



A STUDY OF THE RELATIONSHIP BETWEEN ORGANIAZTIONAL  
STRUCTURE AND ORGANIZATIONAL CULTURE WITH EMPLOYEE JOB  
SATISFACTION OF BANGKOK UNION INSURANCE PUBLIC CO., LTD.

By

AVIRUIT SUWARATTANANONT

A Thesis Submitted in Partial Fulfillment  
of the Requirements for the Degree of

Master of Business Administration

Graduate School of Business  
Assumption University  
Bangkok Thailand

November 2003



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**Examined on : 11 November 2003**

**Approved for Graduation on :**

Graduate School of Business  
Assumption University  
Bangkok Thailand  
November  
2003

## **Abstract**

This study examined the relationship between organizational structure and organizational culture with employees' job satisfaction of Bangkok Union Insurance Public Company. The study aimed at examining the factors, which affected the satisfaction of all people. The study is based on the previous research works, which study the relationship between organizational structure (division of labor, authority and responsibility, line of authority and centralization) and organizational culture (shared values, level of commitment and norms) as independent variables with overall employees' job satisfaction (work itself, supervision, pay, colleague and job advancement) as dependent variable.

For the methods being employed in this research, 200 of non-managerial employees were invited to complete self-report questionnaires. Organizational structure is measured by the items from Robbins's keys element. Organizational Culture is measured by Schein's Culture's items. Minnesota Satisfaction Questionnaire (MSQ) is used to measure job satisfaction. Descriptive and correlation statistics were employed to test the hypotheses. The findings showed that there were positive relationship between organizational structure and overall employees' job satisfaction, and also organizational culture and overall employees' job satisfaction. In addition, Plan or strategy for the better understanding of employees about the structure and culture in the organization may be the most effective strategy, which can give the positive effects on staff attitudes and behaviors.

## ACKNOWLEDGEMENT

I wish to express my sincere appreciation to Dr. Navin Mathur for his willingness to give time and attention from his busy schedule to provide advice and consultation. Further, my thankfulness is extended to the appreciable thesis committee members Dr. Adarsh Batra, Dr. Ismail Ali Siad and Dr. Ioan Voicu.

I also wish to give special appreciation to Bangkok Union Insurance Public Company Limited for a wonderful chance of doing the research.

Finally, special appreciation is due to my parents for a strong support of their understanding and providing me the time and inspiration needed to prepare this research and willingness to invest in my future, which has enabled me to achieve my educational goal.

Assumption University

Oct 23, 2003

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## **CHAPTER 1**

### **GENERALITIES OF THE STUDY**

#### **1.1 Introduction of the Study**

Whenever the organizations begin to put more concern on the performance of the whole company, they have to pay a lot of attention to the performances of their employees since the employees are the key to an effective organization.

The organization needs all employees in order to achieve their goals. Thus, it is becoming more important for the organization to examine the employees' own job satisfaction. Additionally, the self-development is also a focus, which requires employers and employees to accept greater responsibility, to take more risks and to do things differently.

However, what the employees can do at work is constrained by structures, systems and procedures. Organizational structure affects the behavior of individual and groups in significant ways. In fact, the effects of organizational structure on behavior are so profound: Organizational structure will be defined broadly as those features of the organization that serve to control or distinguish its components. Thus the purpose of organizational structure is to control behavior, to channel and direct behavior to achieve high levels of efficiency, satisfaction and development. The importance and powerful role towards the development of employees' behavior also depends on the difference

between the effective structure and ineffective one that the organizational structures contribute the minimum or maximum abilities to reinforce the organizational members.

Another significant factor to be considered is organizational culture. Thus the organization's overall culture can have a powerful influence on relationship as they occur within its environment. Individual would do a particular thing in order to be able to survive in that place that he would never think of doing elsewhere. The organizational culture integrates the inner soul of organizational members while the members do likely not know the process of being influenced.

Bangkok Union Insurance Public Company Limited was selected as the site of the study. The company was established in Feb 5, 1929 with the aim of providing insurance protection to the Siamese. The company is the first insurance company that was set up by Thai people. The company mission is "Being an insurance provider who serves customer with the best service and provides good coverage that suit to the customer's needs".

The company is another one company that has to put more concern on their employees. The company has been facing the problem of high turnover and absenteeism rate. The employees inside the organization have low commitment and satisfaction while working in the company. Many complaints from the employees are about the structure and culture inside the company.

The structure and culture in the BUI Company have much effect with the satisfaction of employees. The employees are mostly restricted by the rule, regulation, management and control. The organization is very centralized. Most of the decision must be made by the top management. Most of the time, the employees have to spend much

time waiting for the approval from only one person. Further more, one employee must handle many kinds of job at one time in this company. The employees think that they are not part of the company and they are not important.

Many employees also think that they have too many works and do not want to work harder than other employees. Some of them are not happy and want to resign from the company.

The problems in above paragraph facing by the company inspire the researcher to select the BUI Company as the site to make the study.

## **1.2 Statement of Problem**

It is very important for every company to create the job satisfaction among the employees in the organization. With satisfied employees, the achievement of goal and objective can be reached.

However, almost every aspect inside the organization is influenced by the structure and culture of the organization. Most of the things people can do in the organization are restricted by the rule or standard of control, and the way most of the people believe. Thus, the employees' satisfaction is affected by the structure and culture in the organization as well.

From the above comment, the hypotheses between two variables; organizational structure and organizational culture, and the satisfaction are prepared and will be tested in order to give the clear view of this assumption. In this research, the

researcher will find out that ***“what is the relationship between organizational structure and organizational culture with overall employees’ job satisfaction?”***.

### **1.3 Objective of the Study**

The objective of this research is to examine whether organizational structure and organizational culture has any relationship with overall employees’ job satisfaction. In addition further research can be conducted and it can help the company to deal with their employees satisfaction wisely.

### **1.4 Scope of the Study**

As the research concentrates on BUI Company, the research will be conducted on the population within the organization. The respondents will be approached to request for cooperation and approval to carry out the research in particular.

The census survey will be used; so all 200 non-managerial employees will participate in the survey.

### **1.5 Limitation of the Study**

The present study will focus attention on investigating the relationship between organizational structure and organizational culture with job satisfaction of non-



managerial employees of BUI, Bangkok therefore its findings may not be generalized for other independent variables in relation with job satisfaction of employees.

The present study will focus attention on investigating the relationship between organizational structure and organizational culture with job satisfaction of employees of BUI, Bangkok therefore its findings may not be generalized for employees working in other organizations.

The present research will be conducted in a specific time frame, therefore its findings may not be generalized for all times.

#### **1.6 Significant of the Study**

The research will be conducted with the aim to help or assist individuals, organizational members, organization itself, and the community as well as the country as a whole. The individual would be able to know the behavioral trend within the organization he or she is in, in order to enable him or herself to comply with the unity of the organizational structure and culture. Meanwhile the organization itself would be able to realize how to increase the personnel satisfaction, the organizational effectiveness and efficiency.

#### **1.7 Definition of Terms**

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

Authority – it refers to the formal rights inherent in a managerial position to give orders and expect the orders to be obeyed (Robbins, 1990).

Centralization - it is based on dual needs of division and coordination of labor. An organization is centralized to the extent that its decision-making power rest with one or few individuals (Northcraft & Neale, 1994).

Colleagues – it refers to the people who work in the same organization (Wood et al, 2001).

Division of labor – it is the process of dividing many tasks performed within the organization into specialized job (Greenberg & Bron, 1997).

Job advancement – it is the chances for further advancement (Wood et al. 2001).

Job satisfaction – it is the degree to which individuals feel positively or negatively about their jobs. It is an attitude or emotional response to one's tasks as well as to the physical and social conditions of the workplace (Schermerhorn, Hunt and Osborn, 1997).

Line of Authority – it is known as the organizational ladder. The reporting relationship within organizations, the lower-level employees are required to report to the particular individuals immediately above them in the organizational hierarchy (Greenberg & Bron, 1997)

Norms – it is a standard of behavior that is expected from group members (Mondy, 1983).

Organizational Commitment – it is defined as an individual's identification with and involvement in a particular organization (Schein, 1984).

Organizational culture – it is the pattern of basic assumption that a given group has invented, discovered or developed in learning to cope with its problems of external adaptation and internal integration, and that have worked well enough to be considered valid, and therefore to be taught to new members as the correct way to perceive, think and feel in relations to problems (Schein, 1984).

Organizational structure – it is to show how tasks are to be allocated, who reports to whom, the format coordinating mechanism and interaction pattern that will be followed (Robbins, 1990).

Pay – it is the amount of money received in exchange for giving or doing something (Wood et al. 2001).

Supervision – it is the technical help and social support (Wood et al. 2001).

Values – it is central, hold, abstract, enduring beliefs about modes of conduct and end-states of existence which guide actions and judgments across specific objects and situations (Rokeach, 1968).

Work itself – it is the responsibility, interest and growth (Wood et al. 2001).

## **CHAPTER 2**

### **REVIEW OF LITERATURES**

This chapter consists of a review of related literature concerning job satisfaction, organizational structure, organizational culture, and the relationship between them. Literature relevant to these topics is reviewed for the purpose of developing a clearer understanding of the concepts.

Thousand of extensive studies have been done on job satisfaction. Interest in job satisfaction was directly connected with a growing concern in many countries about the quality of life. There is increasing acceptance of the view that material possessions and wealth do not necessarily produce a higher quality of life. The feelings people have about various aspects of their jobs were now being recognized as important as well.

Job satisfaction, as a short-term measure of organizational effectiveness, is defined in terms of a feeling of an accomplishment on the job (Coletta, 1981). The earliest studies are concerned with increasing productivity rather than improving job satisfaction. The study of job satisfaction starts with the Hawthorne studies (Roethlisberger & Dickson, 1939), conducted by Mayo and a group of Industrial psychologists at the Hawthorne Plant of the Western Electric Company during the late 1920s and early 1930s. It is found that production increased even when physical conditions were made less desirable.

#### **2.1 Definition of Organizational Structure**



An organization's structure is the way in which it divides the distinct task, authority and responsibility of people among social positions that influences the role relations among these people and they are controlled by the organization's distribution activities and procedures.

Normally the organization's structure addresses the important key elements which were; work specialization, departmentalization-group unit, chain of command, span of control, centralization and decentralization, and formalization. As **Robbins (1998) defined the four key elements for the organization's structure:** work specialization – the degree to which tasks in the organization are subdivided into separate jobs, authority and responsibility - the formal rights inherent in a managerial position to give orders and expect the orders to be obeyed , line of authority – unbroken chain of command that extended from the top of organization to the lowest level and clarifies who reported to whom, centralization – degree to which decision making was concentrated at a single point in the organization, In the mean time, Mintzberg (1979) also mentions about the basic elements used in designing organizational structures consist of (1) job specialization (2) behavior formalization (3) training and indoctrination (4) unit grouping (5) unit size (6) planning and control system (7) liaison devices (8) vertical and (9) horizontal decentralization. Northcraft & Neal (1994) discusses the organizational structure about job specialization, centralization, span of control, departmentalization. Steers (1981) mentions about the decentralization, specialization and span of control. Ian Brooks notes about the variables, which were related to organizational structure: centralization, differentiation (group unit), specialization, formalization and span of control (unit size).

## **2.2 Theories Related to the Organizational Structure**

### **2.2.1 The Elements of the Organization Structure**

Robbins (1990) states the elements in the organization as follow: Work specialization or division of labor. Rather than an entire job being done by one individual, it was broken down into a number of steps, each completed by a separate individual. These are a mean to make the most efficient used of its employee's skills.

Departmentalization is the basis by which jobs were grouped together by function perform, type of product the organization produces, geography or territory, process could be used for processing customer as well as products, and by type of customer the organization seek to reach. Chain of command - The unbroken line of authorities that extends from the top of the organization to the lowest level and clarifies who reported to whom. There are two complementary concepts: authority and unity of command.

Span of control is the number of subordinates a manager could efficiently and effectively direct. Locus of control refers to the top management made the organization's key decisions with little or no input from lower-level personnel, and then the organization is centralized. In contrast, the more that lower-level personnel provide input or are actually given the direction to made decisions, the more decentralization there is. Formalization is the degree to which job within the organization are standardized. There are explicit job processes in organization where there is high formalization. Where formalization is low, job behaviors were relatively non program and employees have great deal of freedom to exercise direction in their work.

### **2.2.2 Meaning of Organizational Structure**

Greenberg Jerald and Baron (1993) indicate that hierarchy of authority is known as the organizational ladder. The reporting relationship within organizations, the lower-level employees are required to report in the particular individuals above them in the organizational hierarchy. Organization that has many levels was considered tall structure and those that had few levels were considered flat.

Division of labor is the process of dividing many tasks performed within the organization into specialized jobs. The more those tasks are divided into separated jobs, the more those jobs are specialized and the narrower the range of activities that jobs incumbents are required to perform.

Span of control means the number of subordinates in an organization supervised by one manager. Managers who are responsible for many individuals are said to have a wide span of control, whereas those responsible for fewer are said to have a narrow span of control. Line versus staff positions: in line position, people can make decisions as doing basic works. They have decision making power. While the positions in organizations in which people make recommendations to others but are not themselves involve in making decisions concerning the organization's day-to-day operations are staff positions.

### **2.2.3 The Organizational Theory**

Hodge, Anthony and Gales (1996) have stated that horizontal differentiation referred to the degree of occupational specialization, the specific professional activity, and the professional training required for specific tasks. Vertical differentiation referred to the division of work by level of authority, hierarchy, or chain of command. This is

represented by the number of different levels in an organization. Decision-making could be either centralized; with decision-making authority mostly made by top management, or decentralized, with decision-making authority made by lower-level employees.

Span of control refers to the number of immediate subordinate positions that a superior position controls or coordinates. Standardization is to standardize the task or process that workers perform. Process standardization guarantees that tasks would be performed in the same way all the time. These standardizations are always in the form of written documents.

#### **2.2.4 The Contents of the Organizational Structure**

Northcraft & Neal (1994) state that job specialization was the assigning a work force the limit number of component tasks. Job could be specialized along two dimensions: the number of tasks assigned to a role (Horizontal specialization) and the amount of responsibility for organizing tasks assigned to role (Vertical specialization).

Centralization is base on dual needs of division and coordination of labor. An organization is centralized to the extent that its decision-making power rest with one or few individuals. On the other words, if decision-making is being pushed to a lower and lower level in the organization, it was a decentralized organization.

Departmentalization is the grouping of organizational roles by determining which jobs fit together. Relate tasks could be assigned to the same sub unit because of similarities in the require knowledge and skills members brought to the job. Moreover, it could be based on similar levels of skills and abilities.



### **2.3 Selection of the Generic Set of Sub Variable.**

The synthesis of the mentioned knowledge of the remarkably organizational theory theorists have come to the definite interest of the researcher under the main variable of organizational structure; namely, division of labor (specialization), authority and responsibility (of manager), centralization/decentralization (to the effect of decision making) and line of authority (hierarchy).

