environment. Becker (1981); Humphries (2005); Veitch, Charles, Newsham, Marquardt, and Geerts (2004); Karasek and Theorell (1990) also mentioned that these aspects are preferred by employees and they contribute positively to their workspace satisfaction and good performance. These aspects are, good ventilation, appropriate lighting, easy access to natural light and acoustic environment. Dilani (2004); Milton, Glencross, and Walters (2000); Veitch and Newsham (2000), all agreed that proper lighting and other factors such as good ergonomic furniture have beneficial impact on the employees' health as well as in their productivity. A study done in 31 bank locations, by Hameed and Amjad (2009), the soothing and ergonomic nature of the office attracted employees and considerably increased their effectiveness. As stated by Chandrasekar (2011), hazardous and unsafe working circumstances, such as poor ventilation, excessive noise, insufficient lighting, and so on, have an impact on employee productivity and health.

Statement of problems

Organizations are advised to see things outside of their comfort zones and of the traditional roles from the corporate world, to start looking for new ways of working. In nowadays, highly competitive world companies are expected to create a work environment where employees are able to enjoy their work, so they can have a feeling of purpose, be proud of their work and find ways to improve them to reach their maximum potential.

I was mentioned by Noble (2009) that, when employees have a bad or poor opinion of their work environment, the company should invest greater efforts to detect the gaps and deal with it, eventually this can lead to suffering of the employees from chronic stress. Opperman (2002) explained the meaning of work environment as those processes, structures, tools or conditions that can impact positively or negatively to the employees' individual performance. The work environment also encompasses policies, rules, culture, resources, employees' relationships, location of work, internal and external environmental factors, all of these aforementioned have an impact on the way that employees perform their job functions.

The global beverage maker AJE Thai Co., Ltd., located in Amata Nakorn Industrial Estate, Chonburi, finds increasing difficulty maintaining operational performance as the company develops. The Key Performance Indicator (KPI) findings show a drop in staff productivity and workplace efficiency, therefore stressing the need of a thorough assessment of the work environment of the company. Faced with limited chances for additional cost cutting and sales expansion resulting from production capacity limits, the corporation has to look at other approaches to improve performance, emphasizing on maximizing the work environment and employee well-being as main drivers of output. Improving employee engagement, job happiness, and general efficiency has mostly depended on a well-organized and positive work environment, as is well known. Studies have demonstrated that worker performance and morale directly depend on the state of the workplace. Inappropriate working circumstances could cause discontent, lower performance, and higher turnover rates. Thus, this study intends to investigate, evaluate, and suggest a useful guideline for AJE Thai Co., Ltd. to solve occupational difficulties and improve the general working environment at its Amata Nakorn branch. This study will offer evidence-based

recommendations to help the business create a more supportive and productive work environment, so reversing negative performance trends and guaranteeing long-term sustainability and competitiveness by spotting important elements influencing employee performance and satisfaction.

Purpose of research

1. To analyze the work environment of AJE Thai Co., Ltd. located in Amata Nakorn Industrial State, Chonburi.
2. To propose a guideline for improving the work environment at AJE Thai Co., Ltd. located in Amata Nakorn Industrial State, Chonburi.
3. To propose a guideline for improving the work environment at AJE Thai Co., Ltd. located in Amata Nakorn Industrial State, Chonburi.

Hypothesis

Employees who have different demographic factors have different opinions towards the work environment at AJE Thai Co., Ltd located in Amata Nakorn Industrial State, Chonburi

1. Employees who have different genders have different opinions towards work environment at AJE Thai Co., Ltd. located in Amata Nakorn Industrial State, Chonburi.
2. Employees who have different marital status have different opinions towards work environment at AJE Thai Co., Ltd. located in Amata Nakorn Industrial State, Chonburi.
3. Employees who have different age have different opinions towards work environment at AJE Thai Co., Ltd. located in Amata Nakorn Industrial State, Chonburi.
4. Employees who have different level of education have different opinions towards work environment at AJE Thai Co., Ltd. located in Amata Nakorn Industrial State, Chonburi.

5. Employees who work in different departments have different opinions towards work environment at AJE Thai Co., Ltd. located in Amata Nakorn Industrial State, Chonburi.

6. Employees who have different monthly personal income have different opinions towards work environment at AJE Thai Co., Ltd. located in Amata Nakorn Industrial State, Chonburi.

Research framework

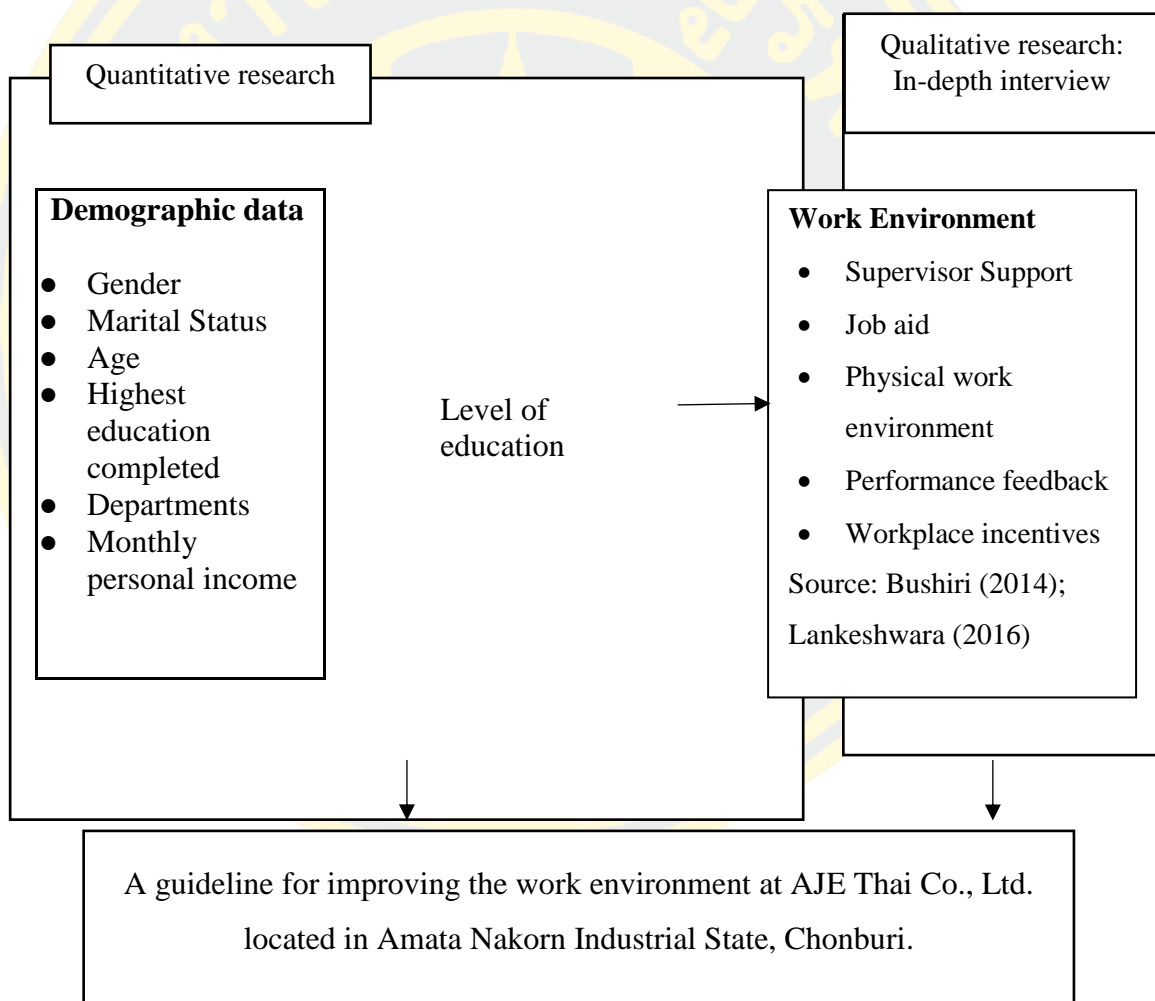


Figure 1 Research framework

Benefits of this study

This study offers insightful information that can help AJE Thai Co., Ltd. to improve its HRM practices and establish a more efficient and employee-centered workplace. AJE Thai Co., Ltd. may create thorough HRM policies using the research results that not only improve employee experience but also eventually promote organizational development and competitiveness.

Scope of study

Scope of content

This study attempts to capture employee's perceptions on their working environment, to provide a guideline for improving the work environment at AJE Thai Co., Ltd. located in Amata Nakorn Industrial State, Chonburi by surveying employees who are currently working in the company AJE Thai Co., Ltd.

Scope of population and sampling

Researcher conducted the research for 300 employees (randomly selected) out of 994 employees of under quantitative method and 6 managers out of 28 managers for qualitative method.

Scope of area

Researcher collected data at AJE Thai Co., Ltd. located in Amata Nakorn Industrial State, Chonburi.

Scope of time

Researcher collected data from December 6, 2022 – December 30, 2023

Definition of terms

Organizational work environment refers to the whole atmosphere, climate, and culture of a firm that can influence employee performance, motivation, and well-being. A good organizational work environment promotes employee job engagement, satisfaction, productivity, and retention. On the other hand, a bad work environment can make bring discontent, stress, and lower efficiency.

Supervisor support refers to the supervisor's direction and encouragement to improve staff members' performance, development, and welfare. Supervisor should

encourage staff by giving trust, good communication, appreciation, guide them to careful use of resources, let them involve in decision-making, and provide career assistance. If staff have a good supervisor, their productivity will be raised, increase job satisfaction, and the willingness of involvement.

Job aid refers to the support systems the organization provides to enable staff members to work accurately and effectively in order to complete duties. It can help staff to increase workflow, reduce mistakes, and raise outputs.

Physical work environment refers to the organization environment which are infrastructure and surroundings atmosphere that make employee feel more comfort, well-being, and enhance productivity. It covers noise levels, ventilation, lighting, air quality, furniture with ergonomic design, and required tools. Well-kept surroundings increase performance, lowers stress, and boosts job happiness.

Performance feedback is the process of staff assessment to give staff feedback about their performance to support their development toward organizational goals. It relates to personal performance reviews, comments, incentive decisions. Proper feedback can increase staff's production, motivation, and progress.

Work incentives are financial and non-financial incentives for staff members to guarantee job happiness and performance. It includes fair promotions, competitive pay, incentive systems, and perks including medical schemes. To rise organizational success, motivation, and involvement, the company should provide a good incentive system increases.

CHAPTER 2

LITERATURE REVIEWS

The topic of this study is “Guidelines for improving the working environment: A case study of AJE Thai Co., Ltd.” The researcher has studied academic research review documents, theoretical concepts, including related research in order to be useful to formulate a conceptual framework, set variables, sample design and hypotheses. These are presented as follow:

1. The concept about demographic factors
2. The concept about work environment
3. The concept about employee performance
4. The study about working environment factors that affect employee performance
5. Related research

The concept about demographic factors

Different studies suggest that factors such age, gender, and work experience influence how employees see, perceive and are influenced by the environment they work in. Akinyele (2010) and Chandrasekar (2011) mentioned that these factors can impact employee out and productivity as well as their performance. Anitha (2013) also noted that levels of engagement can change depending on demographics. Furthermore, Sousa-Poza and Sousa-Poza (2000) and Spector (1997) explicitly indicated that gender, age and experience directly impact job satisfaction.

The concept about work environment

As defined by Kohun (1992), the work environment is a whole body that contains all of the forces, activities, and essential elements that have an impact on the employee's tasks and performance now or in the future. Therefore, working environment is the addition of the interrelationship that happens between the employees and the space they perform their duties. Heath (2006) stated that the greatest achievement of all firms is to increase their efficiency and productivity, that

translates to reducing their manufacturing costs therefore resulting in higher profits. Nonetheless, these firms give limited effort to increase their productivity. A large number of firms have a sharped erroneous belief that higher productivity can easily be achieved by offering better pay packages and appropriate salary increments for the employee's work. Although that can increase the employee's motivation, there are several factors that generates impact to the performance of those employees within a firm, one of those factors, that has a direct impact on the employee's motivation and therefore their performance, is the working environment. A large portion of the workforce demands more than just monetary compensation, they desire a healthy work environment in which they can collaborate with their coworkers and bosses. (Heath, 2006).

As stated previously, work environment is a body that contains different factors in a firm. These factors can be grouped into three major sub-environments: the technical, the human and the organizational environment. Number one is the technical work environment, which is in charge of creating the elements that enable associates to carry out their tasks. The human environment involves the interactional situations that happens among coworkers in different hierarchy levels in the firm, this environment could be shaped in a way that let informal interactions to happen with ease in order to allow the exchange of knowledge and ideas in a more efficient way. The organizational environment is the one that contains all of the systems, procedures, culture & values, it relies under the control of the executive management. Different systems that are related to a firm culture and rewards values ligated to quantity or quality can generate that employees will have almost no interest in helping their coworkers that try to focus or improve a different value that the system rewards, therefore generating conflict among them which directly impact their productivity and the overall firm's performance.

Different factors or aspects that are found in the work environment are the following: supervisor support, job aid, physical work environment, performance feedback, workplace incentives and employee willingness. One of the main reasons of why employees decide to leave a firm is due to negative relationships with their superiors (supervisors, chiefs, managers, etc.), therefore is highly important in order to create a balanced environment for the employees is to provide them with accurate

and reliable supervisor support. Their role is decisive and its imperative that they help their subordinates in performing their duties, the supervisors should have a set of interpersonal social skills that allows them to maintain an appropriate relationship with their subordinates with the goal of improving their confidence, its important for a firm to train the supervisors so they can acknowledge this role. Job aid is a factor that encircles all of what an employee expects from a job, the job should have a clear description and the tasks carried out should be aligned with the tasks given and explained by the superior person in charge, as well as the processes to be follow. Taiwo (2010) mentioned that how the process is managed is highly important and that job requirements should be clearly and effectively transmitted to the employees.

One of the first and most basic factors for an employee is for the company to provide a health and safe work environment, every organization that seeks to improve its performance should fulfill this. It's highly important to take the necessary precautions in order to achieve this. Kerke (2010) commented that creating a safer work environment is imperative to every firm. It is within the firm responsibility to not only avoid any type of accidents buy to prevent them, as well as communicating and training the employees with proper safety practices, this could be done through regular safety meetings. Supervisors should aid by inspecting the surrounding environment in order to detect any possible harm and notify it to the safety person in charge. In case an accident occurs, employees should not be punished, instead they should be taught about what happened and how to avoid this from happening again in the future, blame will only dimmish the employee's confidence and motivation, thus will result in a possible increase of accidents in the future. Positive reinforcement of safety measures is required (Kerke, 2010). Performance feedback is a critical factor which shows insights on how an employee is performing his or her tasks. A thorough feedback points out both positive and negative aspects of an employee's performance. It's relevant not to constantly point out only negative aspect but also recognize and appreciate good practices from the employees in these feedback sessions, the delivery of this must be appropriate in order for the employee not to have negative feelings after receiving the message, the message should detail what are the areas of opportunity to improve so that the employee is well aware in where to focus in order to further improve her/his skills, and it should also be follow with proper training

from the company aimed to those specific opportunity aspects. Following a good performance should also be a proper incentive, which is another relevant factor for a good work environment, work incentives can be both internal and external, these can be to provide the employee with new challenging tasks, that results in the employee feeling trusted and recognized by her/his superiors, therefore increasing the employee's self-confidence, it can also be a better compensation that is competitive within the same industry, this in order to retain the talent pool, all of these aspects can have a positive impact in employee's morale, therefore the performance as well. Employee willingness is an essential factor that shows if the employees are willing to improve their skills. When a firm is looking to improve its employee's performance, it is imperative that they identify what motivates its employees, if a job and its tasks are not challenging and enriching their skills, employees might soon lose the interest and motivation to perform those tasks.

If the above-mentioned factors are ignored or mishandled, it may result in creating an unstable work environment which may increase the employee's dissatisfaction, therefore impacting the overall firm's performance. Therefore, it's imperative that all of the organizations seek to improve those aspects in order to create a cordial work environment.

1. Consequences of bad work environment

As stated by Lowe and Chan (n.d.), that a company's work environment not only poses a risk to the organization, but also has an impact on its productivity. In an organizational setting, an unhealthy and unsafe work environment leads to lower job satisfaction, lower employee commitment, accidents, absenteeism, errors, and lower productivity. Absenteeism is another issue that businesses must deal with if they are unable to establish a positive work environment for their employees. Positive employment relationships, employee happiness, and a safe working environment, according to the authors, have an impact on employees' health, absenteeism, and intention to resign. If employees do not have a safe working environment, it will have a negative impact on the organization's productivity and will almost certainly result in low output. Employees are motivated to accomplish well in their jobs when they work in a healthy and safe workplace. These conditions are also beneficial to the organization's production. However, if there are no healthy and safe work settings, the

opposite is certain to happen. Additionally, absenteeism, turnover, errors, and accidents will all rise (Lowe & Chan, n.d.).

Stress, exhaustion, and other health difficulties, according to Mikkelsen and Gundersen (2001), are the most damaging repercussions of an unsafe work environment. The number of people suffering from stress-related illnesses has risen dramatically in the previous decade. Stress has escalated as a result of increased time limits, workload, job demands, and stringent deadlines. According to the researchers, stress is becoming more prevalent by the day. Employees don't have enough time to talk about anything other than their employment because work has become so stressful. The rise in the number of jobs that are extremely stressful indicates that work-related sickness is on the rise in businesses. Stressful careers have plenty of harmful health consequences. Every type of firm is seeking for strategies to reduce employee sickness and absence. Along with the rise in these types of illnesses, businesses must also provide compensation for accidents and illnesses that occur to their employees while they are at work. As a result, not only do employees suffer as a result of poor working conditions, but businesses also confront numerous challenges as a result of poor working conditions (Mikkelsen & Gundersen, 2001).

2. Improving work environment

With the aforementioned, it is clear that the work environment has a significant impact on both employees and the company where they work; therefore, it may be necessary for companies that want to improve their performance and maximize the efficiency of their employees' skills to address those aspects in order to improve their work environment. According to Fries (n.d.), there are only two ways to deal with work-related stress. You can either remove the factors that influence an employee's performance or change the employee's attitude toward them. Rather than having numerous bosses as in the past, today's businesses have adopted a modern concept called working teams, in which employees feel more at ease working with their superiors, and those ones become more of a mentor figure to them, all of this in order for the employee to enrich their knowledge and skills. A firm should also realize that in order to improve the employee's performance it's highly relevant for them to realize that their work matters for the organization, they should have a certain amount

of control over their duties and should also be recognized for their accomplishments (Fries, 2010). When it comes to improving the work environment, companies can do a variety of things, for example, some companies have wellness programs that help employees stay motivated, there are counselling sessions for them as well, in which the firm can acknowledge what are the key factors increasing the employee's stress level. A good practice to reduce stress, followed by different companies, is to provide the employees with gym memberships and cover the expenses of those, also some other implement gym facilities at the workplace. These practices help reducing the employee's stress level, nonetheless there is much more that businesses can do to improve the working environment. Since those factors can change according to different companies, it is important for them to be able to recognize the stress factors in order to address properly. Tyler (2004) adds that for the majority of employees, their direct supervisor is the organization's face. Employees will have a hard time liking the company they work for if there is a negative relationship between them and their bosses, as mentioned before this is one of the main reasons for employee resignation. Therefore, it is important for a firm to train the employees in managing positions to learn and improve their social skills, in order to retain talent, a system that manages and overviews peers' relationships in the workplace. In order to retain the best talent that can give a firm the needed competitive advantage, it is essential to create a balance and cordial work environment for those employees. Having strong executive management and an appropriate reward system is one smart strategy for retaining talent. It is noticeable that the supervisors, chiefs and executive management are the source to retain talent in a firm, then it is clear that a proper training system for them is needed, in order for them to develop the skills needed to keep a healthy relationship with their subordinates, therefore creating a healthy work environment.

A good manager that seeks the employee's wellness is a key source of retaining talent for a firm, the before mentioned practices support healthy interpersonal relationships between peers as well. A well established organization business model, in which the manager role is well defined aids in handling employees needs and also helps them improve their productivity and performance.

Feedback is highly relevant in order for a firm to identify where are the areas of opportunity for improvement, exit interviews are a good way to get a thorough

picture of the problems that employees confront in the workplace (Kompier, 2002). People's loyalty goes to people, and the people that represent that a firm, are the managers, which makes imperative to choose good managers that seek the employee's betterment.

Pettersson (2003) commented that it is imperative for a company to consider the changes needed to improve the work environment and what is the company required to do in the future in order to achieve this. A thorough review of the tasks performed and its influence on the employees should be performed, this will allow the company to identify the stress points and address them properly with a temporary relief. As it is known every change can have a negative impact on the employees, therefore a firm should always consider the impacts that may arouse from those. Adjustments in the workplace, such as reorganization, the introduction of new technology, and production changes, have a significant impact on personnel (Pettersson, 2003).

One important method for improving the work environment is to conduct a thorough analysis by comparing the results of past years' work environments, subdividing, if possible, by areas, departments, tasks, etc. These types of analysis are helpful in identifying the places of opportunity in which to focus the efforts and also learning if there are already good practices in the company that can be replicated in other departments.

The concept about employee performance

Sinha (2001), mentioned that employee performance is influenced by employees' willingness and receptiveness to carry on their tasks. Furthermore, he also elaborated that having employees that are keen to do their jobs will generate an increase in the company's productivity, and this ultimately led to an improve in performance. Stup (2003) also stated that in order to achieve a standard of performance, employers must provide tasks to employees that are connected with the organization's aim or target. Employers can monitor how their employees are performing and could be able to help them improving their performance, only if the job employees are doing is completed on time. A performance reward-system should be implemented in the company, this will aid to increase the employees' motivation to

perform better in their tasks to obtain these rewards. On-the-job coaching, performance reviews, counseling sessions, interviews, and performance development plans are all tools that can be used to help employees improve their performance (Stark & Flaherty, 1999).

According to Stup (2003), different factors can influence and contribute to associates performance, some of these factors are internal, such as hard skills, intellectual capacity, and resourcefulness to complete a task, these surely create an impact. Franco et al. (2000) described performance as reliant on internal motivation. An outcome of this, is that employers should provide the right working conditions so employees can maintain their performance and can meet the standards needed. According to previous studies, different researchers argue that employee performance is a result of conduct, while others argue that it is a result of the employee's performance. According to Motowidlo and Scotter (1994), performance is based on behaviors or actions that are linked to an organization's goals. Furthermore, job performance is the action or behavior itself, not a result or a consequence of acts. According to Anzi (2009), organizations can increase employee performance by managing employee behavior. Task performance and contextual performance, according to Borman and Motowidlo (1997), are two types of employee behavior that might lead to employee performance.

In industrial and organizational psychology, employee performance is the most important dependent variable. There are a number of elements that have an impact on an employee's performance. Those elements, especially the ones related to the workplace environment, have a direct impact on employee performance. Employee productivity or performance is normally determined by how good the quality of the workplace environment, these encompasses job aid, supervisor support, and the physical workplace environment, mainly these three elements, among many others, directly influence the way employees feel involved or connected with the company (Chandrasekar, 2011).

To measure employee performance, researcher used performance indicators which created by Onwezen et al. (2014). The questions were measured by achievement toward the objectives of the job. Employee performance is a measurement of a worker's or a group of workers' efficiency and effectiveness (Jalal,

2016, p. 61). In reality, employee performance is a factor that has a direct impact on a company's profits (Obdulio, 2014, p. 17). Performance can be measured in terms of an employee's job satisfaction over time in a certain job role. A worker's performance will be evaluated in comparison to job descriptions for employees performing similar tasks. It can also be measured in terms of how many units of a product or service an employee handle in a given period of time (Jalal, 2016, p. 61). Employee productivity is one of the most important targets for different companies, due that the organizational success is dependet on how the employees perform individually (Sharma & Sharma, 2014, p. 595). Studies have concentrated on one or two methods for measuring employee performance, and because there are so many diverse methodologies, comparing the results can be difficult (Nollman, 2013). Overall, there is a lack of a standardized and effective way to evaluate this performance. Employee performance, according to Sharma and Sharma (2014), is determined by the amount of time an employee is physically present at his or her job, as well as the extent to which he or she is "mentally present" or efficiently functioning during that time. To guarantee proper employees' performance, companies should address such concerns. According to Obdulio (2014), employee performance can be measured in terms of an employee's ability to execute the work he or she was hired to do in order to achieve the desired outcomes specified in the job description.

