



THE EFFECT OF JOB SATISFACTION ON EMPLOYEES' JOB PERFORMANCE
CASE STUDY: BANGKOK ENTERTAINMENT CO., LTD.

By
Ms. Patcharapa Chantacharoenchok

A Research Report
MS 7000 Research Project
Submitted in Partial Fulfillment of the Requirement
for the Degree of
Master of Science in Management
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ABSTRACT

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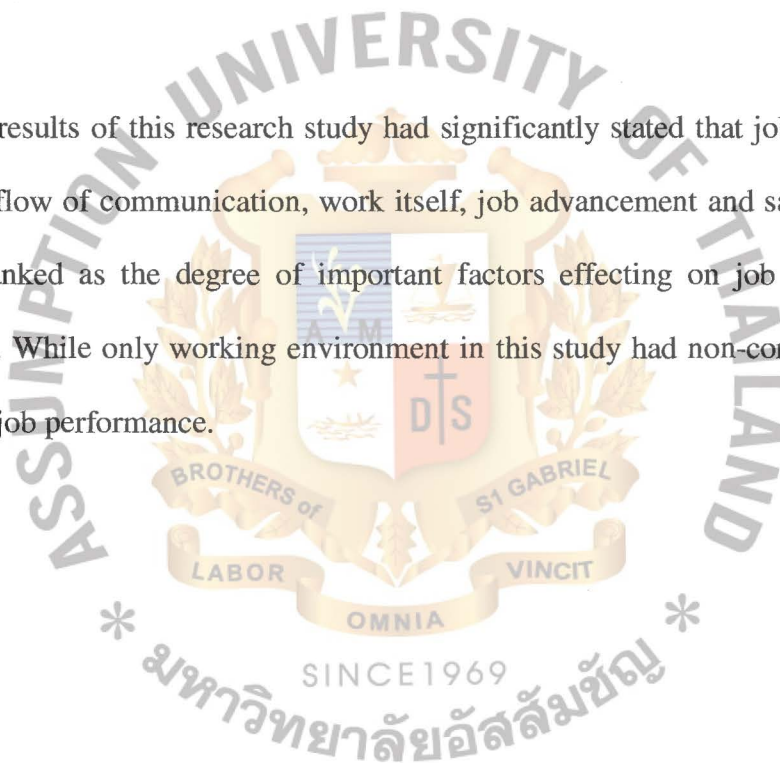
This research project aimed to examine the relationship between employees' job satisfaction and employees' job performance. The study had been conducted with the employees of Bangkok Entertainment Company as the case study.

The study comprised the literature related to support both independent variables which are employees' job satisfaction in terms of work itself, salary and pay, job advancement, working environment and the flow of communication as its measurement and also the influence of these factors on the dependent variable which is job performance in terms of its desired outcome namely organizational development and success, individual achievement and employees' improvement, effectiveness and efficiency, productivity, competency and quality and better service respectively. Job satisfaction in this study referred to the happiness and enjoyment of the employees toward his or her job and job performance means the extent to which a person contributes to achieve the goals of organization.

Multiple regression technique was used to investigate the relationship of independent variables and dependent variable whether they are inter-correlated or non-correlated, in which way and also the rank of the most to the least degree of the factor that have impact on employees' job performance.

The question was designed to discover the respondents' opinion measuring by Five-Likert scales. 384 respondents of Bangkok Entertainment Co., Ltd were chosen to be the sample size for this research.

The results of this research study had significantly stated that job satisfaction in terms of flow of communication, work itself, job advancement and salary and pay had been ranked as the degree of important factors effecting on job performance respectively. While only working environment in this study had non-correlation with employees' job performance.



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CHAPTER I

INTRODUCTION

1.1 Background of the study

Organization can be compared as the machine which is driven by the mechanism inside, which is definitely human. Whether the machine will be effective or not depends on how people can cooperate and utilize their own capacity to achieve the organization's goal. Level of their satisfaction involves with the degree of enthusiasm and effort they intent to put into their job to create the desired work outcome. Clearly understanding people thought and attitude is the crucial tool in increasing the organization's effectiveness. It is foundation of insightful problem solving corresponding to people and their circumstance.

It is very interesting and challenging to study human's attitude or what they try communicate from their intrinsic motivation or basis of need into external world, the way they intentionally or unintentionally interact to social and organization they belong to, all of these are totally involved with organization management and also effect on overall productivity and performance. According to individual difference, how organization can employ the strategy to meet their needs and handle with these differences in order to satisfy them and pull out their potential effort to serve and complete particular set goal of the organization.

It would be very productive to the organization, if their people can sense the happiness from their work. The absence of the good attitude toward people's work can empirically have the impact on for instance, absenteeism, a company's turnover rate, productivity and also performance in general. Thus, measuring job satisfaction and implementing strategy to improve job satisfaction allows companies to achieve a win-win situation since both employees and the company can benefit and be happy from such an approach. Thus, this study aims to study and investigate the relation of employees' job satisfaction and their job performance.

Every kind of business needs to comprehend the nature of oneself, the others' and also the environment including the way to integrate and harmonize them by society and organization. As psychological principle will strongly have the ability to connect people and their organization to become more united since it is the important variable to determine the organization behavior and it creates the conditions effecting on organizational success and failure.

As Bangkok Entertainment Co., Ltd. is the leading free television broadcasting company in Thailand, the study choose to survey the employees' attitude of this company, with the success guaranteed all over 36 years. Apart from sourcing and producing TV programs, dramas, news, contests and varieties, the company still keeps developing the tools and equipments in implementing all processes in broadcasting in order to make Thai people from all over the country equally gain the news, knowledge, and entertainments via television media in time.

1.2 Statement of Problem

Understanding the psychological fundamental, attitude, value and intrinsic force lied inside the individual turn to be the serious issue for the management today. Recognition to the importance of employees' need is essential thing for organization since not only their work assigned but also the environments surrounding them do affect their attitude, perception and behavior. The principles of organizational behavior suggest that all problems about employees such as the pressure at work, low level of job satisfaction, negative working conditions and also conflict among human relations can become primary factors that de-motivate and reduce employees' effort and ability to perform the tasks and it is the main obstacle for organizational development and success. Once employees perceive that they are treated unequally or their need never be appropriately fulfilled, they tend to express it somehow in aggressive way through their behavior which probably lead to the unsatisfied productivity.

Absenteeism, turnover, productivity is considered to be the kinds of poor performance that signal and imply to the organization's weakness. When these signs stir up, it means that employees become lack of motivation, satisfaction and inspiration to perform the work and this inevitably leads to undesired job performance.

To date, human resource (HR) department now become well realize of the matter of this issue and think of the effective solution in handling and managing people. Also many experts have interestingly and continuously attempted to identify the real

association between job satisfaction and job performance to be able to create and develop effective strategy to fulfill their employees' need. So in order to strengthen the organization's foundation, it actually starts from understanding their people.

As Bangkok Entertainment Co., Ltd. is the big television broadcast company under the name Thai TV3 which can capture the interest and gain acceptance from people all over the country for long time as it is the leading television broadcast organization in Thailand that keep providing many good programs in both for knowledge and entertainment aspects, the company must handle and manage so many employees from so many different backgrounds and levels in order to motivate their effort in creating the quality work for the audience. The nature of this task must faces with the time pressure and critics from the audience all the time. Also many people and graduated students want to apply for the position to join the company according to its long and consecutive success. When they have been recruited, how they can seriously contribute to the organization and how organization treats and manages them to reach their satisfaction or how organization can measure their attitude to develop their human resource for highest benefit for both people and also the organization itself.

With the fierce and intensive competition among television broadcasting existing in the market obviously for both free TV and cable TV that offer more choices to the audience, Bangkok Entertainment must strive and compete for this situation and prove itself as the biggest and strongest player in the industry. Therefore, the company cannot stop thinking of the effective strategy to expand the market by appealing more audiences

and also trying to maintain the existing ones by keep developing and offering the differentiate interesting programs and dramas comparing to the competitors and add more enjoyable activities and events to get closer to the target audiences in order to create the competitive advantage above the competitors. That is why quality and outstanding performance is really and very important to determine the key success of the company. And performance can be measured and assessed from the individual and team work's outcome as they are the performers and contributors for the whole company's performance and success.

1.3 Objectives of the study

1. To investigate the relationship between job satisfaction in term of the work itself and employees' job performance.
2. To investigate the relationship between job satisfaction in term of salary / pay and employees' job performance.
3. To investigate the relationship between job satisfaction in term of job advancement and employees' job performance.
4. To investigate the relationship between job satisfaction in term of working environment and employees' job performance.
5. To investigate the relationship between job satisfaction in term of the flow of communication and employees' job performance.

1.4 Research Questions to be answered

1. Are there any relationship between employees' job satisfaction in term of the work itself and their job performance?
2. Are there any relationship between employees' job satisfaction in term of salary / pay and their job performance?
3. Are there any relationship between employees' job satisfaction in term of job advancement and their job performance?
4. Are there any relationship between employees' job satisfaction in term of working environment and their job performance?
5. Are there any relationship between employees' job satisfaction in term of the flow of communication and their job performance?

1.5 Significance of the study

This study provides the additional or supplementary sources of information based on employees' attitude in terms of job satisfaction and the way it influences on job performance. The findings of the study help to examine whether job satisfaction has the impact on job performance or not. Consequently, this research offers guidance relating to the factors of job satisfaction in terms of work itself, salary and pay, job advancement, working environment and the flow of communication corresponding to the employees' job performance in terms of its desire outcome since people plays very important role in

managing organizational structure, it has greatly impact on the organization movement and success.

Also this study can pave the way for the organization in same or similar field to become more concern about their employees' attitude relying on naturally basic human's need and how to adapt the criteria to satisfy them and boost up their job performance. This study area presents the important insight and interest within the discipline of organizational management to motivate and increase employees' job satisfaction that lead to their work effectiveness for creating the better performance. Also many organizations can apply this conducted research as the solution of the real life problem on both individual and whole organizations' purpose in terms of these related two core variables of the study, job satisfaction and job performance.

Besides, this study will significantly contribute the academic knowledge and can be useful to state and clarify any important variables and factors measuring employees' job satisfaction and their job performance for anyone's further study and also those general people who are interested in this field of management, organizational behavior and psychology as well.

Also it enables the junior those who are interested in this scope of management as their reference because there are lots of useful theories and contents in this work that may be helpful for them in any particular way relating to the topic of the research. This absolutely can benefit the company, Bangkok Entertainment Co., Ltd. as a case study in

this study. Bangkok Entertainment Co., Ltd. will get benefit for insight understanding of the degree of satisfaction of its employees and the influence of employees' job performance. The findings should enable and add value to the HR department to see the clear picture about the factors relating to this study and finding and become more understand the key work attributions of their employees, to determine and to implement the effective strategies to manage and develop their employees' satisfaction and potential to create the effective work outcome for the company. Also the company, then, might use the results of this study for further redesign work structure, reward system, and effective communication flow.

1.6 Definition of Terms

Organizational Behavior is the study and application of knowledge about how people, individuals, and groups act in organizations. It does this by taking a system approach. That is, it interprets people-organization relationships in terms of the whole person, whole group, whole organization, and whole social system. Its purpose is to build better relationships by achieving human objectives, organizational objectives, and social objectives.

Organization Management is the process of working with and through others to achieve organizational objectives in the changing environment.

Human Resource Management is an understanding of the human aspect of a company and its strategic importance. It is a major aspect of the company philosophy, in which all managers and employees are champions of an human resource management based policies and philosophy.

Psychology is the science that deals with mental processes and behavior. It is the thought processes characteristic of an individual or group.

Organizational Psychology is the study of the behavior of people in the workplace.

Job Satisfaction is in regard to one's feelings or state-of-mind regarding the nature of their work.

Goal is the purpose toward which an endeavor is directed; an objective, what one intends to do or achieve.

Motivation is the needs or cognitive processes within people that energize, direct and maintain our behavior toward the certain goal.

Job Performance is the fulfillment or accomplishment of a promise, contract, or other obligation according to its terms.

Attitude is a concept in psychology. Attitudes are positive, negative or neutral views of an "attitude object": i.e. a person, behavior or event. People can also be "ambivalent" towards a target, meaning that they simultaneously possess a positive and a negative attitude.

Work itself is the nature of the job itself, mentally challenging and meaningful works.

Salary and pay is the extrinsic reward that is the reflection of how management view the contribution people put on their work.

Job advancement is the individuals' opportunity to grow in their career path such as promotion.

Working environment is the physical conditions such as lighting, noise, temperature, and psychological conditions such as relationship with co-workers, supportive teamwork and leadership style.

Flow of communication is the way people convey the message to each others.

Organizational Development is the process of preparing for and managing change in organizational settings.

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Individual achievement is the accomplishment of individual outcome from their actual experience on their work.

Effectiveness is the ability to achieve the set goal with quality work or producing powerful effects.

Efficiency is ability to utilize the organization's resource.

Productivity is amount of output created per unit input used.

Competency is ability to complete the assigned task and ability to solve the problem.

Quality is the meaning of excellent work.

1.7 Limitations of the study

This research project studies the relationship between employees' job satisfaction and employees' job performance from specific sample size of only single selected company in television broadcast industry, which is Bangkok Entertainment Co., Ltd. Hence the findings might not be generalization to all those in different industry and might represent the different level and result of the employees' job satisfaction and its association toward employees' job performance comparing to other companies or other different kinds of business. Using sensitive question is based on psychological themes in

term of people's attitude also requires the great consideration in answering and the nature of this field of work constrain by time and work pressure. And also the methods cannot be applied to every problem.

1.8 Scope of the study

This research study covers and focuses on the relationship between employees' job satisfaction and employees' job performance and also its measurements. The scope of this study covers two core variables including job satisfaction in terms of work itself, salary and pay, job advancement, working environment and flow of communication as the independent variables and job performance as the dependent variable in terms of its performance outcome which are organizational development, individual achievement and employees' improvement, productivity, effectiveness, efficiency, competency, quality and better service. The target respondents are employees of Bangkok Entertainment Co., Ltd., one of the most leading, successful and well-known television broadcast companies that high level of performance appraisal are required. The questionnaire and data surveys are specifically released and collected from the employees in general and diversified department at Bangkok Entertainment Co., Ltd., head office, Maleenon Tower, Rama IV, Bangkok, Thailand.

1.9 Organization of the research project chapters

This research project aims to examine the effect of employees' job satisfaction in terms of work itself, salary / pay, job advancement, working environment and flow of communication on the employees' job performance measured by organizational development and success, individual achievement and employees' improvement, productivity, effectiveness and efficiency, competency and quality and better service of Bangkok Entertainment Co., Ltd. The study will be divided into 5 main chapters respectively as following:

Chapter 1: Background of statement, statement of problems, purpose of the study, research questions to be answered, significant of the study, definition of terms, and limitation of the study and scope of the study will be mentioned clearly in this chapter.

Chapter 2: Related literature review for the variables in the study will be stated to support the conceptual framework. Start from job satisfaction and job performance theories and also the previous studies related to the relationship between job satisfaction and job performance. Also this chapter will summarize the theoretical framework as well as conceptual framework, followed by research hypothesis.

Chapter 3: Methodology of the study consists of research design, draft of research instrument, population and sampling, reliability, data collection, proposed data processing and analysis.

Chapter 4: This chapter reports the findings from data analysis. Descriptive data analysis, multiple regression analysis, summary of hypothesis testing result, answer research questions will be presented respectively.

