



The Study of Motivation Factors That Influence the Performance of Front-line Workers

by

Ms. Sunithra Menanunt

A Final Report of the Three - Credit Course
CE 6998 Project

Submitted in Partial Fulfillment
of the Requirements for the Degree of
Master of Science
in Computer and Engineering Management
Assumption University

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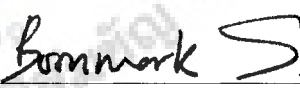
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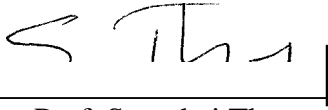
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The Graduate School of Assumption University has approved this final report of the three-credit course, CE 6998 PROJECT, submitted in partial fulfillment of the requirements for the degree of Master of Science in Computer and Engineering Management.

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ABSTRACT

The purpose of this research is to study the motivation factors that influence the performance of front-line workers. The sample of population is ground staffs of Thai Airways International Public Co., Ltd. who work at Bangkok Airport (Domestic Terminal and Bangkok International Airport).

The findings are: Most of the ground staffs have a fair attitude toward customer service job. The group of factors concerning work-related motivators which are ranked to be the most importance are job security, interesting work, organization's welfare, company reputation, opportunity for advancement and salary.

On average, ground staffs are moderately satisfied with the salary, opportunity for promotion, co-workers, workplace, chance of getting pay raise, organizational climate, working schedule and vacation. However, they are not satisfied with the organization's welfare. Most of the ground staffs indicate that their scopes and responsibilities are unclear. They have inadequate authority to cope with the responsibilities assigned to them, more skills and abilities are needed and they feel uncertain about recognition and the freedom to use their own judgement. Other than these, they indicate that the salary is fairly paid when compared to that of others. The job is interesting. They are proud to work for the company and the longer they have worked for the company the more they feel they belong.

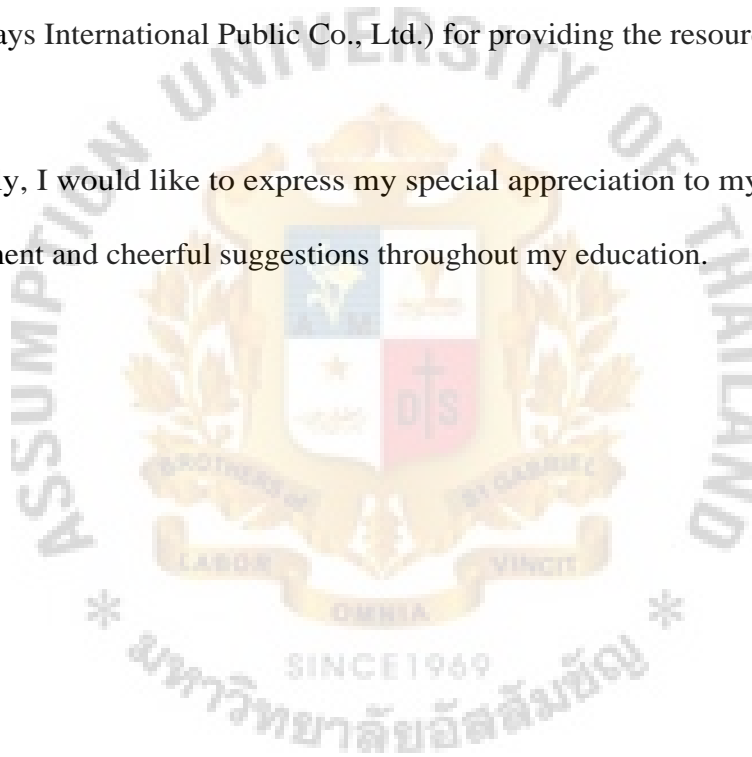
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I. INTRODUCTION

1.1 Significance of the Study

Motivation is one of the important techniques in managing people for high productivity. Motivating employees is harder today than it used to be, and it is more important to the success of the professional service firm.

The link between motivation and performance in professional work results in an interesting and important phenomenon: the motivation spiral. The elements of this spiral are as follows: high motivation leads to high productivity and quality, which leads to marketplace success. In turn, this results in economic success for the firm, allowing the firm to be generous with its rewards, including high compensation, good promotion opportunities, and challenging work. This atmosphere of ample reward breeds good morale, which results in high motivation (Maister 1993).

Today's world is that of globalization. Airline business is very highly competitive. Service quality is very significant for the service business, not less than the other factors. The employees of the organization are the key factor to success in the service quality. The employer might be tempted to try to keep employees satisfied in order to maintain productivity. One of the most fundamental equations in all psychology is: $\text{Ability} \times \text{Motivation} = \text{Performance}$ (Steers and Porter 1991). From this stand point, the principle impact of competent rewards is to increase employee motivation.

As one of the factors that influence the passengers to choose the airline is its service, apart from the other factors such as time performance, safety etc., so the study of what motivate employees should be conducted periodically. The results from the questionnaire may be taken to help the management develop policies.

1.2 Statement of Problem

Airline business is one of the businesses which bring the most income to the country. As there is very high competition in the airline business, each airline tries to develop its service to please passengers. According to Customer Statistics Complaints Report of Thai Airways International Public Co. Ltd., ground handling is one of the airline services that is often being complained about by most of the passengers.

1.3 Objective of the Study

This survey research proposes to study the motivation factors towards the performance of the front-line workers of Thai Airways International Public Co., Ltd. (ground staffs). The questionnaire will be developed and will contain the questions along the line of the variables affecting the performance as follows:

- (a) Individual Characteristics
- (b) Job Characteristics
- (c) Work Environment Characteristics

1.4 Scope and Limitation of the Study

This survey research focuses on what motivates front-line workers of Thai Airways International Public Co., Ltd. who work as a ground staff at Bangkok airport (Domestic Terminal and Bangkok International Airport).

The variables affecting the performance will be determined as follows:

(1) Individual Characteristics

- (a) Career Interests
- (b) Attitude
 - (1) toward self
 - (2) toward job
 - (3) toward aspects of the work situation

(c) Needs

- (1) security
- (2) social
- (3) achievement

(2) Job Characteristics

- (a) Type of Intrinsic Rewards
- (b) Degree of Autonomy
- (c) Amount of Direct Performance Attack
- (d) Degree of Variety in Tasks

(³) Work Environment Characteristics

(a) Immediate Work Environment

- (1) peers
- (2) supervisors

(b) Organizational Actions

- (1) reward practice
- (2) systemwide rewards
- (3) individual rewards
- (4) organizational climate

1.5 Research Framework

In order to accomplish the objectives of the research study, the research framework has been developed to provide a guideline to analyze motivation factors that influence the performance of front-line workers.

The framework can be illustrated as follows:

- (¹) To review literature regarding motivation concepts, motivation theories and motivation affecting work behavior.

- (2) To analyze the motivation factors influencing the performance of front-line workers through the questionnaire.
- (3) To conclude and give recommendations in terms of the effective motivators focus and the results that can be taken for consideration in developing human resource management.

1.6 Presentation of the Study

Chapter I presents of the significance of the study, statement of problem, objectives of the study, research framework and scope /limitation of the study.

Chapter II presents the literature review regarding the motivation concept, motivation factors and motivation affecting work behavior.

Chapter III discusses research methodology

Chapter IV analyzes and discusses the motivation factors and the satisfaction with them based on the results from the questionnaire.

Chapter V provides the conclusion and recommendation on the topic of motivation factors and the results from the questionnaire which may be taken for consideration for developing human resource management.

II. LITERATURE REVIEW

2.1 Some Definitions of Motivation

Some definitions of motivation are presented below:

- (a) The willingness to exert high levels of effort toward organizational goals, conditioned by the ability to satisfy some individual needs. (Robbins 1996)
- (b) The set of processes that arouse, direct, and maintain human behavior toward attaining a goal. (Greenberg and Baron 1996)
- (c) An inner state that activates or moves a person toward a goal. It includes **all** those inner striving conditions described as wishes, desires, and drives. (Durin 1995)
- (d) A decision-making process through which the individual chooses desired outcomes and sets in motion the behaviors appropriate to acquiring them. (Huczynski and Buchanon 1993)
- (e) Defined in terms of some outward behavior. People who are "motivated" exert a greater effort to perform some tasks than those who are "not motivated" "...the willingness to do something, where the something is conditioned by its ability to satisfy some need for the individual...." (Decenzo and Robbins 1995)

2.2 Some Basic Terminology on the Subject of Motivation

Internal tensions are at the root of motivation **and** motivated behavior is aimed at reducing these tensions as listed below:

- (a) Unsatisfied needs create tensions.
- (b) Satisfied needs reduce tensions.
- (c) Incentives or rewards may be offered to satisfy needs.

- (d) Barriers that inhibit your path to the rewards can lead to frustration.
- (e) Frustration can lead to a drop in morale.
- (f) People are basically motivated or driven to behave in a way that they feel leads to rewards.
- (g) The complexity of motivation is illustrated by the fact that what one person considers an important reward, another person might consider useless (De Cenzo and Robbins 1996).

2.3 Motivation Model

People are motivated to accomplish those tasks that they feel will lead to rewards. It must be stressed that both ability and desire are required for motivation. What employees should do are:

- (a) find out what person wants and hold it out as a possible reward.
- (b) see to it that he/she feels that the effort on his/her part will lead to obtaining that reward.
- (c) could my employee do the job if he or she wanted to ?
- (d) is the reward important to the employee? and
- (e) did motivation take place? (appraise performance)

2.4 An Overview of Modern Motivation Theory

Each of us has personal feelings about the kinds of factors that may be considered to motivate human beings. Perhaps your theory agrees perfectly with one of the experts.' Or you may have a totally different arrangement of values that you attribute to people. At any rate, when all the philosophizing is said and done, we each will undoubtedly apply our theory of motivation to those whom we wish to motivate.

The manner in which we will attempt to apply our theories is always determined by the concepts we happen to hold about people. Douglas McGregor gave names to the theories most often held about people and motivation. He called his two groups Theory X and Theory Y. (McGregor was significantly influenced in his thinking by Abraham Maslow).