The study about working environment factors that affect employee performance

Different studies have shown that employee motivation directly impacts employee performance. This assertion has been supported by several management theories since Frederick Taylor's 1911 book "The Principle of Scientific Management" and Henry Gantt's 1913 work "Works, Wages, and Profits.". Taylor's "differential piece rate-work" and Gantt's "task and bonus salary" schemes or systems were declined as a modern strategy approach for employee motivation management. Nowadays, employees' motivation management strategies are more productive and people-oriented

(Gardner and Lambert 1972). People work to survive and live, according to Maslow (1943), for financial recompense, to meet new friends, to have job stability, to feel accomplished and important in society, to have a sense of identity, and, most importantly, to have job satisfaction. The employees who perform excellently in their specific area are normally the ones who feel more fulfilled and satisfied by their jobs. When Taylor (1911) stated that "non-incentive wage structure favors low production," he was implying that compensation and wages are the most important motivators for employees. Garner and Lambert (1972) realized that employees tend to work less if they are paid the same, this does not consider how much is their contribution to the target of the company, furthermore, employees are convinced that if their performance output improves, less people will be needed to complete the task, and this impacts negatively the view of working more.

A positive and nurturing work environment set the stage for employees to perform effectively, leveraging their knowledge to the fullest, capabilities and know-how, as well as improving their resourcefulness, with the aim of offering top tier services to the company. Different studies have highlighted the workplace environment as a significant factor that directly influences employee performance (Lankeshwara, 2016, p. 47). Jain and Kaur (2014) looked at how well employees view their workplace environment to meet their intrinsic, extrinsic, and social requirements, as well as their desire to stay with the company. They also looked at how employee commitment and turnover are affected by how they perceive their work settings. They came to the conclusion that if employees are given enabling work environment assistance, they will be extremely content and exhibit a high level of devotion to their company, resulting in a low turnover rate. According to Ajala (2012), workplace environmental factors such as enough lighting, lack of noise, suitable ventilation, and layout arrangement significantly boost employee productivity. Mohsan (2012) looked at the effects of the workplace environment and infrastructure on employee performance in Pakistani education and found that workplace incentives had a beneficial effect on employee performance. In a survey of 31 bank branches, Hafiza et al. (2011) found that comfortable and ergonomic workplace design inspires employees and improves their performance significantly. Mbah and Ikemefuna (2012) found that the variables incentives, motivation, and working conditions have a

significant effect on employee performance in an Indonesian university in their study "effects of working ability, working condition, motivation, and incentive on employee's multi-dimensional performance." These studies show that a positive work atmosphere is extremely important for improving employee performance in general. These several research papers studied about working environment factors are shown in Table 2.3 -1. The criteria are listed below, based on the findings of this study.

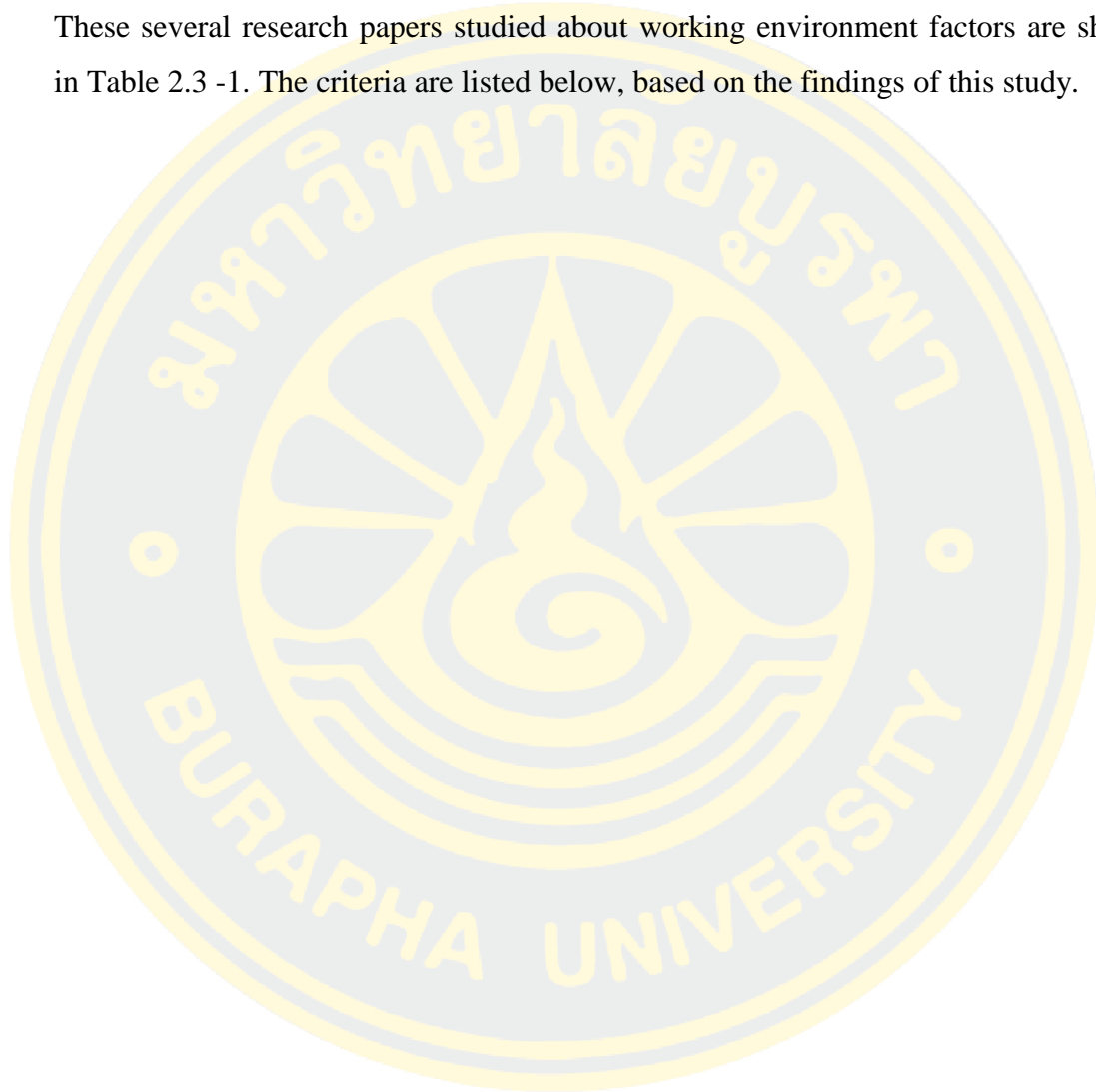


Table 1 Literature review about the working environment factors

Name of researchers	Research topics	The working environment factors	Results
Lankeshwara (2016)	A research study examining the influence of the workplace environment on employee performance	<ol style="list-style-type: none"> 1. Supervisor support 2. Job aid 3. Physical work environment 4. Performance feedback 5. Workplace incentives 	Job aids, supervisory assistance, and the physical work environment all have a favorable impact on employee performance, with job aid being the most important predictor.
Bushiri (2014)	A study on how the working environment affects employee performance: The case of the Institute of Finance Management in Dar es Salaam	<ol style="list-style-type: none"> 1. Supervisor support 2. Job aid 3. Physical work environment 4. Performance feedback 5. Workplace incentives 	The presence of job aid, the use of performance feedback, and the improvement of work incentives in the organization to motivate employees to perform their job. The flexibility within the work environment, factors like environment noise disturbance, the interpersonal dynamic or relationship between supervisors and their team members, job aid tools, a performance feedback and appraisal system, as well as enhancing the work incentives in the company, all of the aforementioned factors improve employees' motivation and work performance.

Table 1 (Cont.)

Name of researchers	Research topics	The working environment factors	Results
Nderi and Kirai (2017)	Influence of work environment on employee in the security sector in Kenya: A Case of Kenya police service Nairobi city country.	<ol style="list-style-type: none"> 1. Health and safety benefits 2. Reward management 3. Interpersonal communication 4. Housing condition 	Employee performance was influenced by health and safety facilities. It was discovered that reward management has a positive impact on staff performance. Interpersonal communication was also found to have a significant impact on employee performance. Employee performance was found to be influenced by their living conditions.
Intarakamhang and Peungposop (2013)	Effective Improvement of Talents Management for Continuing of Managing Government	<ol style="list-style-type: none"> 1. Work place climate 2. Support from boss and colleagues 3. Work socialization 	In terms of effective talent management, work environment factors had positive effects and could be predicted in all groups.

Table 1 (Cont.)

Name of researchers	Research topics	The working environment factors	Results
Nadeem and Ahmad (2017)	The Role of Work Environment Factors on Employee Performance,	1. Supervisor Support 2. Job aid 3. Employee willingness	Work environment, employee willingness, supervisor support, and work aid are all positively correlated and affect each other, according to the surveyed managers of Pakistani manufacturing companies.
Impact of Work Environment Factors on Employee Performance; Empirical Findings from Lahore Manufacturing Industry			

Table 2 Analyze literature review about the working environment factors

Name of researchers	Supervisor support and colleagues	Job aid	Physical work environment	Performance feedback	Workplace incentives	Employee willingness
Lankeshwara (2016)	✓	✓	✓	✓	✓	
Bushiri (2014)	✓	✓	✓	✓	✓	
Nderi and Kirai (2017)	✓				✓	
Intarakamhang and Peungposop (2013)	✓		✓			
Nadeem and Ahmad (2017)	✓	✓				✓

Remark: Employee willingness was not the work environment factor.

It can be concluded that the work environment for this study consisted of supervisor support, job aid, physical work environment, performance feedback, workplace incentives and employee willingness.

1. Supervisor and colleague support

The first layer of the company management is the supervisor, which is one recognized as a leader with experience, some who can solve problems quickly, and overall, a role model for associates to follow, these are the statements of Adair (1988) and Nijman (2004). Supervisor are normally involved when providing training programs due to their high level of experience. Goal setting, trainer selection, creating learning plans as well as choosing the method and techniques used in the learning programs, consequently the materials preparation, schedule arrangement, and overseeing the training completion analysis are some of the factors of the training program that is required to be completed (Elangovan & Karakowsky 1999; Adair, 1988). A supervisor, according to Rabey (2007), can act as a trainer for employees,

assisting them in completing their tasks by leading them through the operational process, particularly when a new method is implemented. Employees perform better when working with supervisors that often offer support, in the contrary, if a supervisor does not create a supportive environment can impact negatively his or her team performance. A nurturing and balanced relationship is the basis for employees higher output or performance, and this needs to be understood by both supervisor and team, full commitment to this idea is necessary to lead to a positive outcome on employee performance, as believed by Blau (1964).

Another aspect that can be considered as part of the factors that determine employee engagement is coworker relationships, because supportive and trusting relationships among employees can lead to high levels of employee engagement because they are built on the foundation of a harmonious and concrete relationship. (Najwani et al., 2016). Employees' work engagement is considered high when they are able to form positive relationships with other members of the organization (Anitha, 2013).

2. Job aid

The objective of job aid, according to Rossett and Gauier (1991), is to lead, instruct, and enlighten personnel' performance. Job aid impacts positively to the employee performance. Duncan (1985) analyzed how strong was the military reliance in regard of job aid during 1958 and 1972, the findings of his analyze was job aid was critical in making a significant and beneficial contribution to the military performance. Additionally, he mentioned that according to different studies in the military, proper job aids helped in saving money without impacting military members productivity. Cavanaugh (2004) outlined three methods for increasing employee productivity through job aid: 1) external support, 2) extrinsic support, and 3) intrinsic support are the three types of support. "External support means that the employees are required to take leave from the job and look for the source as for their reference to their job. Extrinsic support means that the job aid is given within the system itself. Intrinsic support is an insider or software that is used to enhance the efficiency of workflow". Put simply, a job aid serves as external support for an individual. According to Rossett and Gauier (1991), the purpose of a job aid is to assist with job tasks. A job aid is a tool that assists employees in increasing their productivity in real

time. Finally, job aid aids in the completion of tasks and the reduction of errors. Guides, templates, checklists, and models are examples of job aid. As a result, it is reasonable to believe that job aid moderates the relationship between work environment characteristics such as supervisor support, appropriate workload, incentives and recognition schemes, physical work environment, positive coworker relationships, and employee performance.

3. Physical work environment

The outcome of physical work environment can be so significant to cause an employee to be compatible or incompatible with workplace. One way to call the physical work environment is ergonomic workplace. Proper studies on the workplace environment are needed so the ergonomic workplace can be suitable to all employees. This can positively impact employees' performance and mitigate the risk of suffering from office syndrome and nerve injury if employees work on an ergonomically work environment that fits their needs (Cooper & Dewe, 2004). Additionally, McCoy and Evans (2005) mentioned that the aspect of the work environment must be correct and fit for employees, to avoid while they carry out their tasks. It was also mentioned that physical factors are essential for networking and to create positive relationships in the workplace. Improvement on employee performance is expected to happen for approximately five to ten percent, only by enhancing the physical work environment design in the workplace (Brill, 1992). Furthermore, according to Amir (2010), there are two primary factors that are related to the physical working environment: 1) the office layout design, and 2) the office comfort. According to Amir (2010), a physical workplace is a space within an organization that must be carefully structured to support the achievement of its goals.

4. Performance feedback

According to the literature, a performance appraisal system is an evaluation system designed by the Human Resources Department to assess employee performance. By implementing a performance appraisal system in the organization, the employer can assess each employee's performance and satisfaction while also assisting the organization in becoming more efficient and effective in terms of productivity and quality (Nawi1 & Ismail, 2021). The effects of performance appraisal on employees' attitudes and behaviors may be influenced by their

satisfaction with the appraisal. For example, Kuvaas (2006) reported that appraisees' satisfaction with performance appraisals influences their work performance. Performance feedback is a collaborative process in which the employee and supervisor communicate and work through conflicts. This encompasses both positive and negative feedback, focusing on the employee's successes and providing recommendations for improvement. While the supervisor provides feedback and requirements, the employee is free to provide feedback on his or her own requirements. Although this is a formal process, it could be managed spontaneously by forging tighter ties between the two parties (Chandrasekar, 2011).

5. Workplace incentives

The company identifies what motivates its employees and establishes both formal and informal processes to reward those who adhere to the standards and meet expectations. Internal rewards, such as hard assignments, may be combined with external rewards. Employee performance can be poor due to a variety of issues, including a lack of human resource management aspects such as acknowledgment such as increased remuneration and peer recognition (Chandrasekar, 2011) of high-performing employees, the absence of performance appraisal tools, and poor feedback on performance outcomes. As a result, major changes in promotions, salary, and perks help to keep employees happy, which improves performance and productivity.

Related research

Theoretical and empirical works such as the ones of Sumra (2005); Brenner (2004); Sekar (2011); (Harter et al., 2002) were included in the review of the literature and has focused on how the working environment affects and impacts employee performance in diverse locations around the world. The quality of an employee's work environment has the highest impact on their motivation and, as a result, performance. Error occurrences, innovation, collaboration among colleagues and nonattendance are all factors triggered by how efficiently an employee participate within the organization, especially within their team environment. Additionally, a tense relationship between an employee and his or her direct supervisor is one of the most common reasons for employees to quit their job. The gap revealed through both theoretical frameworks and empirical studies shows that management must be fully

engaged in the design of the physical work environment and shape it to be employee-designed, as well as adapting the management styles to fit the employees. This relates to elements such as ethics, behavior, commitment, and professionalism that are evolving.

In the literature review from the Science and Research Journal in the Impact of Work Environment on Performance of Employees in Manufacturing Sector in India, addressed that some researchers found that these work environment factors impacted the psychological and physical aspects of the employees, generating conditions like eyestrain, tiredness, headaches, back lumbar pain and nausea, as mentioned by Ouble (1996). It is imperative to address and fix these issues, in the contrary, it will set the organization to be in an unfavorable position, impacting a large quantity of associates whom may become ill due to the inadequateness of the work environment conditions. The most important dependent variable is the employees' performance (Borman, 2004). According to Sinha (2001), employees' performance is directly impacted by the willingness and openness of the employee to carry out their tasks. Most observed that employees' performance is depending on the willingness and the openness of the employees themselves on doing their job. Most participants identified multiple elements that had both positive and negative effects on productivity.

1. Job aid and employee performance

An individual's external aid is referred to as a job aid. The goal of this job aid is to help everyone with their tasks (Rossett & Gauier-Downes, 1991). Job aid is one of the work environment elements for employee success because it is used to steer employee performance in real time to a favorable conclusion. This implies that job aid will help employees perform better and can be used as a tool to achieve the best results possible. Job aids make labor easier and reduce error rates. Templates, instructions, models, and checklists are some examples.

2. Supervisor support and employee performance

Direct supervisors work as mentors to the people in their team, consolidating and managing the required resources at their disposal to perform efficiently a task, as well as to provide positive feedback to the team once a job is well done. Blau (1964) stated that The interpersonal role of the supervisor is vital to the work environment,

promoting positive relationships and greater self-confidence among employees, which in turn improves their performance.

3. Physical work environment and employee performance

Stumbling or bumping against objects can be an outcome of a bad physical workplace design, an inefficient layout or small walking area that causes crowdedness. Other factors can impact employee performance, such as noise pollution, poor illumination, etc., can cause discomfort on employees and therefore diminish their output or performance. Employee performance can be directly influenced by which task they are performing and in which type of environment this is carried out. Employees are able to devote their whole attention and energy to completing a task when they operate in a positive setting (Vischer, 2007).

4. Work incentives and employee performance

Salary and promotion are frequently regarded as work incentives for improving employee performance. Furthermore, a motivating workplace must be one in which employees are properly treated. A manager must instill in each employee a sense of playing a dynamic, critical role in something much larger, regardless of how much input they have in the overall company process. Indeed, cultivating loyalty is a critical component of motivating employees and, as a result, improving overall productivity and performance. As a result, as a performance-enhancing working environment component, the firm identifies what motivates its employees and establishes formal and informal systems for rewarding them.

5. Performance feedback and employee performance

Employees receive regular feedback on how they are performing through performance feedbacks. This should include both positive and negative comments on what the employee is doing well as well as suggestions for development. The feedback should be as objective as feasible, and it should be presented with the necessary interpersonal and conflict-resolution skills. It might be a combination of informal and formal feedback provided as part of a performance management cycle (Chandrasekar, 2011)

CHEAPTER 3

RESEARCH METHODOLOGY

Research design

Research design refers to a plan which shows the strategy of an inquiry thought appropriate to the research (Kothari, 2004). This research was designed using quantitative and qualitative research methods.

Descriptive research using a cross-sectional study based on questionnaire survey research was conducted for this study. The survey research was employed for this study in order to describe the relationship within, work environment and employee performance.

Quantitative research

1. Population of the study

Any group of people that share one or more qualities and are of interest to the researcher is referred to as a population (Creswell, 2005). As a result, this study's target group includes department personnel, department heads, and staff members. The total population size at AJE Thai Co., Ltd., is 994 employees which includes the areas of Administration, Supply Chain and Commercial.

2. Sampling methodology

This study selected respondents who are responsible on employee's performance management and employees themselves (staff members). Respondents help the researcher plans and to generalize the findings (Best & Kahn, 2006). In this study, a sample of 285 respondents from the areas of Administration, Supply Chain and Commercial, were used by answering questionnaires for the purpose of getting the findings of the study. A sample of 285 respondents were selected out of 994 employees because they considered to represent and having vital information for the study.

The sample of this research is calculated by using Taro Yamane (Yamane, 1968) formula with 95% confidence level. (according 994 employees)

The calculation formula of Taro Yamane is presented as follows.

$$n = \frac{N}{1 + Ne^2}$$

- n = sample size required
 N = number of people in the population
 e = allowable error (%)

Therefore, with e=5%, the sample size for this study is:

Substitute numbers in formula:

$$n = \frac{994}{1 + 994 (0.05)^2}$$

$$n = 285$$

After calculated the sample size by substituting the numbers into the Yamane formula, the numbers of sample are 285.22 persons. Researcher made decision to increase the sample size from 285.22 to 300 was made to enhance the reliability, accuracy, and representativeness of the data. A larger sample size ensures adequate representation of different demographic groups, job roles, and work experiences while compensating for potential non-responses and incomplete data. Additionally, it reduces the margin of error, improves statistical power in hypothesis testing, and enhances the generalizability of the findings to the entire population. By rounding up the sample size, the study aligns with research best practices, ensuring methodological rigor and strengthening the validity of conclusions drawn about the work environment at AJE Thai Co., Ltd., Amata Nakorn Industrial Estate, Chonburi.

3. Sampling technique

Generally, sampling technique can be divided into two categories which are known as probability sampling. Probability sampling are the methods of sampling that utilizes randomization and take steps to ensure all elements of population have equal change of being selected. In order to adequality gather information from all of the

areas of the company, the stratified sampling method was used, as presented in Table 3 and each respondent is selected by using simple random sampling technique.

Table 3 Sample composition of the study

Participants/ Areas	Target Population Size	Sample Size
Administrative and Finance	124	43
Commercial	596	174
Supply Chain	274	83
Total	944	300

4. Research instrument

The questionnaire will be used to obtain quantitative data for the study, its versatile and cost efficient. The use of the questionnaire is due that it specifically addresses the exact situation for the interviewee and does not give room for unnecessary and unrelated information for the subject of the study. The questionnaire is based on previous studies. A questionnaire, according to Kothari (2004), is a method of data collection that employs a series of questions. Questions are used to collect data in this method. This method required selected study participants to answer questions on their own and return them to the researcher. Structured and semi-structured questions were used to assist the researcher in eliciting responses and relevant information from respondents.

There are two parts of the questionnaire.

Section one: Demographic factors

Employee demographics are gender, marital status, age, level of education, company department, monthly personal income, and work experience. The researcher used nominal and ordinal scales to measure employee demographics because it is appropriate for categorizing and ranking different demographic variables.

Nominal Scale: gender, marital status, company department, and level of education.

Ordinal Scale: age groups, monthly personal income, and work experience.

In Section Two: To study the working Environment, the researcher used a Likert scale to measure employee perceptions of supervisor support, job aid, physical work environment, performance feedback, and workplace incentives.

The Likert scale is a five-point, ranging from (1) = not agree; (2) = somewhat agree; (3) = fairly agree; (4) = very agree; (5) = extremely agree

Variables	Adapted from previous studies
Supervisor support	Burns (2016) Perceived Organizational Support and Perceived Supervisor Support as Antecedents of Work Engagement.
Job aid	Cavanaugh (2004) The new spectrum of support: Reclassifying human performance technology. Rossett and Gauier (1991) What are job aids.
Physical work environment	Karagu (2016) Work environment and employee satisfaction at Cytonn Investment Limited.
Performance feedback	Katavich (2013). The importance of employee satisfaction with performance appraisal systems.
Workplace incentives	Musyoki (2012) The relationship between rewards and job satisfaction at the National Cereals and Produce.

5. Data collection process

Doing the pilot test to make sure that every respondent understands each question and the reliability of the questionnaire is good. Data for this research is collected through questionnaires in Thai language translated from English. Due to the selected sample size of 300, therefore 300 questionnaires will be distributed to the employees in the company.

6. Data analysis

The study used SPSS (Trail version: Statistical Package for the Social Sciences) statistical software to analyze the data. After validity and reliability checking, 300 questionnaires responses will be acquired to the researcher.

Firstly, frequency analysis was used to describe the background and the feature of the respondent, this questionnaire includes the age, gender, education, and position of the employee. This step will help to better understand the sample demography, and the percentage number of the sample feature.

The second stage is descriptive statistics of variable, use the Mean to imply average which is the sum of set of data divided by the amount of data.

The third step is the hypothesis testing, researcher use the independent sample t-test and the ANOVA F-test. These two inferential statistics are useful to compare the different demographic factors which are age, gender, education level, and years of experience to staff's opinion regarding the work environment at AJE Thai Co., Ltd. The independent sample t-test is used when comparing the means between two demographic groups, whereas the ANOVA F-test is to analyze the differences among three or more groups of variables.

Qualitative research - In-depth interview

1. Key informants

The selection of key informants has a significant impact on the research findings and the quality of data obtained through qualitative research. The managers in each department were the intended participants for this study by using purposive sampling which is a nonprobability sampling technique. Purposive sampling is used to identify appropriate participants who have specific knowledge about the research topic. This researcher will interview at least 6 managers including HR manager. The researcher will interview key informants until data saturation as Morse (1994) stated that the number of key informants should be at least 6 in order to achieve data saturation and variability.

The target participant for this research was the managers in the departments who have specific knowledge regarding the research topic. There are totally 28

managers in AJE Thai Co., Ltd. But the key informants will be selected totally 6 people who will be invited for in-depth interview.

Reasons for Selecting These Managers for In-Depth Interviews on the Work Environment at AJE Thai Co., Ltd., Amata Nakorn Industrial Estate, Chonburi

Conducting in-depth interviews with 6 key managers is crucial for gaining comprehensive insights into the work environment at AJE Thai Co., Ltd. Each manager represents a different aspect of the company, allowing for a well-rounded understanding of workplace challenges, employee concerns, and potential areas for improvement. Below are the reasons why they are suitable candidates for the study:

Planning manager

His duties demand planning, manufacturing, and procurement, so directly affecting staff burden and stress level. can help to clarify how operational efficiency influences the workplace in relation to issues with job balance, procurement delays, and manufacturing constraints.

Finance manager

Finance manager does financial operations to guarantee financial stability and cost effectiveness, therefore affecting staff pay, benefits, and resource allocation. He can offer analysis of budget restrictions influencing initiatives for staff well-being, training, or facility renovations. He can offer viewpoints on how strategies for employee happiness and retention fit budgetary decisions.

