



Job Satisfaction and Media Planners' Turnover:
A Case Study of Media Agencies in Bangkok

By

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

Master of Management in Organization Development and Management

Graduate School of Business
Assumption University
Bangkok, Thailand

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Abstract

This research has been conducted to identify the factors related to job satisfaction and employees' turnover of media agencies in Bangkok. The objectives of this research were: (1) To determine the employees' turnover rate within selected media agencies in Bangkok; (2) To determine the employees' profile in relation to the turnover rate; (3) To determine job satisfaction factors that affect turnover; and (4) To determine the reason to turnover.

The survey method has been used with the help of self-administered questionnaire conducted on 100 media planners in 7 media agencies in Bangkok. Descriptive statistics, frequency table and cross tab table, bar chart, pie chart and histogram, and chi-square test were used for data analysis. The results from hypothesis testing reveal that job satisfaction in terms of job description, work motivation, rewards, job design, organization commitment, and teamwork affect employees' turnover rate.

Recommendations and suggestions for further research were also considered. Feed back and two-way communication, challenging jobs, clear goal for all individuals, definite criteria for measuring employee performance and job security are important considerations that could improve the level of work motivation and create commitment to the organization. Employees' job satisfaction leading to low turnover rate could benefit the company by saving its training cost for new employees. A research, which will probe the media agency's employees' attitudes, will help interested readers to understand employees' requirements and help solve the problem of high turnover rate.

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CHAPTER 1

GENERALITIES OF THE STUDY

1.1 Introduction

Media organizations supply the demand with media content. Some needs and wants are fulfilled, and the cycle starts again. In this circular process, media organizations must evaluate the demand for information and ideas in the market, draw on people as sources in the system, and supply content to fulfill the demand. The steps involve difficult decisions, and many media companies fail to make those decisions successfully (Folkerts, Lacy, and Davenport, p.31, 1998).

Media planner's job is to work out how best to use the media and other communication platforms to achieve the clients' marketing objective. The objective is then be translated into a media plan. The media planner identifies the most appropriate target audiences for a campaign and uses knowledge of advertising media and the brand to assess the most appropriate vehicle for building awareness of the brand. The planners select the medium through which advertisements are most likely to reach their target market. In essence planners are communication experts. It should be noted that some agencies combine the roles of planner and media buyer

(http://www.prospects.ac.uk/cms/ShowPage/Home_page/E, 2002).

Media Buying Services specializes in buying radio and television time and also other media and reselling them to advertisers and advertising agencies. The service sells

time to the advertisers, orders the spots on the various stations, and monitors the stations to see if the ads actually run (Dominick, p. 377, 2002).

Since the main entity in the advertising agency is people, human resource management is vital. Everyone has different behavior, feelings, characteristics and emotions. Whenever, they are gathered in a certain place, the interaction of such behavior, feelings and emotions will occur. In media department or media agency, with a bundle of people working together, there is a significant challenge to study the behavior, feeling, performance and emotion of people. Receiving too much stress from this type of work, employees in media agencies prefer to have job satisfaction. The satisfied employees and good morale employees would work well and this would decrease the high turnover rate within the company.

1.2 Background of the Study

Thailand's advertising industry has lowered its expectations as it looks ahead to 2002, as ad spending is usually one of the first budget items to be cut when companies hit hard items. Media analysts said multinational brands started to cut ad budgets or delay spending in the aftermath of Sept 11. But major media houses said that after the second quarter of 2002, the local industry picture should become clearer. They said firms had started to shift media spending to marketing events and trade promotions to target niche segments and save on costs. In 2001, the Thai advertising industry was expected to show zero growth at best, according to media analysts. As a result, they predict employees would willingly resign more in 2002 (www.bangkokpost.com/yearend2001, 2001).

With employees facing many problems each working day, the organization can both directly and indirectly have problem of high turnover rate. High turnover rate is considered to be a common problem with which most advertising/media agencies confront. Initiative is another agency, which faces this problem. High turnover rate will then lead to higher cost of training new employees and may affect the efficiency of work. Therefore, determining factors affecting high turnover is essential (Bangkok Post, p. 3, October 22, 2003).

Studying the factors affecting employees' performance for the company will broaden the viewpoint of management level. Because employees act as "internal customers" of the company, listening to their opinions and watching their behaviors will enable the organization to effectively improve the overall performance, which will further lead to the achievement of organization goals (Bangkok Post, p. 3, October 22, 2003).

As the researcher had studied and observed, human resource is one of the most important factors for the success of the organization. However, the problem of high turnover is prevalent among the media agencies. This causes numerous problems for the organization such as training cost and time needed, building relationships, and confidentiality of product information.

The media agencies are not reluctant on this issue. Their management team strives to find out about the problem, take action on intervention, and evaluate the outcome. Examples of the activities done are having regular staff meetings in order to keep everyone updated about the organization status. This helps build good relationship and a sense of belonging and unity among the employees. The process of keeping the employees well informed prevents uncertainty and negative feelings among the

employees, which may cause them to resign from their positions. Fieldtrips and parties are also provided in order to entertain the employees while encouraging a good relationship.

For this research, employees from different positions in the 7 lead billing media agencies (See the Figure 3.1) of the year 2003 (Advertising 2003, 2003) were studied. The specific subgroups identified were media planning officers, media planning supervisors and media planning managers.

After the researcher has interviewed 10 media planners from 7 leading media agencies, the researcher found that media planning is a very challenging career as employees need to understand, grab the attention, and stimulate product purchase of the target group. However, media planning has many drawbacks.

Firstly, media planning requires numerous data in order to study the market. The process of monthly data collection and analysis via software programs cause boredom among media planners. PowerPoint presentations have to be constantly prepared to present to clients, which are very time consuming and have many details to consider.

Secondly, since the market situation nowadays is very competitive, media plans have to constantly be revised. The media plans have to be adjusted numerous times to provide desired service to clients, and also to preempt and respond to competitors' strategies. Many changes in the media plans are done abruptly at the last minute. Media planners have to spend a lot of time adjusting to these changes. They may have to sacrifice their weekends or stay late at night working on the plans. Adjusting the plans continuously is also a very confusing and boring job to do. For some products, which are

highly competitive such as mobile phone systems, the plans are even adjusted four to five times a day to keep up with the competitors' actions.

Thirdly, another reason is that media planning is a service-providing job; therefore, a lot of patience, understanding, and coordination are needed.

Fourthly, as media planners have to work with many parties, such as media buyers and account executives, if sufficient coordination is not provided, media planners will meet many obstacles and conflicts. This may lead to boredom and a feeling of discouragement in the career. Resignation from the job may become their final decisions.

Next, although media planners' work hard, their compensations in terms of finance, job position, and fringe benefit are still insufficient.

Lastly, this field is very competitive; agencies strive to use high salary to lure talented media planners from competing agencies.

1.3 Research objectives

The researcher is interested in studying the job satisfaction and the factors that affect the employees' turnover in selected media agencies of Bangkok in order to know how job satisfaction relates to the employees' turnover. In order for the company to know how to prevent or minimize such negative attitude of employees, the researcher considers the following objectives:

- 1) To determine the employees' turnover rate within selected media agencies in Bangkok.
- 2) To determine the employees' profile in relation to the turnover rate.

- 3) To determine job satisfaction factors that affect turnover.
- 4) To determine the reasons for turnover.

1.4 **Statement of the problem**

In Bangkok, there are many media agencies established to serve the demand of clients professionally. As a lot of competitors compete for satisfying the clients' needs, gaining market share, and desiring to be a leading media agency in Bangkok, many companies are trying to improve the ability of the employees. The way is to satisfy the employees, which is giving them something in return. Good jobs are coming from the employees' job satisfaction, which can be reflected by the performances of employees at the company. If media agencies understand the purpose or reason of such performances, companies can prevent the problem of performance, and turnover, which can cause customers' dissatisfaction and may make them use the services of other media agencies. Dissatisfaction does not occur to clients only, but to the employees too. The smart employees may move to other media agencies if they are not satisfied with the company they are in. This case happened with Initiative, after Initiative has lost its big client, Unilever, to MindShare, many of their employees moved to MindShare. Therefore, the researcher studies the reasons of turn over to understand such performances and satisfaction in order to solve and answer the problems, which are specified in the next sections.

1.5 Research questions

1. What is the employees' turnover rate within selected media agencies in Bangkok?
2. Does profile of sampled employees of selected media agencies in Bangkok affect the decisions to leave the company?
3. Does the job satisfaction in terms of
 - Job Description
 - Work Motivation
 - Job Design
 - Job Enlargement
 - Job Enrichment
 - Job Rotation
 - Organization Commitment
 - Teamwork
 - Rewards
 - Intrinsic Reward
 - Extrinsic Reward

affect employees' turnover rate within the selected media agencies in Bangkok.

1.6 Major Research Hypothesis

1.6.1 *Profile hypothesis*

H₁: Employee's profiles of selected media agencies in Bangkok affect their decisions to leave the company.

H₀: Employee's profiles of selected media agencies in Bangkok do not affect their decision to leave the company.

1.6.2 *Job satisfactions hypothesis*

H₁: Job satisfactions in terms of:

- Job Description
- Work Motivation
- Job Design
 - Job Enlargement
 - Job Enrichment
 - Job Rotation
- Organization Commitment
- Teamwork
- Rewards
 - Intrinsic Reward
 - Extrinsic

affect employees' turnover rate within the selected media agencies in Bangkok.

H₀: Job satisfactions in terms of:

- Job Description
- Work Motivation
- Job Design
 - Job Enlargement
 - Job Enrichment
 - Job Rotation
- Organization Commitment
- Teamwork
- Rewards
 - Intrinsic Reward
 - Extrinsic

do not affect employees' turnover rate within the selected media agencies in Bangkok.

1.7 Definition of Terms

○ **Job Satisfaction** refers to an individual's general attitude toward his or her job. A person with a high level of job satisfaction holds positive attitudes toward the job, while a person who is dissatisfied with his or her job holds negative attitudes about the job (Robbins, p. 69, 2001).

○ **Job Description** refers to a written outline of the tasks that constitute a job and items related to depicting a job (Drafke and Kossen, p. 130, 2002).

○ **Work Motivation** involves a host of psychological processes that culminate in an individual's desire and intentions to behave in a particular way (Kreitner and Kinicki, p. 260, 2004).

○ **Job Design** refers to the process by which managers specify the contents, methods, and relationship of jobs to satisfy both organizational and individual requirements (Gibson, Ivancevich, Donnelly, and Konopaske, p. 13, 2003).

○ **Organization Commitment** refers to the employee's emotional attachment to, identification with, and involvement in a particular organization (McShane and Glinow, p. 119, 2002).

○ **Teamwork** refers to a type of group where a small number of people with complementary skills, who are committed to a common purpose, set of performance goals and approach for which they hold themselves mutually accountable (http://www.getfreessays.com/show_essay/412.html, 2002-2003).

○ **Rewards** refer to a work outcome of positive value to the individual (Schermerhorn, p. 363, 2002).

○ **Intrinsic Reward** refers to part of the job itself, such as the responsibility, challenge, and feedback characteristics of the job (Gibson, Ivancevich, Donnelly, and Konopaske, p. 173, 2003).

○ **Extrinsic Reward** refers to rewards external to the job, such as pay, promotion, or fringe benefits (Gibson, Ivancevich, Donnelly, and Konopaske, p. 173, 2003).

○ **Turnover** refers to the rate at which employees leave you're an organization. Because employees who are satisfied with their jobs generally don't give them up, high turnover is usually indicative of a problem (<http://www.toolkit.cch.com>, 2004).

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○ *Employees* refer to employees from different positions in the 7 lead billing media agencies of the year 2003 were studied. The specific subgroups identified were media planning officers, media planning supervisors and media planning managers (Advertising 2003, 2003).

1.8 Significance of the study

Many corporations trumpet the slogan, "People are our most important assets." This is admirable but it takes hard, consistent work in policies, statements and actions for those people to believe it.

For this research, the significance of the study comes up as the result of preserving good performance of employees of selected media agencies in Bangkok at an acceptable level. Then in order to preserve such good performance, the survey focuses on behavior that signal "Early warning" indicator of many subsequence problems. In order to track the Employees' turnover, many dimensions are studied.

Media Industry

More than any businesses, the success of an advertising and public relations agency depends on the quality, loyalty and creativity of its employees. In a young, fast-paced industry with high turnover, employees tend to move up the corporate ladder rapidly. By nature, advertising and public relations also are extremely competitive industries, driven by deadlines and the need to maintain clients' satisfaction. Due to

company needs, the best creative service, on time and within budget job, employees need to work hard on their responsible account.

Company

Big organizations in the competitive industry motivate energetic and creative people to change to other companies by giving attractive benefits and more challenging work. Employees change across the company in the industry over time when the opportunities come to learn to be more challenging and creative. That causes the problem of long-term development for the companies.

Moreover, the organizational practices which satisfy the employees satisfied or which may make them satisfied with the job may lead to less turnover, consistent service and motivated staff and finally lead to higher revenue growth and profits.

Manager

Manager needs to significantly communicate with their workers or subordinates wisely and understand the needs, expectations and performances of their employees. Job satisfaction may have an important effect on the job performance also. Managers have to understand the performance of the employees. That is they have to do something to prevent the problem or solve the problem of employees, which can occur in the future.

Employees

Employees need to do their best in order to increase the quality and quantity of work. Media industry that forces employees to work too hard may cause them to leave the company. Not all employees would be weaned with the flash of cash. So the researcher must consider the fact that human beings will be consistent towards the general sense of satisfaction.

Employees should be clear about the career path, job role, and job specification. The organization also needs to train them to learn more about the organization, so management and employees would have the same viewpoint of working to reduce the conflict. The researcher must analyze why employees changed or feel dissatisfied about the organization, then solve this problem for the company, so the company can maintain benefits or get higher revenues and profits, which means growth for the company.

