

JOB SATISFACTION OF CASEWORKERS IN A RESETTLEMENT PROGRAM FOR
REFUGEES AT A NON-GOVERNMENTAL ORGANIZATION



Presented in Partial Fulfillment of the Requirements for the
Master of Arts Degree in Business English for International Communication
at Srinakharinwirot University

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AN ABSTRACT
BY
SUTASINEE LEUABOONSHO

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The objective of this study was to measure the level of job satisfaction among caseworkers in a resettlement program for refugees at a non-governmental organization. The participants were 40 caseworkers with a minimum of one-year experience working at this organization. The participants responded to the questionnaire based on Herzberg's two-factor theory focusing on eight factors of job satisfaction: the eight factors includes three motivator factors regarding (a) work, (b) recognition, and (c) career advancement, and five hygiene factors including (d) compensation, (e) working conditions, (f) supervisors and co-workers, (g) fringe benefits, and (h) company policy and administration.

Regarding the motivator and hygiene factors, the results revealed that caseworkers had higher levels of job satisfaction with motivator factors. In sequence of means, most of the caseworkers were most satisfied with (a) recognition and (b) work. Caseworkers had comparatively lower levels of job satisfaction with hygiene factors. The aspects that caseworkers felt least satisfied with were: (a) working conditions, and (b) company policy and administration.

ความพึงพอใจในการทำงานของพนักงานในโครงการตั้งถิ่นฐานของผู้ลี้ภัยในองค์กรพัฒนาเอกชน



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ตามหลักสูตรปริญญาศิลปศาสตรมหาบัณฑิต

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การศึกษาครั้งนี้มีวัตถุประสงค์เพื่อวัดระดับความพึงพอใจในการทำงานของพนักงานใน
โครงการตั้งถิ่นฐานของผู้ลี้ภัยในองค์กรพัฒนาเอกชน โดยเก็บข้อมูลจากพนักงานขององค์กรที่มี
จำนวน 40 คน ซึ่งมีประสบการณ์ในการทำงานไม่น้อยกว่า 1 ปี การเก็บข้อมูลใช้แบบสอบถามซึ่ง
ออกแบบโดยอิงทฤษฎีของเฮิร์ซเบิร์ก(Herzberg's two-factor) แบบสอบถามประกอบด้วยปัจจัย
ต่างๆ 8 ด้านคือ ปัจจัยภายใน (Motivator) 3 ด้านได้แก่เนื้อหางาน, ความเป็นที่ยอมรับ, ความก้าวหน้า
ในการทำงาน และปัจจัยภายนอก (Hygiene) 5 ด้านได้แก่ค่าชดเชย, สภาพแวดล้อมในการทำงาน,
ผู้บังคับบัญชาและเพื่อนร่วมงาน, ผลประโยชน์เกื้อกูล, และนโยบายและการบริหารองค์กร
ผลการศึกษาพบว่าพนักงานส่วนใหญ่มีระดับความพึงพอใจต่อปัจจัยภายในมากกว่าปัจจัย
ภายนอก เมื่อพิจารณาจากลำดับของค่าเฉลี่ยพบว่าพนักงานส่วนใหญ่มีความพึงพอใจสูงสุดคือการ
เป็นที่ยอมรับจากผู้บังคับบัญชาและเพื่อนร่วมงาน รองลงมาคือตัวเนื้อหา งาน เมื่อพิจารณาปัจจัย
ภายนอกตามลำดับของค่าเฉลี่ยพบว่าปัจจัยที่พนักงานมีความพึงพอใจน้อยที่สุดทางด้าน
สภาพแวดล้อมในการทำงาน รองลงมาคือนโยบายและการบริหารองค์กร

The Master's Project advisor, Chair of Business English for International Communication, and the Oral Defense Committee have approved this master's project, Job Satisfaction among Caseworkers in a Resettlement Program for Refugees at a Non-Governmental Organization, by "Ms.Sutasinee Leuaboonschoo" as partial fulfillment of the requirements for the Master of Arts Degree in Business English for International Communication of Srinakharinwirot University.

Master's Project Advisor

.....

(Ms. Sopin Chantakloi)

Chair of Business English for International Communication

.....

(Dr. Saiwaroon Chumpavan)

Oral Defense Committee

..... Chair

(Ms. Sopin Chantakloi)

..... Committee Member

(Dr. Saiwaroon Chumpavan)

..... Committee Member

(Dr. Saengchan Hemchua)

This master's project has been approved as partial fulfillment of the requirements for the Master of Arts Degree in Business English for International Communication of Srinakharinwirot University.

..... Dean of the Faculty of Humanities

(Dr. Wanee Aujsatid)

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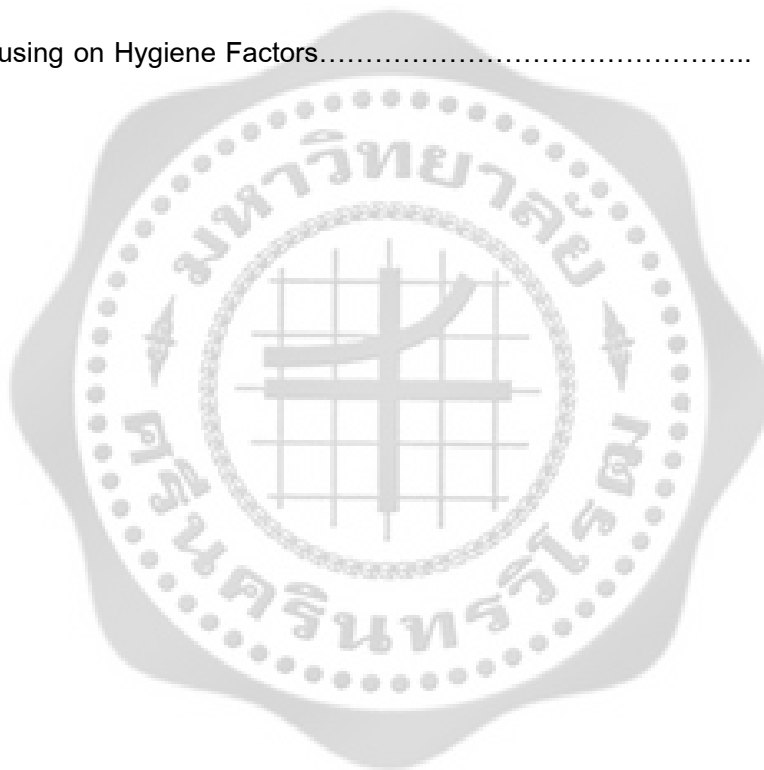
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CHAPTER 1

INTRODUCTION

Background of the Study

Thailand has played an important role as a point of transit and as a settlement destination for asylum seekers. According to The International Rescue Committee (2011), the ongoing social, economic and political situation in Burma has forced thousands across the border to Thailand in search of asylum. There are three options available to refugees: repatriation to their country of origin, local integration in a secondary country, or permanent resettlement in a third country, and the last one is the only option available to refugees currently living in Thailand. Since its opening in 2005, an NGO in resettlement program for refugees has facilitated United States resettlement for over 10,000 refugees from Southeast Asia region. This program assists refugees in completing applications for consideration by Department of Homeland Security and also gathers information for organizations in the United States who offer sponsorship arrangements for those granted admission. Through a multimedia campaign, this program educates refugees inside the camps about the possibility of resettlement to the United States. This program primarily assists refugees in Thailand, and also assists asylum seekers in Malaysia, Singapore, Indonesia and other countries in the region. The program is funded by the US Department of State and the Bureau of Population, Refugees and Migration (International Rescue Committee, 2011).

This non-governmental organization program (NGO) consists of approximately 200 employees working in six departments: Case-Processing, Human Resources, Cultural

Orientation, Finance, Logistics, and Casework. Among these departments, the casework department gives particular concern involving the refugees in the resettlement program.

The caseworkers' job and responsibility directly affect the success of the program.

Therefore, their satisfaction in assigned job must be closely attended since the job

satisfaction is one of the most influential factors affecting the job performance as well as the

turnover rate. To obtain in depth information regarding the caseworkers, on March 11,

2011, the researcher interviewed the Human Resources manager who has been working for

five years, and it was revealed that the turnover rate in Casework department was higher

compared to all other departments in the organization. This may be due to the fact that

employees in other departments are only required to work in one location, while

caseworkers are required travel and even lived on site with refugees. In 2011, a new policy

forced caseworkers to permanently relocate to refugee camps in order to cut transportation

costs. This policy directly resulted in absenteeism, a change in position or even resignation

for some caseworkers, which implies that caseworkers' job satisfaction probably affected

the entire organization.

According to O'Reilly and Chatman (1986), if organizations hope to reduce absenteeism and turnover and improve the on-the-job behavior of their employees by

fostering greater commitment, it is important that they understand how commitment

develops and what they can do to foster the appropriate kind of commitment and behavior.

