

ABSTRACT

This study purposed to examine the relationship between “Job Characteristics” and “Job Satisfaction of employees” of KSL Company, a company which has been recently restructured with a view to improving its efficiency. The Job Characteristics factors served as the independent variable, and the dependent variable was Job Satisfaction. This research covered all 310 white-collar employees working in the sugar, fermentation, and ceramics units of KSL Company’s Head Office in Bangkok.

Two major theoretical concepts, Job Characteristics Model (JCM) of Hackman and Oldham (1980) and Two-Factor Theory of Herzberg (1959) were used to form the conceptual framework for this study. Twelve hypotheses were set up to find out the correlation between the variables, and to answer the four research questions posed in the study. The entire population of white-collar employees was employed. A questionnaire was developed, there were 85 questions covering all areas of the two main variables and the demographic profile.

A total of 310 questionnaires were distributed, only 258 questionnaires were found to be valid for the analysis. In terms of the Job Characteristics, the overall result indicated that the respondents’ perceptions toward Skill Variety, Task Identity, Task Significance, and Feedback were at “agreed level”, whereas, they were undecided on the Autonomy factor. For the Job Satisfaction, the respondents’ perceptions were rated at the “undecided level” in terms of Pay, Quality of Supervision, Job Security, and Promotional Opportunity, but they agreed with the Task Itself, Relationship with Co-workers, and Working Conditions.

There were moderate positive relationships between every Job Characteristic Factor and Job Satisfaction, with the Task Identity Factor evidencing the highest relationship. For the differences in Job Satisfaction between employees in the three selected units, there were differences in employees’ responses in terms of Pay, Job Security, and Promotional Opportunity. In contrast, there were no differences in responses of employees in terms of the Task Itself, Quality of Supervision, Relationship of Co-workers, and Working Conditions. The employees’ showed the highest Job Satisfaction level in the Sugar unit, followed by the Ceramics unit with the Fermentation employees showing satisfaction with all factors at the lowest level, except Relationship with Co-workers and Working Conditions Factors.