1.9 Scope and Delimitation of the Study

As the researcher studies about employees' turnover rate, which is confidential information and affects the image of each media agency, this primary data could not be obtained by directly asking the media agency's human resource departments. Therefore, the researcher tried to obtain primary data via the questionnaires. Hence, the researcher puts in the question "Have you ever resigned from a media agency?" in order to measure and average the percentage of employees' turnover rate.

The researcher conducts this research only within the area of media planners division of selected media agencies in Bangkok, which have a total of 188 staffs. The researcher has focused the study of this research into seven main independent variables and focused only on media planning staffs, media planning supervisors, and media planning managers, which include the area of job description, work motivation, job design, organization commitment, teamwork, and rewards.

The delimitation of this study comes from some confidentiality of employees' information, which cannot be disclosed. This makes the researchers and the work more difficult.

In order to cope with the delimitation specified earlier, the researcher takes the following actions:

- 1.) For confidential documents of the studied company, the researcher asked for the consent from the authorized people of the company and uses it in certain ways to state the purpose.
- 2.) For less cooperative respondents, before conducting the survey, the researcher made an appointment with each respondent earlier in order to let him/her have sufficient time to give an honest answer and to willingly respond to the study.
- 3.) For the employees who may avoid telling the true feelings because they are afraid of the future effects, the researcher has to make them have trust first and let the interviewees know that their names would be kept confidential.

CHAPTER 2

REVIEW OF RELATED LITERATURE

Organizations should not focus only on the business operation and ignore employees' job satisfaction. Since neglecting this criterion may cause some severe problems for the company because job satisfaction is the main concern of all employees that affects the performance in many service jobs. Understanding it would give a long lasting benefit to the company as well as the retention of employees and saving some related costs. So this chapter would provides some related literature on job satisfaction as well as its determinants. After reviewing the job satisfaction context, the researcher would go into the output or the function of job satisfaction, which is considered as the dependent variable for this study. Certainly the employees' turnover would be reviewed by giving the supporting literature along with the possible employees' turnover that could be the result of certain level of job satisfaction. In addition, some of the terms are illustrated with necessary figures to give a clearer picture toward such terms.

Part 1 Literature Reviews on Job Satisfaction

What is Job Satisfaction?

There are many researchers work on the job satisfaction; there were also many definitions of job satisfaction. But after reviewing many authors' writing about the definition of job satisfaction, it always refers to how pleased an employee is with his or her job and organization (Harris, p. 14, 2000).

There are also many studies that recent researchers always refer to when working on the job satisfaction that affects employees' turnover. The first one is Herzberg's two-factor theory. Frederick Herzberg (1966) is the pioneer of the two-factor theory which is usually known as the "motivator-hygiene model". Herzberg begins the study by interviewing 203 accountants and engineers. He asked them to describe the incidents that would lead them to the state of job satisfaction and dissatisfaction. The results reveal two types of factors that affect job satisfaction and job dissatisfaction, as shown in Table 2-1. Employee's satisfaction is more frequently associated with achievement, recognition, and characteristics of the work, responsibility, and advancement. Such factor is called "motivator factors". Similarly, media planners are encouraged by these motivator factors. In contrast, the absence of some factors can lead to employees' job dissatisfaction. These factors are the conditions surrounding the job, which can be the company policy, security, relationship with subordinates or colleagues, salary, etc. Herzberg names these factors as "hygiene factors". If media planners receive the unfair compensation, they will have job dissatisfaction. (Refer to table 2-1) (Kreitner and Kinicki, p.p. 270-271, 2004).

Contrary to Herzberg's theory of two-factors, Weiss argued that Herzberg's theory is based on responses from accountants and engineers. The nature of these two groups is generally different from those of the other careers. Hence, the result of the study by Herzberg cannot be generalized. Some researchers also believe that Herzberg's theory is oversimplified which will enable the manager to change the hygiene factors and finally produce job satisfaction, which is not accurate in terms of workplace manipulation (Weiss, p. 100, 2001).

Table 2-1 Herberg’s Motivation-Hygiene Model

Motivators		Hygiene factors	
No Satisfaction	➔	Satisfaction	
Jobs that do not offer achievement, recognition, stimulating work, responsibility, and advancement.		Jobs offering achievement, recognition, stimulating work, responsibility, and advancement.	

Source: Kreitner and Kinicki, p. 270, 2004

The second study is Locke’s value theory proposed by Edwin Locke (1984). Locke reviews job satisfaction as the discrepancy between the job outcomes and what the individual receives matches those outcomes that are desired. Locke’s value theory suggests that employees will be satisfied with their work when they received the things they value, vice versa. The company can simply satisfy its employees by finding what

the employees want and find the extent to which the company can possibly give them (Greenberg and Baron, p.p. 154-155, 2003).

Media planning job is a specialized profession. Media planner is a specialist to work as a media consultant. But sometimes, media planners have to work to order from clients. They feel the lost of their values.

The theories of Herzberg and Locke have different focuses. Locke focuses on any outcomes that people value no matter what they are. Moreover, there are also many supports on Locke's value theory such as McFarlin & Rice. Researchers, using a questionnaire, one team of investigators measured how much of the various job facets – such as freedom to work one's own way, learning opportunities, promotion opportunities, and pay level – a diverse group of workers wanted and how much they felt they already had. As shown in Figure 2-1, the research has shown that the larger the discrepancy that exists between what people have and what they want with respect to various facets of their jobs, the more dissatisfied they are with their jobs. The relationship is greater among those who place a great deal of importance on that facet than among those who consider it less important (Greenberg and Baron, p. 155, 2003).

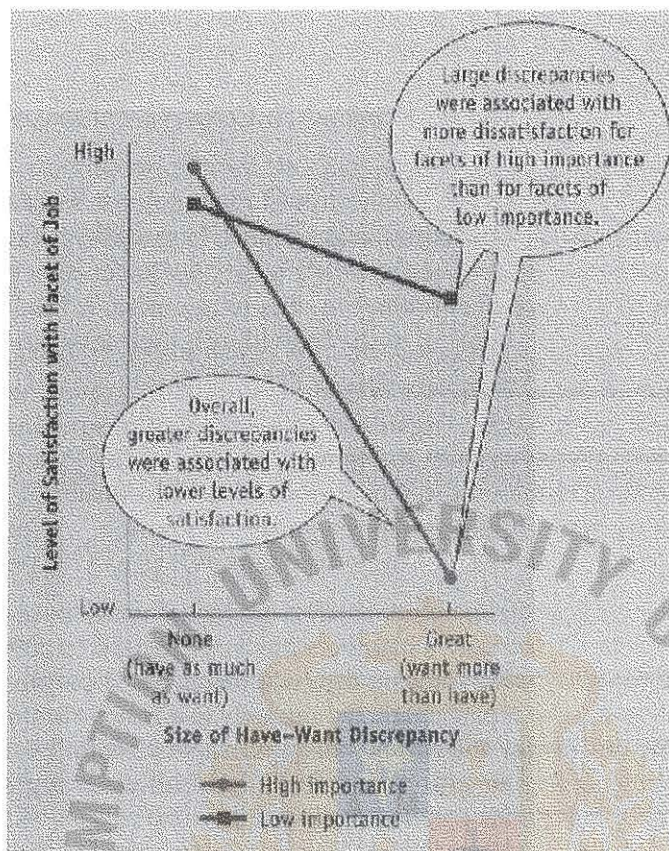


Figure 2-1 Job satisfaction: The result of getting what we want

Source: Greenberg and Baron, p. 155, 2003

For the Facet model of job satisfaction by D.J. Weiss, in 1967, Weiss focuses on the work situation by breaking a job into its component elements, and looking at how satisfied employees are with each factor. Many of the job facets that the researcher has investigated are listed and defined in Table 2-2, which indicates employees who can take into account numerous aspects of their jobs when thinking about their levels of job satisfaction (George and Jones, p. 37, 2000).

Table 2-2 Job Facets That Play a Part in Determining Job Satisfaction

Job Facets	Description
Ability utilization	The extent to which the job allows one to use one’s abilities.
Achievement	The extent to which a worker gets a feeling of accomplishment from the job.
Activity	Being able to keep busy on the job.
Advancement	Having promotion opportunities.
Authority	Having control over others.
Company policies and practices	The extent to which they are pleasing to worker.
Compensation	The pay the worker receives for the job.
Colleagues	How well one gets along with others in the workplace.
Creativity	Being free to come up with new ideas.
Independence	Being able to work alone.
Moral values	Not having to do things that go against one’s conscience.
Recognition	Praise for doing a good job.
Responsibility	Being accountable for decisions and actions.
Security	Having a secure or steady job.
Social service	Being able to do things for other people.
Social status	The recognition in the wider community that goes along with the job.
Human relations supervision	The interpersonal skills of one’s boss.
Technical Supervision	The work-related skills of one’s boss.
Variety	Doing different things on the job.
Working conditions	Working hours, temperature, furnishings, office location and layout, and so forth.

Source: George and Jones, p. 38, 2000

The determinant of Job Satisfaction

Job Description

There are various definitions of job description, for example Stephen P. Robbins defined it as a written statement of what a jobholder does, how it is done, and why it is done (Robbins, p. 476, 2001). Similar to Robbins, Schermerhorn pointed out that a job description details the duties and responsibilities of a jobholder (Schermerhorn, p. 312, 2002).

Also, there are many definitions of job description on websites, such as a formal statement of duties, qualifications, and responsibilities associated with a job (www.neiu.edu/~dbehrlic/hrd408/glossary.htm). An other is a written summary of the duties, responsibilities, education, experience, and skill requirements for a position or group of positions (www.vanderbilt.edu/HRS/workchanges/guidedefin.htm, 2004).

In chapter 1, the researcher explained about what media organizations and media planners are. For this case study, the researcher focused on the job description of media planners. In the world of advertising, media planners play a major role in managing the various channels of communication. Media planners cooperate with the other two parties, advertisers (clients) and the brand agencies (creative agencies). The media planners analyze each creative idea from advertising agency to find suitable ways to communicate with the target audience most efficiently. Efficiency in this term refers to the optimum level from which the conveyed message receives a satisfactory response from consumers versus a reasonable amount of budget used. There are many objectives required such as

creating awareness, stimulating purchase trial, inducing repurchase, increasing product usage, trading up to larger size, etc.

This role of the media planner is to firstly analyze the advertising objectives and marketing objectives. Next the media planners have to point out the target audience of the advertisement. The advertisers could give this, however; media planners have to carefully analyze who the main target of the product are. Then they would study the lifestyle of the target group. For example, they can study a day in a life of the target group. These are all the activities that these people do during one day comparing weekdays and weekends. The different mediums consumed by the target audience are also carefully analyzed. This includes details of communication channels, during what time period, how long, etc. Most importantly, the media planners explore innovative channels of communication. For example, lift ads, mupis, tower vision, and so on. They also have to study the market and competitors' spending patterns also forecast the future trends.

The main responsibility of the media planners is to plan the media placement and usage in advance for a period of time. This is usually a year plan. The other operational routine job is to follow-up the artwork materials for the ads, censorship, contact suppliers and buyers, doing reports, running data from software programs, meeting with clients and brand agency, and so on.

Work Motivation

Work motivation is one of the key areas of organizational psychology. Many contemporary authors have also defined the concept of motivation. Motivation has been

defined as: accounts for the level, direction, and persistence of effort expended at work (Schermerhorn, p. 362, 2002); is the willingness to do something and is conditioned by this action's ability to satisfy some need for the individual (Robbins, p. 43, 2003). Some scientists have defined motivation as the set of process that arouse, direct, and maintain human behavior toward attaining some goal (Greenberg and Baron, p.190, 2003).

Many theories of employee motivation have been developed. The researcher will review the major approaches to explaining media planners' turnover and consider a useful integration of these views. The most well known theory of motivation is Abraham Maslow's hierarchy of needs since 1954. He hypothesized that within every human being there exists a hierarchy of five needs. These needs are:

1. *Physiological*: Includes hunger, thirst, shelter, sex, and other bodily needs.
2. *Safety*: Includes security and protection from physical and emotional harm.
3. *Social*: Includes affection, belongingness, acceptance, and friendship.
4. *Esteem*: Includes internal esteem factors such as self-respect, autonomy, and achievement; and external esteem factors such as status, recognition, and attention.
5. *Self-actualization*: The drive to become what one is capable of becoming including growth, achieving one's potential, and self-fulfillment.

In terms of Figure 2-2, the individual moves up the steps of the hierarchy. From the standpoint of motivation, the theory would say that although no need is ever fully gratified, a substantially satisfied need no longer motivates (Robbins, p.p. 156-157, 2001).

Maslow's Hierarchy of Needs

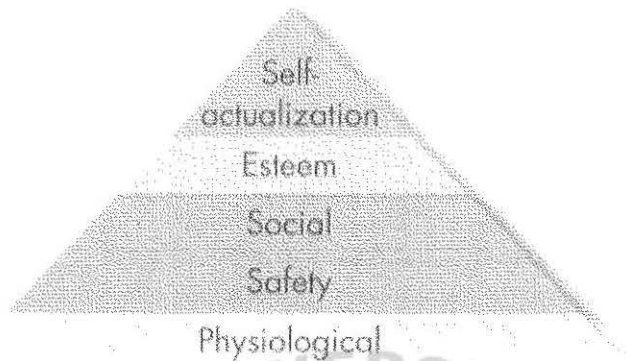


Figure 2-2 Maslow's Hierarchy of Needs

Source: Robbins, p. 156, 2001

Alderfer (1970) disputed Maslow's Hierarchy theory saying that there are only three types of needs instead of five types and these are not necessarily activated in any specific order. The three needs specified by ERG theory are the needs for Existence, Relatedness, and Growth. Existence needs correspond to Maslow's physiological needs and safety needs. Relatedness needs correspond to Maslow's social needs, including the need for meaningful social relationship. Finally, Growth needs correspond to the esteem needs and self-actualization needs in Maslow's theory. A summary of Alderfer's ERG theory is shown on the right side in figure 2-3 (Greenberg and Baron, p.p. 194-195, 2003).