As job satisfaction and organizational commitment have strong correlation with turnover, it is

very important to reinforce them by applying the right human resources policies. Therefore,

it is crucial for the organization to maintain the employee's job satisfaction as well as their

commitment to the organization.

Due to the high turnover rate in the casework department, a study of job satisfaction among caseworkers in this non-governmental organization is necessary. In general terms, job satisfaction refers to the level of satisfaction that an employee feels regarding his or her work in terms of recognition, work itself, career advancement, compensation, working conditions, the relationships with supervisors and co-workers, fringe benefits, and company policy and administration. Accordingly, this study was conducted to provide data that may be useful in assessing and examining job satisfaction.

This study aimed to examine the level of job satisfaction among caseworkers at a non-governmental organization in Thailand. In particular, this study identified the various factors that impact job satisfaction and levels of job satisfaction, which may establish a better understanding of the needs of caseworkers.

Objective of the Study

The objective of this study was to examine the level of job satisfaction of caseworkers in a resettlement program for refugees at a non-governmental organization. The study concerned a wide array of factors that impact job satisfaction. These factors include: work, recognition, career advancement, compensation, working conditions, the relationships between supervisors and co-workers, fringe benefits, and company policy and administration.

Research Question

To examine the level of job satisfaction, the following research question was presented:

What is the level of job satisfaction among caseworkers in a resettlement program for refugees at a non-governmental organization in terms of work, recognition, career advancement, compensation, working conditions, the relationships between supervisors and coworkers, fringe benefits, and company policy and administration?

Significance of the Study

The findings of this study will be beneficial for the understanding of caseworkers' job satisfaction in a resettlement programs for refugees at a non-governmental organization. The significance of the findings can benefit the human resources department, managers and team leaders of NGOs involving in resettlement programs or those involving with refugees or asylum seekers. The findings may allow management a better understanding of the day to day problems of caseworkers and the obstacles they face in their working lives.

Scope of the Study

This study focuses on caseworkers' job satisfaction in a resettlement programs for refugees at a non-governmental organization in Thailand. Data were obtained from 40 caseworkers during the period of the study including 10 international staff and 30 Thai staff. The participants were willing to participate in this study. The period of the study was conducted in March 2011.

Definition of Terms

Terminologies are defined as follows:

Resettlement Program refers to the program that involves the assisted movement of refugees who are unable to return home to safe third countries.

Caseworker refers to social worker who conducting personal interviews with refugees to obtain biographical information in order to complete a refugee case history. Interviews are frequently conducted in refugee camps in remote locations under challenging work conditions. Caseworkers in the study are responsible for all refugees mostly are Karen and Karenni in the campsite located in Tak and Maehongson. After interviewing refugees, gathering information and writing case histories, caseworkers will present refugees' case histories to the Department of Homeland Security.

CHAPTER 2

REVIEW OF RELATED LITERATURE

To understand the overall concept of this study, this chapter focuses on the related literature and research as follows:

1. Definitions of Job Satisfaction
2. Job Satisfaction Theory
3. Previous Related Research on Job Satisfaction

Definitions of Job Satisfaction

Job satisfaction is multifaceted with a variety of definitions and related concepts. Many studies on job satisfaction have been conducted by psychologists, social psychologists, industrial psychologists, ergonomists, other professionals and managers of all sorts who were interested in work organization, quality and productivity. A selection of job satisfaction definitions is presented below.

Spector (2000) defined job satisfaction as simply how people feel about their jobs and different aspects of their jobs and more specifically, the extent to which people like their jobs (satisfaction) or dislike their jobs (dissatisfaction) which helps to establish levels of job satisfaction and dissatisfaction. Mc Shane and Gilnow (2000) added that job satisfaction is a more subjective experience and represented a person's evaluation of his or her job and work context. Furthermore, Schultz (2000) identified job satisfaction as the positive and negative attitudes people have about their jobs and based on various work-related factors.

He includes factors that range from the mundane, such as employee parking regulations to the profound, and an individual's sense of personal fulfillment. He also considered statistical data including age, marital status, health, job experience, emotional stability, plus their family and other social relationships.

It can be concluded that job satisfaction is an attitude or feeling that a person has about their job and other working conditions. It is also an emotion that occurs from their perception of extrinsic factors and intrinsic factors which make them satisfied with their work. For instance, Oshagbemi (2000) clarified that job satisfaction includes positive and negative emotional reactions to a particular job. Job satisfaction is an affective reaction to a job that results from a person's comparison of actual outcomes with desired, anticipated, or deserved outcomes. In addition, Kreitner and Kinicki (2004) defined job satisfaction as an emotional response toward various factors of employee's jobs. Employees can be relatively satisfied with one factor of their jobs and dissatisfied with one or more other factors.

As noted above, employees' job satisfaction is mainly concerned with the attitudes of employees towards various facets of their jobs. A number of factors that influence job satisfaction depend on what outcomes an employee is focusing. These factors are related to Herzberg's two-factor theory which is described below.

Job Satisfaction Theory

In order to gain a better understanding of the employee, the work of industrial psychologist, Frederick Herzberg and his findings on job satisfaction may provide some insight. Furnham (2002) stated that job satisfaction can be view under different theoretical

perspective, but mainly borrow or adapt from other branches of psychology and economics.

Furnham also argued that Herzberg's theory was one of the few unique theories in the area of organizational psychology and that his work remains relevant. To explore employee attitudes and motivation, Herzberg performed studies to determine which factors in an employee's work environment caused satisfaction or dissatisfaction.

Herzberg's Two-Factor Theory

In 1959, Frederick Herzberg proposed his two-factor theory under the title of *The Motivation to Work*. This was the first major job satisfaction theory, which attempted to explain how job satisfaction is affected by the two-factors; motivator and hygiene factors. The two-factor theory was introduced by Herzberg, Mausner, and Snyderman (1959), based on interviews with a sample group of 200 accountants and engineers in Pittsburgh, Pennsylvania. The procedures used were collecting direct observations of the sample group and were known as the critical incident technique. This involved asking interviewees to talk about occasions when they felt either particularly satisfied or particularly dissatisfied with their jobs. Two sets of incidents have resulted from these interviews. One involves responsibility, recognition, career advancement, and other intrinsic aspects of the work or elements of the work. Because these represent sources of satisfaction, they are called motivators. The motivators need produce job satisfaction and motivate employees to deliver a high job performance. Motivator needs are internal to the work itself. When these conditions are met, it will result in job satisfaction. However, when these conditions are not met, the result is not necessarily job dissatisfaction but, people will rather feel neutral or different.

The other set of incidents concerns working conditions comprising supervision, interpersonal relations, fringe benefits, work environments, and company policy. They are called hygiene factors, described as sources of dissatisfaction by the sample group. Hygiene factors produce an acceptable work environment though they do not increase satisfaction or involvement with a job. Their absences (e.g. low pay), however, cause job dissatisfaction.

The term hygiene relates to the promotion and maintenance of health. Hygiene needs are external to the task of a particular job and involve features of the work environment. When the hygiene needs are not satisfied, the result is job dissatisfaction. However, when the hygiene needs are satisfied, the result is not necessarily job satisfaction, merely an absence of dissatisfaction. Job satisfaction and dissatisfaction, therefore, appear to be caused by different sets of factors.

Later, Herzberg (1966) lays solid foundations for modern studies on job satisfaction with his two-factor theory, in which he proposes two broad factors explaining job satisfaction as shown in the following table.

Table 1

Herzberg's Two-Factor Theory

Intrinsic Factors or Motivators	Extrinsic Factors or Hygiene Factors
Job itself	Job environment
Recognition	Policies and administration
Responsibility	Interpersonal relations
Advancement	Supervision
Achievement	Working conditions
The work itself	Fringe benefits

(Herzberg, 1966, p. 135)

According to Herzberg's two-factor theory shown in Table 1, the motivator factors are related to the job content and the hygiene factors to the job context. Both factors influence job satisfaction or dissatisfaction. The motivator factors include recognition, career advancement, work itself, achievement, and responsibility. Meanwhile, the hygiene factors comprise supervision, interpersonal relations, working conditions, fringe benefits, and company policy.

Herzberg (1966) categorizes motivator and hygiene factors as follows:

Motivator factors:

1. *Recognition* is the extent of acknowledgement or approval of one's achievement by supervisors and others. The definition also includes negative recognition, such as acts of criticism or blame.

Herzberg (1966) notes that employees at all levels in an organization want to be recognized for their achievement. If the management notices that employees are doing something well, they should acknowledge the employees good performance immediately. Public thanking of employees for handling a situation particularly well is also motivating. Writing notes of praise or giving bonuses are also ways to increase motivation. Formal recognition programs are also recommended. The "Employees of the month" program, especially those employees who work in fast food chains or restaurants are an example of formal recognition. In addition, Baron (2001) indicates that employees expect their efforts will be recognized, both through daily signs of appreciation and encouragement as well as wages and career opportunities. Employees who do not feel appreciated and recognized in their work, either by their supervisors or co-workers, tend to have less motivation and dissatisfied with the job.