Manufacturing manager

Key in knowledge of staff workload, efficiency, and operational stress, he manages departmental performance and manufacturing processes. His tasks relate to maintenance, bottling, blowing, and R&D—critical tasks influencing staff morale, equipment dependability, and worker safety. He can offer perceptions on how production needs affect work-life balance and how ergonomic changes or automation might improve working conditions.

Operations manager

He acts as a link between management and staff; hence he is a great source of knowledge about employee expectations, issues, complaints, and guarantees efficient meeting of employee demands, so he is in a suitable position to address HR policies, corporate culture, and dynamics of communication. His background helps

him to evaluate how business policies affect work happiness, staff involvement, and output.

Export manager

His performance relates to reducing pressures impact employee effort, tension, and job stability; so, manages import and export activities to get understanding of these factors. He can talk about how developments in the global market affect chances for professional advancement inside the organization as well as job security. His position calls for cross-functional cooperation, which lets him offer ideas on leadership effectiveness, departmental communication, and teamwork.

Project manager

The main important task of project manager is the development of projects and manufacturing lines, therefore acquiring information on workplace adaptation to change, process effectiveness, and staff preparedness for fresh ideas. He can offer analysis of how deadlines and project schedules affect general morale, work pressure, and stress level. Having worked on big projects lets him evaluate how well change management techniques, support systems, and training work.

2. Research instrument

In research, interviews are used to learn about participant experiences. To ensure data saturation for my research, I interview each of my research participants using semi-structured, open-ended questions. I conducted semi-structured personal interviews as part of the interview methodology on a day and time specified by the participants. Allowing participants to pick the day and time allows them to choose when and where they feel most at ease. In addition, I gave participants with documentation outlining the interview procedure and methodology before to each interview. Participants will gain a better knowledge of the research and interview process.

3. Data analysis

For data analysis, in qualitative research, thematic analysis is used to identify, examine, and record the themes and sub-themes in data. Using thematic analysis ensures that the study's critical themes correspond with the conceptual framework and literature.

Validity of the instrument

Validity is crucial when it comes to developing measurement tools including intelligence test, surveys, or self-report assessment in any research. It is a broad concept that encompasses many aspects of the assessment. A variety of types of validity exist, but all have one common purpose – to ensure that specific aspects of the measurement tools are accurately measuring what they are intended to measure and that the results can be used to apply in a real work setting. For instance, validity describes the degree to which an assessment measures what it appears to measure, concurrent validity measures how well the result of one assessment correlate with other assessments designed to measure the same thing, and predictive validity measures how well the assessment results can predict a relationship between the construct of being measured and future behavior. The items in the questionnaire are checked and verified by five experts in the field of Human Resources, by using Indexes of Objective Congruence (IOC), scores on a range from -1 to 1 = Reasonable, 0 = Questionable, -1 = Unreasonable.

The experts were asked to give comments on appropriateness of the questions and rate the items to see whether it is congruent with the objectives by using the evaluation form constructed by the researcher. Any item that that have a scored less than 0.5 are to be revised. In contrast, any item with a score equal or higher than 0.5 are to be kept.

The researcher did the Index of Item-Objective Congruence (IOC) expert testing to assess the validity of the study's measurement items. The results show that all items received IOC scores greater than 0.5, it demonstrates that the items are appropriate, relevant, and clearly formulated according to expert evaluations. The questions ensured their suitability for data collection and further analysis.

Reliability of instrument

Reliability is the ability of an instrument to create reproducible results for the quantitative research. The reliability is measured in aspects of stability, internal consistency, and equivalence. Internal consistency and reliability were done through Cronbach's alpha coefficient. It was used to find the average correlation between

items and the number of items in the scale. The logic is that the higher the average correlation, the lower the errors of the unique components of items are. The reliability analysis of the study variables was conducted using Cronbach's Alpha, and the results indicate that all variables have reliability coefficients exceeding 0.7. This demonstrates a high level of internal consistency, confirming that the measurement scales used in the study are reliable and suitable for further analysis. A Cronbach's Alpha value above 0.7 suggests that the survey items effectively measure the intended constructs, ensuring the dependability of the findings.

Ethical consideration

Considering the ethical issues, they are crucial for social research since it involves data collection from people. The researcher got a letter from Burapha University before data collection. During the process, ethical issues were informed to the respondents. Thus, research must ensure that no respondents' anonymity is violated like age, gender, occupation, and even pseudonym. Respondents in this study can fully know the research's purposes; to be kept confidential and anonymous; to refuse to participate in the study; to withdraw from the study at any time, and to ask questions to the researcher. The ethical approval for this study was granted by Burapha University, with the assigned Institutional Review Board (IRB) document number IRB4-242/2565. This approval ensures that the research complies with ethical standards, including confidentiality, informed consent, and the protection of participants' rights and well-being.

CHAPTER 4

RESEARCH RESULTS

Based on the research framework shown in the image, this study integrates both quantitative and qualitative research methods to provide a comprehensive analysis of the work environment at AJE Thai Co., Ltd.

The study collects and analyzes demographic data (e.g., gender, marital status, age, education level, department, and income) to examine how these factors influence employee perceptions of the work environment. The key work environment factors considered include: Supervisor support, Job aid, Physical work environment, Performance feedback and Workplace incentives

By using quantitative analysis, the study identifies statistical relationships between employee demographics and their perceptions of job aids and work conditions, helping to determine which groups may require tailored improvements.

Qualitative Research Approach:

In-depth interviews with HR managers and department managers provide the qualitative component of the study a means of obtaining understanding of their impressions of the workplace. The qualitative study intends to grasp managerial viewpoints on general work circumstances and job assistance. Get ideas to improve the working environment and staff performance. Combining Two Approaches.

Combining quantitative and qualitative research guarantees a comprehensive assessment of the workplace at AJE Thai Co., Ltd. Whereas qualitative research offers in-depth viewpoints from leadership, the quantitative data offers objective, quantifiable conclusions. Together, they provide a direction for bettering the workplace, especially in Amata Nakorn Industrial State, Chonburi.

Section 1: Quantitative research

This research investigated the factors for improving the working climate at AJE Thai Co., Ltd. The objective of this study is to create a guideline for improving the working climate at AJE Thai Co., Ltd. The questionnaire was used as tool to

collect data from 300 respondents and the responses were analyzed using stepwise multiple regression methods for hypothesis testing.

Symbols used in data analysis

n	=	Sample size
\bar{x}	=	Mean
S.D.	=	Standard deviation
Sig.	=	Data valuable significant
p-value	=	Probability Value
t	=	Computed value of t-test
F	=	F ratio
H ₀	=	Main hypotheses
H ₁	=	Minor hypotheses
*	=	Significant at 0.05 level

General information on the demographic characteristics of respondents

The analysis of the demographics of the employees of AJE Thai Co., Ltd from the administrative, commercial and supply chain areas consisted of Gender, Age (Years), Average income per Month, Department, Year of experience. This research 300 participants.

Table 4 Gender of respondents

Gender	Frequency	Percent
Male	251	83.67
Female	49	16.33
Total	300	100.00

Table 4, the analysis of the 300 respondents from the sample group found that male group respondents or 83.67%.and female group was 48 respondents or 16.33%, respectively.

Table 5 Martial status of respondents

Martial status	Frequency	Percent
Single	161	53.70
Married	122	40.70
Divorced	17	5.60
Total	300	100.00

Table 5 shows that the majority of the marital status respondents were in the 'single' group with 161 respondents or 53.70%, the second group 'married' consisted of 122 respondents or 40.70% and 'divorced' consisted of 17 respondents or 5.60%.

Table 6 Age (Years) of respondents

Age (Years)	Frequency	Percent
20-30 years old	81	27.00
30-40 years old	109	36.33
41-50 years old	84	28.00
51-60 years old	26	8.67
Total	300	100.00

Table 6 shows that the majority of the age (years) respondents were in the '30-40 years old' group with 109 respondents or 36.33%, the second group '41-50 years old' consisted of 84 respondents or 28.00%, and '20-30 years old' had 81 respondents or 27.00%, the smallest group was the respondents who were in the '51-60 years old' group which had 26 respondents or 8.67%.

Table 7 Level of education of respondents

Level of Education	Frequency	Percent
Below bachelor's degree	250	83.33
Bachelor's degree	48	16.00
Master's degree	2	0.67
Total	300	100.00

Table 7 shows that the education degree group with the majority of respondents were in the 'below bachelor's degree' group with 250 respondents or 83.33%, the second group was 'bachelor's degree' and consisted of 48 respondents or 16.00%, and 'master's degree' was the smallest group and only had 2 respondents or 0.67%.

Table 8 Department of respondents

Department	Frequency	Percent
Commercial	174	58.00
Supply Chain	83	27.67
Administration and Finance	43	14.33
Total	300	100.00

Table 8 shows that the department with the majority of respondents were in the 'commercial' with 174 respondents or 58.00%, the second group was 'supply chain' which consisted of 83 respondents or 27.67%, and 'admin' was the smallest group with 43 respondents or 14.33%.

Table 9 Average income per month of respondents

Average income per month	Frequency	Percent
Less than or equal to 20,000 baht	258	86.00
20,001-30,000 baht	26	8.67
30,001-40,000 baht	8	2.67
40,001-50,000 baht	5	1.66
More than 50,000 baht	3	1.00
Total	300	100.00

Table 9 shows that the findings on average income per month in Table 6 with the highest respondents was the 'Less than 20,000 baht' group with 258 respondents or 86.00%, the second group was 20,001-30,000 baht' and had 26 respondents or 8.67%, the smallest groups based on quantity of respondents were 30,001-40,000 bath' which had 8 respondents or 2.67%, 40,001-50,000 bath' with 5 respondents or 1.66% and 'More than 50,000 bath' with 3 respondents or 1.00%.

The results of the opinions of the respondents the Quality of Work Life (QWL) at AJE Thai Co., Ltd.

The researcher analyzed with mean (\bar{X}) and Standard Deviation (S.D.) use criteria to analyze and interpret data results as follows:

Mean 1.00-1.49 Strongly Disagree

Mean 1.50-2.49 Disagree

Mean 2.50-3.49 Neutral

Mean 3.50-4.49 Agree

Mean 4.50-5.00 Strongly Agree

Table 10 Mean and Standard Deviation of guideline for improving the working climate at AJE Thai Co., Ltd by supervisor support.

1. Supervisor support	\bar{X}	S.D.	Level
1.1 My supervisors foster genuine and trusting relationships on the team.	4.26	0.981	Agree
1.2 My supervisors support my overall and achievement.	4.32	0.987	Agree
1.3 My supervisors support my professional growth and development.	4.30	0.956	Agree
1.4 My supervisors help me to learn from mistakes and turns me into productive development opportunities.	4.31	0.907	Agree
1.5 My supervisors routinely communicate with me so that I am able to perform and develop in my position.	4.34	0.924	Agree
1.6 My supervisors help me get the resources that I need to do my job.	4.29	0.928	Agree
1.7 My supervisors model this company core values.	4.29	0.953	Agree
1.8 My supervisors gather my input when making decisions that affect me.	4.24	0.956	Agree
1.9 My supervisors reward me in a manner that makes me feel valued.	4.22	0.963	Agree
1.10 My supervisors recognize me when I perform well.	4.33	0.914	Agree
1.11 My supervisors give me the right amount of autonomy to do my work successfully.	4.33	0.889	Agree
1.12 My supervisors select competent people for our team.	4.28	0.951	Agree
1.13 My supervisors are aware of my career goals.	4.34	0.899	Agree
Total Supervisor support	4.30	0.853	Agree

Table 10 shows that the majority of the respondents agree level with the statements, with the mean equal to 4.30 (S.D. = 0.853). When considering each aspect, the research found that the highest score was for ‘My supervisors are aware of

my career goals' ($\bar{X} = 4.34$, S.D. = 0.899), 'My supervisors routinely communicate with me so that I am able to perform and develop in my position' ($\bar{X} = 4.34$, S.D. = 0.924), 'My supervisors give me the right amount of autonomy to do my work successfully' ($\bar{X} = 4.33$, S.D. = 0.889), 'My supervisors recognize me when I perform well' ($\bar{X} = 4.33$, S.D. = 0.914), 'My supervisors support my overall and achievement' ($\bar{X} = 4.32$, S.D. = 0.987), 'My supervisors help me to learn from mistakes and turns me into productive development opportunities' ($\bar{X} = 4.31$, S.D. = 0.907), 'My supervisors support my professional growth and development' ($\bar{X} = 4.30$, S.D. = 0.956), 'My supervisors help me get the resources that I need to do my job' ($\bar{X} = 4.29$, S.D. = 0.928), 'My supervisors model this company core values' ($\bar{X} = 4.29$, S.D. = 0.953), 'My supervisors select competent people for our team' ($\bar{X} = 4.28$, S.D. = 0.951), 'My supervisors foster genuine and trusting relationships on the team' ($\bar{X} = 4.26$, S.D. = 0.981), 'My supervisors gather my input when making decisions that affect me' ($\bar{X} = 4.24$, S.D. = 0.956), 'My supervisors reward me in a manner that makes me feel valued' ($\bar{X} = 4.22$, S.D. = 0.963), respectively.

Table 11 Mean and Standard Deviation of guideline for improving the working climate at AJE Thai Co., Ltd by job aid.

2. Job aid	\bar{X}	S.D.	Level
2.1 The company usually supports if the employees are required to take leave from the job and look for the source as for their reference to their job.	4.20	0.958	Agree
2.2 The company usually provides guides, templates, and checklists to makes the tasks easier and assists in minimizing errors.	4.17	0.920	Agree
2.3 The company usually provides software that is used to enhance the efficiency of workflow.	4.16	0.960	Agree
2.4 The company usually provides specific task-based instructions makes it quicker for employees to learn and retain task information needed.	4.24	0.868	Agree
Total Job aid	4.19	0.846	Agree

Table 11 shows that the majority of the respondents agree level with the statements, with the mean equal to 4.19 (S.D. = 0.846). When considering each aspect, the research found that the highest score was for ‘The company usually provides specific task-based instructions makes it quicker for employees to learn and retain task information needed’ ($\bar{X} = 4.24$, S.D. = 0.868), ‘The company usually supports if the employees are required to take leave from the job and look for the source as for their reference to their job’ ($\bar{X} = 4.20$, S.D. = 0.958), ‘The company usually provides guides, templates, and checklists to makes the tasks easier and assists in minimizing errors’ ($\bar{X} = 4.17$, S.D. = 0.920), ‘The company usually provides software that is used to enhance the efficiency of workflow’ ($\bar{X} = 4.16$, S.D. = 0.960), respectively.

Table 12 Mean and Standard Deviation of guideline for improving the working climate at AJE Thai Co., Ltd by physical work environment.

3. Physical work environment	\bar{X}	S.D.	Level
3.1 My table and chair are comfortable enough to enable me to perform my tasks.	4.09	1.058	Agree
3.2 The noise levels in the workplace are at bare minimum.	4.15	0.917	Agree
3.3 I am happy with my office space, ventilation and arrangement.	4.23	0.895	Agree
3.4 My company has good air ventilation and lighting to enable me performs my duties comfortably.	4.18	0.968	Agree
3.5 My company provides all the required work equipment to assist you to work efficiently.	4.09	1.032	Agree
Total Physical work environment	4.15	0.871	Agree

Table 12 shows that the majority of the respondents agree level with the statements, with the mean equal to 4.15 (S.D. = 0.871). When considering each aspect, the research found that the highest score was for ‘I am happy with my office

space, ventilation and arrangement' ($\bar{X} = 4.23$, S.D. = 0.895), 'My company has good air ventilation and lighting to enable me performs my duties comfortably' ($\bar{X} = 4.18$, S.D. = 0.968), 'The noise levels in the workplace are at bare minimum' ($\bar{X} = 4.15$, S.D. = 0.917), 'My company provides all the required work equipment to assist you to work efficiently' ($\bar{X} = 4.09$, S.D. = 1.032), 'My table and chair are comfortable enough to enable me perform my tasks' ($\bar{X} = 4.09$, S.D. = 1.058), respectively.

Table 13 Mean and Standard Deviation of guideline for improving the working climate at AJE Thai Co., Ltd by physical work environment.

4. Performance feedback	\bar{X}	S.D.	Level
4.1 I receive regular feedback about my performance.	4.29	0.854	Agree
4.2 I understand through my performance appraisal review how my job helps my company to achieve its strategic goals.	4.30	0.812	Agree
4.3 The overall performance appraisal system helps me to identify areas to improve my work performance.	4.29	0.834	Agree
4.4 The result I receive at my annual performance appraisal review determines my bonus/incentives.	4.32	0.849	Agree
4.5 If I do not agree with the final result of my performance appraisal, there is a clear appeals process for me to discuss with my supervisors.	4.27	0.859	Agree
Total Performance feedback	4.29	0.758	Agree

Table 13 shows that the majority of the respondents agree level with the statements, with the mean equal to 4.29 (S.D. = 0.758). When considering each aspect, the research found that the highest score was for 'The result I receive at my annual performance appraisal review determines my bonus/incentives' ($\bar{X} = 4.32$, S.D. = 0.849), 'I understand through my performance appraisal review how my job helps my company to achieve its strategic goals' ($\bar{X} = 4.30$, S.D. = 0.812), 'I receive regular feedback about my performance' ($\bar{X} = 4.29$, S.D. = 0.854), 'The overall

performance appraisal system helps me to identify areas to improve my work performance' ($\bar{X} = 4.29$, S.D. = 0.834), 'If I do not agree with the final result of my performance appraisal, there is a clear appeals process for me to discuss with my supervisors' ($\bar{X} = 4.27$, S.D. = 0.859), respectively.

Table 14 Mean and Standard Deviation of guideline for improving the working climate at AJE Thai Co., Ltd by workplace incentives.

5. Workplace incentives	\bar{X}	S.D.	Level
5.1 The incentives I receive from my company are commensurate to my work.	4.25	0.862	Agree
5.2 The company pay is at par with other equivalent organizations.	4.19	0.928	Agree
5.3 There is fairness and equality in the company compensation practices.	4.18	0.983	Agree
5.4 The promotion policy of my company is fair and equitable.	4.20	0.904	Agree
5.5 Generally speaking, I am satisfied with the rewards offered by my company.	4.23	0.926	Agree
5.6 Incentive plans offered by my company are adequate.	4.22	0.901	Agree
5.7 The medical scheme offered by my company is comparable to what is in the market.	4.36	0.765	Agree
Total Workplace incentives	4.23	0.803	Agree

Table 14 shows that the majority of the respondents agree level with the statements, with the mean equal to 4.23 (S.D. = 0.803). When considering each aspect, the research found that the highest score was for 'The medical scheme offered by my company is comparable to what is in the market' ($\bar{X} = 4.36$, S.D. = 0.765), 'The incentives I receive from my company are commensurate to my work' ($\bar{X} = 4.25$, S.D. = 0.862), 'Generally speaking, I am satisfied with the rewards offered

by my company' ($\bar{X} = 4.23$, S.D. = 0.926), 'Incentive plans offered by my company are adequate' ($\bar{X} = 4.22$, S.D. = 0.901), 'The promotion policy of my company is fair and equitable' ($\bar{X} = 4.20$, S.D. = 0.904), 'The company pay is at par with other equivalent organizations' ($\bar{X} = 4.19$, S.D. = 0.928), 'There is fairness and equality in the company compensation practices' ($\bar{X} = 4.18$, S.D. = 0.983), respectively.

Research hypothesis analysis results

Hypothesis 1: Employees who have different genders have different opinions towards work environment at AJE Thai Co., Ltd. located in Amata Nakorn Industrial State, Chonburi.

Hypothesis 1.1: Employees who have different gender have different opinions towards the work environment for supervisor support at AJE Thai Co., Ltd located in Amata Nakorn Industrial State, Chonburi.

H_0 : There is no significant difference in opinions towards the work environment for supervisor support among employees of different genders at AJE Thai Co., Ltd.

H_1 : There is a significant difference in opinions towards the work environment for supervisor support among employees of different genders at AJE Thai Co., Ltd.

Table 15 Comparison of Mean Scores Between Male and Female Groups shows that gender does not affect the opinion towards supervisor support at AJE Thai Co., Ltd.

	n	\bar{X}	S.D.	t	p-value
Male	251	4.29	0.84	-0.117	0.907
Female	49	4.31	0.95		

Solving the hypothesis by using an independent sample t-test the results show that it fails to reject H_0 as p-value 0.907 is greater than significance level of 0.05. It fails to reject H_0 , there is no significant difference in the opinions towards the work environment for supervisor support between male and female employees at AJE Thai Co., Ltd. The researcher can conclude that gender does not seem to have a major

impact on employees' attitudes in this context; on the other hand, female employees view the workplace for supervisor support at a larger degree.

Hypothesis 1.2: Employees who have different gender have different opinions towards work environment's job aid at AJE Thai Co., Ltd.

H₀: There is no significant difference in opinions towards the work environment's job aid between employees of different genders at AJE Thai Co., Ltd.

H₁: There is a significant difference in opinions towards the work environment's job aid between employees of different genders at AJE Thai Co., Ltd.

Table 16 Comparison of Mean Scores Between Male and Female Groups shows that gender does not affect the opinion towards job aid at AJE Thai Co., Ltd.

	n	\bar{X}	S.D.	t	p-value
Male	251	4.22	0.84	1.344	0.180
Female	49	4.05	0.86		

Solving the hypothesis by using an independent sample t-test the results show that it fails to reject H₀ as p-value 0.180 is greater than significance level of 0.05. It fails to reject H₀, there is no significant difference in the opinions towards the work environment's job aid between male and female employees at AJE Thai Co., Ltd. The researcher can conclude that gender does not significantly affect employees' opinions about job aid in this context, while female employees have higher level of opinion towards work environment's job aid.

Hypothesis 1.3: Employees who have different gender have different opinions towards physical work environment's at AJE Thai Co., Ltd located in Amata Nakorn Industrial State, Chonburi.

H₀: There is no significant difference in opinions towards the physical work environment between employees of different genders at AJE Thai Co., Ltd.

H₁: There is a significant difference in opinions towards the physical work environment between employees of different genders at AJE Thai Co., Ltd.

Table 17 Comparison of Mean Scores Between Male and Female Groups shows that gender does not affect the opinion towards the physical work environment at AJE Thai Co., Ltd.

	n	\bar{X}	S.D.	t	p-value
Male	251	4.18	0.86	1.556	0.121
Female	49	3.97	0.91		

Solving the hypothesis by using an independent sample t-test the results show that it fails to reject H_0 as p-value 0.121 is greater than significance level of 0.05. It fails to reject H_0 , there is no significant difference in the opinions towards the physical work environment between male and female employees at AJE Thai Co., Ltd. In simpler terms, gender does not significantly influence employees' opinions regarding the physical work environment in this context, while female employees have higher level of opinion towards physical work environment.

Hypothesis 1.4: Employees who have different gender have different opinions towards work environment's performance feedback at AJE Thai Co., Ltd located in Amata Nakorn Industrial State, Chonburi.

H_0 : There is no significant difference in opinions towards the work environment's performance feedback between employees of different genders at AJE Thai Co., Ltd, located in Amata Nakorn Industrial State, Chonburi.

H_1 : There is a significant difference in opinions towards the work environment's performance feedback between employees of different genders at AJE Thai Co., Ltd, located in Amata Nakorn Industrial State, Chonburi.

Table 18 Comparison of Mean Scores Between Male and Female Groups shows that gender does not affect the opinion towards performance feedback at AJE Thai Co., Ltd.

	n	\bar{X}	S.D.	t	p-value
Male	251	4.30	0.76	0.454	0.650
Female	49	4.25	0.74		

Solving the hypothesis by using an independent sample t-test the results show that it fails to reject H_0 as p-value 0.650 is greater than significance level of 0.05. It fails to reject H_0 , there is no significant difference in the opinions towards the work environment's performance feedback between male and female employees at AJE Thai Co., Ltd. In summary, gender does not significantly influence employees' opinions regarding performance feedback in the work environment, while male employees have higher level of opinion towards work environment's performance feedback.

Hypothesis 1.5: Employees who have different gender have different opinions towards work environment's workplace incentives at AJE Thai Co., Ltd located in Amata Nakorn Industrial State, Chonburi.

H_0 : There is no significant difference in the opinions towards the work environment's workplace incentives between male and female employees.

H_1 : There is a significant difference in the opinions towards the work environment's workplace incentives between male and female employees.

Table 19 Comparison of Mean Scores Between Male and Female Groups shows that gender does not affect the opinion towards workplace incentives at AJE Thai Co., Ltd.

	n	\bar{X}	S.D.	t	p-value
Male	251	4.24	0.83	0.348	0.728
Female	49	4.20	0.68		

Solving the hypothesis by using an independent sample t-test the results show that it fails to reject H_0 as p-value 0.728 is greater than significance level of 0.05. It fails to reject H_0 , here is no significant difference in the opinions towards the work environment's workplace incentives between male and female employees at AJE Thai Co., Ltd. In summary, gender does not significantly influence employees' opinions regarding workplace incentives in this context., while male employees have higher level of opinion towards work environment's workplace incentives.