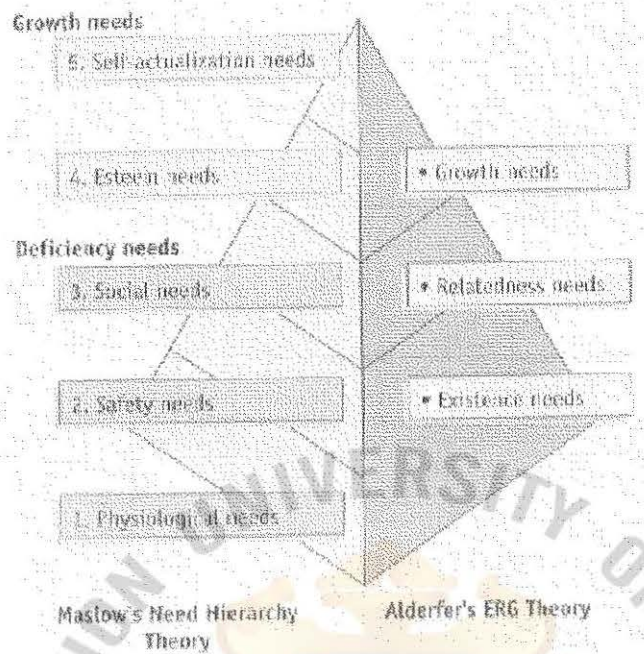


Figure 2-3: A comparison between Maslow's Theory and Alderfer's Theory

Source: Greenberg and Baron, p. 192, 2003

Victor Vroom formulated a mathematical model of expectancy theory in 1964. His model argues that the psychological force on an employee to exert effort is a function of media planners' expectancy about the future and the attractiveness of specific future outcomes. Vroom's theory has been summarized as the strength of a tendency to act in a certain way depends on the strength of expectancy that the act will be followed by a given outcome and on the value or attractiveness of that outcome to the actor. This is based on a two-stage sequence of expectations (effort → performance and performance → outcome). First, motivation is affected by media planners' expectation that a certain level of effort will produce the intended performance goal. Motivation also is influenced

by media planners' perceived chances of getting various outcomes as a result of accomplishing the turnover. Finally, media planners are motivated to the extent that they value the outcomes received (Kreitner and Kinicki, p.p. 246-247, 2001).

Goal-setting theory states that the process of setting goals can focus behavior and motivate media planners (Locke, 1968). As people receive ongoing feedback about their progress toward achieving their goals, their motivation increases and remains high. Goals, which many employees of an organization can set, describe a desired future state, such as reduced costs, lower absenteeism, higher media planners satisfaction, or specified performance levels. Goals are divided into three ways as follows:

- *Goal specificity* refers to the extent to which the accomplishment is observable and measurable.
- *Goal Difficulty* refers to how hard a person or group finds accomplishing the goal.
- *Goal acceptance* refers to the person expected to accomplish the goal through joint goal setting increase its acceptance.

Figure 2-4, offers a summary model of the factors that link goal setting to performance. Media planners set goals in response to work-related demands placed on them, which in turn lead to performance. Media planners' ability, commitment to the task, receipt of feedback about performance, the complexity of the task, and other situational constraints affect the relationship between goals and performance, which is turnover (Gordon, p.p. 116-117, 2002).

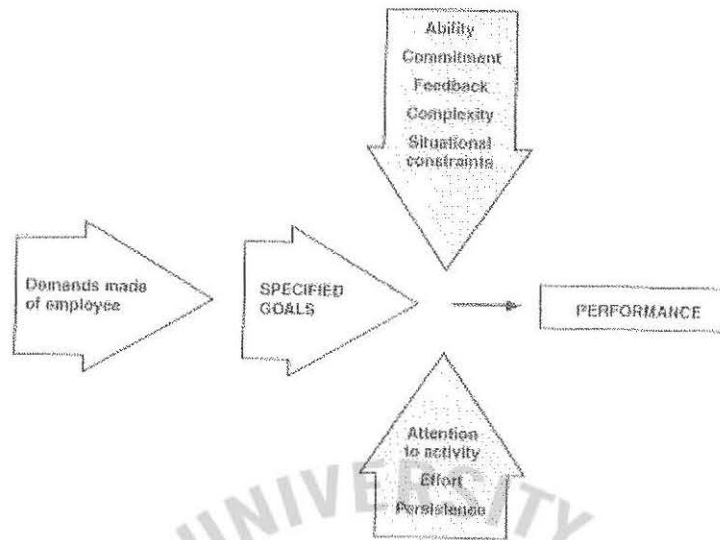


Figure 2-4 Individual and situational factors affecting the relationship between goals and performance.

Source: Gordon, p. 117, 2002

Social learning theory offers another approach to understanding motivation by (Bandura, 1997). In organizations, some media planners desiring to imitate superior performers or supervisors may be strong in them. Social learning theory contends that media planners develop their expectancies about their capacity to behave in certain ways and the probability that such behavior will result in rewards. The use of social learning theory principles in conjunction with extrinsic rewards for their performance may provide a most effective combination of motivational approaches (Vecchio, p. 84, 2000).

Reinforcement theory and expectancy theory have a similar conceptual foundation. However, reinforcement theory focuses on the influence of past rewards in shaping present rewards on present behavior. Reinforcement theory has been

characterized as “hedonism of the past”, whereas expectancy theory has been described as “hedonism of the future” (Vecchio, p. 80, 2000).

Goal setting is a cognitive approach, proposing that media planners’ proposes to direct their actions. In reinforcement theory, the behavior approach argues that reinforcement conditions behavior. Reinforcement theory ignores the inner state of media planners and concentrates solely on what happens to them when they take some action (Robbins, p.p. 167-168, 2001).

Specifically, equity theory proposes that people comparing themselves to others. This focuses on two variables; *outcomes and inputs* as the people perceive them involved, and are not necessarily based on any objective standards. Equity theory suggests several possible courses of action in Figure 2-5. In this figure, to judge equity or inequity, underpaid media planners either may lower their inputs or raise their outcomes. Either action would effectively bring the underpaid media planners’ outcome/input ratio line with that of their comparison (Greenberg and Baron, p.p. 201-203, 2003).

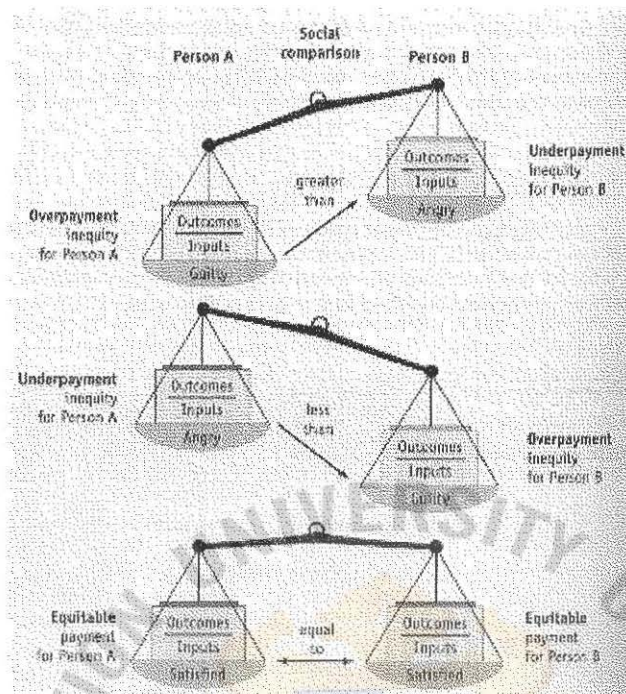


Figure 2-5 Equity Theory: An Overview

Source: Greenberg and Baron, p. 202, 2003

Rewards

Schermerhorn, (2002) defines a reward as a work outcome of positive value to the individual. A motivational work setting is rich in rewards for people whose performance accomplishments help meet organizational objectives (Schermerhorn, p. 363, 2002).

According to Lawler, (2000) reward systems play an important role in determining the success or failure of any organizational improvement effort because they are a key driver of behavior. To support media planners involvement, reward systems need to be designed in a way that encourages media planners to obtain more information

about the business, add to their skills, take on more decision-making responsibility, and perform in ways that improve business performance (Lawler, Mohrman, and Benson, p. 40, 2001).

Gibson, Ivancevich, Donnelly, and Konopaske, (2003) suggest that the main objectives of reward programs are to attract qualified people to join the organization, to keep media planners coming to work, and to motivate them to achieve high levels of performance. They created a model of reward process in Figure 2-6. Figure 2-6 presents a model that integrates motivation, performance, satisfaction, and rewards. It suggests that the motivation to exert effort is not enough to cause acceptable performance. Performance results from a combination of the effort of media planners and their ability, skill, and experience. This figure classifies rewards into two categories: extrinsic and intrinsic. Intrinsic rewards are part of the job itself, such as the responsibility, challenge, and feedback characteristics of the job. Extrinsic rewards are rewards external to the job, such as pay, promotion, or fringe benefits (Gibson, Ivancevich, Donnelly, and Konopaske, p.p. 171-173, 2003).

Intrinsically and extrinsically motivated activities may look the same on the outside but they are quite different. However, both intrinsic and extrinsic rewards are very important to every person and complexly intermixed. It is usually easier to set up or arrange extrinsically motivating conditions than to increase one's intrinsic interest and satisfaction in some behavior (<http://www.mentalhelp.net/psychhelp/chap4/chap4q.htm>, 2004).

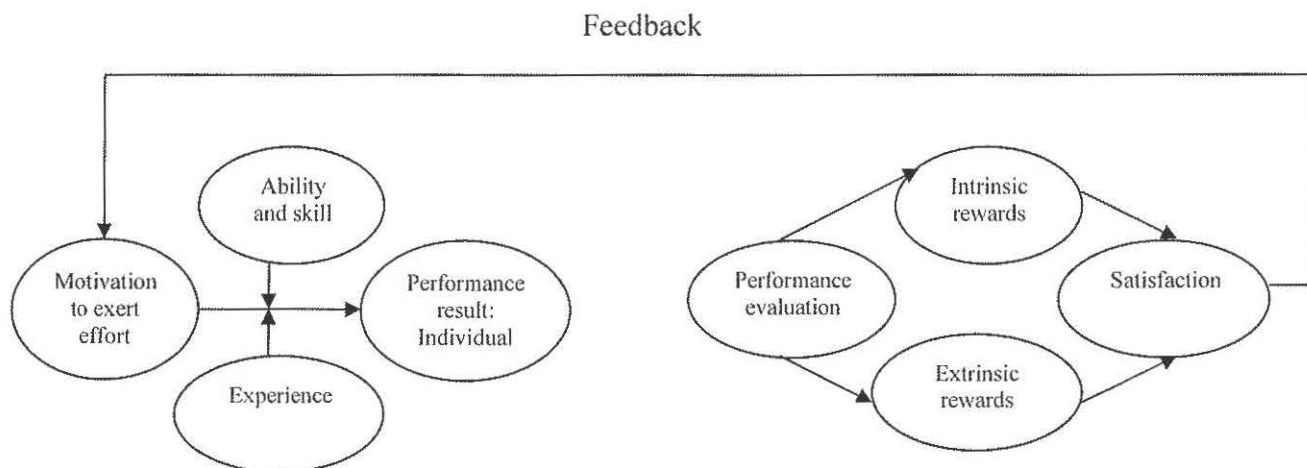


Figure 2-6 The Model of Reward Process

Sources: Gibson, Ivancevich, Donnelly, and Konopaske, p. 171, 2003

Gibson, Ivancevich, Donnelly, and Konopaske, (2003) separated many factors of intrinsic rewards as follow.

Completion

The ability to start and finish a project or job is important to some media planners. These people value task completion. The effect that completing a task has on them is a form of self-reward.

Achievement

Refers to a self-administered reward derived from reaching a challenging goal. Different media plans must be considered before reaching conclusions about the importance of achievement rewards.

Autonomy

Some media planners want jobs providing the right to make decisions; they want to operate without being closely supervised. A feeling of autonomy could result from the freedom to do what media planners consider best in a particular situation.

Personal Growth

Media planners experiencing such growth can sense their development and see how their capabilities are being expanded.

(Gibson, Ivancevich, Donnelly, and Konopaske, p. 176, 2003).

Gibson, Ivancevich, Donnelly, and Konopaske, (2003) also distributed many factors of extrinsic rewards as follows.

Financial Rewards: Salary and Wages

Money is a major extrinsic reward. To really understand how money modifies behavior, media planners' perception and preference being rewarded must be understood, which of course is a challenging task for managers.

Financial Rewards: Fringe Benefits

A major financial fringe benefit in many organizations is the pension plan. Fringe benefits such as health insurance, and vacations are not usually contingent on media planners' performance. In most cases, they are based on seniority or length of employment.

Interpersonal Rewards

Such as receiving recognition or being able to interact socially on the job.

Promotions

For many media planners, promotions do not happen often; some never experience even one in their careers. Criteria often used to reach promotion decisions are performance and seniority. Performance, if it can be accurately assessed, is often given significant weight in promotion reward allocations.

(Gibson, Ivancevich, Donnelly, and Konopaske, p.p. 173-175, 2003).

Job Design

Designing the job itself is one part of the processes; the other is matching the right person to the right job so that the degree of skill variety, task identity and task significance matches the needs and abilities of the individual (Thomson, p.88, 2002).

Job design and work organization are the specifications of the contents, methods and relationships of jobs to satisfy technological and organizational requirements as well as the personal needs of jobholders (http://www.accel-team.com/work_design/, 2004).

