



The Relationship between Organizational Stressors, Quality of Worklife
and Job Satisfaction: A Case Study of IVS Company

By

Nithinun Hunsrinopparat

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

November 2004

The Relationship between Organizational Stressors, Quality of Worklife and Job Satisfaction: A Case Study of IVS Company

By

Ms. Nithinun Hunsrinopparat

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

Master of Management in Organization Development and Management

Examination Committee :

- | | | | |
|----|-----------------------------|----------------------|---|
| 1. | Dr. Pimporn Chandee | (Advisor) |  |
| 2. | Dr. Perla Rizalina M. Tayko | (Member) |  |
| 3. | Dr. Ismail Ali Siad | (Member) |  |
| 4. | Dr. Thanawan Sangsuwan | (MOE Representative) |  |

Examined on : November 18, 2004

Approved for Graduation on :

Graduate School of Business
Assumption University
Bangkok, Thailand

November 2004

ABSTRACT

This study examined the relationship between organizational stressors (consisting of work overload, role conflict, and role ambiguity), quality of work life (consisting of progress and development and benefits and compensation), and job satisfaction (consisting of absenteeism and turnover) in IVS Company Limited.

The objective of this case study were: (1) To evaluate employee attitude toward their job by assessing employee job satisfaction; (2) To determine employee perceptions and disposition about their work group, and department; (3) To identify the organizational stressors that cause stress; (4) To examine the organizational stressors and quality of work life, and job satisfaction; (5) To make recommendations to prevent any potential pressures in organizations. Finally, to prepare organization development intervention based on the findings.

Census survey method has been used with the help of self-administered questionnaire conducted on all 217 employees who work in IVS company limited.

The researcher used descriptive statistics for describing the demographic profile and inference statistics for calculating the average scores of the overall answers in each aspect of the questions asked and selected Pearson Correlation method to test the relationship between organization stressors, quality of work life and job satisfaction.

Overall, the findings indicated that there were positively relationship between organizational stressors in terms of work overload, role conflict and role ambiguity,

quality of work with job satisfaction. They also indicated some positive relationship between quality of work life in terms of benefits and compensation; and progress and development with job satisfaction, and negative relationship in terms of absenteeism and turnover. The result of findings are summarized and stated. Practical recommendations and the conduct of further research are proposed.



ACKNOWLEDMENT

This thesis was completed successfully with the support and kind cooperation from many people who devoted their time in giving me information, advice, comments, encouragement and inspiration. I am very thankful to all concerned.

I wish to extend my gratitude and a very special thanks to Dr. Pimporn Chandee for her advice, guidance, consultation and explanations that enabled me to have better understanding and clear my confusion as well as encouraged and listened to me patiently and developed my knowledge and skills during my study. Moreover, I give my special thanks to Dr. Perla Rizalina Tayko, Dr. Salvacion E. Villavicencio, Dr. Ismail Ali Saidall, Dr. Noel Jones and all instructors who gave me knowledge and dedicated their time and advice to me during the course of this study.

I particularly wish to express special gratitude to my lovely friends: Khun Hataichanok, Khun Wanida, Khun Siriwan, Khun Panyawat and Khun Nut for their friendship and for their great support in assisting me in the completion of this thesis. And also a special word of appreciation goes to my entire classmate MM6 for their friendship during these two years of study. They will always be in my memory.

I really appreciate the help and kind cooperation from IVS Company Limited executives who gave me a chance to conduct my thesis in their company. In addition, thanks is due to my colleagues for their support, and help in distributing the questionnaires to all members in the company.

Finally, I owe gratitude to my parents, my sister and my supervisor for their support, inspiration and suggestions throughout my study. I really love and am thankful to everyone.



Table of Contents

Page

Chapter 1 Introduction

1.1 Background of the study	1
1.2 Research Objective	5
1.3 Statement of the Problem	5
1.4 Hypothesis	7
1.5 Definition of Terms	7
1.6 Significance of the study	9
1.7 Scope and Limitations of the study	9

Chapter 2 Review of Related Literature

2.1 Organization stressors	10
2.2 Quality of work life	17
2.3 Job satisfaction	19
2.4 Conceptual Framework	27

Chapter 3 Research Methodology

3.1 Research Design	28
3.2 Respondents and Sampling Procedures	28
3.3 The research Instruments	30
3.4 Data Collection-Procedure-Techniques	30
3.5 Data Analysis	31

Chapter 4 Research Finding and Analysis

4.1 Descriptive Statistics	33
4.1.1 Profiles of Samples	34
4.1.2 Descriptive Analysis for Organizational Stressors, Quality of work life and Job satisfaction	42
4.2 Inferential Statistics	49
4.2.1 Inferential analysis Hypothesis 1	50
4.2.2 Inferential analysis Hypothesis 2	50

Chapter 5 Summary, Conclusion and Recommendation

5.1 Summaries	55
5.1.1 Demographics	57
5.1.2 Level of Job Satisfaction	57
5.1.3 Relationship between Organizational stressors and Quality of work life with Job satisfaction	58

5.2 Recommendation with an ODI proposal	58
5.2.1 Importance of Intervention	58
5.2.2 Purpose and Objective of OD intervention	59
5.2.3 ODI Framework	60
5.2.4 Description of ODI activities	61
5.3 Management Support	62
5.4 Suggestions for Future Research	63

Appendix

Bibliography

Questionnaire



List of Figures and Table

Page

Figures

Figure 2.5 The Relationship between Organizational Stressors, Quality of work life and Job satisfaction in IVS company	27
Figure 5.2 ODI Framework	60

Tables

Table 4.1 Gender	34
Table 4.2 Age	35
Table 4.3 Salary	37
Table 4.4 Experience with Current Company	38
Table 4.5 Level of Position	39
Table 4.6 Job Function	41
Table 4.7 Means and Standard Deviation of Work Overload Variable	43
Table 4.8 Means and Standard Deviation of Role Conflict Variable	44
Table 4.9 Means and Standard Deviation of Role Ambiguity Variable	45
Table 4.10 Means and Standard Deviation of Progress & Development Variable	46
Table 4.11 Means and Standard Deviation of Benefits & Compensation Variable	47
Table 4.12 Means and Standard Deviation of Absenteeism Variable	48
Table 4.13 Means and Standard Deviation of Turnover Variable	49
Table 4.14 Correlation Coefficient of Organizational Stressors with Job Satisfaction	51
Table 4.15 Correlation Coefficient of Quality of Work Life with Job Satisfaction	53

CHAPTER 1

INTRODUCTION

1.1 Background of the study

Global situation

Newspaper headlines worldwide have voiced a concern about the hurtful effects of work stress. The United Nations World Labor Report attributes the source of stress to work places that are unstable, impersonal, and hostile. Since the early 1960s, researchers have been examining the psychosocial and physical demands of the work environment that leads to stress, which has identified many organizational factors contributing to increased stress levels: (a) job insecurity; (b) shift work; (c) long work hours; (d) role conflict; (e) physical hazard exposures; and (f) interpersonal conflicts with coworkers or supervisors.

Reciprocally, elevated stress levels in an organization are associated with increased turnover, absenteeism; sickness, reduced productivity, and low morale. At a personal level, work stressors are related to depression, anxiety, general mental distress symptoms, heart disease, ulcers, and chronic pain (Sauter, Hurrell, & Cooper, 1989). In addition, many people are distressed by efforts to juggle work and family demands, such as caring for the sick or aging parents or children (Wiersma & Berg, 1991). Therefore, any

exploration of the relationship between work conditions and mental distress must take into account individual factors such as sex, age, race, income, education, marital and parental status, personality, and ways of coping.

To understand work stress more, it is necessary to recognize that employment provides rewards that are both internal (intrinsic) and external (extrinsic) (Locke & Taylor, 1990), such as skill development, self-esteem, money, variety from domestic surroundings, social contacts, and personal identity. Although increasing the rewards of work can lead to its stressful aspects, the physical environment and the psychosocial conditions of employment can have harmful effects on workers' mental and physical well-being.

Much of stress results from the global competition and economic conditions that have caused reductions in the work force nearly everywhere in all businesses. According to a survey by The American Institute of Stress, Paul suggests that 60 percent to 80 percent of all industrial accidents are due to worker stress (verespej, 2000)

The European Union stated that 48 percent of wage-earners see their health as threatened by stress, caused by change in the working world, whereby the on-going demand for adjustment as a component of work causes insecurity. In addition, according to a survey taken by the American Institute for Occupational Safety and Health, stress and time pressure increase work-related health risk to 67 percent. In comparison to this,

a decrease in work-related health risks from mechanical accidents to 69 percent is observed. (<http://english.bad-gmbh.de/press/inform/stress/shtm>).

National situation

Many Thai companies today are under intense economic pressure. Reorganizations, takeovers, mergers, downsizing, joint ventures, and other major changes are extremely common, as companies try to grow and survive.

These changes present new challenges and demands for everyone. When changes are not handled well, additional loss of jobs can occur. In addition, with demoralization of the work force; increased worker turnover; decreased cooperation and teamwork, increased levels of stress, anxiety, absenteeism, illness, and mistakes can follow. (<http://www.stressure.com/jobstress/reorg.html>)

Company situation

Most businesses are forced to make changes today just to survive. Global transformations require fast adjustments. National and local economic forces must be recognized and responded to promptly. Most companies, when they downsize or restructure, fail to acknowledge the increased pressures, demands, and workloads that temporarily fall upon remaining employees.

Established in 1997, the year Thailand was hit by an economic crisis, all securities companies have to face the problems of economic slowdown. Because of the crisis, a number of securities companies decrease to only 49 companies. For example, Intel Vision Securities Company (IVS) had to survive through the situation in many ways such as economic restructuring, employee downsizing and high performance expectations to bring profitable growth. Employees had to be their own self-starters and leaders who find continuing ways to add value to employers even as the environment continues to change.

While IVS company underwent the changes, there were plenty of extra tasks to be done, Suddenly, people began working through their lunch times. They can't find time to take vacation. They started to leave the office late and came into the office on weekends or holidays.

The jobs those employees are asked to perform and the relationship together with circumstances under what they have to do often cause significant stress. This stress can bring both negative and positive effects as if the employees can develop themselves following the company's desire, they will either be the high productivity human resource or they have to resign and the unemployment ratio will increase.

1.2 Research Objectives

The main purpose of this research was to study the relationship between the organizational stressors, quality of work life and job satisfaction, the research will be conducted for the following objectives:-

- 1.2.1 To identify the organizational stressors that cause stress.
- 1.2.2 To determine employee perceptions and disposition about their work groups, and departments.
- 1.2.3 To evaluate employee attitude about their jobs by assessing employee job satisfaction.
- 1.2.4 To examine the organizational stressors and quality of work life, and job satisfaction
- 1.2.5 To make recommendations to prevent any potential pressures in organizations.

1.3 Statement of the Problem

In today's knowledge based economy, many business organizations realize the importance of its human resources. Human resources are considered to be very important.

Stressful work is more than demanding work. It arises from a complex interaction of many factors of the work environment, the amount of control individuals have over the demands placed upon them and their ability to meet those demands(HSC,1999).

