THE EFFECT OF VISION COMPONENTS AND IMPLEMENTATION ON STAFF SATISFACTION: A CASE STUDY OF RETAIL STORES IN BANGKOK METROPOLITAN REGION

NIJSIREEVONGARIYAJIT

College of Management, Mahidol University, Bangkok, Thailand
E-mail: Nijsiree.v@gmail.com

Abstract - The purpose of this paper is to examine the relationships between vision and staff satisfaction in Thai retail chains, by taking into account vision realization factors of vision communication, organizational alignment, empowerment of staff, and motivation of staff. Data were derived from store managers and staff of 144 retail chains, located in Bangkok Metropolitan Region, where selling food, household, and consumer goods. The studied variables were tested for significant relationships through structural equation modeling (SEM). Vision, characterized by seven attributes of brevity, clarity, future orientation, stability, challenge, abstractness and ability to inspire; and embraced four content imageries of sales, leadership, consumer, and employee, was the indirect predictor of staff satisfaction. Empowerment of staff and motivation of staff were the direct predictor of improved staff satisfaction, while vision communication was the indirect predictor of enhanced staff satisfaction. Organizational alignment was removed due to low alpha value.

Keywords - Vision / Vision Realization Factors / Visionary leadership / Retailing / Thailand

I. INTRODUCTION

In addition to the currentcompetition in the modern trader – where the number of department stores, convenience stores, supermarkets, and hypermarkets continuously increase (Ninkitsaranont, 2018) throughout the nation, those in retail business surely exert to make sure their business performances standout. Still it is hard for retail managers to make their businesses successful, while maintaining their workers positive emotional state.

By having employee satisfaction to begin with, it could lead to firm benefits through many kinds of channels including absenteeism, lower turnover rate (Branham, 2005), higher productive workforce (Mayhew, 2017), and higher customer satisfaction(Yee et al., 2008), which in turn influences improved profitability (e.g. Ittner and Larcker, 1998).One of the empirical approaches to gain employee satisfaction is manager to apply leadership with vision (Conger and Kanungo, 1987) as employees under leadership with vision are more satisfied than under any other leadership styles (Bass, 1985). Vision also seems to play an important role in organizations' successfulness as many researchers such as Avery (2005) and Hamel and Prahalad (1989) stated thatan organization with a well-articulated vision can achieve sustained competitiveadvantage over those organizations lacking such a vision. However, as much as the importance of vision has been universally aware, there is only a handful of studies investigating the relationships between vision effects against organizational performance, through vision realization factors. Thisstudy, therefore, isbridging in the gap by investigating vision effectson staff satisfactiontaking into account vision realization factors of vision communication, organizational alignment, empowerment of staff, and motivation of staff in Bangkok Metropolitan Region's retail chains where selling food, household, and consumer products. Findings, future research directions, and practical implications are discussed below.

II. LITERATURE REVIEW

2.1 Visioncomponents

As much as vision is important to leadership, strategy implementation, and change (Kantabutra and Avery, 2010), there is little agreement found in what vision is among practicing managers (Baetz and Bart, 1996) as it is always confused with, or even deliberately combined with, mission, goals, strategy, values, and organizational philosophy (Kantabutra, 2008; Kantabutra and Avery, 2002).Therefore, in order to avoid the definitional issue, this present study adopted Baum et al. (1998) and Mumford and Strange (2005) that vision isidentified as leader's individual cognitive concept used guiding each leader's behavior, choices, and actions.However, it is not like any visions could count as "effective visions." According to Baum et al. (1998); Kantabutra and Avery (2007); and Kantabutra(2003, 2008a), effective vision is consisted of two components: vision attributes and vision content.

