FACTORS INFLUENCING JOB SATISFACTION OF SHIP CREWS: A CASE OF WORLD MARINE TRANSPORTATION COMPANY

By
Mr. Suwat Rungrueangsri

A Survey Research Report for
MS 7000 research/IS project
Submitted in Partial Fulfillment of the Requirements for the Degree of
Master of Science in Management

December 2007

THE ASSUMPTION UNIVERSITY LIBRARY

FACTORS INFLUENCING JOB SATISFACTION OF SHIP CREWS: A CASE OF WORLD MARINE TRANSPORTATION COMPANY

By

Mr. Suwat Rungrueangsri

A Research Report

Submitted in Partial Fulfillment of the Requirements for the Degree of

Master of Science in Management

Assumption University of Thailand

December 2007

ASSUMPTION UNIVERSITY OF THAILAND
BROTHERS of S1 GABRIEL
LABOR VINCIT
SINCE1969
มหาวิทยาลัยอัสสัมชัญ

FACTORS INFLUENCING JOB SATISFACTION OF SHIP CREWS:

A CASE OF WORLD MARINE TRANSPOTATION COMPANY

By

Mr. Suwat Rungrueangsri

A Research Report

Submitted in Partial Fulfillment of the Requirement for the Degree of

Master of Science in Management

Examination Committee:

Committee Member: _____
(Rear Admiral Prasart Sribhadung)

Committee Member: _____
(Assoc. Prof. Dr. Chitapa Ketavan)

Committee Member: _____
(Dr. Taminee Shinasharkey)

Committee Member/Advisor: _____
(Dr. Piyathida Praditbatuga)

Examined on: 11 December 2007
Approved for Graduation on: 11 December 2007

College of Internet Distance Education
Assumption University
Thailand

December 2007

Copyright

Assumption University

2007

Research Project Title: Factors Influencing Job Satisfaction of Ship Crew: A Case of World Marine Transportation Company

Author: Mr. Suwat Rungrueangsri **Major Advisor:** Dr. Piyathida Praditbatuga
Level of Study: Master of Science in Management **Program of Study:** College of Internet Distance Education **Year:** 2007

ABSTRACT

The objectives of this study were (1) to identify job satisfaction factors of ship crews, (2) to identify ship crews' job satisfaction level and (3) to identify the relationships between the job satisfaction factors (Independents: promotion, coworkers, supervision, work itself, and pay) and ship crews' job satisfaction (Dependent: Overall Job Satisfaction).

This is a survey research. Population was 194 ship crews of World Marine Transportation Company. Due to the fluctuation of shipping schedule, only 151 ship crews can be collected, considered as total number of respondents. Questionnaire was used to collected data. SPSS was employed to analyze data. Descriptive statistics were used to analyze demographics and job satisfaction factors. Inferential analysis method (Pearson Correlation Coefficient) was applied to determine the relationship between job satisfaction factors and the overall job satisfaction.

It was found that all job satisfaction factors had significant relationships with overall job satisfaction of ship crews. Work itself had the strongest relationship with overall job satisfaction of ship crews, followed by Pay, Promotion, Supervision, and Coworkers. Furthermore, the result of this research revealed that ship crews were satisfied with their job at the agree level.

Keywords: Ship Crews, Job Satisfaction Factors, Overall Job Satisfaction

ACKNOWLEDGEMENT

It is pleasure to express here my appreciation to people who have been involved in the work on this research study.

I would like to firstly express my deepest appreciation to Dr. Piyathida Praditbatuga for all her appropriate advices, valuable guidance, patience and warm encouragement for supporting me to achieve my research. My appreciation also goes to the committee members for their valuable suggestions and recommendations for improving this research. My special thanks and gratitude are for all ship crews in the WMT Company and all officers in crew department who provided me great opportunities to do the survey and also their valuable time in giving cooperation and information that enable the research to become reality.

Finally, I sincerely with to express my special thanks to my family, my girlfriend and my friends for contribution, understanding, providing me the time and inspiration needed to complete this research.

Suwat Rungrueangsri

ASSUMPTION UNIVERSITY OF THAILAND
BROTHERS of S1 GABRIEL
LABOR VINCIT OMNIA
SINCE1969
มหาวิทยาลัยอัสสัมชัญ

THE ASSUMPTION UNIVERSITY LIBRARY

TABLE OF CONTENT

Approval Page I
Abstract III
Acknowledgement IV
Table of Content V
List of Tables VII
List of Figures VIII
Chapter 1 Introduction
Background of the Study.....1
Statement of the Problem.....3
Research Objectives.....4
Research Questions.....4
Significance of the Study.....5
Definition of Terms.....6
Limitations.....8
Organization of the Research Project.....8
Chapter 2 Literature Review
Definition of Job Satisfaction.....10
Theories Related to Job Satisfaction.....14
Consequences of Job Dissatisfaction.....20
The Determinants of Job Satisfaction.....22
Demographic Profiles.....26
Conceptual Framework.....28
Research Hypotheses.....29
Previous Research.....30
Chapter Summary.....33
Chapter 3 Methodology of the Study
General Procedures.....34
Design of the Study.....35
The Research Instrument.....35
Reliability Test.....37
Population and Data Collection.....37

Data Processing and Analysis.....39
Chapter Summary.....41
Chapter 4 Data Analysis and Results
Demographic Profiles.....43
Job Satisfaction Factors.....45
Testing of the Hypothesis.....50
Chapter 5 Conclusions and Recommendations
Summary of the Study.....55
Summary of the Findings.....56
Discussions.....58
Implications for Practice.....61
Recommendations for Further Study.....64
References 65
Appendices 72
Appendix A: Increasing of vessels in Thailand both Coastal and International Trade Table
Appendix B: Ship Crews Ranks and Responsibilities
Appendix C: SPSS Reliability Test Result
Appendix D: Fleet Name List
Appendix E: International and Local Passage Schedule
Appendix F: Questionnaire English and Thai Version
Appendix G: SPSS Descriptive Analysis Result
Appendix H: Pearson Correlations Matrix

ASSUMPTION UNIVERSITY OF THAILAND
SINCE1969
มหาวิทยาลัยอัสสัมชัญ

LIST OF TABLES

Table		Page
2.1	Job Satisfaction Factors	13
2.2	Herzberg's Motivators and Hygiene Factors	16
3.1	Operationalization of Main Variables and Questionnaire Structure	36
3.2	Reliability Test Results	37
3.3	Amount of Ship Crews in each Vessel	38
3.4	Gathering Data Schedule	39
4.1	Reliability Analysis (Conbrach's Coefficient Alpha)	42
4.2	Ages	43
4.3	Department	43
4.4	Rank	44
4.5	Length of Services in the Company	44
4.6	Sea Service	44
4.7	Arbitrary Level	45
4.8	Promotion	46
4.9	Coworkers	47
4.10	Supervision	47
4.11	Work Itself	48
4.12	Pay	49
4.13	Overall Job Satisfaction	50
4.14	Summary of Descriptive Statistics	50
4.15	Correlation Coefficient	51
4.16	Correlation between Promotion and Overall Job Satisfaction	51
4.17	Correlation between Coworkers and Overall Job Satisfaction	52
4.18	Correlation between Supervision and Overall Job Satisfaction	52
4.19	Correlation between Work Itself and Overall Job Satisfaction	53
4.20	Correlation between Pay and Overall Job Satisfaction	53
4.21	Summary of Hypotheses Test Results	54

ASSUMPTION UNIVERSITY OF THAILAND
BROTHERS OF ST. GABRIEL
LABOR VINCIT OMNIA
SINCE1969

LIST OF FIGURES

Figures Page

2.1 Maslow's Hierarchy of Needs.....15
2.2 Job Characteristics Model (JCM).....17
2.3 A Model of Job Satisfaction.....19
2.4 Job satisfaction factors and overall satisfaction.....29
2.5 Conceptual Framework.....29

ASSUMPTION UNIVERSITY OF THAILAND
BROTHERS of S1 GABRIEL
LABOR VINCIT OMNIA
SINCE1969
มหาวิทยาลัยอัสสัมชัญ

CHAPTER 1

INTRODUCTION

In order to understand the preliminary matter of research, the background of the study, the statements of the problem, research objective, research questions, definitions of terms, scope of the research, and limitation are presented in this chapter.

1.1 Background of the Study

Recently, maritime industry has been growing boom because of substantially increasing in export transactions of many countries in Asia, especially China and Vietnam. Generally, growth in GDP and industrial production correlate with high in demand for seaborne transportation (http://www.listedcompany.com). Certain economies will act from time to time as the primary driver of the shipping market because ocean-going vessels are one of the most efficient ways of transporting large volumes and also cheapest for transcontinental carrier or between countries. In Thailand, many companies also attempt to extent their fleet to prop this situation as demonstrated in an increasing of the vessels in Thailand from year 2002 to 2007 (see appendix A). As the result, Thailand maritime industry is facing shortage of the resources in every parts of this business especially ship crews both on shore and off shore inversely from the growth of seaborne business (Sakrin, 1999).

Even though, Thai government attempts to support on this problem to increase the new ship crews. However, it seemingly has become worse because less people are interested in this kind of professional jobs (Sakrin, 1999). The ship crew's

life style is so different from other jobs. Professional ship crews live on the margins of society and far away from their beloved people, with much of their life spent beyond the reach of land because they spend long periods at sea. Mostly, they are hired for one or more voyages that last for several months. There is no job security after that. The length of time between voyages varies by job availability and personal preference and sometimes, they can see their family two or three times per year only.

They also face cramped, stark, noisy, and sometimes dangerous conditions at sea. For some, the attraction is a life unencumbered with the restraints of life ashore. Sea-going adventure and a chance to see the world also appeal to many ship crews. Whatever the calling, those who live and work at sea invariably confront social isolation (http://en.wikipedia.org/wiki/Mariner#Working_conditions).

Ship crews work in all weather conditions. Working in damp and cold conditions often is inevitable, although ships try to avoid severe storms while at sea. It is uncommon for modern vessels to suffer disasters such as fire, explosion, or a sinking. Yet workers face the possibility of having to abandon ship on short notice if it collides with other vessels or runs aground. Mariners also risk injury or death from falling overboard and from hazards associated with working with machinery, heavy loads, and dangerous cargo. However, modern safety management procedures, advanced emergency communications, and effective international rescue systems place modern mariners in a much safer position.

Although, most new model vessels are air conditioned, soundproofed from noisy machinery, and equipped with comfortable living quarters. These amenities

have helped ease the sometimes difficult circumstances of long periods away from home. Also, modern communications, especially email, link modern ship crews to their families. Nevertheless, some people may dislike the long periods away from home and the confinement aboard ship. They consequently leave the profession.

The shortage of ship crews occurs to all maritime firms in Thailand, especially tanker vessels including of three categories oil, chemical and liquefied gas (STCW Code, 2001). This is because an international treaty governing the shipping business requires that ship crews must be properly trained at par with 4 international standards and specialty training accordance with types of vessel required by Marine department of Thailand unlike container and bulk vessels which need only four basic training courses to be able to work in those vessels (STCW Code, 2001).

1.2 Statement of the Problem

High turnover rate and the shortage of ship crews in maritime business highlight the issues of employee satisfaction and retention of all firms in seaborne industry. If a company in this industry wants to continue to thrive with global and local change and developments, it becomes importance that a study is done to explore the connections or relationships between job satisfaction of the ship crews in fleet and factors, to understand the real points that what make them get satisfaction or dissatisfaction, to maintain and motivate them to live with company for long time or permanent and prevent of resignation from the company so that reduce the high turnover rate and the cost of hiring and training of new ship crews.

ASSUMPTION UNIVERSITY OF THAILAND
BROTHERHOOD OF ST. GABRIEL
OMNIA
SINCE1969
มหาวิทยาลัยอัสสัมชัญ

Moreover, according to minimum safe manning regulation, all vessels must retain appropriate number of ship crews in each vessel to sustain efficiency and safety for operation depending on the vessel type, size and trading areas. Any vessels those are unable to meet the regulation, will be detained and charged with high fee by Port State Control. As the result, company will be recorded, burdened with increasing cost, and lost of customer trust. Therefore, it is a need to reduce shortage of ship crew.

1.3 Research Objectives

The research would be conducted by following these objectives:

1. To identify job satisfaction factors of ship crews.
2. To identify ship crews' job satisfaction level.
3. To identify the relationships between the job satisfaction factors and ship crews' job satisfaction.

1.4 Research Questions

The study is aimed to find the answers to the following research questions;

1 What are ship crews' job satisfactions factors?

2 What is the level of ship crews' job satisfactions?

3 What are the relationships between job satisfaction factors and ship crew's job satisfaction?

ASSUMPTION UNIVERSITY OF THAILAND
BROTHERS of S1 GABRIEL
LABOR VINCIT OMNIA
SINCE1969
มหาวิทยาลัยอัสสัมชัญ

1.5 Significance of the Study

Job satisfaction could play an important role in a company's ability to attract and retain qualified workers (Vecchio 1995, Schermerhorn, Hunt & Osborn 2005). Low levels of job satisfaction have been related to such problems as turnover and absenteeism (Vecchio, 1995). Owing to a high turnover rate in this industry, it is necessary for a company to determine job satisfaction factors of ship crews to motivate ship crews to attract and retain qualified workers. Moreover, level of job satisfaction should also be identified to solve such problems as turnover and absenteeism.

Therefore, this study can help to get insight into the area of ship crews' job satisfaction to reduce the high turnover rate of our ship crews and lookout for the warning signs of pool morale to prevent the deterioration of a healthy company. Among the more important signs of more dissatisfaction are higher rates of absenteeism, tardiness, turnover, strikes and sabotage, and lack of pride in work.

It helps to increase performance in workplace by solving the weak point of the company that employees are dissatisfaction to fulfill their need, make them happy in workplace and determine to work with company permanently with the highest job satisfaction. Moreover, it can reduce the costs such as time taken for recruitment and opportunity costs, such as lost productivity for the new comer.

ASSUMPTION UNIVERSITY OF THAILAND
BROTHERS OF ST. GABRIEL
LABOR VINCIT
OMNIA
SINCE1969
มหาวิทยาลัยอัสสัมชัญ

1.6 Definition of Terms

Job Satisfaction: The degree to which individuals feel positively or negatively about their job. It is an attitude or emotional response to one's tasks as well as to the physical and social conditions of the work place (Schermerhorn, Hunt & Osborn, 2005: p.143).

Job Satisfaction Factors or Facet Satisfaction: The particular factors combine to influence the feeling of satisfaction or dissatisfaction in their jobs (Drafke & Kossen, 2002:p.340).

Overall Job Satisfaction or Global Satisfaction: The entirety of the concept deals with the overall satisfaction without narrowing down into focusing on any major aspect of job satisfaction reflects an individual's overall feeling toward his or her job (Fincham & Rhodes, 1996)

Absenteeism: A from of industrial unrest often used instead of a strike. Workers dissatisfied with their conditions take days off work without pay (Rutherford, 1992)

Turnover: The number of employees who leave an organization during a specific period of time is known as employee turnover (Plunkett & Attner, 1994)

Gas Carrier Vessel/Gas Tanker Vessel: It is defined as a ship constructed and used for carriage in bulk of liquid gas product (IMO-STCW'95, 1996).

Ship crew: It is defined as person who were employed or engaged to serve in any capacity on a ship, vessel or boat (IMO-STCW'95, 1996).

Captain: It is defined as the ship's highest responsible officer, acting on behalf of the ship's owner. Whether the captain is a member of the deck department or

ASSUMPTION UNIVERSITY OF THAILAND
BROTHERS of ST GABRIEL
OMNIA
SINCE1969
มหาวิทยาลัยอัสสัมชัญ

not is a matter of some controversy, and generally depends on the opinion of an solely captain (http://en.wikipedia.org/wiki/Seafarer%27s_professions_and_ranks).

Deck officer: It is defined as officer serving in the deck department that is responsible watchstanding and the maintenance of the ship's hull, cargo gear, and accommodations as well as the ship's life saving and firefighting appliances (http://en.wikipedia.org/wiki/Deck_department).

Engineer officer: It is defined as officer serving in the engineer department, the technical people who dealt with the engines that is responsible for running and maintaining all machinery (http://en.wikipedia.org/wiki/Engine_department).

Rating or Crew: It is defined as other ranks that, though not officers, play a key role in running the ship by assisting the officers in daily operations (http://en.wikipedia.org/wiki/Engine_department).

Sea service: It is defined as the length of service on board the ship relevant to the issue of certificate or other qualifications (IMO-STCW'95, 1996).

Port State Control (PSC): PSC is the inspection of foreign ships in national ports to verify that the condition of the ship and its equipment comply with the requirements of international regulations and that the ship is manned and operated in compliance with these rules (http://www.imo.org/Safety/mainframe.asp?topic_id=159).

ASSUMPTION UNIVERSITY OF THAILAND
BROTHERS OF ST. GABRIEL
OMNIA
SINCE1969
มหาวิทยาลัยอัสสัมชัญ

1.7 Limitations

This main concern of this research is limitation of respondents who are the ship crews of World Marine Transportation Company. In addition, due to a fluctuation of the schedule of shipping, some of the ships may sail international voyage, the research is focused only on the ship crews who are working in both local and international voyage vessels that are alongside within Thailand. The results would thus not be represented for all population.

Moreover, the research was conducted in a specific time frame during September 1st, 2007 to September 31st, 2007 therefore its findings may not be generalized for all times. The other limitation is that all factors relating job satisfaction are not included in this research. Only five factors which are the most widely use to conduct job satisfaction study consisting of promotion, coworkers, supervision, work itself and pay are presented in the study.

1.8 Organization of the Research Project

There are five chapters as following

Chapter1: Introduction

The first chapter of a research project indicates the reasons for conducting the study, the background, the problem statement, research objective, and the method of procedure outlined. The details of the chapter one of researcher study as follow; Background of Study, Statement of the Problem, Purposes of the Study, Research Question to be answered, Significance of the study, Definition of Terms and Limitations of the Study.

Chapter 2: Literature Review

This chapter includes of definition of job satisfaction, theories relate to job satisfaction, review of dissatisfaction consequences and determinants Factors, conceptual framework, Research hypotheses and previous research. There is much more to feeling satisfied about job than simply liking the work and too few people understand this. Knowing what contributes to job satisfaction and the quality of work and would help developing a clear understanding of the concepts.

Chapter 3: Research Methodology

The third chapter presents the method used in the study about the job satisfaction and its factors including of the general procedures, design of the study, the instrument used, Population and Sampling, collection of the data by using questionnaire, Proposed Data Processing and Analysis. SPSS program would be implemented for this analysis.

Chapter 4: Data Analysis and Results

This chapter reports the findings from demographic profiles and perception of respondents. SPSS program is used to analyze statistical data from the questionnaire and correlation of factors. The results of finding would be interpreted from the SPSS tables to answer hypothesis testing and research questions.

Chapter 5: Conclusions and Recommendations

The fifth chapter presents a summary of the entire report. The finding is followed by discussions, conclusion, implications for practice, and recommendations for further study.

ASSUMPTION UNIVERSITY OF THAILAND
BROTHERHOOD OMNIA SINCE1969 S1 GABRIEL
มหาวิทยาลัยอัสสัมชัญ

CHAPTER 2

LITERATURE REVIEW

This chapter includes definition of job satisfaction, theories related to job satisfaction, dissatisfaction consequences and determinants factors, conceptual framework, research hypotheses and previous research. There is much more to feeling satisfied about job than simply liking the work and too few people understand this. Knowing what contributes to job satisfaction and the quality of work and would help developing a clear understanding of the concepts.

2.1 Definition of Job Satisfaction

Job satisfaction is an attitude people have about their jobs. It results from their perception of their jobs and the degree to which there is a good fit between the individual and organization (Postrel, 1999).

Locke (1976:p.1300) defined Job satisfaction as

"A pleasurable or positive emotional state resulting from the appraisal of one's job or job experience."

It results from the perception that an employee's job actually provides what he or she values in the work situation.

McShane & Glinow (1976) define that the job satisfaction represents a person's evaluation of his or her job and work context. It is an appraisal of the

ASSUMPTION UNIVERSITY OF THAILAND
BROTHERS of ST GABRIEL
SINCE1969
มหาวิทยาลัยอัสสัมชัญ

THE ASSUMPTION UNIVERSITY LIBRARY

3329 c 1

perceived job characteristics and emotional experiences at work. Job satisfaction is really collection of attitudes about specific facets of the jobs.

The evaluation of the above mentioned definitions suggested the job satisfaction is related to the emotional attachment of employees with their jobs. It highlights employees' perception between perceived and received rewards as an outcome for performing a particular job.

Steers and Black (1994) explained several characteristics of the concept of job satisfaction follow from this definition. First, satisfaction is an emotional response to a job situation. It can be fully understood only in the intro section. As with any attitude, satisfaction cannot be observed, experience and quality either from employee's behavior or verbal statements must be inferred. Second, job satisfaction is perhaps best understood in terms of discrepancy. Several writers have pointed to the concept of job satisfaction as being a result of how much a person wants or expects from the job compared to how much he or she actually receives (Porter and Steers, 1973).

People come to work with varying level of job expectations. These expectations may vary not only in quality (different people may value different thing in job), but also in intensity. On the basis of work experiences, people receive out comes from the job. These include not only extrinsic rewards, Such as pay and promotion, but also a variety of intrinsic rewards, such as satisfying by an employee meet or exceed expectations; the employee would be expected to be satisfied with the job and wish to remain. On those occasions when outcomes actually surpass expectations, employees are expected to revaluate their expectations and probably raise them to meet available outcomes. However, when outcomes do not meet

expectations, employees are dissatisfied and may refer to seek alternative sources of satisfaction, either by changing jobs or by placing greater value on other life activities such as outside recreation.

Vecchio (1995) states that one's thinking, feeling, and action tendencies (that is, one's attitude) toward work were termed job satisfaction. As is true of all attitudes, a person's level of job satisfaction is influenced by experience.

Hovekamp (1995) from the Western State College of Colorado, from his research of job satisfaction among the professional library employee, indicated first three categories factors that cause the employee's satisfaction; 1) Salary and benefit 2) Job content or growth 3) Work environment

How do you like your job? The answer to this question is probably the way most people view quality of work life. The end result of quality of work life is the overall satisfaction one receives from a job (Drafke & Kossen, 2002; p.329).

Job satisfaction was found to be a complex concept. Over 20 factors (see Table 2.1) combine to create the feeling of satisfaction or dissatisfaction in people. Some of these factors are inherent in the job, whereas others are outside of work. Some are more controllable by the individual, whereas others are beyond control. Finally, some people expect work to satisfy all of their needs and when this does not happen, they become dissatisfied with their jobs rather than seeking a job, career, or outside activity that would fulfill the needs that their current job cannot satisfy.