Organizations must care about stress, because too much stress may be costly. Excessive stress may lead to health problems, which in turn make health insurance more expensive to provide. Health and other consequences of stress also add to costs because they increase absenteeism and turnover. Finally, too much stress may impair employee's performance (Wright & Noe, 1995).

Given these facts, the study proposed to examine the effects of stress, quality of work life and job satisfaction.

The main purpose of this research is to study the factors affecting job satisfaction.

Research Questions

The researcher would like to seek answers to the following specific questions for the study:

1. How does the demographic profile relate to job satisfaction?
2. Does organization stressors in terms of work overload, role conflicts and role ambiguity relate to job satisfaction?
3. Does the quality of work life in terms of progress, development, benefits and compensation relate to job satisfaction?

1.4 Research Hypothesis

H_{a1}: There is a significant relationship between Organization stressors in terms of work overload, role conflict, role ambiguity and job satisfaction

H_{a2}: There is no significant relationship between quality of work life in terms of progress, development, benefit and compensation and job satisfaction

1.5 Definition of Terms

For clarity of understanding and uniformity in this research, below are terms as applied in this study:

Organization : It is a collection of people working together in a division of labor to achieve a common purpose (Schermerhorn, 2002).

Stressor : Anything that causes stress (Schermerhorn, 2002).

Work overload : A level of stimulation or demand that exceeds the capacity to process or comply with those demand (French and Caplan, 1973).

Role conflict : Role conflict describes situations in which people feel they are unable to satisfy multiple and potentially conflicting performance expected of them (Wood, 2001).

Role ambiguity: Role ambiguity describes the situations in which people do not know what they are expected to do or how their work performance will be evaluated (Wood, 2001).

Quality of work life: It is the overall quality of human experiences in the workplace (Schermerhorn, 2002).

Job satisfaction: It refers to the quality and value of the consequences already experienced as a result of performance. Positive feelings of job satisfaction result primary from work that is already done. It is the overall attitude of a person towards his/her work (Rue & Byars, 1977).

Absenteeism : The ways employees withdraw from works as desired (Steers, M. and Rhodes, R.1978).

Turnover : Voluntary and involuntary permanent withdrawal from the organization (Robbins,1998).

1.6 Significance of the Study

Many people experience stress at unacceptable levels. This stress can stem from events in both their personal lives and their work. Employer needs to understand the effects of work stress, the relationship between stress and performance, and the source of stress within an organization. Although small accounts of stress can have positive effects, excessive stress may seriously and negatively affect a person's health, personal life, and job performance. If the responsible person overlooks this symptom, the employees' relation toward the organization will become worse and finally it may be too late to minimize such a problem. Problems of job stress can be minimized as follows:

1.6.1 By being aware of the causes of stress, the organization can set up policies or strategies to prevent job stress.

1.6.2 The reduction of job stress increased the level of job satisfactions

1.7 Scope and Delimitation of the study

The researcher intends to study the securities industry, which may not be generaliseable in terms of other industries. Moreover, stress is subjective; the researcher might encounter responses which are socially – acceptable rather than accurate, from respondents. The researcher focused on organizational stressors.

CHAPTER 2

REVIEW OF RELATED LITERATURE AND STUDIES

The research is aimed at studying the relationship between organization stressors and quality of work life and job satisfaction. Relevant literatures are reviewed below in order to create a conceptual framework.

2.1 Organization Stressors

Reece & Brandt (1984) stated that workload, job conditions, role conflict and ambiguity, career development, interpersonal, and aggressive behavior result from are the work stressors. Hellriegel, Slocum & Woodman (1998) mentioned that work related stressors come from occupational demands, conflict between work and nonwork, role ambiguity, overload and underload, responsibility for others, lack of social support, sexual harassment and unpleasant physical working conditions. Wright & Noe (1995) argued that the cause of stress comes from conflict and uncertainly, physical and social environment, task and job demands. Schermerhorn (2002) stated that job-related stress can result from excessively high or low task demands, role conflicts or ambiguities, poor interpersonal relations, or career progress that is too slow or too fast. Major stressors that the researcher found are as follows:

39985 e.2

2.1.1 Work overload

For many people, having too much work to do and not enough time or resources to do it can be stressful. Role overload exists when demands exceed the capacity of a manager or employee to meet all of them adequately. Many stressful jobs lead to the role overload. Major sources of stress is work overload or “working too hard” On contrary, the situation of having too little work to do also many create stress.

Lack of control over work, the work place, and employment status have been identified both as sources of stress and as a critical health risk for some workers. Employees who are unable to exert control over their lives at work are more likely to experience work stress and are therefore more likely to have impaired health (see Sutton & Kahn, 1984, for a review, and Sauter et al., 1989). Many studies have found that heavy job demand, and low control, or decreased decision latitude lead to job dissatisfaction, mental strain, and cardiovascular disease.

Having too much work to do can cause stress. French and Caplan (1973) have differentiated overload in terms of quantitative and qualitative overload.

2.1.1.1 Quantitative overload

Quantitative overload refers to having ‘too much to do’. Examples are work under time pressure, work under specific deadline, work with high level of job

intermittent, and some jobs which require physical efforts which might contribute to workers' fatigue and tiredness.

French and Caplan (1970) found that objective quantitative overload was strongly linked to cigarette smoking (an important risk factor or symptom of coronary heart disease). Breslow and Buell (1960) have also reported findings which support a relationship between hours of work and death from coronary disease.

Another substantial investigation on quantitative work overload was carried out by Margolis (1974) on a representative national sample of 1496 employed persons, 16 years of age or older. They found that overload was significantly related to a number of symptoms or indicators of stress: escapist drinking, absenteeism from work, low motivation to work, lowered self-esteem, and an absence of suggestions to employers.

The results from these and other studies, Quinn (1971); Porter and Lawler (1965) were relatively consistent and indicated that this factor is indeed a potential source of occupational stress that adversely affects both health and job satisfaction.

2.1.1.2 Qualitative overload

Qualitative overload refers to work that is 'too difficult'. Difficulties might be in terms of works that require high technical skills, works that require the ability of persons

to deal with a complicated amount of data and the works that those particular persons may have no ability to perform them.

French and Caplan (1973) summarized that both qualitative and quantitative overload produce at least nine different symptoms of psychological and physical strain, and one of those was job tension. They also mentioned that objective work overload, should not be viewed in isolation but relative to the individual's capacities and personality.

2.1.2 Role Ambiguity

Role ambiguity exists when an individual has inadequate information about his work role, that is, where there is 'lack of clarity about the work objectives associated with the role, about work colleagues' expectation of the work role and about the scope and responsibilities of the job' (Cooper C. L., 1978).

Kahn (1964) found in his study that men who suffered from role ambiguity experienced lower job satisfaction, high job related tension or stress, greater futility, and lower self-confidence.

French and Caplan (1970) found, at one of NASA's bases (Goddard Space Flight Center), in a sample of 205 volunteer engineers, scientists, and administrators, that role

ambiguity was significantly related to low job satisfaction and to feelings of job related threat to one's mental and physical well-being.

Many detrimental effects related to role ambiguity have been found. Role ambiguity affects both performance and job satisfaction directly and negatively and increases work/nonwork conflict and quitting intent (Behrman and Perreault 1984; Good, Sisler, and Gentry 1988).

Role ambiguity is characterized by uncertainty as to expected behavior in common job situations, and it reduces performance through diminished effort and delays in taking action (Brown and Peterson 1994).

In the study of employee behavior in a service environment conducted by Babin & Boles (1998), role ambiguity was one of the constructs there. Role stress was measured using Rizzo, House, and Lirtzman's (1970) role conflict and role ambiguity scales. These scales have been used extensively in marketing and organizational research (e.g., Brown and Peterson 1994; Michales and Dixon 1994).

Role ambiguity occurs when a worker has inadequate information about his or her work role. As Warshaw (1999) has stated, "the individual just doesn't know how he or she fits into the organization and is unsure of any rewards no matter how well he or she may perform. "A wide range of events can create role ambiguity, many of them relating to novel situations and change.

Spector (1996), define role ambiguity as the extent to which employees are unclear about what their job functions and responsibilities are supposed to be.

Schermerhorn, Jr., Hunt and Osborn (2000), defined that role ambiguity occurs when a person is uncertain about his or her role.

Consequently, Role ambiguity or lack of role clarity will be one among many potential stressors at work; therefore, is one of the useful constructs being investigated.

2.1.3 Role Conflict

Role conflict occurs when the individual is required to play a role which conflicts with their values, or when the various roles that they play are incompatible with one another.

Role conflict has been divided in to 2 types:

Firstly, “single role conflict”, the various components of a given role become difficult to reconcile. For example, although there is just one role, the employee must choose from many alternatives.

Secondly, “multiple role conflict” stems from the fact that people invariably fill many different roles; and here the demands of one role clash with those of another an individual occupies.

The effects of role conflict from the study were examined. The consequences are psychological strain and mental health (Kahn et al., 1994). Kahn and his colleagues have shown that the greater the role conflict in men, the lower the job satisfaction and the greater job-related tension. French & Caplan (1990) found that mean heart rate was strongly related to perceived level of role conflict. It may also be related to increased risk of cardiovascular ill health.

Role conflict exists when an 'individual in a particular work role is torn by conflicting job demands or doing things he/she really does not want to do or does not think are part of the job specification' (Cooper C. L., 1978). The most frequent manifestation of this is when a person is caught between two groups of people who demand different kinds of behavior or expect that the job should entail different functions. Kahn (1964) found that men who suffered more role conflict had lower job satisfaction and higher job related tension.

Rizzo, House and Lirtzman (1970), define role conflict as incompatibility in communicated expectations that impinge on perceived role performance. For example, when the requests of a customer and the sales manager are at odds, the salesperson is likely to experience role conflict.

Spector (1996), define role conflict as something that will occur when there is incompatibility between demands at work (intrarole) or between work and nonwork (extrarole). Intrarole conflict arises from multiple demands on the job. For example, two supervisors might ask the person to do incompatible tasks. One might ask the person to

take more care in doing the work. The other might ask the person to work faster. Extrarole conflict occurs between demands from work and non work domains. Such conflict commonly occurs when employees have children and the needs of children conflict with the demands of the job. When a child is sick, a parent may have to stay home from work, thus experiencing role conflict.

. Schermerhorn, Hunt and Osborn (2000), define that role conflict occurs when a person is unable to meet the expectations of others. The individual understands what needs to be done but for some reason cannot comply. The resulting tension can reduce job satisfaction and affect both work performance and relationships with other group members.

2.2. Quality of work life

Schermerhorn (2002) stated that quality of work life issues as an indicator of the overall quality of human experiences in the workplace. A "high-QWL" workplace expresses a true respect for people at work by offering such things as fair pay, safe working conditions, opportunities to learn and use new skills, room to grow and progress in a career, protection of individual rights, and pride in the work itself and in the organization.

Luis, David, and Robert.(1998) stated that a high quality of work life (QWL) is related to job satisfaction, which in turn is a strong predictor of absenteeism and turnover.

Stein (1983) stated that quality of work life (QWL) is a complex notion, and one on which there is little agreement. Seen in the broadest and genuinely important sense, there are perhaps five key components.

2.2.1 Control or autonomy

This is the capacity to affect one's own environment. Whatever the details, some reasonable freedom of action on the job is inseparable from a high quality of work life.

