



A STUDY OF JOB SATISFACTION OF EMPLOYEES AND ITS RELATIONSHIP
WITH THEIR DEMOGRAPHIC FACTOR AND CORPORATE CULTURE:
A CASE STUDY OF TONG ROONGROJ INDUSTRY CO., LTD,

by
PIYAPORN TASANAKITPANITCH

A Thesis Submitted in Partial Fulfillment
of the Requirements for the Degree of

Master of Business Administration

Graduate School of Business
Assumption University
Bangkok Thailand

May 2003

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ABSTRACT

The objective of this research was to investigate the relative importance of job satisfactions of employees of Tong Roongroj Industry Company Limited and its relationship with their different demographic factor and attributes of corporate culture. In order to understand the relationship of these variables, relevant concepts were reviewed and synthesized to form the conceptual framework.

The review of literature had highlighted three main types of corporate culture. These were: (1) Bureaucratic culture - sharing clear line of responsibility and authority, (2) Innovative culture - where challenged and risk-taking are the norm, and (3) Supportive cultures - where the work environment was friendly. The organizational Culture Index were used to measure the corporate culture which has 24 items divided into three subscales that were answered on 5-point scales. The researcher had also used the Minnesota Satisfaction Questionnaire in short form to measure sub variables of job satisfactions (work itself, supervision, pay, coworker and advancement). For this purpose, respondents on 5-point scales answered 15 questions. The Cronbach's alpha value was found to be more than 0.7, which was higher than minimum acceptable level suggested by Nunnally (1978).

The subjects of this study were employees who are currently working in TR Company. Two hundred sets of questionnaires were distributed. The researcher used both descriptive methods and inferential statistics that describe in quantitative terms. The inferential statistics used in this research were Kruskal Wallis-U Test, Mann Whitney-H Test to study the difference in job satisfactions of employees when

segmented by gender, age, education, position and work tenure. The Pearson Product Correlation Coefficient to describe the relationship between job satisfactions and corporate cultures. The researcher has found that age and work tenure of employees and supportive culture of TR Company had significant relationship with job satisfaction of TR's employees.



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Table of contents

	Page No.
Committee's Approval Sheet.....	
Abstract.....	ii
Acknowledgement.....	iv
Table of Contents.....	v
List of Tables.....	vii
List of Figures.....	viii
 CHAPTER I – GENERALITIES OF THE STUDY	
1.1 Introduction of the Study.....	1
1.2 Statement of the Problem.....	3
1.3 Research Objective.....	3
1.4 Scope of the Research.....	4
1.5 Limitations of the Research.....	5
1.6 Significance of the Study.....	5
1.7 Definition of Key Terms.....	6
 CHAPTER II – LITERATURE REVIEW	
2.1 Theoretical of Corporate Culture.....	8
2.1.1 Definition of Culture.....	9
2.1.2 Properties of Culture.....	12
2.1.3 Elements of Organizational Culture.....	14
2.1.4 Operationalizing the Corporate Culture Construct.....	17
2.2 Job Satisfaction.....	18
2.2.1 Theories Related Job Satisfaction.....	20
2.3 Critical Analysis of Theories on Job Satisfaction.....	24
2.4 The Relationship of Demographic Factors & Job Satisfaction.....	26
2.5 The Relationship of Corporate Cultures and Job Satisfactions.....	28

2.6 Consequences of Job Satisfaction or Job Dissatisfaction.....	29
2.7 Measurement of Job Satisfaction	32
2.8 Local Research of Job Satisfaction.....	36

CHAPTER III – RESEARCH FRAMEWORK

3.1 Conceptual Framework.....	38
3.2 Research Hypotheses	40
3.3 Operationalization of the Independent and Dependent Variables.....	41

CHAPTER IV – RESEARCH METHODOLOGY

4.1 Research Method Used.....	44
4.2 Target Population & Sample Sizes.....	45
4.3 Research Instrument is Structured Questionnaire.....	45
4.4 Data Collection and Gathering Procedure.....	48
4.5 Statistical Treatment of the Data.....	48

CHAPTER V- DATA ANALYSIS

5.1 Descriptive Statistics.....	51
5.2 Test of the Hypotheses.....	55

CHAPTER VI- SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

6.1 Summary of Finding.....	64
6.2 Conclusions.....	66
6.3 Recommendations.....	69
6.4 Implications.....	70

BIBLIOGRAPHY

APPENDIX A: LETTER OF REQUEST

APPENDIX B: QUESTIONNAIRE (ENGLISH AND THAI VERSION)

APPENDIX C: RELIABILITY ANALYSIS

APPENDIX D: COMPANY PROFILE

List of Tables

	Page No
Table 2.1 Organizational Culture.....	17
Table 2.2 Critical Analysis of Job Satisfaction Theory.....	24
Table 4.1 Reliability Coefficients Alpha of Questionnaire.....	47
Table 4.2 Arrangements of Questionnaires.....	50
Table 5.1 Classification of Gender	52
Table 5.2 Classification of Age	52
Table 5.3 Classification of Education	53
Table 5.4 Position of Respondents.....	54
Table 5.5 Classification of Length of Working	55
Table 5.6 The Analysis of Job Satisfactions when segmented by Gender	56
Table 5.7 The Analysis of Job Satisfactions when segmented by Age.....	57
Table 5.8 The Analysis of Job Satisfaction when segmented by Education.....	58
Table 5.9 The Analysis of Job Satisfactions when segmented by Position.....	59
Table 5.10 The Analysis of Job Satisfaction when segmented by Work Tenure.....	60
Table 5.11 The Analysis of the Relationship between Bureaucratic Cultures and Job Satisfactions.....	61
Table 5.12 The Analysis of the Relationship between Innovative Cultures and Job Satisfactions.....	62
Table 5.13 The Analysis of the Relationship between Supportive Cultures and Job Satisfactions.....	63
Table 6.1 The Summary Results of Hypotheses.....	65

List of Figures

Page No

Figure 3.1	Conceptual Framework of Research Study.....	38
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CHAPTER I

GENERALITIES OF THE STUDY

1.1 Introduction of the Study

Corporate culture refers to the culture of any organization, whether it was public or private, big or small one. The idea of managing corporate cultures was still quite new to most practitioners. At best, most managers had a vague sense of what the term corporate culture means: something having to do with the people and the unique quality or character of organizations. But it was difficult to understand and identify culture of any organization and after identification if it was found dysfunctional after such identification it further became more difficult to change it. Most managers would be at loss in such situation. Corporate culture was essential theory that culture has a direct impact upon a company's effectiveness and productivity. Deal and Kennedy (1982) implied that success of companies depend on special elements which, when working together, produce positive, strong corporate culture. The elements of environment, which were bureaucratic cultures, innovative cultures and supportive cultures motivating employees, shape behavior and inspire commitment from clients and employees.

Work satisfaction had been also a crucial topic of great interest for researchers in a wide range of fields including industrial psychology, public administration, businesses, and higher education. Employees in factory, it was assumed, did not perceive their work as a source of satisfaction and tend to experience various forms of deprivation and withdrawal behavior such as laziness, high turnover and general lack if commitment to work. Moreover, workers were not punctual, reflecting in a sense the lack of awareness of the

importance of time in their life. Apathy, boredom, due to long hours of work, and unwillingness to carry out official obligations seem to be the norm rather than the exception. As a result of these bad habits gross inefficiency is rampant and productivity was very low (Bennett, 1994).

Tong Roongroj Industry Co., Ltd. or as it was also called “TR Company” had allowed the researcher to explore and conduct this research. TR was initially established as a small business in 1963 to produce the plastic products such as watch case spare part, bottle cap and mini plastic parts. (For detailed information, please see in appendix D:)

TR Company was on the process of reorganization. The objective of such implementation is to create a good working environment. But TR Company had faced high turnover rate, which labor was one important type of business resource because quality employee was considered essential to organization survival. The employee's turnover was expensive both monetarily and in terms of customer satisfaction in producing high quality of injection plastic products. After reviewing the reasons of resignation of those employees, the Human Resource Management Team find that the resignees were not satisfied with the culture of the organization. Human Resource Management Team also had focused on retaining employees as a way to contain costs. Employees' job satisfaction was viewed as integral to employee retention. Even if there were any other cause of factors, the Human Resource Management Team strongly believe management organization culture was one of the most influential factor.

As the researcher, we could not believe in such assumption, unless we had the chance to test such assumption.

1.2 Statement of the Problem

The focus of this study was to assess job satisfaction of TR's employees in Samutprakarn province. The study aimed to determine the relationship between demographic factor (age, gender, education, position, tenure of work), and corporate culture (bureaucratic culture, innovative culture and supportive culture) with job satisfaction (work itself, supervision, pay, coworker and job advancement) of employees.

The researcher sought answer of the following specific questions:

1. What was the relationship between employee's corporate culture and their job satisfaction?
2. What was the difference between employees' demographic factor (age, gender, education, position and work tenure) and their job satisfaction?

1.3 Research Objectives

Most of the business organizations around the world were now more concerned about effective and efficient management of their human resources. More specifically organized efforts were deployed by organizational leaders to understand job related behavior of their human resources in the concluding decades of the twentieth century and beginning of the third millennium. The organizational leaders were deploying systematic efforts to understand their employees from several viewpoints such as their demographic characteristics and their impact on human behavior in various organizational settings – more specifically on their level of job satisfaction. Efforts had also been made to understand the impact of organizational culture on the level of job satisfaction of employees of the concerned organization. Several researches (detailed explanation is

provided in the Chapter of this research proposal) have concluded that both the demographic characteristics of employees and the corporate culture have significant impact on the level of the job satisfaction of employees.

Since demographic characteristics of employees and corporate culture of their respective organization significantly influences employees' level of satisfaction on job therefore this research focused attention on identifying the level of job satisfaction of employees of TR Company and its relationship with their demographic factors and corporate culture. Following are the research objectives of this research:

1. To examine and highlight the characteristics of demographic factors of employees of the researched organization.
2. To examine and elaborate the key factors of the corporate culture of researched organization.
3. To examine the impact of the demographic characteristics and corporate culture on employees' level of job satisfaction.
4. To make appropriate conclusion and offer useful recommendations – based on the findings of the research.

1.4 Scope of the Research

Quantitative research was required to investigate a problem or phenomenon, which did not lend itself to empirical or objective evaluation (Creswell, J.W., 1994). This study was not intended to provide definitive data to be used to modify current or implement new policies or procedures within the injection plastic industry; it was intended to contribute to the company's body of knowledge about job satisfaction and corporate

culture. The study was confined to the area of job satisfaction and corporate culture among TR's employees in Samutprakarn province.

1.5 Limitations of the Research

Followings were the limitations of this research:

1. The present research focuses attention on the identification of relationship between demographic factors and corporate culture with job satisfaction of employees in T.R. therefore its findings might not be generalized for other companies without any specific consideration to those other companies.
2. The present research exclusively focused attention on the identification of relationship between demographic factors and corporate culture with job satisfaction of employees in TRCompany therefore its findings related to job satisfaction of employees in this company might not be generalized for other variables (not included in this research) without any specific consideration to other variables.
3. The present research was conducted in a specific time period therefore its findings may not be generalized for all times.

1.6 Significant of the Study

The research was conducted with the aim to examine the extent to which TR's employees was satisfied with their job in the company and understands the factors related to job satisfaction. After analyzing, the factors related to their job satisfaction, the findings

helped to develop positive action and adjustment for TR's employees for better in organization.

1.7 Definition of Key Terms

The operational definition of terms as applied in this study were as follow:

Advancement	Opportunity for advancement in the hierarchy, supervision (Weiss et al., 1999).
Bureaucratic Culture	It referred that has clear line of responsibility and authority (Wallach, 1983).
Coworker	Fellow workers who were technically proficient and socially supportive (Weiss et al., 1999).
Demography	The study of human populations in terms of size, density, location, age, gender, race, occupation, and other statistics (Kotler & Armstrong, 2001).
Innovative Culture	It referred where challenge and risk-taking (Wallach, 1983).
Job satisfaction	It referred to degree to which an individual feels positively or negatively about various aspects of the job, including

CHAPTER II

LITERATURE REVIEW

Introduction

The purpose of this study was to determine job satisfaction of employees and its relationship with their demographic factors and corporate culture. Three variables related to corporate cultures were analyzed. The review of the literature related to corporate culture towards job satisfaction is organized according to the following topics:

2.1 Theory of Corporate Culture

The concept of corporate culture occupies a powerful place in both theory and managerial discourse (Bolman and Deal, 1991). Publications such as Theory Z: "How American Business Can Meet the Japanese Challenge" (Ouchi, 1981), Corporate Culture: The Ritual of Corporate Life (Deal and Kennedy, 1982), In Search of Excellence (Peters and Waterman, 1982) and Individuals & organization: "The cultural match" (Wallach, 1983) had emphasized the idea that companies with a record of outstanding performance often had powerful cultures.

These works set forth the idea that the impact of values and beliefs on company performance was real and corporate culture was a driving force behind continuing success in business. Ouchi (1981) proposed that a strong corporate base on a strong company philosophy, long-range staff development, and shared decision making (the Japanese Model) could dramatically increase American productivity. Peter and Waterman (1982) noted that dominance and coherence of culture in an organization proven an

essential quality in excellent companies. Deal and Kenney (1982) after researching eighty companies concluded that the strong performers were those with the strong cultures.