ASSUMPTION UNIVERSITY OF THAILAND
BROTHERS OF ST. GABRIEL
LABOR VINCIT
OMNIA
SINCE1969
มหาวิทยาลัยอัสสัมชัญ

Table 2.1 Job Satisfaction Factors

Job Satisfaction Factors	Description
Internal Factors	
The Work	Effect of a person's current job at a particular company
Job Variety	Number of skills and depth of knowledge required
Autonomy	Freedom to control your own work
Goal Determination	Freedom to set your own goals and success criteria
Feedback and recognition	Private and public notice concerning job performance
External Factors	
Achievement	Success in completing tasks
Role Ambiguity and Role Conflict	Knowing your work roles and agreement between roles
Opportunity	Future prospects with the current and other employers
Job Security	Assurances of continued employment
Social Interactions	Quality and quantity of interaction with others
Supervision	Quality of management
Organizational Culture	Effect of the organization's climate or environment
Work Schedules	Match between work schedule and the worker's schedule
Seniority	Length of time a person has held a position
Compensation	Monetary rewards and the role of money
Individual Factors	
Commitment	The care in selection of and personal dedication to a job
Expectations	What people believe they will receive in return for work
Job Involvement	How important a job is in someone's life
Effort/Reward Ratio	The balance between the amount worked and the rewards received
Influence of Coworkers	Issues that coworkers feel are important
Comparisons	How your job rates with the jobs of friends and relatives
Opinion of Others	How prestigious others feel your jobs is
Personal Outlook	Your view of yourself and life in general
Age	How old someone is

Source: Drafke & Kossen (2002), The Human Side of Organization, 8th edition, p.330

Job satisfaction has been defined as a pleasurable emotional state resulting from the appraisal of one's job; an affective reaction to one's job; and an attitude towards one's job. Weiss (2002) has argued that job satisfaction is an attitude but points out that researchers should clearly distinguish the objects of cognitive evaluation which are affect (emotion), beliefs and behaviours. This definition suggests

that attitudes are formed towards our jobs by taking into account our feelings, our beliefs, and our behaviors.

2.2 Theories Related to Job Satisfaction

Scholars have sought to develop comprehensive theories of job satisfactions as frameworks for understanding which factors influence job satisfaction or dissatisfaction (Jareed, 1994; p.20). Many theories of motivation have been applied to job satisfaction studies but no single theory seems to give a satisfactory explanation of job satisfaction (Ben-Porat, 1981). In this research, five theories related to job satisfaction consisting of Maslow's Theory, Herzberg's Motivators-Hygiene Factors Model, Job Characteristics model, Model of Job Satisfaction, and Job Description Index are reviewed because these theories widely accepted in explaining job satisfaction and help clear understanding of the concepts (Jareed, 1994; Castillo & Cano, 2004; Yih, 1992; Rungtip, 2002; Aviruit, 2003; Sakrin, 1999)

Maslow's Theory

Maslow's (1970) stated that hierarchical model of human needs can be used to identify the factors affecting job satisfaction. The hierarchical model is presented as the following;

ASSUMPTION UNIVERSITY OF THAILAND
BROTHERS of S1 GABRIEL
LABOR VINCIT OMNIA
SINCE1969
มหาวิทยาลัยอัสสัมชัญ

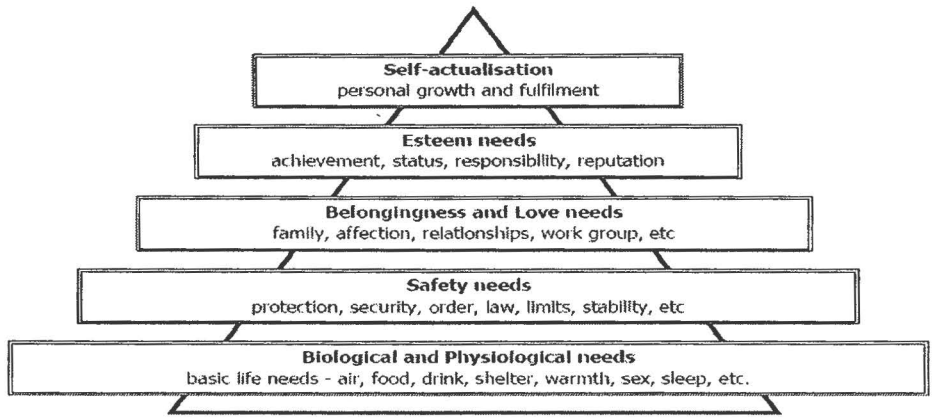

Figure 2.1 Maslow's Hierarchy of Needs
Source: http://www.strategyvectormodel.com/management_theories/images/maslow4.gif

The model showed individuals experience a hierarchy of needs, from lower level to higher level psychological needs. Safety is an example of a lower level need; it helps explain the effects of job security and pay on job satisfaction. The upper level, it can be observed that individuals also have social needs for affection, belonging and acceptance. These needs affect the way that individuals interact with their coworkers and management. The highest need in the model is self-actualization and self esteem is related to the sense of inner reward that some individuals experience when doing their work. The self- actualization is believed to be one of the principal factors motivating people toward self-employment (DeVaney & Chen, 2003). According to the theory, people satisfy the needs at the bottom of the hierarchy before higher level. Once, a person satisfies a need at one level. The need at the next level becomes in the focus. Each need encourages people to work and try to fulfill their needs to satisfy themselves.

Herzberg's Motivators-Hygiene Factors Model

Herzberg (Champoux, 1996) proposed the Motivation-Hygiene Theory, also known as the two factor theory (1959) of job satisfaction. According to his theory, people are influenced by two factors.

First, satisfaction is primarily the result of the motivator factors which is facets of the work that actually give people a reason to grow, these factors help increase satisfaction if they are effective, then they can motivate an individual to achieve above-average performance and effort.

Second, dissatisfaction is primarily the result of hygiene factors or maintenance factors which facets of the work environment that need to be present in order to make the job at least minimally acceptable, base on the need for a business to avoid unpleasantness at work. If these factors are considered inadequate by employees, then they can cause dissatisfaction with work.

Herzberg's motivators and hygiene factors are summarized as shown in the following table.

Table 2.2 Herzberg's Motivators and Hygiene Factors

Motivators or Satisfying Factors	***Hygiene or Dissatisfying Factors***
Achievement	Company policy and administration
Recognition	Supervision
Work itself	Interpersonal relations
Responsibility	Working condition
Promotion	Salary and Benefit
Growth	Status

Source: Drafke & Kossen (2002), The Human Side of Organization, 8th edition, p.281-282

Job Characteristics Model (JCM)

The Job Characteristics model (JCM) proposed by Richard Hackman and Greg Oldham (1976) is a very influential model which attempts to address how a core set of job characteristics impact a number of psychological states, leading to specific related outcomes in the work environment.

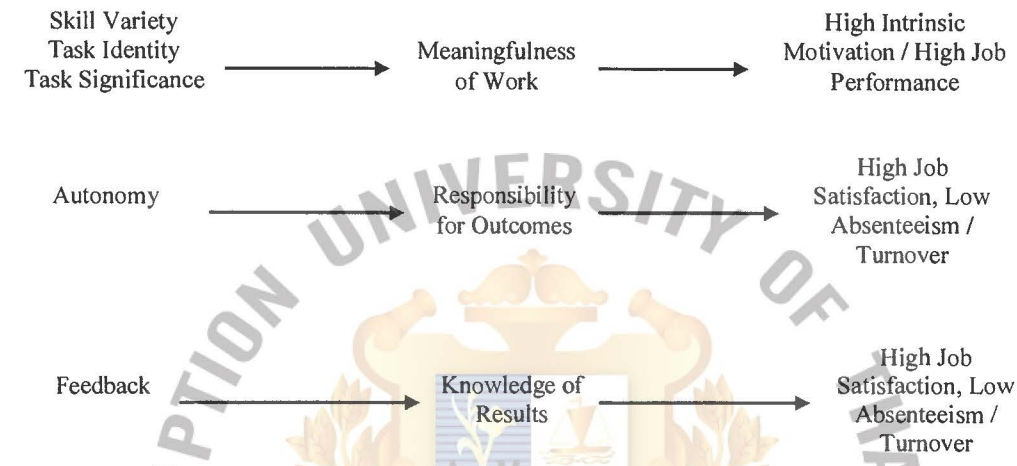

Figure 2.2 Job Characteristics Model (JCM)
Source: http://en.wikipedia.org/wiki/Job_Characteristics_Model

The five core job characteristics include: skill variety (SV), task significance (TS), task identity (TI), autonomy (A) and feedback (F). The psychological states included in the model are meaningfulness of work, responsibility for outcomes and knowledge of results. Outcomes consist of high intrinsic motivation, high job performance, high job satisfaction and low absenteeism/turnover.

According to Hackman & Oldham's model, skill variety, task significance and task identity are used in the work environment to stimulate meaningfulness and produce outcomes of both or either high intrinsic motivation and high job performance. Therefore, if employees feel they are fully utilizing a variety of their

skills (SV), their job affects many people to a great extent (TS) and they are allowed to complete the task from beginning to end (TI), it is likely they will perceive the job as meaningful, leading to high job performance and/or high intrinsic motivation.

The presence of autonomy in the workforce leads to the psychological state of felt responsibility for outcomes, resulting in high job satisfaction. Thus, if employees are able to determine the method or approach in which the work is accomplished (A) they feel responsible for the end product and are therefore more satisfied with what they have accomplished, less likely to quit (turnover) and also more likely to attend work (low absenteeism). Autonomy is contrasted by being told what to do and the manner in which to do it.

The last core job characteristic, feedback produces a psychological state in which employees of their results, producing outcomes similar to autonomy (high job satisfaction, low turnover/absenteeism). In other words, knowing how you are performing and being aware that superiors know how you are performing (F) leads to more job satisfaction, less absenteeism and turnover.

Model of Job Satisfaction

The best explanation is provided by the model (see figure 2.3) that combines discrepancy theory and equity theory.

ASSUMPTION UNIVERSITY OF THAILAND
BROTHERS of S1 GABRIEL
LABOR VINCIT OMNIA
SINCE1969
มหาวิทยาลัยอัสสัมชัญ

THE ASSUMPTION UNIVERSITY LIBRARY

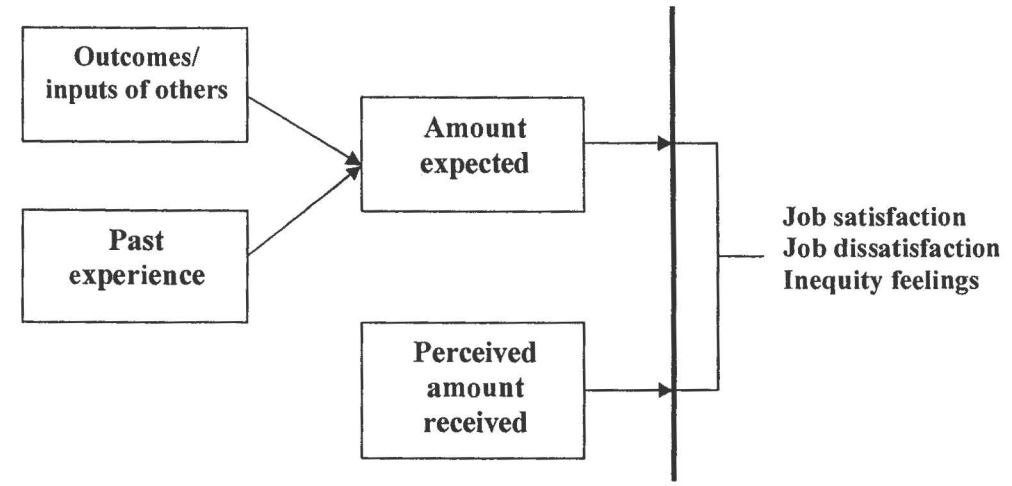

Figure 2.3 A Model of Job Satisfaction
Source: E.E. Lawler III (1937), Motivation in Work Organizations, p.75

Discrepancy theory states that the level of job satisfaction is determined by the discrepancy between what people expect to receive and what they experience. Job satisfaction or dissatisfaction results from a comparison of the amount the employee expects to receive and the perceived amount received. Job dissatisfaction occurs when the received condition is noticeably less than the expected condition. Job satisfaction improves as the person's expectation are met or exceeded up to the point.

The Equity theory occurs when the person and comparison other have similar outcome/input ratio. This is relevant to job satisfaction, because the amount we expect to receive is partly determined by our comparison with other people. Discrepancy and equity theories predict that as reality meets and exceeds expectation, job satisfaction will increase. However, job satisfaction begins to decrease when the perceived job situation is so much better than expected that the over reward creates a feeling of guilt or unfairness (McShane & Glinow, 2000: p.206).

Job Description Index

Smith, Kendall and Hulin (1969) developed the "Job Description Index" which assessed satisfaction with coworkers, pay, promotion opportunities, supervision and the work itself. The Job Descriptive Index (JDI) is designed to measure employees' satisfaction with their jobs. Five scale scores reflecting satisfaction for each of the facets are tabulated. The total score on the JDI has also been used to reflect overall job satisfactions. Ironson et al. (1989) developed an overall satisfaction scale to accompany the facet scales of the JDI. The overall job satisfaction scale was not equivalent to the sum of the scores from the five facet scales. The JDI is easy to administer and score, easy to read, simple in format, and nationally normed. After 40 years of research and application it remains one of the most widely used measures of job satisfaction (DeMeuse, 1985; Zedeck, 1987).

Feldman and Arnold (1983) stated that pay and the work itself were the most important sources of job satisfaction, promotion and supervision were moderately important sources of job satisfaction and the coworkers were relatively minor sources of job satisfaction. Aebi (1972) found that job dissatisfaction was associated with supervision and coworkers, however, Bowen (1980) and Seegmiller (1977) found that supervision was related to job satisfaction and coworkers.

ASSUMPTION UNIVERSITY OF THAILAND
OMNIA SINCE1969
มหาวิทยาลัยอัสสัมชัญ

2.3 Consequences of Job Dissatisfaction

Job satisfaction is one of the most important concepts in the study of organizational behavior along with absenteeism and turnover. Vecchio (1995) stated that job satisfaction could also play an important role in a company's ability to attract and retain qualified workers. Low levels of job satisfaction have been related to such

problems as turnover, absenteeism union organizing activity, and the filing of grievances. Thus, job satisfaction is exceeding important fort the well being of the organization as well as for the individual.

Absenteeism

Absenteeism is a behavior that organizations can never eliminate, but they can control and manage it (George & Johnes, 1999). Research has pretty well demonstrated an inverse relationship between satisfaction and absenteeism when satisfaction is high, absenteeism tends to be low: when satisfaction is low, absenteeism tends to be high (Luthans, 1995). Hackkett and Guion (1985) found that absence co-related more strongly with some satisfaction facets than other. Satisfaction with the nature of the work itself co-related most strongly with absence.

Turnover

Turnover, in a human resources context refers to the characteristic of a given company or industry, relative to rate at which an employer gains and loses staff (http://en.wikipedia.org/wiki/Turnover_%28employment%29). If an employer is said to have a high turnover, it most often means that employees of that company have a shorter tenure than those of other companies in that same industry. Similarly, if the average tenure of employees in a particular sector is lower than that in other sectors, that sector can be said to have a relatively high turnover. Quitting the job or turnover has been tied to job satisfaction many studies show that dissatisfied employees are more likely than satisfied employ their jobs.

Co-relations between job satisfaction and turnover have been interpreted as the job satisfaction indicating behavior. Most turnover studies are predictive assessing

ASSUMPTION UNIVERSITY OF THAILAND
BROTHERS OF ST. GABRIEL
OMNIA
SINCE1969
มหาวิทยาลัยอัสสัมชัญ

job satisfaction in a sample employees and then waiting some periods of months or years to see who quits. The predictive nature of these studies allows the conclusion that dissatisfaction is a factor that leads employees to quit their jobs (Crampton & Wagner, 1994: Hulin el at, 1985).

2.4 The Determinants of Job Satisfaction

This section presents findings regarding relationships between measures of job satisfaction and its determinants. Variables which appeared to positively or negatively correlate with job satisfaction were extracted from the previous studies. The most frequently studied determinants of job satisfaction have been work itself, pay, promotion, supervision and coworkers (DeMeuse, 1985; Zedeck, 1987). Therefore, those determinants would be used in this study.

Work Itself

Satisfaction with work concerns the employee's satisfaction with the work itself. The content of the work itself is major source of satisfaction. Work attributes that have been found to be related to work interest and satisfaction include opportunity to use one's valued skills and abilities, opportunity for new learning, creativity, variety, difficulty, amount of work, responsibility, non-arbitrary pressure for performance, control over work methods and autonomy, job enrichment, complexity and sense of pride (Maher, 1971; Herzberg et. al., 1959; Locke, 1973; Vroom, 1964; Walker & Guest, 1952; JDI research group, 2005). Using valued skills and abilities provides workers with a sense of self-esteem, competence, and self-confidence (Jareed, 1994; p.37). Vroom (1962) found a very strong relationship

between the opportunity for self-expression in the job and job satisfaction. Tarter (1993), who conducted a research on job satisfaction and organizational commitment of the college and university faculty staff, indicated that the strongest predictor of job satisfaction are well-defined roles, meaningful, identifiable tasks, the opportunity to use all of one's professional skills, limited supervision, participation in decision making, structured leadership in the organization and high rank. According to previous studies of Maher, Herzberg et. al, Locke, Vroom, Walker & Guest, JDI and Tarter, the contents of work itself which are responsibility, challenging and sense of pride are major assessment of job satisfaction. Therefore responsibility, challenging and sense of pride would be used as the operational components in this research.

Pay

Satisfaction with pay addresses attitudes toward pay and is based on the perception difference between actual pay and expected pay. Pay satisfaction is also important variable that is linked to some rather significant organizational outcomes. Many researchers suggest that dissatisfaction with pay may lead to job satisfaction, decreased motivation and performance, increased absenteeism and turnover and more pay related grievances and lawsuits (Cable & Judge, 1994; Gerhart & Milkovich, 1990; Huber & Crandall, 1994; Huselid, 1995; Milkovich & Newman, 2002).

Feldman and Arnold (1983) stated that pay did play a significant role in determining job satisfaction for two reasons. First, Money was very instrumental fulfilling several important needs and second wage could serve as a symbol of achievement and source of recognition. Higgins and senior editor (2000) found that the best paid workers tended to be more satisfied with their jobs. From the previous studies of Rungtip (2002) and Aviruit (2003), the amount of remuneration, fairness,

and accuracy of pay which were used as the operational components also would be included in this study.

Promotion

JDI research group (2005) explained that opportunities for promotion measure the employee's satisfaction with the company's promotion policy and the administration of that policy. Satisfaction with promotions is thought to be a function of the frequency of promotions, the importance of promotions, and the desirability of promotions. Luthans (1992) stated that individuals who were promoted on the basis of seniority often experienced job satisfaction but not as much as those who were promoted on the basis of performance.

Locke (1976) suggested that an individual might view the promotion system in firm as unfair and still be personally satisfied with it because he did not desire to be promoted. Alternatively, an employee could appraise the promotion system in company as fair and yet still be dissatisfied with chances for promotion if employee was judged to be poor. The value standard for individuals would thus depend upon their personal ambitions and career aspirations. Herzberg (1966) suggested that the opportunity for promotion had to be present to avoid dissatisfaction but satisfaction was not thereby guaranteed. The "neutral" point of at least having the opportunities available was preferable to certain dissatisfaction and negative job attitudes and performance. A result from the research in the accounting internal audit department of Quarles (1994) indicated that the most significant factor to job satisfaction is the evaluation criteria and process used in promotion and reward system in the organization while comparing to promotion opportunities. According to the previous researches of JDI, Locke, Herzberg and Quarles, promotion system and policy,

fairness and the opportunities are effect the job satisfaction. Therefore, these operational components would be studied.

Supervision

The supervision facet reflects an employee's satisfaction with his or her supervisor(s). In general, the more considerate and employee-centered supervisors are (e.g., praising good performance, taking personal interest in employees, providing feedback and listening to subordinates' opinions), the greater the levels of employee satisfaction with supervisors (JDI research group, 2005). The informal work group was created to establish a sense of identity and cohesiveness among workers and increase workers' productivity and supervision was focused on ways to influence the workers' performance job satisfaction (Hamilton, 1980: p. 48; Tausky, 1984). Feldman and Arnold (1983) stated that consideration referred to the extent to which a leader was considerate of subordinates and concerned about the quality of his or her relationship with subordinates. From the previous studies of JDI, Hamilton, Tausky, and Feldman& Arnold, it can conclude that the fairly treating, administrative skill and human relation of supervision is important to considerate the job satisfaction of subordinates. Therefore, those components would be operated in this research.

Coworkers

Coworkers assess the level of employee satisfaction with his or her fellow employees. The degree of satisfaction with co-workers is thought to be determined by the work-related interaction among co-workers and the mutual liking or admiration of fellow employees (JDI research group, 2005). The coworkers do serve as a source of satisfaction to individual employees. Richards & Dobryns (1957) found that when

THE ASSUMPTION UNIVERSITY LIBRARY

there was little opportunity for workers to have conversations with each other. They were more dissatisfied and more likely to leave their jobs. The Coworkers is an even stronger source of satisfaction when members have similar attitudes and values. Walker and Guest (1952; p. 76) stated that "isolated worker disliked their jobs and gave special isolation as the principle reason".

According to Locke (1976), it may be helpful to regard relationships between persons as falling into two categories: these may be called functional and entity relationships. Functional relationship, the bond between two or more persons consists of specific services they can provide for each other example freedom from interruptions, help in attaining work goals, promotion and verbal recognition. In an entity relationship, the bond is between persons not services such as friendly, polite and sincere. The attraction is based on mutual liking of or admiration for the other person qua person rather than on an exchange of specific services. It is logical to assume that the greatest degree of overall liking for another person in the work place will arise when both entity and functional attraction are high. According to JDI stated that work-related interaction among co-workers determines the job satisfaction and the helpfulness and friendliness are regarded the relationship between people (Locke, 1976). So, it will be presented as the operational components of this study.

ASSUMPTION UNIVERSITY OF THAILAND
BROTHERS OF ST. GABRIEL
OMNIA
SINCE1969
มหาวิทยาลัยอัสสัมชัญ

2.5 Demographic Profiles

Demographic refer to selected population characteristics as used in research. In this research, there are five characteristics including of age, position, rank, length of service and sea services.

Age

Stone and Athelstan (1969), Farris (1971) reported a strong negative relationship between age increase and employee turnover. It was suggested by Mobley (1982) that this relationship was because younger employees have less family responsibility and more entry-level opportunities than do older workers. Janson and Martin (1982) examined age as a predictive variable for job satisfaction. The researchers found that older workers were more satisfied than younger worker and therefore less likely to leave the organization. Thus younger employees exhibited a higher frequency of turnover. Williams and Hazer (1986) found a positive correlation between age and job satisfaction.