2.2.2 Recognition

This means being known as an individual and being visible not only personally but as a contributor.

2.2.3 Belonging

Closely related to recognition, belonging means being part of a social unit and having shared goals and values. Recognition satisfies the need to be distinguished and differentiated from others, and belonging fulfills the complementary need to be part of a group. Neither is sufficient by itself.

2.2.4 Progress and development

These are among the benefits we derive from work. They include the internal rewards available from the organization: challenge, exercise of competence, development of skill and, in general, a sense of accomplishment.

2.2.5 External rewards

These are the usual benefits that flow from work, including pay, promotion, or position, rank and status, perquisites of position, and other visible benefits.

2.3 Job satisfaction

Job satisfaction refers to an individuals' general attitude/disposition about their job. There are many factors such as working condition, attitudes toward the organization, attitude towards supervisor, pay and benefits, attitudes toward the work itself, and an individual's health, and age. All these can affect an individual's job satisfaction. According to Rue & Byers (1997), satisfaction is largely determined by the comfort offered by the environment and the situation. Motivation, on the other hand, is largely determined by the value of rewards and their relationship to performance. The result of motivation is increased effort which in turn, increases performance if the individual has the ability and if the effort is properly directed. The result of satisfaction is increased commitment to organization which may or may not result in increased performance. This increased commitment will, however, normally result in a decrease in problems such as absenteeism, tardiness, turnover, strike and so forth.

Schermerhorn (1996) defined job satisfaction as the degree to which an individual feels positively or negatively about various aspects of the job. Important

aspects of a job that can influence a person's job satisfaction include: satisfaction with pay; satisfaction with tasks; satisfaction with supervision; satisfaction with co-workers; satisfaction with the work setting; and satisfaction with advancement opportunities.

Drafke (1998) divided the factors affecting job satisfaction into three main areas: internal factors, external factors, and individual factors. The internal factors are closely associated with the job itself and are the most difficult to alter without leaving the job. These include the work itself, job variety, autonomy, goal determination, feedback and recognition. External job satisfaction factors include achievement, role ambiguity and role conflict, opportunity, job security, social interaction, supervision, organization culture, work schedules, seniority and compensation. These external factors are related to work or to the working environment. Moreover, these factors are easier to change when compared with the internal factors. Lastly, individual job satisfaction factors mainly concern a person and a person's family and network of friends which include commitment, expectation, job involvement, effort/reward ratio, influence of coworkers, comparisons, opinions of others, personal outlook and age. He found that the individual factors have the least to do with the actual job.

Casual links between job satisfaction and performance have been widely assumed for many years, not only in a popular sense, but in academic and research setting as well (French, 1987). Not unexpectedly, the assumed links have spawned a prodigious amount of research. However, the net effect of the research strongly suggests that there is no general relationship between job satisfaction and performance (Dowling 1975), and that

the two do not necessarily go together (Kahn, 1960). So, understanding how job satisfaction and performance relates can help the manager apply the right motivational factor to their employees.

Vroom (2000), suggests that the motivation to work depends on the relationships between the three expectancy factors, and described here:

- **Expectancy :** A person's belief that working hard will result in a desired level of task performance
- **Instrumentality :** A person's belief that successful task performance will be followed by rewards and other potential outcomes.
- **Valence :** The value a person assigns to possible rewards and other work-related outcomes.

Input variable-pay programs to Expectancy Theory

Variable-pay programs is a portion of an employee's pay is based on some individual and /or organizational measure of performance. It is precisely the fluctuation in variable pay that has made these programs attractive to management. Four of the more widely use for variable-pay programs.

Piece-rate wages have long been popular as a means for compensating production workers. In piece-rate pay plans workers are paid a fixed sum for each unit of production completed. When an employee gets no base salary and is paid only for what he or she produces. This is a pure piece-rate plan.

Bonuses can be paid exclusively to executives or to all employees. It can be a full year's pay as a bonus or annual bonus.

Profit –sharing plans are organizationwide programs that distribute compensation based on some established formula designed around a company's profitability. These can direct cash outlays or particularly in the case of top managers allocated as stock options.

Employee stock ownership (ESOP) its plan involve employee employ them. This plans are often used as financing schemes to save jobs and prevent business closing, stock ownership by employees is an important performance incentive. It can be motivating to have ownership share in one's place of employment.

These variable-pay programs increase motivation and productivity. They have been found to improve productivity in many cases and often have the positive impact on employee attitudes.

Linking variable-pay programs and expectancy theory

Variable pay is probably most compatible with expectancy theory predictions. Individuals should perceive a strong relationship between their performance and the rewards they receive if motivation is to be maximized. If rewards are allocated completely on nonperformance factors such as seniority or job title then employees are

likely to reduce their effort. Group and organizationwide incentives reinforce and encourage employees to sublimate personal goals for the best interests of their

These variable-pay programs increase motivation and productivity. They have been found to improve productivity in many cases and often have the positive impact on employee attitudes.

Output from linking Variable-pay programs and expectancy theory

- **Increase Productivity**

Is a measure of how much value individual employees add to goods or services that the organization produces. The greater the output per individual, the higher the organization's productivity. Two important factors that effect individual productivity are ability and motivation.

- **Increase Satisfaction**

Employee with a high level of job satisfaction holds positive attitudes toward the job positive. To improve employees' satisfaction and the job requires interaction with co-workers & bosses by following organizational rules and policies. To meet their performance standards and living with working conditions that are often less than ideal, and the like.

- **Low Absenteeism**

To reduce and control absenteeism rate because it creates their feeling in challenging of their jobs. The employees also prefer to attend to their work as they expect and desire for rewards and benefits return from the company.

- **Low Turnover**

To reduce turnover in the organization and control their turnover rate and create environment to enhance loyalty of employees.

2.4 Absenteeism and turnover

Absenteeism is one of the most obvious costs of stress to employers. In general, indications are that absenteeism is a widespread and accelerating problem in many occupations. By the 1990s, it was recognized that time lost from work due to stress-related illnesses cost the UK far more than losses due to work stoppages and strikes. The confederation of British Industry reported that absenteeism 'has risen income levels, and family health. In 1984-5, 328 million days of work were lost in the UK. In at least one occupation, nursing, short-term absences among nurses are increasingly being blamed on clinical anxiety and depression believed to result from occupational strain.

High rates of employee turnover can become quite expensive to a company – they raise training costs, reduce overall efficiency and disrupt other workers. Although it is

hard to estimate the actual costs of labor turnover, it is thought that they often equal about five times an employee's monthly salary.

2.4.1 Absenteeism Absenteeism is costly, and managers are constantly on the lookout for ways to reduce it. Therefore, managers must realize any significance decrease in absenteeism by decreasing stress.

From a business standpoint, absenteeism is any failure of an employee to report for or to remain at work as scheduled, regardless of reason. The term "as scheduled" is very significant, for this automatically excludes vacations, holidays, jury duty, and the like. It also eliminates the problem of determining whether an absence is "excusable" or not. From a business perspective, the employee is absent and is simply not available to perform his or her job; that absence will cost money. (Casio, 1992)

Wright & Noe (1996) identified that stress could lead to greater absenteeism and turnover. The health problems associated with stress may lead employees to be absent more often than they might be. Moreover, stress can contribute to absenteeism by making employees less motivated to be at work.

2.4.2 Turnover Casio (1992) argued that turnover might be "dysfunctional", where the departing employee is someone the organization would like to retain. The real challenge we face today is not finding new people; it's keeping the best ones we already

have and making sure that they're feeling happy, challenged, fulfilled and excited about the work ask them to do.

There are three broad categories of costs in the basic turnover-costing model: separation cost, replacement costs, and training cost. There are three cost elements in separation cost. There are exit interview, administrative functions related to termination, and separation pay (if applicable). The eight cost elements associated with replacing employees who leave include communicating job availability, pre-employment administrative functions, entrance interview, testing, staff meetings, travel and moving expenses, post-employment acquisition and dissemination of information, and medical examinations. Finally, the third components of turnover cost includes three training cost elements is informational literature, instruction in a formal training program, and instruction by employee assignment.

A belief that the job or the organization is the sources of negative stress also is among the reasons an employee might seek another job. Therefore, organizations with excessive stress may experience higher turnover. (Wright & Noe, 1996)

Doing that maximizes retention. Maximizing retention minimizes turnover. The lower the turnover, the better the service, and the higher the profits. In addition, turnover is important to managers because it both disrupts organization growth and is very costly.

2.5 Conceptual Framework

The researcher focuses on the following variables for the study.

The first independent variables are organization stressors (work overload, role conflict, and ambiguity). The second independent variables are quality of work life (progress and development and benefits and compensation). The dependent variables are job satisfaction, absenteeism and turnover.

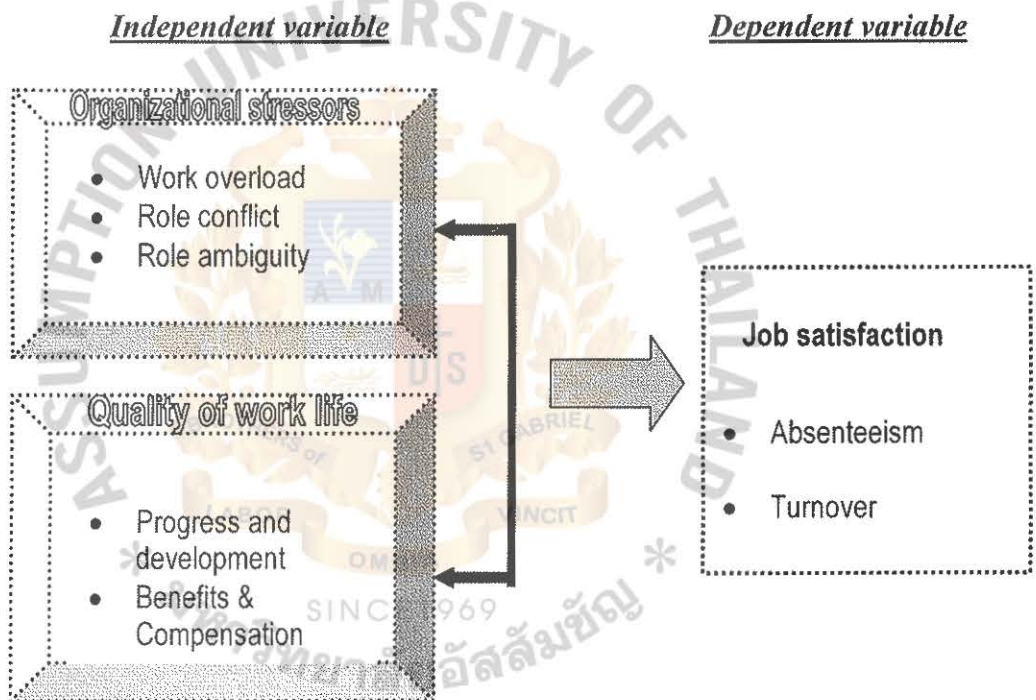


Figure 2.5 The Relationship between Organizational Stressors, Quality of work life and Job satisfaction in IVS company

CHAPTER 3

RESEARCH METHODOLOGY

This chapter discussed methods of research to be used, responder procedure, research instrument/questionnaires, collection of data/gathering statistical treatment of data.