2. *Responsibility* related to authority that a person is given to perform a job without supervision or to perform a new type of job given without being formal coaching. Employees will be more motivated if they feel they are responsible for their jobs. They need freedom and power to carry out their jobs.

3. *Advancement* is an actual or perceived change in a person's status or position in an organization. Employees will be highly motivated to do their job if they foresee a good future with the organization.

4. *Achievement* is employee's attitude towards one's success including completion of a job, competence in solving problems, and the results of one's work. Most employees really want to do a good job which challenges their abilities. Employees need to receive regular and timely feedback on how they are doing. They should feel they are being adequately challenged in their jobs for satisfaction. However, employees should not be faced with challenges which are too difficult as this can make them feel nervous or discouraged.

5. *Work itself* or the tasks within a job. The degree of work can be routine to varied, creative to repetitive, or easy to difficult (Herzberg, 1966). It can be argued that the nature of work performed by employees has a significant impact on their level of job satisfaction. Employees derive satisfaction from a job that provides them with status and is interesting and challenging (Luthans, 2002).

Hygiene factors:

1. *Company policy and administration* involve adequacy or inadequacy of the company management. For example, a situation in which an employee is unsure for whom he/she is working, or an employee has inadequate authority to satisfactorily complete his/her job, or a company policy is not carried out because of inadequate resources. Another example involves harmful or beneficial effects of the company's policies such as a decision to reduce commissions or reduce promotions.

2. *Interpersonal relations* involve situations where interactions between individuals take place. These interactions occur with supervisors, peers and subordinates.

Relationships with colleagues may be sources of satisfaction or dissatisfaction in organization. Allowing employees time for socialization, such as over lunch or during breaks, helps develop a sense of friendship and teamwork.

3. *Supervision* involves the competence or incompetence of the supervisor(s) and the perceived fairness or unfairness of the supervision. The most important expectation of employees with regard to supervision is the supervisor(s)'s provision of new sights to help the employees do their jobs more effectively. Unnecessary or unequal supervision leads to dissatisfaction.

4. *Working conditions* involve physical conditions of a job and facilities available such as adequacy of ventilation, lighting, tools, space and other environmental characteristics. According to Luthans (2002), if people work in a clean and friendly environment, they will find it easier to come to work. Conversely, if employees work in an unpleasant environment, they will find it hard to come to work and more difficult to accomplish tasks.

5. *Fringe benefits* include all remuneration received for a job including direct income such as wages or salary, bonuses, commission and direct income such as benefit and perks as well as benefit given to an employee in addition to a salary, e.g. the use of a car, discounts on company products or membership in a club. Though salary is not a motivator for employee, they do want to be paid fairly. If employees believe they are not compensated fairly, they will become dissatisfied. Salary is frequently associated with

advancement and the work itself. In addition, salary is seen as a recognition type. Salary increases are generally understood that they result from an employee's good job. If employees believe that their salaries are unfair, salaries could lead to dissatisfaction.

In conclusion, Herzberg's two-factor theory provides a new viewpoint on job attitudes which affect job satisfaction and job dissatisfaction. The theory involves motivator factors and hygiene factors. The motivator factors are aspect of the job that make people want to perform the job and provide people with job satisfaction. Meanwhile, the hygiene factors refer to the aspects of a job that are not satisfactory such as low pay. The absence of a hygiene factor would cause job dissatisfaction.

Previous Related Research Concerning Job Satisfaction

There have been a number of studies conducted to explore the level of job satisfaction of employees within different organizations. These include factors that influence the satisfaction level of employees. Various studies in Thai and in a foreign context have been conducted to investigate the level of job satisfaction and its relevant factors in organizations. The following section reviews the research related to Herzberg's two-factor theory.

Studies on job satisfaction in foreign context

Wignall (2004) studied job satisfaction of Florida State Prison Industry Workers: An examination of Herzberg's two-factor theory. The study measured job satisfaction of Florida state prison inmates working in prison industries. His findings indicated that the three highest motivator factors were responsibility, the work itself, and achievement. One hygiene

factor, salary, was the factor that the respondents were most dissatisfied with. The remaining job satisfaction factors were neutral (neither satisfying nor dissatisfying). The study concluded that the inmates were satisfied with some motivator factors and some hygiene factors.

Blevin (2005) conducted a study to investigate the relationship between job satisfaction and the compensation system for technical employees at the U.S. Department of Defense demonstration research and development centers. The study conducted based on Herzberg's two-factor theory. The results showed that the compensation system had a significant effect on several of the factors associated with employee job satisfaction. Managers had higher levels of job satisfaction with both the satisfier and dissatisfier factors than non-managers. The findings suggested that the demonstration project's experimental compensation system had the most effect on the non-managers' perception of their work.

Glen (2007) examined the differences in work-related values based on Herzberg's two-factor theory such as compensation, coworkers, and supervisors between Mexican-American and White accountants. Questionnaires were sent to the accounting alumni of primarily Mexican-American public university and a primarily Non-Hispanic White private college. Tests indicated that while Mexican-American respondents were less satisfied with compensation, benefits, and supervisors, they experienced greater overall job satisfaction than Non-Hispanic White respondents. This result was also statistically significant when the groups were compared by gender and age. One explanation for results was that Mexican-American culture includes values such as loyalty to one's employer and job longevity that are less important to non-Hispanic Whites.

Jamilha (2009) investigated the level of job satisfaction and intent to leave their position among Malaysian nurses. Five facets of a job satisfaction study suggested that the nursing staff were moderately satisfied with their job in all facets based on Herzberg's two-factor theory including satisfaction with supervisor, job variety, compensation, co-workers and human resource policies contributing to greater retention of employees.

Studies on job satisfaction in Thai context

Sritapan (2002) examined job satisfaction of a selected Thai company in Bangkok. This study employed two major theoretical concepts, job characteristics from two-factor theory of Herzberg (1959). The result showed that employees are satisfied with task, relationship with co-workers, and working conditions. Likewise, Popaitoon (2004) examined job satisfaction among managers working for wireless communication operators in Thailand; the results of the study indicated that personal growth in competence is the most influential factor to foster satisfaction towards one's job.

Praditsatan (2002) investigated production employees in food industries. The findings revealed that the employees were very satisfied with their job supervisor, and their lowest level of satisfaction was with wages and fringe benefit. Personal background such as gender, age, marital status was found to be significantly related to their job satisfaction. This study also revealed the feelings of production employees in the factory that management should make employees satisfied with their job, in order that their performance will be higher in efficiency.

Accordingly, Charutat (2005) compared levels of job satisfaction and dissatisfaction between Thai and foreign lecturers in the Faculty of Humanities at Srinakarinwirot

University. The questionnaire was based on Herzberg's two-factor theory which defines the factors which influence job satisfaction of employees. A total of 28 questionnaires were distributed of which 22 were returned and analyzed. The results showed that both groups of respondents had a neutral level of satisfaction toward job satisfaction 14 factors with mean scores of 3.45 for the Thai lecturers and 3.03 for the foreign lecturers. The Thai lecturers had higher levels of job satisfaction with regard to all factors except "working conditions", for which the foreign lecturers had higher levels of job satisfaction.

Homchan (2006) studied the job satisfaction level of 40 warehouse employees working at four warehouse of DHL Logistics (Thailand) Company and the relationship between the satisfaction and their personal background. A questionnaire adapted from the ODC (Organization Climate Descriptive Questionnaire) was employed as an instrument for data collection. The results of the study revealed that most warehouse employees were very satisfied with their supervisors and co-worker. Good relationships led employees to job satisfaction. Warehouse employees had least satisfaction with career advancement, working conditions, and compensation and company policies. Personal background of warehouse employees such as age, marital status and length of working time were significantly correlated with job satisfaction. Young employees were most satisfied with supervisors and co-workers while employees who were over thirty years old were most satisfied with work. Married employees were most satisfied with work and self-esteem, but least satisfied with compensation. Employees with over two years' working experience in DHL warehouses were satisfied with work, working conditions and fringe benefit.

Promptoon (2007) conducted a survey of the level of job satisfaction of medical representatives from Boehringer Ingelheim (Thai) Ltd. Company. The purpose was to

identify which factors, based on Herzberg's two-factor theory, influenced their job satisfaction levels the most. The data was collected by means of a questionnaire distributed to 55 medical representatives. The results of the study indicated that the medical representatives were somewhat satisfied with their jobs based primarily on these strong motivator factors: responsibility, recognition and the work itself. Two hygiene factors, interpersonal relations and supervision, contributed importantly to the prevention of job dissatisfaction. Respondents were least satisfied in the area of salary.

In summary, previous studies on job satisfaction employed questionnaires as a tool, using Herzberg's two-factor theory to determine the level of employees' job satisfaction. This study was conducted using a similar tool, a questionnaire designed to assess the level of job satisfaction with a non-governmental organization in resettlement programs for refugees. In order to gain a more accurate understanding of job satisfaction, a questionnaire was based on Herzberg's two-factor theory. The result of these findings may be beneficial to human resource departments and managers of NGOs because they may help increase employee commitment to their organization. This could reduce the high turnover rate, retain employees and maintain equilibrium within the organization. Employee satisfaction and low turnover can increase the employees' perception of the stability of the organization.