Chapter 5: This chapter includes the summary of entire report. The summary of the study, followed by summary of findings, discussion of the research findings, conclusion, implication for practice and also recommendation for further study.



CHAPTER II

RELATED LITURATURE REVIEW

Bangkok Entertainment Co., Ltd. is the company under the name of Thai TV3 which acts as the leading television broadcasting company in Thailand with the acceptance for all over 36 years from people all over the country. The company's core business is producing a variety of TV program such as news, shows, drama and also importing the famous and qualified movies and series from oversea. Their successful work, for examples, are Poo-ying tung poo-ying, Riung Low choa nee, Kum ma lor princess, pow boon jin and Thai drama devil victim. The major competitor of the company is Channel 7. The company's policy is to keep providing new differentiate program in order to widen audience vision. The company also has social responsibility by aiming to enhance the standard quality of life for Thai children, so the company devotes some benefit to support poor children to have the chance to study at the school. The company receives lots of awards to guarantee its success such as Top award voted from audience as the most popular free television broadcasting, Golden Doll awards from the presses for being outstanding qualified work outcome and also Mekkala awards for popular human resource.

With the intense of competition in this industry today, the company need to ensure their fans that they will keep coming up with more varied, creative and innovative program continuously and will not disappointed them. The company monthly sends Public Relation (PR), marketing, and production teams to survey the audience's attitude

in order to improve and develop work performance to satisfied their need and also hold events and activities for the audiences to really get closer to them. To make sure that the company can create quality of work, the company should never look over their foundation of its potential and success which is their own human resource.

Job satisfaction is considered as an attitudinal variable that reflect how people feel about their overall job. It is the extent to which people like their jobs (Schermerhorn, 1983). Every organization should recognize to the importance of their people's emotional content that probably correlate with their behavior and performance. And this study is the vital key that reveals the truth reflecting the set of existing theory from some experts as shows in the review of the literature set and research work related to the relationship between employees' job satisfaction and their job performance.

2.1 Job Satisfaction

Job satisfaction is the positive emotional reaction to one's job experience. It is feeling and attitude of people toward their work and this can motivate their intention and enthusiasm in creating the work effectiveness which lead to performance improvement.

“A happy worker is the good worker”, this statement probably can well defined the relationship between job satisfaction and work performance. When satisfaction among workers grows, their performances also tend to grow as a result.

2.1.1 Definitions

Job satisfaction is “a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experience” (Locke, 1976). It is an emotional, affective response. Affect refers to feelings of liking or dislike. Therefore, job satisfaction is the extent to which a person derives pleasure from a job (Muchinsky, 1983).

V.O. Jenks (1990), defined job satisfaction as a feeling, an emotional response to the work we do and the environment in which we do that work. The feelings we experience can be positive ones, in which case we experience job satisfaction, or they can be negative, in which case we experience job dissatisfaction. Job satisfaction refers to the feelings of individual employee.

Job satisfaction concerns the degree to which the person is satisfied with (aspects of) his/her job and job situation. It implied that a need is satisfied, a motive is achieved, and a goal is met (Henk Thierry, 1998).

George & Jones (2002), defined job satisfaction that it is one of the most important and well-researched work attitudes in job performance. It has the potential to affect a wide range of job performance and contribute to workers’ levels of well-being.

2.1.2 Theories related to job satisfaction

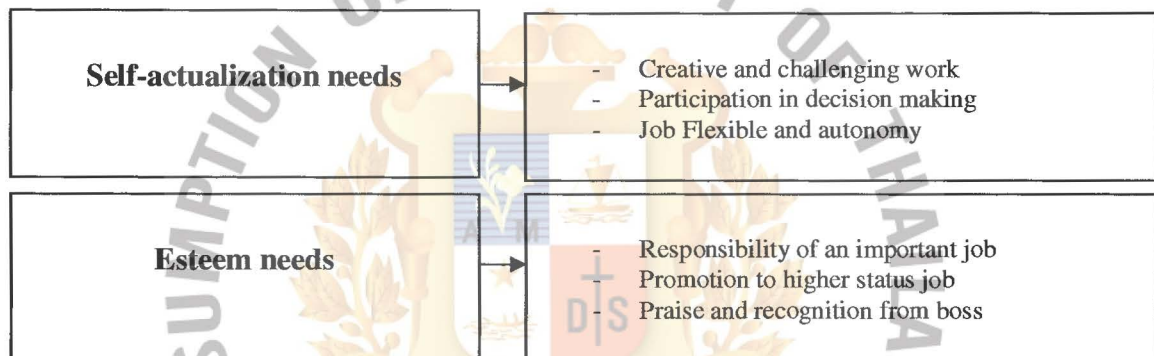
Most people relate job satisfaction to happiness on the job. This is close to the commonly accepted definition of job satisfaction as the level and direction of a worker's emotion and affect toward a job and a job situation (Korman, Greenhaus, & Baden, 1997). While high levels of job satisfaction have been linked to positive outcomes such as increased performance, low level of job satisfaction have been linked to a variety of negative outcomes. The relationship between job satisfaction and lower organizational productivity and performance is the main reason why employers are so interested in improving job satisfaction (Krumm, 2000).

Maslow (1954), proposed the hierarchy of needs theory which viewed people as seeking the satisfaction of the five levels of needs shown in figure 2.1.2-1. He believed that at any given time there is one category of needs that dominate people's behavior. The lower order needs include physiological, safety and social concerns, and the higher order needs include esteem and self-actualization concerns. People are expected to advance step by step up the hierarchy in their search for need satisfactions. At the level of self-actualization, the more these needs are satisfied, the stronger they are supposed to grow. According to Maslow's theory, a person should continue to be motivated by opportunities for self-fulfillment as long as the other needs remain satisfied (Schermerhorn and Chappell, 2000).

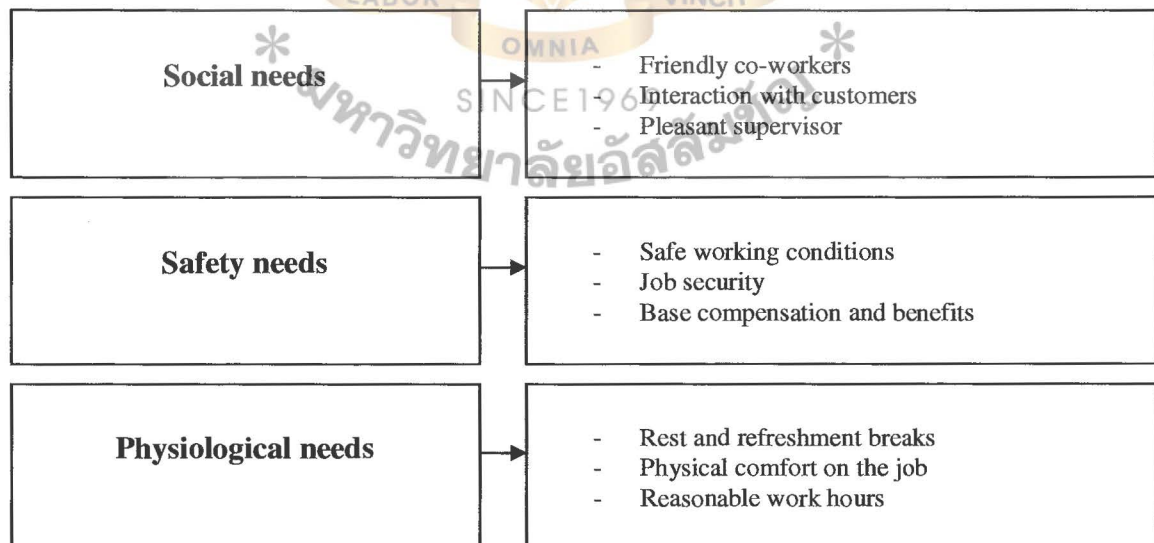
The major contribution of Maslow's theory is that it has expanded the types of needs that are considered important to work motivation. Providing opportunities to meet their need satisfaction may have positive motivational force in creating better employees' productivity and performance (Levy, 2003).

Figure 2.1.2-1: Opportunity for need satisfaction and work motivation in Maslow's hierarchy of human needs

What satisfied higher order needs?



What satisfied lower order needs?



Source: Schermerhorn and Chappell (2000): Introducing management

Frederick Herzberg developed his two-factor theory as a result of a controversial study done by Herzberg, Mausner, Peterson, and Capwell (1957). Previous studies (Brayfield & Crockett, 1995) had shown no relationship between job satisfaction and work performance, but Herzberg's study found definite relationship between worker's attitudes and behaviors. His basic assumption was that satisfying employees' motivational needs causes high job satisfaction and performance. He believe that other studies had not found a relationship because of their assumption that job satisfaction and job dissatisfaction are two ends of a continuum, when they are actually separate concepts (Krumm, 2000).

According to Herzberg, dissatisfaction is caused by the absence if what he calls hygiene factors, which relate to the context of the work which are supervision, interpersonal relations, working condition, company policy and administration and salary. If these factors are not satisfied, employees will report high level of job dissatisfaction but if they are satisfied, employees will report no serious unhappiness at work.

Also on the other hand, to reach high level of job satisfaction, motivator factors also must be present. Motivator factors related to the content of the work itself and the outcomes of the work; include achievement, recognition, the work itself, responsibility and advancement (Krumm, 2000).

Figure: 2.1.2-2: Key elements in Herzberg's two-factor theory

Job Dissatisfaction	Job Satisfaction
Influenced by job context, or hygiene factors	Influenced by job content, or motivator factors
<ul style="list-style-type: none"> - Working condition - Interpersonal relation - Organizational policies - Quality of supervision - Base wage or salary 	<ul style="list-style-type: none"> - Sense of achievement - Felling of recognition - Sense of responsibility - Opportunity for advancement - Feeling of personal growth
<i>Rule poor job context increases dissatisfaction</i>	<i>Rule poor job content increases satisfaction</i>

Source: Schermerhorn and Chappell (2000): Introducing management

As shown in figure 2.1.2-2, to really improve motivation, Herzberg advises organization to give proper attention to the satisfier factors. As part of job content, the satisfier factors deal with what people actually do in their work. By making improvements in what people are asked to do in their jobs. The theory suggested that job satisfaction and performance can be raised (Schermerhorn and Chappell, 2000).

Figure 2.1.2-3 shown the comparison between Hierarchy of needs and two-factor theory. Although these two theories propose different numbers and different set of conditions to meet persons' need satisfaction, they both had importance to create more motivational force that lead to key performance improvement. Also they classified the order of the least important needs to the most one and also share the similarity in the aspects of intrinsic and extrinsic motivation. Physiological need, safety need and social need of Maslow and hygiene factors of Herzberg are considered as the extrinsic motivation while self esteem, self actualization and motivator factors are the intrinsic

motivation that create the satisfaction and lead to higher job performance (Benowitz, 2000).

Figure 2.1.2-3: A comparison of satisfaction theories: Maslow and Herzberg

	Maslow	Herzberg
Higher-level needs	<ul style="list-style-type: none"> Self-actualization Esteem Belongingness 	Motivator factors
Lower-level needs	<ul style="list-style-type: none"> Safety Physiological 	Hygiene factors

Source: Principle of Management, Ellen A. Benowitz, 2000

2.1.3 The measurement of job satisfaction

1. Work itself.

This referred to nature of the job itself whether or not it could provide opportunity for learning and the feeling that the task was interesting and important (Smith, Kendall, and Hulin, 1969). Employees tend to prefer challenging work. Job that has too little challenge create boredom, but too much challenge also can create frustration and feeling of failure. Under conditions of moderate challenge, most employees will experience pleasure and satisfaction. (Robbins, 1996). Perhaps most important to employee motivation is helping individuals believe that the work they are doing is important and that their tasks are meaningful. Emphasize that their contributions to the practice result in positive outcomes. Of course employees may not find all their tasks interesting or rewarding, but organization should show the employees how those tasks are essential to the overall processes that make the practice succeed as well as provide them the opportunities to

utilize their skills and knowledge. People may find certain tasks that are truly unnecessary and can be eliminated or streamlined, resulting in greater efficiency and satisfaction (Kaldenberg & Regrut, 1999). From a motivational standpoint, viewing the work itself as a motivational device usually has depended on internal motives (intrinsic rewards) concerning the type of work employees engage in and their personal beliefs about the work they perform. Amid all material published concerning the phenomenon of motivating employees in the workplace, very little addresses how managers can use employees' work to enhance their professional confidence or how managers can use that work experience to help motivate employees toward better quality work or productivity (White, 2001).

2. Salary and payment

Pay was one of the most important factors. It was critical that the employees in an organization felt that the pay and remuneration packages they received were competitive when compared to other organizations (Smith, Kendall, and Hulin, 1969). Base pay consists of the basic wage or salary paid employees in exchange for doing their jobs. The basic compensation can be determined by all kinds of economic factors. Also to induce employees to be more productive or to attract and retain top performers, many organizations offer them the incentives such as commissions, bonus and profit-sharing plans and benefits which are additional nonmonetary forms of compensation such as health insurance. According to Kreitner (2004), salary and pay is also the kind of rewards which can improve performance and every categories of pay should be able to satisfy the individual needs. It is also an important variable that is linked to some rather significant

organizational outcomes. For example, some evidence suggests that dissatisfaction with pay may lead to decreased job satisfaction, decreased motivation and performance, increased absenteeism and turnover, and more pay-related grievances and lawsuits (Cable & Judge, 1994; Gerhart & Milkovich, 1990; Huber & Crandall, 1994; Huselid, 1995; Milkovich & Newman, 2002).

3. Job advancement (growth opportunity)

Promotion is moving an employee to a higher-level position. And it can be the most obvious way to recognize and promote that person's superior performance. Reward loyalty and performance with advancement. If organization do not have an open position to which to promote a valuable employee, consider giving him or her a new title that reflects the level of work he or she has achieved. When feasible, support employees by allowing them to pursue further education, which will make them more valuable to your practice and more fulfilled professionally (Kaldenberg & Regrut, 1999). This was important especially for employees who were top performers or in others words, who had high performance in the organization, these people were no doubt considered as capable employees and had good job opportunities outside the organization. If the firm did not provide job that had good promotional opportunity, it was likely that these high performers group would be easily to move to other companies (Smith, Kendall, and Hulin, 1969).

4. Work environment

Much research was conducted many aspects of work environment such as the quality of leadership, advancement opportunity, job security and characteristics of physical and psychological work climate like lighting, temperature, noise, workspace design, and working hours or job's psychological climate, including factors such as fatigue and boredom. These effects are subject to greater individual variation in terms of satisfaction and performance. However, working condition should foster a productive working climate to maximize efficiency and productivity. Also negative aspects of job environment can produce undesirable effects, such as absenteeism, turnover and low productivity (Duane Schultz, 1998).

5. Flow of communication

If communication in organizations is truly important, it should relate directly to important outcomes such as satisfaction and performance (O'Reilly and Pondy, 1979). The flow of communications can be downward, upward, and lateral. Downward communication consists of those messages sent from supervisors to subordinates. Most commonly, they are instructions or directions concerning job performance, information about organization's procedures and policies, feedback to subordinates concerning job performance or information to assist in the coordination of work tasks. Upward communication is the flow of messages from the lower levels of the organization to the upper levels. It can involve complaints and suggestions for improvement from lower level

workers, and is significant because it gives subordinates some input into the functioning of the organization. And Lateral communication is the messages between two parties at the same level in the organization hierarchy. It can help in coordinating workers activities within or between departments, thereby leading to increase productivity (Katz & Kahn, 1966). We can view performance on a number of levels, including individual task performance, group productivity and the effectiveness of entire organizations. Research shows that communication and its flow do influence performance. The knowledge of the results and feedback facilitate performance. whether the feedback comes from the organization, a supervisor, co-workers, or the task itself, it has both informational and motivational components (Greller & Herold, 1975).

