

A STUDY OF JOB SATISFACTION OF EMPLOYEES AT

L.V. TECHNOLOGY PUBLIC COMPANY LIMITED

A MASTER'S PROJECT

BY

KITTIMA TIRAKANCHANAKUL



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

May 2011

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This study aimed to assess the employees' job satisfaction and to find out whether the employees' demographic characteristics including gender, age, marital status, level of education, and length of employment influence their job satisfaction. A specially designed questionnaire based on Herzberg's two-factor theory (motivation and hygiene) was used as the research instrument. The samples were one hundred and twenty employees of L.V. Technology Public Company Limited chosen as participants to answer the questionnaire.

The result revealed that the employees' overall job satisfaction was high. They derived satisfaction at a high level from such factors as achievement, career advancement, recognition, responsibility, compensation, possibility of growth, working conditions and interpersonal relationship. The satisfaction gained at a moderate level was the work itself, supervision, working status, personal life and job security. Although the participants' demographic characteristics including gender, age, marital status and educational backgrounds did not affect the employees' job satisfaction level, the length of employment to a minimal degree influenced their job satisfaction.

การศึกษาคความพึงพอใจในการปฏิบัติงานของพนักงาน บริษัท แอล.วี. เทคโนโลยี จำกัด (มหาชน)



เสนอต่อบัณฑิตวิทยาลัย มหาวิทยาลัยศรีนครินทรวิโรฒ เพื่อเป็นส่วนหนึ่งของการศึกษา

ตามหลักสูตรปริญญาศิลปศาสตรมหาบัณฑิต

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การศึกษานี้มีวัตถุประสงค์เพื่อประเมินความพึงพอใจของพนักงานมีต่อการทำงาน และศึกษาว่าลักษณะเฉพาะของประชากร เช่น เพศ อายุ สถานภาพสมรส ระดับการศึกษา และระยะเวลาในการทำงาน มีอิทธิพลต่อความพึงพอใจของพนักงานหรือไม่ แบบสอบถามที่ใช้เป็น เครื่องมือในงานวิจัยสร้างขึ้นจากทฤษฎีสองปัจจัย (ปัจจัยด้านแรงจูงใจและสุขลักษณะ) ของเฮอริช เบิร์ก กลุ่มตัวอย่างคือพนักงานหนึ่งร้อยยี่สิบคนใน บริษัท แอล. วี. เทคโนโลยี จำกัด (มหาชน) เป็นผู้ตอบแบบสอบถามเกี่ยวกับปัจจัยสิบสี่ปัจจัยที่ทำให้เกิดความพึงพอใจในการทำงาน

ผลจากการศึกษาพบว่าพนักงานมีความพึงพอใจในการทำงานโดยรวมอยู่ในระดับสูง โดย ได้รับความพึงพอใจในระดับสูงจากปัจจัยด้านการยอมรับใจตนเอง ความก้าวหน้า การเป็นที่ยอมรับ ของเพื่อนและผู้บังคับบัญชา ความรับผิดชอบ สิทธิประโยชน์อื่นๆ นอกจากค่าจ้าง โอกาสได้รับความก้าวหน้าในอนาคต นโยบายบริษัทและการบริหารจัดการ เงื่อนไขในการทำงาน และ ความสัมพันธ์กับผู้อื่น ความพึงพอใจในระดับปานได้กลางจากปัจจัยด้านลักษณะงาน บังคับบัญชา สถานภาพในการทำงาน เรื่องส่วนตัว และความมั่นคงในงาน ลักษณะเฉพาะของประชากร อัน ได้แก่ เพศ อายุ สถานภาพสมรส และระดับการศึกษา ไม่มีผลต่อระดับความพึงพอใจของพนักงาน ในการทำงาน แต่ระยะเวลาในการทำงานมีผลต่อความพึงพอใจของพนักงานที่มีต่อการทำงาน

The Master's Project Advisor, Chair of Business English for International Communication, and Oral Defense Committee have approved this master's project, *A Study of Job Satisfaction of Employees at L.V. Technology Public Company Limited* by Ms. Kittima Tirakanchanakul as partial fulfillment of the requirements for the Master of Arts degree in Business English for International Communication of Srinakharinwirot University.