There are many definitions of job design such as the process of defining the work that needs to be done, dividing the work into jobs, describing the jobs, and describing the person capable of performing the jobs (Drafke, and Kossen, p. 125, 2002). Greenberg and Baron, (2003) claimed that an approach to motivation is that jobs can be created to enhance people's interest in doing them (Greenberg and Baron, p. 213, 2003). It also

refers to the way that a set of tasks, or an entire job, is organized (http://www.ccohs.ca/oshanswers/hsprograms/job_design.html, 2002).

The following discusses three options of job design: job enlargement, job enrichment, and job rotation.

Job Enlargement

Job enlargement is the horizontal expansion of a job. It involves the addition of tasks at the same level of skill and responsibility. It is done to keep workers from getting bored (<http://management.about.com/cs/people/g/jobenlargement.htm>, 2004).

It is doing different tasks and not just the same thing all the time. It may involve taking on more duties and adding variety to a person's job. Horizontal loading is often used which is giving people more jobs to do that require the same level of skill (<http://www.projectalevel.co.uk/business/job.htm>, 2003).

Job enlargement expands the scope of the job by increasing the number of different but related processes media planners do. It offers the opposite solution to work simplification rather than encouraging an individual to concentrate on a fraction of the product or service. It requires media planners to perform numerous, often unrelated, job tasks (Gordon, p. 471, 2002).

Some media planners work in media agencies independently. This is different from advertising agency, as they are media planning job overload, but they also have to be the account exclusive (A.E.) to contact and provide service to clients by themselves. Sometimes, they face with poor clients. And media planners may work as a media buyer

to bargain medium with suppliers, so they have not time to do their own job. These causes make media planners have bad attitude with clients and their responsibilities.

Job Enrichment

Job enrichment is the addition to a job tasks that increase the amount of employee control or responsibility. It is a vertical expansion of the job

(<http://management.about.com/cs/people/g/jobenlargement.htm>, 2004).

In contrast to job enlargement, job enrichment gives employees not only more jobs to do but also more tasks to perform at a higher level of skill and responsibility (see Figure 2-7). Job enrichment is the practice of giving employees a high degree of control over their work, from planning and organization, through implementing the jobs and evaluating the results. Because people performing enriched jobs have increased opportunities to work at higher levels, the job enrichment process is said to increase a position's vertical job loading (Greenberg and Baron, p. 213, 2003).

For some junior media planners, they have no chance to grow. They have to work as a media data support for senior planners. They have routine work. Because a media-planning job is a specialized profession, junior planners need more time to learn their task and duties and senior media planners have not time to guide them. Some junior media planners may feel discouraged and decide to leave.

Figure 2-7 is a comparison of job enlargement and job enrichment. Redesigning jobs by increasing the number of tasks performed at the same level (horizontal job loading) is referred to as job enlargement. Redesigning jobs by increasing the employees'

level of responsibility and control (vertical job loading) is referred to as job enrichment (Greenberg and Baron, p. 216, 2003).

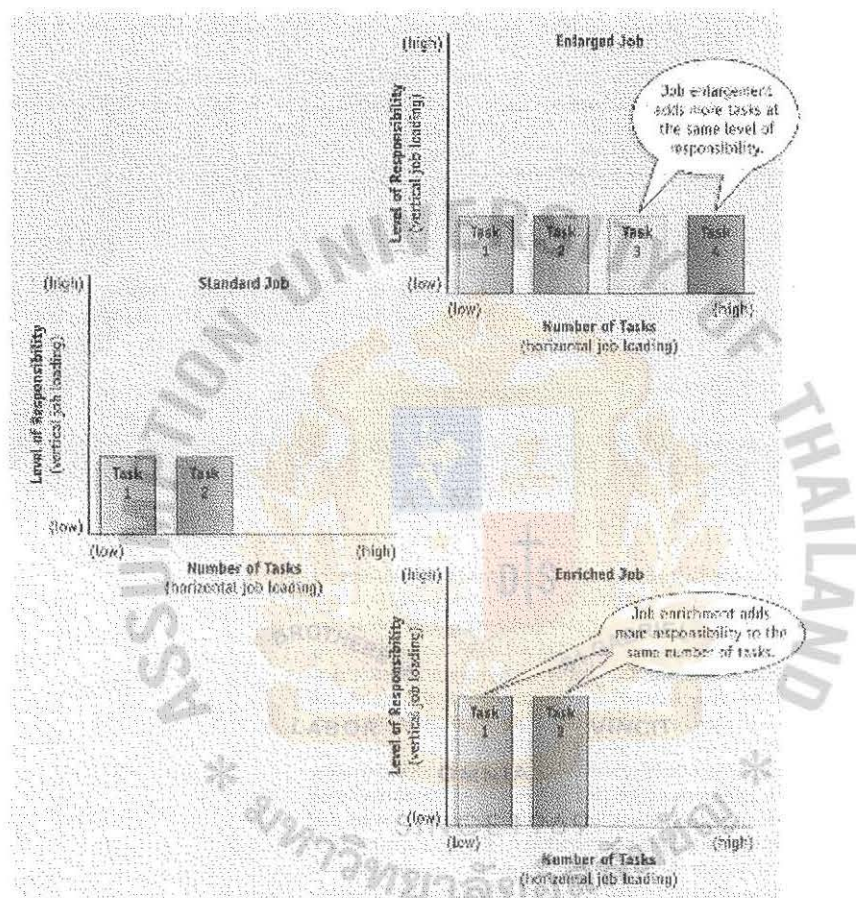


Figure 2-7 Job Enlargement and Job Enrichment: A Comparison

Source: Greenberg and Baron, p. 216, 2003

Job Rotation

Job Rotation is the movement between different jobs. One-day media planners may handle one client and the next day they may handle a different client. With job rotation, they are doing different jobs all the time and learning new skills. Hence, boredom is avoided as multi skills are used. When media planners have many skills, they are able to carry out many different jobs. Multi skills benefit media planners as if the company is short of staff in one area, it can move people across to other areas.

(<http://www.projectalevel.co.uk/business/job.htm>, 2003).

In addition to providing employees with variety, job rotation can provide broader knowledge and greater understanding of the organization's functions and greater respect and appreciation for colleagues. However, a potential disadvantage is that some media planners may feel less commitment to specific positions, an attitude that, in some instances, can encourage job-hopping. For many media planners, though, the benefits of job rotation tend to outweigh any disadvantages (Drafke and Kossen, p. 314, 2002).

Organization commitment

It is difficult to provide a clear-cut definition of commitment due to the existence of different interpretations. For example, organizational commitment is the collection of feelings and beliefs that people have about their organization as a whole (George and Jones, p.p. 46-48, 2000). In commitment research, Blau and Boal (1986) defined the organization commitment as a state in which an employee identifies with a particular organization and its goals, and wishes to maintain membership in the organization

(Robbins, p. 69, 2001). Schermahorn also defined that the organization commitment is defined as the loyalty of an individual to the organization itself (Schermerhorn, p. 391, 2002).

There is little research on the relationship between rewards and organization commitment. Commitment to an organization involves three attitudes: (1) a sense of identification with the organization's goals, (2) a feeling of involvement in organizational duties, and (3) a feeling of loyalty for the organizational effectiveness (Lee, Carswell, and Allen, p.p. 799-811, 2000).

Commitment exists when media planners are happy to be members of an organization, believe in and feel good about the organization and what it stands for, are attached to the organization, and intend to do what is good for the organization. N. J. Allen and L. P. Meyer (1996) observed that levels of commitment can range from being extremely high to extremely low, and they can have attitudes about specific aspects of their organization such as the organization's promotion practices, the quality of the organization's products, and the organization's stance on ethical issue. Commitment is more likely when organizations are socially responsible and demonstrate that they are committed to workers (George and Jones, p.p. 46-48, 2000).

Many of the researchers link the organization commitment with the media planners' performance. Commitment also shows a weak, negative relationship to absenteeism and lateness. A stronger negative relationship exists between commitment and turnover. Media planners with high levels of commitment are less likely to turnover and may be more likely to perform organizational citizenship behavior (George and

Jones, p.p. 46-48, 2000). Like Hom, Katerberg, and Hulin (1982)'s studies demonstrate that media planners' level of organizational commitment is a better indicator of turnover than the far more frequently used job satisfaction predictor, explaining as much as 34 percent of the variance (Robbins, p. 69, 2001).

In the study of organizational behavior, organization commitment is the extent of media planners' commitment to an organization. There are three major types of organizational commitment as follows.

Affective Commitment: In this case, media planners strongly identify with the goals of the organization and desires to remain a part of the organization. This is the ideal "happy" state for them.

Continuance Commitment: Media planners remain with an organization because of a perceived loss of sunken costs. They believe that they have invested a great deal of effort/time and have to remain in the organization.

Normative Commitment: Media planners remain with an organization because they believe that they should.

(http://www.fact-index.com/o/or/organizational_commitment.html, 2004).

Teamwork

Teamwork is the process of people working together to accomplish these goals (Schermerhorn, p. 416, 2002). Media planners work as part of team in which there is a shared goal and to achieve this different members of the team take on different roles.

Each media planners of the work team takes his/her responsibility for his/her performance and quality and seek opportunities to make valued contributions to the team's performance and quality goals.

Participation refers to getting group involvement to solve problem by sharing knowledge and information. Senior media planners' expertise becomes less important as the members possess knowledge and skill. Power becomes the senior media planners' ability to facilitate and communication on behalf of the team. They are the liaison with external constituencies such as upper management, other internal teams, customers, and suppliers. Senior media planners represent the team's interests, secure resources, clarifies expectations, gathers information, and shares what is learned with the team

(http://ollie.dcccd.edu/mgmt1374/book_contents/4directing/teambldg/teambldg.htm,

1998).

With teamwork effectiveness as competitive pressures intensify; experts say organizational success increasingly will depend on teamwork rather than individual stars. Media planners are said to be cooperating when their efforts are systematically integrated to achieve a collective objective. This is called Cooperation (Kreitner and Kinicki, p.p. 420-421, 2001).

Robbins (2003) defined teamwork as collaboration that the behavior of the parties is aimed at solving the problem and at clarifying the differences rather than accommodating various points of view (Robbins, p. 168, 2003).

Part II Literature Review of Employees' Turnover

What is Employees' Turnover?

Drafke and Kossen (2002) suggest the term turnover to mean “the number of people quitting the job in a given period, usually a year.” There are many root causes for the media planners' turnover. Drafke and Kossen (2002) suggest the cause of employees' turnover comes from the poor physical environment (Drafke and Kossen, p. 13, 2002).

The causes of media planners' turnover are related to the same factors that contribute to absenteeism. If they are not interested in their jobs, they would either stay away or leave. Turnover studies have shown that dissatisfied employees are more like to quit (Vecchio, p. 274, 2000).

Other researchers study the type of turnover as voluntary and involuntary. Quits (resignations) are the normal label for voluntary departures. Examples of involuntary turnover are dismissals, layoffs, retirements, and death (Fitz-enz and Davison, p. 260-261, 2002).

Many researchers also study the relationship between the turnover and the job satisfaction. The voluntary turnover is strongly related to the job satisfaction suggested by Robbins (2001). Moreover, media planners who have alternative employment opportunities consider leaving. Greenberg and Baron (2003) also support that satisfaction is also negatively related to the turnover, but the correlation is stronger than what has been suggested for absenteeism.

Fitz-enz and Davison (2002) gave the formula to calculate the rate for employees leaving early in their career or after several years of services, as shown in the following formula.

Voluntary Separation Rate --> 0 to 1 years of service

$$VS/0-1 = \frac{S/01}{TS}$$

Where VS/0-1 = voluntary separation with 0 to 1 years of service

S/01 = total separation with 0 to 1 years of employment

TS = total separations during the period

Voluntary Separation Rate --> 10+ years of service

$$VS/10+ = \frac{S/10+}{TS}$$

Where VS/10+ = voluntary separation with 10 or more years of service

S/10+ = total separation with 10 or more years of employment

TS = total separations during the period

(Fitz-enz and Davison, P. 265-266, 2002)