2.2 Job Performance

Job performance is the identification of organization's development and success. The performance of all members of any work group impacted one's personal achievements and vice versa one's performance is to increase one's associate's achievements. Possibly, to increase high work performance is to increase work satisfaction.

2.2.1 Definitions

Byars and Rue (1984), defined job performance as “Performance refers to degree of accomplishment of the tasks that make up an individual’s job. Job performance is the quantity and quality of task accomplishments by an individual or group at work”. Performance, as is commonly said, is the “bottom line” for people at work. It is a cornerstone of productivity and it should contribute to the accomplishment of organizational objectives (Schermerhorn, Jr. 1993).

Job performance is behaviors that are relevant to the organization’s goals and can be measured in terms of each individual’s proficiency, or level of contribution. According to this definition, job performance describes what people do, not the results of those actions (Wright and Noe, 1996).

Job Performance is the outcome of jobs which relate to the purposes of the organization such as quality, efficiency and other criteria of effectiveness (Gibson, 1997). It reflects how well an individual is fulfilling the requirements of a job”, often confused with effort, which refers to energy expended, performance of measured in terms of results (Lyoyd L. & Leslie W, 2000).

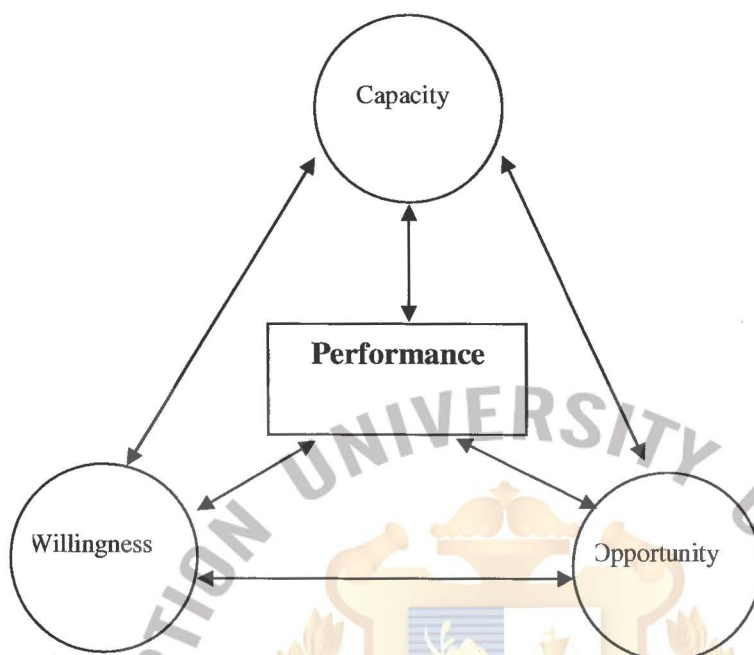
2.2.2 Theories and previous studies relating to job performance

McCloy, Campbell, and Cudeck (1994), defined job performance as “behaviors or actions that are relevant to the goals of the organization in question”. Organizational psychologists and others who study organizations and the behavior of people in them are concerned with a host of issues, but job performance remains the bottom line. Unless employees do their jobs, the organization will ultimately fail. As with all other human behaviors, the level and quality of work performance are determined by a host of personal and environmental variables.

Bumberg and Pringle (1982), proposed a model of job performance that attempts to incorporate the full range of individual and environmental variables that interact to produce level and quality of individual job performance. The model shown in figure 2.2.2 consists of three components that call capacity, willingness and opportunity to perform.

A basic assumption of the Blumberg-Pringle model is that the variables within each of the components are additive. Of two people with equal ability, the one with the greater energy would have the greater capacity to perform. The components themselves interact multiplicatively; a change in any of the component variables will produce a change in observed performance. A favorable environment may increase employee willingness which in turn gives him or her performance experience. Overtime, this experience is likely to increase the employees' skills and knowledge.

Figure 2.2.2: the model of work performance determinants



Source: M. Blumberg and C. D. Pringle (1982), "The Missing Opportunity in Organizational research: Some implications for a theory of job performance." *Academy of Management Review*

Capacity consisted of ability, age, health, knowledge, skill, intelligence and level of education. Capacity to perform is determined by a class of variables made up of relevant physical, physiological, knowledge and skill attributes. As confirmed by many researchers over the years, job-related ability is basic (Coward & Sackett, 1990). The degree to which a significant lack of ability may be compensated for by other characteristics and behavior (such as effort or dependability) is limited.

Willingness variables encompass a host of individual psychological characteristics among which are values, beliefs, attitudes, certain personality traits, and perceptions. Most of these variables are incorporated into the various motivation and job

satisfaction theories including perceptions of reward equity, personal values relevant to work and its outcomes, beliefs in self-efficacy, perception of job characteristics, and expectations of various kinds such as good performance will be rewarded (Adam, 1965).

Opportunity to perform is environmental variables that include in the opportunity component. Peter and O'Connor (1980), review many examples of the kinds of environmental factors that organizational psychologists have discovered are relevant to performance variation among employees. Among them are task preparation, budgetary support, time availability, tools and equipment, materials and supplies, job-related information, and required service and help from others. Research continues to support the position that such variables operate as constraining variables in the work environment, and that they affect performance independently of ability or motivation (Steel, Mento & Hendrix, 1987).

2.2.3 Job performance outcomes

Job performance includes a number of outcomes as following;

1. Organizational development and success

It is a planned, managed, systematic process to change the culture, systems and behavior of an organization in order to improve the organization's effectiveness in solving its problem and achieving its objectives. Organizational development is both a general philosophy about the nature of modern organizations as well as a discipline that studies

ways to help organizations be more effective and support the long-term organizational improvement (Bruke, 1987). Moreover, many organizational development programs use team approaches to deal with problems at the group or organizational level, rather than focusing on problem associated with individual workers. One goal of such programs is to help the organization become aware of its own operations and problems (Friedlander, 1980). Relationship of people in the organization plays important role since, often this is done by opening up organization communication channels and increasing members' involvement in the planning and execution of work activities. The rational is that workers who are more involved in and have a better understanding of important organizational processes will be more committed to helping the organization to achieve its goal effectively (French, 1969).

2. Individual achievement and employee improvement

Individual Achievement is ability to demonstrate accomplishment of some outcome for which learning experiences were designed or it can be a measurement of what a person knows or can do after training which derive from supportive environment. It is the successful performance, especially by means of exertion, skill, practice, or perseverance. “Having once decided to achieve a certain task, achieve it at all costs of tedium and distaste. The gain in self confidence of having accomplished a tiresome labor is immense” (Thomas A. Bennett, 1976)). “For what is the best choice, for each individual is the highest it is possible for him to achieve.”(Aristotle, b. 384 - d. 322 BC). Individual Achievement can be measured by Promotion, one of the determinants in job satisfaction,

is the indicator of personal achievement as it is an increase in position in a hierarchy. For many employees, promotions don't happen often; some never experience even one in their careers. Managers making promotion reward decisions attempt to match the right persons with the jobs. Criteria often used to reach promotion decision are performance and seniority. Performance, if it can be accurately assessed, is often given significant weight in promotion reward allocations (James L. Gibson, 1997).

3. Effectiveness and efficiency

Effectiveness is an output measure of task or goal accomplishment (Schermerhorn & Chappell, 2000). Managers typically either "Do things right" or "Do the right things." Doing things right means efficiency - getting the most from your resources, whether they're people or products. Doing the right things means effectiveness - setting the right goals and objectives and then making sure they're accomplished. Efficiency is a measure of speed and cost. Efficiency says "Getting someone in here fast is more important than getting the right person in here later." Effectiveness is a measure of quality. Effectiveness says the opposite: "Getting the right person in here is more important than how fast they get here." (Drucker, 2002). It is the positive outcome from effective performance as effectiveness is related to and measurement of job satisfaction and human relation since it is the result from co-workers, work itself and even supervision (Knopp & Robert, 2000).

4. Productivity

Productivity is the quantity and quality of work performance, with resource utilization taken into account (Schermerhorn & Chappell, 2000). It is the amount of output created in terms of goods produced or services rendered per unit input used. For instance, labor productivity is typically measured as output per worker or output per labor-hour. Reiterating Guzzo's claims that "productivity may mean different things to different people", he has recently noted the wide range of meanings attaching to the term productivity: The term has been used to refer to individuals, groups, organizational units, entire organizations, industries, and nations. (Pritchard, 1995). Research suggests a positive relationship between satisfaction and productivity. Satisfaction with the dimensions of autonomy, skill variety, task identity and job feedback was strongly related to increased productivity (Duane, 1990). Enhancing productivity is also the result from human relation in terms of technical or functional skill in performing the tasks, problem-solving and decision-making skills that lead to optimum result and interpersonal skills by using effective communication throughout the organization.

5. Competency

It is knowledge, skill and attribute needed for the specific job role. It regards to the conditions when people understand their role and have clarity about their goal so they can add value on their work for the organization. And it would be benefit to the organization if they feel challenge by their work. It also indicates the well-trained and professional

ability to perform the tasks. A competency is an underlying characteristic of an individual that is causally related to criterion-referenced effective and/ or superior in a job or situation. It also covers the ability to do the presentation, to answer the customer's questions, to solve the problem for example in collecting the data or to manage the focus group (Spencer, 1993). Once workers clearly understand their role, see how they add value, feel challenge by their works and have clarity about their goal, they become committed to their work and their organization and these lead to the core competency and skill influencing on organization' success.

6. Quality and better service

Quality is a customer determination, not an engineer's determination, not a marketing determination or a general management determination. It is based upon the customer's actual experience with the product or service, measured against his or her requirements – stated or unstated, conscious or merely sensed, technically operational or entirely subjective – and always representing a moving target in a competitive market. Product and service quality can be defined as “The total composite product and service characteristics of marketing, engineering, manufacture, and maintenance through which the product and service in use will meet the expectations of the customers” (Armand V. Feigenbaum, 1991). Commitment is good for business in three general ways in enhancing employee persistence, promoting citizenship behavior and increasing organizational performance in terms of boosting sales, better services and higher product quality.

2.3 Job satisfaction and Job performance

Although most theorists agree that job satisfaction is related to job performance, meta-analytic studies have shown only a weak relationship (Iaffaldano & Muchinsky, 1985). One of the most basic questions is whether increased job satisfaction causes increased job performance vice versa.

“A happy worker is a good worker” is a very appealing idea to investigate this study because it does not hold up empirically. The results from many previous examination of the hypothesis that job satisfaction causes better job performance offer little evidence of such a relationship or even for a reliable positive correlation between these two variables (Ostroff, 1992). On the other hand, some researchers argue that the results are equally inconclusive with respect to the hypothesis that there is no such relationship (Jewell, 1998). As a result of this ambiguity, this relationship continues to stimulate research and re-examination of previous attempts. Therefore, this paper strives to describe the relation of job satisfaction and job performance, keeping in mind the value this relation has for organization.

Satisfaction might lead to performance that is people who like their jobs work harder and therefore, perform better (Spector, 1996). The figure below showed the model illustrating job satisfaction leads to increased effort on the job, which lead to job performance.

Figure 2.3: The relationship between job satisfaction and job performance



Source: Paul E. Spector. (1996). Industrial and organizational psychology: Research and practice

By the way, Cherrington and his colleagues (1971), had produces both positive and negative correlations between job satisfaction and job performance in their laboratory experiment by manipulating the connection between job performance (dependent variable) and the formal reward of a financial bonus (independent variable) for that performance. Under the hypothesis of an inherent causal relationship between job satisfaction and job performance, the subjects in the study who reported to the greatest satisfaction to the end of the first hour should have been the subjects whose performance improved most during the second hour. Contrary to expectation, better second-hour performance in the experiment was achieved by those subjects who learned from the bonuses paid at the end of the first hour that there was a connection between what they did and whether they received a bonus.

What the finding means is that a positive correlation between job satisfaction and job performance depends on the degree to which the same rewards are involved in both. If employee satisfaction depends on considerably on being rewarded at a level that seems consistent with performance, satisfaction and performance will be related positively under appropriate reward systems. However, some people do not define job satisfaction in terms of rewards. The attitude and measurement of employees' job

satisfaction can vary according to individual's difference. It depends on the possible source of different conditions for different people to be identified, for example, when conditions that produce job satisfaction like opportunity to socialize and job security have nothing to do with job performance so the result shown that there is no relationship between the two variables to be observed (Jewell, 1998).

Fisher (1980), pointed out that low satisfaction-performance correlation often emerge because researchers try to relate a general attitude (overall satisfaction) with a specific behavior (performance of some task). He contends that researchers should use attitude measures that are as specific as the performance measures. Without such a fit of the two variables will probably never correlate highly or can be even none correlate (Muchinsky, 1993).

Joseph K (2004), had conducted to research to investigate the relationship among working condition, job satisfaction and Teachers performance in Private schools under Kottayam Cooperative Agency, Kerala, India. This study was conducted to determine the level of teachers' job satisfaction and performance as perceived by the teachers that need to be improved. This study included a sample of 120 teachers from ten private schools under Kottayam Cooperative Agency, Kerala, India. In this investigation, the instrument was developed from the literature reviews, related researches, and experiences and based on Minnesota Questionnaire. Questionnaire was employed to evaluate teachers' satisfaction and performance and to identify areas of teachers' less satisfaction and poor performance to improve them so that teachers may perform better. The results of the

study showed high satisfaction and better performance among the teachers. Regarding Working Conditions, while the teachers are highly satisfied with Co-workers and satisfied with Overall Working Conditions and Administrative style (relationship) of the Administrator, they are satisfied only partially with the present Compensations.

Regarding the job Satisfaction, teachers are satisfied with the Motivation given to them and they have a positive Attitude to their job. They are satisfied with their performance in the present situation. It means that there should be an evaluation of the present compensations given to the teachers in private schools under Kottayam Cooperative Agency Kerala, India. The teachers of these schools find a high correlation of Administrative style (relationship) of the Administrators, Supportive Co-workers, Compensations, Workload, and Overall Working Conditions with Teachers' performance and job satisfaction. They also find a high relationship of Motivation, Attitude towards work and Overall job satisfaction with performance.

The result from the regression analysis showed that in Working Conditions Administrative style of the Administrator (Relationship with the Administrator), Compensations, Workload and Overall Working Conditions are able to predict the performance, while Administrative style of the Administrator (Relationship with the Administrator), Compensations, and Overall Working Conditions are able to predict the satisfaction at 0.01 significant level. In job Satisfaction, Motivation is able to predict the Teachers' performance at 0.01 significant level while Attitude towards work and Overall job satisfaction are able to predict the teachers' performance at 0.05 level of significance.

Thus the study reveals that there is a relationship between Working Conditions, Administrative style of the Administrator (Relationship of the Administrator with the Subordinates), Supportive Co-workers, Compensations, Workload and Overall Working Conditions, job satisfaction, Motivation, Attitude towards work and overall job satisfaction and Teachers' performance.

2.4 Theoretical framework

According to the literature related in this chapter, some sets of the theories have been applied for this study. The theories used in describing and clarifying satisfaction hereby consist of Need-Hierarchy theory and two-factor theory.

