



RELATIONSHIP OF EMPLOYEES DISPOSITION, WORK ENVIRONMENTAL
FACTORS AND EMPLOYEE MOTIVATION TOWARDS
WORK PERFORMANCE AND JOB SATISFACTION:
A CASE STUDY OF MOBILE PHONE DEALERS

A THESIS SUBMITTED IN PARTIAL FULFILLMENT
OF THE REQUIREMENT FOR THE DEGREE OF

MASTER OF MANAGEMENT
IN ORGANIZATION MANAGEMENT

BY

RATCHADAKORN ARANTHANAVONG

GRADUATE SCHOOL OF BUSINESS
ASSUMPTION UNIVERSITY
BANGKOK, THAILAND

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

Masters of Organization Management

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ABSTRACT

This research is aim to study the relationship of Employees Disposition, their Work Environment conditions, Motivation factors which impact to work performance and job satisfaction. The respondents of this research are employees who worked in the Telecommunication Industry in Bangkok, by reference from the information in year 1996 of the Communications Authority of Thailand of the private and public companies that received an allowance to supply the telecommunication products. Simple Random Sampling is use to collect the data. Questionnaires used are arranged into five main topics which included demographic profile, environmental factors, employee motivations, work performance and job satisfaction. Questions are asked in a series of statements by using Likert five-points scales.

From the study, the researcher has found the statistically result of relationship of the dependent variable; employee disposition, work environment, and motivation factors which contribute to the independent variables; work performance and job satisfaction which was supported by the concept and theory in chapter 2.

ACKNOWLEDGEMENT

This research study would never be completed without the inspiration with great support on time, efforts, and critical thinking provided. The researcher would therefore like to take this opportunity to express sincere gratitude and appreciation to Assumption University, and all professors: Dr. Perla Rizalina M. Tayko, Thesis Advisor; Dr. Taey Shawyun, Head of the Organizational Development Program; Dr. Laura A. Lintao, Thesis Counselor; and also Mr. Ronarit Wongphaet, who provided support, gave me a plenty of suggestions and recommendations. The researcher would like to dedicate this research study to the beloved mom, and dad who passed away four years ago, brothers, sisters, and friends who always support and stand by. Also, all the respondents who were so kind to gave their valuable time and effort to provide such that valuable information.

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CHAPTER 1

INTRODUCTION

1.1 Background of the Study

Today, more than ever before, the communications industry in the world has spread from traditional telephone line to fax, wireless phone, and internet. Technology does not stop here, as it is still expanding to more idealistic and fantastic products. People around the world can communicate with one another within a short time by using their fingers.

In Thailand, telecommunications industry has reached high level of competition among entrepreneur engaging in the mobile business. Services providers as well as retailers of mobile industry are offering discounts and or special privileges to attract new and existing customers in order to increase sales volume. This does have impact to the mobile phone accessories market in the way that increasing in number of wireless phones stimulate additional demand of the accessories. So, many accessory suppliers try to satisfy their customers by improving the product design and quality, giving more discount, and providing more credit allowances.

✓ Management of human resources is one of the significant means that enables the organizations achieving their goals of either growth or survival. If the people in the organization committee, devote themselves by working hard and show great

concern for the organization they are working in, it can be presumed that the organization can survive in all the situation even in time of economic crisis. The business organization needs to match its requirements in recruiting the right person to the right job. Moreover, management of the organization company need to know what are the motive that drive employees keep their services tenure with the organization.

The Mobile Phone Accessory Industry is concerned with technology, in which, those who stay in this career path need to be active in their work. They should have a high sensitivity to the changing environment as well as competence for self adaptation for the future growth and advancement. The employee can accumulate product knowledge while working. This is one of the significant benefits they keep with their own self, which will lastly support their occupation in the long run.

Demand for product and services is spread throughout Bangkok, there is an opportunity for the employee to become an entrepreneur using small amount of investment, to do side line when out of the work hours, or to find better job position by changing work place within the same business in order to gain highly return from their employment. Therefore, it is essential to understand factors that affect the employee work life, and the motives that drive them to work well and keep the services tenure with the organization.

1.2 Objectives of the Study

The purpose of this thesis was to study the relationship of work environmental conditions, employee disposition, motivation, job performance and job satisfaction.

1.3 Statement of the Problems

The researcher wanted to focus in the following specific question for the study:

1. What is the demographic profile of respondents in terms of:
 - 1.1 Age
 - 1.2 Gender
 - 1.3 Marital status
 - 1.4 Educational attainment
 - 1.5 Annual income
 - 1.6 Length of service
2. What are the employee disposition factors in relation to:
 - 2.1 Co-worker
 - 2.2 Supervisor
3. What are the perception of respondents on environmental factors in relation to:
 - 3.1 Organization Policy
 - 3.2 Organization Support
4. What are the employees' motivations in relation to:
 - 4.1 Intrinsic rewards.
 - 4.2 Extrinsic rewards.
5. What are the perceptions of employees on their Job Performance as:
 - 5.1 Individual
 - 5.2 Group

6. What are the perceptions of employees on their job satisfaction as:
 - 6.1 Individual
 - 6.2 Group
7. What are the differences of employee perception on employee disposition, environmental factors, employee motivation, work performance and job satisfaction by demographic factors?
8. Is there a correlation between employee disposition, work environmental factors and employees motivation to work performance and job satisfaction by demographic factors?
9. What are the relationships among employee disposition, environmental factors, employee motivation, work performance and job satisfaction?
10. Are there differences in different level of responses on employee disposition, employee motivation, job performance, and job satisfaction.

1.4 Scope of the Study

The topic of interest to the researcher is focused on the relationships of employee disposition, work environmental factors, motivation as well as job performance and job satisfaction.

Bangkok is the business center and capital of the country. Most if not all telecommunication companies are located in the metropolitan area. The study is limited to companies located in Bangkok included trading firms in telecommunication industry that concentrate in supplying mobile phone and accessories with 30-50 employees.

The study covers only for employees who work in the trading firms in the Telecommunication Industry, which supply mobile phone, accessories, and parts. The social background variables of the study included age, sex, educational attainment, monthly income, and length of service. Only the employees above one-year length of services are included in this study because they are familiar with the environmental around them, which will lastly helpful for the researcher in giving correct information. It is also includes the Employee demographic profile to show whether such factors would show variance in attitudes towards the work place and the organization as a whole.

Sampling of the respondents will selected from the company in Bangkok area that registered their name in the Communications Authority of Thailand, in which, receiving the permission from the CAT to sell the telecommunication products.

1.5 Limitations of the Study

The level of education of respondents is only at the basic level and may have difficulty in responding to the concepts of the questions in the questionnaire of the study. But the researcher will put an efforts in translate the instrument into their native language. Management support in providing and facilitating in gathering the information from their people in the company is also crucial for the success of this study.

1.6 Significance of the Study

The result of this study would help the management to understand about employee attitude, work environmental factors and motivation, which can bring about high performance for the company to both individual & groups. Employees have different perceptions about their physical work place and their social status. Some people concentrate on the extrinsic reward much more than intrinsic rewards. So, it is important for management to know the area which employees concentrate on when they work with a company, or when the employees want to seek the job that is suitable for them.

This study is also significant as it focuses on the motivational factors which relate to the behavior of the people in the telecommunications industry as each employee views work differently for different reasons. It would explain what people need and what can satisfy their needs in order to produce high work performance and job satisfaction (individual, and group). Given the threat and finding of the study, management could be benefit from it relation to recruitment of the right people for the right job.

By understanding the environmental designs and structure of communications in the organizations, management could gain effectiveness and efficiency from their work, as well as understanding more about their subordinates. Ultimately, the study intends to:

1. To provide the management with clear picture of the factors that influence their employee work satisfaction and performance.
2. To determine the key attributes that influence employees in staying with the organization.

- ✓3. To develop a series of recommendations that will be useful in assisting the manager to manage their people well.

In addition, managers can also use the insights from this finding as a guideline in recruitment process in fitting the suitable personnel on the job.

1.7 Definition of Terms

For clarity and uniformity of this study, the following terms as applied in this research are defined as follows:

Disposition. It is an attitudinal display or demonstration of positive or negative preference on the work environment, co-workers and management style and practices.

Demographic Factors. It refers to the different identification features of respondents in this study which included age, sex, status, education, tenure and annual income.

Work Environment. It refers to physical conditions, lighting, noise, machine pacing, temperature, equipment, shifts, materials, education, style of management, policies, organization design, training and luck (Rue & Byars, 1995).

Organizational policy. It refers to policies and guidelines, organization design and structure, systems and procedures, priorities, principles relating to rules and regulations.

Organizational Support. It refers to physical conditions, lighting, noise, machine pacing, temperature, equipment, materials and training.

Job Satisfaction. It refers to the quality and value of the consequences already

experienced as a result of performance. Positive feelings of job satisfaction result primarily from work that is already done. It is the overall attitude of a person towards his work. (Rue & Byars, 1977).

Motivation. It refers to sources of driving force or energy to get things done from within the self as intrinsic and outside the self or from the environment as extrinsic. (Schermerhorn, 1982).

Workgroup. It refers to any collection of people who share a common goal or purpose. Small groups are usually classified as family, community, work, or circles. (Schermerhorn, 1982).

Work Team. It is a special form of work group that is focused on completing job tasks. Often the work team will provide advice, produce products and services, completing special projects, and implementing special actions or changes. (Schermerhorn, 1982).

Performance. It refers to output measured from a task or goal accomplishments in terms of quantity and quality of individual and team. (Rue & Byars, 1977).

Extrinsic motivation. It refers to motivation from outside. Motivational factors in this study includes money, status and external rewards. (Garrison & Bly, 1997).

Intrinsic motivation. It refers to motivation from within. Motivational factors includes self-esteem, reduced tension, pleasure, curiosity, relief from stress, and achievement. (Garrison & Bly, 1997).

Work Place. It refers to the place where business setting and situated or located. It also includes climate and facilities surrounding the employee area of work. (Schermerhorn, 1982).

Co-Worker. It refers to the peers and staff who works within the same department of the employee.

Supervision. It refers to technical help and social support of the person in higher level than the employee.

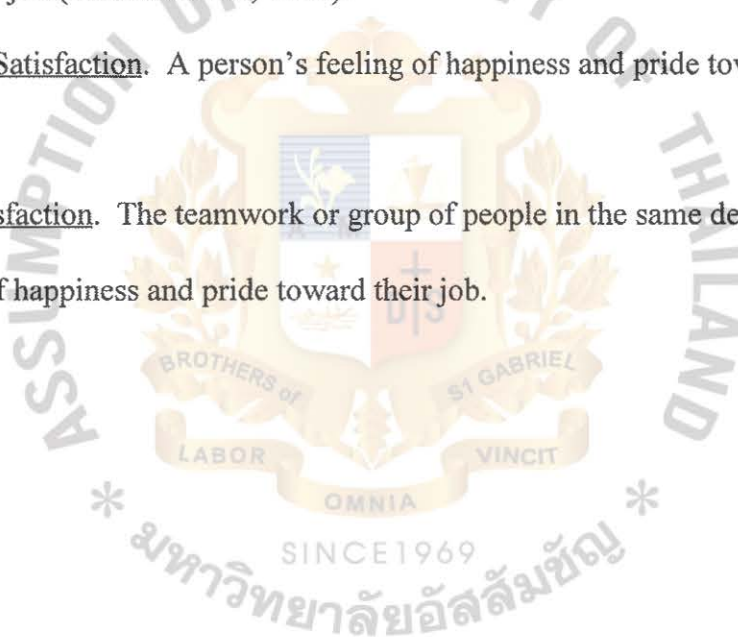
Individual Performance. It refers to the extent to which a person contributes to achieve the goals of the organization.

Group Performance. It refers to the extent to which a group or teamwork of the employee in the department that contributes to the achievement of goals of the organization.

Job Satisfaction. It refers to the happiness and enjoyment of the employees towards his/ her job (Schermerhorn, 1982).

Individual Satisfaction. A person's feeling of happiness and pride towards his/her job.

Group Satisfaction. The teamwork or group of people in the same department with feelings of happiness and pride toward their job.



CHAPTER 2

REVIEW OF RELATED LITERATURE AND STUDIES

This chapter presents the relevant literature review on the theories and studies on organization, motivation, disposition and attitudes, job performance and satisfaction.

2.1 Concept of Organizations

Organizations are human creation. They are conceived born and managed to grow and develop by people. "Organization is a clearly bounded group (or groups) of people interacting together to achieve a particular goal (or goals) in a formally structured and coordinated way", Daft, (1995). The people within the organization usually shares the same identity by their uniform which can differentiate themselves from another group in different organizations. The interaction among people within the organization takes place both formal and informal way.

Formality in an organization means that it has been created with a declared and agreed purpose, that its membership can be clearly defined, and that its tasks are defined and coordinated according to rules and procedures set out by those responsible for its management (Gallagher, 1997).

30653 c.2

By this formal definitions of relationship, people carry out their roles functions and tasks. Within the formal organization, the people need to understand the hierarchical structure, unity of command, line and staff principle, division of labor principle, span of control, rules principle and positional power principle. However, we usually find that much interaction of the people in organization takes place outside the formal structures of the organization. This happens when people like one another and form friendship, while some do not. As such people like to share their experience about things, and they relate to each other by such relationship outside their work. This type of relationship is found also when people in the organization come from the same background, like when they graduate from the same university, they belong to the same club members, or they have undertaken the same training course, or have the same professional qualification (Renolds, 1997).

According to John (1983), he stated that informality within an organization refers to those behaviors that take place without direct reference to its declared purposes, rules and procedures, but that arise from the spontaneous social interactions of its members. Friendships within organizations help people enjoy their work and enhance harmony among themselves. Working groups with a common training and professional pride may well set informal norms or standards for their work that are higher than those formally required by the organization. There are often that the new problem arise within the organization, and the members try to use their informal way of expression to treat one another, which result in the solving that problem with a win win situation.

Johns (1983), in his study stated that relationship of the people in the organization is one of the significant things. People work together in order to reach the same goal. Figure 2-1 show relationship exists between individual or personal

behavior (which includes; learning; perception and the judgement of others; attitudes and job satisfaction; personality; stress; theories of work motivation; and motivation in practice) and social behavior and organizational processes (which includes; group formation and structure; group processes; leadership; communication; decision making; and power, politics and conflicts). The structure of organizations and organizational change and development influence individual behavior, social behavior, and critical processes. It is easy to find the formal and informal relationships of people in the organization are interrelated right from the individual up to the organization levels. This interaction, in figure 2-1, also showed how an employee respond to the work place, co worker and supervisory management. In the same perspective, Hersey and Blanchard (1993), define organization as a human social system, where the system is operating and it is composed of many interrelated subsystems interacting with itself and its environment. The changes in one subsystems, of the human system, will affect changes in other parts of the total system. It is focused on motivation, needs of organizational members and on the leadership provided or required.

With the same point of view with John, Minzberg (1989) also stated that organization comprised of six basic elements, which includes people, strategy, hierarchy of authority, procedure, supporting, and value-belief.

From the above perspectives, the researcher found that both social interaction and physical conditions both effect the people within the organization. And to study this relationship or differences of behavior, the researcher need to know the employee demographic profile as a first pace of the study.

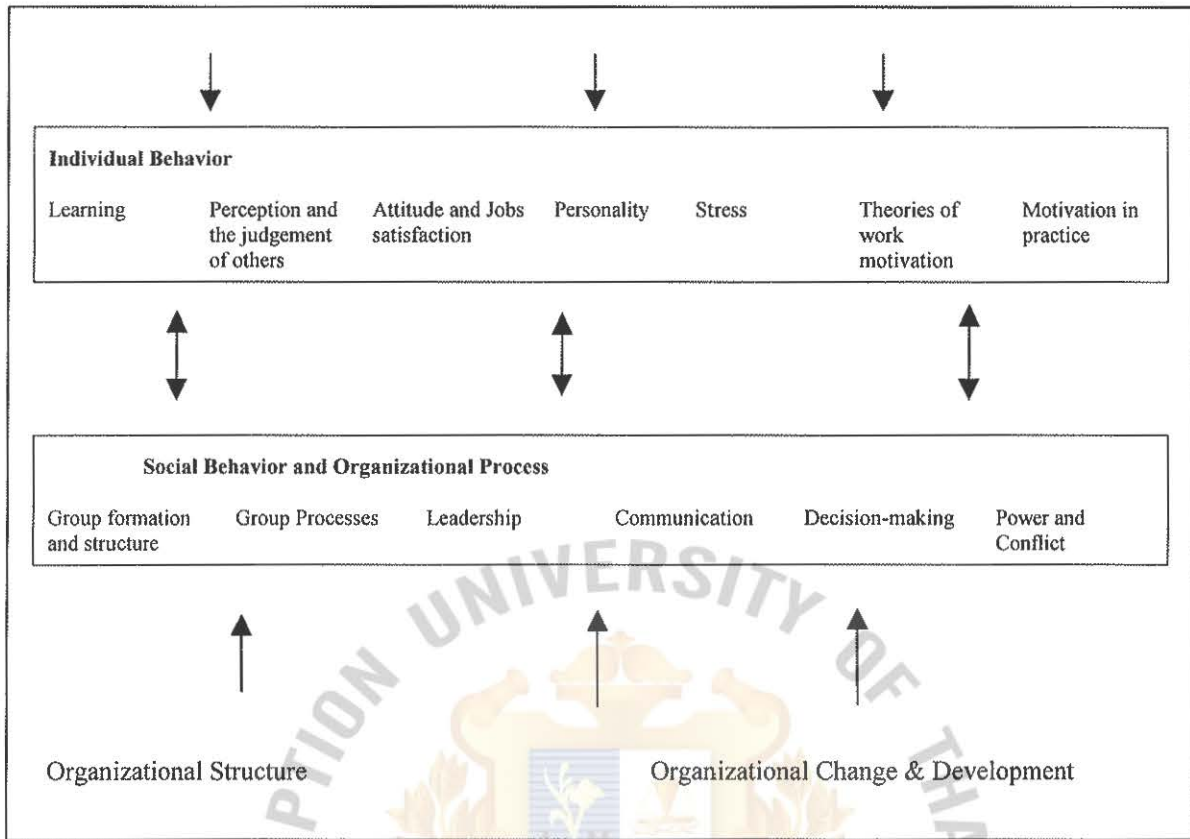


Figure 2.1 How an employee responds to the work place, co-worker and supervisory management

2.2 Demographic Profile

2.2.1 Studies related to demographic profile. There has been researches which indicate that biographical data, such as age and gender, have some influence on the level of job satisfaction. Age, for instance, was shown to be related to the level of job satisfaction. However, the direction of the influence appears to be in question. Three views have been argued concerning this relationship. The first is that the relationship is best described as U shaped function. This idea suggested that

satisfaction initially decreased until the individual were in their 20s and then increased with age, Savery (1996).