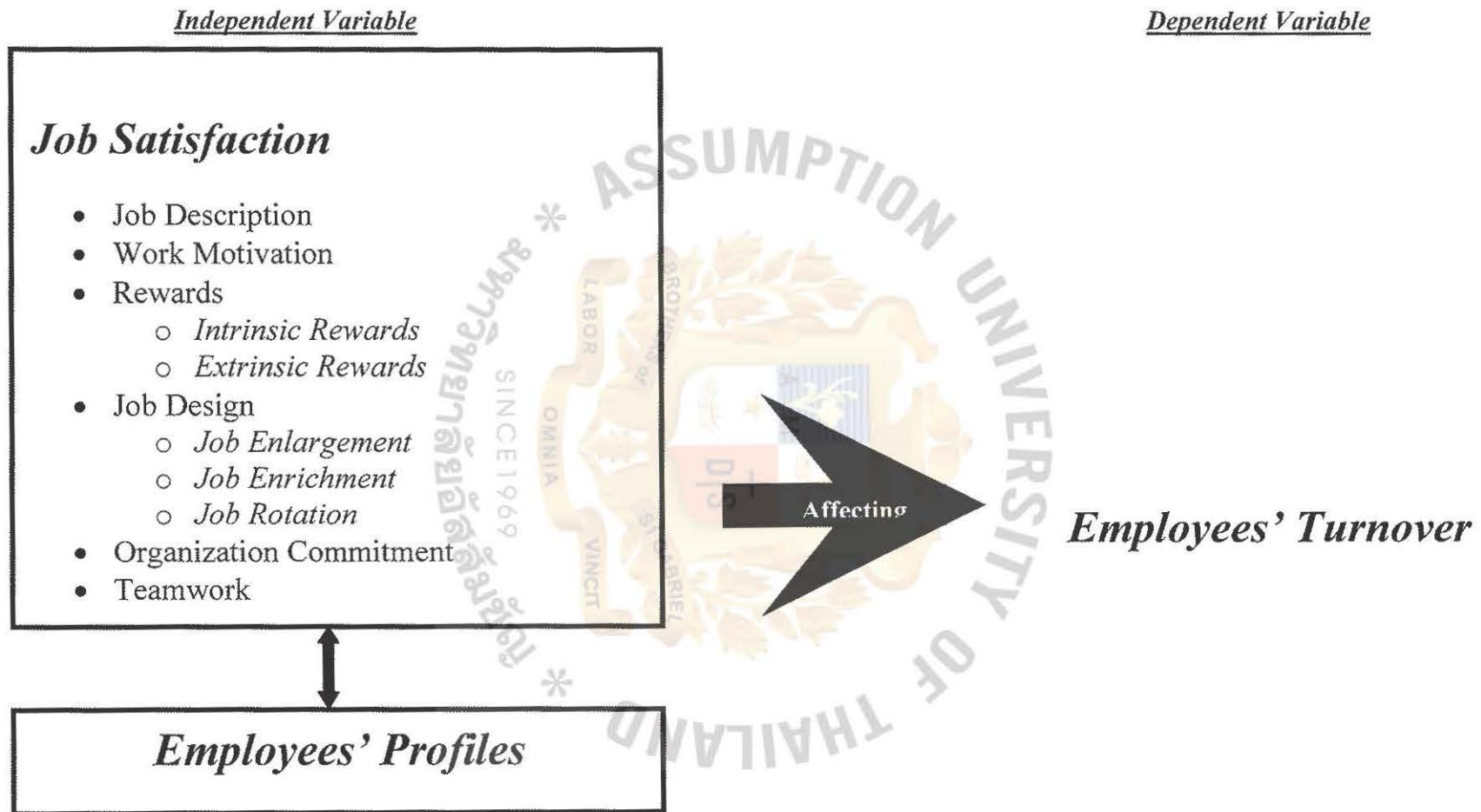
Torrington, Hall, and Taylor, 2002 provided the annual labor turnover index formula for wastage and looks at the number of staff leaving during the year as a percentage of the total number employed who could leave.

$$\frac{\text{Leavers in year}}{\text{Average number of staff in post during year}} \times 100 = \text{percent wastage rate}$$

But this measure has been criticized because it gives only a limited amount of information. For example, if there were 25 leavers over the year, it would not be possible to determine whether 25 different jobs had been left by 25 different people, or whether 25 different people were tired and left the same job (Torrington, Hall, and Taylor, P. 74, 2002).



Conceptual Framework



CHAPTER 3

RESEARCH METHODOLOGY

The purpose of this chapter is to provide an overview of the research methodology that is selected for use in this research. This research design explains techniques and methods used of data collection. Second, sampling design describes how the target respondents are classified and the sample size; sampling frame and sample unit are also described in this section. Next, the research procedure is explaining the research instrument and procedure of gathering information. Finally, data collection, and data analysis elucidate the statistical techniques, which are used for calculating each hypothesis along with the explanation of the results.

Research Design

Research design is a road map for conducting the marketing research project that specifies the procedures necessary to obtain the information needed to structure and/or solve the marketing research problem (Malhotra, p. 82, 2002).

After the researcher has formulated the research problem, the research design must be developed. In order to know more about the general view of problems, and achieve the research objectives, the researcher uses the correlational research. Correlational research involves observing the values of two or more variables and determining what relationships exist between them (Bordens and Abbott, p. 98, 2002). In addition, exploratory study is used. Exploratory research is usually conducted to clarify

and define the nature of problems. It helps to crystallize a problem and identify information needs for future research (Zikmund, p. 110, 2003).

Then, the researcher selected the secondary data and gathered primary data about the general terms, and relevant variables to be studied. The researcher selected the in-depth interviews for gathering the causes of media planners' turnover and to be guideline to do the questionnaire for the research instrument. In-depth interviews are an unstructured conversations, and direct way of obtaining information. In an interview, a single respondent can be probed by a highly skilled interviewer to uncover underlying motivations, beliefs, attitudes, and feelings on a topic (Malhotra, p. 174, 2002).

Then the researcher uses census survey method by using questionnaires as the main research instrument. Questionnaire is a formalized set of questions for obtaining information from respondents (Malhotra, p. 310, 2002).

After that, the researcher would gather information from the respondents.

The Sample

A Sample is a subset or relatively small fraction of the total number of elements in the population. It is useful to distinguish between the data computed in the sample and the data or variables in the population (Zikmund, p. 402, 2003).

For this research, the target population is the Media Planning Department of 7 media agencies in Bangkok, which are lead billing in the year 2003 (Advertising 2003, 2003). This accounts for 188 people from different positions in the 7 media agencies. (See the Figure 3.1) The researcher selected the judgmental sampling technique.

Judgmental sampling is a form of convenience sampling in which the population elements are selected based on the researcher's judgment. The researcher chooses the sampling elements because the researcher believes that it represents the population of interest. Judgmental sampling has appeal because it is inexpensive, convenient, and quick. This sampling technique is most appropriate in research in which broad population generalizations are not required (Cooper and Schindler, p. 354, 2003).

Then, the researcher identified the specific subgroups in the population, which are media planning officers, media planning supervisors and media planning managers as the unit of study. One hundred respondents from different positions are selected from the media planning departments in various selected media agencies in Bangkok provide (See the table 3.1). This is called stratified sampling as respondents are separated into several mutually exclusive subpopulations. These can help the researcher to increase a sample's statistical efficiency, to provide sufficient data for analyzing the various subpopulations, and to enable different research methods and procedures to be used in the different strata (Cooper and Schindler, p.p. 193-194, 2003).

Table 3.1: The target respondents of media planner of selected media agencies in Bangkok.

<u>Media Agency</u>	<u>Position</u>	<u>Number of Population</u>	<u>Number of Respondents</u>
Initiative	<ul style="list-style-type: none"> - All Media Planners - Media Planning Officers - Media Planning Supervisors - Media Planning Manager 	21	7 3 6
MindShare	<ul style="list-style-type: none"> - All Media Planners - Media Planning Officers - Media Planning Supervisors - Media Planning Manager 	60	15 10 8
The Media Edge	<ul style="list-style-type: none"> - All Media Planners - Media Planning Officers - Media Planning Supervisors - Media Planning Manager 	16	4 4 3
Media Palette	<ul style="list-style-type: none"> - All Media Planners - Media Planning Officers - Media Planning Supervisors - Media Planning Manager 	13	4 1 3
Media Intelligence	<ul style="list-style-type: none"> - All Media Planners - Media Planning Officers - Media Planning Supervisors - Media Planning Manager 	20	4 - 2
Carat Media Service	<ul style="list-style-type: none"> - All Media Planners - Media Planning Officers - Media Planning Supervisors - Media Planning Manager 	35	4 2 2
OMD	<ul style="list-style-type: none"> - All Media Planners - Media Planning Officers - Media Planning Supervisors - Media Planning Manager 	23	12 2 4
<u>Total</u>		<u>188</u>	<u>100</u>

Research Instruments

The researcher uses in-depth interview for test pre-test. For in-depth interview, the researcher asked 10 respondents about which factors of job satisfaction affect their decision to leave a company. They replied as follows:

- There are 7 respondents agreeing with job description such as media planners have a routine job, which have the same responsibility for the job every month.
- There are 10 respondents agreeing with work motivation such as it has no challenge anymore. They would like to change new clients or environment. And also they need the reinforcement from their companies.
- There are 10 respondents agree with rewards such as media planners have to work hard; therefore, they should receive a reasonable salary or other benefits not only intrinsic rewards but also extrinsic rewards.
- There are 6 respondents agreeing with job design such as one media planner has to handle many accounts (clients), so they have work overload, and they would like to distribute work to others or rotated accounts.
- There are 5 respondents agreeing with organization commitment such as the contract of the company, which obligates media planner to work there for at least 3 years and cannot move to the competitor's company.
- There are 8 respondents agreeing with teamwork because media planners have to work with many sections, therefore they need to collaborate with each other.

Questionnaire was used as their main instrument in this research after conducting the in-depth interview. The questionnaires were developed to examine the relationship between job satisfaction factors and employees' turnover rate. This research questionnaire consisted of three main sections.

The first part of the survey focuses on the employee's profile and consists of 7 questions, which are multiple choice and open-ended questions. Each respondent was asked questions about his or her demographic information, which were age, gender, education, marital status, and experience.

Next, the second part of the survey focuses on the employee's attitude toward each component in the research. There are 28 questions, which consist of the questions about job description, work motivation, rewards, job design, organization commitment, teamwork, and attitude about employees' decision to leave. Type of scale used was Five-Point Likert Scale with which the respondents indicated their attitudes by checking how strongly they agreed or disagreed with the carefully constructed statements that ranged from very positive to very negative toward the attitudinal object. The choices varied from "Strongly Agree", "Agree", "Uncertain", and "Disagree" to "Strongly Disagree" (Zikmund, p. 312, 2003).

Finally, the third part of the survey focuses on employees' reason to leave as measured by their ranking the statements, which are the key indicators.

Pilot Test

The researcher used a pilot test for measuring the respondents’ understanding of this questionnaire, the questionnaire’s validity according to the research objectives, and ensuring that the results are free of errors. The researcher distributed the questionnaires to 25 respondents, and then measured these by using a measurement scale.

The pilot test is conducted to detect weaknesses in the design and instrumentation and to provide proxy data for selection of a probability sample (Cooper and Schindler, p. 86, 2003).

Table 3.2 Reliability Analysis-Scale (Cronbach’s Alpha)

Operational Dimensions	Cronbach’s Alpha (α)
Job Description	0.6705
Work Motivation	0.7947
Job Design	0.7565
Organization Commitment	0.7140
Teamwork	0.6151
Rewards	0.6541
Total	0.7028

The reliability of the questionnaire should be at least 0.6 to be considered as reliable (Cooper and Schindler, p. 86, 2003). The pretest resulted show that the questionnaire reliable.

Data Collection Techniques

The researcher used the survey as the method of data collection. There are also many other research methodologies used. First, the researcher used the in-depth interview; a relatively unstructured, extensive interview during the primary stages of the research process. During the interview session, the researcher asked many questions and probed for elaboration after the subject answered (Zikmund, p. 130, 2003).

Next, the questionnaire was used for the data collection that would provide the result in the terms of both quantitative and qualitative data. This kind of technique of data collection would use low cost and is less time consuming when compared with other data collection methods.

Research Procedures

The process of conducting the research for this study began with asking for the consent of authorized people, who are the Managing Directors of the samples of the selected media agencies in Bangkok. After receiving the consent from the Managing Directors of media agencies, the researcher began to perform the pilot questionnaire, which formed a pre-test used with certain groups of respondents to ensure the error-free results.

The researcher set the pretest questionnaire, which composes of 25 questionnaires to ensure the suitability and understanding of the respondents. This pretest was launched to gather feedback on the content, clarity, readability, relevance, length, and

comprehensive of each question. After that the researcher launched the appropriately modified questionnaires to the target respondents. The researcher collected the data from the questionnaires by using interviews rather than allowing the questionnaires to be answered with self-administered method because the researcher would like to ensure that the respondents would provide all questions with answers to avoid respondents providing the wrong answers towards the problem. The researcher controlled and checked that respondents understood each question in the questionnaire. After all the questionnaires were collected, the researcher checked the response rate and respondent's errors from the questionnaire before feeding the data into the SPSS program. The uncompleted questionnaires were screened out.

Data Analysis

The questionnaire was divided into three parts, which are demographic profile, perception of dimension of job satisfaction and the reason for leaving the company. The characteristics of each question can be measured by data types as follows:

Part I: Demographic profile

Characteristics of question	Type of data
1. Have you ever left an employment?	Nominal
2. Which agency did you resign?	Ordinal
3. Period of working in the organization	Ordinal
4. Age	Ordinal
5. Gender	Nominal
6. Education level	Ordinal
7. Marital Status	Nominal

Part II: Perception of dimension of job satisfaction.

The researcher uses the Likert scale method to determine the respondents' attitude. Therefore, the results are measured by ordinal data type.

Part III: The reasons for turnover.

The researcher uses the ranking question to determine the reasons for turnover. Therefore, it is measured by ordinal data type.