Needs-Hierarchy theory was developed by Abraham Maslow, a founder of humanistic psychology. According to Maslow, people constantly desire better circumstances. They always want what they do not yet have. Consequently, needs that have been satisfied are no longer capable of motivating behavior and a new needs rises to prominence. Lower level needs must be satisfied before attention can be paid to higher level needs. The five categories of needs from lowest to highest are physiological needs, safety needs, belonging and love needs, esteem needs and self-actualization needs.

According to Maslow's need hierarchy theory, once people have satisfied their lower-level needs, they will pay attention to higher-level needs. And when their needs have been fulfilled in proper order, it directly leads to motivation and satisfaction.

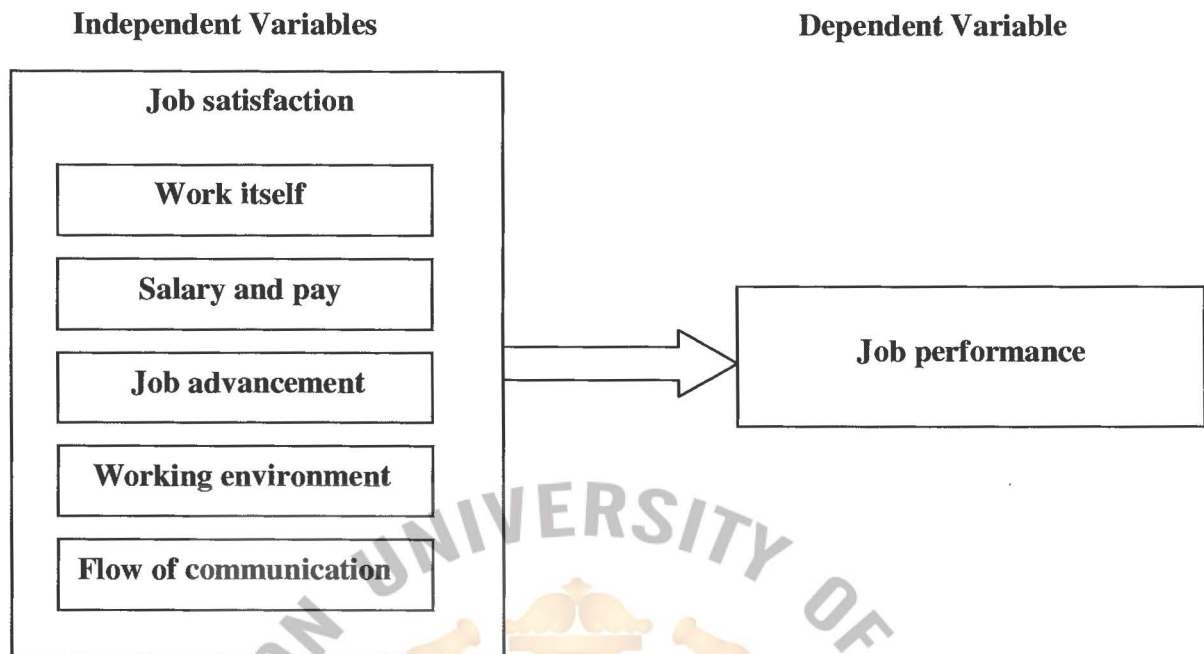
Two-factor (hygiene-motivator) theory of Herzberg divides the factors of work into two separate categories, hygiene factors and motivators. Hygiene factors relate to the conditions under which the work is done. Motivators relate to the work itself (intrinsic motivation).

The Herzberg's theory can conclude that only motivators needs produce job satisfaction and motivate employees to high job performance.

Bumberg and Pringle also proposed the model that stated the determinants of work performance. Their theories believe that together, capacity, willingness and opportunity combined can produce observed job performance.

2.5 Conceptual Framework of the study

The conceptual framework of this research derived from the theoretical framework above which lead to the model of the relationship between employees' job satisfaction and employees' job performance as following:



The conceptual model shows the overall picture and direction of this study which has investigated job satisfaction in terms of work itself, salary and pay, job advancement, working environment and the flow of communication and their association with job performance. The research paradigm comprises of dependent and independent variable. Job performance is determined to be the dependent variable which can be measured by the outcomes namely organizational development and success, individual achievement and employee's improvement, effectiveness and efficiency, productivity, competency and quality and better service. While job satisfaction in the framework can be measured separately by work itself, salary and pay, job advancement, working environment and flow of communication respectively.

Table 2.5: Conclusion independent variables and dependent variable of the study

Independent variables	Dependent variable
Job satisfaction	Job performance
- Work itself	Job performance
- Salary and pay	Job performance
- Job advancement	Job performance
- Working environment	Job performance
- Flow of communication	Job performance



2.6 Operationalization of the Independent and Dependent Variables

Table 2.6: Operationalization of the Independent and Dependent Variable

Concept	Conceptual Definition	Operational Components	Type of Measurement
Job Satisfaction	The positive and negative feeling and attitudes about one's job (Ronald, 1990).	<ul style="list-style-type: none"> - Work itself; the nature of the work such meaningful and important work, the work that give the sense of challenge and allow people to exercise their skill and knowledge. - Salary and pay; the monetary extrinsic reward or incentive that can fulfill people in both physiological need and also upper level needs. - Job advancement; it can be promotion opportunity offered to the employees in order to remain high performers in the company. - Working environment; the physical and psychological conditions of workplace resulting in people's satisfaction and their behavior. - Flow of communication; The way information was transmitted within the organization can be downward, upward and lateral 	Likert Scale (Interval Scale)

Concept	Conceptual Definition	Operational Components	Type of Measurement
Job Performance	The net effect of a person's effort as modified by his/her abilities and traits and by his/her role perceptions (Lloyd L. Byars & Leslie W. Rue, 1984).	<p>Performance outcome</p> <ul style="list-style-type: none"> - Organizational development and success; the strategic process in improving the organization's behavior and its effectiveness resulting from the satisfied performance. - Individual achievement and employee improvement; individual's ability to demonstrate accomplishment of some outcome. - Effectiveness and efficiency; ability to achieve the set goal with quality and ability to utilize the organization's resources. - Productivity; the amount of output created in terms of goods produced. - Competency; the ability to handle the assigned tasks and solve the problem. - Quality and better service; can be measured in terms of customer satisfaction. 	Likert Scale (Interval Scale)

2.7 Research Hypotheses

Research Hypotheses are formulized and assumed consideration statement to support or nonsupport the particular viewpoints by referring the non-correlation and inter-correlation between these factors specifically as following:

- H1:** Job satisfaction in term of the work itself is inter-correlated with job performance
- H2:** Job satisfaction in term of salary and pay is inter-correlated with job performance
- H3:** Job satisfaction in term of job advancement is inter-correlated with job performance
- H4:** Job satisfaction in term of working environment is inter-correlated with job performance
- H5:** Job satisfaction in term of flow of communication is inter-correlated with job performance



CHAPTER III

METHODOLOGY OF THE STUDY

As the researcher conducted the case study of the leading television broadcasting, Bangkok Entertainment Co., Ltd., to further illustrated the steps in the research process. Therefore, this chapter provided the clearer understanding of the research process and how the steps in the research process fit together. It comprised of general procedures, design of the study, draft of the instrument development, population and sampling, collection of the data and proposed data processing and analysis.

3.1 General procedures

Attitude was defined as the certain regularity of an individual feelings, thoughts, and predispositions to act toward some aspect of his or her environments (Secord and Backman, 1969). It is the person's predisposition to think, feel or behave in certain ways toward certain defined targets (Ajzen and Madden, 1986). This research was undertaken by conducting attitude surveys. The study measured the core variables including job satisfaction in terms of work itself, salary and pay, job advancement, working environment and the flow of communication and their relationship toward job performance so the questions relevant to the issues was directly projected to the questionnaire for the target respondents.

Quantitative method or survey research was the method of collecting data for this study. As the researcher wanted to have the representative information and to ensure that all area of employees would be covered in this survey, structured questionnaire was distributed to the number of respondents who work for Bangkok Entertainment Co., Ltd. The samples were diversified and were not based on only any particular department as they all have been considered as a part of organization's success. Also the researcher used survey data collection method which allows the respondents to complete the surveys on their own (self-administered).

3.2 Research Design

The researcher decided to use descriptive research design in conducting the survey in order to describe our independents which are job satisfaction in terms of work itself, salary and pay, job advancement, working environment and flow of communication and one dependent variable which is employee's job performance measured by its outcome which are organization development and success, individual achievement and employee improvement, effectiveness and efficiency, productivity, competency, quality and better service. It was the surveys in which respondents were asked the questions corresponding with the research objectives.

Cross-sectional studies were needed to measure the samples of population at only one point of the time and by using sample surveys, the results were representative of the

specific population of Bangkok Entertainment employees as the case study for this research according to the research hypotheses below;

Table 3.2: The summary table for research hypotheses

Hypotheses	Independent Variables	Dependent Variables
Hypotheses 1	Work itself	Job Performance
Hypotheses 2	Salary and pay	Job Performance
Hypotheses 3	Job advancement	Job Performance
Hypotheses 4	Working environment	Job Performance
Hypotheses 5	Flow of communication	Job Performance

3.3 Draft of Instrument Development

A self –ministered survey is one in which the respondent completes the survey on his or her own (Burn & Bush, 2005). Therefore, the researcher designed the survey questionnaire as the research instrument to answer and clarify the research problems and research objectives. The questions in each part was composed and reviewed to provide the data needed for this study regarding to the hypotheses and main variables.

The questionnaires were distributed to both male and female employees of Bangkok Entertainment Co., Ltd., Maleenon Tower, Rama 4, Bangkok, Thailand. The questions were separated into 3 main parts regarding to both independent variables,

dependent variable and also personal data needed. There were totally 36 questions projected in the questionnaire.

By using question-response formats, both five Likert scale have been used as the measurement for surveying the respondents' attitude and also multiple choice for answering personal data (demographic profile).

Part I. Job satisfaction

This part contained of questions for measuring employees' satisfaction toward their current work itself, salary and pay, job advancement, working environment and flow of communication. The study used "interval" scale for this part.

✓ Part II. Job performance

The questions were about the measurement of employees' performance and their work outcome in terms of organization development and success, individual achievement and employee improvement, effectiveness and efficiency, productivity, competency, quality and better service. This part also used "interval" scale to survey the information.

Part III. Personal data

The respondents were asked about their personal demographic data. "Nominal" scale has been used in this part.

As questions were divided into three major parts, the numbers of questions were allocated as following;

Part I.	Job satisfaction	
	Work itself	(5 questions)
	Salary and pay	(5 questions)
	Job advancement	(5 questions)
	Working environment	(5 questions)
	Flow of communication	(5 questions)
Part II.	Job Performance outcome	(7 questions)
Part III.	Personal Data	(4 questions)

Average weighted means have been assigned to the categories of rating as following;

Descriptive rating	
Strongly Agree	5 points
Somewhat Agree	4 points
Neither Agree nor Disagree	3 points
Somewhat Disagree	2 points
Strongly Disagree	1 point

From above, the study can be summarized the independent variables, dependent variable and their order of questions in the table 3.3 as follow:

Table 3.3: The Operationalization of Variables and Variable Measurement

Independent Variable	Operational Components	Measurement	Number
Job satisfaction (Independent variable)	Employees' satisfaction in terms of - Work itself - Salary and pay - Job advancement - Working environment - Flow of communication	Interval scale	Part I 1-5. 6-10 11-15 16-20 21-25
Dependent Variable	Operational Components	Measurement	Number
Job performance (Dependent variable)	Employees' job outcome - Organizational development and success - Individual achievement and employees improvement - Effectiveness and efficiency - Productivity - Competency - Quality and better service	Interval scale	Part II 26 27 28-29 30 31 32

3.4 Reliability Pre-test (Pilot study)

Pretest was conducted to find the degree of reliability for the questions in questionnaire. It based on 30 samples of questionnaires. Consequently, the Cronbach's alpha coefficient can be calculated by using SPSS program and the acceptable scale for reliability is normally 0.6 at least.

Table 3.4: The summary of Cronbach's alpha Coefficient value for all variables

Variables	Value of Alpha Coefficient
Work itself	0.808
Salary and pay	0.852
Job advancement	0.739
Working environment	0.791
Flow of communication	0.845
Job performance	0.878

As the value of Cronbach's alpha Coefficient for each variable is more than 0.6 so it is applicable for the study.

3. 5 Population and Sampling

Population is defined as the entire group under study as specified by the objectives of the research project (Burn & Bush, 2005).

The researcher used the appropriate sample size of Bangkok Entertainments' employees to represent their attitude toward their work depending on research objectives. By probability sampling plan, every employees in every departments of the company both male and female in every level has the equal chance of being included in the sample, thus, the questionnaires were distributed to all employees in Bangkok Entertainment Co., Ltd.

Sampling Unit

To determine sample sizes needed, probability level selected for the study was 0.5 which was particularly important as indicated the 95% confident limit.

Sample size

In determining sample size, the researcher used the below formula, which have been applied when the number of respondents have specified.

Standard sample size formula for a percentage: $n = \frac{Z^2 (pq)}{e^2}$

Where

N = the sample size

Z = square of the confidence level in standard error units (estimated with 95 percent confidence, so $Z = 1.96$)

P = estimated percent in the population, expressed as 50% – 50% “worst case” approach according to the uncertain variability

$$q = 100 - p$$

e = acceptable sample error (5%)

The computations are as follows:

$$\begin{aligned}
 N &= \frac{1.96^2 (pq)}{e^2} \\
 \text{Sample size computed} &= \frac{3.84 (2,500)}{0.05^2} \\
 \text{with } p = 50\%, q = 50\%, & \\
 \text{and } e = 5\% & \\
 &= \frac{9,600}{25} \\
 &= 384
 \end{aligned}$$

Therefore, a total of 384 respondents from Bangkok Entertainment, are selected as a sample size of this study.

3.6 Collection of the Data

Primary data are information that is developed or gathered by the researcher specifically for the research project at hand. Secondary data have previously been gathered by someone other than the researcher and/or for some other purpose than the research project at hand (Burn & Bush, 2005).

Information sources for this study came from both primary and secondary data combined together to be the important elements of this complete research as primary data on employee's attitude toward their works has been gathered specifically for the research objective by using questionnaire and also secondary data has been gathered from many

tools including text book, published source such as journals and articles and also online information database which they were useful in terms of background of information and reliable previous theories for supporting the study.

384 questionnaires were distributed to Bangkok Entertainments' employees at their head office, Maleenon Tower, Rama 4, Bangkok.

3.7 Proposed Data Processing and Analysis

Here, the researcher use SPSS version 14 (Statistic Package for the Social Sciences) to conduct basic descriptive data analysis and determine the relationship between the job satisfaction and employees' job performance.

Multiple regression technique has been applied for hypotheses testing in analyzing the association between independent variables which are job satisfaction in terms of work itself, salary and pay, job advancement, working environment and flow of communication and its effect on the dependent variable which is the job performance.

The multiple regressions is computed as:

$$y = a + b_1x_1 + b_2x_2 + b_3x_3 + \dots + b_mx_m$$

Where;

y = the dependent, or predicted, variable

x_i = independent variable i

a = the intercept

b_i = the slope for independent variable i

m = the number of independent variables in the equation

Table 3.7-1: The summary of statistical method test for each hypotheses: Independent and Dependent Variables

Hypotheses	Multiple Regression Analysis		
	Correlation	Independent Variables	Dependent Variable
H1	Inter-correlation	Work itself	Job Performance
H2	Inter-correlation	Salary and pay	Job Performance
H3	Inter-correlation	Job advancement	Job Performance
H4	Inter-correlation	Working environment	Job Performance
H5	Inter-correlation	Flow of communication	Job Performance

The researcher used multiple regression technique in this research as a tool to answer which factor affects the dependent variable, which way each factor influences the dependent variable, and how much each factor influence it.

