



DETERMINANTS OF JOB SATISFACTION AMONG NURSES
WORKING AT BANGKOK HOSPITAL

By
MRS. ARTIRAT LOOKHANUMANJAO

A Survey Research Report for
MS 7000 Research/IS project
Submitted in Partial Fulfillment of the Requirements for the Degree of
Master of Science in Management

November 2008



Assumption University

COLLEGE OF INTERNET DISTANCE EDUCATION

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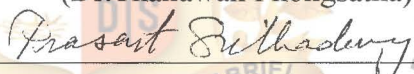
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ABSTRACT

The objectives of this study were (1) to identify the level of job satisfaction among nurse working in Bangkok Hospital. (2) to examine the relationships between the Spector's facets and a level of job satisfaction of nurses employed by Bangkok Hospital.

This is a descriptive survey research. The population was 630 nurses working in Bangkok Hospital (Bangkok Branch). The samples were 263 nurses using convenience sampling technique. The data collecting instruments were questionnaires survey. The data were analyzed using SPSS version 15.0.

From descriptive analysis, it was found that BGH nurses were generally satisfied with their job at the agree level (mean = 3.51). They were generally agreed with Nature of work with the highest average mean of 3.67, followed by Coworkers (mean = 3.53), and Supervision (mean = 3.45) respectively. In addition, they were generally neutral/undecided with Communication (mean = 3.35), followed by Promotion (mean = 3.18), Contingent Rewards (mean = 3.16), Benefits (mean = 3.09), and Pay (mean = 3.06), correspondingly. Moreover, they were disagreed with Operating Conditions (mean = 2.55).

The results from Pearson's correlation analysis revealed that eight Spector's facets that associated with job satisfactions of BGH nurses were Nature of Work ($r = 0.571$), Supervision ($r = 0.404$), Coworkers ($r = 0.396$), Contingent Rewards ($r = 0.282$), Communication ($r = 0.193$), Pay ($r = 0.175$), Promotion ($r = 0.166$), and Benefits ($r = 0.157$) respectively.

Keywords: *Job Satisfaction, Spector's Job Satisfaction Facets*

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I am also deeply thankful to my oral defense committee for their valuable comments and useful suggestions which added greatly to my research. Special thanks go to the nurse managers and nurse staff, who spent their time and offered their insights for this study. Without all of them, this study would have never succeeded.

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Artirat Lookhanumanjao

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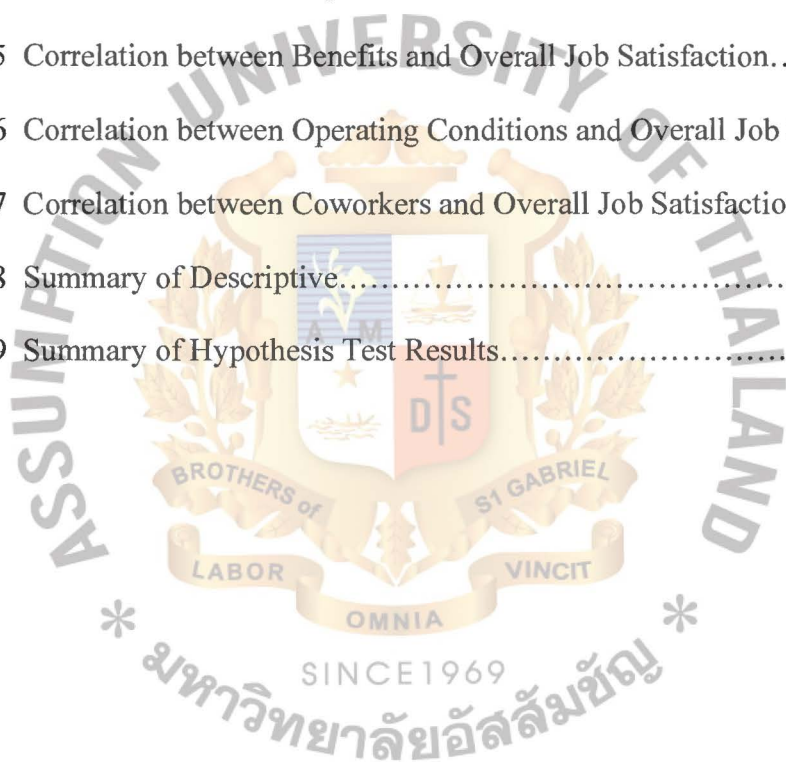
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CHAPTER 1

INTRODUCTION

Job satisfaction plays a key role in the physical and psychological well-being of employees and is a crucial factor in labour markets. Greater employee well-being is associated with better job performance, lower absenteeism, and reduced job turnover, and is therefore of particular interest to firms and other organizations (Frey; and Stutzer. 2002). Understanding job satisfaction is critical to the success of an organization.

1. Background of the Research

The journal of American Hospital Association (July, 2007) is reporting shortages of health care workers across the country. The shortage of workers also reaches beyond health care and into other disciplines, meaning that hospitals will face tremendous competition for skilled personnel. The shortage of health care workers affects most fields, including nurses, pharmacists, physicians, medical coders, radiology technologists, laboratory technologists, and health information technicians. While the report covers shortages in many important health care personnel areas, special emphasis has been placed on the shortage of nurses. The focus on nurses reflects the fact that nurses are by far the largest group of health care providers, and without their immediate presence at the bedside, patients will not receive care. The shortage of workers threatens a crisis in the very viability of the health care industry.

While health care is often described as a product, health services are, fundamentally, people caring for people. Even as medicine advances technologically, health care practitioners remain the backbone of care.

Like most of other service industries, the healthcare industry is very labor intensive. One reason for healthcare's reliance on an extensive workforce is that it is not possible to produce a "service" and store it for later consumption. In healthcare, the production of the service that is the purchase and consumption of that service occurred simultaneously. Thus, the interaction between healthcare consumers and healthcare providers is an integral part of the delivery of healthcare services. Given the dependence on healthcare professionals to deliver service the possibility of heterogeneity of service quality must be recognized within an employee (as skills and competencies change over time) and among employees (as different individuals or representatives of various professions provide a service).

Currently, there are several major private hospitals in Thailand exist in Stock Exchange, for instance; Bangkok Hospital, Bumrungrad Hospital, Kasemrad Hospital, and Phayathai Hospital. Bangkok Hospital (BGH) is the largest network chain hospital in Thailand; consists of 18 Hospitals in Thailand and Cambodia. Their positioning is the leading healthcare provider in specialized medical treatment. The awards and accreditation that BGH has received are: the Prime Minister's Export Award for Best Service Provider in 2001; the Hospital Accreditation by the Ministry of Public Health of Thailand; taking 1st place at the Hospital Management Asia Awards for their Integration of Quality Improvement projects by using the Standard Requirements of Hospital Accreditation and Brand Management, In September 2002; the Joint Commission International (JCI) accreditation in June 2007. With the rapid expansion of the business, Bangkok Hospital therefore have to focus on healthcare

personnel especially nurses which are the most critical profession of doing patient care business. BGH aim to be the highest internationally accepted standards of healthcare services by delivering quality patient care to each visitor and achieving patients' complete satisfaction.

According to the constraints of demanding among healthcare personnel as mentioned above, the researcher therefore should be concerned with job satisfaction. The first is that people deserve to be treated fairly and with respect. Job satisfaction is to some extent a reflection of good treatment. It can also be considered as an indicator of emotional well-being or physiological health. The second reason is job satisfaction can lead to behaviors of employees that affect organizational functioning. Dissatisfied workers are more likely to provide inferior services, the physical and mental status, and the social functioning of these workers can be affected substantially by the level of their job satisfaction.

In the endeavour to better understand job satisfaction, many elements have been focused on in different studies. Frederick Herzberg laid the foundations for modern studies of job satisfaction with his Two-factor Theory in which he proposed two broad factors explaining job satisfaction (Herzberg, 1966). Intrinsic factors, or motivators, contribute primarily to job satisfaction, yet the absence of these factors does not necessarily cause job dissatisfaction. Extrinsic factors, or hygiene factors, are the leading causes of job dissatisfaction if they are not gratified. Hill (1987) explained that intrinsic factors relate to the actual content of work and extrinsic factors are associated with the work environment. These two factors can be further subdivided into specific aspects or facets. Spector (1985) assessed nine facets: pay, promotion, supervision, benefits, contingent rewards, operating conditions, co-workers, nature of

the work, and communication. Spector's Job Satisfaction Survey has been selected as the survey tool for this study.

2. Statement of the Problem

In the business world of Healthcare Provider, nurses play a major role on patient care. Nurses perform some of the most important duties during a patient's stay at the hospital, from monitoring vital signs to administering necessary medications. Nurses also provide a warm friendly feeling to what can sometimes be cold and sterile environment. However, in recent years there has been a vast shortage of nurses in the healthcare industry (Journal of American Hospital Association, 2007). In fact, this shortage is expected to increase dramatically over the next few years.

Bangkok Hospital is also in a situation of nurse shortage, a shortage that can best be summed up significantly. Since nurses play such a major and important part in the system, it is a worthy endeavor to investigate the causes behind these shortages. In addition, demand for experienced nurses in the healthcare industry in Thailand has escalated due to an increase of new players in the market while demand is increasing; the supply is scarce in the industry. This shortage causes job hopping and poaching among the hospitals. Given the current business environment, establishing effective retention programs is an issue which management and human resources practitioners should pay attention to in order to retain the nurses. Therefore this research is aimed to determine level of job satisfaction among nurses and factor that influencing job satisfaction in order to increase their job performance and reduce nurses' turnover.

3. Significance of the Research

In order to establish a system of indicators and reference levels for measurement of job satisfaction as a component of human resource development, the results from this research might support management's point of view in analysis of satisfaction among nurses. In addition, the factors that influence job satisfaction can help organization retain their nurses.

4. Research Objectives

1. To identify the level of job satisfaction among nurse working at Bangkok Hospital.
2. To determine the relationships between the Spector's facets and the level of job satisfaction of nurses employed by Bangkok Hospital.

5. Research Questions

1. What is the level of job satisfaction among nurses employed by Bangkok Hospital?
2. What attributes of Spector's facets are associated with certain levels of job satisfactions?

6. Limitations of the Study

The sample of the study will survey only the nurses employed by Bangkok Hospital (Bangkok Branch). Therefore, the findings cannot be the generalized for the whole national setting, other professional group such as physician, pharmacist or

technician and other industry setting in Thailand may not be valid. Moreover, the demographic data of the respondents do not apply for this study, therefore the correlations between these variables with job satisfaction are not found in the study. In addition, the questionnaires were used and data were collected using a self-report method therefore the researcher had to assumed that the respondents were trustworthy and fully understood the questions included in each of the questionnaires, eventhough the participants were explained before answering the questions.

7. Definition of Terms:

The definitions of terms used throughout this study are presented below.

Job Satisfaction: job satisfaction is a positive emotional state resulting from the appraisal of one's job or job experiences (Locke, 1976).

Intrinsic Factors: Factors that, when present in a job, can build strong levels of employee motivation and satisfaction that can result in good job performance, as defined by Herzberg (1966: 72-73) including achievement, recognition, advancement, responsibility and the work itself

Extrinsic Factors: Factors that may result in employee dissatisfaction when not present in the job environment, as defined by Herzberg (1966: 72-73) including policies and administration, supervision, working conditions, interpersonal relations, salary, status and job security

Job Facets: The nine subdivisions of intrinsic and extrinsic factors as defined by Spector (1985) including those corresponding to

Herzberg's intrinsic factors (promotion, contingent rewards, nature of the work, and communication) and extrinsic factors (pay, supervision, benefits, operating conditions and co-workers)



CHAPTER 2

REVIEW OF LITERATURE

The foundations for this study are presented below and include: (1) Overview of private hospitals in Thailand (2) Importance of studying job satisfaction in a healthcare institution (3) Definitions of job satisfaction, (4) Job satisfaction theory, (5) measurement tools and (6) previous studies of job satisfaction.

1. An Overview of Private Hospitals in Thailand

The Association of Thai Private Hospitals 2006 stated that currently foreign patients are becoming a significant source of income for the private hospitals, first of all because their purchasing power is considerable higher than the one of average domestic patients. The cost of living in Thailand is lower compared to other countries such as Japan, Europe and the US making medical treatments in Thailand appear inexpensive hence the many foreign patients. Currently there are a total of 1,200 hospitals in Thailand of which 471 are private hospitals. According to figures released by the Association of Thai Private Hospitals, an estimated total of 1,000,000 foreign patients sought medical diagnosis and treatment at private hospitals in Thailand during 2005, generating a total income of Baht 23,000 million. By 2010 the total number of foreign patients is expected to reach the two million persons and the total income generated is expected to increase to approximately Baht 80,000 million. As for 2006, medical tourism is expected to grow by 66 percent, with more than one

million foreign visitors seeking medical services. In addition, the governments of the neighboring countries are just as interested in capitalizing on the opportunities within the health care sector, e.g. the government in Singapore is striving at achieving status as the “Medical Hub of Asia”, Malaysia is striving at becoming the “Health Tourism Hub” and in Royal Danish Embassies, Hong Kong a new cancer centre is opened in an effort to make the country Asia’s “Medical Hub”. Arguably Thailand holds some competitive advantages in service and hospitality and reasonable costs.

2. Importance of Studying Job Satisfaction in a Healthcare Institution

Hospital personnel have difficulties in meeting the needs of their patients of their own needs are not met (Ovretveit, 1992; Linn, 1985); therefore hospital managers have responsibilities to both staff and patients (Hasenfeld, Englowood, 1983). According to the literature, job satisfaction in healthcare organizations is related to many factors: optimal work arrangements; the possibility to participate actively in the decision-making process; effective communication among staff and supervisors and to be able to express freely one’s opinion. Collective problem solving and the attitude of management are also important to the satisfaction of the employees (Kivimaki, Kalimo, Lindstrom, 1994). Job satisfaction can be increased by attending to motivating factors, such as making work more interesting, requiring more initiative, creativity and planning (Herzberg, Mausner, Snyderman, 1963; Hackman, Oldham, 1975). This is especially relevant when budget constraints limit increases to pay and benefits (Longest, 1990).

Managers who grasp the importance of factors affecting the well-being of staff are more likely to gain improved performance from the various groups of hospital staff (Hackman, Oldham, 1975; Longest, 1990; Maslow, 1970). It is of utmost

importance to seek the opinions of employees and include them in decision-making and problem solving processes (Love, 1977). This will improve satisfaction among the employees and make them feel that they are part of the organization (Hasenfeld, 1983; Love 1977).

3. Definitions of Job Satisfaction

Job satisfaction is multifaceted with a variety of definitions and related concepts. Many studies on job satisfaction have been conducted by psychologists, social psychologists, industrial psychologists, ergonomists, other professionals and managers of all sorts who were interested in work organization, quality and productivity. A selection of job satisfaction definitions is presented below.

Lawler, & Hackman (1983) defined job satisfaction as a person's affective reactions to his total work role. He described overall job satisfaction as what is determined by the difference between all the things a person feels he should receive from his job and all the things he actually does receive.

Locke (1976) stated that job satisfaction is a pleasurable or positive emotional state resulting from one's own appraisal of one's job or job experience. Job satisfaction results from the individual's perception that one's job fulfils or allows the fulfilment of one's important job values.

Joiner & Servellen (1984) defined job satisfaction as the perceived experience that an individual derives from work. Satisfaction is a subjective state that is best reported by people experiencing it.

Mueller & McCloskey (1990) defined job satisfaction as an affective feeling that depends on the interaction of employees, their personal characteristics, values and expectations with the work environment and the organization.

Ivancevich & Matteson (1999) stated that job satisfaction is an attitude people have about their jobs. Job satisfaction results from their perceptions of their jobs and the degree to which there is a good fit between the individual and the organization.

Oshagbemi (2000) referred to job satisfaction as an individual's positive emotional reactions to a particular job. Job satisfaction is an affective reaction to a job that results from the person's comparison of actual outcomes with those that are desired, anticipated, or deserved.

