# A Diagnostic Study on Motivation and Employee's Job Satisfaction of a Fast Growing Company: A Case Study of AAA Company

By
Naparin Boonchuaylue

A Thesis submitted in partial fulfillment of the requirements for the degree of

Master of Management in
Organization Development & Management

Graduate School of Business
Assumption University
Bangkok, Thailand

November, 2005

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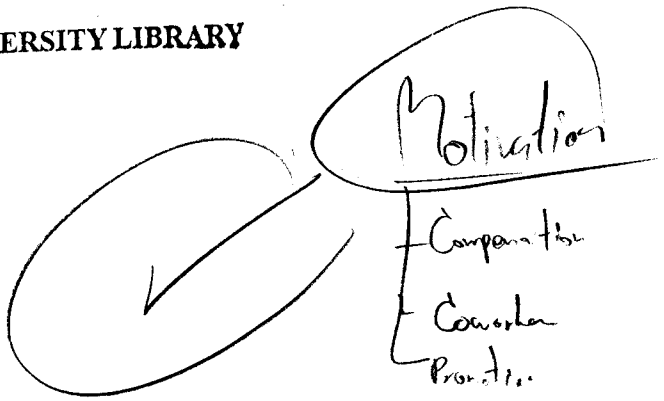


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# ABSTRACT

The purpose of this study was to diagnose the motivational factors and job satisfaction of employees working in the AAA Company. The study employed questionnaires, which was administered to 121 employees of AAA Company and all 121 set of questionnaires were collected back. The study applies descriptive statistics, average weighted mean, Pearsons Correlation Coefficient, the t-Test, and one-way ANOVA (F-Test). In addition, Interview technique was also used for the research. The researcher did interview 3 management team of AAA Company. All techniques were used to analyze the statement of problem and the hypotheses.

The finding showed that all five motivational factors, which are compensation, promotion, co-workers, work itself, and working condition had a moderate positive correlation with job satisfaction, which was also divided into 2 factors of working attitudes, and organizational commitment. Moreover, The correlation coefficient between the compensation factor and organizational commitment revealed the highest value. And, the correlation coefficient between the promotion factor and work attitude revealed the highest value.

Some recommendations that the researcher can make based on the findings are providing suitable remuneration, giving employees praise, recognition, appreciation for work done, creating two-way communication, providing training program, and managing change in transition period.

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# CHAPTER 1

## INTRODUCTION

### 1.1 Generalities of the study

The study bases on Airline Industry. For most service-oriented organization, competitive advantage is based on service. The service component can be become to major part of the total offer. A service is any act or performance that one party can offer to another that is essentially intangible and does not result in the ownership of anything (Philip, K. (1991).

Airlines throughout the world are currently facing an unprecedented financial crisis. The current industry crisis was most certainly exacerbated by the events of 9/11/2001, which resulted in immediate layoffs and cutbacks of almost 20% in total system capacity, in anticipation of the inevitable decline in passenger traffic due to concerns about the safety of air travel. However, the airlines were in serious trouble before 9/11 situation, as the starting of an economic downturn already had negatively affected the volume of business travel and average fares.

### 1.2 Global context

For the largest major airlines, the reduced demand for business travel translated into a 30% drop in revenues from business-type fares. At the same time, airline labor costs were increasing by 9.7% annually while fuel prices were up by 8.9%. To make matters worse, airlines were faced with deteriorating labor and management relations, aviation infrastructure constraints that led to increasing congestion and flight delays, and dissatisfied customers due to perceptions of poor service in general (Bijleveld, 2004)

The airline industry has also seen the re-emergence of problems involving inadequate infrastructure capacity, poor labor relations, and low customer satisfaction. The profit problems of network airlines have been further exacerbated by growing low-fare competition, increasing security costs, and shifts in air travel choice behavior. The historical business model of many network airlines now appears to be unable to support sustained profitability under any situation but only under the most favorable economic conditions. The industry is at a turning point – airlines company could well be on the brink of a major industry re-structuring that includes the bankruptcy, liquidation and/or consolidation of several major network carriers. The airlines will face the challenges of having to make significant changes to both their revenue and cost structures. And, the government will almost certainly continue to play a major role in shaping the future of the airline industry and the nation's air transportation system.

The current state of the airline market is to determine the study of a new breed of air carrier, **the low-cost carrier**, lower on airfares. The impact of a low-cost carrier is independent of market distinctions. A low-cost carrier present lowers prices at the low end, median, and high-end of the prices in all market segments. The broaden impact of the low-cost carrier across price points shows that the airline market is evolving.

The first pioneer low-cost carrier is Southwest Airlines in USA and the second the Ryanair in Europe. It presents lowers airfares, involving cost control program, like high aircraft utilization with the goal of raising profit levels. Its cost structure is a competitive advantage. It could manage to maintain profitability year after year.

As the widespread use and success of Southwest Airlines in US country, AirAsia resembled the concept low-cost airline in Malaysia. It has operated in Malaysia under "the low fare airline" concept for 2 years, and there is no competitor in the airline industry. Then, AirAsia in Malaysia gain very good profit and has run smooth operation. After that, many airline companies, for example Virgin Blue Airline in

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Australia and Australia's Qantas Airways have announced those wearing the same shoes are Jetstar, Valueair and Tiger Air of Singapore Airlines in Singapore entering into Asian low-cost airline market. An understanding of the significance of the low-cost carrier requires insight into what constitutes a low-cost carrier. The ability of low-cost carrier to compete on price with other full-service airlines represents an evolution of the airline market in Thailand.

The measurable impact of the low-cost carriers has two implications. First, the presence of low-cost carrier causes the distribution of prices to flatten and shift. The median is lower and price volatility is lower. Second, the lack of a low-cost presence raises prices. The presence of a low fare carrier may be a more important determinant of the ticket pricing on a particular route than the extent of route and hub concentration on that route. This economic model represents the core of the argument that the presence of a low cost carrier causes airfares to fall (Richards, 1996).

## 1.3 Thailand Context

Although, financial crisis situation surrounds the airline industry today, the evolution of the domestic airline market continues. The cost of air travel has fallen and the size of the airline industry has grown rapidly. In 2003 domestic passengers travel 7.3 million passengers. It is equal to 11% of population of (65 million). Tune Air holding company, in Malaysia convinced DRB-Hicom, the Malaysian government and airplane leasing partner General Electric bought over AA Company, With this acquisition, Malaysia's second national airline, became Asia's first low fare, ticketless airline. AA Company currently operates point-to-point flights from Kuala Lumpur International Airport hub, Johor Bahru hub (both are in Malaysia), Bangkok International Airport hub (Thailand) and the last one is Jakarta hub in Indonesia.

On 8th December 2001, Tune Air Sdn Bhd officially acquired 99.25% equity in AAA Company. Therefore, once AAA Company has firstly introduced and operated the

low fare airline concept in Thailand. Due to the first low fare Airline Company, the company offers ticket fare that is significantly lower than those of other service airlines do. And the concept is also very new to Thailand; AAA Company is able to attract the attention of the travellers. Then, the company is well known to the public. After that, there are a few competitors, both direct competitor, NOK Air, which is entering to operate in the market in June and indirect competitors, which is Orient Thai, launching "One-Two-Go" Concept by dumping the ticket fare in order to compete with AAA Company, presenting in the industry. (Bijleveld, 2004)

## 1.4 Company Background

In the Year 2003, AA Company, named AAA Company Limited, started operation in Thailand with the same concept of low fare, ticketless airline. It is the first airline that introduces low fare airline concept to Thailand. It offers regional flight on daily basis to Chiangmai, Chiangrai, Udornthani, Khonkean, Hatyai, Phuket, Ubonratchathani, Narathiwat, Macau, Penang, Kotakinabalu, Singapore, etc. AAA Company is expanding new daily regional destinations, such as Panom-Pehn, Hanoy, China, India, Indonesia, etc. in the near future.

AAA Company is the first pioneer to operate low-cost airline in Thailand. It defines to be an airline that operates a point to point destination, offers no frills service, ticketless, 25 minutes turnaround time in order to compete on price by offering travelling with low fares. The low-cost carrier can achieve short turnarounds time (flights arriving and departing within 20-30 minutes of each other) and pay less for leasing airport facilities. Then, low airport lease rates and gate costs also contribute to the lower cost structure of low-cost carrier.

As a low-cost carrier, wage savings is one of the components of the cost saving strategy of the company. Management gives the employees only basic benefit because of the concept of low fare and low cost airline. Employees will get the basic salary at

the base level. As cabin crews and pilots have to get what is called "perdium". The perdium is flight-duty allowance paid on each flight that cabin crews and pilots operate in a month. Comparing to other airlines, the perdium payment is lower than others are. Again, compared to other airlines, employees do not get any extra benefits such as transportation, laundry. Employees have to support all of expenses by themselves. Moreover, if crew has to operate the flight on public holiday, management used to agree them to pay the double payment in perdium but it is finally cancelled. In case, operating flight is delayed, cabin crew does not get any overtime payment and also it will effect to minimum rest period on the next duty day. That is why sometimes cabin crew might have to change from operating flight on the next duty day to be day off. That cause the crew loses the perdium on that day without any compensation. Therefore, it might cause high turnover problem. With the reasons, if any cabin crews have a chance to join with other airlines, which provide theme with higher payment and more benefits, some of them will resign and join with others. Now, even AAA Company has just operated the business for 1 year and 3 months, there are 15 cabin crews and 3 pilots who have already resigned to join other airlines.

These unfulfilled expectations and promises on the part of organization create an atmosphere of distrust. Employee has differences of the criteria of motivation factors. Many are highly motivated, but not motivated enough to do what their employer needs done. However, AAA Company is also one of several companies that is currently facing with the problem of employee dissatisfaction which in turn, has affected organization performance.

This research is mainly concerned with motivational factors that affect the employee's job satisfaction in the AAA Company. The problem that the company constantly faces is that the employees do not satisfy with their benefits and a high percentage of employees leave the company to seek jobs elsewhere. The company

should find effective ways to make the company's employees commit and be loyal to the organization to reduce the turnover rate of employee. Company should know motivation factors in order to maintain job satisfaction to employees.

## 1.5 Objectives of the Study

1) To study management of Low Cost Airlines business in Thailand.

2) To diagnose the current situation of employee's satisfaction towards work in AAA Company

3) To find out the appropriate strategies to maintain employee's satisfaction towards work in AAA Company.

## 1.6 Statement of the Problem

The main purpose of this study is on motivational factors that affect employee's job satisfaction. The questions are listed as the following:

1) What is the Demographic profile of respondents in terms of age, gender, sex, marital status, education, length of stay, average monthly income

2) What are the motivating factors of employee?

P V 3) What is the level of job satisfaction of employee in AAA Company?

4) Is there a significant relationship between job satisfaction in terms of a) Organizational Commitment b) Work Attitudes and motivation factors in terms of

   a) Co-Worker

   b) Compensation

   c) Work itself

   d) Promotion

   e) Working Condition

5) What are the appropriate strategies of company to maintain employee's satisfaction?

P E

## 1.7 Hypothesis

Ho1: There is no significant relationship between Motivating Factors and Job Satisfaction

Ha1: There is a significant relationship between Motivating Factors and Job Satisfaction

Ho2: There is no significant relationship between Demographic Factors and Job Satisfaction

Ha2: There is a significant relationship between Demographic Factors and Job Satisfaction

## 1.8 Significance of the Study

The study is emphasized on the motivational factors that are influenced employee's job satisfaction in the organization. As a result, company can improve overall organizational commitment The organization might have the better understanding of those motivational factors relating to organizational commitment.

The findings might help management to set up motivation strategies in order to maintain job satisfaction and improve commitment of employees in the organization. It will result in desirable outcomes such as high performance, low turnover, and low absenteeism.

The study might also help employees to understand their perception, personality, attitude, and behavior in order to communicate their motives to management. It also will result in another desirable outcomes such as perception of a warm, supportive, warm organizational climate.

## 1.9 Scope and Delimitation of the Study

The research is focused on the motivational factors that are influenced employee's attitude toward work in the organization with relation to job satisfaction in order to improve overall organizational commitment of employees of AAA Company. The target respondents are the AAA employees in Flight Operation department including 80 Cabin Crews13 Captains, 22 Co-Pilots, and 6 Flight Operation Staff.

The potential problem is the gathering of data. The questionnaire is used as a tool of research. As nature of job, it might have time conflict problem. Because the respondents are not working in the time of office hour, it is difficult to contact the respondents. They might lose or forget to return the questionnaire.

Due to company confidentiality, management would not like the researcher to expose the real name of the company. Therefore, company name is changed for doing the research but information using in this research is based on real data.

## 1.10 Definition of Terms

For clarity of the study, the following terms, which applied in the research, are defined as below:

Compensation: refers to every type of rewards that employees receive in return for their labor. (Ivancevich and Matteson, 1999)

Co-Workers: refers to Colleagues in the company, fellow workers. (Boone and Krutz, 1996)

Dedication: refers to the act of binding yourself (intellectually or emotionally) to a course of action

Job dissatisfaction: the unlikely emotional state resulting from appraisal of one's job values or as entailing disvalues.

Job satisfaction: means the degree to which employees have positive attitudes about their jobs. Reflects an employee's feeling about various aspects of work. It is a general attitude toward the job

Low-Cost Carrier: refers to An airline that operates with low-fare, a point to point network, offers no frills service, ticketless, and 20-30 minutes turnaround times. (Najda, 2003)

Loyalty: refers to a feeling or attitude of devoted attachment and affection

Motivation: refers to a process that starts with physiological or psychological deficiency or need that activates a behavior or drive that is aimed at a goal or incentive (Luthans, 1998)

Organizational Commitment: refers to employees' dedication and loyalty to the organization. (Ivancevich and Matteson, 1999)

Service: refers to any act or performance that one party can offer to another that is essentially intangible and does not result in the ownership of anything. (Kotler, 1999)

Supervision: means immediate supervisor who is responded for subordinates such as assigning jobs, result of work, performance evaluation or even the behavior of subordinate while working in company.

Work attitude: it refers to the degree of feelings, beliefs, and behavioral tendencies towards various aspects of the job itself, the setting in which the work is conducted, and/or people involved. (Greenberg and Baron, 1997)

Working Condition: means the physical conditions in which you work the amount of work, facilities available, ventilation, tools, space, noise and other environment aspects.

# CHAPTER 2

## REVIEW OF RELATED LITERATURE AND FRAMEWORK

This chapter provides a foundation for understanding the complexity of employee motivation and job commitment. This section summarizes the findings of literature related to job stress and job satisfaction of employees. It is classified into two parts. Part I is theories and literature of employee's stress in organization. Part II is theories related to job satisfaction.

### 2.1 Organization as System

Organization is a system as a group of interdependent people, items, processes, products, and services that have a common purpose or aim.

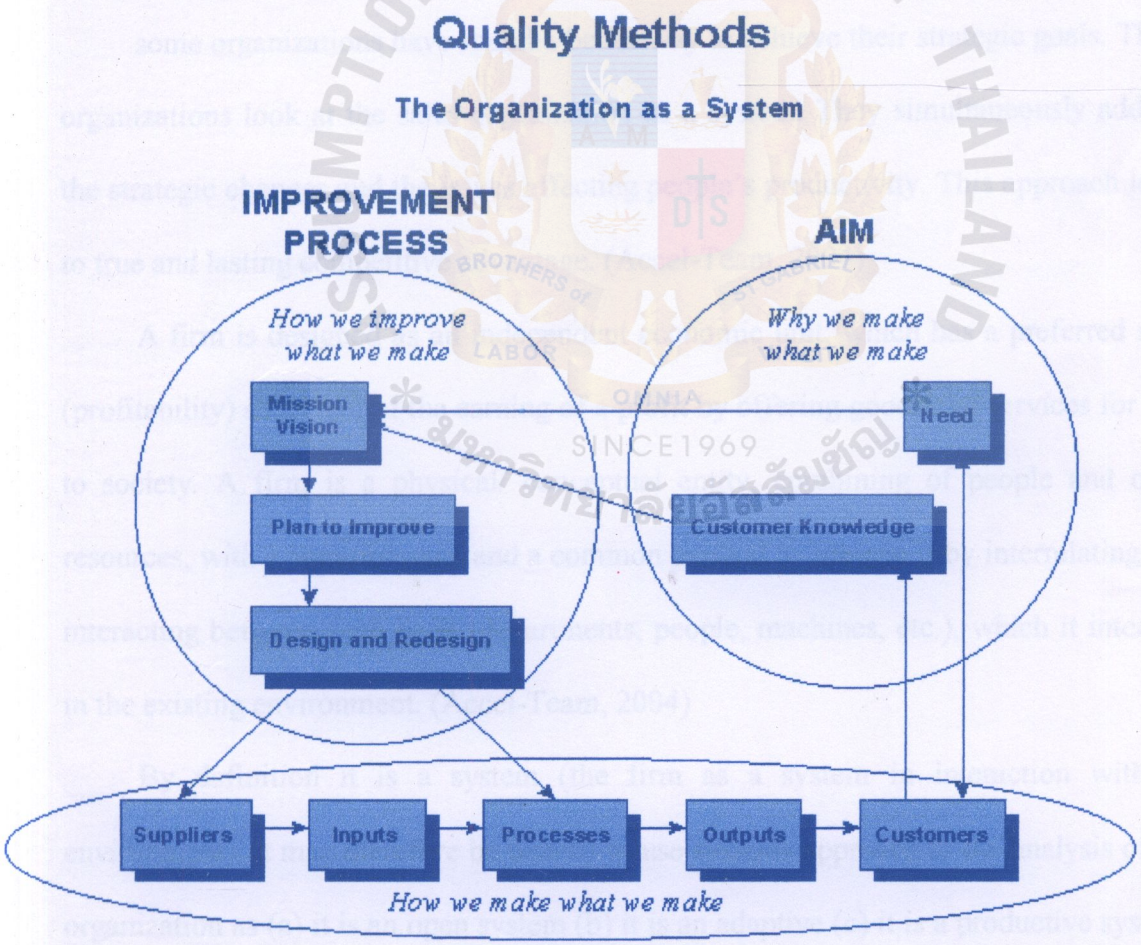


**Figure1: The Organization as a System**

**Source: Accel-Team.Com, 2001**

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The boundary of the system is defined to reduce the scope of the problem and to ensure that the correct focus is attained in the analysis. In defining the boundary, it must not be defined too broadly or too narrowly. If the boundary is defined too broadly in analysis, it will become unwieldy or too complex to handle. But if it is too narrowly, it will end up with localized analysis, resulting in a limited perspective that excluded significant variable.