2.1.1 Definition of Culture

Organizational culture could be defined as a set of norms, routines and myths specific to an organization. Deal and Kenney (1982) considered culture to be stable collection of values and symbols. Cooke and Lafferty (1983) considered organizational culture to be a reflection of share value and beliefs that guided the thinking and behaviors of members. Additional definitions for organizational culture had been provided by Becker and Geer (1960); Van Maanen and Schein (1979); Louis (1983); Ouchi (1981); Uttal (1983); Martin and Siehl (1983). The multiplicity of the terms and concepts associated with organizational cultures had contributed to conceptualizing the culture in different ways. The word “culture” had many meanings and connotations. Throughout the literature organizational culture was defined in many way; however the term generally denoted the philosophy, values, beliefs, assumption or norms of an organization. Ouchi (1981) viewed culture as a group philosophy used as means to guide people toward accepting organizational policies. Deal and Kenney (1982) perceived culture as a core set of common values, which molded groups of people into a unified whole. Another anthropological perspective of culture discussed by Swartz and Jordan (1982) viewed culture as shared understandings transmitted by learning which provided the basis for social learning. Sathe (1983) cited one anthropological study that listed 164 definitions of culture. He then discussed two anthropological views: the adaptations organization and the idealional organization. The adaptationists perceived culture as observed pattern of behavior that was exhibited by members of a community. For instance, patterns of speech

were examples of observed behaviors. The idealist explained culture as that which was shared in the members' mind, sometimes including the invisible, unstated parts of culture. Boleman and Deal (1991) believed that every organization over time developed distinctive patterns and belief and many of these patterns and assumption were unconscious or taken for granted.

Although these definitions were from anthropological frameworks, they were similar to the definition of culture of corporate or organization culture.

Most definitions of culture contained one or more as the follows properties:

- a. The shaper of human interaction and the outcome of it, continually created and recreated by people's ongoing interactions (Johns,1983).
- b. The artifacts, perspectives, values and assumption shared by members of an organization (Dyer,1985).
- c. The norms that evolved in working groups, the values espoused by an organization's policy toward employees or customers, the feeling or climate that is conveyed, "the rules of the games"(Schein, 1985).
- d. A pattern of shared beliefs and values that shapes the meaning of an institution for its members and provides them with the rules of behavior in their organization (Davis, 1985).
- e. The social energy that contributed to the success or failure of an organization. The shared philosophies, ideologies, values, assumptions, and norms that knit a community together (Kilmann et al., 1985).

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- f. Share philosophies, ideologies, values, beliefs and norms of behavior that are seldom written down or discussed but which are learned by living and working in an organization (Schainker and Roberts, 1986).
- g. The patterned ways of thinking, feeling and reacting acquired mainly by symbols, constituting the distinctive achievements of the organization (Tosi et al., 1986).
- h. The shared assumption and beliefs held in common by members that influence activities and event (Kuh and Whitt, 1988).

Schein (1985) perceived culture as evolving over time as a learned product of group experience. These learned responded eventually became taken-for-granted assumptions as they proven reliable in solving problems. Schein's definition of culture appeared all encompassing and incorporates the various definitions of culture. He stated that culture is:

"A pattern of basic assumptions, invented, discovered or developed by a given group as it learns to cope with its problems of external adaptation and internal integration –that had worked well enough to be considered valid and therefore to be taught to new members as the correct way to perceive, thought and feel in relation to those problems."

Although the majority of authors used the term "culture", a few used the term "climate". In most cases, it had similar meanings. Koehler et al., (1976) referred to climate as the philosophy of the organization that was responsible for the relationships among members. If people study the organization and its climate, they would be concerned with more than the structure and processes of the organization. It would be essential to evaluate the outlook, reflected in structure and process, with the way it was perceived by the

personnel in the organization and with the effect of these factors on organizational goals and personal satisfaction.

In contrast to the position that culture and climate was synonymous, Schwartz and Davis (1981) noted that climate and culture are different. They stated that “climate” measured whether expectations were being met, culture was concerned with the nature of these expectations themselves”. Climate measured the relationships between the culture and the values of the members, was often transitory, and short-termed. Conversely, culture was usually long-termed based on deeply held beliefs.

Because of the many definitions of the term “culture” and because the corporate culture survey instrument, used in this study was based upon Deal and Kennedy’s work (1982), the term “organizational culture”, used in this study is defined as the philosophy, values, beliefs, assumptions and rules of behavior shared by members of an organization.

2.1.2 Properties of Culture

Culture was both a product and process (Trice and Beyer, 1984, Kuh and Whitt, 1988; and Bolman and Deal, 1991). In one sense, culture is substance-the networks of meanings contained in an organization’s ideologies, norms, and values. In another sense, it is form-the practices whereby these meanings are expressed, affirmed and communicated to members. Thus, it was a product (value, norms, beliefs) and a process (the way things were done).

Culture operates on three levels:

- 1) The outward manifestations of culture, such as artifacts and symbols;
- 2) The shared values; and
- 3) The nearly invisible assumptions (Schein,1985; Kuh and Whitt,1988).

On the first level, the artifacts and symbols of the culture included what Deal and Kennedy (1982) mentioned as the heroes, heroines, the rites and rituals, the myths and stories, and the communication networks. On the next level, the shared values, basic beliefs, philosophies and ideologies operate (Deal and Kennedy, 1982; Kuh and Whitt, 1988). However, at the third level reside the hidden assumptions the core of an organization, the assumptions provided group members with an understanding of what goes on and with a sense of how an organization should operate. These were the premises that underlined the overt artifacts and value (Schein, 1985; Dyer, 1985). These assumptions oftentimes were hidden, unconscious and invisible (Schein, 1985; Kuh and Whitt, 1988).

The manner in which culture was transmitted was unique to the particular organization and in a sense was unconscious. Culture provided a model for understanding nature of behavior shaped by shared understanding, assumptions, and beliefs. The cultural served as an organizing framework with which determined rewards, punishments, what was expected, and what was valued. It bonded individuals and groups and aids in routing behavior. Culture then provided the clues to interpret behavior (Kuh and Whitt, 1988).

Although fairly stable, culture was always evolving and recreated by ongoing patterns of interactions between people, groups and the organization's environment. Although these patterned do change over time, they were consistent enough to define and shape appropriate behavior in a particular organization. In this sense, culture could provide stability in times of turbulence (Kuh and Whitt, 1988).

Therefore, the properties of culture reveal its dual nature. As a product and process, it reflected the outcomes of human behavior while at the same time it shaped human

behavior. However, in addition to its properties, culture also derived meaning from special quantities called the elements of organizational culture.

2.1.3 Elements of Organizational Culture

Despite the many definitions of culture, the literature showed more agreement on what constitutes the elements of organizational culture. Deal and Kennedy (1982) pointed out that successful companies had elements of environment, shared values and beliefs, heroes/heroines, rituals and ceremonies, and an informal communication network working together toward a common goal. These elements when working in unison motivate employees, shape behavior, and inspire commitment from customers and employees. Deal and Kennedy (1982) suggested that corporate cultures ought to match the environment in which they operate. Corporate cultures could be placed into one of four quadrants categorized by the degree of risk involved in the company and the speed of feedback from the environment. The four categorized were: a “process culture”, which had low risk and slow feedback to employees about decision effectiveness (examples were government, utilities, and colleges); a “work hard, play hard culture”, having a low risk but fast feedback (examples are fashion and consumer goods); a “bet-your-company” culture which had slow feedback but high risk decisions (examples are aerospace) and finally a “tough-guy, macho” culture, which had high risk decisions and fast feedback (examples were construction, advertising) (Deal and Kennedy, 1982).

The environment was the arena in which a corporation operates. Companies had specific market environments that strongly affected the culture. The environment was influenced by internal and external expectations, policies and program objectives (Deal and Kennedy, 1982). Schein (1985) who stated that presented a different perspective of

environments the physical and artifacts and creations represent social environments of organization. Examples of this would be technological output of the group, the written and spoken language, and the behavior of the members.

Successfully companies had a set of shared, common values. These values narrow a company's mission and offer guidelines for behavior. Over time the values were summarized in symbols, slogans, and philosophies (Deal and Kennedy, 1982). A different perspective of environment was presented by Schein (1985) who stated that the physical and artifacts and creations represent social environments of organization. Example of this would be the technological output of the group, the written and spoken language, and the behavior of the members.

Over time the values were summarized in symbols, slogans, and philosophies (Deal and Kennedy, 1982). Deal (1985) stated that once these shared values and beliefs evolve from an organization's experiences, they became established in the form of symbols, slogans, and philosophies. Values must be developed and learned. According to Wilkins and Patterson (1985), an ideal culture should consist of three variables: equity, competence and adaptability. Once these values became internalized, that these beliefs became the essence of the company's philosophy and become accepted primarily by the culture's lead players, the heroes and heroines.

Heroes and heroines were the people who personality the culture's values and by their actions showed members how to succeed. These people became excellent role models, symbolize the company to the outside world, set a standard of performance, and helped in motivating employees (Deal and Kennedy, 1982). Deal and Kennedy (1982) stated that successful organizations were extremely careful when choosing people to play the role of

heroes/heroines. In addition to symbolizing the organization to the public, they preserved the values the organization viewed as important. These heroics people were then rewarded and celebrated formally and informally within the company by rites and rituals. Rites and rituals, another elements of culture were planned activities that expressed important cultural meanings (Trice and Beyers, 1985). They demonstrated the rewarding of proper corporate behavior, exemplify ways of acceptable conduct, and reflected the specific value of culture. Rituals of greeting and exiting, conducting business and making decision are examples. In ritual, managers and employees come together, communicate, and bond together because of shared values. Ceremonies dramatized the core values and beliefs and focus members to the culture; story telling in effective companies personality and carry company values (Deal and Kennedy, 1982).

Rituals created order, clarity, and predictability, particularly in dealing with issues or problems that were too complex, mysterious or random to be controlled in any other way. They served four major roles: to socialize, to stabilize, to reduce anxieties and ambiguities, and to convey messages to external constituencies (Bolman and Deal, 1991). The final element of culture was the informal communication network. Individuals were involved as “carriers” of values, myths, or stories that helped to keep the culture alive and intact by reinforcing its values. Storytellers, spies, priests and inspirers from a hierarchy of power within a company. The network tied together all parts of the company, transmits, and interprets significance of actions. Storytellers created legends, priest worry and guard the culture, whisperers were the people behind the throne, and the gossips reinforce the communication networks (Deal and Kennedy, 1982).

Stories in organizations perpetuated values and update the historical exploits of heroes and heroines. They helped to address problems of morale, security, socialization, legitimacy and communication (Bolman and Deal, 1991).

The characteristics of effective corporate culture concurred on the importance of agreed ways of doing things; the role of principal and leader; strong beliefs about security and learning and distinctive practices; people as role models and heroes; staff training and rites of cultural renewals; meetings and rituals; positive atmosphere and balance between innovation and tradition; and shared decision making and participation in cultural rituals (Deal, 1985).

2.1.4 Operationalzing the Corporate Culture Construct

According to Wallach (1983) shared values, beliefs and norms of people in the organization could be mapped on to an innovative cultures, supportive cultures and bureaucratic cultures. Covering almost all aspects of organizational culture. Wallach provided a validated instrument of empirically assessing three forms of organizational cultures in Table2.1

Table 2.1 Organizational Culture

Types	Descriptions
Bureaucratic Cultures	Clear line of responsibility and authority, work is highly organized, compartmentalized and systematic. The information of hierarchical and based control and power. Overall bureaucratic companies tended to stable, mature and relatively to caution. Adjective used for describing this cultural-hierarchical, procedural, structured, ordered, regulated, established, solid, power, and caution oriented.

Types	Descriptions
Innovative Culture	Characterized by creative work environments. In such culture challenge and risk taking are the norms. Stimulation was constant companion to workers, but innovative environment also took their toll on people who often were under great stress and burnout. Adjectives used for describing the cultures are risk-taking, result-oriented, creative, pressing, stimulating, challenging, enterprising, and driving.
Supportive Cultures	Provide a friendly environment and workers tended to be fair and helpful to each other and to the organization. An opened, harmonious environment was encouraged and “family” values are prompt. The adjectives used supportive, trusting, equitable, safe, social, encouraging, relationship-oriented, and collaborative.

Source: Individual and Organization of Wallach (1983)

2.2 Job Satisfaction

Locke (1976) suggested that there were seven working condition positively associated with job satisfaction, these conditions were: mentally challenging work with which the individual could cope successfully, personal interest in the work itself, work which was not too tiring physically, reward for performance in line with personal aspirations that were adjust and understood, working condition which were compatible with the individual’s physical needs and work goals, high self-esteem on the part of the employee, help in attaining interesting work, pay and promotion and in minimized role conflict and

ambiguity. It seemed that items that could be identified as intrinsic motivators and meeting expectation was an importance part of achieving high level of job satisfaction. Motivation required for a person to high performance was satisfaction with the job. Satisfaction was not the same as motivation. According to Mullins(1999), job satisfaction was more attitudes, an internal state. The level of job satisfaction might well affect the strength of motivation. Job satisfaction was more of an internal state. As person with high level of job satisfaction holds positive attitude toward the job, for example in associated with a person feeling of achievement.

Job satisfaction was the single most sought after attribute of the employment relationship. The most important element of job satisfaction was job security (Khaleque, 2002). The ramification of job satisfaction was extremely influential to any organization. It alone could be a determining factor affecting employee efficiency, productivity, absenteeism, as well as turnover. (Khaleque,2002). It was no longer acceptance by the workforce to merely make a wage. Salary was a significant element pertinent to job satisfaction, but it was not by itself enough to decrease or increase job satisfaction. The relationship between an employer and an employee must provide both with the means by which to be fulfilled in their respective roles. Job satisfaction filled this need for both side of the equation. If employee was satisfied in their roles, it was assumed that their output quantity was greater and that their quality is higher. The employer must also be satisfied with employees. There were accomplished by first recognizing that each side needed the other. The employer felt they had an advantage since there were many people from which to fill a particular need. The employee could assume an advantage when he or she had a particular skill that was demand. Job satisfaction was a two-way street and involved

participation. For this to happen, a relationship must evolve between employer and employee. Job satisfaction was therefore distinct from other organizational constructs (Khaleque, 2002).