In summary, job satisfaction is a subjective, positive feeling or emotional state that a person perceives based on a variety of facets of the work itself and the work environment. In this study, the definition of job satisfaction is the subjective pleasurable emotional state resulting from employees' job experiences.

4. Theories Related to Job Satisfaction

4.1 Affect Theory

Locke's Range of Affect Theory (1976) is arguably the most famous job satisfaction model. The main premise of this theory is that satisfaction is determined by a discrepancy between what one wants in a job and what one has in a job. Further, the theory states that how much one values a given facet of work (e.g. the degree of autonomy in a position) moderates how satisfied/dissatisfied one becomes when expectations are/aren't met. When a person values a particular facet of a job, his satisfaction is more greatly impacted both positively (when expectations are met) and negatively (when expectations are not met), compared to one who doesn't value that facet. To illustrate, if Employee A values autonomy in the workplace and Employee B is indifferent about autonomy, then Employee A would be more satisfied in a position

that offers a high degree of autonomy and less satisfied in a position with little or no autonomy compared to Employee B. This theory also states that too much of a particular facet will produce stronger feelings of dissatisfaction the more a worker values that facet.

4.2 Dispositional Theory

Another well-known job satisfaction theory is the Dispositional Theory. It is a very general theory that suggests that people have innate dispositions that cause them to have tendencies toward a certain level of satisfaction, regardless of one's job. This approach became a notable explanation of job satisfaction in light of evidence that job satisfaction tends to be stable over time and across careers and jobs. Research also indicates that identical twins have similar levels of job satisfaction.

A significant model that narrowed the scope of the Dispositional Theory was the Core Self-evaluations Model, proposed by Timothy A. Judge in 1998. Judge argued that there are four Core Self-evaluations that determine one's disposition towards job satisfaction: self-esteem, general self-efficacy, locus of control, and neuroticism. This model states that higher levels of self-esteem (the value one places on his self) and general self-efficacy (the belief in one's own competence) lead to higher work satisfaction. By having an internal locus of control (believing one has control over her/his own life, as opposed to outside forces having control) leads to higher job satisfaction. Finally, lower levels of neuroticism lead to higher job satisfaction.

In conclusion, theories that have been mentioned above related to job satisfaction by focusing on followings important factors as shown in Table 2.1:

Table 2.1: Compare Job Satisfaction Factors Among Theories

| Affect Theory | Dispositional Theory | Herzberg's Two-Factor Theory |
|---|--|---|
| Degree of Autonomy Employees 'Expectations (met or not met) | Self-Evaluation: Self-Esteem Self-Efficacy Internal Control | Intrinsic Factors: Achievement Recognition Advancement Responsibility The work itself Extrinsic Factors: Policies and administration Supervision Working conditions Interpersonal relations Salary Status and job security |

4.3 Herzberg's Two-factor Theory

Job satisfaction is one of the most important concepts in the study of organizational behaviour. Researchers are interested in finding factors that increase job satisfaction because it is directly related to job behaviours like performance and accidents. Frederick Herzberg laid the foundations for modern work on job satisfaction with his Two-factor Theory of Motivation.

Frederick Herzberg (1966) developed a theory known as the Two-factor Theory of Motivation. His research focused on how jobs/tasks and the work environment affected the psychological person (employee), and led to two specific conclusions.

First, a set of intrinsic factors, or the job itself, when present in a job, can build strong levels of employee motivation and satisfaction that can result in good job performance. If these factors are not present, the job may not prove satisfying. The factors in this set are called satisfiers or motivators, and include achievement, recognition, advancement, responsibility and the work itself. These motivators are directly related to the nature of the job or the task itself. When present, these factors contribute to satisfaction. This, in turn, can result in intrinsic task motivation.

Second, there is a set of extrinsic factors, or the job environment, which may result in employee dissatisfaction when the factors are not present. However, if these factors are present, the job may not necessarily motivate employees. These factors are called dissatisfiers or hygiene factors, since they are needed to maintain at least a level of no dissatisfaction (Ivancerich; & Matteson. 1999). The hygiene factors include policies and administration, supervision, working conditions, interpersonal relations, and salary, status and job security. Herzberg's intrinsic and extrinsic factors are presented in Table 2.2 below.

Table 2.2: Intrinsic and Extrinsic Factors

| Intrinsic Factors or Motivators | Extrinsic Factors or Hygiene Factors |
|---------------------------------|--------------------------------------|
| Job itself | Job environment |
| Achievement | Policies and administration |
| Recognition | Supervision |
| Advancement | Working conditions |
| Responsibility | Interpersonal relations |
| The work itself | Salary, status and job security |

Source: Frederick Herzberg (1966). *Work and the Nature of Man*. pp. 72-73.

Herzberg's motivator-hygiene theory suggests that job satisfaction and dissatisfaction are not opposite. The opposite of dissatisfaction is the implied absence of dissatisfaction, not necessarily satisfaction. Job satisfaction and dissatisfaction appear to be caused by two entirely different sets of facets. Job satisfaction is influenced intrinsically by the job itself and appears to affect job satisfaction. Those facets that influence dissatisfaction are peripheral to the job and seem to have very little effect on satisfaction, but can lead to dissatisfaction if not present in the work environment.

This research study select Herzberg's Two-factor Theory due to it can cover both job content and job environment which can reflect the real work situation and both intrinsic and extrinsic factors of this theory are objectives enough for improving the results. In addition, many researchers sought to develop tools to measure job satisfaction based on this theory. The Job Descriptive Index (JDI) and the Job Satisfaction Survey (JSS) are two such tools as described below.

5. Tools for Measuring Job Satisfaction

5.1 Job Descriptive Index (JDI)

Smith; Kendall; and Hulin (1969) developed the Job Descriptive Index (JDI). They based their work in developing a tool for measuring job satisfaction on Herzberg's previous theoretical work. The JDI has become one of the most popular facet scales among organizational researchers, and it may have been the most carefully developed and validated. The scale assesses five facets: pay, promotions, co-workers, supervision, and the work itself. Many users of the scale have summed the

five facet scores into an overall score, although this practice is not recommended by Smith and her associates (Ironson, Smith, Brannick, Gibson, and Paul, 1989).

The entire scale contains 72 statements with either 9, or 18 items per facet. Each item is composed of an evaluative adjective or short phrase that is descriptive of a job facet. Responses are “Yes”, “Uncertain”, or “No”. For each facet scale, a brief explanation is provided, followed by the items concerning that facet. Both favourable and positively worded and unfavourable or negatively worded items are provided.

Sample Items from the Job Descriptive Index (JDI)

Source: Smith; Kendall; and Hulin. (1969). *The Measurement of Satisfaction in Work and Retirement.*

Sample 1: *Think of the pay you get now. How well does each of the following words or phrases describe your present pay? In the blank beside each word below, write*

 Y for “Yes” if it describes your pay N for “No” if it does NOT describe it
 ? if you cannot decide

PAY

 Income adequate for normal expenses Insecure
 Less than I deserve

Sample 2: *Think of the work you do at present. How well does each of the following words or phrases describe your work? In the blank beside each word below, write*

 Y for “Yes” if it describes your work N for “No” if it does NOT describe it
 ? if you cannot decide

THE WORK ITSELF

 Routine Satisfying Good

There is an extensive body of literature in which this scale has been used.

According to Cook, Hepworth, Wall, and Warr, 1981; listed more than 100 published studies that used the JDI. Thus, extensive normative data are available for potential users of the scale. The facets also have very good reliabilities. The very extensive body of research using the scale provides good validation evidence. Perhaps the biggest limitation of the scale is that it is limited to only five facets, although these are five of the most frequently assessed. In addition, there has been some criticism that particular items might not apply to all employee groups. However, this criticism is probably true of all job satisfaction scales. The JDI is copyrighted and a fee is required for its use, even though it is one of the most popular scales.

5.2 Spector's Job Satisfaction Survey (JSS)

Paul Spector (1985) developed the Job Satisfaction Survey (JSS). Working on the basis of Herzberg's Two-factor Theory, he sought to develop a tool for measuring job satisfaction. This was accomplished by using attitude scale construction techniques with summated (Likert) rating scales. Spector's method for developing the JSS is presented here after.

First, the domains of interest were defined. To accomplish this, a literature review was conducted including studies of job satisfaction facets (subdivisions of the intrinsic and extrinsic job satisfaction factors). Many of the studies reviewed included factor analyses employing existing or ad hoc instruments to determine the underlying facets of satisfaction. Other studies were conceptual analyses of satisfaction facets. From each study, a list of facets was made and the ten most common and conceptually meaningful to Spector were chosen for inclusion in the scale. These ten facets

adequately sampled the domains of job satisfaction so that a combined score (sum of all subdivisions, or facets) would yield a good measure of overall satisfaction. These ten facets included satisfaction with pay, promotion, supervision, benefits, contingent rewards, operating conditions, coworkers, nature of the work, communication, and work conditions. Statements were written to characterize each of the ten facets to be included in the survey. Some facets had more statements than others because the domain areas varied in specificity and breadth. A total of 74 items were compiled for inclusion in the first version of the survey.

The JSS used the summated rating scale format with six agree-disagree response choices: disagree strongly, disagree moderately, disagree slightly, agree slightly, agree moderately, and agree strongly. These response choice intervals were approximately equal psychologically and were scored from 1 to 6, respectively. Approximately half of the items were written in a positively worded direction and half in a negatively worded direction. Each item was an evaluative statement, agreement with which would indicate either a positive or negative attitude about the job. The initial statement pool was administered to a small pilot sample of 49 employees of a community mental health center in the southeastern United States. Part-whole correlations were calculated for each statement in each facet. Those items were retained that had a part-whole of at least .45. This left 34 items with no more than 4 statements per facet; 2 additional items were written to equalize the items per facet at 4 each, and this became the final list of statements included in the survey. All facets remained as conceptualized originally, except for work conditions. This facet originally contained the most items and included both physical conditions, such as equipment and the physical environment, and operational conditions, such as rules, procedures, and red tape. Only the latter items were retained and this facet was

renamed “operating conditions”. This process reduced the first JSS from ten facets to nine facets in the final version. Spector’s final JSS assesses nine facets of job satisfaction (Spector, 1985). A description of the facets and example statements from each are presented below.

1. Pay: amount and fairness or equity of salary (*“I feel I am being paid a fair amount for the work I do.”*)
2. Promotion: opportunities and fairness of promotions (*“I am satisfied with my chances for promotion.”*)
3. Supervision: fairness and competence at managerial tasks by one’s supervisor (*“My supervisor is quite competent in doing his job.”*)
4. Benefits: insurance, vacation, and other fringe benefits (*“The benefits I receive are as good as most other organizations offer.”*)
5. Contingent rewards: sense of respect, recognition, and appreciation (*“When I do a good job, I receive the recognition for it that I should receive.”*)
6. Operating conditions: policies, procedures, rules and perceived red tape (*“Many of organizational rules and procedures make doing a good job easy.”*)
7. Coworkers: perceived competence and pleasantness of one’s colleagues (*“I like the people I work with.”*)
8. Nature of the work: enjoyment of the actual tasks themselves (*“I feel a sense of pride in doing my job.”*)
9. Communication: sharing of information within the organization, verbally or in writing (*“I know what is going on with the organization.”*)

5.2.1 Interpreting Satisfaction Scores with the Job Satisfaction Survey

Given the JSS uses 6-point agree-disagree response choices, the researcher can assume that agreement with positively-worded items and disagreement with negatively-worded items would represent satisfaction, whereas disagreement with positive-worded items and agreement with negative-worded items represents dissatisfaction. For the 4-item subscales, as well as the 36-item total score, this means that scores with a mean item response (after reverse scoring the negatively-worded items) of 4 or more represents satisfaction, whereas mean responses of 3 or less represents dissatisfaction. Mean scores between 3 and 4 are ambivalence. Translated into the summed scores, for the 4-item subscales with a range from 4 to 24, scores of 4 to 12 are dissatisfied, 16 to 24 are satisfied, and between 12 and 16 are ambivalent. For the 36-item total where possible scores range from 36 to 216, the ranges are 36 to 108 for dissatisfaction, 144 to 216 for satisfaction, and between 108 and 144 for ambivalent.

5.2.2 Correlation between Spector's Facets and Job Satisfaction Theories

Spector granted permission to use and/or modify the JSS without fee for noncommercial educational and research purposes (Spector, 1997). Spector's JSS has been shown to correlate highly with other job satisfaction theories and tools, including those of Herzberg and Smith; Kendall; & Hulin. Herzberg and Spector emphasize the same set of relationships. Herzberg's intrinsic factors, or motivators, are related to Spector's facets of promotion, contingent rewards, nature of the work and communication. Herzberg's extrinsic factors, or hygiene factors, are related to Spector's facets of pay, supervision, benefits, operating conditions and coworkers. A

summary of the correspondence between Herzberg's and Spector's concepts is presented in Table 2.3

Table 2.3: The Correspondence between Herzberg's and Spector's Concepts

| Herzberg's Intrinsic Factors or Motivators | Herzberg's Extrinsic Factors or Hygiene Factors |
|--|---|
| Spector's Facets: Promotion Contingent rewards Nature of the work Communication | Spector's Facets: Pay Supervision Benefits Operating conditions Coworkers |

Source: Journal of Applied Psychology 1977: pp 910-917

6. The Reason of Selecting Tested Tool for Measuring Job Satisfaction

The five JDI facets of Smith, Kendall; and Hulin (pay, promotions, coworkers, supervision, and nature of the work) correlate well with corresponding facets of Spector's JSS. While Smith; Kendall; & Hulin's Job Descriptive Index and Spector's Job Satisfaction Survey are both well-known and tested tools for measuring job satisfaction, the JDI is a rather voluminous survey document, which would require a great deal of time to translate for use with Thai respondents, may be tedious for the respondents to complete, includes only 5 job facets and is not recommended by its authors to be summed for an overall job satisfaction score; the JSS can easily be translated into Thai in a few pages, can be quickly completed by the respondents, includes 9 job facets and can be summed for an overall job satisfaction score. For these reasons, Spector's Job Satisfaction Survey has been selected as the survey tool for this study.

7. Previous Research

The level of job satisfaction and dissatisfaction can occur in any kind of occupation as indicated in the following previous studies. This concern with the organization itself to be able to clarify its goals and be effective in communication and management issues to provide fair treatment, employees' support, involvement and open decision-making, in order to effectively handle with the impact on downsizing and restructuring. In addition, the JSS is freely available for use for academic studies and the author has published norms to allow comparisons between the sample group and the general population as shown in the following prior studies.

7.1 Job Satisfaction among Intensive Care Nurses from the People's Republic of China by LI & LAMBERT (2008), *International Nursing Review*

Level of job satisfaction among nurses is also supported by this prior research study that aim to examine factors influencing job satisfaction including demographic variables, workplace stressors and coping methods predict job satisfaction in intensive care nurses from the People's Republic of China. The major surveys are given several type of questionnaires included the 'Nursing Stress Scale' (Gray-Toft & Anderson 1981), the Brief Cope' (Carver 1997) and the 'Job satisfaction Survey' (Spector 1997). The job satisfaction survey instrument using of 36-item questionnaires; nine-facet scale, that can assess nurses 'attitudes and aspects of their job. The nine facets include: pay, promotion, supervision, fringe benefits, contingent rewards, operating procedures, coworkers, nature of work and communication. A high total score represents a high level of job satisfaction. The reliability for the total JSS has been

found to be 0.91 (Spector 2001). For this study the reliability was found to be 0.879. The study used a convenience sample ($n = 102$) consisting of various ICU nurses working in four teaching hospitals, located in two cities in central China. A total of 112 instruments were distributed with a 91.1% return rate.

The results of this research study found that workload, uncertainty about a patient's treatment, years of experience in nursing, behavioral disengagement and positive reframing impact on job satisfaction, not only for entity intensive care nurses, but also for healthcare superiors. The more stressors of workload and uncertainty about treatment i.e. less autonomy, the more job dissatisfaction can be created. Hence, the solutions are suggested to this problem by utilizing the coping methods and positive reframing. Nevertheless, the future investigation is recommended to be more explored and developed appraisal methods for job satisfaction among Intensive Care Unit nurses working in Chinese hospitals in order that cultural understanding will be more effectively concerned.