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Kittima Tirakanchanakul

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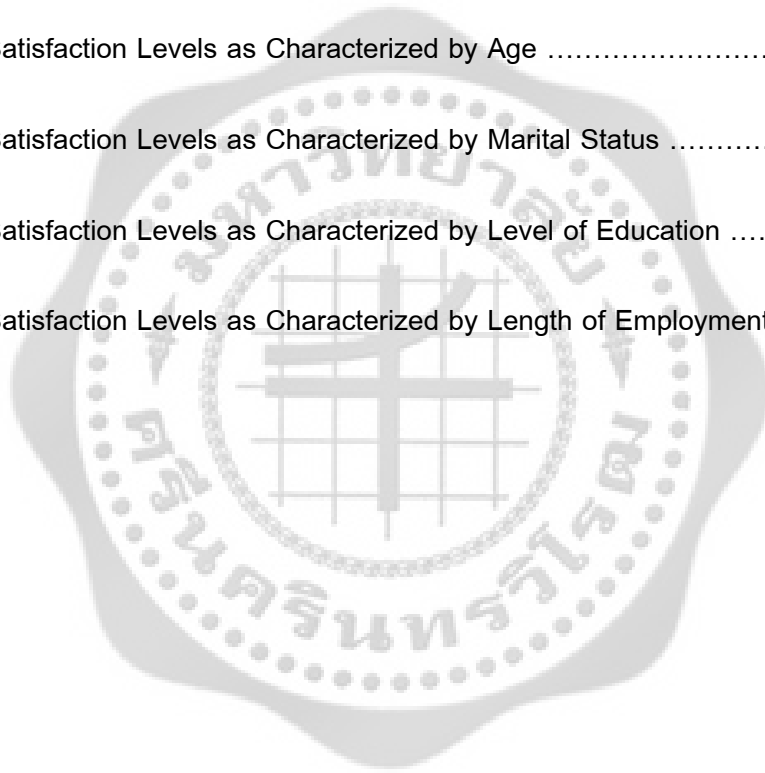
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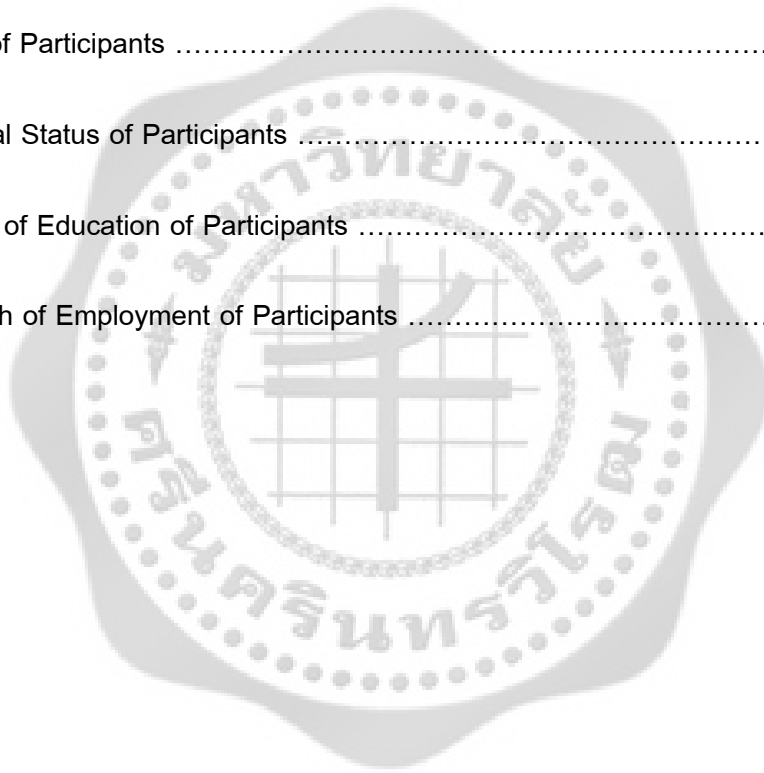
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CHAPTER 1

INTRODUCTION

Background of the Study

Job satisfaction is one of the most discussed topics in the field of organizational psychology (Al-Ajmi, 2001). The employee's job satisfaction is one of the most significant factors contributing to the company's success and competitiveness (Miller, 1960).

According to Robbins (2001), job satisfaction is highly related to job performance, i.e. employees who are dissatisfied with their job tend to pay less attention to their assignments and they may eventually consider seeking a new employment.

Schultz and Schultz (1994) and Robbins and Coulter (1996) claimed that job satisfaction can produce a positive or a negative impact on employees' sense of great job responsibility. Pattanamas (2008) reinforced the idea that job satisfaction is an important indicator of the employees' attitudes toward their jobs and that it also serves as a predictor of work behavior such as absenteeism and resignation. Today, hardly any employee is likely to stay at one company throughout his or her entire career. The higher the skills, talents and abilities a person has, the greater the opportunity that he or she will be offered a new and better position from reputable firms or organizations. According to Miller (1960), human resources are regarded as one of the most valuable assets and each time an employee resigns the company incurs a certain amount of expenses. According to Buzzle (2001), employee turnover incurs direct costs of stationery, transition and replacement and indirect costs of unnecessary overtime payment and productivity loss due to reduced

performance of existing employees, who suffer from overwork and low morale. It also involves other hidden costs such as recruitment and training. Hence, it can be seen that employee's satisfaction is an important issue.

This study was designed to investigate the level of job satisfaction of the employees of L.V. Technology Public Company Limited (LVT). Founded in 1996, LVT provides a wide range of engineering services which include global supply and installation of engineering equipment and devices. Through constant development of innovation to satisfy the needs of its customers, LVT has successfully expanded its market to many parts of the world including Asia, Europe, South America, and the Middle East.

The company comprises five major departments or divisions:

1. Executive Office

This office is made up of the executive management and their immediate staff. It is responsible for the implementation and management of the company's policies and day-to-day functions.

2. Marketing and Project Management Division

This division conducts various types of marketing research, offers and supplies a wide range of products and services to clients. It also organizes resources and sets up a schedule to ensure successful completion of a specific project within the budget. Its staff members travel overseas from time to time to visit manufacturers, suppliers and clients.

3. Plant Engineering Division

This division provides engineering services such as equipment and devices installation and commissioning. It also designs and develops products and services to meet

the customer's requirement. Its staff members travel overseas from time to time to work with the clients at the cement plants for a short period.

4. Finance and Accounting Division

This division is responsible for the company's financial and accounting affairs. It prepares and provides accounts and financial information for the company's management team.

5. Personnel and Administration Department

This department mobilizes human resources and other related resources such as information, tools, equipment and devices. It is responsible for staff recruitment, employment termination, payroll and enforcement of safety regulations. It also deals with the company's health insurance and training programs.

Despite the company's effort to take good care of its current employees, the management conducted an annual review of its resource-based capability and found that the turnover rate of the year 2010 was 22.39% as a result of resignation by 45 out of the total 201 employees. This alarming figure causes concerns of the management because it was far in excess of the 15% limit allowed in the human resource management policy. This trend suggested that the employees were unhappy with their work. In such situation, the high turnover rate will lead to a serious financial issue because it could drain the company's operating profits (Amah, 2009). Employee's job satisfaction was directly associated with the company's performance and future success. Job dissatisfaction was, therefore, a pressing issue that requires immediate attention.

Objectives of the Study:

1. To investigate job satisfaction level of LVT employees based on Herzberg's two-factor theory: "motivators" and "hygiene factors".
2. To study the employees' job satisfaction level in regard to their demographic characteristics – focusing on personal background such as gender, age, marital status, level of education and length of employment in LVT.

Research Question

What were the levels of job satisfaction of LVT employees in regard to their demographic characteristics?