The researcher fed the data into the SPSS program as the variable that the researcher set for each question. After the researcher keyed all the data into SPSS, the researcher selected the analysis option to provide the table of results. The statistical methods selected to be use within this study are as follows:

Statistical Method	<i>Implication with current study</i>
Frequency table and cross tab table	To determine the frequency and percentage of scores that the respondents give for each construct from the profile, the job satisfaction and the reason to turnover.
Bar chart, pie chart and histogram	Summarize the three parts obtained from the questionnaire in a form of graphs. This provides accuracy in analyzing the factors that have an effect on the turnover.
Chi-squared test	<ul style="list-style-type: none"> - To test whether the profile has an effect on turnover - To test whether job satisfaction affects turnover - To find out the causes of turnover

The mean score of the answers were interpreted as follows:

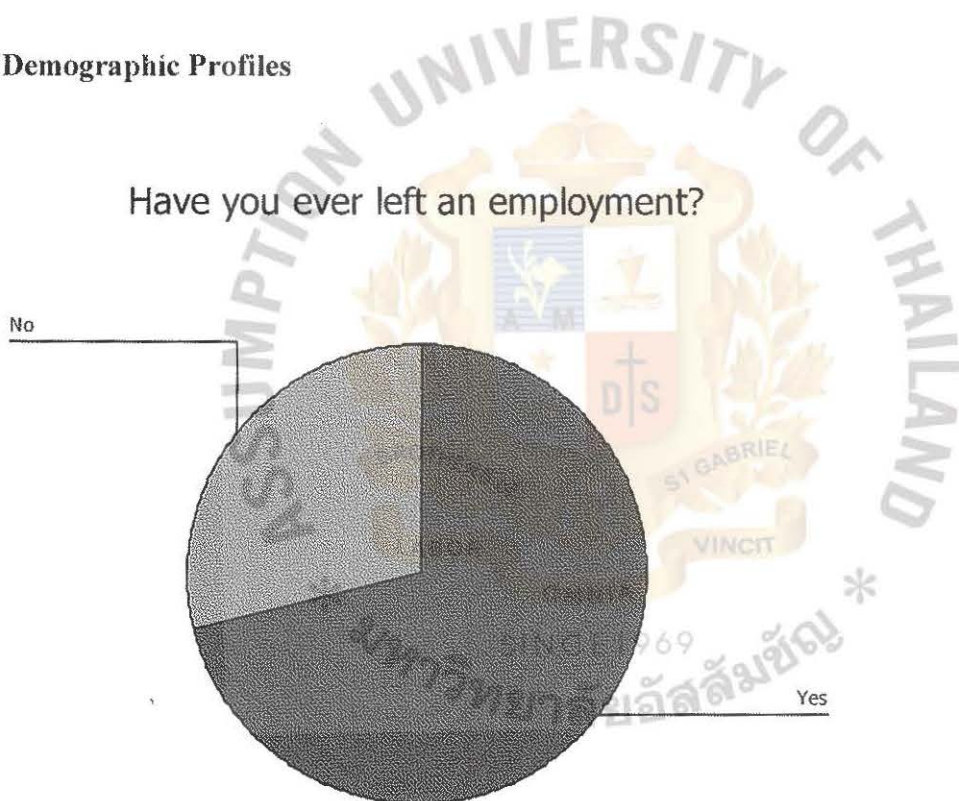
Rating	Descriptive Rating
1.00 - 1.79	Strongly Disagree
1.80 – 2.59	Disagree
2.60 – 3.39	Normal
3.40 – 4.19	Agree
4.20 – 5.00	Strongly Agree

CHAPTER 4

DATA ANALYSIS

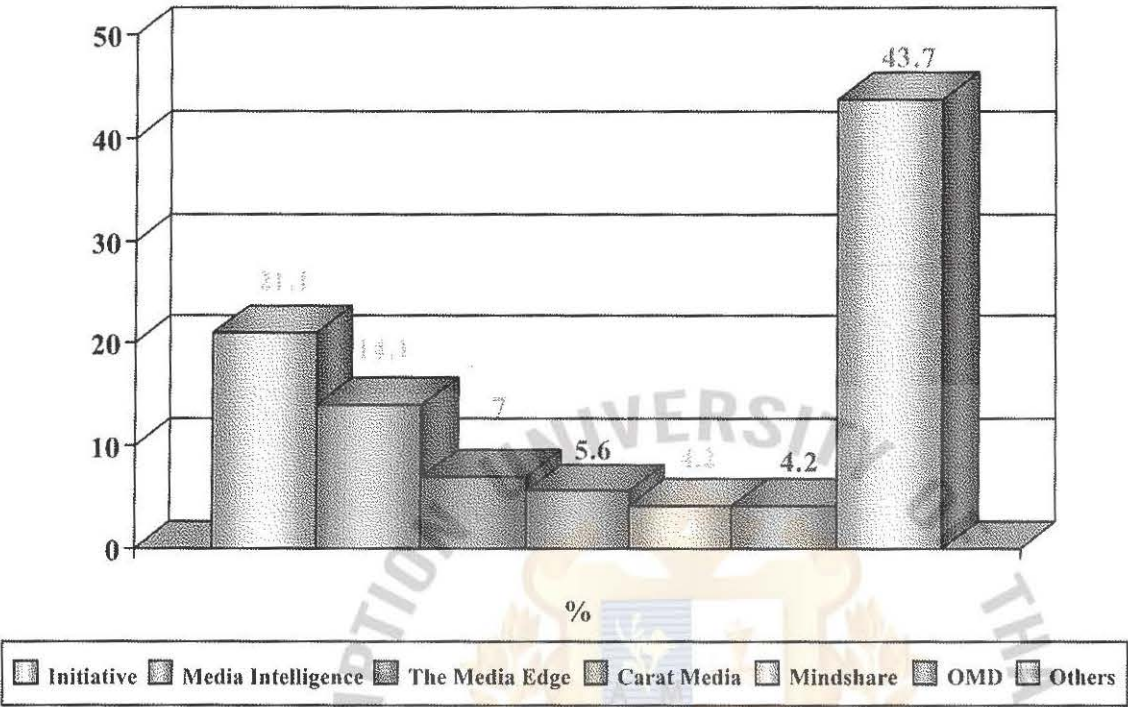
This chapter focuses on the statistical analysis of the data that had been collected from the questionnaires. First the demographic profiles of the respondents are discussed, followed by their perception dimensions of job satisfaction. Next, the hypotheses testing would be shown.

4.1 Demographic Profiles



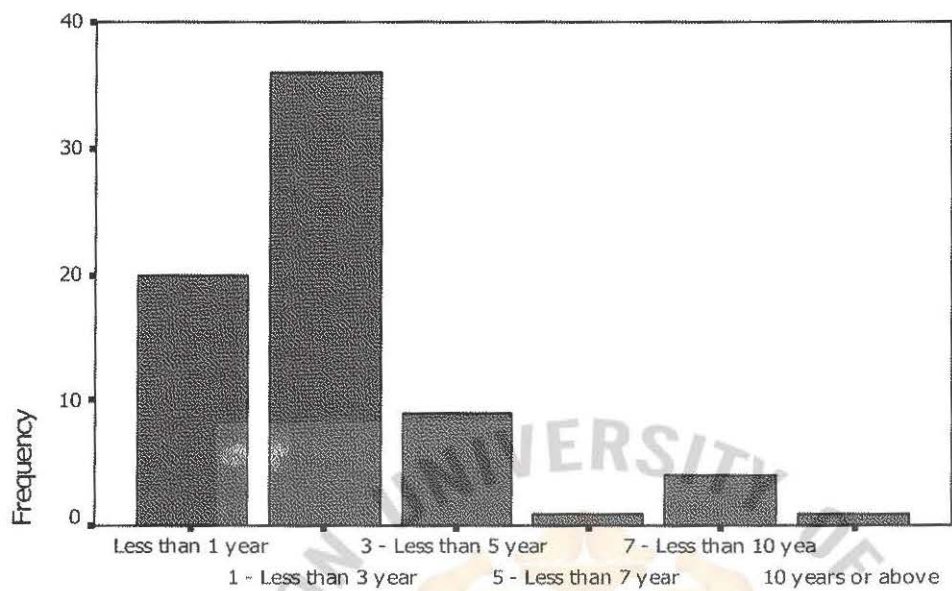
From the survey, it was found that 50 respondents (71%) had left a place of employment, whereas 20 respondents (29%) had never done so. Therefore, most respondents have left at least one place of employment.

Which media agency did you resign from?



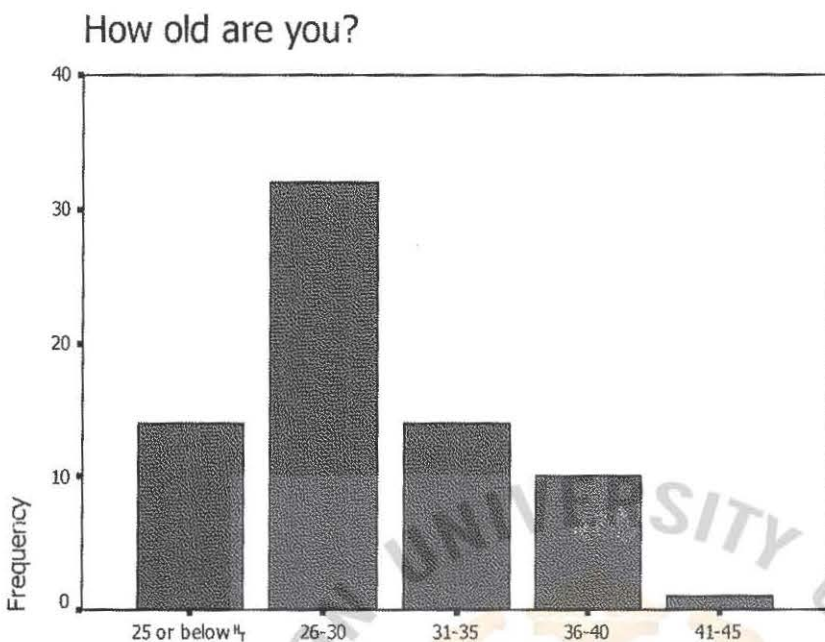
The respondents were then asked which media agency they resigned from. Fifteen respondents (21.1%) resigned from Initiative Media, whereas 10 respondents (14.1%) resigned from Media Intelligence. Five respondents (7.0%) left The Media Edge, 4 respondents (5.6%) left Carat Media Service, and 3 respondents (4.2%) each left Mindshare and OMD. There were 31 respondents (43.7%) who resigned from other media agencies. Therefore, when looking at known agencies (that is, besides the choice of ‘other media agencies’), most of the respondents have resigned from Initiative Media.

How long have you been working in this organization?



How long have you been working in this organization?

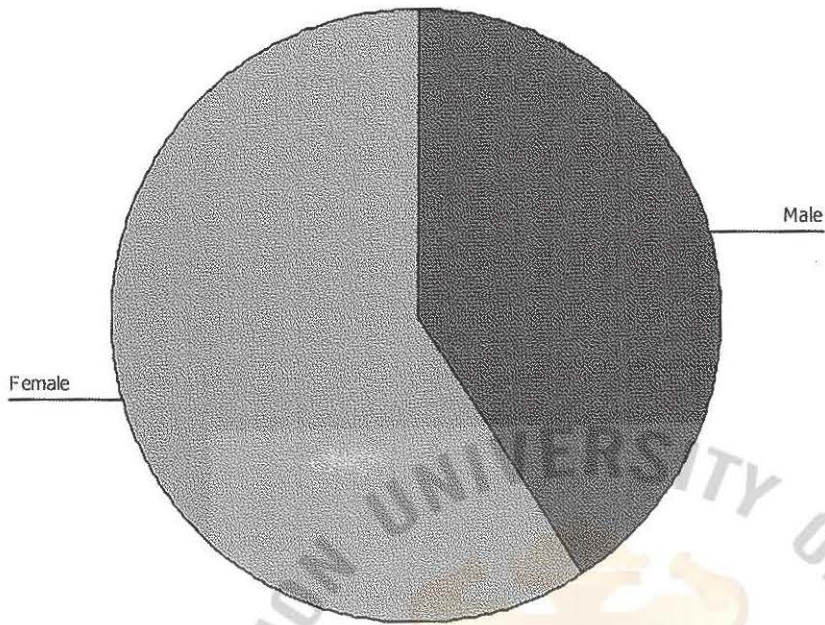
When asked how long they have been working in the organization, the majority of respondents (36 people, or 50.7%) said they worked 1 – less than 3 years, while 20 respondents (28.2%) had worked for less than a year. Nine respondents have been working for 3 – less than 5 years, while 4 respondents had worked 7- less than 10 years, with one respondent (1.4%) each working 5 – less than 7 years and 10 years and above. Hence, the majority of respondents have worked for their organization for 1 – less than 3 years.



How old are you?

It was found that the majority of respondents (32 people, or 45.1%) were aged 26-30 years, while 14 respondents (19.7%) were aged 25 years or below and another 14 respondents (19.7%) were aged 31-35 years. Ten respondents (14.1%) were 36-40 years old, while 1 respondent (1.45) was aged 41-45 years. Therefore, the majority of respondents were aged 26-30 years.

What is your gender?

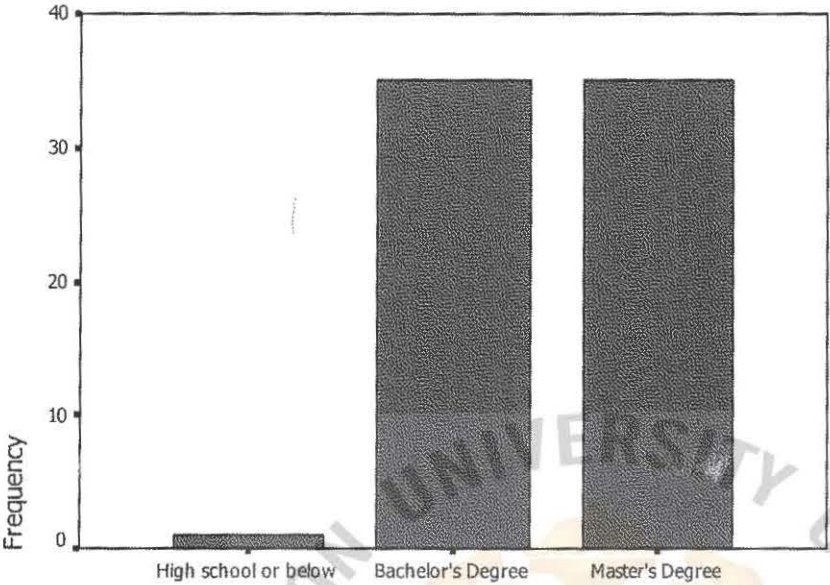


What is your gender?

There were 29 male respondents (40.8%) and 42 female respondents (59.2%).

Hence, most of the respondents were female.