2.2.1 Theories Related Job Satisfaction

Herzberg et al., (1959) described a content theory known as Two-factor theory of motivation. The original research that led to the theory gave rise to two specific conclusion: Satisfaction came from motivators that are intrinsic or job content, such as achievement, recognition, advancement, responsibility, the work itself and growth possibilities. Herzberg et al., used the term motivators for job satisfies since they involved job content and the satisfaction that resulted from them. Motivators were considered job turn on. They were necessary for substantial improvements in work performance and move the employee beyond satisfaction to superior performance. Motivators correspond to Maslow's higher-level needs of esteem and self-actualization. Dissatisfaction occurred when the following hygiene factors, extrinsic or job context, were not present on the job: pay, status, job security, working conditions, company policy, peer relations and supervision. Herzberg used the term hygiene for these factors because they were prevention in nature. They would not produce motivation, but they could prevent motivation from occurring. Hygiene factors could be considered job stay-on because they encouraged an employee to stay on a job. Once these factors were provided, they did not necessarily promote motivation; but their absence could create employee dissatisfaction. Hygiene factors corresponded to Maslow's physiological:

safety and social needs in that they were extrinsic or peripheral to the job. They were present in the work environment of job context.

It could conclude the key points of Herzberg's theory that: "employee satisfaction affected every aspect of an organization practice from job satisfaction to overall productivity, employee satisfaction had two dimension: hygiene and motivation". Hygiene issued such as salary supervisor decrease employee's dissatisfaction with the work environment. Motivator such as recognition and achievement made workers more productivity, creative and committed.

The Hygiene factors included things like: salary, supervision, working conditions, relationship with the supervision, policy and administration (Hellriegel, et al., 1994).

Herzberg's motivators included things like: achievement, recognition, work itself, responsibility and growth (Hellriegel, et al., 1994).

Alderfer modified Maslow's model by considering the five levels of needs into three categories: E = Existence, R = Relatedness, G = Growth. Existence needs were roughly equivalent to Maslow's physical and safety needs, relatedness equated to Maslow's social needs. Growth referred to self-esteem and self-actualization.

It could compare that ERG theory to Herzberg's model. Existence and relatedness equated to Herzberg's hygiene factors and growth related to Herzberg's motivation. Alderfer also saw needs as moving back and forth, not just upward in the hierarchy. Because of the recognition of forward movement from lower needs (existence) to higher needs (growth).

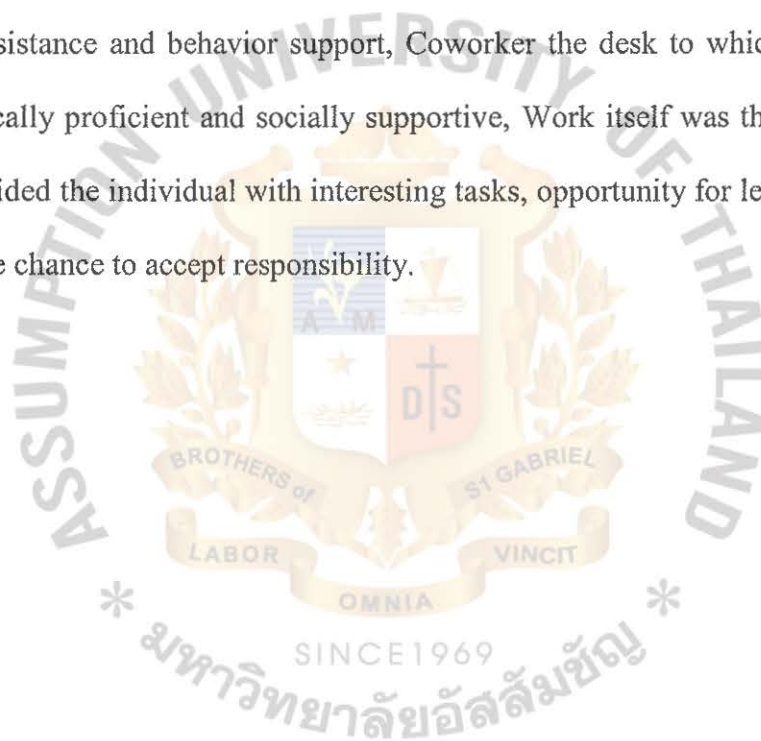
McClelland's Achievement Theory-He looked at motivation employee to satisfies to their job. He argued that the people had either a high need for achievement, affiliation or

power and that this motivation would result in different behaviors in the workplace. He found that high achievers had the following characteristics- they love moderate challenge and they did not like to fail so high challenge or risk is out. Low risk or challenge was boring, they sought concrete feedback and they want to know they were doing, the supervisor knew they are doing also. High achievers wanted to take personal responsibility for their work. They would be very productive.

Maslow's Hierarchy of Needs identified five levels of needs, which was best seen as a hierarchy with the most basic need emerging first and the most sophisticated needed last. People moved up the hierarchy one level at a time. Gratified needs lose their strength and the next level needs are satisfied, high-level needs become operative. A satisfied need was not a motivator. The most powerful employee need was the one that has not been satisfied. A hierarchy of needs could summarize as which physiological need was the most basic human needed. They included food, water and comfort. The organization helped to satisfy employee's physiological needs by a payment in the form of wage, salary and other fringe benefits. Satisfied needs were desires for security and stability, to feel safe from harm. Social needs were the desired for affiliation. They included friendship and belonging. The organization helped to satisfy employee's social needs through sports team, parties and celebrations. The supervisor could help fulfill social needs by showing direct care and concern for employees. Esteem needs were the desired for respect or recognition from others. The organization helped to satisfy employee's esteem needs by matching the skills and abilities of the employee to the job. The supervisor could help to fulfill esteem needs by showing workers that their work was appreciated. Self-actualization needs were the desired for self-fulfillment and the realization of the

individual's full potential. The supervisor could help fulfill self-actualization needs by assigning tasks that challenge employee's minds while drawing on their aptitude and training.

Wood et al., (2001) suggested that there are five-job dimension, which was represented, the most importance characteristics of a job. People had affective response: Pay the amount of financial remuneration that was received and the degree to which this was viewed as equitable as others in the organization, Promotion the chances for advancement in the hierarchy, supervision, Supervision was the ability of the superior to provide technical assistance and behavior support, Coworker the desk to which fellow workers were technically proficient and socially supportive, Work itself was the extent to which the job provided the individual with interesting tasks, opportunity for learning, amount of work and the chance to accept responsibility.



2.3 Critical Analysis of Theories on Job Satisfaction

Table 2.2 Critical Analysis of job satisfaction Theory

Maslow (1954)	Herzberg (1959)	McClelland (1961)	Smith, Kendal and Hulin (1969)	Alderfer (1972)
Friendly supervisor	Supervisor	Supervisor	Supervisor	
	Relationship with peer		Coworker	Relationship with friends
Pay	Salary		Pay	Pay
	Promotion		Promotion	Growth
Achievement Advancement Job Security Safe Working Challenging Work	Work itself Responsibility Achievement Recognition Advancement Job Security	Responsibility Achievement Reward Feedback	Work itself	Working Condition

Discussion of each of the Selected Generic Set of Job Satisfaction

-Work Itself

The individual believed that the work they were doing important and that their task were meaningful, their contributes to the practice result in positive outcomes and good health care for them.

-Supervision

To increase employee satisfied, the organization must begin by making wisely decision when the organization appointed someone to the role of supervisor. The role of supervisor was extremely difficult. Employee would be satisfied in their job when they got feedback which positive ways form their supervisor.

-Pay

Pay was one thing should consider in term of satisfied employee needs. Employee wanted to be paid fairly. If individual believed they were not compensated well, they would be unhappy working in an organization. The organization had to clear policies related to pay and bonus to increase satisfaction.

-Coworker

Employee would satisfies in their job when they perceived supportive and cooperative from their manager or coworkers.

-Advancement

Reward loyalty and performance with the advancement by giving employee a new title that reflected the level of work. It leaded employee to satisfy to their job. When feasible, support employees by allowing them to purse further education, which would make them more valuables to practice and more fulfilled professionally.

2.4 The Relationship of Demographic Factors & Job Satisfaction

The relationship age and job satisfaction could explain that it had some influence on the level of job satisfaction. Age was shown to been related to the level of job satisfaction (Gibson and Klien, 1970 ; Rhodes, 1983). However the direction of the influence appeared to be in question. Three views had been argued concerning this relationship. The first relationship was the best described as a U-shaped function (Herzberg and Peterson, 1957). This idea suggested that satisfaction initially decreased until the individuals were in their 20s and then increased with age. The second view was that the individuals was a positive and linear relationship between job satisfaction and age (Hullin and Smith,1965 ; Herrick,1972 ; Lee and Wilbur, 1985 ; Savery, 1987). Finally, the third view was that job satisfaction was positively and linearly related to age until a terminal point when it decreased significant (Saleh and Otis, 1964; Carrell and Elbert, 1974). In general job satisfaction increases with age, the least amount of job satisfaction was reported by the youngest workers. The relationship held for both blue-collar and white-collar employees and for women as well as men (Bourne, 1982; Rhodes, 1983). "Research had shown, however that the increase in job satisfaction with age was reliable only until about the age of 60, at which point the evidence became less conclusive. Many young people were disappointed when they began to work because they failed to find sufficient challenge and responsibility"(Muchinsky, 1989).

Why did job satisfaction increase with age when the initial reaction to work was one of such great disappointment? There were three possible explanations. First, the most strongly dissatisfied young workers might drop out of the labor force or change jobs so frequently in their search for fulfillment that they were no longer included in survey. This

would mean that the older workers, the fewer dissatisfied people were likely to be among them. Second, a sense of reality for (or resignation) set in as workers grow older. They might give up looking for fulfillment and challenge in work, and so became less dissatisfied (although not necessarily fully satisfied) with their jobs. Perhaps they were making the best of a bad situation, realizing that for family and financial reasons they must remain on the job. Perhaps they also realized that they had fewer alternatives to their present job as they got older. Younger workers were more mobile in that they could more easily find other jobs elsewhere. Third, older workers might have more opportunities to find fulfillment and self-actualization in their jobs than do workers who were just starting out. Age and experience on the job usually bring greater competence, self-confidence, esteem and a higher level of responsibility in which a person might feel a greater sense of accomplishment (Muchinsky, 1989).

When considered about gender. It mean that women are less likely to be satisfied with their jobs than men (Herrick, 1972 ; Savery,1987). This finding might be due to the lack of challenge in women's job and had fewer job requiring substantial discretion or decision-making (Davis, 1977) in his analysis of census data. These finding might well be as true today as they were when Davis made his comments because, as Karpin (1995) suggested there had been a poor success to date in opening up management and corporate boards to women. Research on the relationship between gender and job satisfaction was inconsistent. Some studied report that males were more satisfied than females but some report no differences. Hulin and Smith (1964) thought the difference in gender was due to differences in education, pay and work tenure and that males and females were equally satisfied with their jobs when these factors were controlled for. Sauser and York (1978)

found this to be correct in their study of government employees. Males were more satisfied in global terms and also with regard to such facets as promotions, supervision and work itself. When differences between gender in education, pay, and work tenure were considered, there were no significant differences between male and females.

Several studies have tried to find the source of job satisfaction for men and women. Andrisani and Shapiro (1978) reported that females derived satisfaction both content and context factors. Results were similar to study that tested the validity of Herzberg.

2.5 The Relationship of Corporate Cultures & Job Satisfaction

The importance of the culture had been described by Barney (1986). In strong cultures, the organization's core values were both held strongly and throughout the organization (Wiener, 1988). Later studies confirmed his work with studies showing a strong culture relates to a positive effect on the organization's performance (Gordan and DiTomaso, 1992). The stronger the culture the more the commitment to organizational goals through values acceptance. Commitment was evidenced by low turnover of employees. The research based on employee satisfaction and commitment was often used to determine the likelihood of employees staying with the company. This had also sparked interest in a discussion of the role of corporate culture in employee retention. Kerr and Slocum (1987) and Kopelman, Brief, and Guzzo (1990) suggested that variation in employee retention across organizations might be related to cultural values in the organization. The studies suggested that the culture influenced human resource strategies including selection and placement policies, promotion and reward systems. These strategies taken as a whole influenced retention.

Corporate culture of excellence was a major determining factor in employees job satisfaction, productivity, job attraction and retention. Wallach (1983) had analyzed the relationships between the corporate culture and job satisfaction. Corporate culture was assessed in terms of innovative, supportive and bureaucratic cultures. There were relationship in employees 's job satisfaction in difference organizational cultures or different ways were used. A supportive environment was most important to the job satisfaction of employees. Positive organizational culture and outcomes such as high job satisfactions and morale and low turnover.

2.6 Consequence of Job Satisfaction or Job Dissatisfaction

2.6.1 Consequence of Job Satisfactions

Job satisfaction lead to two advantages: first advantage provides better work life both physical and mental aspect to an individual, second advantage to organization that an individual worked in as well. There were some studies indicated the relationship of job satisfaction to organizational effectiveness. Smith (1964) stated that people's work performance partly must come after their job satisfaction. Another on studied job satisfaction as affecting to organization effectiveness was done by Organ (1977). He found that job satisfaction might relate to organizational citizenship behavior that was beyond the call of duty. Satisfied employees were more likely to help their coworkers, made positive comments about the company, and refrained from complaining when things at work do not go well. On the other hands, job satisfaction had an important role to determine job effectiveness (Schermerhorn, 1996).

2.6.2 Consequence of Job Dissatisfactions

Besides the tremendous advantages result from being satisfied of employees, the negative resulted from being dissatisfied seem to be clearly evidenced. Obviously, many studies showed the similarly findings. Followings were some critical issues on impacts of job dissatisfaction.