The second view was that there was a positive and linear relationship between job satisfaction and age. Finally, the third view was that job satisfaction was positively and linearly related to age until a terminal point when it decreased significantly (Savery, 1996).

When gender is considered, it appears that women are less likely to be satisfied with their job than men. This finding may be due to the lack of challenge in women's jobs, as identified by Davis in his analysis of census data when he showed that women had fewer jobs requiring substantial discretion or decision making. These finding may well be as true today as they were when Davis made his comments because as Karpin (1995) suggests, there has been a poor success to date in opening up management and corporate boards to women (Savery, 1996).

As the said studies, we found demographic profile of the company staff is critical for human resource management and development to concern about. This study can help management for a well plan of their human resource in order to gain highest production of the employee performance.

2.3 Employees Disposition

Employee disposition is an attitudinal process. Attitudes are integral part of the human make up. Everyone has attitudes. In the workplace, attitudes reflect how people evaluate their working conditions as well as how they think and feel about the company for which they work. In figure 2-2, ABC models illustrates the three components of attitude. Each component should be considered to have relatively

equal weight in the development of attitudes. For the feeling of affective component, it includes the physical feelings that make up moods and emotions. Behavioral component of attitude is intention to act. Every attitude suggests that in a situation related to that attitude, specific actions or behaviors would be more likely than would other actions. And the latest one, cognitive component of attitudes refer to the thinking process.

As can be seen, an attitude is a way that an individual evaluates something. The customer service representative's attitude about work is her evaluation of her job. It may focus on the positive or negative feelings related to work, the opportunities it affords her, or even how she feels about the circumstances of her work. In each aspect, the attitude is the person's way of evaluating the work. According to the ABC model, every time that the representative's feeling change, her attitude changes. However, if her feelings change frequently, and she notices these changes, then she may realize that her attitude about work is uncertain. The constant change of feelings, or affect, may be tied to frequent changes in her evaluation-thoughts and cognition-about the job. As her thoughts and feeling change, her intentions to continue in the job change as well. In fact, her performance and satisfaction with the job will change also. In uncertain conditions, attitudes become much more complex. They also can have significant impact on many aspects of work.

Essentially, attitudes are feelings, intentions, and thoughts about other people, about one's self, about situations, or about events. The components of attitudes-the affective, behavioral, and cognitive components-make up what is called the ABC model of attitudes, Rokeach (1986).

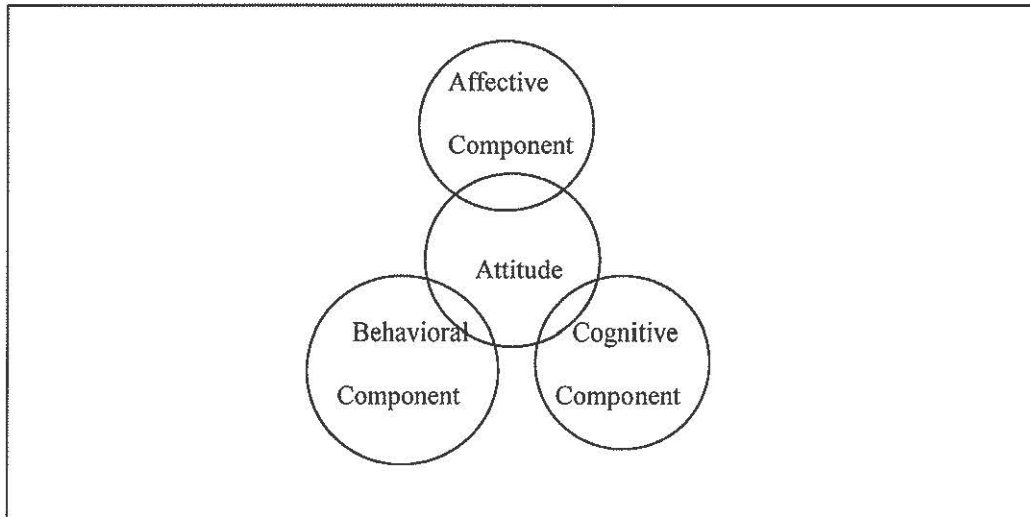


Figure 2.2 ABC model

Members of an organization must share common attitudes toward the goals of the organization to be successful in meeting those goals. These shared attitudes make up much of the organization's culture. Individual employee attitudes and organization culture make up of the work environment. They govern the communication and interactions within the group. They control how the organization responds to challenges and carries out its objectives. Exploring the attitudes that employees hold concerning factors that motivates them to work is important to creating an environment that fosters employee motivation.

2.3.1 Sources of attitudes. There are many sources of attitudes.

Garrison (1997), use five broad categories of attitude sources to describe the influences on the formation of specific attitudes. There are; (1) family, school, church, and friends (generally, society); (2) cultural and ethnically based values; (3) specific learning experiences; (4) the attitudes and actions of specific, important

people; and (5) expectations in the workplace. Figure 2-3 will presented these five sources of attitude.

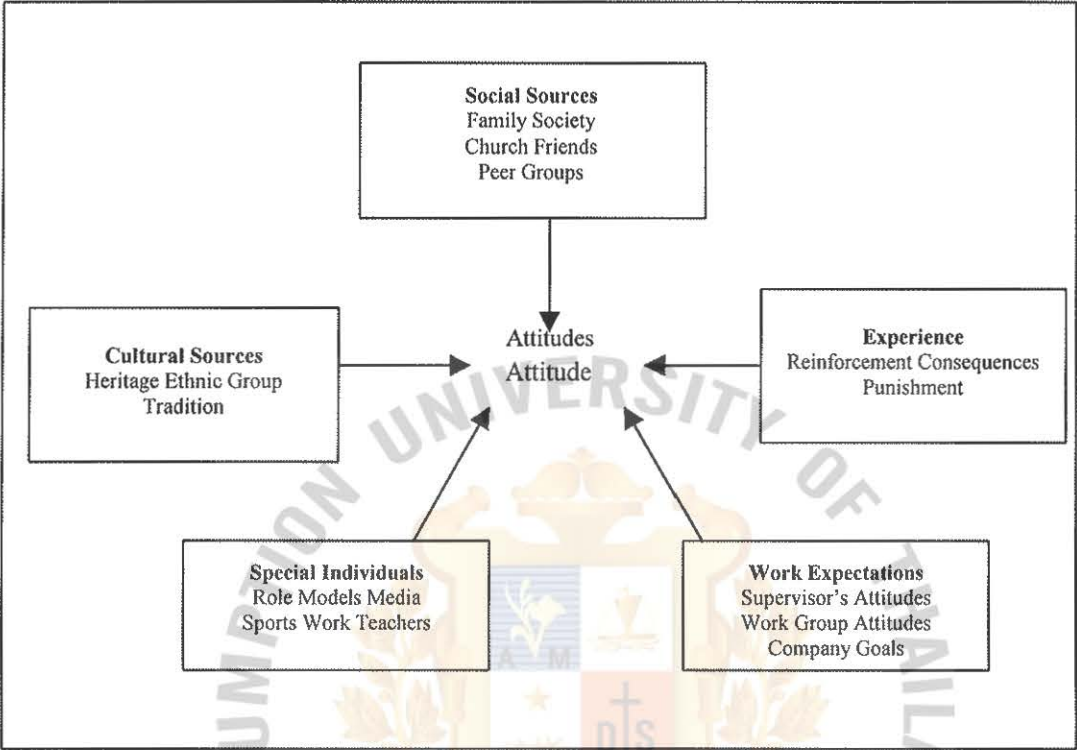


Figure 2.3 Five Sources of Attitude

In the process of socialization, individuals take in and try out norms of behavior, modes of feeling and expressing feelings, and judgments about others, Bush (1981). Friends and coworkers form what sociologists call reference groups. Reference groups can be people of the same age or same status. At work, the reference group of an assembly worker is composed of all the assembly workers, no matter what their age or gender, and can include assembly workers in other plants and industries.

In the organization, individual behavior needs to interact with the social behavior and organizational process. It is critical to study the employee disposition towards their co-worker and supervision because disposition is one of the major sources of the attitude that employee acquire and develop, which will result and affect their performance and job satisfaction.

2.3.2 Disposition towards co-worker. Li, Hung-Hui, The Ohio State University (1996), stated that more and more organizations have discovered that teams offer an effective way to coordinate across organizational boundaries to solve problems, to gain employee commitment, and to respond to environmental changes. As a result, they are increasing the use of teams to accomplish their goals. In order to provide better services and to accomplish their goals in order to provide better services and to implement the Total Quality Management (TQM) systems.

With regards to co workers, that is one factor that lead to job satisfaction in the social interaction, according to Hunt (1986) and Bennett (1994), the study presents that teams are either formally established by management, or they emerge as a consequence of workers working together. The survey illustrated that a large proportion of companies take specific steps to build teams and effectively communicate their purpose to the team members.

According to Bursic (1992), working in teams is said to have many benefits for both the company and its employees. These benefits include: increased product quality; more effective decision making and execution; increased job satisfaction; and increased motivation. Gilgeous (1997), study about the quality of working life of manufacturing managers in UK, found that of the managers, 98.1 per cent agreed on

these benefits and added that working in teams is beneficial for both employees and the organization in which they work for.

According to Adair (1990), once a team has been set up and goals are being achieved, the group begins to find its own identity. This increases the morale of the team members. The work performance of each member will increase as members get on well and their needs, such as self-esteem will be met. Vic Gilgeous (1998), according to his survey, in 67 percent of the companies, morale increased after teams were set up. This occurred as "people began to feel more involved; communications were improved; job satisfaction was increased; feelings of belonging and self respect were encouraged; and attention to people had increased.

2.3.3 Disposition towards supervision. Proper supervisory attitudes can serve as the catalyst to usher in the change in an orderly and systematic fashion. Whereas knowledge and information are easy to acquire, attitude change does not occur so easily. Beliefs are complex and deeply rooted within the individual (George L. Frunzi, Ed. D. and Patrick E. Savini, Ed. D, 1997).

When disposition towards supervision is positive where employee is comfortable, at ease, loyal and congenial, work performance can be facilitate. Whereas, then the disposition is negative towards supervision where employee is resistant, their work performance can be effects also.

To this point, focus has been placed on the factors that influence employees to be either motivated or merely moved, satisfied or dissatisfied. However, the role of the leader played by each manager directly influences in what manner the employee will be motivated and find satisfaction. Additionally, since Maslow (1954)'s article

“The life-cycle theory of leadership”, Kenneth Blanchard and Paul Hersey have revisited the role of the manager as leader, evaluating that role in the 1990s.

2.4 Work Place Environment

The organization of the work place environment that is conducive environment promotes good working relationship and performance. Most employees value pleasant working conditions. Because the work environment is the occupational “home” of an employees, organizations must strive to create a work environment that is conducive to employee satisfaction. Failure to consider this important aspect can result in employee disenchantment and supervisory complications (George L. Frunzi, Ed. D. and Patrick E. Savini, Ed. D, 1997).

Rue and Byars (1995), thought that other factors such as environmental factors could affect job performance in an indirect way. They think environmental factors should be viewed not as direct determinants of employee performance, but as modifying the affects of effort, ability, and role perception. For example, poor equipment might very easily affect the effort exerted by an individual. Unclear policies or ineffective management can also produce misdirected effort. Similarly, a lack of training could result in underutilized abilities.

Under the explanation of Rue and Byars (1995), environmental factors include; physical conditions, lighting, noise, machine pacing, temperature, equipment, shifts, materials, education, style of management, policies, organization design, training, and luck.

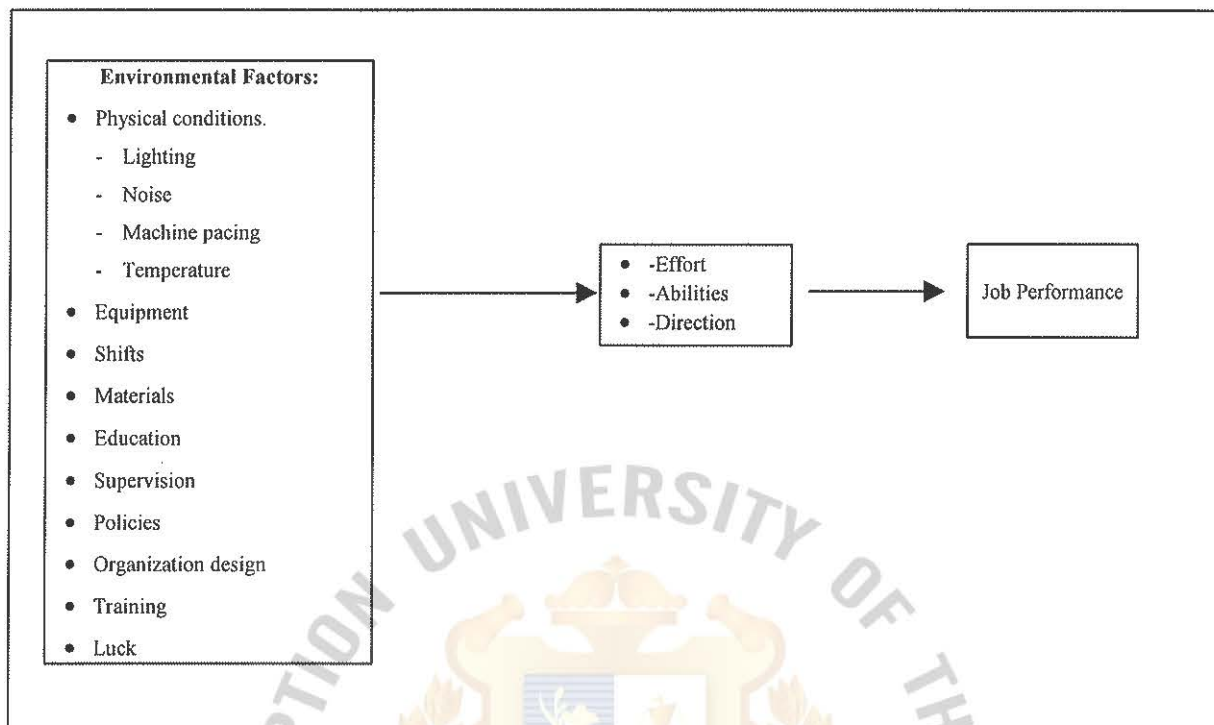


Figure 2.4 Environmental factors that modify performance

In the other aspects, Ainsworth said that environment would also affect an individual's job performance. Internal environment such as working conditions, tools and equipment, group factors, work culture and organizational structure. Under his explanation, there are at least three major elements of environment:

1. Physical – the tools and workplaces.
2. The human environment – issues of compatibility; team cohesiveness; leadership.
3. The organization – clarity of structure, systems, communication of priorities and emphases, work culture.

In the other light, Miner (1970) indicated that work situation/environment such as detrimental condition of work, excessive danger, negative factors associated with geographic location.

With the above concepts, it is clear that the environmental factor may affect the employee performance either direct or indirect way. Though Rue & Byars will be stressed on the physical facilities of the workplace, however, human environment and organization environment is also critical to consider. The researcher agree with Ainsworth that the other two facets does affect the employee feeling in more or less. Lastly, this will be result in affect with the employee performance. In conclusion, the researcher will be define those stated environment factor of both theory into Organization Policy (which includes policies and guidelines, organization design and structure, systems and procedures, priorities, principles relating to rules and regulations.) and Organization Support (which include physical conditions, lighting, noise, machine pacing, temperature, equipment, materials and training) as major work place environment the employee need to interact with.

The conditions of work must support the work activity. Lighting, temperature, noise level, adequate resources for work, and the closeness of work to home are just a few of the work environment conditions that contribute to satisfaction (Garrison & Bly, 1996). Safety is a major concern in most plants that involve heavy machinery, high automation, or chemical or environmental hazards. People must feel and be safe. Herzbers (1996) also stated that if the environment is unsafe, employees will be dissatisfied.

2.5 Employee Motivation Theories

As early in 1800s, James, indicated the importance of motivation. He found that hourly employees could keep their jobs by using approximately 20 to 30 percent of their ability. James also found that highly motivated employees work at approximately 80 to 90 percent of their ability. James illustrates the potential influence of motivation on performance.

Individual performance is generally determined by three things; motivation, ability, and the work environment. If an employee lacks ability, the manager can provide training or replace the worker. If there is an environmental problem, the manager can also usually make adjustments to promote higher performance. But if motivation is the problem, the task for the manager is more challenging. Individual behavior is a complex phenomenon, and the manager may be hard-pressed to figure out the precise nature of the problem and how to solve it. Thus motivation is important because of its significance as a determinant of performance and because of its intangible character, Sullivan (1988).

Motivation can arise from needs rooted in basic requirements for survival like food, and shelter etc. But just as important are other types of personal needs. People need to form affiliations with others. They need to have a positive sense of self. Each individual have different approaches to meeting these needs. Moreover, different needs become important at different times throughout life (Garrison, 1997). People are motivated by what they believe will be the consequences of their actions. Favorable results increase motivation, while results that are unfavorable usually decrease motivation (Lawler, 1986).

Exploring the attitudes that employees hold concerning factors that motivate them to work is important to creating an environment that fosters employee motivation. By the 1930s, employee attitude surveys were being used frequently in business to assess employee morale (Schneider, 1996). In 1949, Bellows reported that employee attitude surveys constituted a useful means for comparing the effectiveness of supervision and as diagnostics for supervisory training. They still are a direct approach to finding out what employees perceive as job-related motivational factors. With the results of surveys presented here, an organization is likely to gain information that can be used by managers to improve employee motivation (Kovach, 1980) and employee performance.

✓ Past studies focusing on this topic have noted what employees say motivates them to do their best work. These studies date back to the 1940s and sought primarily answers to the question, "Why do workers work?". If a company knows what drives employees to work, it is in a better position to stimulate them to perform well (Kovach, 1987).

Frederick Herzberg stated that "If companies are to survive, they will have to change from management by movement to management by motivation". The statement suggested by Herzberg, views that managers could not raise the level of employee satisfaction by changing the work context (e.g. raising pay). Rather, to increase employee satisfaction, managers would have to change the intrinsic value of the work itself. Managers could do this in a number of ways, including providing recognition for a job well done or giving employees more opportunities for personal growth through their work.

Highly motivated employees can bring about substantial increases in performance and substantial decreases in problems such as absenteeism, turnover,

tardiness, strikes, grievances, and so forth. The process of motivation can best be understood that needs will serve as a drives or motives to the employees in order to achieve the goals.

Taylor (1911), introduced the traditional theory of motivation which was based on the assumption that money is the primary motivator of people. Under this assumption, ^{pay} financial rewards are directly related to performance in the belief that if the reward is great enough, employee will produce more.

Through the use of money as motivator, manager concerned themselves with the importance of pay as a job satisfied and /or alternatively as a dissatisfied for an individual. Though, it is interesting to note that, from the fairly large amount of research on the importance of pay, it has been found to be ranked money as the third or-fourth most important factor (Savery,1996)..