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By defining a system in this way, we can link the means of production with the aim or purpose of the organization in order to continually improve. "Aim" means the connection to the underlying social or community need. The aim also considers the environmental issues that may effect the future of the organization. An "open system" is a system that permits continued access from "outside" of the system itself.

some organizations have found a better way to achieve their strategic goals. These organizations look at the sales organization as a system. They simultaneously address the strategic changes and the issues affecting people's productivity. This approach leads to true and lasting competitive advantage. (Accel-Team, 2004)

A firm is designed as an independent economic unit, which has a preferred state (profitability) as its aim of the earning of a profit by offering goods and services for sale to society. A firm is a physical/ conceptual entity, combining of people and other resources, with a common goal and a common method to achieve it by interrelating and interacting between each parts (departments, people, machines, etc.), which it interacts in the existing environment. (Accel-Team, 2004)

By definition it is a system (the firm as a system in interaction with its environment). It may therefore be benefit to use systems approach to the analysis of the organization as (a) it is an open system (b) it is an adaptive (c) it is a productive system. (Accel-Team, 2004)

An open system receives information, which it uses to interact dynamically with its environment. Openness increases its likelihood to survive and prosper. Adaptive subsystem is responsive by learning and adapting to its environment.. The functions of this subsystem are designed to insure that the organization can meet the changing needs of the environment (e.g. research, planning, development and so on). (Laatst gewijzigd op, 2004).

**General analysis of the organizations as a system**

**The environment of the organization**

The organization is a productive system. It interacts with its environment, drawing certain inputs from the environment and transferring these to outputs that are offered to the environment. The attainment of its preferred state is dependent on the efficiency with which the firm carries out this production process.

In order to analyze a system it is necessary to establish the relationships between the system and its environment. The organization's environment is itself a higher order system composed of its own subsystems. There are four major subsystems in the environment as followings:

- The economic system
- The technological system
- The socio-cultural system
- The political-legal system

To analyze the organization as a system it is necessary to establish the relationships between the firm and these external systems. And establish the relationships between the firm and its environment, it is necessary to study at least the major factors which influence these four environmental subsystems. (Accel-Team, 2004)

**The interrelated and interdependent parts of the firm**

A system contains interrelated and interdependent parts. The environment within which the system operates is so complex that the system as a whole may not be able to cope with these complexities in seeking to attain its preferred state. The system therefore subdivides itself into parts (subsystems) and these subsystems then specialize in coping with certain variables in the environment. If the specialized task is still too complex, the subsystems may themselves be further divided many times until a whole hierarchy of subsystems develop under one major subsystem. The personnel department in a large organization could serve as an example, with its variety of divisions paying specialized attention to functions such as recruitment, training, industrial relations, housing, benefits, salaries, etc. Obviously if the system as a whole can cope with some aspect better than the part, then there is no need for that part. (Accel-Team, 2004)

**Figure2: Organizational productive system**

**Source: Accel-Team.Com, 2001**

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As a productive system the firm depends on its environment to provide inputs which it transforms to produce outputs, which in turn depends on the environment to accept. The inputs from and outputs to the environment come from and go to different subsystems in the environment. In order to cope with the environment the firm must therefore subdivide into four major subsystems: (Accel-Team, 2004)

- A **commercial sector** which interacts primarily with the economic system performing the purchasing and marketing function of the firm.
- A **technical sector**, which concentrates primarily on the transformation processes within the firm. This sector will also interact with the technological system of the environment.
- A **personal sector** which interacts primarily with the sociocultural system performing the personnel and public relations function of the firm
- A **controller sector** which concentrates primarily on the flow of information within the firm. This sector also interacts with the political-legal system.

## 2.2 Organization Development and Intervention

Organizational Development (OD) is the application of methods of social sciences and psychology to the management of groups, teams, institutions, companies, ministries, agencies, etc. Organization Development (OD) is a planned, systematic approach to organizational education and constructive change. Organization Development (OD) as "an effort, planned, organization-wide, and managed from the top, to increase organization effectiveness and health through planned interventions in the organization's processes, using behavioral-science knowledge." In essence, OD is a planned system of change. (Accel-Team, 2004)

***Planned :*** OD takes a long-range approach to improving organizational performance and efficiency. It avoids the (usual) "quick-fix".

***Organization-wide :*** OD focuses on the total system.

***Managed from the top :*** To be effective, OD must have the support of top-management. They have to model it, not just espouse it. The OD process also needs the buy-in and ownership of workers throughout the organization.

***Increase organization effectiveness and health :*** OD is tied to the bottom-line. Its goal is to improve the organization, to make it more efficient and more competitive by aligning the organization's systems with its people.

***Planned interventions :*** After proper preparation, OD uses activities called interventions to make systemwide, permanent changes in the organization.

***Using behavioral-science knowledge :*** OD is a discipline that combines research and experience to understanding people, business systems, and their interactions.

Intervention is the activity of the OD consultant within the organization context. In a formal OD process, an OD consultant gains entry to the organization, establishes a contract with the client, diagnoses the current functioning of the system, and recommends specific actions to improve things. Intervention strategies are based on results of the diagnostic process and the specified goals of the organization system.

"OD interventions are sets of structured activities in which selected organizational units (target groups or individuals) engage in a task or sequence of tasks with the goals of organizational improvement and individual development"

The goal of any OD intervention into an existing system is to enhance the effectiveness and the efficiency of an organization by enriching individual maps of reality, by supporting personal growth of the individuals, by improving team spirit and inter-personal communication of the organization's members, and by introducing system

thinking into strategic planning. The most promising concept for OD is the concept of "Learning Organizations". (Denis J. Lucey 3rd, M.D. & Jay H. Lucas, 1996).

**Nature of OD**

- Dynamic and complex. The positioning and connections among parts of the organization are continually rearranging themselves. Organizational change is ongoing and involves intricate connections among all elements of an organization.
- Process oriented. Although content is important, it is the *processes* by which decisions are made, problems are solved, and people interact and communicate that are essential.
- Collaborative teamwork. The basic unit of OD is neither the individual nor organization, but teams or groups of people who work together.
- Equifinality. There are a lot of ways to skin a cat--and multiple ways to arrive at a goal or solution. There is usually no single best way.
- Customized solutions. Rather than using template solutions where "one size fits all," OD solutions are customized to each situation for better fit.
- Cultural change. The change involved in OD is more a change of culture, context and way of doing things than change in content. A new culture offers new solutions.
- Systemic connections. A systemic viewpoint recognizes that all parts of a system are connected and that intervention in one part often affects other parts. This is important in terms of intervention strategy as well as ethical consideration.
- Action research. This refers to the learning cycle (e.g., Kolb, Deming, and other models) in which action is based on reflective gathering of data, careful

interpretation of information, planning of intervention based on knowledge, and accumulation of wisdom over time.

- Change agent. A CA is a facilitator of change from within or without an organization. They look for leverage points and assist the client system in making needed changes.
- Top support. Although some pervasive changes can occur from the bottom up, it is less revolutionary for them to occur from the top down, as legitimized, strategic plans that are authorized and sanctioned with support.
- Long term and ongoing. OD is not a one-shot intervention, but an ongoing way of looking at and participating in the emergence of how the organization can work more effectively.

(Swenson, 2001)

**Stages of OD**

OD, like most disciplines, is more a process than a single event. When change agent are called to help facilitate a change, there are several stages in the development of the change (or consulting) relationship. (Swenson, 2001)

1. Scouting the system. The Change agent (CA) observes and inquires in order to get an initial fix on the client system, determine how receptive the system is to change, identify strategic leverage points, and determine fit between what is needed and what the CA has to offer.
2. Entry & Contracting. During this initial stage the CA works with the client system to build a working relationship, set reasonable parameters and expectations, clarify roles, identify benefits and risks, and establish credibility. This process is repeated with each groups of stakeholders in the client system.

3. Diagnosis--data gathering and feedback. Decisions in OD are data based and derive from the experiences and interactions of system constituents. During this stage the CA promotes initial "unfreezing" (Lewin's change model), decides on an appropriate model for guiding change, presents a clear purpose for data gathering, collaborates on methodology used, obtains both quantitative and qualitative data, and organizes data to provide useful feedback.

4. Planning. During this stage the CA and client system move to a conclusion regarding the data. More responsibility and control is sifted from the CA to the client system, commitment to the next step is ensured, and needed changes are structured (often in the form of policy).

5. Implementation of action. The plan is carried out as assigned, coordination checked, and the CA is available as needed for questions and unexpected problems that may arise.

6. Evaluation. It is important to assess how well the intervention meets the objectives. The CA should work with the client system to selec appropriate measurements, identify indicators of change, monitor progress and regress (and reframe the latter), and keep people informed.

7. Termination. When the work of the CA is done, that role is terminated and they exit the organization (if an external CA) or return to their previous assignment (if an internal CA). This final stage is highlighted by the CA and organization reviewing the change process, noting the problems and successes, identify significant learning, and terminating.

## 2.3 Organization Change Management

Organization Change Management is the process of aligning the organization's people and culture with changes in business strategy, organizational structure, and technology and business processes. Change Management is a critical business issue, because any kind of business improvement demands organizational change - be it a change to the way things are done, people are managed, or an operation is structured. (Nickols, 2004)

Change Management is activities involved in defining and instilling new values, attitudes, norms, and behaviors within an organization that support new ways of doing business and overcoming resistance to change. Furthermore, Change Management is making changes or having changes made in such a way as to minimize interference and irregularity in the service level resulting from these changes.

The term "change management" is more commonly, and increasingly, associated with total organizational change programs, versus changes to any one particular business process. (Scott Kimsey, 2003)

The culture of organizations is evolving to an increased awareness of quality improvement, continuous improvement, and the importance of change management. Many people already understand change management models and they are excellent resources to utilize as feedback mechanisms for Change Management Approach. It is an opportunity to realize benefits and shape organization to be successful in the future. (Nickols, 2004)

The magnitude of the change management effort is not well known. It is known that future state processes and systems will alter the way work is done. Individuals exhibit various reactions and feelings over the course of the different phases of ISO 9000 standards implementation (e.g. anxiety, fear, excitement). Our Change

Management Approach anticipates and recognizes these fears and feelings. People are most interested in how implementation of these standards will affect:

- the status of their current roles;
- changes to their current job;
- their work load in terms of the project implementation; and
- their ability to serve their customers (internally and externally).

As regulatory pressures, increasing customer demands and competitive forces impact utilities worldwide, change is becoming the norm rather than the exception. It is becoming increasingly important for utility managers to act not only in their traditional roles as managers, but also as transitional leaders — a role that focuses on guiding people through the changes inherent in our industry today. (Nickols, 2004)

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## 2.4 Maslow's Hierarchy of Needs Theory

Abraham Maslow was a clinical psychologist whose theory of motivation was part of theory of human behavior. Maslow (1954) outlined the most influential of content theories. The best-known theory of motivation is Maslow's hierarchy of needs theory. Maslow argued that each level in the hierarchy must be satisfied before the next is activated and that once a need is substantially satisfied it no longer motivates behavior. In other words, as each need is substantially satisfied, the next need becomes dominant. In addition, Maslow separated the five needs into higher and lower levels. Physiological and safety needs were described as lower-order needs; social, esteem, and self-actualization were described as higher-order needs. The difference between the two levels made on the premise that higher-order needs are satisfied internally while lower-order needs are predominantly satisfied externally.

Maslow proposed that within every person is a hierarchy of five needs.

1. *Physiological needs*: Physiological needs were the most basic needs to be satisfied for the person to survive including food, drink, shelter, sexual satisfaction, and other physical requirements.

2. *Safety needs*: security and protection from physical and emotional harm, as well as the desire for stability and a need for structure, order and law.

3. *Social needs*: The need for affection, belongingness, acceptance, love and friendship with people in general.

4. *Esteem needs*: it is the desired of internal esteem factors such as self-respect, autonomy, achievement and external esteem factors such as the need for establishment of status, recognition, attention and reputation and prestige.

5. *Self-actualization needs*: growth, achieving one's potential, and self-fulfillment; the drive to become what one is capable of becoming.

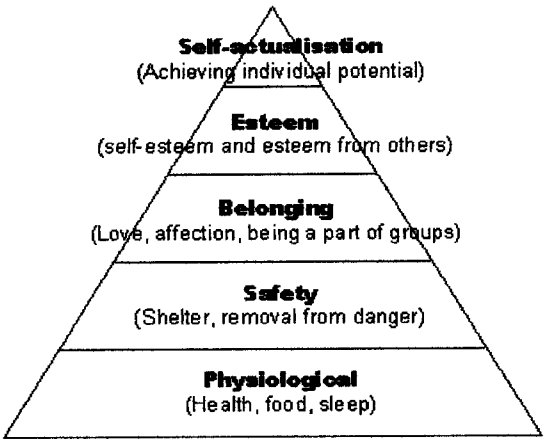


**Figure 3 Maslow's Hierarchy of Need**
**Source: Robbins and Coulter, 2002: 426**

If you want to motivate someone, according to Maslow, you need to understand what level that person is on in the hierarchy and focus on satisfying needs at or above that level. In fact, the natural conclusion from Maslow's classification is that, in times of economic prosperity, almost all permanently employed workers have their lower-order needs substantially met (Robbins and Coulter, 2002).

## 2.5 McClelland's Three-Need Theory

The three types of acquired needs are:

1. *Need for Achievement (nAch)*: People with a high need for achievement seek to excel, to achieve in relation to a set of standards, and to strive to succeed, thus tend to avoid both low-risk and high-risk situations. Achievers need regular feedback in order to monitor the progress of their achievements. They prefer either to work alone or with other high achievers. People with a high need for achievement are striving for personal achievement rather than for the trappings and rewards of success. They have a desire to do something better or more efficiently than it's been done before

2. *Need for Affiliation (nAff)*: Those with a high need for affiliation need harmonious relationships with other people friendly, close interpersonal relationships. and need feel accepted by other people. They tend to conform to the norms of their work group.

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3. *Need for Power (nPower)*: Those who need personal power want to direct others, and this need often is perceived as undesirable. Persons who need institutional power want to organize the efforts of others to further the goals of the organization.

## 2.6 Herzberg's Motivation-Hygiene Theory (Two-Factor Theory)

Frederick Herzberg's two-factor theory is known as **"motivation-hygiene theory".** It proposes that intrinsic factors are related to job satisfaction and motivation, whereas extrinsic factors are associated with job dissatisfaction. There are two dimensions to job satisfaction: "**motivation and hygiene**". **Hygiene issues**, according to Herzberg, cannot motivate employees but can minimize dissatisfaction, if handled properly. In other words, they can only dissatisfy if they are absent or mishandled. Hygiene topics include company policies, supervision, salary, interpersonal relations and working conditions. They are issues related to the employee's environment. **Motivators**, on the other hand, create satisfaction by fulfilling individuals' needs for meaning and personal growth. They are issues such as achievement, recognition, the work itself, responsibility and advancement. Once the hygiene areas are addressed, said Herzberg, the motivators will promote job satisfaction and encourage production. (Robbins and Coulter, 2002)

| Motivators | Hygiene Factors |
|---|---|
| - Achievement | - Supervision |
| - Recognition | - Company policy |
| | - Relationship with Supervisor, Peer and Subordinates |
| - Work itself | - Working Condition |
| - Responsibility | - Salary |
| - Advancement | - Status |
| - Growth | - Security |
| | - Personal Life |
| **Extremely Satisfied** | **Neutral** **Extremely Dissatisfied** |

**Figure 4 Herzberg's Motivation-Hygiene Theory**

**Source: Robbins and Coulter, 2002: 427**

- **Motivators** are the intrinsic factors that create job satisfaction. They are higher order needs for achievement (recognition, intrinsic interest in the work, responsibility and advancement).
- **Hygiene Factors** are the extrinsic factors that create job dissatisfaction. When these factors are adequate, people will not be dissatisfied, but they will not be satisfied (or motivated either). They are lower order needs that are met by pay, working conditions, inter-personal relations, supervision, company policy and administration.

Herzberg believed that the opposite of satisfaction was not dissatisfaction, as traditionally had been believed. Removing dissatisfying characteristics from a job would not necessarily make that job more satisfying (or motivating). Herzberg proposed that his findings indicated the existence of a dual continuum: The opposite of "satisfaction" is "no satisfaction," and the opposite of "dissatisfaction" is "no dissatisfaction." (Robbins and Coulter, 2002)

In conclusion, the researcher has studied the three theories related to job satisfaction which are Maslow's Hierarchy of Needs Theory, Herzberg's Motivation-Hygiene Theory and McClelland's Three-Need Theory. Also, I have reviewed a lot of literatures studied about the level of job satisfaction and the relationship between demographic characteristics of respondents and job satisfaction. Most of previous studies based on the theories of Maslow, Herzberg and McClelland. Therefore, the conceptual framework of this current study is also based on these three theories. (Robbins and Coulter, 2002)

**Comparison among the theories of Maslow's, Herzberg and McClelland**

| Maslow's Hierarchy of Needs Theory | Herzberg's Motivation-Hygiene Theory | McClelland's Three-Need Theory |
|---|---|---|
| - Self-actualization needs | - Achievement<br>- Work itself<br>- Growth | - Need for achievement |
| - Esteem needs | - Recognition<br>- Responsibility<br>- Advancement | - Need for power |
| - Social needs | - Supervision<br>- Relationship with peers supervisor and subordinates<br>- Status | - Need for affiliation |
| - Safety needs | - Company policy<br>- Security | |
| - Physiological needs | - Working conditions<br>- Salary<br>- Personal life | |

**Figure 5 The relationship between Maslow, Herzberg, McClelland**
**Source: Robbins and Coulter, 2002: 426**

## 2.7 Supervision

Supervision is defined as management by overseeing the performance or operation of a person or group. Employees look to management to provide them with guidance and support as they seek to competently fulfill their job responsibilities (Lewis & Souflee, 1994) Effective supervision is essential to successful professional development. Supervisors are responsible for modeling and teaching effective engagement skills, and positive professional work habits and job content (Dessler, 1996). Staff will achieve increased job satisfaction and feelings of support that provide regularly scheduled/on-going individual and unit supervision systems for their staff. When staff receive on-going support, guidance, and technical assistance on their very complex cases and job duties, agencies assure that their staff will be better prepared and ready to intervene quickly and effectively (Brief, Guzzo, and Schnieder, 1996)

## 2.8 Salary

Salary is a reward or recompense for services performed. It is usually applied to the reward paid to a public officer for the performance of his official duties. It can also be defined as wages received on a regular basis, usually weekly, fortnightly, or monthly. Sometimes the term is used to include other benefits, including insurance and a retirement plan (Meyer, 1994). The organization should consider to pay the employees fairly with the job descriptions. If individuals believed that they were not compensated well, they would feel unhappy in working. The organization should have clear policies relating to salary, fringe benefit, and bonuses to meet employee's satisfaction. Salary was a significant element pertinent to job satisfaction, but it was not by itself enough to decrease or increase job satisfaction (Robbins, 2001).