Vision attributes

Vision is said to produce a positive effect on organizational performance. However, not all types of visions create such effects, only effective onesthat count as confirmed by Kantabutra and Avery (2007) that vision attributes not characterized by the seven attributes rendered no significant effect on either staff or customer satisfaction. Only vision characterized by all seven vision attributes is expected to improve organizational performance (Kantabutra and

Vimolratana, 2009). In Kantabutra(2008a), once a vision is consisted of all seven attributes altogether, it becomes an indirect predictor of improved performance via customer and staff satisfaction in Thai retail stores.Although many different attributes for a vision have been suggested, there are seven commonlyshared attributes–consisting brevity, clarity, future orientation, stability, challenge, abstractness, and desirability or ability to inspire-derived from Baum (1994), Baum et al. (1998), Locke et al. (1991), and Kantabutra's the vision theory(2009). The combination of these seven characteristics on positive organizational performance is highlighted. All of them is reviewed and combininglytested in this study.

Brevity or conciseness. A visionconsidered brief should contain between 11 and 22 words (Kantabutra, 2011); therefore, a leader can communicate it frequently(Kotter, 1995) and (Yukl, 1998), and employees can effortlessly repeat.However, a brief vision alone will not significantly affect overall performance because it may not be clear to employees of what needs to be done (Conrad, 1990; and Pace and Faules, 1989); that is the reason why other attributes need to be in place.

Clarity. Clarity has been identified as a significant vision attribute (Kantabutra, 2003). It means leaders should create vision directly focusing at a prime goal. It needs to state clearly to employees what needs to be done; otherwise, it may not challenge the employees to do their best (Collins and Porras, 1994; Conger and Kanungo, 1987).

Future orientation. A vision that is only clear and brief will have no power to attract emotional commitment from followers if it does not offer a view of a better future (Nanus, 1992). Future-oriented visions should carry a long-term perspective for the organization and indicates the compelling future environment in which it will function (Kantabutra, 2011).

Stability. Vision statements are unlikely to be changed easily over time by any market or technology change. One way to ensure this quality is to have the vision statements representing a general idea (Kantabutra, 2011). An unstable vision suggests followers a serious lack of managerial integrity and commitment to the vision (Kouzes and Posner, 1987; Parikh and Neubauer, 1993), negatively affecting follower morale (Kantabutra, 2010a). Challenge. Challenging visions possess a high but achievable degree of difficulty enabling staff members to enhance their self-esteem while seeking to achieve the vision. In the previous studies, challenging visions usually aim at achieving a national or international status (Kantabutra and Avery, 2010).Visions themselves should challenge staff to try their best to achieve a desirable outcome (Kantabutra, 2011).

Abstractness. Vision statements should include all organizational interests and allow individual in different functions to creatively interpret their own meaning to guide their duties (Kantabutra, 2009).If a vision istoo concrete, too specific, and not abstract, it is likely to create conflicts among departments with different specific purposes (Kantabutra, 2010a). Therefore, when formulating a vision, leader needs to bear in mind that a vision is designed to incorporate other members of the organization's vision, not only leader's alone (Granit, 2012). Desirability or ability to inspire.A brief, clear, future-oriented, abstract, challenging, and stable vision will not gain employee commitment in working toward the vision unless it is inspiring or desirable (Morden, 1997).A vision must express inspirational ethical principles worthy of commitment (Nanus, 1989). Once a vision is uninspiring, it is unlikely to develop and nurture a shared vision.

Vision content

Vision content refers to the information embedded in the vision itself, including the image of the collective future (Stam et al., 2014).Its diverse meanings or topics conveyed due to the varied environments in which vision content functions.Manyscholars incline that vision content should depend on the types of business and competitive environments in which they operate: Collins and Porras (1994) suggest that vision content should not becommon across different organizations.For instance,Kirkpatrick and Locke (1996) revealed that vision statements emphasizing product quality were related to increased trust, leader-follower goal congruence, and inspiration. WhileWestley and Mintzberg (2005) argued that vision content should be either about products, services, markets, organizations, or ideals.Baum et al.'s (1998) and Kantabutra and Avery (2007) themselves took on customer and staff satisfaction imageries as relevant vision content in their study. While, Kantabutra(2003) found in his study of visions in Australian small retailstores that vision content refers to sales and leadership as well as customer and staff imageries.