A manager who fits into the Theory X group leans toward an organizational climate of close control, centralized authority, autocratic leadership, and minimum participation in the decision-making process. A Theory Y manager, on the other hand, feels that an effective organizational climate has looser, more general supervision, greater decentralization of authority, less reliance on coercion and control, a democratic leadership style, and more participation in the decision-making process.

Although there are situations in which each set of assumptions may be appropriate, the modern, knowledgeable worker is more likely to be influenced by Theory Y.

Human Needs and Motivation

Most psychologists believe that all motivation is ultimately derived from a tension that results when one or more of our important needs are unsatisfied. Thus, a person who is hungry is motivated to find food; a person who needs security is motivated to find it; and a person with a compelling need to accomplish challenging tasks might try to conquer a mountain. The work of three psychologists - Abraham Maslow, John Atkinson, and Frederick Herzberg - is closely associated with human needs and motivation.

(a) Abraham Maslow and the Needs Hierarchy

Maslow says that man has five basic categories of needs: physiological, safety, social, ego, and self actualization needs. He says these needs form a hierarchy or ladder and that each need becomes active or aroused only when the lower needs are reasonably satisfied.

*(1) Physiological needs

The lowest level in Maslow's hierarchy contains the physiological needs. These are the most basic needs everyone has, for food, drink, shelter, and rest.

(2) Safety needs

When the physiological needs are reasonably satisfied- when one is no longer thirsty, has enough to eat, has a roof overhead, and so forth- then the safety needs become activated. They become the needs that the person tries to satisfy the needs that motivate him. These are the needs for protection against danger or deprivation and the need for security.

(3) Social needs

Once a person's physiological and safety needs are satisfied according to Maslow, they no longer motivate behavior. Now the social needs become the active motivators of behavior- needs such as for affiliation, for giving and receiving affection, and for friendship.

(4) Ego needs

Next in the hierarchy are the ego needs, which McGregor has interpreted as:

(a) Those needs that relate to one's self esteem-needs for self

confidence, for independence, for achievement, for confidence,
for knowledge

(b) Those needs that relate to one's reputation-needs for status, for recognition, for appreciation, for the deserved respect to one's fellows.

One of the big differences between these ego needs and the physiological, safety, and social needs is that ego needs are rarely satisfied. Thus, according to Maslow, people have a constant , infinite need for more achievement, more knowledge, and more recognition. On the other hand, the physiological, safety and social needs are finite; they can be and often are fairly well satisfied. As with all needs, ego needs motivate behavior, says Maslow, only when the low-level needs are reasonably satisfied.

(5) Self-Actualization

Finally, the highest-order need begins to dominate a person's behavior, once all lower-level needs are reasonably satisfied. This is the need for self-actualization or fulfillment, the need to become the person we feel we have the potential for becoming. This is the need that drives an artist to express himself/herself on canvas, the need that motivates a student to work all day and then take a college degree in night school. This need, as with the ego needs, is rarely if ever satisfied.

(b) Atkinson and Need Achievement Theory

Need achievement theory focuses on one of Maslow's "esteem" needs-the need to achieve-and aim at predicting the behavior of those who

rank high or low in the need to achieve. Atkinson says people who are high in achievement need have a predisposition to strive for success. They are highly motivated to obtain the satisfaction that comes from accomplishing or achieving some challenging tasks or goals. They prefer tasks for which there is reasonable chance for success and avoid those that are either too easy or too difficult. Relatedly, such people prefer getting specific, timely criticism and feedback about their performance. Studies show that people with a high need to achieve do perform better, especially on entrepreneurial tasks like starting a new business. And one of the interesting aspects of achievement motivation is that people can apparently be trained to be more achievement-oriented.

(c) Frederick Herzberg and the Motivator-Hygiene Theory

Herzberg says that man has a lower-and a higher-level set of needs, and that the best way to motivate someone is to offer to satisfy the higher-level needs. Offering a person a raise or better working conditions, says Herzberg, is no way to motivate someone, since lower-level needs are quickly satisfied. And once they are satisfied (once the person has enough income, for instance), the only way to motivate the person is by offering even more money, or even better working conditions, in an endlessly escalating process. The right way to motivate someone, says Herzberg, is to arrange the job in such a way that the person gets a "charge" out of doing it. Then, by performing the job, the person is motivated to keep trying to satisfy his or her infinite craving to satisfy higher-level needs for things like achievement and recognition.

(1) Hygienes and Motivators

Based on his studies, Herzberg believes that the factors (which he calls hygienes) that can satisfy lower-level needs are different from those (which he calls motivators) that can satisfy (or partially satisfy) a person's higher-level needs. He says that if hygiene factors (like better working conditions, salary and supervision) are inadequate, employees will become dissatisfied. But and this is extremely important-adding more of these hygiene factors (like salary) to the job is not the way to try to motivate someone, since once the lower-level needs are satisfied, you will have to escalate your offer to further motivate the person. Hygienes like salary and working conditions, says Herzberg, will only prevent dissatisfaction (as when an employee thinks his or her salary is too low). Offering more hygienes is a very inefficient way to encourage motivation.

On the other hand, says Herzberg, "job content" or "motivator" factors (like opportunities for achievement, recognition, responsibility, and more challenging jobs) can motivate employees because they appeal to employees' higher-level needs for achievement and self-esteem. These are needs that are never completely satisfied and for which most people have an infinite craving. Thus, according to Herzberg, the best way to motivate employees is to build challenge and opportunities for achievement into their jobs. The method Herzberg recommends for applying his theory is called job enrichment.

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(2) Job Enrichment versus Job Enlargement and Job Rotation

Though the terms are sometimes used interchangeably, job enlargement and job enrichment are not exactly the same. Job enlargement usually involves the horizontal expansion of the worker's job, by increasing the number of similar tasks he_or she is assigned. Job enrichment usually involves a vertical expansion of the worker's job, in that tasks formerly carried out by his or her supervisor are now assigned to the worker. It involves redesigning jobs, for example, by letting the person schedule his own work and check his own results. The purpose is to increase the opportunities for experiencing a feeling of responsibility, achievement, growth, and recognition by doing the job well.

Job rotation involves systematically moving workers from one job to another. Thus, on an assembly line, a worker might spend an hour fitting bumpers, and so on.

Job enrichment is an important personnel management technique for several reasons. To a great extent job design-the determination of exactly which duties will together comprise one job-concerns the question of how specialized versus how broad the job will be. Thus in producing a job description, the degree to which the job involves (1) repetitively performing one or two duties or (2) performing (less frequently) a wider range of duties is or should be a basic concern. And making that determination requires knowing the pros and cons of job enrichment.

Aside from its basic use in job analysis, job enrichment is an important motivation technique. Personnel managers in particular are often called upon for advice on how to improve worker performance, attendance, and morale; job enrichment is one technique that may enable you to do so.

Pros and Cons of Job Enrichment

Job enrichment can improve employee performance and attendance. Few rewards are as powerful as the sense of accomplishment and achievement that come from doing the job that you genuinely want to do and doing it well. Thus, the person who collects stamps, builds a ham radio, or volunteers for time at the hospital generally does not have to be coerced or prodded into doing the job well since the job carries its own intrinsic rewards-in terms of challenge, achievement, and recognition. In other words, this sort of job-its contents, function, and specific duties-is designed in such a way that performing it makes the person feel good. Needless to say, therefore, designing jobs to provide such intrinsic rewards can substantially increase employee morale and performance.

These advantages notwithstanding, job enrichment also has two big drawbacks. First, job enrichment can be expensive. Specifically, it increases costs for exactly those reasons that specialization reduces them: it requires more time for learning; there is more waste of material during the training period; there is more time lost in switching from task to task; employees are not quite as proficient at each task; and hiring is made less efficient.

The other drawback is that not all employees react well to job enrichment. Given a choice between working on a routine, "boring" job on an assembly line and working on a more enriched job, many employees choose the anonymity and simplicity of the assembly-line job.

So, how effective is job enrichment? It is really hard to say. Many programs have been successful while just as many have failed. Even where job enrichment programs have apparently been successful (at improving attendance or performance), it is impossible to say that it is the job enrichment that caused the improvement, since other changes are normally made as well.

(d) Equity Theory

The equity theory of motivation assumes that people are strongly motivated to maintain a balance between what they perceive as their inputs, or contributions, and their rewards. Basically, equity theory states that if a person perceives an inequity, a tension or drive will develop in the person's mind, and the person will be motivated to reduce or eliminate the tension and perceived inequity.

Most human resource managers recognize that inequitable treatment does have profound effects on employee behavior. Mike might be happy with his \$20,000 salary and work hard to earn it, until he learns that Jane down the hall earns \$800 more for the same job. Mike's first reaction will very likely be to get a quick raise, but if that fails, his performance will probably diminish as he tries to reduce what he sees as an inequity, by

reducing his contribution to the firm. The concept of equity thus plays a crucial role in salary management.

One of the tricky aspects of these inequities is that most people have an inflated view of their own performance and also tend to overestimate what other people are earning. Most people, in other words, have a sort of built-in predisposition toward viewing situations as inequitable.

Effect on Performance

According to equity theory, exactly how the person goes about reducing what is perceived as an inequity depends on whether he or she is paid on a piece-rate basis (by the piece) or on a straight salary basis (say, by the week):

- (1) If a person is paid on a piece-rate basis and thinks he or she is overpaid, the quantity the person produces should stay the same or may decrease, since producing more would simply increase the financial rewards to the person and therefore increase his perceived inequity even more. However, quality should increase, since this should allow an increase in the inputs a person sees himself as providing, thus reducing his perceived inequity.
- (2) On the other hand, if the person is paid per piece and views himself as underpaid, the quality of his work should go down, and the quantity he produces will probably increase, depending on how much the person is paid per piece he produces.
- (3) If the person is paid a salary (regardless of his output), and views himself as overpaid, then either the quantity or quality of his work should increase, since this will reduce the perceived inequity.
- (4) However, if the person is paid a salary and believes he is underpaid, then his quality and quantity should both decrease.

Table 2.1. Equity Theory: Effect on Performance.