CHAPTER 3

RESEARCH METHODOLOGY

This chapter presents the methodology of the research. It contains four sections: research participants, research instrument, data collection, and data analysis. The details are as follows:

Participants of the Study

The participants of the study were 40 caseworkers in a resettlement program for refugees at a non-governmental organization, including 30 Thai staff and 10 international staff whose work concerned refugee resettlement in the United States. The 40 caseworkers working in Bangkok, Tak, and Maehongsorn were recruited to participate in this study as they were permanent caseworkers for this NGO during the time of the study. The participants had been working as caseworkers for over one year and had experience working in refugee camps either in Tak or Maehongsorn for at least one circuit line, and the period of time spent at the refugee camp is ranged from one to three months. The study included both male and female caseworkers regardless of individually different demography. All of them were voluntarily willing to participate in this study.

Instrument of the Study

A specially designed questionnaire was employed as an instrument in this study.

As the participants of this study comprise both Thai and foreign caseworkers, the questionnaire was in English. The NGO caseworkers regularly use English as a means of communication in all four skills at work since their supervisors, some co-workers, and refugee interpreters are non-Thai speakers, and documents concerning refugee information are in English. Therefore, they were assumed to understand a questionnaire in English. Thus, to serve the objectives of the research in exploring the level of a caseworker's job satisfaction, the questionnaire focusing on the multiple factors affecting job satisfaction was developed as follows:

The first draft of the questionnaire for determining the level of job satisfaction in this NGO was created and modified by adapting the key concepts and characteristics based on insights gained from Herzberg's two-factor theory (Herzberg, 1996). In addition, the information from preliminary interviews with staff, including caseworkers, casework managers, and human resource representatives who have been working with the NGO for more than five years was used as a guideline for the questionnaire development. Then, in order to validate the questionnaire, the researcher approached the project advisor, a casework manager, and a human resource manager for their comments on the questionnaire. In order to test the quality and efficiency of the questionnaire before it was used in the main study, a pilot test was conducted with five caseworkers who did not participate in the main study. Finally, the final revised draft was valid and appropriate to use for gathering data.

The questionnaire consists of two parts as follows:

Part 1: General Information of Respondents

The first part contains information concerning participants' gender, age, length of service at this NGO, and working experience in refugee camps.

Part 2: Factors Affecting the Level of Job Satisfaction

The second part of the questionnaire was designed to examine the level of caseworkers' job satisfaction. The questionnaire consists of 24 statements emphasizing 8 aspects of motivator and hygiene factors, including three motivator factors in terms of work, recognition, and career advancement, and five hygiene factors in terms of compensation, working conditions, supervisors and co-workers, fringe benefits, and company policy and administration.

In this part, the participants were asked to indicate their satisfaction with eight aspects of motivators and hygiene factors on a five-point Likert scale ranging from 1 (least satisfied) to 5 (most satisfied).

The motivator factors include:

1. *Work* regarding the current job, the amount of distribution of work, and the amount of time required to complete their work

2. *Recognition* regarding the level of approval received from their direct superior, the level of approval received from their colleagues, and the sense of belonging they received from their organization

3. *Career Advancement* regarding the present level in the organization, their future career advancement opportunities, and the promotion opportunities provided by the organization when compared to other organizations

The Hygiene factors include:

1. *Compensation* regarding remuneration and overtime payment provided by the organization, annual bonus, and the organization's compensation when compared to other organization

2. *Working conditions* in terms of office space and office location, the general facilities provided such as restrooms, cafeteria, etc., and the office facilities provided such as desks, chairs, filing cabinets, computers, telephones, conference room, etc.

3. *Supervisors and co-workers* attitudes regarding the direct supervisor's advice and assistance, the supervisor in terms of fairness, and the relationship with their colleagues

4. *Fringe Benefits* regarding the medical care provided by the organization, the life insurance provided by the organization, and the allowance provided by the organization

5. *Company Policy* and Administration regarding the current policy of the organization, the organization's rules, and the clarity of communication within the organization

Accordingly, the data gathered from the questionnaire in the second part were used to answer the research question: What is the level of job satisfaction among caseworkers in a resettlement program for refugees at a non-governmental organization in terms of work, recognition, career advancement, compensation, working conditions, the relationships

between supervisors and co-workers, fringe benefits, and company policy and administration?

Data Collection

At the time of the study, the 40 caseworkers were all present at the Bangkok office. However, normally these caseworkers are out in the field at the refugee camps in Tak and Maehongsorn. For the sake of convenience, the researcher distributed and collected the questionnaire, in the monthly caseworker meeting in March, 2011. The questionnaires were distributed in the morning before the meeting began and the data of morning schedule should be provided and collected at the end of the meeting. The researcher made it clear to the participants that their participation in the study would have no negative effect on their job, and they were informed of the confidentiality of the data used in the study.

Data Analysis

After the researcher collected the completed questionnaires from the participants, the data were analyzed to describe job satisfaction of caseworkers at a non-governmental organization in a resettlement program for refugees. Descriptive statistics were used to present the data, namely, frequency, percentage, mean, and standard deviation. According to Pisarnbut (2007), the value of a mean score can be interpreted using the following range.

Interval Scale	Satisfaction Level
1.00 – 1.80	Very Dissatisfied
1.81 – 2.60	Dissatisfied
2.61 – 3.40	Moderate
3.41 – 4.20	Satisfied
4.21 – 5.00	Very Satisfied

The findings were analyzed in accordance with the research objective, which was aimed to measure the level of job satisfaction towards among caseworkers at this NGO.

In summary, the participants for this study were 40 caseworkers at an NGO serving refugees. The research tool was a questionnaire of which content was based on Herzberg's two-factor theory focusing on three motivators and five hygiene factors. The findings of the study were presented in Chapter 4 addressing the research questions in tables followed by brief explanations.

CHAPTER 4

FINDINGS

This chapter presents the results of levels of job satisfaction among caseworkers in a resettlement program for refugees at a non-governmental organization including general information, and some of the participants' comments on job satisfaction. The data were analyzed in terms of percentage (%), mean ($\bar{X}$), and standard deviation (S.D.), and are presented in tables followed by brief descriptions.

The findings are divided into three main parts consistent with the questionnaire:

1. General Information of Participants
2. Job Satisfaction of NGO Caseworkers in a Resettlement Programs for Refugees
3. NGO Caseworkers' Comments regarding their Job Satisfaction

General Information of Participants

The first section focuses on general information of 40 caseworkers concerning their gender, age, length of service with the NGO, and experience working in refugee camps.

The data are summarized and presented in terms of frequency and percentage as shown in Table 2.

Table 2

General Information of Participants

General Information	N = 40	%
Gender:		
Male	18	45.00
Female	22	55.00
Age:		
Less than 30	17	42.50
30-40	21	52.50
41-50	2	5.00
51-60	0	0
Length of Service with the		
NGO:		
Less than 1 year	2	5.00
1-3 year	10	25.00
More than 3 years	28	70.00
Having experience working in refugee camps		
Yes	40	100.00
No	0	0

Table 2 reveals that from a total of 40 participants, slightly more participants were females than males, 22 participants (55.00 %) were females and 18 participants (45.00%) were male. Slightly more than half of participants (52.50%) were between 30-40 years old. A majority of participants (70.00 %) had been working for this NGO for over 3 years. All of them had work experience in refugee camps (100%).

In summary, the profile of the NGO caseworkers who participated in this study was slightly more female than male and largely between the ages of 30 and 40. The majority of participants have been employed at this NGO for more than 3 years. All of them had experience working in the refugee camps.

Job Satisfaction of NGO Caseworkers in a Resettlement Programs for Refugees

The major findings of this study were presented in relation to the research question as follows:

Research Question: What is the level of job satisfaction among caseworkers in a resettlement program for refugees at a non-governmental organization in terms of work, recognition, career advancement, compensation, working conditions, the relationships between supervisors and co-workers, fringe benefits and company policy and administration?

According to the research question, this section presents the findings on the level of caseworkers' job satisfaction toward their NGO. The questionnaire consists of 24 statements. It emphasizes eight aspects of Herzberg's two-factor theory, focusing on

motivator and hygiene factors. Three aspects of motivator factors, (a) work, (b) recognition, and (c) career advancement, were examined.

In addition, five aspects regarding hygiene factors, (a) compensation, (b) working condition, (c) the relationships of supervisors and co-workers, (d) fringe benefits, and (e) company policy and administration were also examined. The data were calculated in mean ($\bar{X}$) and standard deviation (S.D). Mean ($\bar{X}$) was used to describe the average degree of participants' satisfaction level while standard deviation (S.D.) was used to show the spread of data from its mean. The participants were asked to rate the level of their satisfaction toward the NGO on a five point Likert scale ranged from 1 (least satisfied) to 5 (most satisfied) and the results are shown in Tables 3 to 10.