According to Cohen (1988), suggested the following interpretation for correlation in psychological research. As Cohen himself has observed, however, all such criteria are in some ways arbitrary and should not be observed too strictly. This is because the interpretation of a correlation coefficient depends on the context and purposes. A correlation may be very low if one is verifying a physical law using high quality instruments, but may be regarded as very high in the social science where there may be a greater contribution from complicating factor.

Table 3.7-2: The interpretation of correlation coefficient

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

Source: <http://en.wikipedia.org/wiki/Correlation>, retrieve on 8 Oct, 2006

3.8 Summary

The research design needed to be considered for this study was descriptive approach to determine the frequency and investigate the relationship and association between independent variables which is job satisfaction in terms of work itself, salary and pay, job advancement, working environment and flow of communication and dependent variable which is employees' job performance in terms of its performance outcome which are organization development and success, individual achievement and employee improvement, effectiveness and efficiency, productivity, competency, quality and better service. The researcher used questionnaire (Five-Likert Scale) as the survey instrument in this study. The questions consisted of attitude's survey section which relevant to all core variables in the study and also demographic section. The selecting target respondents were 384 employees both male and female of Bangkok Entertainment Co., Ltd., Bangkok, Thailand. Also the researcher used multiple regression technique to test the relationship of one dependent variable and two or more independent variables in order to test hypotheses. In order to measure employees' attitude, SPSS program has been employed to analyze and interpret the data collected from respondents.

CHAPTER IV

DATA ANALYSIS AND RESULT

This chapter reports the findings from data analysis in order to answer the proposed hypotheses and research questions of this study. The interpretation of findings from the returned questionnaire from target respondents begins with the descriptive data of respondents' demographic profile and then hypotheses testing by using multiple regression analysis.

4.1 Descriptive data analysis

Descriptive statistic profile of the respondents consists of gender, age, education level and their monthly income.

Figure 4.1-1: Gender of respondents

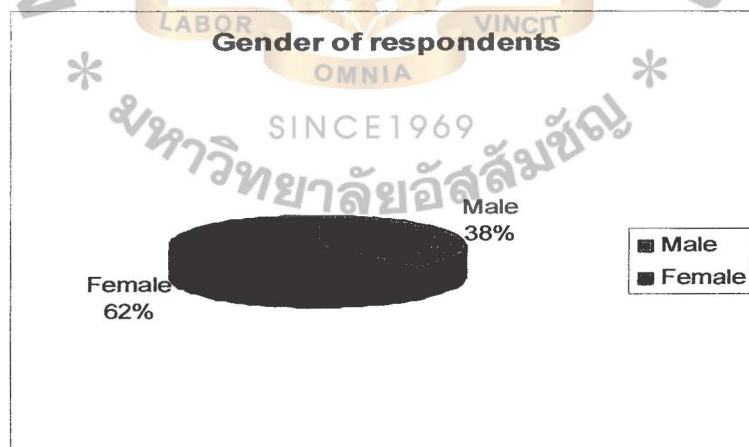


Figure 4.1-1 shows that from 384 totally respondents, 146 respondents are male while 238 respondents are female which can calculate as 38% and 62% respectively.

Figure 4.1-2: Age of respondents

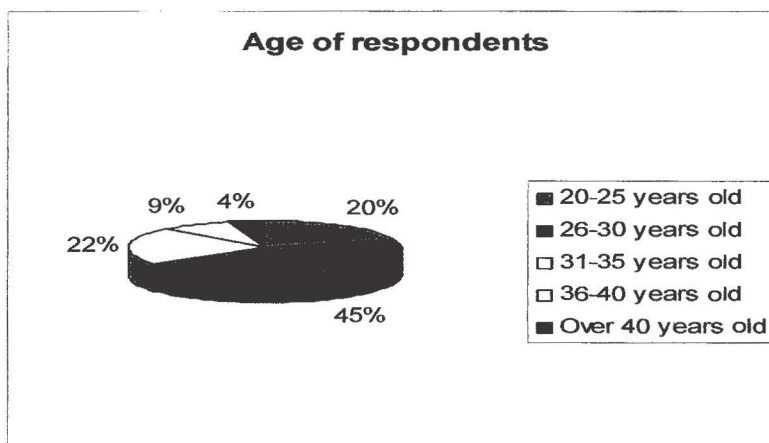


Figure 4.1-2 shows that 45% are aged between 26-30 years, 22% are aged between 31-35 years, 20% are aged between 20-25 years, 9% are aged between 36-40 years and the number of respondents who aged more than 40 years is just 4%.

Figure 4.1-3: Education level of respondents

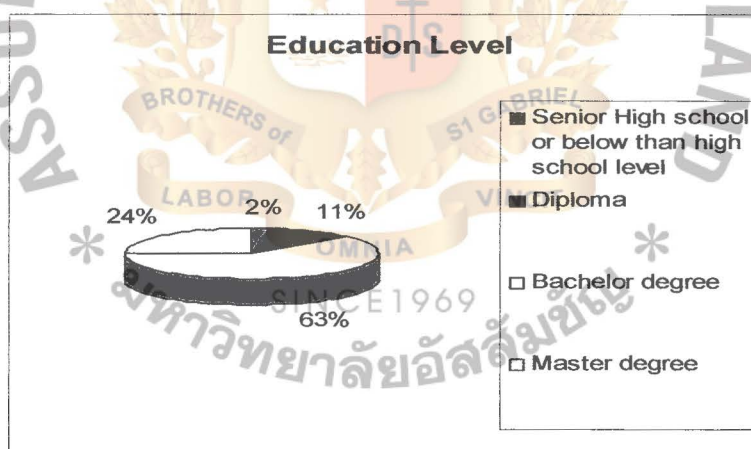


Figure 4.1-3 illustrates the education level of the respondents 63.0% graduated from Bachelor degree, 24% graduated from Master degree, 11% graduated from Diploma and 2% graduated from senior high school or below than high school level.

Figure 4.1-4: Income level of respondents

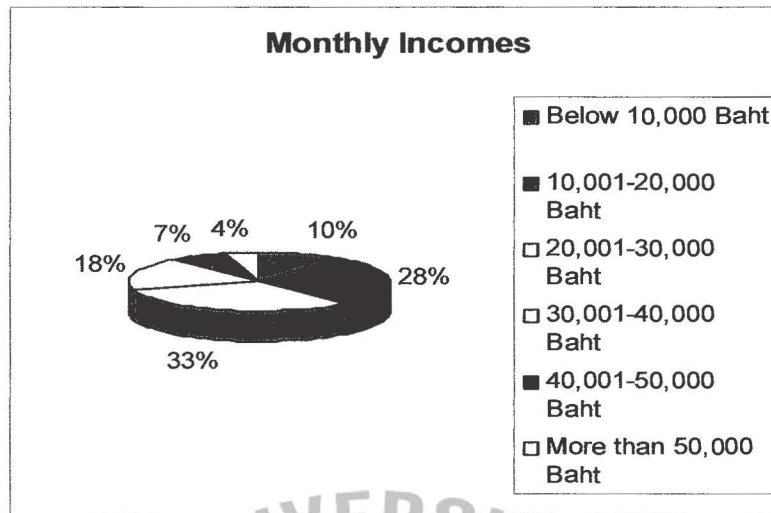


Figure 4.1-4 represents the monthly income level of the respondents which 33% have income level between 20,001-30,000 Baht, 28% have income level between 10,001-20,000 Baht, 18 % have income level between 30,001-40,000 Baht, 10% have income level below than 10,000 Baht, 7% have income level between 40,001-50,000 Baht and 4% have income level more than 50,000 Baht respectively.

4.2 Multiple regression analysis

Multiple regression analysis was employed as the tool for the study in testing the relationship between the independent variables which are job satisfaction in terms of work itself, salary and pay, job advancement, working environment and flow of communication and their effect on the dependent variable which is job performance. This technique can clarify the degree of each independent variable that has the influence on the dependent variable from the least to the most.

Table 4.2: Multiple regression Analysis between employees' job satisfaction in terms of work itself, salary and pay, job advancement, working environment and flow of communication and their job performance (employees of Bangkok Entertainment, Co.,Ltd)				
Model		R-square*	Beta*	t*
R	Job satisfaction	0.391	-	-
Coefficients	Constant	-	1.11	6.427 Sig.(0.01)*
	Work itself	-	0.252	5.126 Sig.(0.01)*
	Salary and pay	-	0.116	2.245 Sig.(0.025)*
	Job advancement	-	0.118	2.151 Sig.(0.032)*
	Flow of communication	-	0.304	6.271 Sig.(0.01)*

*Significant at the 0.05 level 1-tailed

a. Predictors: (Constant), Job satisfaction in terms of work itself, salary and pay, job advancement, working environment and flow of communication.

b. Dependent Variable: Employees' job performance.

*** Remark:** R^2 = Square Multiple Correlation

β = Unstandardized Coefficients

t^* = Level of Significance

Regression analysis Model in Table 4.2 indicates that all of independent variables excluded working environment (work itself, salary and pay, job advancement, and flow of communication) can be explained the effect on employees' job performance (dependent variable) at 39.1% ($R^2 = 0.391$). It can be concluded that there is evidence for the relationship between these four variables which are work itself, salary and pay, job advancement, and flow of communication toward the employees' job performance.

Hypotheses 1 Testing

H1: There is inter-correlation between the job satisfaction in term of the work itself and job performance

*Hypotheses testing at 95 percent of confidence level (Sig. < 0.05)

From the multiple regression analysis in Table 4.2, the degree of relationship between job satisfaction in term of work itself and job performance with a significant value of 0.01 which is less than 0.05 so the null hypotheses is significant. It can be inferred that there is inter-correlation between work itself and employees' job performance. With the beta coefficient value of satisfaction in term of work itself in Table 4.2, represents at 0.252, it means that work itself has high contribution to explain the employees' job performance comparing to the other measurements of job satisfaction.

Hypotheses 2 Testing

H2: There is inter-correlation between the job satisfaction in term of the salary / pay and job performance

Hypotheses testing at 95 percent of confidence level (Sig. < 0.05)

From the multiple regression analysis in Table 4.2, the degree of relationship between job satisfaction in term of salary and pay and job performance with a significant value of 0.025 which is less than 0.05 so null hypotheses is significant. It can be inferred that there is inter-correlation between salary and pay and employees' job performance. With the beta coefficient value of satisfaction in term of salary and pay in Table 4.2, represents at 0.116, it means that salary and pay has lowest contribution to explain the employees' job performance comparing to the other measurements of job satisfaction.

Hypotheses 3 Testing

H3: There is inter-correlation between the job satisfaction in term of job advancement and job performance

* Hypotheses testing at 95 percent of confidence level (Sig. < 0.05)

From the multiple regression analysis in Table 4.2, the degree of relationship between job satisfaction in term of job advancement and job performance with a significant value of 0.032 which is less than 0.05 so null hypotheses is significant. It can be inferred that there is inter-correlation between job advancement and employees' job performance. With the beta coefficient value of satisfaction in term of job advancement in Table 4.2, represents at 0.118, it means that job advancement has low contribution to explain the employees' job performance comparing to the other measurements of job satisfaction.

Hypotheses 4 Testing

H4: There is inter-correlation between the job satisfaction in term of working environment and job performance

* Hypotheses testing at 95 percent of confidence level (Sig. < 0.05)

From the multiple regression analysis in Table 4.3.1, the degree of relationship between job satisfaction in term of working environment and job performance with a significant value of 0.918 which is more than 0.05 so null hypotheses is not significant. It can be inferred that there is non-correlation between working environment and employees' job performance.

Hypotheses 5 Testing

H4: There is inter-correlation between the job satisfaction in term of flow of communication and job performance

* Hypotheses testing at 95 percent of confidence level (Sig. < 0.05)

From the multiple regression analysis in Table 4.2, the degree of relationship between job satisfaction in term of flow of communication and job performance with a significant value of 0.01 which is less than 0.05 so null hypotheses is significant. It can be

inferred that there is inter-correlation between flow of communication and employees' job performance. With the beta coefficient value of satisfaction in term of flow of communication in Table 4.2, represents at 0.304, it means that flow of communication has highest contribution to explain the employees' job performance comparing to the other measurements of job satisfaction.

4.3 Summary of Hypotheses Testing Results

Table 4.3.1: Summary of the hypotheses testing results by using multiple regression analysis.

Hypotheses Test for Relationship (Multiple Regression Test)	β	Sig. (2-tailed)	Result
H1: There is inter-correlation between job satisfaction in term of work itself and employees' job performance.	0.252	0.01	Fail to reject H1
H2: There is inter-correlation between job satisfaction in term of salary / pay and employees' job performance.	0.116	0.025	Fail to reject H2
H3: There is inter-correlation between job satisfaction in term of job advancement and employees' job performance.	0.118	0.032	Fail to reject H3
H4: There is inter-correlation between job satisfaction in term of working environment and employees' job performance.	0.006	0.918	Reject H4
H5: There is inter-correlation between job satisfaction in term of flow of communication and employees' job performance.	0.304	0.01	Fail to reject H5

*Significant at the 0.05 level 1-tailed

4.4 The Answers of the Research Questions

This study aimed to examine the relationship between job satisfaction in terms of work itself, salary and pay, job advancement, working environment and flow of communication and employees' job performance. After gathering the questionnaire from the target respondents, the result shown from data analysis can answer the research questions as following:

Research Question 1: Are there relationships between job satisfaction in terms of work itself and employees' job performance?

Table 4.2 presents the multiple regression analysis of the relationship between job satisfaction in terms of work itself and employees' job performance. The significant value of the work itself is at 0.01, which is less than 0.05, so null hypothesis is significant. It can conclude that there are the relationship between job satisfaction in terms of the work itself and employees' job performance. Referring to the beta coefficient value of the work itself in Table 4.2, represents at 0.252, it implies that the work itself has high contribution to explain the employees' job performance.

Research Question 2: Are there relationships between job satisfaction in terms of salary and pay and employees' job performance?

Table 4.2 presents multiple regression analysis of the relationship between job satisfaction in terms of salary and pay and employees' job performance. The significant

value of the salary and pay is at 0.025, which is less than 0.05, so null hypothesis is significant. It can conclude that there are the relationship between job satisfaction in terms of salary and pay and employees' job performance. Referring to the beta coefficient value of salary and pay in Table 4.2 represents at 0.116, it implies that salary and pay has lowest contribution to explain the employees' job performance.

Research Question 3: Are there relationships between job satisfaction in terms of job advancement and employees' job performance?

Table 4.2 presents multiple regression analysis of the relationship between job satisfaction in terms of job advancement and employees' job performance. The significant value of the job advancement is at 0.032, which is less than 0.05, so null hypothesis is significant. It can conclude that there are the relationship between job satisfaction in terms of job advancement and employees' job performance. Referring to the beta coefficient value of job advancement in Table 4.2, represents at 0.118, it implies that job advancement has low contribution to explain the employees' job performance.

Research Question 4: Are there relationships between job satisfaction in terms of working environment and employees' job performance?