2.5.1 Maslow's hierarchy of needs. In a broader paradigm, Maslow (1954), defined needs into 5 hierarchy; which includes physiological; safety & security; belongingness; social and love; esteem and self actualization. He assumed that a person attempts to satisfy the more basic needs (physiological) before directing behavior towards satisfying upper level needs. Maslow (1954), see figure 2-5, assumes that people have a need to grow and develop and , consequently, will strive constantly to move up the hierarchy in terms of need satisfaction. This assumption may be true for some employees but not others. Unsatisfied needs can cause frustrations, conflicts and stresses. A satisfied need ceases to motivate (e.g. When a person decides that he or she is earning enough pay for contributing to the organization, money loses its power to motivate.

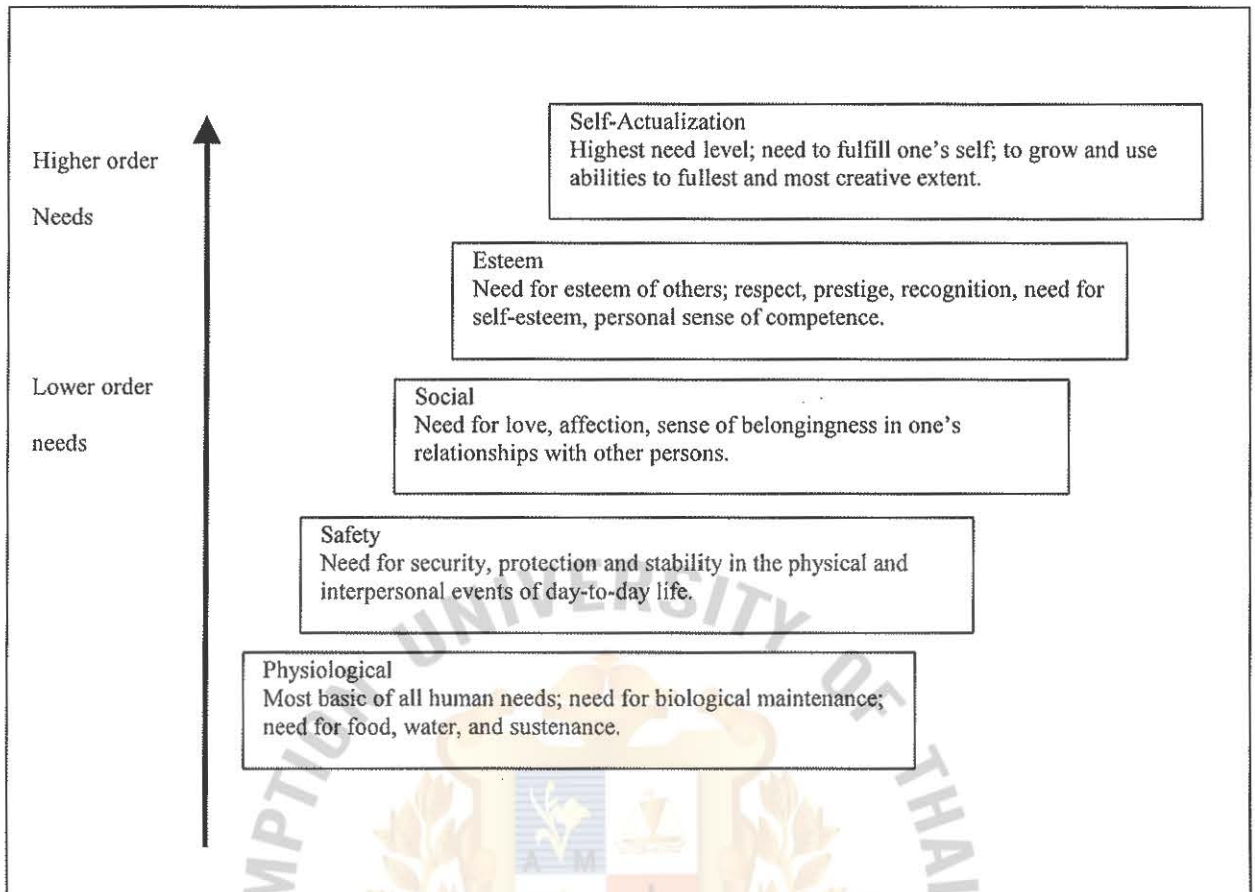


Figure 2.5 Maslow's Hierarchy of Needs

2.5.2 Theory X and theory Y. In contrast to McGregor (1960), he introduced a bi-polar view of theory X and theory Y. According to McGregor, theory X includes assumptions that people generally dislike work, lack ambition, and will avoid responsibility if possible. For theory Y, he assumed that work is as natural as rest or play, and that workers accept responsibility when self control can be used to pursue value objectives.

We can say that these two theories help distinguish two attitudes about workers. Theory X views the workers with pessimism. It describes workers who are uninterested in their work and must be controlled by the manager. The workers need

incentives and punishments to be motivated. Theory X suggests that a manager will be influenced by the concept of scientific management to the exclusion of human relations.

Theory Y views workers optimistically. According to this view, people are self directed and intrinsically motivated to work. People want to take responsibility for their work and productivity. This view is most similar to that of participatory management. It is difficult to find evidence of corporations governed entirely by one theory or the other. These two theories depict two extreme positions representing the options available for the management of people.

2.5.3 McClelland's acquired-needs theory. In a similar perspective of Maslow, McClelland (1961), made significant contribution to the study of motivation by focusing on achievement needs. This findings suggested that the strength of the achievement need in any given situation is dependent on three factors; the expectation of success, the value of the outcomes (rewards and incentives) to the person, and the feeling of personal responsibility has made significant need in any given situation is dependent on three factors; the expectation of for the achievement. McClelland insisted that all people have three needs 1) need to achieve 2) a need for power and 3) a need for affiliation. These three have been studied because they suggest that individual personalities may make the difference concerning how individuals express these needs. McClelland maintains that most people have a degree of each of these needs but that the level of intensity varies. According to his theory, it is the responsibility of supervisors to recognize the dominating needs in both themselves and their employees and to effectively integrate these differences.

In contrast to the categories of needs presented in Maslow's theory and the two factors theory in Herzberg's views, these three needs are specific motivations.

2.5.4 Equity theory. In another light, Adams (1965) developed equity theory which focused on the concept of fairness. It is the tendency for employees to compare the fairness of what their jobs require them to do (called input; skill, effort, performance, education, and others) with what they receive in exchange for their efforts (called outputs; pay & benefits, recognition, job satisfaction, opportunities and others).

When individuals compare their rewards to those given to others doing similar tasks and feel inequities exist, they will react by 1) Change work inputs (e.g., reduce performance efforts). 2) Change the outcomes (rewards) received (e.g., ask for a raise). 3) Leave the situation (e.g., quit). 4) Change the comparison points (e.g., compare self to a different coworker). 5) Psychologically distort the comparisons (e.g., rationalize that the inequity is only temporary and will be resolved in the future). 6) Take actions to change the inputs or outputs of the comparison person (e.g., get a coworker to accept more work).

2.5.5 Alderfer's ERG theory. Alderfers (1969), suggested that there are three need categories; existence need (desire for physiological and material well-being), relatedness needs (the desire for satisfying interpersonal relationship) and growth needs (the desire for continued personal growth development). For ERG theory, it showed that more than one need may be activated at the same time.

2.5.6 Herzberg's two-factor theory. Herzberg (1959), indicated that two sets of factors and conditions influence the behavior of individuals in organization. One set of factors he calls Hygiene or maintenance factors, which includes; quality of supervision; company rules and policies; interpersonal relations with superiors, subordinates, and peers; salary and certain types of employee benefits; working conditions and job security. The other set is Motivators, which includes; achievement; recognition; the job itself; growth and advancement possibilities; responsibility; feedback. He believes that money is a hygiene factor which only produce movement . It means money can only increase person productivity, but it does not produce job satisfaction. The figure 2-6 shows the distinctive elements of each factors.

2.5.7 Expectancy theory. In early 1960s, Victor Vroom introduced Expectancy Theory which suggests people not only are driven by needs, but also make choices about what they will or will not do. Vroom established an equation with three variables to explain this decision process which includes Expectancy (the degree of confidence a person has in his or her ability to perform a task successfully); Instrumentality (the degree of confidence a person has that if the task is performed successfully, he or she will be rewarded appropriately.); Valence (the value a person places on expected rewards).

Because the model is multiplicative, all three variables must have high positive values to imply motivated performance choices. If any of the variables approaches zero, the probability of motivated performance also approaches zero. When all three values are high, motivation to perform is also high.

throughout the body. These responses, called drives, ensure that the person will pay attention to the need. The term drive refers to the compelling desire that arises with a physiological imbalance. Behavior, thoughts, feelings and motivations are interconnected and quite complex. The attempt to change one aspect of ourselves-like losing weight or ending smoking-can have serious results on other aspects that we might think at first are not related. The interconnection of these elements is expressed in a motivation sequence. The process begins with a need. The need, which occurs because of the equilibrium being disturbed, leads to the drive. The drive is a state of tension that comes from recognition of the need. This tension can effect emotional states and our ability to concentrate on other tasks. In turn, the drive results in actions that led toward the goal of reducing the imbalance or tension. After time passes, the imbalance may return. The sequence then completes a cycle and begins again. This sequence of steps is presented in Figure 2-8.

Sometimes our personal standards of doing a good job motivate us. We obey the law because we believe it to be right. Sometimes we study because we love to learn. This kind of motivation is considered intrinsic. Need and drive based motivation are in part intrinsic because they arise from within (Garrison & Anne Bly, 1996). However, the satisfaction of needs and drives depends upon extrinsic things like food and water. Extrinsic motivation occurs when we work toward a paycheck. It is the way employee follow the law because thy fear being caught. Extrinsic and Intrinsic motivations also have sets of values and expectation that direct behavior.

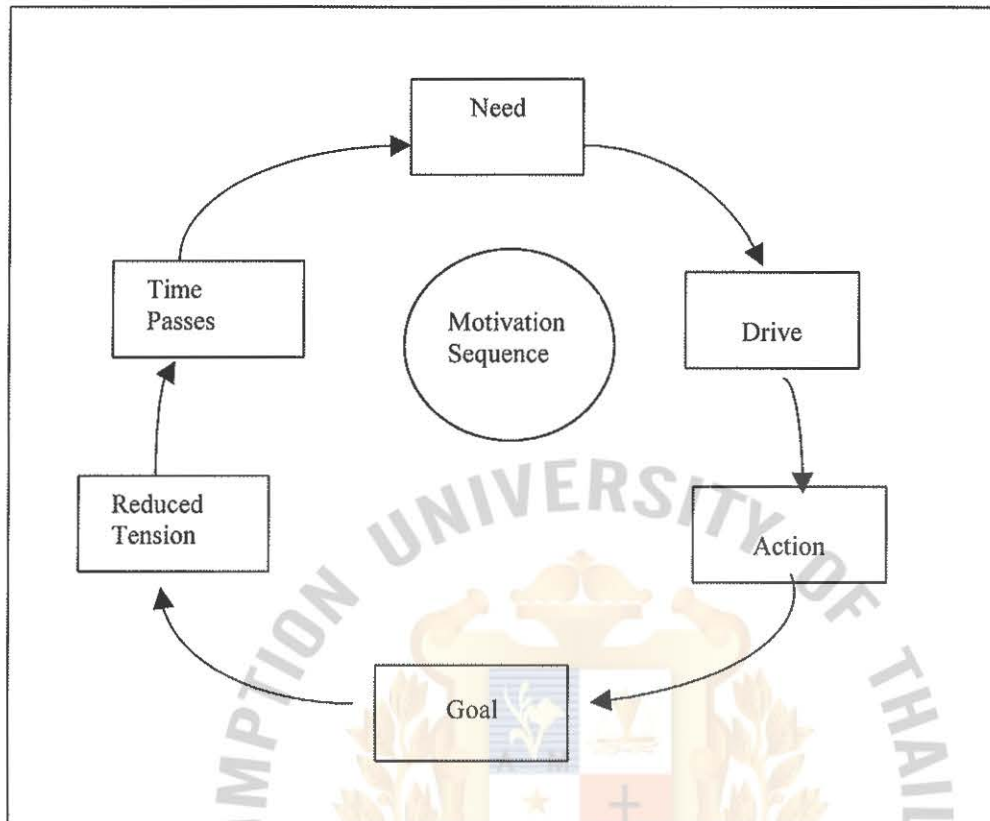


Figure 2.8 Motivation Sequence

Bull (1993), Virginia Polytechnic Institute and State University, examined work attitudes and work behaviors of students in secondary agricultural education programs in selected countries in Virginia to assess the relationships and predictive value of certain variables to work attitudes and work behavior. He found that students who were intrinsically motivated valued self-pride, responsibility for one's internal feelings about work, and personal development.

Hunter (1996), proposed a two-part system to motivation. She adds some new thoughts to motivation and reinforces the theories of others. She does not specify

individual motivators, such as money or status, but instead, she explains methods that can be used to motivate. She propose two types of motivation: intrinsic (internal) and extrinsic (external). Extrinsic motivation, according to Hunter, comprises five external factors that can affect from the outside; level of concern, success, feedback, interest, and feeling tone. These factors may be used individually, or more than one at a time it may be used to motivated people to action.

University of Michigan studied 1,533 workers who were asked to rate the importance of various aspects of work, and intrinsic motivators through a list. Of the five top-ranked features which includes; interesting work; Enough help and equipment to do the job; Sufficient information to do the job; Enough authority to do the job; Good pay. It is interesting to find that only the fifth dealt with tangible economic benefits (Savini, 1997).

2.6 Job Satisfaction

Job satisfaction refers to an individual's general attitude/ disposition about their job. There are many factors such as working condition, attitudes toward the organization, attitude towards supervisor, pay and benefits, attitudes toward the work itself, and an individual's health, and age, can all affect an individual job satisfaction. According to Rue & Byers (1997), satisfaction is largely determined by the comfort offered by the environment and the situation. Motivation, on the other hand, is largely determined by the value of rewards and their relationship to performance. The result of motivation is increased effort which in turn, increases performance if the individual have the ability and if the effort is properly directed. The result of satisfaction is

increased commitment to the organization which may or may not result in increased performance. This increased commitment will, however, normally result in a decrease in problems such as absenteeism, tardiness, turnover, strike and so forth.

Schermerhorn (1996), defined job satisfaction as the degree to which an individual feels positively or negatively about various aspects of the job. Important aspects of a job that can influence a person's job satisfaction include; Satisfaction with pay; Satisfaction with tasks; Satisfaction with supervision; Satisfaction with co-workers; Satisfaction with the work setting; and Satisfaction with advancement opportunities.

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

Causal links between job satisfaction and performance have been widely assumed for many years. Not only in a popular sense, but in academic and research

setting as well (French, 1987). Not unexpectedly, the assumed links have spawned a prodigious amount of research. However, the net effect of the research strongly suggests that there is no general relationship between job satisfaction and performance (Dowling 1975), and that the two do not necessarily go together (Kahn, 1960). So, understanding how job satisfaction and performance relates can help the manager apply the right motivational factor to their employees.

2.7 Job Performance

Job performance is the quantity and quality of task accomplishments by an individual or group at work (Schermerhorn, 1996). Baldrige (1997) indicates that the performance profile of the employee includes quality, ability to produce reliable work that is accurate; attitude, ability to work with others; productivity, amount of satisfactory work; initiative, knowledge and comprehension of fundamental responsibility; dependability and integrity; and effective communication, the ability to deal with supervisor and subordinates in work.

The productivity and quality of products in a company are determined by employee performance. (Garon, Leslie S., California State University, Long Beach, 1994). It is important for the manager to coach their employee and provide full support to them in order to manipulate their effective performance and ability into the work.

Maier (1973) and Lawler (1973) have summarized the determinants of task performance as: $\text{Performance} = \text{Ability} \times \text{Motivation (Effort)}$; where $\text{Ability} = \text{Aptitude} \times \text{Training} \times \text{Resources}$; and $\text{Motivation} = \text{Desire} \times \text{Commitment}$

They suggest that all elements of the above formulas are essential. Those people who have 100 percent of the motivation and 75 percent of ability required to perform a task can perform at an above average rate. However, if these individuals have only 10 percent of the ability required, no amount of motivation will enable them to perform satisfactorily.

Lyman Porter & Edward Lawler also described and measure the result of job performance of the employee in the organizational setting as being the net effect of a person's effort as modified by his abilities and traits and by his role perceptions.

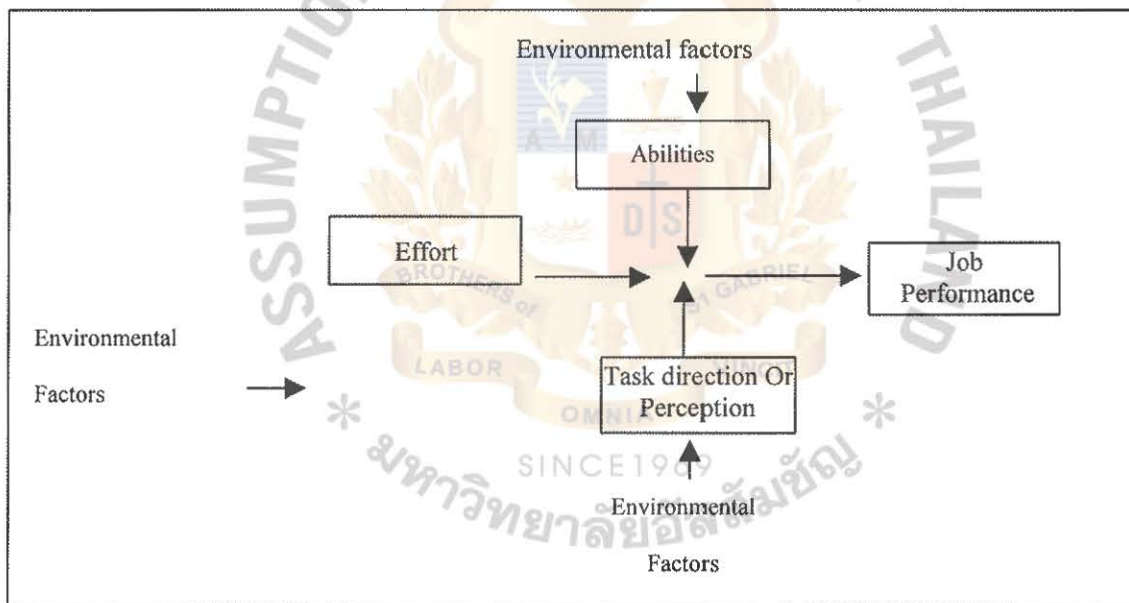


Figure 2.9 Adapted from Lyman W. Porter and Edward E. Lawler, III, *Managerial Attitude and Performance* (Homewood, III; Richard D. Irwin and The Dorsey Press, 1968), p. 17.