7.2 Influence of stress and nursing leadership on job satisfaction of pediatric intensive care unit nurses by Bratt, Broome, Kelber, and Lostocco (2000), *American Journal of Critical Care*

In addition, there is a prior research (Bratt et al. 2000) aimed to explore the influences of nurses' attributes, unit characteristics, and elements of the work environment on the job satisfaction of nurses in pediatric critical care units and determine stressors that are unique to nurses working in pediatric critical care that caused turnover in nurses. They used a cross-sectional survey design with 1,973 staff nurses in pediatric critical care units in 65 institutions in the United States and

Canada. The following variables were measured: (a) nurses' perceptions of group cohesion, (b) job stress, (c) nurse-physician collaboration, (d) nursing leadership, (e) professional job satisfaction, and (f) organizational work satisfaction.

The results from this study found that job stress and nursing leadership are the most influential variables in the explanation of job satisfaction. The retention efforts targeted toward management strategies that empower staff to provide quality care along with focal interventions related to the diminishment of stress caused by nurse-family interactions are warranted.

7.3 A Comparative Analysis of Job Satisfaction among Public and Private Sector Professionals by Barrows and Wesson (2001), Innovation Journal

The focus of their research is on comparing job satisfaction and attitudes among managers and professionals in the private and public sectors in Ontario. In order to ensure comparability and to facilitate the administration of the survey the researchers targeted lawyers in each of the two sectors for this study.

The literature review has been mentioned about tools for measuring job satisfaction such as Hackman and Oldham's Job Characteristics Model which considers the following job elements; skill variety, task identity, task significance, autonomy, and feedback on job performance. The Job Descriptive Index (JDI; Smith, Kendall and Hulin, 1969) which is often regarded as the well-developed instrument for measuring job satisfaction levels. The JDI consists of sub-scales for pay, promotion, people, supervision, and work and Specter's concept that refined the definition of job satisfaction to constitute an attitudinal variable that measures how a person feels about his or her job, including different facets of the job.

The researchers elected to employ the Job Satisfaction Survey (JSS; Spector, 1997). In a questionnaire they asked respondents to tell them which elements of their job is most important to them in determining their overall level of job satisfaction. By using 36 questions which composed of nine facets include: pay, promotion, supervision, fringe benefits, contingent rewards, operating procedures, coworkers, nature of work and communication. A high total score represents a high level of job satisfaction. A mail survey was applied in their research.

The results from this study revealed that both sectors were indifferent in satisfaction with job content but mostly concerning with working environment. Generally, employees in private sector were more satisfied in the means of feelings of burn-out and ability to manage work life balance, working conditions, training and development than those in public sector.

7.4 Job Satisfaction among Industrial and Technical Teacher Educators by Ernest W. Brewer Jama McMahan-Landers (2003), *Journal of Industrial Teachers Education*

The purpose of this study was to explore the job satisfaction among industrial and technical teacher educators. The population for the study consisted of industrial and technical teacher educators in the United States. The researchers drew a sample of 347 from the 1,752 industrial and technical teacher educators. They chose the Job Satisfaction Survey (JSS) (Spector, 1997) to measure job satisfaction. The JSS utilizes a six-point Likert-type scale with 1 representing *disagree very much* and 6 representing *agree very much* to measure job satisfaction within nine facets: (a) pay, (b) promotion, (c) supervision, (d) fringe benefits, (e) contingent rewards, (f)

operating conditions, (g) coworkers, (h) nature of work, and (i) communication. Mail survey method was applied in this study. Of the 347 questionnaires sent to the sample, 133 were returned, for a response rate of 38.3%.

The results from this study revealed that the level of job satisfaction for higher educators is mainly indicated by academic rank, tenure status, and employment status. The result was shown that respondents were most satisfied with the nature of work they perform. However, the rules and procedures under operating conditions create high level of job dissatisfaction.



Conceptual Framework

Conceptual framework of this research is based on Spector's job satisfaction facets which related to Herzberg's Two-factor Theory. Nine job facets will be used to measure job satisfaction of nurses in Bangkok Hospital (Bangkok Branch). The following framework and hypotheses will be used to guide the study.

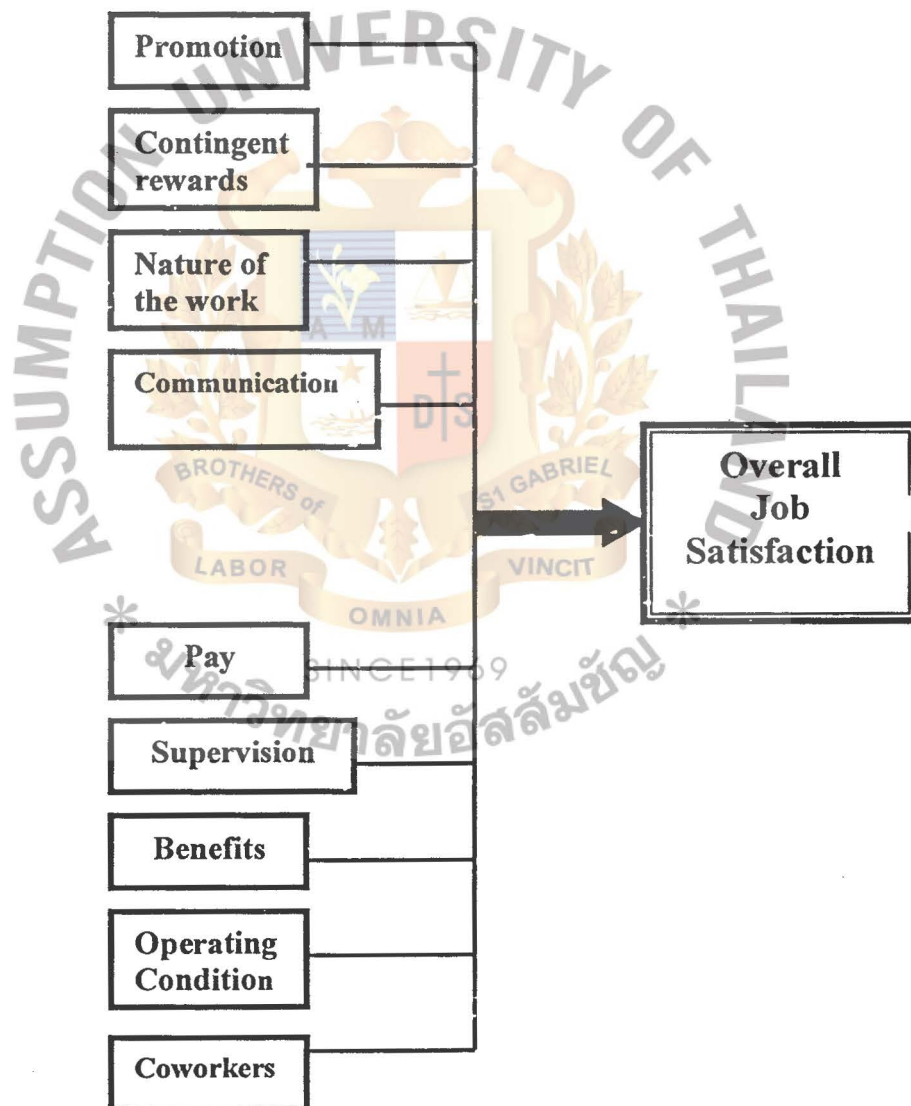


Figure 3.1: Conceptual Framework

Hypotheses:

Ho1: There is no relationship between Promotion and the job satisfaction of nurses working in Bangkok Hospital.

Ho2: There is no relationship between contingent rewards and job satisfaction of nurses working in Bangkok Hospital.

Ho3: There is no relationship between nature of the work and job satisfaction of nurses working in Bangkok Hospital.

Ho4: There is no relationship between communication and job satisfaction of nurses working in Bangkok Hospital.

Ho5: There is no relationship between pay and job satisfaction of nurses working in Bangkok Hospital.

Ho6: There is no relationship between supervision and the job satisfaction of nurses working in Bangkok Hospital.

Ho7: There is no relationship between benefits and job satisfaction of nurses working in Bangkok Hospital.

Ho8: There is no relationship between operating conditions and job satisfaction of nurses working in Bangkok Hospital.

Ho9: There is no relationship between coworkers and job satisfaction of nurses working in Bangkok Hospital.

CHAPTER 3

RESEARCH METHODOLOGY

This chapter provides a description of the methodology employed to collect and analyze the research data. This chapter is divided into 9 sections: general procedure, design of the study, research respondents, research instrument, content validity, research procedures, pre-testing, proposed data processing and analysis and statistical treatment of data.

1. General Procedure

The researcher selected nurses working in Bangkok Hospital at Bangkok Location and distribute and collect the questionnaires to ensure the confidentiality of the information provided. The survey was conducted in October, 2008.

2. Research Design

This research study is a descriptive survey research that described data and characteristics about the population being studied. The description was used for frequencies, averages and correlation.

3. Population and Sampling Procedures

3.1 Target Population

The population for this study was nurses working In BGH (Bangkok Branch). Total population for this study is 630 nurses, as of May 2008. Sampling procedure was simple random sampling (explain in details in data collection) from 6 nursing divisions which were Medicine Division, Surgery Division, Pediatric Division, OB-Gyn Division, Special Clinics Division and Neurology Division.

3.2 Sample size

The purpose of selecting respondents from nurses group was to insure that a representative cross- section of nursing staff was included.

The sampling was 245 nurses from 630 nurses working in BGH. This group was calculated base on Taro Yamane formula by using a 95% confidence level was selected with a precision rate of $\pm 5\%$.

Calculation from Taro Yamane:
$$n = \frac{N}{1 + Nd^2} = \frac{630}{1 + 630 * (0.05)^2} = 245$$

n = Sample Size

N = Total Population

d = Level of Precision or Sampling Error

A hard copy questionnaire was developed for this study and direct approach with respondents to participate in this survey.

4. Research Instrument

Spector's Job Satisfaction Survey (JSS) was employed as the research instrument to collect the data in this study. The questionnaire was prepared in English and translated into Thai (See Appendixes A and B).

Part I: Factors relating to Job Satisfaction: This section consisted of 36 statements, of which 4 related to each of Spector's nine facets: pay, promotion, supervision, benefits, contingent rewards, operating procedures, coworkers, nature of the work and communication. Job satisfaction survey of Spector's scale applied 6 levels of Likert's scale, but this research study the respondents will be asked to respond to each item on a Likert's 5-point scale: 1 = strongly disagree to 5 = strongly agree. The reason to support this rating scale because the respondents may have no feeling both satisfaction and dissatisfaction, therefore they can choose neutral instead. Moreover, the overall job satisfaction level has been asked with 5 Likert scale as well as the same reason of 36 items of Spector's questionnaires.

According to the content of JSS statements, they were written in both directions: positive and negative. Each of the nine facets can produce a separate facet score. The total of all statements produce a total score. Each of the nine facets is scored by combining response to its four statements, which are presented in Table 2.4 below.

Table 3.1: Facet Contents for the Spector's Job Satisfaction Survey (JSS)

| Facets | Question Number |
|----------------------|------------------|
| Pay | 2r, 11, 20, 33 |
| Promotion | 3, 12r, 21r, 30 |
| Supervision | 4r, 13, 22, 29r |
| Benefits | 5, 14r, 23r, 32r |
| Contingent rewards | 6r, 15, 24r, 31r |
| Operating conditions | 7, 16r, 25, 34r |
| Coworkers | 8r, 17, 27, 35 |
| Nature of the work | 9, 18r, 26r, 36r |
| Communication | 1, 10r, 19r, 28 |

NOTE: Statements followed by “r” should be reverse scored.

Source: Spector, P. E. (1985); *American Journal of Community Psychology*, 13, 693-713.

Table 3.1 indicates which statements correspond to each of the 9 facets of the JSS. Statements related to each facet are distributed throughout the survey in order to reduce the tendency of respondents to react to related statements in similar ways.

When statements related to one facet are grouped together, the respondents may seek to respond in ways that make a consistent image of the facet as a whole, as seen by the respondents. When statements related to one facet are widely distributed, this possibility is diminished. It also indicates which statements need to be reverse scored.

A positively worded statement is one for which agreement indicates job satisfaction.

A negatively worded statement is one for which agreement indicates dissatisfaction.

Before the statements are combined, the scoring for the negatively worded statements must be reversed. Thus, the respondents who agree with positively worded statements and disagree with negatively worded statements will have high scores representing satisfaction. The respondents who disagree with positively worded

statements and agree with negatively worded statements will have low scores representing dissatisfaction. Without statement reversals, most respondents would have middle scores because they would tend to agree with half and disagree with half of the statements, just because they are worded in opposite directions.

Part II: A level of Job Satisfaction:

Overall job satisfaction level will be measured by using single question (Question no. 37). The participants will be asked for overall job satisfaction by asking direct question about feeling about their job (Quinn, Staines, Mc Cullough, 1974).

The respondents will be asked to respond to each item on a Likert's 5-point scale: 1 = strongly disagree to 5 = strongly agree

Part III: Personal Data

The second part of the questionnaire was designed to gather demographic information on the respondents. The 5 demographic factors i.e. gender, age, education, year of services and job level.

Table 3.2: Operationalization Table of Main Variables

| Concept | Conceptual Definition | Operational Components | Operational Definition | Question Number |
|-----------------------------------|--|---|---|--|
| Spector's Job Satisfaction Facets | Job satisfaction's measurement tool that using nine facets related to the basis of Herzberg's Two-factor | 1. Promotion 2. Contingent rewards | 1. Promotion opportunities 2. Appreciation, recognition, and rewards for good work | 2r, 11, 20, 33 5, 14r, 23r, 32r |

| | | | | |
|-----------------------------------|--|------------------------------------|--|------------------|
| Overall Job Satisfaction | Theory | 3. Nature of the work | Job tasks themselves | 8r, 17, 27, 35 |
| | | 4. Communication | Communication within the organization | 9, 18r, 26r, 36r |
| | | 5. Pay | Pay and remuneration | 1, 10r, 19r, 28 |
| | | 6. Supervision | Immediate supervisor | 3, 12r, 21r, 30 |
| | | 7. Benefits | Monetary and non-monetary fringe benefits | 4r, 13, 22, 29r |
| | | 8. Operating conditions | Operating policies and procedures | 6r, 15, 24r, 31r |
| | | 9. Coworkers | People who work with | 7, 16r, 25, 34r |
| | An attitude people have about their jobs (Ivancevich; & Matteson, 1999) | Level of Job Satisfaction | The degree to which the respondents are satisfied with their jobs | 37 |
| | | | | |

NOTE: Statements followed by “r” should be reverse scored.

5. Content Validity

The questionnaire of this research was checked for validity in 3 aspects: completeness of the content, clarity of the questionnaire and grammatical structure. For completeness of the content, the research supervisory committee reviewed the questionnaire with respect to the theoretical framework and literature review. Before the pilot test questionnaire was launched, a focus group interview which was 6 nurse managers will be conducted to evaluate the clarity of each question and instructions provided as to see whether or not they understood and interpreted it in the same way. In addition, they perceived that this survey contain of useful questions about their subordinate's job satisfaction that will help them to increase satisfaction among nursing staff.

6. Collection of Data

According to BGH consists of 18 hospitals which located in Bangkok zone, Eastern zone, Southern zone, Northeast zone and Cambodia. The researcher selected Bangkok Hospital (Bangkok Branch) which is headquartered that generates 35% of total revenue.

The 300 pieces of questionnaires were distributed to 6 nursing divisions; 50 questionnaires each. In order to ensure that the return questionnaires will cover the minimum of sample size which are 245 questionnaires, the researchers contacted nurse manager of each division and explained how important of doing this research due to it can reflect nurse job satisfaction and joined the meeting half an hour with nurses working in each division. All participants were approached, explained and invited to participate the study. In order to avoid duplicate participants, the researcher checked roster with their managers and joined the meeting at least 5 times per each division due to numbers of participant are not more than 15

persons per division per day. The survey was conducted with 2 divisions per day in the morning and afternoon meeting (before and after finish working hours), therefore the data collection period took time about 2 weeks.