Table 3

NGO Caseworkers' Satisfaction toward Work

Work	$\bar{X}$	S.D.	Level of Satisfaction
1. Current job	3.47	0.66	Satisfied
2. The amount and distribution of work	3.30	0.79	Moderate
3. The amount of time required to complete their work	3.80	0.61	Satisfied
Total	3.52	0.37	Satisfied

According to Table 3, the findings indicate that overall participants felt satisfied with their work with a mean score of 3.52. It appears that among the three aspects concerning work, the amount of time required to complete work was rated at the highest level of

satisfaction ($\bar{X}$ = 3.80), followed by current job ($\bar{X}$ = 3.47). The amount and distribution of work was the only aspect that was rated as moderately satisfied with a mean score of 3.30.

Table 4

NGO Caseworkers' Satisfaction toward Recognition

Recognition	$\bar{X}$	S.D.	Level of Satisfaction
1. The level of approval received from their direct superior	3.17	0.72	Moderate
2. The level of approval received from their colleagues	3.83	0.42	Satisfied
3. The sense of belonging received from their organization	3.77	0.62	Satisfied
Total	3.59	0.40	Satisfied

Table 4 reveals that in terms of recognition, the overall of caseworkers' satisfaction was rated at the level of satisfaction ($\bar{X}$ = 3.59). It shows that among the three aspects related to recognition, the level of approval received from colleagues, and the sense of belonging received from the organization were rated at the satisfied level with the mean score of 3.83 and 3.77 respectively. The satisfaction with the level of approval received from direct supervisors was rated at a moderate level of satisfaction, with a mean score of 3.17.

Table 5

NGO Caseworkers' Satisfaction toward Career Advancement

Career Advancement	$\bar{X}$	S.D.	Level of Satisfaction
1. The present level in the organization	3.26	0.54	Satisfied
2. The future career advancement opportunities	2.63	0.75	Moderate
3. The promotion provided by the organization when compared to other organizations	2.73	0.61	Moderate
Total	2.87	0.49	Moderate

Table 5 illustrates the mean scores of caseworkers' satisfaction levels in terms of career advancement. The level of overall satisfaction was rated as moderately satisfied with the mean score of 2.87. In addition, the caseworkers were satisfied with their present level in the organization with the mean of 3.26, while they felt moderately satisfied with the opportunities for promotion provided by the organization, when compared to other organizations, with the mean of 2.73. The results also reveal that the level of least satisfaction was with future career advancement opportunities, with which caseworkers rated as being moderately satisfied ($\bar{X}$ = 2.63).

Table 6

NGO Caseworkers' Satisfaction toward Compensation

Compensation	$\bar{X}$	S.D.	Level of Satisfaction
1. Remuneration and overtime payment provided by the organization	2.80	0.98	Moderate
2. Annual bonus	2.90	0.93	Moderate
3. The organization's compensation when compared to other organization	4.03	0.83	Satisfied
Total	3.24	0.43	Moderate

Table 6 shows that participants expressed overall satisfaction with compensation at the moderate level ($\bar{X}$ = 3.24). It was revealed that among the three aspects of compensation, respondents felt moderately satisfied with remuneration and overtime payment provided by the organization ($\bar{X}$ = 2.80), and annual bonus ($\bar{X}$ = 2.90). The only aspect that the participants felt satisfied was the organization's compensation when compared to other organization ($\bar{X}$ = 4.03).

Table 7

NGO Caseworkers' Satisfaction toward Working Conditions

Working Conditions	$\bar{x}$	S.D.	Level of Satisfaction
1. Work place in terms of office space, and office facilities provided such as desks, computers, telephones, etc.	3.06	1.07	Moderate
2. The general facilities provided at the office such as restrooms, cafeteria, elevator, parking lot etc.	2.86	1.09	Moderate
3. The general facilities provided at the camp site such as restrooms, cafeteria etc.	2.63	1.10	Moderate
Total	2.85	0.56	Moderate

Table 7 indicates that working conditions had an overall rating of moderate satisfaction ($\bar{x}$ = 2.85). With regard to the three aspects related to working condition, the participants felt moderately satisfied with their workplace in terms of office space, and office facilities provided ($\bar{x}$ = 3.06), and they also felt moderately satisfied with general facilities provided at their office ($\bar{x}$ = 2.86). The last aspect that participants felt moderately satisfied with was the general facilities provided at the campsite ($\bar{x}$ = 2.63).

Table 8

NGO Caseworkers' Satisfaction toward Supervisors and Coworkers

Supervisors and Coworkers	$\bar{X}$	S.D.	Level of Satisfaction
1. Direct supervisor's advice and assistance	2.90	0.93	Moderate
2. The supervisor in terms of fairness	2.80	0.98	Moderate
3. The relationship with their colleagues	4.03	0.83	Satisfied
Total	3.24	0.43	Moderate

Table 8 shows that caseworkers rated their relationships with supervisors and co-workers at the overall level of moderate satisfaction ($\bar{X}= 3.24$). It can be seen that among the three aspects related to the supervisors and coworkers the only aspect that the participants was satisfactory to was the relationship with colleagues ($\bar{X}= 4.03$). The other two aspects, direct supervisor's advice and assistance and the supervisor in terms of fairness, were rated as moderately satisfaction with a mean of ($\bar{X}= 2.90$) and ($\bar{X}= 2.80$), respectively.

Table 9

NGO Caseworkers' Satisfaction toward Fringe Benefits

Fringe Benefits	$\bar{X}$	S.D.	Level of Satisfaction
1. The medical care provided by the organization	3.80	0.65	Satisfied
2. The life insurance provided by the organization	3.87	0.54	Satisfied
3. The allowance provided by the organization	2.70	0.64	Moderate
Total	3.46	0.41	Satisfied

Table 9 indicates that fringe benefits received on overall rating of satisfied ($\bar{X}$ = 3.46). With regard to the three aspects related to fringe benefits, the other two aspects, the life insurance provided by the organization and the medical care provided by the organization were also received on overall rating of satisfied with the mean scores of 3.87 and 3.80 respectively. The only aspect rated at a moderately satisfied level was the allowance provided by the organization with a mean score of 2.70.

Table 10

NGO Caseworkers' Satisfaction toward Company Policy and Administration

Company Policy and Administration	$\bar{x}$	S.D.	Level of Satisfaction
1. The current policy of the organization	3.17	0.92	Moderate
2. The organization's rules	3.07	1.04	Moderate
3. The clarity of communication within the organization	2.77	1.03	Moderate
Total	3.00	0.34	Moderate

Table 10 illustrates that company policy and administration received an overall rating of moderate satisfaction ($\bar{x}$ = 3.00). It shows that participants were moderately satisfied with all aspects related to company policy and administration. According to the sequence of the mean score, the current policy of the organization ($\bar{x}$ = 3.17) was ranked first, followed by the organization's rules ($\bar{x}$ = 3.07), and the clarity of communication within the organization ($\bar{x}$ = 2.77).

In summary, the study found that most of the caseworkers were satisfied with recognition, and their work. The caseworkers had the least job satisfaction with working conditions ($\bar{x}$ = 2.85), career advancement ($\bar{x}$ = 2.87), and company policy ($\bar{x}$ = 3.00), respectively (see Figure 1).