Vecchio (1995) mentioned that low level of job satisfaction have been related to such problems as turnover. Because such problem could be cost and disruptive to an organization. Thus, job satisfaction was exceedingly important for the well-being of organization as well as for the individual. Individual were usually drawn to situations that are rewarding, while they tended to withdraw from situations that were unrewarding or painful. The relationship between job satisfaction and employee behavior could be employee's absenteeism, turnover, tardiness, early retirement, hostile actions, and union activity.

-*Absenteeism* referred to unavoidable absenteeism due to illness or family emergency that was largely unrelated to one's job satisfaction (Vroom, 1994). From Smith studied of attendance rate of employees at Sears on the day of severe blizzard that data showed that highly satisfied employees were far more likely to make the extra effort to work despite the blizzard, while dissatisfied employees were more likely to remain home.

-*Tardiness* reflected employee's dissatisfaction (Steer and Porter, 1991). The certain form of employee tardiness, such as caused by lingering in the parking lot or restroom. Other factors that caused tardiness were low job involvement low professional commitment, social pressures and incentives.

-*Turnover* was caused of employee turnover among other reason like seeking for a new job due to pay increased, more job opportunity (Ross & Zander, 1957; Vecchio, 1995). If an employee who were quitting generally superior performance, or dysfunctional turnover, turnover needs to be eliminated. But if turnover was great among poor performances, the changes was actually in the best interests of the organization. To replace the absence position is costly.

-*Early Retirement*. In a study of state civil servants, Vecchio (1995) found supportive evidence that employee who chose early retirement held less positive attitudes toward their position than did those who chose to remain working. Employees with lower-level jobs were likely to take advantage of the opportunity to retire than those in higher-level positions.

-*Union Activity*. Vecchio (1995) indicated that employee dissatisfaction increased interest in union activity. He observed that roughly one that of the variance in union activity could predict from job satisfaction information. The single most important predictor of union activity was dissatisfaction with supervision. However dissatisfaction with pay had no significant relationship.

-*Hostile Actions* include sabotaging machinery or production, employee theft, vandalizing company property, unfairly criticizing the employee and physical violence directed at coworker and superior, these actions were probably done by employees who extremely dissatisfied. The study of Sprouse showed specific example of hostile actions include deliberately destroying databases, tampering with company records and over or under filling customer orders (Vecchio, 1995).

2.7 Measurement of Job Satisfaction

The researcher was used Minnesota Satisfaction Questionnaire (MSQ) in this research. The Minnesota Satisfaction Questionnaire (20 items) was developed by Weiss, Davis, England and Lofquist in 1967. This was one of several measures associated with a comprehensive theory of work adjustment presented by Lofquist and Davis (1969). The theory was constructed on the assumption that each person sought to achieve and maintain correspondence with his or her environment. Correspondence with the requirements of this environment (satisfactoriness), and the work environment fulfilling the requirements of the individual (satisfaction) (Cook et al.,1981). The Minnesota Satisfaction Questionnaire (MSQ) was designed to measure an employee's satisfaction with his or her job. Three forms were available: two long forms (1977 version and 1967 version) and a short form. The MSQ provided more specific information on the aspects of a job that an individual finds rewarding than did more general measures of job satisfaction. The MSQ was useful in exploring client vocational needs, in counseling follow-up studies, and in generating information about the reinforcers in jobs.

Long-Form MSQ. Measures job satisfaction on 20 five-item scales:

<i>Ability Utilization</i>	<i>Coworkers</i>	<i>Moral Values</i>
<i>Achievement</i>	<i>Creativity</i>	<i>Recognition</i>
<i>Activity</i>	<i>Independence</i>	<i>Responsibility</i>
<i>Advancement</i>	<i>Security</i>	<i>Supervision—Human Relations</i>
<i>Authority</i>	<i>Social Service</i>	<i>Supervision--Technical</i>
<i>Company Policies</i>	<i>Social Status</i>	<i>Variety</i>

Compensation-Pay

Working Conditions

Additionally, a 20-item General Satisfaction scale was also scored.

There are two versions of the long-form MSQ, a 1967 version and a 1977 version.

The **1967 version** adjusts for this ceiling effect by using the following five response categories:

Not Satisfied

Somewhat Satisfied

Satisfied

Very Satisfied

Extremely Satisfied

This revised rating scale resulted in distributions that tend to be more symmetrically distributed around the "satisfied" category, with larger item variance. Limited normative data were provided in the MSQ manual for the 1967 version. For this reason the 1967 version of the MSQ was best used where normative data were not required, such as prediction studies or within-organization comparisons where external norms were not necessary.

The **1977 version**, which was originally copyrighted in 1963, uses the following five response choices:

Very Satisfied

Satisfied

"N" (Neither Satisfied nor Dissatisfied)

Dissatisfied

Very Dissatisfied

Normative data for the 20 MSQ scales for 25 representative occupations, plus employed disabled and employed non-disabled workers, are in the MSQ manual. A "ceiling effect" obtained with the rating scale used in the 1977 version tended to result in most scale score distributions being markedly negatively skewed--most responses alternate between "Satisfied" and "Very Satisfied."

Short-Form MSQ. This form consisted of 5 items from the long-form MSQ that best represented each of the 5 scales. Factor analysis of the 5 items resulted in two factors--Intrinsic and Extrinsic Satisfaction. Scores on these two factors plus a General Satisfaction score might be obtained. The short-form MSQ used the same response categories used in the 1977 long form. Normative data for the three scales for six selected occupations are in the manual.

The Minnesota Satisfaction Questionnaire had been widely used in job satisfaction research. According to its authors, the instrument made it feasible to obtain a more individualized picture of worker satisfaction than was possible using gross measures or more general measures of satisfaction with the job as a whole. An individualized measurement is particularly used because two individuals may express the same amount of general satisfaction with their work but for entirely different reasons. For example, one individual may be satisfied with his work because it allowed him to satisfy with his needs for independence and security. Another person who was equally satisfied with his work might instead be able to satisfy his needs for creativity, ability utilization and achievement.

Research had shown that there are individual differences in the vocational needs of people. Research had also shown that there were individual differences in job with

respect to her reinforcement available for satisfaction of needs. It was therefore likely that people found different kinds of satisfactions in work, and this made it is important to measure satisfaction with the specific aspects of work and work environment (Weiss et al., 1967).

Kuieck (1980) compared the Minnesota Satisfaction Questionnaire to two other job satisfaction instruments in order to provide educational leaders with information pertinent to appropriate abilities of the instruments to discriminate among groups known or suspected to differ in job satisfaction. He also used correlation analysis to examine discriminant and convergent validities of the instrument. He found that combinations of scales of the Minnesota Satisfaction Questionnaire discriminated between groups more effectively than either the Need Satisfaction Questionnaire was also superior to the other instruments in discriminant and convergent validity (Kuieck, 1980).

The Minnesota Satisfaction Questionnaire appeared to yield a sound measure of Overall Job Satisfaction (Cook et al., 1981). Several researchers had used the Minnesota Satisfaction Questionnaire, including Wanous (1972) with newly hired female telephone operators. Cohen (1982) utilized both the Minnesota Satisfaction Questionnaire and Herzberg theory in her research involving elementary school principals, and her conclusion provided support for the Herzberg theory. She found that motivators were significantly greater indicators of job satisfaction than hygiene, and that hygiene was significantly greater indicators of job dissatisfaction than motivators.

To study the relationship between job satisfactions, the variables appeared to positively or negatively correlate with job satisfaction were extracted from the studies. The variable would include Achievement, Recognition, Work itself, Responsibility, Achievement,

Growth, Company policy & Administration, Supervision, Relationship with superior, Work Conditions, Salary, Relationship with peers, Personal life, Relationship with subordinates, Status, Security.

2.8 Local Research on Job Satisfaction

Neil (1994) studied organizational culture and teacher job satisfaction to determine the relationship between the strength of school's organizational culture and the job satisfaction of the middle school teachers at La Verne University. She found the strength of the organizational culture in middle level schools was positive and moderate relationship with their job satisfaction.

Wangphanich (1984) studied job satisfaction of university faculty members at Srinakhrinwirot University, Thailand, both in overall satisfaction and in job-dimension satisfaction, which included satisfaction with work, supervision, pay, promotion and co-workers. He found that age, gender, work experience and skill level appear to have a significant effect on job satisfaction. His study revealed that the most satisfies faculty members in study were older people who had greater work experience, higher pay, or higher academic ranks.

Kongjuntuk (1995) studied job satisfaction of officers in private development organization for children in Thailand. He found that effective and efficiency in organization depend upon job satisfaction.

Metle (1997) studied the relationship between age and job satisfaction among Kuwaiti women employees in Kuwaiti private banking sector. The analysis was focused on the responses of the female employees to their own jobs as indicated by their level job

satisfaction. This study differed from other investigations of job satisfaction in two principle ways: in dealing with the private sector and in taking account demographic variable such as age. The major findings of this research indicated that a much broader approach towards increasing satisfaction than focusing on the job itself.

Leekhaphan (1999) studied the relationship between corporate culture, work attitude, readiness for change and excellent performance at Assumption University, Thailand. The subjects of this study were working people in multi level marketing industry in Thailand. One of the significance of this study revealed that corporate culture had the strong correlation with the work attitude (job satisfaction and organization commitment).



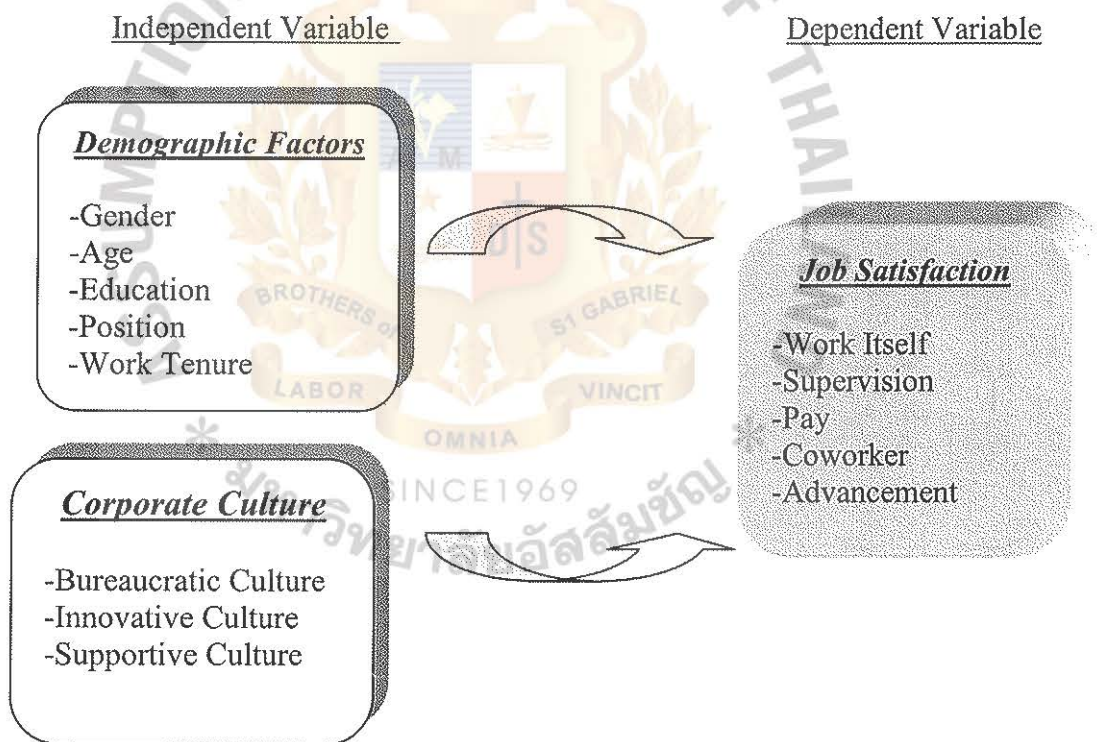
CHAPTER III

RESEARCH FRAMEWORK

This chapter was related to the conceptual framework to study the job satisfaction of employees and its relationship with their difference in demographic factors and corporate clutters. For testing the hypotheses, the researcher had identified demographic factors and corporate culture as the independent variables whereas the job satisfaction was the dependent variable.

3.1 Conceptual Framework

Figure 3.1 Conceptual Framework of Research Study



The conceptual framework of this research was shown in the figure 3.1., it demonstrated the overview of this research. This framework derived from Wallach (1983) who refined

the work of from both Litwin and Stringer (1968), and Margerison (1979) to identify differences and relationships among job satisfaction of employees, corporate cultures and demographic factors.

Wallach (1983) separately identifies 3 corporate cultures as follows:

Bureaucratic cultures were hierarchical with structured lines of responsibility and authority. Control and power are clearly evident. A high score on bureaucracy means the organization was power-oriented cautions established, solid, regulated, ordered, structured, procedural and hierarchical.

Innovative cultures were characterized by excitement and dynamism with challenging, risky and creative environments. In innovative environments, burnout and stress are common occupational hazards.

Supportive cultures had pleasant and harmonies working environments. Interactions were friendly and people help one another. Supportive cultures were open with the environments resembling extended families. They trusted, safe, equitable, sociable, encouraging, open, relationship oriented and collaborative.

Demographic Data Form

Background information requested from TR Company's Employees included gender, age, education, position and work tenure of employees.

Employees Job Satisfaction

Weiss et al, (1999) suggested that there were five-job dimension, which was represented the most importance characteristics of a job which are work-itself, supervisor, pay, coworker and advancement. People had affective response whenever the job provided the individual with interesting tasks, opportunity for learning, amount of work and the chance

to accept responsibility, the amount of financial remuneration that was received and the degree to which this was viewed as equitable as others in the organization, the chances for advancement in the hierarchy, the ability of the superior to provide technical assistance and behavior support, and the desk to which fellow workers were technically proficient and socially supportive.