Adopting Kantabutra(2003and 2008a), vision content in this study are imageries about sales, leadership, staff, and customer.The reason being is that the more retail store managers envision aboutimproving theseaspects, the more these aspects would improve in organizations.

2.2 Vision realization variables

Having vision, with the seven effective characteristics and four proposed content imageries, alone is not sufficient for a leader to lead successfully. Vision, in fact, contributes only 10 percentof the success, and

implementation the rest (Jick, 2001). Following Kantabutra(2005 and 2008a), the four mentioned leader and follower variables are proposed as necessary factors for realizing a vision in this present study. Each item is discussed respectively as following.

Vision communication

Vision communication has been popular topic for researchers (Taylor et al., 2014), and has long been regarded in the leadership literature as a key to successful implementation of a vision (e.g. Avery, 2004).Vision communication is when the vision is expressed in hopes of convincing followers that the vision is plausible and worthwhile (Stam et al, 2014).Leaders communicate their visions in various ways including written statements and personal communication (Kouzes and Posner, 1987). Embracing Kantabutra and Rungruang (2013),vision communication in this present study is classified in three channels: (a) spoken, (b) written, and(c) technology-mediated channels.

Organizational alignment

Apart from vision communication, the effectiveness of vision cannot do its work properly without aligning people and adjusting the supporting systems along with it. On the other hand, Kantabutra(2010b) has asserted that visionary leaders who do not align organizationalsystems with their visions negatively affect follower satisfaction because followerwho using visions to guide their work might find it difficult to carry out the visions. The unsupported organization systems will become obstacles whenever they are intended to follow vision; consequently, follower will feel frustrated and unsatisfied (Kantabutra, 2011).LikeKantabutra(2008a), organizationalalignment in the study is defined as the extent to which a leader: (a) reassigned his/her employees as needed to support his/her new vision; and (b) set up new employee evaluation criteria according to the new vision.

Empowerment of staff

After communicating visions and realigning organizations to suit visions, many studies suggest that leaders seem unlikely to achieve the goal without empowering their staffs. While an alignment of organizational systems concerns structural changes, empowerment isdelegating and passing power from higher organizational levels to lower ones (Carson and King, 2005), giving employees the independence to make decisions and commitments instead of just suggesting them (Forrester, 2000).Embracing Kantabutra and Rungruang (2013), empowerment in this study is defined as the extent to which a leader: (a) delegated work to employees; (b) provided resources and support services to employees; and (c) encouraged employees to make more decisions regarding daily operations.

Motivation of staff

Motivation is viewed by many scholars as essential to successful vision implementation (Kantabutra and Avery, 2007). In Kantabutra(2008a), motivation of staff was found to be the direct predictor of increased staff satisfaction in Thai retail stores. Vision can be used as a tool to motivate employees, create long-term commitments, to produce theappropriate resources, and enable the organization to change over time (Katz, 1999).By having a challenging vision, employees will also be able to raise their self-esteem while attempting to achieve the vision (Gecas and Seff, 1990), which in turn motivates and satisfies the employees (i.e. Maslow, 1943).Visionary leaders inspire a shared vision by their passionate belief that they can make a difference (Kouzes & Posner, 1995). Through their passion, they employ followers in the dream, breathe life into the shared vision, and get people to see the exciting future possibilities (Kantabutra and Vimolratana, 2010).It is also important for leader to blend in with his/her generated vision. It must be difficult for a leader to win over follower and get them to follow his/her version unless he/she sets a good example and acts one him/herself. Thus, leaders should live their vision by making all their actions and behaviors consistent with it(Nanus, 1992).Similar Kantabutra(2008a, and 2010a), motivation in this study is defined as below leader's action perceived by subordinate if leader: (a) act as a role model for subordinates; (b) build subordinates' self-confidence;
(c) create challenges for subordinates; and (d) reward subordinates who act consistently with his/her vision