Hypothesis 2: Employees who have different marital status have different opinions towards work environment at AJE Thai Co., Ltd. located in Amata Nakorn Industrial State, Chonburi.

Hypothesis 2.1: Employees who have different marital status have different opinions towards the work environment for supervisor support at AJE Thai Co., Ltd located in Amata Nakorn Industrial State, Chonburi.

H_0 : There is no significant difference in opinions towards the work environment for supervisor support between employees of different marital statuses at AJE Thai Co., Ltd.

H_1 : There is a significant difference in opinions towards the work environment for supervisor support between employees of different marital statuses at AJE Thai Co., Ltd.

Table 20 Comparison of Mean Scores Among Different Marital Statuses shows that marital status does not affect the opinion towards supervisor support at AJE Thai Co., Ltd.

Marital Status	n	\bar{X}	S.D.	F	p-value
Single	161	4.29	0.86	0.087	0.916
Married	122	4.31	0.86		
Divorced	17	4.22	0.77		
Total	300				

Solving the hypothesis by using the ANOVA F-test, the results show that it fails to reject H_0 as p-value 0.916 is greater than significance level 0.05. So, it fails to reject H_0 , there is no significant difference in the opinions towards the work environment for supervisor support among employees with different marital statuses at AJE Thai Co., Ltd.

Hypothesis 2.2: Employees who have different marital status have different opinions towards the work environment's job aid at AJE Thai Co., Ltd located in Amata Nakorn Industrial State, Chonburi.

H_0 : There is no significant difference in the opinions towards the work environment's job aid between employees with different marital statuses at AJE Thai Co., Ltd.

H_1 : There is a significant difference in the opinions towards the work environment's job aid between employees with different marital statuses at AJE Thai Co., Ltd.

Table 21 Comparison of Mean Scores Among Different Marital Statuses shows that marital status does not affect the opinion towards job aid at AJE Thai Co., Ltd.

Marital Status	n	\bar{X}	S.D.	F	p-value
Single	161	4.18	0.84	0.254	0.776
Married	122	4.22	0.86		
Divorced	17	4.07	0.86		
Total	300				

Solving the hypothesis by using the ANOVA F-test, the results show that it fails to reject H_0 as p-value 0.776 is greater than significance level 0.05. So, it fails to reject H_0 , there is no significant difference in the opinions towards the work environment's job aid between employees with different marital statuses at AJE Thai Co., Ltd.

Hypothesis 2.3: Employees who have different marital status have different opinions towards the physical work environment at AJE Thai Co., Ltd located in Amata Nakorn Industrial State, Chonburi.

H_0 : There is no significant difference in the opinions towards the physical work environment between employees with different marital statuses at AJE Thai Co., Ltd.

H_1 : There is a significant difference in the opinions towards the physical work environment between employees with different marital statuses at AJE Thai Co., Ltd.

Table 22 Comparison of Mean Scores Among Different Marital Statuses shows that marital status does not affect the opinion towards the physical work environment at AJE Thai Co., Ltd.

Marital Status	n	\bar{X}	S.D.	F	p-value
Single	161	4.17	0.82	1.256	0.286
Married	122	4.16	0.92		
Divorced	17	3.82	0.94		
Total	300				

Solving the hypothesis by using the ANOVA F-test, the results show that it fails to reject H_0 as p-value 0.286 is greater than significance level 0.05. So, it fails to reject H_0 , there is no significant difference in the opinions towards the physical work environment's aid among employees with different marital statuses at AJE Thai Co., Ltd.

Hypothesis 2.4: Employees who have different marital status have different opinions towards the work environment's performance feedback at AJE Thai Co., Ltd located in Amata Nakorn Industrial State, Chonburi.

H_0 : There is no significant difference in opinions towards the work environment's performance feedback among employees with different marital statuses at AJE Thai Co., Ltd.

H₁: There is a significant difference in opinions towards the work environment's performance feedback among employees with different marital statuses at AJE Thai Co., Ltd.

Table 23 Comparison of Mean Scores Among Different Marital Statuses shows that marital status does not affect the opinion towards performance feedback at AJE Thai Co., Ltd.

Marital Status	n	\bar{X}	S.D.	F	p-value
Single	161	4.28	0.75	0.855	0.426
Married	122	4.34	0.76		
Divorced	17	4.09	0.84		
Total	300				

Solving the hypothesis by using the ANOVA F-test, the results show that it fails to reject H₀ as p-value 0.426 is greater than significance level 0.05. So, it fails to reject H₀, there is no significant difference in the opinions towards the work environment's performance feedback among employees with different marital statuses at AJE Thai Co., Ltd.

Hypothesis 2.5: Employees who have different marital status have different opinions towards the work environment's work incentives at AJE Thai Co., Ltd located in Amata Nakorn Industrial State, Chonburi.

H₀: There is no significant difference in opinions towards the work environment's work incentives among employees with different marital statuses at AJE Thai Co., Ltd.

H₁: There is a significant difference in opinions towards the work environment's work incentives among employees with different marital statuses at AJE Thai Co., Ltd.

Table 24 Comparison of Mean Scores Among Different Marital Statuses shows that marital status does not affect the opinion towards work incentives at AJE Thai Co., Ltd.

Marital Status	n	\bar{X}	S.D.	F	p-value
Single	161	4.22	0.80	0.994	0.371
Married	122	4.28	0.81		
Divorced	17	3.99	0.82		
Total	300				

Solving the hypothesis by using the ANOVA F-test, the results show that it fails to reject H_0 as p-value 0.371 is greater than significance level 0.05. So, it fails to reject H_0 , there is no significant difference in the opinions towards the work environment's work incentives among employees with different marital statuses at AJE Thai Co., Ltd.

Hypothesis 3: Employees who have different age have different opinions towards work environment at AJE Thai Co., Ltd. located in Amata Nakorn Industrial State, Chonburi.

Hypothesis 3.1: Employees who have different age have different opinions towards the work environment for supervisor support at AJE Thai Co., Ltd located in Amata Nakorn Industrial State, Chonburi.

H_0 : There is no significant difference in opinions towards the work environment for supervisor support between employees of different ages at AJE Thai Co., Ltd.

H_1 : There is a significant difference in opinions towards the work environment for supervisor support between employees of different ages at AJE Thai Co., Ltd.

Table 25 Comparison of Mean Scores Among Different Age Ranges shows that age does not affect the opinion towards supervisor support at AJE Thai Co., Ltd.

Age (years)	n	\bar{X}	S.D.	F	p-value
20-30	81	4.13	0.99	1.554	0.201
30-40	109	4.36	0.87		
41-50	84	4.38	0.71		
51-60	26	4.25	0.70		
Total	300				

Solving the hypothesis by using the ANOVA F-test, the results show that it fails to reject H_0 as p-value 0.201 is greater than significance level 0.05. So, it fails to reject H_0 , there is no significant difference in the opinions towards the work environment for supervisor support among employees with different ages at AJE Thai Co., Ltd.

Hypothesis 3.2: Employees who have different age have different opinions towards the work environment's job aid at AJE Thai Co., Ltd located in Amata Nakorn Industrial State, Chonburi.

H_0 : There is no significant difference in the opinions towards the work environment's job aid between employees with different ages at AJE Thai Co., Ltd.

H_1 : There is a significant difference in the opinions towards the work environment's job aid between employees with different ages at AJE Thai Co., Ltd.

Table 26 Comparison of Mean Scores Among Different Age Ranges shows that age does not affect the opinion towards job aid at AJE Thai Co., Ltd.

Age (years)	n	\bar{X}	S.D.	F	p-value
20-30	81	4.02	0.96	2.143	0.095
30-40	109	4.28	0.79		
41-50	84	4.18	0.83		
51-60	26	4.40	0.63		
Total	300				

Solving the hypothesis by using the ANOVA F-test, the results show that it fails to reject H_0 as p-value 0.095 is greater than significance level 0.05. So, it fails to reject H_0 , there is no significant difference in the opinions towards the work environment's job aid between employees with different ages at AJE Thai Co., Ltd.

Hypothesis 3.3: Employees who have different age have different opinions towards the physical work environment at AJE Thai Co., Ltd located in Amata Nakorn Industrial State, Chonburi.

H_0 : There is no significant difference in the opinions towards the physical work environment between employees with different ages at AJE Thai Co., Ltd.

H_1 : There is a significant difference in the opinions towards the physical work environment between employees with different ages at AJE Thai Co., Ltd.

Table 27 Comparison of Mean Scores Among Different Age Ranges shows that age does not affect the opinion towards the physical work environment at AJE Thai Co., Ltd.

Age (years)	n	\bar{X}	S.D.	F	p-value
20-30	81	3.98	0.96	1.892	0.131
30-40	109	4.28	0.78		
41-50	84	4.13	0.91		
51-60	26	4.20	0.75		
Total	300				

Solving the hypothesis by using the ANOVA F-test, the results show that it fails to reject H_0 as p-value 0.131 is greater than significance level 0.05. So, it fails to reject H_0 , there is no significant difference in the opinions towards the physical work environment among employees with different ages at AJE Thai Co., Ltd.

Hypothesis 3.4: Employees who have different age have different opinions towards the work environment's performance feedback at AJE Thai Co., Ltd located in Amata Nakorn Industrial State, Chonburi.

H_0 : There is no significant difference in opinions towards the work environment's performance feedback among employees with different ages at AJE Thai Co., Ltd.

H_1 : There is a significant difference in opinions towards the work environment's performance feedback among employees with different ages at AJE Thai Co., Ltd.

Table 28 Comparison of Mean Scores Among Different Age Ranges shows that age does not affect the opinion towards performance feedback at AJE Thai Co., Ltd.

Age (years)	n	\bar{X}	S.D.	F	p-value
20-30	81	4.15	0.85	1.394	0.245
30-40	109	4.36	0.73		
41-50	84	4.34	0.71		
51-60	26	4.33	0.70		
Total	300				

Solving the hypothesis by using the ANOVA F-test, the results show that it fails to reject H_0 as p-value 0.245 is greater than significance level 0.05. So, it fails to reject H_0 , there is no significant difference in the opinions towards the work environment's performance feedback among employees with different ages at AJE Thai Co., Ltd.

Hypothesis 3.5: Employees who have different age have different opinions towards the work environment's work incentives at AJE Thai Co., Ltd located in Amata Nakorn Industrial State, Chonburi.

H_0 : There is no significant difference in opinions towards the work environment's work incentives among employees with different ages at AJE Thai Co., Ltd.

H_1 : There is a significant difference in opinions towards the work environment's work incentives among employees with different ages at AJE Thai Co., Ltd.

Table 29 Comparison of Mean Scores Among Different Age Ranges shows that age does not affect the opinion towards work incentives at AJE Thai Co., Ltd.

Age (years)	n	\bar{X}	S.D.	F	p-value
20-30	81	4.06	0.89	1.980	0.117
30-40	109	4.34	0.78		
41-50	84	4.26	0.75		
51-60	26	4.22	0.72		
Total	300				

Solving the hypothesis by using the ANOVA F-test, the results show that it fails to reject H_0 as p-value 0.117 is greater than significance level 0.05. So, it fails to reject H_0 , there is no significant difference in the opinions towards the work environment's work incentives among employees with different ages at AJE Thai Co., Ltd.

Hypothesis 4: Employees who have different "Level of education" have different opinions towards work environment at AJE Thai Co., Ltd. located in Amata Nakorn Industrial State, Chonburi.

Hypothesis 4.1: Employees who have different "level of education" have different opinions towards the work environment for supervisor support at AJE Thai Co., Ltd located in Amata Nakorn Industrial State, Chonburi.

H_0 : There is no significant difference in opinions towards the work environment for supervisor support between employees of different "level of education" at AJE Thai Co., Ltd.

H_1 : There is a significant difference in opinions towards the work environment for supervisor support between employees of different "level of education" at AJE Thai Co., Ltd.

Table 30 Comparison of Mean Scores Among Different Degrees shows that level of education does not affect the opinion towards performance feedback at AJE Thai Co., Ltd.

Level of education	n	\bar{X}	S.D.	F	p-value
Below bachelor	250	4.29	0.85	0.506	0.604
Bachelor	48	4.36	0.88		
Master	2	3.77	0.87		
Total	300				

Solving the hypothesis by using the ANOVA F-test, the results show that it fails to reject H_0 as p-value 0.604 is greater than significance level 0.05. So, it fails to reject H_0 , there is no significant difference in the opinions towards the work environment for supervisor support among employees with different “level of education” at AJE Thai Co., Ltd.

Hypothesis 4.2: Employees who have different “level of education” have different opinions towards the work environment’s job aid at AJE Thai Co., Ltd located in Amata Nakorn Industrial State, Chonburi.

H_0 : There is no significant difference in the opinions towards the work environment’s job aid between employees with different “level of education” at AJE Thai Co., Ltd.

H_1 : There is a significant difference in the opinions towards the work environment’s job aid between employees with different “level of education” at AJE Thai Co., Ltd.

Table 31 Comparison of Mean Scores Among Different Degrees shows that degree does not affect the opinion towards job aid at AJE Thai Co., Ltd.

Level of education	n	\bar{X}	S.D.	F	p-value
Below bachelor	250	4.24	0.83	3.300*	0.038
Bachelor	48	4.03	0.89		
Master	2	3.00	0.35		
Total	300				

*p-value <0.05

Solving the hypothesis by using the ANOVA F-test, the results show that it fails to reject H_0 as p-value 0.038 is less than significance level 0.05. So, it rejects H_0 , there is a significant difference in the opinions towards the work environment's job aid between employees with different "level of education" at AJE Thai Co., Ltd.

Table 32 Comparison of Educational Degrees with Associated P-Values

Level of education	Below bachelor	Bachelor	Master
Below bachelor	-		
p-value			
Bachelor	0.21	-	
p-value	(0.113)		
Master	1.24*	1.03	-
p-value	(0.039)	(0.091)	

*p-value <0.05

Employees who have a degree below bachelor have more opinion about the work environment's job aid than the employees with a bachelor's degree.

Employees who have a degree below bachelor have more opinion about the work environment's job aid than the employees with a master's degree.

Employees who have a bachelor's degree have more opinion about the work environment's job aid than the employees with a master's degree.

Hypothesis 4.3: Employees who have different “level of education” have different opinions towards the physical work environment at AJE Thai Co., Ltd located in Amata Nakorn Industrial State, Chonburi.

H_0 : There is no significant difference in the opinions towards the physical work environment between employees with different “level of education” at AJE Thai Co., Ltd.

H_1 : There is a significant difference in the opinions towards the physical work environment between employees with different “level of education” at AJE Thai Co., Ltd.

Table 33 Comparison of Mean Scores Among Different Degrees shows that degree does not affect the opinion towards the physical work environment at AJE Thai Co., Ltd.

Level of education	n	\bar{X}	S.D.	F	p-value
Below bachelor	250	4.19	0.85	1.756	0.174
Bachelor	48	3.93	0.96		
Master	2	4.10	0.71		
Total	300				

Solving the hypothesis by using the ANOVA F-test, the results show that it fails to reject H_0 as p-value 0.174 is greater than significance level 0.05. So, it fails to reject H_0 , there is no significant difference in the opinions towards the physical work environment among employees with different “level of education” at AJE Thai Co., Ltd.

Hypothesis 4.4: Employees who have different “level of education” have different opinions towards the work environment's performance feedback at AJE Thai Co., Ltd located in Amata Nakorn Industrial State, Chonburi.

H_0 : There is no significant difference in opinions towards the work environment's performance feedback among employees with different "level of education" at AJE Thai Co., Ltd.

H_1 : There is a significant difference in opinions towards the work environment's performance feedback among employees with different "level of education" at AJE Thai Co., Ltd.

Table 34 Comparison of Mean Scores Among Different Degrees shows that degree does not affect the opinion towards performance feedback at AJE Thai Co., Ltd.

Level of education	n	\bar{X}	S.D.	F	p-value
Below bachelor	250	4.30	0.76	0.154	0.857
Bachelor	48	4.29	0.75		
Master	2	4.00	1.13		
Total	300				

Solving the hypothesis by using the ANOVA F-test, the results show that it fails to reject H_0 as p-value 0.857 is greater than significance level 0.05. So, it fails to reject H_0 , there is no significant difference in the opinions towards the work environment's performance feedback among employees with different "level of education" at AJE Thai Co., Ltd.

Hypothesis 4.5: Employees who have different "level of education" have different opinions towards the work environment's work incentives at AJE Thai Co., Ltd located in Amata Nakorn Industrial State, Chonburi.

H_0 : There is no significant difference in opinions towards the work environment's work incentives among employees with different "level of education" at AJE Thai Co., Ltd.

H_1 : There is a significant difference in opinions towards the work environment's work incentives among employees with different "level of education" at AJE Thai Co., Ltd.

Table 35 Comparison of Mean Scores Among Different Degrees shows that degree does not affect the opinion towards work incentives at AJE Thai Co., Ltd.

Level of education	n	\bar{X}	S.D.	F	p-value
Below bachelor	250	4.26	0.80	0.663	0.516
Bachelor	48	4.12	0.82		
Master	2	4.00	0.81		
Total	300				

Solving the hypothesis by using the ANOVA F-test, the results show that it fails to reject H_0 as p-value 0.516 is greater than significance level 0.05. So, it fails to reject H_0 , there is no significant difference in the opinions towards the work environment's work incentives among employees with different "level of education" at AJE Thai Co., Ltd.

Hypothesis 5: Employees who work in different departments have different opinions towards work environment at AJE Thai Co., Ltd. located in Amata Nakorn Industrial State, Chonburi.

Hypothesis 5.1: Employees who work in different departments have different opinions towards the work environment for supervisor support at AJE Thai Co., Ltd located in Amata Nakorn Industrial State, Chonburi.

H_0 : There is no significant difference in opinions towards the work environment for supervisor support among employees who work in different departments at AJE Thai Co., Ltd.

H_1 : There is a significant difference in opinions towards the work environment for supervisor support among employees who work in different departments at AJE Thai Co., Ltd.

Table 36 Comparison of Mean Scores Among Different Departments shows that departments do not affect the opinion towards supervisor support at AJE Thai Co., Ltd.

Department	n	\bar{X}	S.D.	F	p-value
Commercial	174	4.25	0.95	1.194	0.304
Supply Chain	83	4.30	0.76		
Administrative	43	4.47	0.52		
Total	300				

Solving the hypothesis by using the ANOVA F-test, the results show that it fails to reject H_0 as p-value 0.304 is greater than significance level 0.05. So, it fails to reject H_0 , there is no significant difference in the opinions towards the work environment for supervisor support among employees that work in different departments. at AJE Thai Co., Ltd.

Hypothesis 5.2: Employees who work in different departments have different opinions towards the work environment's job aid at AJE Thai Co., Ltd located in Amata Nakorn Industrial State, Chonburi.

H_0 : There is no significant difference in the opinions towards the work environment's job aid among employees who work in different departments at AJE Thai Co., Ltd.

H_1 : There is a significant difference in the opinions towards the work environment's job aid among employees who work in different departments at AJE Thai Co., Ltd.

Table 37 Comparison of Mean Scores Among Different Departments shows that departments do not affect the opinion towards job aid at AJE Thai Co., Ltd.

Department	n	\bar{X}	S.D.	F	p-value
Commercial	174	4.19	0.89	0.192	0.825
Supply Chain	83	4.17	0.82		
Administrative	43	4.27	0.70		
Total	300				

Solving the hypothesis by using the ANOVA F-test, the results show that it fails to reject H_0 as p-value 0.825 is higher than significance level 0.05. So, it fails to reject H_0 , there is no significant difference in the opinions towards the work environment's job aid among employees that work in different departments at AJE Thai Co., Ltd.

Hypothesis 5.3: Employees who work in different departments have different opinions towards the physical work environment at AJE Thai Co., Ltd located in Amata Nakorn Industrial State, Chonburi.

H_0 : There is no significant difference in the opinions towards the physical work environment among employees who work in different departments at AJE Thai Co., Ltd.

H_1 : There is a significant difference in the opinions towards the physical work environment among employees who work in different departments at AJE Thai Co., Ltd.

Table 38 Comparison of Mean Scores Among Different Departments shows that departments do not affect the opinion towards the physical work environment at AJE Thai Co., Ltd.

Department	n	\bar{X}	S.D.	F	p-value
Commercial	174	4.12	0.92	0.497	0.609
Supply Chain	83	4.14	0.86		
Administrative	43	4.27	0.68		
Total	300				

Solving the hypothesis by using the ANOVA F-test, the results show that it fails to reject H_0 as p-value 0.609 is greater than significance level 0.05. So, it fails to reject H_0 , there is no significant difference in the opinions towards the physical work environment among employees that work in different departments at AJE Thai Co., Ltd.

Hypothesis 5.4: Employees who work in different departments have different opinions towards the work environment's performance feedback at AJE Thai Co., Ltd located in Amata Nakorn Industrial State, Chonburi.

H_0 : There is no significant difference in opinions towards the work environment's performance feedback among employees who work in different departments at AJE Thai Co., Ltd.

H_1 : There is a significant difference in opinions towards the work environment's performance feedback among employees who work in different departments at AJE Thai Co., Ltd.

Table 39 Comparison of Mean Scores Among Different Departments shows that departments do not affect the opinion towards performance feedback at AJE Thai Co., Ltd.

Department	n	\bar{X}	S.D.	F	p-value
Commercial	174	4.25	0.80	1.407	0.247
Supply Chain	83	4.29	0.75		
Administrative	43	4.47	0.57		
Total	300				

Solving the hypothesis by using the ANOVA F-test, the results show that it fails to reject H_0 as p-value 0.247 is greater than significance level 0.05. So, it fails to reject H_0 , there is no significant difference in the opinions towards the work environment's performance feedback among employees that work in different departments at AJE Thai Co., Ltd.

Hypothesis 5.5: Employees who work in different departments have different opinions towards the work environment's work incentives at AJE Thai Co., Ltd located in Amata Nakorn Industrial State, Chonburi.

H_0 : There is no significant difference in opinions towards the work environment's work incentives among employees who work in different departments at AJE Thai Co., Ltd.

H_1 : There is a significant difference in opinions towards the work environment's work incentives among employees who work in different departments at AJE Thai Co., Ltd.

Table 40 Comparison of Mean Scores Among Different Departments shows that departments do not affect the opinion towards work incentives at AJE Thai Co., Ltd.

Department	n	\bar{X}	S.D.	F	p-value
Commercial	174	4.24	0.81	1.457	0.235
Supply Chain	83	4.14	0.88		
Administrative	43	4.39	0.55		
Total	300				

Solving the hypothesis by using the ANOVA F-test, the results show that it fails to reject H_0 as p-value 0.235 is greater than significance level 0.05. So, it fails to reject H_0 , there is no significant difference in the opinions towards the work environment's work incentives among employees that work in different departments at AJE Thai Co., Ltd.

Hypothesis 6: Employees who have different monthly personal income have different opinions towards work environment at AJE Thai Co., Ltd. located in Amata Nakorn Industrial State, Chonburi.

Hypothesis 6.1: Employees who have different monthly personal income have different opinions towards the work environment for supervisor support at AJE Thai Co., Ltd located in Amata Nakorn Industrial State, Chonburi.

H_0 : There is no significant difference in opinions towards the work environment for supervisor support among employees who have different monthly personal income at AJE Thai Co., Ltd.

H_1 : There is a significant difference in opinions towards the work environment for supervisor support among employees who have different monthly personal income at AJE Thai Co., Ltd.

Table 41 Comparison of Mean Scores Among Different Salary Ranges shows that salary do not affect the opinion towards supervisor support at AJE Thai Co., Ltd.

Monthly income (THB)	n	\bar{X}	S.D.	F	p-value
Less than or equal to 20,000	258	4.27	0.88	0.586	0.673
20,001-30,000	26	4.41	0.74		
30,001-40,000	8	4.61	0.43		
40,001-50,000	5	4.23	0.81		
More than 50,000	3	4.69	0.31		
Total	300				

Solving the hypothesis by using the ANOVA F-test, the results show that it fails to reject H_0 as p-value 0.673 is greater than significance level 0.05. So, it fails to reject H_0 , there is no significant difference in the opinions towards the work environment for supervisor support among employees who have different monthly personal income at AJE Thai Co., Ltd.

Hypothesis 6.2: Employees who have different monthly personal income have different opinions towards the work environment's job aid at AJE Thai Co., Ltd located in Amata Nakorn Industrial State, Chonburi.

H_0 : There is no significant difference in the opinions towards the work environment's job aid among employees who have different monthly personal income at AJE Thai Co., Ltd.

H_1 : There is a significant difference in the opinions towards the work environment's job aid among employees who have different monthly personal income at AJE Thai Co., Ltd.

Table 42 Comparison of Mean Scores Among Different Salary Ranges shows that salary do not affect the opinion towards job aid at AJE Thai Co., Ltd.