## 2.9 Working Condition

The organization of the work place environment that is conducive environment, which promotes good working relationship and performance. Most employees value pleasant working conditions. The conditions of work must support the work activity. Lighting, temperature, noise level adequate resources for work, and the closeness of work to home are just a few of the working conditions that contribute to satisfaction (Garrison & Bly, 1996).

Locke (1976) suggested that there were seven working conditions positively associated with job satisfaction. These conditions were mentally challenging work with which the individual could cope successfully with, personal interest in the work itself, work which was not too tiring physically, reward for performance in line with personal aspirations that were adjusted and understood, working condition which were compatible with the individual's physical needs and work goals, high self-esteem on the part of the employee, help in attaining interesting work, pay and promotion and in minimized role conflict and ambiguity. It seemed that items that could be, identified as intrinsic motivators and meeting expectation was an importance part of achieving high level of job satisfaction.

## 2.10 Work Attitude

Attitude can be defined as readiness to respond to a psychological object with some degree of favorableness. The evaluative reaction of favor or disfavor can range from extremely negative to extremely positive through the neutral point (UMASS, 2002). Attitude is just as important to employment as is job performance. Attitude is often misunderstood or never considered an important part of the employment relationship. Attitude can be seen as an indicator of the individual's capabilities and willingness to direct his/her best efforts towards doing a good job.

Work attitudes are defined as feelings, beliefs, values, and behavioral tendencies towards various aspects of the job, the setting in which the work is conducted, and/or the people involved. They are evaluative statements, either favorable or unfavorable.

The negative aspects of attitude seem that everyone has worked with an individual who displays a poor attitude about everything, including the job.

A look at the aspects of a positive attitude on the organization needs equal treatment. It is also true that most people have worked with co-workers who have an excellent attitude, not only about the job, but also about themselves, are more enjoyable to work and be associated with. They have the ability to make the work place an environment that produces a better product and at the same time fosters a pleasant and healthy atmosphere in which to work.

## 2.11 Employee Motivation

The employee who possesses a high degree of motivation is not difficult to locate within any organization. Individuals may express motivation in various ways but many common factors are presented and can be identified. It is common to find that motivated employees are those that receive many of the benefits the organization have to offer, e.g. advancement, selection for special assignments, premium salary, and continued employment are only a few of the benefits that can be received.

On the employer's point of view, an employer wants employees that have the ability to do the job they are hired to perform. They want the best person they can find who has the ability to learn job task with the least amount of training and supervision. The motivated employee not only meets these requirements, but also exceeds them in all respects. The motivated employee has the ability to learn the job task not only because he/she has to, but also because they want to. They require less supervision because they have the work ethic of providing an honest day's work without having to

be closely supervised. This allows the employer to fulfill job requirements with the least expenditure of funds and manpower.

The motivated employee often looks at the job with much more enthusiasm, who may satisfy the basic needs of the individual, and the emotional needs, which may be the desire to do a good job, reach goals and objectives, develop expertise in a given field and to satisfy the need for self-worth all serve to fulfill emotional needs with little relationship to strictly monetary gain. Anyway, obviously, monetary motivation must be satisfied before any emotional needs are to be addressed.

The problems an employer must face when personnel assigned to work fail to show up on time can be very costly. It may require on-duty personnel to remain on the job at an overtime rate. It may also be necessary to assign supervisor from his/her duties, which equates to a loss of manpower for unnecessary reasons.

It is important to understand what "on-time" really means. One important trait the motivated employee demonstrates is the ability to report for duty on time, unless ill or circumstances exist that are beyond his/her control. For the motivated employee, this is not difficult to accomplish. To others, it is almost impossible.

One of the most important traits a motivated employee displays is the willingness to function as a team worker. Employee should know that his/her job performance may have a reflection on the entire organization. This willingness to function as a team worker is a valuable trait that is seldom overlooked by supervisors or managers. A team worker also has little difficulty in acting as individual who has less experience. He/she will also take the opportunity to offer suggestions that may be cost savings, or make the job easier to accomplish. In many respects, a team worker is more valuable than several individual who work independent of the organization.

## 2.12 Job Satisfaction

Job satisfaction is the degree to which an individual feels positively or negatively about various aspects of the job, including assigned tasks, work setting, and relationships with coworkers (Schermerhorn, 1996). According to Mullins (1999), the level of job satisfaction might well affect the strength of motivation. Job satisfaction was more of an internal state. Many experts suggest that job satisfaction is the result of a psychological comparison process. Employee retention and turnover are the most objective measures of employee satisfaction/dissatisfaction in organizations. Basically, employees assess the extent to which various aspects of their job (e.g., pay, autonomy, work load) measure up to what they desire. In general, the larger the gap between what employees have and what they want from their jobs, the less satisfied they are. Employees tend to be most satisfied with their jobs when what they have matches what they want. The ramification of job satisfaction was extremely influential to any organization. It alone could be a determining factor affecting employee efficiency, productivity, absenteeism, as well as turnover. (Khaleque, 2002). However, the relationship between these discrepancies and job satisfaction is a bit more complex. An employee with a high level of job satisfaction holds positive attitudes toward the job, for example in associated with a person feeling of achievement, on the contrary, an employee who is dissatisfied with his or her job holds negative attitudes about the job (Robbins, 1996). These positive or negative feeling depends on how employee is treated in the organization. Specifically, the perceived importance of various job aspects really drives how strongly employees react. Job aspects that are not very important have little impact on employees' overall job satisfaction. The upshot of this is that an employee's overall job satisfaction is the cumulative result of comparisons that she makes between what her job provides and what she desires in various areas. The fact that perceived importance makes such a big difference in how employees feel also has implications for

management (Sweeney and McFarlin, 2002). An individual satisfaction toward his/her job generally leads to efficiency of work toward the organizational goals.

Job satisfaction has been considered in a variety of ways, and is defined differently in various studies. Ellickson (2002) wrote that job satisfaction was commonly defined as the extent to which employees liked their work. It is an attitude based on employee perceptions (negative or positive) of their jobs or work environments. He added that most efforts to explain job satisfaction have been dominated by the person-environment fit paradigm. Simply stated, the more a person's work environment fulfills his or hers needs, values, or personal characteristics, the greater the degree of job satisfaction.

The determinants of job satisfaction are intrinsic aspects of the job called motivators which are achievement, recognition, the work itself, responsibility, and advancement. These motivators create satisfaction by fulfilling individuals' needs for meaning and personal growth (Syptak, Marsland, and Ulmer, 1999). Whereas, the determinants of job dissatisfaction are extrinsic factors, called hygiene such as company policy and administration, supervision, salary, interpersonal relations with co-workers and working conditions (King, 1973).

The work itself as is containing the most potential for causing satisfaction. Enhanced, sustained performance on the job results not so much from the work environment, but the basic duty assigned in the job description and all those intrinsic feelings that produce positive attitudes about that duty. Robbins (1996) cited on Ostroff (1992) that the effect of job satisfaction on employee productivity, absenteeism, turnover.

Employees with high levels of job satisfaction are positive about their workplace. Every manager should work diligently to increase job satisfaction. The relationship between an employer and an employee must provide both with the means by which to

be fulfilled in their respective roles. Job satisfaction filled this need for both side of the equation. If employee was satisfied in their roles, it was assumed that their output quantity was greater and that their quality was higher than expected the employer might also be satisfied with employees. This was accomplished by first recognizing that each side needed the other. The employer felt they had an advantage since there were many people from which to fill a particular need. The employee could assume an advantage when he or she had a particular skill that was demanded. Job satisfaction was a two-way street and involved participation. For this to happen, a relationship must evolve between employer and employee. Job satisfaction was the single most sought after attribute of employment relationship. The most important element of job satisfaction was job security. (Khaleque, 2002).

Because, high job satisfaction leads to high productivity, low absenteeism, low turnover and low rates of major health setbacks like heart disease and strokes. In addition, employees who are happy with their jobs contribute in a more positive way toward society.

## 2.13 Consequence of Job Satisfaction

Job satisfaction leads to two advantages first advantage provides better work life both physical and mental aspect to an individual, second advantage to organization that an individual worked in as well. There were some studies indicated the relationship of job satisfaction to organizational effectiveness. Smith (1964) stated that people's work performance partly must come after their job satisfaction.

Another studied on job satisfaction as affecting to organization effectiveness was done by Organ (1977). He found that job satisfaction might relate to organizational citizenship behavior that was beyond the call of duty. Satisfied employees were more likely to help their coworkers, made positive comments about the company, and

refrained from complaining when things at work do not go well. On the other hand, job satisfaction had an important role to determine job effectiveness (Schermerhorn, 1996).

## 2.14 Organization Commitment

Organizational commitment has become increasingly recognized in the organizational behavior. Whereas satisfaction is at the level of the employee's attitude toward the job and commitment is at the level of the organization, a strong relationship between job performance and organizational commitment has been found over the years (Luthans, 2001)

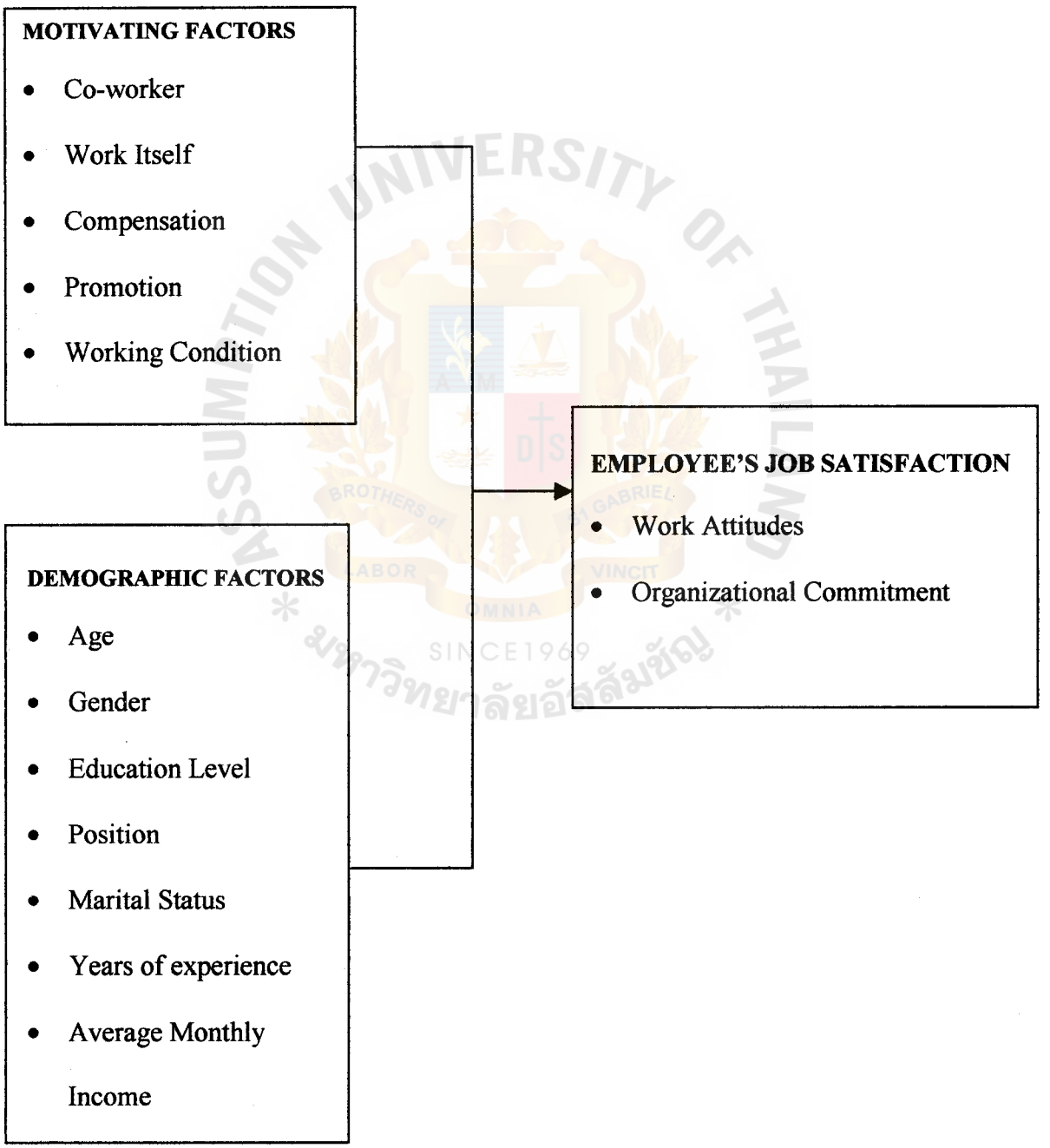
As an attitude organization commitment is often defined as (1) a strong desire to remain a member of a particular organization: (2) a willingness to exert high levels of effort on behalf of the organization; and (3) a definite belief in, and acceptance of the values and goals of the organization. In other word, this is an attitude reflecting employees' loyalty to their organizations and is an ongoing process through which organization participants express their concern for the organization and its success. (Luthans, 2001)

There are the three-component model proposed by Meyer and Allen (1991). The three dimensions are as following:

1. *Affective commitment* involves the employee's emotional attachment to identification with and involvement with the organization.
2. *Continuance commitment* involves commitment based on the costs that the employee associates with leaving the organization. This may be because of the loss of seniority or promotion.
3. *Normative commitment* involves employee's feeling of obligation to stay with the organization because they should: it is the right thing to do

# Conceptual Framework

**INDEPENDENT VARIABLES** **DEPENDENT VARIABLE**

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# CHAPTER 3

## METHODOLOGY

This chapter is to explain the process of conducting this research. The content covered the areas namely: method of research to be used, the sample size using, instrument, data collection technique/ procedure, and the data analysis.

### 3.1 Research Design

The research will be designed by using of the descriptive research method in order to determine in quantitative terms in which the degree of variables is related to the study. The method will be appropriately selected in order to collecting relevant data to support the study. The research concentrates on the first stage of OD, which is diagnostic stage. Diagnostic stage is the stage that researcher tries to look into the organization's problem. It is used different tools, such as interview, questionnaire, observation, etc., to diagnose the problem in AAA Company. Moreover, researcher will study other Low Cost Airline companies to know their management style, employee's benefits/ incentives, etc. Then, researcher will make comparison between AAA Company and others in order to find the appropriate strategies to motivate employees and maintain job satisfaction of employees at AAA Company.

### 3.2 The Target Respondents

Employees in Flight Operation Department of AAA Company will be selected as the respondents for this research. A total of 121 employees will be part of the study. They will be informed of the purpose of the study and will be asked to complete the questionnaire.

| | |
|---|---|
| Captains | 13 |
| Co-Pilots | 22 |
| Cabin Crews | 80 |
| Flight Operation | 6 |
| Total | 121 |

## 3.3 The Instruments

Questionnaires will be used as research instrument, which developed by other thesis (Banyat Hansakul, and Sukanya Srisuthep, 2004) The questionnaire will be made in English version and translated into Thai version in order to assist providing a better understanding of the questions asked of the respondents. The questionnaire will be designed to provide "Close-ended Questions". Also, it will be included the part of the profile of respondents in order to identify demographic data, for example, respondent's sex, age, education level, marital status, position in the company, years of experience in the company. Moreover, "Management Interview" technique will be used as the research instrument. The questions, which were used for Interview, were developed by the researcher.

Moreover, the questionnaire will be pre-tested the reliability before distributing to the respondents on the process of data analysis. The term reliability is a generic term used to describe the degree of error associated with a measure. To assure the reliability of the questionnaire, it will randomly chose 15 respondents, ten respondents will be chosen from BBB Airlines, and another five respondents from CCC Airlines for testing the understanding of questions in the questionnaire.

## 3.4 Data Collection

**3.4.1 Data Collection Technique:** Data gathering is the process to collect the data for the research. In this study, data will be collected through the use of self-administered questionnaires and Management Interview as techniques.

**3.4.2 Data Collection Procedure:** Questionnaires were prepared in English version. However, it was translated into Thai version for respondents. The target respondents were requested to answer the questions in the questionnaire and they were distributed at the office to the respondents by researcher. Each respondent would have time to answer the questions 7 days.

For Management Interview, the researcher made the interview appointment with 3 of management level, Capt. Tanapat Ngamplung (Director of Flight Operation), Mr. Pornanan Gerdprasert (Chief Financial Officer), and Mr. Chairat Pornpathananangoon, Financial Controller. In addition, the researcher added the interview of CEO of AAA Company and CEO of MAA, parent company taken from magazine and newspaper column. The source of interview will be added in reference part.