Position/Rank

Kalleberg & Griffin (1978) view job satisfaction from the perspective of social stratification and posit that inequality in "social position" in the structure of the division of labor results in inequality in job satisfaction. The research in job satisfaction has consistently shown that the level of a worker's job within the organizational hierarchy or the status of his occupation holds a direct and strong relationship with the degree of worker satisfaction (Handyside & Speak, 1964). There is an indication of high of job satisfaction level on higher position staff than lower position (Tarter, 1993). On the contrary, others have found that the work group was a source of job satisfaction for the lower class workers (Bryant & Perkins, 1986). Ship crew's ranks and responsibilities are shown in appendix B.

ASSUMPTION UNIVERSITY OF THAILAND
BROTHERHOOD OMNIA SINCE1969

Length of Service

Herzberg et al. (1955) reviewed seventeen studies on job satisfaction and found that eight studies reported a positive relationship between the length of service in the present firm and job satisfaction. The length of service implies seniority fro the worker, which might result in higher pay. Workers who have been with the same company for a longer time are more likely to adjust to their working environment and be familiar with how to obtain more resources in their workplace. As a result, these workers are more likely to be satisfied with their job. Those who have a shorter length of service may be less committed to the firm and more likely to quit the job in case another job becomes available (Yih, 1992).

Sea Services

Thai Government Gazette vol. 116 indicates that sea service is a period in a position of responsibility and /or a period of training as required by the regulation for preceding the first application for examination and also according to STCW'95 (IMO, 1996,p.60-61) described that on promotion of technical knowledge, skills and professionalism of ship crews is needed to take all appropriate measures to encourage pride of service and professionalism on the part of personnel who are employed.

ASSUMPTION UNIVERSITY OF THAILAND
LABOR VINCIT
SINCE1969
มหาวิทยาลัยอัสสัมชัญ

2.6 Conceptual Framework

Aldag & Kuzuhara (2002) illustrated Smith, Kendall and Hulin (1969) Job Description Index with overall job satisfaction and five factors of job satisfaction which are promotion, coworkers, supervision, work itself and pay as the figure 2.4.

Figure 2.4 Job Satisfaction Factors and Overall Satisfaction
Source: Aldag& Kuzuhara (2002), Organizational behavior and Management, p.108

This research therefore apply these five job satisfaction factors as independent variables. Dependent variable would be overall job satisfaction. The conceptual framework of the research is presented as follow;

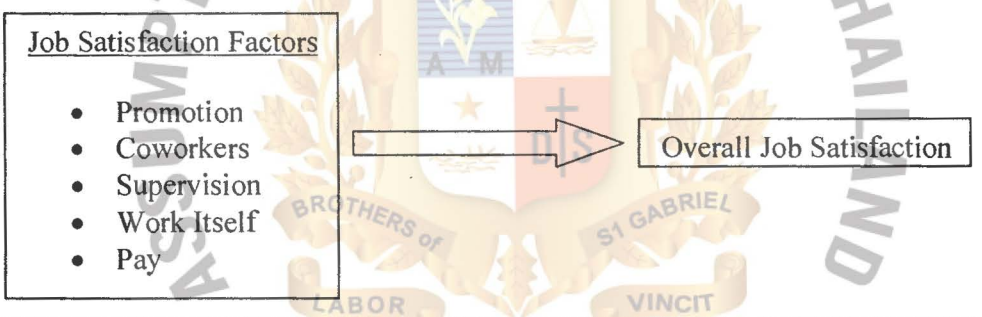

Figure 2.5 Conceptual Framework

2.7 Research Hypotheses

H_O1: There is no relationship between promotion and overall job satisfaction.

H_O2: There is no relationship between Coworkers and overall job satisfaction.

H_O3: There is no relationship between Supervision and overall job satisfaction.

H_O4: There is no relationship between Work itself and overall job satisfaction.

H_O5: There is no relationship between Pay and overall job satisfaction.

ASSUMPTION UNIVERSITY OF THAILAND
BROTHERS of ST GABRIEL
LABOR OMNIA VINCIT
SINCE1969
มหาวิทยาลัยอัสสัมชัญ

2.8 Previous Research

Mr. Sakrin sumpaopol (1999) studied of organizational factors, leadership style affecting job satisfaction and performance: A case study of Thai Seafarer. The author utilized the descriptive conduct of survey questionnaires. Job satisfaction consisted of achievement, recognition, reward system and work itself. The stratified random sampling was taken from selected companies whose calling in port of Bangkok during the survey period. The findings of the research are: 1) Job performance was significantly correlated with demographic profiles on native geographic and level of incomes of seafarer, 2) Organizational factors was moderate correlated with job satisfaction and performance, 3) Leadership style of Thai seafarer is consultative style and moderately correlated to job satisfaction and performance, 4) Job satisfaction of seafarer was correlated with job performance at moderate positive level, 5) officers and rating differed significantly with organizational factors and job satisfaction.

Mr. Aviruit Suwarattananont (2003) studied of the relationship between organizational structure and organizational culture with employee job satisfaction of Bangkok union insurance public co., ltd. Job satisfaction factors in this research consisted of work itself, supervision, pay, colleague and job advancement. Descriptive and correlation statistics were employed to test the hypotheses. The findings showed that there were positive relationship between organizational structure and overall employees' job satisfaction and also organizational culture and overall employees' job satisfaction.

ASSUMPTION UNIVERSITY OF THAILAND
BROTHERS of ST GABRIEL
OMNIA
SINCE1969

Ms. Nussara Tavipvoradech (2006) studied the relationship between employees' conflict management styles and their job satisfaction: a case study of Entertainment Company. Questionnaires were administered in the collection of data. Job satisfaction factors were consisted of achievement, recognition, work itself, responsibility, advancement and growth. Descriptive statistics (frequency, percentage, standard deviation and arithmetic mean) and reference statistics (Pearson Correlation) were used in this study. The results of hypotheses revealed that integrating, obliging, avoiding, and compromising yield positive correlation to job satisfaction. In contrast, there is no significant relationship between dominating and job satisfaction.

Ms. Nunthawan Bosri (2006) studied of the relationship between motivational factors and job satisfaction. The study employed survey method. Closed-end questions were used as a survey instrument to measure a level of satisfaction and motivation. Job satisfaction in this research consisted of performance feed back, effort, reward, goal commitment, and self-efficacy. The research was concluded that job satisfaction was predicted by motivational factors which were achievement, affiliation, power, recognition and existence. The strongest predictor was existence while the affiliation was the weakest predictor.

Ms Kusalin Thamcharonkij (2004) studied of employee's attitude toward job satisfaction in an electronic company. It was analyzed by the descriptive method and the quantitative method by using chi-square statistics. The finding was that the high satisfaction level came from attitude or feeling toward work, the security of work, the

working conditions, the human relation with coworkers, salary and benefits and promotion. None demonstrated low satisfaction level.

Castillo X. Jaime & Cano Jamie, Ass. Prof. (2004) studied the factors explaining job satisfaction among faculty. Author described the amount of variance in faulty member's overall level of job satisfaction explained by Herzberg job motivator and hygiene factors theory. The study sought to investigate the suitability of a one-item versus a multi-item measure of over all job satisfaction. The faculty members were generally satisfied with their job. Female faculty members were less satisfied than male faculty members. The factor "work itself' was the most motivating aspect for faculty. The least motivating aspect was "working conditions". The demographic characteristics were negligibly related to overall job satisfaction. All of the job motivator and hygiene factors were moderately or substantially related to overall job satisfaction. The factors recognition, supervision, and relationships explained the variability among faculty members' overall level of job satisfaction. The one item measure of overall job satisfaction was not different from a multi-item measure of overall job satisfaction.

ASSUMPTION UNIVERSITY OF THAILAND
LABOR VINCIT OMNIA
SINCE1969
มหาวิทยาลัยอัสสัมชัญ

Summary

Job satisfaction is an attitude people have about their jobs. It results from their perception of their jobs and the degree to which there is a good fit between the individual and organization. Job satisfaction was found over 20 factors combine to create the feeling of satisfaction or dissatisfaction in people but the most basic popular factors are promotion, coworkers, supervision, work itself and pay.

Many theories of motivation have been applied to job satisfaction studies but no single theory seems to give a satisfactory explanation of job satisfaction. Therefore, five theories related to job satisfaction consisting of Maslow's Theory, Herzberg's Motivators-Hygiene Factors Model, Job Characteristics model, A Model of Job Satisfaction, and Job Description Index are reviewed.

Job dissatisfaction has been related to problems such as turnover, absenteeism. Thus, job satisfaction is exceeding important fort the well being of the organization as well as for the individual.

This research applies JDI five job satisfaction factors as independent variables. Dependent variable would be overall job satisfaction. Independent variables, which are "Job Satisfaction Factors", consisting of 5 sub-factors; promotion, coworkers, supervision, work itself, and pay. Dependent variable is regarded as "overall job satisfaction". All independent factors would be hypothesized the relationships with overall job satisfaction.

ASSUMPTION UNIVERSITY OF THAILAND
BROTHERS of S1 GABRIEL
OMNIA
SINCE1969

THE ASSUMPTION UNIVERSITY LIBRARY

CHAPTER 3

RESEARCH METHODOLOGY

The third chapter presents the method used in the study about the job satisfaction and its factors including of the general procedures, design of the study, the instrument used, population and sampling, collection of the data by using questionnaire, proposed data processing and analysis. SPSS program would be implemented for this analysis.

3.1 General Procedures

The research produces information to reduce uncertainty. It helps focus decision making. Exploratory research is conducted to clarify ambiguous problems (Zikmund, 2003:p.54) by studying previous secondary data analysis, experience surveys, case analysis and projective techniques about job satisfaction to gain background information, term definition, and more understanding about problem for establishing the research and set hypotheses.

Descriptive research, which is to describe characteristics of a population or phenomenon, is undertaken in organization to learn, describe and understand the characteristics of employees as well as the characteristics of organizations that follow certain common practice (Sekaran, 2003). Job Descriptive Index (JDI) comprises five specific facets that consisting of promotion, coworkers, supervision, work itself and pay developed by Smith et al. (1969), is pattern for conduction questionnaire in this research. Questionnaires are distributed to vessels to ask the attitude of ship crews

about their facets job satisfaction with five-point scale that range from strongly disagree to strongly agree. The research employs SPSS program in order to analyze and interpret the data.

3.2 Design of the Study

The quantitative survey research was designed, using structure question in which questions and response options were predetermined to the respondents (Burns & Bush, 2005). This study investigates ship crews in WMT Company by distributing questionnaires to vessels for finding out the characteristic of ship crews' demographic profiles and perception of each factor. The ship crews are questioned about job satisfaction factors including of promotion, coworkers, supervision, work itself, pay and overall job satisfaction. The data derived from these questionnaires are used to test hypotheses and provide recommendation to use as the case study for the company.

3.3 Research Instrument

Questionnaire is used as a research instrument in collecting data from the sample. Closed ended questions is chosen, in which the respondent is given specific limited alternative responses and asked to choose the one closest to his or her own view point (Zikmund, 2003:p.332). There are two parts in questionnaire. First part is demographic profiles consisting of 3 multiple choices and 2 simple-dichotomy. Second part is respondents' perceptions on job satisfaction factors and overall job

satisfaction consisting of 34 likert five point scale. The five point scale is explained as below.

5 = Strongly Agree 4 = Agree 3 = Neutral,

2 = Disagree 1 = Strongly Disagree

The questionnaire structure and all variables are shown in Table 3.1

Table 3.1 Operationalization of Main Variables and Questionnaire Structure

Variables	Conceptual Definition	Operational Component	Question No.	Measurement	Analysis
Part 1. Demographic Profiles					
Age	Duration of life specific to one person.	• 20 yrs. or below • 21 - 30 yrs. • 31 - 40 yrs. • 41 - 50 yrs. • 51 yrs. or above	1	Ordinal	Descriptive
Department	The section that ship crews belong to.	• Deck Dept. • Engine Dept.	2	Nominal	Descriptive
Rank	Level held on board the ship.	• Officer • Rating	3	Nominal	Descriptive
Length of services in the company	Duration of work in organization.	• Below 1 yr • 1 – 2 yrs • 3 – 4 yrs • 5 – 6 yrs • 7 yrs and above	4	Ordinal	Descriptive
Sea Service	Duration of being seaman.	• Below 1 yr • 1 – 2 yrs • 3 – 4 yrs • 5 – 6 yrs • 7 yrs and above	5	Ordinal	Descriptive
Part 2. Job Satisfaction Factors					
Promotion	The chances for further advancement (Wood et al, 2001).	• Opportunities • Faimess • Promotion System and Policy	• 6,7 • 8 • 9,10,11	Interval	Descriptive and Correlation
Coworkers	The people who work in the same organization (Wood et al, 2001).	• Friendliness • Helpfulness • Interaction	• 12, • 13,14,15 • 16,17,18	Interval	Descriptive and Correlation
Supervision	The technical help and social support (Wood et al, 2001).	• Fairly treating • Human Relation • Administrative Skill	• 19,20 • 21,22 • 23,24,25	Interval	Descriptive and Correlation
Work Itself	The responsibility, interest and growth (Wood et al, 2001).	• Responsibility • Challenging • Sense of Pride	• 26,27,28 • 29,30,31 • 32,33	Interval	Descriptive and Correlation
Pay	The amount of money received in exchange for giving or doing something (Wood et al, 2001).	• Amount of Remuneration • Faimess • Accuracy of Pay	• 34,35 • 36,37 • 38	Interval	Descriptive and Correlation
Overall job satisfaction	The entirety of the concept deals with the overall satisfaction without narrowing down into focusing on any major aspect of job satisfaction reflects an individual's overall feeling toward his or her job (Fincham & Rhodes, 1996)	• The Perception of Overall Job Satisfaction toward Organization	39	Interval	Descriptive and Correlation

3.4 Reliability Test

The purpose of reliability test is to examine the reliability of the research instrument to avoid problems of ambiguous questions and respondents' misunderstanding a question or misinterpreting the instructions for filling out the questionnaire.

Thirty-two questionnaires were distributed to ship crews in WMT Company and use SPSS Cronbach's Alpha test which is an index of reliability associated with the variation accounted for by the true score of the "underlying construct", construct the hypothetical variable that is being measured (Hatcher, 1994) for reliability test. Variables were measured consisting of promotion, coworker, supervisor, work itself, and pay. The overall job satisfaction was not included to test reliability due to there was only one question in this topic. Nunnaly (1978) has indicated 0.7 to be an acceptable reliability coefficient but lower thresholds are sometimes used in the literature. The summary of reliability measured in alpha levels are shown as below

Table 3.2 Reliability Test Results

Variable	No. of Items	Cronbach's Alpha
Promotion	6	0.854
Coworkers	7	0.950
Supervision	7	0.917
Work Itself	8	0.903
Pay	5	0.960

Source: SPSS output (Appendix C)

3.5 Population and Data Collection

Census study is an investigation of all the individual elements making up a population (Zikmund, 2003:p. 734). A census for this study is conducted among the

ship crews who are working in the WMT Company. The company had two types of vessel consisting of local and international voyages. The ship crews also were separated into two groups in company which were 109 ship crews in local vessel and 85 ship crews in international vessel. Thus, population was 194 ship crews and the detail of amount of ship crews in each vessel is explained in table 3.3.

Table 3.3 Amount of Ship Crews in Each Vessel

Local Vsl. Name	No. of Ship crew	Inter Vsl. Name	No. of Ship crew
GEG	10	OBR	14
GLO	12	LDY	14
HLG	14	ATN	14
KBD	14	GTG	15
HRS	12	HCN	15
TLS	12	GEU	13
GPC	11		
SLN	14		
HTR	10		
Local Vsl. total	109	Inter Vsl. total	85
Population		194	

Source: Crew name list (Appendix D)

The 194 questionnaires were distributed to ship crews. However, due to the schedule of shipping is fluctuation, some of the ships may sail international voyage, so research was focused the ship crews that alongside within Thailand only. Moreover, the research was conducted in a specific time frame during September 1st, 2007 to September 31st, 2007. The schedule for gathering data is shown in table 3.4. Therefore, only 151 ship crews could be collected because HCN, ATN and LDY do not match the requirements. Table 3.4 shows the gathering data plan in September 2007.

ASSUMPTION UNIVERSITY OF THAILAND
BROTHERS OF ST. GABRIEL
LABOR OMNIA VINCIT
SINCE1969

Table 3.4 Gathering Data Schedule

Vessels name	September 07			
	Week 1	Week 2	Week 3	Week 4
GEG	O			
GLO			O	
HLG			O	
KBD		O		
HRS	O			
TLS		O		
GPC			O	
SLN				O
HTR	O			
OBR				O
LDY				
ATN				
GTG	O			
HCN				
GEU				O

Source: Local and International trade passage schedule (Appendix F)

3.6 Data Processing and Analysis

This research uses both descriptive and inferential statistics. The descriptive statistic to be used in this study is for the normal characteristics of the demographic profiles variables and perception of respondents. The inferential statistics of this study is for the correlation test in order to describe the quantitative variables in the study by using SPSS software to all information analysis.

Frequency and percentage is used to analyze demographic profile of the respondents. Average weighted mean is used for answering the second research question which is "What is the level of ship crews' job satisfactions?" in order to consider the level of respondents' job satisfaction toward company.

Pearson correlation is also used to analyze first and third research question which are "What are ship crews' job satisfactions factors?" and "What are the relationship between job satisfaction factors and ship crew's job satisfaction?" respectively. According to Burns and Bush (2005), the correlation coefficient was an

index number fall between the ranges of – 1.00 to + 1.00 in which a positive sign indicate a positive direction whereas, a negative sign indicates that the relationship was opposite as one variable increases, the other variable decreases. The amount of association between two variables was presented by the absolute size the correlation coefficient. The greater the absolute size of the correlation coefficient, the greater was the co-variation between the two variables or the stronger in their association. The correlation of variables calculation is done in a range 95 percent confidence level. The entire research hypotheses are used of 0.05 significant levels.

Summary

The research produces information to reduce uncertainty. It helps focus decision making. In this study, questionnaires will be sent to ship crews within WMT Company and they are questioned about their perceptions on promotion, coworkers, supervision, work itself, pay, and their overall job satisfactions.

There are two parts in questionnaire. First part is demographic profiles consisting of 3 multiple choices and 2 simple-dichotomy. Second part is respondents' perception on job satisfaction factors and overall job satisfaction consisting of 34 likert five point scale. Thirty two questionnaires were distributed to ship crews to conduct the reliability test. The result of alpha test for each factor is higher than 0.7. Therefore, those factors are acceptable.

The population in this research was 194 ship crews who were working in WMT Company but only 151 ship crews could be collected because HCN, ATN and LDY did not match the requirements. For the analyzing, Frequency and percentage were used to analyze demographic profile of the respondents, Average weighted mean is used to consider the respondents' perception level and Pearson correlation is used to find the relationship between factors and job satisfaction. The correlation of variables calculation will be done in a range 95 percent confidence level and entire research hypotheses are used of 0.05 significant levels.

ASSUMPTION UNIVERSITY OF THAILAND
BROTHERS OF ST. GABRIEL
OMNIA
SINCE1969
มหาวิทยาลัยอัสสัมชัญ

CHAPTER 4

DATA ANALYSIS AND RESULTS

This research was conducted to identify job satisfaction factors of ship crews, ship crews' job satisfaction level, and the relationships between the job satisfaction factors and ship crews' job satisfaction. Questionnaire was the instrument tool selected to collect data from 151 ship crews. Two types of data analysis: descriptive data analysis method and inferential data analysis method were applied. Frequency and percentage were used to analyze demographic profile of the respondents while an average weight mean was applied for analyzing the respondents' perception on each job satisfaction factor and a level of their job satisfaction. Pearson Correlation was used to test all hypotheses. The results are divided into three sections: demographic profiles of the respondents, respondents' perception towards job satisfaction factors and a level of their job satisfaction, and the results of hypothesis testing.

To assure the reliability of each instrument, Cronbach's alpha was calculated for internal consistency. All measures in this study had an acceptable internal consistency; these ranged from alpha = 0.801 to alpha = 0.915. Coefficient alphas and descriptive statistics of each instrument are presented in the following table.

Table 4.1: Reliability Analysis (Conbrach's Coefficient Alpha)

Variables	Alpha (Pretest)	Alpha (Study)
Promotion	0.854	0.801
Coworkers	0.950	0.866
Supervision	0.917	0.905
Work Itself	0.903	0.868
Pay	0.960	0.915

4.1 Demographic Profiles

As shown in Table 4.2, there were 78 respondents or 51.7% of all respondents whose ages were in the 21-30 years old range. This range forms the largest portion of the population. There were 46 respondents or 30.5% whose ages were between 31-40 years old, followed by group of 25 respondents or 16.6% whose ages were between 41-50 years and above old while the minority group was made up of 2 respondents whose age was less than 20 years old and older, representing only 1.3%.

Table 4.2: Ages

	Frequency	Valid Percent
Less than 21 yrs.	2	1.3
21-30 yrs.	78	51.7
31-40 yrs.	46	30.5
41-50 yrs. and above	25	16.6
Total	151	100.0

From Table 4.3, respondents were principally in Deck Department, there were 84 respondents or 55.6%, who were in Deck Department, whereas 67 respondents, or 44.4% of the total respondents, were in Engine Department.

Table 4.3: Department

	Frequency	Valid Percent
Deck Department	84	55.6
Engine Department	67	44.4
Total	151	100.0

From Table 4.4, the rank of respondents was principally rating, there were 84 respondents or 55.6%, who were Rating, whereas 67 respondents, or 44.4% of the total respondents, were officer.

Table 4.4: Rank

	Frequency	Valid Percent
Officer	67	44.4
Rating	84	55.6
Total	151	100.0

As shown in the following table, the majority of 46 respondents, or 30.5%, was those who have worked for the company less than one year, followed by 37 respondents or 24.5% whose length of service in the company was between 1-2 years. While, 26 and 13 respondents, or 17.2% and 8.6% of all surveyed respondents, have worked for the company between 3-4 years, 5-6 years, respectively. There were 29 respondents whose length of service in the company was more than 7 years, representing 19.2%.

Table 4.5: Length of Services in the Company

	Frequency	Valid Percent
Less than 1 yr.	46	30.5
1-2 yrs	37	24.5
3-4 yrs	26	17.2
5-6 yrs	13	8.6
7 yrs and above	29	19.2
Total	151	100.0

As shown in Table 4.6, the majority of 72 respondents, or 47.7%, was those who had sea service less than 5 years, followed by 50 respondents or 33.1% whose sea service was between 6-10 years. While 19 respondents or 12.6% of all surveyed respondents, had sea service between 11-15 years. The minority group was made up of 10 respondents whose sea service was more than 16 years, representing only 6.6%.