	Employee thinks he is underpaid	Employee thinks he is overpaid
Piece-rate	Quality down	Quality the same or down
Basis	Quality the same or up	Quality up
Salary	Quantity or quality	Quantity or quality
Basis	Should go down	Should go up

Behavior Modification: (a term that is often used synonymously with operant conditioning) involve changing (modification) behavior through the use of rewards or punishment. Behavior modification is built on two principles:

- (1) Behavior that appears to lead to a positive consequence (reward) tends to be repeated, whereas behavior that appears to lead to a negative consequence tends not to be repeated.
- (2) therefore, by providing the properly scheduled rewards, it is possible to change a person's motivation and behavior. The two important concepts in behavior modification are the types of reinforcement and the schedule of reinforcement.

Type of Reinforcement

Assume you are a manager whose employees are chronically late for work. You want to use behavior modification to train them to come in on time. There are four types of reinforcement you could use: positive reinforcement, negative reinforcement, extinction, and punishment.

First, you could focus on reinforcing the desired behavior (which in this case is coming to work on time). To do this, you could use either positive or negative reinforcement. Positive reinforcement might involve giving rewards like praise or raises each time the person comes to work on time. Negative reinforcement also focuses on reinforcing the desired behavior coming to work on time-but instead of providing a positive rewards, the "reward" is that the employee avoids some negative consequence, such as being harassed or reprimanded for coming in late. The "reward" is thus a negative one: Employees come in on time to avoid some negative consequence like harassment or a reprimand.

Alternatively, you might focus on reducing the undesired behavior (coming in late) rather than on rewarding the desired behavior. With behavior modification, there are two types of reinforcement you can use to reduce undesired behavior: extinction and punishment. People tend to repeat behavior that they have learned leads to positive consequences; with extinction, reinforcement is withheld, so that over time, the undesired behavior (coming in late) disappears. For example, suppose an employee learns from experience that coming to work late invariably leads to a scolding by the supervisor, which in turns leads to much laughter and attention from the worker's peers. That laughter represents a positive reinforcement to the worker for coming in late. Extinction would involve the supervisor's ignoring the employee, thus removing the attention and laughter-the reinforcement- from the worker's friends as well.

Punishment is a second way to reduce undesired behavior. Here, for instance, you might reprimand or harass late employees. Punishment is the most controversial method of modifying behavior, and Skinner (who did much of the work in this area) recommends extinction rather than punishment for decreasing the frequency of

undesired behavior at work. In fact, whenever possible, managers are advised to use positive reinforcement, since this focuses on improving the desired behavior, rather than reducing the undesired behavior.

Schedules of Positive Reinforcement

The schedule with which positive reinforcement is applied is as important as the type of reinforcement used. Basically, there are four schedules you could use:

(a) Fixed-Interval Schedule

A fixed-interval schedule is based on time. Here, the person gets reinforcement (a reward) only when the desired response occurs and only after the passage of a specified fixed period of time since the preceding reinforcement.

(b) Variable-Interval Schedule

Variable-interval schedules are also based on time. However, the person is reinforced at some variable interval around some average. For example, suppose you want to provide reinforcement on the average of once a day for all employees who come to work on time. You can visit them on average once a day — once on Tuesday, skip Wednesday, three times on Thursday, and so on - in such way that the praise averages out to about once a day.

(c) Fixed-Ratio Schedule

A fixed-ratio schedule is based on units of output rather than on time. With a fixed-ratio schedule, rewards are delivered only when a fixed number of desired responses occur. Most piece-rate incentive pay plans are on a fixed-ratio schedule. The worker is rewarded every time he or she produces a fixed number of pieces.

(d) Variable-Ratio Schedule

Variable-ratio schedule are also based on units of output, but the number of desired outcomes necessary to elicit a reward changes around some average. Which Ratio Schedule is Most Effective?

Whether reinforcing an employee in a training program, disciplining an employee for ineffective behavior, or establishing a new incentive plan, there are three basic rules HR managers should keep in mind:

- (1) In general, the fastest way to get people to learn is to not put them on schedule at all. Instead, reinforce the desired outcome continuously, each and every time it occurs. The drawback is that the desired behavior also diminishes very rapidly once you stop reinforcing it. Training is accomplished fastest when you continuously reinforce the desired behavior.
- (2) Variable-ratio reinforcement is the most powerful at sustaining behavior. With this schedule, people will continue producing the desired response for a long time even without reinforcement, since they are always expecting to "hit the jackpot" on the next try.
- (3) Fixed-and-variable-ratio schedules are both better at sustaining behavior than are either of the interval schedules, which are based on time.

(e) Expectancy Theory of Motivation

This theory assumes that a person's motivation to exert effort is based on his or her expectations of success. Expectancy theory as formulated by psychologist Victor Vroom assumes that to motivate someone, it is not enough to offer the person something to satisfy his or her important needs.

The reason for this, says Vroom, is that in order for the person to be motivated, he must also be reasonably sure that he has the ability to obtain the reward. For example, for someone you will appoint as sales manager if she/he increases sales in her district, promotion will probably not motivate her if she/he knows the task is virtually impossible.

Basically, Vroom contends that for motivation to take place, two things must occur:

- (1) the valence or value of the particular outcome (such as becoming sales manager) must be high for the person..
- (2) the person must feel he or she has a reasonably good chance of accomplishing the task and obtaining the outcome. That is, the person must be convinced that effort will be instrumental in obtaining the reward.

A Model of Motivation

As illustrated in Figure 2.2, motivating someone can be thought of within an expectancy framework. Expectancy theory states that motivation will occur (1) if the incentive is of value to the person, and (2) if the person is reasonably sure that effort on his or her part will result in accomplishing the task and obtaining the incentive.

As shown in the model, for motivation to take place, several things must occur. First, the incentive must be important to the person. (Theorist like Maslow, Herzberg, and Atkinson would suggest that certain needs-like those for recognition, esteem, and achievement — are the most important in our society.) Related to this, the incentive cannot just be important but must also be viewed as equitable if it is the desired motivation!. (An inequitable reward can also elicit motivation if, for instance, a person paid a salary believes he or she is overpaid.) Second, the person must feel that effort

will in fact lead to rewards. Here, other nonmotivational matters (including human factors like skills and work groups, and organizational factors like adequate plans, organization charts, and training) must be addressed, to ensure that there are no impediments to performance.



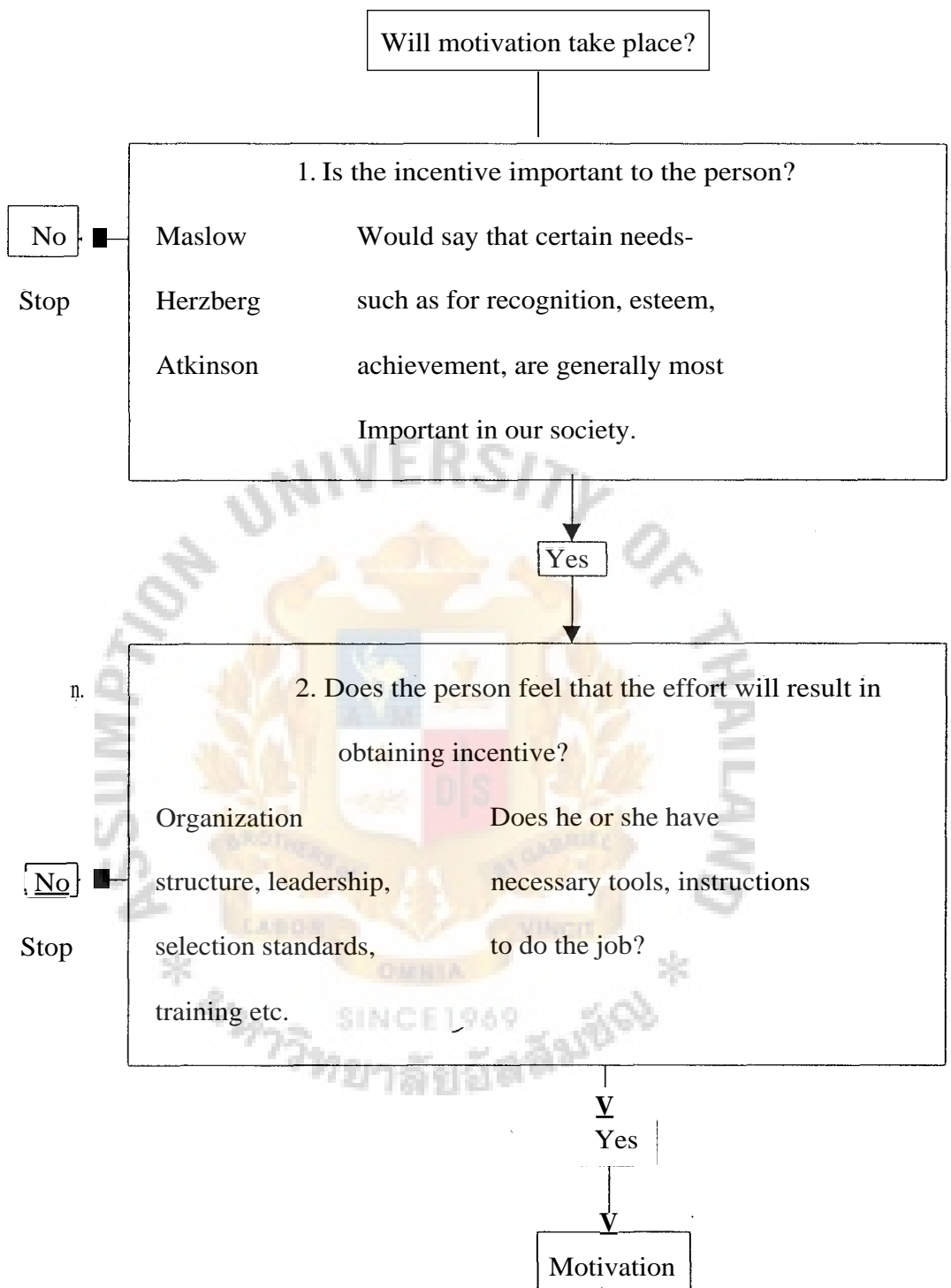


Figure 2.1. A Model of Motivation.

2.5 The New Worker and the New Motivation (Fulmer 1988)

Changing Values: A 1983 survey by Daniel Yankelovich revealed a number of interesting facts concerning the motivation of the new workers. For 56 per cent of the people interviewed, the traditional forms of motivation—money, fear, and punishment — continued to be effective. But for the other 44 per cent, these inducements were meaningless. As Figure 2.3 shows, those least likely to respond to the old forms of motivation include the young, highly educated workers and the poorly educated, low-income, blue-collar workers.