Table 4.3.1 presents multiple regression analysis of the relationship of the relationship between job satisfaction in terms of working environment and employees' job performance. The significant value of the working environment is at 0.918, which is more than 0.05, so null hypothesis is not significant. It can conclude that there are no

relationship between job satisfaction in terms of working environment and employees' job performance. Referring to the beta coefficient value of working environment in Table 4.3.1, represents at 0.006, it implies that working environment has no contribution to explain the employees' job performance.

Research Question 5: Are there relationships between job satisfaction in terms of flow of communication and employees' job performance?

Table 4.2 presents multiple regression analysis of the relationship between job satisfaction in terms of flow of communication and employees' job performance. The significant value of the flow of communication is at 0.01, which is less than 0.05, so null hypothesis is significant. It can conclude that there are the relationship between job satisfaction in terms of flow of communication and employees' job performance. Referring to the beta coefficient value of flow of communication in Table 4.2, represents at 0.304, it implies that flow of communication has highest contribution to explain the employees' job performance.

CHAPETR V

RECOMMENDATION AND CONCLUSION

This chapter includes a summary of the entire study which is summary of the findings, discussion, and conclusion, implication for practice and recommendation for further study.

5.1 Summary of the study

This research project was conducted by using multiple regression technique to investigate and examining employees' job satisfaction in terms of work itself, salary and pay, job advancement, working environment and flow of communication and their influence employees' job performance. Bangkok Entertainment Co., Ltd. has been chosen as the case study for this paper because the company is well-known and gain acceptance from Thai people as the leading television broadcasting. The company's core business is to produce and broadcast the various kind of interesting and creative TV program for a long time. The sample size of this study included the employees of Bangkok Entertainment. The target respondent needed was 384 numbers of employees. Primary data was collected through structured questionnaires. The questions have been projected from the main variables of the study which is independent variable, job satisfaction measured by the work itself, salary and pay, job advancement, working environment and flow of communication and the dependent variable which is job performance in terms of its outcome which are organizational development and success, individual achievement

and employees' improvement, effectiveness and efficiency, productivity, competency and quality and better service.

5.2 Summary of the findings

From gathering and analyzing the primary data from the target respondents at Bangkok Entertainment Co., Ltd., the findings shown the respondents' personal demographic profile and also the relationship between independent variable which is job satisfaction in terms of work itself, salary and pay, job advancement, working environment and flow of communication and dependent variable which is job performance. The findings can summarize the research hypotheses and answer research questions as following:

Hypotheses 1: Job satisfaction in terms of work itself is inter-correlated with job performance.

Research Question 1: Are there any relationship between employees' job satisfaction in terms of work itself and their job performance?

The result from multiple regressions analysis in table 4.2 shown, the significant value for the work itself toward job performance is at 0.01, which is less than 0.5. Thus, it means the hypotheses1 is significant. And the answer for the research question number 1 is that there is a relationship between job satisfactions in terms of work itself toward employees' job performance.

Hypotheses 2: Job satisfaction in terms of salary and pay is inter-correlated with job performance.

Research Question 2: Are there any relationship between employees' job satisfaction in terms of salary / pay and their job performance?

The result from multiple regressions analysis in table 4.2 shown, the significant value for salary and pay toward job performance is at 0.025, which is less than 0.5. Thus, it means the hypotheses2 is significant. And the answer for the research question number 2 is that there is a relationship between job satisfactions in terms of salary and pay toward employees' job performance.

Hypotheses 3: Job satisfaction in terms of job advancement is inter-correlated with job performance.

Research Question 3: Are there any relationship between employees; job satisfaction in terms of job advancement and their job performance?

The result from multiple regressions analysis in table 4.2 shown, the significant value for job advancement toward job performance is at 0.032, which is less than 0.5. Thus, it means the hypotheses3 is significant. And the answer for the research question number 3 is that there is a relationship between job satisfactions in terms of job advancement toward employees' job performance.

Hypotheses 4: Job satisfaction in terms of working environment is inter-correlated with job performance.

Research Question 4: Are there any relationship between employees; job satisfaction in terms of working environment and their job performance?

The result from multiple regressions analysis in table 4.3.1 shown, the significant value for working environment toward job performance is at 0.918, which is more than 0.5. Thus, it means the hypotheses4 is not significant. And the answer for the research question number 4 is that there is no relationship between job satisfactions in terms of working environment toward employees' job performance.

Hypotheses 5: Job satisfaction in terms of flow of communication is inter-correlated with job performance.

Research Question 5: Are there any relationship between employees; job satisfaction in terms of flow of communication and their job performance?

The result from multiple regressions analysis in table 4.2 shown, the significant value for flow of communication toward job performance is at 0.01, which is less than 0.5. Thus, it means the hypotheses5 is significant. And the answer for the research question number 5 is that there is a relationship between job satisfactions in terms of flow of communication toward employees' job performance.

From all above hypotheses, it can be concluded that every measurements of job satisfaction (hypotheses 1, 2, 3, and 5), except the working environment in hypothesis 4 have the significance influence on the employees' job performance.

5.3 Discussion of the research findings

Job satisfaction refers to the quality add value of consequences already experienced as a result of performance. It is the overall attitude of a person towards his work (Rue and Byars, 1980) while performance refers to the output measured from a task or goal accomplishment in terms of quantity and quality of individual (Rue and Byar, 1997). Apart from the shown significant value from the job satisfaction in terms of work itself, salary and pay, job advancement, and flow of communication that related to the job performance, the beta coefficient values are also stated to predict the contribution level of each independent variable toward the job performance.

5.3.1 Work itself

The research's result for this independent variable is consistent with the research hypotheses and research question. From the multiple regression analysis, the finding illustrates relationship between work itself and job performance with significant value at 0.01. Also the beta coefficient value of the work itself has high contribution to job performance of the employees. From all four satisfactions' measurements in this study which consisted of work itself, salary and pay, job advancement and flow of

communication, work itself were ranged in the second level of influence toward employees' job performance.

This finding can imply that the matter of the work characteristics can lead to the performance improvement of employees in the organization. The challenging and meaningful work, the ability and knowledge relevant to the work, the power to have some control over the work and also the clear direction leading to pursue the work are the elements that the target respondents agree on their presence and they are supposed to be matter not only for fulfilling employees' job satisfaction but also for increasing their performance in working.

As work it self according to Locke (1969), is the extent to which job are considered interesting, challenging and provide opportunity for learning and improving. Employees' daily work and their routine activities should serve as powerful interval motivational force that organization could capitalize upon for wide-spread and long time organizational benefit. Managers can take work itself and use it as the motivational tool to enhance employees' job satisfaction. This approach has given rise to the dramatic increase in performance (John L, 2001). Perhaps most important to employee motivation is helping individuals believe that the work they are doing is important and that their tasks are meaningful. Emphasize that their contributions to the practice result in positive outcomes. Make a big deal out of meaningful tasks that may have become ordinary. Of course, employees may not find all their tasks interesting or rewarding, but the company should show the employee how those tasks are essential to the overall processes that make the practice succeed. The company may find certain tasks that are truly unnecessary

and can be eliminated or streamlined, resulting in greater efficiency and satisfaction and also lead to satisfaction (Syptak, 1999).

Because Bangkok Entertainment Co., Ltd. is the media company so work itself is the element that is rather important. General people perceive the company's image as the famous and successful in producing a variety of TV programs. Entertainment field is challenging and meaningful enough to fulfill individual self-esteem because their work is meaningful to them.

5.3.2 Salary and pay

The research's result for this independent variable is consistent with the research hypotheses and research question. From the multiple regression analysis, the finding illustrates relationship between salary and pay and job performance with significant value at 0.025. Also the beta coefficient value of the salary and pay has lowest contribution to job performance of the employees. From all four satisfactions' measurements in this study which consisted of work itself, salary and pay, job advancement and flow of communication, salary and pay were ranged in the fourth level of influence toward employees' job performance.

This finding can imply that the matter of the salary and pay can somehow also lead to the performance improvement of employees in the organization. Salary, bonus, welfare, overtime payment and also the appropriated reward system in the organization should not be overlooked as it is relevant to the employees' satisfaction and attitude

toward their work although their degree of the influence on the job performance will be lowest comparing to the others independent variables in the study.

Extrinsic motivation refers to motivation from outside such as money and pay (Garrison and Bly, 1997). Pay in this regard is adequate salary, reward system, and other benefits are considered for measuring employees' job satisfaction (Locke, 1969). Salary and pay should serve to motivate performance by satisfying work-related needs. In most cases, they have been found to be positively associated with performance (Andrew D. Szilagyi, Jr., 1980). Empirical findings by Ting (1997) show that salary and pay, as well have significant effects on job satisfaction. The old adage "you get what you pay for" tends to be true when it comes to staff members. Salary is a motivator for employees, as they do want to be paid fairly. If individuals believe they are not compensated well, they will be unhappy working for the company and this can lead to unsatisfied performance as well. Consult salary surveys or even the company's local help-wanted ads to see whether the salaries and benefits the company is offering are comparable to those of other offices in its area. In addition, make sure the company has clear policies related to salaries, raises and bonuses (Marsland, 1999).

The salary and pay system of Bangkok Entertainment Co., Ltd. is normally considered according to employees' qualification regarding level of education. Also the degree of ability and skills for the relevant work for instance, the skill for post-production, director, or even the reporter are specifically considered appropriately to motivate people. The company also provides the welfare and bonus to satisfied employees' need.

5.3.3 Job advancement

The research's result for this independent variable is consistent with the research hypotheses and research question. From the multiple regression analysis, the finding illustrates relationship between job advancement and job performance with significant value at 0.032. Also the beta coefficient value of the work itself has low contribution to job performance of the employees. From all four satisfactions' measurements in this study which consisted of work itself, salary and pay, job advancement and flow of communication, job advancement were ranged in the third level of influence toward employees' job performance.

This finding can imply that the matter of the job advancement can lead to the performance improvement of employees in the organization. The promotion opportunity, training, seminar, certificate and HR development program are the elements that the target respondents agree on their presence and they are supposed to be matter not only for fulfilling employees' job satisfaction but also for increasing their performance in working.

The chance for advancement in an organization or promotion opportunity seems to have a varying effect on job satisfaction. This is because promotion takes a number of different forms and is accompanied by a variety of benefit. Employees' performance attribution is related to judgments regarding their career advancement prospects (Nkereuwem E.E., 1996). Reward loyalty and performance with advancement. If the company does not have an open position to which to promote a valuable employee,

consider giving him or her a new title that reflects the level of work he or she has achieved. When feasible, support employees by allowing them to pursue further education, which will make them more valuable to your practice and more fulfilled professionally (Marsland, 1999).

Bangkok Entertainment Co., Ltd. is considering the promotion system mostly from direct job performance such as the presence or absence rate per year, the ability in handling work assigned and this probably can be measured by the audience in terms of producing any specific TV program with successful rating guaranteed. For example, the outstanding qualified reporter has the chance to be the representative to join the seminar overseas.

5.3.4 Working environment

The research's result for this independent variable is non-consistent with the research hypotheses and research question. From the multiple regression analysis, the finding illustrates non-relationship between working environment and job performance with significant value at 0.918 which is more than 0.5. This is only one independent variable that the hypotheses is not significant.

This finding can imply that for this company employees probably perceive and agree on the important of both physical and psychological environment in the aspects that can satisfied them in someway, but it doesn't impact on their job performance in any way.

Work environment refers to psychical conditions such as lighting, noise and temperature and also psychological condition such as relationship among employees in the organization or leadership style. There is assumption that work environment can fulfill the individual requirement in term of satisfaction and it should be viewed not as direct determinant of employees' job performance but as modifying the affect of role perception (Rue & Byars, 1995). The environment in which employees work has a tremendous effect on their level of pride for themselves and for the work they are doing. Do everything the company can to keep your equipment and facilities up to date. Even a nice chair can make a world of difference to an individual's psyche. Also, if possible, avoid overcrowding and allow each employee his or her own personal space, whether it is a desk, a locker, or even just a drawer. If the company placed its employees in close quarters with little or no personal space, don't be surprised that there is tension among them. The work place environment of the organization that is conducive can promote good working relationship and satisfaction because most employees value pleasant working environment. Nevertheless, failure to consider this important aspect can result in employee enhancement in job performance (George L. Frunzi, Ed. D. and Patrick E. Savini, Ed. D., 1997).

According to Hawthorne study, it stated that it is not because of psychical factors Elton (1920) made change on their working condition, but because people knew that they were being observed so for this, all cased, productivity improved. By the way, the findings of this study showed the negative relationship between work environment and job performance.

Bangkok Entertainment Co., Ltd. is rather strict with the security system as there are lots of people under their responsibility so the company wants to assure that they will be safe under their working condition. The facilities provided in the company help people facilitate their work. Also the company usually supports and holds activities to make their employees become more participated, united and cooperated in order to satisfy their social belonging needs in both formal and informal ways for example, the company holds aerobic class for employees every evening after working hours to make their people relax, healthy and harmonious.

5.3.5 Flow of communication

The research's result for this independent variable is consistent with the research hypotheses and research question. From the multiple regression analysis, the finding illustrates relationship between flow of communication and job performance with significant value at 0.01. Also the beta coefficient value of the work itself has high contribution to job performance of the employees. From all four satisfactions' measurements in this study which consisted of work itself, salary and pay, job advancement and flow of communication, work itself were ranked in the first level of influence toward employees' job performance.

This finding can imply that the matter of the flow of communication can lead to the performance improvement of employees in the organization. The upward, downward and lateral flow of communication, all are essential things that target respondents are

strongly agree on their existing and they are supposed to be very matter not only for fulfilling employees' job satisfaction but also for increasing their work performance.

Communication is the way information flows around the organization. It can strengthen the relationship among people both for personal development and individual growth satisfaction and also lead to performance improvement (Nagy, 2002). It is the process and flow of sharing information. Feedback links a sender to a receiver. This requires a symbolic activity, sometimes via a language. Communication is based on the idea of respect, promises, and the want for social and organizational improvement. Effective communication is an essential component of organizational success whether it is at same level, upward or downward (Richard, 1997).

Bangkok Entertainment Co., Ltd. is the media company so effective communication is utmost required for this work. The accuracy and clarify of information is very important for the company as the company act as the information provider for the audience so every flow of communication needs to be accurate. All communication tools and equipment are periodically recheck the condition to facilitate and save time for the organization also to make sure that they would not be the obstacle for every flows of communication. Face to face meeting between supervisor and subordinate is needed for brainstorm the creative idea and choose the best thing to present to the audience.

5.4 Conclusions

The research has been conducted to examine the effect of employees' job satisfaction in terms of work itself, salary and pay, job advancement, working environment and flow of communication on their job performance for Bangkok Entertainment Co., Ltd. The core work of the company is to source and produce a variety of quality and creative TV programs for Thai people. The company acts as the giant media in connecting people with the adaptive outside world.

The study used questionnaire to survey the attitude of totally 384 target respondents as the sample population according to the relevant variables stated above. The questions in the questionnaire have divided into 3 main parts according to job satisfaction, job performance and respondents' demographic profile respectively. Job satisfaction's measurements used in this study are work itself, salary / pay, job advancement, working environment and flow of communication while job performance's measurements used in this study came from the organization's desire outcome namely, organizational development and success, individual achievement and employees' improvement, effective and efficiency, productivity, competency and better quality and service.

After gathering all primary data from target respondents, the researcher used multiple regression technique to analyze and answer the research hypotheses and research

questions proposed in chapter 1. The table below had summarized the results of hypotheses testing for all variables.