1968 by Richard D. Irwin, Inc. and The Dorsey Press

2.7.1 Measure of job performance. Many of the perspectives that dominated the early thinking concerning firm performance have their roots in traditional economic theory with an emphasis on market power and industry structure as determinants of performance (Caves, 1971). These studies emphasized economies of scale and scope the optimization of transactions costs across subsidiaries and critical market characteristics to explain different firm level strategies of performance. In this theoretical context, firm performance is designed through the alignment of resources, knowledge and vision to create competitive advantage and vision to create competitive advantage by responding with unique capabilities to environmental changes. This is an alignment of firm strengths with external opportunities (Barney, 1991 and Porter, 1985).

External environmental conditions and industry structure are largely assumed to shape the firm's performance. In recent years, however, other streams of research emphasizing a "resource-based" bundle of capabilities perspective on organizational performance have evolved to characterize the firm's evolution and strategic growth alternatives (Dierickx and Cool, 1989).

The resources based view of the firm suggests that the firm's internal characteristics especially the cultural patterns of learning and human capital asset accumulation have significant impact on the firm's capability to introduce new products and compete within disparate markets. Moreover, these same characteristics define firm heterogeneity through strategic intent and their knowledge base. Consequently, how a firm strategically deploys asset allocation in support of its unique comparative advantage is significant in determining its future strategies. Thus, a firm's competitive advantage is derived from its unique knowledge (Spender, 1993),

To measure employee work performance in order to achieve high levels of productivity, efficiency and effectiveness, it is an important concern in human resources activities including job selection, orientation, skill training, performance appraisal, compensation, human resource planning and career development which are all related to improving and sustaining organizational performance (Steven H. Appelbaum and Hare, 1996).

The design of performance measurement systems which are appropriate for modern manufacturing firms is a topic of increasing concern both to academics and practitioners. The problems with existing systems, particularly those based on traditional cost accounting principle (cost and efficiency), Bourne, (1997). One of the key problems with performance measurement system is that they have traditionally adopted a narrow, or unidimensional. Kaplan and Norton, among others, argue that this problem can be overcome if a firm adopts a balanced set of measures which enables managers to address financial perspective; internal business perspective; the customer perspective; innovation and learning perspective.

Firm success can be assessed in many ways. Thompson and Strickland have identified the types of goals that firms typically establish to measure their success. These goals can be categorized into four areas relating to markets; products; economic outcomes and employees, Ahmed and Montagno, (1997). As this research will focus on the individual and group performance, so, it will focus on improvement in employee skills and employee flexibility

2.7.2 Towards team performance. Team may then be portrayed as effective work groups whose effectiveness rests on the degree of motivation, co-ordination and purpose, and whose synergy produces energy and creativity which

is beyond them as individuals. This unitary and focused energy can be channeled by organizations to address increasingly complex problems, and is a primary strategy for continuous improvement. Building teams is a potentially rewarding task for management, but one that must be approached with knowledge and sensitivity.

According to the work of Ingram and McDonnell, (1996), they stated that effective work teams are those which: are composed of two or more people; have a specific performance objective or recognizable goal to be attained; co-ordinate activity among the members for the attainment of the team goal or objective.

An analysis of recent literature reveals that clear goals, leadership, empowerment, facilitation, commitment, communication, shared responsibility, and implementing performance strategies are eight important factors that can affect team performance.

Bowman, Kay, The Fielding Institute (1996), explored the relationship between the cognitive development manifested in employee performance relative to the complexity of the work environment associated with high performance work practices (US. Department of Labor, 1993).

According to the theories presented above, the researcher found it is potentially useful. Although the equity and expectancy theories have special strengths, current thinking argues forcefully for a combined approach that develops and tests contingency-type models that point out where and when various motivation theories work best.

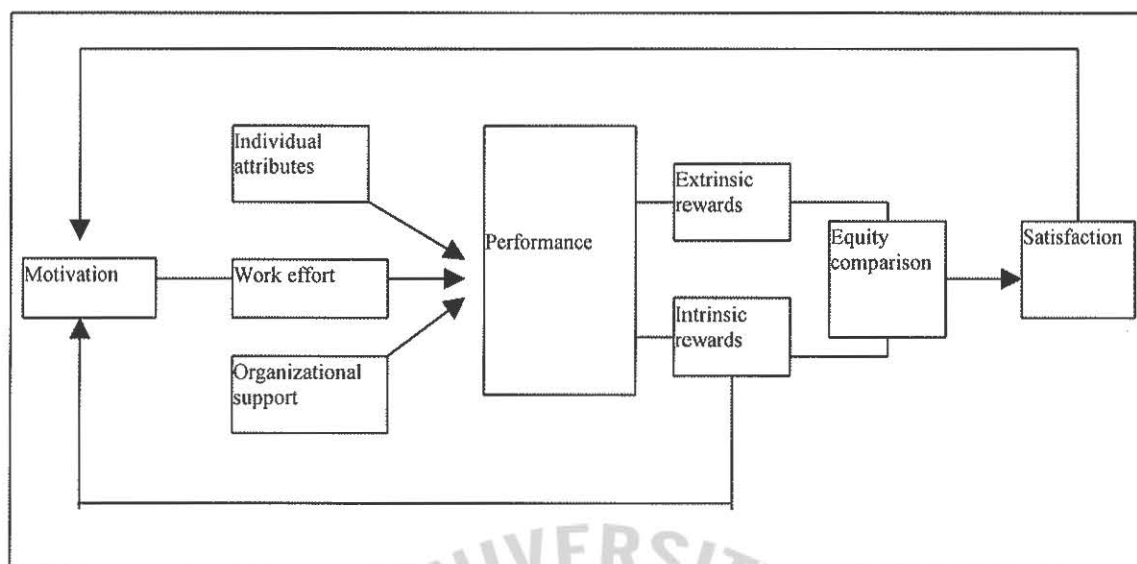


Figure 2.10 An integrated model of individual motivation to work

In figure 2.10, the integrated model of individual performance and satisfaction are separate, but potentially interdependent, work results. Performance is determined by individual attributes such as ability and experience, organizational support such as resources and technology, and work effort—the point at which an individual's level of motivation comes directly to bear. Individual motivation directly determines work effort, and the key to motivation is the ability to create a work setting that positively responds to individual needs and goals. Whether or not a work setting proves motivational for a given individual depends on the availability of rewards and their perceived value. Maslow hierarchy of needs, ERG theory, Acquired needs theory, and Two Factor theory enter the model as the guide to understanding individual attributes and identifying the needs that give motivational value to the possible rewards. When the individual experiences intrinsic rewards for work performance, motivation will be

directly and positively affected. Motivation can also occur when job satisfactions result from either extrinsic or intrinsic rewards that are felt to be equitably allocated. When felt negative inequity results, satisfaction will be low and motivation will be reduced.



CHAPTER 3

THEORETICAL AND CONCEPTUAL FRAMEWORKS

This chapter divided into three sections; the first provided an overview of organization and it's work environment, motivation factors, and individual job performance and satisfaction, which included the related theories in the process; second, explained on the study conceptual frame work; and lastly was the research hypothesis.

3.1 Theoretical Framework of the Study

The context of the study was on the understanding of the key factors that made up in the organization.

As shown in the Figure 3-1, an organization constitutes both the internal and external environment. This study focused on the Employees, which was one of the elements in the internal environment of the organization.

The Employees Work Environment Factors then considered to be those that influenced individual behavior and social behavior. This was the same view as John (1983), that stated relationship of the people in the organization is one of the significant things. The structure of organizations and organizational change and development influence individual behavior, social behavior, and critical process. As a social system, Blanchard also pointed out this view that organization composed of

many interrelated subsystems interacting with itself and its environment. The changes in one subsystem, of the human system, would affect changes in other parts of the total system.

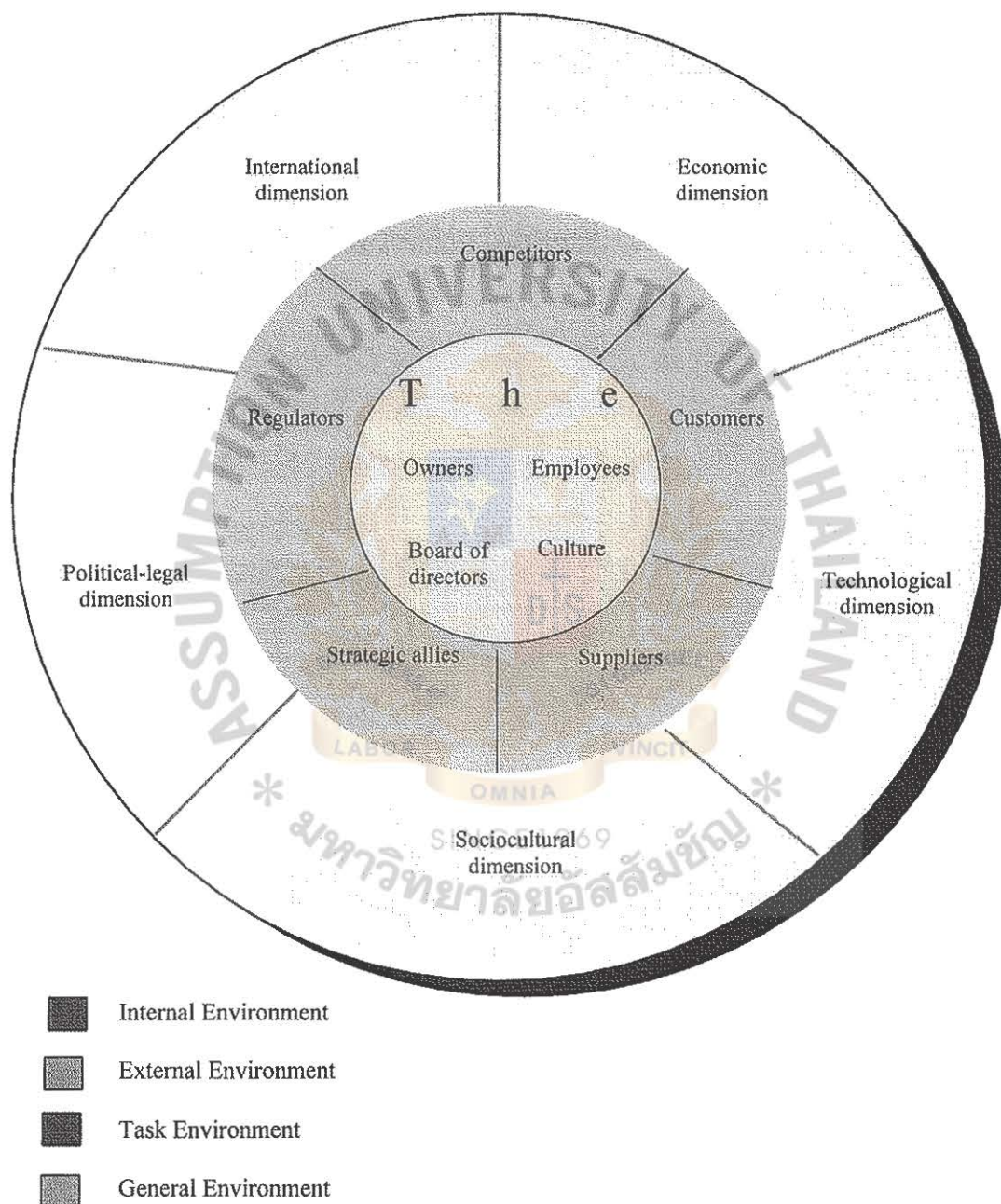


Figure 3.1 Organization and It's Environment.

In applying the theory being described in the Literature Review, Lyman Porter & Edward Lawler described and measured the result of job performance of the employee in the organizational setting as being the net effect of a person's effort as modified by his abilities and traits and by his role perceptions, came out the Psycho-Societal Environmental Factors as shown in figure 3.2.

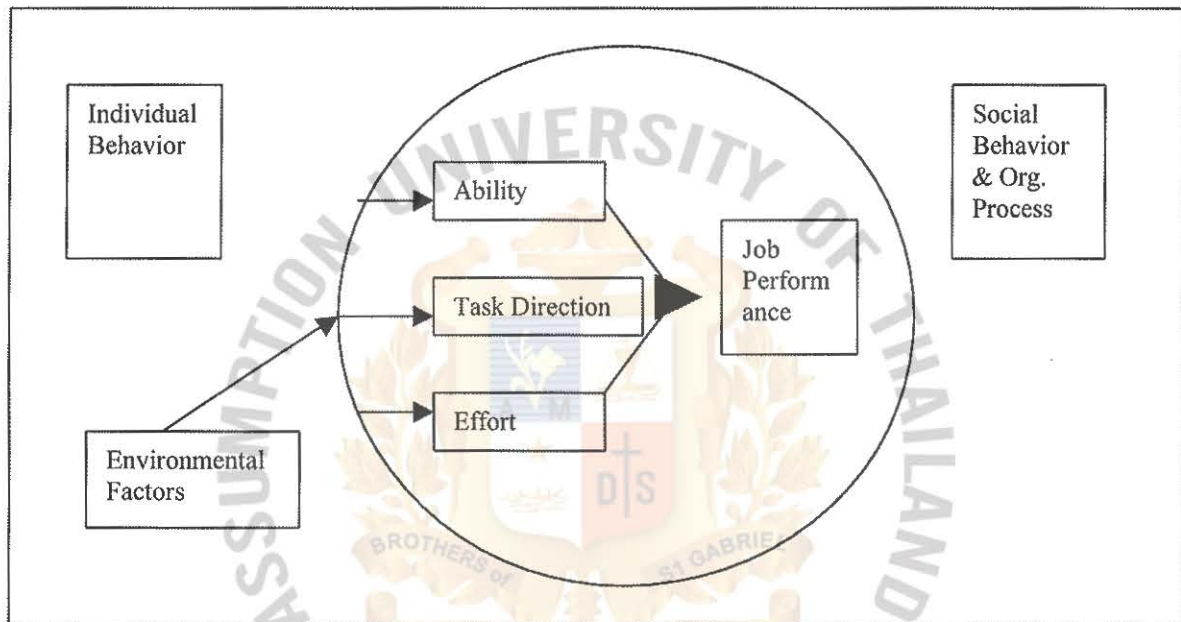


Figure 3.2 Psycho-Societal Environmental Factors.

When compare with the work of Leslie W. Rue and Lloyd L. Byers, (1980) that implied poor physical environment might effect the effort exerted by an individual. Under their explanation, environmental factors include physical conditions, lighting, noise, machine pacing, temperature, equipment, shifts, materials, education, style of management, policies, organization design, training and luck. Compare with Ainsworth view the environment as three major elements as; Physical-

the tools and work places; The human environment- issues of compatibility; team cohesiveness, and leadership; The organization- clarity of structure, systems, communication of priorities and emphasis, work culture.

Based on the figure 3-2 framework, came out the Psycho Physical Environmental Factors in figure 3-3, in which the model identified environmental factor that went together with personal effort, abilities and direction to produce job performance.

There were plenty of work place environmental factor, in which, this study would categorize those factors into Organization Policy (Shifts, Style of management, policies, and organizational design), and Organization support (Physical conditions, equipment, materials, and training).

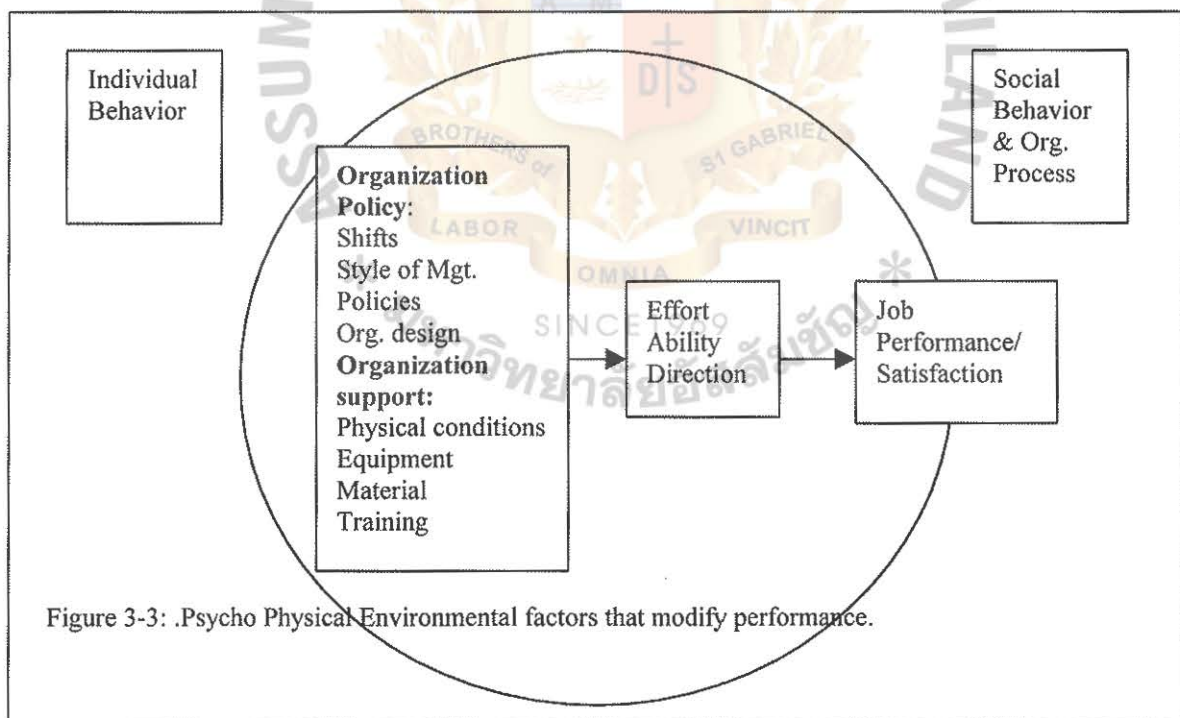


Figure 3-3: .Psycho Physical Environmental factors that modify performance.

Figure 3.3 Psycho-Physical Environmental Factors

With regards to the motivational factors, this referred to figure 3-3 that compare human needs identified in Maslow's, Alderfer's, and Herzberg's theories of motivation. It was interesting to study the higher order needs as intrinsic motivation and lower order needs as extrinsic motivation.