The traditional incentives

Still work for 58 percent
of the work force

..... but mean nothing
to the other 44 percent

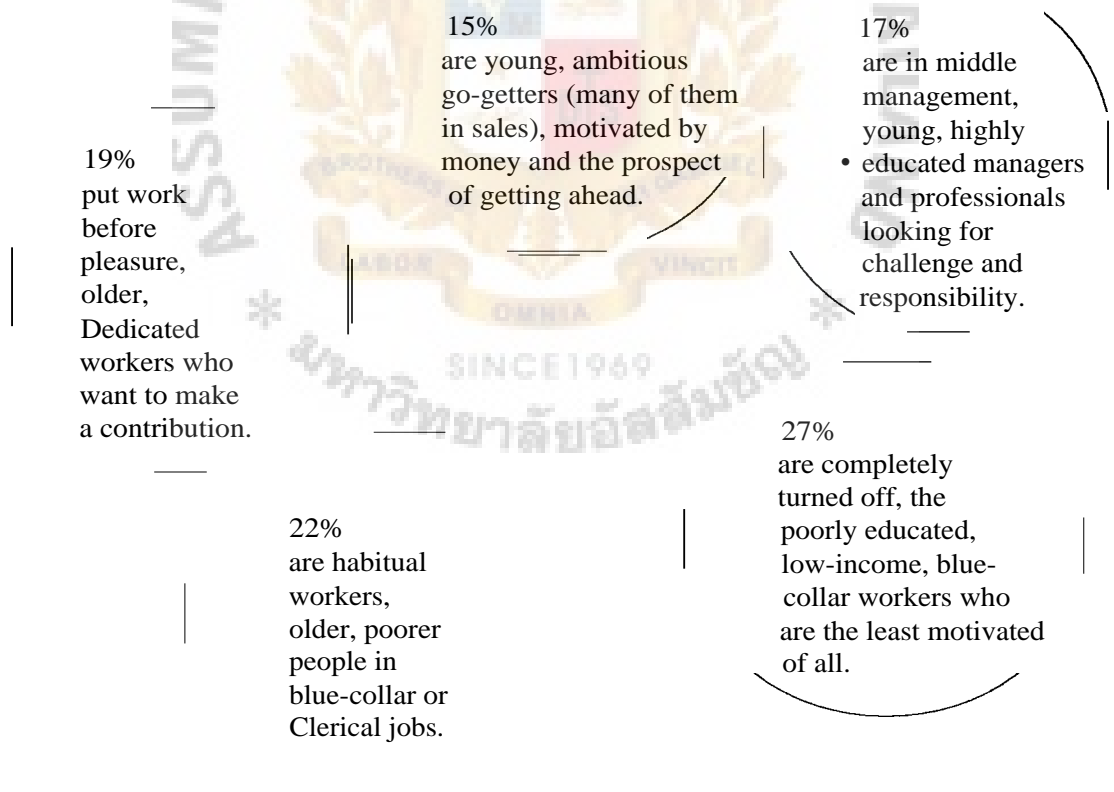


Figure 2.2. A Survey by Daniel Yankelovich.

A second finding of the study was the claim by more than half of the respondents that they wanted to do the best job they possibly could regardless of pay. Counterbalancing this assertion, and somewhat confusing the matter, was the admission by half the same people that they put out just enough effort to avoid being fired. And fully 75 per cent said that they could be "significantly more effective on the job." When asked why they worked at such a low level of productivity, the majority answered, first, that they did not get paid more for working harder, and, second, that managers gave them little incentive to work hard.

What this study indicates is not that workers have become lazy, indifferent, and worthless, but that companies have failed to keep up with changes in workers' attitudes. Despite the progressive efforts of some, many still cling to the concepts of worker satisfaction that began losing sway in the mid-1950s. When asked to list the qualities they want in a job today, the subjects of the Yankelovich study did not even rank pay, benefits, or job security in the top ten. What they wanted were respect, independence, a chance to be creative, and recognition for doing a good job.

Motivating Today's Worker: If people today are looking for challenge and personal growth through their jobs, what does that mean for today's workplaces? It means that despite such initial positive steps as quality circles and job enrichment programs, companies will have to do more if they are to attract and hold the best people. We are beginning to move from a buyer's to a seller's labor market, where workers will be able to shop around for the company that best suits them, rather than vice-versa. Competition for talented, educated employees is already heating up, and those companies that are succeeding are using a wide range of creative inducements.

More traditional approaches to job satisfaction are not being neglected, such as flexible working hours, improved benefits, and liberal profit-sharing plans. But it is the creation of "nourishing environments," which will allow employees to develop their skills and to grow both personally and professionally, that is the greatest challenge for management today. And in the meeting of this challenge, the concept of the manager itself will expand from a "giver of orders" to a "facilitator of human potential."



HI. RESEARCH METHODOLOGY

3.1 Overview

The study of motivation that influence the front-line workers of Thai Airways International Public Co., Ltd. who work as ground staff at Bangkok airport (Domestic Terminal and Bangkok International Airport) is an exploratory research (sample survey) with which the motivation factors, satisfaction with motivation factors and customer service are analyzed.

3.2 Research Methodology

(1) Population and Sample

The population selected for this research is the front-line workers of Thai Airways International Public Co., Ltd. who work as ground staffs at Bangkok airport (Domestic Terminal and Bangkok International Airport). All populations of front-line workers are 1,376 (1998s).

(2) Sampling Characteristics

- r. To study the motivation factors influencing the work performance, a sample size of 200 out of 1,376 population was sampled by simple random sampling among the front-line workers of Thai Airways International Public Co., Ltd. who work at Bangkok airport (Domestic Terminal and Bangkok International Airport).

The 200 questionnaires were distributed and 156 were responded to (78% of the questionnaires distributed). As a result, the responses of 156 respondents were employed for this analysis.

3.3 Research Instrument

Questionnaire is used as a tool to collect data.

The questionnaire is divided into 5 sections as follows:

- Section A Measurement of employees' attitude toward customer service job
- Section B Measurement of the priority of importance of factors concerning work-related motivators
- Section C Measurement of degree of satisfaction with factors concerning motivation
- Section D Measurement of employees' opinions toward factors concerning motivation in their jobs
- Section E Demographic items

ii.
Creating Questionnaire

(1) To create the questionnaire to measure the employees' attitude toward their jobs (Section A), the researcher studied from the Quality Customer Service for Front Line Staff (Martine 1993). This section contains 10 items statement, the Likert Scale is adopted to show how much the respondents agree or disagree with each statement. There are 5 rating scale as follows:

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

The scores are divided into 3 intervals,
above 40 indicates that they have an excellent attitude towards their jobs
25-40 indicates that they have fair attitude toward customer service job
below 25 indicates that a non-customer relations job would probably be best for them.

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(2) To create the questionnaire to measure the priority of importance of factors concerning motivation in Section B, ranking the sequence of importance of each 15 factors is adopted. The Forced Ranking Scale is set from high priority to low priority as 1= most important, 15 = less important.

(3) Section C composes of 10 items, Likert Scale is adopted to measure the satisfaction with each factor concerning motivation. The rating scale is divided into 5 levels as follows:

1 = Very Satisfied

2 = Satisfied

3 = Neutral

4 = Dissatisfied

5 = Very Dissatisfied.

The Mean of the scores indicate the following meanings:

4.50 — 5.00 indicates Very Satisfied

3.50 — 4.49 indicates Satisfied

2.50 — 3.49 indicates Neutral

1.50 — 2.49 indicates Dissatisfied

1.00 — 1.49 indicates Very Dissatisfied

The respondents can specify other factors in the space provided.

(4) Section D composes of 12 items, the respondents were asked to check according to the check list provided, Agree, Undecided or Disagree with each statement, to measure employees' opinions toward factors concerning motivation in their jobs.

(5) Section E is Demographic Section composing of personal data, which are Gender, Age, Marital Status, Education, Occupational Status and Income.

The last section of the questionnaire is provided for respondent's recommendation.

3.4 Data Analysis

SPSS (Statistical Package for the Social Sciences) is used as a tool to analyze data.

The steps for analyzing are as follows:

- (1) The questionnaire was pre-coded, it contains a number code for each alternative response to each structured question.
- (2) Data were analyzed by descriptive statistics as follows:
 - (a) Section A, B, D and E (the employees' attitude toward their jobs, the priority of importance of factors concerning work-related motivators, statement to measure employees' opinion toward factors concerning motivation in their jobs and demographic data respectively) responses are shown in the form of frequency distribution and percentage.
 - (b) Section C (degree of satisfaction with factors concerning motivation) the responses are shown in the form of Mean, Standard Deviation and Variance.

IV. RESULTS AND DISCUSSION

This survey research of the motivational factors that influence the performance of the front-line workers of Thai Airways International Public Co., Ltd., was analyzed by SPSS (Statistical Package for the Social Sciences). The findings are presented in the sequence as follows:

Part 1 Demographic items

Part 2 The employees' attitude toward their jobs

Part 3 The priority of importance of factors concerning work-related
motivators

Part 4 The degree of satisfaction with factors concerning motivation

Part 5 The employees' opinions toward factors concerning motivation in their
jobs.

Part 6 The employees' recommendation

Part 1: The personal data of the respondents: gender, age, marital status, education, occupational status, working experience (years) and monthly income are shown in the form of percentage as follows:

Table 4.1. The Number of Respondents and Percentage of Personal Data Classified by Gender, Age, Marital Status, Education, Occupational Status, Working Experience (Years) and Monthly Income.