The Scope of Study

This study focused on job satisfaction of LVT employees on the basis of Herzberg's Two-Factor Theory. The research participants were permanent and fulltime Thai employees in LVT. Since some of the employees had to travel abroad from time to time, only those who worked in LVT office at the time had participated in the survey. The participants were asked to respond to a set of questions in the questionnaires which were distributed in February 2011.

Significance of the Study

This study aimed to assess the LVT employees' job satisfaction level, which would contribute to the growing body of knowledge of job satisfaction both in organization in

Thailand and internationally. Furthermore, the findings of the study would directly benefit the company. They would serve as resourceful information for the company's HR division in developing a more effective employee maintenance scheme. It would, in turn, help boost up the employees' job satisfaction which would eventually minimize the turnover rate.

Definition of Terms

1. Job Satisfaction: The level of how contented an individual is with his or her job.
2. Demographic Characteristics: Variations in attributes of the employees -- gender, age, marital status, working line, level of education, and length of employment in LVT.
3. Motivators: The driving force which causes employees to achieve goals and give positive satisfaction of the job. The motivators include achievement, recognition, work itself, responsibility, and advancement.
4. Hygiene Factors: The hygiene factors include compensation, possibility of growth, company policy and administration, supervision, working status, working conditions, interpersonal relationship, personal life, and job security.
5. Employee: A person who works full time at LVT.
6. LVT: L.V. Technology Public Company Limited

CHAPTER 2

RELATED LITERATURE REVIEW

This chapter aims to provide an overview of related literature regarding job satisfaction. Definitions of job satisfaction, job satisfaction theories and a review of studies on job satisfaction are presented.

Definitions of Job Satisfaction

Job satisfaction refers to how contented an individual is with his or her job. The happier people are with their job, the more satisfied they are likely to be (Pattanamas, 2008).

The Encyclopedia of Business and Finance (2001) defines job satisfaction as a worker's sense of achievement and is generally perceived to be directly linked to productivity as well as to personal well-being. Job satisfaction implies doing a job one enjoys, doing it well and being suitably rewarded for one's efforts.

Robbins (2001) describes job satisfaction as a general attitude toward one's job. It is the difference between the exact amount of reward a worker receives and what he or she expects. According to Pattanamas (2008), job satisfaction is an important indicator of how employees feel about their job and a predictor of work behavior such as absenteeism and resignation.

In summary, job satisfaction is an essential factor that affects employees' initiative and enthusiasm. A lack of job satisfaction can probably lead to higher absenteeism and unnecessary turnover in the workplace (Al-Jenaibi, 2010).

Job Satisfaction Theories

1.1 Herzberg's Two-Factor Theory

This theory was proposed by an American psychologist Frederick Herzberg in 1966. It has a dual structure comprising motivation and hygiene factors. He recognized that the factors contributing to job satisfaction and dissatisfaction are quite different. However, the two types of factors could not be viewed as opposite to one another.

Satisfaction is derived from intrinsic motivations or job content such as achievement, recognition, responsibility, the work itself and advancement. Herzberg (1966) used the term motivators for job satisfiers since they involve job content and the satisfaction derived therefrom. Motivation is the driving force which causes us to achieve goals and motivation factors are needed to motivate an employee to better performance. These factors are internally generated by employees.

Based on an individual's need for personal satisfaction, Herzberg described motivation factors as follows:

1. **Achievement** refers to personal satisfaction of completing a job, solving problems and seeing the result of one's efforts.
2. **Recognition** refers to the recognition by others for a well performed job or personal accomplishment.

3. **The work itself** involves the contents of the job and its positive or negative effect upon the employees, whether the job is characterized as interesting or boring, varied or routine, creative or stultifying, excessively easy or excessively difficult, challenging or non-demanding.

4. **Responsibility** refers to the employee's authority in relation to the job and his or her control and accountability over his or her own assignments.

5. **Advancement** is an actual or perceived change in a person's status or position in the organization.

Dissatisfaction occurs when the following hygiene factors, extrinsic of job context or environment, are not present within the job. Herzberg used the term hygiene for these factors including compensation, company policy and administration, supervision, interpersonal relationship, working conditions, working status, personal life and job security. Hygiene factors are needed to ensure that employees do not become dissatisfied. According to Herzberg, improvement of hygiene factor helps prevent employees from feeling dissatisfied, yet it does not create satisfaction. Hygiene factors involve the followings:

1. **Compensation** in terms of salary, wages and other remunerations that an employee receives in consideration of his work performance.

2. **Possibility of growth** involves possibility that one will be able to move onward and upward within the company or to advance skills in his profession.

3. **Company policy and administration** involves employees' feelings about the adequacy or inadequacy of management – such as rules, regulations, poor communications and lack of authority delegation, -- within an organization.
4. **Supervision** refers to the supervisor's competency, technical ability, job knowledge, fairness and willingness to teach or delegate authority.
5. **Working status** refers to a person's status that reflects a certain level of acceptance as determined by his or her rank, authority and relationship to others.
6. **Working conditions** involves the physical conditions of work, the amount of work, light, tools, temperature, space, ventilation, work facilities and general appearance of the workplace.
7. **Interpersonal relationships** are about the rapport between supervisors and associates such as job related and social interactions within the same workplace.
8. **Personal life** is the situation in which some aspects of the job have an impact on personal life. This factor supports the employee's needs for privacy, flexible work hours, more self-focusing, lower cost of transportation and less family related distractions.
9. **Job security** refers to the employee's job tenure and/or the company's stability or instability and the presence or absence of job security.