3.2 Research Hypotheses

Base on the conceptual framework of hypothesis testing model, the null hypothesis statements are set forth as follow:

- H1o There was no difference in job satisfaction when segmented by gender.
- H2o: There was no difference in job satisfaction when segmented by age.
- H3o: There was no difference in job satisfaction when segmented by education.
- H4o: There was no difference in job satisfaction when segmented by position.
- H5o: There was no difference in job satisfaction when segmented by work tenure.
- H6o: There was no relationship between bureaucratic cultures and job satisfactions.
- H7o: There was no relationship between innovative cultures and job satisfactions.
- Ho 8: There was no relationship between supportive cultures and job satisfactions.

3.3 Operationalization of the Independent and Dependent Variables.

3.3.1 Demographic Factors

Factor	Definition	Operationalized By	Measurement
Gender	Gender of each respondents	<ul style="list-style-type: none"> • Male • Female 	Nominal
Age	Duration of life specific to one person	<ul style="list-style-type: none"> • 18-27 years • 28-37 years • 38-47 years • More than 47 years 	Ordinal
Education	Level of highest degree of education	<ul style="list-style-type: none"> • Secondary School • High School • Vocational Graduate • Bachelor degree 	Ordinal
Position	Social standing or status	<ul style="list-style-type: none"> • Staff • Supervisor / Assistant Head of Department • Head of Department • Manager 	Ordinal
Work Tenure	Length of working life in this company	<ul style="list-style-type: none"> • Below 1 years • 1-3 years • 3-5 years • 5-7 years • 7 years and above 	Ordinal

3.3.2 Corporate Culture

Factor	Definition	Operationalized By	Measurement
Bureaucratic Cultures	Having clear lines of responsibility and authority.	<ul style="list-style-type: none"> • Hierarchical • Procedural • Structured • Ordered • Regulated • Established • Power • Caution oriented 	Interval
Innovative Cultures	Challenge and risk-taking.	<ul style="list-style-type: none"> • Risk-taking • Result-oriented • Creative • Pressing • Stimulating • Challenging • Enterprising • Driving 	Interval
Supportive Cultures	The work environment is friendly.	<ul style="list-style-type: none"> • Supportive • Trusting • Equitable • Safe • Social • Encouraging • Relationship-oriented • Collaborative 	Interval

3.3.3 Job Satisfaction

Factor	Definition	Operationalized By	Measurement
Work Itself	Work characteristics	<ul style="list-style-type: none">• Intrinsic value• Openness for learning• Perspective toward the job	Interval
Supervision	Ability of the superior to control the workflow	<ul style="list-style-type: none">• Human relation• Supervision style• Administrative skill	Interval
Pay	Extrinsic value or financial remuneration	<ul style="list-style-type: none">• Amount of remuneration• Fairness	Interval
Co-worker	Colleagues or fellow workers	<ul style="list-style-type: none">• Friendliness• Helpfulness• Competence	Interval
Advancement	Opportunity to grow in this company	<ul style="list-style-type: none">• Promotion• Work Career• Training Skill	Interval

CHAPTER IV

RESEARCH METHODOLOGY

The issues in this chapter of research methodology discussed the methods to be used in this research to analyze data, the number of respondents, sampling procedure, research instruments, questionnaire, collection data and statistical treatment of data.

4.1 Research Method Used

This research focused attention on finding out job satisfaction of employees and its relationship with their demographic factors and corporate culture of TR Company. This research would use both correlation and descriptive methods, which described in quantitative terms. The use of descriptive statistics was quite convenient in describing data gathered. The correlation methods would be able to relate two dominant independent variables to the main dependent variable and described the relationship between variables. The inferential statistics of this study would be Pearson Product Correlation Coefficient, Kruskal Wallis H-Test and Mann-Whitney U Test to described the quantitative variables in the study. Moreover the SPSS software would be used to analyze all information.

4.2 Target Population & Sample Size

4.2.1 Target Population

Target population for this thesis is defined as:

Element : All current employees in TR Company, which could be male or female.

Sampling unit: 200 current employees in March 2003

Extent: **Factory in Samutprakarn province**

Time Horizon: March 2003

4.2.2 Sample Size

TR Company was selected as the site for conducting the research. All 200 employees would be invited to participate in the survey to be conducted for collecting required data. It would include both types of employees who were working on managerial and non-managerial positions.

4.3 Research Instrument is Structured Questionnaire

The instrument for studying the job satisfaction of employees and its relationship with their demographic factors and corporate culture would be the questionnaires. Minnesota Satisfaction Questionnaire (MSQ) measured mentally challenging work, equitable rewards, opportunities for promotion, supportive working conditions and supportive colleagues (Weiss et al., 1999). This research was also used the Corporate Culture Index of Wallach (1983) which had 24 items divided into three dimensions: bureaucratic culture, innovative cultures and supportive cultures. Each dimension had eight items that

were answered on a 5-point Likert scale ranging from 1 to 5 to measure relationship between corporate culture and job satisfaction.

The questions had been established to answer the research hypothesis and sub-variables of three main variables. The question consisted of three parts in questionnaire as follows:

- Part I Demographic Factors of the respondents
- Part II Corporate Culture
- Part III Job Satisfaction

The researcher had developed questionnaire in easily understandable language. The respondents could easily answer all items in short period. The questionnaires were separated two ways. The first part of questionnaire was about demographic factors in multiple choice formats. Second part of questionnaire was Five-Point Likert type scale that would be used to measure corporate culture and job.

- Pre-testing

The researcher had pre-tested the data collection tool in order to test the reliability of questionnaire by randomly distributing 30 copies of questionnaire in TR Company. Reliability referred to the accuracy and precision of procedure. It was concerned with estimates of the degree to which a measurement was free of random or unstable error. Reliability testing was of significance and would be required solely in case of the independent variables were interdependent and contain linkages in operationalization process. The Cronbach's alpha value (α) was found 0.70, which is higher than the minimum acceptable level suggested by Nunnally (1978) that was utilized the internal consistency of the measurement). Alpha coefficient ranged in value from 0 to 1 and might be used to describe the reliability of factors extracted from dichotomous (that was,

questions with two possible answers) and/or multi-point formatted questionnaires or scales (i.e., rating scale: 1 = excellent, 5 = poor). Likert Scale was the most frequently used variation of the summated rating scale. Summated scales consisted of statements that express either a favorable or unfavorable attitude toward the object of interest. The respondents were asked to agree or disagree with each statement. Each response was given a numerical score to reflect its degree of attitude favorableness, and the scores might be totaled to measure the respondent's attitude. In this case, it would represent the level of job satisfaction of TR employees. Any mistakes were resolved in term of sequencing, wording and structuring so that communication between the researcher and the respondents were not biased.

Table 4.1 Reliability Coefficients Alpha of Questionnaire Part II and III under Pilot Study of 30 respondents in TR Company.

Questionnaire No.	Reliability Coefficients Alpha
<i>Part II (Q.2)</i>	
1-8 Corporate cultures under the variable of Bureaucratic Cultures	0.7453
9-16 Corporate culture under the variable of Innovative Cultures	0.7514
17-24 Corporate culture under the variable of Supportive Cultures	0.7474
<i>Part III (Q.3)</i>	
1-15 Job satisfaction factors as a whole	0.8892

4.4 Data Collection and Gathering Procedures

The researcher would distribute questionnaires to respondents who were current employees in TR Company. Before distributing questionnaires, the researcher would translate all questions into Thai language to be easily understanding of respondents. The researcher had personal contacts with Human Resource Department of this organization and they had promised to offer full help in conducting research. The time to collect questionnaires would be March 2003. The researcher has to be very careful due to the sensitivity of the topic. The researcher would use SPSS program in order to analyze and interpret the data. Secondary data had been collected from books; previous research papers and other resources were obtained from the library.

4.5 Statistical Treatment of the Data

After completion of data collection work, the data would be interpreted by Statistical Package for Social Sciences (SPSS). The form of data presentation from these procedures would be presented in easily interpretable formats. All statistical procedures would be carried out by computer software package to ensure accuracy and to minimize cost. The researcher would use the following statistical tools to answer the question of research questions:

Descriptive Statistics

In descriptive analysis, the raw data of the respondents would be presented in the form of frequency as well as percentage for ordinal data and dome of nominal data. These data include demographic factor, which was gender, age, education, position and work tenure.

Kruskal-Wallis H- Test

Kruskal- Wallis H-Test was used when more than two populations were involved and to determine where independent samples had been drawn from the same population (or from different populations having the same distribution). The use of ranking information rather than pluses and minuses was less wasteful of data than the sign test. In this research, the researcher used Kruskal-Wallis H- Test to find the difference of job satisfactions when by segmented by demographic (gender, education, position and work tenure).

Mann-Whitney U Test

Mann-Whitney U Test was used when only two populations were involved. In this research, the researcher used Mann-Whitney U Test to find the difference between demographic factor (gender) and job satisfactions.

Pearson Product Correlation Coefficient

Pearson Product Correlation Coefficient was used to find the relationship between corporate culture (bureaucratic culture, innovative cultures and supportive cultures) and job satisfaction. The correlation coefficient ranges from +1.0 to -1.0 when if r-value was 1.0, there was perfect positive linear (straight-line) relationship. If r-value was -1.0, there was perfect negative linear relationship or a perfect reverse relationship. If r-value was 0, there was no correlation. A correlation coefficient indicated both the magnitude of the linear relationship and the direction of relationship (Zikmund, 1997).

Table 4.2 Arrangements of Questionnaires

Two groups of hypotheses involved in questionnaires as follows:

Hypothesis	Statistic
<i>Group A:</i>	
<i>Demographic Factors test with Job Satisfaction</i>	
Hypothesis 1	Mann-Whitney U Test
Hypothesis 2	Kruskal-Wallis H-Test
Hypothesis 3	Kruskal-Wallis H-Test
Hypothesis 4	Kruskal-Wallis H-Test
Hypothesis 5	Kruskal-Wallis H-Test
<i>Group B:</i>	
<i>Corporate Cultures test with Job Satisfaction</i>	
Hypothesis 6	Pearson Product Correlation Coefficient
Hypothesis 7	Pearson Product Correlation Coefficient
Hypothesis 8	Pearson Product Correlation Coefficient



CHAPTER V

DATA ANALYSIS

This chapter provided the analysis of data collected from 200 employees of TR Company. The data had been analyzed and interpreted by using SPSS Program. The analyses of all responses had been tested in 8 hypotheses included in this study. The data analyzes part could be divided in two sections: descriptive statistics and test of the hypotheses.

5.1 Descriptive Statistics

Descriptive analysis referred to the transformation the raw data that would make them easy to understand and interpret. Describing responses or observations was typically the first form of analysis, which was commonly done by calculating averages, frequency distributions and percentage distribution (Zikmund, 1997).

In this research, descriptive statistics referred to the analysis of personal characteristics of respondents. It included all personal information, such as gender, age, education, position, and work tenure. The second part of the analysis involved hypothesis testing for this research. For group A (hypotheses one to five), Mann-Whitney U –Test had been used for independent samples to analyze the difference in job satisfactions of employees when segmented by gender and Kruskal Wallis H-Test had been used for independent samples to analyze the difference in job satisfactions of employees when segmented by age , highest of education, position and work tenure (hypotheses two to five). For group B (Hypotheses six to eight), Pearson Product Correlation Coefficient had been used to

finded the relationship between job satisfactions and corporate culture (bureaucratic cultures, innovation cultures and supportive cultures).

Respondent Characteristics

Table 5.1 Gender of Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	male	83	41.5	41.5	41.5
	female	117	58.5	58.5	100.0
	Total	200	100.0	100.0	

Table 5.1 showed the gender of the respondents of this research. It was composed of 83 or 41.5% male respondents and 117 or 58.5% female respondents. This signified that female respondents represented the majority group of respondents in this research.

Table 5.2 Age Levels of Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-27 yrs old	93	46.5	46.5	46.5
	28-37 yrs old	88	44.0	44.0	90.5
	38-47 yrs old	13	6.5	6.5	97.0
	more than 47 yrs old	6	3.0	3.0	100.0
	Total	200	100.0	100.0	

Table 5.2 showed the classification of respondents by their age groups and its frequency distribution. It explained that the largest group of respondents (93 or 46.5% respondents) was represented by those whose age ranges between 18-27 years. The other larger group

of respondents (88 Or 44.0% respondents) was represented by those whose age ranges between 28 to 37 years. It also included 13 or 6.5% respondents and 6 or 3.0% respondents whose age ranged between 38 to 47 years and more than 47 years respectively. This signified that those respondents whose age ranges between 18 to 27 years represented the largest group of respondents in this research.

Table 5.3 Education Levels of Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Secondary School	81	40.5	40.5	40.5
	High School	87	43.5	43.5	84.0
	Vocational Graduate	28	14.0	14.0	98.0
	Bachelor Degree	4	2.0	2.0	100.0
	Total	200	100.0	100.0	

Table 5.3 showed the classification of respondents by their level of education and its frequency distribution. It explained that the largest group of respondents (87 or 43.5% respondents) was represented by those whose education level was up to high school. The other larger group of respondents (81 or 40.5% respondents) was represented by those whose education level was up to secondary school. It also included 28 or 14.0% respondents and 4 or 2.0% respondents whose education level was up to vocational graduation and bachelor degree respectively. This signified that those respondents whose education level was up to high school represents the largest group of respondents in this research.