Monthly income (THB)	n	\bar{X}	S.D.	F	p-value
Less than or equal to 20,000	258	4.21	0.86	0.854	0.492
20,001-30,000	26	4.07	0.80		
30,001-40,000	8	4.31	0.55		
40,001-50,000	5	4.15	0.80		
More than 50,000	3	3.42	0.58		
Total	300				

Solving the hypothesis by using the ANOVA F-test, the results show that it fails to reject H_0 as p-value 0.492 is higher than significance level 0.05. So, it fails to reject H_0 , there is no significant difference in the opinions towards the work environment's job aid among employees who have different monthly personal income at AJE Thai Co., Ltd.

Hypothesis 6.3: Employees who have different monthly personal income have different opinions towards the physical work environment at AJE Thai Co., Ltd located in Amata Nakorn Industrial State, Chonburi.

H_0 : There is no significant difference in the opinions towards the physical work environment among employees who have different monthly personal income at AJE Thai Co., Ltd.

H_1 : There is a significant difference in the opinions towards the physical work environment among employees who have different monthly personal income at AJE Thai Co., Ltd.

Table 43 Comparison of Mean Scores Among Different Salary Ranges shows that salary do not affect the opinion towards the physical work environment at AJE Thai Co., Ltd.

Monthly income (THB)	n	\bar{X}	S.D.	F	p-value
Less than or equal to 20,000	258	4.17	0.85	0.925	0.450
20,001-30,000	26	3.93	1.05		
30,001-40,000	8	4.30	0.83		
40,001-50,000	5	4.32	0.70		
More than 50,000	3	3.53	1.51		
Total	300				

Solving the hypothesis by using the ANOVA F-test, the results show that it fails to reject H_0 as p-value 0.450 is greater than significance level 0.05. So, it fails to reject H_0 , there is no significant difference in the opinions towards the physical work environment among employees who have different monthly personal income at AJE Thai Co., Ltd.

Hypothesis 6.4: Employees who have different monthly personal income have different opinions towards the work environment's performance feedback at AJE Thai Co., Ltd located in Amata Nakorn Industrial State, Chonburi.

H_0 : There is no significant difference in opinions towards the work environment's performance feedback among employees who have different monthly personal income at AJE Thai Co., Ltd.

H_1 : There is a significant difference in opinions towards the work environment's performance feedback among employees who have different monthly personal income at AJE Thai Co., Ltd.

Table 44 Comparison of Mean Scores Among Different Salary Ranges shows that salary do not affect the opinion towards performance feedback at AJE Thai Co., Ltd.

Monthly income (THB)	n	\bar{X}	S.D.	F	p-value
Less than or equal to 20,000	258	4.30	0.77	0.558	0.693
20,001-30,000	26	4.15	0.68		
30,001-40,000	8	4.60	0.45		
40,001-50,000	5	4.36	0.74		
More than 50,000	3	4.33	0.99		
Total	300				

Solving the hypothesis by using the ANOVA F-test, the results show that it fails to reject H_0 as p-value 0.693 is greater than significance level 0.05. So, it fails to reject H_0 , there is no significant difference in the opinions towards the work environment's performance feedback among employees who have different monthly personal income at AJE Thai Co., Ltd.

Hypothesis 6.5: Employees who have different monthly personal income have different opinions towards the work environment's work incentives at AJE Thai Co., Ltd located in Amata Nakorn Industrial State, Chonburi.

H_0 : There is no significant difference in opinions towards the work environment's work incentives among employees who have different monthly personal income at AJE Thai Co., Ltd.

H_1 : There is a significant difference in opinions towards the work environment's work incentives among employees who have different monthly personal income at AJE Thai Co., Ltd.

Table 45 Comparison of Mean Scores Among Different Salary Ranges shows that salary do not affect the opinion towards work incentives at AJE Thai Co., Ltd.

Monthly income (THB)	n	\bar{X}	S.D.	F	p-value
less than or equal to 20,000	258	4.23	0.82	0.404	0.806
20,001-30,000	26	4.17	0.70		
30,001-40,000	8	4.50	0.49		
40,001-50,000	5	4.40	0.68		
More than 50,000	3	3.95	1.33		
Total	300				

Solving the hypothesis by using the ANOVA F-test, the results show that it fails to reject H_0 as p-value 0.806 is greater than significance level 0.05. So, it fails to reject H_0 , there is no significant difference in the opinions towards the work environment's work incentives among employees who have different monthly personal income at AJE Thai Co., Ltd.

Section 2 Qualitative research

Section 2.1 Key informants' personal

Planning Manager (Age 54, 10 years' experience): Oversees demand planning, production, and procurement plans to support manufacturing activities.

Finance Manager (Age 30, 4.5 years' experience): Leads financial and controlling teams, ensures data quality and accurate financial reporting, and provides cost overviews.

Manufacturing Manager (Age 29, 6 years' experience): Manages manufacturing processes, departmental performance, and oversees maintenance, bottling, blowing, and R&D.

Operations Manager (Age 31, 9 years' experience): Acts as a bridge between higher management and employees, ensuring employee needs are addressed effectively.

Export Manager (Age 33, 7 years' experience): Handles trading business, including import/export, focusing on customers in Thailand.

Project Manager (Age 35, 4 years' experience): Ensures smooth implementation of production lines and projects according to timelines.

The management team consists of an equal number of males and females, with 3 individuals of each gender. The average age among the managers is approximately 35 years. The team holds diverse positions, including Planning Manager, Finance Manager, Manufacturing Manager, Operations Manager, Export Manager, and Project Manager. Collectively, they bring an average of 6.75 years of professional experience.

Section 2.2 Analysis of managers' perception towards work environment in AJE Thai Co., Ltd.

Section 2.2.1 Analysis of managers' opinion on the work environment in connection to supervisor support to staff and the coworker relationships AJE Thai Co., Ltd.

Planning Manager: Emphasized the need of solid relationships to solve cultural differences, the planning manager recommended events like seminars, training, and sports to improve team bonding.

Finance Manager: Emphasized the requirement of a clear work framework, justice, and safety and advised supervisors to align themselves in order to prevent impressions of unfairness.

Manufacturing Manager: Emphasized the need of ongoing observation and suggested using anonymous feedback systems including employee comments boxes.

Operations Manager: Suggesting daily departmental meetings and unofficial bonding events with a clear budget to strengthen relationships, she concentrated on supervisor assistance during obstacles.

Export Manager: Emphasized the significance of communication in realizing staff demands and advised frequent meetings to go over career routes and performance reviews.

Project Manager: Promoted open first communication and suggested setting areas where staff members may ask questions and get explanations to prevent future misinterpretation.

Table 46 Analysis of managers' opinion on the working environment in connection to supervisor support to staff and the coworker relationship in AJE Thai Co., Ltd.

Theme	Managers	Explanations
Supportive working environment	Finance Manager, Manufacturing Manager, Operations Manager	Emphasized the importance of supervisor support, fairness, and regular monitoring to create a positive work environment and ensure employee satisfaction.
Communication and clarity	Export Manager, Project Manager, Operations Manager	Highlighted the need for clear communication, regular meetings, and spaces for employees to raise questions and clarify tasks to avoid misunderstandings.
Team relationships	Planning Manager, Operations Manager	Focused on the significance of fostering coworker relationships through cultural understanding and informal team-building activities.

With Finance, Manufacturing, and Operations Managers stressing the requirement of supervisor assistance, fairness, and consistent monitoring to keep a pleasant atmosphere, several managers underlined the need of a supporting working environment. Clear communication came up as a common thread as Export, Project, and Operations Managers underlined the value of frequent meetings, comments, and areas where staff members may ask questions. Finally, the Planning and Operations

Managers underlined the significance of cultural awareness and the necessity of informal team-building events to improve coworker links, therefore stressing good team relationships.

Table 47 Analysis of managers' suggestions on the working environment in connection to supervisor support to staff and the coworker relationship in AJE Thai Co., Ltd.

Suggestions	Managers	Explanations
Regular meetings to align teams and understand needs	Operations Manager, Export Manager, Project Manager	Helps to keep teams aligned, address key issues, and support staff effectively.
Supervisor support and continuous monitoring	Finance Manager, Manufacturing Manager, Operations Manager	Ensures employees feel supported, content in their roles, and that issues are promptly addressed.
Focus on team-building activities	Planning Manager, Operations Manager	Encourages stronger relationships between coworkers and reduces misunderstandings.
Clarify career paths and growth opportunities	Export Manager, Finance Manager	Helps employees understand their potential for growth and ensures career development is regularly discussed.

With advice from the Operations, Export, and Project Managers, several managers underlined the need of frequent meetings to match teams and grasp their demands. This would guarantee teams remain in line, handle important problems, and

get the necessary help. The managers in operations, manufacturing, and finance also stressed the significance of supervisor support and ongoing monitoring to make sure staff members feel pleased in their jobs. To improve coworker connections and lower misunderstandings, the planners and operations managers advised team-building events. To guarantee consistent conversations about development and progress, the Export and Finance Managers finally advised concentrating on defining career routes and growth possibilities for staff members.

Section 2.2.2 Analysis of managers' opinion on the work environment in connection to job aid in AJE Thai Co., Ltd.

Planning Manager: Believes job aid tools are essential and need improvement to enhance the working environment. Suggests holding sessions where managers and employees can collaborate on solutions.

Finance Manager: Stresses the importance of clear job definitions and adherence to company guidelines. Proposes a digital platform for corporate manuals and central directives, regularly updated and integrated into onboarding.

Manufacturing Manager: Notes that current tools are helpful but recommends aligning job aid tools with specific company challenges and addressing issues on a case-by-case basis.

Operations Manager: Highlights the need for IT support to address equipment needs and suggests yearly hearings with employees to gather feedback and clarify tasks, with HR support.

Export Manager: Emphasizes the role of clear job descriptions and suggests breaking down responsibilities point by point for better prioritization and understanding.

Project Manager: Focuses on the importance of preparation for successful project outcomes. Recommends monitoring task understanding, listening to employee feedback, and maintaining team communication.

Table 48 Analysis of managers' opinion on the working environment in connection to job aid in AJE Thai Co., Ltd.

Theme	Managers	Explanations
Importance of clear job aids	Finance Manager, Export Manager	Clear guidelines, job descriptions, and responsibilities help employees work efficiently.
Employee feedback and hearing	Planning Manager, Operations Manager	Sessions to hear employees' concerns foster collaboration and better problem-solving.
Monitoring and communication	Project Manager, Operations Manager	Regularly assessing task comprehension and maintaining smooth communication enhances effectiveness.

To guarantee staff members grasp their tasks, several managers underlined the need of well-defined job aids like comprehensive job descriptions and easily available corporate manuals. Others underlined the need of carefully addressing issues by means of cooperative sessions or hearings including employee comments. Improving job aids and general productivity also depends on keeping open communication and observing task clarity.

Table 49 Analysis of managers' suggestions on the working environment in connection to job aid in AJE Thai Co., Ltd.

Suggestions	Managers	Explanations
Host sessions for employee feedback	Planning Manager, Operations Manager	Collaborative sessions or hearings allow employees to voice concerns and improve task clarity.
Maintain updated, accessible job aids	Finance Manager, Export Manager	A centralized digital platform or clear job descriptions help employees align with company goals.
Monitor task comprehension	Project Manager, Operations Manager	Ongoing reviews ensure tasks are understood and responsibilities are fulfilled effectively.

Feedback sessions were often recommended by managers to help them to grasp staff difficulties and cooperatively create answers. To further consistency and clarity, they also underlined the requirement of easily available and routinely updated job aids such company manuals and job descriptions. Furthermore, advised was continuous observation of work knowledge to preserve good productivity and communication.

Section 2.2.3 Analysis of managers' opinion on the work environment in connection to physical work environment in AJE Thai Co., Ltd.

Planning Manager: Stressing the need of comfort in the workplace, she pointed out that poor desk distances can reduce output. advises working with departments of HR and quality to increase desk distance.

Finance Manager: The finance manager underlined the need of reducing physical hazards and improving safety. advises adding more greener space to offices.

Manufacturing Manager: Emphasized the requirement of enhancing the stationary character of jobs, which causes demotivation. advises office workers to use stretching or exercise breaks and factory people to rotate their jobs.

Operations Manager: Emphasized in a sedentary work environment the need of physical fitness advises including daily five-minute exercise sessions and yearly assessments on lighting and air pollution.

Export Manager: Emphasized how different workers have distinct ergonomic needs. advises building quiet focus areas and including lift tables for standing work.

Project Manager: Emphasized the need of guaranteeing safety for every worker and of removing industrial dangers. advises safety equipment provision and pre-emptive danger training.

Table 50 Analysis of managers' opinion on the working environment in connection to physical work environment in AJE Thai Co., Ltd.

Theme	Managers	Explanations
Importance of employee comfort	Planning Manager, Export Manager	Comfort at workstations is essential for productivity; ergonomic solutions and quiet spaces help.
Physical health and movement	Manufacturing Manager, Operations Manager	Sedentary tasks require movement initiatives like stretching, rotations, or workout sessions.
Workplace safety and hazard control	Finance Manager, Project Manager	Physical risks must be minimized, and hazard awareness training enhances safety.

Managers underlined the need of office comfort and ergonomic changes to guarantee output. Stretching sessions or task rotations were among the initiatives encouraging physical health and exercise that seemed absolutely essential for

reducing sedentary work difficulties. Furthermore underlined as crucial for both office and manufacturing settings were occupational safety and hazard management.

Table 51 Analysis of managers' suggestions on the working environment in connection to physical work environment in AJE Thai Co., Ltd.

Suggestion	Managers	Explanations
Implement movement/exercise initiatives	Manufacturing Manager, Operations Manager	Introducing workout sessions or stretching breaks promotes health and counters static routines.
Enhance ergonomic solutions and comfort	Planning Manager, Export Manager	Improving desk spacing and using lift tables can ensure better workplace comfort and efficiency.
Conduct safety training and minimize hazards	Finance Manager, Project Manager	Training on workplace hazards and safety measures reduces risks and improves employee security.

To offset the consequences of inactive labor, recommendations centered on movement and exercise programs including stretches and workout sessions. To boost employee comfort, managers also underlined the importance of ergonomic changes such better desk spacing and movable furniture. Suggested to guarantee both procedural and physical safety for staff members were safety training and danger minimizing initiatives.

Section 2.2.4 Analysis of managers' opinion on performance feedback applied in this organization to help in performance maintenance in AJE Thai Co., Ltd.

Planning Manager: Improving the working surroundings depends on feedback. advises including in feedback systems all levels of staff, not only directors and managers.

Manager of Finance: Maintaining good performance depends on feedback culture. Suggests frequent feedback meetings and stresses supervisors should also be open to getting comments.

Manufacturing Manager: Finding areas of development depends critically on employee comments. advises closely reviewing comments in order to yearly enhance practices.

Operations Manager: Comments are very important and should be connected to concrete results like annual bonuses. advises yearly performance assessments including bonus ties and score system to inspire staff members.

Export Manager: Comments have to go both directions—from managers to staff members and vice versa. advises using peer-to-peer comments to guarantee recognition of efforts and results.

Project Manager: Teams that want to satisfy corporate standards must constantly improve. advises more frequent feedback sessions to match company objectives, especially for new joiners.

Table 52 Analysis of managers' opinion on performance feedback applied in this organization to help in performance maintenance in AJE Thai Co., Ltd.

Theme	Managers	Explanations
Feedback as essential for growth	Planning Manager, Finance Manager, Manufacturing Manager, Project Manager	Feedback helps improve processes, align employee efforts, and enhance the work environment.
Importance of regular feedback sessions	Finance Manager, Project Manager, Operations Manager	Regular sessions ensure employees are aligned with company expectations and maintain high performance.
Two-way feedback process	Finance Manager, Export Manager	Managers and employees should exchange feedback to create an open and collaborative environment.

Managers concurred on the need of comments in encouraging staff development and enhancing the surroundings of employment. Emphasizing as essential for matching staff members with corporate goals were frequent feedback sessions. Furthermore emphasized as necessary for a transparent and cooperative culture is two-way feedback.

Table 53 Analysis of managers' suggestions on performance feedback applied in this organization to help in performance maintenance in AJE Thai Co., Ltd.

Suggestion	Managers	Explanations
Involve employees at all levels in feedback	Planning Manager, Finance Manager	Feedback processes should include all employees to improve transparency and the work environment.
Conduct regular feedback sessions	Finance Manager, Project Manager	Frequent feedback helps employees track their performance and align with company expectations.
Implement two-way or peer-to-peer feedback	Finance Manager, Export Manager	Feedback should flow both ways to create a balanced and collaborative work culture.
Link feedback to tangible outcomes	Operations Manager, Finance Manager	Tying feedback to bonuses or tangible rewards can motivate employees and improve performance.

To match performance with organizational goals, managers advised including staff members at all levels in feedback systems and holding frequent feedback meetings. Transparency and cooperation were stressed as being fostered via two-way or peer-to-peer feedback. Furthermore emphasized as a strategy to increase performance and motivation was tying comments to concrete results, such bonuses.

Section 2.2.5 Analysis of managers' opinion on the working environment in connection to workplace incentives in AJE Thai Co., Ltd.

Planning Manager: Employees have varied motives and workplace incentives are quite important. advises including non-financial rewards, such family vacations inside the same means of income.

Finance Manager: Monetary incentives like annual bonuses really inspire me. advises freely sharing KPIs and elements to help to improve openness in bonus calculations.

Manufacturing Manager: Positions define incentives. While general employees gain from gifts or trips, personnel in physically or demanding roles get money incentives. advises tying performance to rewards.

Operations Manager: A quality attitude is vital and should form part of incentives advises giving staff members presents or compliments for spotting developments.

Export Manager: Motivation and retention help in part by incentives advises stressing confidence and adaptability to let performance-based assessment without sacrificing output.

Project Manager: Employee effort is quite closely related with incentives. advises a mix of financial incentives for office staff members and flexibility for manufacturing workers to increase involvement.

Table 54 Analysis of managers' opinion on the working environment in connection to workplace incentives in AJE Thai Co., Ltd.

Themes	Managers	Explanations
Importance of monetary incentives	Finance Manager, Manufacturing Manager, Project Manager	Bonuses, gifts, and other financial incentives motivate employees and encourage extra effort.
Incentives linked to performance	Manufacturing Manager, Operations Manager, Export Manager	Performance-based incentives ensure fairness and enhance motivation across different roles.
Flexibility as an incentive	Export Manager, Project Manager	Flexibility improves morale and trust, particularly for office employees, enhancing job satisfaction.

Bonuses and gifts were among the most often used financial incentives as they were quite successful. For fairness and inspiration, several managers underlined the need of matching rewards to employee performance. Particularly for office-based jobs, flexibility was underlined as a useful non-financial reward.

Table 55 Analysis of managers' suggestions on the working environment in connection to workplace incentives in AJE Thai Co., Ltd.

Suggestions	Managers	Explanations
Include both monetary and non-monetary incentives	Planning Manager, Finance Manager, Manufacturing Manager	A mix of incentives (e.g., bonuses, trips, and gifts) addresses diverse employee motivations.
Improve transparency in incentives	Finance Manager, Manufacturing Manager	Clear communication of bonus criteria and calculations builds trust and fairness.
Use performance-based incentives	Manufacturing Manager, Operations Manager, Export Manager	Rewarding performance fosters motivation and ensures employees' efforts are recognized effectively.
Incorporate flexibility into incentives	Export Manager, Project Manager	Flexibility enhances trust and satisfaction, especially for office employees who value work-life balance.

Managers recommended combining non-financial and financial incentives to meet a range of staff demands. Proposed to guarantee fairness and motivation were openness in incentive systems and linking them to performance. Emphasized for office staff as a non-financial reward was flexibility since it increases job satisfaction and trust.

Section 3 Guidelines for improving the employee willingness at AJE Thai Co., Ltd located in Amata Nakorn Industrial State, Chonburi

Table 56 Guidelines for improving the employee willingness at AJE Thai Co., Ltd. located in Amata Nakorn Industrial State, Chonburi

Work Environment	Hypothesis solving / Problems / Current Situation	Guidelines for improving the employee willingness
Supervisor support	<p>Quantitative research: There is no significant difference in the opinions towards the supervisor support between employees with different demographic factors at AJE Thai Co., Ltd.</p>	<p>The following suggestions can be followed to improve employee willingness by tackling important elements of Supervisor Support, Communication, and Team Development based on the quantitative and qualitative research results:</p>
	<p>Qualitative research: Managers stressed three main elements for a good working environment: 1.Supportive Work Environment – To guarantee employee happiness, finance, manufacturing, and operations managers underlined the need of supervisor assistance, fairness, and ongoing monitoring.</p>	<p>1. Enhancing Supervisor Support Structured procedures should be followed since qualitative results show the relevance of supervisor support and quantitative research shows no appreciable demographic variations in opinions about it. 1.1 Programs for Supervisor Training equip managers with conflict resolution techniques, mentoring, and coaching to offer proactive support.</p>

Table 56 (Cont.)

Work Environment	Hypothesis solving / Problems / Current Situation	Guidelines for improving the employee willingness
	<p>2. Clear Communication – Export, Project, and Operations Managers underlined frequent meetings, feedback, and honest communication to match teams and handle issues.</p> <p>3. Team Relationships & Development – Planning and operations managers advised informal team-building events to improve coworker relationships and cultural awareness, thereby strengthening team relations and development.</p> <p>Additionally underlined by export and finance managers the requirement of well-defined career paths and chances for staff development.</p>	<p>1.2 Establish an open incentive system whereby staff members feel recognized for their work.</p> <p>1.3 Encourage one-on-one meetings between managers and staff members to go over issues, development, and well-being.</p> <p>2. Enhancing Clear Communication by good and open communication helps staff members to be involved and trusting. Regular comments and conversations were stressed by managers so that companies might:</p> <p>2.1 Team meetings either weekly or monthly should guarantee consistency in objectives, expectations, and project updates.</p> <p>2.2 Supervisors should set the scene where staff members feel free to share ideas, worries, and comments.</p>

Table 56 (Cont.)

Work Environment	Hypothesis solving / Problems / Current Situation	Guidelines for improving the employee willingness
		<p>2.3 Track development and distribute updates more effectively using team technologies (such as Microsoft Teams or Slack).</p> <p>3. Fostering Team Relationships & Development</p> <p>3.1 Employees who feel appreciated and a member of a team become more willing. The qualitative studies stress the significance of team building and professional development.</p> <p>3.2 Plan Team-Building Events by using Workshops, informal meetings, and cross-functional team projects all help to deepen cooperation and cultural awareness.</p>

Table 56 (Cont.)

Work Environment	Hypothesis solving / Problems / Current Situation	Guidelines for improving the employee willingness
		<p>3.3 Create clear career routes, mentoring programs, and leadership development courses to inspire staff members. Promote knowledge sharing by setting up mentoring schemes whereby seasoned staff members mentor new hires or junior staff members.</p> <p>4. Ensuring Fairness and Job Satisfaction</p> <p>4.1 Clear definition of work performance expectations and promotion policies will help to develop confidence.</p> <p>4.2 Regular evaluation of task distribution helps to minimize burnout and increase efficiency.</p> <p>4.3 Regular surveys of employee satisfaction help to evaluate morale and guide HR practices.</p>

Table 56 (Cont.)

Work Environment	Hypothesis solving / Problems / Current Situation	Guidelines for improving the employee willingness
Job aid	<p>Quantitative research: Regarding the job aids, employees with various demographic backgrounds at AJE Thai Co., Ltd. have very different viewpoints. Employees with a bachelor's degree and those with less education—that is, below a bachelor's degree—show stronger views on the job aid of the workplace than those with a master's degree.</p> <p>Qualitative research: To improve role clarity, managers underlined the need of well-defined job aids including company manuals and thorough job descriptions. They also underlined the need of staff comments in group meetings to properly handle problems.</p>	<p>Based on the findings from both quantitative and qualitative research, the following strategies can be implemented to enhance employees' willingness to engage with job aids at AJE Thai Co., Ltd.:</p> <ol style="list-style-type: none"> 1. Customize Job Aids Using Employee Demographics Employees with lower degrees of education exhibit more opinions regarding job assistance, hence tailor materials to be clearer, more visible, and understandable for different groups. <ol style="list-style-type: none"> 1.1 For workers with less education, use simplified language, infographics, and methodical guidance. 1.2 Give staff members with higher degrees more thorough tools or further training to match their expectations. 2. Enhance Accessibility and Usability of Job Aids

Table 56 (Cont.)

Work Environment	Hypothesis solving / Problems / Current Situation	Guidelines for improving the employee willingness
	<p>Improving job assistance efficacy and general productivity seemed to depend on constant monitoring of task knowledge and open communication.</p>	<p>2.1 Make sure employment aids—job descriptions, company manuals—are readily available via several outlets including:</p> <ul style="list-style-type: none"> 2.1.1 Digital channels including cloud storage, intranet, corporate app, 2.1.2 Print copies in specified workplace environments 2.1.3 On-the-go access mobile-friendly forms. <p>2.2 Update job aids often to match changes in policies, procedures, or expectations.</p> <p>3. Strengthen Employee Feedback Mechanisms</p> <ul style="list-style-type: none"> 3.1 Plan group feedback meetings where staff members may voice issues and offer job aid for improvement suggestions. 3.2 Use anonymous questionnaires or suggestion boxes to get frank opinions on the efficacy of work aid.