Table: 5.4: The summary of the results for all Hypotheses testing of the study

Hypothesis Test for Relationship (Multiple Regression Test)		β	Sig.	Result
Support Hypothesis 1	There is correlation between employees' job satisfaction in terms of work itself and their job performance	0.252	0.01	Fail to reject H1
Support Hypothesis 2	There is correlation between employees' job satisfaction in terms of salary / pay and their job performance	0.116	0.025	Fail to reject H2
Support Hypothesis 3	There is correlation between employees' job satisfaction in terms of job advancement and their job performance	0.118	0.032	Fail to reject H3
Not support Hypothesis 4	There is correlation between employees' job satisfaction in terms of working environment and their job performance	0.006	0.918	Reject H4
Support Hypothesis 5	There is correlation between employees' job satisfaction in terms of flow of communication and their job performance	0.304	0.01	Fail to reject H5

*Significant at the 0.05 level 1-tailed

Challenging work can stimulate employees' job satisfaction and effort to create higher performance. Appropriate and equally pay system can also encourage and fulfill employees' need, once they are satisfied with their return reward resulting from the effort they put on their work, they logically tend to keep improving and developing their individual achievement. Every employee seeks for the opportunity for growth especially in career aspects in order to fulfill their ego and self-actualization needs. If the company can serve their needs by providing for example promotion opportunity when they can reach the set goal with outstanding work outcome, this policy can arouse them to strive for performing effective work. Effective communication flow is the key determinant that

can bring whole organization to the success. It is the intermediary that connects employees and the organization. It shows the level of cooperation, leads to organizational development and performance improvement.

The results also show the degree of association that flow of communication, work itself, job advancement and salary and pay has the significance related to job performance respectively. However, working environment in the finding shown no relationship to job performance.

5.5 Implication for practice

Job performance is one of the most important work outcomes. It is the variable in organizations that is most often measured and that is most attention. This makes sense, since the success or the failure of an organization depends on performance of its employees. Performance appraisal is very important strategy for the company to evaluate their people work outcome about the effectiveness on their assigned works. And the most important thing is job performance is the indicator for employees' and company's success. According to the research questions and hypotheses testing, the findings reveal that job satisfaction in terms of flow of communication, work itself, job advancement and salary and pay are considered as the indicators influencing on job performance respectively. Although working environment in this study has no association to job performance, it is also important in the aspect for building up the employees' pleasant work place environment which can fulfill their satisfaction in the certain level.

Therefore, this research can be developed as the implication for the real practice separately according to each core variables in the study as following:

5.5.1 Flow of communication

Communication is the effective tool for company's success as it can convey all information needed, the company's policies and idea for solve the problem from downward, upward and even lateral flow and also boost up the interpersonal relationship among workplace, as people will perceive that they really get involved and really be the part of the company. HR management of Bangkok Entertainment Co., Ltd. should concern about the effective flow of communication that is actually used. Decentralization is useful not to let the works too stuck in central part to prevent the complication and duplication. Manager or supervisors should periodically and regularly provide the work feedback for subordinate to assess their work performance so they can improve themselves and correct the problem in time. Also they should receive the clear information and direction about their work so they can perform their work accurately and effectively. Sometimes, it is useful to allow them to provide any suggest and opinion in solving the problem or developing their work. Cooperation among co-workers also can pave the way to organization's success. The company should hold the activities that make their people can join together and support their relationship in creating the good and friendship atmosphere among them.

5.5.2 Work itself

As actual works or routine activities of the employees of Bangkok Entertainment Co., Ltd. can give them the feeling of interesting, challenging or boredom, thus, it is important for the company. The company should redesign their employees' work to make them become more enthusiasm and willingness to work, match their work with their ability appropriately. Keeping developing innovative program and even the executive vision can arouse their people sense of proud of their work. Allow them to have some control over their job sometimes and keep developing their thinking skills to solve the problem or propose any creative idea that is beneficial to both individual growth need and the company itself.

5.5.3 Job advancement

Bangkok Entertainment Co., Ltd. should provide the promotion opportunity and career advancement to their employees in order to make them become more satisfied, more committed to their supervisor, their work and also the company. Once people believe and perceive that there are the opportunities for them to grow up in their career existing, they tend to input their effort and ability to implementing the effective and superior task. The company should support the new generation but should not ignore their pilot team as well. The promotion policy should come from performance based not seniority system in order to increase the new generation become more enthusiasm in their work and still keep the senior staff maintain their competitive ability. Also the company

should provide training program along their people career path step by step appropriately or even allow them to attend work shop to develop their work at oversea sometime needed. The company should reward and promote their people equally once any set goal can be accomplished successfully. Job advancement is essential for people since it can fulfill both self-esteem and self-actualization for them. Also it can help the company keep and promote their existing high performers.

5.5.4 Salary and pay

Bangkok Entertainment Co., Ltd. should assure its employees that their effort, intention, ability, loyalty and time they put into their work are worthy of the money they receive in return. As people believe that their particular effort should lead to particular reward. Appropriate and adequate salary and pay system of the company can promote and encourage people's morale to contribute to their work. Salary and pay are also the key determinants to make people become satisfied with their job and organization. Bangkok Entertainment should implant the concept about salary and pay that it will vary based on their people's work performance. The more they contribute to the company, the more they will get reward in return. Bonus and incentive will be available appropriately according to their work outcome and everything they do; it would be able to measure. For example, once they involve in any particular show, it can be measured by advertising in air time or rating from audience.

5.5.5. Working environment

As the result from this case study shown that working environment do not have relationship with job performance, it can be said that by the way it is still the important element that can create and increase employees' satisfaction. Working environment can interpret in both physical and psychological or social aspect. Bangkok Entertainment Co., Ltd. should concern about the design space, the cleanliness, the good relationship among people in work place, at least, make them want to come to work and can enjoy their work life and create pleasant working environment at work observationally. The company should reinforce their people to become more happy and willing to work by providing the fun activities to do together at workplace.

5.6 Recommendation to further study

Assuring job satisfaction, over the long term, requires careful planning and effort both by management and by workers. Managers are encouraged to consider the theories and creating a good blend of factors that contribute to a stimulating, challenging, supportive, and rewarding work environment is vital. If job satisfaction is a worker benefit, surely the worker must be able to contribute to his or her own satisfaction and well-being on the job. Good management has the potential for creating high morale, high productivity, and a sense of purpose and meaning for the organization and its employees. Also managers who are serious about the job satisfaction of workers can also take other deliberate steps to create a stimulating work environment. Probably the most important

point to bear in mind when considering job satisfaction is that there are many factors that affect job satisfaction and that what makes workers happy with their jobs varies from one worker to another and from day to day.

This study provides the empirically evidence supporting theoretical and conceptual framework that indicate the relationship between the independent variables and dependent variable. The findings reveal that flow of communication, work itself, job advancement and salary and pay respectively do affect employees' job performance.

For further study, this research framework could be applied to the other cases probably in the other kinds of business to predict and investigate the relationship and degree for each independent variables affecting on the dependent variable, job performance referring to the academic knowledge from the set of literature related to this field of management science that previously mentioned in chapter 2. Also it can provide the suggestion and recommendation to develop the company's effective policies to manage their people as well. Moreover, apart from stressing on only five independent variables specified in this study, further study can also think out more effective determinants and measurements relevant in creating employees' job satisfaction and motivation such as commitment and human relation movement and examine about their relationship with job performance in different, creative and beneficial way to expand the scope of the study and gain additional insight for the study and company to become more recognize to the importance of human resource management.

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APPENDIX A



Employee's attitude Survey

Dear Thai TV3's workers

This questionnaire is a part of MSC research in Management studies. It deals with workers' attitude in terms of job satisfaction and its relation with job performance.

This questionnaire consists of three main sections which are relevant to job satisfaction, job performance and respondent's demographic profile respectively. Please respond by ticking the number that best corresponds to how much you agree or disagree with each statement. You can choose only one scale in each statement that describes the best or closest of your opinion. Please use the same method in answering part I & II. Each statement would be based on the following five Likert scale;

Strongly Disagree (SD) = 1

Somewhat Disagree (D) = 2

Neither Agree nor Disagree (M) = 3

Somewhat Agree (A) = 4

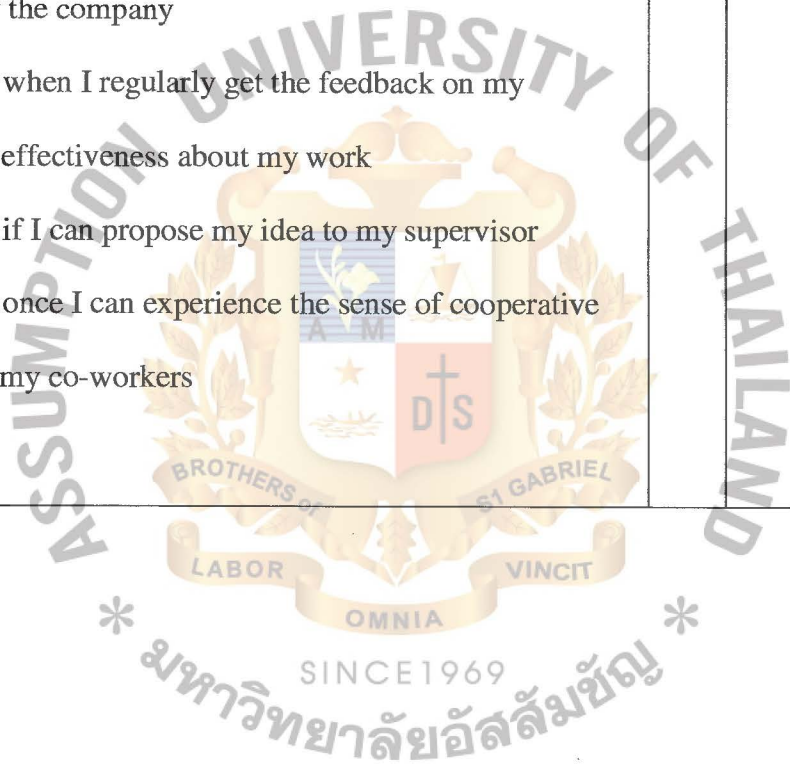
Strongly Agree (SA) = 5

It will take about 5 – 10 minutes to complete this questionnaire

<u>Part I. Job Satisfaction</u>	SD 1	D 2	M 3	A 4	SA 5
<p><u>Work itself</u></p> <ol style="list-style-type: none"> 1. I am satisfied with my challenging work 2. I am satisfied because my work is meaningful to me 3. I am satisfied that I have chance to exercise my abilities and knowledge on my assigned task 4. I am satisfied when I have been delegated some power to over my work 5. I am satisfied when I have clear direction in pursuing my work <p><u>Salary and pay</u></p> <ol style="list-style-type: none"> 6. I am satisfied with my salary because it is worthy enough of the effort I put on my work 7. I am satisfied with the annual bonus I receive from the company 8. I am satisfied with the welfare benefit the company offer to me 9. I am satisfied when I receive overtime payment 10. I am satisfied when my outstanding performance has been observed and rewarded appropriately 					

	SD 1	D 2	M 3	A 4	SA 5
<p><u>Job advancement</u></p> <p>11. I am satisfied with growth potential (promotion) the company offer to me</p> <p>12. I am satisfied with the technical training the company continuously offer for me for potential development</p> <p>13. I am satisfied when I have a chance to attend the seminar in the other countries to exchange and increase knowledge relating to my work</p> <p>14. I am satisfied when I get the certificate of achievement once I can achieve the set goal</p> <p>15. I am satisfied when the company offer employees' development program</p> <p><u>Working environment</u> *</p> <p>16. I am satisfied with the job security system of my company</p> <p>17. I am satisfied with the company's physical working condition</p> <p>18. I am satisfied with the good relationship I have with my co-workers</p> <p>19. I am satisfied with the good relationship I have with my supervisors</p> <p>20. I am satisfied with the good relationship I have with my subordinates</p>					

	SD	D	M	A	SA
	1	2	3	4	5
<p><u>Flow of communication</u></p> <p>21. I am satisfied when I receive the needed and important information from my supervisor about my work</p> <p>22. I am satisfied when I know the news, activities and any movement of the company</p> <p>23. I am satisfied when I regularly get the feedback on my progress and effectiveness about my work</p> <p>24. I am satisfied if I can propose my idea to my supervisor</p> <p>25. I am satisfied once I can experience the sense of cooperative spirit among my co-workers</p>					



<u>Part II. Job performance</u>	SD 1	D 2	M 3	A 4	SA 5
<p>26. When I am satisfied with my work, I have ability and potential to develop the organization's effectiveness</p> <p>27. When I am satisfied with my work, I learn to keep improving my performance to achieve the organizational goal</p> <p>28. When I am satisfied with my work, I can perform more effective work</p> <p>29. When I am satisfied with my work, I can utilize the company resource more efficiency</p> <p>30. When I am satisfied with my work, I can create better work outcome</p> <p>31. When I am satisfied with my work, I have competency to solve the problem effectively</p> <p>32. When I am satisfied with my work, my advisor and clients always recognize on my work quality</p>					

Part III. Personal Data

1. Gender

___ Male

___ Female

2. Age

___ 20 – 25 years old

___ 26 – 30 years old

___ 31 – 35 years old

___ 36 – 40 years old

___ Over 40 years old

3. Education level

___ High school or lower

___ Diploma

___ Bachelor degree

___ Master degree

4. Income

___ Below 10,000 Baht

___ 10,000 – 20,000 Baht

___ 20,001 – 30,000 Baht

___ 30,001 – 40,000 Baht

___ 40,001 – 50,000 Baht

___ More than 50,000 Baht



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☺ Thank you very much for your participation ☺

แบบสอบถามการสำรวจทัศนคติในองค์กร

เรียน พนักงาน ไทยทีวีสีช่อง 3

แบบสอบถามชุดนี้เป็นส่วนหนึ่งในการทำวิจัยศึกษาด้านการจัดการของนักศึกษาปริญญาโท มหาวิทยาลัยอัสสัมชัญ

เพื่อศึกษาทัศนคติของพนักงานในองค์กรด้านความพึงพอใจในงานและผลกระทบที่มีต่อการปฏิบัติงาน

คำถามแบ่งเป็นสามส่วน ได้แก่ ความพึงพอใจในงาน ผลการปฏิบัติงาน และข้อมูลส่วนตัว กรุณาตอบแบบสอบถาม

แต่ละข้อโดยเลือกกาเครื่องหมายลงในช่องคำตอบที่ตรงกับความคิดเห็นของท่านมากที่สุดเพียงหนึ่งช่องต่อหนึ่ง

คำถาม ท่านสามารถทำวิธีเดียวกันได้ในส่วนที่ 1 และ 2 คำตอบแต่ละข้อจะวัดระดับความเห็นด้วยและไม่เห็นด้วย