2.3Staff satisfaction

Staff satisfactionis one's positive state of mind or feelings resulted from a variety of both intrinsic and extrinsic job elements (Howard and Frink, 1996, and Wayne, 2006).Extrinsic satisfaction refers to satisfactionwith aspects that irrelevant to job tasks or content of the worksuch as pay, working conditionsand co-workers (Taylor, 1970). Intrinsic satisfaction refers to the job tasksthemselvessuch as skill utilization,autonomy (Buitendach, and Witte, 2005),self-actualization of the worker, self-accomplishment on the job(Herzberg, et al., 1959), recognition, responsibility, advancement,or growth (Herzberg et al., 1959; Herzberg, 1966). Once employees are satisfied with their jobs, likely they tend to have more positive self-concept at work and greater self-determination that facilitates higher efficiency (Deci et al., 1989; Gagne´ and Deci, 2005)and better service (Bontis, Richards, and Serenko, 2011), resulting in improved customer satisfaction.Incorporated with Slavitt et al., (1986), Kantabutra and Avery (2007); and Kantabutra (2008a), staff satisfaction in the present study is measured by how staff is satisfied with: (a) dollar remuneration, (b) fringe benefits,(c) autonomy (job-related independence, initiative, and freedom), (d)

task requirements (job activities that must be done), (e) organizational policies, (f) interaction (formal/informal, social and professional contact at work), (g) professional status, (h) quality of supervision or guidance, (i) colleagues, (j) recognition of success, and(k) career advancement.

2.4 Structural model and hypotheses

Figure 1 shows a structural model tested in the present study and the following both directional and indirectional hypotheses were accordingly generated:

H1. Vision is indirectly predictive of enhanced staff satisfaction.

H2. Vision communication is indirectly predictive of enhanced staff satisfaction.

H3. Organizational alignment is indirectly predictive of enhanced staff satisfaction.

H4. Empowerment is directly predictive of enhanced staff satisfaction.

H5. Motivation is directly predictive of enhanced staff satisfaction.

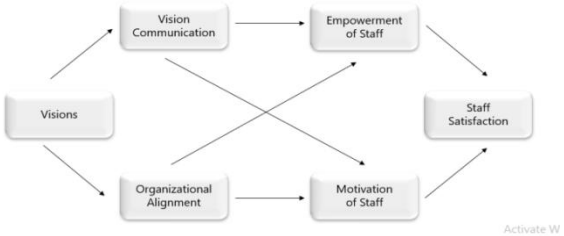

Figure 1.Structural model showing hypothesized relationships between vision and vision realization variables, and staff satisfaction

III. METHODOLOGY

A sample was drawn from retail stores where selling food, consumer, and health products in Bangkok and the vicinity areas. All stores belong to 5 parent companies and are located in renown shopping malls. For the sake of unrestricted access, the researcher asked for data-collection permission from the 5 retail companies. Those companies agreed to participate in the study, only to keep their names unrevealed.

40 major shopping malls throughout Bangkok Metropolitan Region were approached.33 shopping malls are located distributedlyin Bangkok, while the other 7 malls are major onesin the 3 vicinity areas - Nonthaburi, SamutPrakan, and Pathum Thani. The non-probability sampling schemes were applied with geographical representation remained. Store managers refer to those full-time employees, who station at the stores daily; and each branch has only 1 manager. Staffs are subordinates working under the interviewed store managers. Approximately, for each branch, 3-5 staffs were interviewed. It is possible to be more or less than that according to the number and availability of staff for each branch. In total, 144 stores with 144 store managers and 613 staffs were interviewed. Out of144 stores, 114 stores (79.17%) are located in Bangkok while 30 stores (20.83%) are in the vicinity areas including 9 stores (6.25%) at Samutprakarn, 10 stores (6.94%) at Nonthaburi, and 11 stores (7.64%) at Pathum Thani.