Two Factor Theory - Herzberg

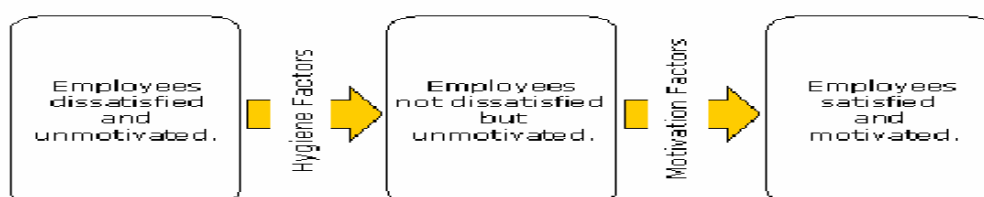


Figure 1 Herzberg's Two-Factor Theory

In a nutshell, job satisfaction level is determined by both motivation and hygiene factors. While motivation can be an intrinsic element found in an individual, motivation factors such as proper training and treating employees fairly and with respect help enhance the employees' work performance. Hygiene factors such as income, supervision, job security, and working environment are the other aspects of work that can possibly produce a huge impact on an individual.

1.2 Maslow's Hierarchy of Needs

Maslow's hierarchy of needs was proposed by Abraham Maslow in 1943. In his hierarchy of needs, the need of hypothesized individuals should be satisfied at a ground level before they aspire to the next level of the hierarchy.



Figure 2 Maslow's Hierarchy of Needs

The five levels of Maslow's Hierarchy of needs involve the following:

1. **Physiological needs** such as food, water, oxygen and shelter are the most basic requirements that an individual has to fulfill in order to survive. The organizational

factors that satisfy these needs include the minimum pay that is sufficient for survival and the working conditions that promote comfortable existence.

2. **Safety needs** include security, stability, well structured environment and freedom from anxiety. The organizational conditions that meet these needs are safe working conditions, fair rules and regulations, job security, comfortable work environment, respectable position and insurance plan.

3. **Social or belonging needs** include interaction, affection, love, friendship and companionship. The organizational factors that meet these needs are friendly and supportive supervision, opportunity for teamwork and opportunity to interact with others on the job.

4. **Esteem needs** are internal factors such as self-respect, achievement and external factors like status, recognition and attention. The organizational factors that satisfy these needs are the senses of achievement, responsibility, awards and promotions.

5. **Self-actualization needs** are placed on the highest level of hierarchy. They drive an individual to become what he or she is capable of becoming. They include personal growth, maximum skills, talents, potential and self-fulfillment. The organizational conditions that provide self-actualization include absorbing jobs with the potential for creativity and growth, risk taking, high achievement and personal progression.

In summary, Maslow's Hierarchy of Needs Model argues that people work to satisfy their physiological needs first, then their safety needs, and so on, up along the "needs ladder". In general, they are motivated by the needs at the lowest level that remain unsatisfied. However, needs at one level do not have to be satisfied completely before

needs at the next-higher level are satisfied, that a person can be motivated primarily by social needs. However, any physiological and safety needs that remain unsatisfied are also important. Maslow's hierarchy of needs is useful when looking into employee motivation (Pride et al., 2009).

Both Herzberg's two-factor theory and Maslow's hierarchy of needs are models for studies on employees' job satisfaction. Maslow's hierarchy of needs focuses on the different levels of job satisfaction associated with the internal factors that are based on all the needs of an individual. However, Herzberg's two-factor theory focuses on the external factors that affect the employees' job satisfaction.

In this research, Herzberg's two-factor theory was applied to investigate the levels of job satisfaction of the employees at L.V. Technology Public Limited because the theory relates to and supports the attainment of the objectives of the studies.

Studies on the Influence of Demographic Characteristics on Job Satisfaction

Many studies revealed that employees' demographic characteristics such as gender, age, level of education, marital status and length of employment affect their job satisfaction levels in many different and complex ways.

1. Gender

Schultz and Schultz (1994) claimed that there were no clear pattern of difference between males and females on job satisfaction. The differences in job satisfaction between male and female employees are inconsistent and contradictory. Sutjaritpwatskul (2005) studied the personal factors of the employees of Sanmina-SCI Systems (Thailand) in

Pathumthani and found that there was no difference between the job satisfaction levels of male and female employees—they both experienced job satisfaction at a high level.

Aj-Ajmi (2006) studied the effect of gender on the employees' perception of job satisfaction and organization commitment in Kuwait and found that there were no significant differences with regard to gender. However, Clark (1997) investigated the differences in the levels of job satisfaction of both genders in Britain and found that female workers have a greater level of satisfaction as compared to male workers (as cited in Kifle & Kler, 2010).

2. Age

Another attribute that affects job satisfaction is the employee's age. Lee and Wilbur (1985) claimed that job satisfaction increased along with age. Older employees were more satisfied with the extrinsic characteristics than younger employees. This was consistent with the study of Thavornranart (2009) on job satisfaction levels of the exempt employees at Benchmark Electronics (Thailand) Inc., it was found that the employees' job satisfaction level varied according to employee's age level. People get older they move up the career ladder and get into better positions and they also sort through different alternative careers and find something that matches their talents and abilities better.

3. Level of Education

Howard and Frink (1996) mentioned that the greater level of education would represent high potential and opportunities on employees' career than those who have lower education level. There have been quite a few studied the influence of education on job satisfaction. Tiengtrakarnsuk (2008) studied the job satisfaction of the employees at operating level in Customer Support Department of CS LoxInfo Public Company Limited

and found that the employees with Bachelor's Degree were satisfied with their job at a moderate level while the ones with Master's Degree were satisfied with their job at a higher level.

4. Marital Status

According to Garrison and Muchinsky (1981), the married employees have fewer absences, less turnover, and they are more satisfied with their job than the unmarried ones. This was consistent with the study of Homchan (2006) on the factors affecting job satisfaction among warehouse workers at DHL Logistics (Thailand) Company Limited and found that married employees were more satisfied with their job than single employees.

5. Length of employment

The length of employment is one of the variables directly related to job satisfaction. Schultz and Schultz (1994) mentioned that the new employees tend to be more satisfied with their jobs than the old ones. During the period that involves development of skills and abilities, new workers are stimulated and challenged that they tend to find their work more attractive than the old workers do. This was consistent with the study of Traut, Larsen and Feimer (2000) on job satisfaction of 123 Fire Department employees and found that the newest employees were more satisfaction with their job than the longer-term employees significantly. The most satisfied workers were those in their earliest year of service.