Table 5.4 Position of Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Staff	137	68.5	68.5	68.5
	Supervisor/Assistant Head of Department	46	23.0	23.0	91.5
	Head of Department	14	7.0	7.0	98.5
	Manager	3	1.5	1.5	100.0
	Total	200	100.0	100.0	

Table 5.4 showed the classification of respondents by their position and its frequency distribution. It explained that the largest group of respondents (137 or 68.5% respondents) was represented by those whose position is staff. The other larger group of respondents (46 or 23% respondents) was represented by those whose position was supervisor or assistant head of department. It also included 14 or 7% respondents and 3 or 1.5% respondents whose position was head of department and manager respectively. This signified that respondent whose position was staff represented the largest group of respondents in this research.

Table 5.5 Length of Working of Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below 1 yrs	52	26.0	26.0	26.0
	1-3 yrs	62	31.0	31.0	57.0
	3-5 yrs	37	18.5	18.5	75.5
	5-7 yrs	27	13.5	13.5	89.0
	7 yrs and above	22	11.0	11.0	100.0
	Total	200	100.0	100.0	

Table 5.5 showed the classification of respondents by their level of working in TR Company and its frequency distribution. It explained that the largest group of respondents (62 or 31% respondents) was represented by those who were working in this company between 1-3 years. The other larger group of respondents (52 or 26% respondents) was represented by those who were working in this company less than 1 year. It also included 37 or 18.5% respondents, 27 or 13.5% and 22 or 11% respondents who were working in this company between 3-5 years, 5-7 years and more than 7 years respectively. This signified that those respondents who were working in this company between 1-3 years represented the largest group of respondents in this research.

5.2 Tests of Hypotheses

The hypotheses stated in Chapter 3 involved two groups as follows:

Group A: Demographic Factors VS Job Satisfactions (Hypotheses one to five)

Group B: Corporate Cultures VS Job Satisfactions (Hypotheses six to eight)

Group A: Demographic Factors VS Job Satisfactions

Hypothesis 1. There was difference in job satisfaction when by gender.

H₁₀: There was no difference in job satisfaction when segmented by gender.

H_{1a} : There was difference in job satisfaction when by segmented gender.

Table 5.6 The analysis of job satisfaction when segmented by gender by using Mann-Whitney U-Test for Independent Samples.

Test Statistics ^a	
	Overall JS
Mann-Whitney U	4474.500
Wilcoxon W	11377.500
Z	-.949
Asymp. Sig. (2-tailed)	.343

a. Grouping Variable: Your gender?

The Mann-Whitney U-Test for independent samples in Table 5.6 indicated that there was not a statistically significant difference in job satisfaction when segmented by gender with a significance of .343 which was higher than .05 (.343>.05). Accordingly, the null hypothesis was failed to reject which mean that there was no difference in job satisfactions when segmented by gender at the .05 significant levels.

Hypothesis 2. There was difference in job satisfaction when segmented by age.

H_{2o}: There was no difference in job satisfaction when segmented by age.

H_{2a} : There was difference in job satisfaction when segmented by age.

Table 5.7 The analysis of job satisfaction when segmented by age by using Kruskal-Wallis H-Test for Independent Samples.

Test Statistics ^{a,b}	
	Overall JS
Chi-Square	16.961
df	3
Asymp. Sig.	.001

- a. Kruskal Wallis Test
b. Grouping Variable: Your present age?

The Kruskal-Wallis H-Test for independent samples in Table 5.7 indicated that there was a statistically significant difference in job satisfaction when segmented by age with a significance of .001 which was less than .05 ($.001 < .05$). Accordingly, the null hypothesis was rejected which mean that there was difference in job satisfactions when segmented by age at the .05 significant level.

Hypothesis 3. There was difference in job satisfaction when segmented by education.

H3₀: There was no difference in job satisfaction when segmented by education.

H3_a : There was difference in job satisfaction when segmented by education.

Table 5.8 The analysis of job satisfaction when segmented by education by using Kruskal-Wallis H-Test for Independent Samples.

Test Statistics ^{a,b}	
	Overall JS
Chi-Square	3.990
df	3
Asymp. Sig.	.263

- a. Kruskal Wallis Test
b. Grouping Variable: Your highest education?

The Kruskal-Wallis H-Test for independent samples in Table 5.8 indicated there was not a statistically significant difference in job satisfaction when segmented by education with a significance of .263 which was higher than .05 (.263>.05). Accordingly, the null hypothesis was failed to reject which mean that there was no difference in job satisfactions when segmented by education at the .05 significant levels.

Hypothesis 4. There was difference in job satisfaction when segmented by position.

H₀: There was no difference in job satisfaction when segmented by position.

H₄ : There was difference in job satisfaction when segmented by position.

Table 5.9 The analysis of job satisfaction when segmented by position by using Kruskal-Wallis H-Test for Independent Samples.

Test Statistics ^{a,b}	
	Overall JS
Chi-Square	4.164
df	3
Asymp. Sig.	.244

- a. Kruskal Wallis Test
- b. Grouping Variable: Your current position?

The Kruskal-Wallis H-Test for independent samples in Table 5.9 indicated that there was not a statistically significant difference in job satisfaction when segmented by position with a significance of .244 which was higher than .05 (.244>.05).Accordingly, the null hypothesis was failed to reject which mean that there was no difference in job satisfactions when segmented by position at the .05 significant levels.

Hypothesis 5. There was difference in job satisfaction when segmented by work tenure.

H5₀: There was no difference in job satisfaction when segmented by work tenure.

H5_a : There was difference in job satisfaction when segmented by work tenure.

Table 5.10 The analysis of job satisfaction when segmented by work tenure by using Kruskal-Wallis H-Test for Independent Samples.

Test Statistics ^{a,b}	
	Overall JS
Chi-Square	38.373
df	4
Asymp. Sig.	.000

a. Kruskal Wallis Test

b. Grouping Variable: Your length of working in this company?

The Kruskal-Wallis H-Test for independent samples in Table 5.10 indicated there was a statistically significant difference in job satisfaction when segmented by work tenure with a significance of .000 which was less than .05 ($.000 < .05$). Accordingly, the null hypothesis was rejected which mean that there was difference in job satisfactions when segmented by work tenure at the .05 significant levels.

Group B: Corporate Cultures VS Job Satisfaction

Hypothesis 6. There was relationship between bureaucratic culture and job satisfaction.

H_{6o}: There was no relationship between bureaucratic culture and job satisfaction.

H_{6a} :There was a relationship between bureaucratic culture and job satisfaction.

Table 5.11 The analysis of the relationship between bureaucratic culture and job satisfaction by using Pearson Product Correlation Coefficient.

Correlations			
Overall JS		Overall JS	Bureaucratic Culture
Overall JS	Pearson Correlation	1	.104
	Sig. (2-tailed)	.	.143
	N	200	200
Bureaucratic Culture	Pearson Correlation	.104	1
	Sig. (2-tailed)	.143	.
	N	200	200

The Pearson Product Correlation Coefficient analysis in Table 5.11 indicated that there was not statistically significant correlation between bureaucratic culture and job satisfaction with 2-tailed significance of .143, which is higher than .05 (.143>.05). Accordingly, the null hypothesis was failed to reject. This mean that there was no relationship between bureaucratic culture and job satisfaction at the .05 significance level.

Hypothesis 7. There was a relationship between innovative culture and job satisfaction.

H7₀: There was no relationship between innovative culture and job satisfaction.

H7_a :There was a relationship between innovative culture and job satisfaction.

Table 5.12 The analysis of the relationship between innovative culture and job satisfaction by using Pearson Product Correlation Coefficient

Correlations		Overall JS	Innovative Culture
Overall JS	Pearson Correlation	1	.029
	Sig. (2-tailed)	.	.687
	N	200	200
Innovative Culture	Pearson Correlation	.029	1
	Sig. (2-tailed)	.687	.
	N	200	200

The Pearson Product Correlation Coefficient analysis in Table 5.12 indicated that there was not statistically significant correlation between innovative cultures and job satisfactions with 2-tailed significance of .687, which was higher than .05 (.687>.05). Accordingly, the null hypothesis was accepted. This means that there was no relationship between innovative cultures and job satisfactions at the .05 significance level.

Hypothesis 8. There was a relationship between supportive culture and job satisfaction.

H7₀: There was no relationship between supportive culture and job satisfaction.

H7_a: There was a relationship between supportive culture and job satisfaction.

Table 5.13 The analysis of the relationship between supportive culture and job satisfaction by using Pearson Product Correlation Coefficient

Correlations		Overall JS	Supportive Culture
Overall JS	Pearson Correlation	1	.204**
	Sig. (2-tailed)	.	.004
	N	200	200
Supportive Culture	Pearson Correlation	.204**	1
	Sig. (2-tailed)	.004	.
	N	200	200

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

The Pearson Product Correlation Coefficient analysis in Table 5.13 indicated that there was statistically significant correlation between supportive culture and job satisfaction with 2-tailed significance of .004 which was less than (.004<.01). Accordingly, the null hypothesis is rejected. This mean that there was relationship between supportive culture and job satisfaction at the .01 significance level.

For Pearson Product Correlation Coefficient is the .204 or 20.4 percentage mean supportive culture and job satisfaction had a moderate relationship.

CHAPTER VI

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

This chapter consisted of three sections. The first section was the interpretation of the results or summary of findings. The second section was the conclusion drawn against the research problem. The last section contained recommendations and suggestions for future research.

6.1 Summary of Findings

This section presented interpretations of the results from the data gathered, which included a summary of the respondent's characteristics, a summary of job satisfaction of employees and its relationship with their demographic factor and corporate culture, and a summary of hypotheses testing.

Summary of Respondent's Characteristics

Based on the data of 200 respondents collected from the research study, there are 58.5% of female respondents and 41.5% of male respondents. The highest percentage of age group of the respondents was in between 18-27 years old accounting for 46.5% from the total respondents. According to a substantial number of the respondent's education in high school consisting of 87 respondents accounting for 43.5% from the total respondents. With the regards to position of the respondents, the findings showed that the most of the respondents were 137 respondents (68.5%) who were working as staffs in TR Company. In addition the highest percentage of respondents had work tenure of 1-3 years accounting for 31% from the total respondents.

Summary of Hypotheses Testing

Table 6.1 The Summary Results of Hypotheses

Hypotheses	Test Statistics	Level of Significance	Results
<i>Group A: Demographic Factors VS Job Satisfactions</i>			
H1 _o : There was no difference in job satisfaction when segmented by gender.	Mann-Whitney U-Test	.343	Failed to Reject H _o
H2 _o : There was no difference in job satisfaction when segmented by age.	Kruskal-Wallis H-Test	.001	Reject H _o
H3 _o : There was no difference in job satisfaction when segmented by education.	Kruskal-Wallis H-Test	.263	Failed to Reject H _o
H4 _o : There was no difference in job satisfaction when segmented by position.	Kruskal-Wallis H-Test	.244	Failed to Reject H _o
H5 _o : There was no difference in job satisfaction when segmented by work tenure.	Kruskal-Wallis H-Test	.000	Reject H _o
<i>Group B: Corporate Cultures VS Job Satisfactions</i>			
H6 _o : There was no relationship between bureaucratic culture and job satisfaction.	Pearson Product Correlation Coefficient	.143	Failed to Reject H _o
H7 _o : There was no relationship between innovative culture and job satisfaction.	Pearson Product Correlation Coefficient	.687	Failed to Reject H _o
H8 _o : There was no relationship between supportive culture and job satisfaction.	Pearson Product Correlation Coefficient	.004	Reject H _o

6.2 Conclusions

TR Company had faced the problem with high turnover rate of employees. To solve this problem effectively, human resource management team should understand the job satisfactions that affect employees' work-related attitudes, particularly corporate culture and demographic factors. The objectives of this research are a) to test the difference between demographic factors with job satisfaction and b) to test the relationship between corporate culture and job satisfaction. The researcher employed both descriptive and inferential statistics to test the hypotheses.

For the descriptive statistic part, there is 200 employees in TR Company, Samutprakarn Province. The Female employees have 58.5% when comparing with male employees (41.5%). In case of classifying the respondents by age group, the largest group of respondents has the age range between 18-27 years old (46.5%), the second largest group had the age range between 28-37 years old (44%). When considered the education level TR's employees, it was clearly separated into 4 groups i.e. those who hold secondary school (40.5%), high school (43.5%), vocational graduate (14%) and bachelor degree (2%). The employees have working as staffs (68.5%), supervisor or assistant head of department (23%), head of department (7%) and manager (1.5%). The last descriptive data was work tenure (working experience). The respondents who had been working with this company around 1-3 years were the largest group of respondent (31%). The second largest group of respondents had the working experience in this company less than 1 year (26%).

Another research objective was to test the relationship between demographic factors and all facets of job satisfaction.

Gender: It was shown that gender had no difference in job satisfaction.

Age: It was shown that age had difference in job satisfaction.

Education: It was shown that education had no difference in job satisfaction.

Position: It was shown that position had no difference in job satisfaction.

Work Tenure: It was shown that work tenure had difference in job satisfaction.

In order to show clear and firm evidences, the researcher sought out the previous empirical researches to support the existing result. In the research study of Wallach (1983), he found that age and work tenure has strong relationship with job satisfaction.

Individual demographic characteristics had been a likely target for sources of variation in job satisfaction. Age had shown consistently to be related to job satisfaction. Based on women expectation, the researcher could interpret that women age's increased, total job satisfaction increases because as an individual got older his/her hoped level off or began to decrease in latter years and became more realistic and more realistic and more settled at the same time, as the level of rewards realized from some facets of the job increased.

On the other hand, the most strongly dissatisfied young workers might drop out of the labor force or change jobs so frequently in their search for fulfillment that they were no longer included in survey. This would mean that the older workers, the fewer dissatisfied people were likely to be among them. As sense of reality for (or resignation) set in as workers grow older. They might give up looking for fulfillment and challenge in work, and so became less dissatisfied (although not necessarily fully satisfied) with their jobs.