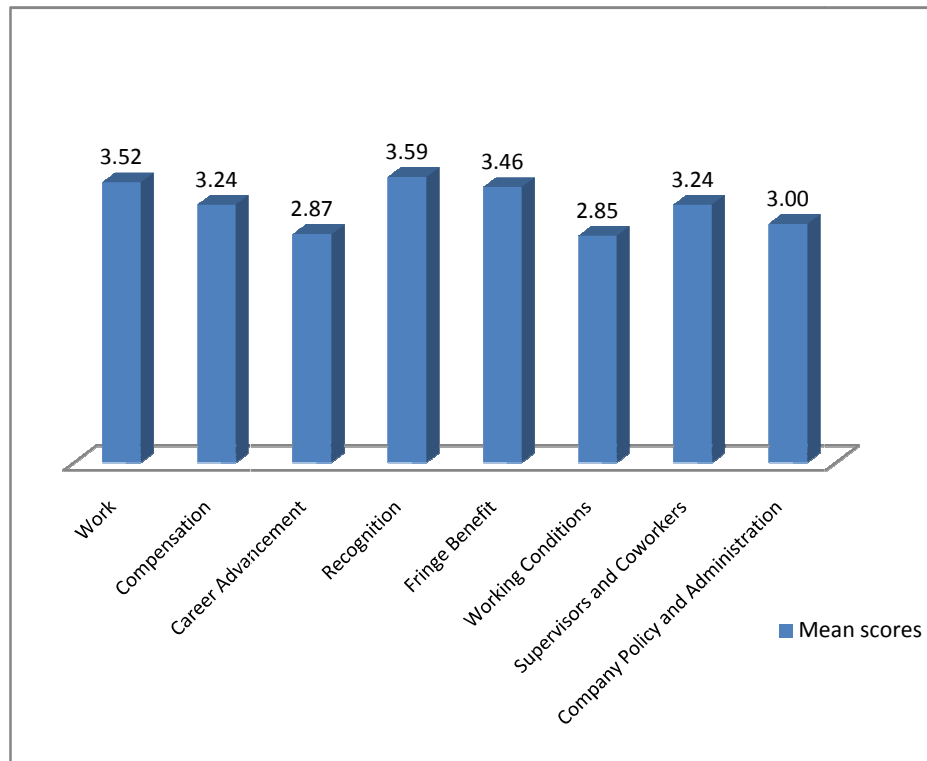


Figure 1. Level of Job Satisfaction of NGO Caseworkers

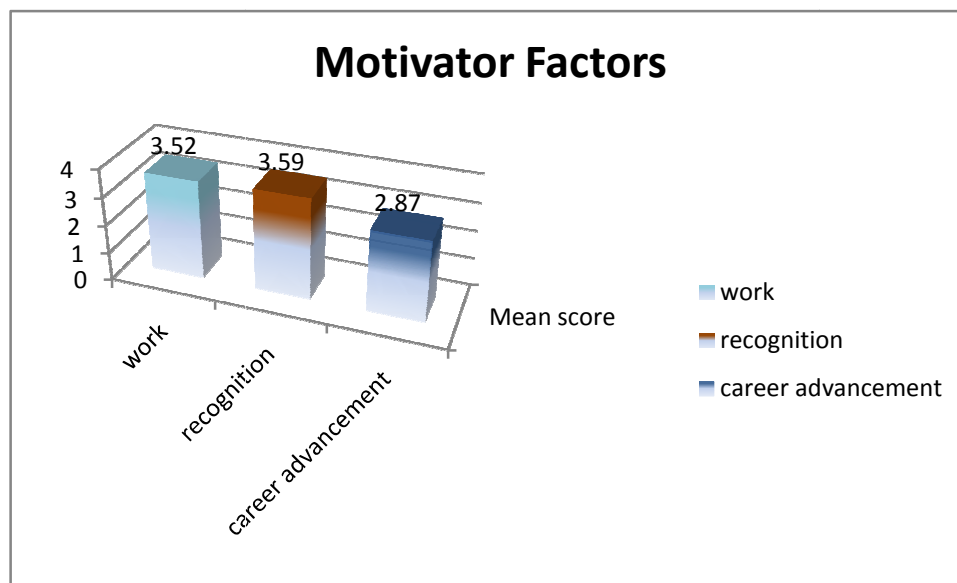


Figure 2. Level of Job Satisfaction of NGO Caseworkers focusing on Motivator Factors

Figure 2 shows the findings of the level of job satisfaction of NGO caseworkers regarding motivator factors as follows:

It was found that among the three motivator factors including work, career advancement, and recognition, NGO caseworkers were most satisfied with '*recognition*' ($\bar{x} = 3.59$). This aspect covers the approval received from their supervisors and co-workers, and the sense of belonging to their organization, and the level of approval received from the supervisors was ranked the least. Subsequently, the second aspect that NGO caseworkers felt satisfied with was '*work*' ($\bar{x} = 3.52$). However, among the three motivator factors, the results revealed that the NGO caseworkers were least satisfied with '*career advancement*' ($\bar{x} = 2.87$).

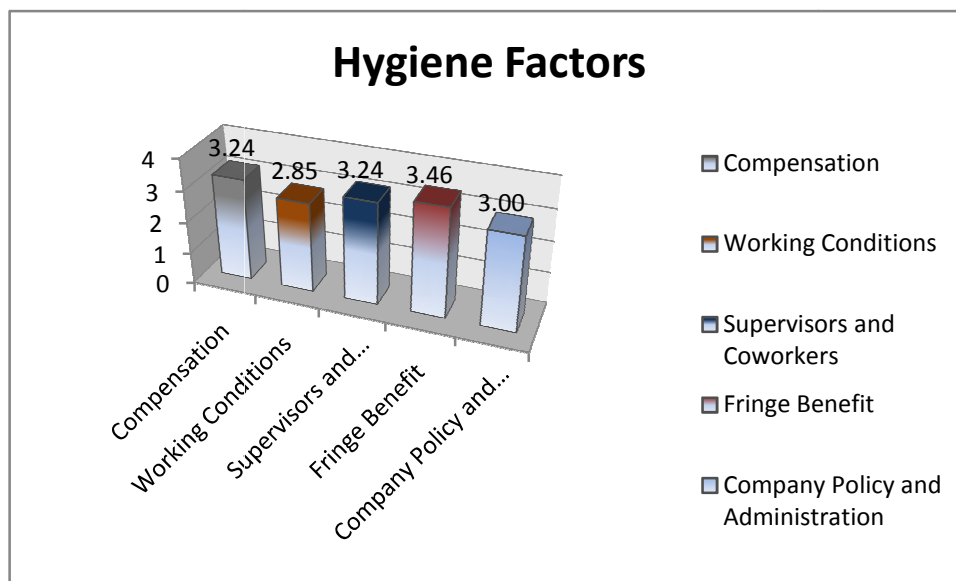


Figure 3. Level of Job Satisfaction of NGO Caseworkers focusing on Hygiene Factors

Based on five hygiene factors including fringe benefits, compensation, company policy and administration, supervisors and co-workers, and working conditions, it was found that NGO caseworkers were satisfied with '*fringe benefits*' ($\bar{x} = 3.46$).

Concerning the other four aspects of hygiene factors, the findings also showed that caseworkers rated them at a moderately satisfied level. These were supervisors and co-workers ($\bar{x} = 3.24$), compensation ($\bar{x} = 3.24$), company policy and administration ($\bar{x} = 3.00$), and working conditions ($\bar{x} = 2.85$). In sequence of the mean score, working conditions was ranked the last. With the close analysis, It was also found that caseworkers were '*moderately satisfied*' with the working conditions in terms of the general facilities provided such as restrooms, cafeteria, etc.

NGO Caseworkers' Comments regarding their Job Satisfaction

This part presents NGO caseworkers' comment regarding their job satisfaction.

According to the questionnaire, participants were able to give extra comments and opinion toward the NGO. However, only five participants gave suggestion regarding this NGO as follows:

One of the participants commented that he was satisfied with his work as he was really willing to help disadvantaged people. The following comment was related to 'work' factor in terms of motivator factors.

"I love my job even though sometimes it seemed tough for taking days and days to work through in the camps but I feel good to help disadvantaged people. Refugees have gone through so much trouble and strife in their lives that we should do everything we can to make their lives easier."

The second participant suggested that a factor that could increase the satisfaction of caseworkers was an assurance on the future career of caseworkers at this NGO. The comment was relevant to 'career advancement' in terms of motivator factors. This caseworker commented that:

"I personally think that the chance of growth in this organization is very rare. I have no doubt how often the management considers for promotions. Obviously, there is so much competition in our department and I don't think we will be promoted."

The third participant pointed out that the relationship between colleagues satisfied her most. In addition, working as a team in this NGO could build a strong relationship to accomplish the work. The comment was regarded as one of hygiene factors, '*supervisors and co-workers*', and the comment is as follows:

"To be a part of a team, I'm glad to work with my entire colleagues. We have such a good relationship, even though sometime we have to work in a rural area up in the mountain, with no electricity or telephone signal, we still enjoy our time. We work hard during the week and spend our weekend together driving around the town. It was such a precious memory and each camp has such a unique environment. What I like most about this NGO is that I found true friends here."

Another comment was made regarding company policy and administration. Since all staff in NGO was aware that the project duration will be ended this year, the respondent stated that the organization should provide them clear communication. Moreover, the participant indicated the new policy that staff have to relocate in the province dissatisfied many caseworkers. The comment reads:

"We cannot really choose to stay in Bangkok or move to the provinces since the new policy was announced. Some of us were sent to relocate in Tak and Maehongsorn. If our hometown is near that base it would be good for us but if not, it would be difficult to move."

Finally, the last comment made by a participant was that the NGO should provide enough restroom and concern about cleanliness. As all caseworkers know that they must

work in the unpleasant area but improving the work atmosphere could increase satisfaction level. This caseworker stated that:

“I am a little bit concerned about the restrooms and facilities in the campsite. As we know that there are many of us working in each circuit line, some campsite don't have enough restrooms and we should encourage each other to keep it clean as possible.”

In conclusion, the opinions expressed by the participants' regarding their satisfaction were related to the motivator factors and hygiene factors. The comments were related to motivator factors in terms of work and career advancement, and to hygiene factors in terms of supervisors and co-workers, company policy and administration, and working conditions factor.

Conclusion of the study in depth discussion of the major findings, limitations of the study and recommendations for further studies are presented in Chapter 5.