## 3.5 Data Analysis

The data collected through the use of questionnaire is quantitative data. It will be analyzed by the statistical analysis, the Statistical Package for Social Sciences (SPSS) to be a tool in order to analyze the result of the questionnaire.

However, the questionnaire for this research consisted of two parts:

1. Part 1 Demographic Profile. The demographic questionnaire focuses on the respondents' gender, age, education level, marital status, and years of experience.

- Age is classified into 4 groups : Less than 25 years, 25-35 years, 36-45 years, More than 45 years
- Gender : Male and Female

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- Education level is classified into 3 groups : Diploma, Bachelor's Degree, and Master Degree
- Marital Status : Single and Married
- Position in the Company : Cabin Crew, Captain, Co-Pilot, and Flight operation
- Years of experience is classified into 4 groups : Less than 6 months, 6-8 months, 8-11 months, 1 yr - up

2. Part 2 Factors associated with job satisfaction include co-worker, work itself, promotion, compensation working condition, organizational commitment, and work attitude. The five-point rating scale (Likert Scale) method will be applied to the questions.

The questionnaire is arranged in the following format:

| Part | Variables | Questionnaires Items |
|---|---|---|
| 1 | Compensation | 8 |
| 2 | Promotion | 6 |
| 3 | Co-Worker | 6 |
| 4 | Work itself | 7 |
| 5 | Working Condition | 4 |
| 6 | Organizational Commitment | 9 |
| 7 | Working Attitudes | 8 |

The principle score for Part 2 intended to interpret the level of job satisfaction which were the positive attributes questions as follow,

| Descriptive rating | Level of Agreement | Arbitrary Level |
|---|---|---|
| 5 | "Strongly Agree" | 4.20 - 5.0 |
| 4 | "Agree" | 3.40 - 4.19 |
| 3 | **"Neither Agree nor Agree"** | **2.60 - 3.39** |
| 2 | "Disagree" | 1.80 - 2.59 |
| 1 | "Strongly Disagree" | 1.00 - 1.79 |

3. Research question no.3 and 5 : Correlation Coefficient will be used to determine the significant relationship between motivation and employee's job satisfaction.

All research hypotheses will be tested at 0.05 level of significant

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# CHAPTER 4

## PRESENTATION AND ANALYSIS OF DATA

This chapter presented the research findings and analysis of study in order to answer the research question of the research hypothesis mentioned in chapter 1. The chapter began with a description of respondents' demographic profile in which primary data derived from the questionnaire in part I that would be presented in the section of demographic characteristics. The next section deals with the analysis of study in motivational factors that affected job satisfaction in the Flight Operation Department, AAA Company which primary data was derived from questionnaires in part II and III. Descriptive and inferential statistics was used to present data in the section of hypotheses testing.

### 4.1 The Demographic Characteristics of Respondents

The researcher distributed 121 questionnaires to all employees of AAA Company and the 121 questionnaires were entirely collected back by the researcher. Therefore, the researcher conducted a data analysis based on 121 collected questionnaires as the valid number.

There were six factors of respondents' demographic, which were composed of gender, age, education level, marital status, position in the company and years of experience. These demographic findings were shown through the use of the frequency distribution and percentage as follows:

#### 4.1.1 Gender

Table 4.1.1 shows that the sex of respondents was principally female. There were 61 respondents or 50.41% who were female. A total of 60 respondents or 49.59% of the respondents surveyed were male.

**Table 4.1.1 : Frequency Distribution by Gender**

| Gender | Frequency | Percent |
|---|---|---|
| Male | 60 | 49.59 |
| Female | 61 | 50.41 |
| **Total** | **121** | **100.00** |

### 4.1.2 Age

Table 4.1.2 shows that there were 78 respondents or 64.46% of all respondents whose ages were in the 25-35 years old range. This age level is the majority of the population. A total of 23 respondents or 19.01% were in the 36-45 years old range followed by 18 respondents whose ages were less than 25 years old, amounting to 14.88% and the minority group was the range of respondents whose age of more than 45 years old. This range was 2 respondents or 1.65% of total respondents.

**Table 4.1.2 : Frequency Distribution by Age**

| Age | Frequency | Percent |
|---|---|---|
| Less than 25 years | 18 | 14.88 |
| 25 – 35 years | 78 | 64.46 |
| 36 – 45 years | 23 | 19.01 |
| More than 45 years | 2 | 1.65 |
| **Total** | **121** | **100.00** |

### 5.1.3 Education Level

Education level was divided into 4 levels, high school or equivalent, diploma, bachelor degree, and master degree or above. From survey, the majority of respondents, 105 respondents (86.78%) were Bachelor's degree holders whereas the rest of the

respondents, 14 respondents or 11.57% were Master Degree holders or above. There were 2 respondents who had diploma showing the smallest portion at 1.65%.

**Table 4.1.3 : Frequency Distribution by Educational Level**

| Educational Level | Frequency | Percent |
|---|---|---|
| Diploma | 2 | 1.65 |
| Bachelor Degree | 105 | 86.78 |
| Master Degree or above | 14 | 11.57 |
| **Total** | **121** | **100.00** |

### 4.1.4 Marital Status

From the survey, the majority group was found to be single as 93 respondents or 76.86% of total respondent while 28 respondents or 23.14% of surveyed respondents were married.

**Table 4.1.4 : Frequency Distribution by Marital Status**

| Marital Status | Frequency | Percent |
|---|---|---|
| Single | 93 | 76.86 |
| Married | 28 | 23.14 |
| **Total** | **121** | **100.00** |

### 4.1.5 Position in the company

From the survey, the majority group under this research was 80 respondents or 66.12% who have worked for the position of Cabin crew. There were 22 respondents or 18.18% who have worked for the position of Co-pilot, followed by 13 respondents or

10.74% of total respondents who have worked as Captain. And there were 6 or 4.96% respondents who have worked for Flight Operation.

**Table 4.1.5 : Frequency Distribution by Position in the company**

| Position in the company | Frequency | Percent |
|---|---|---|
| Cabin Crew | 80 | 66.12 |
| Captain | 13 | 10.74 |
| Co – Pilot | 22 | 18.18 |
| Flight Operation | 6 | 4.96 |
| **Total** | **121** | **100.00** |

### 4.1.6 Years of Experience

Table 4.1.6 shows that there were 74 respondents or 61.16% of total respondents, who have worked for 1 year and above. The second largest group of respondents was 22 respondents or 18.18% who have served for the company in the range between 6-8 months followed by 18 respondents or 14.88% with 8-11 months. And 7 respondents or 5.79% have worked for less than 6 months, with the shortest working experience of all the respondents.

**Table 4.1.6 : Frequency Distribution by Years of Experience**

| Years of Experience | Frequency | Percent |
|---|---|---|
| Less than 6 Months | 7 | 5.79 |
| 6 – 8 Months | 22 | 18.18 |
| 8 – 11 Months | 18 | 14.88 |
| 1 Year – up | 74 | 61.16 |
| **Total** | **121** | **100.00** |

## 4.2 Analysis Measurement on Motivational Factor

This section was set to find measurement on the five motivational factors. The findings presented in this part were provided to answer research question and also analyze all measurement. The frequency, percentage, mean ( $\overline{X}$ ) and standard deviation (S.D.) was used to analyze the measurement of all motivational factors. The interpretation of measurement results were as follows:

| Result | Interpretation level |
|---|---|
| 4.20 – 5.00 | Strongly Agree |
| 3.40 – 4.19 | Agree |
| 2.60 – 3.39 | Neither Agree nor Disagree |
| 1.80 – 2.59 | Disagree |
| 1.00 – 1.79 | Strongly Disagree |

### 4.2.1 Analysis Measurement on Compensation

Table 4.2.1 shows that the satisfaction level of compensation factor overall was neither agree nor disagree ( $\overline{X}$ = 3.220) because employees satisfies with the salary and benefits as working with low cost airline company but they are still lacking some necessary benefits that they should have. As considered by subject, the compensation factor, which the employee was satisfied most frequently was subject 6 "there are benefits we do not have which we should have"; the mean score was at high levels (3.645), while the least satisfaction level was on subject 2, "the benefits we received are as good as most other organizations offer"; the mean score was at lowest levels (3.033).

**Table 4.2.1 : Measurement level classified by Compensation (n = 121)**

| Compensation | Measurement Levels | | | | | | | Levels |
|---|---|---|---|---|---|---|---|---|
| | Strongly Disagree | Disagree | Neither Agree nor Agree | Agree | Strongly Agree | $\overline{X}$ | S.D. | |
| 1. I feel my salary is fair for my work | 6 (4.96) | 28 (23.14) | 40 (33.06) | 44 (36.36) | 3 (2.48) | 3.083 | 0.945 | Neither agree nor disagree |
| 2. The benefits we received are as good as most other organizations offer | 4 (3.31) | 26 (21.49) | 56 (46.28) | 32 (26.45) | 3 (2.48) | 3.033 | 0.846 | Neither agree nor disagree |
| 3. The organization provides sufficient salary to earn a living | 2 (1.65) | 14 (11.57) | 51 (42.15) | 52 (42.98) | 2 (1.65) | 3.314 | 0.764 | Neither agree nor disagree |
| 4. There are few rewards for those who work here | 3 (2.48) | 17 (14.05) | 60 (49.59) | 34 (28.10) | 7 (5.79) | 3.207 | 0.846 | Neither agree nor disagree |
| 5. I am satisfied with the benefits I received | 4 (3.31) | 21 (17.36) | 52 (42.98) | 40 (33.06) | 4 (3.31) | 3.157 | 0.866 | Neither agree nor disagree |
| 6. There are benefits we do not have which we should have | 1 (0.83) | 8 (6.61) | 40 (33.06) | 56 (46.28) | 16 (13.22) | 3.645 | 0.825 | Agree |
| 7. I feel that I am appreciated by the organization when I think about what they have paid me | 3 (2.48) | 20 (16.53) | 51 (42.15) | 44 (36.36) | 3 (2.48) | 3.198 | 0.833 | Neither agree nor disagree |
| 8. I agree with the organization compensation policy | 7 (5.79) | 22 (18.18) | 42 (34.71) | 49 (40.50) | 1 (0.83) | 3.124 | 0.918 | Neither agree nor disagree |
| **Total** | | | | | | **3.220** | **0.548** | **Neither agree nor disagree** |

## 4.2.2 Analysis Measurement on Promotion

Table 4.2.2 shows that the satisfaction level of promotion factor overall was agree ($\overline{X}$ = 3.530) because employees feel satisfy with the opportunity their learning new skills and their advancement that the company provided for but employees hardly receive recognition from management when they do a good job. As considered by subject, the level of promotion factor, with which the employee was satisfied most frequently was subject 5, "my company gives regular training for me to be promoted"; the mean score was at high levels (3.678), while the least satisfaction level was on

subject 2, "when I do a good job, I receive the recognition for it"; the mean score was at lowest levels (3.256).

**Table 4.2.2 : Measurement level classified by Promotion (n = 121)**

| Promotion | Measurement Levels | | | | | | | Levels |
|---|---|---|---|---|---|---|---|---|
| | Strongly Disagree | Disagree | Neither Agree nor Agree | Agree | Strongly Agree | $\overline{X}$ | S.D. | |
| 1. I have the chance for promotion in my job | 5 (4.13) | 8 (6.61) | 27 (22.31) | 70 (57.85) | 11 (9.09) | 3.612 | 0.898 | Agree |
| 2. When I do a good job, I receive the recognition for it | 6 (4.96) | 17 (14.05) | 45 (37.19) | 46 (38.02) | 7 (5.79) | 3.256 | 0.945 | Neither agree nor disagree |
| 3. I think my chance for promotion in my company is better than other companies | 7 (5.79) | 7 (5.79) | 44 (36.36) | 52 (42.98) | 11 (9.09) | 3.438 | 0.948 | Agree |
| 4. I feel that the company is giving opportunity for me to learn new skills | 3 (2.48) | 9 (7.44) | 30 (24.79) | 63 (52.07) | 16 (13.22) | 3.661 | 0.890 | Agree |
| 5. My company give regular training for me to be promoted | 3 (2.48) | 7 (5.79) | 30 (24.79) | 67 (55.37) | 14 (11.57) | 3.678 | 0.849 | Agree |
| 6. I am satisfied with my chance for promotion | 4 (3.31) | 8 (6.61) | 39 (32.23) | 59 (48.76) | 11 (9.09) | 3.537 | 0.876 | Agree |
| **Total** | | | | | | **3.530** | **0.738** | **Agree** |

### 4.2.3 Analysis Measurement on Co-worker

Table 4.2.3 shows that the satisfaction level of co-worker factor overall was agree ($\overline{X}$ = 3.736) because all employees in the department know each other very well and have very good relationship among themselves. As considered by subject, the level of co-worker factor, with which the employee was satisfied most frequently was subject 5, "my co-workers are friendly"; the mean score was at high levels (3.678), while the least satisfaction level was on subject 2, "I feel that I have to work harder than others because of incompetence of people that I work with"; the mean score was at lowest levels (2.967).

**Table 4.2.3 : Measurement level classified by Co-worker (n = 121)**

| Co-worker | Measurement Levels | | | | | | | Levels |
|---|---|---|---|---|---|---|---|---|
| | Strongly Disagree | Disagree | Neither Agree nor Agree | Agree | Strongly Agree | $\overline{X}$ | S.D. | |
| 1. I like the people I work with | | 3 (2.48) | 18 (14.88) | 71 (58.68) | 29 (23.97) | 4.041 | 0.700 | Agree |
| 2. I feel that I have to work harder than others because of incompetence of people that I work with | 3 (2.48) | 36 (29.75) | 49 (40.50) | 28 (23.14) | 5 (4.13) | 2.967 | 0.894 | Neither agree nor disagree |
| 3. I can consult the problem of your work with your co-worker | | 8 (6.61) | 32 (26.45) | 72 (59.50) | 9 (7.44) | 3.678 | 0.710 | Agree |
| 4. My co-workers always help me when I have problem | 1 (0.83) | 4 (3.31) | 36 (29.75) | 66 (54.55) | 14 (11.57) | 3.727 | 0.742 | Agree |
| 5. My co-workers are friendly | | 3 (2.48) | 14 (11.57) | 73 (60.33) | 31 (25.62) | 4.091 | 0.683 | Agree |
| 6. Communication are good among my colleagues | | 6 (4.96) | 19 (15.70) | 76 (62.81) | 20 (16.53) | 3.909 | 0.719 | Agree |
| **Total** | | | | | | **3.736** | **0.468** | **Agree** |

## 4.2.4 Analysis Measurement on Work Itself

Table 4.2.4 shows that the satisfaction level of work itself factor overall was agree ($\overline{X}$ = 3.609) because employees enjoy doing their job and have a sense of pride in their job. As considered by subject, the level of work itself factor, with which the employee was satisfied most frequently was subject 3, "I enjoy my work"; the mean score was at high levels (3.959), while the least satisfaction level was on subject 1, "I feel that I am bored when I perform repetitive work"; the mean score was at lowest levels (2.802).

**Table 4.2.4 : Measurement level classified by Work Itself (n = 121)**

| Work Itself | Measurement Levels | | | | | | | Levels |
|---|---|---|---|---|---|---|---|---|
| | Strongly Disagree | Disagree | Neither Agree nor Agree | Agree | Strongly Agree | $\bar{X}$ | S.D. | |
| 1. I feel that I am bored when I perform repetitive work | 8 (6.61) | 40 (33.06) | 49 (40.50) | 16 (13.22) | 8 (6.61) | 2.802 | 0.980 | Neither agree nor disagree |
| 2. I feel that my job is challenging | 4 (3.31) | 6 (4.96) | 26 (21.49) | 67 (55.37) | 18 (14.88) | 3.736 | 0.892 | Agree |
| 3. I enjoy my work | 2 (1.65) | 6 (4.96) | 16 (13.22) | 68 (56.20) | 29 (23.97) | 3.959 | 0.850 | Agree |
| 4. I like doing the things I do at work | 2 (1.65) | 4 (3.31) | 22 (18.18) | 73 (60.33) | 20 (16.53) | 3.868 | 0.785 | Agree |
| 5. I feel that the work I do is appreciated | 1 (0.83) | 4 (3.31) | 25 (20.66) | 73 (60.33) | 18 (14.88) | 3.851 | 0.738 | Agree |
| 6. I feel a sense of pride in doing my job | 2 (1.65) | 10 (8.26) | 19 (15.70) | 69 (57.02) | 21 (17.36) | 3.802 | 0.881 | Agree |
| 7. I often feel that I do not know what is going in the organization | 1 (0.83) | 24 (19.83) | 49 (40.50) | 38 (31.40) | 9 (7.44) | 3.248 | 0.888 | Neither agree nor disagree |
| **Total** | | | | | | **3.609** | **0.470** | **Agree** |

## 4.2.5 Analysis Measurement on Working Condition

Table 4.2.5 shows that the satisfaction level of working condition factor overall was neither agree nor disagree ( $\bar{X}$ = 3.147) because the company provides appropriate working condition. As nature of the job, employees cannot set their own personal schedule; anyway, they can get used to it. As considered by subject, the level of working condition factor, with which the employee was satisfied most frequently was subject 4, "It sometimes gets too hot to work properly"; the mean score was at high levels (3.421), while the least satisfaction level was on subject 3, "I can set my own schedule"; the mean score was at lowest levels (2.678).