Following Kantabutra(2008a), the self-administered questionnaires are separate for store managers and staff.Store manager questionnaire includes branch locations and demographic information such as the experienced years and the number of staff. Then, store manager is asked to write down avision either his/her own or company's and rates his/her organizational alignment actions dependent with his/her vision by using nine-point Likert scale, where 1 indicates "Never" while 9 indicates "Always." The rest of vision realizations questions include in staff questionnaire.Staff questionnaire.AddressingKantabutra(2008a)'s limitation, store manager's vision in this study was written down by the researcher, instead of asking staff to write down their managers' visions based on their own understanding. This is to eliminate the inconsistency and misunderstanding of store manager's vision in staff's perception. After reading their manager visions, staffwas responsible for rating 2 characteristics of vision attributes, challenging and ability to inspire; the remaining of vision realizations questions – vision communication, empowerment and motivation of staff; and Slavitt et al's (1986) 12 items of staff satisfaction.

IV. DATA ANALYSIS AND RESULTS

Among the 144 store managers, they averagely had been working at the stores for 18-24 months with averaged 14 full-time staff members, 3 part-time staff members, and 2 internship students. More than half of store staff (60.5%) could work independentlyonly aware of store managers' purposes. While, store staff had been working at their stores about 12-18 months. Out of 613 cases, 567 (92.5%) are full-time staff, 34 (5.5%) are part-time staff, and 12 (2.0%) are internship students.

After reliability and validity test was done, theStructure Equation Modeling (SEM)model was conducted. The SEM model consists of two steps (Hairet al., 2014): first is the measurement model, representing how measured variables come together to represent constructs; and the structural model, a tool for examining the overall fit of the model and theory testing.

The measurement model

The measurement model demonstrates that all measures have acceptable goodness of fit (Table II).

For convergent validity, the assessment was done by factor loading,Average Variance Extracted (AVE), and Construct Reliability (CR) (Fornell&Larcker, 1981).First, factor loadings are varied within feasible

range, 0.527 – 0.936 (Figure 2). Then, most of AVE valuesmeet thenecessary threshold of 0.5 or above (Hair et al., 2010), except for vision.However, without 'Offending estimate' conditions including the existence of negative error covariance and the standardized coefficient greater than 0.95 (Hair et al.,1995), the overall model fit could be proceeded (Shyu, 2013).Lastly, CR for all of the constructs achievethe rule of thumb that CR should be greater than 0.5 (Fornell and Larcker, 1981).Vision, on the other hand, possesses CR value of 0.495. With roundup, it equals to 0.5, which is too small of a dispute.

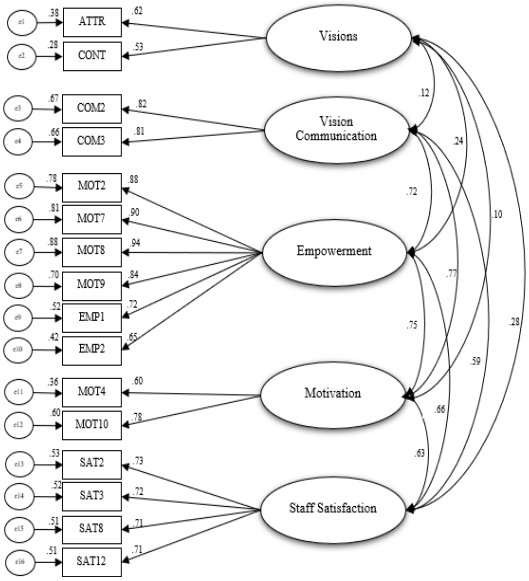

Figure 2.The measurement model

For discriminant validity, even though there is a little dispute between motivation, empowerment, and vision communication, the difference is too smalland can be ignored (Rahim and Magner, 1995).Overall, discriminant validity can be accepted for this measurement model (Table I).