3.1 The Research Design

The researcher used the descriptive method and correlation research. Descriptive statistics are used for the purpose of describing primary data of respondents' particularly demographic profiles. The correlation research will be used for the purpose of finding relationship between the primary data being gathered by research instrument and demographic profiles.

Some data taken from documentary analysis and elicited from published materials journals and other sources.

3.2 Respondents and Sampling Procedure

The researcher classified the respondents of Securities Company into all level. Hence, the total number of the population is 470

In order to provide better understanding of the respondents as well as to receive an accurate feedback, the researcher prepared the questionnaires in English and translate into the Thai language.

For qualitative data collection, the researcher selected the statistical formula of Yamane, 1967, which is used in this research to find the sample size:

$$n = \frac{N}{1 + N(e^2)}$$

The attributes of the proportion are as follows:

n = Sample size

N = Population of employees

e = The allowable error is, 0.05 or 5 percent points which is calculated from Significant of 95 percent points

The sample size is calculated as follows:

$$n = \frac{470}{1 + (470 \times 0.05^2)}$$

$$n = 217.09$$

$$n = 217$$

The researcher determined the sampling size by using 95% confidence level at 5% tolerable error. By considering the total number of population, the researcher should use a sampling size of at least 217 out of 470.

3.3 Research Instrument

The research instrument designed based on systematic analysis and practical application of the statement of problem and hypotheses.

The questionnaire will be composed of four parts namely:

Part 1: The demographic Profiles of the respondents. The demographic profiles are utilized to consolidate personal information of the employees in terms of age, material status, length of service, and job level.

Part 2 : The organizational stressors. The organizational stressors are used to present work overload, role conflict, and role ambiguity

Part 3 : The quality of work life

Part 4 : The job satisfaction

3.4 Data Collection Technique, Procedure

This research gathered information from both primary and secondary data sources. The primary source of data was the questionnaire.

The step for gathering information for the primary data are as follows:-

1. The questions are developed for questionnaire data collection.
2. The researcher asked the top management of the company for the permission to conduct the research and get approval before distributing the questionnaires.
3. The researcher took 10 days to directly distribute all the questionnaires to the respondents.
4. The researcher interviewed Assistant Vice President of Human Resources department.
5. The researcher collected the questionnaires one week after launching the questionnaires.
6. The researcher concluded the information from every source.

3.5 Data Analysis

The questionnaires / survey data were collected, encoded and processed by Statistical Package for Social Sciences (SPSS), a statistical software for evaluation and analysis of the data. The researcher made use of the following statistical tools:

Question No.1 : The percentage and frequency distribution (mean, standard deviation and mean average for analyzing the demographic profile of the respondents). Descriptive Rating and Arbitrary Level were used for classifying the level of respondents' perception as follows:-

Descriptive Rating**Arbitrary Level**

Strongly agree	5.00 points	4.20 – 5.00
Agree	4.00 points	3.40 – 4.19
Neutral	3.00 points	2.60 – 3.39
Disagree	2.00 points	1.80 – 2.59
Strongly disagree	1.00 point	1.00 – 1.79

Questions No.2-3 : Pearson Correlation



CHAPTER 4

RESEARCH FINDING AND DATA ANALYSIS

This chapter is concerned with the analysis of primary data from 217 questionnaires, which were responded by the target respondents. The data analysis part can be divided into three major parts as follows: 1) descriptive statistics in the form of frequency table and charts; 2) inferential statistics, the hypotheses testing between dependent and independent variables and; 3) discussion of the results.

4.1 Descriptive Statistics

Descriptive statistics display characteristics of the location, spread and shape of an array of data. The researcher attempted to describe or define a subject, often by creating a profile of a group of problems, people or events through the collection of data and the tabulation of the frequencies on research variables or their interaction (Cooper and Schindler, 2001). In this research, the researcher interpreted the data using the frequency distribution table and graph technique. For the purpose of analyzing the data, the analysis of descriptive statistics is segmented as follows:

4.1.1 Profile of samples

4.1.2 Descriptive analysis for organizational stressor (consisting of the variables; work overload, role conflict, and role ambiguity), quality of work life

(consisting of the variables; progress and development and benefits and compensation), and job satisfaction (consisting of absenteeism and turnover).

4.1.1 Profiles of Samples

Table 4.1 Gender

		sex			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	90	41.5	41.5	41.5
	Female	127	58.5	58.5	100.0
	Total	217	100.0	100.0	

There were 90 (or 41.5%) male respondents and 127 (or 58.5%) female respondents within this research survey, for a total of 217 respondents. The majority of the sample group is female respondents with a percentage of 58.5%.

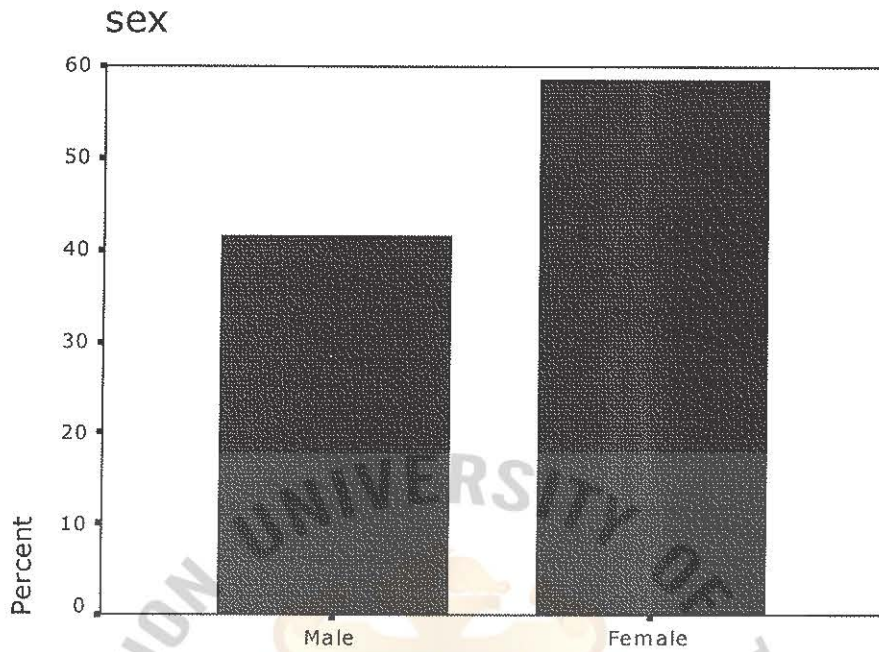


Table 4.2 Age

		age			
		LABOR	VINCIT	Cumulative	
		Frequency	Percent	Valid Percent	Percent
Valid	Less than 25 yr	18	8.3	8.3	8.3
	25-30 yr	35	16.1	16.1	24.4
	31-35	82	37.8	37.8	62.2
	36-40	63	29.0	29.0	91.2
	41-45	11	5.1	5.1	96.3
	46-50	8	3.7	3.7	100.0
	Total	217	100.0	100.0	

In regard to age range within the sample group, 8.3% of respondents were less than 25 years old, 16.1% of the respondents were between 25 to 30 years old, 37.8% of the respondents were between 31-35 years old, 29.0% of the respondents were between

36-40 years old, 5.1% of the respondents were between 41-45 years old, and 3.7% of the respondents were between 46-50 years old. The 3 majority groups of the respondents were the respondents who were between 31-35 years old, 36-40 years old, and 25-30 years old with 37.8%, 29.0%, and 16.1% consecutively.

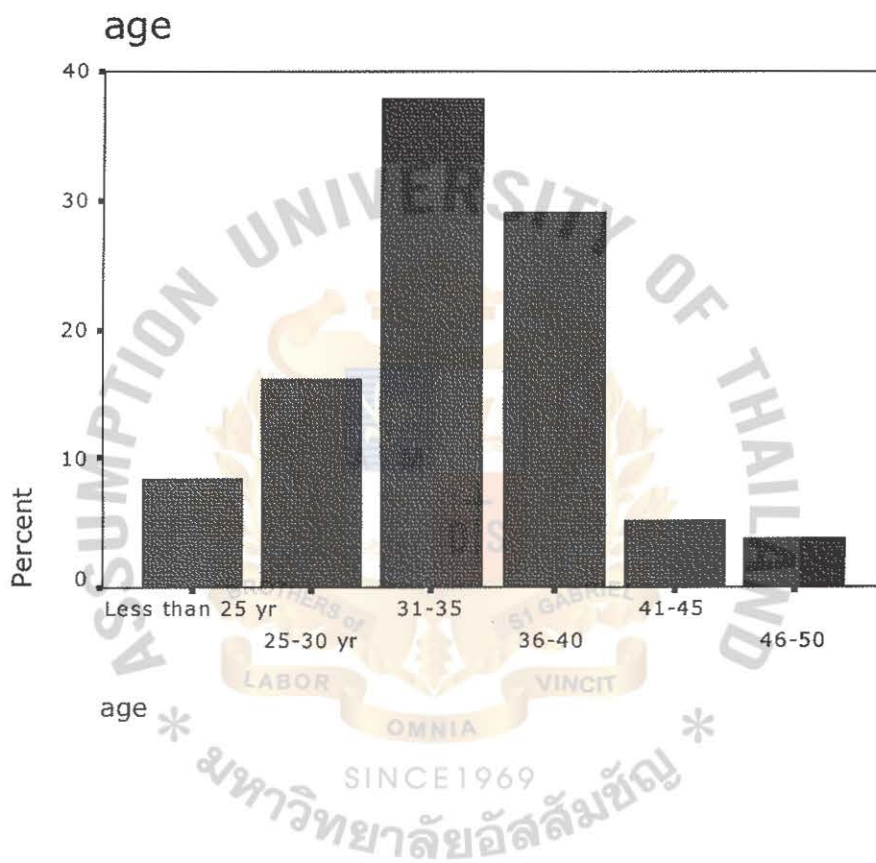


Table 4.3 Salary

salary

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid less than 15,000 Baht	43	19.8	19.8	19.8
15,001-25,000 Baht	81	37.3	37.3	57.1
25,001-35,000 Baht	19	8.8	8.8	65.9
35,001-45,000 Baht	5	2.3	2.3	68.2
More than 45,000 Baht	69	31.8	31.8	100.0
Total	217	100.0	100.0	

In regard to Salary for the respondents, there were 19.8% of the respondents who had salaries lower than 15,000 Baht, 37.3% of the respondents had salaries between 15,001-25,000 Baht, 8.8% of the respondents had salaries between 25,001-35,000 Baht, 2.3% of the respondents had salaries between 35,001-45,000 Baht, and 31.8% of the respondents had salaries more than 45,000 Baht. The 3 majority groups of the respondents were the respondents who had salaries between 15,001-25,000 Baht, more than 45,000 Baht, and less than 15,000 Baht with 37.3%, 31.8%, and 19.8% consecutively.