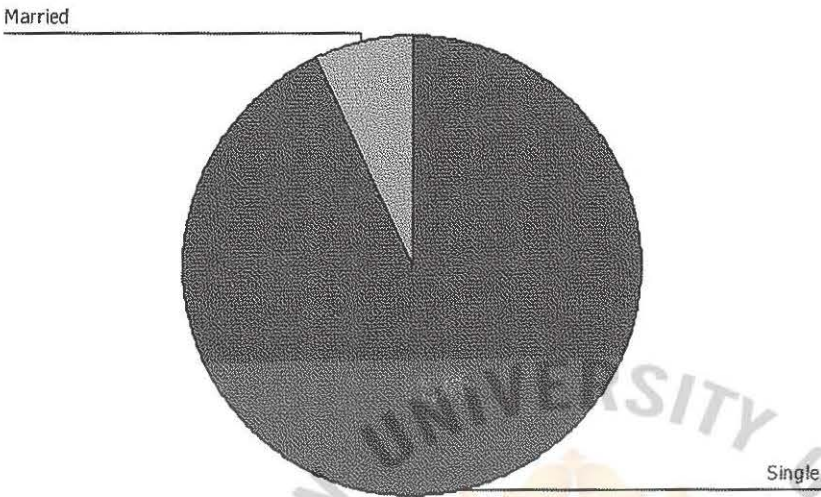
What is your highest level of education?



What is your highest level of education?

The majority of the respondents had either a Bachelor's degree (35 people, or 49.3%) or a Master's degree (35 people, or 49.3%). Only 1 respondent had completed an education level of high school or below. Almost every respondent holds a degree, either a Bachelor's or Master's.

What is your marital status?



What is your marital status?

The majority of the respondents (66 people, or 93.0%) stated that they were single, whereas 5 respondents (7.0%) stated that they were married. Nearly one hundred percent of employees in media agencies are single.

4.2 Perception Dimensions of Job Satisfaction

Table 4.1 Perception of Job Description Dimension of Job Satisfaction

	Mean(\bar{X})	Std. Deviation	Perception level
I felt bored in my role and task in the organization.	3.18	0.95	Normal
I thought that media-planning job was a routine job.	2.54	1.11	Disagree
“I thought that media-planning job was enjoyable”.	3.37	0.91	Normal
I always had to become unemployed in my work because the clients changed the media plan.	2.35	0.97	Disagree

The mean of “I thought that media-planning job was enjoyable”(3.37) is higher than the mean of “I felt bored in my role and task in the organization.” (3.18) These two means are not greatly different (nor are they statistically significant). However, chi-square test shows a significant difference of 0.05. As a consequence, more respondents enjoyed their work in media agencies. This corresponds with Herzberg’s concept that characteristics of the work affect job satisfaction.

Table 4.2 Perception of Work Motivation Dimension of Job Satisfaction

	Mean(\bar{X})	Std. Deviation	Perception level
I had more encouragement after I got feedback about my job.	3.75	0.91	Agree
I felt my job was not challenging anymore.	2.72	1.07	Normal
I was respected and accepted by the others when I worked with them.	3.54	0.92	Agree
I had not a clear goal when I worked with the last company.	3.14	1.06	Normal

In regards to the work motivation dimension of job satisfaction, the respondents felt that they had more motivation to work after getting feedback about their job (3.75). In regards to the job not being challenging anymore, they felt indifferently about this topic (normal). The majority of the respondents agreed that they were respected and accepted by their colleagues (3.54). They stated that they did not have a clear goal when they worked with the last company (3.14). Ultimately, from looking at the way they responded, the majority of the respondents felt that the work motivation gave them job satisfaction. This is similar to Herzberg's concept that encouragement affects job satisfaction.

Table 4.3 Perception of Rewards Dimension of Job Satisfaction

	Mean(\bar{X})	Std. Deviation	Perception level
I was not rewarded whenever I had an outstanding achievement in company's work.	3.10	1.07	Normal
My company did not communicate clearly in the fairness of the rewarding system.	3.31	0.96	Normal
The amount of pay I received for my job is comparable to others doing similar works in the industry.	2.97	0.89	Normal
My company did not provide reasonable fringe benefits.	3.00	1.07	Normal

In regards to the rewards dimension of job satisfaction, the majority of the respondents perceived that they normally were not rewarded when they had outstanding achievements (3.10), that the company did not communicate clearly in regards to the reward system fairness (3.31), that the amount of pay they received was comparable to others doing similar work in the industry (2.97), and that the company did not provide reasonable fringe benefits (3.00). Ultimately, from looking at the way they responded, the majority of the respondents felt rather neutral or indifferent to the rewards dimension in

giving them job satisfaction. This agrees with Herzberg’s idea that relationship with subordinates or colleagues’ affects job dissatisfaction.

Table 4.4 Perception of Job Design Dimension of Job Satisfaction

	Mean(\bar{X})	Std. Deviation	Perception level
I had to handle many accounts, but the company did not divide my job to other teams.	3.35	0.97	Normal
I could not share my work with others.	2.89	1.05	Normal
I could not learn new things of other divisions.	2.70	1.09	Normal
I could not increase my task to perform at a higher level.	2.93	1.02	Normal

In regards to the job design dimension of job satisfaction, most of the respondents perceived that they normally had to handle too many accounts and that the company did not delegate their job to other teams (3.35). They felt that they normally could not share their work with others (2.89), could not learn new things with other divisions (2.70), and that they could not increase their tasks in order to perform at a higher level (2.93). Ultimately, from looking at the way they responded, the majority of the respondents felt that the job design was rather neutral or indifferent in giving them job satisfaction. This is similar to Herzberg’s concept that characteristics of the work affect job satisfaction.

Table 4.5 Perception of Organization Commitment Dimension of Job Satisfaction

	Mean(\bar{X})	Std. Deviation	Perception level
I would not be happy to spend the rest of my career with this organization.	3.25	1.04	Normal
I have doubt about my long-term security.	3.20	1.05	Normal
I found that my values and the organization's value were not very similar.	3.18	0.93	Normal
I accepted almost any type of job assignment in	3.17	0.96	Normal

In regards to the perception of the organization commitment dimension in job satisfaction, the majority of the respondents normally felt that they were not happy to spend the rest of their career with the organization (3.25) and that they had doubts about their long-term security at the company (3.20). In addition, they normally found that their values and the organization’s values were different (3.18). They also normally accepted almost any type of job that they are assigned to do (3.17). Ultimately, from looking at the way they responded, the majority of the respondents felt rather neutral or indifferent to organization commitment as a factor giving them job satisfaction. This corresponds with Herzberg’s concept that security of the work affect job dissatisfaction.

Table 4.6 Perception of Teamwork Dimension of Job Satisfaction

	Mean(\bar{X})	Std. Deviation	Perception level
My co-workers and I worked well together to accomplish our organization's goals.	3.70	0.95	Agree
Colleagues in my working place were always ready to help me when I needed some help.	3.73	1.08	Agree
My colleagues cared about my feelings toward the work.	3.59	0.98	Agree
My colleagues had never taken any advantages of me during work.	3.51	0.92	Agree

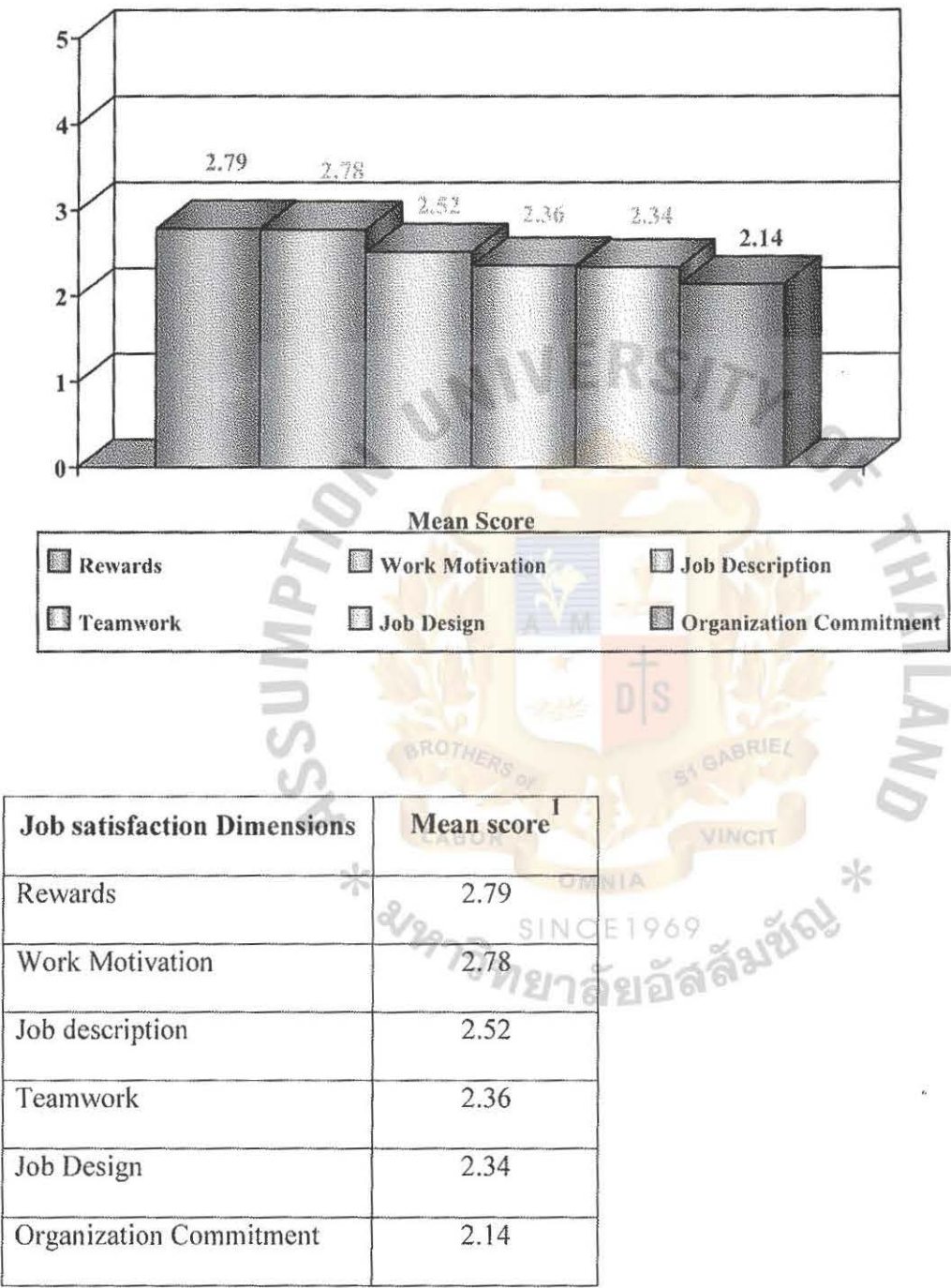
In regards to the teamwork dimension of job satisfaction, most of the respondents agreed that they worked well with their colleagues to accomplish the organization’s goals (3.70) and that their colleagues were willing to help whenever they needed it (3.73). In addition, the respondents agreed that their colleagues cared about their feelings toward the work (3.59) and that their colleagues never took advantage of them during work (3.51). Ultimately, from looking at the way they responded, the majority of the respondents felt that the teamwork gave them job satisfaction. This agrees with Herzberg that relationship with subordinates or colleagues affects job dissatisfaction.

Table 4.7 Perception of Intention to Leave Job Dimension

	Mean(\bar{X})	Std. Deviation	Perception level
I very often thought of leaving my current organization.	2.86	0.85	Normal
I often searched for a job in another organization.	2.56	0.97	Disagree
There was another media agency that approached me to work with them.	3.59	0.90	Agree
Many times, I actually wanted to leave the organization.	2.86	1.09	Normal

In regards to their intention to leave the job, the majority of the respondents perceived that it was normal for them to have thoughts of leaving the organization (2.86), although they did disagree with the statement that they often searched for a job in another organization (2.56). They stated that there were other media agencies that approached them to make an offer (3.59), and that it was normal for them to actually want to leave the organization (2.86). This corresponds with Herzberg’s concept that salary or the company policies affect job dissatisfaction.

Table 4.8 Reasons for turn over



It was found that the top reason for turnover stated, in regards to the job satisfaction dimensions, was the rewards, followed by work motivation and job description. Later reasons stated included teamwork, job design, and organization commitment.

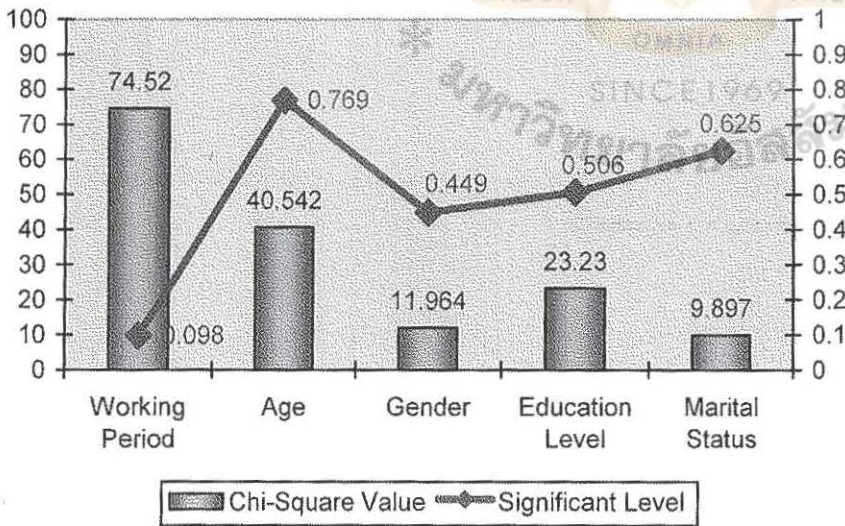
4.3 Hypothesis Testing

Profile hypothesis

H₁: Employee’s profiles of selected media agencies in Bangkok affect their decision to leave the company.

H₀: Employee’s profiles of selected media agencies in Bangkok do not affect their decision to leave the company.