In addition, all participants were asked to complete questionnaires and sent back into the envelope provided in the meeting room. Therefore, the rate of return was 87.7 % covered sample size exclude invalid questionnaires.

7. Pre-testing

The survey was pre-tested by giving the questionnaires to 31 nurses who were representatives from 6 divisions. These pre-test respondents confirmed that the survey questions were, for the most part, clearly phrased and would be easily answerable by members of this sample. The total variables were conducted to test reliability.

According to table 3.2, the minimum Cronbach's Alpha level for Spector research considered to be reliable was not less than 0.6 based on a sample of 2,870 as shown in the table below. The reported coefficient alpha for the JSS ranging from alpha (α) 0.60 for the coworkers facet to alpha (α) 0.91 for overall measure.

Table 3.3: Spector's Internal Consistency Reliabilities (Coefficient Alpha),
based on a sample of 2,870

| Scale | Alpha | Description |
|----------------------|-------|--|
| Pay | .75 | Pay and remuneration |
| Promotion | .73 | Promotion opportunities |
| Supervision | .82 | Immediate supervisor |
| Fringe Benefits | .73 | Monetary and non-monetary fringe benefits |
| Contingent Rewards | .76 | Appreciation, recognition, and rewards for good work |
| Operating Procedures | .62 | Operating policies and procedures |
| Coworkers | .60 | People you work with |
| Nature of Work | .78 | Job tasks themselves |
| Communication | .71 | Communication within the organization |
| Total | .91 | Total of all facets |

Source: 1. Spector (1985). Measurement of human service staff satisfaction:

Development of the Job Satisfaction Survey. *American Journal of Community Psychology*, 13, 693-713.

2. Spector (1997). *Job satisfaction: Application, assessment, causes, and consequences*. Thousand Oaks, CA.: Sage.

Therefore, Cronbach's Alpha level to measure internal consistency for this research was considered to be reliable is > 0.6 which based on Malhotra, 1993 and minimum level of Spector (1997).

The reliability test results from pre-testing with 31 nurses had shown in table below:

Table 3.4: Pre-testing Reliability Analysis (Cronbach's Coefficient Alpha)

| Variables | Cronbach's Alpha (31 respondents) |
|----------------------|---------------------------------------|
| Promotion | 0.667 |
| Contingent Rewards | 0.773 |
| Nature of Work | 0.802 |
| Communication | 0.649 |
| Pay | 0.724 |
| Supervision | 0.734 |
| Benefits | 0.662 |
| Operating Conditions | 0.667 |
| Coworkers | 0.612 |

It was noticed that all variables had Cronbach's alpha more than 0.6 indicated satisfactory internal reliability.

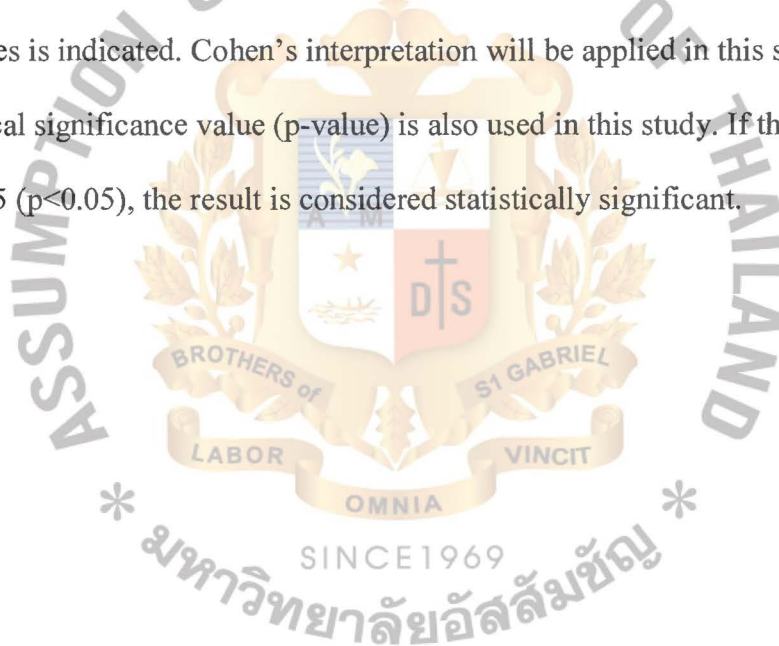
8. Statistical Treatment of Data

Data was analyzed by means of the Statistical Package for Social Sciences (SPSS) version 15.0. The Pearson Product Correlation Coefficient (r) was used to find the relationship, or correlation, between Spectos's facets and job satisfaction. The correlation coefficient ranges from +1.00 to -1.00. If the r -value is 1.00, there is a perfect positive linear relationship. If the r -value is -1.00, there is a perfect negative linear relationship or a perfect reverse relationship. If the r -value is 0.00, there is no correlation (Zikmund 1997).

Several authors have offered guidelines for the interpretation of correlation coefficients. Cohen (1988) proposed the following interpretation for correlations:

| Correlation | Positive | Negative |
|-------------|--------------|----------------|
| Small | 0.10 to 0.29 | -0.29 to -0.10 |
| Medium | 0.30 to 0.49 | -0.49 to -0.30 |
| Large | 0.50 to 1.00 | -1.00 to -0.50 |

If the r-value equals 0.10 to 0.29 or -0.29 to -0.10, there is a small correlation between the two independent variables. If the r-value is 0.30 to 0.49 or -0.49 to -0.30, there is a medium correlation between the two independent variables. If the r-value equals 0.50 to 1.00 or -1.00 to -0.50, a large correlation between the two independent variables is indicated. Cohen's interpretation will be applied in this study. The 2-tailed statistical significance value (p-value) is also used in this study. If the p-value less than .05 ($p < 0.05$), the result is considered statistically significant.



CHAPTER 4

DATA ANALYSIS AND RESULTS

This research was conducted to identify job satisfaction level of nurses working in Bangkok Hospital (Bangkok branch) and relationship between Spectors' job satisfaction facets and level of job satisfaction. Questionnaire was the instrument tool selected to collect data from 263 nurses. Two types of data analysis: descriptive analysis method and inferential data analysis method were applied. Frequency and percentage were used to analyze general profile of the respondents while an average weight mean was applied for analyzing the respondents' perception on each job satisfaction facet and a level of their job satisfaction. Pearson correlation was used to test all hypotheses. The results were divided into three sections: demographic profiles of the respondents, respondents' perception towards job satisfaction facets and a level of their job satisfaction, and the results of hypothesis testing.

To assure the reliability of each instrument, Cronbach's alpha was calculated for internal consistency. All measures in this study had an acceptable internal consistency; these ranged from $\alpha = 0.649$ to $\alpha 0.698$. Coefficient alphas and descriptive statistics of each instrument are presented in the following table.

Table 4.1: Reliability Analysis (Cronbach's Coefficient Alpha)

| Variables | Alpha (Pretest) | Alpha (Study) |
|----------------------|--------------------|------------------|
| Promotion | 0.667 | 0.649 |
| Rewards | 0.773 | 0.687 |
| Work Itself | 0.802 | 0.765 |
| Communication | 0.649 | 0.777 |
| Pay | 0.724 | 0.743 |
| Supervision | 0.734 | 0.798 |
| Benefits | 0.662 | 0.767 |
| Operating Conditions | 0.667 | 0.718 |
| Coworkers | 0.612 | 0.742 |

1. Demographic Profiles

As shown in Table 4.2, all respondents were female because of 96% of nurses working at BGH are female.

Table 4.2: Gender

| | Frequency | Valid Percent |
|--------|-----------|---------------|
| Female | 263 | 100.0 |
| Male | 0 | 0.0 |
| Total | 263 | 100.0 |

As shown in Table 4.3, there were 87 respondents or 33.1% of all respondents whose ages were in the 26-30 years old range. This range forms the largest portion of the population. There were 78 respondents or 29.7% whose ages were between 20-25

years old, followed by group of 57 respondents or 21.7% whose ages were between 31-35 years and above old while the minority group was made up of 41 respondents or 15.6% whose age more than 35 years old.

Table 4.3: Age

| | Frequency | Valid Percent |
|-------------|-----------|---------------|
| 20- 25 Yrs | 78 | 29.7 |
| 26 - 30 Yrs | 87 | 33.1 |
| 31 - 35 Yrs | 57 | 21.7 |
| > 35 Yrs | 41 | 15.6 |
| Total | 263 | 100.0 |

From Table 4.4, there were 227 respondents or 86.3% graduated in Bachelor Degree. The rest 36 respondents or 13.7% graduated in Master Degree.

Table 4.4: Education

| | Frequency | Valid Percent |
|----------|-----------|---------------|
| Bachelor | 227 | 86.3 |
| Master | 36 | 13.7 |
| Total | 263 | 100.0 |

As shown in the following table, the majority of 82 respondents, or 31.2% was those who have worked for the hospital between 1-3 years, followed by 67 and 66 respondents, or 25.5 and 25.1% of all survey respondents whose length of service in the hospital between 4-7 years and more than 7 years, respectively. While, there are 48 respondents, or 18.3%, were those who worked for the hospital less than 1 year.

Table 4.5: Length of Services in Bangkok Hospital (Bangkok branch)

| | Frequency | Valid Percent |
|-----------|-----------|---------------|
| < 1 Yr. | 48 | 18.3 |
| 1 - 3 Yrs | 82 | 31.2 |
| 4 - 7 Yrs | 66 | 25.1 |
| > 7 Yrs | 67 | 25.5 |
| Total | 263 | 100.0 |

From Table 4.6, there were 224 respondents or 85.2%, who were in staff level, whereas 32 respondents or 12.2% of the total respondents, were in manager level. While the minority group was made up of 7 respondents were in senior manager level, representing 2.7% only.

Table 4.6: Position

| | Frequency | Valid Percent |
|----------------|-----------|---------------|
| Staff | 224 | 85.2 |
| Manager | 32 | 12.2 |
| Senior Manager | 7 | 2.7 |
| Total | 263 | 100.0 |

2. Job Satisfaction Facets

This section represents the analysis of the main variables; the arbitrary level was used in rating respondents' agreement. The arbitrary level was calculated from rating 1 to 5 which has 4 intervals divided by 5 rating scores, therefore each arbitrary level had score interval 0.8 as shown down in the following table:

Table 4.7: Arbitrary Level

| <u>Arbitrary Level</u> | <u>Descriptive rating</u> |
|------------------------|---------------------------|
| 4.20 - 5.00 | Strongly agree |
| 3.40 - 4.19 | Agree |
| 2.60 - 3.39 | Neutral/Undecided |
| 1.80 - 2.59 | Disagree |
| 1.00 - 1.79 | Strongly disagree |

Promotion

Table 4.8 presents the distribution of the respondents' level of agreement with promotion opportunities in the hospital. Respondents had neutral attitude toward Promotion based on their agreement with all attributes with an average mean of 3.18 and standard deviation of 0.545. Respondents agreed with the statement that 'they satisfied with their chances for promotion' and 'those who do well on their job will have chance of being promoted' with the average mean of 3.53 and 3.40 respectively. On the other hand, the respondents were undecided with the statement that 'there are so many chances for promotion in this hospital' and 'they get ahead as fast here as they do in other places', with the average mean of 2.64 and 3.16 correspondingly. All questions also had relatively low standard deviations, indicating high levels of agreement among the sampled respondents.

Table 4.8: Promotion

| | Mean | Std. Deviation | Rating |
|---|-------------|----------------|----------------|
| There are so many chances for promotion on my job. | 2.64 | .768 | Neutral |
| Those who do well on the job stand a fair chance of being promoted. | 3.40 | .803 | Agree |
| People get ahead as fast here as they do in other places. | 3.16 | .753 | Neutral |
| I am satisfied with my chances for promotion. | 3.53 | .800 | Agree |
| Promotion | 3.18 | .545 | Neutral |

Contingent Rewards

From Table 4.9, it represents respondents' level of agreement with Contingent Rewards. Respondents generally had fair attitudes toward Contingent Rewards, based on their agreement with all questions with an average mean of 3.16 and standard deviation of 0.523. The respondents were neutral with the statement that 'When I do a good job, I receive the recognition for it that I should receive', 'there are several rewards for those who work here', 'I feel that the work I do is appreciated', and 'I feel my efforts are rewarded the way they should be' at the mean score of 3.37, 3.24, 3.16, and 2.87 respectively. It was noticed that all items of Contingent Rewards were rated at neutral level, with low standard deviation, indicating high levels of agreement among the sampled respondents.

Table 4.9: Contingent Rewards

| | Mean | Std. Deviation | Rating |
|---|-------------|----------------|----------------|
| When I do a good job, I receive the recognition for it that I should receive. | 3.37 | .635 | Neutral |
| I feel that the work I do is appreciated. | 3.16 | .743 | Neutral |
| There are several rewards for those who work here. | 3.24 | .807 | Neutral |
| I feel my efforts are rewarded the way they should be. | 2.87 | .716 | Neutral |
| Contingent Rewards | 3.16 | .523 | Neutral |

Nature of Work

As shown in table 4.10, it presents distribution of the respondents' level of agreement with nature of work. Respondents generally had relatively positive attitudes toward their work based on their agreement with the questions with an average mean of 3.67 and standard deviation of 0.530.

It reveals that the statement of 'I feel a sense of pride in doing my job' measured sense of pride had highest mean at 3.81, while the statement of 'My job is enjoyable' had the lowest mean at 3.44. All questions also had relatively low standard deviations, indicating high levels of agreement among the sampled respondents. It was noticed that all items of Nature of Work were rated at agree level, with low standard deviation, indicating high levels of agreement among the sampled respondents.

Table 4.10: Nature of Work

| | Mean | Std. Deviation | Rating |
|--|-------------|-------------------|--------------|
| I sometimes feel my job is meaningless. | 3.71 | .860 | Agree |
| I like doing the things I do at work. | 3.73 | .617 | Agree |
| I feel a sense of pride in doing my job | 3.81 | .556 | Agree |
| My job is enjoyable. | 3.44 | .696 | Agree |
| Work | 3.67 | .530 | Agree |

Communication

Respondents' levels of agreement on communication are shown in Table 4.11. Respondents had fair attitudes toward Communication based on their agreement with average mean of 3.35 and standard deviation of 0.643. The respondents were undecided that communication seemed good within the hospital with the average mean of 3.35. In addition, the respondents were neutral with the statement that 'I hardly feel that I do not know what is going on with the organization' and 'Work assignments are fully explained' with the average mean of 3.22 and 3.21, respectively. However, the respondents agreed that goals of the hospital were clear to them that had the highest mean at 3.64.

Table 4.11: Communication

| | Mean | Std. Deviation | Rating |
|--|-------------|----------------|----------------|
| Communications seem good within this organization. | 3.35 | .796 | Neutral |
| The goals of this organization are clear to me. | 3.64 | .803 | Agree |
| I hardly feel that I do not know what is going on with the organization. | 3.22 | .905 | Neutral |
| Work assignments are fully explained. | 3.21 | .814 | Neutral |
| Communication | 3.35 | .643 | Neutral |

Pay

Regarding to Pay, Table 4.12 presents its distribution of respondents' level of agreement which consists of fairness, frequency and amount of remuneration.

Respondents generally had fair attitudes toward Pay, based on their agreement with an average mean of 3.06 and standard deviation of 0.646. Respondents agreed that they feel satisfied with chances for salary increases with the highest mean at 3.65. On the other hand, they were undecided with the statement that 'I feel appreciated by the organization when I think about what they pay me', 'I feel I am being paid a fair amount for the work I do', 'Raises are appropriated and frequently' at the average mean of 2.98, 2.96, and 2.66 respectively.