CHAPTER 5

DISCUSSION AND CONCLUSION

This chapter includes four main sections: discussion of the major findings, conclusion of the study, limitations of the study, and recommendations for further studies.

Conclusion

This study attempted to explore the level of job satisfaction of caseworkers in a resettlement program for refugees at a non-governmental organization. The study concerns a wide array of factors that impact job satisfaction and was based on Herzberg's two-factor theory. The instrument used for the data collection was a questionnaire that was composed of two parts: 1. personal background, and 2. job satisfaction. The participants of this study were 40 caseworkers working in a resettlement program for refugees at a non-governmental organization and have experienced at least one-year working at the refugee camps. The study was conducted out in March 2011.

According to the study, the findings showed results of the overall job satisfaction levels of NGO caseworkers on eight factors includes three motivator factors regarding (a) work, (b) recognition, and (c) career advancement: and five of hygiene factors including (d) compensation, (e) working conditions, (f) supervisors and co-workers, (g) fringe benefits, and (h) company policy and administration.

Regarding three motivator factors, the results revealed that caseworkers were satisfied with recognition ($\bar{X}$ = 3.59), and work ($\bar{X}$ = 3.52), and they felt moderately satisfied with their career advancement ($\bar{X}$ = 2.87).

In addition, in sequence of mean scores regarding five hygiene factors, it was found that caseworkers felt satisfied with the fringe benefits ($\bar{X}$ = 3.46), and felt moderately satisfied with the other four aspects regarding compensation ($\bar{X}$ = 3.24), supervisors and co-workers ($\bar{X}$ = 3.24), company policy and administration ($\bar{X}$ = 3.00), and working conditions ($\bar{X}$ = 2.85).

Discussion of the Major Findings

The major findings of this study were presented in relation to the research question as follows:

Research Question: What is the level of job satisfaction among caseworkers in a resettlement program for refugees at a non-governmental organization in terms of work, recognition, career advancement, compensation, working conditions, relationships between supervisors and co-workers, fringe benefits, and company policy and administration?

According to the questionnaire, the participant indicated the level of their satisfaction toward eight factors: the motivator factors including (a) work, (b) recognition, and c) career advancement, and hygiene factors including (d) compensation, (e) working conditions, (f) supervisors and co-workers, (g) fringe benefits, and (h) company policy and administration.

With regard to motivator factors, the study found that most of the NGO caseworkers had the highest level of satisfaction with recognition, and their work. They indicated the

least satisfaction with working conditions ($\bar{X}$ = 2.85), career advancement ($\bar{X}$ = 2.87), and company policy ($\bar{X}$ = 3.00).

In addition, the results of the study revealed that among the three motivator factors including work, career advancement, and recognition, NGO caseworkers were most satisfied with recognition ($\bar{X}$ = 3.59). This aspect includes the approval received from their colleagues ($\bar{X}$ = 3.83), the sense of belonging to their organization ($\bar{X}$ = 3.77), and the approval received from their direct superior ($\bar{X}$ = 3.17). The findings were relevant to the study of Charutat (2005), who studied job satisfaction between Thai and foreign lecturers in the Faculty of Humanity at Srinakarinwirot University. She found that Thai lecturers were most satisfied with recognition received from their supervisors and others. Such finding affirms the assertion made by Herzberg (1966) that employee at all levels in an organization want to be recognized for their achievement. In addition, Baron (2001) claims that employees expect their efforts will be recognized, both through daily signs of appreciation and encouragement as well as wages and career opportunities. Employees who do not feel appreciated and recognized in their work, either by their supervisors or co-workers, tend to have less motivation and more dissatisfaction with their job.

Subsequently, the second aspect of motivator factors that NGO caseworkers were satisfied in terms of motivator factors was 'work' ($\bar{X}$ = 3.52). One possible explanation is that the nature of work performed by employees has a significant impact on their level of job satisfaction. According to Luthans (2002), employees derive satisfaction from a job that provides them with status and is interesting and challenging. Accordingly, it can be assumed that NGO caseworkers found their job interesting and challenging. This may be

due to the fact that the caseworkers have to work with different cases of refugees who might cause unusual problems and probably make each case interesting and challenging to them.

However, among the three motivator factors, the results revealed that the NGO caseworkers were least satisfied with career advancement ($\bar{X}= 2.87$). The results reflect that NGO caseworkers need more opportunity for promotion. Similarly, Popaitoon (2004) also found that managers working for wireless communication operators in Thailand had the least job satisfaction in career advancement. The results indicated that career advancement is an influential factor to foster satisfaction toward one's job. The needs for career advancement is not only applicable to management but is experienced by employees at all levels. The findings of the current study reflected that some NGO caseworkers believe their chances of getting promoted were slim. This result may lead to employee's job dissatisfaction of employees or increase job dissatisfaction. This is also supported by Herzberg (1966) that advancement is an actual or perceived change in a person's status or position in an organization. Employees will be highly motivated to do their job if they foresee a good future with the organization.

Similarly, this is ascertained by Prompoon (2007) whose study of which the results showed that '*advancement*' was the factor which reflected the least degree of job satisfaction. It can possibly be assumed that NGO caseworkers thought their career advancement was very important and this factor was an influential factor on job satisfaction.

Based on five hygiene factors regarding fringe benefits, compensation, company policy and administration, supervisors and co-workers, and working conditions, it was found

that NGO caseworkers were most satisfied with '*fringe benefits*' ($\bar{X}$ = 3.46). It can be assumed that this NGO provides satisfactory fringe benefits in terms of medical care, life insurance, and allowance to their employees. One possible explanation is that the caseworkers have to work at the campsites for a certain period of time, and their job involves in traveling as well as working with the refugees who might not be immunized before being settled in the campsites, and some of them may be contagious and make the caseworkers' job harmful. NGO cannot run a successful resettlement program without healthy caseworkers; therefore, fringe benefits in terms of medical care and life insurance are definitely crucial to maintain the employees' high performance.

Concerning the rest of hygiene factors, the findings also showed that caseworkers rated four out of five hygiene factors as moderately satisfied. These factors were supervisors and co-workers ($\bar{X}$ = 3.24), compensation ($\bar{X}$ = 3.24), company policy and administration ($\bar{X}$ = 3.00), and working conditions ($\bar{X}$ = 2.85). It can be noted that all of these factors do not directly produced job satisfaction, but good adjustment could contribute to the prevention of job dissatisfaction (Herzberg, 1966).

Regarding the satisfaction toward caseworkers with supervisors and co-workers, the findings revealed that they were '*moderately satisfied*' ($\bar{X}$ = 3.24) with this aspect. Interestingly, the results indicated that the relationships with their colleagues was rated as '*satisfied*' ($\bar{X}$ = 4.03). Convincingly, according to one comment made by a caseworker, it is noted that the caseworker had good relationship with his co-workers. He mentioned that he was happy working as a team, especially in the campsite. This can be supported by the fact that caseworkers have to share the transportation and go to the camp in groups, team

work and inter-personnel relationships are considered important. To process the high number of refugees, caseworkers have to interview and write as many persecution stories as they can. Therefore, spending a long working hour and staying in one particular camp may increase good relations.

Regarding compensation, the findings indicated that NGO caseworkers expressed overall satisfaction at a moderate level ($\bar{X}$ = 3.24). It is noticeable that if an NGO offers higher compensation, it can increase higher job satisfaction and results in high performance of the employee.

In terms of company policy and administration, the study found that NGO caseworkers felt moderately satisfied with this aspect. According to an additional comment made by one caseworker, it can be observed that the new policy affected caseworkers' job satisfaction when they had to move to one particular camp. Hence, if the company policy particularly affects the employees' satisfaction, it is advisable that the company launches a survey regarding the modification of any policy as well as allows the employees involve in the issue related to their job. In addition, the company should take any comments made by employees into their consideration to satisfy the employees.

Lastly, among hygiene factors, the factor that the NGO caseworkers rated as the least degree was 'working conditions' ($\bar{X}$ = 2.85). They were 'moderately satisfied' with the working conditions in terms of the general facilities provided such as restrooms, cafeteria, etc. This explanation is supported by one of the NGO caseworkers as mentioned that caseworkers felt uncomfortable with the working conditions. According to Luthans (2002), if people work in a clean and friendly environment, they will find it easier to come to work.

Conversely, if employees work in an unpleasant environment, they will find it hard to come to work and more difficult to accomplish tasks.

To sum up, the study investigated the level of NGO caseworkers' job satisfaction focusing on three motivator factors and five hygiene factors. It was found that the caseworkers were slightly more satisfied with the motivator factors than the hygiene factors. Furthermore, the factors that highly satisfied NGO caseworkers were recognition and work, while working conditions, and career advancement moderately affected their job satisfaction.

It is noted that the findings of the study concerning job satisfaction of the employees can be regarded as a guideline for the organization to strengthen the workforce commitment and for the success of the organization as a whole. If the employees are actively engaged in their jobs and feel a profound connection to their company, it is believed that employees with the highest level of job satisfaction are likely to maintain their efficient job performance and enhance the job retention.