**Table 4.2.5 : Measurement Levels classified by Working Condition (n = 121)**

| Working Condition | Measurement Levels | | | | | | | Levels |
|---|---|---|---|---|---|---|---|---|
| | Strongly Disagree | Disagree | Neither Agree nor Agree | Agree | Strongly Agree | $\overline{X}$ | S.D. | |
| 1. My job provides appropriate working condition | 7 (5.79) | 13 (10.74) | 36 (29.75) | 57 (47.11) | 8 (6.61) | 3.380 | 0.968 | Neither agree nor disagree |
| 2. I get the proper tools and equipment to do my job | 11 (9.09) | 17 (14.05) | 41 (33.88) | 52 (42.98) | | 3.107 | 0.964 | Neither agree nor disagree |
| 3. I can set my own schedule | 29 (23.97) | 22 (18.18) | 36 (29.75) | 27 (22.31) | 7 (5.79) | 2.678 | 1.226 | Neither agree nor disagree |
| 4. It sometimes gets too hot to work properly | 11 (9.09) | 5 (4.13) | 40 (33.06) | 52 (42.98) | 13 (10.74) | 3.421 | 1.047 | Agree |
| **Total** | | | | | | **3.147** | **0.774** | **Neither agree nor disagree** |

## 4.3 Analysis Measurement on Job Satisfaction

This section was set to find measurement on job satisfaction. The findings presented in this part were provided to answer research question regarding organization commitment and work attitudes and also analyze the measurement. The frequency, percentage, mean ($\overline{X}$) and standard deviation (S.D.) were used to analysis the measurement of organization commitment and work attitudes. The interpretation of measurement results were as follows:

| Result | Interpretation the levels |
|---|---|
| 4.20 – 5.00 | Strongly Agree |
| 3.40 – 4.19 | Agree |
| 2.60 – 3.39 | Neither Agree nor Disagree |
| 1.80 – 2.59 | Disagree |
| 1.00 – 1.79 | Strongly Disagree |

### 4.3.1 Analysis measurement on Working Attitudes

Table 4.3.2 shows that the satisfaction level of working attitudes overall was agree ($\overline{X}$ = 3.515) because most of employees have good attitudes towards the organization. As considered by subject, the job satisfaction into working attitudes with which the employee was satisfied most frequently was subject 3, "I can use my abilities on the job" ; the mean score was at high levels (3.942), while the least satisfaction level was on subject 4, "my supervisor usually compliment me when I do something well"; the mean score was at lowest levels (3.140).

**Table 4.3.1 : Measurement level classified by Working Attitudes (n = 121)**

| Working Attitudes | Measurement Levels | | | | | | | Levels |
|---|---|---|---|---|---|---|---|---|
| | Strongly Disagree | Disagree | Neither Agree nor Agree | Agree | Strongly Agree | $\overline{X}$ | S.D. | |
| 1. I find it easy to talk to my supervisor | 16 (13.22) | 14 (11.57) | 24 (19.83) | 53 (43.80) | 14 (11.57) | 3.289 | 1.214 | Neither agree nor disagree |
| 2. I believe in the values of my company | 4 (3.31) | 6 (4.96) | 32 (26.45) | 69 (57.02) | 10 (8.26) | 3.620 | 0.839 | Agree |
| 3. I can use my abilities on the job | 3 (2.48) | 2 (1.65) | 16 (13.22) | 78 (64.46) | 22 (18.18) | 3.942 | 0.778 | Agree |
| 4. My supervisor usually compliment me when I do something well | 12 (9.92) | 19 (15.70) | 38 (31.40) | 44 (36.36) | 8 (6.61) | 3.140 | 1.082 | Neither agree nor disagree |
| 5. All employees receive equal opportunity for advancement | 9 (7.44) | 24 (19.83) | 22 (18.18) | 62 (51.24) | 4 (3.31) | 3.231 | 1.047 | Neither agree nor disagree |
| 6. I am willing to put extra effort to my job in order to help my company be successful | 3 (2.48) | 6 (4.96) | 29 (23.97) | 66 (54.55) | 17 (14.05) | 3.727 | 0.856 | Agree |
| 7. I am proud t o tell others that I am working with this company | 6 (4.96) | 6 (4.96) | 31 (25.62) | 56 (46.28) | 22 (18.18) | 3.678 | 0.993 | Agree |
| 8. I would accept almost any type of job assignment in order to keep working with my company | 3 (2.48) | 14 (11.57) | 29 (23.97) | 70 (57.85) | 5 (4.13) | 3.496 | 0.848 | Agree |
| **Total** | | | | | | **3.515** | **0.681** | **Agree** |

### 4.3.2 Analysis measurement on Organization Commitment

Table 4.3.1 shows that the satisfaction level of organization commitment overall was neither agree nor disagree ($\overline{X}$ = 3.388) because the organization is the fast growing

company that makes employees feel secured and pride to work with but also employees still want to find to work with other organization that were similar in nature of job with providing them the higher benefits. As considered by subject, the job satisfaction into organization commitment with which the employee was satisfied most frequently was subject 4, "I am proud to tell others that I am a part of the organization" ; the mean score was at high levels (3.669), while the least satisfaction level was on subject 5, "I would not like to work for another organization even if my work was similar in nature"; the mean score was at lowest levels (2.983).

**Table 4.3.2 : Measurement level classified by Organization Commitment (n = 121)**

| Organization Commitment | Measurement Levels | | | | | | | Levels |
|---|---|---|---|---|---|---|---|---|
| | Strongly Disagree | Disagree | Neither Agree nor Agree | Agree | Strongly Agree | $\bar{X}$ | S.D. | |
| 1. I am willing to put in a great deal of work beyond more than What is expected of me in order to make my organization successful | 2 (1.65) | 6 (4.96) | 42 (34.71) | 61 (50.41) | 10 (8.26) | 3.587 | 0.782 | Agree |
| 2. I talk to my friends this organization as a great place to work for | 3 (2.48) | 9 (7.44) | 49 (40.50) | 52 (42.98) | 8 (6.61) | 3.438 | 0.826 | Agree |
| 3. I feel very high loyalty for this organization | 6 (4.96) | 9 (7.44) | 46 (38.02) | 49 (40.50) | 11 (9.09) | 3.413 | 0.937 | Agree |
| 4. I am proud to tell others that I am a part of the organization | 4 (3.31) | 7 (5.79) | 34 (28.10) | 56 (46.28) | 20 (16.53) | 3.669 | 0.934 | Agree |
| 5. I would not like to work for another organization even if my work was similar in nature | 8 (6.61) | 27 (22.31) | 50 (41.32) | 31 (25.62) | 5 (4.13) | 2.983 | 0.957 | Neither agree nor disagree |
| 6. This organization really inspires me in the best way to perform my job | 6 (4.96) | 10 (8.26) | 49 (40.50) | 50 (41.32) | 6 (4.96) | 3.331 | 0.889 | Neither agree nor disagree |
| 7. I am extremely glad that I chose to work in this organization compared with others | 4 (3.31) | 10 (8.26) | 44 (36.36) | 55 (45.45) | 8 (6.61) | 3.438 | 0.865 | Agree |
| 8. I would accept almost any type of job assignment in order to keep working for this organization | 4 (3.31) | 14 (11.57) | 39 (32.23) | 61 (50.41) | 3 (2.48) | 3.372 | 0.848 | Neither agree nor disagree |
| 9. I find that my values and organization's values are very similar | 5 (4.13) | 11 (9.09) | 56 (46.28) | 45 (37.19) | 4 (3.31) | 3.264 | 0.834 | Neither agree nor disagree |
| **Total** | | | | | | **3.388** | **0.678** | **Neither agree nor disagree** |

## 4.4 Testing Relationship between Motivational Factors and Job Satisfaction

This section was set to find out effects of the five motivational factors on job satisfaction. The findings presented in this part were provided to answer research question and also analyze hypotheses 1. The Bivariate Correlation test (Pearson Correlation) was used to test the relationships of all motivational factors with job satisfaction. The level of significance in all hypothesis tests in this study was 0.05. The interpretation of measurement results were as follows:

| Result | Interpretation of Correlation |
|---|---|
| 1.00 | High positive correlation |
| 0.95 | Strongly positive correlation |
| 0.50 | Moderate positive correlation |
| 0.10 | Weak positive correlation |
| 0.00 | No correlation |
| -0.10 | Weak negative correlation |
| -0.50 | Moderate negative correlation |
| -0.95 | Strongly negative correlation |
| -1.00 | High negative correlation |

In this part. Any null hypothesis would be rejected if the p-value of the hypothesis were less than alpha or significance level of 0.01.

### 4.4.1 Analysis of Hypothesis 1

Ho : There is no significant relationship between motivating factors and job satisfaction.

Table 4.2.1 shows that the Sig. (2-tailed) was equal to 0.000. Thus, the null hypothesis was rejected at 0.01 level of significance. It could be concluded that the motivating factor has a significant relationship with job satisfaction and the correlation coefficient was 0.754, which displayed that there was a moderate positive correlation between the motivating factor and the job satisfaction. The higher the motivating factor score the higher the job satisfaction score.

In detail, the correlation coefficient between the five motivational factors and the job satisfaction was between 0.362 and 0.654. All factors were significant at 0.01 of level of significance and the correlation coefficient between the promotion factor and job satisfaction revealed the highest value, 0.654 while the correlation coefficient between the co-workers factor and the job satisfaction shows the lowest value, i.e. 0.362.

**Table 4.4.1 : Correlation Coefficients of Motivational Factor and Job Satisfaction**

| | | Motivational Factor | Compensation | Promotion | Co-worker | Work Itself | Working Condition |
|---|---|---|---|---|---|---|---|
| Job Satisfaction | Pearson Correlation | **.754**** | **.585**** | **.654**** | **.362**** | **.410**** | **.590**** |
| | Sig. (2-tailed) | **.000** | **.000** | **.000** | **.000** | **.000** | **.000** |
| Motivational Factor | Pearson Correlation | 1 | .772** | .753** | .571** | .634** | .784** |
| | Sig. (2-tailed) | . | .000 | .000 | .000 | .000 | .000 |
| Compensation | Pearson Correlation | - | 1 | .460** | .246** | .342** | .643** |
| | Sig. (2-tailed) | | . | .000 | .007 | .000 | .000 |
| Promotion | Pearson Correlation | - | - | 1 | .329** | .353** | .398** |
| | Sig. (2-tailed) | | | . | .000 | .000 | .000 |
| Co-worker | Pearson Correlation | - | - | - | 1 | .416** | .240** |
| | Sig. (2-tailed) | | | | . | .000 | .008 |
| Work Itself | Pearson Correlation | - | - | - | - | 1 | .325** |
| | Sig. (2-tailed) | | | | | . | .000 |
| Working Condition | Pearson Correlation | - | - | - | - | - | 1 |
| | Sig. (2-tailed) | | | | | | . |

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

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Based on the conceptual framework, there were 2 subordinate characteristics, which are organizational commitment and working attitudes under job satisfaction section. Thus, there were 2 sub-hypothesis occurring under this set of hypothesis which are indicated as follows:

**Sub Hypothesis 1**

Ho : There is no significant relationship between motivating factors and organizational commitment.

**Sub Hypothesis 2**

Ho : There is no significant relationship between motivating factors and work attitudes.

**4.4.1.1 Analysis of Sub Hypothesis 1**

Ho : There is no significant relationship between motivating factors and organizational commitment.

Table 4.4.2 shows that the Sig. (2-tailed) was equal to 0.000. Thus, the null hypothesis was rejected at 0.01 level of significance. It could be concluded that the motivating factor has a significant relationship with organizational commitment. And the correlation coefficient was 0.690, which displayed that there was a moderate positive correlation between the motivating factor and the organizational commitment. The higher the motivating factor score, the higher the organizational commitment score.

In detail, the correlation coefficient between the five motivational factors and the organizational commitment was between 0.286 and 0.588. All factors were significant at 0.01 level of significance. And the correlation coefficient between the compensation factor and organizational commitment revealed the highest value, 0.588 while the correlation coefficient between the co-workers factor and the organizational commitment showed the lowest value, i.e. 0.286.

**Table 4.4.2 : Correlation Coefficients of Motivational Factor and Organizational Commitment**

| | | Motivational Factor | Compensation | Promotion | Co-worker | Work Itself | Working Condition |
|---|---|---|---|---|---|---|---|
| Organizational Commitment | Pearson Correlation | **0.690**** | **0.588**** | **0.570**** | **0.286**** | **0.363**** | **0.564**** |
| | Sig. (2-tailed) | **0.000** | **0.000** | **0.000** | **0.001** | **0.000** | **0.000** |
| Motivational Factor | Pearson Correlation | 1.000 | 0.772** | 0.753** | 0.571** | 0.634** | 0.784** |
| | Sig. (2-tailed) | . | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Compensation | Pearson Correlation | | 1.000 | 0.460** | 0.246** | 0.342** | 0.643** |
| | Sig. (2-tailed) | | . | 0.000 | 0.007 | 0.000 | 0.000 |
| Promotion | Pearson Correlation | | | 1.000 | 0.329** | 0.353** | 0.398** |
| | Sig. (2-tailed) | | | . | 0.000 | 0.000 | 0.000 |
| Co-worker | Pearson Correlation | | | | 1.000 | 0.416** | 0.240** |
| | Sig. (2-tailed) | | | | . | 0.000 | 0.008 |
| Work Itself | Pearson Correlation | | | | | 1.000 | 0.325** |
| | Sig. (2-tailed) | | | | | . | 0.000 |
| Working Condition | Pearson Correlation | | | | | | 1.000 |
| | Sig. (2-tailed) | | | | | | . |

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

### 4.4.1.2 Analysis of Sub Hypothesis 2

Ho : There is no significant relationship between motivating factors and work attitudes.

Table 4.4.3 shows that the Sig. (2-tailed) was equal to 0.000. Thus, the null hypothesis was rejected at 0.01 level of significance. It could be concluded that the motivating factor has a significant relationship with work attitudes. And the correlation coefficient was 0.731, which displayed that there was a moderate positive correlation between the motivating factor and the work attitudes. The higher the motivating factor score, the higher the work attitudes score.

In detail, the correlation coefficient between the five motivational factors and the work attitudes was between 0.402 and 0.664. All factors were significant at 0.01 level of significance. And the correlation coefficient between the promotion factor and work

attitudes revealed the highest value, 0.664 while the correlation coefficient between the co-workers factor and the work attitudes shows the lowest value, i.e. 0.402.

**Table 4.4.3 : Correlation Coefficients of Motivational Factor and Work Attitudes**

| | | Motivational Factor | Compensation | Promotion | Co-worker | Work Itself | Working Condition |
|---|---|---|---|---|---|---|---|
| Work Attitudes | Pearson Correlation | **0.731**** | **0.508**** | **0.664**** | **0.402**** | **0.411**** | **0.543**** |
| | Sig. (2-tailed) | **0.000** | **0.000** | **0.000** | **0.000** | **0.000** | **0.000** |
| Motivational Factor | Pearson Correlation | 1.000 | 0.772** | 0.753** | 0.571** | 0.634** | 0.784** |
| | Sig. (2-tailed) | . | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Compensation | Pearson Correlation | | 1.000 | 0.460** | 0.246** | 0.342** | 0.643** |
| | Sig. (2-tailed) | | . | 0.000 | 0.007 | 0.000 | 0.000 |
| Promotion | Pearson Correlation | | | 1.000 | 0.329** | 0.353** | 0.398** |
| | Sig. (2-tailed) | | | . | 0.000 | 0.000 | 0.000 |
| Co-worker | Pearson Correlation | | | | 1.000 | 0.416** | 0.240** |
| | Sig. (2-tailed) | | | | . | 0.000 | 0.008 |
| Work Itself | Pearson Correlation | | | | | 1.000 | 0.325** |
| | Sig. (2-tailed) | | | | | . | 0.000 |
| Working Condition | Pearson Correlation | | | | | | 1.000 |
| | Sig. (2-tailed) | | | | | | . |

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

## 4.5 Testing the Relationship between Demographic Factors and Job Satisfaction

In this section, the t-test and the one-way ANOVA was used to determine whether demographic factors have a significant relationship with job satisfaction. Moreover, the Scheffe test was also utilized to reveal the extent to which the demographic factors are related to job satisfaction.

This section was established to answer the research questions mentioned in Chapter 1. It would follow that any null sub-hypothesis would be rejected if the Sig. (2-tailed) of the hypothesis were less than alpha or significance level of 0.05.

### 4.5.1 Analysis of Hypothesis 2

Ho: There is no significant relationship between demographic factors and job satisfaction.

Based on the conceptual framework there were 6 subordinate characteristics. Thus there were 6 sub-hypotheses occurring under this set of hypothesis which indicates as follows:

**Sub Hypothesis1**

Ho: There is no significant relationship between the gender factor and job satisfaction.

**Sub Hypothesis 2**

Ho: There is no significant relationship between the age factor and job satisfaction.

**Sub Hypothesis 3**

Ho: There is no significant relationship between the education level factor and job satisfaction.

**Sub Hypothesis 4**

Ho: There is no significant relationship between the marital status factor and job satisfaction.

**Sub Hypothesis 5**

Ho: There is no significant relationship between the position in the company factor and job satisfaction.

**Sub Hypothesis 6**

Ho: There is no significant relationship between the years of experience factor and job satisfaction.

Table 4.5.1 displays the Sig. (2-tailed) and the F statistics for all variables of these tests. There were two sub hypotheses which were rejected at 0.05 level of significance, which were concerned with gender factor (sub hypothesis 1) and education level factor (sub hypothesis 3). It can be implied that gender and education level factors have significant relationship with job satisfaction. For the remaining factors composed of age, marital status, position in company, and years of experience. The Sig. (2-tailed) were 0.102, 0.307, 0.086, and 0.067 respectively, which were more than the significance level of 0.05. Thus the null sub hypothesis 2, 4, 5, and 6 were accepted. The conclusion would be that the gender, marriage status, position in company, and years of experience factors have no significant relationship with job satisfaction.

**Table 4.5.1 : Summary of Analysis of Variance of Demographic with Job Satisfaction**

| Demographic | Job Satisfaction | |
|---|---|---|
| | t ≤ 2 groups, F > 2 groups | Sig. (2-tailed) |
| Gender | 4.350 | 0.039** |
| Age | 2.114 | 0.102 |
| Education | 3.265 | 0.042** |
| Marital status | 1.052 | 0.307 |
| Position in company | 2.253 | 0.086 |
| Years of experience | 2.445 | 0.067 |

The following analysis were provided for only 2 sub hypotheses that were rejected at 0.05 significance level, which were composed of sub hypothesis 1 & 3

#### 4.5.1.1 Analysis of Sub Hypothesis 1

Ho: The gender factor has no significant relationship with job satisfaction.