Table 4.6: Sea Service

	Frequency	Valid Percent
Less than 5 yrs	72	47.7
6-10 yrs	50	33.1
11-15 yrs	19	12.6
More than 16 yrs	10	6.6
Total	151	100.0

ASSUMPTION UNIVERSITY OF THAILAND
BROTHERS OF ST. GABRIEL
LABOR VINCIT OMNIA
SINCE 1969

THE ASSUMPTION UNIVERSITY LIBRARY

4.2 Job Satisfaction Factors

This section represents the analysis of the respondents' perception on each job satisfaction factor and a level of their job satisfaction. Job satisfaction consisted of promotion, coworkers, supervision, work itself, pay, and overall job satisfaction.

Arbitrary Level of Mean Interpretation

For the descriptive analysis of the main variables, the arbitrary level was used in rating respondents' agreement, shown as follows:

Table 4.7: Arbitrary Level

Arbitrary Level	Descriptive rating
4.20 – 5.00	Strongly agree
3.40 – 4.19	Agree
2.60 – 3.39	Neutral
1.80 – 2.59	Disagree
1.00 – 1.79	Strongly disagree

Source: Sakrin (1999), Thesis of MBA, p.93

Promotion

Table 4.8 presents the distribution of the respondents' level of agreement with promotion and its attributes which are opportunities, fairness, and promotion system and policy. Respondents generally had relatively positive attitudes toward Promotion based on their agreement with all attributes with an average mean of 3.54 and standard deviation of 0.984. Promotion System and Policy had the highest mean at 3.63, followed by Opportunities (mean=3.53), and Fairness (mean=3.26). It should be noted that the statement of 'You have the chance for promotion in your job' measured Opportunities had the highest mean at 3.70. While the statement of 'Your chance of promotion in your company is better than other companies' measured the same

attribute had mean in a neutral range (mean=3.36), which was the second lowest mean score. All attributes also had relatively low standard deviations, indicating high levels of agreement among the sampled respondents.

Table 4.8: Promotion

	Mean	S.D.	Rating
Opportunities	3.53	.953	Agree
You have the chance for promotion in your job	3.70	.909	Agree
Your chance of promotion in your company is better than other companies.	3.36	.996	Neutral
Fairness	3.26	.983	Neutral
Your company has fair evaluation policies.	3.26	.983	Neutral
Promotion System and Policy	3.63	1.006	Agree
You understand that promotion is based on performance	3.66	.980	Agree
Your company provides a chance for your further study	3.66	1.014	Agree
Your company has promoted employees to have advancement in appropriate position.	3.58	1.023	Agree
Promotion	3.54	.984	Agree

Coworkers

From Table 4.9, it represents respondents' level of agreement with coworkers in various attributes consisted of friendliness, helpfulness, and interaction. Respondents generally had relatively positive attitudes toward Coworkers based on their agreement with all attributes with an average mean of 3.81 and standard deviation of 0.869. Interaction had the highest mean at 3.89, followed by Friendliness (mean=3.77), and Helpfulness (mean=3.75). Noticeably, all attributes and items measuring Coworkers were concurrently rated at the agree level, apparently yielded low standard deviation (S.D. < 1.0) indicating high level of agreement among the sampled respondents.

ASSUMPTION UNIVERSITY OF THAILAND
BROTHERS OF ST. GABRIEL
OMNIA
SINCE1969

Table 4.9: Coworkers

	Mean	S.D.	Rating
Friendliness	3.77	.865	Agree
You have good working team on board the vessel	3.77	.865	Agree
Helpfulness	3.75	.876	Agree
Your coworkers always support one another	3.72	.882	Agree
You go along with the suggestions of your coworkers	3.45	.936	Agree
You exchange accurate information with your coworkers to solve a problem	4.07	.809	Agree
Interaction	3.89	.863	Agree
You have a chance to get to know new people at your work.	4.06	.818	Agree
You attempt to avoid being "put on the spot" and try to keep your conflict with your coworkers to yourself	3.73	.945	Agree
You negotiate with your coworkers so that a compromise can be reached	3.89	.826	Agree
Coworkers	3.81	.869	Agree

Supervision

Respondents' levels of agreement on supervision are shown in Table 4.10. Respondents had relatively positive attitudes toward Supervision based on their agreement with all attributes (fairly treating, human relation, and administrative skill) with average mean of 3.65 and standard deviation of .956. Regarding this, Administrative Skill had the highest mean at 3.69, followed by Human Relation was perceived (mean = 3.62), and Human Relation (mean=3.62) followed consequently. It was noticed that all attributes and items of supervision were rated at the agree level, with low standard deviation, indicating high levels of agreement among the sampled respondents.

Table 4.10: Supervision

	Mean	S.D.	Rating
Fairly Treating	3.61	.948	Agree
Your supervisors give you good supporting roles	3.64	.919	Agree
You feel that you were treated fairly by your supervisors	3.57	.976	Agree
Human Relation	3.62	.968	Agree

You feel comfortable to deal with your supervisors	3.74	.943	Agree
Your supervisors always listen to your suggestions	3.50	.992	Agree
Administrative Skill	3.69	.953	Agree
Your supervisors allow you to take initiative	3.66	.994	Agree
Your supervisors ask you to make decision	3.64	.920	Agree
Your supervisors give a clear direction to solve the assigned work	3.77	.946	Agree
Supervision	3.65	.956	Agree

Work Itself

As shown in table 4.11, it presents the distribution of the respondents' level of agreement with work itself and its attributes which are responsibility, challenging, and sense of pride. Respondents generally had relatively positive attitudes toward work itself based on their agreement with all attributes with an average mean of 3.64 and standard deviation of 0.934. Responsibility had the highest mean at 3.82, followed by Sense of Pride (mean=3.61), and Challenging (mean=3.48).

It reveals that the statement of 'You have a sense of pride of doing my work' measured Sense of Pride had the highest mean at 3.86. While the statement of 'The degree of worthwhile accomplishment you got from doing your work is high' measured the same attribute had mean in a neutral range (mean=3.36), which was the second lowest mean score. All attributes also had relatively low standard deviations, indicating high levels of agreement among the sampled respondents.

Table 4.11: Work Itself

	Mean	S.D.	Rating
Responsibility	3.82	.864	Agree
You have clear job specifications and responsibilities	3.83	.862	Agree
There are proper instructions and standardized procedures in your area of work	3.79	.771	Agree
Your working life on board the ship guide you to have high responsibilities and skills	3.83	.958	Agree
Challenging	3.48	.989	Agree

Your work is quite challenging and under pressure	3.24	.978	Neutral
You feel that working on board is quite risky and dangerous	3.51	1.082	Agree
Your own knowledge and experience into the current jobs	3.68	.906	Agree
Sense of Pride	3.61	.957	Agree
The degree of worthwhile accomplishments you got from doing your work is high	3.36	.948	Neutral
You have a sense of pride in doing your work	3.86	.966	Agree
Work Itself	3.64	.934	Agree

Pay

Regarding to Pay and its attributes, Table 4.12 presents its distribution of the respondents' level of agreement which consists of amount of remuneration, fairness, and accuracy of pay. Respondents generally had fair attitudes toward Pay, based on their agreement with all attributes with an average mean of 2.93 and standard deviation of 1.274. Amount of Remuneration had the highest mean at 3.04, followed by Fairness (mean=2.88), and Accuracy of Pay (mean=2.83).

Table 4.12: Pay

	Mean	S.D.	Rating
Amount of Remuneration	3.04	1.220	Neutral
The amount of pay and fringe benefits you received are enough	2.95	1.261	Neutral
You think that shipboard pays is reasonable when compare with other shore jobs	3.13	1.179	Neutral
Fairness	2.88	1.285	Neutral
Your salary is fair according to your responsibilities	3.01	1.254	Neutral
Your company offers a good reward system for a job well done	2.74	1.315	Neutral
Accuracy of Pay	2.83	1.359	Neutral
Your monthly salary income is paid accurately and on time	2.83	1.359	Neutral
Pay	2.93	1.274	Neutral

ASSUMPTION UNIVERSITY OF THAILAND
BROTHERS of ST GABRIEL
LABOR VINCIT
OMNIA
SINCE1969
มหาวิทยาลัยอัสสัมชัญ

Overall Job Satisfaction

From table 4.13, the respondents' Overall Job Satisfaction had an average mean at 3.57. It implies that the respondents had a positive agreement on Overall Job Satisfaction.

Table 4.13: Overall Job Satisfaction

	Mean	S.D.	Rating
Overall you are satisfied with your job.	3.57	1.049	Agree

Summary of Descriptive Statistics

Table 4.14: Summary of Descriptive Statistics

Variables	Mean	SD
Overall Job Satisfaction	3.57	1.049
Promotion	3.54	0.984
Coworkers	3.81	0.869
Supervision	3.65	0.956
Work Itself	3.64	0.934
Pay	2.93	1.274

4.3 Testing of the Hypothesis

To test the relationship between job satisfaction factors and overall job satisfaction, Pearson correlation is used for analyzing hypotheses and answering the first and third research question which are "What are ship crews' job satisfactions factors?" and "What are the relationship between job satisfaction factors and ship crew's job satisfaction?" Table 4.15 is used for interpreting the strength of association between factors.

The correlation of variables calculation is done in a range 95 percent of confidence level. The entire research hypotheses are used with the significant level of

0.05. To accept or to reject of hypothesis, this can be judged by analyzing p-value. Null hypothesis is rejected when sig. (2-tailed) or p-value is less than 0.05. All hypotheses are presented as following.

Table 4.15 Correlation Coefficient

Coefficient Range	Strength of Association
± .81 to ± 1.00	Strong
± .61 to ± 0.80	Moderate
± .41 to ± 0.60	Weak
± .21 to ± 0.40	Very weak
± .00 to ± 0.20	None

Source: Burns and Bush (2005), Marketing research 4th edition, p.53

Hypothesis 1

$H_0$1: There is no relationship between promotion and overall job satisfaction

As shown in Table 4.16, the finding derived from test of the relationship between promotion and overall job satisfaction reveals that p-value is .000, which is less than 0.05 level of significant. As the result, null hypothesis is rejected. It can be explained that there is a significant relationship between promotion and overall job satisfaction at the weak positive correlation level (.571).

Table 4.16: Correlation between Promotion and Overall Job Satisfaction

		Overall Job Satisfaction
Promotion	Pearson Correlation	.571
	Sig. (2-tailed)	.000
	N	151

Hypothesis 2

H_0 2: There is no relationship between coworkers and overall job satisfaction.

Table 4.17 shows the result of hypothesis testing between coworkers and overall job satisfaction. P-value is .004 which is less than 0.05 level of significant.

So, null hypothesis is rejected. As a result, it shows that there is a significant relationship between coworkers and overall job satisfaction at the very weak positive correlation level (.234).

Table 4.17 Correlation between Coworkers and Overall Job Satisfaction

		Overall Job Satisfaction
Coworkers	Pearson Correlation	.234
	Sig. (2-tailed)	.004
	N	151

Hypothesis 3

H_O 3: There is no relationship between supervision and overall job satisfaction.

As per Table 4.18, result of hypothesis testing of the relationship between supervision and overall job satisfaction shows that P-value is .000 which is less than 0.05 level of significant. Thus, null hypothesis is rejected. It can be concluded that there is a significant relationship between supervision and overall job satisfaction at the very weak positive correlation level (.315).

Table 4.18 Correlation between Supervision and Overall Job Satisfaction

		Overall Job Satisfaction
Supervision	Pearson Correlation	.315
	Sig. (2-tailed)	.000
	N	151

Hypothesis 4

H_O 4: There is no relationship between work itself and overall job satisfaction.

Table 4.19 shown below, represents P-value which is .000. This value is considered less than 0.05 level of significant. Therefore, null hypothesis is rejected.

It can be interpreted that there is a significant relationship between work itself and overall job satisfaction at the moderate positive correlation level (.657).

Table 4.19 Correlation between Work Itself and Overall Job Satisfaction

		Overall Job Satisfaction
Work Itself	Pearson Correlation	.657
	Sig. (2-tailed)	.000
	N	151

Hypothesis 5

H_0 5: There is no relationship between pay and overall job satisfaction

As per Table 4.20, the testing result of relationship between pay and overall job satisfaction has given .000 of P-value, which is less than 0.05 level of significant. Therefore, null hypothesis is rejected. This implies that there is a significant relationship between pay and overall job satisfaction at the moderate positive correlation level (.611).

Table 4.20 Correlation between Pay and Overall Job Satisfaction

		Overall Job Satisfaction
Pay	Pearson Correlation	.611
	Sig. (2-tailed)	.000
	N	151

ASSUMPTION UNIVERSITY OF THAILAND
LABOR OMNIA VINCIT SINCE1969
มหาวิทยาลัยอัสสัมชัญ

Summary of Hypotheses Testing

Table 4.21: Summary of Hypotheses Test Results

Hypotheses	P-Value	Result	Correlation Level
H_O1. There is no relationship between promotion and overall job satisfaction	.000	Reject H_o	Weak Positive (.571)
H_O2. There is no relationship between coworkers and overall job satisfaction	.004	Reject H_o	Very Weak Positive (.234)
H_O3. There is no relationship between supervision and overall job satisfaction	.000	Reject H_o	Very Weak Positive (.315)
H_O4. There is no relationship between work itself and overall job satisfaction	.000	Reject H_o	Moderate Positive (.657)
H_O5. There is no relationship between pay and overall job satisfaction	.000	Reject H_o	Moderate Positive (.611)

*Correlation is significant at the 0.05 level (2-tailed).

ASSUMPTION UNIVERSITY OF THAILAND
BROTHERS of S1 GABRIEL
LABOR VINCIT OMNIA
SINCE1969
มหาวิทยาลัยอัสสัมชัญ

THE ASSUMPTION UNIVERSITY LIBRARY

CHAPTER 5

CONCLUSIONS AND RECOMMENDATIONS

This chapter presents a summary of the entire report. A summary of the findings is presented, followed by discussions, implication for practice and recommendations for further study.

5.1 Summary of the Study

This research focused on the factors relating job satisfaction of ship crews of World Marine Transportation Company. A descriptive research was conducted to explain job satisfaction of ship crews. A survey research method using questionnaire (questionnaire survey) was selected to complete this research. Questionnaire included two main parts: Demographics and Job satisfaction factors.

Population was 194 ship crews of World Marine Transportation Company. Due to the fluctuation of shipping schedule, only 151 ship crews can be collected. Two types of data analysis: descriptive statistical data analysis method and inferential statistical analysis method were employed. Frequency and percentage were used to analyze the data of demographics. While the average weight mean was used to analyze the agreement of respondents on job satisfaction factors and their overall job satisfaction. Pearson Correlation Coefficient was applied to determine the relationships between job satisfaction factors and the overall job satisfaction which lead to the result of the assumptions set on the hypotheses.

5.2 Summary of the Findings

5.2.1 Demographic Profiles

Among 151 respondents, the majority of respondents were between 21 to 30 years old (51.7%). Respondents were principally in deck department (55.6%), whereas 44.4% of the total respondents were in engine department. While eighty-four respondents (55.6%) principally worked as rating and the other group of respondents (44.4%) worked as officers. The majority of the respondents (30.5%) were those who had worked for the company less than one year, followed by 37 respondents or 24.5% whose length of service in the company was between 1-2 years. Moreover, a majority of respondents (47.7%) had less than 5 year experience of sea services.

5.2.2 Job Satisfaction Factors and the Overall Job Satisfaction

Respondents generally had relatively positive attitudes toward promotion based on their agreement with all attributes with an average mean of 3.54. Promotion system and policy had the highest mean at 3.63, followed by opportunities (mean=3.53), and fairness (mean=3.26).

Respondents generally had relatively positive attitudes toward Coworkers based on their agreement with all attributes with an average mean of 3.81. Interaction showed the highest mean at 3.89, followed by friendliness (mean=3.77), and helpfulness (mean=3.75).

Respectively, respondents had relatively positive attitudes toward supervision based on their agreement with all attributes with average mean of 3.65. Administrative skill had the highest mean at 3.69, followed by human relation (mean = 3.62), and fairly treating (mean=3.61).

Work itself was generally perceived as positive attitudes by respondents revealed in their agreement with all attributes with an average mean of 3.64. Responsibility had the highest mean at 3.82, followed by sense of pride (mean=3.61), and challenging (mean=3.48).

Based on respondents' agreement with all attributes, they generally had neutral attitudes toward pay, with an average mean of 2.93. Amount of remuneration had the highest mean at 3.04, followed by fairness (mean=2.88), and accuracy of pay (mean=2.83).

The respondents' overall job satisfaction had an average mean at 3.57. It implies that the respondents had a positive agreement on overall job satisfaction.

In conclusion, coworkers factor was rated by the respondents at the agree level, followed by supervision, work itself, and promotion. While pay was regarded to have the least agreement level rated by respondents, with the lowest mean score of 2.93.

5.2.3 Hypothesis Testing

All factors which consist of promotion, coworkers, supervision, work itself, and pay, had significant relationships with overall job satisfaction. Work itself had the strongest relationship with overall job satisfaction in a range of moderate positive relationship(r=.657), followed by pay(r=.611), promotion(r=.571), supervision (r=.315), and coworkers (r=.234).

These results did show a pattern of the relationship. The more the respondents agree on these Job Satisfaction Factors, the more they are inclined to satisfy with their job. From the findings, it has reached research questions to be answered as the following;

ASSUMPTION UNIVERSITY OF THAILAND
BROTHERS of ST GABRIEL
OMNIA
SINCE1969

The results reveal that all job satisfaction factors consisting of promotion, coworkers, supervision, work itself and pay, had significant relationships with overall job satisfaction of ship crews. It is therefore all selected job satisfaction factors in this study were ship crews' job satisfactions factors. Overall, ship crews were satisfied with their job at the agree level. Moreover, work itself had the strongest relationship with overall job satisfaction of ship crews, followed by pay, promotion, supervision, and coworkers.

5.3 Discussions

5.3.1 Demographic profile

From this study, it was found that most of ship crews in WMT Company were at young ages, worked less than 1 year and had less than 5 years experience of sea service. According to the study of Janson and Martin (1982), older workers were more likely to have a higher level of job satisfaction, compared to younger workers, and therefore they were less likely to leave the organization. As a result, younger employees exhibited a higher frequency of turnover. It implies that WMT ship crews tented to be unsatisfied with company. Moreover, they had lacked of professional experience (IMO, 1996, p.60-61 and might possibly contribute to company's high turnover rate (Janson & Martin, 1982; Yih, 1992).

5.3.2 Promotion

Although ship crews had relatively positive attitudes toward promotion policies of WMT, a level of positive attitude toward the chance of promotion was

lower when comparing to other companies. It can be explained by equity theory in a model of job satisfaction. Herzberg (1966) suggested that the "neutral" point of at least having the opportunities available was preferable to certain dissatisfaction and negative job attitudes and performance. It should be noted that a low level of positive attitude toward the chance of promotion in WMT might lead to the lost of employees' motivation to work for the company for the longer period of time. Regarding to evaluation policies, ship crews had neutral level of agreement towards company's evaluation policies that possibly make them unsatisfied with the company.

Moreover, promotion had a significant relationship with overall job satisfaction of ship crews. It implies that the more the ship crews agree on the company's promotion policy, the more they are inclined to satisfy with their job. This result is consistent with the results from the study of JDI Research Group (2005) which found that promotion measured employee's satisfaction with the company's promotion policy and the administration of that policy.

5.3.3 Coworkers

Ship crews generally had relatively positive attitudes toward coworkers with the highest mean score among all Job satisfaction factors. It may be explained by the nature of their job which they have to spend most of the time with their coworkers.

Coworkers also had a significant relationship with overall job satisfaction of ship crews. It implies that the more the ship crews have positive attitude on their coworkers, the more they are inclined to satisfy with their job. It can be explained that the relationship between people, work-related interaction among co-workers determines job satisfaction (Lock, 1976). It could be inferred that coworkers was one

of the important factors which leads to ship crews' job satisfaction or willingness to work for the company, aiming at company's productivity.

5.3.4 Supervision

Ship crews generally had relatively positive attitudes toward their supervision. In addition, supervision had a significant relationship with overall job satisfaction of ship crews. As supervision facet reflects an employee's satisfaction with his or her supervisor(s). In general, the more considerate and employee-centered supervisors are, the greater the levels of employee satisfaction with supervisors (JDI research group, 2005). This implies that supervision could be regarded as influencer contributing to ship crews' job satisfaction. Thus, once company had created strong feeling of good supervision to employees, job satisfaction would be automatically activated.

5.3.5 Work Itself

Satisfaction with work concerns the employee's satisfaction with the work itself. The content of the work itself is major source of satisfaction (Maher, 1971; Herzberg et. al., 1959; Locke, 1973). From this research results, work itself had the strongest relationship with overall job satisfaction. Correspondingly, the degree to which ship crews' positive attitudes toward work itself and its attributes which are responsibility, challenging, and sense of pride were also evidently shown. Consequently, these sealed the concepts that work itself was one of major influencer which could inferably contribute to job satisfaction.

ASSUMPTION UNIVERSITY OF THAILAND
BROTHERS of ST GABRIEL
OMNIA
SINCE1969

From the results appeared in sense of pride, there was a conflict between ship crews' level of agreement on worthwhile accomplishments from job (neutral level) and sense of pride in doing jobs (agree level). This indicates that even though ship crews had a sense of pride of their job, but lacked of feeling of worthiness in accomplishment of their jobs.

5.3.6 Pay

Dissatisfaction with pay may lead to job dissatisfaction, decreased motivation and performance, increased absenteeism and turnover and more pay related grievances and lawsuits (Cable & Judge, 1994; Gerhart & Milkovich, 1990; Huber & Crandall, 1994; Huselid, 1995; Milkovich & Newman, 2002). Pay had a significant relationship with overall ship crews' job satisfaction at the moderate positive correlation level; however, all attributes in pay were rated "neutral", showing relatively fair levels of ship crews' agreement on Pay. This implies that ship crews were neither satisfied nor dissatisfied with Pay, showing their feeling of indifference in pay from the company.