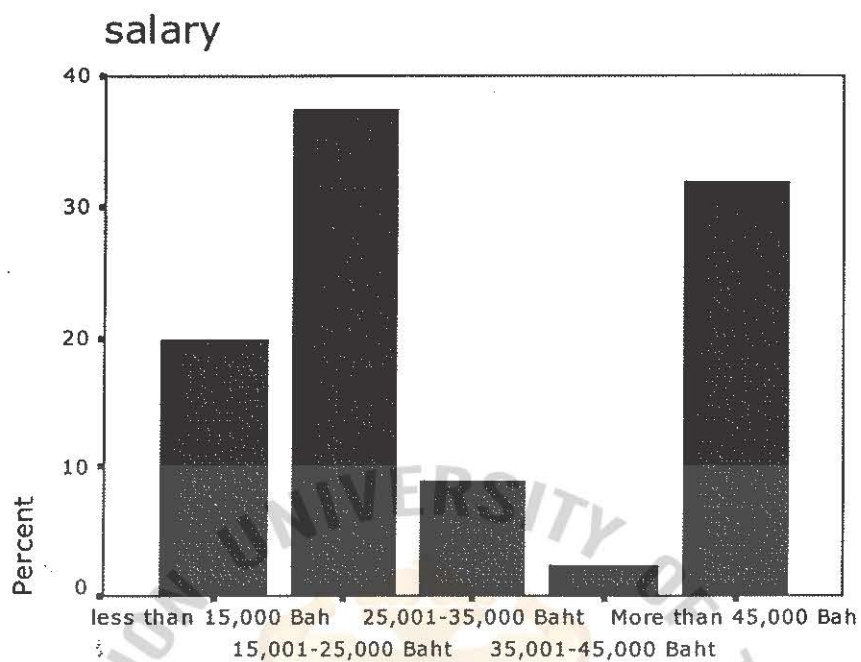


Table 4.4 Experience with Current Company

		Experience			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	less than 1 yr	69	31.8	31.8	31.8
	1 yr	50	23.0	23.0	54.8
	2 yr	66	30.4	30.4	85.3
	3 yr	32	14.7	14.7	100.0
	Total	217	100.0	100.0	

In regard to Experience with the Current Company for the sample group, 31.8% of the respondents had been working for the company for less than 1 year, 23.0% of the respondents had been working for the company for 1 year, 30.4% of the respondents had been working for the company for 2 years, and 14.7% of the respondents had been

working for the company for 3 years. The 3 majority groups of the respondents were the respondents who had been working for the company for less than 1 year, 2 years, and 1 year with 31.8%, 30.4%, and 23.0% consecutively.

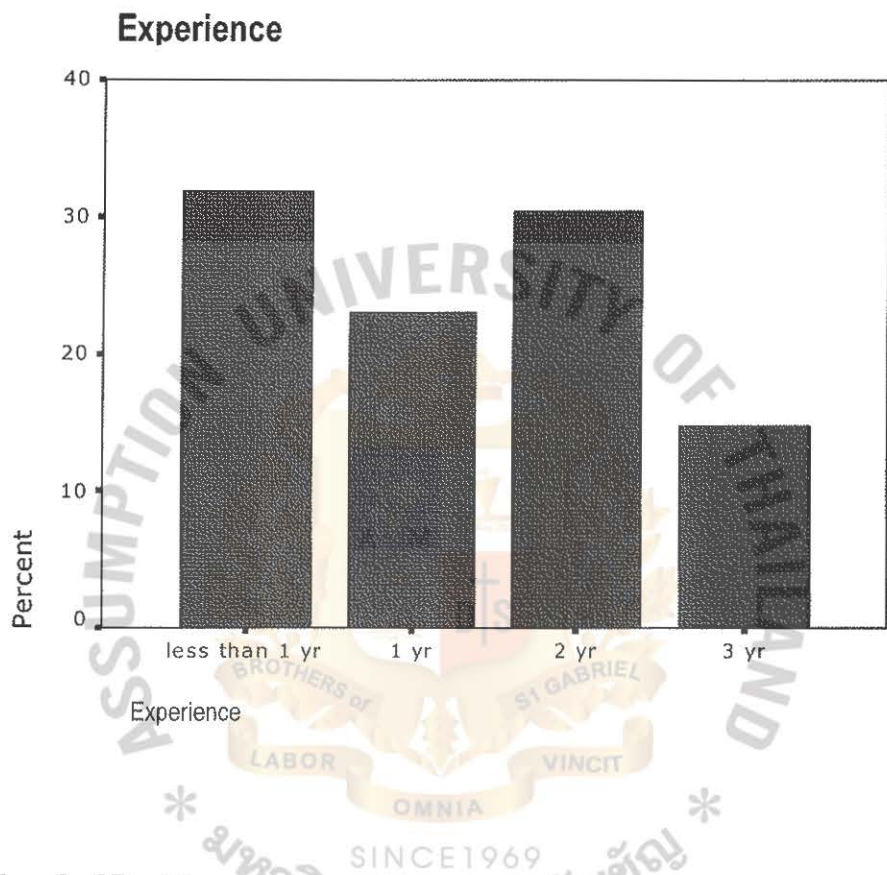


Table 4.5 Level of Position

level of position					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Operation-Assist Mgr	132	60.8	60.8	60.8
	Director	39	18.0	18.0	78.8
	Above Director	46	21.2	21.2	100.0
	Total	217	100.0	100.0	

In regard to Level of Position with Current Company for the sample group, 60.8% of the respondents were working in operation to assist the manager with the current company, 18.0% of the respondents were working in the Director position for the current company, and 21.2% of the respondents were working in above director position for the current company. The majority group of the respondents was the respondents who were working in operation to assist the managers for the current company with 60.8% of the sample group.

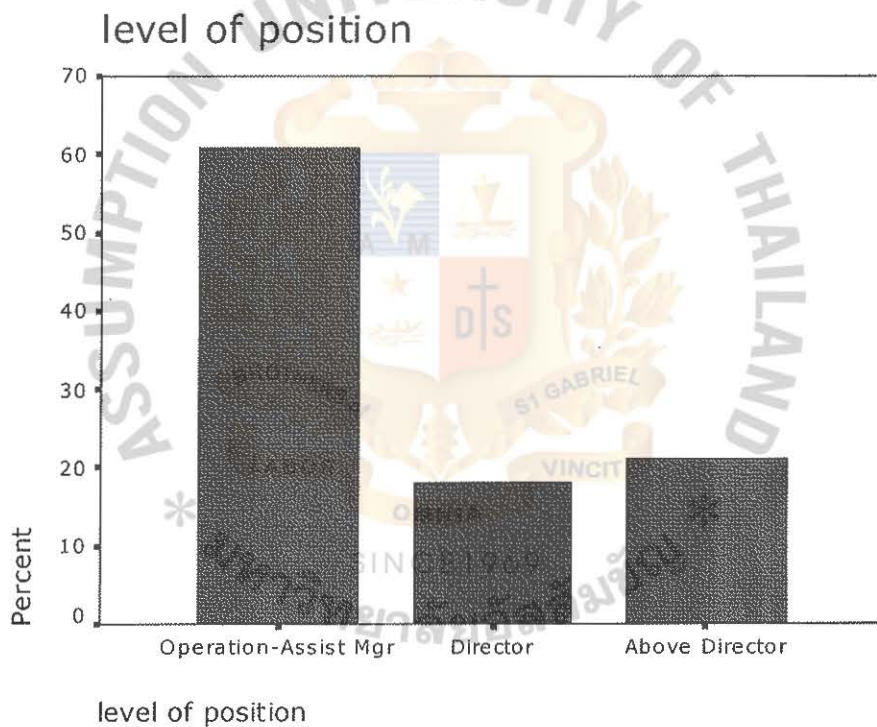
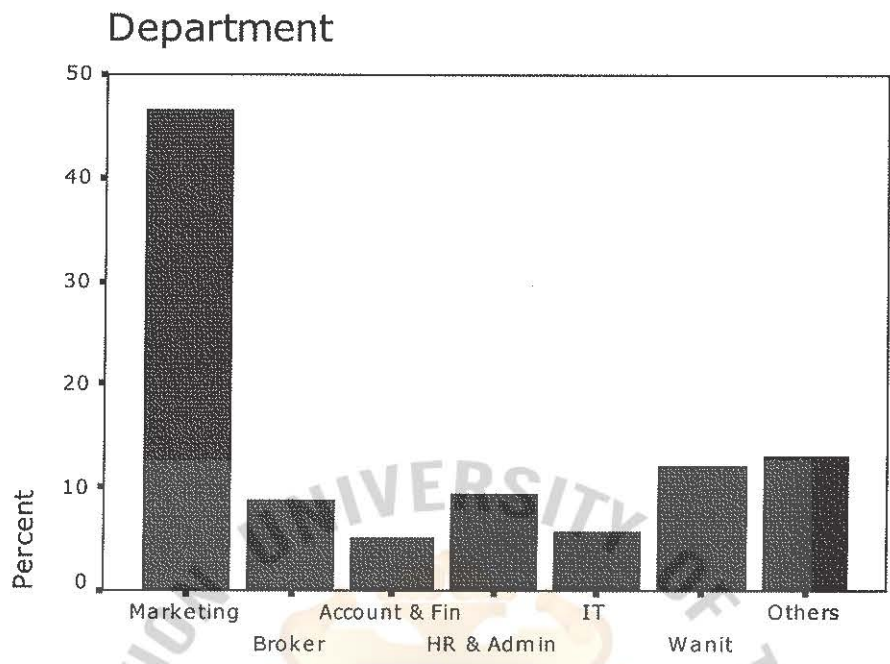


Table 4.6 Job Function

		Department			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Marketing	101	46.5	46.5	46.5
	Broker	19	8.8	8.8	55.3
	Account & Fin	11	5.1	5.1	60.4
	HR & Admin	20	9.2	9.2	69.6
	IT	12	5.5	5.5	75.1
	Wanit	26	12.0	12.0	87.1
	Others	28	12.9	12.9	100.0
	Total	217	100.0	100.0	

In regard to Working Department for the sample group, 46.5% of the respondents had been working in the Marketing Department, 8.8% of the respondents had been working in the Broker Department, 5.1% of the respondents had been working in the Accounting & Finance Department, 9.2% of the respondents had been working in the HR & Administrative Department, 5.5% of the respondents had been working in the IT Department, 12.0% of the respondents had been working in Wanit Department, and 12.9% of the respondents had been working in Other Departments. The 3 majority groups of the respondents were the respondents who had been working in the Marketing Department, Other Departments, and Wanit Department with 46.5%, 12.9%, and 12.0% consecutively.



4.1.2 Descriptive Analysis for Organizational Stressor (consisting of the variables: work overload, role conflict, and role ambiguity), quality of work life (consisting of the variables: progress and development and benefits and compensation), and job satisfaction (consisting of absenteeism and turnover).

Table 4.7 Means and Standard Deviation of Work Overload Variables

Indicators	Mean	Std. Deviation	Perception Level
You often do you become nervous when your work is not finished.	3.71	1.211	Agree
You often that you feel you are unable to cope with your overload.	2.75	1.234	Neutral
You often that you are tired with your task, is hard to handle and control.	2.59	1.199	Neutral
You often do you feel your work is too difficult with your knowledge and ability.	2.37	1.029	Disagree
You often that you feel you must confront with many problems and obstacles in your level of position and ability.	2.53	1.159	Disagree

The respondents were asked questions about 5 indicators that are known to contribute to Organizational Stressors. When asked whether they become nervous when their work is not finished, the respondents' answer was that they agreed. When asked whether they are unable to cope with their overloaded tasks or whether it made them tired and feel hard to handle and control their tasks, the respondents' responses were that they felt neutral. When asked whether their current task was too difficult with their knowledge and ability or whether they must confront with many problems and obstacles in their level of position and ability, however, the respondents' final answer was that they disagreed.