#### **Organizational Structure**

- Division of labor
- Authority and responsibility
- Centralization/Decentralization
- Line of authority (hierarchical level)

### **2.4 Discussion of Each of the Generic Sub-variable**

**Division of labor** represents the individual job that was broken down into simple, routine, and well defined tasks which were the other word called functional specialization, the functional specialization creates high substitutability among employees and facilitates their easy replacement by management. While the social specialization is achieved by hiring professionals who held skills that cannot be readily routinized. Adam Smith concluded that division of labor raises productivity by increasing each worker's skill, by saving time that is commonly lost in changing tasks, and by encouraging the creation of labor-saving inventions and machinery.

**Authority and responsibility** refers to the formal rights inherent in a managerial position to give orders and expect the orders to be obeyed.

**Centralization** refers to the degree to which decision making was concentrated at a single point in the organization. A high concentration implies high centralization, whereas a low concentration indicates low centralization or what may be called decentralization. Centralization is concerned with the dispersion of authority to make decisions within the organization. With reference of the authority and the chain of command are to the understanding of centralization, the awareness of the decision making process is equally important. The degree of control one hold over the full decision making process is, itself, a measure of centralization. Referring to figure below, it could be said that decision making was most centralized when the decision maker controls all the steps: "He collects his own information, analyzes it himself, makes the choice, needs seek no authorization of it, and excludes it himself." (Mintzberg, 1979). As others gains control over these steps, the process becomes decentralized.

**Line of authority** hierarchy represents a multilevel formal structure, with a hierarchy of positions or offices, ensures that each lower office was under the supervision and control of higher one.

## **2.5 Relationship of the Organizational Structure to the Employees' Job Satisfaction**

Not everyone prefers the freedom and flexibility of organic structure. Some people are most productive and satisfied when work tasks were standardized and ambiguity is minimized. So any discussion of the effect of organizational design on employee behavior has to address individual differences. To illustrate this point, let's

consider employee preferences for work specialization, span of control, and centralization and decentralization.

The evidence generally indicates that work specialization contributes to higher employee productivity but at the price of reduced job satisfaction. However, this statement ignores individual differences and type of job tasks people do.

While more people today are undoubtedly turned off by overly specialized job than were their parents or grandparents, it would be naïve to ignore the reality that there was still a segment of the workforce that prefers the routine and repetitiveness of highly specialized jobs. Some individuals want work that makes minimal intellectual demands and provides the security of routine. For these people, high work specialization is a source of job satisfaction.

At this point it is impossible to state that any particular span of control is best for producing high performance or high satisfaction among subordinate. The reason is, again, probably individual differences. That is some people like to be left alone, while others prefers the security of a boss who was quickly available at all times. Consistent with several of contingency theories discussed, we would expect factors such as employees' experiences and the degree of structure in their tasks to explain when wide or narrow spans of control are likely to contribute to their performance and job satisfaction. However, there is some evidence indicating that a manager's job satisfaction increases as the number of subordinates he or she supervises increases.

We find fairly strong evidence linking centralization and job satisfaction. In general, organizations that are less centralized had a greater amount of participative decision making. And the evidence suggested that participative decision making is

positively related to job satisfaction. The decentralization-satisfaction relationship is strongest with employees who had low self-esteem. Because individuals with low self-esteem has less confidence in their abilities, they placed a higher value on shared decision making, which means that they're not held solely responsible for decision outcomes.

To maximize employee performance and satisfaction, individual, personality and cultural difference should be taken into account.

## **2.6 Definition of Organizational Culture**

The concept of organizational culture has served several diverse purposes among academics and practitioners alike. Managerially biased scholars and practitioners have treated culture as a variable to manipulate by individual managers to create strong, effective, and competitive organization (Ouchi, 1981; Deal & Kennedy, 1982; Peter & Waterman, 1982). Others have treated organizational culture as shared system of symbols and meanings that must be described and interpreted to be understood. The value of this approach rested in its ability to “demonstrate how symbols are intertwined in meaningful relationships and how they emanate from the activities of people in a particular organizational settings” (Smircich , 1983).

Organizational culture is a distinctive set of values and norms that develop within an organizational to guide the action of its members. Organizational culture is related to national culture because organizations interact with their environment; for example, employees bring their culture into the workplace. However, within national cultures there is variation among corporate cultures. It is likely that the cultures of



computer companies across cultures are more similar than computer companies with retail stores within the same culture. In other words, the processes, structure, and goals of an organization have a great influence on its culture, which may significantly modify a particular national culture.

Robbins (1998) cites that organizational culture is a system of shared values and being held by members that distinguishes the organization from other organizations. This system of shared meaning is a set of key characteristics that the organization values. Organizational culture represents a common perception held by the organization's members. For example, Mazda Motor Corporation's Hiroshima headquarters values indirect communication, loyalty, obedience, and relationships.

Schermerhorn et al (1997) identifies that organizational culture is the system of shared actions, values, and beliefs that develops within an organization and guides the behavior of its members. In business setting, this system is referred to as the corporate culture.

Wright and Noe (1996) explain that organizational culture was a set of shared assumptions, values, and norms that identified what the organization considers important and how employees including managers should behave.

In some extent, they call organizational culture as corporate culture, a system of shared values and beliefs which interact with an organization's people, structure, and systems to produce behavioral norms (the way things are done around here). Corporate culture is defined as an interdependent set of beliefs, values, ways of behaving, and tools for living that were so common in a community that they tend to perpetuate themselves, sometimes over long periods of time. This continuity is the product of a variety of social

forces that were frequently subtle, bordering on invisible, through which people to learn a group's norms and values, are rewarded when they accepted them, and were ostracized when they did not.

According to Terrence Deal and Allan Kennedy, corporate culture is a shared history between members which built a distinct corporate identity or character.

Corporate culture gives the whole organization a sense of how to behave, what to do, and where to place priorities in getting the job done. Culture helps members fill in the blanks between formal directives and how the work actually gets done. Because of this, culture is of critical importance in the implementation of strategy. For some organizations, the company's culture is what helps set it apart from its competitor.

Corporate culture reflects the organization's past and is often deeply rooted in the firm's history and mythology. Many cultures are started by the firm's founder and have been reinforced by successful operations and strategies. The corporate culture influences how managers approach problems, react to competition, and implement new strategies.

Corporate culture is the set of key values, beliefs, understandings, and norms shared by members of the organization. The culture is the foundation of a learning organization.

Cartwright (1993) suggests that organizational culture was characteristically concerned with symbols, values, ideologies, and assumptions that operate, often in an conscious way, to guide and fashion individual and business behavior. Culture is often defined as "social glue" as it serves to bind individuals and created organizational cohesiveness. Organizational culture, like societal culture more generally, maintains order

and regularly in the lives of its members, and only assumes salience in their minds when it was threatened or disturbed.

Schein (1988) argues that organizational culture should be viewed as a property of an independently defined stable social unit. Organizational culture referred to basic assumptions and beliefs that are shared by members of an organization. These operate unconsciously and define in a basic “taken-for-granted” fashion an organization’s view of itself and its environment. These assumptions and views are based on shared experiences and have worked for long enough to come to be taken for granted and be dropped out of awareness. Organizational culture is a learned product of group experience and is therefore to be found only where there was a definable group with a significant history. **Schein’s culture has also determined the importance of culture in the organizations.**

There are, of course, sub-cultures within an organization, as was the case with the national culture. Organizational sub-cultures could be based on sub-units such as marketing department, or based on members’ occupation such as managerial culture. Basically, organizational culture is the personality of the organization. Culture is comprised of the assumptions, values, norms and tangible signs (artifacts) of organization members and their behaviors. Culture is one of those terms that were difficult to express distinctly, but everyone know it when they sensed it. For example, the culture of large profit corporation is quite different from a hospital or a university. We could tell the culture of an organization by looking at the arrangement of furniture, what they bragged about, and what members wore, and etc.

Corporate culture could be looked at as a system. Inputs included feedback from, for example, the society, professions, laws, stories, heroes, values of competition or service, and etc. The process is based on the assumptions, values and norms, for example, values on money, time, facilities, space and people. Outputs or effects of culture are organizational behaviors, technologies, strategies, images, products, services, appearance, and etc.

## **2.7 Theories Related to the Organizational Culture**

### **2.7.1 Levels of culture.**

The tangible elements of culture (Kotter and Schlesinger, 1979) are at the surface: the most visible level of an organizational culture – observable culture. These elements are sometimes referred as artifacts including behavior patterns or norms of behavior, rites or rituals, modes of dress, language, physical office or factory layout, logos, publications, annual reports and corporate image. They also include rules, systems and procedures. What is important about these tangibles is the meaning that organizational members attached to each of them.

Values concern what is important and they are culturally learnt by organizational members. They are connected to moral and ethical codes. They shape, predict and explain what happens at the surface level. So, for example, it is organizational values that guided people when dealing with uncertain situations. They deal with what people think they ought to do or how they think they ought to behave including honesty,

integrity and being fair with people. This category also includes beliefs – what people believe is or is not true. In practice, values and beliefs are difficult to distinguish.

Basic assumptions deal with the fundamental aspects of culture. They tell members how to think, feel and perceive and yet they too may be taken for granted. It was only when they surfaced that the whole cultural pattern was illuminated and clarified. Basic assumptions may relate to, for example, human nature, organizational goals and the organization's relationship to its environment. Schein (1988) has suggested a typology of basic assumptions with five dimensions: humanity's relationship to nature; the nature of reality and truth; the nature of human nature; the nature of human activity; and the nature of human relationships.

A consistent culture is what is also called a strong culture: basic assumptions, beliefs and values were shared solidly throughout the organization. It is also likely to have a charismatic owner or leader. The culture allows alignment and achievement of organizational goals because of the sharing of basic assumptions. Employees and managers are likely to be 'pulling in the same direction'. The level of involvement – informal or formal – of the employees is also linked to organizational effectiveness. A project, task team or quality circles approach fosters this involvement as individuals who have ownership and responsibility for a particular piece of work such as new product. Individuals felt a greater commitment to the project and the organization, perform better and require less control.



### **2.7.2 Hofstede's Dimensions of National Cultures.**

Geert Hofstede (1980) offers one approach for understanding cultural differences across national cultures. The five dimensions of national culture in his framework could be described as follows: (1) Power distance is the willingness of a culture to accept status and power differences among its members; (2) Uncertainty avoidance is the cultural tendency to be uncomfortable with uncertainty and risk in everyday life; (3) Individualism-Collectivism is the tendency of a culture's members to emphasize individual self-interests or group relationship; (4) Masculinity-Femininity is the degree to which a society values so-called masculine or feminine traits; (5) Long-term and Short-term Orientation are the degree to which a culture emphasizes long-term or short-term thinking.

### **2.7.3 Fons Trompenaars's framework.**

Fons Trompenaars' framework (1997) offers a point to understand cultural differences. He suggests that culture vary from one to another when the different types of the problem are solved. Those problems are (1) Relationship with people (2) Attitude toward time and (3) Attitude toward environment. Trompenaars identifies five major ways in which cultures may differ on how their members handle relationships with people. The orientation was as follows:

- 1) Universalism versus particularism – relative emphasis on rules and consistency or relationships and flexibility.
- 2) Individualism versus collectivism – relative emphasis on individual freedom and responsibility or group interests and consensus.

- 3) Neutral versus affective – relative emphasis on objectivity and detachment or on emotion and expressed feelings.
- 4) Specific versus diffuse – relative emphasis on focused, narrow involvement or involvement with the whole person.
- 5) Achievement versus prescription – relative emphasis on performance-based, earned status or ascribed status.

In respect to problems based on attitudes toward time, Trompenaars distinguishes between cultures with sequential versus synchronic orientations. Time in a sequential view is a passing series of events; in a synchronic view, it consisted of an interrelated past, present, and future. In respect to problems based on attitudes toward the environment, he contrasts how different cultures may relate to nature in inner-directed versus outer-directed ways. Members of an inner-directed culture tend to view themselves separate from nature and believe that they could control it. Those in an outer-directed culture viewed themselves as parts of nature believe that they must go along with it.

## **2.8 Selection of the Generic Set of Sub-Variable**

### Organizational Culture

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- Shared Values
- Commitment
- Norms

## **2.9 Discussion of Each of the Generic Sub-variable**

**Values** were part of the cognitive substructure of an organizational culture. An organizational culture may be thought of as consisting values, beliefs, attitudes and **norms** of behavior that predominate, and these share meanings can relate to the internal functioning of the firm or to its external relationships. For internal, it includes common language; a broadly shared way of perceiving and describing the organization; ways of defining organizational membership and boundaries; ways of allocating authority, power, status, and resources; and criteria for dispensing rewards and punishments. For external, it includes inter alias, a sense of mission or purpose, providing some reason for the organization's existence; specific goals that demonstrated the purpose was being achieved; the appropriate mean for accomplishing those goals.

**Commitment** is defined as an individual's identification with and involvement in a particular organization. It is characterized by a strong belief in and acceptance of the exert considerable effort on behalf of the organization, and a strong desire to maintain membership on the organization. This definition of commitment incorporates its three dimensions – the affective component, which focused on the individual's emotional attachment, identification with, and involvement in the organization; the continuance component of alternative employment options and personal sacrifice in leaving the organization; and the normative component, which focused on loyalty based on what the organization expects of the individual. Organizational commitment is more stable than satisfaction and evolves slowly as individuals compared their relationships to the employer's expectations and values. In light of this, it is

influenced by an organization's culture, which was defined by the values of organization, and an organization's readiness, which reflected the organization's experience with and management of change.

### **2.10 Definition of Job Satisfaction**

How do you like your job? The answer to this question is probably the way most people view quality of work life, the end result of quality of work life is the overall satisfaction one receives from a job (Drafke & Kossen, 1998).

This statement clearly explains how job satisfaction relates to people work life as they measure by the way that individual's job outcomes affect his or her general life. Thus, quality of work life may be used to determine the level of job satisfaction. Lawler (1997) also states that the recent interest of job satisfaction ties directly with the rising concern in many countries about the quality of life. There is an increasing acceptance of the view that material possessions and economic growth do not necessarily produce a high quality life.

The researcher has also attempted to understand the concept of job satisfaction and its role in the management of human resources. At the same time, the literature related to relationship between motivation and job satisfaction of employees has also been examined. The definitions of job satisfaction and analysis are presented in the following presentation.

Lawler (1967) states that satisfaction is a function of the extent to which the perceived amount of job rewards one receives matches the perceived deserved rewards.

Gruneberg (1976) defines job satisfaction as the favorableness or unfavorableness with which employees view their work.

McShane & Glinow (1976) define that the job satisfaction represents a person's evaluation of his or her job and work context. It is an appraisal of the perceived job characteristics and emotional experiences at work. Job satisfaction is really a collection of attitudes about specific facets of the job.

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

Milton (1981) defines that in general, job satisfaction relates to workers' opinions concerning their jobs and their employers; more specifically, job satisfaction may be defined as a pleasurable or positive emotional state resulting from the appraisal of one's job experiences. Satisfaction refers to the appraisal made by a single individual of his or her job situation.

Schermerhorn, Hunt, and Osborn (1982). Job satisfaction is a degree to which individuals felt positively or negatively about their jobs. At least two aspects of satisfaction could be differentiated. The first of these is called facet satisfaction, the tendency for an employee to be more or less satisfied with various facets of the job.

In addition to facet satisfaction, an overall or summary indicator of a person's attitude toward his or her job cuts across the various facets.