5.4 Implications for Practice

As job satisfaction could play an important role in a company's ability to attract and retain qualified workers (Vecchio 1995, Schermerhorn, Hunt & Osborn 2005). Therefore this research helps getting insight into the area of ship crews' job satisfaction to reduce high turnover rate of WMT Company's ship crews and lookout for warning signs of pool morale to prevent the deterioration of a healthy company. The vital signs of ship crews' job dissatisfaction are absenteeism, tardiness, turnover,

ASSUMPTION UNIVERSITY OF THAILAND
BROTHERS OF ST GABRIEL
LABOR VINCIT OMNIA
SINCE1969
มหาวิทยาลัยอัสสัมชัญ

strikes and sabotage, and lack of pride in work. From the findings, it can be recommended as following;

Due to the ship crews in WMT Company were at young ages and had less than 5 years experience of sea service professional experience, this might cause ship crews' accidents and injury during performing duties, which leads to highest cost of the company as well as recruitment cost incurred from high rate of employee's turnover. To reduce turnover rate, company should focus on all job satisfaction factors especially pay factor.

From the perception of ship crews towards promotion, supervision, coworkers and work itself, they tend to have relatively positive level of agreement with many questions. Only some measurements in promotion and work itself factors are rated "Neutral"; consisting of "chance of promotion", "fair evaluation policy", "challenging and under pressure work", and "the degree of worthwhile from work is high".

Offering more chance and better chance of promotion in ship crews' job than other companies, as well as setting fair evaluation policies, could relief ship crews' attitudes of indifference towards fairness and chance of promotion stated of the company.

The results show that coworkers was one of the important factors which leads to ship crews' job satisfaction or willingness to work for the company, aiming at company's productivity. Though coworkers only couldn't solely reduce high rate of turnover, but satisfactory colleagues helped WMT ship crews prolonging their works.

Moreover, WMT company's policies regarding supervision created ship crews' positive feeling of fairly treating, easy communication flows and interaction between supervisor and subordinates, and allowance of employees' ability to build

ASSUMPTION UNIVERSITY OF THAILAND
BROTHERHOOD LABOR VINCIT OMNIA SINCE1969

their administrative skills in performing jobs. These were the company's advantages which aimed at ship crews' satisfaction.

As a matter of facts that nature of ship crews' job was the routine job, establishing clear responsibilities, increasing challenges of work and creating sense of pride can highly motivates ship crews to perform their duties. Alternatively, job rotation, which leads to new environment, new knowledge and learning of new information, may also result in high motivation. In facts, it is an opportunity for doing different job functions that help employees develop, and prepare for promotion in the future (Zhang, Lam, and Baum, 1999).

Previous research found that the best paid workers tended to be more satisfied with their jobs (Higgins & senior editor, 2000). To increase job satisfaction among ship crews, amount of remuneration, fairness, and accuracy of pay, was considered as ingredients of company's policies in promoting ship crews to work for the company willingly. Payment of monthly salary accurately on time can reduce the employees' dissatisfaction or indifference with pay.

Therefore, the company needs to solve these problems especially on pay factors, because low level of job satisfaction has been related to such problems as turnover and absenteeism. It also helps increasing performance in workplace by solving the company's weak points, which aims at fulfilling employees' need, happiness in workplace and determination to work for company permanently and willingly.

In conclusion, efficiency of company's ship crew resource management was one of an important ingredient of company's success, aiming at productivity. To manage ship crew resource effectively, job satisfaction was regarded as company's absolute achievement. Major Job satisfaction factors; promotion, coworker,

supervision, work itself, pay and overall job satisfaction should not be neglected. These things helped motivating company's ship crews to continue and prolong their work, or further increasing of individual's performance which finally make the company growth and prosperity.

5.5 Recommendations for Further Study

This study focused on the ship crews who are working in both local and international voyage vessels that are alongside within Thailand. Hence, the result does not represent for all population. To conduct the further study, it is recommended to include entire ship crews in marine industry.

This research focused only on five job satisfaction factors; promotion, supervision, coworkers, work itself, and pay. Further study should include other factors related to job satisfaction such as achievement, recognition, work condition, etc.

This research reflects the results of a specified period of time. To get the data more updated and continuously, it is recommended to extend period of data collection, in order to measure ship crews' job satisfaction yielding more precise conclusion.

ASSUMPTION UNIVERSITY OF THAILAND
BROTHERS OF ST. GABRIEL
OMNIA
SINCE1969
มหาวิทยาลัยอัสสัมชัญ

REFERENCES

ASSUMPTION UNIVERSITY OF THAILAND
BROTHERS of S1 GABRIEL
LABOR VINCIT OMNIA
SINCE1969
มหาวิทยาลัยอัสสัมชัญ

REFERENCES

Aebi, C. J. (1927), the application of Herzberg's motivation-hygiene theory to college educators as tested by two different methodologies. Dissertation Abstracts International, 3979-A

Aldag, Ramon J. & Kuzuhara, Loren W. (2002), Organizational behavior and Management, p.108

Ben-Porat, A. (1981). Event and agent: Toward a structural theory of job satisfaction. Personal Psychology, 34, p. 523-534

Bowen, B. E. (1980), Job satisfaction of teacher educators in agriculture, unpublished doctoral dissertation, the Ohio State University, Columbus.

Bryant, C. D. & Perkins, K. B. (1986), "Containing Work Disaffection: The Poultry Processing Worker", Work in Modern Society, p. 155-165

Burn, A. C. & Bush, R. F. (2005), Marketing research, 4th edition, Upper Sadlle River, New Jersey: Pearson Education, Inc., p. 53

Cable, D.M., & Judge, T.A. 1994. Pay preferences and job search decisions: A person - organization fit perspective. Personnel Psychology, 47: 317-348.

Champoux, Joseph Edward (1996), integrating individuals, groups, and processes, Organizational behavior 1st edition, p.176-182

Crampton, S.M. and Wagner, J.A., III. (1994) Percept inflation in micro organizational research: An investigation of prevalence and effect, Journal of applied psychology, 79, p.67-76.

DeMeuse, K. P. (1985). A compendium of frequently used measures in industrial/organizational psychology. The Industrial-Organizational Psychologist, 23, 53-59.

DeVaney, Sharon A. and Chen, Zhan (Sandy) (2003), Job Satisfaction of Recent Graduates in Financial Services, Purdue University from web http://www.bls.gov/opub/cwc/cm20030522ar01p1.htm

Draftke W. Michael and Kossen Stan (2002), Job Satisfaction and the quality of Work life, The human side of Organization, 8th edition, p.329-340

E.E. Lawler III (1937), Motivation in Work Organizations (Monterey, CA: Brooks/Cole), p.75

Farris, G. G. (1971), a predictive study of turnover. Personnel Psychology, 24, p.311-328

Feldman, D.C. & Arnold, H.J. (1983), Managing individual and group behaivor in organizations (Interantional studend ed.) Auckland: McGraw-Hill

Fincham, R. & Rhodes, P. S. (1996), The Individual, work and Organization Behavior Studies for Business and Management. Oxford University Press

George, J. M. & Johnes, G R. (1999), Theories of job satisfaction, Understanding and Managing organizational Behavior, 2nd edition, New York: Addison Wesley Publishing Company Inc., p.81-92

Gerhart, B., & Milkovich, G.T. 1990. Organizational differences in managerial compensation financial performance. Academy of Management Journal, 33: p. 663-691.

Hackett, R. D. and Guion, R. M. (1995), A reevaluation of the Absenteeism-Job satisfaction relationship, Organizational Behavior and Human Decision Processes, 35, p. 340-381

Hackman J.R., & Oldham, G.R.(1976), "Motivation Through the Design of Work: Test of a Theory". Organization Behavior and Human Performance, 16, p.250-279

Handyside, J. D. & Speak, M. (1964), Job satisfaction: Myths and realities, British journal of industrial relations, 2, p.57-65

Hatcher, L. (1994). A step-by-step approach to using the SAS(R) system for factor analysis and structural equation modeling Cary, NC: SAS Institute.

Herzberg, F. (1966), Work and the nature of man, Cleveland: World Publishing

Herzberg, Frederick et al. (1955), Job Attitudes: Review of Research and Opinion-Opinion-Report No. 1-The Prevalence of job Dissatisfaction, Pittsburgh, Pa: Psychological Service of Pittsburgh, p. 1957

Herzberg. F., Mausner, B. & Snyderman, B. (1959), The motivation to work, New York: Wiley

Higgins, Kevin T. and Senior Editor (2002), Annual Job Satisfaction & Salary Survey from web www.foodenginerringmag.com

Hovekamp T. M. (1995), "Unionization and Job satisfaction among professional library employee in academic research institutions", Academic Research (Western State College of Colorado): College & research Libraries, p. 341-350

Huber, V., & Crandall, S. 1994. Job measurement: A social-cognitive decision perspective. InG.R. Ferris (Ed.), Research in personnel and human resources management vol.12, Greenwich, CT: JAI Press., p. 223-269.

Hulin, C. L., Roznowski, M. and Hachiya, D. (1985), Alternative opportunities and withdrawal decisions: Empirical and theoretical discrepancies and intergration, Psychological Bulletin, 97, p.233-250

Huselid, M.A. 1995. The impact of human resource management practices on turnover, productivity, and corporate financial performance. Academy of Management Journal, 38: 635-672.

International Maritime Organization (IMO) (1996), STCW 1995 Convention; London, p.60-61

Ironson, G. H., Smith, P.C., Brannick, M. T. and Gibson, W. M. (1989), "Construction of a Job in General Scale: A comparison of Global, Composite, and Specific Measure", Journal of Appled Psychology. Vol. 74, p. 193-200

Janson and Martin (1982), Job satisfaction and age, Social Forces, 60, p.1089-1102

Jareed Ongkasuwan (1994), Job Satisfaction among teachers in private schools in Bangkok Thailand, Dissertation, Illinois State University, p.20,37

JDI/JIG Research Group (2005), Job Decription Index (JDI), BGSU's doctoral program in industrial/organizational psychology, U.S. News & World Report from web http://www.normativeexpress.com/JDI.shtml

Kalleberg, A. L. & Griffin L. J. (1978), "Positional sources of inequality in job satisfaction", Sociology of Work and Occupations, Vol. 5, no. 4, p.371-401

Locke, E.A. (1973), Satisfiers and dissatisfiers among white collar and blue collar employees, Journal of Applied Psychology, 58, p.67-76

Locke, E.A. (1976), The nature and causes of job satisfaction, In M.D. Dunnette (Ed.), Handbook of industrial and organizational psychology, Chicago:Rand Mcnally, p. 1297-1349

Luthans, Fred (1992), Organization behavior, 6th ed., New York: McGraw - Hill

Luthans, Fred (1995), Organization behavior, 7th ed., Singapore: McGraw-Hill, p.126-130

Maher, J. R. (Ed.). (1971), New perspective in job enrichment, New York: Van Nostrand.

Maslow A. H. (1970), Motivation and Personality, 3rd edition, New York: Harper & Row, p. 18-25

McShane L. Steven and Glinow Ann Von (1976), Organization Behavior, Irwin Mcgraw Hill

McShane L. Steven and Glinow Ann Von (2000), A model of Job Satisfaction, Organization Behavior, p.206

Milkovich, G.T., & Newman, J.M. (2002), Compensation Boston: McGraw-Hill Irwin.

ASSUMPTION UNIVERSITY OF THAILAND
BROTHERS of ST GABRIEL
LABOR VINCIT
SINCE1969

THE ASSUMPTION UNIVERSITY LIBRARY

Mobley, W. H. (1982), Some unanswered questions in turnover and withdrawal research, Academy of management Review, 7(1), p.111-116

Nunnaly, J. (1978), Psychometric theory. New York: McGraw-Hill.

Plunkett, W. R. & Attner, R. F. (1994), Control Techniques, Introduction to Management, 6th edition, California: International Thomson publishing, p.542-543

Porter, J.L., and R.M. Steers (1973). Organizational, work, and personal factors in employee turnover and absenteeism. Psychological Bulletin, p.151-176

Postrel, Virginia (1999), The Future and Its Enemies, New York: Free Press

Quarles, Ross, George Mason University (1994), Journal of Management Issues, Vol. VI, No. 2, p. 176-194

Richards, C. B. & Dobryns, H. F. (1957),Topography and culture: The case of the changing cage, Human Organization, 16, p.16-20

Rutherford, Donald (1992), Dictionary of Economics. New York: Routledge

Schermerhorn, John R., Hunt, James G., Osborn, Richard N., (2005), Organizational Behavior, 9th edition, p.143

Seegmiller, J. F. (1977), Job satisfaction of faculty and staff at the college of Eastern Utah, ERIC Document Reproduction Service, No.ED, p. 139 489

Sekaran, U. (2003), "A skill building approach", Research Methods for Business, 4th edition, united States of America: John Wiley & Sons, Inc.

Smith, P. C., Kendall, L. M., & Hulin, C. L. (1969). The measurement of satisfaction in work and retirement, Chicago: Rand McNally.

STCW Code Amendment 2 (2001), Standards regarding special training requirements for personnel on certain types of ships, Tanker Familiarization course, Chapter V, p.99, 112

Steers, Richard M. and Black, J. Stewart, jt. auth (1994), Organizational behavior, 5th edition.

Stone, T. H. and Athelstan, G. T. (1969), the SVIB for women and demographic variables in prediction of occupational tenure, Journal of Applied Psychology, 53, p.408-412

Tarter, Beverly Jean (1993), Job Satisfaction and Organization Commitment of College and University Faculty, Dissertation, The state University of New Jersey

Thai Government, Gazette (1999), Vol. 116, section 4-d (1999)

Vecchio, Robert P. (1995). Organizational Behavior, 3rd edition, The Dryden Press Harcourt Brace College Publishers

Vroom, V. h. (1962), Ego-involvement, job satisfaction and job Performance, Personnel Psychology, 15, p.159-177

Vroom, V. H. (1964), Work and motivation, New York: Wiley

Walker, C. R. & Guest, R. H. (1952), The man on the assembly line, Cambridge: Harvard University Press

Williams, L. J. and Hazer J. T. (1986), Antecedents and consequences of satisfaction and commitment in turnover models: A reanalysis using latent variable structural equation methods, Journal of Applied Psychology, 71(2), p.219-231

Weiss, H. M. (2002). Deconstructing job satisfaction: separating evaluations, beliefs and affective experiences. Human Resource Management Review, 12, p.173-194

Weiss, D.J., Davis, R.V., England, G.W. and Lofquist, L.H. (1967), "Manual for the Minnesota Satisfaction Questionnaire" in Huang, H.J. (1999), Job Rotation from the Employees' Point of View Research and Practice in Human Resource Management, Vol 7(1), p.76

Wood, J., Wallance J., and Zeffance, R.M. (2001), A Global Perceptive, Organizational Behavior 2nd edition, John Wiley & Sons Australia, Ltd.

Yih, Chung-jean Mary, Ph.D. (1992) A study of job satisfaction in Taiwan, A Thesis in Rural Sociology, The Pennsylvania State University, p.26

Zedeck, S. (1987), Satisfaction in union members and their spouses, Paper presented at the Job Satisfaction: Advances in Research and Practice Conference, Bowling Green, Ohio.

Zhang, H., Lam, T. and Baum, T (1999), A study of the inter-relationships between employee's job satisfaction and their demographic characteristic, Asia Pacific Journal of Tourism Research, 4(2), p. 49-58

Zikmund, G. William (2003), Business Research Methods, 7th edition, p.54, 332, 734

PREVIOUS RESEARCH

Aviruit Suwarattananont (2003), A Study of The Relationship Between Organizational Structure and Organizational Culture with Employee Job Satisfaction of Bangkok Union Insurance Public Co., Ltd., Thesis, MBA, Assumption University

Castillo X. Jaime & Cano Jamie, Ass. Prof. (2004), Factors explaining job satisfaction among faculty, Journal of Agricultural Education, Volume 45, p. 65-74

Kusalin Thamcharonkij (2004), A Study of employees' attitude toward job satisfaction in an Electronic Company, Report, MSc in CEM, Assumption University

Nunthawan Bosri (2006), Relationship between Motivational Factors and Job Satisfaction in a Selected Consulting Organization. Project Research, MSc in Management, Assumption University

Nussara Tavipvoradech (2006), The Relationship Between Employees' Conflict Management Styles and Their Job Satisfaction: A Case Study of Entertainment Company, Project Research, MSc in Management, Assumption University

Rungtip Tangprasertkij (2002), A study of job satisfaction of hotel employees in Bangkok, Thesis, MBA, Assumption University

Sakrin Sumpaopol (1999), A Study of Organizational Factors Leadership Styles Affecting Job Satisfaction and Performance: A Case Study of Thai Seafarer, Thesis, MBA, Assumption University, p.2, 93

INTERNET FILES

http://en.wikipedia.org/wiki/Deck_department

http://en.wikipedia.org/wiki/Engine_department

http://en.wikipedia.org/wiki/Engine_department

http://en.wikipedia.org/wiki/Job_Characteristics_Model

http://en.wikipedia.org/wiki/Mariner#Working_conditions

http://en.wikipedia.org/wiki/Seafarer%27s_professions_and_ranks

http://en.wikipedia.org/wiki/Turnover_%28employment%29

http://www.imo.org/Safety/mainframe.asp?topic_id=159

http://www.listedcompany.com/ir/tta/misc/ar/2006/TTA2006-eng.pdf

http://www.strategyvectormodel.com/management_theories/images/maslow4.gif

APPENDICES

ASSUMPTION UNIVERSITY OF THAILAND
BROTHERS of S1 GABRIEL
LABOR VINCIT OMNIA
SINCE1969
มหาวิทยาลัยอัสสัมชัญ

Appendix A:

Increasing of vessels in Thailand both Coastal and International Trade Table

ASSUMPTION UNIVERSITY OF THAILAND
BROTHERS of ST GABRIEL
LABOR VINCIT OMNIA
SINCE1969
มหาวิทยาลัยอัสสัมชัญ

Appendix A: increasing of vessels in Thailand both Coastal and International Trade Table

Type of vessel	No. of Vessels in Thailand (up date 12/07/07)					
	2002	2003	2004	2005	2006	2007
Fishing vessel	4,822	5,082	5,212	5,629	6,440	6,722
Container ship	10	11	18	20	25	26
General cargo	603	699	811	886	1,297	1,371
Oil tanker	231	262	288	305	319	325
Gas carrier	39	44	49	58	59	60
Passenger ship	3,051	4,123	4,791	5,407	6,130	6,308
Tug (pull)	9	9	15	17	17	17
Reefer cargo	1,163	1,347	1,550	1,591	1,606	1,633
Oil & Gas tanker	1	1	2	2	2	2
Tug (push & pull)	238	262	293	321	356	377
Passenger & cargo	121	159	242	289	300	324
Other	1,522	1,681	2,019	2,407	2,770	2,899
Total	**11,810**	**13,680**	**15,290**	**16,932**	**19,321**	**20,064**

Source: http://www.md.go.th/statistic/service_statistic.php

ASSUMPTION UNIVERSITY OF THAILAND
BROTHERS of S1 GABRIEL
LABOR VINCIT
OMNIA
SINCE1969
มหาวิทยาลัยอัสสัมชัญ

Appendix B:

Ship Crews Ranks and Responsibilities

ASSUMPTION UNIVERSITY OF THAILAND
BROTHERS of S1 GABRIEL
LABOR VINCIT
OMNIA
SINCE1969
มหาวิทยาลัยอัสสัมชัญ

THE ASSUMPTION UNIVERSITY LIBRARY

Appendix B: Ship crew Ranks and Responsibilities

Seafarers hold a variety of professions and ranks, each of which carry unique responsibilities which are integral to the successful operation of an ocean-going vessel. Ship's crew can generally be divided into 2 main categories: the deck department and the engineering department.

The deck department is responsible for safely receiving, discharging, and caring for cargo during a voyage. A typical deck department for a merchant ship would include; one Chief officer (C/O), one Second officer (2/O), one Third officer (3/O), zero-one Boatswain (Bosun), two-six Able seaman (AB) and zero-two Ordinary seaman (Origin) (http://en.wikipedia.org/wiki/Deck_department). While the navigators are deck officers and report to the Master (also functionally referred to as Captain), which is a Naval rank.

Engineers are running and maintaining all machinery and also reporting to the Chief Engineer. A common Engineering crew for a ship is one Chief engineer (C/E), one Second engineer (2/E), one Third engineer (3/E), one-two Fourth engineer (4/E), zero-two Fifth engineer (Fitter), one-three Oiler, and one-five Entry-level rating (Wiper) (http://en.wikipedia.org/wiki/Engineering_department).

There is also subgroup in each department, normally dividing into Master or Captain level, Officer levels and Crew or Rating levels.

Captain

It is defined as the ship's highest responsible officer, acting on behalf of the ship's owner. Whether the captain is a member of the deck department or not is a matter of some controversy, and generally depends on the opinion of an solely captain (http://en.wikipedia.org/wiki/Seafarer%27s_professions_and_ranks).

Deck officer

It is defined as officer serving in the deck department that is responsible watchstanding and the maintenance of the ship's hull, cargo gear, and accommodations as well as the ship's life saving and firefighting appliances (http://en.wikipedia.org/wiki/Deck_department).

Engineer officer

It is defined as officer serving in the engineer department, the technical people who dealt with the engines that is responsible for running and maintaining all machinery (http://en.wikipedia.org/wiki/Engine_department).

Rating or Crew

It is defined as 'other ranks' or hands that, though not officers, play a key role in running the ship by assisting the officers in daily operations (http://en.wikipedia.org/wiki/Engine_department).

Appendix C:

SPSS Reliability Test Result

ASSUMPTION UNIVERSITY OF THAILAND
BROTHERS of S1 GABRIEL
LABOR VINCIT
OMNIA
SINCE1969
มหาวิทยาลัยอัสสัมชัญ

APPENDIX C: SPSS RELIABILITY TEST RESULT

THE RELIABILITY TEST RESULT FOR 32 AND 151 RESPONDENTS

1. PROMOTION VARIABLE RELIABILITY

VARIABLES=Promo6 Promo7 Promo8 Promo9 Promo10 Promo11
SCALE ('ALL VARIABLES') ALL/MODEL=ALPHA.

Thirty Two Respondents

		N	%
Cases	Valid	32	100.0
	Excluded[(a)]	0	.0
	Total	32	100.0

A Listwise deletion based on all variables in the procedure.

All Respondents

		N	%
Cases	Valid	151	100.0
	Excluded(a)	0	.0
	Total	151	100.0

A Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.854	6

Reliability Statistics

Cronbach's Alpha	N of Items
.801	6

ASSUMPTION UNIVERSITY OF THAILAND
BROTHERS of ST GABRIEL
LABOR VINCIT
OMNIA
SINCE1969
มหาวิทยาลัยอัสสัมชัญ

2. COWORKERS VARIABLE RELIABILITY

VARIABLES=Cowrk12 Cowrk13 Cowrk14 Cowrk15 Cowrk16 Cowrk17 Cowrk18
SCALE ('ALL VARIABLES') ALL/MODEL=ALPHA.