	CR	AVE	VI	VC	EM	MO	SAT
Vision (VI)	.495	.330	*.575*				
Vision Communication (VC)	.798	.664	.123	*.815*			
Empowerment (EM)	.928	.685	.219	.725	*.828*		
Motivation (MO)	.646	.482	.105	.767	.746	*.694*	
Staff Satisfaction (SAT)	.810	.515	.235	.593	.661	.635	*.718*

Table I.Convergent validity and Discriminant validity tests

Note: Values in italics denote square root of AVE while values in regular denote correlation (ϕ)

The structural model

The model is proven overall fit with CMIN/DF = 3.856, goodness-of-fit index (GFI) = 0.931, adjusted goodness-of-fit index (AGFI) = 0.903, comparative fit index (CFI) value = 0.950, and root mean square error approximation (RMSEA) = 0.068 (Table II).

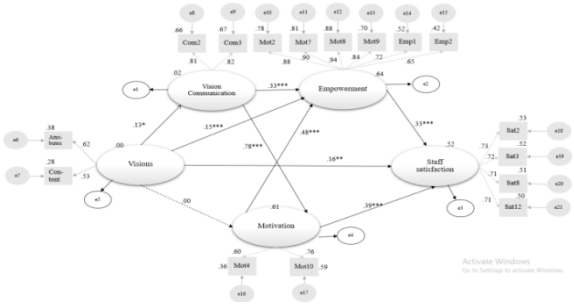

Figure 3. The structural modeling indicating the relationships between vision, vision realization factors, and staff satisfaction

(Chi-square = 370.153; df = 96; chi-square/df = 3.856; GFI = 0.931; AGFI = 0.903; CFI=0.950; RMSEA = 0.068).

Note: * = p < 0.05; ** p<0.01; *** p<0.001

- - - - → = Non-significant effect

——→ = Significant effect

Measurements	Required values	References	The measurement model	The structural model
CMIN/DF	< 5.0	Marsh &Hocevar (1985)	3.840	3.856
GFI	> 0.90	Hair et al. (2010)	0.931	.931
AGFI	> 0.90	Hair et al. (2010)	0.903	.903
CFI	> 0.90	Hair et al. (2014)	0.950	.950
RMSEA	< 0.08	Hair et al. (2010)	0.068	.068

Table II. Summary of model fit values and achieved valuesof SEM

Findings indicate that vision is indirectly predictive of enhanced staff satisfaction through 4 paths, where each path reports significant result. Additionally, the direct effect of vision towards staff satisfaction is also noticeable. Anyhow, H1 is supported (see Table III). While vision communication is indirectly predictive of enhanced staff satisfaction via 3 paths, indicating adoption of H2 (see Table IV). H3 is accepted as empowerment is directly predictive of enhanced staff satisfaction (ρ =<0.001, β =.328). H4 is also supported for motivation is directly predictive of enhanced staff satisfaction (ρ = <0.001, β =.391).

In conclusion, all H1-H4 are accepted.

Causual-effect relationships	indirect	Effect types/ β DE	IE	TE
Vision ➔ Vision communication ➔ Empowerment ➔ Staff satisfaction			0.014	
Vision ➔ Vision communication ➔ Motivation ➔ Staff satisfaction		0.160**	0.039	0.276
Vision ➔ Vision communication ➔ Motivation ➔ Empowerment ➔ Staff satisfaction			0.015	
Vision ➔ Empowerment ➔ Staff satisfaction			0.049	
		0.160**	**0.116**	**0.276**

Table III. The cause-effect relationships between vision and staff satisfaction

Note: * = p < 0.05; ** p<.01; *** p<.001; TE = Total Effect; DE = Direct Effect; IE = Indirect Effect; β = Standardized Regression Coefficient

Causal-effect indirect relationships	Effect types/ β		
	DE	IE	TE
Vision communication ➔ Empowerment ➔ Staff satisfaction	-	0.109	0.538
Vision communication ➔ Motivation ➔ Staff satisfaction		0.306	
Vision communication ➔ Motivation ➔ Empowerment ➔ Staff satisfaction		0.123	
		0.538	**0.538**