In conclusion, several studies were conducted on the influence of one's demographic characteristics on the level of job satisfaction. Those studies were of mixed results. In this study, the employees' demographic characteristics were studied in relation to their job satisfaction levels.

Related Job Satisfaction Research

Many studies investigated job satisfaction of employees in organization based on the Herzberg's two-factor theory. They also focused on many aspects of employees in relation to job satisfaction. Empirical studies on job satisfaction are as follows:

Luddy (2005) studied the levels of job satisfaction experienced by employees at a public health institution in the Western Cape region and found that they expressed satisfaction with their co-workers, the nature of work and the supervision they received respectively. Opportunities for promotion and payment emerged as major sources of dissatisfaction. With the exception of marital status, the relationship between occupational class, race, gender, education level, tenure, age, income and job status with job satisfaction was found to be significant.

Satjawarodom (2005) studied employees' job satisfaction at CUEL Limited based on Herzberg's two-factor theory and found that the employees were satisfied with self achievement, nature of work, working conditions and job security while they felt neutral about advancement, company policy and administration, pay and fringe benefits as well as social acceptance. The findings did not indicate or establish a concrete connection between job satisfaction factors and genders of employees. Age factors had a definite positive relationship to self achievement, social acceptance and company policy and administration.

Sutjaritpawtskul (2005) studied personal factors of employees of Samnina-SCI Systems (Thailand) Ltd. (Phatumthani). The study based on Herzberg's two-factor theory showed that salary and fringe benefits influenced most of personal factors such as gender,

age, education and income. Job satisfaction factors related to employees' working conditions and needs for achievement were influenced by different genders, education levels and incomes.

Phupresertsong (2006) studied job satisfaction influenced by internal factors and external factors of exempted employees in an electronics manufacturer. The study applied Herzberg's two-factor theory and it was found that there were no differences in job satisfaction among employees of different genders. Both male and female employees experienced job satisfaction at a high level. There was a difference in job satisfaction among employees with different education levels. It was found that the ones with high education experienced job satisfaction at a higher level than those with lower education.

Prompoon (2007) studied job satisfaction of medical representatives at Boehringer Ingelheim (Thai) Ltd. based on Herzberg's two-factor theory and found that employees were somewhat satisfied with their jobs based on the three strong motivator factors, interpersonal relations, recognition, and the work itself. The hygiene factors of interpersonal relations and supervision contributed significantly to the prevention of job dissatisfaction. Respondents were least satisfied in the area of salary.

Sutarotepajak (2007) studied job satisfaction of employees of the Marketing Group at Phatra Insurance Public Company Limited. The study applied Herzberg's two-factor theory and it was found that employees had the lowest satisfaction with pay but the highest satisfaction with supervisors or supervision. Male employees were more satisfied with pay, promotion and supervision than female counterpart.

To-Anan (2007) studied job satisfaction of medical representatives and found that they had high job satisfaction levels. The study based on Herzberg's two-factor theory and

it was found that the employees had high job satisfaction levels because of motivation and hygiene factors. Their job satisfaction was found at high levels in the area of salaries and other financial remuneration, quality of supervision, quality of inter personal relations, working relations, working conditions, job security, recognition, responsibility, job specification and achievement. Job satisfaction found at moderate levels was in the areas of company policy and administration and achievement. There was no significant difference in job satisfaction in relation to gender, education and income. However, significant differences in job satisfaction in relation to age and work experience were found.

Kajornkittiyuth (2008) studied employees' job satisfaction at the Operation Department of Intertek Testing Service (Thailand) Limited. Applying Herzberg's two-factor theory, findings showed that the employees had moderate levels of satisfaction in promotion, work itself, and supervision, and high levels of Job satisfaction in pay and co-worker. There were differences in job satisfaction levels when classified by gender, age, education, work experienced, and monthly income.

Tiengrakarnsuk (2008) studied job satisfaction of employees at operation level in the Customer Support Department of CS LoxInfo Public Company Limited based on Herzberg's two-factor theory. It was found that their overall job satisfaction was at a moderate level. The job satisfaction was found at high levels in the area of co-workers and at moderate levels in respect of pay, promotion, supervision and the work itself. There were differences in job satisfaction levels in relation to age, education and monthly income.

Thavornranart (2009) studied job satisfaction of exempt employees in Material Department of Benchmark Electronics (Thailand) Inc. and found that their job satisfaction levels were high. Job satisfaction was found at high levels in the areas of policy and

administration, job description, achievement, recognition, responsibility, quality of supervision, interpersonal relations with others, job security and working conditions; at moderate levels in the areas of career advancement, salary and benefits. The comparison of job satisfaction levels, taking into account the gender, age, education, working experience and salary, showed that the differences were characterized by age. There were no differences in job satisfaction levels as characterized by gender, education, work experience and salary.

Many studies on job satisfaction have conclusively come up with different findings. However, many of them have suggested that employee retention and satisfaction are important issues that the company's Human Resources Department has to deal with. In this study, job satisfaction of LVT employees was determined on the basis of motivation and hygiene factors developed by Frederick Herzberg. The results would be benefit for the company develops more effective strategies to enhance its employee's job satisfaction and minimize its employee turnover rate.

CHAPTER 3

RESEARCH METHODOLOGY

This chapter describes the research participants, research instrument, and the procedures for data collection and data analysis.

Research Participants

The participants of the research were fulltime Thai employees of L.V. Technology Public Company Limited. As some of the employees were required to travel overseas from time to time, only 120 employees who remained in office at the time of survey had fully cooperated in responding to the questionnaire.

Research Instrument

A questionnaire, which was based on Herzberg's two-factor theory, was used as the research instrument. All the questions in the questionnaire were reviewed by three specialists, namely the Assistant Managing Director and Personnel and Administration Department Manager of L.V. Technology Public Company Limited, and a senior lecturer in the educational field at Srinakharinwirot University. A pilot study was conducted in February 2011 on five employees to ensure that the content of the questionnaire was clear and comprehensible.