Thirty Two Respondents

		N	%
Cases	Valid	32	100.0
	Excluded[a]	0	.0
	Total	32	100.0

A Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.950	7

All Respondents

		N	%
Cases	Valid	151	100.0
	Excluded(a)	0	.0
	Total	151	100.0

A Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.866	7

---

3. SUPERVISION VARIABLE RELIABILITY

VARIABLES=Sup19 Sup20 Sup21 Sup22 Sup23 Sup24 Sup25
SCALE ('ALL VARIABLES') ALL/MODEL=ALPHA.

Thirty Two Respondents

		N	%
Cases	Valid	32	100.0
	Excluded[a]	0	.0
	Total	32	100.0

A Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.917	7

All Respondents

		N	%
Cases	Valid	151	100.0
	Excluded(a)	0	.0
	Total	151	100.0

A Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.905	7

ASSUMPTION UNIVERSITY OF THAILAND
BROTHERS of ST GABRIEL
LABOR VINCIT OMNIA
SINCE 1969

4. WORK ITSELF VARIABLE RELIABILITY

VARIABLES=Wrk26 Wrk27 Wrk28 Wrk29 Wrk30 Wrk31 Wrk32 Wrk33
SCALE ('ALL VARIABLES') ALL/MODEL=ALPHA.

Thirty Two Respondents

		N	%
Cases	Valid	32	100.0
	Excluded[a]	0	.0
	Total	32	100.0

A Listwise deletion based on all variables in the procedure.

All Respondents

		N	%
Cases	Valid	151	100.0
	Excluded(a)	0	.0
	Total	151	100.0

A Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.903	8

Reliability Statistics

Cronbach's Alpha	N of Items
.868	8

5. PAY VARIABLE RELIABILITY

VARIABLES=Pay34 Pay35 Pay36 Pay37 Pay38
SCALE ('ALL VARIABLES') ALL/MODEL=ALPHA.

Thirty Two Respondents

		N	%
Cases	Valid	32	100.0
	Excluded[a]	0	.0
	Total	32	100.0

A Listwise deletion based on all variables in the procedure.

All Respondents

		N	%
Cases	Valid	151	100.0
	Excluded(a)	0	.0
	Total	151	100.0

A Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.960	5

Reliability Statistics

Cronbach's Alpha	N of Items
.915	5

ASSUMPTION UNIVERSITY OF THAILAND
มหาวิทยาลัยอัสสัมชัญ

Appendix D:

Fleet Name List

ASSUMPTION UNIVERSITY OF THAILAND
BROTHERS of S1 GABRIEL
LABOR VINCIT OMNIA
SINCE1969
มหาวิทยาลัยอัสสัมชัญ

Appendix D: FLEET NAME LIST

GEO

No.	Rank	Name	Tel	start	to
1	Master	P.O.Sompong Vanjai	xxxxx	03/05/07	24/12/07
2	C/O	Sub Lt.Anant Vankeo	xxxxx	04/08/07	03/06/08
3	2/O	ตำแหน่งว่าง			
4	3/O	Pancharat Zimcharoen (รัก	xxxxx	29/07/07	28/05/08
5	Bosun	Khamnuan Konkham (ทดล	xxxxx	01/07/07	30/09/07
6	AB	Narongchai Rueankham	xxxxx	01/09/07	05/03/08
7	C/E	Chartchai Pakeekeaw	xxxxx	27/01/06	26/11/07
8	2/E	ตำแหน่งว่าง			
9	3/E	Suton Jantipa (ทดลองงาน)	xxxxx	01/09/07	30/11/07
10	Fitter	Manat Suttinimits	xxxxx	14/04/07	13/02/08
11	Oiler	Chawalit Kaewhortong	xxxxx	10/08/07	24/10/07
12	Cook	Niwet Banyen	xxxxx	15/06/07	14/04/08

GLO

No.	Rank	Name	Tel	start	to
1	Master	Navaphat Kaewkannet	xxxxx	22/05/07	21/03/08
2	C/O	Sayan Soda (รักษาการ)	xxxxx	08/08/07	28/02/08
3	2/O	Jessada Phummeesri	xxxxx	15/04/07	14/02/08
4	3/O	ตำแหน่งว่าง			
5	Bosun	Setthawai Khamprom	xxxxx	01/07/07	30/04/08
6	Origin	Prasert Nountan	xxxxx	08/09/07	ข้อความ
7	Origin	Siam Pakkhothanang(ทดล	xxxxx	09/09/07	09/11/07
8	C/E	Pralom Ruangphanich	xxxxx	24/09/07	20/04/08
9	2/E	บริษัทฯ HALCYON	xxxxx	20/12/06	30/06/07
10	3/E	Sonthaya Fueakaec (ทดล	xxxxx	16/07/07	15/10/07
11	Fitter	Nithassak Ruamyod	xxxxx	03/09/07	02/07/08
12	Oiler	Anutin Wettayhasukum	xxxxx	11/05/07	12/11/07
13	Wiper	Chutipong Khuanramphuen	xxxxx	14/09/07	13/12/07
14	Cook	Sarot Khankaeo	xxxxx	07/09/07	06/07/08

HLG

No.	Rank	Name	Tel	start	to
1	Master	Krieng Boonwattanakul	xxxxx	15/06/07	04/05/08
2	C/O	Chainarong Bunchang	xxxxx	21/02/07	20/12/07
3	2/O	Kriangsak Doung-ana	xxxxx	17/06/07	16/04/08
4	3/O	Anawat Promchan (รักษาการ	xxxxx	04/06/07	03/04/08
5	Bosun	Surasak Hongsomdee	xxxxx	07/03/07	06/01/08
6	Origin	Supol Neekunthod (ทดลอง	xxxxx	11/09/07	10/11/07
7	Origin	Anucha Khidsoda (ทดลอง	xxxxx	12/09/07	11/12/07
8	C/E	Nattaphon Yoomak (ทดลอง	xxxxx	03/09/07	02/12/07
9	2/E	Anek Noikasem	xxxxx	19/05/07	24/11/07
10	3/E	Vichai Cuikhao	xxxxx	29/06/07	28/04/08
11	Fitter	Vorapat Puprajumsil	xxxxx	14/06/06	13/04/08
12	Oiler	Sarawut Jitonnom	xxxxx	21/04/07	20/02/08
13	Wiper	Rangsit Daengsee (ทดลอง	xxxxx	10/09/07	09/12/07
14	Cook	Suphot Ongjaroen	xxxxx	12/02/07	11/12/07

KBD

No.	Rank	Name	Tel	start	to
1	Master	Thanu Sruangsri	xxxxx	17/06/07	16/04/08
2	C/O	Semsak Madkasem	xxxxx	31/08/07	30/06/08
3	2/O	Adun Sangram	xxxxx	03/05/07	05/11/07
4	3/O	ตำแหน่ง 01-31/10/07	xxxxx	21/05/07	20/03/08
5	Bosun	Prayong Panrin	xxxxx	08/07/07	07/05/08
6	AB	Sangwian Prombut	xxxxx	08/09/07	07/07/08
7	Origin	Kitipong Buddeewong (ทดล	xxxxx	10/08/07	09/11/07
8	C/E	Preechar Sriudom	xxxxx	17/05/07	16/03/08
9	2/E	Jatuphon Boonkhrong	xxxxx	29/04/07	09/10/07
10	3/E	Chawichit Janjit (ทดลองง	xxxxx	05/09/07	04/12/07
11	Fitter	Chaiwat Jai-Nak (ทดลองง	xxxxx	01/08/07	31/10/07
12	Oiler	Jaturong Punsub	xxxxx	11/06/07	10/04/08
13	Wiper	Wanchaloem Tonglim (ทดล	xxxxx	19/08/07	18/11/07
14	Cook	Weera Chantranon	xxxxx	09/12/06	08/10/07

HRS

No.	Rank	Name	Tel	start	to
1	Master	C.P.O.Panom Bhunumphol	xxxxx	02/06/07	14/01/08
2	C/O	Siripong Roungthong	xxxxx	04/06/07	31/10/07
3	2/O	ตำแหน่งว่าง			
4	3/O	Sayam Songsantia(รักษาก	xxxxx	22/07/07	10/12/07
5	Bosun	Phitsanu Prompakdee	xxxxx	07/05/07	04/05/08
6	Origin	Chatree Sreewicha	xxxxx	24/07/07	23/05/08
7	Origin	Chaturong Sirimongkhon	xxxxx	16/08/07	15/06/08
8	C/E	Piroj Sookkertpol	xxxxx	19/05/07	ข้อความ
9	2/E	Vinai Veachvikij	xxxxx	03/08/07	02/11/07
10	3/E	Chai Sreboonreong (ทดลอ	xxxxx	21/08/07	20/09/07
11	Fitter	Sunai Nual-arsa	xxxxx	15/08/07	14/06/08
12	Wiper	Thada Petchruen	xxxxx	01/06/07	18/12/07
13	Wiper	Somsak Songsonthi (ทดลอ	xxxxx	01/07/07	30/09/07
14	Cook	ตำแหน่งว่าง			

TLS

No.	Rank	Name	Tel	start	to
1	Master	Anirut Panil	xxxxx	01/09/07	30/06/08
2	C/O	Rakphong Tonepholkrang (ร	xxxxx	01/09/07	30/06/08
3	2/O	Amornthep Phaengphongma	xxxxx	14/09/07	07/04/08
4	3/O	ตำแหน่ง 1-31/10/07	xxxxx	01/09/07	30/11/07
5	Bosun	Thanawong Thamphet (ทด	xxxxx	04/09/07	03/12/07
6	AB	Loed Krutprakon (ทดลอง)	xxxxx	18/08/07	16/11/07
7	C/E	Somnuk Charoenrod	xxxxx	24/05/07	23/03/08
8	2/E	Sommit Khamwong	xxxxx	26/07/07	25/05/08
9	3/E	Prasith Boonserm	xxxxx	27/02/07	26/12/07
10	Fitter	Jumlong Chokram	xxxxx	07/09/07	30/09/07
11	Wiper	Buncha Sriprasert	xxxxx	07/09/07	06/07/08
12	Cook	Ruengthip Saengthong	xxxxx	17/09/07	25/09/07

GPC

No.	Rank	Name	Tel	start	to
1	Master	Piyadanai Maneetath	xxxxx	25/09/07	ข้อความ
2	C/O	Prasert Sansanoh (ทดลอง	xxxxx	25/09/07	24/12/07
3	2/O	ตำแหน่งว่าง			
4	3/O	Bunnam Wingwon (รักษาก	xxxxx	18/07/07	17/05/08
5	Bosun	Sriudom Boonprakob (ทดล	xxxxx	11/09/07	10/12/07
6	AB	ตำแหน่งว่าง			
7	Origin	Wasan Thanakam (ทดลอง	xxxxx	10/09/07	09/12/07
8	C/E	CPO.1Soopan Pangsri	xxxxx	13/09/07	12/07/08
9	2/E	Lersant Isaranavin	xxxxx	16/09/06	15/07/07
10	3/E	Pom Pattamapranee(ทดล	xxxxx	20/09/07	19/12/07
11	Fitter	Patai Taksanoak	xxxxx	05/07/07	04/05/08
12	Wiper	Krawee Thongvirat (ทดลอง	xxxxx	04/09/07	03/12/07
13	Cook	Surapol Ngekplik	xxxxx	11/09/07	10/07/08

SLN

No.	Rank	Name	Tel	start	to
1	Master	Prapin Piromyotee	xxxxx	21/08/07	14/10/07
2	C/O	ตำแหน่ง 20/08/07-03/10/07	xxxxx	07/04/07	06/02/08
3	2/O	ตำแหน่งว่าง			
4	3/O	Thawat Pimthong (รักษาการ	xxxxx	23/05/07	22/03/08
5	Bosun	Sakda Iamsam-ang	xxxxx	16/03/07	07/12/07
6	Bosun	Watcharin Aksonlaem	xxxxx	30/09/07	29/07/08
7	Origin	Damrong Namanee	xxxxx	27/07/07	26/05/08
8	Origin	Pravit Vongsuta	xxxxx	15/09/07	14/07/08
9	C/E	ตำแหน่งว่าง			
10	2/E	Chatree Deeslid	xxxxx	04/08/07	14/09/07
11	3/E	Thanom Mak-dam	xxxxx	17/09/07	16/07/08
12	Fitter	Saman Khongthong	xxxxx	08/04/07	07/02/08
13	Oiler	Udomsit Chokram	xxxxx	16/04/07	15/02/08
14	Oiler	Rangsan Nedpakdee	xxxxx	11/06/07	31/12/07
15	Wiper	รักษาการ 21/08/07-30/10/07	xxxxx	20/07/07	05/10/07
16	Cook	Choochart Bunliang	xxxxx	16/09/07	04/12/07

HTR

No.	Rank	Name	Tel	start	to
1	Master	นายกัปตัน CAS PRINCES	xxxxx	12/06/07	31/03/08
2	C/O	Polasak Intalabp	xxxxx	05/07/07	21/10/07
3	2/O	Kosin Kiinthi	xxxxx	08/04/07	21/10/07
4	3/O	Thavorn Sutthima (รักษาการ	xxxxx	22/03/07	21/01/08
5	Bosun	ตำแหน่งว่าง 1:31/10/07	xxxxx	14/04/07	13/02/08
6	Origin	Anuma Lahib	xxxxx	07/05/07	11/12/07
7	C/E	Ronnarong Kanchanastear (	xxxxx	01/09/07	30/11/07
8	2/E	Sanchai Maechai (ทดลอ	xxxxx	12/06/07	11/09/07
9	3/E	ตำแหน่งว่าง			
10	Fitter	Surasak Kerdyoo	xxxxx	14/04/07	13/02/08
11	Wiper	Sathien Temchaiyaphun	xxxxx	18/02/07	17/12/07
12	Wiper	ตำแหน่งว่าง			
13	Cook	Kittipong Pungdaboth	xxxxx	18/12/06	17/10/07

OBR

No.	Rank	Name	Tel	start	to
1	Master	Yossawin Inthasan	xxxxx	23/04/07	22/02/08
2	C/O	ตำแหน่งว่าง			
3	2/O	Nyi Nyi Myint	xxxxx	03/06/07	02/04/08
4	3/O	Tun Win	xxxxx	03/04/07	02/02/08
5	Bosun	Sing Dichu	xxxxx	15/02/07	14/12/07
6	AB	ตายบรม 1:31/10/07	xxxxx	06/04/07	05/02/08
7	AB	Suban Thongom (Probation	xxxxx	04/09/07	03/12/07
8	C/E	U Myint Lin	xxxxx	01/04/07	31/01/08
9	2/E	Phisanu Koton	xxxxx	01/04/07	31/01/08
10	3/E	Deeka Butrach	xxxxx	23/04/07	22/02/08
11	4/E	Thaweechai Nillawan (Prob	xxxxx	05/09/07	04/12/07
12	Fitter	Sema Thammarak	xxxxx	03/09/07	02/07/08
13	Oiler	Myo Nin Zaw	xxxxx	12/05/07	11/03/08
14	Oiler	Chit Wai Phyo	xxxxx	26/03/07	25/01/08
15	Cook	Vinai Ubolnuch (Probation)	xxxxx	03/09/07	29/10/07

LDY

No.	Rank	Name	Tel	start	to
1	Master	Than Tun	xxxxx	20/04/07	19/02/08
2	C/O	Thein Win	xxxxx	26/03/07	25/01/08
3	2/O	Myo Myint Swe	xxxxx	26/03/07	25/01/08
4	3/O	Vino Maurice Surupati (Prol	xxxxx	07/08/07	06/11/07
5	Bosun	ตำแหน่งว่าง			
6	AB	Myo Min Aung	xxxxx	19/02/07	18/12/07
7	AB	Kyaw Zayar Oo	xxxxx	24/02/07	25/12/07
8	C/E	Maung Myint Oo	xxxxx	04/05/07	03/08/07
9	2/E	Tint Wai	xxxxx	24/02/07	25/12/07
10	3/E	Apisit Jeloh	xxxxx	23/02/07	24/12/07
11	4/E	Chaonarong Phopan	xxxxx	24/03/07	25/01/08
12	Fitter	Sayamrat Kengthanyakam	xxxxx	24/02/07	25/12/07
13	Oiler	Aung Thant Zin	xxxxx	24/02/07	25/12/07
14	Oiler	Aung Paing Zaw Htet	xxxxx	24/05/07	01/01/08
15	Cook	Samran Sriprom	xxxxx	24/02/07	25/12/07

ATN

No.	Rank	Name	Tel	start	to
1	Master	LT.JG.Srisomwong Jitharpor	xxxxx	10/08/07	ปัจจุบัน
2	C/O	Nuwat Ninoi	xxxxx	18/09/07	18/03/08
3	2/O	ตำแหน่งว่าง			
4	3/O	Ye Htook (Probation)	xxxxx	10/07/07	09/10/07
5	Bosun	Athikon Nueangchomphu	xxxxx	01/09/07	30/11/07
6	AB	Vichien Yodnok (ทดลองง	xxxxx	15/07/07	09/09/07
7	AB	Amorn Sakkunee	xxxxx	18/09/07	17/07/08
8	C/E	Thet Tin (Probation)	xxxxx	09/08/07	08/11/07
9	2/E	Aphichet Nuamsri	xxxxx	21/04/07	20/02/08
10	3/E	Supot Putsri	xxxxx	31/08/07	30/06/08
11	4/E	Sanong Bunjongjad	xxxxx	18/09/07	31/01/08
12	Fitter	Phongsak Thungtakdaed	xxxxx	14/08/07	13/06/08
13	Oiler	Prida Raksasoi	xxxxx	21/08/07	20/06/08
14	Wiper	Eggachai Thaimai	xxxxx	15/07/07	14/08/07
15	Cook	Sittiporn Bhumirut (ทดลองง	xxxxx	09/08/07	08/11/07

GTC

No.	Rank	Name	Tel	start	to
1	Master	Min Naing	xxxxx	21/05/07	11/11/07
2	C/O	Win Thaw (Probation)	xxxxx	29/06/07	ปัจจุบัน
3	2/O	Tin Aung Lin (Probation)	xxxxx	15/09/07	14/12/07
4	3/O	Tun Tun Win (Probation)	xxxxx	15/09/07	14/12/07
5	Bosun	Phirom Limrungruang	xxxxx	05/04/07	02/04/08
6	AB	Koson Phumpraphai	xxxxx	23/04/07	22/02/08
7	AB	Sanan Sopawang	xxxxx	01/09/07	06/07/08
8	C/E	Myat Minn	xxxxx	27/07/07	26/05/08
9	2/E	Pongsak Thatong	xxxxx	28/07/07	27/05/08
10	3/E	Sriphuak Tukpakkled	xxxxx	01/06/07	31/03/08
11	4/E	Prasith Chanamin	xxxxx	29/09/07	28/07/08
12	Fitter	Boonyung Prajongkeb	xxxxx	30/07/07	29/05/08
13	Oiler	Thet Htoo Lwin	xxxxx	27/01/07	26/11/07
14	Oiler	Niphat Sunton (ทดลองงาน	xxxxx	07/09/07	12/11/07
15	Cook	Vitaya Boonchu (Probation)	xxxxx	25/08/07	24/09/07

TBN

No.	Rank	Name	Tel	start	to
1	Master	Than Htut	xxxxx	01/05/07	28/02/08
2	C/O	Aung kyaw soe	xxxxx	14/07/07	13/05/08
3	2/O	Maung Soe Than (Probation	xxxxx	21/09/07	20/12/07
4	3/O	Ari Satyo Nugroho	xxxxx	26/05/07	25/08/07
5	Bosun	Siripong Sukaya (Probatio	xxxxx	16/09/07	15/09/07
6	AB	Nyan Paing Soe	xxxxx	03/07/07	02/05/08
7	AB	Maung Maung Kyaw	xxxxx	22/07/07	21/05/08
8	AB	ตำแหน่งว่าง			
9	C/E	Win Maw (Probation)	xxxxx	10/07/07	09/10/07
10	2/E	Chamlong Udomiap	xxxxx	22/07/07	21/05/08
11	2/E	Sombat Yooyen	xxxxx	14/07/07	13/05/08
12	3/E	Chakkrit Prachongkep	xxxxx	14/07/07	13/05/08
13	4/E	ตำแหน่งว่าง			
14	Fitter	Chatchai Mangatunyu (Prob	xxxxx	22/07/07	21/10/07
15	Oiler	Lay Lwin	xxxxx	22/11/06	21/09/07
16	Wiper	Thinnaphon Yakkhaphan (P	xxxxx	10/07/07	09/10/07
17	Cook	Bunham Sukkho	xxxxx	09/07/07	08/05/08

GEU

No.	Rank	Name	Tel	start	to
1	Master	Soe Myat Ohn	xxxxx	01/02/07	30/11/07
2	C/O	ตำแหน่งว่าง			
3	2/O	ตำแหน่งว่าง			
4	3/O	2ND.LTNiphit Kitlirattanaudo	xxxxx	18/07/07	17/10/07
5	Bosun	Rungrak Wanphapra	xxxxx	17/07/07	01/05/08
6	AB	Khin Maung Yee	xxxxx	18/07/07	11/04/08
7	AB	Aung Zaw Zaw	xxxxx	18/07/07	10/04/08
8	C/E	Myint Thu	xxxxx	20/11/06	19/09/07
9	2/E	Parst Pladpring	xxxxx	01/09/07	30/06/08
10	3/E	Rungsak Chaisi	xxxxx	17/05/07	16/03/08
11	4/E	Nisit Keawpee (Probation)	xxxxx	11/08/07	10/11/07
12	Fitter	Auichai Chaiwichian	xxxxx	06/04/07	05/02/08
13	Oiler	Min Thu ya	xxxxx	22/01/07	21/11/07
14	Oiler	Aung Naing Soa	xxxxx	18/07/07	01/04/08
15	Cook	Klanarong Nounwan	xxxxx	19/06/07	18/04/08

