

ABSTRACT

The overall objective of this study was to examine the correlational relationships and differences of dimensions of change in reengineering, determinants of job satisfaction as well as factors that encourage organizational commitment in relation to different demographic profiles. In order to understand the relationship of these variables, relevant theories and concepts were reviewed and synthesized to form the theoretical and conceptual frameworks. Dimensions of change in reengineering consisted of process/system redesign dimensions, organizational culture, organizational structure, technology dimension, and human resource management dimension. Determinants of job satisfaction comprised pay/compensation, work itself, co-worker, supervision, working conditions, and advancement. Factors that encourage organizational commitment consisted of personal factor, organizational factor, and non-organizational factor. A questionnaire consisted of 79 questions was designed based on the conceptual framework. The respondents of this study were employees of Krung Thai Bank Public Company Limited in Bangkok branches and branches in nearby provinces in Thailand. 805 sets of questionnaires were distributed to the respondents as shown in the sample frame. Five hundred and twenty four completed questionnaires were returned, representing 65.1 percent out of the total floated questionnaires and 25.5 percent out of the expected total population. The overall result indicated that after reengineering the organization, respondents tended to satisfy with the changed dimensions. The results of this study showed that employees in this organization were satisfied in all the changed dimensions, with an exception on

human resource management criteria. However, respondents were not quite satisfied with all variables in determinants of job satisfaction except the relationship between co-worker which was agreed by majority of respondents. For factors that encourage organizational commitment respondents perceived and agreed with all the factors that encourage their organizational commitment except non-organizational factor which they felt insecure on long-term job security. Interestingly, all dimensions of change in reengineering had significant correlated with all variables in determinants of job satisfaction. Similarly to the factors that encourage organizational commitment, there was significant correlation with personal factor and organizational factor but not much on non-organizational factor. In term of the intra-correlation, it indicated a moderate correlation between determinants of job satisfaction and factors that encourage organizational commitment, both personal factor and organizational factor, but not much on non-organizational factor. This knowledge revealed that process/system redesign with an advancement of technology could increase efficiency in the work and it was a positive signal that respondents tended to have a positive attitude towards change. However, respondents tended to have negative perception in organizational structure as well as the measurement/compensation policies and leadership style, which were not so flexible and support enough to their work. The results also indicated that respondents had a good formal relationship with their colleagues but not much in informal level. Furthermore, they perceived that their jobs were not interesting/challenge and variety enough. The equipment and tools needed to be more supportive to their work. They also perceived that they had less chance or opportunity to get more important responsibility and advancement. However, although there were many changes in this organization and the respondents were fully

aware of their long-term job insecurity, they still proud and undesired to leave from this organization.