Demographic Data		Number of Respondents	Percentage
Gender	Male	23	14.7
	Female	133	85.3
Age	20-25	29	28.6
	26-30	47	30.1
	31-35	60	38.5
	36-40	16	10.3
	41 up	4	2.6
Marital Status	Single	103	66.0
	Married	51	32.7
	Others	2	1.3
Education			
Certificate/Diploma		2	1.3
Bachelor's Degree		148	94.9
Higher than Bachelor's Degree		6	3.8
Occupational Status			
Ground Hostess/Traffic Officer		84	53.8
Senior Ground Hostess/Traffic Officer		36	23.1
Supervisor		36	23.1

Table 4.1. The Number of Respondents and Percentage of Personal Data Classified by Gender, Age, Marital Status, Education, Occupational Status, Working Experience (Years) and Monthly Income. (Continued)

Demographic Data	Number of Respondents	Percentage
Working Experience		
(year)		
0—3		
4—6		
7—10		
11—15		
15 up		
Monthly Income (Baht)		
10,000-20,000		
20,001-30,000		
30,001-40,000		

Interpretation:

As exhibited in Table 4.1, most respondents are female (85.3%), aged between 31-35 (38.5%), single (66.0%), holding Bachelor's Degree (94.9%), 4-6 years and 7-10 years working experience (28.2% and 27.6% respectively), Ground Hostess/Traffic Officer (53.8%), monthly income 10,000-20,000 (63.5%).

Part 2: Analysis of the employees' attitude toward their jobs. The employees were asked to show the degree of satisfaction and the scores were divided into 3 intervals.

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Table 4.2.* The Attitude toward Customer Service Job.

Score	Number of Respondents	Percentage
Above 40	51	32.7
25 - 40	104	66.7
Below 25	1	0.6

Interpretation:

As exhibited in Table 4.2., most of the frequencies belong to the score between 25-40 which indicates that the respondents have a fair attitude toward their jobs

The scores above 40 indicate that they have a highly positive attitude towards their jobs and below 25 indicate that a non-customer relations job would probably be best for them.

Part 3: The analysis of the order of importance from 1 to 15 of factors concerning work-related motivators were ranked by respondents. The results of each factor ranked in priority from 1 to 15 are shown in the form of the number of respondents and percentage, in addition, the factors that were ranked to be the first five priority of importance are shown which relate to working experience and occupational status in the form of number of respondents.

The Priority of Importance of Factors Concerning Work-related Motivators (the Number of Respondents).

Factors Considered	Factor	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60	61	62	63	64	65	66	67	68	69	70	71	72	73	74	75	76	77	78	79	80	81	82	83	84	85	86	87	88	89	90	91	92	93	94	95	96	97	98	99	100
Job Security	Job Security	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60	61	62	63	64	65	66	67	68	69	70	71	72	73	74	75	76	77	78	79	80	81	82	83	84	85	86	87	88	89	90	91	92	93	94	95	96	97	98	99	100
Flexible Working Schedule	Flexible Working Schedule	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60	61	62	63	64	65	66	67	68	69	70	71	72	73	74	75	76	77	78	79	80	81	82	83	84	85	86	87	88	89	90	91	92	93	94	95	96	97	98	99	100
Friendly Co-workers	Friendly Co-workers	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60	61	62	63	64	65	66	67	68	69	70	71	72	73	74	75	76	77	78	79	80	81	82	83	84	85	86	87	88	89	90	91	92	93	94	95	96	97	98	99	100
Organization's Welfare	Organization's Welfare	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60	61	62	63	64	65	66	67	68	69	70	71	72	73	74	75	76	77	78	79	80	81	82	83	84	85	86	87	88	89	90	91	92	93	94	95	96	97	98	99	100
Challenging Job	Challenging Job	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60	61	62	63	64	65	66	67	68	69	70	71	72	73	74	75	76	77	78	79	80	81	82	83	84	85	86	87	88	89	90	91	92	93	94	95	96	97	98	99	100
Responsibility	Responsibility	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60	61	62	63	64	65	66	67	68	69	70	71	72	73	74	75	76	77	78	79	80	81	82	83	84	85	86	87	88	89	90	91	92	93	94	95	96	97	98	99	100
Entertainment Activities	Entertainment Activities	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60	61	62	63	64	65	66	67	68	69	70	71	72	73	74	75	76	77	78	79	80	81	82	83	84	85	86	87	88	89	90	91	92	93	94	95	96	97	98	99	100
Interesting Job	Interesting Job	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60	61	62	63	64	65	66	67	68	69	70	71	72	73	74	75	76	77	78	79	80	81	82	83	84	85	86	87	88	89	90	91	92	93	94	95	96	97	98	99	100
Appropriate Status Symbol	Appropriate Status Symbol	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60	61	62	63	64	65	66	67	68	69	70	71	72	73	74	75	76	77	78	79	80	81	82	83	84	85	86	87	88	89	90	91	92	93	94	95	96	97	98	99	100
Comfortable Workplace	Comfortable Workplace	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60	61	62	63	64	65	66	67	68	69	70	71	72	73	74	75	76	77	78	79	80	81	82	83	84	85	86	87	88	89	90	91	92	93	94	95	96	97	98	99	100
Incentive Reward	Incentive Reward	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60	61	62	63	64	65	66	67	68	69	70	71	72	73	74	75	76	77	78	79	80	81	82	83	84	85	86	87	88	89	90	91	92	93	94	95	96	97	98	99	100
Company Location	Company Location	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60	61	62	63	64	65	66	67	68	69	70	71	72	73	74	75	76	77	78	79	80	81	82	83	84	85	86	87	88	89	90	91	92	93	94	95	96	97	98	99	100
Company Reputation	Company Reputation	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60	61	62	63	64	65	66	67	68	69	70	71	72	73	74	75	76	77	78	79	80	81	82	83	84	85	86	87	88	89	90	91	92	93	94	95	96	97	98	99	100
Chance to advance	Chance to advance	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60	61	62	63	64	65	66	67	68	69	70	71	72	73	74	75	76	77	78	79	80	81	82	83	84	85	86	87	88	89	90	91	92	93	94	95	96	97	98	99	100

Table 1 The Priority of Importance of Factors Concerning Work-related Motivators (Percentage).

Factors Considered	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
	2.2	3.5	1.0	4.5	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Job Security	2.2	3.5	3.2	1.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Flexible Working Schedule	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Friendly Co-workers	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Organization's Welfare	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Challenging Job	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Responsibility	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Entertainment Activities	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Interesting Job	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Appropriate Status Symbol	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Comfortable Workplace	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Incentive	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Reward	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Company Location	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Company Reputation	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Chance to Advance	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

Interpretation:

As exhibited in Tables 4.3 and 4.4 the group of factors concerning work-related motivators that were ranked to be the 1st to 5th priority of important most were job security (highest at 1st priority of 53.2%), salary (highest at 2nd priority of 26.9%), organization's welfare (highest at 4th priority of 19.2%), interesting job (highest at 1st priority of 14.7%), company reputation (highest at 3rd priority of 15.4%) and chance to advance (highest at 4th priority of 11.5%).

The group of factors concerning work-related motivators that were ranked to be the 6th to 10th highest priority were challenging job (highest at 6th priority of 12.2%), friendly co-workers (highest at 7th priority of 12.2%), responsibility (highest at 9th priority of 16.0%) and flexible working schedule (highest at 10th priority of 13.5%).

The last group of factors concerning work-related motivator was the motivators that were ranked to be the 11th to 15th highest priority were incentive reward (highest at 12th priority of 10.9%), comfortable workplace (highest at 13th priority of 19.9%), appropriate status symbol (highest at 14th priority of 19.9%), company location (highest at 14th priority of 12.2%) and entertainment activities (highest at 15th priority of 64.7%).

According to the results, the prominent factors concerning the motivator that was ranked to be the most important was job security followed by salary and the less important was entertainment activities.

Priority	Working Experience (year)					Total	Occupational Status			Total
	0-3	4-6	7-10	11-15	15 up		Ground Hostess/ Traffic Officer	Senior Ground Hostess /Traffic Officer	Supervisor	
1	4	9	12	8	1	37	12	9	11	37
2	11	2	15	7	2	42	19	8	15	42
3	4	6	5	5	1	21	10	2	4	21
4	4	2	4	4	-	16	10	5	1	16
5	5	4	3	2	-	14	9	4	1	14
6	5	2	1	1	-	4	2	1	1	4
7	2	3	2	4	-	7	3	1	-	7
8	3	1	1	1	-	6	5	-	1	6
9	5	1	5	1	-	11	1	1	5	11
10	5	2	5	1	-	13	2	1	5	13
11	2	1	5	1	-	9	2	-	5	9
12	-	1	1	1	-	3	-	-	2	3
13	1	1	5	1	-	8	1	-	1	8
14	1	1	5	1	-	8	1	-	1	8
15	1	5	5	1	-	12	1	-	5	12
Total	38	43	44	27	4	156	84	36	36	156

Table 1. Priority of Importance of Job Security Which Relates to Working Experience (Year) and Occupational Status in the Form of Number of Respondent

Priority	Working Experience (year)						Total	Occupational Status			Total
	0-5	6-10	11-15	16-20	21-25	26-30		Ground Hostess/ Traffic Officer	Senior Ground Hostess /Traffic Officer	Supervisor	
	20	27	24	1	1	1	80	47	18	18	83
1	1	1	13	2	1	1	19	15	14	80	34
2	2	3	3	1	1	1	11	11	11	11	17
3	1	1	1	1	1	1	6	7	1	1	9
4	1	1	1	2	1	1	7	1	14	71	86
5	1	2	1	1	1	1	7	2	1	1	5
6	1	1	1	1	1	1	6	1	1	1	4
7	1	1	1	1	1	1	6	1	1	1	4
8	1	1	1	1	1	1	6	1	1	1	4
9	1	1	1	1	1	1	6	1	1	1	4
10	1	1	1	1	1	1	6	1	1	1	4
11	1	1	1	1	1	1	6	1	1	1	4
12	1	1	1	1	1	1	6	1	1	1	4
13	1	1	1	1	1	1	6	1	1	1	4
14	1	1	1	1	1	1	6	1	1	1	4
15	1	1	1	1	1	1	6	1	1	1	4
Total	20	27	44	27	1	1	156	84	36	36	156