The analysis of these definitions elaborates the fit between person and job to highlight 'facet satisfaction' (tendency of employees towards various aspects of job) and



‘summary satisfaction’ (overall viewpoint about job). The projection of liking or disliking of employees about job depends upon complex assemblage of cognition (knowledge) and emotions. The job satisfaction projects a balance between employees’ expectations from job and actual outcome (reward).

The following definitions are the contemporary definition and their evaluation.

Greenberg & Baron (1993 and 1997). Job satisfaction is individuals’ cognitive, affective, and evaluative reactions toward their jobs.

Vecchio (1995) states that one’s thinking, feeling, and action tendencies (that is, one’s attitude) toward work were termed job satisfaction. As is true of all attitudes, a person’s level of job satisfaction is influenced by experience. Job satisfaction could also play an important role in a company’s ability to attract and retain qualified workers. Low levels of job satisfaction have been related to such problems as turnover, absenteeism, union organizing activity, and the filing of grievances. Thus, job satisfaction is exceedingly important for the well being of the organization as well as for the individual.

Wagner & Hollenbeck (1995) state that job satisfaction was a pleasurable feeling that results from the perception that one’s fulfills or allows for the fulfillment of one’s important job values. There are three key components of our definition of job satisfaction: values importance of values, and perception. First, job satisfaction was a function of values. Edwin Locke defines values in terms of “what a person consciously or unconsciously desires to obtain”. Locke distinguishes between values and needs, suggesting that needs were best thought of as “objective requirements” of the body that were essential for maintaining life, such as the needs for oxygen and for water. Values

were “subjective requirements” that exist in the person’s mind. The second component of job satisfaction is quite important. People differed not only in the values they hold but in the importance they place on those values, and these differences are critical in determining the degree of their job satisfaction. The last important component of job satisfaction is perception. Satisfaction is based on our perception of the present situation and our values. Remember that perceptions may not be completely accurate reflections of objective reality.

Lowenberg & Conrad (1998) state that job satisfaction was a set of favorable or unfavorable attitudes that employees held about their work. Locke (1976) defines job satisfaction as a pleasurable emotional state resulting from the appraisal one made of his or her job or job experiences.

Robbins (1998) states that job satisfaction referred to an individual’s general attitude toward his or her job. Job satisfaction was the difference between the amount of reward workers and the amount they believed that they should receive.

The assessment of these definitions suggest that job satisfaction is a complex attitudinal variable being influenced by several sub-variables. These sub-variables include pay, work itself, promotion opportunities, supervision styles, relationship with co-workers ‘on-the-job’ and ‘off-the-job’, recognition of contribution (efforts towards achievement of organizational goal), philosophy of the management, and culture of the organization. The job satisfaction is functions of individual values and each individual had different values. The values are influenced by the perception of each employee and in turn, the employees’ perception was an output of three factors: demographic, cultural and nationality background of employees, past experience of employees and prevailing

environment in which employees are expressing their opinion about job satisfaction or dissatisfaction.

## **2.11 Theories Related to the Job Satisfaction**

### **2.11.1 Hierarchy of Needs Theory**

Abraham Maslow's hierarchy of needs theory identified five distinct levels of individual needs: from self-actualization and esteem, at the top, to social, safety, and physiological at the bottom (Maslow, 1970). The notions of a need hierarchy were important to Maslow, and he assumes that some needs were more important than others and must be satisfied before the other needs can serve as motivators.

### **2.11.2 ERG Theory**

Clayton Alderfer's ERG theory differs from Maslow's theory in three basic respects (Alderfer, 1969, 1972; Schneider and Alderfer, 1973). First, the theory broke Maslow's five needs into three: existence needs – the desire for physiological and material well-being; relatedness needs – the desire for satisfying interpersonal relationships; and growth needs – the desire for continues personal growth and development. Second, whereas Maslow's theory argues that individuals progress up the hierarchy as a result of the satisfaction of lower order needs, ERG theory includes unique frustration-regression component. This suggests that an already satisfied lower level needs can become activated when a higher level need can not be satisfied. Third, unlikely Maslow's theory, ERG theory contends that more than one need may be arise at the same time.

### **2.11.3 Acquired Needs Theory**

David I. McClelland identifies three themes individually corresponding to an underlying need that he believed they are important for understanding individual behavior. These needs are (1) need for achievement – the desire to do something better or more efficiently, to solve problems, or to master complex tasks; (2) Need for affiliation – the desire to establish and maintain friendly and warm relations with others; and (3) need for power – the desire to control others, to influence their behavior, or to be responsible for others.

### **2.11.4 The Motivation-Hygiene Theory**

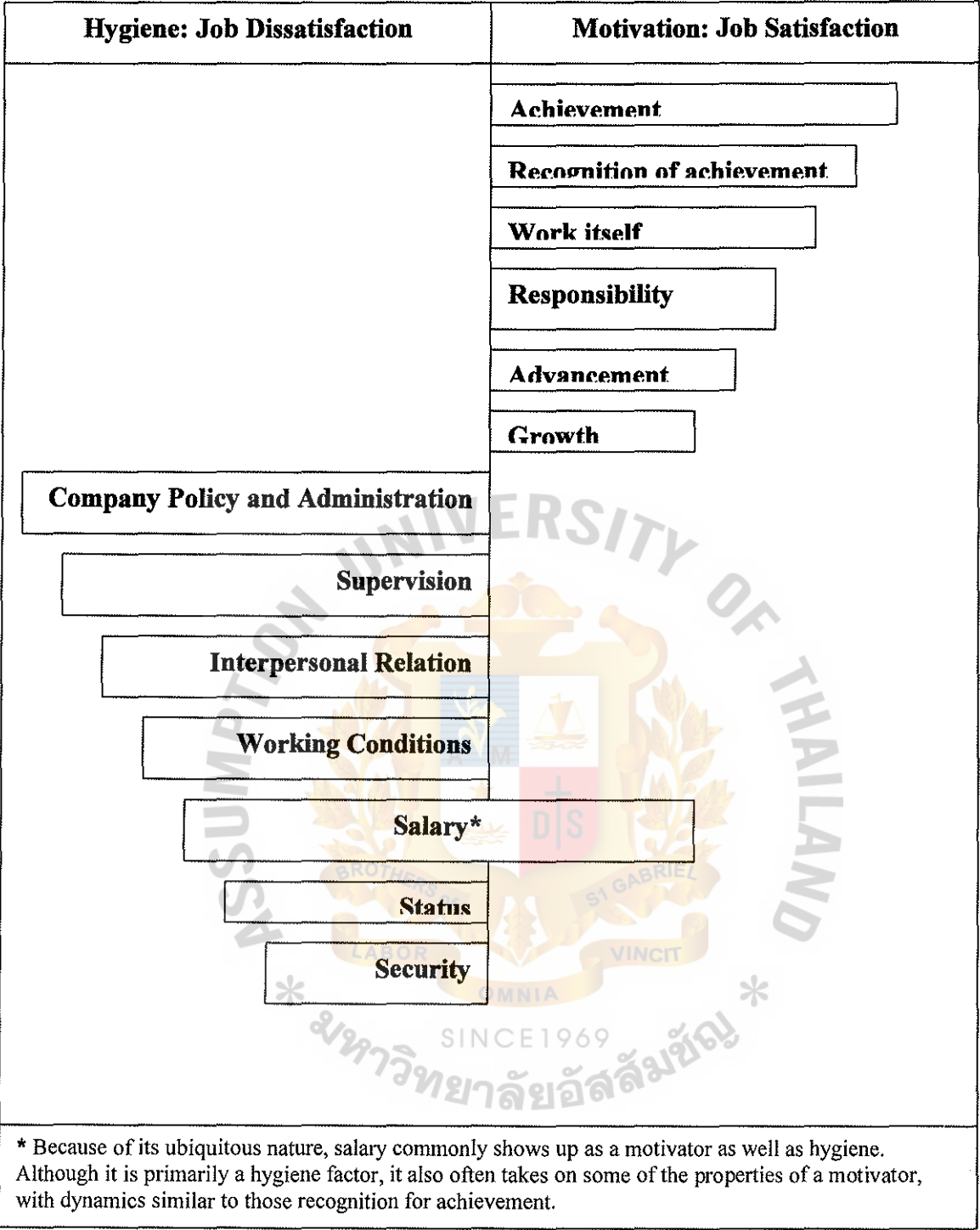
Frederick Herzberg departs from the need hierarchy approach to motivation and examined the experiences that satisfied or dissatisfied people's needs at work. Herzberg's original study included 200 engineers and accountants in western Pennsylvania during the 1950s. Herzberg asks these people to describe two important incidents at their jobs: one that was very satisfying and made them feel exceptionally good at work, and another that was very dissatisfying and made them feel exceptionally bad at work.

Herzberg and his colleagues believe that people had two sets of needs, one relates to the animalistic avoidance of pain and one relates to the humanistic desire for psychological growth. Conditions in the work environment would affect one or the other of these needs. Work conditions relate to satisfaction of the need for psychological growths were labeled motivation factors. Work conditions relate to dissatisfaction caused by discomfort or pains were labeled hygiene factors. Each set of factors relate to one aspect of what Herzberg identified as the human being's dual nature regarding the work

environment. Thus, motivation factors relate to job satisfaction, and hygiene factors related to job dissatisfaction (Hertzberg, 1966). These two independent factors are depicted in Figure 2.1 in the next page.







**Figure 2.1: The Motivation-Hygiene Theory**  
(Source: Frederick Hertzberg, The Managerial Choice: To be Efficient or to Be Human, Salt Lake City: Olympus,1982)

### **Motivation Factors**

Job satisfaction is produced by building motivation factors into a job according to Herzberg. This process is known as job enrichment. In the original research, the motivation factors were identified as responsibility, achievement, recognition, advancement, and the work itself. These factors related to the content of the job and what the employee actually did on the job. When these factors are present, they lead to superior performance and effort on the part of job incumbents. These factors directly influence the way people feel about their work.

According to Herzberg, motivation factors are the primary cause of job satisfaction. They are intrinsic to a job and relate directly to the real nature of the workpeople perform. In other word, motivation factors relate to job content. When an employer fails to provide motivation factors, employees experience no job satisfaction. With motivation factors, employees enjoy job satisfaction and provide high performance. Different people required different kinds and degree of motivation factors-what stimulates one worker may not affect another. Motivation factors also act as stimuli for psychological and personal growth. These factors included:

- **Achievement.** The opportunity to accomplish something or contribute something of value can serve as a source of job satisfaction.
- **Recognition.** Wise managers let employees know that their efforts have been worthwhile and that management notes and appreciates them.
- **Responsibility.** The potential for acquiring new duties and responsibilities, either through job expansion or delegation, can be a powerful motivator for some workers.

- ***Advancement.*** The opportunity to improve one's position as a result of job performance gives employees a clear reason for high performance.
- ***The Work Itself.*** When a task offers the opportunity for self-expression, personal satisfaction, and meaningful challenge, employees are likely to undertake the task with enthusiasm.
- ***Possibility of Growth.*** The opportunity to increase knowledge and personal development is likely to lead to job satisfaction.

Motivation factors lead to positive mental health and challenge people to grow, contributed to the work environment, and invested them in the organization. An example of recognition as an important motivation factors were illustrated in the case of Perpetual Financial Corporation described in the accompanying Organization Reality. Programs like this one required constant supervision and did not eliminate the need for other rewards.

According to the theory and Herzberg's original results, the absence of these factors did not lead to dissatisfaction. Rather, it led to the lack of satisfaction. The motivation factors were the more important of the two sets of factors, because they directly affected a person's motivational drive to do a good job. When they were absent, the person will be demotivated to perform well and achieve excellence.

### **Hygiene Factors**

Job dissatisfaction occurred when the hygiene factors were either not present or not sufficient. In the original research, the hygiene factors were company policy and administration, technical supervision, salary, interpersonal relations with one's

supervisor, and working conditions, salary, and status. These factors related to the context of the job and may be considered support factors. They did not directly affect a person's motivation to work but influence the extent of the person's discontent. These factors could not stimulate psychological growth or human development. They may be thought of as maintenance factors, because they contribute to an individual's basic needs. Excellent hygiene factors resulted in employees were satisfied and contribute to the absence of complaints about these contextual considerations.

According to Herzberg, a manager's poor handling of hygiene factor (often referred to a maintenance factor) was the primary cause of unhappiness on the job. Hygiene factors were extrinsic to the job that they did not relate directly to a person's actual work activity. Hygiene factors were part of a job's environment; they were part of the context of the job, not its content. When the hygiene factors that an employer provides were of low quality, employees were dissatisfied. When the factors were sufficient quality, they did not necessarily act as motivators. High-quality hygiene factors were not necessarily similar for growth or greater effort. They led only to employees' lack of job dissatisfaction. Hygiene factors included;

- **Salary.** To prevent job dissatisfaction, a manager should provide the adequate wages, salary, and fringe benefits.
- **Job Security.** Company grievance procedures and seniority privileges contribute to high-quality hygiene.
- **Working Conditions.** Managers ensure adequate heat, light, ventilation, and hours of work to prevent dissatisfaction.

- **Status.** Managers who are mindful of the importance of hygiene factors provide privileges, job titles, and other symbols of rank and position.
- **Company Policies.** To prevent job dissatisfaction, managers should provide policies guidelines for behavior and administer the policy fairly.
- **Quality of Technical Supervision.** When employees can not receive answers to job-related questions, they become frustrated. Providing high-quality technical supervision for employees prevents frustration.
- **Quality of Interpersonal Relations among press, supervisors and subordinates.** In an organization with high-quality hygiene factors, the workplace provides social opportunities as well as the chance to enjoy comfortable work-related relationships.

When these hygiene factors are poor or absent, the person complained about “poor supervision”, “poor medical benefit”, or whatever the hygiene factors are not present. Employees may still be very motivated to perform their jobs well if the motivation factors were present, even in the absence of good hygiene factors. Although this may appear to be a paradox, it is not, because the motivation and hygiene factors were independent to each other.

The combination of motivation and hygiene factors could result in one of four possible job conditions. First, a job high in both motivation and hygiene factors lead to high motivation and few complains among employees. In this job condition, employees are motivated to perform well and were contented with the conditions of work environment. Second, a job low in both factors lead to low motivation and many complains among employees. Under such conditions, employees are not only



demotivated to perform well but are also discontented with the conditions of their work environment. Third, a job high in motivation factors and low in hygiene factors leads to high employee motivation to perform coupled with complaints about aspects of the work environment. Discontented employees may still be able to do excellent job if they took pride in the product or service. Fourth, a job low in motivation factors and high in hygiene factors leads to low employee motivation to excel but few complaints about the work environment. These complacent employees have little motivation to do an outstanding job.

Two conclusions may be draw at this point. First, hygiene factors were of some importance up to threshold level, and beyond the threshold there is little value in improving the hygiene factors. Second, the presence of motivation factors is essential to enhancing employee motivation to excel at work.

#### **2.11.5 Equity Theory**

J. Stacy Adams argues that when people gauge the fairness of their work outcomes relative to others, any perceived inequity is a motivating state of mind. This occurs whenever someone believes that the rewards received for their work contributions compare unfavorably to the rewards other people appear to have received for theirs. When such perceived inequity existed, the theory states that people will be motivated to act in ways that remove the discomfort and restore sense of felt equity. The comparison in a work situation could be described as following Figure.