The questionnaire was written in English (see Appendix B) and translated into Thai for the participants. The questionnaire was divided into two parts:

Part 1: Demographic Information

The participants were asked to provide information regarding their gender, age, marital status, level of education, and length of employment in LVT.

Part 2: The Level of Job Satisfaction

A series of questions were designed to assess the degree of job satisfaction of each participant. Based on Herzberg's two-factor theory, thirteen factors of job satisfaction were summarized in Table 1.

Table 1 Job Satisfaction Factors

Factors	No. of Questions	Factors	No. of Questions
<u>Motivators</u>		<u>Hygiene Factors</u>	
Achievement	2	Compensation	2
Recognition	2	Possibility of growth	2
The work itself	2	Company Policy & Administration	2
Responsibility	2	Supervision	2
Advancement	2	Working Status	2
		Working Conditions	2
		Interpersonal Relationship	2
		Personal Life	2
		Job Security	2

The respondents were asked to answer questions relating to job satisfaction through the 14 factors: achievement, recognition, the work itself, responsibility, advancement, compensation, possibility of growth, company policy and administration, supervision, working status, working conditions, interpersonal relationship, personal life and job security. Each question was in a form of statement which required a response indicating the degree of satisfaction by means of Likert Scale, ranging from '1: Strongly Disagree', '2: Disagree', '3: Moderate', '4: Agree', '5: Strongly Agree'.

Data Collection

During the period from 22 February 2011 to 25 February 2011, 145 sets of questionnaire with sealable envelopes were distributed to all fulltime employees who worked in LVT office. One hundred and twenty questionnaires were completed and sent back to the researcher.

Data Analysis Procedrue

The data from the 120 respondents were calculated into percentage, mean and standard deviation, using a statistic package software program.

First, the data from the first part of the questionnaire were analyzed by descriptive statistics. The aim was to identify the demographic characteristics of the participants. The data were then interpreted in terms of frequency and percentage.

Next, the statements about the 14 job satisfaction factors in the second part of the questionnaire were calculated for mean and standard deviation. Likert scale was adapted to this questionnaire and the mean scores were interpreted as follows:

Score Range	Job Satisfaction Level
4.21-5.00	highest
3.41-4.20	high
2.61-3.40	moderate
1.81-2.60	low
1.00-1.80	lowest

Finally, job satisfaction levels and the employees' demographic characteristics including gender, age, marital status, level of education and length of service was determined by means analysis.

The findings were presented in Chapter 4. Conclusion, discussion, limitation of the study and recommendation for further studies were drawn in Chapter 5.

CHAPTER 4

FINDINGS

This chapter presents the research findings. The presentation comes in three parts: demographic characteristics, job satisfaction levels, and levels of job satisfaction classified by the demographic characteristics.

Part 1: Demographic Characteristics

This part covers the demographic characteristics of the 120 participants who were employed on a full-time basis and working in the office at the time of conducting the survey. The demographic information includes gender, age, marital status, educational background and length of employment. The data are shown below.

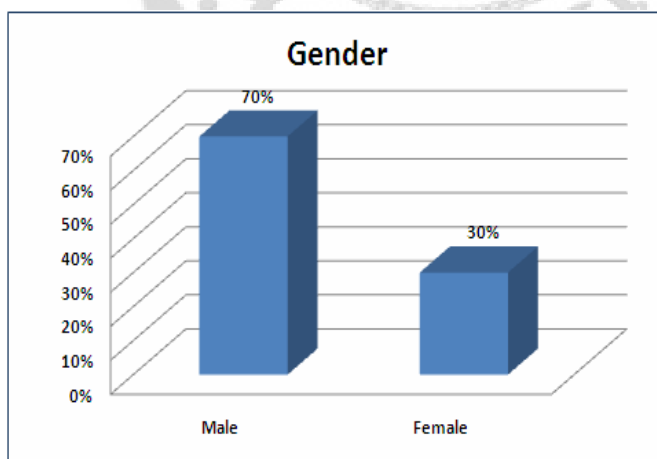


Figure 3 Gender of Participants

As seen in Figure 3, male participants formed the larger part of the population (70.0%) compared to 30% of females.

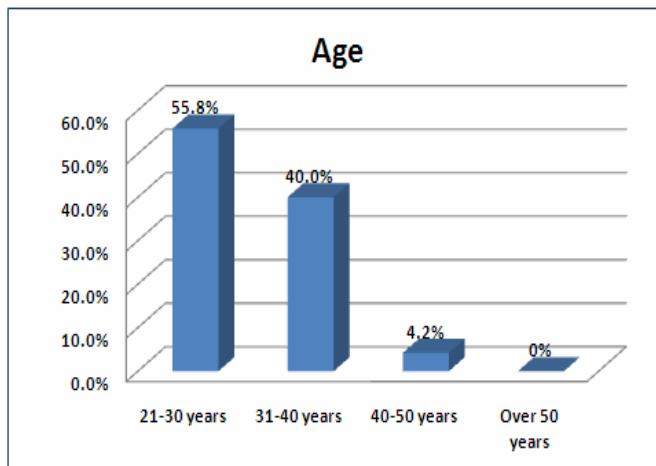


Figure 4 Age of Participants

The employees aged 21 to 30 formed the largest age group (55.8%). It was followed by the employees aged 31 to 40 years old, which constituted 40%, and the minority was the employees aged 41 to 50 years old (4.2%).