Limitations of the Study

This study had following limitations:

1. This study was limited to a specific group of participants; only NGO caseworkers in a resettlement program for refugees were included in this study and it was mainly focused on the level of caseworkers' satisfaction toward their job. Thus, the results of this study may not cover the overall job satisfaction concerning all NGO staff and other nonprofit organization.
2. This study contributed to a conceptual model of the Herzberg's two-factor theory and only eight factors from the theory which fit the environment of the participants were

applied in the study. The results of the study might be different if other theories were applied.

Recommendations for Further Studies

Some recommendations for further studies were proposed below:

1. Further research should analyze on demographic variables such as age, gender, experience, education, and social status in order to find correlations between these variables and job satisfaction. Therefore, the data will be more specific about independent variables of each individual.
2. Since this study was conducted in a survey, it may not be possible to clearly evaluate the results in relation to opinions and feelings. An in-depth and open-ended interview and observation are recommended for further studies to effectively capture employee personal perspectives on their work. The information from the interview can provide more details on the experience, opinions, and feelings of employees. The data from such observations can give the details and description of employees' activities as well as a full range of interpersonal interactions with others.
3. A comparative study of caseworkers' job satisfaction between different non-governmental organizations should be conducted. The findings would be useful to investigate the strengths and weaknesses of caseworkers, of two or more different organizations.



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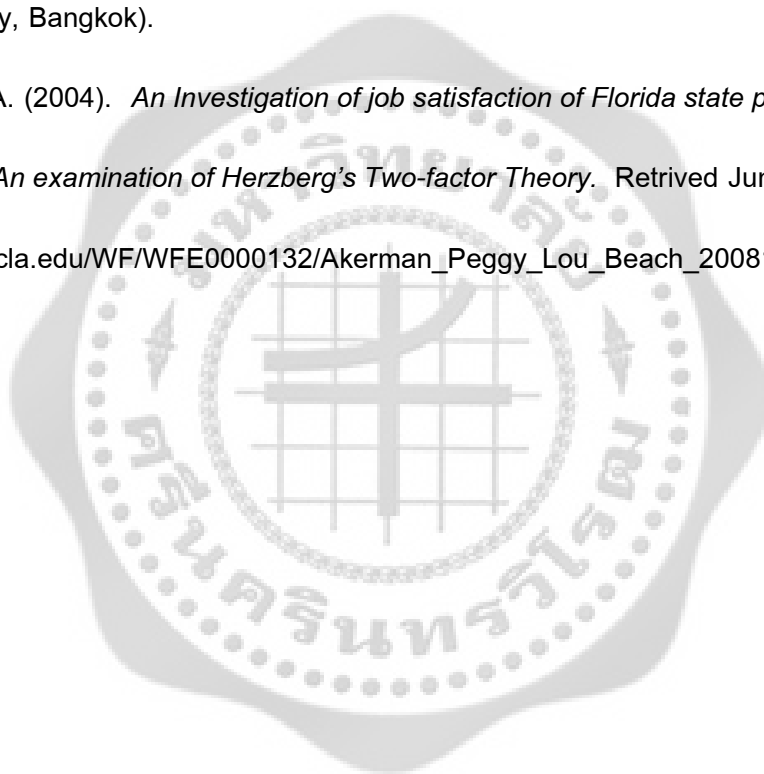
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QUESTIONNAIRE

This survey is designed for a Master's degree research project in Business English for International Communication at Srinakharinwirot University to study job satisfaction of NGO employees in a Refugee Resettlement Program. Your kind cooperation in completing this questionnaire is highly appreciated. The information will be used only for the purposes of this study and will be kept confidential and will be destroyed after the completion of this study.

PART 1 Personal Background

Directions: Please complete the following information about yourself by ticking the appropriate box ☐

1. Gender

☐ Male

☐ Female

2. Age

☐ Less than 30 years

☐ 30-40 years

☐ 41-50ears

☐ 51-60 years

3. Length of Service with the NGO

☐ Less than 1 year

☐ 1-3 years

☐ More than 3 years

4. Work experience in refugee camps

☐ Yes

☐ No

PART 2: Job Satisfaction

Directions: Please indicate your opinion by checking (✓) the appropriate column.

1. Work	Very satisfied	Satisfied	Moderate	Dissatisfied	Very dissatisfied	
1. I feel						with my current job.
2. I feel						with the amount of distribution of work.
3. I feel						with the amount of timerequired to complete work.

2. Recognition	Very satisfied	Satisfied	Moderate	Dissatisfied	Very dissatisfied	
1. I feel						with the level of approval I receive from my direct superior.
2. I feel						with the level of approval I receive from my colleagues.
3. I feel						with the sense of belonging I receive from my organization.

3. Career Advancement	Very satisfied	Satisfied	Moderate	Dissatisfied	Very dissatisfied	
1. I feel						with my present level in the organization.
2. I feel						with my future career advancement opportunities.
3. I feel						with the promotion provided by the organization when compared to other organizations.

4. Compensation	Very satisfied	Satisfied	Moderate	Dissatisfied	Very dissatisfied	
1. I feel						with remuneration and overtime payment provided by the organization.
2. I feel						with annual bonus.
3. I feel						with the organization's compensation when compared to other organization.

5. Working Conditions	Very satisfied	Satisfied	Moderate	Dissatisfied	Very dissatisfied	
1. I feel						with my work place in terms of office space, and office facilities provided such as desks, computers, telephones, etc.
2. I feel						with the general facilities provided at the office such as restrooms, cafeteria, elevator, parking lot etc.
3. I feel						with the general facilities provided at the campsite such as restrooms, cafeteria etc.

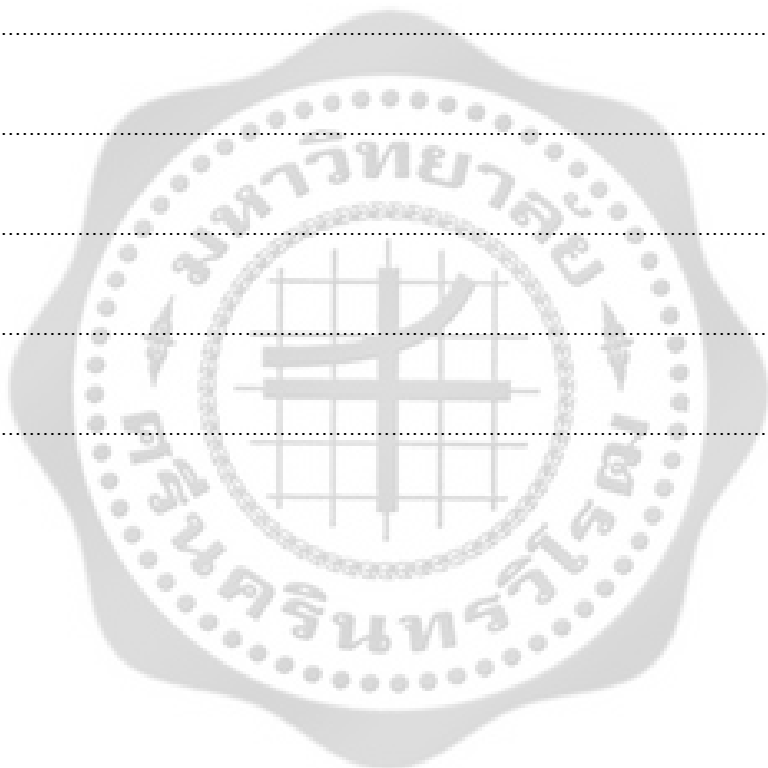
6. Supervisors and Coworkers	Very satisfied	Satisfied	Moderate	Dissatisfied	Very dissatisfied	
1. I feel						with my direct supervisor's advice and assistance.
2. I feel						with my supervisor in terms of fairness.
3. I feel						with the relationship with my colleagues.

7. Fringe Benefits	Very satisfied	Satisfied	Moderate	Dissatisfied	Very dissatisfied	
1. I feel						with the medical care provided by the organization.
2. I feel						with the life insurance provided by the organization.
3. I feel						with the allowance provided by the organization.

8. Company Policy and Administration	Very satisfied	Satisfied	Moderate	Dissatisfied	Very dissatisfied	
1. I feel						with the current policy of the organization.
2. I feel						with the organization's rules.
3. I feel						with the clarity of communication within the organization.

Comments

In your opinion, what other factors presently increase or decrease your level of job satisfaction, but are not included in this questionnaire? Please specify.





VITAE

Name: Sutasinee Leuaboonscho

Date of Birth: 20 Oct 1982

Place of Birth: Muang District, Surin

Address: 63 Petchkasem 80, Bangkae Nua, Pasi charoen,
Bangkok, 10160

Educational Background:

2004 Bachelor of Arts (English)
Mahasarakham University
Mahasarakham

2008 Master of Arts (Business English for International
Communication)
Srinakrarinwirot University, Bangkok