**Personal Rewards**

**Other's Reward**

-----<equity comparison>-----

**Personal Contributions**

**Other's Contributions**

**Figure 2.2: Equity Theory**

(Source: Schermerhorn, Hunt, Osborn, 1997).

### **2.11.6 Expectancy Theory**

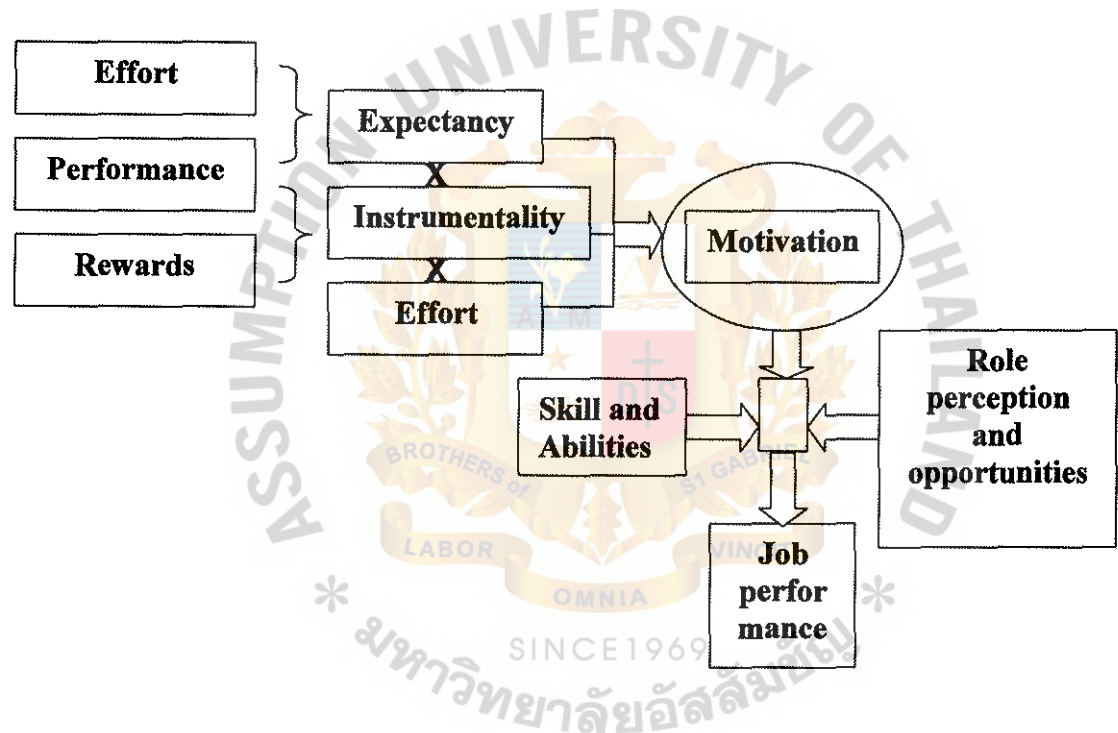
Instead of focusing in individual needs, goals, or social comparisons, expectancy theory took a broader approach; it looks at the role of motivation in the overall work environment. In essence, the theory asserts that people are motivated to work when they expected that they would be able to achieve the things they wanted from their jobs. Expectancy theory characterizes people as rational being who think about what they had to do to be rewarded and how much the reward means to them before they perform their jobs. But, as we will see, the theory did not only focus in what people think; it also recognized that these thoughts combined with other aspects of the organizational environment to influence job performance.

Although slightly different versions of expectancy theory have been proposed including popular ones by Vroom, and by Porter and Lawler-expectancy theorists agreed that motivation was the result of three different types of beliefs that people have (Vroom, 1964; Porter & Lawler, 1968).

Expectancy theory argues that the strength of a tendency to act in a certain way depends on the strength of an expectation that the act will be followed by a given

outcome and on the attractiveness of that outcome to the individual. In more practical terms, expectancy theory said that an employee will be motivated to exert a high level of effort when he or she believed that effort will lead to a good performance appraisal; that a good appraisal will lead to organizational rewards like a bonus, a salary increasing, or a promotion; and that the rewards will satisfy the employee’s personal goals.

The expectancy theory added three “beliefs” components to the behaviorist model: valence, expectancy, and instrumentality, as show in Figure 2.3



**Figure 2.3: Expectancy Theory**-An overview: According to expectancy theory, motivation is the product of three types of benefits: expectancy (effort will result in performance) X instrumentality (performance will result in rewards) X valence of rewards (the perceived value of the rewards expected). It also recognizes that motivation was only one of several factors responsible for job performance.

(Source: Jerald Greenberg and Robert A. Baron, Behavior in Organizations: Understanding and Managing the Human Side of Work, 5<sup>th</sup> edition, Prentice Hall, 1995, pp. 143)

There were three components of expectancy theory:

**Valence** refers to the value of a behavior's consequences, as perceived by the worker. What workers really need was only as important to determining behavior as what workers thought they need. What people actually need was often quite different from what they were willing to work for.

Sometime people putting forth a great deal of effort expected that will get a lots accomplished. However; in other cases, people do not expect that their efforts will have much effect on how well they did. For example, an employee operating a faulty piece of equipment may have a very low expectancy that his or her efforts will lead to high levels of performance. Naturally, someone working under such conditions probably would not continue to exert much effort.

**Expectancy** refers to the worker's belief that his or her own efforts are capable of producing the required levels of performance. Even if employees believe that hard work will lead to good performance and that they will be rewarded commensurate with their performance, they still may be poorly motivated if those so-called rewards have a low valence to them. In other words, someone who do not care about the rewards offered by the organization is not motivated to attain them. An as example, a reward of \$100 would not be likely to motivate a multimillionaire, whereas it may be a very desirable reward for someone of more modest means. Only those rewards that had a high positive valence to their recipients will motivate behavior.

**Instrumentality** refers to the worker's belief that attaining the required levels of performance will produce desired personal outcomes (such as monetary rewards or praise). Even if an employee works hard and performs at a high level, motivations may falter if that performance is not suitably rewarded. That is if the performance is not perceived as instrumental in bringing about the rewards. So; for example, a worker who is extremely productive may be poorly motivated to perform if he or she has already reached the top level of pay given by the company.

If the worker believes that performance was not really contingent on effort, or that the desired rewards were not really contingent on performance, the worker will not be motivated to engage in the behavior, even if it really would produce the desired consequences. The worker's beliefs about contingencies were more important than the contingencies themselves.

Valence, expectancy, and instrumentality were all important to a person's motivation. Expectancy and instrumentality concern a person's beliefs about how effort, performance, and rewards were related. For example, a person may firmly believe that an increase in effort had a direct, positive effect on improved performance and that a reduced amount of effort results in a commensurate reduction in performance. Another person may have a very different set of beliefs about the effort performance link. The person might believe that regardless of the amount of additional effort put forth, no improvement in performance is possible. Therefore, the perceived relationship between effort and performance varies from person to person and activity to activity.

Expectancy theory claims that motivation was a multiplicative function of all three components. This means that the higher levels of motivation will result when



expectancy, instrumentality, and valence were all high. The multiplicative assumption of the theory also implied that if any one of these three components zero, the overall level of motivation will be zero. So; for example, even if an employee believed that her effort will result in performance, which will result in reward, motivation will be zero if the valence of the reward she expects to receive is zero.

**2.12 Selection of the Generic Set of Sub-Variable**

Employees’ Job Satisfaction

- Work itself
- Supervision
- Pay
- Colleagues
- Job advancement

**2.13 Measurement of Job Satisfaction**

The measurement of job satisfaction still remains a diverse and complex activity. While an excellent compilation of job-related scales is found in Robinson et al. (1969), the half-century of research on the topics has not produced a consensus measure or even consensus measurement strategy. A computer search of job satisfaction studies using PSYCINFO (Psychological Information) for 1990 and 1991 yielded 426 entries, a number of which are review articles. In order to obtain a reasonable perspective on current measures being employed, 75 articles were randomly selected.

Other authors have documented similar disarray in the measurement of job satisfaction. In a review on the relationship between job satisfaction and life satisfaction, Rain et al. (1991) looked at 35 articles and noted that: “Before 1980, a variety of job satisfaction and life satisfaction measures are used, with no single measure dominating the research.

Current research continues this trend". They report that a "composite measure" was used in 15 of the studies they reviewed; composite measures being identified as either facet-free or facet-specific measures.

The advent of meta-analysis has brought this issue to the forefront. For example Spector (1985) conducted a meta-analytic study on the relationship between perceived control and a variety of outcome variables, including job satisfaction. He noted that many different measures of job satisfaction are used the JDI, MSQ and the Job Diagnostic Survey (JDS). In addition, many studies use single-item measures of overall satisfaction. Loher et al. (1985) conducted a meta-analysis on the relation of job satisfaction to various job characteristics. They identify more than eight different measures of job satisfaction in 28 studies. Another meta-analysis conducted by Farrell and Stamm (1988) looked at job satisfaction as a correlate of absenteeism. These authors use 72 studies in their meta-analysis, but do not report the specific measures or indexes encountered. However, they discuss their finding within the context of over all job satisfaction, with the exact meaning being unclear. Clearly, measurement issues such as method variance and multi-items and single-item measures of job satisfaction could affect the conclusions drawn in these meta-analyses.

Overall, the findings from existing literature reviews and meta-analyses are very similar to those reported in the review. The inability to develop a uniform or consensual strategy leaves the concept of job satisfaction in a tenuous position with regard to the use of newly developing methodologies such as meta-analysis. In addition, there appears to be a "better mouse trap" approach to the problem. New measures are

constantly being developed, older measures are continually being modified, and other measures are being reconstituted.

A number of surveys have been developed to measure job satisfaction. Some have been used extensively. Others are developed for a single study. Some survey measure global satisfaction, others measure facet satisfaction (and not always the same facets) in recent years, more researchers are using standardized surveys. This permits a cross study comparison, which is of value in making generalizations about job satisfaction. Three surveys are particular popular, and each has been the object of intensive research. The first one is the Job Descriptive Index (JDI) developed by Smith et al. (1969). It is the most used and most researched measure of job satisfaction.

The questionnaire measures five specific facets; satisfaction with work itself, supervision, pay, promotions, and co-workers, plus a global job-in-general scale. Five scale scores reflecting satisfaction for each of the facets are tabulated. The total score on the JDI has also been used to reflect overall job satisfactions. Indeed, Ironson et al. (1989) developed an overall satisfaction scale to accompany the facet scales of the JDI. The overall scale was not equivalent to the sum of the scores from the five facet scales.

Weiss et al. (1967) develops the Minnesota Satisfaction Questionnaire (MSQ). It is the second most popular measure of satisfaction. Like the JDI, the MSQ also measures satisfaction with facets of a job twenty items are included, such as creativity, independence, supervision-human relations, supervision-technical and working conditions. Each facet is composed of five items. The individual responds on a five-point scale ranging from “very satisfied” (5) to “very dissatisfied” (1).

How many facets of job satisfaction a questionnaire should measure is debatable. The JDI measure 5, the MSQ measures 20. The data clearly indicate that these facets are not independent. The issue of interest to the researcher should determine the number and kind of dimensions.

The third common satisfaction measure is the Faces Scale developed by Kunin (1955). This single-item scale is very different from the others. It measures global satisfaction and, is opposed to words or phrases. The scale points are drawings of a human face. The faces Scale is a good measure of overall satisfaction and is widely applicable. Since words are not used, there is less ambiguity about the meaning of the scale points. The person simply checks the face that reflects how he or she feels about the job in general. Kunin's Faces Scale is applicable to both males and females; though Dunham and Herman (1972) developed a version showing female faces.

Many researchers have used one of the above three scale to assess job satisfaction. However, as Weanous and Lawler (1972) stated, there is no one best measure of job satisfaction. Two things should guide the selection of a satisfaction questionnaire. First, it should provide reliable and valid assessments. Second, it should measure the facets of satisfaction that are the greatest interest to the researcher.

#### **2.14 Local Research on Job Satisfaction**

Jariyavidhyanont (1978) studied job satisfaction of faculty members at the National Institute of Development Administration (NIDA), one of the state universities in

Thailand. He found no significant difference in faculty member's job satisfaction among gender, age, marital status, educational background and work experience.

Wangphanich (1984) studied job satisfaction of university faculty members at Srinakhrinwirot University, Thailand, both in overall satisfaction and in job-dimension satisfaction, which includes satisfaction with work, supervision, pay, promotion and co-workers. He found that age; work experience, gender, and skill levels appear to have a significant effect on job satisfaction. His study revealed that the most satisfied faculty members in this study were older people who had greater work experience, higher pay, or higher academic ranks.

Ongkasuwan (1994) investigated perception of job satisfaction among selected private school teacher in Bangkok and to determine whether job satisfaction was related to selected demographic variables. Teacher scored highest in the intrinsic satisfaction variables. The lowest satisfaction sources were for the extrinsic variable of recognition, advancement and compensation.

Chinapha (1995) studied the relationship between job satisfaction and selected characteristics of teachers in international schools in Thailand. The overall relationship between job satisfaction variables and each of the personality and demographic variables were analyzed by using canonical analyses.

Brahmasuwan (2001) surveyed a study of differences in job motivation and satisfaction between male and female supervisors. Significant relationship was found between motivation and job satisfaction facets.

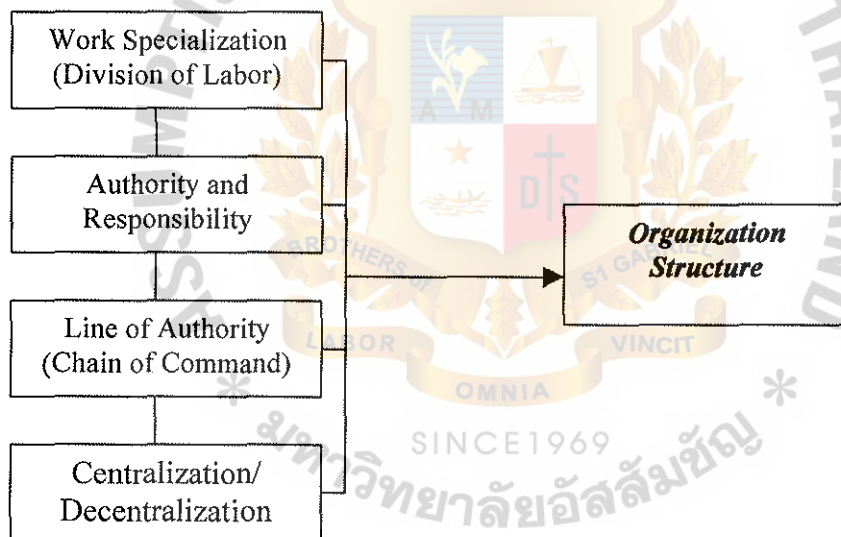


## CHAPTER 3

### RESEACH FRAMEWORK

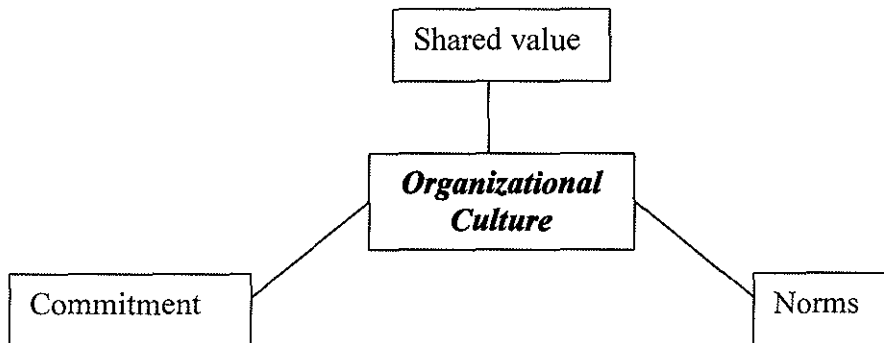
#### 3.1 Theoretical Framework

The researcher based the framework of four key elements for organizational structure designed by Robbins (1998) which address and give the meaning of the important key elements which are; work specialization, authority and responsibility, line of Authority, and centralization and decentralization.