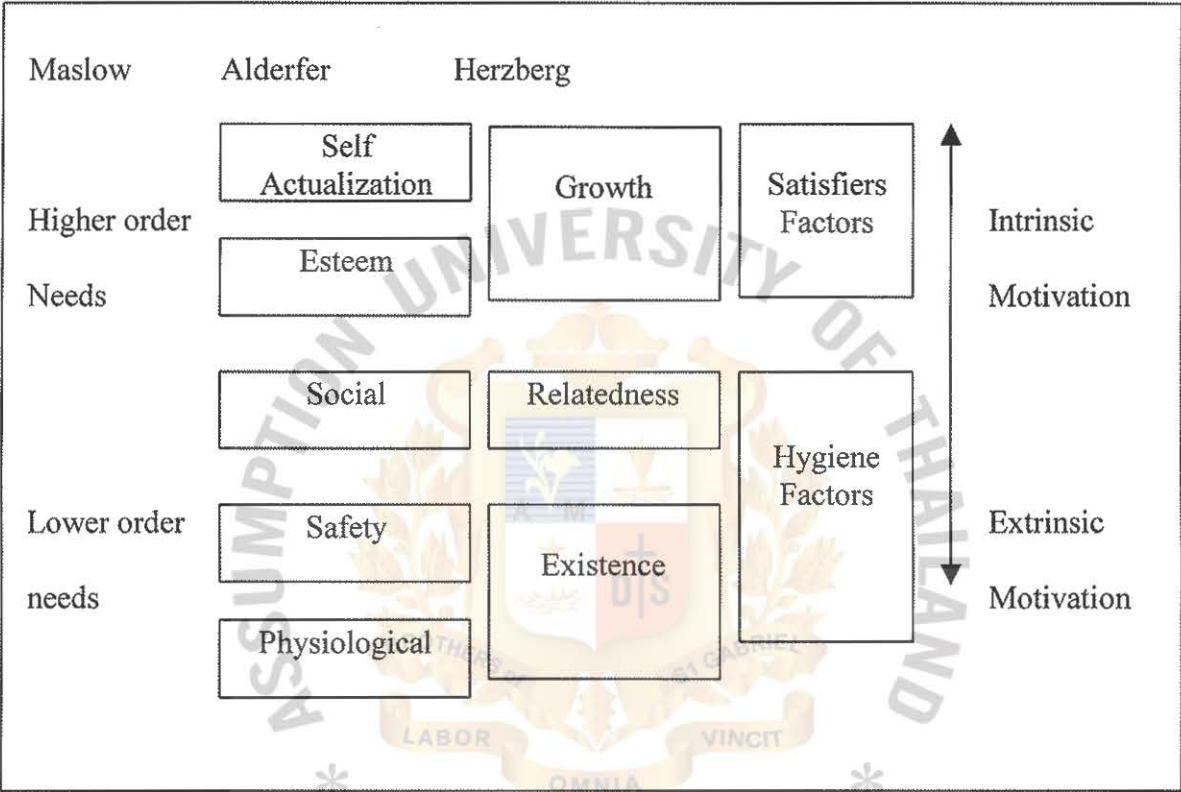


Figure 3.4 A comparison of human needs identified in Maslow's, Alderfer's, and Herzberg's theories of motivation.

In figure 3-4, it compared Motivation-Hygiene theory with the two need theories, in which the three theories propose different numbers of needs and different relationships among these needs, they had an important similarity. In one way or another, the intrinsic-extrinsic dichotomy proposed that each individuals had basic

needs which were what we called extrinsic motivation and higher order needs which we called intrinsic motivation.

From the above theory, the researcher would like to study on the two variables; intrinsic rewards and extrinsic rewards, in order to see the relationship of these with the performance and job satisfaction.

3.2 Conceptual Framework of the Study

The research paradigm indicated the following variables as the focus of the study: There were four independent variables namely; the demographic profile (age, sex, status, education and annual income and tenure of work); the second group was Employee Disposition (work place, co-worker, and supervision); the third was Environmental Factor (organization policy, organization support); and the fourth was employee motivation (intrinsic rewards and extrinsic rewards).

The two independent variables were: Work Performance (individual and group), and Job Satisfaction (individual and group). The conceptualization of the relationship of these core variables and sub variables were shown in figure 3-5.

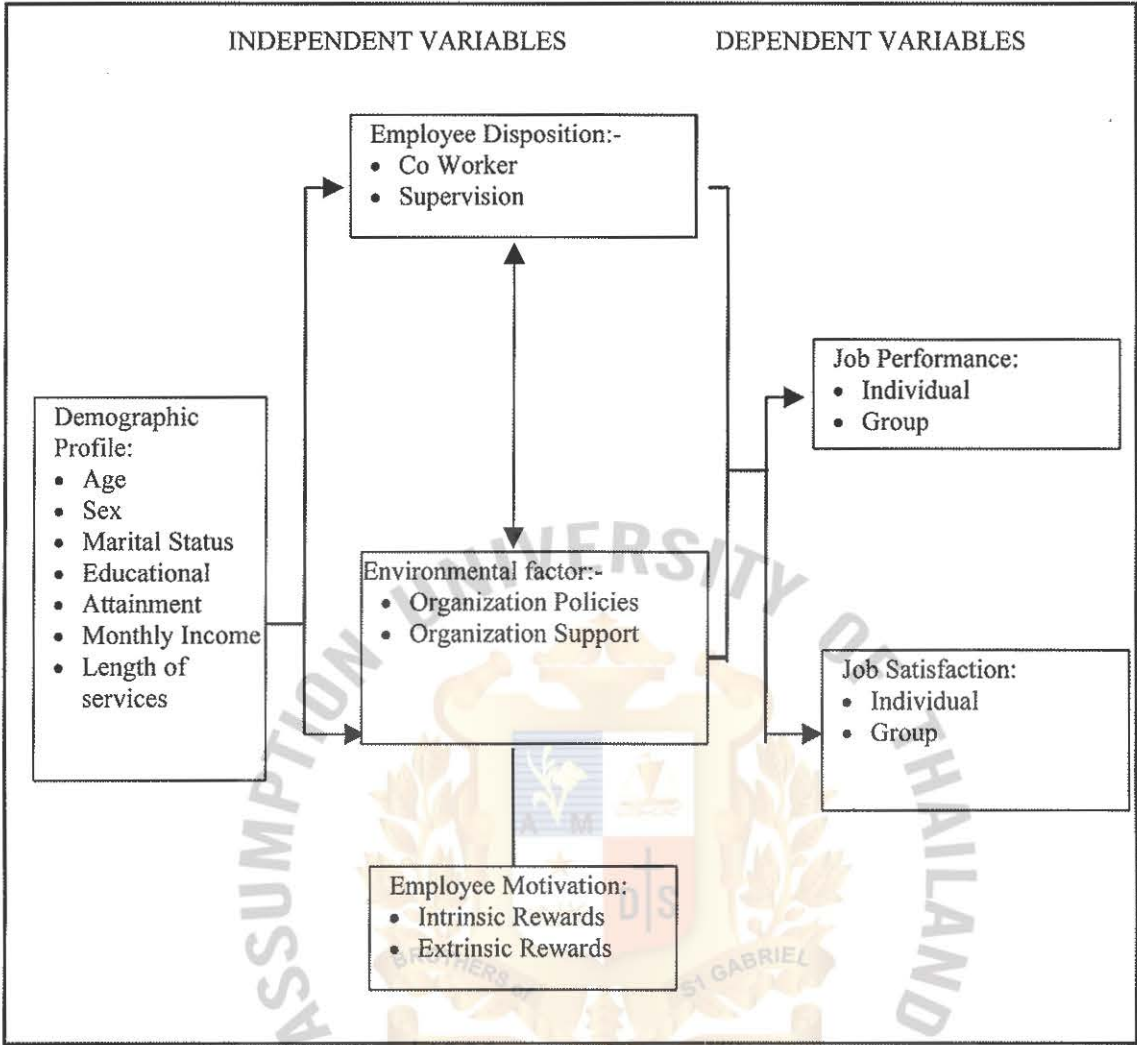


Figure 3.5 Research Paradigm

3.3 Research Hypotheses

- H₁: There are no differences by Demographic Profile to Employees Disposition, Work Environmental factors , Employees motivation and Job Satisfaction.
- H₂: There is a no correlation by Demographic Profile to Employees Disposition, Work Environment factors and Employee Motivation to Work Performance and Job Satisfaction.

- H₃: There are no relationships among Employees Disposition, Work Environmental factors, Employees motivation and Job Satisfaction.
- H₄: There is no difference in intravariabale of Employee Disposition, Employee Motivation, Job Performance, Job Satisfaction.



CHAPTER 4

RESEARCH METHODOLOGY

4.1 Methods of Research Used

The main methodology of this research was Descriptive method and it utilized correlational analysis in determining the results of the investigation in order to answer the issues as stated in the statement of the problems and hypothesis. The survey method used a questionnaire to gather the needed information on the key core variables. Measures of central tendencies were used to describe the demographic profile of the respondents. Correlational analysis was used to determine the relationship of the study key variables of the study that existed between the variables. Descriptive data are typically collected through questionnaire survey and observations in order to assess the employee disposition towards work place environment, co-worker, and supervision.

4.2 Sampling Design

Based on the Communications Authority of Thailand information of individual and Private and Public company which was allowed to sell Telecommunication products in Bangkok were totally 1,026 name lists. Out of these 1,026 companies

engaged in mobile phone business, there are 561 companies that were universe of this survey was all situated in Bangkok area. The researcher expected 40% rate of return, and expected to get back 400 questionnaires, so, the number of the questionnaire to be launched are $400 \times 100/40 = 1,000$ copies.

Since each company in the universe was considered to have a small size, so the researcher planned to distribute to each sample company of 20 copies of questionnaire. Then, there were around 50 companies to get 1,000 questionnaires. Out of the universe 561 companies, the researcher used Table random number to select the companies, and located 50 companies out of 561 companies from the universe to collect the information from.

4.3 Respondents and Sampling Procedures

The respondents of this research were employees who worked in the Telecommunication Industry in Bangkok, Thailand. There was only one level of the respondents (all employees) in this study. The study did not aim to separate the operational level and management level. Simple Random Sampling by using the random table was used in the selection of the sample because it was the most appropriate way in collecting the data.

4.4 Research Instruments/Questionnaire

The questionnaire used was arranged into five main topic which included demographic profile, environmental factors, employee motivations, work performance and job satisfaction. The researcher translated the question into Thai language using 5- points scales so that it was easier and comfortable in giving the information. Questions were asked in a series of statements by indicating whether he or she strongly agreed (SA), agreed (A), undecided (U), disagreed (D), or strongly disagreed (SD) with each statement.

The questions were arranged in mixed up order to avoid this Halo affect. The researcher first asked the permission from collecting the data through the Personal Manager of each Telecommunications Company. During the visiting, the researcher had an opportunity to observe the work place environment of the company together. Moreover, it was useful to pass the questionnaire and to receive back within the same day. The questionnaire was constructed on the following manner:

Part I - Demographic Profile of Respondents.

Part II - Employee Disposition

Part III- Employee Work Environmental Factors.

Part IV - Employee Motivation

Part V - Work Performance

Part VI- Job Satisfaction

The questions being asked in the Statement of the Problems was constructed on the followings:

Question 1 - would be answered in Part I

Question 2 - would be answered in Part II

- Question 3 - would be answered in Part III
- Question 4 - would be answered in Part IV
- Question 5 - would be answered in Part V
- Question 6 - would be answered in Part VI.
- Question 7 - would be answered after analyzing Part I-VI.
- Question 8 - the same as question no. 7.
- Question 9 - would be answered after analyzing Part II-VI.
- Question 10 - would be answered after analyzing Part II-VI.

4.5 Collection of Data

As the sample of the population of the respondents was Thai native speakers, the instrument was translated into Thai language to ensure the interpretation errors of the respondents.

The secondary data was gathered from books, journals, internet and other references of the AU library and other colleges and universities in Bangkok, Thailand.

4.6 Statistical Treatment of Data

The researcher used the following statistical tools to answer the questions at the Statement of the Problem:

Q1- made use percentages, Frequency, Distribution Table (mean, ratio and standard deviation, histogram/ bar graphs).

Q2- Average Weighted Mean/ Frequency Analysis Tables, Average Weight Mean on 5 points-scale and descriptive statistics were employed to identify the perceptions of respondents on demographic profile of respondents. Average weighted means was assigned to the categories of rating as follow:

Descriptive rating		Arbitrary level
Strongly Agree	5 points	4.20 - 5.00
Agree	4 points	3.40 - 4.19
Undecided	3 points	2.60 - 3.39
Disagree	2 points	1.80 - 2.59
Strongly Disagree	1 point	1.00 - 1.79

Q3- same as No. 2

Q4- same as No. 2

Q5- same as No. 2

Q6- same as No. 2

Q7- One way ANOVA except the Gender in which Independent T-test is used. (Q7 is the research hypothesis no. 1)

Q8- Chi Square (Q8 is the research hypothesis no. 2).

Q9- Pearson Correlation is used (Q9 is the research hypothesis no. 3).

Q10- Paired Samples Test.

All hypotheses were to be tested at 0.05 level of confidence.

CHAPTER 5

DATA PRESENTATION, ANALYSIS AND INTERPRETATION OF FINDINGS

This chapter presented major findings of the surveyed results from gather data of the employee who worked in the Telecommunication company in Bangkok. There were also the analysis and interpretation of data in application to respond to the numerous research questions and issues.

The total valid responses for this research study and for all the data presentation and analysis were 395 respondents.

5.1 Demographic Profile of the Respondents

The tables below presented demographic profile of the respondents of the employees who worked in some of selected Telecommunication industry which were the respondents for this research. The profile included age, gender, marital status, educational attainment, annual income, and length of service.

Table 5.1.1 Age Distribution

Demographic Profile	Frequency	Percent	Cumulative Percent
Age:			
• Under 21 years	29	7.3	7.4
• 21-30	298	75.5	82.7
• 31-40	59	14.9	97.7
• 41-50	6	1.5	99.2
• 51 and above	3	.8	100.0
Total	395	100.0	

From the presented, employee whose age around 21-30 represented 75.5% of the population. It appeared that people in the sample who worked in this industry were below 40, and also employees aged above 40 were much lesser numbers than those of up to 30 years old reflected the young business cycle of this industry.

Table 5.1.2 Gender Distribution

Demographic Profile	Frequency	Percent	Cumulative Percent
Gender:			
• Male	160	40.5	40.9
• Female	235	58.5	100.0
Total	395	100.0	

58.5% of the sample was female leaving 40.5% as male.

Table 5.1.3 Marital Status Distribution

Demographic Profile	Frequency	Percent	Cumulative Percent
Status:			
• Single	263	66.6	66.4
• Married	114	28.9	95.4
• Widowed	6	1.5	96.9
• Separated	12	3.0	100.0
Total	395	100.0	

In Table 5.1.3, it showed that most of the respondents was single with 66.6% out of total respondents, and 28.9% of them were married. The number of employees which was the widowed and separated status was only 4.5%.

Table 5.1.4 Educational Attainment Distribution

Demographic Profile	Frequency	Percent	Cumulative Percent
Educational:			
• Elementary Graduate	39	9.9	9.9
• High School Graduate	73	18.5	28.5
• College Graduate	159	40.2	68.4
• Bachelor Degree	121	30.6	99.2
• Master/ Doctoral Degree	3	.8	100.0
Total	395	100.0	

In terms of educational attainment, it is found that 68.6% of the employees' educational level was under Bachelor degree. The highest number of the respondents

was college graduated, while the second highest number fell upon Bachelor degree. There was only 0.8% of the respondents that finished higher than Bachelor degree. The education of the respondent seemed relate to the monthly income the employees received (as shown in the next following table).

Table 5.1.5 Monthly Income Distribution

Demographic Profile	Frequency	Percent	Cumulative Percent
Monthly income:			
• Below 10,000 Bht.	295	74.7	74.5
• 10,001-20,000 Bht.	81	20.5	95.2
• 20,001-30,000 Bht.	13	3.3	98.5
• 30,001-40,000 Bht.	1	.3	98.7
• 40,001 and above	5	1.3	100.0
Total	395	100.0	

In table 5.1.5, it showed that 74.7% of the respondents' monthly income was below 10,000 Baht. This reflected that most of them had been worked in the operation level or lower level rather than in supervisory or management level.

From table, most of the respondents had been worked in their respective companies under 2-years length of service. It was interesting to notice that up to 80.2% of the employees were with the company for a few years only. The number of those who stayed long with the company (7 years and more) was very few (4.1%).

From the researcher experience in working in this industry, it was found that the rate of turnover of the employee in the operation level who worked under 3 years was also very high. The result confirmed what had been stated earlier in the

introduction part of this paper that the demand of retail store of Mobile Phone and accessories was high, so the employee was likely to stay in the company to gain knowledge about the telecom-products and business in order to open their own retail shops in the department store.

Table 5.1.6 Length of Service Distribution

Demographic Profile	Frequency	Percent	Cumulative Percent
Length of service:			
• 2 years and below	202	51.1	50.9
• 2-3 years	115	29.1	80.2
• 4-6 years	62	15.7	95.9
• 7-9 years	11	2.8	98.7
• 10 years and over	5	1.3	100.0
Total	395	100.0	

5.2 Perception of the Employees on Disposition Factors

When asking about employee disposition towards co-worker, the result showed positive responses from respondents towards their co-worker. This could be see from the qualitative rating agreed in table 5.2.1.

Table 5.2.1 Disposition towards Co-workers

Co-Worker	N	Mean	Qualitative Rating
• I enjoy working with many people.	395	3.78	Agree
• I think that one reason that retains me in this job is friendship.	395	3.83	Agree
• I respect my other team members idea as well as they respect my idea.	394	4.01	Agree
• If my friend quits this job, I would follow them whatever is the reason.	394	3.70	Agree
• I feel that I belong to this team.	391	4.04	Agree
• I can effectively communicate with a friend in my team.	390	3.95	Agree
• I can expose all my feelings and opinions about my work with the team members.	392	3.80	Agree
• I receive good care from my co-workers.	389	3.76	Agree
• I am appreciate the cooperation of my co-worker.	393	3.82	Agree
• I am so delightful in working with these team members.	393	3.95	Agree
Summary	395	3.86	Agree

Table 5.2.2 Disposition towards Supervision

Supervision	N	Mean	Qualitative Rating
• I am satisfied with the supervision I received.	395	3.89	Agree
• I am treated in a good manner and well supported from my supervisor.	392	3.82	Agree
• My supervisor puts all his efforts to support me to succeed in my job.	393	3.83	Agree
• My supervisor encourages me to give extra effort to my work.	395	3.90	Agree
• I receive good training from my supervisor to enhance my abilities.	393	3.91	Agree
• I know that the supervision I receive can help me advance in the future.	395	3.80	Agree
• I received good instruction from my supervisors to complete my job.	390	3.92	Agree
• I am not hesitant in asking for some help from my supervisor.	395	3.85	Agree
• I usually find my supervisors coaching and mentoring me in perform my job with the company.	395	3.87	Agree
• I know how reasonable and skillful is my supervisor.	390	3.88	Agree
Summary	395	3.86	Agree

In table 5.2.2, respondents' attitude on disposition towards supervision was on the favorable rating (3.86). It implied that respondents had both positive feeling towards their co-worker as well as the supervisor.