Table 4.12: Pay

| | Mean | Std. Deviation | Rating |
|---|-------------|----------------|----------------|
| I feel I am being paid a fair amount for the work I do. | 2.96 | .862 | Neutral |
| Raises are appropriated and frequently. | 2.66 | .915 | Neutral |
| I feel appreciated by the organization when I think about what they pay me. | 2.98 | .815 | Neutral |
| I feel satisfied with my chances for salary increases. | 3.65 | .843 | Agree |
| Pay | 3.06 | .646 | Neutral |

Supervision

Respondents' levels of agreement on supervision are shown in Table 4.13. Respondents had relatively positive attitudes toward Supervision based on their agreement with average mean of 3.45 and standard deviation of 0.671. Regarding this, respondents feel that their supervisors are quite competent in doing his/her job which had the highest mean at 3.83. Moreover, the respondents agreed that they like their supervisors which had mean at 3.4. On the other hand, the respondents were undecided with the statement that 'My supervisor is fair to me' and 'My supervisor shows interest in the feelings of subordinates' which represented by the mean of 3.35 and 3.22, respectively.

Table 4.13: Supervision

| | Mean | Std. Deviation | Rating |
|---|-------------|-------------------|--------------|
| My supervisor is quite competent in doing his/her job. | 3.83 | .724 | Agree |
| My supervisor is fair to me. | 3.35 | .886 | Neutral |
| My supervisor shows interest in the feelings of subordinates. | 3.22 | .939 | Neutral |
| I like my supervisor. | 3.40 | .835 | Agree |
| Supervision | 3.45 | .671 | Agree |

Benefits

Table 4.14 presents the distribution of the respondents' level of agreement with benefits. Respondents generally had relatively fair attitudes toward Benefits with average mean at 3.09 and standard deviation of 0.655. The respondents were undecided with the statement that 'The benefits we receive are as good as most other organizations offer' with the highest mean at 3.26, followed by 'I am satisfied with the benefits I receive' (mean = 3.16), 'The benefit package we have is equitable' (mean = 2.99), and 'There are benefits which we should have' (mean = 2.95) respectively. It was noticed that all items of Benefits were rated at neutral level, with low standard deviation, indicating high levels of agreement among the sampled respondents.

Table 4.14: Benefits

| | Mean | Std. Deviation | Rating |
|--|-------------|----------------|----------------|
| I am satisfied with the benefits I receive. | 3.16 | .868 | Neutral |
| The benefits we receive are as good as most other organizations offer. | 3.26 | .826 | Neutral |
| The benefit package we have is equitable. | 2.99 | .840 | Neutral |
| There are benefits which we should have. | 2.95 | .881 | Neutral |
| Benefits | 3.09 | .655 | Neutral |

Operating Conditions

From Table 4.15, it represents respondents' level of agreement with operating conditions in various items. Respondents had poor attitudes toward Operating Conditions based on their agreement with all items with an average mean at 2.55 and standard deviation of 0.608. There is only one statement that 'My efforts to do a good job are seldom blocked by red tape' was rated by the respondents at the neutral/undecided level with the highest mean of 2.92. The respondents were generally disagreed with the statement that 'Few of our rules and procedures make doing a good job difficult', 'I have not adequate job to do at work', 'I have appropriated paperwork' which represented by the mean of 2.54, 2.43 and 2.32, respectively.

Table 4.15: Operating Conditions

| | Mean | Std. Deviation | Rating |
|--|-------------|----------------|-----------------|
| Few of our rules and procedures make doing a good job difficult. | 2.54 | .818 | Disagree |
| My efforts to do a good job are seldom blocked by red tape. | 2.92 | .737 | Neutral |
| I have not adequate job to do at work. | 2.43 | .853 | Disagree |
| I have appropriated paperwork. | 2.32 | .888 | Disagree |
| Operating Conditions | 2.55 | .608 | Disagree |

Coworkers

According to Table 4.16, it represents respondents' level of agreement with coworkers. Respondents had positive attitudes towards Coworkers based on their agreement with all items with an average mean of 3.53 and standard deviation of 0.608. The respondents were agree with the statement that 'I like the people I work with.' and 'I enjoy my coworkers.' which represented by the mean of 3.84 and 3.60, respectively. The respondents were undecided with the statement that 'I find I have not to work harder at my job because of the incompetence of people I work with' (mean = 3.38) and 'There is few bickering and fighting at work.' (mean =3.30).

Table 4.16: Coworkers

| | Mean | Std. Deviation | Rating |
|---|-------------|----------------|--------------|
| I like the people I work with. | 3.84 | .702 | Agree |
| I find I have not to work harder at my job because of the incompetence of people I work with. | 3.38 | .833 | Neutral |
| I enjoy my coworkers. | 3.60 | .708 | Agree |
| There is few bickering and fighting at work. | 3.30 | .774 | Neutral |
| Coworkers | 3.53 | .568 | Agree |

Overall Job Satisfaction

From Table 4.17, the respondents' overall Job Satisfaction had an average mean at 3.51. The respondents were agreed that 'I am satisfied with this job'. It implies that the respondents were satisfied with their job.

Table 4.17: Overall Job Satisfaction

| | Mean | Std. Deviation | Rating |
|--|------|----------------|--------|
| Generally speaking, I am satisfied with this job | 3.51 | .776 | Agree |

3. Hypotheses Test Results

To test the relationship between job satisfaction facets and overall job satisfaction, Pearson correlation is used for analyzing hypotheses and answering research question which is “What attributes of Spector’s facets are associated with a certain levels of job satisfaction?”

The correlation of variables calculation is done in a range 95 percent of confidence level. The entire research hypotheses are used with the significant level of 0.05. To accept or to reject of hypotheses, this can be judged by analyzing p-value. Null hypothesis is rejected when sig. (2-tailed) or p-value is less than 0.05.

Several authors have offered guidelines for the interpretation of correlation coefficients. Cohen (1988) proposed the interpretation for correlations as shown in following table:

Table 4.18: Correlation Coefficient

| Correlation Level | Positive | Negative |
|-------------------|--------------|----------------|
| Small | 0.10 to 0.29 | -0.29 to -0.10 |
| Medium | 0.30 to 0.49 | -0.49 to -0.30 |
| Large | 0.50 to 1.00 | -1.00 to -0.50 |

Source: Cohen, J. (1988). *Statistical Power Analysis for the Behavioral Sciences*; 2nd ed. Hillsdale, NJ: Lawrence Erlbaum Associates.

Hypothesis 1

Ho1: There is no relationship between Promotion and the job satisfaction of nurses working in Bangkok Hospital.

As shown in Table 4.19, the finding derived from test of the relationship between promotion and overall job satisfaction reveals that p-value is 0.007, which is less than 0.05 level of significant. As the result, null hypothesis is rejected. It can be explained that there is a significant relationship between promotion and overall job satisfaction at small positive correlation level (.166).

Table 4.19: Correlation between Promotion and Overall Job Satisfaction

| Promotion | | Overall Satisfaction |
|-----------|---------------------|----------------------|
| | Pearson Correlation | .166 |
| | Sig. (2-tailed) | .007 |
| | N | 263 |

Hypothesis 2

Ho2: There is no relationship between contingent rewards and job satisfaction of nurses working in Bangkok Hospital.

Table 4.20 shows the result of hypothesis testing between contingent rewards and overall job satisfaction. P-value is .000 which is less than 0.05 level of significant. So, null hypothesis is rejected. As a result, it shows that there is a significant relationship between contingent rewards and overall job satisfaction at small positive correlation level (.282)

Table 4.20: Correlation between Contingent Rewards and Overall Job Satisfaction

| | | Overall Satisfaction |
|--------------------|---------------------|----------------------|
| Contingent Rewards | Pearson Correlation | .282 |
| | Sig. (2-tailed) | .000 |
| | N | 263 |

Hypothesis 3

Ho3: There is no relationship between nature of the work and job satisfaction of nurses working in Bangkok Hospital.

As per Table 4.21, result of hypothesis testing of the relationship between nature of work and overall job satisfaction shows that p-value is .000 which is less than 0.05 level of significant. Thus, null hypothesis is rejected. It can be concluded that there is a significant relationship between nature of work and overall job satisfaction at large positive correlation level (.571).

Table 4.21: Correlation between Nature of Work and Overall Job Satisfaction

| | | Overall Satisfaction |
|----------------|---------------------|----------------------|
| Nature of Work | Pearson Correlation | .571 |
| | Sig. (2-tailed) | .000 |
| | N | 263 |

Hypothesis 4

Ho4: There is no relationship between communication and job satisfaction of nurses working in Bangkok Hospital.

Table 4.22 shown below, represents p-value which is .002. This value is considered less than 0.05 level of significant. Therefore, null hypothesis is rejected. It can be interpreted that there is a significant relationship between communication and overall job satisfaction at the small positive correlation level (.193).

Table 4.22: Correlation between Communication and Overall Job Satisfaction

| | Overall Satisfaction |
|---------------------|----------------------|
| Communication | .193 |
| Pearson Correlation | .002 |
| Sig. (2-tailed) | 263 |
| N | |

Hypothesis 5

Ho5: There is no relationship between pay and job satisfaction of nurses working in Bangkok Hospital.

As shown in Table 4.23, the finding derived from test of the relationship between pay and overall job satisfaction reveals that p-value is .005, which is less than 0.05 level of significant. As the result, null hypothesis is rejected. It can be explained that there is a significant relationship between pay and overall job satisfaction at small positive correlation level (.175).

Table 4.23: Correlation between Pay and Overall Job Satisfaction

| | | Overall Satisfaction |
|-----|---------------------|----------------------|
| Pay | Pearson Correlation | .175 |
| | Sig. (2-tailed) | .005 |
| | N | 263 |

Hypothesis 6

Ho6: There is no relationship between supervision and the job satisfaction of nurses working in Bangkok Hospital.

Table 4.24 shows the result of hypothesis testing between supervision and overall job satisfaction. P-value is .000 which is less than 0.05 level of significant. So, null hypothesis is rejected. As a result, it shows that there is a significant relationship between supervision and overall job satisfaction at the medium positive correlation level (.404).

Table 4.24: Correlation between Supervision and Overall Job Satisfaction

| | | Overall Satisfaction |
|-------------|---------------------|----------------------|
| Supervision | Pearson Correlation | .404 |
| | Sig. (2-tailed) | .000 |
| | N | 263 |

Hypothesis 7

Ho7: There is no relationship between benefits and job satisfaction of nurses working in Bangkok Hospital.

As per Table 4.25, result of hypothesis testing of the relationship between benefits and overall job satisfaction shows that p-value is .011 which is less than 0.05 level of significant. Thus, null hypothesis is rejected. It can be explained that there is a significant relationship between benefits and overall job satisfaction at small positive correlation level (.157).

Table 4.25: Correlation between Benefits and Overall Job Satisfaction

| | | Overall Satisfaction |
|---------|---------------------|----------------------|
| Benefit | Pearson Correlation | .157 |
| | Sig. (2-tailed) | .011 |
| | N | 263 |

Hypothesis 8

Ho8: There is no relationship between operating conditions and job satisfaction of nurses working in Bangkok Hospital.

Table 4.26 shown below, represents p-value which is .284. This value is considered more than 0.05 level of significant. Therefore, null hypothesis is failed to reject. It can be interpreted that there is no relationship between operating conditions and overall job satisfaction.

Table 4.26: Correlation between Operating Conditions and Overall Job Satisfaction

| | | Overall Satisfaction |
|----------------------|---------------------|----------------------|
| Operating Conditions | Pearson Correlation | .066 |
| | Sig. (2-tailed) | .284 |
| | N | 263 |

Hypothesis 9

H₀₉: There is no relationship between coworkers and job satisfaction of nurses working in Bangkok Hospital.

As per Table 4.27, the testing result of relationship between coworkers and overall job satisfaction has given .000 p-value, which is less than 0.05 level of significant. Therefore, null hypothesis is rejected. This implied that there is a significant relationship between coworkers and overall job satisfaction at medium positive correlation level (.396).

Table 4.27: Correlation between Coworkers and Overall Job Satisfaction

| | | Overall Satisfaction |
|-----------|---------------------|----------------------|
| Coworkers | Pearson Correlation | .396 |
| | Sig. (2-tailed) | .000 |
| | N | 263 |

4. Summary of Descriptive Statistics

Table 4.28: Summary of Descriptive

| Variables | Mean | Rating | Correlation | Level of Correlation |
|--------------------------|------|----------|-------------------------|----------------------|
| Overall Job Satisfaction | 3.51 | Agree | | |
| Nature of Work | 3.67 | Agree | 0.571 | Large Positive |
| Coworkers | 3.53 | Agree | 0.396 | Medium Positive |
| Supervisions | 3.45 | Agree | 0.404 | Medium Positive |
| Communication | 3.35 | Neutral | 0.193 | Small Positive |
| Promotion | 3.18 | Neutral | 0.166 | Small Positive |
| Contingent Rewards | 3.16 | Neutral | 0.282 | Medium Positive |
| Benefits | 3.09 | Neutral | 0.157 | Small Positive |
| Pay | 3.06 | Neutral | 0.175 | Small Positive |
| Operating Conditions | 2.55 | Disagree | 0.066 ($p > 0.05$) | No Correlation |

5. Summary of Hypothesis Testing

Table 4.29: Summary of Hypothesis Test Results

| Hypotheses | P-Value | Significant Level | Result | Correlation Level |
|--|---------|-------------------|-----------------------|------------------------|
| Ho1: There is no relationship between Promotion and the job satisfaction of nurses working in Bangkok Hospital. | .007 | .05 | Reject H ₀ | Small Positive (.166) |
| Ho2: There is no relationship between contingent rewards and job satisfaction of nurses working in Bangkok Hospital. | .000 | .05 | Reject H ₀ | Medium Positive (.282) |
| Ho3: There is no relationship between nature of the work and job satisfaction of nurses working in Bangkok Hospital. | .000 | .05 | Reject H ₀ | Large Positive (.571) |
| Ho4: There is no relationship between communication and job satisfaction of nurses working in Bangkok Hospital. | .002 | .05 | Reject H ₀ | Small Positive (.193) |
| Ho5: There is no relationship between pay and job satisfaction of nurses working in Bangkok Hospital. | .000 | .05 | Reject H ₀ | Small Positive (.175) |
| Ho6: There is no relationship between supervision and the job satisfaction of nurses working in Bangkok Hospital. | .000 | .05 | Reject H ₀ | Medium Positive (.404) |

| Hypotheses | P-Value | Significant Level | Result | Correlation Level |
|--|---------|-------------------|---------------------------------|------------------------|
| Ho7: There is no relationship between benefits and job satisfaction of nurses working in Bangkok Hospital. | .011 | .05 | Reject Ho | Small Positive (.157) |
| Ho8: There is no relationship between operating conditions and job satisfaction of nurses working in Bangkok Hospital. | .284 | .05 | Failed to reject H ₀ | 0.066 (p > 0.05) |
| Ho9: There is no relationship between coworkers and job satisfaction of nurses working in Bangkok Hospital. | .000 | .05 | Reject H ₀ | Medium Positive (.396) |



CHAPTER 5

CONCLUSIONS AND RECOMMENDATION

This chapter presents a summary of the entire report. A summary of the finding is presented, followed by discussion, conclusion, recommendations and further study.

1. Summary of the Study

This research focused on the factors relating to job satisfaction of nurses working at Bangkok Hospital (Bangkok Branch). A descriptive research was conducted to determine factors relating to job satisfaction of nurses. A survey research method using questionnaire (questionnaire survey) was selected to complete this research. Questionnaire included three main parts: Job satisfaction facets, overall job satisfaction, and demographics.

The minimum required sample size was 245 from 630 nurses of Bangkok Hospital (Bangkok Branch). The researcher distributed 300 questionnaires at several meeting sessions, 263 questionnaires were completed and returned. Frequency and percentage were used to analyze demographics data. While the average weight mean was used to analyze the agreement on job satisfaction facets and the level of job satisfaction. Sequentially, Pearson Correlation Coefficient was applied to determine the relationship between job satisfaction facets and the overall job satisfaction which lead to result of the assumption set on the hypotheses.

2. Summary of the Findings

From the two hundred sixty three returned questionnaires, the findings were presented in three parts including the demographics profiles, job satisfaction facets and the overall job satisfaction, and the hypotheses testing.