Perhaps they were making the best of a bad situation, realizing that for family and financial reasons they must remain on the job. Perhaps they also realized that they had fewer alternatives to their present job as they got older. Younger workers were more mobile in that they could more easily find other jobs elsewhere. Older workers might have more opportunities to find fulfillment and self-actualization in their jobs than do workers who were just starting out. Age and experience on the job usually bring greater competence, self-confidence, esteem and a higher level of responsibility in which a person might feel a greater sense of accomplishment.

The final research objective was to test the relationship between corporate culture and job satisfaction

Bureaucratic Culture: It was shown that bureaucratic culture had no relationship with job satisfaction.

Innovative Culture: It was shown that innovative culture had no relationship with job satisfaction.

Supportive Culture: It was shown that supportive cultures had relationship with job satisfaction.

In the research study of Wallach (1983), he found that supportive environment was the most important to the job satisfaction. Supportive culture environment were significant predictors of TR's employees job satisfaction Supportive cultures had showed the characteristic of organization culture that employees had pleasant and harmonies in working environments. Interactions were friendly and people help one another. Supportive cultures were open with the environments resembling extended families. They trusted, safe, equitable, sociable, encouraging, open, relationship oriented and

collaborative. Employees working for managers who display supportive were more likely to feel secure about their jobs, trust their managers, and engage in upward feedback. Supportive managers created work environments that influence, rather than force or coerce, desired work behavior and productivity. When employees felt their managers were supportive, the employees were more likely to align their future career plans with the future directions of the organization; they became more committed to the long-term interests of the organization. Following was a list of building blocks for constructing a supportive management style—and thus a more supportive and mutually respectful work environment when the manager had engaged in two-way communication, provided positive feedback, mentored employees, allowed for employee autonomy and facilitated the completion of job tasks

6.3 Recommendations

Based on the research result, TR Company had to explore and understand the importance of corporate cultures, which can either directly or indirectly, increased the performance of its productivity and reduced the turnover rate of employees. TR Company should take an appropriate implementation plan in developing the understanding of the concept of corporate cultures. It is clearly indicated that one variable of corporate cultures had the positive relationship with job satisfaction. Elements presented in supportive work cultures might be those essential to promote the ability of employees to practice high levels. Supportive environments might enhance self-recognition of successful job performance and gave a sense of doing well, this leading to higher levels of job satisfactions. Wallach (1983) referred supportive cultures may contribute to the

development and enhancement of a professional sense of self-esteem is linked to job satisfactions.

In summary, corporate cultures offered an essential tool for enhancing the organizational effectiveness and increased in productivity. If management was willing to invest a substantial effort in supporting the corporate culture concept by arranging the program for human resource development, the level of job satisfaction would be increased.

6.4 Implication

Academic Contribution

The research aimed at gaining a better understanding of human resources and their behavior. The framework of this study would help the academicians to build a concrete understanding of how the TR's employees reacted or thought toward their works. Each type of industry was a unique sector in Thailand; therefore, the research work on job satisfaction of TR's employees was minute. The research work on corporate culture and job satisfaction would be able to give a dimension to further study behavior of employees. Because it was perhaps not surprising that the relationship between corporate culture and job satisfaction differs for different employees in different organization in different countries and in different cultures.

Business Contribution

The research study is beneficial for TR Company itself and those who work in human resources field. TR Company was experiencing the outcomes from turnover rate of employees. To manage the outcomes effectively, the management must understand the

social processes that affect employees' work-related attitudes, particularly corporate cultures and demographic factors. In addition, to be effective in reorganizing the systems, the human resource management team must realize the link between corporate culture and job satisfactions to make judgments about the appropriate organization culture effectively. As TR Company continued to undergo the effect from turnover, it was important that human resource management team did not use one narrowly focused intervention program. The importance given to corporate cultures recently as a panacea for improving quality of work life may be unwarranted. Designing interventions that allowed for influence of corporate culture on varying classification of TR's employees might be a more effective strategy and have a greater effect on attitudes and behaviors.

Further Research

The current research studied on the relationship between corporate culture and job satisfaction came from the research model of Wallach (1983) who refined the work of Both Litwin (1968), and Stringer and Margerison (1979). The research work studied only one aspect of corporate culture and job satisfaction on TR Company only a specific point of time. Longitudinal research was clearly needed to assess issues of causality as well as the strength and duration of the relationship between corporate culture and various outcomes. Longitudinal research would help clarify the causal direction of the relationships in the future.

Finally, the empirical study of corporate culture was not in its infancy. The researcher hope was that clarifying and encouraging more organizational scholars to study more details about corporate culture in the workplace.

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APPENDIX A:

LETTER OF REQUEST



Ref: Grad. 0038/2003

Dated: January 16, 2003

Subject: Request Cooperation on Student's Fieldwork

To Whom It May Concern:

Dear Sir/Madam:

As part of the course requirements for subject entitled "BG 7000 Thesis", students are assigned to various business and industrial establishments. During this short period they are required to observe and collect information, statistics and data from the companies and firms selected. The project will include the analysis of the strategic planning, organization and implementation methods adopted together with problem encountered including suggestions for solution of these problems.

Ms.Piyaporn Tasanakitpanitch

is assigned to study your company operations and I shall be very obliged if you will accord her to achieve the course objectives by facilitating her to do the necessary field work.

Thanking in advance for your cooperation.

Yours faithfully,

ChaibP

for
Dr.Kitti Phothikitti
Director

ABAC, Ramkhamhaeng 24
Huamark, Bangkok
Bangkok 10240
Tel. 300-4553 or 719-1515 Ext. 1307-10
Fax. 719-1521

APPENDIX B:

QUESTIONNAIRES

(ENGLISH AND THAI VERSION)



I am the student from Assumption University, majoring in MBA day program and now studying Thesis subject (BG 7000). The purpose of this questionnaire is to research about *“Job Satisfaction of Employees and Its Relationship With Their Demographic Factor and Corporate Culture”*. Your information will be kept confidentially.

Part I: Demographic Profile

Please mark (X) at your appropriate answer.

1. Your gender?

☐ Male

☐ Female

2. Your present age?

☐ 18- 27 years old

☐ 28-37 years old

☐ 38-47 years old

☐ More than 47 years old

3. Your highest education?

☐ Secondary School

☐ High School

☐ Vocational Graduate

☐ Bachelor Degree

4. Your position?

☐ Staff

☐ Supervisor / Assistant Head of Department

☐ Head of Department

☐ Manager

5. Your length of working in this company?

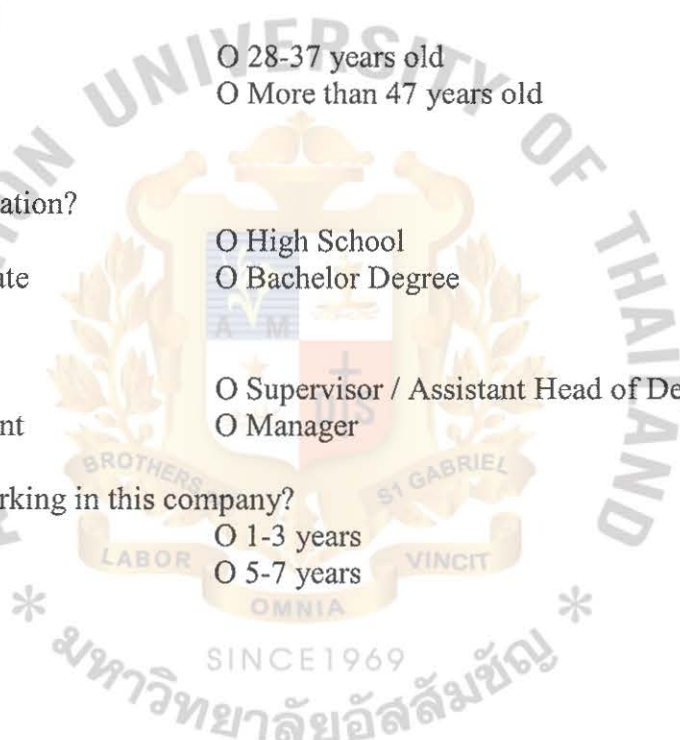
☐ Below 1 years

☐ 1-3 years

☐ 3-5 years

☐ 5-7 years

☐ 7 years and above



In part II-III, please mark (X) in the appropriate numbers that match well with your opinion about the given statement.

Part II: The Corporate Culture Survey

No	Statement	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
Bureaucratic Cultures						
Q2-1	My company has clear line of responsibility and responsibility.	5	4	3	2	1
Q2-2	My company has explicated rules for operation.	5	4	3	2	1
Q2-3	My company has rigid control.	5	4	3	2	1
Q2-4	My company has centralized in decision-making.	5	4	3	2	1
Q2-5	An administrator puts efforts to set the rules and regulations in my company	5	4	3	2	1
Q2-6	The upper levels have power oriented in my company.	5	4	3	2	1
Q2-7	My manager has high responsibilities in work.	5	4	3	2	1
Q2-8	All employees always caution-oriented about the way they do things.	5	4	3	2	1
Innovative Cultures						
Q2-9	My job is risk-taking.	5	4	3	2	1
Q2-10	My manager stresses on outcome oriented.	5	4	3	2	1
Q2-11	My manager allows employees to create new ideas.	5	4	3	2	1
Q2-12	The communication is two ways in my company.	5	4	3	2	1
Q2-13	My work in my company is challenging.	5	4	3	2	1
Q2-14	My manager challenges employees to do their best efforts.	5	4	3	2	1
Q2-15	My company has created innovative new things.	5	4	3	2	1
Q2-16	The structure of work is a dynamics.	5	4	3	2	1
Supportive Cultures						
Q2-17	My manager has fully supported in my work	5	4	3	2	1

No	Statement	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
Q2-18	My manager has recognized in my work.	5	4	3	2	1
Q2-19	Division of work is defined in my company.	5	4	3	2	1
Q2-20	My company provides the lifetime security.	5	4	3	2	1
Q2-21	My company cares about health and welfare of their employees.	5	4	3	2	1
Q2-22	My company has measured an individual performance.	5	4	3	2	1
Q2-23	My company supports the relationship-oriented in work.	5	4	3	2	1
Q2-24	My company creates the harmonious environment	5	4	3	2	1

* Modified from Wallach,1983.

Part 3:Job Satisfaction

No	Statement	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
Work Itself						
Q3-1	I feel that my job is meaningful.	5	4	3	2	1
Q3-2	I like my job.	5	4	3	2	1
Q3-3	My job is enjoyable.	5	4	3	2	1
Supervision						
Q3-4	I am treated fairly by my supervisor.	5	4	3	2	1
Q3-5	I like my supervisor.	5	4	3	2	1
Q3-6	I am satisfied with the amount of feedback my supervisor gives to me.	5	4	3	2	1
Pay						
Q3-7	I feel appreciate what my company pays to me.	5	4	3	2	1
Q3-8	I feel satisfied with my chances for salary increases.	5	4	3	2	1

No	Statement	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
Q3-9	If I do a better job, my pay will be adjusted accordingly.	5	4	3	2	1
Coworker						
Q3-10	I like the people I work with.	5	4	3	2	1
Q3-11	There is no bickering and fighting at work.	5	4	3	2	1
Q3-12	My co-workers treat me fairly at work.	5	4	3	2	1
Advancement						
Q3-13	I am satisfied with the career opportunity available to me.	5	4	3	2	1
Q3-14	Job promotions are handle fairly.	5	4	3	2	1
Q3-15	My work assignment provides me with opportunities to acquire new skills.	5	4	3	2	1

** Modified from Weiss et al., 1999.

**** Thank you for your cooperation ****



แบบสอบถาม

ดิฉันเป็นนักศึกษาปริญญาโทของมหาวิทยาลัยอัสสัมชัญ คณะบริหารธุรกิจ ภาควิชา การทำแบบสอบถามนี้เป็นส่วนหนึ่งของการทำวิทยานิพนธ์ รหัสวิชา (BG 7000) แบบสอบถามนี้มีวัตถุประสงค์เพื่อศึกษาความสัมพันธ์ระหว่างวัฒนธรรมองค์กรและความพึงพอใจในการทำงาน ข้อมูลที่ท่านให้จะถูกเก็บเป็นความลับ

ส่วนที่ 1 ข้อมูลส่วนตัว

1. เพศ

☐ ชาย

☐ หญิง

2. อายุปัจจุบัน

☐ 18-27 ปี

☐ 28-37 ปี

☐ 38-47 ปี

☐ มากกว่า 47 ปี

3. วุฒิการศึกษาสูงสุด

☐ มัธยมศึกษาตอนต้น

☐ มัธยมศึกษาตอนปลาย

☐ สายอาชีพ/พาณิชย์

☐ ปริญญาตรี

4. ตำแหน่ง

☐ ผู้ปฏิบัติงาน

☐ ผู้ช่วยหัวหน้าแผนก

☐ หัวหน้าแผนก

☐ ผู้จัดการ

5. อายุการทำงาน

☐ น้อยกว่า 1 ปี

☐ 1-3 ปี

☐ 3-5 ปี

☐ 5-7 ปี

☐ มากกว่า 7 ปี

ในส่วนที่ 2 และ 3

กรุณาภาเครื่องหมาย (X) ในช่องที่ใกล้เคียงกับคำตอบของคุณมากที่สุดและ

ตอบคำถามทุกข้อ

(5=ไม่เห็นด้วยอย่างยิ่ง.....1= เห็นด้วยอย่างยิ่ง)