Table 4.8 Means and Standard Deviation of Role Conflict Variable

Indicators	Mean	Std. Deviation	Perception Level
You often do not know what your responsibility are.	2.55	1.022	Disagree
Unclearly planned goals and objectives for your job.	2.39	1.031	Disagree
You often feel uncertain about how much authority you have.	2.71	1.060	Neutral
There are so many times that explanations are unclear as to what you have to do.	2.68	1.044	Neutral
You often do not know what your responsibility.	2.34	1.029	Disagree

The respondents were asked questions about 5 indicators that are known to contribute to Role Conflict. When asked whether they did not know about what their responsibility are, unclearly planned goals and objectives for their work, and did not know what they responsibility, the respondents' answers were that they disagreed. When asked whether they were uncertain about how much authority they have and they were not clear in work explanation what they have to do, the respondents' answers were that they felt neutral.

Table 4.9 Means and Standard Deviation of Role Ambiguity Variable

Indicators	Mean	Std. Deviation	Perception Level
I have more than one supervisors, each expecting something different.	2.71	1.107	Neutral
You often have to receive an assignment without the manpower to complete it.	2.43	1.061	Disagree
You often have to bend a rule or policy in order to carry out a job.	2.35	1.030	Disagree
You often have to work with two or more departments who operate quite differently.	2.28	1.092	Disagree
You often receive assignments with inadequate resources and materials to execute them.	2.62	.875	Neutral

The respondents were asked questions about the 5 indicators that are known to contribute to Role Ambiguity. When asked whether they had more than one supervisors each expect something different, they received assignments with inadequate resources and materials to execute them, respondents' mentioned that they were neutral. When asked whether they received an assignment without manpower to complete it, they have to bend a rule and policy in order to carry out a job, and had to work with two or more departments that they operate quite different jobs, respondents' responses were that they disagreed.

Table 4.10 Means and Standard Deviation of Progress & Development Variable

Indicators	Mean	Std. Deviation	Perception Level
My company provides training which is useful for performing my job.	1.91	.749	Disagree
The opportunity that my job provides for developing and progressing in career path.	2.76	2.112	Neutral
My company provides training that is of my interest.	1.74	.854	Strongly Disagree
My company provides the opportunity in learning new skills.	1.94	.982	Disagree
My company has a policy & procedure for promoting is appropriate with my ability and qualification.	1.80	.929	Disagree

The respondents were asked questions about the 5 indicators that are known to contribute to Progress & Development. When respondents were asked whether their company provides training that it was useful for their performing jobs, was opportunity in learning new skills, and promoting was appropriate with their ability and qualification, the respondents' answers were that they disagreed. When respondents were asked whether the opportunity that their job provides for developing and progressing in career path, respondents mentioned that they felt neutral. Finally, when respondents were asked whether their company provides training that is of their interest, they felt strongly disagreed.

Table 4.11 Means and Standard Deviation of Benefits & Compensation Variable

Indicators	Mean	Std. Deviation	Perception Level
My compensation matches my responsibilities.	2.34	1.043	Disagree
I am satisfied with benefit package offered by the company.	1.95	.994	Disagree
The extent to which my job provides an appropriate set of fringe benefits.	1.85	.972	Disagree
I think that my organization have standard in pay	1.96	.854	Disagree
I feel that my benefit is less when compare with other companies.	3.45	1.250	Agree

The respondents were asked questions about the 5 indicators that are known to contribute to Benefits & Compensation. When respondents were asked whether their compensation matches their responsibilities, they satisfied with benefit packages offered by the company, the extent to which their job provides an appropriate set of fringe benefits and standard in payment, respondents' responses were that they disagreed. When respondents were asked whether they received less benefits than the other companies or not, respondents mentioned that they agreed.

Table 4.12 Means and Standard Deviation of Absenteeism Variable

Indicators	Mean	Std. Deviation	Perception Level
Intend to leave without reason	2.74	1.163	Neutral
Use all holidays	2.49	.963	Disagree
Little sick and leave	2.43	1.025	Disagree
Insignificance personal work and leave	2.30	1.150	Disagree
Leave more than limitation	2.42	1.091	Disagree

The respondents were asked questions about the 5 indicators that are known to contribute to Absenteeism. When respondents were asked whether they intended to use all holidays right, intended to leave with little sick intended to leave because of insignificance personal work, and leave more than limitation respondents replied that they disagreed with all of the questions mentioned above. When respondents were asked whether they intended to leave without reason or not, respondents' ultimate answers for this question were neutral.

Table 4.13 Means and Standard Deviation of Turnover Variable

Indicators	Mean	Std. Deviation	Perception Level
I will quit if I have too much work.	1.73	.914	Strongly Disagree
I will quit if I don't know what my responsibility is.	1.93	.981	Disagree
I will quit if I have to duplicate other work.	1.78	1.043	Strongly Disagree
I will quit if my job will not make me develop and progress.	3.29	1.535	Neutral
I will quit if I receive my salary is not suitable with my responsibility.	3.59	1.365	Agree

The respondents were asked questions about the 5 indicators that are known to contribute to Turnover. When respondents were asked whether they intended to resign if their work is overloaded, resign if they had to duplicate other works, respondents' responses were that they felt strongly disagreed. When respondents were asked whether they would resign if they did not know what they responsibility is, respondents replied that they disagreed. When respondents were asked whether they intended to resign if their job won't make them develop and progress, respondents tended to reply that they were neutral (with score inclined to agree scale). When respondents were asked whether they intended to resign if they received less benefit, or their salary was not suitable with their responsibility, respondents' answers were that they agreed.

4.2 Inferential Statistics

Primary to testing the relationship among variables concerned in the study, factor analysis was employed to combine indicators into variable stated in the study.

In this section, the correlation between variables is examined by using SPSS program. The Pearson's product moment correlation coefficient was employed (using bivariate correlation in SPSS function) to find out the relationship among variables in the study.

4.2.1 Inferential analysis Hypothesis 1 (There is a significant relationship between Organization stressors in terms of work overload, role conflict and role ambiguity and Job satisfaction)

4.2.2 Inferential analysis Hypothesis 2 (There is a significant relationship between quality of work life in terms of progress and development and the benefit and compensation and Job satisfaction)

Ho4.2.1: There are no relationship between Organization stressors in terms of work overload, role conflict and role ambiguity and Job satisfaction.

Ha4.2.1: There are relationships between Organization stressors in terms of work overload, role conflict and role ambiguity and Job satisfaction.

Table 4.14 Correlation Coefficient of Organizational Stressors with Job Satisfaction

		Workload	Role Conflict	Role Ambiguity	Absenteeism	Turnover
Workload	Pearson Correlation	1	.672**	.720**	.773**	.403**
	Sig. (2-tailed)	.	.000	.000	.000	.000
	N	217	217	217	217	217
Role Conflict	Pearson Correlation	.672**	1	.681**	.770**	.377**
	Sig. (2-tailed)	.000	.	.000	.000	.000
	N	217	217	217	217	217
Role Ambiguity	Pearson Correlation	.720**	.681**	1	.761**	.354**
	Sig. (2-tailed)	.000	.000	.	.000	.000
	N	217	217	217	217	217
Absenteeism	Pearson Correlation	.773**	.770**	.761**	1	.464**
	Sig. (2-tailed)	.000	.000	.000	.	.000
	N	217	217	217	217	217
Turnover	Pearson Correlation	.403**	.377**	.354**	.464**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.
	N	217	217	217	217	217

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

After Pearson's product moment correlation coefficient was applied to examine the relationship among variables in Organizational Stressors with Variables in Job Satisfaction, it was found that Workload has significance relationship with Role Conflict at 67.2% (Pearson correlation = .672) with statistically significant at level .000. It was also found that Workload has significant relationship with Role Ambiguity at 72.0% (Pearson correlation = .720) statistically significant at level .000. It was found that Workload has significant relationship with Absenteeism at 77.3% (Pearson correlation = .773) statistically significant at level .000. It was found that Workload has significant relationship with Turnover at 40.3% (Pearson correlation = .403) statistically significant

at level .000. It was found that there was a significant relationship between Role Conflict with Role Ambiguity at 68.1% (Pearson correlation = .681), Role Conflict with Absenteeism at 77.0% (Pearson correlation = .770) Role Conflict with Turnover at 37.7% (Pearson correlation = .377) with all of the relationships estimated at statistical significance at level .000. There were also statistically significance relationships among Role Ambiguity with Absenteeism at 76.1% (Pearson = .761), and Role Ambiguity with Turnover at 35.4% (Pearson = .354) with statistically significant at level .000. Finally, it was found that there was a significant relationship among Absenteeism with Turnover at 46.4% (Pearson correlation = .464) statistically significant at level .000. All of the results stated thereof in this paragraph indicated that all the 5 variables have significant relationship with each other. This meant that Organizational Stressors (consisting of Workload, Role Ambiguity, and Role Conflict) have significant relationship with Job Satisfaction (consisting of Absenteeism and Turnover). Therefore, the above results indicated strongly that the Null Hypothesis be rejected or Failed to Reject Alternative Hypothesis (Reject H_0 or Failed to reject H_a).

Ho4.2.1: There are no relationships between between quality of work life in terms of progress and development and the benefit and compensation and Job satisfaction.

Ha 4.2.1: There is a significant relationship between quality of work life in terms of progress and development and the benefit and compensation and Job satisfaction.

Table 4.15 Correlation Coefficient of Quality of Work Life with Job Satisfaction

		Correlations			
		Progress & Development	Benefits & Compensation	Absenteeism	Turnover
Progress & Development	Pearson Correlation	1	.516**	-.100	-.340**
	Sig. (2-tailed)	.	.000	.141	.000
	N	217	217	217	217
Benefits & Compensation	Pearson Correlation	.516**	1	-.376**	-.498**
	Sig. (2-tailed)	.000	.	.000	.000
	N	217	217	217	217
Absenteeism	Pearson Correlation	-.100	-.376**	1	.464**
	Sig. (2-tailed)	.141	.000	.	.000
	N	217	217	217	217
Turnover	Pearson Correlation	-.340**	-.498**	.464**	1
	Sig. (2-tailed)	.000	.000	.000	.
	N	217	217	217	217

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

After Pearson's product moment correlation coefficient was used to examine the relationships among variables in Quality of Work Life with Variables in Job Satisfaction, it was found that Progress & Development has significant relationship with Benefits & Compensation at 51.6% (Pearson correlation = .516) statistically significant at level .000. It was also found that Progress & Development has significant negative relationship with Absenteeism at -10.0% (Pearson correlation = -.100) with no statistical significance. It was found that Progress & Development has significant negative relationship with Turnover at -34.0% (Pearson correlation = -.340) statistically significant at level .000. It was found that there was a significant negative relationship between Benefits & Compensation with Absenteeism at -37.6% (Pearson correlation = -.376), and Benefits &

Compensation with Turnover at -49.8% (Pearson correlation = -.498) statistically significant at level .000. Finally, it was found that there was a significant relationship among Absenteeism with Turnover at 46.4% (Pearson correlation = .464) statistically significant at level .000. All of the results stated thereof in this paragraph indicated that all 4 variables have significant relationship with each other. This meant that Quality of Work Life (consisting of Benefits & Compensation and Progress & Development) have significant ***negative relationship*** with Job (Dis)Satisfaction (consisting of Absenteeism and Turnover). Therefore, the results stated above concretely indicated the rejection of Null Hypothesis or Failed to Reject Alternative Hypothesis (Reject H_0 or Failed to reject H_a).