		รายชื่อคนประจำเรือ ลาป่วย , ลากิจ , ลาพัก , ลาออก (ส.ค. 50)			รายชื่อคนประจำเรือ ลาป่วย , ลากิจ , ลาพัก , ลาออก (ก.ย. 50)					รายชื่อคนประจำเรือ ลาป่วย , ลากิจ , ลาพัก , ลาออก (ต.ค. 50)									
1	2/O	Palmyat Keadthoog (SLN)	xxxxx	ลาออก 01/08/07	1	3/E	Suksan Chaiyutthaphat (GE	xxxxx	ไม่ผ่านทดลองงาน01/09/0	1	AB	Prawit Phliphrai (OBR)	xxxxx	ลาอบรม01-31/10/07					
2	Engr	Nitipong Ruamyod (KBD)	xxxxx	ลาออก 02/08/07	2	C/O	Norrachai Pluemjai (TLS)	xxxxx	ลาออก 01/09/07	2	3/O	Ong Art Surerum (TLS)	xxxxx	ลาอบรม 01-31/10/07					
3	C/E	Thawat Ruttanapugdee(AT	xxxxx	ผ่านทดลองงาน 10/08/200	3	Master	Sumet Yaisawasde (TLS)	xxxxx	ลาออก 01/09/07	3	3/O	Chaiwat Sophakun (KBD)	xxxxx	ลาอบรม 01-31/10/07					
4	Origin	Komsan Dasom (KBD)	xxxxx	ลาออก 10/08/07	4	Oiler	Adul Sen (GPC)	xxxxx	ลาออก 01/09/07	4	Bosun	Chakkrit Intharasiri (HTH)	xxxxx	ลาอบรม01-31/10/07					
5	Master	Suriya Bunkhrob (ATH 1)	xxxxx	ลาออก 10/08/07	5	Bosun	Satan Mahasak (GPC)	xxxxx	ลาออก 01/09/07	5	3/E	Thanom Mak-dam (SLN)	xxxxx	ลากิจ 04-08/10/07					
6	C/O	Nuwat Ninoi (ATH 1)	xxxxx	ลากิจ10-31/08/07	6	Cook	Sarot Khankaeo (HRS)	xxxxx	ลาออก 01/09/07	6	Origin	Prasert Nountan (GLO)	xxxxx	ลาออก06/10/07					
7	2/E	Sanong Bunjongjad (GEU)	xxxxx	ลากิจ10-31/08/07	7	Cook	Somwang Mitanong (GLO)	xxxxx	ลาออก 01/09/07	7	3/O	Thawat Pimthong (SLN)	xxxxx	ลาอบรม06-31/10/07					
8	C/O	Adisak Samram (SLN)	xxxxx	ลากิจ20/08/07-04/10/07	8	AB	Kyaw Swar Aung (OBR)	xxxxx	ลาออก 01/09/07	8	Bosun	Sakda Iamsam-ang (SLN)	xxxxx	ลาอบรม06-31/10/07					
9	Oiler	Chaloempon Songkram (TL	xxxxx	ลาออก 21/08/07	10	Oiler	Soe Lin Tun (OBR)	xxxxx	ลาออก 01/09/07	9	C/E	Pralom Ruangphanich (GL	xxxxx	ลากิจ 10-20/10/07					
10	2/O	Edi Santoso (GTG)	xxxxx	ลา (28/08/07 ANYER)	11	Origin	Artit Sriprom (GLO)	xxxxx	ลาออก 05/09/07	10	3/E	Sonthaya Fueakaeo (GLO)	xxxxx	ลากิจ24/10/07-03/11/07					
11	3/O	Wery Satya Wan (GTG)	xxxxx	ลา (28/08/07 ANYER)	12	AB	Komgrit Pramnak (GLO)	xxxxx	ลาออก 07/09/07										
12	4/E	Samran Chamnan (GPC)	xxxxx	ผ่านทดลองงาน30/08/07	13	Master	Arun Buaphan (GPC)	xxxxx	ลาพักตั้งแต่ 13/09/07										
					14	2/O	CPO.1Udom Pooprachumsk	xxxxx	ขึ้นจากเรือ 18/09/07										
					15	AB	Suriya Sakulsombat (GPC)	xxxxx	ลาออก 18/09/07										
					16	Wiper	Thepsak Tongsupa (SLN)	xxxxx	ลากิจ23/09/07-10/10/07										
					17	2/O	Soe Htut Lwin (GEU)	xxxxx	ลาออก 26/09/07										
					18	4/E	Somnuek Puangmanee (GT	xxxxx	ลากิจ 29/09/07-05/10/07										

Local Voyages (สายในประเทศ)

Near Coastal Voyages (สายในประเทศ-นอกประเทศใกล้ฝั่ง)

International Voyages (สายนอกประเทศ)

Upade (เปลี่ยนแปลง)

Probation (ทดลองงาน)

Vacancy (ตำแหน่งว่าง)

Leave (ลาประจำเดือน ส.ค.50)

Leave (ลาประจำเดือน ก.ย.50)

Leave (ลาประจำเดือน ต.ค.50)

MINIMUM SAFE MANNING CERTIFICATE

Name / Rank	GEG	GPC	GLO	HLG	KBD	HRS	OBR	LDY	ATN	GTG	GEU	HCN	HTR	SLN	TLS
Master	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Deck of	2	2	2	2	2	2	2	2	2	2	2	2	2	1	2
Chief E	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
En. Off.	2	2	2	2	2	2	2	2	2	2	2	2	2	1	2
Bosun	1	1						1			1				
Fitter								1			1				
AB	1	1	2	2	2	2	2	2	2	2	2	2	2	3	2
Oiler	1	1	2	2	2	2	2	2	2	2	2	2	2	3	2
Total	9	9	10	10	10	10	10	12	10	10	12	10	10	10	10

ASSUMPTION UNIVERSITY THAILAND

Appendix E:

International and Local Passage Schedule

ASSUMPTION UNIVERSITY OF THAILAND
BROTHERS OF ST. GABRIEL
LABOR VINCIT OMNIA
SINCE1969
มหาวิทยาลัยอัสสัมชัญ

VSL PROGRAM UPDATE - PROSPECT

VOY	YR	CGO	L-QTTY	L-ETA	L-ETD	L-PORT	Chance	COMMENT FOR OPERATION / REPAIR!!!	D-QTTY	D-ETA	D-ETD	D-PORT	
HCN													
6	07	PPL		13-Sep-07	22-Sep-07	MALIAO	100%	LOAD 1,400MTS 5PCTOO	1400	27-Sep-07	29-Sep-07	NANJING	
7	07	PPL?/LPG?	0	01-Oct-07	30-Sep-07	YOSU?/ULSAN?	80%			03-Oct-07	12-Oct-07	CHINA/S. VIETNAM?/INDO?	
8	07	CC4?/PPL?		11-Oct-07	22-Oct-07	ANYER?/MTT 2?	80%			30-Oct-07	01-Nov-07	KOREA?/INDO?	
10	07	LPG	0	04-Nov-07	07-Nov-07	E. CHINA?	20%		1550	11-Nov-07	13-Nov-07	S. VIETNAM?	
11	07	CC4	0	17-Nov-07	21-Nov-07	ANYER?	20%		1680	01-Dec-07	04-Dec-07	KOREA?	
12	07	LPG	0	07-Dec-07	11-Dec-07	E. CHINA?			1550	16-Dec-07	20-Dec-07	S. VIETNAM?	
13	07	CC4	0	03-Jan-08	05-Jan-08	ANYER?						KOREA?	
LDY													
14	07	CC4	1550	10-Sep-07	11-Sep-07	ANYER	100%	MAY STOP OVER SINGAPORE BEFORE ANYER (IF HAVE TIME); LOAD MIN 1530MTS UP TO FULL	1550		23-Sep-07	25-Sep-07	ULSAN/YOSU
15	07	BTD?	0	26-Sep-07	29-Sep-07	KOREA?	80%		1000	03-Oct-07	05-Oct-07	TAIWAN?/CHINA?	
16	07	CC4	1600	12-Oct-07	13-Oct-07	ANYER?/GUDANG?	99%	LOAD HERE FOR SURE BUT DEPENDS MAY BE 15-18/OCT	1600	24-Oct-07	26-Oct-07	ULSAN/YOSU	
17	07	BTD?	0	27-Oct-07	30-Oct-07	KOREA?	20%		1000	12-Nov-07	16-Nov-07	THAILAND?	
18	07	CC4?	0	12-Nov-07	19-Nov-07	ANYER?	80%		1600			KOREA?	
19	07	BTD?	0	12-Dec-07	16-Dec-07	KOREA?			1000			TAIWAN?	
GEU													
14	07	DD	0	15-Sep-07	15-Oct-07	BPK	99%	90% MUST REPAIR B4 DOCKING I/O DOCK B4 REPAIR! (1% chance to load lpg if rob ppl too much like40mts)					
14	07	DD	0	16-Oct-07	20-Nov-07	ASIMA	99%	REPAIR ON DOCK ONLY? + bad fo taken out at dock?					
14	07	DD	0	20-Nov-07	23-Nov-07	SRC	99%	INSPECTION TIME TO GET DONE IN ONE GO?					
15	07	BTD?	0	23-Nov-07	30-Nov-07	THAILAND?	20%	ANY CARGO AFTER UNDER N2?	1400	27-Dec-07	31-Dec-07	RAYONG?	
GTG													
12	07		0	03-Sep-07	20-Sep-07	SRC		+ REPAIR 6DAYS WHERE??					
12	07	LPG	0	25-Sep-07	03-Oct-07	ANYER?	20%		1400	06-Oct-07	09-Oct-07	MTT 2?/KOREA?	
14	07	CC4	0	20-Oct-07	25-Oct-07	HALDIA?	20%		1400	07-Nov-07	10-Nov-07	RAYONG?	
15	07	LPG	0	17-Nov-07	20-Nov-07	QINZHOU?	20%		1250	25-Nov-07	30-Nov-07	HCM?	
16	07	LPG	0	04-Dec-07	07-Dec-07	QINZHOU?	20%		1250	10-Dec-07	13-Dec-07	HAIPHONG	
17	07	CC4	0	17-Dec-07	20-Dec-07	MAILIAO?	20%			25-Dec-07	28-Dec-07		
OBR													
15	07		0	31-Aug-07	06-Sep-07	SRC		REPAIR AFT LOAD AT SRC (DUE TO MOVING SENSITVE ITEM); SEE ABOVE AGAIN					
16	07	CC4	1450	16-Sep-07	17-Sep-07	ANYER	100%	LOAD 1450MTS 5PCT MOLCO (MIN 1,390MTS!) --> SUB = OBR ON 070909	1400	22-Sep-07	24-Sep-07	MTT 2	
17	07		0	25-Sep-07	29-Sep-07	SRC?/ARC?		MUST PASS INSPECTION BY THIS TIME OR NO CARGO!					
17	07	CC4?	0	01-Oct-07	03-Oct-07	ANYER?	80%	HIGH CHANCE JUST STAY AROUND VIETNAM/CHINA/PHIL		12-Oct-07	14-Oct-07	HCM?/KOREA?	
18	07	BT-1?	0	15-Oct-07	17-Oct-07	KOREA?	20%					TAIWAN?	
ATN													
11	07	CC4	1350	14-Sep-07	15-Sep-07	ANYER	100%	MIN 1300MTS UP TO FULL CHOPT;bunker at S'PORE ~16-17/sep!	1300	30-Sep-07	01-Oct-07	YOSU?/ULSAN?	
12	07	BT-1		01-Oct-07	03-Oct-07	KOREA?/MAILIAO?	20%			15-Oct-07	17-Oct-07	INDO?/HCM?	
13	07	CC4	0	18-Oct-07	20-Oct-07	ANYER?	99%	SUB = LDY & HCN	1300	29-Oct-07	30-Oct-07	KOREA?	
14	07	BT-1?	0	05-Nov-07	10-Nov-07	KOREA?	80%		1300	22-Nov-07	26-Nov-07	ANYER?	
15	07	BT-1?	0	03-Dec-07	05-Dec-07	TAIWAN?			1000	12-Dec-07	14-Dec-07	ANYER?	
16	07	CC4	0	15-Dec-07	19-Dec-07	TAIWAN?			1000	31-Dec-07	31-Dec-07	KOREA?	

THE ASSUMPTION UNIVERSITY LIBRARY

Appendix E: Local Trade Passage Schedule for September 2007

	Vessel	รายละเอียด	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon
	Name		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	1
1	GPC	L'D/เวลา Hr - Hr.																											L/16.00	Sail	D/13.00	Sail	Eta/pm
	plan	ท่า/ผู้เช่า	BPK	BPK	BPK	BPK	BPK	BPK	BPK	BPK	BPK	BPK	BPK	BPK	BPK	BPK	BPK	BPK	BPK	BPK	BPK	BPK	BPK	BPK	BPK	BPK	BPK	BPK	MT	SK	SK.	SRC	SRC
		สินค้า/Qty	Anchor	Anchor	Anchor	Anchor	Anchor	Anchor	Anchor	Anchor	Anchor	Anchor	Anchor	Anchor	Anchor	Anchor	Anchor	Anchor	Anchor	Anchor	Anchor	Anchor	Anchor	Anchor	Anchor	Anchor	Anchor	Anchor	LPG		LPG		
		เที่ยวเรือ																											V.51/07		V.51/07		
		ETD																															
		ETA																															
		Repair request	ต่อใบอนุญาต	ต่อใบอนุญาต	ต่อใบอนุญาต	ต่อใบอนุญาต	ต่อใบอนุญาต	ต่อใบอนุญาต	ต่อใบอนุญาต	ต่อใบอนุญาต	ต่อใบอนุญาต	ต่อใบอนุญาต	ต่อใบอนุญาต	ต่อใบอนุญาต	ต่อใบอนุญาต	ต่อใบอนุญาต																	
2	GLO	L'D/เวลา Hr - Hr.	D/24.00			L/10.00		D/09.00		L/24.00	Dep/0500	Sail	Eta/1500	D/08.00	Sail	Eta/pm			L/20.00	D/20.00	L/24.00	Dep/0600	Sail	D/09.00	Sail	ETA/AM		L/09.00	Sail	D/14.00	Sail	Eta/am	
	plan	ท่า/ผู้เช่า	SLW.1	Paknam	Paknam	MT	Paknam	Slw.1	Ao Udom	MT	MT	SK	SK	SK	SRC	SRC	AoUdom	AoUdom	MT	Slw.1	MT	MT	SK	SK	SRC	SRC	AOUDOM	MT	SK	SK	SRC	SRC	AoUdom
		สินค้า/Qty	Lpg	Anchor	Anchor	Lpg	Anchor	Lpg	Anchor	LPg			Anchor	Lpg		Anchor	Anchor	Anchor	Lpg	Lpg	Lpg			Lpg			ANCHOR	LPG		LPG			Anchor
		เที่ยวเรือ	V.54/07			V.55/07		V.55/07		V.56/07			V.56/07	V.56/07					V.57/07	V.57/07	V.58/07			V.58/07				V.59/07		V.59/07			
		ETD																															
		ETA																															
		Repair request																															
3	GEG	L'D/เวลา Hr - Hr.	L/20.00		D/12.00			L/09.00	D/08.00		L/15.00	Sail	Eta/am	Anchor	D/09.00	Sail	Eta/pm			L/06.00	Sail	D/16.00	Sail	L/06.00	ETA/21.00	D/09.00	ETA/18.00				L/19.00	D/14.00	L/06.00
	plan	ท่า/ผู้เช่า	MT	Ao Udom	Slw.1	AoUdom	AoUdom	MT	Slw.1	Ao Udom	MT	SK	SK	SK	SK	SRC	SRC	AoUdom	AoUdom	MT	SR	SR	SRC	MT	SR	SR	SRC	AOUDOM	AOUDOM	AOUDOM	MT	SLW.1	MT
		สินค้า/Qty	Lpg	Anchor	Lpg	Anchor	Anchor	Lpg	Lpg	AnCHOR	Lpg			Lpg	Lpg			Anchor	Anchor	Lpg		Lpg		Lpg	Lpg			ANCHOR	ANCHOR	ANCHOR	LPG	LPG	LPG
		เที่ยวเรือ	V.46/07		V.46/07			V.47/07	V.47/07		V.48/07			V.48/07	V.48/07					V.49/07		V.49/07		V.50/07	V.50/07						V.51/07	V.51/07	V.52/07
		ETD																															
		ETA																															
		Repair request																															
4	HLG	L'D/เวลา Hr - Hr.		L/22.00		D/20.00			L/10.00	D/14.00		L/24.00		D/14.00		L/20.00	D/22.00			L/20.00	D/20.00	L/24.00		D/06.00	L/24.00	D/20.00	L/15.00	D/15.00	L/16.00	D/15.00		L/19.00	DEP/02.00
	plan	ท่า/ผู้เช่า	Ao Udom	MT	Ao Udom	SLW.1	Ao Udom	Ao Udom	MT	Slw.1	Ao Udom	MT	Ao Udom	Slw.1	Ao Udom	MT	Slw.1	Ao Udom	Ao Udom	MT	Slw.1	MT	Ao Udom	Slw.1	MT	Slw.1	MT	SLW.1	MT	SLW.1	AOUDOM	MT	MT
		สินค้า/Qty	Anchor	Lpg	Anchor	Lpg	Anchor	Anchor	Lpg	Lpg	Anchor	LPG	Anchor	Lpg	Anchor	Lpg	Lpg	Anchor	Anchor	Lpg	Lpg	Lpg	Anchor	Lpg	Lpg	Lpg	LPG	LPG	LPG	LPG	ANCHOR	LPG	
		เที่ยวเรือ		V.47/07		V.47/07			V.48/07	V.48/07		V.49/07		V.49/07		V.50/07	V.50/07			V.51/07	V.51/07	V.52/07		V.52/07	V.53/07	V.53/07	V.54/07	V.54/07	V.55/07	V.55/07		V.56/07	
		ETD																															
		ETA																															
		Repair request																															
5	KBD	L'D/เวลา Hr - Hr.			L/20.00		D/15.00			L/09.00		D/08.00	L/15.00			D/09.00	L/20.00	D/14.00			L/06.00	D/14.00	L/14.00	D/22.00	L/2400		D/10.00	L/20.00	D/20.00	D/04.00	L/24.00	L/07.00	D/21.00
	plan	ท่า/ผู้เช่า	Ao Udom	Ao Udom	MT	Ao Udom	Slw.1	Ao Udom	Ao Udom	MT	Ao Udom	Slw.1	MT	Ao Udom	Ao Udom	Slw.1	MT	Slw.1	Ao Udom	Ao Udom	MT	Slw.1	MT	Slw.1	MT	AOUDOM	SLW.1	MT	SLW.1	Slw.1	MT	MT	Slw.1
		สินค้า/Qty	Anchor	Anchor	Lpg	Anchor	Lpg	Anchor	Anchor	Lpg	Anchor	Lpg	Lpg	Anchor	Anchor	Lpg	Lpg	Lpg	Anchor	Anchor	Lpg	Lpg	Lpg	Lpg	LPG	ANCHOR	LPG	LPG	LPG		Lpg		Lpg
		เที่ยวเรือ			V.51/07		V.51/07			V.52/07		V.52/07	V.53/07			V.53/07	V.54/07	V.54/07			V.55/07	V.55/07	V.56/07	V.56/07	V.57/07		V.57/07	V.58/07	V.58/07		V.59/07		V.59/07
		ETD																															
		ETA																															
		Repair request																															
6	HRS	L'D/เวลา Hr - Hr.			L/14.00	Sail	D/11.00	L/13.00	D/10.00		L/13.00		D/09.00	L/09.00	D/01.00	L/09.00	D/01.00	L/09.00	D/14.00	L/09.00	D/14.00	L/08.00	D/15.00	SAIL	L/2400	SAIL	D/2200		L/08.00	D/02.00	L/08.00	D/14.00	L/08.00
	plan	ท่า/ผู้เช่า	Ao Udom	Ao Udom	MT	SK	SK	KN	SK	KN	KN	SK	SK	KN	SR	KN	SR	KN	SR	KN	SR	KN	SR	SRC	MT	SR	SR	SR	KN	SR	KN	SR	KN
		สินค้า/Qty	Anchor	Anchor	Lpg		LPg	Lpg	Lpg	AnCHOR	Lpg	Anchor	LPg	Lpg	Lpg	Lpg	Lpg	Lpg	Lpg	Lpg	Lpg	Lpg	Lpg		Lpg		Lpg	ANCHOR	LPG	LPG	LPG	LPG	Lpg
		เที่ยวเรือ			V.38/07		V.38/07	V.39/07	V.39/07		V.40/07		V.40/07	V.41/07	V.41/07	V.42/07	V.42/07	V.43/07	V.43/07	V.44/07	V.44/07	V.45/07	V.45/07		V.46/07		V.46/07		V.47/07	V.47/07	V.48/07	V.48/07	V.49/07
		ETD																															
		ETA																															
		Repair request																															
7	HTR	L'D/เวลา Hr - Hr.						Dep/09.00													Eta/11.00												
	plan	ท่า/ผู้เช่า	Ao Udom	Ao Udom	Ao Udom	Ao Udom	Ao Udom	Ao Udom	Bpk	Bpk	Bpk	Bpk	Bpk	Bpk	Bpk	Bpk	Bpk	Bpk	Bpk	Bpk	Ashimar	ASIMAR	ASIMAR	ASIMAR	ASIMAR	ASIMAR	ASIMAR	ASIMAR	ASIMAR	ASIMAR	ASIMAR	ASIMAR	ASIMAR
		สินค้า/Qty	Anchor	Anchor	Anchor	Anchor	Anchor														Dockyard												
		เที่ยวเรือ																															
		ETD																															
		ETA						Bpk/13.00																									
		Repair request			Drydock	Drydock	Drydock	Drydock	Drydock	Drydock	Drydock	Drydock	Drydock	Drydock	Drydock	Drydock	Drydock	Drydock	Drydock	Drydock	Drydock	Dockyard	Dockyard	Dockyard	Dockyard	Dockyard	Dockyard	Dockyard	Dockyard	Dockyard	Dockyard	Dockyard	Dockyard
8	SLN	L'D/เวลา Hr - Hr.	L/08.00	D/08.00		L/03.00	L/08.00	D/14.00	L08.00	D/08.00	L/08.00	D/08.00	L/08.00	D/08.00	L/08.00	D/01.00	D/14.00		L/08.00	D/14.00	L/08.00	D/10.00	L/08.00	D/14.00	L/08.00	A/19.00	D/09.00	L/08.00	D/01.00	L/08.00	D/13.00	L/08.00	D/11.00
	plan	ท่า/ผู้เช่า	KN	SR	SR	KN	KN	SR	KN	SR	KN	SR	KN	SR	KN	SR	SR	SR	KN	SR	KN	SR	KN	SR	KN	SR	SR	KN	SR	KN	SR	KN	SR
		สินค้า/Qty	Lpg	Lpg	Anchor	Lpg	Lpg	Lpg	Lpg	Lpg	LPg	Lpg	Lpg	Lpg	Lpg	Lpg	Lpg	Anchor	Lpg	Lpg	Lpg	LPg	Lpg	LPg	LPG	LPG	LPG	LPG	LPG	LPG	LPG	LPG	LPG
		เที่ยวเรือ	V.76/07	V.76/07		V.77/07	V.78/07	V.78/07	V.79/07	V.79/07	V.80/07	V.80/07	V.81/07	V.81/07	V.82/07	V.82/07	V.83/07		V.84/07	V.84/07	V.85/07	V.85/07	V.86/07	V.86/07	V.87/07	V.87/07	V.87/07	V.88/07	V.88/07	V.89/07	V.89/07	V.90/07	V.90/07
		ETD				D/17.00										L/16.00																	
		ETA				SR/V.77										KN/V.83																	
		Repair request																															

	Vessel	รายละเอียด	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon
	Name		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	1
9	TLS	L/D/เวลา Hr - Hr.	L/14.00		D/05.00		L/19.00	D/22.00			L/24.00		D/21.00		L/20.00		D/01.00	L/20.00		D/15.00	L/14.00	Sail	D/10.00	SAIL	ETA/PM	L/24.00	DEP/PM	SAIL	D/09.00	SAIL	ETA/PM		L/14.00
	plan	ท่าผู้เช่า	MT	Ao Udom	Slw.1	Ao Udom	MT	Slw.1	Ao Udom	Ao Udom	MT	Ao Udom	Slw.1	Ao Udom	MT	Ao Udom	Slw.1	MT	Ao Udom	Slw.1	MT	SK	SK	SRC	SRC	MT	SRC	SK	SK	SRC	SRC	AOUDOM	MT
		สินค้า/Qty	Lpg	Anchor	Lpg	Anchor	Lpg	Lpg	Anchor	Anchor	Lpg	Anchor	Lpg	Anchor	Lpg	Anchor	Lpg	Lpg	Anchor	Lpg	Lpg		Lpg			LPG			LPG			ANCHOR	LPG
		เที่ยวเรือ	V.45/07		V.45/07		V.46/07	V.46/07			V.47/07		V.47/07		V.48/07		V.48/07	V.49/07		V.49/07	V.50/07		V.50/07			V.51/07			V.51/07				V.52/07
		ETD																															
		ETA																															
		Repair request																															

ASSUMPTION UNIVERSITY OF THAILAND
มหาวิทยาลัยอัสสัมชัญ
SINCE1969
BROTHERS OF ST GABRIEL
LABOR OMNIA VINCIT
A M D S

Appendix F:

Questionnaire English and Thai Version

ASSUMPTION UNIVERSITY OF THAILAND
BROTHERS of ST GABRIEL
LABOR OMNIA VINCIT
SINCE1969
มหาวิทยาลัยอัสสัมชัญ

QUESTIONNAIRE

This questionnaire is constructed for use as part of a research project entitled "Factors influencing job satisfaction of ship crews: a case of World Marine Transportation company" by a student of Assumption University. Please fill in each item of the questionnaire according to your opinion. The information obtained will only be used for study purpose. Thank you for your cooperation.