Since the Sig. (2-tailed) of the sub hypothesis 1 was 0.039, which was less than the significance level of 0.05, the null hypothesis is rejected. It could be concluded that the gender factor has a significant relationship with job satisfaction. How gender factor affects the job satisfaction could be answered by the results shown in Table 4.5.2 which displays the means of the job satisfaction across sex groups.

**Table 4.5.2 : Mean Rating of Job Satisfaction by Gender Factor**

| Demographic | Job Satisfaction | |
|---|---|---|
| | $\overline{X}$ | S.D. |
| Male | 3.569 | 0.622 |
| Female | 3.330 | 0.638 |

Table 4.5.2 showed that the means of job satisfaction perceptions of male employees of AAA Company was higher than the mean of female employees perceptions. The conclusion would be that males tended to have a higher level of job satisfaction than females.

#### 4.5.1.2 Analysis of Sub Hypothesis 3

Ho: The education level factor has no significant relationship with job satisfaction.

The Sig. (2-tailed) of the sub hypothesis 3 was equal to 0.042 which was less than the significance level of 0.05. Therefore, the null hypothesis was rejected. The conclusion would be that the education level factor has a significant relationship with

job satisfaction. How the education level factor is related to job satisfaction can be answered by the result of the Scheffe test shown in Table 4.5.3.

This table shows the means and mean difference of the job satisfaction perceptions across education level factor.

**Table 4.5.3 : Difference Comparisons of Job Satisfaction by Education Factor (Variable Education Difference)**

| **Demographic** | $\bar{X}$ | S.D. | Diploma | Bachelor Degree | Master Degree or above |
|---|---|---|---|---|---|
| | | | Mean Difference | | |
| Diploma | 3.265 | 0.208 | - | - | - |
| Bachelor Degree | 3.504 | 0.545 | -0.239 | - | - |
| Master Degree or above | 3.055 | 1.089 | 0.210 | 0.450* | - |

* The mean difference is significant at the 0.05 level.

Table 4.5.3 shows that the employees who had master degree or above has job satisfaction difference from employees who had bachelor degree at 0.05 level of significance.

In detail, the mean of the job satisfaction perceptions of employees tended to increase as education level increased. Interestingly, there were 3 education level of employees rated in the research. The mean of which was rated at the lowest level (mean = 3.055) and this was the employees who have had master degree or above. The conclusion would be that the bachelor degree level has the highest level of job satisfaction than other education level.

## 4.6 Testing the Relationship between Demographic Factors and Organizational Commitment

Based on the conceptual framework, organizational commitment and working attitudes were 2 subordinate characteristics under job satisfaction section. Thus, there were 2 sub-hypothesis occurring under this set of hypothesis which are indicated as follows:

In this section, the t-test and one-way ANOVA were used to determine whether demographic factors have a significant relationship with organizational commitment. Moreover, the Scheffe test was also utilized to reveal the extent to which the demographic factors were related to organizational commitment.

This section was established to answer the research question mentioned in Chapter 1. It would follow that any null sub-hypothesis would be rejected if the Sig. (2-tailed) of the hypothesis were less than alpha or significance level of 0.05.

### 4.6.1 Analysis of sub Hypothesis 1

Ho: There is no significant relationship between demographic factors and organizational commitment.

Based on the conceptual framework, there were 6 subordinate characteristics. Thus, there were 6 sub-hypotheses occurring under this set of hypothesis which are indicated as follows:

**Sub Hypothesis1**

Ho: There is no significant relationship between the sex factor and organizational commitment.

**Sub Hypothesis 2**

Ho: There is no significant relationship between the age factor and organizational commitment.

**Sub Hypothesis 3**

Ho: There is no significant relationship between the education level factor and organizational commitment.

**Sub Hypothesis 4**

Ho: There is no significant relationship between the marital status factor and organizational commitment.

**Sub Hypothesis 5**

Ho: There is no significant relationship between the position in the company factor and organizational commitment.

**Sub Hypothesis 6**

Ho: There is no significant relationship between the years of experience factor and organizational commitment.

Table 4.6.1 displays the Sig. (2-tailed) and the t-test and F statistics for all variables of these tests. There was one sub hypotheses which was rejected at 0.05 level of significance, which concerned with age factor (sub hypothesis 2). It can be implied that age has significant relationships with organizational commitment. For the remaining factors composed of gender, education level, marriage status, position in company and years of experience, the Sig. (2-tailed) were 0.269, 0.059, 0.108, 0.104 and 0.084 respectively, which were more than the significance level of 0.05 Thus the null sub hypothesis 1, 3, 4, 5 and 6 were accepted. The conclusion would be that the gender, education level, marriage status, position in company and years of experience factors have no significant relationships with organizational commitment.

**Table 4.6.1 : Summary of Analysis of Variance of Demographic with Organizational Commitment**

| Demographic | Organizational Commitment | |
|---|---|---|
| | t ≤ 2 groups, F > 2 groups | Sig. (2-tailed) |
| Sex | 1.236 | 0.269 |
| Age | 2.892 | 0.038* |
| Education | 2.904 | 0.059 |
| Marital status | 2.349 | 0.128 |
| Position in company | 2.097 | 0.104 |
| Years of experience | 2.271 | 0.084 |

The following analysis was provided for only 1 sub hypotheses that was rejected at 0.05 significance level, which was composed of sub hypothesis 2

**4.6.1.1 Analysis of Sub Hypothesis 2**

Ho: The age factor has no significant relationship with organizational commitment.

The Sig. (2-tailed) of the sub hypothesis 2 was equal to 0.038, which was less than the significance level of 0.05. Therefore, the null hypothesis was rejected. The conclusion would be that the age factor has a significant relationship with organizational commitment. How the age factor is related to organizational commitment can be answered by the result of the Scheffe test shown in Table 4.6.2.

This table shows the means and mean difference of the organizational commitment perceptions across age factor.

**Table 4.6.2 : Difference Comparisons of Organizational Commitment Age Factor (Variable Age Difference)**

| Demographic | $\overline{X}$ | S.D. | Less than 25 years | 25 – 35 years | 36 – 45 years | More than 45 years |
|---|---|---|---|---|---|---|
| | | | Mean Difference | | | |
| Less than 25 years | 3.593 | 0.565 | - | - | - | - |
| 25 – 35 years | 3.264 | 0.731 | 0.329 | - | - | - |
| 36 – 45 years | 3.667 | 0.320 | -0.074 | -0.403* | - | - |
| More than 45 years | 3.222 | 1.571 | 0.370 | 0.041 | 0.444 | - |

* The mean difference is significant at the .05 level.

Table 4.6.2 shows that the employees whose age range in the 25 – 35 years old has organizational commitment difference for employees whose range in the 36 – 45 years old at 0.05 level of significance.

In detail the mean of the organizational commitment perceptions of employees tended to increase as age increased. Interestingly, there were 4 range of age of employees. The mean of which was rated at the lowest level (mean = 3.222) and this was the employees whose age range is 45 years and above. The conclusion would be that the employees whose ages were in the 36 – 45 years old range has the highest level of organizational commitment than other age level.

## 4.7 Testing the Relationship between Demographic Factors and Work Attitudes

In this section, the t-test and one-way ANOVA were used to determine whether demographic factors have a significant relationship with work attitudes. Moreover, the Scheffe test was also utilized to reveal the extent to which the demographic factors are related to work attitudes.

This section was established to answer the research question mentioned in Chapter 1. It would follow that any null sub-hypothesis would be rejected if the Sig. (2-tailed) of the hypothesis were less than alpha or significance level of 0.05.

### 4.7.1 Analysis of sub Hypothesis 1

Ho: There is no significant relationship between demographic factors and work attitudes.

Based on the conceptual framework, there were 6 subordinate characteristics. Thus. There were 6 sub-hypotheses occurring under this set of hypothesis which are indicated as follows:

**Sub Hypothesis1**

Ho: There is no significant relationship between the sex factor and work attitudes.

**Sub Hypothesis 2**

Ho: There is no significant relationship between the age factor and work attitudes.

**Sub Hypothesis 3**

Ho: There is no significant relationship between the education level factor and work attitudes.

**Sub Hypothesis 4**

Ho: There is no significant relationship between the marital status factor and work attitudes.

**Sub Hypothesis 5**

Ho: There is no significant relationship between the position in the company factor and work attitudes.

**Sub Hypothesis 6**

Ho: There is no significant relationship between the years of experience factor and work attitudes.

Table 4.7.1 displays the Sig. (2-tailed) and the t-test and F statistics for all variables of these tests. There was one sub hypotheses which was rejected at 0.05 level of significance, which concerned with gender factor (sub hypothesis 1). It can be implied that gender has significant relationships with work attitudes. For the remaining factors composed of age, education level, marriage status, position in company and years of experience, the Sig. (2-tailed) were 0.395, 0.063, 0.737, 0.130 and 0.102 respectively, which were more than the significance level of 0.05 Thus the null sub hypothesis 2, 3, 4, 5 and 6 were accepted. The conclusion would be that the age, education level, marriage status, position in company and years of experience factors have no significant relationships with work attitudes

**Table 4.7.1 : Summary of Analysis of Variance of Demographic with Work Attitudes**

| Demographic | Work Attitudes | |
|---|---|---|
| | t ≤ 2 groups, F > 2 groups | Sig. (2-tailed) |
| Sex | 8.677 | 0.004* |
| Age | 1.002 | 0.395 |
| Education | 2.829 | 0.063 |
| Marital status | 0.113 | 0.737 |
| Position in company | 1.922 | 0.130 |
| Years of experience | 2.117 | 0.102 |

The following analysis was provided for only 1 sub hypotheses that was rejected at 0.05 significance level, which were composed of sub hypothesis 1

### 4.7.1.1 Analysis of Sub Hypothesis 1

Ho: The sex factor has no significant relationship with work attitudes.

Since the Sig. (2-tailed) of the sub hypothesis 1 was 0.004, which was less than the significance level of 0.05, the null hypothesis is rejected. It could be concluded that the sex factor has a significant relationship with work attitudes. How sex factor affects the work attitudes could be answered by the results shown in Table 4.5.2 which displays the means of the job satisfaction across sex groups.

**Table 4.7.2 : Mean Rating of Work Attitudes by Gender Factor**

| Demographic | Work Attitudes | |
|---|---|---|
| | $\overline{X}$ | S.D. |
| Male | 3.694 | 0.590 |
| Female | 3.340 | 0.722 |

Table 4.7.2 showed that the means of work attitudes perception of male employees of AAA Company was higher than the mean of female employees' perceptions. The conclusion would be that males tended to have a higher level of work attitudes than females.

## 4.8 Management Interview

From Management interview, the researcher found that management focuses on three motivational factors, which are being effectively used to motivate the employees.

- **Benefits**

From management, employees in AAA Company are assigned to do multitasking along with low cost concept; pay or benefits are the most basic factor to satisfy the employees. Therefore, company should provide suitable benefits to satisfy its employees.

AAA Company provides permanent contracts compared to other airlines, which provide their employees with seasonal contract, such as yearly basis or 3-years contracts with regards to the salary packages. Company provides equal or even higher packages than other airlines. Moreover, other benefits, such as staff travel, insurance, commission, etc., are also provided to the employees.

- **Organization itself**

A stable company with strong brand image and good reputation strongly increased employees' confidence in their company. Moreover, having joined with a rapidly growing company that provided job security increased their desired to that grow with the company.

AAA Company provides permanent contract (not seasonal), and provides good chance for promotion to its employees. With this opportunity, employees will work hard, and do utmost in order to gain future opportunity for promotion with company.

To inspire the employees, the company has clearly stated the company's direction and the goal. Company also shared the basic understanding with employees on how company operates, and what the company will do. Nowadays, with the fast changing environment, the company also regularly shares its changes with update the employees through the use of company activities. In addition, the company also does conference to update company's position in the market, and company progress. With this in mind, the employees can apply this information to enhance work effectiveness, which will lead to the company's success.

The company should do a survey by using questionnaire to find out if the employees know the company well or they have any problems. In turn, the company uses the feedback to find solutions, and make proper correction.

To make the employees proud, the company should set up a workshop for employees in the area of team building concept. As the airline focuses on teamwork, the employees should gain experience working as a team to increase company's performance.

"Cross Functional Teams" activity is one of the applications of team concept. The team makes up of employees from the same hierarchical level, but from different work areas, that come together to accomplish a task. (D.R. Denison, S.L. Hart, and J.A. kahn, 1996). The activity allows employees to exchange information, develop new ideas, and solve

problem among departments. Also, it is important to have employees understand the various jobs in different department.

Moreover, the company should fully trust its employees' in the ability to be responsible and be accountable in their own job. Company should encourage employees to show their ability and let them make their own decision. If employees have some weak point, company should provide them with the skills with additional training so that the employees could get improvement and will be further developed.

Trust also can improve employees' loyalty to the company. In addition, the company can cultivate loyalty feeling to its employees by creating the right attitude and make them feel that they are part of the company. Therefore, the company could give company's share to its employees. Having the employees taken up shares in the company will make them feel as part of the company, which will eventually lead to its success.

Another strategy is that the company could build a training center to provide all training programs. Training center could be represented as a learning institution to share same beliefs, values, norms, or practices to the employees.

Moreover, accessibility to management team is one strategy where employees can feel warm and secured. They can share their feelings, ideas or problems to their boss easily which gives them a sense of security that their boss will give them a hand when they are in trouble.

- **Organization Culture**

As a fast growing company, staff are mostly young and therefore active, enthusiastic, and energetic. They have self esteem and want to be successful in their career. So, AAA Company should create a strong culture in the company. Company culture should develop a feeling of being active, dynamic, modern, and ready to any

changes. The management should maintain its share strong culture to its employees to ensure that everyone is pointed in the same direction.

By having a strong culture employee turnover would be reduced and create loyalty and organizational commitment.

- **Company Strategy**

The researcher further did an interview with management about company strategy as being a fast growing low cost airlines facing with high competition in the market, and how to survive the business.

As a low cost airline, AAA Company focuses mainly on key strategy by providing low price. As the company maintains its own employees' training, and aircraft maintenance, the company eliminates all unnecessary costs such as no frills service, ticketless, reduce ground time, fully utilized the aircraft, etc. Also, company makes use of its employees' effectiveness and efficiency by being able to perform multitask ability. For example, cabin crew has to clean aircraft during transit time instead of hiring cleaners, so company can reduce cleaning cost.

AAA Company is not only a low fare airline but also considered an entertainment airline. To apply the concept, comfortable and friendly atmosphere is created to customers. For example, ground service can make informal conversation with customers during the check in process, and cabin crew can increase public relation by informally talking with customers during flight. There is also inflight game conducted during flight. In the way of touchable staff, this practice will create good relationship among customers and company. Consequently, AAA Company will become the first choice in customer's mind, and select the company as the first choice. From the management point of view, a successful entertainment concept will create repetition usage to customer and finally AAA Company will gain good reputation and customer loyalty to company.

From management, distribution channel is one of effective ways to get closer to its customers. To reach prospective customer, company uses many distribution channels such as call center, Internet, and booth ticket sale at superstores. That strategy provides customers feel easy, comfortable, and save their time along with the low fare airline's concept. In the future, customers could buy air ticket within 15 minutes

By interviewing CEO of parent company of AAA Company, Bangkok is being as a great opportunity to open an important hub, as Bangkok is the center for tourism in the ASEAN region. Eventhough, the company is currently facing increased competition from several new budget airlines, AAA Company is still able to maintain the lowest cost of all competitors. As a result, it is able to offer competitive price

The key factors behind company's success are determination, perseverance, and the mentality that has never say NO for any answers. Much of the company's success is attributed to the staff, which have that the staff are his greatest asset. Amazingly, management can remember all staff by name.

MAA Company wishes to take over domestic air services from Malaysia Airlines. If given that opportunity, the company would be enthusiastic to take up the challenge. As mentioned, ASIA is the prime location for low fare air travel market. The success of MAA company, and the emergence of many low cost carriers in the region was a result of the company's success, which proved that there's definitely a market for low cost carrier in Asia. Government that supported this new concept has proven to be a helping hand to the success of MAA Company. Finally, In long-term, MAA Company has ambition to be as the premier low cost carrier in Asia.

## 4.9 Comparison among AAA, SWA, BBB Company

- **SWA Company**
  - About Company

SWA Company focuses on the importance of corporate communications. Departments consider communications as one of primary tasks in order to keep employees informed about company's life such as daily online newsletter, employee telephone line, Intranet, and consultation service to employees. Externally, SWA Company has Public Relation, press release, and handling media inquiries.

SWA is the first low cost airline and has grown to become one of the largest airlines in America. The company provides customers with friendly, safe, affordable (low price), and timely atmosphere. SWA Company is the first low cost airline that provides customer frequent flyer program, Fun Pack (e.g. round trip airfare and hotel), and Fun Fare (e.g. reduce price).

- Culture

Employees are provided with the same culture of respect, and caring attitude within organization. Also, it is dedicated to high quality of customer service with a sense of warmth, friendliness, individual pride, and company spirit.

- Benefits

All SWA employees have free space available travel anywhere the company flies. Employees will receive Profit Sharing and Stock Purchase Plan to share in the success of the company. SWA employees are offered a casual uniform on their working day. In addition, other benefits are Long term Disability Insurance, Child and Elder Care Program, Dental Insurance etc.

- **BBB Company**
  - About Company

BBB Company puts much of its efforts to understanding the needs and demands of customers. Therefore, the aim is to touch all customers with a friendly company culture. As a result, company hopes to give the customers the level of service that is beyond expectation.

Secondly, company offers the freedom for everyone to plan their travel arrangement. In order to achieve this, company tries to understand consumer behavior, and makes flying as easy and most convenient to their customers as possible. Lastly, safety is of highest concerned, and fully complying with the international standard.

BBB Company is the first low cost airline offering special seats called "BBB Plus seat". The BBB Plus gives customers bigger seats, free snack and newspaper. Moreover, company provides customers with easy ways to make ticket payment via counter service and direct transfer at many banks.

