

A STUDY OF WORK VALUES AND RELATED JOB SATISFACTION OF TWO WORK CATEGORIES IN THAILAND

by

Dr. Pennapha Dhanasarnsilp, Saha Pathanapibul Public Company Limited (Thailand),
Dr. Herbert Johnson, Nova Southeastern University,
Dr. Sirion Chaipoopirutana, Assumption University

Abstract

Effectiveness requires speed and accuracy of information, prompt decisions, and responses in business with intense competition. Employees are a key factor in accomplishing the organizational goals and job satisfaction is one of the most important factors influencing employees' effectiveness. Task status, rewards, etc. are essential factors in job satisfaction and are important dimensions related to work values. A total of 208 sales personnel and 209 manufacturing personnel were subjects in this study. A significant relationship between work values and job satisfaction in manufacturing personnel was found but the results were inversed in sales personnel. Also, there was a significant difference in job satisfaction between the two work category groups but not in work values.

INTRODUCTION

Business conditions in a competitive world require speed and accuracy of information and prompt decisions. However, effective responses at the operational levels are also a crucial factor to success in businesses with intense competition. Over time, many studies have been conducted in identifying factors that influence employees' effectiveness in meeting organizational needs. Hackman and Oldham (1975) suggested that a set of factors existing in the work situation influenced employee effectiveness. On the other hand, work values possessed by the workers have been shown to be a major factor that affects motivation and worker performance (Hoy and Miskel, 1991). McAllister (1995) indicated that task status, monetary rewards, and social relationships are essential factors in job satisfaction and are also important dimensions related to work values. Considering possible negative outcomes, Decker, Borg and Riding (1993) inferred that lowered levels of job satisfaction arising from the interaction between the workers and their work are related to absenteeism and turnover behaviors. Therefore, in many respects, job satisfaction, which can be regarded as an employee attitude, is of great concern to organizations.

Wollack et al. (1971) defined work values as general behavioral orientation in terms of which an

individual evaluates her or his work role. Pine and Innis (1987) added that work values result in individual needs with respect to work and are affected by society, economy, and economic status. For a business to be effective in a dynamic environment, work values become an important force. Extending such considerations in managing employee performance is the need to understand the demographic factors which influence work values and resulting job satisfaction.

Work values and employee satisfaction

According to Wollack, Goodale, and Wijting (1971) job satisfaction has been defined simply as the attitude one has toward his or her job. An attitude is an emotional response toward something which, when related to one's job, predisposes one to action. Positive and negative aspects of a job are adjudged together so that job satisfaction "on the whole" can range from relatively high to low. Job satisfaction, therefore, largely depends upon the extent to which the job that a person holds meets his/her felt needs.

Workers depend upon their employer for a certain type of work or work situations in which they can play an appropriate kind of role. Satisfaction can result from a job that meets their needs today or may promise to meet their needs in the future (Lawler, 1973).