Table 4.9 Demographic Profiles and Intention to Leave



Demographic profiles and intention to leave	Pearson Chi-Square Value	Significant Level	Hypothesis
Working period	74.520	.098	Do not reject Ho
Age	40.542	.769	Do not reject Ho
Gender	11.964	.449	Do not reject Ho
Education level	23.230	.506	Do not reject Ho
Marital status	9.897	.625	Do not reject Ho

The demographic profiles of the respondents were tested with the intention to leave in order to see if the demographic profile had any statistically significant relationship with their intentions; that is, whether differences in demographic profiles made a significant difference in their resignation intentions. It was found that for all demographic factors – working period, age, gender, education level, and marital status – there no statistically significant relationship existed with the intention to leave.

Job satisfactions hypothesis

H₁: Job satisfactions in terms of:

- Job Description
- Work Motivation
- Job Design
 - Job Enlargement
 - Job Enrichment
 - Job Rotation
- Organization Commitment
- Teamwork
- Rewards
 - Intrinsic Reward
 - Extrinsic

affect employees' turnover toward the selected media agencies in Bangkok.

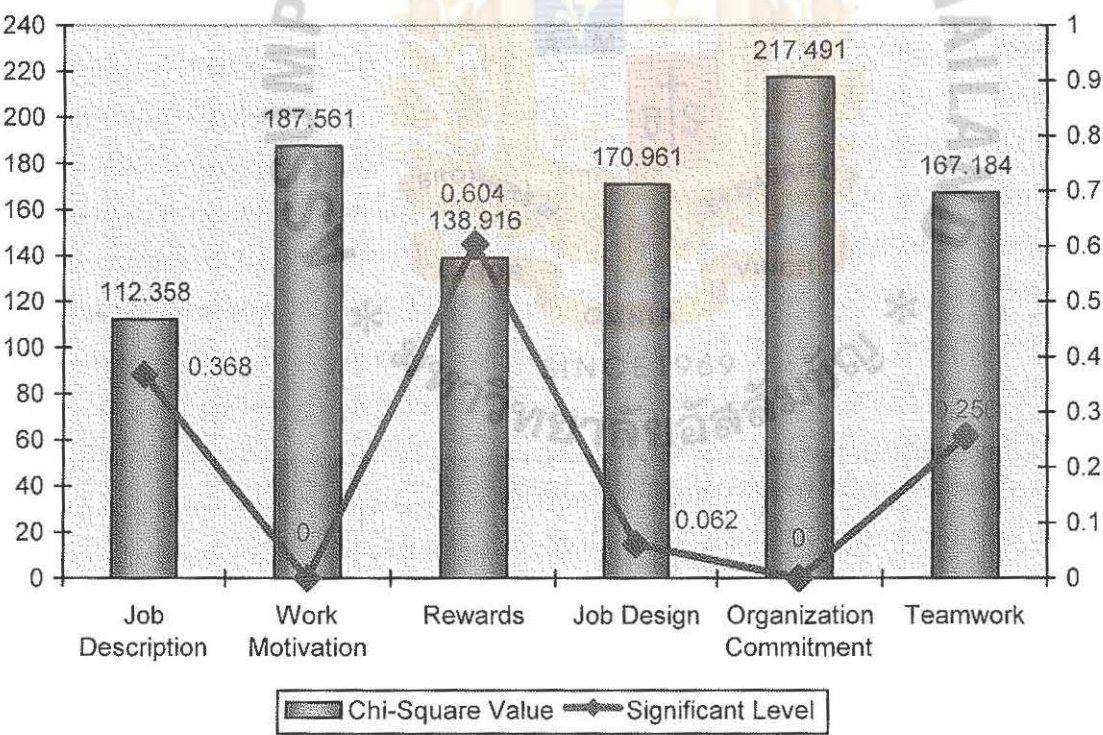
H₀: Job satisfactions in terms of:

- Job Description
- Work Motivation
- Job Design
 - Job Enlargement
 - Job Enrichment
 - Job Rotation

- Organization Commitment
- Teamwork
- Rewards
 - Intrinsic Reward
 - Extrinsic

do not affect employees' turnover toward the selected media agencies in Bangkok.

Table 4.10 Job Satisfaction and Intention to Leave



Job satisfaction and intention to leave	Pearson Chi-Square Value	Significant Level	Hypothesis
Job description	112.358	.368	Reject Ho
Work Motivation	187.561	.000	Do not reject Ho
Rewards	138.916	.604	Reject Ho
Job Design	170.961	.062	Reject Ho
Organization Commitment	217.491	.000	Do not reject Ho
Teamwork	167.184	.256	Reject Ho

The dimensions of job satisfaction were tested with the intention to leave in order to find whether any of them had a significant relationship with the intention to leave; that is, whether differences in the dimensions of job satisfaction could affect or impact the respondents' intention to leave a job. It was found that job description, rewards, job design, and teamwork had a significant relationship with the intention to leave, meaning that these factors had impact intention to leave in a statistically significant way. The job satisfaction dimensions that did not have a significant relationship with intention to leave were work motivation and organization commitment.

CHAPTER 5

CONCLUSIONS AND RECOMMENDATIONS

This chapter will focus on giving conclusions and recommendations based on the research study. It will discuss the rationale, the purpose and objectives, the framework, the recommendations, and the management support.

5.1 Summary of Findings

The research findings are as follows:

1. The factors that had a major impact on the high turnover rate among media agency employees by rank are rewards, job description, teamwork, and job design. Meanwhile, organization commitment and motivation had less effect on the turnover rate.
2. The learning that was significant was that the questionnaire used had an odd number of choices for agreement level; thus, the result came out more neutral. The questionnaire should use an even number of choices, which would make the result clearer because the respondents' answers would have to be geared to either one of the attitudes.
3. The questionnaire also did not require the respondents to specify their positions; therefore, the researcher could not identify the total number of respondents in each position. Therefore, the aim to distribute a certain ratio to each position such as manager, supervisor, could not be met.

5.2 Conclusion of Results

In regard to the results of the study, the following information was found. Most respondents have left a place of employment. When looking at known agencies (that is, besides the choice of 'other media agencies'), most of the respondents resigned from Initiative Media. The majorities of respondents have worked for their organizations for 1 – less than 3 years; most were aged 26-30 years and were female. Almost every respondent holds a degree, either a Bachelor's or Master's. Nearly one hundred percent of employees in media agencies are single. Respondents enjoyed their work in media agencies (almost equal percentages of respondents' felt that their jobs in the media agencies were boring and were enjoyable).

The majority of the respondents felt that the work motivation gave them job satisfaction (for example, they got more encouragement after getting feedback and they felt they were respected and accepted by others), felt that the rewards dimension was rather neutral or indifferent in giving them job satisfaction, felt that the job design was rather neutral or indifferent in giving them job satisfaction, that the organization commitment was rather neutral or indifferent in giving them job satisfaction, and that the teamwork was good in giving them job satisfaction. The majority of the respondents perceived that it was normal for them to have thoughts of leaving the organization, although they did disagree with the statement that they often searched for a job in another organization. They stated that there were other media agencies that approached them to make an offer, and that it was normal for them to actually want to leave the organization. It was also found that the top reason for turnover stated, in regards to the job satisfaction

dimensions, was the rewards, followed by work motivation and job description. Later reasons stated included teamwork, job design, and organization commitment.

From the hypothesis testing, it was found that for all demographic factors – working period, age, gender, education level, and marital status –no statistically significant relationships existed with the intention to leave. It was also found that work motivation and commitment to the organization had a significant relationship with the intention to leave. This means that these factors did not impact intention to leave in a statistically significant way. The job satisfaction dimensions that had a significant relationship with intention to leave were job description, rewards, job design, and teamwork within the organization.

5.3 ODI Recommendations

With regards to the results of this research study, the considerations that the researcher would like to propose for the organizations are as follows:

1. Create feed back environment (two-way communication) – This means encouraging an environment where feedback is given and opinions are listened to. Two-way communication is a way that can let employees know that they are heard, that they matter to the company.
2. Create challenging jobs – In order to stave off boredom and the need to find more challenging jobs, the company could create more challenges for the employees so that they could still learn and be motivated to do their job well.

3. Set clear goal for all individuals (criteria for measuring employee performance) –
Without a clear goal, employees do not know where they are going or what they are working toward, which could lead to confusion. In addition, having a clear goal can give employees a direction to work, and can be a criterion in measuring employee performance.
4. Create long-term employee plan (protection plan) that would boost job security –
People like to know that they are secure for the future. If employees worry about their future or their security in the company, it would be detrimental to their work. Therefore, the company could come up with employee plans that cater to the future, such as pension plans, in order for the employees to feel that they have job security.

These considerations are important because they could change the level of work motivation as well as organization commitment, which are the dimensions that have significant relationship with the intention to leave. Changes in the dimensions could affect the intention to leave. Having the above considerations in mind could reduce employees' intention to leave and could benefit the company because the training cost for new employees is very high for the company.

5.4 Management Support

For the various recommendations stated above, it is a must that support from management is secured. For example, in order to make a system of two-way

communication become the norm for the organization, the management must support it in order to encourage it. They must be part of the two-way communication, to give feedback and listen to employees' concerns and complaints. In addition, management would need to participate in order to set challenging tasks for employees, to set clear goals for individuals, and to create employee plans that would help employees have job security. In order to create plans that would help in this way, management would need to practice two-way communication and listen to what employees have to say, and what they would like to have.

It is very obvious that management support is needed to help improve the organizational development. It is the responsibility of the management to encourage and support organization-wide changes or changes that impact the employees, in order to let the changes have the expected results.

5.5 Further Research

The researcher could use this research to develop another industry such as product industry, which will probe the result of employees' attitudes. This will help interested readers to understand employees' requirements and help solve the problem of high turnover rate.

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**JOB SATISFACTION AND MEDIA PLANNERS' TURNOVER:
A CASE STUDY OF MEDIA AGENCIES IN BANGKOK**

Questionnaire

This survey is designed to study the relationship between employee's job satisfaction and employee's performance within media agencies in Bangkok. This questionnaire is the instrument used for gathering data for Master thesis. Obtained data will be kept confidential. Therefore, please feel free to honestly respond to every item. And please answer all questions.

Part I: Demographic Profile

Directions: Please complete the following information about yourself by making the checkmark (X) in the blank relating to your own profile. It is necessary to gather this data for the usefulness of research analysis.

- 1) Have you ever left an employment?
(If select no, please stop to answer this questionnaire)
☐ Yes ☐ No
- 2) Which media agency did you resign?
☐ Initiative Media ☐ MindShare ☐ The Media Edge
☐ Planet Media ☐ Media Intelligence ☐ Carat Media Service
☐ OMD ☐ Others _____
- 3) How long have you been working in this organization?
☐ Less than 1 year ☐ 1 – Less than 3 years
☐ 3 – Less than 5 years ☐ 5 – less than 7 years
☐ 7 – Less than 10 years ☐ 10 years or above
- 4) How old are you?
☐ 25 or below ☐ 26-30
☐ 31-35 ☐ 36-40
☐ 41- 45 ☐ 46 and above
- 5) What is your gender?
☐ Male ☐ Female
- 6) What is your highest level of education?
☐ High school or below ☐ Diploma Degree
☐ Bachelor Degree ☐ Master Degree
☐ Doctoral Degree
- 7) What is your marital status?
☐ Single ☐ Married ☐ Divorce

Part II: Perception of dimension of job satisfaction.

Direction: The following statements indicate the degree of your job satisfaction and your performance. Please kindly to check (X) the items that would most likely make you leave you present employment.

5 = Strongly Agree

4 = Agree

3 = Normal

2 = Disagree

1 = Strongly Disagree

Job Description	5	4	3	2	1
1. I felt bore in my role and task in organization.					
2. I taught that media-planning job was a routine job.					
3. I taught that media-planning job was enjoyable.					
4. I always had to redundancy my work because the client changed the media plan.					

Work Motivation	5	4	3	2	1
5. I had more encouragement after I got feedback about my job.					
6. I felt my job was not challenging anymore.					
7. I was respected and accepted by the others when I worked with them.					
8. I had not clear my goal when I worked with the last company.					

Rewards	5	4	3	2	1
9. I was not rewarded whenever I had outstanding achievement in company's work.					
10. My company was not communicated clearly in the fairness of rewarding system.					
11. The amount of pay I received for my job compared to others doing similar work in the industry.					
12. My company did not provide reasonable fringe benefits.					

Job Design	5	4	3	2	1
13. I had to handle many accounts, but the company did not to divide my job to other team.					
14. I could not share my work with others.					
15. I could not learn new things of other division.					
16. I could not increase my task to perform at a higher level.					

Organization Commitment	5	4	3	2	1
17. I would not be happy to spend the rest of my career with this organization.					
18. I have doubt about my long-term security.					
19. I found that my values and the organization's value were not very similar.					
20. I was accept almost any type of job assignment in order to keep working for this organization.					

Teamwork	5	4	3	2	1
21. My co-workers and I worked well together to accomplish our organization's goals.					
22. Colleagues in my working place were always ready for me when I need some help.					
23. My colleagues were care about my feelings toward the work.					
24. My colleagues had never taken any advantages from me during work.					

Intention to leave the job	5	4	3	2	1
25. I mostly taugt to left from my current organization.					
26. It was likely that I was search for a job in another organization.					
27. There was the other media agency to approach me to work with.					
28. It was likely that I was actually leaved the organization many times.					

Part III: The reason to turnover .

Direction: The following statements indicate the reason to turnover. Please kindly to check (X) the items that is your reason to turnover. (You can select more than one choice)

What is your reason to turnover?

- ☐ 1. Job description
- ☐ 2. Work motivation
- ☐ 3. Rewards.
- ☐ 4. Job design
- ☐ 5. Organization commitment
- ☐ 6. Teamwork



END OF SURVEY

THANK YOU FOR YOUR COOPERATION