From these two tables, the researcher found that the social relationship of the respondent who worked in the Telecommunication industry was in the positive level. Anyway, good positive perception towards these two variables did not mean that the employee would produce good performance or had a high level of job satisfaction.

5.3 Perception of the Employees on Work Environmental Factors

In table 5.3.1, the average mean of the respondents towards organization policy was 3.72 which was favorable on the qualitative rating. However, this average mean was lower than the employee disposition towards their co-worker and supervision (in table 5.2.1 and table 5.2.2)

Table 5.3.1 Perceptions towards Organization Policy

Organization Policy	N	Mean	Qualitative Rating
• I know clearly the rules and regulations of the company.	392	3.96	Agree
• The channel of communications clearly defined in the handbook.	391	3.55	Agree
• The rules & regulations that passed to me are reasonable.	389	3.55	Agree
• The policies & guideline are already defined to everybody once they enter to work with the company.	395	3.90	Agree
• The systems & procedures in work processing are clearly stated for me.	392	3.69	Agree
• There is a clear chain of command in my company.	393	3.61	Agree
• There is a clear role of the organization members in the company.	394	3.64	Agree
• I know the priorities of work to be done within the company.	394	4.00	Agree
• I know clearly how I am punished if I violated the rules.	392	3.85	Agree
• I appreciate the management systems & practices within my company.	392	3.42	Agree
Summary	395	3.72	Agree

And when compared the rating from table 5.3.1 with table 5.3.2, the researcher found that respondents had a higher favorable perception towards organization policy than organization support. This could be see from the average mean of the organization support of 3.63, and mean of organization support of 3.72.

Table 5.3.2 Perception towards Organization Support

Organization Support	N	Mean	Qualitative Rating
• I enjoy working in a good furnished place.	394	3.65	Agree
• I take pride in the appearance of my work place.	393	3.70	Agree
• I am well satisfied with my physical working conditions.	394	3.50	Agree
• I receive good care and development of the work place around me.	394	3.83	Agree
• I receive full support of mechanism and appliances to performing task.	393	3.67	Agree
• I am very adequate in my work place/ facilities.	393	3.51	Agree
• I like my work place, it is accessible from my house.	395	3.95	Agree
• I enjoy the physical temperature of the work place surrounding me.	393	3.49	Agree
• I am so comfortable with the sound and lighting of my office.	395	3.50	Agree
• I can easily access to all area of my work place.	391	3.48	Agree
Summary	395	3.63	Agree

Although the perception of respondents toward organization support was lower than that of organization policy, however, it seemed that the respondent still maintained positive perception from the appearance of their work place anyway.

5.4 Perception of the Employees on Motivation Factors

The following section, the researcher would identify what and how the respondents paid values on the motivation factors that were the selected variables of this study.

There were two major areas of the motivation factors in this study; Intrinsic rewards, and Extrinsic rewards. The researcher would find out what and how was the responses of respondents in relation to the reward system.

Table 5.4.1 Perception towards Intrinsic Rewards

Intrinsic rewards	N	Mean	Qualitative Rating
• I take pride in doing my job as well as I can.	393	3.98	Agree
• I feel a sense of personal satisfaction when I do this job well.	392	4.19	Agree
• I feel happy when my work is up to my usual standards.	395	4.18	Agree
• I try to think of ways of doing my job effectively.	394	4.22	Strongly agree
• I feel relief from stress when other people appraise me because I do my job well.	393	3.71	Agree
• I like to look back on the day's work with a sense of a job well done.	391	3.22	Agree
• I appreciate to learn that my productivity enhance the growth of my company.	394	4.15	Agree
• I do enjoy how my boss appraise me than the pay I received.	393	3.39	Undecided
• I don't take my vacation in order to complete my job.	386	3.19	Undecided
• I find myself with feeling of pleasure when I get my job done.	393	4.19	Agree
Summary	395	3.84	Agree

In table 5.4.1, the average mean of 3.84 showed that respondents expressed slightly high favorable on the intrinsic rewards (mean of 3.84) such as those that could provide them a sense of self esteem, reduce tension, pleasure, curiosity, relief from stress, and achievement. The extremely strong expression was found on the rating of self-improving in trying a way to do job effectively with the mean of 4.22.

Table 5.4.2 Perception towards Extrinsic Rewards

Extrinsic rewards	N	Mean	Qualitative Rating
<ul style="list-style-type: none">• I prefer a better pay in doing my job.	392	4.06	Agree
<ul style="list-style-type: none">• I like the way people recognize me because of my good work.	395	3.47	Agree
<ul style="list-style-type: none">• I want to have a present from me boss when I do my job well.	394	3.26	Undecided
<ul style="list-style-type: none">• I expect to get extra pay for working over time.	394	3.82	Agree
<ul style="list-style-type: none">• I expect to get a promotion when I do my job well.	394	3.73	Agree
<ul style="list-style-type: none">• For my understanding, good work means high pay.	393	3.41	Agree
<ul style="list-style-type: none">• I think that It's not fair that I do better than the others and get nothing.	392	3.11	Undecided
<ul style="list-style-type: none">• The first thing that retains me in this job is high salary.	394	3.06	Undecided
<ul style="list-style-type: none">• If I need to go to another province for business purpose of my company, I prefer to get extra money during my business trip.	393	3.44	Agree
<ul style="list-style-type: none">• I think that the company should add more privilege for the benefit of all employees to increase their standard of living.	392	4.02	Agree
Summary	395	3.54	Agree

When compare the rating on intrinsic reward with perception on extrinsic rewards (mean of 3.54, qualitative rating of agree), in which, the research asked about the rewards system which include money, status, and other external rewards, it revealed that that respondents preferred the intrinsic rewards than extrinsic rewards. Both of the average mean of 3.84 in intrinsic, and 3.54 in extrinsic rewards were on the same favorable scale despite the difference in the extent of rating showed that both intrinsic and extrinsic rewards were equally meaningful to the respondent, while the intrinsic would play more important.

5.5 Perception of the Employee on Job Performance

After known the physical and social environment of the respondent, followed by the motivation factor they preferred, the researcher then would present result of the respondents' individual/group work performance and individual/ group job satisfaction in the following section.

In table 5.5.1, the researcher found high average mean, which was 3.53, from the respondent individual performance. When comparing with the respondent group performance in table 5.5.2, it is interesting to learn that the respondent expresses higher favorable rating on individual performance than group performance. The lower of the average mean of the group performance, 3.44.

Table 5.5.1 Perception towards Individual Performance.

Individual Performance	N	Mean	Qualitative Rating
• ✓ My supervisor and I agree on the quality of my performance.	394	3.65	Agree
• ✓ I feel I have adequate training to perform my current job assignment.	395	3.83	Agree
• I believe that my native skills and abilities matched very well with my job responsibilities.	394	3.87	Agree
• I always receive an appraisal from my boss from the work I'd done.	390	3.18	Undecided
• I often submit my work before the deadline.	394	3.53	Agree
• Sometimes I produce an inferior quality of work because the work is too difficult for me.	393	3.03	Undecided
• I am always completed my job within a limit time.	393	3.38	Undecided
• I believe that my job is too difficult for my ability level.	393	3.35	Undecided
• I try to perform a good work in order to achieving the target of the company.	393	4.09	Agree
• I can produce a good work by make use of less supplies and resources.	395	3.38	Undecided
Summary	395	3.53	Agree

The good ability person who worked well in their own area or when they working alone, did not mean that he/she could effectively join with the other persons in group or team work. Teamwork need more on discussion, brainstorming,

acceptance and idea sharing, in which, the members of the team should listen to each other idea and work together in order to achieve the target.

Table 5.5.2 Perception towards Group Performance

Group Performance	N	Mean	Qualitative Rating
• My supervisor and I agree on the quality of group performance.	394	3.71	Agree
• Our team always receive an appraise from the boss from the work we had produced.	390	3.23	Undecided
• Our team produce a good work by make use of less resources and supplies.	395	3.52	Agree
• Our team understood our boss’s expectations and generally feels that they are realistic.	394	3.69	Agree
• Our team understand the target well, and we can achieve it.	392	3.98	Agree
• Our team try to minimize the budget of the project we’d done.	393	3.55	Agree
• Our team could not do much better than this because of the communication problems among the team members.	395	3.27	Undecided
• Our team believes that our job is too difficult for our ability level.	395	3.44	Agree
• Our team believes that our job performance are hindered by a lack of supplies and resources.	394	2.77	Undecided
• The team members could not go along with each other because there is no group leader.	395	3.21	Undecided
Summary	395	3.44	Agree

5.6 Perception of the Employee on Job Satisfaction

The last section was the presentation on perception of employee on individual and group job satisfaction. The researcher found that average mean of the respondent individual job satisfaction was 3.17 compared with 3.40 of average mean in the group job satisfaction. This was opposite to the result of employee perception on individual/ group performance in the previous section (table 5.5.1, and table 5.5.2). However, when consider the result of the respondent disposition towards co-worker, and supervision in the first part (table 5.2.1, and table 5.2.2) with the table 5.6.2, the

researcher would like to conclude that respondents were satisfied with the social interaction of the environment surrounding them.

Table 5.6.1 Perception towards Individual Job Satisfaction

Individual Job Satisfaction	N	Mean	Qualitative Rating
<ul style="list-style-type: none">I am satisfied with the physical work conditions.	392	3.51	Agree
<ul style="list-style-type: none">I never have the freedom to choose my own method of working.	390	3.23	Undecided
<ul style="list-style-type: none">I feel uncomfortable to coordinate with my immediate boss.	394	3.22	Undecided
<ul style="list-style-type: none">I think that it is unfair to the amount of responsibility I'd been given.	395	3.15	Undecided
<ul style="list-style-type: none">I am satisfied with my rate of pay.	393	2.99	Undecided
<ul style="list-style-type: none">I get less opportunity or chances for promotion.	394	2.73	Undecided
<ul style="list-style-type: none">I like the way my firm manages.	395	3.19	Undecided
<ul style="list-style-type: none">I feel that the period of my work hours is too long.	394	3.09	Undecided
<ul style="list-style-type: none">I likes the amount of varieties in my job.	395	3.57	Agree
<ul style="list-style-type: none">I feel unsure with my job security.	392	3.04	Undecided
Summary	395	3.17	Undecided

Table 5.6.2 Perception towards Group Job Satisfaction

Group Job Satisfaction	N	Mean	Qualitative Rating
<ul style="list-style-type: none">We don't like to coordinate with the people in our team (department).	395	3.28	Undecided
<ul style="list-style-type: none">We appreciate the way members of the group respect other ideas.	392	3.90	Agree
<ul style="list-style-type: none">We can see a good cooperation among group members.	392	3.92	Agree
<ul style="list-style-type: none">We see an effective formal communication among our work group.	393	3.75	Agree
<ul style="list-style-type: none">We find no informal communication in our work group.	394	3.12	Undecided
<ul style="list-style-type: none">We always see that group members fails to interact with each other.	395	3.18	Undecided
<ul style="list-style-type: none">We always worry about the work results that was produced from our teamwork.	395	2.44	Disagree
<ul style="list-style-type: none">We never find the cohesiveness of people in our group.	395	3.52	Agree
<ul style="list-style-type: none">If we change the members in this team, the work will be more progressing and will succeed.	395	3.03	Undecided
<ul style="list-style-type: none">We always success in linking each member idea together while brainstorming.	394	3.84	Agree
Summary	395	3.40	Agree

5.7 Differences of employee perception on Employee Disposition, Environmental Factors, Employee Motivation, Work Performance and Job Satisfaction by Demographic Factors

H_0 : There is no difference of employee perception on Employee Disposition, Environmental Factors, Employee Motivation, Work Performance and Job Satisfaction by Demographic factors.

H_a : There is difference between employee perception on Employee Disposition, Environmental Factors, Employee Motivation, Work Performance and Job Satisfaction by Demographic factors.

The researcher made use of ANOVA or F-test found that all null hypotheses were accepted except two pairs of the demographic factors with the variables were rejected. Marital status of the respondent showed significantly different perception towards individual job satisfaction; and Educational attainment of the respondent did also towards intrinsic rewards. In table 5.7.1, significance of $F (0.007) < 0.025$, therefore there was a significant difference between marital status and individual job satisfaction at 0.05 level of significance, so, the null hypothesis was rejected and accepted that there was difference in perception in individual job satisfaction by marital status.

Table 5.7.1 Difference of Marital Status and Individual Job Satisfaction

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	2.631	3	.877	4.067	.007
Within Groups	83.887	389	.216		
Total	86.518	392			

In order to identify which among various groups of marital showed difference in individual job satisfaction, LSD (Least Significance Difference) test was used. In table 5.7.1.1, there were significantly difference in mean between single status (3.17) and widowed status (2.67); and married status (3.24) and widowed status (2.67) because P value<0.025 which meant that those respondents with widowed status had differences perception from the single and married status.

Table 5.7.1.1 Mean Difference of Marital Status and Individual Job Satisfaction

(I) Status	(J) Status	Mean Difference (I-J)	Std. Error	Sig.
Single (3.17)	Married	-7.23E-02	.052	.166
	Widowed	.50*	.192	.010
	Separated	.22	.137	.116
Married (3.24)	Single	7.23E-02	.052	.166
	Widowed	.57*	.195	.004
	Separated	.29*	.141	.042
Widowed (2.67)	Single	-.50*	.192	.010
	Married	-.57*	.195	.004
	Separated	-.28	.232	.223
Separated (2.95)	Single	-.22	.137	.116
	Married	-.29*	.141	.042
	Widowed	.28	.232	.223

Next was the presentation of the second relationships, in table 5.7.2, the responses in educational attainment of the respondent was significantly difference with intrinsic rewards where sig. of F (0.000) < 0.025, at 0.01 level of significance. So, the null hypothesis was rejected and accepted H_a stating that there was a significantly difference in educational attainment and intrinsic rewards.

Table 5.7.2 Difference of Educational Attainment and Intrinsic Rewards

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	4.148	4	1.037	5.587	.000
Within Groups	72.022	388	.186		
Total	76.170	392			

In Table 5.7.2.1, there are significantly difference in mean between elementary graduate and Bachelor graduate (0.29); High School graduate and Bachelor graduate (0.15); College graduate and Bachelor graduate (0.21), and P value < 0.025 which means that those respondent with Bachelor graduate have differences perception from the other three means by Elementary, High School, and College graduate.

Table 5.7.2.1 Mean Difference of Educational Attainment and Intrinsic Reward

(I) Educate	(J) Educate	Mean Difference (I-J)	Std. Error	Sig.
Elementary (3.70)	High School	-.14	.085	.094
	College	-7.91E-02	.077	.306
	Bachelor	-.29*	.079	.000
	Master/Doctoral	3.38E-02	.258	.896
High School (3.84)	Elementary	.14	.085	.094
	College	6.46E-02	.061	.290
	Bachelor	-.15*	.064	.022
	Master/Doctoral	.18	.254	.485
College (3.78)	Elementary	7.91E-02	.077	.306
	High School	-6.46E-02	.061	.290
	Bachelor	-.21*	.052	.000
	Master/Doctoral	.11	.251	.653
Bachelor (3.99)	Elementary	.29*	.079	.000
	High School	.15*	.064	.022
	College	.21*	.052	.000
	Master/Doctoral	.32	.252	.199
Master/Doctoral (3.67)	Elementary	-3.38E-02	.258	.896
	High School	-.18	.254	.485
	College	-.11	.251	.653
	Bachelor	-.32	.252	.199

For testing gender, T test was used to determine whether means value between the two gender were significantly difference at a 0.05 level of significance.

H_0 : There is no difference between Male and Female ($M=F$) perception towards the other factors.

H_a : There is difference between Male and Female towards the other factors.

In table 5.7.3, the means difference between male and female disposition towards co-worker was 0.15; the means difference between male and female disposition towards supervision was 0.19; and means difference between male and female perception towards organization policy was 0.12. The researcher found that

gender of the respondents had statistically different perception towards Co-worker, supervision, and organization policy.

Testing difference between sex and co-worker, sig. value of F suggested equal variance assumed (0.052) > 0.025, and the sig. value of t (0.001) < 0.005, therefore, there was significantly difference in mean of male and female toward the perception on co-worker at 0.01 level of significance. Male (mean of 3.96) tended to give higher favorable rating than female (3.81) on perceptions of disposition towards co-worker.

Testing difference between sex and supervision, sig. value of F suggested equal variance assumed (0.358) > 0.025, and sig. value of t (0.001) < 0.005. Therefore, there was a significantly difference in mean of male and female on perception of supervision at 0.01 level of significance. Male (mean of 3.97) tend to give higher favorable rating than female (mean of 3.78) on perceptions of disposition towards supervision.

Testing difference between sex and organization policy, sig. value of F suggested equal variance assumed (0.572) > 0.025, and the sig. value of t (0.023) < 0.025. Therefore, there was a significantly difference in mean of male on perception of organization policy at 0.05 level of significance. Male had a higher favorable rating on organization policy than female did.

Table 5.7.3 Difference of Gender and Disposition

		Mean	Std. Dev.		F	t	Sig.	df	Mean diff.
Co-worker	Male	3.96	.51	Equal variance Assumed	3.806	3.257	.052 .001	389	.15
	Female	3.81	.39						
				Equal variance		3.109	.002	283.343	.15

		Mean	Std. Dev.		F	t	Sig.	df	Mean diff.
				not assumed					
Supervision	Male	3.97	.55	Equal variance Assumed	.848	3.220	.358 .001	389	.19
	Female	3.78	.58	Equal variance not assumed		3.255	.001	354.536	.19
Org. Policy	Male	3.79	.56	Equal variance Assumed	.320	2.280	.572 .023	389	.12
	Female	3.67	.47	Equal variance not assumed		2.210	.028	302.823	.12

5.8 Correlation between Employees Disposition, Work Environmental Factors and Employees Motivation to Work Performance and Job Satisfaction by Demographic Factors

In study the correlational relationship of the employees disposition, work environmental factors and employees motivation to work performance and job satisfaction by demographic factors, the researcher made use of Chi-square to test the hypothesis, testing at 0.05 level of significance.

Testing age with the other factors, most of the factors was accepted where $p > 0.025$, while there were three pairs of relationship that $p < 0.025$ (at 0.05 level of significance) as presented in table 5.8.1. Therefore, H_0 would be rejected and accepted H_a stating relationship between age and the three variables - organization support, extrinsic rewards, and individual performance.

Table 5.8.1 Correlation of Age, Organization Support, Extrinsic Rewards, and Individual Performance

Age	Value	df	p
* Organization support			
Pearson Chi-Square	19.021*	8	.015
* Extrinsic rewards			
Pearson Chi-Square	21.019*	8	.007
* Individual performance			
Pearson Chi-Square	19.133*	8	.014

In table 5.8.1.1, the distribution of age and organization support showed that most of the respondent’s perception towards organization support were undecided (51.5%), followed by voting on agree (42.4%) with very few percentage on the disagree scale.