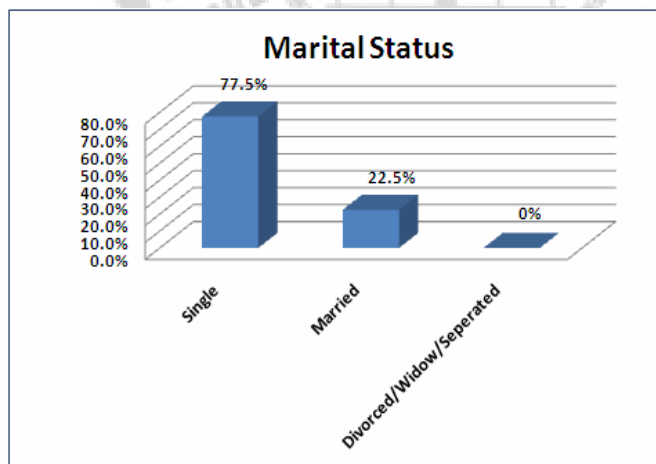


Figure 5 Marital Status of Participants

In terms of marital status, single and married employees made up a percentage of 77.5% and 22.5% respectively. None of the participants was divorced, widowed or separated.

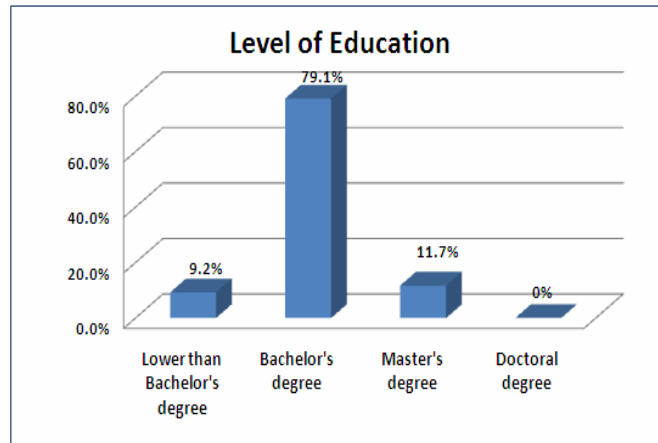


Figure 6 Level of Education of Participants

With regard to educational backgrounds of the 120 participants, most of them held a Bachelor's Degree (79.1%), 11.7% Master's Degree and 9.2% lower than Bachelor's Degree. None of the participants had any qualification higher than a Master's Degree.

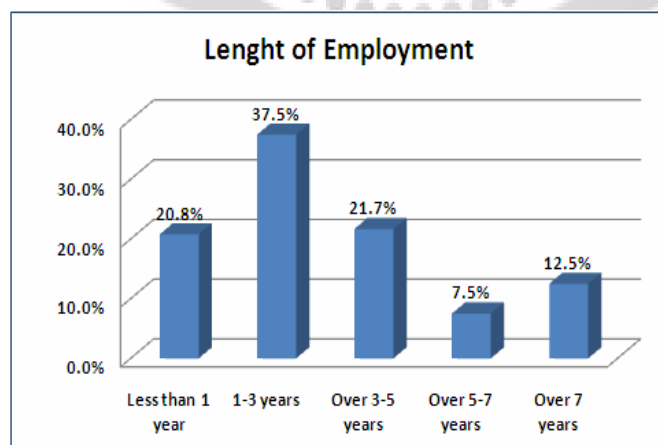


Figure 7 Length of Employment of Participants

Most of the employees (37.5%) have worked in L.V. Technology Public Company for one to three years and followed by 21.7% for three to five years, 20.8 % for less than one year, and 12.5 % for over seven years. The smallest group (7.5 %) has worked in the company for five to seven years.

In summary, male participants formed the larger gender group (70.0%); the participants aged 21-30 years belonged to the largest age group (55.8%); single participants were the largest marital status group (77.5%); the participants who held a bachelor's degree belonged to the largest education group (79.1%); those who had worked for the company for one to three years made up the largest employment length group.

Part 2: Job Satisfaction Levels

This part presents employees' job satisfaction based on Herzberg's two-factor theory. With regard to job satisfaction, two factors namely motivation factors and hygiene factors were taken into consideration.

Motivation factors involve achievement, career advancement, recognition, the work itself, and responsibility and Hygiene factors involve compensation, possibility of growth, company policy and administration, supervision, possibility of growth, working status, working conditions, interpersonal relationship, personal life and job security.

Table 2 Descriptive Statistics of the 14 Factors on Job Satisfaction

Job satisfaction	Mean	S.D.	Satisfaction Level
Motivation Factors			
Achievement	3.88	0.602	High
Career Advancement	3.52	0.632	High
Recognition	3.90	0.514	High
Work Itself	2.90	0.900	Moderate
Responsibility	3.95	0.651	High
Hygiene Factors			
Compensation	3.49	0.749	High
Possibility of Growth	3.41	0.855	High
Company Policy and Administration	3.62	0.591	High
Supervision	3.03	0.608	Moderate
Working Status	3.30	0.524	Moderate
Working Conditions	4.04	0.617	High
Interpersonal Relationship	4.05	0.744	High
Personal Life	3.10	0.619	Moderate
Job Security	3.40	0.796	Moderate
Overall job satisfaction	3.54	0.672	High

From table 2, it can be seen that the employees' job satisfaction was relatively high, with an overall mean score of 3.54. The *interpersonal relationship* factor contributed to job satisfaction at the highest level with a mean score of 4.05 and *the work itself* ranked at the lowest level with a mean score of 2.90.

With regard to the motivation factors, it was found that the employees expressed a high level of satisfaction on *achievement*, *career advancement*, *recognition*, and

responsibility whereas *work itself* was perceived in moderate level. According to the hygiene factors, it was shown that the employees were highly satisfied with *compensation*, *possibility of growth*, *company policy and administration*, *working conditions* and *interpersonal relationship* factor. However, their satisfaction of *supervision*, *working status*, *personal life and job security* factor was at a moderate level.

Part 3: Job Satisfaction Levels Classified by Demographic Characteristics

Mean scores of job satisfaction levels of the 14 factors were calculated to determine impact of demographic characteristics including gender, age, marital status, level of education and length of employment on the job satisfaction of the employees of L.V. Technology Public Company Limited. The results are shown in Table 4-8.