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No.	Working Experience (Year)				Total	Occupational Status			Total
	Supervisor	Senior Ground Hostess /Traffic Officer	Ground Hostess/Traffic Officer	Supervisor		Senior Ground Hostess /Traffic Officer	Ground Hostess/Traffic Officer	Supervisor	
1	1	1	1	1	4	1	1	1	3
2	1	1	1	1	4	1	1	1	3
3	1	1	1	1	4	1	1	1	3
4	1	1	1	1	4	1	1	1	3
5	1	1	1	1	4	1	1	1	3
6	1	1	1	1	4	1	1	1	3
7	1	1	1	1	4	1	1	1	3
8	1	1	1	1	4	1	1	1	3
9	1	1	1	1	4	1	1	1	3
10	1	1	1	1	4	1	1	1	3
11	1	1	1	1	4	1	1	1	3
12	1	1	1	1	4	1	1	1	3
13	1	1	1	1	4	1	1	1	3
14	1	1	1	1	4	1	1	1	3
15	1	1	1	1	4	1	1	1	3
16	1	1	1	1	4	1	1	1	3
17	1	1	1	1	4	1	1	1	3
18	1	1	1	1	4	1	1	1	3
19	1	1	1	1	4	1	1	1	3
20	1	1	1	1	4	1	1	1	3
21	1	1	1	1	4	1	1	1	3
22	1	1	1	1	4	1	1	1	3
23	1	1	1	1	4	1	1	1	3
24	1	1	1	1	4	1	1	1	3
25	1	1	1	1	4	1	1	1	3
26	1	1	1	1	4	1	1	1	3
27	1	1	1	1	4	1	1	1	3
28	1	1	1	1	4	1	1	1	3
29	1	1	1	1	4	1	1	1	3
30	1	1	1	1	4	1	1	1	3
31	1	1	1	1	4	1	1	1	3
32	1	1	1	1	4	1	1	1	3
33	1	1	1	1	4	1	1	1	3
34	1	1	1	1	4	1	1	1	3
35	1	1	1	1	4	1	1	1	3
36	1	1	1	1	4	1	1	1	3
37	1	1	1	1	4	1	1	1	3
38	1	1	1	1	4	1	1	1	3
39	1	1	1	1	4	1	1	1	3
40	1	1	1	1	4	1	1	1	3
41	1	1	1	1	4	1	1	1	3
42	1	1	1	1	4	1	1	1	3
43	1	1	1	1	4	1	1	1	3
44	1	1	1	1	4	1	1	1	3
45	1	1	1	1	4	1	1	1	3
46	1	1	1	1	4	1	1	1	3
47	1	1	1	1	4	1	1	1	3
48	1	1	1	1	4	1	1	1	3
49	1	1	1	1	4	1	1	1	3
50	1	1	1	1	4	1	1	1	3
51	1	1	1	1	4	1	1	1	3
52	1	1	1	1	4	1	1	1	3
53	1	1	1	1	4	1	1	1	3
54	1	1	1	1	4	1	1	1	3
55	1	1	1	1	4	1	1	1	3
56	1	1	1	1	4	1	1	1	3
57	1	1	1	1	4	1	1	1	3
58	1	1	1	1	4	1	1	1	3
59	1	1	1	1	4	1	1	1	3
60	1	1	1	1	4	1	1	1	3
61	1	1	1	1	4	1	1	1	3
62	1	1	1	1	4	1	1	1	3
63	1	1	1	1	4	1	1	1	3
64	1	1	1	1	4	1	1	1	3
65	1	1	1	1	4	1	1	1	3
66	1	1	1	1	4	1	1	1	3
67	1	1	1	1	4	1	1	1	3
68	1	1	1	1	4	1	1	1	3
69	1	1	1	1	4	1	1	1	3
70	1	1	1	1	4	1	1	1	3
71	1	1	1	1	4	1	1	1	3
72	1	1	1	1	4	1	1	1	3
73	1	1	1	1	4	1	1	1	3
74	1	1	1	1	4	1	1	1	3
75	1	1	1	1	4	1	1	1	3
76	1	1	1	1	4	1	1	1	3
77	1	1	1	1	4	1	1	1	3
78	1	1	1	1	4	1	1	1	3
79	1	1	1	1	4	1	1	1	3
80	1	1	1	1	4	1	1	1	3
81	1	1	1	1	4	1	1	1	3
82	1	1	1	1	4	1	1	1	3
83	1	1	1	1	4	1	1	1	3
84	1	1	1	1	4	1	1	1	3
85	1	1	1	1	4	1	1	1	3
86	1	1	1	1	4	1	1	1	3
87	1	1	1	1	4	1	1	1	3
88	1	1	1	1	4	1	1	1	3
89	1	1	1	1	4	1	1	1	3
90	1	1	1	1	4	1	1	1	3
91	1	1	1	1	4	1	1	1	3
92	1	1	1	1	4	1	1	1	3
93	1	1	1	1	4	1	1	1	3
94	1	1	1	1	4	1	1	1	3
95	1	1	1	1	4	1	1	1	3
96	1	1	1	1	4	1	1	1	3
97	1	1	1	1	4	1	1	1	3
98	1	1	1	1	4	1	1	1	3
99	1	1	1	1	4	1	1	1	3
100	1	1	1	1	4	1	1	1	3
Total	100	100	100	100	400	100	100	100	400

a,	Working Experience (year)				To	Occupational Status			To
	On	so	Z	15		Ground Hostess/ Traffic Officer	Senior Ground Hostess /Traffic Officer	Supervisor	
1	7	rnkr)	IncnCnkr)	cA	2	kr)	71	3	4
2	71	kr)	cn	I	2	00	2	2	1
3	cc)	kr)	cn	I	2	00	cc)	1	4
4	kr)	2	cn	I	18	00	0	0	18
5	kr)	71	VDCAN	I	17	00	cn	cn	1
6	en	2	CAN	I	17	10	cc)	7r	1
7	—	7t" kr)	Cn	I	Cl	V1	C1	2	9
8	cc)	kr)	Cn	I	14	N	71	cn	14
9	kr)	—	Cn	I	12	VI	2	71	1
10	2	2	cn	I	00	VI	—	2	0
11	I	4	cn	I	2	N	cc)	2	2
12	2	1	cn	I	0	M	1	cn	0
13	cn	2	cn	I	00	V)	2	7	0
14	7	1	I	I	2	—	—	1	2
15	I	1	2	I	r	cr)	1	1	3
Total	88	43	44	71	15	2	36	90	156

Part 4: The analysis of degree of satisfaction with factors concerning motivation while the respondents are working for this company.

Table 4.11. The Degree of Satisfaction with Factors Concerning Motivation in the Form of Mean, Standard Deviation and Variance.

Factors Considered	Sum of Respondent	Mean	Std. Deviation	Variance	Degree of Satisfaction
Your salary	156	2.9231	.6068	.368	Neutral
Organization's welfare	156	2.4615	.6757	.457	Dissatisfied
Opportunity for promotion or advancement	156	3.2051	.6497	.422	Neutral
Your co-workers	156	2.6346	.6824	.466	Neutral
Workplace	156	2.9295	.7194	.518	Neutral
The chance of getting pay raise	156	3.0577	.6247	.390	Neutral
Organizational climate	156	2.9679	.5948	.354	Neutral
Working schedule	154	3.0455	.7949	.632	Neutral
Vacation day	156	2.9872	.8943	.800	Neutral

The Mean of the scores are indicated with the following meaning:

4.50 — 5.00 indicates **Very Satisfied**

3.50 — 4.49 indicates **Satisfied**

2.50 — 3.49 indicates **Neutral**

1.50 — 2.49 indicates **Dissatisfied**

1.00 — 1.49 indicates **Very Dissatisfied**

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Interpretation:

As exhibited in Table 4.11,

On average, the respondents were moderately satisfied with salary, opportunity for promotion or advancement, co-workers, workplace, the chance of getting pay raise, organizational climate, working schedule and vacation days.

On average, the respondents were dissatisfied with organization's welfare.



Category	Degree of Satisfaction	Working Experience (Year)				Total	Occupational Status		H
		O	S	NS	D		Ground Hostess / Traffic Officer	Senior Ground Hostess /Traffic Officer	
Your salary	Very Satisfied	1	1	1	1	4	1	1	2
	Satisfied	0	0	0	0	0	0	0	0
	Neutral	0	0	0	0	0	0	0	0
	Dissatisfied	0	0	0	0	0	0	0	0
	Very Dissatisfied	0	0	0	0	0	0	0	0
Total		1	1	1	1	4	1	1	2
Organization's welfare	Very Satisfied	2	2	2	2	8	2	2	4
	Satisfied	1	1	1	1	4	1	1	2
	Neutral	1	1	1	1	4	1	1	2
	Dissatisfied	1	1	1	1	4	1	1	2
	Very Dissatisfied	1	1	1	1	4	1	1	2
Total		6	6	6	6	24	6	6	12
Opportunity for promotion	Very Satisfied	2	2	2	2	8	2	2	4
	Satisfied	1	1	1	1	4	1	1	2
	Neutral	1	1	1	1	4	1	1	2
	Dissatisfied	1	1	1	1	4	1	1	2
	Very Dissatisfied	1	1	1	1	4	1	1	2
Total		6	6	6	6	24	6	6	12
Your co-workers	Very Satisfied	2	2	2	2	8	2	2	4
	Satisfied	1	1	1	1	4	1	1	2
	Neutral	1	1	1	1	4	1	1	2
	Dissatisfied	1	1	1	1	4	1	1	2
	Very Dissatisfied	1	1	1	1	4	1	1	2
Total		6	6	6	6	24	6	6	12
o	Very Satisfied	2	2	2	2	8	2	2	4
	Satisfied	1	1	1	1	4	1	1	2
	Neutral	1	1	1	1	4	1	1	2
	Dissatisfied	1	1	1	1	4	1	1	2
	Very Dissatisfied	1	1	1	1	4	1	1	2
Total		6	6	6	6	24	6	6	12

Part 5: The analysis of employees' opinions toward factors concerning motivation in their job. The results are shown in the form of number of respondents and percentage and employees' opinions which relate to working experience (year) and occupational status are shown in the form of number of respondents.

Table 4.13. Employees' Opinions toward Factors Concerning Motivation in Their Jobs.