With these strategies, BBB Company hopes to be able to give a convenient and desirable means of transportation. Also, company has become the customers' choice for their travel.

  - Culture

The fun and friendly culture is reflected both internally in the organization as well as externally with all the marketing activities that reaches the customer. Internally, an open-minded and a transparent way of working are encouraged while, externally BBB Company reaches its customers in the most friendly way, in terms of operation, distribution channel and other aspects.

- Benefits

*As BBB Company is part of the national airline (CCC Company,* most of the benefits offering are the same as the parent company. The employment provides year by year contract for full-time positions. Salary will be paid at basic level salary including flying allowance. The company provides all training program from parent company. Moreover, BBB employees and family are provided free travel space at any BBB routes, also some destination of parent company. Other benefits include Medical Insurance, and Life Insurance, etc are provided.

- **AAA Company**
  - About Company

AAA Company is the first pioneered low cost airline in Asia. The company was launched as low fare and entertainment (sense of humor and touchable staff, inflight game, etc.) airline concept as competitive advantage. Moreover, company not only concerns about Safety matter as the heart of operation but also extend excellent services to customer by combining joyful flight with low fare concept.

Internally, AAA Company treats all employees as a family. To reach management, it is easily accessibility to talk with any management level. Employees can talk both personal and job matter with their management. Among employees, friendliness, fun and teamwork concepts are created.

While externally, as low cost company, company does not emphasized on T.V or Radio for advertisement but tries to get close to and make friendly relationship with all public media by having press release, and marketing activities to promote company.

- Culture

AAA culture is firstly committed to "Safety", by complying with the high standard, and ensures the security of staff and guests, "Never compromise safety".

The concept of "Fun and Caring" is used to enhance relationship between both staff and guests and by having a sense of humor, which create enthusiasm for the job. Moreover, "Passion", employees should be passionate about their job and deliver superior performance to the customers. Lastly, "Integrity", the value of honesty, trust and mutual respect is cultivated to all AAA employees.

- Benefits

All AAA employees are offered permanent contract (not seasonal) with basic salary and flying allowance. Employees get free annually coupons and 75% discount ticket price used for travel anywhere within company's network. Employees will receive other basic benefits, such as Life insurance, and Medical Insurance. Moreover, other special benefits include employee loan, discount price of mobile phone airtime, and buying mobile phone, computer, or other IT products at special price due to the fact that AAA Company has joint venture with the biggest telecommunication company.

# CHAPTER 5

## SUMMARY OF FINDINGS, DISCUSSION, AND RECOMMENDATION

This chapter includes four major sections. The first section is the summary of the findings of research questions and hypotheses. Second is the conclusion of the study. Third is the recommendation, and the last section includes the suggestions for further research.

### 5.1 Summary of Findings:

#### 5.1.1 Demographic Profiles of Respondents:

The findings showed that majority of respondents were female and single. The most of respondents, whose education were Bachelor's degree, followed by Master degree and diploma respectively.

From the survey data, the majority group of respondents who have worked for the company for a year and above. Followed by the respondents who have worked for the company in the range between 6 – 8 months, and the respondents who have working for the company in the range between 8 – 11 months. And the minority group of respondents who have been working for less than 6 months.

#### 5.1.2 Measurement on Motivational Factor

There were five factors of respondents' motivational factors, which were composed of compensation, promotion, co-work, work itself, and working condition.

Measurement on results were that the overall satisfaction of motivational factors that shown Agree level were Promotion Factor, Co-worker Factor, Work Itself Factor. And Neither agree nor disagree level were Compensation Factor, and Working Condition Factors.

### 5.1.3 Measurement on Job Satisfaction

The find measurement on stress level of job satisfaction. There were two factors of respondents' job satisfaction which were composed of organization commitment and work attitudes. Measurement on results were that the overall satisfaction of Job Satisfaction that shown Agree level were Working Attitudes Factor and Neither agree nor disagree level were Organizational Commitment Factors.

## 5.2 Motivational Factors and their relationship with Job Satisfaction

**Ho1: There is no significant relationship between motivating factors and job satisfaction.**

The findings shows that the Sig. (2-tailed) was equal to 0.000. Thus, the null hypothesis was rejected at 0.01 level of significance. It could be concluded that the motivating factor has a significant moderate positive correlation relationship with organizational commitment. And the correlation coefficient between the compensation factor and organizational commitment revealed the highest value. While the correlation coefficient between the co-workers factor and the organizational commitment showed the lowest value.

From the correlation analysis, it showed that the Sig. (2-tailed) was equal to 0.000. Thus, the null hypothesis was rejected at 0.01 level of significance. It could be concluded that the motivating factor has a significant moderate positive correlation relationship with work attitudes. And the correlation coefficient between the promotion factor and work attitudes revealed the highest value. While the correlation coefficient between the co-workers factor and work attitudes shows the lowest value.

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**5.3 Relationship between Demographic Factor and Job Satisfaction**

**Ho2: There is no significant relationship between demographic factors and job satisfaction.**

The findings shows that there were two sub hypotheses which were rejected at 0.05 level of significance, which were concerned with gender factor and education level factor. It can be implied that gender and education level factors have significant relationship with job satisfaction.

**5.3.1 Relationship between Demographic Factors and Organizational Commitment**

**Sub Ho2: There is no significant relationship between demographic factors and organizational commitment.**

The findings shows that there was only one sub hypotheses which was rejected at 0.05 level of significance which were concerned with age factor. It can be implied that age have significant relationships with organizational commitment.

**5.3.2 Relationship between Demographic Factors and Work Attitudes**

**Sub Ho2: There is no significant relationship between demographic factors and work attitudes.**

The findings shows that there was only one sub hypotheses which was rejected at 0.05 level of significance, which were concerned with gender factor (sub hypothesis 1). It can be implied that gender have significant relationships with work attitudes.

## 5.5 Conclusion:

Due to the result of demographic profiles, it showed that 121 respondents at AAA Company were used in this research. For the descriptive statistic part, most of the respondents are female and single. In case of classifying the respondents by age group, the largest group of respondents has the age range between 25-35 years old. When considered the education level of AAA's employees, it was shown that most of the respondents have education level of Bachelor's Degree. The last descriptive data was years of experience. The respondents who had been working with this company for 1 year up were the largest group of respondent.

Moreover, the research has shown that the overall job satisfaction level of employees working at AAA Company is moderate positive correlation between motivational factors and job satisfaction. The correlation coefficient between the compensation factor and organizational commitment revealed the highest value while the correlation coefficient between the co-workers factor and the organizational commitment showed the lowest value. In addition, the correlation coefficient between the promotion factor and work attitudes revealed the highest value while the correlation coefficient between the co-workers factor and work attitudes shows the lowest value.

Moreover, the research has shown that the age factor has significant relationships with organizational commitment and sex has significant relationships with work attitudes.

## 5.6 Recommendations:

Due to the objectives of this research, it studied the motivational factors with employees' job satisfaction of AAA Company. It showed that AAA Company had to explore and understand the importance of motivational factors, which can either directly or indirectly, increased employees' job satisfaction in order to enhance their performance on the job. Moreover, increased of the performance of its productivity is created and turnover rate of employees is reduced. AAA Company should take an appropriate implementation plan on developing the understanding of employees' job satisfaction

## Motivation Strategy

- **Remuneration**

Remuneration is the most important extrinsic reward and non-motivational payment systems can cause dissatisfaction among the better performers. Researcher has found from the survey that employees are not satisfied with extrinsic reward in terms of compensation. Management should provide adequate benefits. Management may change pay structure to be more flexible, such as productivity that employees get every month if there were no more than 2 times of sick leave in a month. But, in any case that employees have more than 2 times of sick leave, they will not get any productivity, no matter what kind of sick leave, such as admitting in hospital, having operation or any severe sick leave. Management might make decision about paying productivity on case by case basic. Another strategy of compensation system is if the flight is delayed, employees should get overtime payment, etc. The other compensation plan that company might have is profit sharing in which individuals obtain a share of the organization's profits based on its success.

- **Praise, Recognition, Appreciation for work done**

It is clearly indicated that the promotion factor (5.2.2) under measurement of motivational factors part, need of recognition considered important to employees should be linked to their performance thereby provide them with recognition that also serves as positive reinforces. Personal acknowledgment for work well done from supervisors if generated timely can also serve as recognition tools. Moreover, company should try to get rid of favoritism system (fair treatment). Management should equally treat employees based on performance or behavior, not personal judgement.

More precisely, it has been observed that there is strong relationship between feedback and work motivation. Feedback can be given in the form of both intrinsic and extrinsic rewards. Intrinsic rewards are those that are received in an abstract form, for instance, an acknowledgement for work well done, simple pat on the back are all forms of positive intrinsic feedback. Negative feedback may arise from various aspects and reasons one of which can be due to the feeling of inequity. Thus, management should take caution to reduce inequity feelings among individual as well as between group. Moreover, management should give positive feedback to employees for work well done, not just always give only negative feedback, blame, warning, etc. when doing something wrong.

**Job Satisfaction**

- **Create two-way communication systems**

Management can involve employees into seeing how important their work is with regards to the attainment of company goals and objectives, how significant the employees work is in providing the organization with a competitive edge. Therefore, Management should offer opportunity for communication between company and employees. Company might provide employee communications by having monthly "Employee Magazine", online newsletter in order to maintain and update company

news, such as activities, customer complaint or compliment. Based on information, employee could improve their job performance. In addition, Intranet site provided can be used as research tools for searching or updating, such as company promotion package, new destination, etc. Conversely, employees can share their experience, feeding back to management via Intranet. Also, Billboard is one of the effective ways of communicating. Information needs to be announced to all employees or among employees in each department can be posted on Billboard.

- **Training Programs**

Training programs can be provided to old and new employees in general for them to learn new and different ways of performing at their tasks. This will increase their skill variety doing their job.

As airline bases on service oriented, service training is one of the effective programs that should be provided to employees in order to practice the same service standard. By doing, employees can give high quality of service to customers and become service professional. Moreover, teamwork is also an important characteristic for airline operation. So, Crew Resource Management training is an effective program that can enhance teamwork among different departments. In addition, Inflight game should be one of training programs to entertain customers during flight. That program should be provided to Cabin Crew section. Though the Inflight game training is specially for Cabin Crew, it is one of important programs that makes employees to know how to entertain customers. Actually, entertainment by inflight game is a part of good service because, along with the low cost concept, the company does not provide customer any entertainment tools, such as music, or movie as full service airlines do.

## 5.7 Suggestions for further research:

The finding of this study has raised additional questions for further investigation. Therefore, the researcher has recommended that the following researches should be conducted to extend the finding of this study as follows:

Further research is needed to investigate as to what are the true causes of job dissatisfaction in AAA Company. The study should be done in qualitative research in order to examine the reason in depth. As a result, it can be the measurement of job satisfaction's consequence in terms of performance, absenteeism, and turnover.

It is important to understand employee's needs to satisfy employee's job satisfaction and commitment in order to increase company performance.

In addition, the research should be studied about customer's perception on low cost airlines. Such data would help low cost airline companies to restructure their operation for enhanced productivity.

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**INTERVIEW**

Capt. Tanapat Ngamplung, Director of Flight Operation, Thai AirAsia, Co., Ltd.

Mr. Chairat Pornpathananangoon, Financial Controller, Thai AirAsia, Co., Ltd.

Mr. Pornanan Gerdprasert (Chief Financial Officer). Thai AirAsia, Co., Ltd.

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# Appendix A

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# RELIABILITY ANALYSIS - SCALE (ALPHA)

Item-total Statistics

| | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Alpha if Item Deleted |
|---|---|---|---|---|
| N1 | 166.8000 | 432.6000 | .5817 | .9574 |
| N2 | 167.3333 | 430.9524 | .5150 | .9578 |
| N3 | 166.8667 | 426.5524 | .7709 | .9566 |
| N4 | 167.4667 | 431.6952 | .5360 | .9576 |
| N5 | 167.2000 | 430.1714 | .6471 | .9571 |
| N6 | 167.1333 | 444.4095 | .1993 | .9589 |
| N7 | 166.8000 | 436.0286 | .7264 | .9573 |
| N8 | 167.0667 | 428.4952 | .6064 | .9573 |
| N9 | 167.0000 | 434.8571 | .4190 | .9582 |
| N10 | 166.9333 | 429.9238 | .7549 | .9568 |
| N11 | 167.0000 | 428.4286 | .5503 | .9576 |
| N12 | 166.8667 | 424.5524 | .7402 | .9566 |
| N13 | 166.7333 | 425.4952 | .8666 | .9563 |
| N14 | 167.1333 | 430.2667 | .5581 | .9575 |
| N15 | 166.7333 | 425.3524 | .7565 | .9566 |
| N16 | 167.1333 | 430.2667 | .5039 | .9579 |
| N17 | 167.0667 | 419.2095 | .8851 | .9559 |
| N18 | 167.0000 | 426.0000 | .6807 | .9569 |
| N19 | 166.6000 | 423.1143 | .9158 | .9560 |
| N20 | 166.9333 | 425.4952 | .7009 | .9568 |
| N21 | 167.6667 | 450.9524 | -.0429 | .9608 |
| N22 | 166.4667 | 433.9810 | .4659 | .9580 |
| N23 | 166.8000 | 433.1714 | .5618 | .9575 |
| N24 | 166.8000 | 430.4571 | .6565 | .9571 |
| N25 | 166.8000 | 432.1714 | .5966 | .9574 |
| N26 | 166.8000 | 425.0286 | .7425 | .9566 |
| N27 | 167.6667 | 453.5238 | -.1153 | .9608 |
| N28 | 166.7333 | 441.9238 | .3346 | .9584 |
| N29 | 167.0667 | 431.4952 | .6853 | .9571 |
| N30 | 167.1333 | 431.4095 | .4730 | .9580 |
| N31 | 166.7333 | 422.4952 | .8488 | .9561 |
| N32 | 167.6667 | 452.6667 | -.0979 | .9604 |
| N33 | 166.8000 | 427.0286 | .7770 | .9566 |
| N34 | 166.9333 | 432.3524 | .5623 | .9575 |
| N35 | 167.2000 | 432.1714 | .5092 | .9578 |
| N36 | 167.1333 | 431.4095 | .5937 | .9574 |
| N37 | 166.8667 | 425.2667 | .5505 | .9578 |
| N38 | 166.7333 | 426.2095 | .8402 | .9564 |
| N39 | 166.5333 | 434.4095 | .5601 | .9575 |
| N40 | 166.8000 | 441.4571 | .3333 | .9584 |
| N41 | 167.1333 | 423.5524 | .7595 | .9565 |

# RELIABILITY ANALYSIS - SCALE (ALPHA)

Item-total Statistics

| | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Alpha if Item Deleted |
|---|---|---|---|---|
| N42 | 166.9333 | 422.9238 | .8796 | .9561 |
| N43 | 166.9333 | 420.9238 | .8392 | .9561 |
| N44 | 166.9333 | 434.3524 | .5831 | .9575 |
| N45 | 166.7333 | 436.4952 | .7778 | .9572 |
| N46 | 166.8000 | 438.7429 | .5826 | .9577 |
| N47 | 167.0000 | 446.5714 | .0811 | .9599 |
| N48 | 167.4667 | 436.4095 | .3503 | .9587 |

**Reliability Coefficients**

**N of Cases = 15.0** **N of Items = 48**

**Alpha = .9584**

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# Appendix B

This study is one part of doing Independent Study for Assumption University so I would be appreciated that you answer all below questions truly. *The result will not relate or effect to you and your job. Data will be kept confidentially*

**Part I: Personal Information**

(Please complete this part by marking X on the block to represent your answers.)

1. Age
   - ☐ 1. Less than 25 years
   - ☐ 2. 25 – 35 years
   - ☐ 3. 36 - 45 years
   - ☐ 4. More than 45 years

2. Sex
   - ☐ 1. Male
   - ☐ 2. Female

3. Educational Level
   - ☐ 1. High School or Equivalent
   - ☐ 2. Diploma
   - ☐ 3. Bachelor Degree
   - ☐ 4. Master Degree or above

4. Marital Status
   - ☐ 1. Single
   - ☐ 2. Married

5. Position in the company
   - ☐ 1. Cabin Crew
   - ☐ 2. Captain
   - ☐ 3. Co – Pilot
   - ☐ 4. Flight Operation

6. Years of Service
   - ☐ 1. Less than 6 months
   - ☐ 2. 6-8 months
   - ☐ 3. 8-11 months
   - ☐ 4. 1 year - up

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**Part 2: Motivational Factors**

**Instruction:** Each question is answered by circling the appropriate number on only scale each statement that describe best of your opinion and feeling.