Table 56 (Cont.)

Work Environment	Hypothesis solving / Problems / Current Situation	Guidelines for improving the employee willingness
		<p>3.3 Engage staff members in co-creating job aids so they fit actual job requirements and problems.</p> <p>4. Improve Training and Communication</p> <p>4.1 Organize interactive courses on proper job aid use.</p> <p>4.2 Provide staff members peer support networks or mentors to enable them to negotiate and utilize job aids in everyday duties.</p> <p>4.3 Encourage two-way communication between management and staff to help to clear any work responsibility uncertainty.</p> <p>5. Monitor and Reinforce the Use of Job Aids</p> <p>5.1 Schedule frequent meetings to gauge staff members' knowledge of work aids.</p>

Table 56 (Cont.)

Work Environment	Hypothesis solving / Problems / Current Situation	Guidelines for improving the employee willingness
		<p>5.2 Including job aids into performance evaluations, reward staff members who make good use of them.</p> <p>5.3 Encourage managers to be role models; regularly using and referring job aids in decision-making.</p>
Physical work environment	<p>Quantitative research: There is no significant difference in the opinions towards the physical work environment between employees with different demographic factors at AJE Thai Co., Ltd.</p> <p>Qualitative research: Managers underlined the need of safety, ergonomic changes, and workplace comfort in order to improve output. To offset inactive work effects, they stressed movement programs including job rotations and stretching exercises.</p>	<p>Improving employee willingness calls for an emphasis on workplace comfort, ergonomics, movement initiatives, and safety based on the data analysis from both quantitative and qualitative research. The following rules can assist to improve employee involvement and motivation:</p> <p>1. Improve Ergonomic Adjustments and Workplace Comfort</p> <p>1.1 Invest in ergonomic furniture to meet various employee needs including standing desks and movable chairs.</p>

Table 56 (Cont.)

Work Environment	Hypothesis solving / Problems / Current Situation	Guidelines for improving the employee willingness
	<p>Suggested for employee comfort were ergonomic changes like improved desk spacing and movable furniture. Safety instruction and hazard management were also given top priority to guarantee a safe workplace in manufacturing as well as offices.</p>	<p>1.2 Layout of the workstation should be optimized to allow enough of movement space and lessen physical strain.</p> <p>1.3 It should enhance ventilation and lighting to produce a more pleasant and efficient workplace.</p> <p>1.4 Let workers personalize their desks to boost their ownership of their surroundings and enjoyment with their workplace.</p> <p>2. Support efforts at movement and exercise.</p> <p>2.1 Plan light exercise breaks or planned stretching activities to help with attention and lessen tiredness.</p> <p>2.2 Create job rotation initiatives to keep workers involved in varied jobs and avoid repeated stress injuries.</p>

Table 56 (Cont.)

Work Environment	Hypothesis solving / Problems / Current Situation	Guidelines for improving the employee willingness
		<p>2.3 Offer on-site exercise tools that inspire physical activity include yoga classes, standing workstations, or gym alliances.</p> <p>2.4 Encourage a culture of activity all through the workday and the use of staircases rather than elevators.</p> <p>3. Consolidate Hazard Management and Workplace Safety</p> <p>3.1 Plan frequent safety training courses to teach staff members on emergency protocols and workplace hazards.</p> <p>3.2 Conduct regular safety audits to find and reduce hazards in manufacturing and office sectors.</p> <p>3.3 Make sure compliance with safety rules and appropriate protective gear help to lower workplace mishaps.</p>

Table 56 (Cont.)

Work Environment	Hypothesis solving / Problems / Current Situation	Guidelines for improving the employee willingness
		<p>3.4 Create a safety feedback mechanism whereby staff members may voice issues and propose changes.</p> <p>4. Encourage staff member involvement and appreciation.</p> <p>4.1 Use staff feedback systems to let staff members voice issues and offer suggestions for changes to the workplace.</p> <p>4.2 Acknowledge and thank staff members who take part actively in projects involving workplace health and safety.</p> <p>4.3 Give chances for professional development to improve career advancement and skill enhancement, thereby raising general job satisfaction.</p>

Table 56 (Cont.)

Work Environment	Hypothesis solving / Problems / Current Situation	Guidelines for improving the employee willingness
		<p>5. Advance Flexibility and Work-Life Balance</p> <p>5.1 Provide flexible work schedules including, if at all possible, hybrid plans or remote work choices.</p> <p>5.2 Encourage mental health projects including counseling support, wellness programs, and stress management seminars.</p> <p>5.3 Encouragement of normal work hours and fair task distribution guarantees a balanced workload.</p> <p>5.4 Set aside quiet rooms, cozy sitting, or relaxation locations for staff members to decompress.</p>

Table 56 (Cont.)

Work Environment	Hypothesis solving / Problems / Current Situation	Guidelines for improving the employee willingness
Performance feedback	<p>Quantitative research: There is no significant difference in the opinions towards performance feedback between employees with different demographic factors at AJE Thai Co., Ltd.</p> <p>Qualitative research: Managers underlined that keeping high performance and enhancing the working environment depend on performance comments. They underlined the need of establishing a feedback culture supporting two-way communication and including every level of employees. Emphasizing regular and timely feedback, it was hoped to avoid performance problems and boost inspiration. Furthermore advised to keep responsibility and enhance team</p>	<p>Integration of performance feedback at AJE Thai Co., Ltd. can help to increase employee willingness based on the results of both quantitative and qualitative research:</p> <ol style="list-style-type: none"> 1. Process for inclusive feedback involve all levels of staff members, not only directors and managers, to establish a more complete feedback system. 2. Organize frequent comments instead of waiting for problems to become out of hand. Structured feedback rounds between managers and staff help to encourage two-way communication. 3. Encourage comments among team members to improve responsibility and cooperation in addition to those from management to employees.

Table 56 (Cont.)

Work Environment	Hypothesis solving / Problems / Current Situation	Guidelines for improving the employee willingness
	relationships were tying feedback to prizes and using peer-to-peer assessments.	<p>4. Performance Assessment Connected to Compensation by showing employees a clear link between performance and rewards to award scores associated with yearly bonuses, therefore inspiring them.</p> <p>5. Frequent comments for new hires especially before the probationary period ends, conduct more frequent feedback meetings with new employees to make sure they grasp expectations and can modify accordingly.</p>

Table 56 (Cont.)

Work Environment	Hypothesis solving / Problems / Current Situation	Guidelines for improving the employee willingness
Workplace incentives	<p>Quantitative research: Quantitative research: There is no significant difference in the opinions towards the workplace incentives between employees with different demographic factors at AJE Thai Co., Ltd.</p> <p>Qualitative research: Managers agreed that keeping staff members and increasing their enthusiasm depend on workplace incentives. They underlined the need of combining non-financial incentives catered to different employee requirements with financial ones. Open communication about bonus computations was underlined as a means of building confidence and inspiration especially for positions with extra</p>	<p>Based on the results of both quantitative and qualitative research, AJE Thai Co., Ltd.'s employees' desire can be raised by means of bettering workplace incentives:</p> <ol style="list-style-type: none"> 1. Think about some motives: <ol style="list-style-type: none"> 1.1 Acknowledge the several reasons behind employee behavior. 1.2 Along with financial benefits, offer non-monetary incentives include family vacations. 1.3 Get staff comments to know their tastes. 2. Open Bonus Calculating: <ol style="list-style-type: none"> 2.1 Clearly state the KPIs and elements involved in bonus computation. 2.2 Guarantee openness to foster inspiration and confidence.

Table 56 (Cont.)

Work Environment	Hypothesis solving / Problems / Current Situation	Guidelines for improving the employee willingness
	<p>responsibilities, performance-based incentives and context-specific rewards. Managers also underlined the need of trust and flexibility, which they connected to staff happiness and long-term retention.</p>	<p>3. Context-Specific, Performance-Based Incentives Especially in manufacturing, offer financial incentives for positions with extra physical demands or late hours.</p> <p>4. Acknowledgment and Quality Mindset</p> <p>4.1 Reward staff members who help to enhance processes using presents or accolades.</p> <p>4.2 Create a society that celebrates originality and improvement of quality.</p> <p>5. Integrity and adaptability:</p> <p>5.1 Give freedom and autonomy to staff members especially those working from offices.</p> <p>5.2 Sort staff members according to performance; give leeway as long as it doesn't affect output.</p>

CHAPTER 5

CONCLUSION, DISCUSSION, AND RECOMMENDATIONS

This chapter aims to summarize the discussions and provide suitable conclusions based on the findings from the questionnaire survey. The study focuses on factors influencing the work environment at AJE Thai Co., Ltd. in Amata Nakorn Chonburi to develop a guideline to improve it.

The research was done for both quantitative and qualitative, the sample population for the quantitative research consisted of 300 employees, probability sampling was used, and the data was collected through an online questionnaire, targeting operational employees in different departments of the company, clustered in three main areas, Supply Chain, Administrative and Commercial.

The questionnaire comprises of two sections, section 1 covers employee demographics using multiple-choice questions, part 2 focuses on the employee's opinion toward work environment using a five-point Likert scale.

The quantitative research consisted of 6 employees in management positions by using an in-depth interview, each of my research participants uses semi-structured, open-ended questions. Semi-structured personal interviews as part of the interview methodology on a day and time specified by the participants were conducted.

To ensure reliability and validity, three experts reviewed the questionnaire, and a trial survey was conducted with 30 participants outside the main sample group. Data from secondary sources and quantitative research were analyzed using descriptive and inferential statistics. Descriptive statistics, including frequency, mean, and standard deviation, were used to summarize responses. Inferential statistics, particularly multiple regression analysis using the Stepwise technique, were applied to examine relationships between variables. Data processing was carried out using the Statistical Package for the Social Sciences (SPSS Trial Version).

Conclusion

Section 1: Quantitative research

General Information on the Demographic Characteristics of

Respondents

The analysis of 300 respondents shows that the majority were male (83.67%), with single individuals (53.70%) forming the largest marital status group. Most respondents were aged 30-40 years (36.33%), followed by 41-50 years (28.00%) and 20-30 years (27.00%), with the smallest group being 51-60 years (8.67%). In terms of education, 83.33% had below a bachelor's degree, while only 16.00% held a bachelor's degree and 0.67% had a master's degree. The commercial department (58.00%) had the highest number of employees, followed by the supply chain (27.67%) and admin (14.33%). The majority of respondents earned less than 20,000 baht per month (86.00%), with only 1.00% earning over 50,000 baht. These findings indicate a workforce primarily composed of young to middle-aged employees with lower education levels, concentrated in the commercial sector, earning modest salaries, and possessing varied experience levels.

The results of the opinion toward the working climate at AJE Thai Co., Ltd.

Supervisor support

The majority of respondents agreed with the statements on supervisor support, with an overall mean of 4.30. When considering each aspect, the research found that the highest score was for 'My supervisors are aware of my career goals' ($\bar{X} = 4.34$), 'My supervisors routinely communicate with me so that I am able to perform and develop in my position' ($\bar{X} = 4.34$)

Job aid

The majority of respondents agreed on the effectiveness of job aids, with an overall mean of 4.19. When considering each aspect, the research found that the highest score was for 'The company usually provides specific task-based instructions makes it quicker for employees to learn and retain task information needed' ($\bar{X} = 4.24$), 'The company usually supports if the employees are required to take leave from the job and look for the source as for their reference to their job' ($\bar{X} = 4.20$),

‘The company usually provides guides, templates, and checklists to makes the tasks easier and assists in minimizing errors’ ($\bar{X} = 4.17$).

Physical work environment

The majority of respondents agreed on the quality of the physical work environment, with an overall mean of 4.15. When considering each aspect, the research found that the highest score was for ‘I am happy with my office space, ventilation and arrangement’ ($\bar{X} = 4.23$), ‘My company has good air ventilation and lighting to enable me performs my duties comfortably’ ($\bar{X} = 4.18$), ‘The noise levels in the workplace are at bare minimum’ ($\bar{X} = 4.15$)

Performance feedback

The majority of respondents agreed on the effectiveness of performance feedback, with an overall mean of 4.29. When considering each aspect, the research found that the highest score was for ‘I am happy with my office space, ventilation and arrangement’ ($\bar{X} = 4.23$), ‘My company has good air ventilation and lighting to enable me performs my duties comfortably’ ($\bar{X} = 4.18$), ‘The noise levels in the workplace are at bare minimum’ ($\bar{X} = 4.15$).

Workplace incentive

The majority of respondents agreed on the fairness and adequacy of workplace incentives, with an overall mean of 4.23. When considering each aspect, the research found that the highest score was for ‘The result I receive at my annual performance appraisal review determines my bonus/incentives’ ($\bar{X} = 4.32$), ‘I understand through my performance appraisal review how my job helps my company to achieve its strategic goals’ ($\bar{X} = 4.30$), ‘I receive regular feedback about my performance’ ($\bar{X} = 4.29$)

The results of the hypothesis testing

Hypothesis 1: Employees who have different genders have no different opinions towards work environment at AJE Thai Co., Ltd. located in Amata Nakorn Industrial State, Chonburi.

Hypothesis 2: Employees who have different marital status have no different opinions towards work environment at AJE Thai Co., Ltd. located in Amata Nakorn Industrial State, Chonburi.

Hypothesis 3: Employees who have different age have no different opinions towards work environment at AJE Thai Co., Ltd. located in Amata Nakorn Industrial State, Chonburi.

Hypothesis 4: Employees who have different “level of education” have different opinions towards work environment at AJE Thai Co., Ltd. located in Amata Nakorn Industrial State, Chonburi. Employees with lower educational levels (below a bachelor's degree) and those with a bachelor's degree expressed stronger opinions about the work environment's job aid compared to employees with a master's degree.

Hypothesis 5: Employees who work in different departments have no different opinions towards work environment at AJE Thai Co., Ltd. located in Amata Nakorn Industrial State, Chonburi.

Hypothesis 6: Employees who have different monthly personal income have no different opinions towards work environment at AJE Thai Co., Ltd. located in Amata Nakorn Industrial State, Chonburi.

Section 2: Qualitative research

Analysis of managers' opinion on the work environment in AJE Thai Co., Ltd.

Supervisor support

With Finance, Manufacturing, and Operations Managers stressing the need of supervisor support, fairness, and constant monitoring to ensure employee happiness, managers at AJE Thai Co., Ltd. underlined the requirement of a supportive work environment. A major focus was clear communication; export, project, and operations managers stressed frequent meetings, feedback, and open discussion areas to help to avoid misunderstandings. Planning and operations managers also gave team relationships a priority; they suggested informal team-building exercises and cultural understanding to improve bonds among colleagues. While Finance, Manufacturing, and Operations Managers stressed continuous supervisor support to ensure employees feel appreciated, Operations, Export, and Project Managers recommended regular meetings to align teams and discuss concerns, thereby improving the work environment. Export and finance managers advised career paths and growth

possibilities to assist employee development; planning and operations managers urged team-building exercises to improve colleague relationships.

Job aid

To help staff members grasp their responsibilities, managers at AJE Thai Co., Ltd. stressed the need of well-defined job aids like comprehensive job descriptions and easily available corporate manuals. They also underlined the need of employee comments in group meetings to properly handle problems. Improving job aid and general output was found to depend critically on keeping task clarity and open lines of contact. To improve communication and workplace productivity, suggested changes included holding frequent feedback sessions, guaranteeing easily available and updated job aids, and continuous monitoring of task knowledge.

Physical work environment

To improve output, managers at AJE Thai Co., Ltd. underlined the need of occupational comfort, ergonomic changes, and safety precautions. Stretching sessions and job rotations were among the physical health programs thought to be crucial in reducing the difficulties of sedentary work. Furthermore, underlined as absolutely vital for both office and industrial contexts were workplace safety and hazard control. To guarantee a safe and enjoyable workplace, suggested upgrades included ergonomic enhancements including greater desk spacing and adjustable furniture as well as safety training and danger minimizing initiatives.

Performance feedback

AJE Thai Co., Ltd.'s managers underlined the need of consistent feedback in promoting employee development and enhancing the working conditions. They underlined how open and cooperative culture depends on two-way feedback and advised including staff members at all levels in feedback systems. While linking feedback to concrete results, such bonuses, it was seen that regular feedback sessions were advised to match employee performance with company goals and hence increase motivation and performance.

Workplace incentive

Emphasizing the significance of linking incentives to performance for fairness, managers at AJE Thai Co., Ltd. underlined the effectiveness of financial incentives, including bonuses and gifts, in encouraging employees. Particularly for

office-based positions, they also understood flexibility as a useful non-financial incentive since it builds job satisfaction and confidence. To satisfy different employee demands and provide openness in incentive systems thereby fostering justice and motivation, suggested solutions included mixing monetary and non-monetary rewards.

Section 3: Guidelines for improving the work environment at AJE Thai Co., Ltd. located in Amata Nakorn Industrial State, Chonburi.

At AJE Thai Co., Ltd., the policies for raising employee willingness center on supervisor assistance, communication, job aids, physical environment, performance reviews, and workplace rewards. Regular check-ins, performance-based recognition, and leadership development help to strengthen supervisor support and hence increase staff involvement. Open-door policies, digital platforms, and team gatherings help to guarantee openness and alignment by means of communication. Customized to employee needs, job aids should include digital access, feedback systems, and continuous training. By means of ergonomic changes, movement campaigns, and safety programs, the physical surroundings become better and efficiency increases. Maintaining motivation requires a disciplined performance feedback system comprising peer-to-peer assessments and reward-based linking of feedback. Finally, workplace incentives should integrate non-financial as well as financial ones to guarantee openness and adaptability to satisfy different employee goals. These ideas seek to establish at AJE Thai Co., Ltd. a friendly, interesting, and efficient workplace.

Discussion

The research objective 1: To analyze the work environment of AJE Thai Co., Ltd. located in Amata Nakorn Industrial State, Chonburi.

Supervisor support

The findings revealed that workers with various demographic backgrounds have no distinct views on the work environment for supervisor support at AJE Thai Co., Ltd. situated in Amata Nakorn Industrial State, Chonburi. From data collecting in qualitative research, managers found that supportive leadership, good communication,

and team connections with career growth were the main elements for encouraging a happy working environment linked with supervisor support. Emphasizing as key components of employee satisfaction were supervisor support, fairness, and ongoing monitoring. Team alignment and issue resolution were underlined as depending on regular meetings, feedback, and honest communication. While clear career routes and growth possibilities were considered as essential for employee development, team-building events and cross-cultural understanding were advised to improve coworker relationships. These realizations support the need of good leadership, open communication, and staff development programs in building a successful and interesting workplace. Another aspect that can be regarded as part of the elements that define employee engagement is coworker relationships, since supportive and trusting relationships among employees can lead to high degrees of employee engagement because they are built on the basis of a harmonic and concrete relationship. Adair, (1988) and Nijman, (2004) highlighted in their results what a supervisor is also recognized as an experienced leader, a problem-solving, and a role model at the first level of organizational management.

Job aid

Except for employees who have different " level of education", the results revealed that employees with different demographic factors have no different opinions regarding work environment job aids. At AJE Thai Co., Ltd., located in Amata Nakorn Industrial State, Chonburi, at least one group's mean score differs greatly from the others. More post-hoc studies could be required to identify which particular groups vary. From data collecting in qualitative research, managers identified key elements for fostering a positive working environment related to job aid: clear, easily available job descriptions, to ensure that the tasks are well-defined and understood by employees, digital solutions and standardized guidelines, to develop or bring digital platforms where employees may access corporate manuals and directives. Regular IT surveys help to guarantee that staff members have the tools and equipment they need; lastly, frequent checks help to make sure staff members grasp their responsibilities and provide continuous support. The findings of this study pertain to what Cavanaugh (2004) mentioned: three strategies for raising employee productivity via job aids: The three kinds of support are internal, extrinsic, and external. " External assistance

indicates that the employees are obliged to take leave from the workplace and hunt for the source as for their reference to their job. Extrinsic support suggests that the job aid is provided inside the system itself. An insider or software used to improve workflow efficiency is intrinsic support—that is, a tool. Stated differently, a job aid is outside help for a person. Moreover, Rossett and Gauer (1991) claim that a job aid serves to help with job responsibilities. A job aid is a gadget meant to help workers raise their real-time production. At last, job assistance helps to lower mistakes and complete projects. Among job aids are guides, templates, checklists, and models.

Physical work environment

The findings revealed that workers with diverse demographic backgrounds view the physical work environment of AJE Thai Co., Ltd. situated in Amata Nakorn Industrial State, Chonburi, differently. From qualitative research data collecting revealed that managers found important elements for creating a good working environment connected to the physical surroundings: Enough distance and ergonomics will help to guarantee appropriate desk spacing as well as the use of ergonomic furniture, including lift tables, to support various working positions. Health and safety precautions, with an eye on hazard identification to help to reduce physical hazards—particularly in manufacturing environments. Promote movement and exercise; include quick stretches or workouts to offset extended periods of sitting. Green areas inside offices help to enhance aesthetics and well-being by means of environmental quality and green surroundings. Create flexible and concentrated work places and set aside quiet "focus rooms" for projects needing concentration. The findings of this study about what was discussed by environment Cooper & Dewe (2004) show that employees who operate in an ergonomically built physical will be less prone to have nerve damage. Moreover, McCoy and Evans (2005) said that the characteristics of the workplace have to be suitable so that workers are not under pressure when finishing their projects. Amir (2010) also claims that two main elements define the physical working environment: 1) the design of the office layout; and 2) the workplace comfort. Amir (2010) also pointed out that a physical workplace is a space inside a company that has to be carefully arranged if the goal of the company is to be fulfilled.

Performance feedback

The findings revealed that workers with diverse demographic backgrounds have no distinct impressions of the performance of the work environment at AJE Thai Co., Ltd. situated in Amata Nakorn Industrial State, Chonburi. From data collecting in qualitative research, managers revealed important elements for creating a favorable working environment concerning the performance feedback: As a fundamental management tool, inclusive feedback culture encourages both offering and receiving feedback outside of managers and directors to all levels of employees. Frequent and proactive feedback sessions help to prevent waiting for performance problems before offering comments. Implement annual performance hearings between executives and staff to link performance reviews to bonuses and hence encourage improvement by means of data-driven performance evaluation. Peer-to-peer feedback guarantees that supervisors and staff members receive comments both ways and helps to improve team responsibility and cooperation. The findings of this research on what Nawil & Ismail (2021) said show that by putting a performance assessment system in place in the company, the manager can evaluate every employee's performance and satisfaction while simultaneously helping the company to get more efficient and effective in terms of output and quality. Chandrasekar (2011) further noted that although the supervisor offers criteria and comments, the employee is free to offer comments on his or her personal needs. Though this is a formal process, closer links between the two parties could help to handle it naturally.

Workplace incentive

The findings revealed that workers with various demographic backgrounds have no distinct views about work environment incentives at AJE Thai Co., Ltd. situated in Amata Nakorn Industrial State, Chonburi. From data collecting in qualitative research, managers revealed important elements for creating a favorable working environment connected to the incentives in the workplace: Think about several employee motivations; realize that each employee has different ones and provide both financial and non-financial rewards, such well-organized family vacations. Make the components and KPIs involved in incentive calculations open, hence increasing transparency in incentive programs and clearly stating how bonuses are computed. Provide staff undertaking physically difficult or late-hour duties

monetary incentives; customize rewards depending on roles and effort. Promote a recognition culture by means of a system whereby workers who help to improve get accolades or prizes and match incentives with a quality perspective to inspire creativity and efficiency. The findings of this study on what Chandrasekar (2011) said—that employee performance can be poor due of a variety of issues, including a lack of human resource management aspects such acknowledgment such as increased remuneration and peer recognition of high-performance employees, the absence of performance assessment tools, and poor feedback on performance outcomes. Major improvements in promotions, pay, and benefits serve to keep staff members satisfied, so enhancing performance and output.

The research objective 2: To propose a guideline for improving the employee willingness at AJE Thai Co., Ltd. located in Amata Nakorn Industrial State, Chonburi.

Supervisor support

Strong leadership helps to inspire employees, build trust, and increase involvement. Acting as role models and problem-solvers, supervisors should guide and assist their staff. Frequent meetings and honest communication assist staff members to feel appreciated and in line with business objectives. Further strengthening links and increasing inspiration are team-building events and chances for career advancement. Supervisors should also go through leadership development to raise their capacity for properly guiding staff. Regular satisfaction polls guarantee staff support and assist to pinpoint areas needing work.

Studies highlight that improving employee engagement, confidence, and motivation depends mostly on supervisor assistance. According to Kohun (1992), the workplace is a collection of aspects affecting employee performance; among these elements, supervisor support is most important. Strong leadership, according to Heath (2006) and Blau (1964), results in a healthy and efficient workplace in which managers act as mentors, role models, and problem solvers. Studies by Adair (1988) and Rabey (2007) indicate that managers should help staff members raise their confidence and performance by offering direction, honest communication, and frequent training. Studies by Najwani et al. (2016) and Anitha (2013) also confirm

that employee engagement is much enhanced by trusting connections with managers and colleagues. By suggesting frequent meetings, leadership development, and team-building exercises to improve supervisor-employee interactions, the proposed rule fits these results.

