

ABSTRACT

The aim of this study was to gain a clearer understanding of the factors that motivated people to change jobs in Bangkok, Thailand. This was achieved by collecting data by means of questionnaires that examined personality “Big-Five” in conjunction with Herzberg’s ‘Two-Factor’ theory. The respondent sample size of 211 were participants/candidates who came in for job interview sessions at Manpower Inc. and/or Korn/Ferry International (both are world leading recruitment firms).

Questionnaire consisted of three main parts divided into:

- 1) Demographics such as age, gender, education, status, salary, job level.
- 2) The “Big-Five” (McCrae & Costa, 1990) tested and identified the structure of an individual's personality. The questionnaire has 25 items in a 5 point Likert scale.
- 3) The Index of Organizational Reactions (Smith, 1977) which identified the needs related to individual perceived needs/motivations. The questionnaire has 42 items which was also on a 5 point Likert scale.

Independent variables were classified as “Big-Five” which included 5 personality traits: Openness, Conscientiousness, Extraversion, Agreeableness and Neuroticism. Dependent variables were classified as Motivator and Hygiene factors. MANOVA was used to interpret the relationship between the dependent and independent variables.

Among all personality groups (OCEAN), “Motivators” were found to be more significant when compared to “Hygiene” needs. Findings showed that Hygiene needs alone could not result in satisfaction, but instead only reduce or eliminate dissatisfaction. Ultimately respondents were more interested and concerned with the nature of work and the consequences of work. Motivators satisfied the individual’s need for “self-actualization”, compared to hygiene factors which resulted in only a “neutral state” (neither satisfied nor dissatisfied).

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