CHAPTER 5

SUMMARY, CONCLUSION AND RECOMMENDATION

This chapter contains the summaries of this research, the conclusion of the OD intervention that was proposed to the Intel Vision Securities Company (IVS). The findings will answer the research questions and objectives of the study indicated in Chapter 1.

5.1 Summaries

The main focus of the study is to determine the relationship between Organizational Stressors and Quality of Life Works with Job Satisfaction of Securities Company. Since from the Yum Kung economic crisis, a number of securities companies were decreased to be only 49 companies. One of the companies is Intel Vision Securities Company (IVS), which had to survive through the situation in many ways such as economic restructuring, employee downsizing and high performance expectations to bring about profitable growth. Employees had to be their own self-starters and leaders who continually had to find ways to add value for employers even as the environment continued to change. While IVS company underwent the changes, there were plenty of extra tasks to be done, suddenly, people began working through their lunch times. They could not find time to take vacation. They started to leave the office late and came into the office on weekends or holidays. The jobs those employees were asked to perform and the relationship together with circumstances under what they had to do often caused significant stress.

This stress could bring both negative and positive effects as if the employees could develop themselves following the company vision, they would be the high productivity human resource otherwise they would have to resign and the unemployment ratio would increase. This is the initiation of the study to examine the relationship among Organizational Stressors and Quality of Work Life with Job Satisfaction.

The research was conducted by the use of a set of questionnaires with the sample group who were employees of Intel Vision Securities Company (IVS). There were 5 objectives to be met during the conduction of this research, and they were as follows:

1. To evaluate employee attitudes about their jobs by assessing employee job satisfaction.
2. To determine employee perceptions and dispositions about their work groups, and departments.
3. To identify the organizational stressors that caused stress.
4. To examine the organizational stressors and quality of work life, and job satisfaction
5. To make recommendations to prevent any potential pressures in organizations.

5.1.1 Demographics

There were 90 (or 41.5%) male respondents and 127 (or 58.5%) female respondents within this research survey, the majority of whom were aged between 31-35 years old (82 persons or 37.8%). The majority of the respondents had salaries between 15,001-25,000 Baht (37.3%), had worked for the company for less than 1 year (31.8%) and had been working in operation to assist the managers (60.8%). Most of the respondents (3 major groups) had been working in the Marketing Department, Other Departments, and Wanit Department with 46.5%, 12.9%, and 12.0% consecutively.

5.1.2 Level of Job Satisfaction

From this research, job satisfaction is made up of 2 major factors: Absenteeism and Turnover. When the respondents were asked to give their satisfaction on these factors in order to determine the overall employee job satisfaction, results were that most of the respondents felt that the level of job satisfaction varied from strongly disagreed to agreed, as they mentioned strongly disagreed to agreed with the factors contributing to satisfaction as they perceived.

5.1.3 Relationship Between Organizational Stressors and Quality of Work

Life with Job Satisfaction

After testing the hypotheses with statistical analysis methods applying Pearson's product moment correlation coefficient, it was found that organization stressors had significant relationship with job satisfaction as well as quality of work life which had significant negative relationship with job satisfaction also. This means that if the employees or staffs of the organization felt more stressed it was mostly likely that they would feel dissatisfied with their job (most of the indicators for measuring job satisfaction in this research were negative indicators) which was contrary to quality of work life which has negative significant correlation with job satisfaction. This meant that if employees had higher quality of work life they would feel more satisfied with their work.

5.2 Recommendations for an ODI proposal

5.2.1 Importance of Intervention

Organization Development (OD) is the practice of helping organizations solve problems and reach their goals.

Organization Development (OD) is a powerful approach for applying behavioral scientific knowledge to improving organizational effectiveness and human fulfillment at work. Its primary emphasis is on relationships and processes between and among

individuals and groups. OD is especially beneficial to groups experiencing rapid change depending on the specific needs or issues to be addressed.

Organizational development is a systemic and systematic change effort, using behavioral scientific knowledge and skills to help an organization adapt to work environment challenges.

Interventions are specific activities that result from the process of diagnosis and feedback. That is, the intervention is the procedure the OD consultant uses, after diagnosing an organizational situation and providing feedback to management, to address an organizational problem.

5.2.2 Purpose & Objective of OD intervention

Organization development is the planned process of developing an organization to be more effective in accomplishing its desired goals. It is distinguished from human resource development in that HRD focuses on the personal growth of individuals within organizations, while OD focuses on developing the structures, systems, and processes within the organization to improve organizational effectiveness.

A successful OD process can result in the following.

- * effective strategic and operational plans
- * team development and effectiveness
- * leadership development

* added value, quality, competitive products, or services.

Change is the intended goal. Development--increased capacity and potential for effectiveness--is the purpose.

5.2.3 OD intervention Framework
: (a refinement of conceptual framework of the research)

The last research question is on: *What are the appropriate interventions of this study?*

The researcher attempted to answer this question by creating the ODI framework as follows;

**The relationship between organizational stressors,
Quality of work life and job satisfaction**

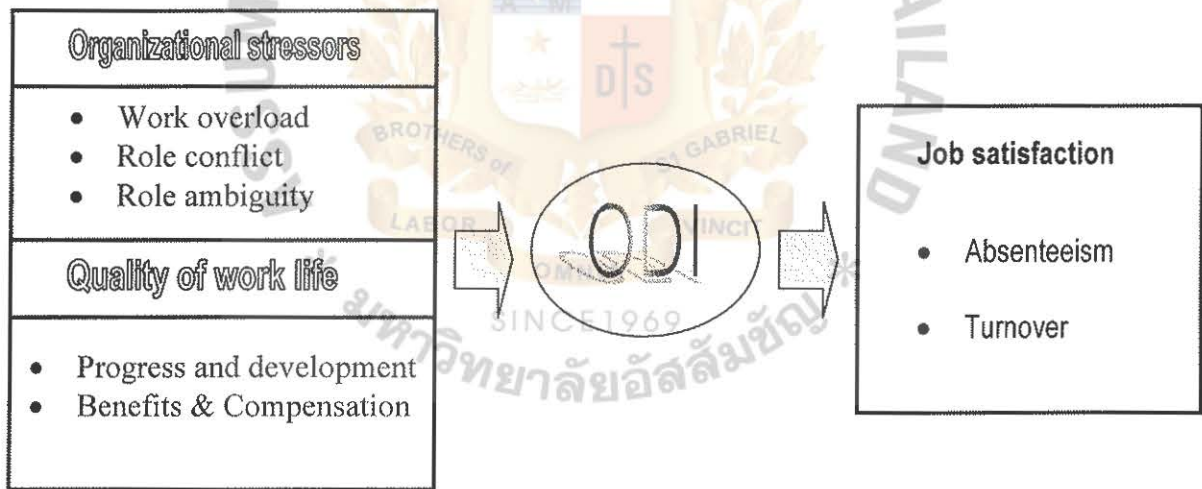


Figure 5.2 : Organizational Development's Intervention framework

5.2.4 Description of OD intervention activities

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. Managing work overload (human resource management) – This means that during the peak workload for the staff, management should consider hiring part-time staffs to incorporate with the full-time staffs in order to relieve the large amount of work. Moreover, management can consider over-time payment system in order to give a chance to the diligent employees to get more compensation coincide with the benefits and compensation required by the employees.
2. Role Conflict & Role Ambiguity – These 2 problems could be solved by developing understandable and clear Job Description (JD) which help employees to know what tasks are needed to be responded to by them. In addition, applying job description will allow employees to perform their task without ambiguous and anxious complains from the coordinates, subordinates, and superiors.
3. Progress & development – Management should consider declaration of career path and the measurement and evaluation for promotion to a certain rank to all levels of employees to let them know how far they can climb up in the organization and how they should perform to get promoted on to the next rank.
4. Benefits & Compensation – Fair and impartial benefits and compensation system should be applied with transparent and agreement from both the management and employees in order to maintain employees level of satisfaction to perform their

tasks for the organization. Clear and fair benefits and compensation system is congruent to Herzberg's Two Factors Theory which means that benefits and compensation even though they are not factors that motivate people to do work more satisfactorily but they are the necessarily factors for people to do their work.

These recommendations are very important for the management for the reason that they could change the level of job satisfaction as well as commitment to the organization, which are the dimensions that have significant relationship with the job satisfaction and intention to leave. Changes in the organization stressors or quality of work life could affect the job satisfaction and intention to leave. Having the above considerations in mind could improve employees' job satisfaction and reduce employees' intention to leave and could benefit the company because the training cost for new employees is considered a very high cost for the company compared to maintaining the current employees instead.

5.3 Management Support

From the recommendations stated above, it is very crucial that management support should take place in order to achieve all of the ideal states suggested above. For example, in order to make a clear Job Description, management has to initiate it in the policy meeting and they should be a part of the development of Job Description. Moreover, management would need to participate in creating employee career path and helping them in planning to achieve higher ranks in the organization.

It was strongly agreed that management support is necessary to help improve the organizational development. It is the direct responsibility of the management to initiate, encourage, and support organization-wide changes or changes that impact the employees, in order to let the changes have the expected results.