Job aid

Job aid at AJE Thai Co., Ltd. can help to improve employee willingness by means of clear work descriptions, digital tools for accessibility, frequent IT assessments, ongoing support, and performance acknowledgment. While digital platforms increase productivity, clearly defined work tasks and consistent policies help to avoid uncertainty. Frequent equipment inspections help to ensure that staff members have the required tools, therefore minimizing disturbance of production. Constant support—that which comes from coaching and training—helps build confidence and links job aid enhancements to performance recognition to inspire. These techniques will help the business to establish a productive and friendly workplace that improves employee involvement, contentment, and performance by means of efficiency.

Job aids, according to Rossett & Gauer (1991), are instruments for direction, instruction, and performance improvement for staff members. Research by Taiwo (2010) and Duncan (1985) support the claims made by well-organized job descriptions, digital tools, and standardized procedures improving productivity and lowering mistakes. Emphasizing the value of digital platforms, defined guidelines, and easily available employment references, research by Cavanaugh (2004) classifies job aid into external, extrinsic, and intrinsic support. Recommendations for clear job descriptions, frequent IT assessments, and continuous support systems to raise efficiency, employee confidence, and performance fit the present findings.

Performance Feedback

Constructive criticism fosters employee effectiveness and desire to participate. Feedback should be inclusive, thereby enabling peers as well as managers to offer and receive comments. Frequent check-ins help to avoid performance problems from getting worse and foster proactive development by means of which Data-driven performance reviews that link outcomes to bonuses and career advancement will help to motivate staff. Encouragement of two-way feedback—

where managers also get employee comments—helps to build responsibility and trust. By means of a digital feedback system, this procedure can be more open and efficient, enabling staff members to monitor areas of development.

Performance feedback is, according to Chandrase vernacular (2011), an essential component of work environment management since it helps staff members monitor areas of development. Data-driven assessments connected to incentives and career development improve motivation and productivity, according to research by Kuvaas (2006) and Niw & Ismail (2021). Blau's (1964) study also highlights the value of two-way feedback, in which staff members may voice issues and get supervisors' helpful comments. By suggesting frequent feedback sessions, peer-to-peer evaluations, and digital feedback systems to increase openness and performance tracking, the suggested guideline fits these results.

Physical Work Environment

An effective workspace improves comfort, safety, and efficiency. Ensuring enough distance and furnishing ergonomic furniture can help to lower physical effort and distractions. Particularly in manufacturing environments, health and safety policies include danger identification and frequent wellness programs promote safe surroundings. Encouragement of movement between standing workstations or stretching breaks helps to increase focus and well-being. Better mental health and productivity follow from environmental enhancements including quiet rooms for intense study and green areas. Doing yearly evaluations guarantees that staff needs are always satisfied and, if needed, corrections are done.

Employee productivity, comfort, and safety are strongly influenced by the physical surroundings. Studies by Kerke (2010) underline how businesses have to guarantee comfortable working conditions in order to avoid physical strain and injuries. Research by Amir (2010) and McCoy & Evans (2005) point to direct influence on staff efficiency and well-being of workplace layout, spacing, and appropriate ventilation. According to Brill (1992), a better physical workstation increases staff output by 5–10%. Recommendation of ergonomic furniture, safety precautions, and wellness programs to improve employee comfort, health, and attention corresponds with this research by means of which the suggested guideline helps.

Workplace Incentives

Matching rewards with staff requirements helps to sustain performance and motivation. To accommodate different reasons, companies should provide both non-financial (flexibility, family vacations, recognition) and monetary (bonuses, pay raises). Openness about the computation of bonuses guarantees system justice and confidence. Incentives should also be customized to roles; financial benefits for physically demanding jobs and flexible work schedules where practical should be given. Engagement can be raised even more by a culture of appreciation when workers are recognized for their accomplishments by rewards or special bonuses. Long-term motivation can be sustained by creating a disciplined incentive scheme that fits corporate objectives as well as employee happiness.

Studies show that keeping employee motivation and performance depends critically on both financial and non-financial rewards. According to Chandrasekar (2011), improved job satisfaction and retention follow from recognition, pay raises, and promotions. Research by Hafiza et al. (2011) and Mohsan (2012) verify that open and equitable reward systems increase employee involvement and workplace morale. Suggesting a mix of monetary (bonuses, salary increases) and non-monetary (flexibility, recognition) incentives, customized to employee needs, the proposed guideline conforms with these findings.

Organizations can create an environment where employees feel valued, engaged, and ready to help the business by emphasizing strong leadership, ongoing feedback, a well-designed physical workspace, and significant incentives overall. Using these techniques will raise job happiness, productivity, and general office morale in addition to increase employee willingness.

Recommendations for AJE Thai Co., Ltd.

At AJE Thai Co., Ltd., a thorough approach emphasizing leadership, job support, working circumstances, feedback mechanisms, and incentives is essential to improve the work environment and raise employee willingness and performance. These suggestions seek to increase production and long-term employee retention as well as to make a staff more involved and driven.

1. Strengthening Supervisor Support

The shape of the workplace and the influence on employee engagement depend much on superiors. Encouragement of a culture of supportive leadership depends on giving managers training in active employee involvement, fairness, and good communication. Frequent team meetings help to address issues, offer comments, and harmonize team goals. Establishing career development paths and mentoring programs will also enable staff members to feel supported in their professional development, hence increasing job satisfaction and retention.

2. Enhancing Job Aid Accessibility

A well-organized job aid system guarantees staff members have the tools they need to complete duties quickly. Supported by digital platforms storing corporate policies, manuals, and training materials, clear, easily available job descriptions should be common across all departments. Regular employee check-ins and IT surveys can help determine whether staff members possess the necessary tools to carry out their responsibilities. By means of refresher training courses and helpdesk services, among other continuous support tools, job efficiency can be raised and errors can be lowered.

3. Optimizing the Physical Work Environment

Maintaining employee well-being and productivity depends on a pleasant and well-designed physical environment. The organization should concentrate on enhancing workplace ergonomics by guaranteeing appropriate desk spacing, making investments in ergonomic furniture, and furnishing flexible workstations that let various working positions be used. Furthermore, applying health and safety policies especially in industrial sectors. It helps to reduce physical hazards and raise general workplace safety. While adding green areas inside the workplace can improve air quality and aesthetics, encouraging short stretches or fitness sessions will assist staff members remain active. Designing specific quiet areas for jobs needing attention would improve focus and efficiency even further.

4. Improving Performance Feedback Mechanisms

Employee involvement and output can be much improved by a disciplined and inclusive feedback system. Feedback should be given to all levels, not only to directors and managers, so promoting honest and open communication inside teams.

By use of consistent performance assessments, instead of waiting for problems to surface, one may actively address problems and encourage ongoing development. Creating annual performance reviews connected to bonuses and promotions can motivate staff members to reach targets. Encouragement of two-way feedback and peer-to-peer assessments also helps to increase staff responsibility and teamwork.

5. Revamping Workplace Incentives

Workplace incentives should be customized to fit various job roles and responsibilities if one wants to keep employee drive. The business should provide a mix of non-financial as well as financial incentives including customized recognition programs, well-coordinated corporate excursions, and financial bonuses. Clearly describing how bonuses and prizes are computed can help to provide transparency in incentive programs so enabling staff members to know what is expected of them. Incentives should also be in line with efficiency and quality enhancements, so promoting creativity and good performance.

6. Encouraging Work Flexibility and Work-Life Balance

A flexible workplace helps to increase employee output and satisfaction. Although several departments manage flexibility differently now, upper management should impose a uniform policy allowing every employee equal access to flexible working schedules. Where feasible, the organization should take into account extending work-from-home choices and making sure staff members are not overburdened with tasks outside of the office hours. Using wellness initiatives include employee assistance programs and mental health support groups will help staff members keep a good work-life balance.

7. Fostering a Strong Sense of Belonging

Long-term engagement depends on an environment where staff members feel appreciated and involved. Recognizing employees' accomplishments and providing job stability will help management to make staff members feel as though they are part of the success of the business. Further strengthening a feeling of belonging are team-building events, milestone celebrations, and employee success story sharing. Encouragement of open lines of contact between management and staff will help to foster loyalty and trust inside the company.

8. Investing in Employee Growth and Development

Structured employee development guarantees ongoing skill development and professional advancement. Frequent employee polls help to better grasp their eagerness to pick up new abilities and assume new responsibility. These realizations should guide the organization to offer pertinent professional development projects, mentoring chances, and training courses. Furthermore, chances for career development should be clearly expressed so that staff members realize their own potential inside the organization. AJE Thai Co., Ltd. can establish a work environment that supports employee engagement, contentment, and high performance by following these thorough suggestions, therefore helping the company to be long-term successful.

Recommendations for further study

Research should look at how digital solutions and standardized policies affect various educational groups to determine whether structured rules help close gaps or if highly educated workers gain from digital access. Deeper understanding could also come from looking at other demographic elements like job experience and role. Research should also look at which kind of job aid including internal, extrinsic, or external, is most suited for different educational levels. Longitudinal studies would be helpful in determining whether continual support increases employee productivity and how certain groups change with regard to job aid enhancements over time. Knowing these elements will enable one to customize employment aid plans for a more inclusive and effective workplace.

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APENDICES



APENDIX A
QUESTIONNAIRE ENGLISH VERSION



Graduate School of Commerce, Burapha University, Thailand

Master of Business Administration

Guideline for Improving the Work Environment

A Case Study of AJE Thai Co., Ltd.

Survey questionnaire

Instructions:

1. There are two parts in this questionnaire. Please answer **ALL** question in **ALL** parts.
2. It will approximately take you around 5-10 minutes to complete this form.
3. The contents of this questionnaire will be kept strictly confidential.

Part 1: Demographic factors

This section is regarding respondent's backgrounds, please put a tick mark (✓) in the box given below.

1. Gender:

- Male
 Female

2. Marital Status:

- Single
 Divorced
 Married

3. Age:

- 20-30 years old
 30-40 years old
 40-50 years old
 50-60 years old

4. Level of education:

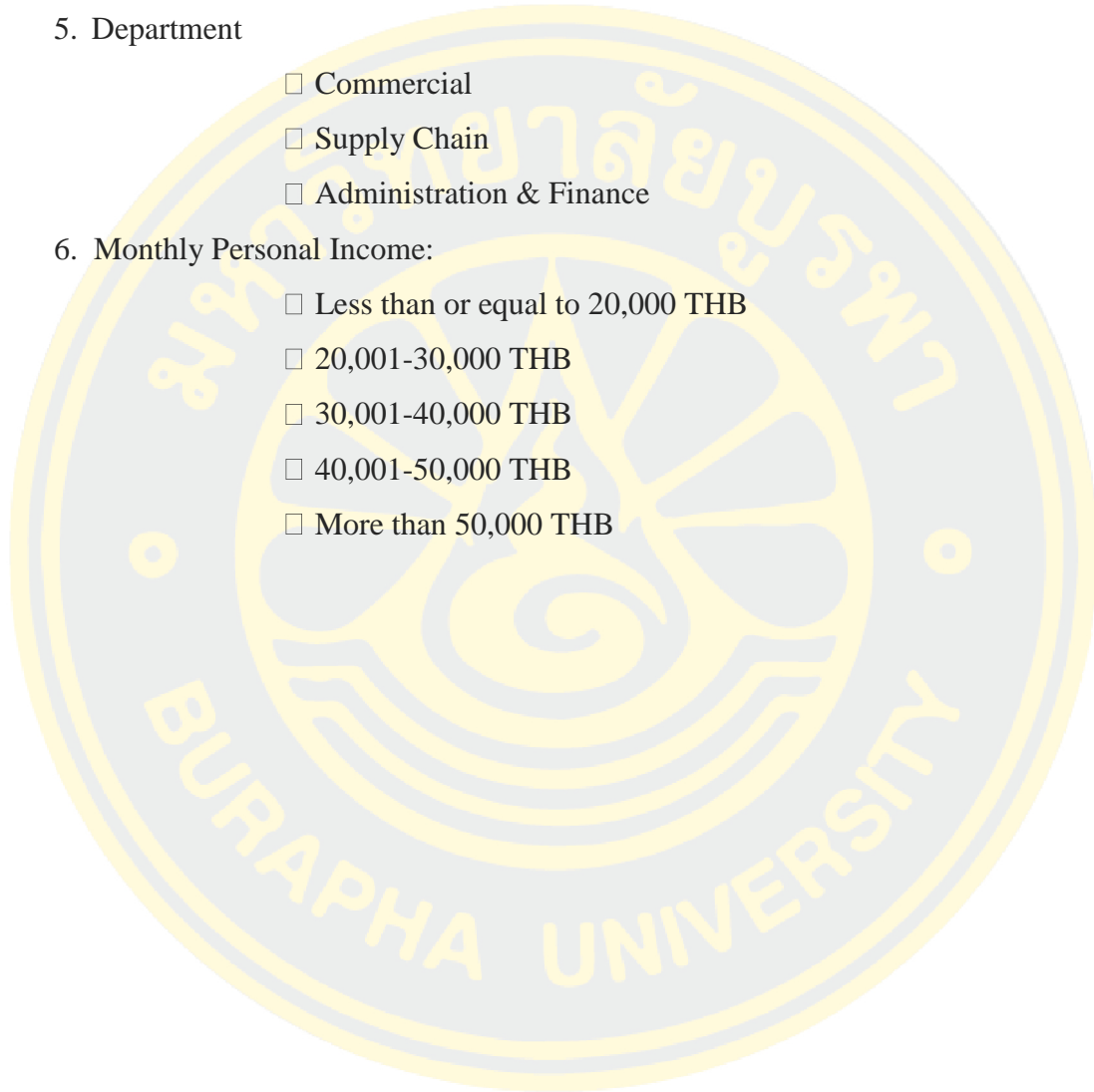
- Below Bachelor degree
- Bachelor degree
- Master degree

5. Department

- Commercial
- Supply Chain
- Administration & Finance

6. Monthly Personal Income:

- Less than or equal to 20,000 THB
- 20,001-30,000 THB
- 30,001-40,000 THB
- 40,001-50,000 THB
- More than 50,000 THB



Part 2: Work Environment

This section seeks your opinion regarding the factors of the working environment. Please indicate the extent to which you agree or disagree with each statement.

Please circle one number per line to indicate the extent to which you agree or disagree with the following statement.

(1) = not agree; (2) = somewhat agree; (3) = fairly agree; (4) = very agree;
(5) = extremely agree

No	Questions	1	2	3	4	5
Supervisor support						
1.	My supervisors foster genuine and trusting relationships on the team.	1	2	3	4	5
2.	My supervisors support my overall and achievement.	1	2	3	4	5
3.	My supervisors support my professional growth and development	1	2	3	4	5
4.	My supervisors help me to learn from mistakes and turns me into productive development opportunities	1	2	3	4	5
5.	My supervisors routinely communicate with me so that I am able to perform and develop in my position.	1	2	3	4	5
6.	My supervisors help me get the resources that I need to do my job.	1	2	3	4	5
7.	My supervisors model this company core values	1	2	3	4	5
8.	My supervisors gather my input when making decisions that affect me.	1	2	3	4	5
9.	My supervisors reward me in a manner that makes me feel valued.	1	2	3	4	5
10.	My supervisors recognize me when I perform well.	1	2	3	4	5

No	Questions	1	2	3	4	5
11.	My supervisors give me the right amount of autonomy to do my work successfully.	1	2	3	4	5
12.	My supervisors select competent people for our team.	1	2	3	4	5
13.	My supervisors are aware of my career goals.	1	2	3	4	5
Job aid						
14.	The company usually supports if the employees are required to take leave from the job and look for the source as for their reference to their job.	1	2	3	4	5
15.	The company usually provides guides, templates, and checklists to makes the tasks easier and assists in minimizing errors.	1	2	3	4	5
16.	The company usually provides software that is used to enhance the efficiency of workflow.	1	2	3	4	5
17.	The company usually provides specific task-based instructions makes it quicker for employees to learn and retain task information needed.					
Physical work environment						
18.	My table and chair are comfortable enough to enable me perform my tasks.					
19.	The noise levels in the workplace are at bare minimum.					
20.	I am happy with my office space, ventilation and arrangement.					
21.	My company has good air ventilation and lighting to enable me performs my duties comfortably.					
Performance feedback						
23.	I receive regular feedback about my performance.					

No	Questions	1	2	3	4	5
24.	I understand through my performance appraisal review how my job helps my company to achieve its strategic goals.					
25.	The overall performance appraisal system helps me to identify areas to improve my work performance.					
26.	The result I receive at my annual performance appraisal review determines my bonus/incentives.					
27.	If I do not agree with the final result of my performance appraisal, there is a clear appeals process for me to discuss with my supervisors.					
Workplace incentives						
28.	The incentives I receive from my company are commensurate to my work.					
29.	The company pay is at par with other equivalent organizations.					
30.	There is fairness and equality in the company compensation practices.					
31.	The promotion policy of my company is fair and equitable.					
32.	Generally speaking, I am satisfied with the rewards offered by my company.					
33.	Incentive plans offered by my company are adequate.					
34.	The medical scheme offered by my company is comparable to what is in the market.					



APENDIX B

QUESTIONNAIRE THAI VERSION



วิทยาลัยพาณิชยศาสตร์ มหาวิทยาลัยบูรพา ประเทศไทย

ปริญญาโทด้านการบริหารธุรกิจ

แนวทางปรับปรุงสภาพแวดล้อมในการทำงาน

กรณีศึกษา บริษัท เอเจอี ไทย จำกัด

แบบสอบถามสำรวจความคิดเห็น

เรียน ผู้ตอบรับแบบสอบถาม

กระผม นายมานูเอล อัลเฟน นิสิตหลักสูตรปริญญาโทด้านการบริหารธุรกิจ วิทยาลัยพาณิชยศาสตร์ มหาวิทยาลัยบูรพา ประเทศไทย มีความประสงค์จัดทำแบบสอบถามสำรวจความคิดเห็นฉบับนี้ขึ้นเพื่อค้นหาปัจจัยที่ส่งผลกระทบต่อสภาพแวดล้อมในการทำงานของบริษัท เอเจอี ไทย จำกัด ทั้งนี้ เพื่อเสนอแนะแนวทางปรับปรุงสภาพแวดล้อมในการทำงานให้ดีขึ้น

ข้อแนะนำ

1. เนื้อหาในแบบสอบถามแบ่งออกเป็น 2 ส่วน กรุณาตอบคำถามให้ครบทุกข้อในแต่ละส่วน
2. ใช้เวลากรอกแบบฟอร์มประมาณ 5-10 นาที
3. ข้อมูลตอบรับแบบสอบถามจะถูกเก็บเป็นความลับอย่างเคร่งครัด

ส่วนที่ 1 ปัจจัยด้านประชากร

ข้อมูลส่วนนี้เกี่ยวข้องกับข้อมูลส่วนบุคคลของผู้ตอบรับแบบสอบถาม โปรดใส่เครื่องหมาย (✓) ในช่องสี่เหลี่ยมหน้าข้อความด้านล่าง

1. เพศ

ชาย

หญิง

2. สถานภาพสมรส

โสด

หย่าร้าง

สมรส

3. อายุ 20 – 30 ปี

31 – 40 ปี

41 – 50 ปี

51 – 60 ปี

4. ระดับการศึกษาสูงสุด

ต่ำกว่าปริญญาตรี

ปริญญาตรี

ปริญญาโท

5. ส่วนงาน

ทางค้าขาย

ห่วงโซ่อุปทาน

ธุรกิจและการเงิน

6. รายได้ส่วนบุคคลต่อเดือน

น้อยกว่าหรือเท่ากับ 20,000 บาท

20,001-30,000 บาท

30,001-40,000 บาท

40,001-50,000 บาท

มากกว่า 50,000 บาท

ส่วนที่ 2 สภาพแวดล้อมในการทำงาน

เนื้อหาส่วนนี้ต้องการสำรวจความคิดเห็นด้านปัจจัยที่ส่งผลกระทบต่อสภาพแวดล้อมในการทำงาน โปรดระบุระดับความรู้สึกเห็นด้วยหรือไม่เห็นด้วยกับข้อความในแต่ละข้อ

โปรดวงกลมล้อมรอบหมายเลขในแต่ละบรรทัดเพื่อระบุระดับความเห็นด้วยหรือไม่เห็นด้วยกับแต่ละถ้อยแถลง

(1) ไม่เห็นด้วย, (2) ค่อนข้างเห็นด้วย, (3) เห็นด้วยพอควร, (4) เห็นด้วยมาก, (5) เห็นด้วยอย่างยิ่ง

ลำดับ ที่	คำถาม	1	2	3	4	5
การสนับสนุนจากหัวหน้างาน						
1.	หัวหน้างานของกระผม/ดิฉันอุปถัมภ์ค่าชูความสัมพันธ์ที่จริงจังซื่อสัตย์ต่อกันและไว้วางใจซึ่งกันและกันในที่ทำงาน	1	2	3	4	5
2.	หัวหน้างานให้การสนับสนุนการทำงานของกระผม/ดิฉันโดยรวมและส่งเสริมการสร้างความสำเร็จ	1	2	3	4	5
3.	หัวหน้างานสนับสนุนการพัฒนาความก้าวหน้าและการเติบโตทางสายอาชีพของกระผม/ดิฉัน	1	2	3	4	5
4.	หัวหน้างานช่วยเหลือให้กระผม/ดิฉันได้เรียนรู้จากข้อผิดพลาดและเปลี่ยนตนเองเป็นโอกาสสร้างการพัฒนาอย่างมีประสิทธิภาพ	1	2	3	4	5
5.	หัวหน้างานสื่อสารกับกระผม/ดิฉันเป็นประจำ ทำให้กระผม/ดิฉันสามารถปฏิบัติงานและเจริญก้าวหน้าในตำแหน่งการงานของตนเองได้	1	2	3	4	5
6.	หัวหน้างานช่วยกระผม/ดิฉันให้เข้าถึงทรัพยากรที่จำเป็นต่อการปฏิบัติงาน	1	2	3	4	5
7.	หัวหน้างานเป็นแบบอย่างให้เห็นค่านิยมหลักของบริษัท	1	2	3	4	5
8.	หัวหน้างานรวบรวมความคิดเห็นของกระผม/ดิฉันเมื่อทำการตัดสินใจที่ส่งผลกระทบต่อกระผม/ดิฉัน	1	2	3	4	5
9.	หัวหน้างานให้รางวัลกระผม/ดิฉันในโอกาสที่กระทำดีที่ทำให้กระผม/ดิฉันรู้สึกตนเองมีค่า	1	2	3	4	5
10.	หัวหน้างานให้การยอมรับกระผม/ดิฉันเมื่อกระผม/ดิฉันมีผลการปฏิบัติงานดี	1	2	3	4	5

ลำดับ ที่	คำถาม	1	2	3	4	5
11.	หัวหน้างานให้ความอิสระแก่กระผม/ดิฉันอย่างเหมาะสมเพื่อให้ปฏิบัติงานได้สำเร็จ	1	2	3	4	5
12.	หัวหน้างานเลือกบุคลากรที่มีความสามารถมาร่วมทีมงาน	1	2	3	4	5
13.	หัวหน้างานรับรู้เป้าหมายทางอาชีพของกระผม/ดิฉัน	1	2	3	4	5
ความช่วยเหลือในการทำงาน						
14.	ปกติบริษัทมักให้การสนับสนุนหากพนักงานจำเป็นต้องลางานเพื่อไปค้นหาข้อมูลที่สำคัญสำหรับใช้อ้างอิงในการทำงาน	1	2	3	4	5
15.	ปกติบริษัทมักจัดให้มีการชี้แนะแนวทาง, เทมเพลตแม่แบบ, และรายการตรวจเช็ค เพื่อช่วยให้ทำงานได้สะดวกขึ้นและลดข้อผิดพลาดให้น้อยลง	1	2	3	4	5
16.	ปกติบริษัทมักจัดให้มีซอฟต์แวร์สำหรับเพิ่มประสิทธิภาพในการจัดการงาน	1	2	3	4	5
17.	ปกติบริษัทมักจัดให้มีข้อเสนอแนะการปฏิบัติงานแยกตามลักษณะงาน เฉพาะ ทำให้พนักงานสามารถเรียนรู้งานได้เร็วและจดจำข้อมูลงานที่จำเป็นได้	1	2	3	4	5
สภาพแวดล้อมในการทำงานทางกายภาพ						
18.	โต๊ะและเก้าอี้ที่นั่งทำงานของกระผม/ดิฉันสามารถใช้นั่งทำงานได้อย่างสะดวกสบาย	1	2	3	4	5
19.	ระดับเสียงรบกวนในสถานที่ทำงานเบามาก	1	2	3	4	5
20.	กระผม/ดิฉันพอใจกับพื้นที่ทำงาน, การถ่ายเทอากาศ, และการจัดสำนักงานของตนเอง	1	2	3	4	5
21.	บริษัทของกระผม/ดิฉันมีระบบแสงไฟและการถ่ายเทระบายอากาศอย่างดีพอที่จะสนับสนุนให้กระผม/ดิฉันสามารถปฏิบัติงานได้อย่างสะดวกสบาย	1	2	3	4	5
22.	บริษัทจัดให้มีอุปกรณ์ที่จำเป็นต่อการทำงานอย่างครบครัน ช่วยให้กระผม/ดิฉันทำงานได้อย่างมีประสิทธิภาพ	1	2	3	4	5

ลำดับ ที่	คำถาม	1	2	3	4	5
ผลตอบกลับการปฏิบัติงาน						
23.	กระผม/ดิฉันได้รับผลตอบกลับการปฏิบัติงานของตนเองอย่าง สม่ำเสมอ	1	2	3	4	5
24.	การทบทวนประเมินงานของตนเองทำให้กระผม/ดิฉันเกิดความเข้าใจ ว่าผลงานของตนเองมีส่วนทำให้บริษัทสามารถประสบผลสำเร็จตาม กลยุทธ์เป้าหมายที่ตั้งไว้ได้อย่างไร	1	2	3	4	5
25.	ระบบการประเมินผลการปฏิบัติงานโดยรวมช่วยให้กระผม/ดิฉัน สามารถระบุงานส่วนที่ยังต้องปรับปรุงแก้ไขได้	1	2	3	4	5
26.	ผลลัพธ์จากการทบทวนการประเมินงานประจำปีเป็นตัวกำหนดโบนัส และสิ่งจูงใจในการทำงานของกระผม/ดิฉัน	1	2	3	4	5
27.	หากกระผม/ดิฉันไม่เห็นด้วยกับผลลัพธ์สุดท้ายของการประเมินผลงาน ของตนเอง กระผม/ดิฉันสามารถพูดคุยกับหัวหน้างานผ่านขั้นตอน ร้องเรียนที่ชัดเจนได้	1	2	3	4	5
สิ่งดึงดูดให้เกิดแรงจูงใจในการทำงาน						
28.	สิ่งดึงดูดให้เกิดแรงจูงใจในการทำงานที่กระผม/ดิฉันได้รับจากบริษัทมี ปริมาณถูกต้องและเหมาะสมกับงานที่ทำ	1	2	3	4	5
29.	บริษัทจ่ายค่าแรงในอัตราที่เทียบเคียงได้กับองค์กรอื่นที่ใกล้เคียงกัน	1	2	3	4	5
30.	มีความยุติธรรมและเสมอภาคในระบบการจ่ายค่าตอบแทนของบริษัท	1	2	3	4	5
31.	นโยบายเลื่อนตำแหน่งของบริษัทมีความยุติธรรมและเท่าเทียมกัน	1	2	3	4	5
32.	โดยรวม กระผม/ดิฉันรู้สึกพึงพอใจกับรางวัลที่ได้รับจากบริษัท	1	2	3	4	5
33.	บริษัทมีแผนการให้สิ่งดึงดูดเพื่อสร้างแรงจูงใจในการทำงานอย่าง เพียงพอ	1	2	3	4	5
34.	บริษัทจัดให้มีแผนดูแลสุขภาพพนักงานเทียบเท่ามาตรฐานทั่วไป	1	2	3	4	5



APENDIX C
INDEPTH INTERVIEW QUESTIONS



Graduate School of Commerce, Burapha University, Thailand
Master of Business Administration

Guideline for Improving the Work Environment
A Case Study of AJE Thai Co., Ltd.