Statement	Agree	Undecided	Disagree
1. Being unclear on just what the scope and responsibilities of my job are	61 (39.1%)	45 (28.8%)	50 (32.1%)
2. My salary is paid fairly when compared to that of other employees	101 (64.7%)	35 (22.4%)	20 (12.8%)
3. My job is challenging to me	123 (78.8%)	30 (19.2%)	1 (0.6%)
4. I feel secure in my job	61 (39.1%)	60 (38.5%)	34 (21.8%)
5. I am recognized for a job well done	58 (37.2%)	68 (43.6%)	30 (19.2%)
6. I have plenty of freedom on the job to use my own judgement	49 (31.4%)	60 (38.5%)	47 (30.1%)
7. I have too little authority to carry out the responsibilities assigned to me	66 (42.3%)	61 (39.1%)	29 (18.6%)
8. I am interested in my work	137 (87.8%)	15 (9.6%)	4 (2.6%)
9. I am proud to work for this company	143 (91.7%)	12 (7.7%)	1 (0.6%)
10. The longer I work for this company the more I feel I belong	122 (78.2%)	26 (16.7%)	8 (5.1%)
11. I need more skills and abilities to do the job well	132 (84.6%)	16 (10.3%)	8 (5.1%)
12. I have little opportunities to use my abilities to perform my job	38 (24.4%)	53 (34.0%)	65 (41.7%)

Interpretation:

As exhibited in Table 4.13.

- (a) The majority of the respondents agreed with the statement "being unclear on just what the scope and responsibilities of my job are" (39.1%).
- (b) The majority of the respondents agreed with the statement "my salary is paid fairly when compared to that of other employees" (64.7%).
- (c) The majority of the respondents agreed with the statement "my job is challenging to me" (78.8%).
- (d) The majority of the respondents agreed with the statement "I feel secure in my job" (39.1%).
- (e) For the statement "I am recognized for a job well done", the majority of the respondents were undecided (43.6%).
- (f) For the statement "I have plenty of freedom on the job to use my own judgement," the majority of the respondents were undecided (38.5%).
- (g) The majority of the respondents agreed with the statement "I have too little authority to carry out the responsibilities assigned to me" (42.3%).
- (h) The majority of the respondents agreed with the statement "I am interested in my work" (87.8%).
- (i) The majority of the respondents agreed with the statement "I am proud to work for this company" (91.7%).
- (j) The majority of the respondents agreed with the statement "the longer I work for this company the more I feel I belong" (78.2%).
- (k) The majority of the respondents agreed with the statement "I need more skills and abilities to do the job well" (84.6%).

- (1) The majority of the respondents disagreed with the statement "I have little opportunities to use my abilities to perform my job" (41.7%).

Table 4.14. The Responses of Agree, Disagree or Undecided with the Statement Which Relates to Working Experience (Year) and Occupational Status in the Form of Number of Respondents.

Statement: Being unclear on just what the scope and responsibilities of my job are										
	Working Experience (Year)					Total	Occupational Status			Total
	0-3	4-6	7-10	11-15	15 up		Ground Hostess/ Traffic Officer	Senior Ground Hostess/ Traffic Officer	Supervisor	
Agree	18	15	15	11	2	61	34	14	13	61
Undecided	14	10	12	8	1	45	26	11	8	45
Disagree	6	18	17	8	1	50	24	11	15	50
Total	38	43	44	27	4	156	84	36	36	156
Statement: My salary is paid fairly when compared to that of other employees										
	Working Experience (Year)					Total	Occupational Status			Total
	0-3	4-6	7-10	11-15	15 up		Ground Hostess/ Traffic Officer	Senior Ground Hostess/ Traffic Officer	Supervisor	
Agree	23	25	33	19	1	101	50	25	26	101
Undecided	8	12	8	5	2	35	22	8	5	35
Disagree	7	6	3	3	1	20	12	3	5	20
Total	38	43	44	27	4	156	84	36	36	156

Table 4.14. The Responses of Agree, Disagree or Undecided with the Statement Which Relates to Working Experience (Year) and Occupational Status in the Form of Number of Respondents.(Continued)

Statement: My job is challenging to me										
	Working Experience (Year)					Total	Occupational Status			Total
	0-3	4-6	7-10	11-15	15 up		Ground Hostess/ Traffic Officer	Senior Ground Hostess/ Traffic Officer	Supervisor	
Agree	29	34	35	22	3	123	65	27	31	123
Undecided	9	8	8	4	1	30	18	8	4	30
Disagree	-	-	1	-	-	1	-	1	-	1
Total	38	42	44	26	4	154	83	36	35	154
Statement: I feel secure in my job										
	Working Experience (Year)					Total	Occupational Status			Total
	0-3	4-6	7-10	11-15	15 up		Ground Hostess/ Traffic Officer	Senior Ground Hostess/ Traffic Officer	Supervisor	
Agree	18	21	15	6	-	60	40	10	10	60
Undecided	14	13	18	14	1	60	28	17	15	60
Disagree	6	9	10	7	3	35	16	8	11	35
Total	38	43	43	27	4	155	84	35	36	155
Statement: I am recognized for a job well done										
	Working Experience (Year)					Total	Occupational Status			Total
	0-3	4-6	7-10	11-15	15 up		Ground Hostess/ Traffic Officer	Senior Ground Hostess/ Traffic Officer	Supervisor	
Agree	8	18	20	10	1	57	27	14	16	57
Undecided	17	18	19	14	1	69	36	17	16	69
Disagree	13	7	5	3	2	30	21	5	4	30
Total	38	43	44	27	4	156	84	36	36	156

Table 4.1i, The Responses of Agree, Disagree or Undecided with the Statement Which Relates to Working Experience (Year) and Occupational Status in the Form of Number of Respondents. (Continued)

Statement: I have plenty of freedom on the job to use my own judgement										
	Working Experience (Year)					Total	Occupational Status			Total
	0-3	4-6	7-10	11-15	15 up		Ground Hostess/ Traffic Officer	Senior Ground Hostess/ Traffic Officer	Supervisor	
Agree	10	15	13	9	2	49	25	11	13	49
Undecided	18	15	16	10	1	60	36	10	14	60
Disagree	10	13	15	8	1	47	23	15	9	47
Total	38	43	44	27	4	156	84	36	36	156
Statement: I have too little authority to carry out the responsibilities assigned to me										
	Working Experience (Year)					Total	Occupational Status			Total
	0-3	4-6	7-10	11-15	15 up		Ground Hostess/ Traffic Officer	Senior Ground Hostess/ Traffic Officer	Supervisor	
Agree	19	17	17	11	2	66	37	12	17	66
Undecided	14	15	18	12	2	61	31	17	13	61
Disagree	5	11	9	4	-	29	16	7	6	29
Total	38	43	44	27	4	156	84	36	36	156
Statement: I am interested in my work										
	Working Experience (Year)					Total	Occupational Status			Total
	0-3	4-6	7-10	11-15	15 up		Ground Hostess/ Traffic Officer	Senior Ground Hostess/ Traffic Officer	Supervisor	
Agree	31	37	41	25	3	137	70	34	33	137
Undecided	5	5	3	2	-	15	12	1	2	15
Disagree	2	1	-	-	1	4	2	1	1	4
Total	38	43	44	27	4	156	84	36	36	156

Table 4.14. The Responses of Agree, Disagree or Undecided with the Statement Which Relates to Working Experience (Year) and Occupational Status in the Form of Number of Respondents. (Continued)

Statement: I am proud to work for this company										
	Working Experience (Year)					Total	Occupational Status			Total
	0-3	4-6	7-10	11-15	15 up		Ground Hostess/ Traffic Officer	Senior Ground Hostess/ Traffic Officer	Supervisor	
Agree	33	38	43	25	4	143	74	35	34	143
Undecided	5	4	1	2	-	12	9	1	2	12
Disagree	-	1	-			1	1			1
Total	38	43	44	27	4	156	84	36	36	156
Statement: The longer I work for this company the more I feel I belong										
	Working Experience (Year)					Total	Occupational Status			Total
	0-3	4-6	7-10	11-15	15 up		Ground Hostess/ Traffic Officer	Senior Ground Hostess/ Traffic Officer	Supervisor	
Agree	26	33	39	21	3	122	60	30	32	122
Undecided	11	6	4	4	1	26	18	5	3	26
Disagree	1	4	1	2	-	8	6	1	1	8
Total	38	43	44	27	4	156	84	36	36	156
Statement: I need more skills and abilities to do the job well										
	Working Experience (Year)					Total	Occupational Status			Total
	0-3	4-6	7-10	11-15	15 up		Ground Hostess/ Traffic Officer	Senior Ground Hostess/ Traffic Officer	Supervisor	
Agree	37	38	33	21	3	132	76	28	28	132
Undecided	1	3	6	5	1	16	5	5	6	16
Disagree	-	2	5	1	-	8	3	3	2	8
Total	38	43	44	27	4	156	84	36	36	156

Table 4.14. The Responses of Agree, Disagree or Undecided with the Statement Which Relates to Working Experience (Year) and Occupational Status in the Form of Number of Respondents.(Continued)

Statement : I have little opportunities to use my abilities to perform my job										
	Working Experience (Ye' r)					Total	Occupational Status			Total
	0-3	4-6	7-10	11-15	15 up		Ground Hostess/ Traffic Officer	Senior Ground Hostess/ Traffic Officer	Supervisor	
Agree	11	14	7	5	1	38	25	8	5	38
Undecided	10	11	20	10	2	53	24	17	12	53
Disagree	17	18	17	12	1	65	35	11	19	65
Total	38	43	44	27	4	156	84	36	36	156

Part 6: The employees' recommendation which the researcher provided in Section C and the last part of the questionnaire.