**Figure: 3.1 Frameworks of Four Key Elements in Organizational Structure:**

(Source: Robbins, 1998)



**Figure: 3.2 Schein's Culture**

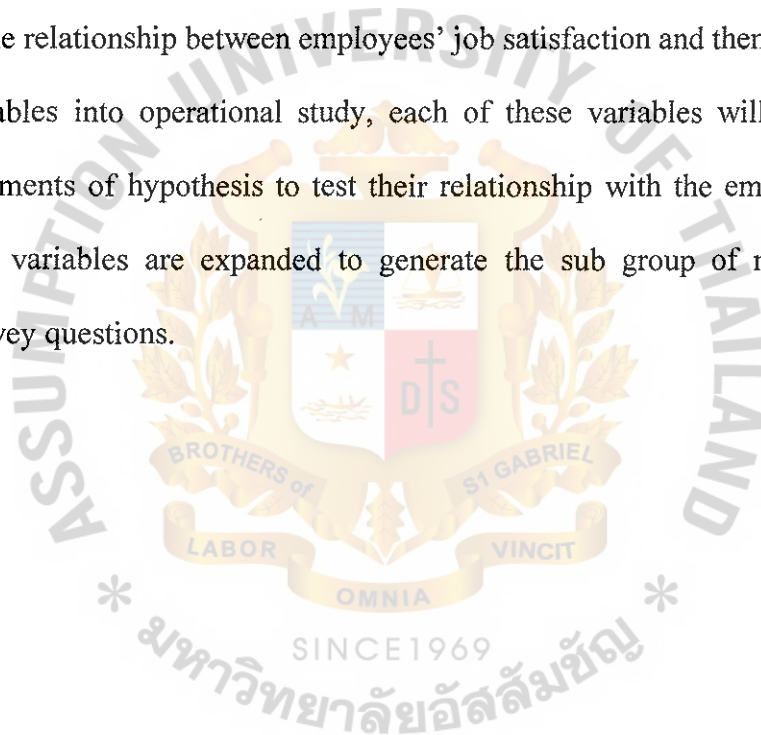
(Source: R. Dennis Middlemist and Michael A. Hitt, 1988; *Organizational Behavior: Managerial Strategies for Performance*, West Publishing, St Paul, MN, p.462.)

The Schein's Culture (1988) indicated the important elements of the organizational culture. Corporate culture was the set of key values, commitment, and norms shared by members of the organization. The culture was the foundation of a learning organization.

According to Schein (1988), for corporate culture to be formed, a fairly stable collection of people is needed to have shared a significant history in order for a social learning process to occur. Organizations which have such histories also have resulting cultures that permeate most of their functions.

### **3.2 Conceptual Framework of Variables**

As shown in the framework, there are two dimensions of independent variables and one dimension of dependent variable. The dimension of independent variables contain; organizational structure and organizational culture. The dimension of the dependent variable contains the variables of employees' job satisfaction. For the purpose of the study, the sub variables in both main independent variables will be studied in order to find the relationship between employees' job satisfaction and them. In order to relate these variables into operational study, each of these variables will be used to develop the statements of hypothesis to test their relationship with the employees' job satisfaction. The variables are expanded to generate the sub group of measurement elements and survey questions.



### Independent Variables

#### Organizational Structure

- Division of Labor
- Authority and Responsibilities
- Centralization/Decentralization
- Line of Authority

#### Organizational Culture

- Shared Value
- Level of Commitment
- Norms

### Dependent Variable

#### Employees Job Satisfaction

- Supervision
- Pay
- Job Advancement
- Work Itself
- Colleague

**Figure: 3.3 Conceptual Framework of Research Study**

Each of sub-variable (Division of Labor, Authority and Responsibility, Centralization, Line of Authority, Shared Value, Level of Commitment and Norms) in the independent variable Organizational Structure and Organizational Culture will be used to test the relationship with overall set of sub-variable in the dependent variable Employees' Job Satisfaction.

### **3.3 Research Hypotheses**

Based on the visualization of the key cluster concepts of the conceptual framework and the research question of this study, the independent variables are developed into two groups.

**Group 1:** Organizational structure and overall job satisfaction ( the detail of the hypotheses are shown on the following section.

- Ho1: There is no relationship between Division of labor and overall employees' job satisfaction.
- Ho2: There is no relationship between Authority and responsibility and overall employees' job satisfaction.
- Ho3: There is no relationship between Centralization and overall employees' job satisfaction.
- Ho4: There is no relationship between Line of Authority and overall employees' job satisfaction.

**Group 2:** Organizational culture and overall job satisfaction ( the detail of the hypotheses are shown on the following section.

- Ho5: There is no relationship between Shared value and overall employees' job satisfaction.
- Ho6: There is no relationship between Level commitment and overall employees'



job satisfaction.

Ho7: There is no relationship between Norms and overall employees' job satisfaction.

### **3.4 Operation of the Variables**

In order to show the clearer picture of the independent and dependent variables accurately, the researcher has constructed a table operationalization. It explains about variables related to the organizational structure, organizational culture and job satisfaction.

***Table 3.1: Organizational Structure***

<b>Factor</b>	<b>Operationalized by</b>	<b>Scale</b>
Authority and Responsibility – It refers to the formal rights inherent in a managerial position to give orders and expect the orders to be obeyed (Robbins, 1990).	<ul style="list-style-type: none"><li>• Position is officially in written document.</li><li>• Know who is doing what.</li><li>• Reward or punishment is outcome of the individuals' obligation that persons agree to carry out a series of duty.</li></ul>	Interval (Likert)
Division of Labor - It is the process of dividing many tasks performed within the organization into specialized job (Greenberg & Baron, 1997)	<ul style="list-style-type: none"><li>• Jobs require specialization of it own.</li><li>• Jobs are well defined.</li><li>• Job is broke down into small units.</li></ul>	Interval (Likert)
Centralization - It is based on dual needs of division and coordination of labor. An organization is centralized to the extent that its decision-making power rest with one or few individuals. (Northcraft & Neale, 1994)	<ul style="list-style-type: none"><li>• Centralized decision making.</li><li>• One way communication.</li><li>• Formal command and control.</li></ul>	Interval (Likert)

<p>Line of Authority</p> <p>- It is known as the organizational ladder. The reporting relationship within organizations, the lower-level employees are required to report to the particular individuals immediately above them in the organizational hierarchy (Greenberg &amp; Baron, 1997)</p>	<ul style="list-style-type: none"> <li>• Level of direct control over subordinate.</li> <li>• Pursue tasks in line with the specific scope in the company's chart.</li> <li>• Formality of the relationship among members of the organization.</li> </ul>	<p>Interval (Likert)</p>
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**Table 3.2: Organizational Culture**

For the operationalized table of organizational culture, the researcher shows the sub-variable in accordance with the work of Schein (1988).

<p>Shared value</p> <p>– It is central, hold, abstract, enduring beliefs about modes of conduct and end-states of existence which guide actions and judgments across specific objects and situations (Rokeach, 1968).</p>	<ul style="list-style-type: none"> <li>• Relationship of performance toward reward on time orientation.</li> <li>• Proximity and personal relationship.</li> <li>• Collective thinking.</li> </ul>	<p>Interval (Likert)</p>
<p>Level of commitment</p> <p>- It is defined as an individual's identification with and involvement in a particular organization (Schein, 1984).</p>	<ul style="list-style-type: none"> <li>• Hard working attitude</li> <li>• Sense of being member of the organization.</li> <li>• Go beyond individual's benefit for the sake of organization.</li> </ul>	<p>Interval (Likert)</p>
<p>Norms</p> <p>– It is a standard of behavior that is expected from group members (Mondy, 1983).</p>	<ul style="list-style-type: none"> <li>• Openness</li> <li>• Trust</li> <li>• Confidence</li> </ul>	<p>Interval (Likert)</p>

**Table 3.3: Employees' Job Satisfaction**

The last section of the operationalized table is the job satisfaction, which consists of Work itself, Supervision, Pay, Colleagues and Job advancement.

Work itself – it is the responsibility, interest and growth (Wood et al. 2001).	<ul style="list-style-type: none"><li>• Challenging.</li><li>• Openness for learning.</li><li>• Sense of pride.</li></ul>	Interval (Likert)
Supervision – it is the technical help and social support (Wood et al. 2001).	<ul style="list-style-type: none"><li>• Fairly treating.</li><li>• Human relation.</li><li>• Administrative skill.</li></ul>	Interval (Likert)
Pay - it is the amount of money received in exchange for giving or doing something Wood et al. 2001).	<ul style="list-style-type: none"><li>• Amount of remuneration.</li><li>• Fairness.</li><li>• Accuracy of pay.</li></ul>	Interval (Likert)
Colleagues – it refers to the people who work in the same organization (Wood et al. 2001).	<ul style="list-style-type: none"><li>• Friendliness.</li><li>• Helpfulness.</li><li>• Competence.</li></ul>	Interval (Likert)
Job advancement – it is the chances for further advancement (Wood et al. 2001).	<ul style="list-style-type: none"><li>• Promotion.</li><li>• Work career.</li><li>• Performance.</li></ul>	Interval (Likert)

## **CHAPTER 4**

### **RESEARCH METHODOLOGY**

This chapter discusses the research method used, respondents and sampling procedure, research instrument, questionnaire, collection of data gathering procedures and statistical treatment of data.

#### **4.1 Research Method Used**

The researcher made use of both Descriptive Statistics and Inferential Statistics. The descriptive statistics to be used in this study are for the normative characteristics of the demographic profile variables. The inferential statistics of this study was Pearson Correlation Test in order to describe the quantitative variables in the study. The SPSS software package was used to analyze all information.

#### **4.2 Respondents and Sampling Procedures**

##### **Research Design Layout**

Bangkok Union Insurance public company was selected as the site for conducting the census survey. Permission to conduct the study was obtained from the company. All 200 non-managerial employees who did not have the decision making

power working in Bangkok Branch were invited to participate in the survey. The survey will be conducted during June 25, 2003 – July 31, 2003

#### **4.3 Research Instrument/Questionnaire**

The questionnaire made use to elicit data from the groups of respondents in each department. The questionnaire was pre-tested among at least 30 voluntary respondents in the selected company. The researcher prepared the question in English and later rendered it into Thai in order to facilitate the better understanding of the questions to different respondents' levels. Statements to measure the variables related to the organizational structure, organizational culture and job satisfaction comprised the questionnaire, with Likert-type response including 1) strongly disagree 2) disagree 3) neutral 4) agree 5) strongly agree. The statements are obtained from previously developed instruments.

Organization Structure is determined from the 4-items of Robbins (1998) i.e. division of labor, authority and responsibility, centralization/decentralization and line of authority.

Organization Culture is determined from the 3-items of Schein (1988) i.e. shared value, level of commitment and norm.

The Minnesota Satisfaction Questionnaire (MSQ) (Weiss, et al 1967) is used to measure subject satisfaction about their jobs.

The researcher divides the questionnaires into 4 parts: Employees Profile, Organizational Structure, Organizational Culture and Job Satisfaction. English language is used in the questionnaires for the good understanding of both expatriates and Thais.



The structure of questionnaire can be classified into for parts as follows:

Part I – Employees profile

Part II – Organizational Structure

Part III – Organizational Culture

Part IV – Employees' Job Satisfaction

#### **4.4 Collection of Data/Gathering Procedure**

The primary data was collected from the questionnaires that will be distributed to the respondents. The researcher had to be careful due to the sensitivity of the topic. The researcher employed SPSS program in order to analyze and interpret the data. Secondary data has been collected from books; previous research paper and other resources are obtained from the library.

Likert Scale was the most frequently used variation of the summated rating scale. Summated scales consist of statements that express either a favorable or unfavorable attitude toward the object of interest. The respondents were asked to agree or disagree with each statement. Each response was given a numerical score to reflect its degree of attitude favorableness, and the scores may be totaled to measure the respondent's attitude. In this case, it represented the level of job satisfaction of BUI's employees.

#### **Pre Testing**

The researcher has already conducted a pilot study of 30 questionnaires by using Cronbach's alpha to determine internal consistency of the questionnaire. 30 non-

managerial employees working in the company were invited to participate. Cronbach's alpha had the most utility for multi-item scales at the interval level of measurement. This reliability used only one administration of an instrument or test to assess consistency or homogeneity among the items. Reliability has not been tested for questionnaires part I because it concerned the demographic profiles of the respondent.

Reliability is the degree to which measures are free from error and therefore, yield consistent results. Imperfections in the measuring process that affect the assignment of scores or numbers in different ways each time a measure is taken, such as a respondent who misunderstands a question, are the cause of low reliability. If the results of the correlation are high, the instrument is said to have reliability in an internal consistency sense; however, the longer the length of test, the higher is the reliability (Zikmund, 1997).

#### **4.5 The Statistical Treatment of Data**

The completed questionnaires were encoded and processed by a program called Statistical Package for Social Science (SPSS). It is a program for evaluation and analysis of the statements. The researcher used the following statistical tools to answer the question of research questions:

#### **Reliability Test**

Reliability refers to the accuracy and precision of procedure. It is concerned with estimates of the degree to which a measurement is free of random or unstable error.

Reliability testing is of significance and will be required solely in case of the independent variables are interdependent and contain linkages in operationalization process.

Since the concepts of the independent variables are composite measure, an index measure technique will be used. Reliability test of such concepts by “Cronbach’s Alpha” value indicates the certain acceptance of whether such particular concepts are statistically applicable for further test with the dependent variables. Cronbach’s Alpha is utilized the internal consistency of the measurement. Each scale will be tested by SPSS to compute alpha value. If alpha is greater than or equal to 0.6, it indicates a strong measure of reliability. Reliability of sub variables of dependent variables will be assessed by the internal consistency.

Alpha coefficient ranges in value from 0 to 1 and may be used to describe the reliability of factors extracted from dichotomous (that is, questions with two possible answers) and/or multi-point formatted questionnaires or scales (i.e., rating scale: 1 = poor, 5 = excellent). The higher the score, the more reliable the generated scale is. Nunnally (1978) has indicated 0.7 to be an acceptable reliability coefficient but lower thresholds are sometimes used in the literature.

Table 4.1: Reliability Coefficients Alpha of Questionnaire under the pilot study of 30 BUI personnel.