Table IV. The cause-effect relationships between vision communication and staff satisfaction

Note: * = p < 0.05; ** p<.01; *** p<.001; TE = Total Effect; DE = Direct Effect; IE = Indirect Effect; β = Standardized Regression Coefficient

V. DISCUSSION

5.1 Vision

The view in the literature that vision is important to organizational performance was endorsed in this study (Kantabutra, 2007b). In correspondence with Nanus (1992), the organizational performance in the study was measured by employee satisfaction.However, it is not like any visions could produce such effects. Robert Baum and colleagues (Baum et al., 1998) were among the first who found positive effects of vision attributes including seven characteristics - brevity, clarity, abstractness, challenge, future orientation, stability, and desirability or inspiration and vision content on staff satisfaction, which is said to bring up higher performance outcomes (Baum et al., 1998)than those without. The notion is expanded by Kantabutra (2009)'s vision theory thatthe seven vision attributes of brevity, clarity, challenge, stability, abstractness, future orientation, desirability or ability to inspire create positive effects on organizational performance initially through emotionally-committed followers was endorsed in this study. Given the east-west dichotomy propositions, the notion that the seven characteristics of powerful visions have important implications across a wide range of industries, and possibly across different cultures proposed by Kantabutra and Avery (2010) was certainly supported.In agreement with Kantabutra and Avery (2007), who concluded that vision attributes were needed to be characterized by all of the seven attributes; otherwise they rendered no significant effects on staff satisfaction. In line with Kantabutraand Avery(2010),they recommended to always investigate the seven vision attributes along with vision content. As resulted in this study, when computing both components as vision construct, it produced positive significant relationships towards staff satisfaction both directly and indirectly through vision communication, empowerment, and motivation of staff.

5.2 Vision realization factors Vision communication

The importance of vision communication had also been highlighted in many prior studies such as Avery (2004) and Kantabutra and Avery (2007). Like Kantabutra (2008a), vision communication –written and technology-mediated- indirectly predictive of enhanced staff satisfactionwas endorsed in this study.Vision communication is proven to have significant role in connecting staff members with a broader sense of purpose, given Thai retail industry is a fast-changing industry. Like Kantabutra and Saratun (2011), the spoken communication was dropped.Although Locke et al. (1991) and Conger and Kanungo (1987) insisted that organizational leaders must use personal communication skills to articulate the vision to followers, the idea doesnot appear to explain the vision communication behaviorsin Thai retail chains. This should be due to a high-context culture of Thailand, where non-verbal communication plays a significant role ineffective communication (Hall, 1976), rather than spoken visioncommunication.

Organizational alignment

Organizational alignment is remained for future research as it was dropped due to low Cronbach's alpha value in this study. The removal is likely concerning statistical issuedue to a low number of questions (Tavakol and Dennick, 2011). However, according to Kantabutra (2010b),leaders who do not align organizational systems with their visions do put negative impacts on follower satisfactionasmotivated and vision-guided staff members might have been frustrated while trying to achieve their store manager visions without supportive organizational infrastructures. Given the significance of the variable, future studies, shouldretrieve the variable by adding additional number of question items.

Empowerment of staff

The notion that empowerment of staff is directly and positively predictive of staff satisfaction proposed by Kantabutra and Saratun (2011) was confirmed in this study. Specifically, the notion that visionary leaders empowering their people to enable them to act consistently with the new vision (Conger and Kanungo, 1987) gained support from this study. Store managers who delegated work to employeeswas directly associated with improved staff satisfaction (Kantabutra and Avery, 2007). Similar to Locke et al. (1991), the more store managers acting as role models, building self-confidence, creating challenge, and creating moral commitment to the vision, the better outcome of staff satisfaction(Kantabutra, 2007b)gained support in this study. The direct relationship between empowerment and increased staff satisfaction is predictable as when subordinates are empowered to be responsible for their tasks, they likely feel more content with their job and vice versa (Kantabutra and Saratun, 2011).