The following responses equate to:

1 = Strongly Disagree

2 = Disagree

3 = Neither agree nor agree

4 = Agree

5 = Strongly Agree

**Compensation**

| | | | | | |
|---|---|---|---|---|---|
| 1. I feel my salary is fair for my work | 1 | 2 | 3 | 4 | 5 |
| The benefits we receive are as good as most other Organization offer | 1 | 2 | 3 | 4 | 5 |
| The organization provides sufficient salary to earn a living | 1 | 2 | 3 | 4 | 5 |
| There are few rewards for those who work here | 1 | 2 | 3 | 4 | 5 |
| I am satisfied with the benefits I receive | 1 | 2 | 3 | 4 | 5 |
| There are benefits we do not have which we should have | 1 | 2 | 3 | 4 | 5 |
| I feel that I am appreciated by the organization when I think About what they pay me | 1 | 2 | 3 | 4 | 5 |
| I agree with the organization compensation policy | 1 | 2 | 3 | 4 | 5 |

**Promotion**

| | | | | | |
|---|---|---|---|---|---|
| I have the chance for promotion in my job | 1 | 2 | 3 | 4 | 5 |
| When I do a good job, I receive the recognition for it | 1 | 2 | 3 | 4 | 5 |
| I think my chance for promotion in my company is better than other companies | 1 | 2 | 3 | 4 | 5 |
| I feel that the company is giving opportunity for me to learn new skills | 1 | 2 | 3 | 4 | 5 |
| My company give regular training for me to be promoted | 1 | 2 | 3 | 4 | 5 |
| I am satisfied with my chance for promotion | 1 | 2 | 3 | 4 | 5 |

**Co-worker**

| | | | | | |
|---|---|---|---|---|---|
| I like the people I work with | 1 | 2 | 3 | 4 | 5 |
| I feel that I have to work harder than others because of incompletence of people that I work with | 1 | 2 | 3 | 4 | 5 |
| I can consult the problem of your work with your co-worker | 1 | 2 | 3 | 4 | 5 |
| My co-workers always help me when I have problem | 1 | 2 | 3 | 4 | 5 |
| My co-workers are friendly | 1 | 2 | 3 | 4 | 5 |
| Communication are good among my colleagues | 1 | 2 | 3 | 4 | 5 |

**Work Itself**

| | | | | | |
|---|---|---|---|---|---|
| I feel that I am bored when I perform repeatative work | 1 | 2 | 3 | 4 | 5 |
| I feel that my job is challenging | 1 | 2 | 3 | 4 | 5 |
| I enjoy my work | 1 | 2 | 3 | 4 | 5 |
| I like doing the things I do at work | 1 | 2 | 3 | 4 | 5 |
| I feel that the work I do is appreciated | 1 | 2 | 3 | 4 | 5 |
| I feel a sense of pride in doing my job | 1 | 2 | 3 | 4 | 5 |
| I often feel that I do not know what is going in the organization | 1 | 2 | 3 | 4 | 5 |

**Working Condition**

| | | | | | |
|---|---|---|---|---|---|
| My job provides appropriate working condition | 1 | 2 | 3 | 4 | 5 |
| I get the proper tools and equipment to do my job | 1 | 2 | 3 | 4 | 5 |
| I can set my own schedule | 1 | 2 | 3 | 4 | 5 |
| It sometimes gets too hot to work properly | 1 | 2 | 3 | 4 | 5 |

**Organization Commitment**

| | | | | | |
|---|---|---|---|---|---|
| I am willing to put in a great deal of work beyond more than What is expected of me in order to make my organization successful | 1 | 2 | 3 | 4 | 5 |
| I talk to my friends this organization as a great place to work for | 1 | 2 | 3 | 4 | 5 |
| I feel very high loyalty for this organization | 1 | 2 | 3 | 4 | 5 |
| I am proud to tell others that I am a part of the organization | 1 | 2 | 3 | 4 | 5 |
| I would not like to work for another organization even if my work was similar in nature | 1 | 2 | 3 | 4 | 5 |

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| | | | | | |
|---|---|---|---|---|---|
| This organization really inspires me in the best way to perform my job | 1 | 2 | 3 | 4 | 5 |
| I am extremely glad that I chose to work in this organization compared with others | 1 | 2 | 3 | 4 | 5 |
| I would accept almost any type of job assignment in order to keep working for this organization | 1 | 2 | 3 | 4 | 5 |
| I find that my values and organization's values are very similar | 1 | 2 | 3 | 4 | 5 |

**Work Attitudes**

| | | | | | |
|---|---|---|---|---|---|
| I find it easy to talk to my supervisor | 1 | 2 | 3 | 4 | 5 |
| I believe in the values of my company | 1 | 2 | 3 | 4 | 5 |
| I can use my abilities on the job | 1 | 2 | 3 | 4 | 5 |
| My supervisor usually compliment me when I do something well | 1 | 2 | 3 | 4 | 5 |
| All employees receive equal opportunity for advancement | 1 | 2 | 3 | 4 | 5 |
| I am willing to put extra effort to my job in order to help my company be successful | 1 | 2 | 3 | 4 | 5 |
| I am proud to tell others that I am working with this company | 1 | 2 | 3 | 4 | 5 |
| I would accept almost any type of job assignment in order to keep working with my company | 1 | 2 | 3 | 4 | 5 |

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การศึกษาดังกล่าวนี้เป็นส่วนหนึ่งของการทำวิจัยในการศึกษาปริญญาโท ภาคภาษาอังกฤษ มหาวิทยาลัยอัสสัมชัญ ทางผู้จัดทำใคร่ขอขอบพระคุณทุกท่านที่สละเวลาในการตอบแบบสอบถามฉบับนี้ คำตอบที่มีค่าของท่านถือเป็นความลับและจะไม่ถูกเปิดเผย แบบสอบถามนี้จะถูกทำลายทันทีหลังจากเสร็จสิ้นผลการวิเคราะห์

**ส่วนที่1 ข้อมูลส่วนตัว**

(โปรดทำเครื่องหมาย(X) หน้าข้อความที่ตรงกับความเป็นจริงของท่าน)

1. อายุ

☐ 1. ต่ำกว่า 25 ปี ☐ 2. 25 – 35 ปี

☐ 3. 36 - 45 ปี ☐ 4. มากกว่า 45 ปี

4. เพศ

☐ 1. ชาย ☐ 2. หญิง

2. ระดับการศึกษา

☐ 1. มัธยม หรือ เทียบเท่า ☐ 2. อนุปริญญา

☐ 3. ปริญญาตรี ☐ 4. ปริญญาโท หรือ สูงกว่า

4. สถานภาพ

☐ 1. โสด ☐ 2. สมรส

5. ตำแหน่งงาน

☐ 1. พนักงานต้อนรับ ☐ 2. นักบินที่ 1

☐ 3. นักบินที่ 2 ☐ 4. ฝ่ายจัดการ การบิน

1. อายุงาน

☐ 1. น้อยกว่า 6 เดือน ☐ 2. 6-8 เดือน

☐ 3. 8-11 เดือน ☐ 4. สูงกว่า 1 ปี

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**ส่วนที่ 2: ความพึงพอใจในการทำงาน**

กรุณาแสดงระดับความคิดเห็นของท่านโดยวงกลมหมายเลขที่อธิบายความรู้สึกในประโยค ดังกล่าวข้างล่างนี้ที่ใกล้เคียงที่สุด โดยกำหนดค่าหมายเลขดังนี้

1 = ไม่เห็นด้วยอย่างยิ่ง

2 = ไม่เห็นด้วย

3 = ไม่แน่ใจ

4 = เห็นด้วย

5 = เห็นด้วยอย่างยิ่ง

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| **ผลตอบแทน** | | | | | |
| 1. คุณรู้สึกว่าเงินเดือนมีความเหมาะสมกับตำแหน่งงานของคุณ | 1 | 2 | 3 | 4 | 5 |
| 2. คุณรู้สึกว่าคุณได้เงินเดือนดีเทียบเท่าเมื่อเปรียบเทียบกับบริษัทอื่น | 1 | 2 | 3 | 4 | 5 |
| 3. คุณได้รับเงินเดือนเพียงพอต่อการดำรงชีวิต | 1 | 2 | 3 | 4 | 5 |
| 4. บริษัทให้รางวัลกับพนักงานน้อยเกินไป | 1 | 2 | 3 | 4 | 5 |
| 5. คุณมีความพึงพอใจในการที่คุณได้รับสวัสดิการ | 1 | 2 | 3 | 4 | 5 |
| 6. คุณรู้สึกว่ามีสวัสดิการที่คุณควรได้แต่ยังไม่ได้ | 1 | 2 | 3 | 4 | 5 |
| 7. คุณมีความพึงพอใจต่อเงินเดือนที่บริษัทจัดให้ | 1 | 2 | 3 | 4 | 5 |
| 8. คุณพอใจเกี่ยวกับนโยบายในการให้สวัสดิ์การของบริษัทแก่พนักงาน | 1 | 2 | 3 | 4 | 5 |
| **การเลื่อนตำแหน่ง** | | | | | |
| 9. คุณรู้สึกว่าคุณมีโอกาสในการเลื่อนตำแหน่งในการทำงาน | 1 | 2 | 3 | 4 | 5 |
| 10. คุณได้รับคำชมทุกครั้งเมื่อคุณทำงานดี | | | | | |
| 11. คุณรู้สึกว่าโอกาสในการเลื่อนตำแหน่งของคุณดีกว่าเมื่อเปรียบเทียบกับบริษัทอื่นในระดับเดียวกัน | | | | | |
| 12. คุณรู้สึกว่าบริษัทให้โอกาสในการเรียนรู้งานเพื่อฝึกฝนพัฒนาความสามารถ | | | | | |
| 13. คุณรู้สึกว่าบริษัทได้จัดการฝึกอบรมเพิ่มเติมความรู้อย่างสม่ำเสมอเพื่อโอกาสการเลื่อนตำแหน่ง | 1 | 2 | 3 | 4 | 5 |
| 14. คุณพึงพอใจโอกาสในการเลื่อนตำแหน่งในการทำงานของคุณ | 1 | 2 | 3 | 4 | 5 |

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**เพื่อนร่วมงาน**

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| 15. คุณรู้สึกถูกอัธยาศัยกับเพื่อนร่วมงานของคุณ | 1 | 2 | 3 | 4 | 5 |
| 16. คุณรู้สึกว่าคุณทำงานหนักกว่าเพื่อนร่วมงานคนอื่นที่อยู่ในระดับเดียวกัน | 1 | 2 | 3 | 4 | 5 |
| 17. คุณสามารถปรึกษาปัญหาในการทำงานกับเพื่อนร่วมงานของคุณได้ | 1 | 2 | 3 | 4 | 5 |
| 18. คุณรู้สึกว่าเพื่อนร่วมงานคอยให้ความช่วยเหลืออย่างสม่ำเสมอในการทำงานเมื่อคุณประสบปัญหา | 1 | 2 | 3 | 4 | 5 |
| 19. คุณรู้สึกว่าเพื่อนร่วมงานมีมิตรสัมพันธ์ที่ดีต่อคุณ | 1 | 2 | 3 | 4 | 5 |
| 20. คุณมีการติดต่อสื่อสารกับเพื่อนร่วมงานดี | 1 | 2 | 3 | 4 | 5 |

**ตัวงาน**

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|---|---|---|---|---|---|
| 21. คุณรู้สึกเบื่อต่อการทำงานที่ซ้ำซาก | 1 | 2 | 3 | 4 | 5 |
| 22. คุณรู้สึกว่างานที่คุณทำเป็นงานที่ท้าทาย | 1 | 2 | 3 | 4 | 5 |
| 23. คุณรู้สึกสนุกสนานกับการทำงาน | 1 | 2 | 3 | 4 | 5 |
| 24. คุณชอบงานที่คุณทำอยู่ | 1 | 2 | 3 | 4 | 5 |
| 25. คุณเชื่อว่างานที่ทำนั้นมีค่ามากสำหรับคุณ | 1 | 2 | 3 | 4 | 5 |
| 26. คุณมีความภาคภูมิใจในงานที่ทำอยู่ในปัจจุบัน | 1 | 2 | 3 | 4 | 5 |
| 27. คุณรู้สึกว่าคุณไม่รู้ความเป็นไปขององค์กรของคุณ | 1 | 2 | 3 | 4 | 5 |

**สภาพแวดล้อมในการทำงาน**

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| 28. คุณรู้สึกสะดวกสบายกับสภาพแวดล้อมในที่ทำงาน | 1 | 2 | 3 | 4 | 5 |
| 29. องค์กรจัดอุปกรณ์ที่ใช้ในการทำงานอย่างเพียงพอ | 1 | 2 | 3 | 4 | 5 |
| 30. คุณสามารถจัดเวลาของคุณได้ | 1 | 2 | 3 | 4 | 5 |
| 31. คุณรู้สึกว่าบางครั้งอุณหภูมิในการทำงานร้อนเกินไป | 1 | 2 | 3 | 4 | 5 |

**ความผูกพันต่อองค์กร**

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| 32. คุณทุ่มเทในการทำงานอย่างเต็มที่เพื่อให้บริษัทประสบความสำเร็จซึ่งมากกว่าที่คุณคาดหวังไว้ | 1 | 2 | 3 | 4 | 5 |
| 33. คุณมักคุยกับเพื่อนคุณว่าบริษัทที่คุณทำอยู่ เป็นบริษัทที่น่าร่วมงานด้วยเป็นอย่างยิ่ง | 1 | 2 | 3 | 4 | 5 |
| 34. คุณรู้สึกว่า คุณจงรักภักดีกับบริษัทเป็นอย่างมาก | 1 | 2 | 3 | 4 | 5 |
| 35. คุณภูมิใจที่จะบอกผู้อื่นว่า คุณเป็นส่วนหนึ่งของบริษัท | 1 | 2 | 3 | 4 | 5 |
| 36. คุณไม่ต้องการที่จะร่วมงานกับบริษัทอื่นถึงแม้จะมีลักษณะงานที่เหมือนกัน | 1 | 2 | 3 | 4 | 5 |
| 37. คุณได้รับแรงบันดาลใจจากองค์กรให้คุณทำงานได้ดีเยี่ยม | 1 | 2 | 3 | 4 | 5 |
| 38. คุณดีใจเป็นอย่างยิ่งที่เลือกทำงานที่องค์กรนี้ เมื่อเทียบกับองค์กรอื่น | 1 | 2 | 3 | 4 | 5 |
| 39. คุณยอมทำงานที่ได้รับมอบหมายทุกอย่าง เพื่อได้ร่วมงานกับองค์กรต่อไป | 1 | 2 | 3 | 4 | 5 |
| 40. คุณรู้สึกว่าคุณมีแนวความคิดคล้ายกับองค์กร | 1 | 2 | 3 | 4 | 5 |

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**ทัศนคติต่อการทำงาน**

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| 41. คุณรู้สึกว่าคุณสามารถปรึกษากับหัวหน้าของคุณได้ง่าย | 1 | 2 | 3 | 4 | 5 |
| 42. คุณเชื่อในแนวความคิดขององค์กร | 1 | 2 | 3 | 4 | 5 |
| 43. คุณสามารถใช้ความสามารถของคุณในการทำงานอย่างเต็มที่ | 1 | 2 | 3 | 4 | 5 |
| 44. **คุณได้รับคำชมเชยจากหัวหน้างานเสมอเมื่อคุณทำงานได้ดี** | 1 | 2 | 3 | 4 | 5 |
| 45. พนักงานทุกคนมีโอกาสในการเลื่อนตำแหน่งเท่าเทียมกัน | 1 | 2 | 3 | 4 | 5 |
| 46. คุณทุ่มเทความสามารถของคุณอย่างเต็มที่เพื่อให้องค์กรประสบความสำเร็จ | 1 | 2 | 3 | 4 | 5 |
| 47. คุณมีความภาคภูมิใจที่จะบอกผู้อื่นว่าคุณได้ทำงานที่องค์กรนี้ | 1 | 2 | 3 | 4 | 5 |
| 48. คุณยอมทำงานที่ได้รับมอบหมายทุกอย่าง เพื่อได้ร่วมงานกับองค์กรต่อไป | 1 | 2 | 3 | 4 | 5 |

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# Appendix C

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**"Tony Fernandes"**

Tony Fernandes was educated in United Kingdom with a major Finance. Upon graduation in 1987, Tony joined Virgin Group before moving on to Warner Music International London in 1989. Subsequently, Tony was transferred back to Malaysia in 1992. At the age of 28, Tony became the youngest person in the recording industry's history to head Warner Music Malaysia, a role which he excelled in. Tony's last serving role was Warner Musics Vice President covering the entire ASEAN.

Tony Fernandes founded Tune Air Sdn Bhd in 2001, with a vision to make air travel more affordable to the average Malaysians. Under Tony's leadership, the fledging airline with RM40 million debt became a blooming, thriving business. The company repaid all debts and has been profitable from the first day of operation In less than 3 years, AirAsia grew from 2 Boeing 737-300 to 30 and is now operating over 100 domestic and international daily flights from hubs in KLIA, Johor Bahru , Bangkok and Jakarta. Its profit margins (before interest, depreciation, amortization and aircraft leasing costs) at approximately 35% are the highest in the world, (Michael McGhee, CSFB's airline analyst, 2004). In 2002, Air Asia reported earnings of $8 million on sales of $66 million. The most recent results available, the airline is planning a $39 million bond issue and in June sold a 26% stake to three investors for $26 million. For the fiscal year ending June 30, 2003, analysts said that its earning of $16 million in profits on $120 million in revenues, which was more than twice what it made in the entire previous year. Moreover, on Nov 22 of the same year the company became the first budget carrier in Southeast Asia to enter into public, and was listed on the Malaysian stock exchange. (Cindy Tham, 2004).

# Comparison Among SWA, AAA, BBB Company

| | SWA Company | AAA Company | BBB Company |
|---|---|---|---|
| **About company** | - Corporate Communication, such as newsletter, telephone line, Intranet consultation service<br>- Externally, communication via press release, Public Relation<br>- Frequent Flyer Program, Fun Fare, Fun Pack<br>- Friendly, Safe, Low price, and Timely | - Friendliness, Fun, and Teamwork<br>- Accessibility to management<br>- Friendly relationship with media, press release, and marketing activities<br>- Inflight Game<br>- Low fare and Entertainment concept, Safety | - Friendly and transparent working environment<br>- Understand customers' needs and demand<br>- Easy, Convenient, and Safety to Customer<br>- "Plus Seat" , easy way to make payment, such as Counter Service, Bank Transfer |
| **Culture** | - Respect, Caring, Individual pride, and Company Spirit<br>- High quality of Service<br>- Warmth and friendliness | - Fun and Caring relationship<br>- Passion and Intrigrity<br>- High standard of safety and service | - Fun and Friendly culture<br>- Open-mind and Transparent way of working |
| **Benefits** | - Free space for travel<br>- Profit sharing and Stock purchase<br>- Stock purchase<br>- Casual uniform<br>- Long-term Disability Insurance, Medical, and Dental Insurance<br>- Child and Elder care program | - Permanent contract to employees<br>- Free coupon for travel, and 75% Discount ticket fare<br>- Life and Medical insurance<br>- employee loan<br>- Mobile phone airtime, and other IT product at discount price | - Year by year contract<br>- salary with flying allowance<br>- Free travel space<br>- Medical, and Life Insurance |

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