2.1 Demographic Profiles

Demographic profiles that consisted of gender, age, education, length of services, and position, are explained respectively. From the 263 returned questionnaires all respondents were female because 96% of nurses working at hospital are female and the majorities were between 20-30 years old (62.8%) and had Bachelor degree (86.3%). Regarding the length of services at Bangkok Hospital, 81.8% of the respondents have worked one year or more. For the position level of respondents, 85.2% of them are staff; followed by 12.2% and 2.7% who are managers and senior managers, respectively.

2.2 Job Satisfaction Facets (SPECTOR)

This part represents the analysis of Spector's facets which comprised of promotion, contingent rewards, nature of work, communication, pay, supervision, benefits, operating conditions, coworkers and overall job satisfaction. Each facet is explained respectively as follows.

The results from mean evaluations, the respondents generally agreed with Nature of work with the highest average mean of 3.67, followed by Coworkers (mean = 3.53), and Supervision (mean = 3.45) respectively. In addition, they were generally neutral/undecided with Communication (mean = 3.35), followed by Promotion (mean = 3.18), Contingent Rewards (mean = 3.16), Benefits (mean = 3.09), and Pay (mean =

3.06), correspondingly. Moreover, they were disagreed with Operating Conditions (mean = 2.55).

2.3 The Overall Job Satisfaction

The respondents generally agreed with the Overall Job Satisfaction (mean = 3.51), meaning that they were satisfied with their job.

2.4 Hypothesis Testing Part

This part test the relationship between job satisfaction factors and the overall job satisfaction of nurses at BGH. Regarding to the finding, most of null hypotheses were rejected except Ho8, meaning that promotion, contingent rewards, nature of work, communication, pay, supervision, benefits, and coworkers were significantly related with overall job satisfaction of nurses in BGH. The level of relationship between facets and overall job satisfaction are explained as follows.

Nature of Work had the strongest relationship with the overall job satisfaction of nurses in BGH ($r = 0.571$), followed by Supervision, at medium positive correlation level ($r = 0.404$), Coworkers, at medium positive correlation level ($r = 0.396$), Contingent Rewards, at medium correlation level ($r = 0.282$). In addition, Communication was found to be related with the overall job satisfaction of nurses in BGH at the small positive correlation level ($r = 0.193$), followed by Pay ($r = 0.175$), Promotion ($r = 0.166$) and Benefits ($r = .157$) respectively.

On the other hand, there is only one facet which had no relationship with overall job satisfaction, it is Operating Conditions.

These results showed a pattern of relationship that the more the respondents agreed with job satisfactions factors including Nature of work, Supervision,

Coworkers, Contingent Rewards, Communication, Pay, Promotion and Benefits, the more they were inclined to be satisfied with their job.

From the findings, it has reached research questions to be answered as the following;

RQ1. What's a level of job satisfaction of nurses in Bangkok Hospital?

- Nurses were satisfied with their job at the agree level (mean = 3.51)

RQ2. What attributes of Spector's facets are associated with a certain levels of job satisfactions?

- Spector's facets that associated with a certain levels of job satisfactions are Nature of Work, Supervision, Coworkers, Contingent Rewards, Communication, Pay, Promotion, and Benefits respectively.

3. Discussions and Recommendations

3.1 Demographic Profile

From the finding, it was found that the most nurses working at Bangkok Hospital (Bangkok Branch) ages were between 20 – 30 years old and had more than one year experience in hospitals, most of them with Bachelor Degree. Janson and Martin (1982) found that older workers were more satisfied than younger worker and therefore less likely to leave the organization, thus younger employees exhibited a higher frequency of turnover. Hence, it implies that young nurses may feel unsatisfied with hospital. To increase job satisfaction of nurses, BGH should focus on job satisfaction factors.

3.2 Job Satisfaction Facets

Nature of Work

BGH nurses were mostly agreed with the “Nature of Work”. This might be explained that nurses working in the hospital work in very pleasant and agreeable environments, and deal with relatively well-educated and service-minded people. This might contribute to their sense of pride in doing their jobs.

Coworkers

They were also mostly agreed with “Coworkers”. Teamwork was important competency of nurses to work together as a team. This was because they liked and enjoyed working with their colleagues. However, there might have some fighting and bickering at work due to insufficient workforce and nurses have to relocate among each department. Therefore, hospital should develop workforce planning and set up contingency plan especially when the hospital patients is increase. In addition, the hospital should support cross-functional teamwork activity in order to build relationship among each department.

Supervision

In addition, they were also agreed with “Supervision”. This was because they trusted in the Supervisors’ competencies and they liked their supervisors. However, they were doubt in fair treatment and interesting from their supervisors. This might happen from there are lots of meeting in the hospital and the supervisors may not have enough time for their subordinates. Therefore, the supervisors should use the open-

door policy in order to make their subordinates feel 'easy to access' and fit gap their relationship.

Moreover, BGH Nurses had neutral or undecided agreement on Promotion, Contingent Rewards, Communication, Pay, and Benefits provided by BGH. The reasons may explain as follows:

Promotion

Although they agreed that they were satisfied with chances for promotion and fairness, they were undecided with frequency and how well if compare to other hospitals. This might because the hospital did not have exactly promotion plan or career path. Therefore, HR department should develop career path for nurses and communicate to all staff. Not only nurses group, this career and development plan should also provide for other professional in order to retain talent staff.

Contingent Rewards

It was noticed that all questions of Contingent Rewards were rated at undecided level. It showed that BGH nurses did not perceive in the rewarding program from BGH and felt that they were not being recognized. Therefore, hospital should develop employee recognition program and also provide rewards for good performance employees such as Employee of the Month, or Superstar for service excellence. This recognition program will help BGH to retain nurses and even other staff.

Communication

BGH nurses agreed that the goals of the hospital were clear to them, this was because HR department develop regularly session for 'Policy Communication by CEO'. However, they still undecided about internal communication and work assignments. Communication was rated by BGH nurses at the neutral level accordingly. Therefore, the hospital should focus on communication from top-down and bottom up in order to ensure that all important information are align across organization.

Pay

They might not feel that raises were appropriated and frequently, they were paid a fair amount. Comparing to pay of other private hospital, BGH pays their nurses at average market price; this might be the reason of low agreement on Pay factor when they think about they were being paid a fair amount for the work they do. In addition, it might because of there was not clear communication for Pay Policy and total compensation scheme. Therefore BGH should establish clear policy related to Pay and total compensation and communicate to all staff.

Benefits

BGH nurses were undecided with all statements about benefits. It might be because the hospital did not clearly communicate benefits to them. Furthermore, the benefits that they received may not good as their expectations or compare to other hospital. Therefore, the hospital should survey benefit package among hospitals and compare current benefit package with competitors. This is an important factor that nurses may intend to stay or leave BGH.

Operating Conditions

The only one facet that the respondents were disagreed with is “Operating Conditions”. They felt that rules and procedures, workload and lots of paperwork were obstacles to do a good job. This could be explained that BGH had implemented international standard quality system that required lots of policies, work procedures, work instruction in written document, therefore every department had to develop that supporting documents and there were lots of paper work to support this quality system. Therefore, BGH should reduce all those paperwork by using online document or paperless system. The online document will help reduce duplicate items of paper work such as hospital policies, patient’s safety policies, facility management system; by gathering this information in electronic document database system at quality center and every department can access via intranet. Nevertheless, they were undecided that their efforts were blocked by red tape. Therefore, hospital should provide rules and procedures that make a good job easy, not bound by bureaucracy. The rules and procedures should empower staff; make them feel their jobs are ‘doable’ if difficult. With success comes satisfaction.

3.3 Relationship between Job Satisfaction Facets and Overall Job

Satisfaction

This findings of the study showed that there were correlations between nurses’ job satisfaction levels and 8 of 9 facets of job satisfaction. Nature of Work had the strongest relationship with overall job satisfaction. This means that job satisfaction of BGH nurses are inclined to be increased most if the nurses have more positive attitudes toward Nature of work when compared to more positive attitudes toward other remaining facets including Supervision, Coworkers, Contingent Rewards,

Communication, Pay, Promotion and Benefits. In order to increase nurses' job satisfaction levels, BGH should most focus on Nature of Work. According to previous research (Journal of Public Health and Development 2008; pp 153 - 162), it had been indicated that the work itself, and work environment in which people work has a tremendous effect on their level of pride for themselves and for the work they are doing. Therefore, BGH has to focus on job value of nurses and create positive working environment in order to make their job enjoyable and create sense of pride among nurses.

Supervision, Coworkers, and Contingent Rewards had a medium correlation with job satisfaction of BGH nurses. According to previous research (Journal of Public Health and Development 2003; pp 87-100), it has been indicated that there supervisions had associated with job satisfaction. They also suggested that supervisors should had more understanding, concerning about their staff by providing sufficient equipment, explaining of the policy before any tasks were assigned to staff nurses. They also found that nurse supervisor should be a good model for staff nurses. Besides this, they have to give recommendation for staff nurses individually and express individualized consideration. Therefore, nurse supervisor should be a role model for staff nurse and being a good coach and concern for their subordinates' consistently.

According to Mitchell (2000), the research results indicated that lack of proper recognition and extrinsic rewards for a job well done seems to be an endemic problem for many organizations. Therefore, BGH should establish recognition or rewarding program for good performer such as 'Service Excellence' or 'Best Performance', etc. in order to motivate nurses and make them feel that their works has been appreciated and their efforts are rewarded the way they should be.

According to prior research (Bratt et al. 2000), nurses in China tended to remain on the same clinical unit for the majority of their nursing career, so they do not have to learn a new or different work environment, which fosters their opportunities for enhancement of communication and coworker relationships between themselves and others which lead to job satisfaction. Therefore, nurses working in BGH have to share competency among each department in order to support when face to problem of shortage staff. Moreover, BGH should support team building activities in order to decrease bickering and fighting at work.

The job satisfaction facets that had small correlation with overall job satisfaction of BGH nurses were Communication, Pay, Promotion and Benefits. As intrinsic factors “promotion and communication”, BGH can motivate nurses by develop transparent performance appraisal system that ensure that good performer employees receive promotion and other incentives consistently (at least once a year). In addition, BGH should communicate information needed for nurses across the hospital-wide.

In addition, Pay and Benefits which are extrinsic factors that may lead to dissatisfaction if there were not presented (Herzberg, 1966) Therefore, BGH should set standard policies of compensation system including attractive benefits. According to nurse which is critical position for hospital, BGH needs to apply this attractive scheme of Pay and Benefits to attract and retain their nurses.

It was noticed that there was only one facet that had non significant relationship with job satisfaction which is “Operating Condition”, though previous research in the literature reviews argued that Operating Condition was one of factors related to Job satisfaction. However, BGH should not disregard Operating Condition due to negative attitudes of BGH nurses toward this factor which may lead to

employee dissatisfaction. According to Herzberg's extrinsic factors may result in employee dissatisfaction when not present in the job environment (Ivanceric and Matteson, 1999). Policies and administration, working conditions are extrinsic factors that related to operating conditions. Therefore, BGH should revise rules and procedures including work task and reduce all those paperwork.

Regarding to the relation among Spector's facets with Herzberg's intrinsic and extrinsic factors, the findings in this study showed that all intrinsic factors (Promotion, Contingent Rewards, Communication and Nature of work) and four extrinsic factors (Pay, Supervision, Benefits and Coworkers) had significant relationships with overall job satisfaction of BGH nurses. It is consistent with the previous study of (Herzberg, Mausner, and Snyderman, 1963) that when present in a job, intrinsic factors can build strong levels of employee motivation and satisfaction. Moreover, Herzberg's extrinsic factors may result in employee dissatisfaction when not present in the job environment (Ivanceric and Matteson, 1999). Some of extrinsic factors also had significant relationships with overall job satisfaction of BGH nurses. This may be explained that BGH nurses pay attention on job content that can build their motivation rather than job environment.

4. Conclusions

According to the findings, it can be concluded that most of Spector's facets positive related to BGH nurses' job satisfaction, especially Nature of Work, Supervision, and Coworkers. Therefore, these facets need to be focused closely because it related to nurses' satisfaction in Bangkok Hospital (Bangkok Branch).

Regarding Nature of Work, Supervision, and Coworkers, BGH nurses were agreed with many questions. Only some questions in Supervision and Coworkers were rated “Neutral”; consisting of “Fairness”, “Concerning” in Supervision, and “Collaboration” and “Conflict” in Coworkers. Therefore, the hospital needs to solve these problems in order to attract and retain qualified workers, because low level of job satisfaction has been related to such problems as turnover and absenteeism. It also helps increasing performance in workplace by solving the hospital’s weak points, which aims at fulfilling employees’ need, happiness in workplace and determination to work for company permanently and willingly. Moreover, it can reduce operating cost and opportunity cost.

5. Recommendations for Further Study

The following areas for further research are suggested:

1. Further research should be completed on demographic variables such as age, year of experience, and education in order to find correlations between these variables and job satisfaction.
2. Future research may identify additional factors; such as autonomy, job stress, so that more factors influencing job satisfaction can be explained and predicted.
3. Future research is needed to assess factors related to job satisfaction among nurses working in private hospitals on a larger scale that will include a more geographically diverse sample.
4. This research reflects the results of a specified period of time. To get the data more updated and continuously, it is recommended to keep on collecting data at the

different time each year in order to measure nurses' job satisfaction yielding more precise conclusion.

5. Hospital Management should support further research on job satisfaction in other professional such as physician, technician, and pharmacist. A broader view of professional staff satisfaction of the whole organization would be useful for management seeking to improve organizational performance.



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Appendix A:

Questionnaire

Introduction

This survey is a part of an academic research on “Job Satisfaction” of a M.Sc. student at Assumption University, School of Business Administration. The questions are related to your nature of job, work environment and job satisfaction. Please answer the questions based on the environment where you are currently experienced. You do not need to fill in your name. Your responses will be analyzed on a statistical basis only.

Section 1

Please indicate your agreement on each statement by putting (✓) mark on the box that best matches your answer. Your response varies from 1-6 indicating:

1 = Strongly Disagree

2 = Disagree

3 = Neutral

4 = Agree

5 = Strongly Agree

| No. | Item | Strongly Disagree 1 | Disagree 2 | Neutral 3 | Agree 4 | Strongly Agree 5 |
|-----|--|------------------------|---------------|--------------|------------|---------------------|
| 1 | I feel I am being paid a fair amount for the work I do. | | | | | |
| 2 | There is really too little chance for promotion on my job. | | | | | |
| 3 | My supervisor is quite competent in doing his/her job. | | | | | |
| 4 | I am not satisfied with the benefits I Receive. | | | | | |
| 5 | When I do a good job, I receive the recognition for it that I should receive.. | | | | | |
| 6 | Many of our rules and procedures make doing a good job difficult. | | | | | |
| 7 | I like the people I work with. | | | | | |
| 8 | I sometimes feel my job is meaningless. | | | | | |
| 9 | Communications seem good within this organization. | | | | | |
| 10 | Raises are too few and far between. | | | | | |

| No. | Item | Strongly Disagree 1 | Disagree 2 | Neutral 3 | Agree 4 | Strongly Agree 5 |
|-----|---|------------------------|---------------|--------------|------------|---------------------|
| 11 | Those who do well on the job stand a fair chance of being promoted. | | | | | |
| 12 | My supervisor is unfair to me. | | | | | |
| 13 | The benefits we receive are as good as most other organizations offer. | | | | | |
| 14 | I do not feel that the work I do is appreciated. | | | | | |
| 15 | My efforts to do a good job are seldom blocked by red tape. | | | | | |
| 16 | I find I have to work harder at my job because of the incompetence of people I work with. | | | | | |
| 17 | I like doing the things I do at work. | | | | | |
| 18 | The goals of this organization are not clear to me. | | | | | |
| 19 | I feel unappreciated by the organization when I think about what they pay me. | | | | | |
| 20 | People get ahead as fast here as they do in other places. | | | | | |
| 21 | My supervisor shows too little interest in the feelings of subordinates. | | | | | |
| 22 | The benefit package we have is equitable. | | | | | |
| 23 | There are few rewards for those who work here. | | | | | |
| 24 | I have too much to do at work. | | | | | |
| 25 | I enjoy my coworkers. | | | | | |
| 26 | I often feel that I do not know what is going on with the organization. | | | | | |
| 27 | I feel a sense of pride in doing my job. | | | | | |
| 28 | I feel satisfied with my chances for salary increases. | | | | | |
| 29 | There are benefits we do not have which we should have. | | | | | |
| 30 | I like my supervisor. | | | | | |
| 31 | I have too much paperwork. | | | | | |
| 32 | I do not feel my efforts are rewarded the way they should be. | | | | | |
| 33 | I am satisfied with my chances for promotion. | | | | | |

| No. | Item | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|-----|---|-------------------|----------|---------|-------|----------------|
| | | 1 | 2 | 3 | 4 | 5 |
| 34 | There is too much bickering and fighting at work. | | | | | |
| 35 | My job is enjoyable. | | | | | |
| 36 | Work assignments are not fully explained. | | | | | |
| 37 | Generally speaking, I am satisfied with this job. | | | | | |

Please mark in the ☐

1. Gender

☐ Male

☐ Female

2. Age

☐ 20 - 25 Yrs

☐ 26 - 30 Yrs

☐ 31 - 35 Yrs

☐ More than 35 Yrs

3. Level of Education

☐ Bachelor

☐ Master Degree

☐ PhD.