In-depth interview questions

Section one: Key informant's profile

1. Gender
2. Age
3. Position
4. Work experience (Years)
5. What are your roles and responsibilities?

Section two: Managers' perception toward work environment in AJE Thai Co., Ltd.

1. What is your opinion on the working environment in connection to supervisor support to staff and the coworker relationships in your company? Do you have any suggestion to improve supervisor support to staff?
2. What is your opinion on the working environment in connection to job aid in your company? Do you have any suggestion to improve job aid?
3. What is your opinion on the working environment in connection to physical work environment in your company? Do you have any suggestion to improve physical work environment?
4. Does performance feedback applied in this organization helps in performance maintenance? Do you have any suggestion to improve performance feedback?

5. What is your opinion on the working environment in connection to workplace incentives in your company? Do you have any suggestion to improve workplace incentives?

6. What will be your recommendation about the working environment to enhance job performance?





APENDIX D

THE INDEX OF ITEM OBJECTIVE CONGRUENCE (IOC)



The Index of Item Objective Congruence Test for Questionnaire

Research Title Guideline for improving the work environment: A case study of AJE Thai Co., Ltd.

Name Mr. Manuel Alvan

Student ID 63740001

Program Master of Business Administration

Advisor Asst. Professor Dr. Sarunya Lertputtarak

Name of experts

1. Dr.Chanisara Keawsawan, Graduate School of Commerce
2. Dr. Noppadon Dejprasert, Graduate School of Commerce
3. Dr.Surat Supitchayangkool, Graduate School of Commerce

Survey questionnaire for staff

Part 1: Demographic factors

Items	Experts			IOC
	Dr.Chanisara	Dr.Noppadon	Dr.Surat	
1. Gender: <input type="checkbox"/> Male <input type="checkbox"/> Female	1	1	1	1 (Pass)
2. Marital Status: <input type="checkbox"/> Single <input type="checkbox"/> Divorced <input type="checkbox"/> Married	1	1	1	1 (Pass)

Items	Experts			IOC
	Dr.Chanisara	Dr.Noppadon	Dr.Surat	
3. Age: <input type="checkbox"/> 20-30 years old <input type="checkbox"/> 31-40 years old <input type="checkbox"/> 41-50 years old <input type="checkbox"/> 51-60 years old	1	1	1	1 (Pass)
4. Level of education: <input type="checkbox"/> Below Bachelor Degree <input type="checkbox"/> Bachelor Degree <input type="checkbox"/> Master Degree <input type="checkbox"/> Doctoral Degree <input type="checkbox"/> Others: _____	1	1	1	1 (Pass)
5. Company's Area (3 major areas): <input type="checkbox"/> Commercial <input type="checkbox"/> Supply Chain <input type="checkbox"/> Admin & Finance	1	1	1	1 (Pass)
6. Monthly Personal Income: <input type="checkbox"/> Less than or equal to 10,000 THB <input type="checkbox"/> 10,001 – 20,000 THB <input type="checkbox"/> 20,001 – 30,000 THB <input type="checkbox"/> 30,001 – 40,000 THB <input type="checkbox"/> More than 40,000 THB	1	1	1	1 (Pass)

Part 2: Work Environment

No	Items	Experts			IOC
		Dr.Chanisara	Dr.Noppadon	Dr.Surat	
Supervisor Support					
E1.	My supervisors foster genuine and trusting relationships on the team.	1	1	1	1 (Pass)
E2.	My supervisors support my overall and achievement.	1	1	1	1 (Pass)
E3.	My supervisors support my professional growth and development	1	1	1	1 (Pass)
E4.	My supervisors help me to learn from mistakes and turns me into productive development opportunities.	1	1	1	1 (Pass)
E5.	My supervisors routinely communicate with me so that I am able to perform and develop in my position.	1	1	1	
E6.	My supervisors help me get the resources that I need to do my job.	1	1	1	1 (Pass)
E7.	My supervisors model this company core values	1	1	1	1 (Pass)
E8.	My supervisors gather my input when making decisions that affect me.	1	1	1	1 (Pass)

No	Items	Experts			IOC
		Dr.Chanisara	Dr.Noppadon	Dr.Surat	
E9.	My supervisors reward me in a manner that makes me feel valued.	1	1	1	1 (Pass)
E10.	My supervisors recognize me when I perform well.	1	1	1	1 (Pass)
E11.	My supervisors give me the right amount of autonomy to do my work successfully.	1	1	1	1 (Pass)
E12.	My supervisors select competent people for our team.	1	1	1	1 (Pass)
E13.	My supervisors are aware of my career goals.	1	1	1	1 (Pass)
Job Aid					
E14.	The company usually supports if the employees are required to take leave from the job and look for the source as for their reference to their job.	1	1	1	1 (Pass)
E15.	The company usually provides guides, templates, and checklists to make the tasks easier and assists in minimizing errors.	1	1	1	1 (Pass)
E16.	The company usually provides software that is used to enhance the efficiency of workflow.	1	1	1	1 (Pass)

No	Items	Experts			IOC
		Dr.Chanisara	Dr.Noppadon	Dr.Surat	
E17.	The company usually provides specific task-based instructions makes it quicker for employees to learn and retain task information needed.	1	1	1	1 (Pass)
Physical Work Environment					
E18.	My table and chair are comfortable enough to enable me perform my tasks.	1	1	1	1 (Pass)
E19.	The noise levels in the workplace are at bare minimum.	1	1	1	1 (Pass)
E20.	I am happy with my office space, ventilation and arrangement.	1	1	1	1 (Pass)
E21.	My company has good air ventilation and lighting to enable me performs my duties comfortably.	1	1	1	1 (Pass)
E22.	My company provides all the required work equipment to assist you to work efficiently	1	1	1	1 (Pass)
Performance feedback					
E23.	I receive regular feedback about my performance.	1	1	1	1 (Pass)

No	Items	Experts			IOC
		Dr.Chanisara	Dr.Noppadon	Dr.Surat	
E24.	I understand through my performance appraisal review how my job helps my company to achieve its strategic goals.	1	1	1	1 (Pass)
E25.	The overall performance appraisal system helps me to identify areas to improve my work performance.	1	1	1	1 (Pass)
E26.	The result I receive at my annual performance appraisal review determines my bonus/incentives.	1	1	1	1 (Pass)
E27.	If I do not agree with the final result of my performance appraisal, there is a clear appeals process for me to discuss with my supervisors.	1	1	1	1 (Pass)
Work incentives					
E28.	The incentives I receive from my company are commensurate to my work.	1	1	1	1 (Pass)
E29.	The company pay is at par with other equivalent organizations.	1	1	1	1 (Pass)
E30.	There is fairness and equality in the company compensation practices.	1	1	1	1 (Pass)

No	Items	Experts			IOC
		Dr.Chanisara	Dr.Noppadon	Dr.Surat	
E31.	The promotion policy of my company is fair and equitable.	1	1	1	1 (Pass)
E32.	Generally speaking, I am satisfied with the rewards offered by my company.	1	1	1	1 (Pass)
E33.	Incentive plans offered by my company are adequate.	1	1	1	1 (Pass)
E34.	The medical scheme offered by my company is comparable to what is in the market.	1	1	1	1 (Pass)

In-depth interview questions

The department managers and HR manager about their perception toward work environment and their suggestions to improve employee performance.

Section one: Key informant's profile

Items	Experts			IOC
	Dr.Chanisara	Dr.Noppadon	Dr.Surat	
1. Gender:	1	1	1	1 (Pass)
2. Age:	1	1	1	1 (Pass)
3. Position:	1	1	1	1 (Pass)
4. Work Experience (Years):	1	1	1	1 (Pass)
5. What are your roles & responsibilities?	1	1	1	1 (Pass)

**Section two: Managers' perception toward work environment in AJE
Thai Co., Ltd.**

Items	Experts			IOC
	Dr.Chanisara	Dr.Noppadon	Dr.Surat	
1. What is your opinion on the working environment in connection to supervisor support to staff and the coworker relationships in your company? Do you have any suggestion to improve supervisor support to staff?	1	1	1	1 (Pass)
2. What is your opinion on the working environment in connection to job aid in your company? Do you have any suggestion to improve job aid?	1	1	1	1 (Pass)
3. What is your opinion on the working environment in connection to physical work environment in your company? Do you have any suggestion to improve physical work environment?	1	1	1	1 (Pass)
4. Does performance feedback applied in this organization to help in performance	1	1	1	1 (Pass)

Items	Experts			IOC
maintenance? Do you have any suggestion to improve performance feedback?				
5. What is your opinion on the working environment in connection to workplace incentives in your company? Do you have any suggestion to improve workplace incentives?	1	1	1	1 (Pass)
6. What is your opinion on the working environment in connection to employee willingness in your company? Do you have any suggestion to improve employee willingness?	1	1	1	1 (Pass)
7. What will be your recommendation about the working environment to enhance job performance?	1	1	1	1 (Pass)



APENDIX E
ETHICAL CERTIFICATE



Date: October 04, 2022

Re: Conduct thesis approval

Attn: Mr. Angel Manuel Alvan Jimenez

We are pleased to grant you permission to conduct your research, "Guideline for Improving the Work Environment: A Case Study of AJE Thai Co., Ltd." as part of your thesis.

We support your initiative to analyze and improve our workplace environment and hope your findings will be valuable. Please coordinate with our designated contact for any necessary information during your research.

We wish you success with your thesis and look forward to your insights.



Yours sincerely,

(Mr. Thitaporn Sooksomboonsin)

Human Resources Manager

AJETHAI CO., LTD.

สำเนา

ที่ IRB4-242/2565



เอกสารรับรองผลการพิจารณาจริยธรรมการวิจัยในมนุษย์
มหาวิทยาลัยบูรพา

คณะกรรมการพิจารณาจริยธรรมการวิจัยในมนุษย์ มหาวิทยาลัยบูรพา ได้พิจารณาโครงการวิจัย

รหัสโครงการวิจัย : G-HU225/2565

โครงการวิจัยเรื่อง : GUIDELINE FOR IMPROVING THE WORK ENVIRONMENT: A CASE STUDY OF AJE THAI CO., LTD

หัวหน้าโครงการวิจัย : MR.MANUEL ALVAN

หน่วยงานที่สังกัด : วิทยาลัยพาณิชยศาสตร์

อาจารย์ที่ปรึกษาโครงการหลัก (สารนิพนธ์/ งานนิพนธ์/ : ผู้ช่วยศาสตราจารย์ ดร.ศรัณยา เลิศพุทธิรักษ์
วิทยานิพนธ์/ ดุษฎีนิพนธ์)

หน่วยงานที่สังกัด : วิทยาลัยพาณิชยศาสตร์

วิธีพิจารณา : Exemption Determination Expedited Reviews Full Board

คณะกรรมการพิจารณาจริยธรรมการวิจัยในมนุษย์ มหาวิทยาลัยบูรพา ได้พิจารณาแล้วเห็นว่า โครงการวิจัยดังกล่าวเป็นไปตามหลักการของจริยธรรมการวิจัยในมนุษย์ โดยที่ผู้วิจัยเคารพสิทธิและศักดิ์ศรีในความเป็นมนุษย์ไม่มีการล่วงละเมิดสิทธิ สวัสดิภาพ และไม่ก่อให้เกิดอันตรายแก่ตัวอย่างการวิจัยและผู้เข้าร่วมโครงการวิจัย

จึงเห็นสมควรให้ดำเนินการวิจัยในขอบข่ายของโครงการวิจัยที่เสนอได้ (ดูตามเอกสารตรวจสอบ)

1. แบบเสนอเพื่อขอรับการพิจารณาจริยธรรมการวิจัยในมนุษย์ ฉบับที่ 1 วันที่ 5 เดือน ธันวาคม พ.ศ. 2565
2. เอกสารโครงการวิจัยฉบับภาษาไทย ฉบับที่ 1 วันที่ 5 เดือน ธันวาคม พ.ศ. 2565
3. เอกสารชี้แจงผู้เข้าร่วมโครงการวิจัย ฉบับที่ 1 วันที่ 5 เดือน ธันวาคม พ.ศ. 2565
4. เอกสารแสดงความยินยอมของผู้เข้าร่วมโครงการวิจัย ฉบับที่ 1 วันที่ 5 เดือน ธันวาคม พ.ศ. 2565
5. เอกสารแสดงรายละเอียดเครื่องมือที่ใช้ในการวิจัย ฉบับที่ 1 วันที่ 5 เดือน ธันวาคม พ.ศ. 2565
6. เอกสารอื่นๆ ฉบับที่ - วันที่ - เดือน - พ.ศ. -

วันที่รับรอง : วันที่ 5 เดือน ธันวาคม พ.ศ. 2565

วันที่หมดอายุ : วันที่ 5 เดือน ธันวาคม พ.ศ. 2566

ลงนาม นางสาวทิมลพรรณ เลิศล้ำ
(นางสาวทิมลพรรณ เลิศล้ำ)

ประธานคณะกรรมการพิจารณาจริยธรรมการวิจัยในมนุษย์ มหาวิทยาลัยบูรพา



APENDIX F
PLAGIARISM CHECKING REPORT



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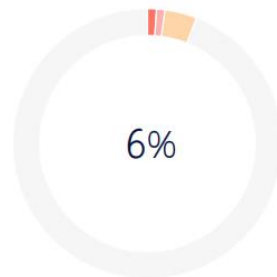
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Plagiarism Detection and AI Detection Report

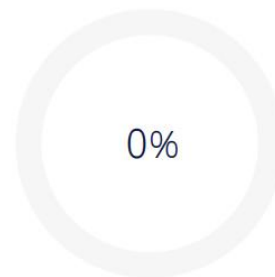
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Plagiarism Detection



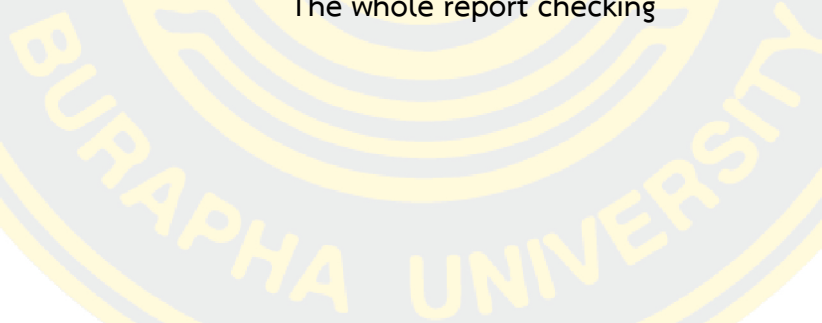
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Minor Changes	1%	303
Paraphrased	3.9%	1,168
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Omitted Words		5,072

AI Detection



	Text Coverage	Words
AI Text	0%	0
Human Text	100%	30,209
Excluded		
Omitted Words		5,072

The whole report checking





Analysis Report

Plagiarism Detection and AI Detection Report

CHAPTER 1 Manuel Alvan 27042025.docx

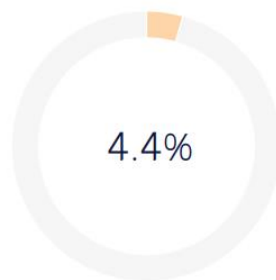
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Total Pages
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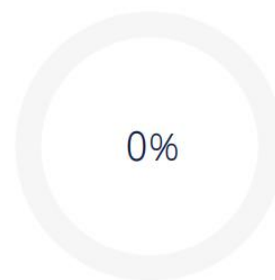
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Plagiarism Detection



Plagiarism Types	Text Coverage	Words
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Minor Changes	0%	0
Paraphrased	4.4%	77
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Omitted Words		111

AI Detection



	Text Coverage	Words
AI Text	0%	0
Human Text	100%	1,764
Excluded		
Omitted Words		111

Chapter 1

BURAPHA UNIVERSITY



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Scan Time
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Total Pages
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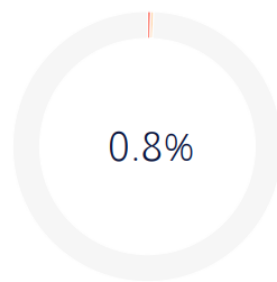
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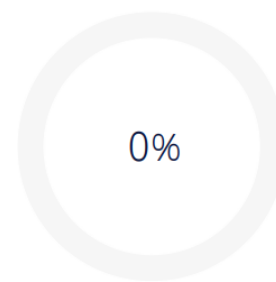
CHAPTER 2 Manuel Alvan 27042025.docx

Plagiarism Detection



Plagiarism Types	Text Coverage	Words
Identical	0.4%	24
Minor Changes	0%	0
Paraphrased	0.4%	21
Excluded		
Omitted Words		253

AI Detection



	Text Coverage	Words
AI Text	0%	0
Human Text	100%	5,947
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Omitted Words		253

Chapter 2

BURAPHA UNIVERSITY



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Scan Time
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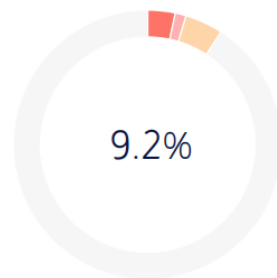
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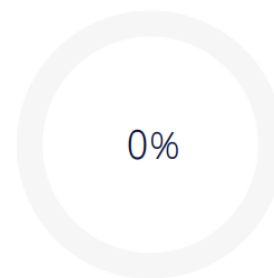
CHAPTER 3 Manuel Alvan 27042025.docx

Plagiarism Detection



Plagiarism Types	Text Coverage	Words
Identical	3.3%	80
Minor Changes	1.3%	32
Paraphrased	4.6%	111
Excluded		
Omitted Words		26

AI Detection



	Text Coverage	Words
AI Text	0%	0
Human Text	100%	2,424
Excluded		
Omitted Words		26

Chapter 3

BURAPHA UNIVERSITY



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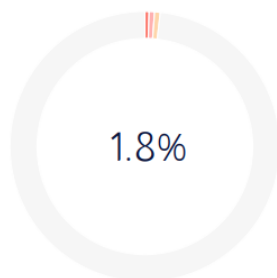
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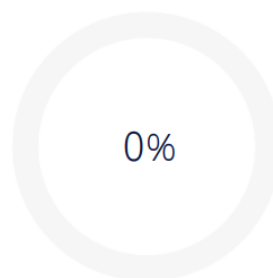
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Plagiarism Detection



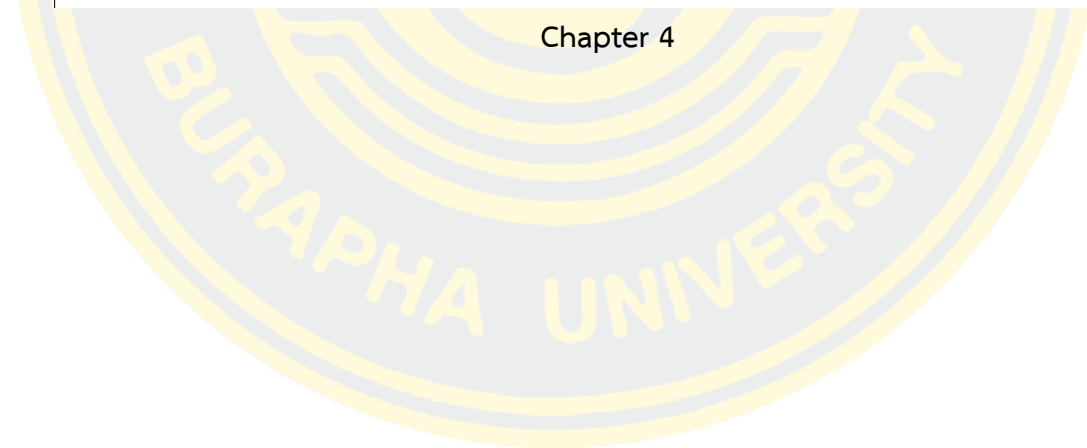
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● Minor Changes	0.6%	86
● Paraphrased	0.7%	91
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AI Detection



	Text Coverage	Words
● AI Text	0%	0
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Chapter 4





Scan details

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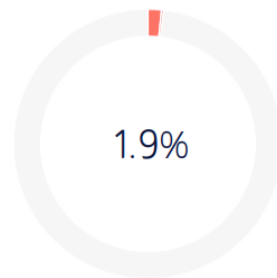
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Analysis Report

Plagiarism Detection and AI Detection Report

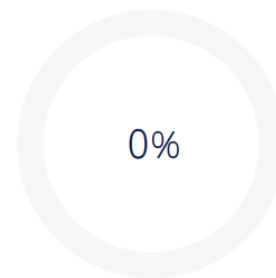
CHAPTER 5 Manuel Alvan 27042025.docx

Plagiarism Detection



Plagiarism Types	Text Coverage	Words
Identical	1.6%	74
Minor Changes	0.3%	13
Paraphrased	0%	0
Excluded		
Omitted Words		302

AI Detection



	Text Coverage	Words
AI Text	0%	0
Human Text	100%	4,621
Excluded		
Omitted Words		302

Chapter 5

BURAPHA UNIVERSITY

BIOGRAPHY

NAME MR. Manuel Alvan

DATE OF BIRTH 24 September 1993

PLACE OF BIRTH Lima, Peru

PRESENT ADDRESS Burapha University
169 Long Had Bangsaen Rd, Saen Suk, Chon Buri
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POSITION HELD Business Performance Analyst

EDUCATION Bachelor in Logistics Management
Burapha University

AWARDS OR GRANTS 1st Class Honor (Summa Cum Laude)
Burapha University International College
This certificate is awarded in recognition of a GPA of 3.60
or higher