ส่วนที่ 2 วัฒนธรรมขององค์กร

ข้อ	รายละเอียด	ไม่เห็นด้วย อย่างยิ่ง	ไม่เห็นด้วย	เฉยๆ	เห็นด้วย	เห็นด้วย อย่างยิ่ง
วัฒนธรรมของการบริหารงาน						
ข้อ2-1	มีกำหนดอำนาจและความรับผิดชอบในการทำงานอย่างชัดเจนในบริษัทของฉัน	5	4	3	2	1
ข้อ2-2	มีกำหนดกฎเกณฑ์ในการทำงานไว้อย่างชัดเจนในบริษัทของฉัน	5	4	3	2	1
ข้อ2-3	มีการควบคุมเข้มงวดในการทำงานในบริษัทของฉัน	5	4	3	2	1
ข้อ2-4	อำนาจในการตัดสินใจขึ้นอยู่กับส่วนกลาง	5	4	3	2	1
ข้อ2-5	ฝ่ายบริหารมีหน้าที่กำหนดกฎเกณฑ์และระเบียบในการทำงาน	5	4	3	2	1
ข้อ2-6	ผู้บริหารระดับสูงกว่ามีอำนาจในการตัดสินใจมากกว่า	5	4	3	2	1
ข้อ2-7	ผู้จัดการมีหน้าที่รับผิดชอบสูงในการทำงาน	5	4	3	2	1
ข้อ2-8	พนักงานให้ความระมัดระวังถึงผลที่ตามมาจากการกระทำอยู่เสมอ	5	4	3	2	1
วัฒนธรรมของการคิดค้น, เรียนรู้						
ข้อ2-9	มีความเสี่ยงในหน้าที่การงานที่ฉันทำอยู่	5	4	3	2	1
ข้อ2-10	ผู้จัดการมีการกำหนดผลที่ได้รับในการทำงาน	5	4	3	2	1
ข้อ2-11	ทางบริษัทอนุญาตให้พนักงานแสดงความคิดเห็นในการทำงาน	5	4	3	2	1
ข้อ2-12	ความสัมพันธ์ระหว่างหัวหน้าและลูกน้องเป็นกันเอง	5	4	3	2	1

ข้อ	รายละเอียด	ไม่เห็นด้วย อย่างยิ่ง	ไม่เห็นด้วย เล็กน้อย	เฉยๆ	เห็นด้วย เล็กน้อย	เห็นด้วย อย่างยิ่ง
ข้อ2-13	งานที่ทำอยู่เป็นงานที่ทำหาย	5	4	3	2	1
ข้อ2-14	มีการผลักดันให้พนักงานเรียนรู้สิ่งใหม่ๆ	5	4	3	2	1
ข้อ2-15	มีการคิดค้นหรือสร้างสิ่งใหม่ๆเกิดขึ้นในองค์กร	5	4	3	2	1
ข้อ2-16	โครงสร้างของการทำงานมีการปรับเปลี่ยนให้ เหมาะสมอยู่เสมอ	5	4	3	2	1
วัฒนธรรมของการให้การสนับสนุน						
ข้อ2-17	หัวหน้าให้การสนับสนุนลูกน้องอย่างเต็มที่	5	4	3	2	1
ข้อ2-18	หัวหน้าให้การยอมรับกับงานที่เราทำ	5	4	3	2	1
ข้อ2-19	งานถูกจัดสรรได้อย่างเหมาะสม	5	4	3	2	1
ข้อ2-20	มีความมั่นคงในการทำงาน	5	4	3	2	1
ข้อ2-21	ทางบริษัทให้ความสนใจเกี่ยวกับสุขภาพและความ เป็นอยู่ที่ดีให้กับลูกน้อง	5	4	3	2	1
ข้อ2-22	ทางบริษัทมีการประเมินผลการทำงานของพนักงาน อยู่เสมอ	5	4	3	2	1
ข้อ2-23	มีสัมพันธภาพที่ดีระหว่างกันในที่ทำงาน	5	4	3	2	1
ข้อ2-24	มีความสามัคคีในหมู่คณะในที่ทำงาน	5	4	3	2	1

ส่วนที่ 3 ความพึงพอใจในการทำงาน

ข้อ	รายละเอียด	ไม่เห็นด้วย อย่างยิ่ง	ไม่เห็นด้วย	เฉยๆ	เห็นด้วย	เห็นด้วย อย่างยิ่ง
สภาพของงาน						
ข้อ3-1	ฉันรู้สึกว่างานที่ทำอยู่เป็นงานที่ดี	5	4	3	2	1
ข้อ3-2	ฉันรักงานที่ทำอยู่	5	4	3	2	1
ข้อ3-3	ฉันรู้สึกสนุกกับงานที่ทำอยู่	5	4	3	2	1
หัวหน้า						
ข้อ3-4	หัวหน้าของฉันเอาใจใส่ฉันเป็นอย่างดี	5	4	3	2	1
ข้อ3-5	ฉันพึงพอใจในตัวหัวหน้าของฉัน	5	4	3	2	1
ข้อ3-6	ฉันพึงพอใจกับผลที่ได้รับจากหัวหน้า	5	4	3	2	1
ผลตอบแทน						
ข้อ3-7	ฉันรู้สึกพึงพอใจกับผลตอบแทนที่ได้รับ	5	4	3	2	1
ข้อ3-8	ฉันรู้สึกพึงพอใจกับกฎเกณฑ์ในการขึ้นค่าแรง	5	4	3	2	1
ข้อ3-9	บริษัทของฉันมีการปรับค่าแรงตามตำแหน่งงาน	5	4	3	2	1
เพื่อนร่วมงาน						
ข้อ3-10	ฉันรู้สึกชอบเพื่อร่วมงานของฉัน	5	4	3	2	1
ข้อ3-11	ไม่มีการทะเลาะกันในที่ทำงานของฉัน	5	4	3	2	1
ข้อ3-12	เพื่อร่วมงานของฉันให้ความเอาใจใส่ฉันเป็นอย่างดี	5	4	3	2	1
ความก้าวหน้าในการทำงาน						
ข้อ3-13	ฉันพึงพอใจกับการเลื่อนตำแหน่งหน้าที่ของฉัน	5	4	3	2	1
ข้อ3-14	ขั้นตอนของการเลื่อนตำแหน่งจัดไว้อย่างยุติธรรม	5	4	3	2	1
ข้อ3-15	งานที่ฉันทำอยู่ให้โอกาสฉันเรียนรู้สิ่งใหม่ๆ	5	4	3	2	1

*** ขอขอบคุณที่ให้ความร่วมมือในการตอบแบบสอบถามดังกล่าว****

APPENDIX C:

RELIABILITY ANALYSIS



Psychological Corporate Culture under the variable of Bureaucratic Cultures

RELIABILITY ANALYSIS - SCALE (ALPHA)

		Mean	Std Dev	Cases
1.	BC1	2.1500	.5661	30.0
2.	BC2	2.0333	.8537	30.0
3.	BC3	2.0933	.8829	30.0
4.	BC4	2.1300	.6026	30.0
5.	BC5	2.4833	.3790	30.0
6.	BC6	2.0333	.5561	30.0
7.	BC7	2.4500	.9402	30.0
8.	BC8	2.8667	.9403	30.0

Reliability Coefficients

N of Cases = 30.0 N of Items = 8

Alpha = .7453



Psychological Corporate Culture under the variable of *Innovative Cultures*

RELIABILITY ANALYSIS - SCALE (ALPHA)

	Mean	Std Dev	Cases
1. IC1	2.9333	.7849	30.0
2. IC2	1.9667	.1826	30.0
3. IC3	2.3333	.6065	30.0
4. IC4	1.9667	.1826	30.0
5. IC5	2.4333	.7739	30.0
6. IC6	2.0333	.5561	30.0
7. IC7	2.2333	.5683	30.0
8. IC8	2.4333	.5040	30.0

Reliability Coefficients

N of Cases = 30.0 N of Items = 8

Alpha = .7514



Psychological Corporate Culture under the variable of *Supportive Cultures*

RELIABILITY ANALYSIS - SCALE (ALPHA)

		Mean	Std Dev	Cases
1.	SC1	2.1333	.5713	30.0
2.	SC2	2.4667	.5074	30.0
3.	SC3	2.1000	.5477	30.0
4.	SC4	2.3333	.5467	30.0
5.	SC5	2.1000	.5477	30.0
6.	SC6	2.0667	.2537	30.0
7.	SC7	2.1333	.4342	30.0
8.	SC8	2.1667	.3790	30.0

Reliability Coefficients

N of Cases = 30.0 N of Items = 8

Alpha = .7474



*** Job Satisfaction Factors concerning with as a whole ***

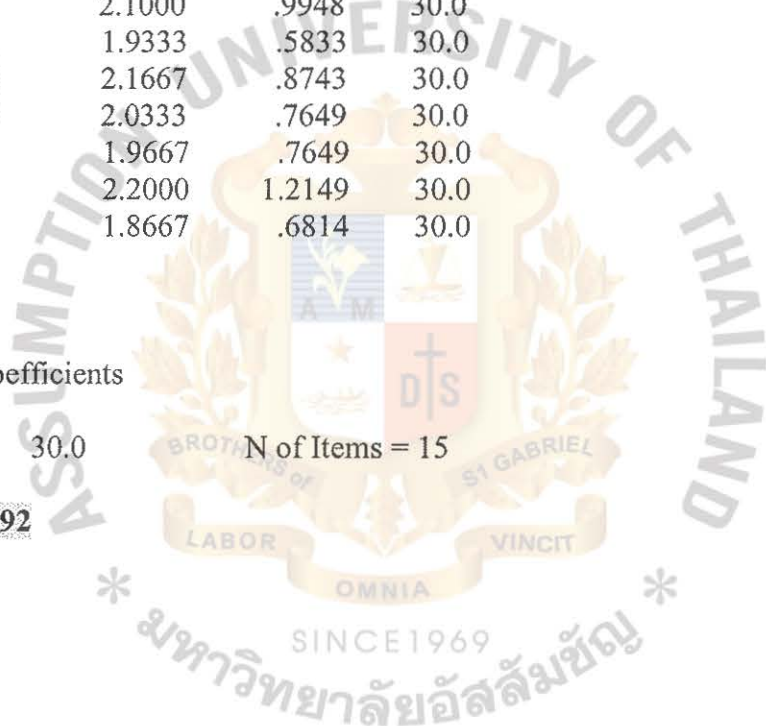
RELIABILITY ANALYSIS - SCALE (ALPHA)

		Mean	Std Dev	Cases
1.	WOR1	2.5333	1.0743	30.0
2.	WOR2	2.2667	1.0483	30.0
3.	WOR3	2.5667	1.1043	30.0
4.	SUP1	2.1000	.7589	30.0
5.	SUP2	2.2333	.8172	30.0
6.	SUP3	2.2667	.8683	30.0
7.	PAY1	2.6667	1.2130	30.0
8.	PAY2	2.2000	.9965	30.0
9.	PAY3	2.1000	.9948	30.0
10.	COW1	1.9333	.5833	30.0
11.	COW2	2.1667	.8743	30.0
12.	COW3	2.0333	.7649	30.0
13.	ADV1	1.9667	.7649	30.0
14.	ADV2	2.2000	1.2149	30.0
15.	ADV3	1.8667	.6814	30.0

Reliability Coefficients

N of Cases = 30.0 N of Items = 15

Alpha = .8892



APPENDIX D:

COMPANY PROFILE



Company Profile

Tong Roongroj Industry Co., Ltd. or as it was also called “TR” had allowed the researcher to explore and conduct this research. TR was initially established as a small business in 1963 to produce the plastic products such as watch case spare part, bottle cap and mini plastic parts.

In 1978, TR started to expand their business area from one unit building to for units building at Ratchdapisak Road, Yannawa District, Bangkok. Fourteen modern injection plastic machines were imported from Japan to increase production capacity to meet increasing higher demand. The capacity of machine is from 20 to 200 tons.

In 1986, the business had further expanded from 4 units building to the medium industry in 6 plantation area in 99/9 Moo.10 KM.17 Soi Bangpla, Teparak Road, Bangplee, Samutprakarn 10540. It had placed an order to buy more plastic machines which have machine power of 360 tons. It had been ordered to produce electronic parts such as body part of refrigerators, electric fans, washing machines, etc.

In 1987, it had placed on order for buying injection plastic machines which had machine power 850 tons to inject a part of televisions, refrigerators of *SANYO UNIVERSAL ELECTRIC CO. LTD.* to support the market growth.

In 1991, the capacity of injection plastic machines further increased to be 1,300 tons to support a part of washing machine of *HITACHI CONSUMER PRODUCTS CO., LTD (THAILAND)*.

At present, TR had plastic injection machines from Japan with power of 20-1,300 tons at 48 machines to serve demand of consumers by producing a part of televisions,

electric fans, refrigerators, rice pots, computers, automobiles parts and air conditioning parts, etc.

- General Information

Total Plant Size: 10,000 SQ. M.

Manufacturing Area: 7,000 SQ. M

Number of staffs: 200 persons (as in the year 2003)

Number of shifts: 2 shifts (08:00-20:00 p.m. and 20:00-0800a.m)

-Major Products and Services

Television	Refrigerator	Washing Machine
Fan Electric	Monitor Cabinet	Key Board
Super ware	Automobile Parts	Optical Parts
Household Products	Cosmetic package products	Air-conditioning Parts

-Minor Products and Service

Assembly Products	Silk-screen	Make New Molds
Modify Molds	Repair Molds	

-Direct and Indirect Customers

Hitachi Consumer Products (Thailand) Co. Ltd.

Sanyo Universal Electric Co., Ltd. (Public)

Matsushita Home Appliance (Thailand) Co. Ltd.

Kang Yong Electric Public Company Ltd.

Siam Fujiware Co., Ltd.

Jack Jia Co., Ltd.

Apache Industrial Corporation Co., Ltd.

Soko-Srithai Co., Ltd.

Bangkok Steel Industry Public Co., Ltd.

Bandai Industrial Co., Ltd.

Welcraft Products Co. Ltd.

Saha Sehwa Company Ltd.

Kumi (Thailand) Co.Ltd.

Showpla (Thailand) Co., Ltd.



Organization Chart