4. Years of Services in BGH

☐ Less than 1 yr

☐ 1 - 3 Yrs

☐ 4 - 7 Yrs

☐ More than 7 Yrs

5. Level

☐ Staff

☐ Manager

☐ Senior Manager

☐ Director/Assistant Director

Appendix B:

แบบสำรวจความคิดเห็น

คำแนะนำ

แบบสอบถามนี้เป็นส่วนหนึ่งของหลักสูตรปริญญาโท ของมหาวิทยาลัยอัสสัมชัญ เกี่ยวกับ ความพึงพอใจในการทำงานของพนักงาน ซึ่งประกอบด้วย ข้อคำถามเกี่ยวกับลักษณะทั่วไปของงาน สิ่งแวดล้อมในการทำงาน และระดับความพึงพอใจของท่าน ผู้จัดทำใคร่ขอความร่วมมือในการกรอกข้อมูลอย่างตรงไปตรงมา โดยท่านไม่ต้องกรอกชื่อ-นามสกุล ทั้งนี้ ข้อมูลจะถูกนำมาคำนวณค่าในเชิงสถิติเท่านั้น

ส่วนที่ 1

กรุณาอ่านข้อความในคอลัมน์ด้านซ้าย และระบุว่า ท่านเห็นด้วยหรือไม่เห็นด้วย กับข้อความนั้น ๆ โดยพิจารณาจากเกณฑ์ข้างล่างนี้ และให้ขีดเครื่องหมาย (✓) ลงในคอลัมน์ด้านขวาของท่าน คำตอบของท่านสามารถให้ความเห็นตามเกณฑ์ดังต่อไปนี้

- 1 = ไม่เห็นด้วยอย่างยิ่ง
 2 = ไม่เห็นด้วย
 3 = เฉย ๆ
 4 = เห็นด้วย
 5 = เห็นด้วยอย่างยิ่ง

| ลำดับ | รายละเอียด | ไม่เห็นด้วย อย่างยิ่ง | ไม่เห็น ด้วย | เฉย ๆ | เห็นด้วย | เห็นด้วย อย่างยิ่ง |
|-------|---|--------------------------|-----------------|-------|----------|-----------------------|
| | | 1 | 2 | 3 | 4 | 5 |
| 1 | ข้าพเจ้ารู้สึกว่าเงินเดือนของข้าพเจ้า เหมาะสมกับงานของข้าพเจ้า | | | | | |
| 2 | โอกาสในการเลื่อนตำแหน่งมีน้อย | | | | | |
| 3 | หัวหน้าของข้าพเจ้าเป็นคนที่ค่อนข้าง มีความสามารถ | | | | | |
| 4 | ข้าพเจ้าไม่พึงพอใจกับสวัสดิการที่ได้รับ | | | | | |
| 5 | ข้าพเจ้าได้รับการยอมรับ เมื่อข้าพเจ้า ทำงานได้ดี | | | | | |
| 6 | มีกฎระเบียบปฏิบัติหลายข้อที่ส่งผลให้ การทำงานยากลำบาก | | | | | |
| 7 | ข้าพเจ้าชอบเพื่อนร่วมงานของข้าพเจ้า | | | | | |

| ลำดับ | รายละเอียด | ไม่เห็นด้วย อย่างยิ่ง | ไม่เห็น ด้วย | เฉย ๆ | เห็นด้วย | เห็นด้วย อย่างยิ่ง |
|-------|---|--------------------------|-----------------|-------|----------|-----------------------|
| | | 1 | 2 | 3 | 4 | 5 |
| 8 | บางทีข้าพเจ้ารู้สึกว่าการที่ทำอยู่เป็นงานที่ ไม่มีความหมาย | | | | | |
| 9 | การสื่อสารในองค์กรนี้ค่อนข้างดี | | | | | |
| 10 | การปรับเงินเดือนเกิดขึ้นน้อยและล่าช้า | | | | | |
| 11 | ผู้ที่ทำงานได้ดี จะมีโอกาสได้เลื่อน ตำแหน่ง | | | | | |
| 12 | หัวหน้าของข้าพเจ้าไม่ยุติธรรมกับข้าพเจ้า | | | | | |
| 13 | สวัสดิการที่ได้รับที่นี่ ดีพอๆ กับองค์กรอื่น | | | | | |
| 14 | ข้าพเจ้าไม่รู้สึกว่าการที่ข้าพเจ้าทำ ได้รับการชมเชย | | | | | |
| 15 | ข้อบังคับหรือกฎระเบียบที่เข้มงวดไม่มีผล ต่อความพยายามในการทำงานของข้าพเจ้า | | | | | |
| 16 | ข้าพเจ้าทำงานต้องทำงานหนักขึ้น เพราะ เพื่อนร่วมงานความสามารถ ไม่เพียงพอ | | | | | |
| 17 | ข้าพเจ้าชอบงานที่ข้าพเจ้าทำ | | | | | |
| 18 | จุดมุ่งหมายขององค์กรไม่ชัดเจน | | | | | |
| 19 | ข้าพเจ้ารู้สึกว่าการที่องค์กรไม่ขึ้นชอบผลงาน โดยดูจากคำตอบแทนที่ข้าพเจ้าได้รับ | | | | | |
| 20 | พนักงานขององค์กรนี้ มีโอกาสก้าวหน้า ได้รวดเร็วเหมือนองค์กรอื่น | | | | | |
| 21 | หัวหน้าของข้าพเจ้าไม่ค่อยสนใจ ความรู้สึกลูกน้อง | | | | | |
| 22 | พนักงานได้รับสวัสดิการเท่าเทียมกัน | | | | | |
| 23 | องค์กรนี้ ไม่ค่อยมีรางวัล ตอบแทนให้พนักงาน | | | | | |
| 24 | ข้าพเจ้ามีงานล้นมือ | | | | | |

| ลำดับ | รายละเอียด | ไม่เห็นด้วย อย่างยิ่ง 1 | ไม่เห็น ด้วย 2 | เลข ๓ | เห็นด้วย 4 | เห็นด้วย อย่างยิ่ง 5 |
|-------|---|-------------------------------|----------------------|-------|---------------|----------------------------|
| 25 | ข้าพเจ้ามีความสุขที่กับเพื่อนร่วมงาน ของข้าพเจ้า | | | | | |
| 26 | บ่อยครั้งที่ข้าพเจ้าไม่ทราบเรื่องที่เกิดขึ้นภายใน องค์กร | | | | | |
| 27 | ข้าพเจ้ารู้สึกภูมิใจกับงานที่ข้าพเจ้าทำ | | | | | |
| 28 | ข้าพเจ้ารู้สึกพึงพอใจกับโอกาสที่จะได้ ปรับเงินเดือน | | | | | |
| 29 | พนักงานไม่ได้รับสวัสดิการบางอย่างที่ ควรจะได้ | | | | | |
| 30 | ข้าพเจ้ารู้สึกพึงพอใจในหัวหน้านำงานของ ข้าพเจ้า | | | | | |
| 31 | ข้าพเจ้ามีงานเอกสารมากเกินไป | | | | | |
| 32 | ข้าพเจ้าไม่รู้สึกว่าความพยายามของ ข้าพเจ้า ได้รับผลตอบแทนอย่างที่ควร จะเป็น | | | | | |
| 33 | ข้าพเจ้าพึงพอใจกับ โอกาสที่ได้เลื่อน ตำแหน่ง | | | | | |
| 34 | การขัดแย้งและการแข่งขันเกิดขึ้นใน ที่ทำงานของข้าพเจ้าบ่อยครั้งมาก | | | | | |
| 35 | งานของข้าพเจ้าเป็นงานที่สนุก | | | | | |
| 36 | งานที่ได้รับมอบหมายไม่มีกรอบอธิบาย อย่างชัดเจน | | | | | |
| 37 | โดยทั่วไป ข้าพเจ้ารู้สึกพึงพอใจ ในงานของข้าพเจ้าเป็นอย่างยิ่ง | | | | | |

กรุณาเลือกในช่องที่มีเครื่องหมายสี่เหลี่ยม

1. เพศ

☐ ชาย

☐ หญิง

2. อายุ

☐ 20 - 25 ปี

☐ 26 - 30 ปี

☐ 31 - 35 ปี

☐ มากกว่า 35 ปี

3. ระดับการศึกษา

☐ ปริญญาตรี

☐ ปริญญาโท

☐ ปริญญาเอก

4. อายุงาน ที่ทำงานในรพ.กรุงเทพ

☐ น้อยกว่า 1 ปี

☐ 1 - 3 ปี

☐ 4 - 7 ปี

☐ มากกว่า 7 ปี

5. ระดับตำแหน่ง

☐ พนักงาน

☐ ผู้จัดการ

☐ ผู้จัดการอาวุโส

☐ ผช.ผู้อำนวยการ / ผู้อำนวยการ



Appendix C: SPSS Output

Reliability

Scale: Promotion

Case Processing Summary

| | | N | % |
|-------|-----------------------|-----|-------|
| Cases | Valid | 263 | 100.0 |
| | Excluded ^a | 0 | .0 |
| | Total | 263 | 100.0 |

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

| Cronbach's Alpha | N of Items |
|------------------|------------|
| .649 | 4 |

Item-Total Statistics

| | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Cronbach's Alpha if Item Deleted |
|---|----------------------------|--------------------------------|----------------------------------|----------------------------------|
| There is really too little chance for promotion on my job. | 10.0875 | 3.019 | .430 | .580 |
| Those who do well on the job stand a fair chance of being promoted. | 9.3308 | 3.001 | .398 | .602 |
| People get ahead as fast here as they do in other places. | 9.5741 | 2.871 | .516 | .521 |
| I am satisfied with my chances for promotion. | 9.1977 | 3.060 | .377 | .617 |

Reliability

Scale: Contingent Rewards

Case Processing Summary

| | | N | % |
|-------|-----------------------|-----|-------|
| Cases | Valid | 263 | 100.0 |
| | Excluded ^a | 0 | .0 |
| | Total | 263 | 100.0 |

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

| Cronbach's Alpha | N of Items |
|------------------|------------|
| .687 | 4 |

Item-Total Statistics

| | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Cronbach's Alpha if Item Deleted |
|---|----------------------------|--------------------------------|----------------------------------|----------------------------------|
| When I do a good job, I receive the recognition for it that I should receive. | 9.2662 | 3.150 | .362 | .683 |
| I do not feel that the work I do is appreciated. | 9.4829 | 2.671 | .472 | .620 |
| There are few rewards for those who work here. | 9.3954 | 2.370 | .543 | .571 |
| I do not feel my efforts are rewarded the way they should be. | 9.7719 | 2.665 | .509 | .597 |

Reliability

Scale: Nature of Work

Case Processing Summary

| | | N | % |
|-------|-----------------------|-----|-------|
| Cases | Valid | 263 | 100.0 |
| | Excluded ^a | 0 | .0 |
| | Total | 263 | 100.0 |

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

| Cronbach's Alpha | N of Items |
|------------------|------------|
| .765 | 4 |

Item-Total Statistics

| | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Cronbach's Alpha if Item Deleted |
|---|----------------------------|--------------------------------|----------------------------------|----------------------------------|
| I sometimes feel my job is meaningless. | 10.9810 | 2.377 | .517 | .759 |
| I like doing the things I do at work. | 10.9658 | 2.873 | .589 | .700 |
| I feel a sense of pride in doing my job | 10.8897 | 2.976 | .626 | .691 |
| My job is enjoyable. | 11.2510 | 2.662 | .590 | .694 |

Reliability

Scale: Communication

Case Processing Summary

| | | N | % |
|-------|-----------------------|-----|-------|
| Cases | Valid | 263 | 100.0 |
| | Excluded ^a | 0 | .0 |
| | Total | 263 | 100.0 |

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

| Cronbach's Alpha | N of Items |
|------------------|------------|
| .777 | 4 |

Item-Total Statistics

| | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Cronbach's Alpha if Item Deleted |
|---|----------------------------|--------------------------------|----------------------------------|----------------------------------|
| Communications seem good within this organization. | 10.0608 | 4.256 | .526 | .751 |
| The goals of this organization are not clear to me. | 9.7795 | 4.104 | .574 | .727 |
| I often feel that I do not know what is going on with the organization. | 10.1977 | 3.724 | .594 | .718 |
| Work assignments are not fully explained. | 10.2053 | 3.912 | .635 | .695 |

Reliability

Scale: Pay

Case Processing Summary

| | | N | % |
|-------|-----------------------|-----|-------|
| Cases | Valid | 263 | 100.0 |
| | Excluded ^a | 0 | .0 |
| | Total | 263 | 100.0 |

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

| Cronbach's Alpha | N of Items |
|------------------|------------|
| .743 | 4 |

Item-Total Statistics

| | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Cronbach's Alpha if Item Deleted |
|---|----------------------------|--------------------------------|----------------------------------|----------------------------------|
| I feel I am being paid a fair amount for the work I do. | 9.2890 | 4.107 | .521 | .693 |
| Raises are too few and far between. | 9.5894 | 3.716 | .600 | .646 |
| I feel unappreciated by the organization when I think about what they pay me. | 9.2624 | 4.385 | .474 | .717 |
| I feel satisfied with my chances for salary increases. | 8.6008 | 4.080 | .551 | .675 |

Reliability

Scale: Supervision

Case Processing Summary

| | | N | % |
|-------|-----------------------|-----|-------|
| Cases | Valid | 263 | 100.0 |
| | Excluded ^a | 0 | .0 |
| | Total | 263 | 100.0 |

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

| Cronbach's Alpha | N of Items |
|------------------|------------|
| .798 | 4 |

Item-Total Statistics

| | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Cronbach's Alpha if Item Deleted |
|---|----------------------------|--------------------------------|----------------------------------|----------------------------------|
| My supervisor is quite competent in doing his/her job. | 9.9620 | 4.892 | .556 | .775 |
| My supervisor is unfair to me | 10.4449 | 4.362 | .554 | .776 |
| My supervisor shows too little interest in the feelings of subordinates | 10.5703 | 3.864 | .663 | .721 |
| I like my supervisor. | 10.3954 | 4.164 | .685 | .711 |

Reliability

Scale: Benefits

Case Processing Summary

| | | N | % |
|-------|-----------------------|-----|-------|
| Cases | Valid | 263 | 100.0 |
| | Excluded ^a | 0 | .0 |
| | Total | 263 | 100.0 |

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

| Cronbach's Alpha | N of Items |
|------------------|------------|
| .767 | 4 |

Item-Total Statistics

| | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Cronbach's Alpha if Item Deleted |
|--|----------------------------|--------------------------------|----------------------------------|----------------------------------|
| I am not satisfied with the benefits I receive. | 9.2053 | 3.912 | .641 | .670 |
| The benefits we receive are as good as most other organizations offer. | 9.1027 | 4.444 | .499 | .745 |
| The benefit package we have is equitable. | 9.3764 | 4.327 | .524 | .733 |
| There are benefits we do not have which we should have. | 9.4106 | 3.968 | .604 | .690 |