Question No.	Reliability Coefficients Alpha
Part II	
1-3 Organization Structure under the variable of Division of Labor	.7157
4-6 Organization Structure under the	.7452

variable of Authority and Responsibility	
7-9 Organization Structure under the variable of Centralization	.7379
10-12 Organization Structure under the variable of Line of Authority	.7077
Part III	
13-15 Organization Culture under the variable of Shared Value	.7035
16-18 Organization Culture under the variable of Commitment	.8582
19-21 Organization Culture under the variable of Norm	.7978
Part IV	
22-36 Job Satisfaction	.8694

Table 4.2: Arrangement of Hypotheses

Hypotheses	Statistical Test
Organization Structure test with Job Satisfaction	
Hypothesis 1	Pearson
Hypothesis 2	Pearson
Hypothesis 3	Pearson
Hypothesis 4	Pearson
Organization Culture test with Job Satisfaction	
Hypothesis 5	Pearson
Hypothesis 6	Pearson
Hypothesis 7	Pearson

## Pearson's Correlation Coefficient

Purpose: Provides a normalized coefficient (i.e. between -1 and 1) that can provide much easier comparisons between different data sets. Note that a lot of statistics are that way, and that the sometimes bizarre-looking denominators are there solely to normalize the statistic.

Definition:

$$r = \frac{\sum (x_i - \bar{x})(y_i - \bar{y})}{\sqrt{\sum (x_i - \bar{x})^2} \sqrt{\sum (y_i - \bar{y})^2}} = \frac{n \sum x_i y_i - (\sum x_i)(\sum y_i)}{\sqrt{n \sum x_i^2 - (\sum x_i)^2} \sqrt{n \sum y_i^2 - (\sum y_i)^2}} = \frac{COV_{xy}}{s_x s_y}$$

Explanation: This formula is more easily remembered as the sample covariance divided by the product of the sample (unbiased) standard deviations of X and Y. The second formula is the computational version, which will reduce round off error.

The denominator is always positive. The numerator (covariance) controls the sign.

The range of the correlation coefficient is from -1 to +1. Zero again means no *linear* relation between X and Y.\*

Then, the statistic notation is

- a) if  $X^2 \geq 0.05$  it means that Accepted  $H_0$ .
- b) if  $x^2 \leq 0.05$  it means that Rejected  $H_0$  or (p value  $< \alpha$ ).

In order to judge whether the hypothesis is to be accepted or rejected, the significance value will be used. Observed significance level, which is often called as the p-value, is the basis for deciding whether or not to reject the null hypothesis ( $H_0$ ). It is



the probability that a statistical result as extreme as the one observed would occur if the null hypothesis were true. If the observed significance level is small-enough, usually less than 0.05 or 0.01, the null hypothesis is rejected.

This study used 0.05 significance level ( $\alpha$ ) or 95% confidence  $<(1 - \alpha * 100\%)>$ . Null hypothesis ( $H_0$ ) is rejected if  $X^2 > X^2_{1-\alpha}$  and the value of  $X^2_{1-\alpha}$  can be found in  $X^2$  distribution table. Degree of free (d.f.) is defined as value associated with a test statistic that is used in determining the observed significance level. The degree of freedom corresponding to  $X^2_{1-\alpha}$  value is  $(r-1)(c-1)$ . Alternatively,  $H_0$  is rejected when significance value obtained from the test or observed significance level is less than significance used in the analysis. In other words,  $H_0$  is when observed significance level is less than 0.05 for 95% confidence level (Keller et al., 1997).

Remark: All Hypotheses will be tested at the 0.05 level of statistical significance.

### **Descriptive Statistics**

In descriptive analysis, the raw data of the respondents were presented in the form of frequency as well as percentage for nominal data and some of interval data. These data included demographic profile, usage patten and complaining behaviors. Furthermore, average weighted mean was used to measure perception of respondents on psychological empowerment and job satisfaction.

The most common statistical technique for tabulating data was percentage distribution, means and standard deviation. Percentage distribution indicates the percentage of customers who answer each of the available response options of each surveyed item. Mean scores measures the similarity in respondent responses, but they do not indicate how response varies. The standard deviation measures the variance in

responses. The more largely the standard deviation, the more disperse the response to the item. From this thesis study, the mean score is weighted into the category as follow:

Table 4.3 Disconfirmation Average Weighted Mean

Descriptive Rating	Scale	Arbitrary Level
Strongly Agree	1 points	1.00 - 1.79
Agree	2 points	1.80 - 2.59
Neutral	3 points	2.60 - 3.39
Disagree	4 points	3.40 - 4.19
Strongly Disagree	5 points	4.20 - 5.00

Source: Dissertation of Lavasut, 1990.



## CHAPTER 5

### PRESENTATION OF DATA AND CRITICAL DISSCUSSION RESULTS

This chapter presents the research findings as well as the research and analysis of the study in order to answer the research question and the research hypothesis mentioned in Chapter III. The chapter begins with the description of respondents on employees' profile in which primary data derived from Part I of the questionnaires. The next part deals with the analysis of the perceptions of respondents on the organizational structure, organizational culture and overall employees' job satisfaction. Last section ends with correlation test

#### 5.1 Presentation, Analysis and Interpretation of Data

Employee profiles of the respondents in this study are gender, age education and work tenure. From the returned questionnaires, the researcher found that the largest group of employees was female. Female comprised of 56.5% of the respondents (see Table 5.1).

Table 5.1 Classification of Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	87	43.5	43.5	43.5
	Female	113	56.5	56.5	100.0
	Total	200	100.0	100.0	

Age of the respondents in this study is separated into 4 categories. The age group between 21-30 years old represents the highest no. of respondent (38.5%). The second grouping is 31-40 years old, which represents 37.5%. From this study, it is clearly indicated that the age group between 51-60 years has only 11% in the company (See Table 5.2).

Table 5.2 Classification of Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	21 - 30 years	77	38.5	38.5	38.5
	31 - 40 years	75	37.5	37.5	76.0
	41 - 50 years	37	18.5	18.5	94.5
	51 and over	11	5.5	5.5	100.0
	Total	200	100.0	100.0	

From 200 respondents, there are 3 groups of the educational levels. Those are high school/vocational school, bachelor degree and master degree. Most of the respondents graduated from the bachelor degree (86.5%). The second and last are master degree (8%) and high school (5.5%) respectively. (See Table 5.3).

Table 5.3 Classification of Education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	High School/Vocational School	11	5.5	5.5	5.5
	Bachelor Degree	173	86.5	86.5	92.0
	Master Degree	16	8.0	8.0	100.0
	Total	200	100.0	100.0	

From Table 5.4, those who work in the company around 1-7 years are the largest group of respondents (45.5%). The second group of respondents is those who work between 8-14 years (31.5%). The smallest group is the respondents who worked in the company for 22 years and over (3%).

Table 5.4 Classification of Work Tenure

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 1 year	19	9.5	9.5	9.5
	1 - 7 years	91	45.5	45.5	55.0
	8 - 14 years	63	31.5	31.5	86.5
	15 - 21 years	21	10.5	10.5	97.0
	22 and over	6	3.0	3.0	100.0
	Total	200	100.0	100.0	

### 5.2 Perception of Respondents on Organizational Structure

The questions of the research focused on the factors of organizational structure as perceived by the respondents in terms of division of labor, authority and responsibility, centralization/decentralization and line of authority. The respondents' perceptions are rated on 5 point scale in which value of the mean of each item is read according to the arbitrary rating (present on statistical treatment of data in Chapter IV).

From the collected questionnaires, the respondents tend to give “Agree” rating to the sub-variables of division of labor, authority and responsibility, centralization and line of authority. The respondents tend to agree with most of the question except only the business title question, as the result “Neutral” with the mean of 2.84 and 1.034 in standard deviation. (See Table 5.5)



Table 5.5 Perception of respondents on organizational structure variables

Constructs	Mean	Rating	SD
Division of Labor			
1. The work I do require the specialized skill.	2.00	Agree	0.946
2. The work I do is well defined.	2.32	Agree	0.721
3. The work I do is grouped into small division.	2.08	Agree	0.813
Overall weighted mean	2.13	Agree	0.723
Authority and Responsibility			
1. My business title is clearly shown in the organization chart.	2.84	Neutral	1.034
2. I know the scope of my authority and responsibility.	1.96	Agree	0.489
3. My title reflects the level of reward and punishment.	2.16	Agree	0.835
Overall weighted mean	2.32	Agree	0.631
Centralization			
1. The decision making process is done by the management level.	2.06	Agree	0.975
2. There is only one way communication between management and staff.	2.28	Agree	1.017
3. There are the same standard of control and command in my organization.	2.22	Agree	0.892
Overall weighted mean	2.18	Agree	0.783
Line of Authority			
1. I am directly supervised by my supervisor.	2.39	Agree	1.001
2. My work has clear job description.	2.16	Agree	0.588
3. My organization prefers to implement the formal command and control.	2.11	Agree	0.749
Overall weighted mean	2.22	Agree	0.587

5.3 Perception of Respondents on Organizational Culture

The questions of the research focused on the factors of organizational culture as perceived by the respondents in terms of shared value, commitment and norms. The respondents mostly rate the variables “Agree”. Only norms is rated “Neutral”. It shows that the employees do not have the strong norms among their members, as the result of 2.86 mean and 0.937 in standard deviation.

Table 5.6 Perception of respondents on organizational culture variables

Constructs	Mean	Rating	SD
Shared Value			
1. My organization applies time orientation.	2.03	Agree	0.719
2. My organization emphasizes on the good relationship among company's members.	2.12	Agree	0.731
3. My organization stresses the importance of collective thinking.	2.37	Agree	0.937
Overall weighted mean	2.17	Agree	0.627
Commitment			
1. I have the hard working attitude.	2.01	Agree	0.691
2. I have the sense of pride in working with this organization.	2.11	Agree	0.769
3. I have the willingness to sacrifice for the company's success.	2.07	Agree	0.763
Overall weighted mean	2.06	Agree	0.642
Norms			
1. The comments and ideas are openly accepted in my organization.	2.97	Neutral	1.100
2. My organization stresses the important of trust among organization's members.	2.79	Neutral	1.030
3. My organization orients the concept of self-confidence to all members.	2.83	Neutral	0.983
Overall weighted mean	2.86	Neutral	0.937

#### 5.4 Perception of Respondents on Employees' Job Satisfaction

From the perception of the respondents on the employees' job satisfaction, the respondents tend to rate "Agree" for all sub-variables of job satisfaction. The respondents have the tendency to give important to sub-variable of colleagues with 1.84 for mean and 0.617 for standard deviation. The rest go for work itself, pay, job advancement and supervision respectively.

(See Table 5.7 in the next page.)

Table 5.7 Perception of respondents on employees' job satisfaction variables

Constructs	Mean	Rating	SD
Work Itself			
1. The assigned work is challenging to me.	2.27	Agree	0.773
2. The assigned work enriches my ability.	2.22	Agree	0.832
3. I have a sense of pride in doing my work.	2.12	Agree	0.793
Overall weighted mean	2.20	Agree	0.705
Supervision			
1. I feel that I was treated fairly by my supervisor.	2.45	Agree	0.819
2. My supervisor gives a clear direction to solve the assigned work.	2.34	Agree	0.889
3. I am happy to work under the supervision of my boss.	2.63	Neutral	1.024
Overall weighted mean	2.47	Agree	0.837
Pay			
1. I am satisfied with my compensation.	2.58	Agree	0.916
2. My monthly income is paid accurately.	1.95	Agree	0.586
3. My performance has positive correlation with pay.	2.13	Agree	0.631
Overall weighted mean	2.21	Agree	0.596
Colleague			
1. I like the people whom I work with.	1.94	Agree	0.709
2. My colleagues are helpful.	1.82	Agree	0.681
3. I get the cooperation from the colleagues.	1.78	Strongly Agree	0.643
Overall weighted mean	1.84	Agree	0.617
Job Advancement			
1. I am satisfied with the career opportunities.	2.48	Agree	0.750
2. Job promotion is handled fairly.	2.64	Neutral	0.881
3. I understand that promotion is based on performance.	2.22	Agree	0.792
Overall weighted mean	2.44	Agree	0.663

### 5.5 Relationship between Organizational Structure and Overall Employees' Job Satisfaction.

The following section is to understand the relationship that may exist between the ideal of the respondents on perception of organizational structure and overall employees' job satisfaction. To comprehend the relationship between them, hypothesis testing is employed. Testing hypothesis is a problem of deciding between the null and

alternative hypothesis, which based on the information contained in a sample, then in order to test this relationship, the null and alternative hypothesis have been formulated.

Before study the relationship between organizational structure and overall employees' job satisfaction, the researcher arranges the hypothesis under the organizational structure factors (**division of labor, authority and responsibility, centralization and line of authority**) and overall employees' job satisfaction (**work itself, supervision, pay, colleagues and job advancement**) into 4 hypotheses as follow.

- **Pearson Correlation Test** is employed to test **division of labor** and **overall employees' job satisfaction**. (Hypothesis 1)
- **Pearson Correlation Test** is employed to test **authority and responsibility** and **overall employees' job satisfaction**. (Hypothesis 2)
- **Pearson Correlation Test** is employed to test **centralization** and **overall employees' job satisfaction**. (Hypothesis 3)
- **Pearson Correlation Test** is employed to test **line of authority** and **overall employees' job satisfaction**. (Hypothesis 4)

To accept or reject the hypothesis can be judged by P-Value. The p-value is referring to the observed level of significant. If p-value is greater or equal to  $\alpha$ , the null hypothesis is not rejected. All these test is employed 0.05 level of significant.

For the arrangement of rating scale, the researcher use rating scale from 1-5 by giving 1 = strongly agree whereas 5 = strongly disagree

Hypothesis 1 (Ho): There is no relationship between division of labor and overall employees' job satisfaction.

Result: Reject Ho (See Table 5.8)

From table 5.8, it is clearly indicated that the sub-variable division of labor has strong relationship with the aspect of overall employees' job satisfaction. It means that the division of labor is likely to create the satisfaction or dissatisfaction of the employees in the organization.

Table 5.8 Correlation of Organizational Structure (Division of Labor) and Overall Employees' Job Satisfaction.

		Division of Labor	Overall Employees' Job Satisfaction
Division of Labor	Pearson Correlation	1	.347(**)
	Sig. (2-tailed)	.	.000
	N	200	200
Overall Employees' Job Satisfaction	Pearson Correlation	.347(**)	1
	Sig. (2-tailed)	.000	.
	N	200	200

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

Hypothesis 2 (Ho): There is no relationship between authority and responsibility and overall employees' job satisfaction.

Result: Reject Ho (See Table 5.9)

From table 5.9, sub-variable authority and responsibility has strong relationship with the overall employees' job satisfaction. It showed that the authority and responsibility acquired by the employees can make them to be satisfied or dissatisfied.



Table 5.9 Correlation of Organizational Structure (Authority and Responsibility) and Overall Employees' Job Satisfaction.

		Authority and Responsibility	Overall Employees' Job Satisfaction
Authority and Responsibility	Pearson Correlation	1	.257(**)
	Sig. (2-tailed)	.	.000
	N	200	200
Overall Employees' Job Satisfaction	Pearson Correlation	.257(**)	1
	Sig. (2-tailed)	.000	.
	N	200	200

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

Hypothesis 3 (Ho): There is no relationship between centralization and overall employees' job satisfaction.