Part 1: General Profile
Please mark (√) at your appropriate answer.

1. Age
   - O 20 yrs. or below
   - O 21 – 30 yrs.
   - O 31 – 40 yrs.
   - O 41 – 50 yrs.
   - O 51 yrs. or above

2. Department: O Deck Dept. O Engine Dept.

3. Rank: O Officer O Rating

4. Length of services in the company
   - O Below 1 yr
   - O 1-2 yrs
   - O 3-4 yrs
   - O 5-6 yrs
   - O 7 yrs and above

5. Sea Service
   - O 5 yrs and Below
   - O 6-10 yrs
   - O 11-15 yrs
   - O 16-20 yrs
   - O 21 yrs and above

ASSUMPTION UNIVERSITY OF THAILAND
BROTHERS of S1 GABRIEL
LABOR VINCIT OMNIA
SINCE1969
มหาวิทยาลัยอัสสัมชัญ

Instruction: Please mark (√) in the space provided under the label that matches well with your opinion toward the company by using the scales as follows:

1 = Strongly Disagree 2 = Disagree 3 = Neutral
4 = Agree 5 = Strongly Agree

Part 2: job satisfaction factors

No.	Factors	1	2	3	4	5
	2.1 Promotion					
6	You have the chance for promotion in your job.	O	O	O	O	O
7	Your Chance of promotion in your company is better than other companies.	O	O	O	O	O
8	Your company has fair evaluation policies.	O	O	O	O	O
9	You understand that promotion is based on performance.	O	O	O	O	O
10	Your company provides a chance for your further study.	O	O	O	O	O
11	Your company has promoted employees to have advancement in appropriate position.	O	O	O	O	O
	2.2 Coworkers					
12	You have good working team on board the vessel	O	O	O	O	O
13	Your coworkers always support one another.	O	O	O	O	O
14	You go along with the suggestions of your coworkers	O	O	O	O	O
15	You exchange accurate information with your coworkers to solve a problem.	O	O	O	O	O
16	You have a chance to get to know new people at your work.	O	O	O	O	O
17	You attempt to avoid being "put on the spot" and try to keep your conflict with your coworkers to yourself.	O	O	O	O	O
18	You negotiate with your coworkers so that a compromise can be reached.	O	O	O	O	O
	2.3 Supervision					
19	Your supervisors give you good supporting roles.	O	O	O	O	O
20	You feel that you were treated fairly by your supervisors.	O	O	O	O	O
21	You feel comfortable to deal with your supervisors.	O	O	O	O	O
22	Your supervisors always listen to your suggestions	O	O	O	O	O
23	Your supervisors allow you to take initiative.	O	O	O	O	O
24	Your supervisors ask you to make decision.	O	O	O	O	O
25	Your supervisors give a clear direction to solve the assigned work.	O	O	O	O	O

ASSUMPTION UNIVERSITY OF THAILAND
LABOR VINCIT OMNIA
SINCE1969

Instruction: Please mark (√) in the space provided under the label that matches well with your opinion toward the company by using the scales as follows:

1 = Strongly Disagree 2 = Disagree 3 = Neutral
4 = Agree 5 = Strongly Agree

No.	Factors	1	2	3	4	5
	2.4 Work Itself					
26	You have clear job specifications and responsibilities	O	O	O	O	O
27	There are proper instructions and standardized procedures in your area of work.	O	O	O	O	O
28	Your working life on board the ship guides you to have high responsibilities and skills.	O	O	O	O	O
29	Your work is quite challenging and under pressure.	O	O	O	O	O
30	You feel that working on board is quite risky and dangerous.	O	O	O	O	O
31	You are able to make creative ideas and/or can even use your own knowledge and experience into the current jobs.	O	O	O	O	O
32	The degree of worthwhile accomplishments you got from doing your work is high.	O	O	O	O	O
33	You have a sense of pride in doing your work	O	O	O	O	O
	2.5 Pay					
34	The amount of pay and fringe benefits you received are enough.	O	O	O	O	O
35	You think that shipboard pays is reasonable when compare with other shore jobs.	O	O	O	O	O
36	Your salary is fair according to your responsibilities.	O	O	O	O	O
37	Your company offers a good reward system for a job well done.	O	O	O	O	O
38	Your monthly salary income is paid accurately and on time.	O	O	O	O	O
	2.6 Overall job satisfaction					
39	Overall you are satisfied with your job.	O	O	O	O	O

ASSUMPTION UNIVERSITY OF THAILAND
BROTHERS of S1 GABRIEL
LABOR VINCIT
SINCE 1969
มหาวิทยาลัยอัสสัมชัญ

แบบสอบถาม

แบบสอบถามนี้ใช้เป็นส่วนหนึ่งโครงการทำวิจัยของนักศึกษาปริญญาโท มหาวิทยาลัยอัสสัมชัญ ในหัวข้อเรื่อง "ปัจจัยที่กระตุ้นความพึงพอใจของคนประจำเรือ: กรณีบริษัทเวิล์ มารีน ทรานสปอร์ตเตชั่น" กรุณาตอบแบบสอบถามในช่องที่จัดไว้ให้ ตามความเห็นของท่าน ข้อมูลที่ได้จากแบบสอบถามจะถูกนำไปใช้ในทางการศึกษาเท่านั้น ขอบคุณที่ให้ความร่วมมือ

ส่วนที่ 1: ข้อมูลส่วนตัว

กรุณาทำเครื่องหมาย (√) ในช่องที่ท่านเห็นว่าตรงกับความเห็นของท่านที่สุด

1. อายุ
   - O 20 ปี หรือ ต่ำกว่า
   - O 21 – 30 ปี
   - O 31 – 40 ปี
   - O 41 – 50 ปี
   - O 51 หรือ มากกว่า

2. แผนก: O ปากเรือ O ห้องเครื่อง

3. ตำแหน่ง: O นายประจำเรือ O ลูกเรือ

4. ระยะเวลาในการทำงานกับบริษัท
   - O ต่ำกว่า 1 ปี
   - O 1 – 2 ปี
   - O 3 – 4 ปี
   - O 5 – 6 ปี
   - O 7 ปี หรือ มากกว่า

5. ระยะเวลาการทำงานอาชีพคนประจำเรือ (Sea service)
   - O 5 ปี หรือ ต่ำกว่า
   - O 6 – 10 ปี
   - O 11 – 15 ปี
   - O 16 – 20 ปี
   - O 21 ปี หรือ มากกว่า

ASSUMPTION UNIVERSITY OF THAILAND
BROTHERS of ST GABRIEL
LABOR OMNIA VINCIT
SINCE1969
มหาวิทยาลัยอัสสัมชัญ

คำแนะนำ: กรุณาทำเครื่องหมาย (√) ในช่องที่ท่านเห็นว่าตรงกับความเห็นของท่านที่สุดโดยดูได้จากข้อมูลต่อไปนี้

1 = ไม่เห็นด้วยอย่างยิ่ง 2 = ไม่เห็นด้วย 3 = ไม่มีความเห็น
4 = เห็นด้วย 5 = เห็นด้วยอย่างยิ่ง

ส่วนที่ 2: ปัจจัย ของความพึงพอใจในงาน

ข้อ	ปัจจัย	1	2	3	4	5
	2.1 การสนับสนุนส่งเสริม					
6	คุณมีโอกาสได้เลื่อนตำแหน่งในอาชีพของคุณ	O	O	O	O	O
7	โอกาสในการเลื่อนตำแหน่งของบริษัทคุณดีกว่าบริษัทอื่น	O	O	O	O	O
8	บริษัทของคุณมีนโยบายการวัดผลงานที่ยุติธรรม	O	O	O	O	O
9	คุณเข้าใจว่าการเลื่อนตำแหน่งขึ้นอยู่กับผลงาน	O	O	O	O	O
10	บริษัทของคุณเปิดโอกาสให้คุณได้ศึกษา อบรมต่อ และสอบเพื่อเลื่อนตำแหน่ง	O	O	O	O	O
11	บริษัทของคุณส่งเสริมพนักงานให้มีความก้าวหน้าในตำแหน่งที่เหมาะสม	O	O	O	O	O
	2.2 เพื่อนร่วมงาน					
12	คุณได้เพื่อนร่วมงานที่ดีบนเรือ	O	O	O	O	O
13	เพื่อนร่วมงานช่วยเหลือซึ่งกันและกันเสมอ	O	O	O	O	O
14	คุณคล้อยตามกับข้อเสนอแนะของเพื่อนร่วมงาน	O	O	O	O	O
15	คุณแลกเปลี่ยนข้อมูลที่ถูกต้องกับเพื่อนร่วมงานเพื่อแก้ปัญหาร่วมกัน	O	O	O	O	O
16	คุณมีโอกาสได้รู้จักคนใหม่ ๆ ในที่ทำงาน	O	O	O	O	O
17	คุณพยายามหลีกเลี่ยงความขัดแย้งกับเพื่อนร่วมงานและพยายามเก็บมันไว้กับตัวคุณเอง	O	O	O	O	O
18	คุณต่อรองกับเพื่อนร่วมงานโดยที่ยังคงไว้ความประนีประนอม	O	O	O	O	O
	2.3 การควบคุมดูแล					
19	หัวหน้าคุณมีบทบาทในการสนับสนุนคุณดี	O	O	O	O	O
20	คุณรู้สึกว่าคุณถูกปฏิบัติอย่างยุติธรรมโดยหัวหน้าของคุณ	O	O	O	O	O
21	คุณรู้สึกสะดวกใจเวลาติดต่องานกับหัวหน้าคุณ	O	O	O	O	O
22	หัวหน้าคุณฟังคำแนะนำจากคุณเสมอ	O	O	O	O	O
23	หัวหน้าคุณให้คุณมีการแสดงความคิดริเริ่ม	O	O	O	O	O
24	หัวหน้าถามคุณให้ช่วยตัดสินใจ	O	O	O	O	O
25	หัวหน้าคุณแนะนำวิธีทางที่ชัดเจนในการแก้ปัญหาในงานที่ได้รับมอบหมาย	O	O	O	O	O

ASSUMPTION UNIVERSITY OF THAILAND
LABORARE VINCIT OMNIA
SINCE1969
มหาวิทยาลัยอัสสัมชัญ

คำแนะนำ: กรุณาทำเครื่องหมาย (√) ในช่องที่ท่านเห็นว่าตรงกับความเห็นของท่านที่สุดโดยดูได้จากข้อมูลต่อไปนี้

1 = ไม่เห็นด้วยอย่างยิ่ง 2 = ไม่เห็นด้วย 3 = ไม่มีความเห็น
4 = เห็นด้วย 5 = เห็นด้วยอย่างยิ่ง

ข้อ	ปัจจัย	1	2	3	4	5
	2.4 ลักษณะของงาน					
26	คุณมีหน้าที่และความรับผิดชอบที่ชัดเจน	O	O	O	O	O
27	มีคำแนะนำและขั้นตอนที่เป็นมาตรฐานเหมาะสมในขอบเขตหน้าที่ของคุณ	O	O	O	O	O
28	การใช้ชีวิตทำงานบนเรือช่วยให้คุณมีความรับผิดชอบและความสามารถมากขึ้น	O	O	O	O	O
29	งานของคุณค่อนข้างท้าทายและอยู่ภายใต้ความกดดัน	O	O	O	O	O
30	คุณรู้สึกว่าการทำงานบนเรือค่อนข้างเสี่ยงและอันตราย	O	O	O	O	O
31	คุณสามารถสร้างสรรค์ความคิด และ/หรือ เคยใช้ความสามารถความรู้และประสบการณ์ของคุณในหน้าที่การงานปัจจุบัน	O	O	O	O	O
32	หน้าที่การงานที่คุณทำอยู่ได้รับการยอมรับและมีเกียรติอยู่ในระดับสูง	O	O	O	O	O
33	คุณมีความรู้สึกภูมิใจในหน้าที่การงานของคุณ	O	O	O	O	O
	2.5 ค่าจ้าง					
34	จำนวนเงินเดือนกับผลประโยชน์อื่น ๆ ที่คุณได้รับนั้นเพียงพอ	O	O	O	O	O
35	คุณคิดว่าค่าจ้างการทำงานบนเรือเหมาะสมเปรียบเทียบกับงานบนบกอื่น ๆ	O	O	O	O	O
37	บริษัทของคุณเสนอระบบรางวัลที่ดีสำหรับงานที่ทำได้ดี	O	O	O	O	O
36	เงินเดือนของคุณยุติธรรมสอดคล้องกับหน้าที่ความรับผิดชอบของคุณ	O	O	O	O	O
38	รายได้ประจำเดือนของคุณได้รับอย่างถูกต้องและตรงเวลา	O	O	O	O	O
	2.6 ความพึงพอใจโดยรวม					
39	โดยรวมคุณมีความพึงพอใจต่องาน	O	O	O	O	O

ASSUMPTION UNIVERSITY OF THAILAND
มหาวิทยาลัยอัสสัมชัญ
A M D S
LABOR OMNIA VINCIT
SINCE1969

Appendix G:

SPSS Descriptive Analysis Result

ASSUMPTION UNIVERSITY OF THAILAND
BROTHERS of ST GABRIEL
LABOR VINCIT OMNIA
SINCE1969
มหาวิทยาลัยอัสสัมชัญ

Appendix G: Descriptive Analysis

PART ONE: DEMOGRAPHIC PROFILES

Q.1 Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	>=20 yrs.	2	1.3	1.3	1.3
	21-30 yrs.	78	51.7	51.7	53.0
	31-40 yrs.	46	30.5	30.5	83.4
	41-50 yrs.	14	9.3	9.3	92.7
	>=51 yrs.	11	7.3	7.3	100.0
	Total	151	100.0	100.0	

Q.2 Department

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Deck Department	84	55.6	55.6	55.6
	Engine Department	67	44.4	44.4	100.0
	Total	151	100.0	100.0	

Q.3 Rank

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Officer	67	44.4	44.4	44.4
	Rating	84	55.6	55.6	100.0
	Total	151	100.0	100.0	

Q.4 Length of services in the company

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	<1 yr	46	30.5	30.5	30.5
	1-2 yrs	37	24.5	24.5	55.0
	3-4 yrs	26	17.2	17.2	72.2
	5-6 yrs	13	8.6	8.6	80.8
	>=7 yrs	29	19.2	19.2	100.0
	Total	151	100.0	100.0	

ASSUMPTION UNIVERSITY OF THAILAND
BROTHERS OF ST GABRIEL
LABOR VINCIT
SINCE1969

Q.5 Sea Service

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	<= 5 yrs	72	47.7	47.7	47.7
	6-10 yrs	50	33.1	33.1	80.8
	11-15 yrs	19	12.6	12.6	93.4
	16-20 yrs	5	3.3	3.3	96.7
	>= 21 yrs	5	3.3	3.3	100.0
	Total	151	100.0	100.0	

PART TWO: JOB SATISFACTION FACTORS

PROMOTION

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Q.6 You have the chance for promotion in your job	151	1	5	3.70	.909
Q.7 Your chance of promotion in your company is better than other companies.	151	1	5	3.36	.996
Q.8 Your company has fair evaluation policies.	151	1	5	3.26	.983
Q.9 You understand that promotion is based on performance	151	1	5	3.66	.980
Q.10 Your company provides a chance for your further study	151	1	5	3.66	1.014
Q.11 Your company has promoted employees to have advancement in appropriate position.	151	1	5	3.58	1.023
Valid N (listwise)	151				

COWORKERS

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Q.12 you have good working team on board the vessel	151	1	5	3.77	.865
Q.13 Your coworkers always support one another	151	1	5	3.72	.882

ASSUMPTION UNIVERSITY OF THAILAND
BROTHERS OF ST GABRIEL
LABOR OMNIA VINCIT
SINCE1969
มหาวิทยาลัยอัสสัมชัญ

Q.14 You go along with the suggestions of your coworkers	151	1	5	3.45	.936
Q.15 You exchange accurate information with your coworkers to solve a problem	151	1	5	4.07	.809
Q.16 You have a chance to get to know new people at your work.	151	1	5	4.06	.818
Q.17 You attempt to avoid being "put on the spot" and try to keep your conflict with your coworkers to yourself	151	1	5	3.73	.945
Q.18 You negotiate with your coworkers so that a compromise can be reached	151	1	5	3.89	.826
Valid N (listwise)	151				

SUPERVISION

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Q.19 Your supervisors give you good supporting roles	151	1	5	3.64	.919
Q.20 You feel that you were treated fairly by your supervisors	151	1	5	3.57	.976
Q.21 You feel comfortable to deal with your supervisors	151	1	5	3.74	.943
Q.22 Your supervisors always listen to your suggestions	151	1	5	3.50	.992
Q.23 Your supervisors allow you to take initiative	151	1	5	3.66	.994
Q.24 Your supervisors ask you to make decision	151	1	5	3.64	.920
Q.25 Your supervisors give a clear direction to solve the assigned work	151	1	5	3.77	.946
Valid N (listwise)	151				

ASSUMPTION UNIVERSITY OF THAILAND
SINCE1969
มหาวิทยาลัยอัสสัมชัญ

WORK ITSELF

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Q.26 You have clear job specifications and responsibilities	151	1	5	3.83	.862
Q.27 There are proper instructions and standardized procedures in your area of work	151	1	5	3.79	.771
Q.28 Your working life on board the ship guides you to have high responsibilities and skills	151	1	5	3.83	.958
Q.29 Your work is quite challenging and under pressure	151	1	5	3.24	.978
Q.30 You feel that working on board is quite risky and dangerous	151	1	5	3.51	1.082
Q.31 Your own knowledge and experience into the current jobs	151	1	5	3.68	.906
Q.32 The degree of worthwhile accomplishments you got from doing your work is high	151	1	5	3.36	.948
Q.33 You have a sense of pride in doing your work	151	1	5	3.86	.966
Valid N (listwise)	151				

PAY

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Q.34 The amount of pay and fringe benefits you received are enough	151	1	5	2.95	1.261
Q.35 You think that shipboard pays is reasonable when compare with other shore jobs	151	1	5	3.13	1.179
Q.36 your salary is fair according to your responsibilities	151	1	5	3.01	1.254

ASSUMPTION UNIVERSITY OF THAILAND
BROTHERS of ST GABRIEL
LABOR VINCIT OMNIA
SINCE1969
มหาวิทยาลัยอัสสัมชัญ

Q.37 Your company offers a good reward system for a job well done	151	1	5	2.74	1.315
Q.38 Your monthly salary income is paid accurately and on time	151	1	5	2.83	1.359
Valid N (listwise)	151				

OVERALL JOB SATISFACTION

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Q.39 Overall you are satisfied with your job	151	1	5	3.57	1.049
Valid N (listwise)	151				

ASSUMPTION UNIVERSITY OF THAILAND
BROTHERS of S1 GABRIEL
LABOR VINCIT OMNIA
SINCE1969
มหาวิทยาลัยอัสสัมชัญ

Appendix H:

Pearson Correlations Matrix

ASSUMPTION UNIVERSITY OF THAILAND
BROTHERS of S1 GABRIEL
LABOR VINCIT OMNIA
SINCE1969
มหาวิทยาลัยอัสสัมชัญ

Appendix H: Pearson Correlations Matrix

		Promotion	Coworkers	Supervision	Work Itself	Pay	Overall Job Satisfaction
Promotion	Pearson Correlation	1	.322(**)	.451(**)	.448(**)	.563(**)	.571(**)
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N	151	151	151	151	151	151
Coworkers	Pearson Correlation	.322(**)	1	.530(**)	.440(**)	.184(*)	.234(**)
	Sig. (2-tailed)	.000		.000	.000	.024	.004
	N	151	151	151	151	151	151
Supervision	Pearson Correlation	.451(**)	.530(**)	1	.343(**)	.320(**)	.315(**)
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	151	151	151	151	151	151
Work Itself	Pearson Correlation	.448(**)	.440(**)	.343(**)	1	.469(**)	.657(**)
	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	151	151	151	151	151	151
Pay	Pearson Correlation	.563(**)	.184(*)	.320(**)	.469(**)	1	.611(**)
	Sig. (2-tailed)	.000	.024	.000	.000		.000
	N	151	151	151	151	151	151
Overall Job Satisfaction	Pearson Correlation	.571(**)	.234(**)	.315(**)	.657(**)	.611(**)	1
	Sig. (2-tailed)	.000	.004	.000	.000	.000	
	N	151	151	151	151	151	151

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

* Correlation is significant at the 0.05 level (2-tailed).