Reliability

Scale: Operating Conditions

Case Processing Summary

| | N | % |
|-----------------------|-----|-------|
| Cases Valid | 263 | 100.0 |
| Excluded ^a | 0 | .0 |
| Total | 263 | 100.0 |

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

| Cronbach's Alpha | N of Items |
|------------------|------------|
| .718 | 4 |

Item-Total Statistics

| | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Cronbach's Alpha if Item Deleted |
|---|----------------------------|--------------------------------|----------------------------------|----------------------------------|
| Many of our rules and procedures make doing a good job difficult. | 7.6616 | 3.530 | .556 | .625 |
| My efforts to do a good job are seldom blocked by red tape. | 7.2852 | 4.235 | .373 | .726 |
| I have too much to do at work. | 7.7719 | 3.406 | .565 | .619 |
| I have too much paperwork. | 7.8859 | 3.376 | .534 | .639 |

Reliability

Scale: Coworkers

Case Processing Summary

| | | N | % |
|-------|-----------------------|-----|-------|
| Cases | Valid | 263 | 100.0 |
| | Excluded ^a | 0 | .0 |
| | Total | 263 | 100.0 |

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

| Cronbach's Alpha | N of Items |
|------------------|------------|
| .742 | 4 |

Item-Total Statistics

| | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Cronbach's Alpha if Item Deleted |
|---|----------------------------|--------------------------------|----------------------------------|----------------------------------|
| I like the people I work with. | 10.2738 | 3.177 | .593 | .653 |
| I find I have to work harder at my job because of the incompetence of people I work with. | 10.7338 | 3.196 | .424 | .752 |
| I enjoy my coworkers. | 10.5171 | 3.167 | .590 | .654 |
| There is too much bickering and fighting at work. | 10.8175 | 3.058 | .554 | .672 |

Reliability

Scale: Promotion

Case Processing Summary

| | | N | % |
|-------|-----------------------|-----|-------|
| Cases | Valid | 263 | 100.0 |
| | Excluded ^a | 0 | .0 |
| | Total | 263 | 100.0 |

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

| Cronbach's Alpha | N of Items |
|------------------|------------|
| .649 | 4 |

Item-Total Statistics

| | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Cronbach's Alpha if Item Deleted |
|---|----------------------------|--------------------------------|----------------------------------|----------------------------------|
| There is really too little chance for promotion on my job. | 10.0875 | 3.019 | .430 | .580 |
| Those who do well on the job stand a fair chance of being promoted. | 9.3308 | 3.001 | .398 | .602 |
| People get ahead as fast here as they do in other places. | 9.5741 | 2.871 | .516 | .521 |
| I am satisfied with my chances for promotion. | 9.1977 | 3.060 | .377 | .617 |

Reliability

Scale: Contingent Rewards

Case Processing Summary

| | | N | % |
|-------|-----------------------|-----|-------|
| Cases | Valid | 263 | 100.0 |
| | Excluded ^a | 0 | .0 |
| | Total | 263 | 100.0 |

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

| Cronbach's Alpha | N of Items |
|------------------|------------|
| .687 | 4 |

Item-Total Statistics

| | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Cronbach's Alpha if Item Deleted |
|---|----------------------------|--------------------------------|----------------------------------|----------------------------------|
| When I do a good job, I receive the recognition for it that I should receive. | 9.2662 | 3.150 | .362 | .683 |
| I do not feel that the work I do is appreciated. | 9.4829 | 2.671 | .472 | .620 |
| There are few rewards for those who work here. | 9.3954 | 2.370 | .543 | .571 |
| I do not feel my efforts are rewarded the way they should be. | 9.7719 | 2.665 | .509 | .597 |

Reliability

Scale: Nature of Work

Case Processing Summary

| | N | % |
|-----------------------|-----|-------|
| Cases Valid | 263 | 100.0 |
| Excluded ^a | 0 | .0 |
| Total | 263 | 100.0 |

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

| Cronbach's Alpha | N of Items |
|------------------|------------|
| .765 | 4 |

Item-Total Statistics

| | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Cronbach's Alpha if Item Deleted |
|---|----------------------------|--------------------------------|----------------------------------|----------------------------------|
| I sometimes feel my job is meaningless. | 10.9810 | 2.377 | .517 | .759 |
| I like doing the things I do at work. | 10.9658 | 2.873 | .589 | .700 |
| I feel a sense of pride in doing my job | 10.8897 | 2.976 | .626 | .691 |
| My job is enjoyable. | 11.2510 | 2.662 | .590 | .694 |

Reliability

Scale: Communication

Case Processing Summary

| | | N | % |
|-------|-----------------------|-----|-------|
| Cases | Valid | 263 | 100.0 |
| | Excluded ^a | 0 | .0 |
| | Total | 263 | 100.0 |

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

| Cronbach's Alpha | N of Items |
|------------------|------------|
| .777 | 4 |

Item-Total Statistics

| | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Cronbach's Alpha if Item Deleted |
|---|----------------------------|--------------------------------|----------------------------------|----------------------------------|
| Communications seem good within this organization. | 10.0608 | 4.256 | .526 | .751 |
| The goals of this organization are not clear to me. | 9.7795 | 4.104 | .574 | .727 |
| I often feel that I do not know what is going on with the organization. | 10.1977 | 3.724 | .594 | .718 |
| Work assignments are not fully explained. | 10.2053 | 3.912 | .635 | .695 |

Reliability

Scale: Pay

Case Processing Summary

| | | N | % |
|-------|-----------------------|-----|-------|
| Cases | Valid | 263 | 100.0 |
| | Excluded ^a | 0 | .0 |
| | Total | 263 | 100.0 |

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

| Cronbach's Alpha | N of Items |
|------------------|------------|
| .743 | 4 |

Item-Total Statistics

| | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Cronbach's Alpha if Item Deleted |
|---|----------------------------|--------------------------------|----------------------------------|----------------------------------|
| I feel I am being paid a fair amount for the work I do. | 9.2890 | 4.107 | .521 | .693 |
| Raises are too few and far between. | 9.5894 | 3.716 | .600 | .646 |
| I feel unappreciated by the organization when I think about what they pay me. | 9.2624 | 4.385 | .474 | .717 |
| I feel satisfied with my chances for salary increases. | 8.6008 | 4.080 | .551 | .675 |

Reliability

Scale: Supervision

Case Processing Summary

| | N | ABOR | % |
|-----------------------|-----|------|-------|
| Cases Valid | 263 | | 100.0 |
| Excluded ^a | 0 | | .0 |
| Total | 263 | | 100.0 |

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

| Cronbach's Alpha | N of Items |
|------------------|------------|
| .798 | 4 |

Item-Total Statistics

| | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Cronbach's Alpha if Item Deleted |
|---|----------------------------|--------------------------------|----------------------------------|----------------------------------|
| My supervisor is quite competent in doing his/her job. | 9.9620 | 4.892 | .556 | .775 |
| My supervisor is unfair to me | 10.4449 | 4.362 | .554 | .776 |
| My supervisor shows too little interest in the feelings of subordinates | 10.5703 | 3.864 | .663 | .721 |
| I like my supervisor. | 10.3954 | 4.164 | .685 | .711 |

Reliability

Scale: Benefits

Case Processing Summary

| | | N | % |
|-------|-----------------------|-----|-------|
| Cases | Valid | 263 | 100.0 |
| | Excluded ^a | 0 | .0 |
| | Total | 263 | 100.0 |

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

| Cronbach's Alpha | N of Items |
|------------------|------------|
| .767 | 4 |

Item-Total Statistics

| | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Cronbach's Alpha if Item Deleted |
|--|----------------------------|--------------------------------|----------------------------------|----------------------------------|
| I am not satisfied with the benefits I receive. | 9.2053 | 3.912 | .641 | .670 |
| The benefits we receive are as good as most other organizations offer. | 9.1027 | 4.444 | .499 | .745 |
| The benefit package we have is equitable. | 9.3764 | 4.327 | .524 | .733 |
| There are benefits we do not have which we should have. | 9.4106 | 3.968 | .604 | .690 |

Reliability

Scale: Operating Conditions

Case Processing Summary

| | | N | % |
|-------|-----------------------|-----|-------|
| Cases | Valid | 263 | 100.0 |
| | Excluded ^a | 0 | .0 |
| | Total | 263 | 100.0 |

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

| Cronbach's Alpha | N of Items |
|------------------|------------|
| .718 | 4 |

Item-Total Statistics

| | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Cronbach's Alpha if Item Deleted |
|---|----------------------------|--------------------------------|----------------------------------|----------------------------------|
| Many of our rules and procedures make doing a good job difficult. | 7.6616 | 3.530 | .556 | .625 |
| My efforts to do a good job are seidom blocked by red tape. | 7.2852 | 4.235 | .373 | .726 |
| I have too much to do at work. | 7.7719 | 3.406 | .565 | .619 |
| I have too much paperwork. | 7.8859 | 3.376 | .534 | .639 |

Reliability

Scale: Coworkers

Case Processing Summary

| | | N | % |
|-------|-----------------------|-----|-------|
| Cases | Valid | 263 | 100.0 |
| | Excluded ^a | 0 | .0 |
| | Total | 263 | 100.0 |

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

| Cronbach's Alpha | N of Items |
|------------------|------------|
| .742 | 4 |

Item-Total Statistics

| | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Cronbach's Alpha if Item Deleted |
|---|----------------------------|--------------------------------|----------------------------------|----------------------------------|
| I like the people I work with. | 10.2738 | 3.177 | .593 | .653 |
| I find I have to work harder at my job because of the incompetence of people I work with. | 10.7338 | 3.196 | .424 | .752 |
| I enjoy my coworkers. | 10.5171 | 3.167 | .590 | .654 |
| There is too much bickering and fighting at work. | 10.8175 | 3.058 | .554 | .672 |

Frequencies

| | N | | Mean | Std. Deviation |
|---|-------|---------|--------|----------------|
| | Valid | Missing | | |
| There is really too little chance for promotion on my job. | 263 | 0 | 2.6426 | .76767 |
| Those who do well on the job stand a fair chance of being promoted. | 263 | 0 | 3.3992 | .80333 |
| People get ahead as fast here as they do in other places. | 263 | 0 | 3.1559 | .75313 |
| I am satisfied with my chances for promotion. | 263 | 0 | 3.5323 | .79951 |
| Promotion | 263 | 0 | 3.1825 | .54515 |

Statistics

| | N | | Mean | Std. Deviation |
|---|-------|---------|--------|----------------|
| | Valid | Missing | | |
| Communications seem good within this organization. | 263 | 0 | 3.3536 | .79626 |
| The goals of this organization are not clear to me. | 263 | 0 | 3.6350 | .80304 |
| I often feel that I do not know what is going on with the organization. | 263 | 0 | 3.2167 | .90513 |
| Work assignments are not fully explained. | 263 | 0 | 3.2091 | .81376 |
| Communication | 263 | 0 | 3.3536 | .64312 |

Frequencies

Statistics

| | N | | Mean | Std. Deviation |
|--|-------|---------|--------|----------------|
| | Valid | Missing | | |
| I am not satisfied with the benefits I receive. | 263 | 0 | 3.1597 | .86777 |
| The benefits we receive are as good as most other organizations offer. | 263 | 0 | 3.2624 | .82633 |
| The benefit package we have is equitable. | 263 | 0 | 2.9886 | .84022 |
| There are benefits we do not have which we should have. | 263 | 0 | 2.9544 | .88121 |
| Benefit | 263 | 0 | 3.0913 | .65509 |

Frequencies

| | N | | Mean | Std. Deviation |
|---|-------|---------|--------|----------------|
| | Valid | Missing | | |
| Many of our rules and procedures make doing a good job difficult. | 263 | 0 | 2.5399 | .81805 |
| My efforts to do a good job are seldom blocked by red tape. | 263 | 0 | 2.9163 | .73661 |
| I have too much to do at work. | 263 | 0 | 2.4297 | .85259 |
| I have too much paperwork. | 263 | 0 | 2.3156 | .88845 |
| Operating Conditions | 263 | 0 | 2.5504 | .60774 |

Frequencies

| OverallSatisfaction | | Statistics | |
|---------------------|---------|------------|----------------|
| N | | Mean | Std. Deviation |
| Valid | Missing | | |
| 263 | 0 | 3.5133 | .77584 |

Correlations

| | | Correlations | |
|---------------------|----------------------|--------------|----------------------|
| Promotion | Overall Satisfaction | Promotion | Overall Satisfaction |
| | | 1 | .166** |
| Pearson Correlation | | | |
| Sig. (2-tailed) | | | .007 |
| N | | 263 | 263 |
| OverallSatisfaction | Promotion | .166** | 1 |
| Pearson Correlation | | | |
| Sig. (2-tailed) | | .007 | |
| N | | 263 | 263 |

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

Correlations

Correlations

| | | Overall Satisfaction | Contingent Rewards |
|---------------------|---------------------|----------------------|--------------------|
| OverallSatisfaction | Pearson Correlation | 1 | .282** |
| | Sig. (2-tailed) | | .000 |
| | N | 263 | 263 |
| ContingentRewards | Pearson Correlation | .282** | 1 |
| | Sig. (2-tailed) | .000 | |
| | N | 263 | 263 |

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

Correlations

Correlations

| | | Overall Satisfaction | Work |
|---------------------|---------------------|----------------------|--------|
| OverallSatisfaction | Pearson Correlation | 1 | .571** |
| | Sig. (2-tailed) | | .000 |
| | N | 263 | 263 |
| Work | Pearson Correlation | .571** | 1 |
| | Sig. (2-tailed) | .000 | |
| | N | 263 | 263 |

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

Correlations

Correlations

| | | Overall Satisfaction | Communi cation |
|---------------------|---------------------|----------------------|----------------|
| OverallSatisfaction | Pearson Correlation | 1 | .193** |
| | Sig. (2-tailed) | | .002 |
| | N | 263 | 263 |
| Communication | Pearson Correlation | .193** | 1 |
| | Sig. (2-tailed) | .002 | |
| | N | 263 | 263 |

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

Correlations

Correlations

| | | Overall Satisfaction | Pay |
|---------------------|---------------------|----------------------|--------|
| OverallSatisfaction | Pearson Correlation | 1 | .175** |
| | Sig. (2-tailed) | | .005 |
| | N | 263 | 263 |
| Pay | Pearson Correlation | .175** | 1 |
| | Sig. (2-tailed) | .005 | |
| | N | 263 | 263 |

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

Correlations

Correlations

| | | Overall Satisfaction | Supervision |
|---------------------|---------------------|----------------------|-------------|
| OverallSatisfaction | Pearson Correlation | 1 | .404** |
| | Sig. (2-tailed) | | .000 |
| | N | 263 | 263 |
| Supervision | Pearson Correlation | .404** | 1 |
| | Sig. (2-tailed) | .000 | |
| | N | 263 | 263 |

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

Correlations

Correlations

| | | Overall Satisfaction | Benefit |
|---------------------|---------------------|----------------------|---------|
| OverallSatisfaction | Pearson Correlation | 1 | .157* |
| | Sig. (2-tailed) | | .011 |
| | N | 263 | 263 |
| Benefit | Pearson Correlation | .157* | 1 |
| | Sig. (2-tailed) | .011 | |
| | N | 263 | 263 |

*. Correlation is significant at the 0.05 level (2-tailed).

Correlations

Correlations

| | | Overall Satisfaction | Operating Conditions |
|---------------------|---------------------|----------------------|----------------------|
| OverallSatisfaction | Pearson Correlation | 1 | .066 |
| | Sig. (2-tailed) | | .284 |
| | N | 263 | 263 |
| OperatingConditions | Pearson Correlation | .066 | 1 |
| | Sig. (2-tailed) | .284 | |
| | N | 263 | 263 |

Correlations

Correlations

| | | Overall Satisfaction | Coworkers |
|---------------------|---------------------|----------------------|-----------|
| OverallSatisfaction | Pearson Correlation | 1 | .396** |
| | Sig. (2-tailed) | | .000 |
| | N | 263 | 263 |
| Coworkers | Pearson Correlation | .396** | 1 |
| | Sig. (2-tailed) | .000 | |
| | N | 263 | 263 |

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

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