Table 5.8.1.1 Distribution of Age and Organization support

Organization Support								
Age	Disagree		Undecided		Agree		Total	
	Count	%	Count	%	Count	%	Count	%
• Below 20 yr			21	72.4	8	27.6	29	100
• 21-30	24	8.1	143	48.1	130	43.8	297	100
• 31-40			34	57.6	25	42.4	59	100
• 41-50			5	83.3	1	16.7	6	100
• 51 and above					3	100.0	3	100
Total	24	6.1	203	51.5	167	42.4	394	100

In table 5.8.1.2, the result showed most of the respondent’s answer was on the undecided scale (52.5%).

Table 5.8.1.2 Distribution of Age and Extrinsic Rewards

Age	Extrinsic Rewards							
	Disagree		Undecided		Agree		Total	
	Count	%	Count	%	Count	%	Count	%
Below 20 yr	2	6.9	12	41.4	15	51.7	29	100.0
21-30	24	8.1	161	54.2	112	37.7	297	100.0
31-40	10	16.9	29	49.2	20	33.9	59	100.0
41-50			5	83.3	1	16.7	6	100.0
51 and above	2	66.7			1	33.3	3	100.0
Total	38	9.6	207	52.5	149	37.8	394	100.0

In table 5.8.1.3, the result showed that majority of the respondents expressed undecided on individual performance, and it seemed there was indifference in response on the neutral scale among different age groups.

Table 5.8.1.3 Distribution of Age and Individual Performance

Age	Individual Performance							
	Disagree		Undecided		Agree		Total	
	Count	%	Count	%	Count	%	Count	%
Below 20 yr	3	10.3	21	72.4	5	17.2	29	100
21-30	6	2.0	217	73.1	74	24.9	297	100
31-40	4	6.8	37	62.7	18	30.5	59	100
41-50			4	66.7	2	33.3	6	100

	Individual Performance							
	Disagree		Undecided		Agree		Total	
	Count	%	Count	%	Count	%	Count	%
Age								
51 and above					3	100.0	3	100
Total	13	3.3	279	70.8	102	25.9	394	100

In table 5.8.2, gender was tested with the other variables, in which most of the factors was accepted, while there were two factors that $p < 0.025$ (at 0.05 level of significance). Thus, H_0 stating no correlational relationship between gender and the two variables - co-worker and supervision were rejected and accepted H_a stating the having of correlational relationship.

Table 5.8.2 Correlation of Gender and Co-worker, and Supervision

Gender	Value	df	p
* Co-Worker			
Pearson Chi-Square	14.601*	2	.001
* Supervision			
Pearson Chi-Square	13.962*	2	.001

In table 5.8.2.1, the distribution between gender and co-worker showed that most of the respondent's perception towards co-worker was on the agreed scale (63.8%). Both male and female respondents were all agreed with the perception towards co-worker while male respondents percentage was larger than female (71.9%

> 58.1%).

Table 5.8.2.1 Distribution of Gender and Co-worker

Gender	Co-Worker							
	Disagree		Undecided		Agree		Total	
	Count	%	Count	%	Count	%	Count	%
Male	5	3.1	40	25.0	115	71.9	160	100
Female	1	.4	95	41.5	133	58.1	229	100
Total	6	1.5	135	34.7	248	63.8	389	100

In table 5.8.2.2, the result showed that most of the respondents rated on the agreed scale in relation to the supervision (63.9%), where male respondent proportion was 73.1% compared to that of female 57.6%.

Table 5.8.2.2 Distribution of Gender and Supervision

Gender	Supervision							
	Disagree		Undecided		Agree		Total	
	Count	%	Count	%	Count	%	Count	%
Male	2	1.3	41	25.6	117	73.1	160	100
Female	18	7.8	80	34.6	133	57.6	231	100
Total	20	5.1	121	30.9	250	63.9	391	100

Testing marital status with the other factors, most of the factors were accepted

as the result of $p > 0.025$, while there were four factors that $p < 0.025$ (at 0.05 level of significance) as presented in table 5.8.3. Therefore marital status was significantly correlated with intrinsic rewards, individual performance, group performance and individual job satisfaction.

Table 5.8.3 Correlation of Marital Status, Intrinsic Rewards, Individual Performance, Group Performance and Individual Job Satisfaction

Marital Status	Value	df	p
* Intrinsic rewards			
Pearson Chi-Square	14.506*	6	.024
* Individual performance			
Pearson Chi-Square	16.170*	6	.013
* Group performance			
Pearson Chi-Square	22.797*	6	.001
* Individual job satisfaction			
Pearson Chi-Square	16.854*	6	.010

In table 5.8.3.1, it showed that 58.3% of the respondents were in favor on the intrinsic rewards. Respondents who were single and widowed tended to express the more favorable in relation to intrinsic rewards than the remaining groups.

Table 5.8.3.1 Distribution of Marital Status and Intrinsic Rewards

Marital Status	Intrinsic rewards							
	Disagree		Undecided		Agree		Total	
	Count	%	Count	%	Count	%	Count	%

Marital Status	Intrinsic rewards							
	Disagree		Undecided		Agree		Total	
	Count	%	Count	%	Count	%	Count	%
Single			103	39.5	158	60.5	261	100
Married	5	4.4	47	41.2	62	54.4	114	100
Widowed			2	33.3	4	66.7	6	100
Separated			7	58.3	5	41.7	12	100
Total	5	1.3	159	40.5	229	58.3	393	100

In Table 5.8.3.2, most of the respondents feel undecided at 70.7% on individual performance factor. From this table, percentage of the respondents with single and married status largely feel undecided, while widowed status feel they are agree with the individual performance.

Table 5.8.3.2 Distribution of Marital Status and Individual Performance

Marital Status	Individual Performance							
	Disagree		Undecided		Agree		Total	
	Count	%	Count	%	Count	%	Count	%
Single	7	2.7	189	72.4	65	24.9	261	100
Married	4	3.5	77	67.5	33	28.9	114	100
Widowed			2	33.3	4	66.7	6	100
Separated	2	16.7	10	83.3			12	100
Total	13	3.3	278	70.7	102	26.0	393	100

From table 5.8.3.3, it revealed that the percentage of the respondent was largely on undecided scale at 69.2% in relation to group performance with the

exception from those of widowed who chose not to rate on the neutral zone. The widowed also was the only group that expressed the highest favorable opinion on group performance (66.7%) compared to the remaining three groups.

Table 5.8.3.3 Distribution of Marital Status and Group Performance

Marital Status	Group Performance							
	Disagree		Undecided		Agree		Total	
	Count	%	Count	%	Count	%	Count	%
Single	13	5.0	189	72.4	59	22.6	261	100
Married	12	10.5	72	63.2	30	26.3	114	100
Widowed	2	33.3			4	66.7	6	100
Separated			11	91.7	1	8.3	12	100
Total	27	6.9	272	69.2	94	23.9	393	100

From table 5.8.3.4, majority of the respondents was largely expressed neutral in relation to individual job satisfaction at 59.0%.

Table 5.8.3.4 Distribution of Marital Status and Individual Job Satisfaction

Marital Status	Individual Job Satisfaction							
	Disagree		Undecided		Agree		Total	
	Count	%	Count	%	Count	%	Count	%
Single	72	27.6	155	59.4	34	13.0	261	100
Married	23	20.2	69	60.5	22	19.3	114	100
Widowed	5	83.3	1	16.7			6	100
Separated	5	41.7	7	58.3			12	100

Marital Status	Individual Job Satisfaction							
	Disagree		Undecided		Agree		Total	
	Count	%	Count	%	Count	%	Count	%
Total	105	26.7	232	59.0	56	14.2	393	100

Testing educational attainment with the other factors, most of the factors was accepted as $p > 0.025$, while there were four pairs of relationship that $p < 0.025$ (at 0.05 level of significance), and or $p < 0.005$ (at 0.01 level of significance). The four combinations were educational attainment with 1) organization support 2) intrinsic rewards 3) individual performance and 4) group job satisfaction as presented in table 5.8.4.

Table 5.8.4 Correlation of Educational Attainment, Organization Support, Intrinsic Rewards, Individual Performance and Group Job Satisfaction

Educational Attainment	Value	df	p
* Organization Support Pearson Chi-Square	21.771*	8	.005
* Intrinsic rewards Pearson Chi-Square	26.115*	8	.001
* Individual performance Pearson Chi-Square	18.326*	8	.019
* Group job satisfaction Pearson Chi-Square	31.964*	8	.000

In table 5.8.4.1, the result showed that 51.4% of the respondents expressed neutral in relation to organization support, 42.5% were on the agreed scale. Under the

favorable rating, only respondents with bachelor degree (52.9%) voted higher than the mean percentage (42.5%) compared with the remaining groups.

Table 5.8.4.1 Distribution of Educational attainment and Organization Support

Educational Attainment	Organization Support							
	Disagree		Undecided		Agree		Total	
	Count	%	Count	%	Count	%	Count	%
Elementary Graduate	6	15.4	17	43.6	16	41.0	39	100
High School Graduate	6	8.2	40	54.8	27	37.0	73	100
College Graduate	4	2.5	93	59.2	60	38.2	157	100
Bachelor Degree	8	6.6	49	40.5	64	52.9	121	100
Master/Doctoral Degree			3	100.0			3	100
Total	24	6.1	202	51.4	167	42.5	393	100

In table 5.8.4.2, the distribution showed that 58.3% in term of educational attainment of the respondents rated agreed upon intrinsic rewards. Where those respondent in elementary graduate had the same proportion of percentage on the undecided and agreed which was at 48.7%, high school and bachelor graduate largely voted agree upon intrinsic rewards, of which, only college graduate felt no difference on the intrinsic rewards.

Table 5.8.4.2 Distribution of Educational Attainment and Intrinsic Rewards

	Intrinsic Rewards			
	Disagree	Undecided	Agree	Total

Educational Attainment	Count	%	Count	%	Count	%	Count	%
Elementary Graduate	1	2.6	19	48.7	19	48.7	39	100
High School Graduate	2	2.7	26	35.6	45	61.6	73	100
College Graduate	2	1.3	81	51.6	74	47.1	157	100
Bachelor Degree			31	25.6	90	74.4	121	100
Master/Doctoral			2	66.7	1	33.3	3	100
Total	5	1.3	159	40.5	229	58.3	393	100

From table 5.8.4.3, it showed that based on the educational attainment majority of the respondent felt neutral toward individual performance (70.7%). There was indication that all levels of formal education did not difference under this undecided scale as the percentage being distributed of each group was very close to each other.

Table 5.8.4.3 Distribution of Educational Attainment and Individual Performance

Educational Attainment	Individual performance							
	Disagree		Undecided		Agree		Total	
	Count	%	Count	%	Count	%	Count	%
Elementary Graduate	2	5.1	23	59.0	14	35.9	39	100
High School Graduate	4	5.5	47	64.4	22	30.1	73	100
College Graduate	4	2.5	122	77.7	31	19.7	157	100
Bachelor Degree	2	1.7	85	70.2	34	28.1	121	100
Master/Doctoral	1	33.3	1	33.3	1	33.3	3	100
Total	13	3.3	278	70.7	102	26.0	393	100

In consider the educational attainment with group job satisfaction, table 5.8.4.4 showed that 61.1% of the respondents felt undecide about group job satisfaction. The

table also revealed that more than half of the respondent did not sure about their group job satisfaction in working with the company, in which, the percentage of each level of education in giving the answer largely fell upon undecided scale.

Table 5.8.4.4 Distribution of Educational Attainment and Group Job Satisfaction

Educational Attainment	Group Job Satisfaction							
	Disagree		Undecided		Agree		Total	
	Count	%	Count	%	Count	%	Count	%
Elementary Graduate			37	94.9	2	5.1	39	100
High School Graduate	9	12.3	40	54.8	24	32.9	73	100
College Graduate	32	20.4	90	57.3	35	22.3	157	100
Bachelor Degree	12	9.9	71	58.7	38	31.4	121	100
Master/Doctoral	1	33.3	2	66.7			3	100
Total	54	13.7	240	61.1	99	25.2	393	100

Testing whether monthly income was correlated with the other factors resulted in finding that two factors that had $p < 0.025$ (at 0.05 level of significance) were significantly correlated with monthly income. They were co-worker and organization policy as present in table 5.8.5.

Table 5.8.5 Correlation of Monthly Income, Co-worker and Organization Policy

Monthly income	Value	df	p
* Co-worker			
Pearson Chi-Square	46.553*	8	.000
* Organization policy			
Pearson Chi-Square	22.417*	8	.004

In considering monthly income with disposition towards co-worker, table 5.8.5.1 showed that 63.3% of the respondents had a positive disposition towards their co-worker. Each level of the respondents income also showed a large percentage of the respondents expressed favorable toward the co-worker they encountered, however, only those with monthly income higher than 40,000 Bht did have different perception from the others. 60.0% of the respondents with more than 40,000 monthly income felt neutral for the disposition towards co-worker.

Table 5.8.5.1 Distribution of Monthly Income and Co-worker

Monthly income	Co-worker							
	Disagree		Undecided		Agree		Total	
	Count	%	Count	%	Count	%	Count	%
Below 10,000	1	.3	107	36.8	183	62.9	291	100
10,001-20,000	2	2.5	23	28.8	55	68.8	80	100
20,001-30,000	3	23.1	4	30.8	6	46.2	13	100
30,001-40,000					1	100.0	1	100
40,001 and above			3	60.0	2	40.0	5	100

Total	6	1.5	137	35.1	247	63.3	390	100
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From table 5.8.5.2 showing relationships between respondents' monthly income with organization policy revealed that 48.5% of the respondent felt neutral for the organization policy, while 46.9% expressed favorable upon the variable. Though most of the respondents' perception towards organization policy was largely felt upon undecided, those respondents with monthly income 10,001-20,001 Bht had higher proportion of percentage of the agreed expression in relation to the organization policy.

Table 5.8.5.2 Distribution of Monthly Income and Organization Policy

Monthly income	Organization policy							
	Disagree		Undecided		Agree		Total	
	Count	%	Count	%	Count	%	Count	%
Below 10,000	13	4.5	147	50.3	132	45.2	292	100
10,001-20,000	2	2.5	32	39.5	47	58.0	81	100
20,001-30,000	1	7.7	7	53.8	5	38.5	13	100
30,001-40,000			1	100.0			1	100
40,001 and above	2	40.0	3	60.0			5	100
Total	18	4.6	190	48.5	184	46.9	392	100

Testing whether respondents' length of services was correlated with the other factors found that the variable was correlated with supervision and group performance as $p < 0.025$ at 0.05 level of significance, and < 0.005 at 0.01 level of significance.

Table 5.8.6 Correlation of Length of Services, Supervision,
Group Performance and Group Job Satisfaction

<i>Length of services</i>	<i>Value</i>	<i>df</i>	<i>p</i>
* Supervision Pearson Chi-Square	21.536*	8	.006
* Group performance Pearson Chi-Square	18.218*	8	.020
* Group Job satisfaction Pearson Chi-Square	25.255*	8	.001

From table 5.8.6.1 which showed relationship between respondents length of services with supervision found 64.1% of the respondents were agreed with, while 30.8% were on the neutral zone. In consider each level of length of service, the researcher found that respondents with lower than 10 years had a high percentage on agree with the supervision, respondents with more than 10 years length of services had 40.0% expression on the disagreed scale and 40.0% on the agree one. This equaled percentage proportion showed that the respondents who stayed long with the company feel that supervision that impose on them did not reasonable.

Table 5.8.6.1 Distribution of Length of Service and Supervision

Length of Service	Supervision							
	Disagree		Undecided		Agree		Total	
	Count	%	Count	%	Count	%	Count	%
2 years and below	7	3.5	62	31.0	131	65.5	200	100
2-3 years	9	7.8	40	34.8	66	57.4	115	100
4-6 years	1	1.6	14	22.6	47	75.8	62	100
7-9 years	1	9.1	4	36.4	6	54.5	11	100
10 years and over	2	40.0	1	20.0	2	40.0	5	100

Total	20	5.1	121	30.8	252	64.1	393	100
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In table 5.8.6.2 it showed that 69.5% of the respondents being classified by the service tenure were on the undecided zone in relation to group performance.

Respondents at each different level length of service had a large proportion percentage on undecided, while the respondents with more than 10 years had the same proportion percentage on disagree and undecided.

Table 5.8.6.2 Distribution of Length of Service and Group Performance

Length of service	Group performance							
	Disagree		Undecided		Agree		Total	
	Count	%	Count	%	Count	%	Count	%
2 years and below	16	8.0	140	70.0	44	22.0	200	100
2-3 years	5	4.3	74	64.3	36	31.3	115	100
4-6 years	3	4.8	47	75.8	12	19.4	62	100
7-9 years	1	9.1	10	90.9			11	100
10 years and over	2	40.0	2	40.0	1	20.0	5	100
Total	27	6.9	273	69.5	93	23.7	393	100

In table 5.8.6.3 which showed the relationship between respondents; length of services and group job satisfaction revealed that 60.8% of the respondents were on undecided scale. Where the respondents with lower than 6 years length of services had a large proportion percentage on undecided, 45.5% of the respondent with 7-9 years felt disagree on the group job satisfaction. Only respondents with over than 10 years length of services were on the favorable term in relation to group job satisfaction.

Table 5.8.6.3 Distribution of Length of Service and Group Job Satisfaction

Length of Service	Group job satisfaction							
	Disagree		Undecided		Agree		Total	
	Count	%	Count	%	Count	%	Count	%
2 years and below	25	12.5	134	67.0	41	20.5	200	100
2-3 years	17	14.8	58	50.4	40	34.8	115	100
4-6 years	7	11.3	43	69.4	12	19.4	62	100
7-9 years	5	45.5	3	27.3	3	27.3	11	100
10 years and over	1	20.0	1	20.0	3	60.0	5	100
Total	55	14.0	239	60.8	99	25.2	393	100

5.9. Relationship among Employees Disposition, Environmental Factors, Employees Motivation, Work Performance and Job Satisfaction.

To identify the relationship among the independent variables besides than the demographic factor and dependent variables, Pearson's correlation was used to test the following hypothesis:

H₀: There is no relationship among employee disposition, work environment, employee motivation, job performance and job satisfaction

H_a: There is a relationship among employee disposition, work environment, employee motivation, job performance and job satisfaction.

In testing the hypothesis at 0.05 or .01 level of significance, only relationship between job satisfaction and employee motivation was rejected as significant value was greater than 0.025 which meant of no correlational relationship between the two variables. For the remaining variables as shown in table 5.5.1, all null hypotheses stating of no relationship were rejected were rejected at 0.01 level of significance as significant value was < 0.005.