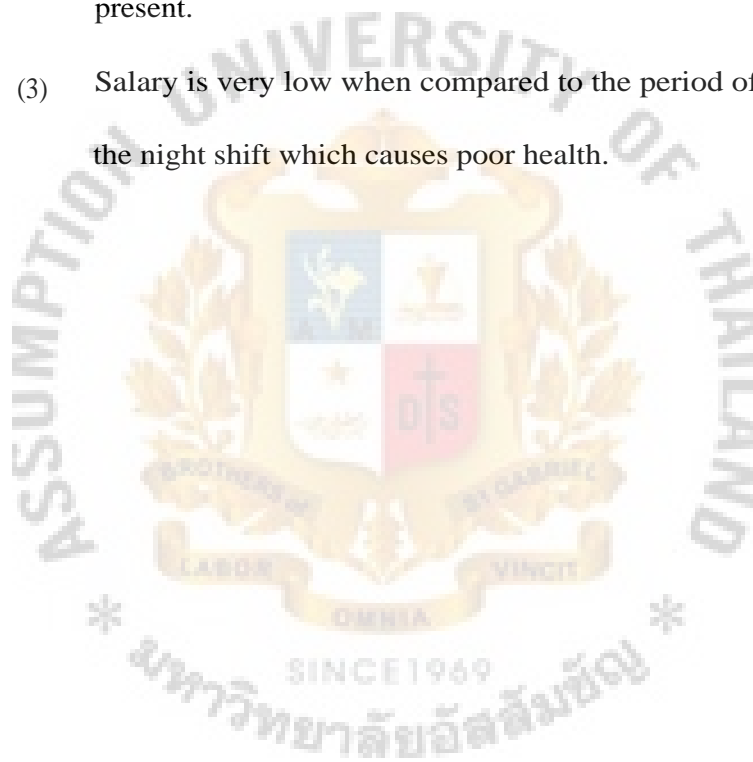
Few respondents recommended in the section provided anyway, the recommendations collected are as follows:

- (a) Section C: The respondents specified the motivation factors other than provided as follows:
- (1) The respondent was very dissatisfied with the coordination in the organization.
 - (2) The respondent was dissatisfied with less opportunity to leave (both vacation and personal leave).
 - (3) The respondent was very dissatisfied with working schedule that is not flexible (the respondent was forced not to change the schedule with the others).

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(b) The last part of the questionnaire provided for recommendation and the data collected are as follows:

- (1) Office equipment such as the telephone, the printer, etc., the respondents proposed that they should be changed as they were always out of order.
- (2) The respondents proposed that getting pay raise and promotion should be determined in a clear and reasonable manner than at present.
- (3) Salary is very low when compared to the period of working time on the night shift which causes poor health.



V. CONCLUSIONS AND RECOMMENDATIONS

5.1 Conclusions

This research aiming at studying the factors that influence the front-line workers of Thai Airways International Public Co., Ltd. The study concludes with the following discussion:

(1) Personal data of the respondents

The majority of the respondents are female (85.3%), aged between 31-35(38.5%), single (66.0%), 4-6 years working experience (28.2%), ground hostess/traffic officer (53.8%) and monthly income 10,000-20,000 (63.5%).

(2) Analysis of the employees' attitude toward their jobs, the responses show that most respondents have got the scores between 25-40 which indicates that the respondents have fair attitude toward customer service job.

(3) The analysis of priority of importance from 1 to 15 of factors concerning work-related motivators were ranked by the respondents.

The responses could be grouped into three. The first group was the factors that were ranked to be the most important from 1st to 5th were job security (highest at 1st priority of 53.2%), salary (highest at 2nd priority of 26.9%), organization's welfare (highest at 4th priority of 19.2%), interesting job (highest at 1st priority of 14.7%), company reputation (highest at 3rd priority of 15.4%) and chance to advance (highest at 4th priority of 11.5%).

The second group was the factors that were ranked to be of importance from 6th to 10th were challenging job (highest at 6th priority of 12.2%), friendly co-workers (highest at 7th priority of 12.2%), responsibility (highest at 9th priority of 16.0%) and flexible working schedule (highest at 10th priority of 13.5%).

The third group was the factors that were ranked to be of importance from 1st to 15th were incentive reward (highest at 12th priority of 10.9%), comfortable workplace (highest at 13th priority of 19.9%), appropriate status symbol (highest at 14th priority of 19.9%), company location (highest at 14th priority of 12.2%) and entertainment activities (highest at 15th priority of 64.7%).

According to the results, the prominent factor concerning motivation that was ranked to be the most important was job security followed by salary and the less important was entertainment activities.

- (4) On average, the respondents were moderately satisfied with the factors of salary, opportunity for promotion or advancement, their co-workers, workplace, the chance of getting pay raise, organizational climate, working schedule and vacation days. The respondents were dissatisfied with organization's welfare.
- (5) The responses regarding factors concerning motivation in their jobs could be summarized as follows:
 - (a) scope and responsibilities of their jobs were unclear (39.1%)
 - (b) salary was paid fairly when compared to that of other employees (64.7%)
 - (c) jobs were challenging to them (78.7%)
 - (d) most respondents felt secure in their jobs (39.1%)
 - (e) the respondents were undecided whether they were recognized for a job well done (43.6%) and undecided whether they had plenty of freedom on the job to use their own judgements (38.5%)

- (f) most respondents felt that they had too little authority to carry out the responsibilities assigned to them (42.3%)
- (g) the job was interesting to them (87.8%)
- (h) most respondents were proud to work for this company (91.7%) and the longer they worked for the company ,the more they felt they belong (78.2%)
- (i) skills and abilities were needed to do the job well (84.6%)
- (j) the respondents felt that they had an opportunity to use their abilities to perform their jobs (74.7%).

5.2 Recommendations

- (1) Most respondents have fair attitude toward customer service job. As a result, attitude test for customer service may be conducted more efficiently and is recommended since highly positive attitude toward the job will lead to effectiveness in motivating employees and negative attitude will lead to no effective in motivation for employees (Steers and Porter 1991).
- (2) Salary, workplace, co-workers, organizational climate, working schedule and vacation days should be improved as the respondents were moderately satisfied and dissatisfied with organization's welfare. Referring to Herzberg ,,theory, if these hygiene factors (as mentioned) are inadequate, employees become dissatisfied which prevent motivation factors like opportunities for achievement, recognition and responsibility that can motivate employees. In addition to the study of Yankelovich (Fulmer 1988), did not even rank pay, benefits or job security in the top ten. What respondents wanted were respect, independence, a chance to be creative and recognition for doing a good job.

(³) For the scope and responsibilities of the job, recognition for a job well done, freedom to use their own judgement and authorities to the responsibilities assigned to them, most respondents were unclear and uncertain about these. Skills and abilities to do the job well are needed also. Thus the management should take into consideration these factors as people have a constant, infinite need for more achievement, more knowledge, and more recognition. On the other hand, the physiological, safety and social needs are finite; they can be and often are fairly well satisfied. As with all needs, ego needs motivate behavior only when the low level needs are reasonably satisfied (according to Maslow).

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To Respondent,^{ii.}

This questionnaire is a part of a study in Master's degree, majoring in Computer and Engineering Management, Assumption University. This research aims at studying the motivation factors affecting Ground staff's work performance of Thai Airways International Public Co., Ltd. at Bangkok Airport.

The data from the Ground staffs are needed for this research and the responses of every questionnaire will affect neither any respondent nor your organization.

Your cooperation to complete this questionnaire is highly appreciated. Thank you.

Best Regards,

The Researcher

25 December 1998



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A. Please choose the number from the scale and note to the right of each item to show how much you agree or disagree with these statements to measure your attitude toward customer service job.

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

1. I always feel uneasy when I serve others.

2. I can be cheerful and positive with everyone regardless of age or appearance.

3. On bad days when nothing goes right, I can still find ways to be positive.

4. The higher the quality of service I provide during work, the better I feel.

5. I am enthusiastic about my job.

6. Encountering difficult 'passenger' situations from time to time will not cause me to be negative.

7. I need to be the professional in communication with effectiveness with the passengers.

8. Performing a 'people-oriented' job is both challenging and fun.

9. I feel a great pleasure when others compliment me or my organization on superior service.

10. Doing well in all aspects of my job is very important to me.

-

B. The following items are factors regarding work-related motivators. Please rank the sequence according to the degree of importance of each factor that influences the work performance from the high priority to the low priority (1= most important, 15 = less important)

Motivator	
1. Salary/Wage	-----
2. Job security	-----
3. Flexible working schedule	-----
4. Friendly co-workers	-----
5. Organization's welfare	-----
6. Challenging job	-----
7. Responsibility	-----
8. Entertainment activities (e.g. new year party)	-----
9. Interesting job	-----
10. Appropriate Status Symbol	-----
11. Comfortable workplace	-----
12. Incentive Reward	-----
13. Company Location	-----
14. Company Reputation	-----
15. Chance to advance	-----

C. Please choose a number from the scale to show how much you are satisfied with each item while you are working here and note in the space to the right of the item.

Scale
1 = Very satisfied
2 = Satisfied
3 = Neutral
4 = Dissatisfied
5 = Very dissatisfied

1. Your salary	-----
2. Organization's welfare	-----
3. Opportunity for promotion or advancement	-----
4. Your co-workers	-----
5. Workplace	-----
6. The chances of getting pay raise	-----
7. Organizational climate	-----
8. Working schedule	-----
9. Vacation days	-----
10. Others (please identify if any)	-----

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D. Please put an x in the box to indicate whether you agree or disagree and you may be undecided about each of these statements.

1. Being unclear on just what the scope and responsibilities of my job are.....

Agree Undecided Disagree
2. My salary is paid fairly when compared to that of other employees

Agree Undecided Disagree
3. My job is challenging to me

Agree Undecided Disagree
4. I feel secure in my job

Agree Undecided Disagree
5. I am recognized for a job well done

Agree Undecided Disagree
6. I have plenty of freedom on the job to use my own judgement.....

Agree Undecided Disagree
7. I have too little authority to carry out the responsibilities assigned to me.....

Agree Undecided Disagree
8. I am interested in my work

Agree Undecided Disagree
9. I am proud to work for this company

Agree Undecided Disagree
- 10.The longer I work for this company the more I feel I belong

Agree Undecided Disagree
- 11.I need more skills and abilities to do the job well.....

Agree Undecided Disagree
- 12.I have little opportunities to use my abilities to perform my job

Agree Undecided Disagree

E. Please put an x in the box to indicate your personal information

1. Gender:

Male Female

2. Age:

20-25 26-30 31-35 36- 40 41 up

3. Marital status:

Single Married Others

4. Education:

Certificate/
Diploma Bachelor's degree Higher Bachelor's Degree

5. Occupational status:

Ground Hostess (Female)/Traffic Officer(male)
Senior Ground Hostess/Traffic Officer
Supervisor

6. Working Experience (Year):

0-3 4-6 7-10 11-15 15 up

7. Annual Income (Approximately):

10,000 — 20,000 Baht	20,001 — 30,000 Baht
30,001 — 40,000 Baht	40,001 — 50,000 Baht
50,001 — 60,000 Baht	more than 60,000 Baht

Your Recommendation (if any):

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