5.4 Suggestions for Further Research

This research had been carried out for Intel Vision Securities Company (IVS), a securities company, with the sample group being only the employees from the company. Therefore, as this research study may not be applicable to other companies or to other industries, there is scope for much further research whenever appropriate. Suggestions for further research include:

- 1) Researching about employee job satisfaction and organization stressors and quality of work life in other provinces such as Chiangmai so that there would be studies relevant to other parts of Thailand
- 2) Researching in service industries in regard to employee job satisfaction and the organization stressors and quality of work life, to see whether there is any difference in service-related versus goods-related industries
- 3) Researching in a more in depth way on how the factors such as work environment, feedback, compensation, and advancement can impact job satisfaction, in order to make guidelines in what policies can help in creating a better overall corporate culture and atmosphere

BIBLIOGRAPHY

A. Books

- Ainsworth Murray and Smith Neville (1993). Making it happen:Managing performance at work. N.Y.Prentice Hall.
- Barry A.Stein (1983). Quality of work life in action managing for effectiveness.USA-AMA Membership Publications Division.
- Cascio, Wayne F.(1992).Managing Human Resources.(3rd edition).USA:McGraw-Hill International Editions.
- Cooper, C.L and Payne, R.(1978). Stress at work. New York:John Wiley & Sons, Ltd.
- Decenzo, David A.&Robbins, Stephen P. (1999). Human Resource Management. (6th edition). USA:John Wiley & Sons, Inc.
- Dowling (1975). Effective management and the behavioral sciences:conversation from organizational dynamics. NY:AMA
- Drtafke W. Michale (1998). The human side of organization. USA:Addison-Wesley Publishing Co.
- French, J.R.P., Jr.(1974). Person role fit, In McLean, A.(ed.), Occupational stress. Springfield, Ill.C.C. Thomas
- Frunzi L. George & Patrick E.Savini (1997). Supervision-the art of management. NJ:Prentice Hall.
- Garrison & Bly (1996). Human relation: Productive approaches for the workplace. Boston: Allyn and Bacon.
- Hellriegel, D., Slocum, John W. & Woodman, Richard W. Jr. (1998). Organization Behavior (8th edition). USA:SouthWestern College Publishing.
- Larson, James R.Jr. & Mitchell, Terence R.(1987). People in Organization. Singapore:McGraw-Hill Book Co.
- Maslach, C. & Leiter, M.P.(1997). The Truth about Burnout. San Francisco:Jossey-Bass Publishers.
- Mendelson, M. J. (2001). 204-204B: Introduction to Psychological Statistics. Montreal: Eastman Systems.
- Robbins, Stephen P. (1998).Organization Behavior. (8th edition). USA:Prentice-Hall International

- Reece, Barry L. & Brandt, Rhonda. (1984). Effective Human Relations in Organization. (2nd edition). USA:Houghton Mifflin company.
- Rizzo, John R., House, Robert J., & Lirtzman, Sidney I.(1970). Role conflict and Ambiguity in complex organizations. Administrative Science Quarterly, 15 (June).
- Rue W.Leslie and Byars Lloyd L.(1995). Management, skill and application. Seventh Edition. Chicago:Irwin
- Schermerhorn, John R.Jr.(1996). Management. Fifth Edition. USA:John Wiley & Sons, Inc.
- Schermerhorn, John R.Jr., Hunt, James G., & Osborn, Richard N.(2000). Organization behavior. (7th Edition). New York:John Wiley & Sons, Inc.
- Schermerhorn, John R.Jr.(2002). Management.(7th edition).USA:John Wiley & Sons, Inc.
- Spector, Paul E.(1996). Industrial and organizational Psychology. New York:John Wiley & Sons Inc.
- Wright, Patrick M. & Noe, Raymond A. (1995). Management of Organizations. USA: Von Hoffmann Press, Inc.
- Wilcox, R. (2001). Fundamentals of modern statistical methods: Substantially improving power and accuracy. New York: Springer Verlag.

B. Electronic sources

<http://www.stressure.com>

<http://www.hftp.com>

APPENDIX



Questionnaire

The following questions have been designed to collect data of respondent's perception and attitude about the relationship between organizational stressors, quality of work life and job satisfaction. It is a part of the thesis of Master's Degree in Management.

Part 1: Demographic Profile of Respondents.

DEMOGRAPHICS

Please mark X in the box for answering your personal data. The following questions are for statistical purposes only. Individual answers are kept strictly confidential.

1.Are you? ☐ Male ☐ Female

2.What is your age?

☐ Less than 25 ☐ 25-30 ☐ 31-35 ☐ 36-40 ☐ 41-45 ☐ 46-50

3.Salary

☐ Less than 15,000 ฿ ☐ 15,001-25,000 ฿ ☐ 25,001-35,000 ฿
☐ 35,001-45,000 ฿ ☐ More than 45,000 ฿

4.How many years have you worked for this organization?

☐ Less than 1 year
☐ 1 year
☐ 2 years
☐ 3 years

5.What is your employment level?

☐ Operation-Assistant manager ☐ Director
☐ Above director

6.What is your job function?

☐ Marketing ☐ Broker
☐ Accounting and Finance ☐ Human Resources & Administration
☐ Information technology ☐ Wanit
☐ Other (please specified.....)

Please read each question carefully and respond by filling in the box to the response that most closely represents your opinion. Place an "X" whether you:
Strongly Agree (5), Agree (4), Neutral (3), Disagree (2), Strongly Disagree (1)

Part 2:The Organizational Stressors

Work overload	Strongly Agree (5)	Agree (4)	Neutral (3)	Disagree (2)	Strongly Disagree (1)
1.You often become nervous when your work is not finished.					
2.You often feel that you are unable to cope with your overload.					
3.You are often tired with your task which is hard to handle and control.					
4.You often feel your work is too difficult for your knowledge and ability.					
5.You often feel that you must confront with many problems and obstacles in your level of position and ability.					

Role ambiguity	Strongly Agree (5)	Agree (4)	Neutral (3)	Disagree (2)	Strongly Disagree (1)
1.You often do not know what your responsibilities are.					
2.There are unclearly planned goals and objectives for your job.					
3.You often feel uncertain about how much authority you have.					
4.There are so many times that explanations are unclear as to what you have to do.					
5.You often do not know your responsibilities.					

Role Conflict	Strongly Agree (5)	Agree (4)	Neutral (3)	Disagree (2)	Strongly Disagree (1)
1.I have more than one supervisor, each expecting something different.					
2.You often have to receive an assignment without the manpower to complete it.					
3.You often have to bend a rule or policy in order to carry out a job.					
4.You often have to work with two or more departments who operate quite differently.					
5.You often receive assignments with inadequate resources and materials to execute them.					

Part 3:Quality of Work life

Progress and development	Strongly Agree (5)	Agree (4)	Neutral (3)	Disagree (2)	Strongly Disagree (1)
1.My company provides training which is useful for performing my job.					
2. My job provides opportunity for developing and progressing in career path.					
3.My company provides training that is of my interest.					
4.My company provides the opportunity to learning new skills.					
5.My company has a policy & procedure for promotion appropriate to my ability and qualification.					

Benefits & Compensation	Strongly Agree (5)	Agree (4)	Neutral (3)	Disagree (2)	Strongly Disagree (1)
1.My compensation matches my responsibilities.					
2.I am satisfied with the benefit package offered by the company.					
3.The extent to which my job provides an appropriate set of fringe benefits.					
4.I think that my organization have standard in pay					
5.I feel that my benefit is less when compared with other companies.					

Part 4:Job Satisfaction

Absenteeism	Strongly Agree (5)	Agree (4)	Neutral (3)	Disagree (2)	Strongly Disagree (1)
1.I use up all the leave days that are available to me.					
2.I use up leave days to take care of personal business, whether big or small.					
3.I use up leave days whenever I feel sick, or even slightly sick.					
4.I use up leave days just because I want to.					
5.I use up more leave days than I actually have.					

Turnover	Strongly Agree (5)	Agree (4)	Neutral (3)	Disagree (2)	Strongly Disagree (1)
1.I will quit if I have too much work.					
2.I will quit if I don't know what my responsibility is.					
3.I will quit if I have to duplicate work.					
4.I will quit if my job will not make me develop and progress.					
5.I will quit if I receive a salary not suitable for my responsibility.					



CURRICULUM VITAE

MS.NITHINUN HUNSRINOPPARAT

23/7 Wuttakard road, Bangkor, Jomthong, Bangkok 10150

Office : 0-2658-5800 Ext.405, **Mobile phone:** 0-1692-6919

E-mail: nithinun@ivs.co.th

PERSONAL DATA

Sex Female
Date of Birth June 20th, 1970
Nationality Thai
Marital Status Single

EDUCATIONAL BACKGROUND

Master Degree ASSUMPTION UNIVERSITY (ABAC) 2002-2004
Management in Organization Management

Bachelor Degree DHONBURI TEACHERS COLLEGE 1991-1993
(RAJAPHAT INSTITUTE)
Business Administration
Major in Management

Diploma RAJAMANGALA INSTITUTE OF TECHNOLOGY 1989-1991
BANGKOK TECHNICAL CAMPUS
Major in Hotel Management

Vocational CHETUPON COMMERCIAL COLLEGE 1984-1987
Major in Sales

SPECIAL SKILL

Computer Microsoft Word, Excel, Power Point, Outlook, Human Resources package
Outlook, Internet

Languages English (Spoken, Written, Read)

TRAINING

Labor Protection Act.BE.(1998)
 New standard of Social Security Fund Law & Workmen's Compensation Fund Law
 Withholding Personal Income Tax
 How to good corporate in applying of Work Permit & VISA for expatriate
 Vision of the welfare strategy
 Concerning law which personnel staff should know
 Information system & records management in Personnel management
 Leadership skill

EMPLOYMENT RECORD

Company	INTEL VISION SECURITIES CO.,LTD.
Type of business	Brokerage, Investment banking, Investment research
Position	Human Resources & Administration Manager
Report to	President & CEO
Period	23 August 2001 – Present
Responsibilities	<p>Overall responsibilities included:</p> <ul style="list-style-type: none"> • Compensation :-All payroll process eg. Income Tax, Provident Fund, Social Security Fund & Compensation Fund, Incentive scheme, Director fee, Student trainee wage, Bonus package, Performance Evaluation, Annual Salary Increasing • VISA & Work Permit :-VISA & Work Permit apply and renewal, 90 days report, Tax clearance for expatriate • Recruitment :-Advertisement, primary process in selection / Interview • Training Orientation, Out-side & in-house training • Benefit & Welfare :-Provident Fund, Allowance, Social Security Fund, Compensation Fund, Medical Treatment, The annual Physical check up • Performance appraisal process
Major contribution	<p>The pioneer HR. person who started & set up all Human Resource operations for company when took over Thai Sakura Securities Company</p> <ul style="list-style-type: none"> *Set up employment Rule & Regulation, and registered at Labor Department *Recruit new staff *Provident Fund and registration *Social Security Fund registration *Set up Staff Data-Base such as Payroll system, Incentive system *VISA & Work permit for expatriate *Set up all benefit program *To apply & renewal Sale License & Trader ID. for Equity Sales at SEC. & SET.

Company
Type of business
Position
Report to
Period
Responsibilities

THAI SAKURA SECURITIES CO.,LTD.

Brokerage, Investment banking, Investment research Broker

Senior Human Resources Officer

Vice President

1 December 1993 – 22 August 2001

Overall responsibilities included:

- Compensation :-All payroll process eg. Income Tax, Provident Fund, Social Security Fund & Compensation Fund, Incentive scheme, Director fee, Student trainee wage
- VISA & Work Permit :-VISA & Work Permit apply and renewal, 90 days report, Driving license and Tax clearance for expatriate and family
- Recruitment :-Advertisement, primary process in selection / Interview
- Training Orientation, Out-side house & in-side training
- Benefit & Welfare :-Provident Fund, Allowance, Social Security Fund, Compensation Fund, Medical Treatment, The annual Physical check up, Staff loan, Uniform, Company trip
- Occupational, Safety, Health Environment committee
- Human Resources information System and Report
- To apply and renewal Sale License & Trader ID. for marketing officer
- Human Resources information System and Report
:-Personnel statistical report, Monthly & year-end report and also dealing with Government Organizations:
 - Revenue Department
 - Ministry of Labor & Social Welfare
 - Immigration Bureau
 - The Alien occupational Control Division
 - Social Security fund office
 - Securities and Exchange Commission (SEC) and The Stock Exchange of Thailand (SET)
 - Bank of Thailand