ดังต่อไปนี้

ไม่เห็นด้วยเป็นอย่างยิ่ง

= 1

ไม่เห็นด้วย

= 2

เฉยๆ

= 3

เห็นด้วย

= 4

เห็นด้วยอย่างยิ่ง

= 5

แบบสอบถามนี้ใช้เวลาทำประมาณ 5 – 10 นาที

ส่วนที่ 1. ความพึงพอใจในงาน	ไม่เห็นด้วย อย่างยิ่ง 1	ไม่เห็น ด้วย 2	เฉยๆ 3	เห็นด้วย 4	เห็นด้วย อย่างยิ่ง 5
<p><u>ลักษณะตัวงาน</u></p> <p>1. ข้าพเจ้ารู้สึกพอใจในงานที่ทำทนายของข้าพเจ้า</p> <p>2. ข้าพเจ้ารู้สึกพอใจเพราะงานของข้าพเจ้ามีความหมายต่อข้าพเจ้า</p> <p>3. ข้าพเจ้ารู้สึกพอใจที่มีโอกาสได้ใช้ความสามารถและความรู้กับงานที่ได้รับมอบหมาย</p> <p>4. ข้าพเจ้ารู้สึกพอใจที่ได้รับมอบอำนาจในการควบคุมงานบางอย่างได้ด้วยตัวเอง</p> <p>5. ข้าพเจ้ารู้สึกพอใจเมื่อได้รู้ทิศทางที่ชัดเจนที่จะนำไปสู่การปฏิบัติงานของข้าพเจ้า</p> <p><u>เงินเดือนและผลตอบแทน</u></p> <p>6. ข้าพเจ้ารู้สึกพอใจกับอัตราเงินเดือนที่ได้รับเพราะมันคุ้มค่ามากพอกับความตั้งใจทำงานของข้าพเจ้า</p> <p>7. ข้าพเจ้ารู้สึกพอใจกับ โบนัสประจำปีของบริษัทมอบให้</p> <p>8. ข้าพเจ้ารู้สึกพอใจกับสวัสดิการที่ได้รับจากบริษัท</p> <p>9. ข้าพเจ้ารู้สึกพอใจที่ได้รับค่าตอบแทนสำหรับการทำงานล่วงเวลา</p> <p>10. ข้าพเจ้ารู้สึกพอใจเมื่อได้รับรางวัลจากการสร้างผลงานที่โดดเด่น</p>					

	ไม่เห็นด้วย อย่างยิ่ง 1	ไม่เห็น ด้วย 2	เฉยๆ 3	เห็นด้วย 4	เห็นด้วย อย่างยิ่ง 5
<p><u>ความก้าวหน้าในงาน</u></p> <p>11. ข้าพเจ้าพอใจกับโอกาสในการก้าวหน้า การเลื่อนตำแหน่ง ที่บริษัทมอบให้</p> <p>12. ข้าพเจ้ารู้สึกพอใจกับการฝึกฝนทางเทคนิคเพิ่มเติมที่บริษัทมอบให้อย่าง ต่อเนื่องใน การพัฒนาศักยภาพในการทำงานของข้าพเจ้า</p> <p>13. ข้าพเจ้ารู้สึกพอใจกับ โอกาสที่ได้ไปเข้าร่วมสัมมนาในต่างประเทศเพื่อ แลกเปลี่ยนและเพิ่มเติมความรู้ในการทำงาน</p> <p>14. ข้าพเจ้ารู้สึกพอใจเมื่อได้รับใบประกาศเกียรติคุณจากบริษัทเมื่อข้าพเจ้า สามารถทำงานบรรลุวัตถุประสงค์ที่ตั้งไว้</p> <p>15. ข้าพเจ้ารู้สึกพอใจกับแผนการพัฒนาศักยภาพของ บริษัท</p> <p><u>สภาพแวดล้อมในการทำงาน</u></p> <p>16. ข้าพเจ้ารู้สึกพอใจกับระบบความปลอดภัยของบริษัท</p> <p>17. ข้าพเจ้ารู้สึกพอใจกับสภาพแวดล้อมทางกายภาพ อาทิ แสงสว่าง อากาศ การจัดพื้นที่ใช้สอยที่เหมาะสมในการทำงาน</p> <p>18. ข้าพเจ้ารู้สึกพอใจกับความสัมพันธ์อันดีของข้าพเจ้าและเพื่อนร่วมงาน</p> <p>19. ข้าพเจ้ารู้สึกพอใจกับความสัมพันธ์อันดีของข้าพเจ้าและเจ้านาย</p> <p>20. ข้าพเจ้ารู้สึกพอใจกับความสัมพันธ์อันดีของข้าพเจ้าและลูกน้อง</p>					

	ไม่เห็นด้วย อย่างยิ่ง 1	ไม่เห็น ด้วย 2	เฉยๆ 3	เห็นด้วย 4	เห็นด้วย อย่างยิ่ง 5
<p><u>การสื่อสาร</u></p> <p>21. ข้าพเจ้ารู้สึกพอใจที่ได้รับข้อมูลที่จำเป็นและสำคัญในการปฏิบัติงานจาก เจ้านาย</p> <p>22. ข้าพเจ้ารู้สึกพอใจเมื่อได้รับรู้ข่าวสาร กิจกรรม รวมถึงความเคลื่อนไหว ต่างๆ ของบริษัท</p> <p>23. ข้าพเจ้ารู้สึกพอใจเมื่อได้รับผลตอบรับ คำติชม จากการทำงานโดยเจ้านาย อย่างสม่ำเสมอ</p> <p>24. ข้าพเจ้ารู้สึกพอใจเมื่อสามารถเสนอความคิดเห็นต่อเจ้านายได้</p> <p>25. ข้าพเจ้ารู้สึกพอใจเมื่อได้รับความร่วมมือในการทำงานจากเพื่อนร่วมงาน</p>					

ส่วนที่ 2. ผลการปฏิบัติงาน	ไม่เห็นด้วย อย่างยิ่ง 1	ไม่เห็น ด้วย 2	เฉยๆ 3	เห็นด้วย 4	เห็นด้วย อย่างยิ่ง 5
<p>26. เมื่อข้าพเจ้าพอใจในงาน ข้าพเจ้าสามารถปฏิบัติงานเพื่อพัฒนาองค์กรได้มากยิ่งขึ้น</p> <p>27. เมื่อข้าพเจ้าพอใจในงาน ข้าพเจ้ามักเรียนรู้ที่จะปรับปรุงความสามารถในการทำงานของข้าพเจ้าเพื่อให้บรรลุเป้าหมายของบริษัทได้มากยิ่งขึ้น</p> <p>28. เมื่อข้าพเจ้าพอใจในงาน ข้าพเจ้าสามารถทำงานให้มีประสิทธิภาพมากยิ่งขึ้น (สามารถใช้ความรู้ ความสามารถ ได้อย่างคุ้มค่า)</p> <p>29. เมื่อข้าพเจ้าพอใจในงาน ข้าพเจ้าสามารถทำงานให้มีประสิทธิผลมากยิ่งขึ้น (สามารถใช้เวลา และทรัพยากร ได้อย่างคุ้มค่า)</p> <p>30. เมื่อข้าพเจ้าพอใจในงาน ข้าพเจ้าสามารถทำงานให้เกิดผลผลิตเพิ่มมากขึ้น</p> <p>31. เมื่อข้าพเจ้าพอใจในงาน ข้าพเจ้าสามารถแก้ไขปัญหาต่างๆ ได้อย่างมีประสิทธิภาพ</p> <p>32. เมื่อข้าพเจ้าพอใจในงาน เจ้านายและลูกค้ายกย่องสรรเสริญถึงผลงานที่มีคุณภาพของข้าพเจ้า</p>					

ส่วนที่ 3. ประวัติส่วนตัว

1. เพศ

_____ ชาย

_____ หญิง

2. อายุ

_____ 20 – 25 ปี

_____ 26 – 30 ปี

_____ 31 – 35 ปี

_____ 36 – 40 ปี

_____ มากกว่า 40 ปี

3. ระดับการศึกษา

_____ มัธยมศึกษาตอนปลายหรือต่ำกว่า

_____ อนุปริญญา

_____ ปริญญาตรี

_____ ปริญญาโท

4. รายได้

_____ ต่ำกว่า 10,000 บาท

_____ 10,000 – 20,000 บาท

_____ 20,001 – 30,000 บาท

_____ 30,001 – 40,000 บาท

_____ 40,001 – 50,000 บาท

_____ มากกว่า 50,000 บาท



นางสาวพัชรภา ฉันทเจริญโชค

ปริญญาโท สาขาการจัดการ

มหาวิทยาลัยอัสสัมชัญ

ผู้จัดทำแบบสอบถาม

☺ ขอบคุณมากคะที่ให้ความร่วมมือ ☺

APPENDIX B



Reliability – Pilot test

Case Processing Summary

		N	%
Cases	Valid	30	100.0
	Excluded(a)	0	.0
	Total	30	100.0

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

Work itself

Reliability Statistics

Cronbach's Alpha	N of Items
.808	5

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 satisfied with my challenging work	15.20	6.855	.678	.745
I am satisfied because my work is meaningful to me	14.97	7.206	.484	.807
I am satisfied that I have chance to exercise my abilities and knowledge on my assigned task	15.00	7.310	.514	.795
I am satisfied when I have been delegated some power to over my work	15.40	6.041	.690	.739
I am satisfied when I have clear direction in pursuing my work	15.17	7.730	.677	.761

According to Sekaran (1992), the acceptable value for Cronbach's Alpha coefficient is at least 0.6. The result of reliability statistics testing of Cronbach's Alpha for the independent variable, works itself composing with 5 items, is .808. Thus, it can be concluded that this variable is reliable in testing hypothesis for the study.

Reliability

Salary and pay

Reliability Statistics

Cronbach's Alpha	N of Items
.852	5

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 satisfied with my salary because it is worthy enough of the effort I put on my work	11.00	12.690	.478	.864
i am satisfied with the annual bonus i receive from the company	11.07	10.754	.656	.824
i am satisfied with the welfare benefit the company offer to me	11.00	10.069	.789	.788
i am satisfied when i receive overtime payment	10.80	10.234	.676	.820
i am satisfied when my outstanding performance has been observed and rewarded appropriately	10.67	10.368	.732	.804

According to Sekaran (1992), the acceptable value for Cronbach's Alpha coefficient is at least 0.6. The result of reliability statistics testing of Cronbach's Alpha for the independent variable, salary and pay composing with 5 items, is .852. Thus, it can be concluded that this variable is reliable in testing hypothesis for the study.

Reliability

Job advancement

Reliability Statistics

Cronbach's Alpha	N of Items
.739	5

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 satisfied with growth potential (promotion) the company offer to me	13.23	8.530	.260	.774
I am satisfied with the techincal training the company continously offer for me for potential development	13.17	6.833	.535	.681
i am satisfied when i have chance to attend seminar in the other countries to exchange and increase knowledge relating to my work	13.30	6.286	.747	.596
i am satisfied when i get the certificate achievement once i can achieve the set goal	13.00	7.103	.492	.698
i am satisfied when the comapny offer employees' development program	13.30	7.390	.504	.694

According to Sekaran (1992), the acceptable value for Cronbach's Alpha coefficient is at least 0.6. The result of reliability statistics testing of Cronbach's Alpha for the independent variable, job advancement composing with 5 items, is .739. Thus, it can be concluded that this variable is reliable in testing hypothesis for the study.

Reliability

Working environment

Reliability Statistics

Cronbach's Alpha	N of Items
.791	5

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 satisfied with the job security system of my company	14.70	6.562	.590	.746
i am satisfied with the company physical working condition	14.43	6.116	.562	.755
i am satisfied with the good relationship i have with my co-workers	14.57	6.116	.623	.733
i am satisfied with the good relationship i have with my supervisors	14.43	6.323	.508	.774
i am satisfied with the good relationship i have with my subordinates	14.40	6.869	.594	.749

According to Sekaran (1992), the acceptable value for Cronbach's Alpha coefficient is at least 0.6. The result of reliability statistics testing of Cronbach's Alpha for the independent variable, job advancement composing with 5 items, is .791. Thus, it can be concluded that this variable is reliable in testing hypothesis for the study.

Reliability

Flow of communication

Reliability Statistics

Cronbach's Alpha	N of Items
.845	5

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 satisfied when i receive the needed and important information from my supervisor about my work	14.90	7.748	.587	.830
i am satisfied when i know the news, activities and any movement of the company	15.07	5.720	.845	.755
i am satisfied when i regularly get the feedback on my progress and effectiveness about my work	14.77	8.392	.694	.815
i am satisfied if i can propose my idea to my supervisor	14.90	6.645	.700	.802
i am satisfied once i can experience the ense of cooperativr spirit among my co-workers	14.63	8.792	.532	.844

According to Sekaran (1992), the acceptable value for Cronbach's Alpha coefficient is at least 0.6. The result of reliability statistics testing of Cronbach's Alpha for the independent variable, flow of communication composing with 5 items, is .845. Thus, it can be concluded that this variable is reliable in testing hypothesis for the study.

Reliability

Job Performance

Reliability Statistics

Cronbach's Alpha	N of Items
.878	7

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 am satisfied with my work, i have ability and potential to develop the organization's effectiveness	23.07	11.168	.721	.864
when i am satisfied with my work, i learn to keep improving my performance to achieve the organizational goal	23.20	8.579	.766	.848
when i am satisfied with my work, i can perform more effective work	23.17	10.351	.809	.849
when i am satisfied with my work, i can utilize the company resource more efficiency	23.23	10.323	.731	.854
when i am satisfied with my work, i can create better work outcome	23.53	8.326	.766	.850
when i am satisfied with my work, i have competency to solve the problem effectively	23.17	10.971	.461	.884
when i am satisfied with my work, my advisor and clients always recognize on my work quality	23.23	10.254	.599	.868

According to Sekaran (1992), the acceptable value for Cronbach's Alpha coefficient is at least 0.6. The result of reliability statistics testing of Cronbach's Alpha for the dependent variable, job environment composing with 5 items, is .878. Thus, it can be concluded that this variable is reliable in testing hypothesis for the study.

APPENDIX C



Raw data of the findings

Regression

Variables Entered/Removed(b)

Model	Variables Entered	Variables Removed	Method
1	Communication, Pay, Workitself, Environment, Advancement(a)		Enter

a All requested variables entered.

b Dependent Variable: Performance

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.626(a)	.391	.383	.46739

a Predictors: (Constant), Communication, Pay, Workitself, Environment, Advancement

ANOVA(b)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	53.096	5	10.619	48.611	.000(a)
	Residual	82.575	378	.218		
	Total	135.672	383			

a Predictors: (Constant), Communication, Pay, Workitself, Environment, Advancement

b Dependent Variable: Performance

Coefficients(a)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.116	.174		6.427	.000
	Work itself	.226	.044	.252	5.126	.000
	Pay	.093	.041	.116	2.245	.025
	Advancement	.107	.050	.118	2.151	.032
	Communication	.311	.050	.304	6.271	.000

a Dependent Variable: Performance

Descriptive data

Statistics

		gender	age	education level	income
N	Valid	384	384	384	384
	Missing	0	0	0	0

gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	146	38.0	38.0	38.0
	Female	238	62.0	62.0	100.0
	Total	384	100.0	100.0	

age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20-25 years old	76	19.8	19.8	19.8
	26-30 years old	174	45.3	45.3	65.1
	31-35 years old	84	21.9	21.9	87.0
	36-40 years old	33	8.6	8.6	95.6
	Over 40 years old	17	4.4	4.4	100.0
	Total	384	100.0	100.0	

education level

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Senior High school or below than high school level	9	2.3	2.3	2.3
	Diploma	43	11.2	11.2	13.5
	Bachelor degree	238	62.0	62.0	75.5
	Master degree	94	24.5	24.5	100.0
	Total	384	100.0	100.0	

income

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below 10,000 Baht	40	10.4	10.4	10.4
	10,001-20,000 Baht	107	27.9	27.9	38.3
	20,001-30,000 Baht	125	32.6	32.6	70.8
	30,001-40,000 Baht	69	18.0	18.0	88.8
	40,001-50,000 Baht	26	6.8	6.8	95.6
	More than 50,000 Baht	17	4.4	4.4	100.0
	Total	384	100.0	100.0	