Result: Accept Ho (See Table 5.10)

From table 5.10, it clearly indicated that the sub-variable centralization has no relationship with the overall employees' job satisfaction. It means the decision making power, which is acquired by one group in the company did not give the effect to the satisfaction of the employees inside the company.

Table 5.10 Correlation of Organizational Structure (Centralization) and Overall Employees' Job Satisfaction.

		Centralization	Overall Employees' Job Satisfaction
Centralization	Pearson Correlation	1	-.103
	Sig. (2-tailed)	.	.148
	N	200	200
Overall Employees' Job Satisfaction	Pearson Correlation	-.103	1
	Sig. (2-tailed)	.148	.
	N	200	200

Hypothesis 4 (Ho): There is no relationship between line of authority and overall employees' job satisfaction.

Result: Reject Ho (See Table 5.11)

From table 5.11, it showed the relation ship between the sub-variable of line of authority and the overall employees' job satisfaction .It also indicated that the line of the authority in the organization can make the employees to be uncomfortable.

Table 5.11 Correlation of Organizational Structure (Line of Authority) and Overall Employees' Job Satisfaction.

		Line of Authority	Overall Employees' Job Satisfaction
Line of Authority	Pearson Correlation	1	.181(*)
	Sig. (2-tailed)	.	.010
	N	200	200
Overall Employees' Job Satisfaction	Pearson Correlation	.181(*)	1
	Sig. (2-tailed)	.010	.
	N	200	200

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

## 5.6 Relationship between Organizational Culture Structure and Overall Employees' Job Satisfaction.

For study of organizational culture and overall employees' job satisfaction, the researcher arranges the hypothesis under the organizational culture factors (**shared value, level of commitment and norms**) and overall employees' job satisfaction (**work itself, supervision, pay, colleagues and job advancement**) into 3 hypotheses as follow.

- **Pearson Correlation Test** is employed to test **shared value** and **overall employees' job satisfaction**. (Hypothesis 5)
- **Pearson Correlation Test** is employed to test **level of commitment** and **overall employees' job satisfaction**. (Hypothesis 6)
- **Pearson Correlation Test** is employed to test **norms** and **overall employees' job satisfaction**. (Hypothesis 7)

To accept or reject the hypothesis can be judged by P-Value. The p-value is referring to the observed level of significant. If p-value is greater or equal to  $\alpha$ , the null hypothesis is not rejected. All these test is employed 0.05 level of significant. For the arrangement of rating scale, the researcher use rating scale from 1-5 by giving 1 = strongly agree whereas 5 = strongly disagree.

Hypothesis 5 (Ho): There is no relationship between shared value and overall employees' job satisfaction.

Result: Reject Ho (See Table 5.12 in next page)

From table 5.12, it indicated the relationship between the shared valued of the employees in the organization and the overall employees' job satisfaction.

Table 5.12 Correlation of Organizational Culture (Shared Value) and Overall Employees' Job Satisfaction.

		Shared Value	Overall Employees' Job Satisfaction
Shared Value	Pearson Correlation	1	.141(*)
	Sig. (2-tailed)	.	.046
	N	200	200
Overall Employees' Job Satisfaction	Pearson Correlation	.141(*)	1
	Sig. (2-tailed)	.046	.
	N	200	200

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

Hypothesis 6 (Ho): There is no relationship between level of commitment and overall employees' job satisfaction.

Result: Reject Ho (See Table 5.13)

From table 5.13, it showed the strong relationship between the sub-variable level of commitment and overall employees' job satisfaction. The way the employees believe that they are part of the organization or not can affect the satisfaction of them.

Table 5.13 Correlation of Organizational Culture (Level of Commitment) and Overall Employees' Job Satisfaction.

		Level of Commitment	Overall Employees' Job Satisfaction
Level of Commitment	Pearson Correlation	1	.287(**)
	Sig. (2-tailed)	.	.000
	N	200	200
Overall Employees' Job Satisfaction	Pearson Correlation	.287(**)	1
	Sig. (2-tailed)	.000	.
	N	200	200

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

Hypothesis 7 (Ho): There is no relationship between norms and overall employees' job satisfaction.

Result: Reject Ho (See Table 5.14)

From table 5.14, the strong relationship between the sub-variable norms and overall employees; job satisfaction is clearly shown. The standard of the behavior expect in the organization can make the employees to be satisfied or dissatisfied.

Table 5.14 Correlation of Organizational Culture (Norms) and Overall Employees' Job Satisfaction.

		Norms	Overall Employees' Job Satisfaction
Norms	Pearson Correlation	1	.302(**)
	Sig. (2-tailed)	.	.000
	N	200	200
Overall Employees' Job Satisfaction	Pearson Correlation	.302(**)	1
	Sig. (2-tailed)	.000	.
	N	200	200

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

In order to make a brief and clear summary of all hypotheses, the researcher prepares the summary table as follows:

Table 5.15 Summary of Hypothesis Testing of each explained variables

Hypothesis	Statistics Test	Significant Level	Result
Ho1 Division of Labor	.347	.000	Reject Ho
Ho2 Authority and Responsibility	.257	.000	Reject Ho
Ho3 Centralization	-.103	.148	Accept Ho
Ho4 Line of Authority	.181	.010	Reject Ho
Ho5 Shared Value	.141	.046	Reject Ho
Ho6 Level of Commitment	.287	.000	Reject Ho
Ho7 Norms	.302	.000	Reject Ho



## CHAPTER 6

### CONCLUSIONS AND RECOMMENDATION

Based on the research result, this chapter explores the perception of employees in terms of organizational structure and culture toward overall employees' job satisfaction that exists within Bangkok Union Insurance Public Company Limited. In addition, this chapter will address the limitation of the current research effort and offer recommendations for the organization.

#### 6.1 Conclusion

Insurance industry is experiencing dramatic organizational changes. To manage the changes effectively, insurance management must understand some factors that affect employees' work-related attitudes, particularly the structure and culture of organization itself. The objective of this research is to test the relationship between organizational structure, culture and overall employees' job satisfaction. The researcher employed both descriptive and inferential statistics to test the hypotheses.

For the descriptive statistic part, there are 200 non-managerial staffs in Bangkok Union Insurance Public Company Limited. There is 56.5% of female staffs and 43.5% of male staffs. In case of classifying the respondents by age group, the largest group of respondents are people who have age between 21-30 years old (38.5%), the second group has the age range between 31-40 years old (37.5%).

When consider the education level of BUI's employees, it is clearly separated into 3 groups: bachelor degree (86.5%), master degree (8%) and high school or vocational school (5.5%). The last descriptive data is work tenure (working experience). The respondents who have been working with the company around 1-7 years is the largest group of respondent (45.5%). The second group has working experience 8-14 years (31.5%).

For the perception of respondents toward organizational structure, the questions of the research focused on the factors of organizational structure in terms of division of labor, authority and responsibility, centralization/decentralization and line of authority. The respondents' perceptions are rated on 5-point scale in which value of the mean of each item is read according to the arbitrary rating.

From the collected questionnaires, the respondents tend to give "Agree" rating to the sub-variables of division of labor, authority and responsibility, centralization, line of authority, shared value and level of commitment. Except the sub-variable of norms, that has the rating of "Neutral". It shown that most of the factors related to the structure of the company strongly influence the satisfaction of the employees at work.

From the collected questionnaires, the respondents mostly rate "Agree" to the sub-variables of work it self, supervision, pay, colleagues and job advancement. The respondents consider "Colleague" as an important factor with the mean of 1.84 and 0.614 for standard deviation. The rest go for work it self, pay, job advancement and supervision respectively.

For the test of relationship between the organizational structure and organizational culture with overall employees 'job satisfaction, the result is as follows:

Division of Labor: It is shown that division of labor has relationship with overall employees' job satisfaction.

Authority and Responsibilities: It is shown that authority and responsibilities has relationship with overall employees' job satisfaction.

Centralization: It is shown that centralization has no relationship with overall employees' job satisfaction.

Line of Authority: It is shown that line of authority has relationship with overall employees' job satisfaction.

Shared Value: It is shown that shared value has relationship with overall employees' job satisfaction.

Level of Commitment: It is shown that level of commitment has relationship with overall employees' job satisfaction.

Norms: It is shown that norms have relationship with overall employees' job satisfaction.

## 6.2 Recommendations

Based on the research result, Bangkok Union Insurance Public Company has to explore and understand the importance of their structure and culture in the company, which can either directly or indirectly give the affect to the satisfaction of the employees.

The company should give the clear understanding to their employees about the Structure, the power or authority in each position, the way tasks are allocated, who reports to whom, the format coordinating mechanism and interaction pattern that will be

followed in the company to all employees for better understanding and attitude toward organization. When they know and understand the same thing, they will know and understand each others as well as the organization. That makes them to be happy in working in the company.

The company should also put more consideration on the culture inside their organization. The company should try to shape the way their employees think into the same way and also build the organizational commitment among employees. The shared activities should be used such as the sports day, camping, seminar and etc. When they have done many activities together with the company, they will have some feeling of existence in the organization. Let's them know that they are important for the organization. The activities among the members could create good relationship between them and it could also shape the way they think and believe.

In summary, the organizational structure and culture can give the strong effect to the satisfaction of employees in that organization. The organization should put most of their considerations and give the employees a better understanding of the structure and culture in the organization. Anytime the company wants to make change to their structure and culture, the company has to think about the consequential effect to their employees' satisfaction.

### **6.3 Implication**

#### **Academic Contribution**

The research aims at gaining a better understanding of human resources and their behavior. The framework of this study will help the academicians to build a concrete understanding of how the people in insurance field react or think toward their works. Insurance industry is a unique sector in Thailand; therefore, the research work on job satisfaction of people who work in this field is minute. The research work on organizational structure and culture with job satisfaction will be able to give a new dimension of studying for people who work in the insurance company.

### **Business Contribution**

The research study is beneficial for the company itself and those who work in human resources field, and the country as well. Insurance companies are experiencing dramatic organizational changes. To manage the changes effectively, the management must understand the important factors that affect employees' work-related attitudes, two of them are the structure and culture inside the organization. In the fierce competition situation, the company must have the strong teams of people who can work effectively and efficiently with the same thought and believe of bringing the company to the goal.

### **Further Research**

This research work studied only one aspect of organizational structure, organizational culture and employees' job satisfaction on specific insurance company and only in a specific point of time. Further research is clearly needed to assess issues of causality as well as the strength and duration of the relationship between organizational structure, organizational culture and various outcomes. Further research would help clarify the causal direction of the relationships in the future.



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# **Appendix A**

## **Questionnaires**



## Questionnaire

This questionnaire is constructed for use as part of a master thesis entitled “The Relationship between Organizational structure and Organizational culture on Job Satisfaction” by a student at Assumption University. Please fill in each item of the questionnaire according to your opinion. The information obtained will only be used for study purpose. Thank you for your cooperation.

### Section I: Demographic Profile

1. Gender

☐ Male

☐ Female

2. Age

☐ 21-30 years

☐ 31-40 years

☐ 41-50 years

☐ 51 and over

3. Education

☐ High School/Vocational School

☐ Bachelor Degree

☐ Master Degree

☐ Doctoral Degree

4. Work Tenure

☐ Less than 1 year

☐ 1-7 years

☐ 8-14 years

☐ 15-21 years

☐ 22 and over



## Section II: Organizational Structure\*

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

SD = Strongly Disagree  
N = Neutral

D = Disagree  
A = Agree  
SA = Strongly Agree

	Sub-Variables	SA	A	N	D	SD
	Division of labor					
1	The work I do require the specialized skill					
2	The work I do is well defined					
3	The work I do is grouped into small division					
	Authority and responsibility					
4	My business title is clearly shown in the organization chart					
5	I know the scope of my authority and responsibility					
6	My title reflects the level of reward and punishment					
	Centralization					
7	The decision making process is done by the management level					
8	There is only one way communication between management and staff					
9	There is the same standard of control and command in my organization					
	Line of authority					
10	I am directly supervised by my superior					
11	My work has clear job description					
12	My organization prefers to implement the formal command and control					

\* Modified from the 4-items of Robbins (1998)'s Key Elements i.e. division of labor, authority and responsibility, centralization and line of authority.

### Section III: Organizational Culture\*\*

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

SD = Strongly Disagree  
N = Neutral

D = Disagree  
A = Agree  
SA = Strongly Agree

	Sub-Variables	SA	A	N	D	SD
	Shared Value					
13	My organization applies time orientation					
14	My organization emphasizes on the good relationship among company's members					
15	My organization stresses the important of collective thinking					
	Commitment					
16	I have the hard working attitude					
17	I have the sense of pride in working with this organization					
18	I have the willingness to sacrifice for the company's success					
	Norms					
19	The comments and ideas are openly accepted in my organization					
20	My organization stresses the important of trust among organization's members					
21	My organization orients the concept of self-confidence to all members					

\*\* Modified from the 3-items of Schein's Culture i.e. shared value, level of commitment and norms. R. Dennis Middlemist and Michael A. Hitt, 1988; Organizational Behavior: Managerial Strategies for Performance, West Publishing, St Paul, MN)



#### Section IV: Job Satisfaction\*\*\*

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

SD = Strongly Disagree  
N = Neutral

D = Disagree  
A = Agree  
SA = Strongly Agree

	Sub-Variables	SA	A	N	D	SD
	Work Itself					
22	The assigned work is challenging to me.					
23	The assigned work enriches my ability.					
24	I have a sense of pride in doing my work.					
	Supervision					
25	I feel that I was treated fairly by my supervisor.					
26	My supervisor gives a clear direction to solve the assigned work					
27	I am happy to work under the supervision of my boss.					
	Pay					
28	I am satisfied with my compensation.					
29	My monthly income is paid accurately.					
30	My performance has positive correlation with pay.					
	Colleague					
31	I like the people whom I work with.					
32	My colleagues are helpful.					
33	I get the cooperation from the colleagues.					
	Job Advancement					
34	I am satisfied with the career opportunities.					
35	Job Promotion is handled fairly.					
36	I understand that promotion is based on performance.					