Motivation of staff

Consistently with prior claims (e.g. Kantabutra, 2012), motivation of employees is a direct and

positive predictor of enhanced employee satisfaction.Motivation in this study, while the other four assumed motivation items were dropped, can be describedas store managers beingpassionate about their vision and rewarding subordinates who act consistently withvision,it is certain that these motivational acts will predict enhanced staff satisfaction as they fulfill both extrinsic and intrinsic satisfaction– the two fundamental rules of satisfaction (Howard and Frink, 1996; Wayne,2006).

More specifically, the view of Awamleh and Gardner (1999)'s conveying that visionary leaders motivate their followers to implement their visions, typically through store manager passion, was gained support here. Vision-passionate leaders are said to engage in motivating behaviors and bring about improvement of staff satisfaction (Kantabutra and Saratun, 2011). Also, in correspondence with Kantabutra and Vimolratana (2010), one of the approaches that effective leaders motivate their followers are to reward staff members who acted consistently with their visions, which bringing the better outcome of staff satisfaction (Kantabutra, 2007b) and naturally encouraging staff to use their visions to guide their daily operations, gained support here (Kantabutra and Vimolratana, 2010).

Despite the importance of motivation in theoretical reviews, many motivational items are eliminated or more related to empowerment in the factor analysis (Densten, 2002). In similarity with Trottier et al. (2008), whose study confirmed there is a linkage between motivation and empowerment and follower satisfaction. The interrelationship between the two concepts of empowerment and motivation appears complex and quite inseparable because motivation is a concept that is highly influenced by cultural values(Kantabutra and Saratun, 2011). When business setting has changed, it is plausible that motivational behaviors are inconsistently identified. Anyhow, future research should furtherly investigate the complexity of empowerment-motivation relationship (Kantabutra and Saratun, 2011).

5.3 Staff satisfaction

In this study, staff satisfaction is identified by pay, fringe benefits, career advancement opportunities, and outsider perception of them as retail professionals. The finding endorsed Howard and Frink (1996) and Wayne (2006) that employee satisfaction resulted from a variety of both intrinsic and extrinsic job elements. Consistently with those basic theories of needs, Herzberg's 2 Factor Theory (Herzberg et al., 1959), human needs are classified as two factors: Hygiene factors for the "job context" factors such as pay and fringe benefits and Motivational factors, which can be similarly explained as career advancement, personal growth, recognition from others, responsibilities, and achievement. All in all, both kinds of satisfaction are needed to be proper balanced in order to satisfy one's needs.

VI. LIMITATIONS AND SUGGESTIONS

Firstly, the headquarters did not allow to distribute the customer satisfaction questionnaire to their customer to preserve their privacy. Future research then should retrieve the variable in the study. Second, time, cost, and workforce constraints; therefore, future research should increase the sample size and expand data collection area, Thailand as a whole.

VII. PRACTICAL IMPLICATIONS

Organizational managersshould generate effective vision including the 7 attributes of brevity, clarity, future orientation, stability, challenge, abstractness, and desirability or ability to inspire with industry/organization-depedentcontent to create significant effects on staff satisfaction. These effective visions, then, must be communicated either through written or technology-mediated channels; employee empowerment to act consistently with vision is needed to be in place; and employee motivation through manager's passion and reward those act consistently with vision is needed to be arranged.

After following above vision-implementation procedures, staff satisfaction is likely to be increased. Then, it could lead to organization benefits through many approaches such as productivity, creativity, low employee turnover, (Bakotić, 2016), and customer satisfaction (Yee et al., 2008). All of which then could be one of the sources of improved organizational performances(e.g. Ittner and Larcker, 1998).

VIII. CONCLUSION

Effective visions, characterized by brevity, clarity, future orientation, stability, challenge, abstractness and ability to inspire and embraced sales, leadership, consumer, and employee imageries, were to light a positive effect on staff satisfaction. However, only having an effective vision was not enough unless store managers communicated their visions, empowered, and motivated their staff to act according to the visions.

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