Table 5.9.1 Correlation of Independent and Dependent Variables

	EMPDIS	ENVIRO	EMPMOT	JOBPER	JOBSAT
EMPDIS	1.000				
ENVIRO	.584**	1.000			
EMPMOT	.380**	.408**	1.000		
JOBPER	.500**	.494**	.452**	1.000	
JOBSAT	.377**	.203**	-.065	.542**	1.000
Sig. EMPDIS					
(2 tailed) ENVIRO	.000				
EMPMOT	.000	.000			
JOBPER	.000	.000	.000		
JOBSAT	.000	.000	.195	.000	

EMPDIS = Employee Disposition, ENVIRO = Work Environment, EMPMOT = Employee Motivation factors,
JOBPER = Job Performance, JOBSAT= Job Satisfaction.

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

All the independent variables - employee disposition, environmental factor, and employee motivation were correlated with the dependent variable of job performance with the correlational value of 0.50, 0.49, and 0.45, respectively. All the three independent factors except employee motivation were also correlated with job satisfaction with the correlational value of 0.37, and 0.20.

Table 5.9.2 Correlation of Sub-variables of Independent and Dependent Variables

		COW	SUP	ORP	ORS	INT	EXT	INP	GRP	INJ
Pearson Correlation	COW									
	SUP	.620**								
	ORP	.504**	.522**							
	ORS	.437**	.464**	.679**						
	INT	.488**	.352**	.503**	.446**					
	EXT	.243**	.186**	.200**	.219**	.526**				
	INP	.532**	.386**	.485**	.447**	.696**	.336**			
	GRP	.449**	.330**	.431**	.314**	.479**	.058	.686**		
	INJ	.330**	.285**	.276**	.257**	.152**	-.354**	.314**	.474**	
Sig (2 TAILED)	GRJ	.399**	.186**	.100*	.022	.233**	-.139**	.333**	.562**	.471**
	COW									
	SUP	.000								
	ORP	.000	.000							
	ORS	.000	.000	.000						
	INT	.000	.000	.000	.000					
	EXT	.000	.000	.000	.000	.000				
	INP	.000	.000	.000	.000	.000	.000			
	GRP	.000	.000	.000	.000	.000	.250	.000		
	INJ	.000	.000	.000	.000	.003	.000	.000	.000	
	GRJ	.000	.000	.047	.665	.000	.006	.000	.000	.000

COW= Co worker, SUP= Supervision, ORP= Organization Policy, ORS= Organization Support, INT= Intrinsic,
EXT= Extrinsic, INP= Individual Performance, GRP= Group Performance,
INJ= Individual Job Satisfaction, GRJ= Group Job Satisfaction.

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

In table 5.9.2, it showed the relationship between each sub variables in order to see the relationship between each other.

From table 5.9.1, when compare employee disposition with work environment, employee motivation, job performance and job satisfaction, the result showed that the relationship between employee disposition with work place environment was higher than the other factors. The least relationship was employee disposition and job satisfaction. Each pair of the factors had the same positive direction in relationship. It meant that higher in one factor, would lead the another factor higher too.

In consider work environment with the other variables, the result showed that work place environment had much relationship with job performance, while had the least relationship with job satisfaction.

For motivation factors, the researcher found that employee motivation had relation ship with job performance, while there was no relationship with job satisfaction, where sig. value $>.005$. This meant that in this study the motivation factor would be the least effective tool to increase the level of job satisfaction.

In order to see the opposite direction of relationship of these factors, table 5.9.2, presented the significant correlational value between each pari of sub-variables. The result showed that there was a correlation between intrinsic rewards and individual job satisfaction (sig. value $<.005$ with correlational value of 0.152), intrinsic rewards and group job satisfaction (correlational value of 0.233), extrinsic rewards and individual job satisfaction (-0.354), and extrinsic rewards and group job satisfaction (-0.139) which were the reserve correlations. This meant that only extrinsic motivation did made the individual job satisfaction or group job satisfaction increased.

Lastly is the correlation between job performance and job satisfaction, in which, there was a relationship between this pair. The increasing in job performance, would be the indicator of increasing in job satisfaction.

5.10 Difference in intra variable of Employee Disposition, Employee Motivation, Job Performance, Job Satisfaction

To study the difference of each intra variable, the researcher used Paired Samples Test as presented in table 5.6.1.

Table 5.10.1 Difference of the Intra-variables

	Paired Differences					
	Mean	Std. Deviation	Std. Error Mean	t	df	Sig (2 tailed)
Pair 1 Coworker-Superv	7.35E-03	.46	2.33E-02	.315	394	.753
Pair 2 Extrin-Intrin	-.31	.51	2.54E-02	-12.030	394	.000
Pair 3 Groper-Indper	-9.11E-02	.33	1.64E-02	-5.563	394	.000
Pair 4 Grojob-Indjob	.23	.50	2.53E-02	9.025	394	.000

From the above table, three pairs of the differences were found at .01 level of significance. They were extrinsic-intrinsic, group performance-individual performance, and group job satisfaction-individual job satisfaction. The respondent showed different opinions from each other in view of intrinsic and extrinsic, group performance and individual performance, group job satisfaction and individual job satisfaction, while had the same direction of giving opinion in view of co-worker and supervision.

5.11 Discussion

From the data presented above, the researcher find that there is a strong relationship between each pair of employee disposition and work environment; motivation factor and work environment; job performance and work environment; job performance and job satisfaction. The increasing in one factor will contribute to the increasing in another.

The work environment of the company which include good physical working condition, enough supply of material and equipment, clear rules and regulation, and good principles relating to rules and regulation etc. are those that contribute to the employee positive disposition. Disposition of the employees in this study is about social relationship between the employees and their co-worker, the employees and their supervision. So, this relationship is agree with the study of Ainsworth, said that the environment would also affect an individual's job performance. Under his explanation, the environment includes physical-tools and work place; the human environment-issues of compatibility, team cohesiveness and leadership; The organization- clarity of structure, system, communication of priorities and emphases, work culture.

As for work environment and job performance, the study also finds that there is a strong relationship between this pair. This is in line with the explanation of Rue and Byars that environmental factors could affect job performance in an indirect way. It does not viewed as a direct determinant of employee performance, but as modifying the affects of effort, ability, and role perception. Poor environment can affect the effort of the employee to perform their task well or to complete their task within a limited of time and resources. A lack of training could result in underutilized abilities.

Work performance and job satisfaction is also another pair that has a strong relationship between each other. There is a debate on the issue of the relationship between job satisfaction and performance. Some has said that satisfaction causes performance while some says that performance causes satisfaction. Schermerhorn, 1997 indicates that there was research show no simple and direct link between individual job satisfaction at one point in time and work performance at a later point

in time. However, this conclusion is widely recognized among OB scholars, even though some evidence suggests that the relationship holds better for professional or higher level employees than for non professionals or those at lower job levels. Job satisfaction alone is probably not a consistent predictor of individual work performance. But satisfaction may well be an important component of a larger set of variables that together can predict performance, and it may predict performance for certain people.

For the argument of performance causes satisfaction, based on the work of Porter and Lawler research indicates that an empirical relationship exists between individual performance measured at a certain time period and later job satisfaction. They maintain that performance accomplishment leads to rewards that, in turn, lead to satisfaction.

As for this study, the relationship of this two factors also confirm with the above explanation, in which, increasing in one factor and contribute to the increasing on another factors.

In considering the differences of the perception of the employee between each pair of the intra-variable, which can help the manager to understand the relationship of the demographic profile towards each factors of the study well. There are three interesting pairs included Intrinsic-Extrinsic; Group performance-Individual performance; Group job satisfaction-Individual job satisfaction.

The first pair, Intrinsic-Extrinsic motivation factors, there is a means difference between intrinsic rewards and extrinsic rewards. Those of the employee in Bachelor degree view differently on the intrinsic rewards than those elementary, high school and college graduated. The employees who are single, married and widowed status give a favorable answer to the intrinsic rewards than does the employee in

separated status. The employee ages below 20, and above 51 give a favorable on extrinsic rewards while the employees ages 21-50 feel undecided with this factor.

Second pair is group performance and individual performance, in which both factors have a favorable answer of mean rating, while employee have a high perception towards individual performance than does group performance. Most of the employees at all level of educational attainment are undecided about their individual work performance. Those employee in single, married, and separated status are undecided about their individual performance, while those who are in widowed status give a favorable outcome of their individual performance. The employee in single, married, and separated status are undecided about their group performance, while those with widowed status give a favorable outcome of their group performance. Moreover, respondents in all level length of services are undecided about their group performance.

Lastly, is the group job satisfaction and individual job satisfaction, in which the means rating on individual job satisfaction are undecided, while there is a favorable outcome on group job satisfaction. Different status of the employee view differently perception on the individual job satisfaction. While those who are in single, married, and separated status are undecided about the individual job satisfaction, those employees who are widowed are unfavorable with the individual job satisfaction.

Employees with all level of education are undecided about their group job satisfaction. Moreover, employee with 2-6 years length of services are undecided about their group job satisfaction. Only the employee with more than 10 years length of service giving favorable outcome of this factor, while employee with 7-9 years length of service are unfavorable with their group job satisfaction.

CHAPTER 6

SUMMARY OF RESEARCH FINDING, RECOMMENDATION AND SUGGESTION FOR FUTURE RESEARCH

There were three sections of this chapter which included summary of the research finding; the conclusion of the research; recommendation and suggestion for future research.

6.1 Summary of the Research Finding

As from the analysis in the previous section of the study, the research's finding of independent variables included demographic profile of the respondent, disposition, work environment, and motivation factors with dependent variables as job performance and job satisfaction.

Based on the results of the survey, analysis, finding and interpretation of data, the researcher finding were as follows:

1. Demographic Profile of the Respondents.

1.1 Age - Most of the employees who work in Telecommunication industry aged between 21-30 years old where female employee was larger proportion than male. This range of age group showed that the employee who worked in this industry

largely young with less experience about the work. As for the young age, there was no doubt why larger proportion of the respondents was single.

1.2 Marital status - The less proportion number of widowed and separated status could be found mostly in the organization of Thai culture that decided to stay alone with single status or kept the family tighten together.

1.3 Educational Attainment - It was interesting found that large proportion of the respondent education attainment was college graduate and bachelor degree. This showed that the employee in this industry mostly were newly graduate or less than 10 years of work experience, as for the number of age range match with the degree of the education they attained. There was less number of the employee who graduated in higher degree to stay in this industry. This may be true that the work characteristic was not that complex, and needed more on work experience about the product knowledge.

1.4 Monthly income - Because of the young age of the employee with college and bachelor graduate, the large proportion was p to 74.7% of the respondents' monthly income was below 10,000 Baht.

1.5 Length of service - For 80.2% of the employee who work in this industry have less than 3 years length of services. This figure can be show that there is high turnover of the employee who work in this industry, in which, the new comers usually own education degree from college graduate to bachelor degree.

2. Mean Rating of the Variables.

Employee Disposition

2.1 The qualitative rating on the employee disposition towards co-worker was at 3.86, which was on the agree, which meant that there was a positive disposition of

the employee towards co-worker in the organization. They had a sense of belonging , and good communication within their team work.

2.2 The employee disposition towards supervision was also 3.86 which meant that they had a positive attitude with the supervision that pass to them. The supervisor treat them well, and encourage them to work well along with giving a good care to improve the subordinates ability to be growing up in the career path in the future.

Work Environment

3.1 The organization policy that passed down to the employee was acceptable and this could be proved by the number of arbitrary level at 3.72, which was on the agree. It could be said that rules and regulation that passed to the employee was reasonable, policy and guideline were already defined which the employee knew very well how they would be treated if they violated the rules.

3.2 The arbitrary level of organization support was also in the descriptive rating as agree, which meant that the working condition and physical surrounding of the company was appreciate by the employee. The employee received full support of mechanism and appliances, including temperature, sound and light around them.

Motivation Factors

The result of finding showed that employee had a higher degree of perception towards intrinsic rewards than extrinsic rewards. Although the greater number of the employees gave meaningful to intrinsic than extrinsic rewards, however, the high degree of means rating that gave to extrinsic rewards did showed that extrinsic rewards was also important to them. From the result, it was critical to keep a good balance between intrinsic rewards and extrinsic rewards in order to gain satisfaction from the employee in the organization.

Job Performance

5.1 The result of the finding showed that the employee had favorable rating on their individual good performance with the means rating at 3.53. They felt that they performed task well, and they had good abilities enough to accomplish the tasks they received. They could complete the task within a limited time by make use of less resources and supplies. Moreover, the supervisor also agreed on their ability of their quality of performance.

5.2 In the group performance, the result showed lower of means rating of group performance than individual performance. This may happen because of the problem of communication problem or the problem of sharing the resources and supplies among group members. The employees felt that they could not go along very well when they work together and the result of the group work seems to be lower than the result of their individual performance.

Job Satisfaction

6.1 The result of the means rating of employee individual job satisfaction was at 3.17, descriptive rating was undecided. This was happened when the employee staying in the situation of whether to be satisfied or not satisfy, so they stayed in the middle position. This problem might causedd by their dissatisfaction of rate of pay and the opportunity for promotion.

6.2 In consider the group satisfaction, the means rating showed higher degree of group job satisfaction than individual job satisfaction. The employee enjoyed and preferred to stay together because they had a good cooperation among themselves and each member respect to the others ideas. They had an effective communication among themselves, and also succeed in linking each member ideas while brainstorming.

3. Differences of the Variables of the Study.

Most of the demographic factor showed no differences of employee perception, where as, only status of the employee at difference level showed differences perception towards individual job satisfaction. From the computation, the result showed that employee with widowed status had difference perception from those with single and married status.

The employee with Bachelor graduate had differences perception about the intrinsic rewards from those Elementary, High School and College.

Difference gender of the employee also showed difference perception towards Co-worker, and Supervision. Only male had difference perception towards Organization policy, while, female doesn't.

4. Correlation between Variables of the Study and the Demographic Factors.

Age of the employee had relationship with the organization support, extrinsic rewards, and individual performance, in which, they are undecided about these three factors.

Gender of the employee had relationship with the disposition towards co-worker and supervision in positive way.

Marital status had relationship with the intrinsic rewards, individual performance, group performance, and individual job satisfaction. They did agree with the intrinsic rewards they received from the company, while, they felt undecided for the individual performance, group performance, and individual job satisfaction.

Educational attainment had relationship with the organization support, intrinsic rewards, individual performance, and group job satisfaction. They agreed

with the intrinsic rewards, while feel undecided with the organizational support, individual performance and group job satisfaction.

Monthly income had relationship with the co-worker, and organization policy. They do have a positive disposition towards co-worker, while mostly were undecided about the organization policy.

Length of service had relationship with the supervision, group performance, and group job satisfaction. They had a positive disposition towards supervision, while feel undecided about the group performance, and group job satisfaction. Relationship among Employees Disposition, Environmental Factors, Employee Motivation, Work Performance, and Job Satisfaction.

Most of the factors had interrelationship with the other in the same direction. This meant that increasing in one factor would result in the increasing in another. Only Employee Motivation and Job satisfaction had no relationship with each other. They had an opposite direction of relationship, which meant that increasing in one factor would result in decreasing in another.

5. Differences in Intra-variables.

There was no differences in the disposition towards co-worker and supervision, while, there were differences in intra variable between each pair of organization policy-Organization support, Extrinsic-Intrinsic, Group performance-Individual performance, Group Job satisfaction-Individual Job Satisfaction.

6.2 Recommendation

According to the research finding which presented throughout Chapter 5 of this thesis, the researcher would like to present the recommendation to the issues which stated before as follows:

Increase satisfaction. Satisfaction, performance, and commitment to the organization are interrelated. However, simply trying to improve one aspect will not cause the others to improve. Managers must take a comprehensive approach to identify potential areas of dissatisfaction. They must then identify ways of increasing employee commitment and involvement. Taken together, the organization's effectiveness in meeting its goals should increase. Three elements are involved: (1) the employees' interests-skills, knowledge, and career goals; (2) the actual work for which the employees are responsible; and (3) the situation of work-its environment and the organizational climate. Satisfaction can be increased by a collaborative approach to all three of these areas.

The employees' interests. The employees' interests can be addressed through assessment of existing skills, attitudes, and needs. An employee development plan can be used to design areas of training and opportunities that can be taken to help the employee achieve his or her goals. Effective counseling will help the employee to determine the direction he/ she must take to achieve his goals. Building a sense of direction contributes to satisfaction with current expectations because the person can fit the present into a bigger picture.

Actual work. The commitment and involvement people have in their work changes with participation in the design of work, in improving quality, and in other processes that come when a job is enriched through vertical loading and in

creased teamwork. Dissatisfaction with actual work has the highest effect on absenteeism and retention. If managers or other team members focus on the meaningfulness of work, the problems related to boredom and lack of satisfaction can be dealt with to an extent. Job redesign and enrichment apply directly to improving satisfaction with actual work.

The situation of work. Improvement in levels of satisfaction that can originate with the situation of work can include a number of changes. Generally, increased communication and participation have been shown to have a very positive effect. Increase participation--can be done by empowers employees with responsibility and authority. The empowerment increases satisfaction significantly. Direct Communication—Can be done by allowing employees to express their views in open and freely to the management.

Building High Performing Team. It is critical to make the people to group together and perform their task together with a high group performance. In doing so, the management should follow the following recommendation:-

Distributed leadership — by sharing of responsibility for meeting group task and maintenance needs. In group task activities, the manager or group leader should;

- (1) Initiating new ideas or ways of defining problems; suggesting solutions to group difficulties.
- (2) Seeking information- try to clarify suggestions in terms of factual.
- (3) Giving information- by offering authoritative and relevant information and facts.
- (4) Clarifying- by clarifying relations among various suggestions or ideas; attempting to coordinate member activities.
- (5) Summarizing- by assessing group functioning; raising question about the logic and practicality of member

suggestions. In group maintenance activities, the manager should support the emotional life of the group as an ongoing social system. This can be done by encouraging, harmonizing, setting standards, following, and gatekeeping.

The manager should set the role or the expectations associated with a job or position on a team. This will help in getting rid of role ambiguity, role overload, and role conflict. Group norms also set in order to build path for the team members as a standard way of working together.

The recommendation above will be helpful if the manager takes good attention and concern about the employee problems. Each organization culture is different from another, so the manager should apply the above solution in order to match with their culture and people in their organization.

6.3 Suggestion for Future research

This study is only one of the researches being studied in the Telecommunication industry. It has been done in one area of issue, in which, there are many issues happening in the organization. So, suggestions for future research which the researcher would like to propose to be done are as follows:-

The same study should be done in another industry in order to learn about the employee perception in different industries. As stated before that each organization is different from one another, so the employee in different cultures may view or face different problems, which lastly relate to their work performance and job satisfaction.

A similar study should be done in the same industry in order to learn about the other issue like which kind of management style or leadership style results in the employee work performance and job satisfaction.

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