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

### แบบสอบถาม

แบบสอบถามนี้ใช้เป็นส่วนหนึ่งในการทำวิทยานิพนธ์ของนักศึกษาปริญญาโทมหาวิทยาลัยอัสสัมชัญ ในหัวข้อเรื่อง “ความสัมพันธ์ระหว่างวัฒนธรรมและรูปแบบขององค์กรต่อความพึงพอใจของลูกจ้าง” กรุณาตอบแบบสอบถามในช่องที่จัดไว้ให้ตามความเห็นของท่าน ข้อมูลที่ได้จากแบบสอบถามจะถูกนำไปใช้ในการศึกษาเท่านั้น ขอขอบคุณที่ให้ความร่วมมือ

### ส่วนที่ 1: ข้อมูลส่วนตัว

1. เพศ

☐ ชาย

☐ หญิง

2. อายุ

☐ 21-30 ปี

☐ 31-40 ปี

☐ 41-50 ปี

☐ 50 ปีขึ้นไป

3. การศึกษา

☐ มัธยมศึกษา

☐ ปริญญาตรี

☐ ปริญญาโท

☐ ปริญญาเอก

4. ทำงานมาเป็นเวลา

☐ น้อยกว่า 1 ปี

☐ 1-7 ปี

☐ 8-14 ปี

☐ 15-21 ปี

☐ 21 ปีขึ้นไป



ส่วนที่ 2: รูปแบบขององค์กร

คำแนะนำ: กรุณาทำเครื่องหมาย (/) ในช่องที่ท่านเห็นว่าตรงกับความเห็นของท่านที่สุด โดยดูได้จากข้อมูลต่อไปนี้

SD = ไม่เห็นด้วยอย่างยิ่ง  
N = ไม่มีความเห็น

D = ไม่เห็นด้วย  
A = เห็นด้วย  
SA = เห็นด้วยอย่างยิ่ง

	ตัวแปรย่อย	SA	A	N	D	SD
	การแบ่งงาน					
1	งานที่ต้องใช้ความชำนาญเฉพาะด้าน					
2	งานที่ข้าพเจ้าทำการจำแนกหน้าที่งานได้อย่างชัดเจน					
3	งานที่ข้าพเจ้าทำถูกรวมกันเป็นส่วนย่อยหรือแผนกย่อย					
	หน้าที่และความรับผิดชอบ					
4	ตำแหน่งงานของข้าพเจ้ามีระบุชัดในแผนผังองค์กร					
5	ข้าพเจ้ารู้ขอบเขตของสิทธิและหน้าที่ที่ข้าพเจ้ามี					
6	ตำแหน่งงานของข้าพเจ้ามีผลต่อระดับการให้รางวัลและการลงโทษ					
	การรวมศูนย์					
7	การตัดสินใจเป็นงานของฝ่ายบริหารเท่านั้น					
8	มีการสื่อสารเพียงทางเดียวคือจากฝ่ายจัดการลงมาสู่พนักงาน					
9	ในองค์กรของข้าพเจ้ามีระเบียบการดูแลและควบคุมที่เป็นมาตรฐานเดียวกันทั้งองค์กร					
	แผนผังหน้าที่					
10	ข้าพเจ้าถูกควบคุมดูแลโดยตรงจากหัวหน้างาน					
11	งานที่ข้าพเจ้าทำมีรายละเอียดของงานที่ชัดเจน					
12	องค์กรของข้าพเจ้าเห็นด้วยกับการมีมาตรฐานในการควบคุมดูแลเดียวกันทั้งองค์กร					

### ส่วนที่ 3: วัฒนธรรมในองค์กร

คำแนะนำ: กรุณาทำเครื่องหมาย (/) ในช่องที่ท่านเห็นว่าตรงกับความเห็นของท่านที่สุด โดยดูได้จากข้อมูลต่อไปนี้

SD = ไม่เห็นด้วยอย่างยิ่ง

D = ไม่เห็นด้วย

N = ไม่มีความเห็น

A = เห็นด้วย

SA = เห็นด้วยอย่างยิ่ง

	ตัวแปรย่อย	SA	A	N	D	SD
	คุณค่าร่วมกัน					
13	องค์กรของข้าพเจ้านั้นเรื่องเวลาเป็นสิ่งสำคัญ					
14	องค์กรของข้าพเจ้านั้นเรื่องความสัมพันธ์ที่ดีระหว่างบุคลากรในองค์กร					
15	องค์กรของข้าพเจ้านั้นเรื่องการระดมสมองเป็นสิ่งสำคัญ					
	พันธะสัญญา					
16	ข้าพเจ้าพร้อมที่จะทำงานหนัก					
17	ข้าพเจ้ามีความภูมิใจที่ได้ทำงานในองค์กรนี้					
18	ข้าพเจ้าพร้อมที่จะเสียสละเพื่อความสำเร็จขององค์กร					
	บรรทัดฐานร่วม					
19	องค์กรของข้าพเจ้าเปิดกว้างสำหรับความคิดเห็นต่างๆ					
20	องค์กรของข้าพเจ้านั้นเรื่องความเชื่อใจกันระหว่างบุคลากรเป็นสิ่งสำคัญ					
21	องค์กรของข้าพเจ้าพยายามปลูกฝังให้บุคลากรมีความมั่นใจในตัวเอง					

ส่วนที่ 4: ความพึงพอใจของลูกค้า

คำแนะนำ: กรุณาทำเครื่องหมาย (/) ในช่องที่ท่านเห็นว่าตรงกับความเห็นของท่านที่สุด โดยดูได้จากข้อมูลต่อไปนี้

- SD = ไม่เห็นด้วยอย่างยิ่ง

N = ไม่มีความเห็น
- D = ไม่เห็นด้วย

A = เห็นด้วย

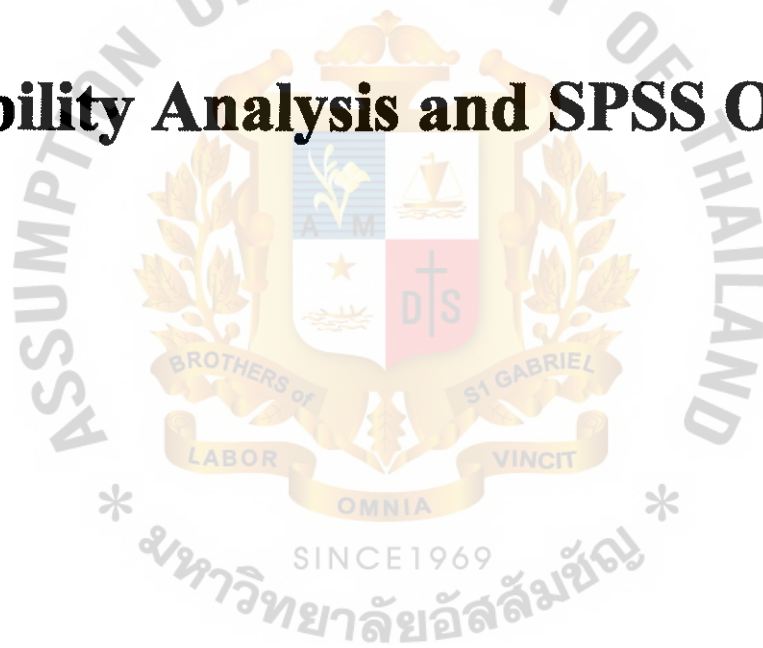
SA = เห็นด้วยอย่างยิ่ง

	ตัวแปรย่อย	SA	A	N	D	SD
	ลักษณะของงาน					
22	งานที่ได้รับมอบหมายมีความท้าทายต่อข้าพเจ้า					
23	งานที่ได้รับมอบหมายสามารถเพิ่มทักษะในการทำงานของข้าพเจ้า					
24	ข้าพเจ้ามีความภูมิใจในงานของข้าพเจ้า.					
	การควบคุมดูแล					
25	ข้าพเจ้าได้รับการปฏิบัติอย่างเท่าเทียมกันจากผู้ควบคุมของข้าพเจ้า					
26	ผู้ควบคุมของข้าพเจ้าแนะนำวิธีการในการทำงานที่ได้รับมอบหมายได้อย่างชัดเจน					
27	ข้าพเจ้ารู้สึกมีความสุขที่ได้ทำงานภายใต้ความควบคุมดูแลของเจ้านายของข้าพเจ้า					
	ค่าจ้าง					
28	ข้าพเจ้ารู้สึกพึงพอใจกับค่าจ้างที่ได้รับ					
29	ข้าพเจ้าได้รับค่าจ้างอย่างถูกต้องเสมอ					
30	ผลงานของข้าพเจ้ามีส่วนสัมพันธ์กับค่าจ้างที่ได้รับ					
	ผู้ร่วมงาน					
31	ข้าพเจ้าชอบเพื่อนร่วมงานของข้าพเจ้า					
32	เพื่อนร่วมงานของข้าพเจ้าให้ความช่วยเหลือแก่ข้าพเจ้าเสมอ					
33	ข้าพเจ้าได้รับความร่วมมือในการทำงานจากเพื่อนร่วมงานเสมอ					
	ความก้าวหน้าในการทำงาน					
34	ข้าพเจ้ารู้สึกพึงพอใจกับโอกาสทางการงานที่ข้าพเจ้าได้รับ					
35	การเลื่อนตำแหน่งในองค์กรของข้าพเจ้ามีความยุติธรรม					
36	ข้าพเจ้ามีความเข้าใจว่าการเลื่อนขั้นนั้นขึ้นอยู่กับผลงาน					



# **Appendix B**

## **Reliability Analysis and SPSS Outputs**



## Reliability

\*\*\*\*\* Method 1 (space saver) will be used for this analysis \*\*\*\*\*

### RELIABILITY ANALYSIS - SCALE (ALPHA)

Reliability Coefficients

N of Cases = 30.0 N of Items = 3

Alpha = .7157

\*\*\*\*\* Method 1 (space saver) will be used for this analysis \*\*\*\*\*

### RELIABILITY ANALYSIS - SCALE (ALPHA)

Reliability Coefficients

N of Cases = 30.0 N of Items = 3

Alpha = .7452

\*\*\*\*\* Method 1 (space saver) will be used for this analysis \*\*\*\*\*

### RELIABILITY ANALYSIS - SCALE (ALPHA)

Reliability Coefficients

N of Cases = 30.0 N of Items = 3

Alpha = .7379

\*\*\*\*\* Method 1 (space saver) will be used for this analysis \*\*\*\*\*

### RELIABILITY ANALYSIS - SCALE (ALPHA)

Reliability Coefficients

N of Cases = 30.0 N of Items = 3

Alpha = .7077

\*\*\*\*\* Method 1 (space saver) will be used for this analysis \*\*\*\*\*

### RELIABILITY ANALYSIS - SCALE (ALPHA)

Reliability Coefficients

N of Cases = 30.0 N of Items = 3

Alpha = .7035

\*\*\*\*\* Method 1 (space saver) will be used for this analysis \*\*\*\*\*

## RELIABILITY ANALYSIS - SCALE (ALPHA)

Reliability Coefficients

N of Cases = 30.0

N of Items = 3

Alpha = .8582

\*\*\*\*\* Method 1 (space saver) will be used for this analysis \*\*\*\*\*

—

## RELIABILITY ANALYSIS - SCALE (ALPHA)

Reliability Coefficients

N of Cases = 30.0

N of Items = 3

Alpha = .7978

\*\*\*\*\* Method 1 (space saver) will be used for this analysis \*\*\*\*\*

—

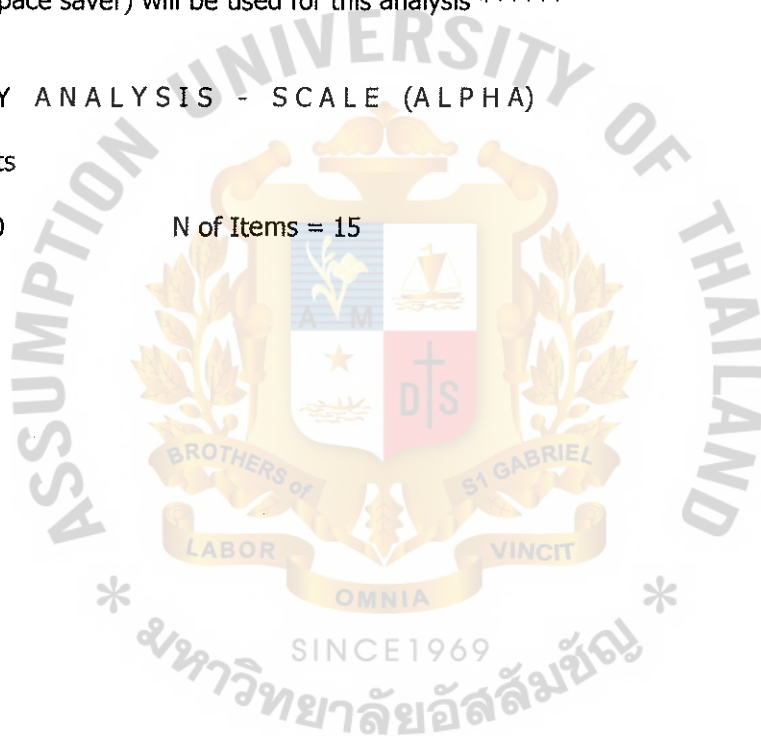
## RELIABILITY ANALYSIS - SCALE (ALPHA)

Reliability Coefficients

N of Cases = 30.0

N of Items = 15

Alpha = .8694



### What is your gender?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	87	43.5	43.5	43.5
	Female	113	56.5	56.5	100.0
	Total	200	100.0	100.0	

### what is your age?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	21 - 30 years	77	38.5	38.5	38.5
	31 - 40 years	75	37.5	37.5	76.0
	41 - 50 years	37	18.5	18.5	94.5
	51 and over	11	5.5	5.5	100.0
	Total	200	100.0	100.0	

### what is your education background?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	High School/Vacational School	11	5.5	5.5	5.5
	Bachelor Degree	173	86.5	86.5	92.0
	Master Degree	16	8.0	8.0	100.0
	Total	200	100.0	100.0	

## CORRELATION

### Correlations

		DIVI	JOBSATTO
DIVI	Pearson Correlation	1	.347(**)
	Sig. (2-tailed)	.	.000
	N	200	200
JOBSATTO	Pearson Correlation	.347(**)	1
	Sig. (2-tailed)	.000	.
	N	200	200

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

### Correlations

		AUTHO	JOBSATTO
AUTHO	Pearson	1	.257(**)
	Correlation		
	Sig. (2-tailed)	.	.000
	N	200	200
JOBSATTO	Pearson	.257(**)	1
	Correlation		
	Sig. (2-tailed)	.000	.
	N	200	200

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

### Correlations

		CENTRAL	JOBSATTO
CENTRAL	Pearson	1	-.103
	Correlation		
	Sig. (2-tailed)	.	.148
	N	200	200
JOBSATTO	Pearson	-.103	1
	Correlation		
	Sig. (2-tailed)	.148	.
	N	200	200

### Correlations

		LINEAUTH	JOBSATTO
LINEAUTH	Pearson	1	.181(*)
	Correlation		
	Sig. (2-tailed)	.	.010
	N	200	200
JOBSATTO	Pearson	.181(*)	1
	Correlation		
	Sig. (2-tailed)	.010	.
	N	200	200

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

### Correlations

		SHAREVA	JOBSATTO
SHAREVA	Pearson	1	.141(*)
	Correlation		
	Sig. (2-tailed)	.	.046
	N	200	200
JOBSATTO	Pearson	.141(*)	1
	Correlation		
	Sig. (2-tailed)	.046	.
	N	200	200

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



### Correlations

		COMMIT	JOBSATTO
COMMIT	Pearson	1	.287(**)
	Correlation		
	Sig. (2-tailed)		
	N	200	200
JOBSATTO	Pearson	.287(**)	1
	Correlation		
	Sig. (2-tailed)		
	N	200	200

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

### Correlations

		NORM	JOBSATTO
NORM	Pearson	1	.302(**)
	Correlation		
	Sig. (2-tailed)		
	N	200	200
JOBSATTO	Pearson	.302(**)	1
	Correlation		
	Sig. (2-tailed)		
	N	200	200

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



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