Table 3 Job Satisfaction Levels as Characterized by Gender

Factors	Gender					
	Male (N=67)			Female (N=48)		
	Satisfaction			Satisfaction		
	Mean	S.D.	Level	Mean	S.D.	Level
Achievement	3.85	0.595	High	3.93	0.623	High
Career Advancement	3.47	0.611	High	3.61	0.677	High
Recognition	3.87	0.526	High	3.94	0.490	High
Work Itself	2.98	0.857	Moderate	2.71	0.981	Moderate
Responsibility	3.92	0.652	High	4.00	0.655	High
Compensation	3.54	0.712	High	3.36	0.825	Moderate
Possibility of Growth	3.38	0.906	Moderate	3.49	0.835	High
Company Policy and Administration	3.58	0.600	High	3.71	0.565	High
Supervision	3.08	0.605	Moderate	2.89	0.599	Moderate
Working Status	3.32	0.482	Moderate	3.26	0.615	Moderate
Working Conditions	4.10	0.653	High	3.90	0.505	High
Interpersonal Relationship	4.05	0.775	High	4.07	0.678	High
Personal Life	3.10	0.609	Moderate	3.10	0.653	Moderate
Job Security	3.36	0.785	Moderate	3.47	0.828	High
Total Average	3.54	0.375	High	3.53	0.379	High

Table 3 illustrates the levels of job satisfaction of the employees of different genders. It can be seen that the employees of both genders attained job satisfaction at a high level; therefore, gender does not affect job satisfaction. Table 3 also illustrates different levels of job satisfaction in three factors: *compensation*, *possibility of growth* and *job security*. Male employees gained job satisfaction at a high level from *compensation* with a mean score of 3.54 whereas they gained job satisfaction at a moderate level from the *possibility of growth* and *personal life* with a mean score of 3.38 and 3.36 respectively. Female employees gained job satisfaction at moderate level from *compensation* factor with a mean score of 3.36 while they were highly satisfied with *the possibility of growth* and *job security* with a mean score of 3.49 and 3.47 respectively.

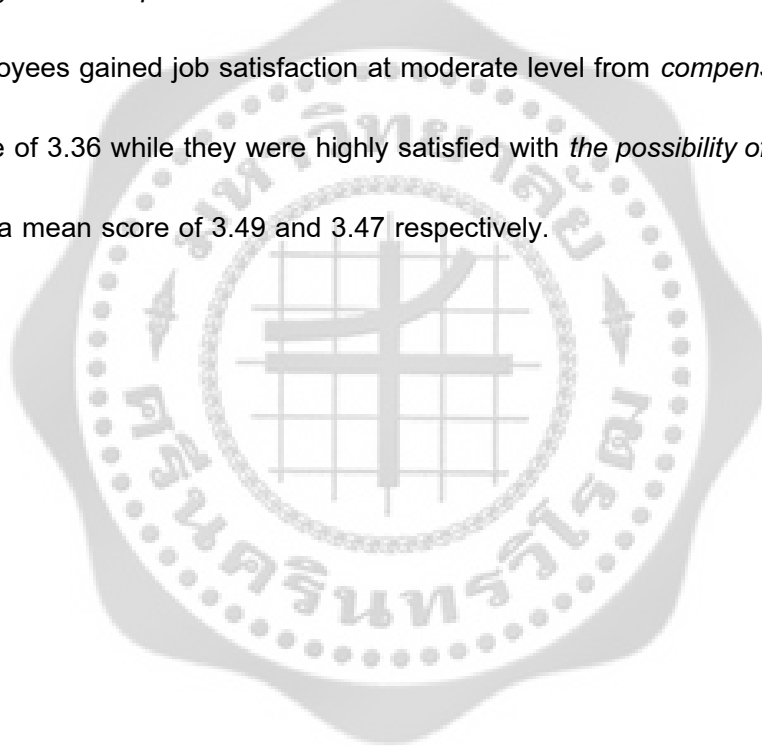


Table 4 Job Satisfaction Levels as Characterized by Age

Factors	Age								
	21-30 years (N=67)			31-40 years (N=48)			41-50 year (N=5)		
	Satisfaction			Satisfaction			Satisfaction		
	Mean	S.D.	Level	Mean	S.D.	Level	Mean	S.D.	Level
Achievement	3.75	0.605	High	4.00	0.546	High	4.40	0.652	Highest
Career Advancement	3.48	0.725	High	3.53	0.488	High	3.90	0.418	High
Recognition	3.85	0.557	High	3.94	0.445	High	4.10	0.548	High
Work Itself	2.90	0.836	Moderate	2.85	0.984	Moderate	3.20	1.037	Moderate
Responsibility	3.86	0.644	High	4.04	0.643	High	4.20	0.758	High
Compensation	3.39	0.768	Moderate	3.60	0.699	High	3.70	0.908	High
Possibility of Growth	3.41	0.777	High	3.35	0.967	Moderate	3.80	0.758	High
Company Policy and Administration	3.58	0.568	High	3.68	0.64	High	3.60	0.418	High
Supervision	3.04	0.592	Moderate	3.01	0.623	Moderate	3.00	0.791	Moderate
Working Status	3.32	0.555	Moderate	3.27	0.494	Moderate	3.40	0.418	Moderate
Working Conditions	4.07	0.629	High	4.04	0.599	High	3.60	0.548	High
Interpersonal Relationship	4.06	0.791	High	4.08	0.702	High	3.70	0.447	High
Personal Life	3.08	0.662	Moderate	3.10	0.583	High	3.10	0.418	High

Table 4 Job Satisfaction Levels as Characterized by Age (continue)

Factors	Age								
	21-30 years (N=67)			31-40 years (N=48)			41-50 year (N=5)		
	Satisfaction			Satisfaction			Satisfaction		
	Mean	S.D.	Level	Mean	S.D.	Level	Mean	S.D.	Level
Job Security	3.46	0.799	High	3.26	0.805	Moderate	3.80	0.447	High
Total Average	3.52	0.407	High	3.56	0.330	High	3.68	0.363	High

Note: none of participants was age over 50 years.

Table 4 shows the levels of job satisfaction of employees of different age groups. Employees in the age group of 41-50 gained job satisfaction at the highest level through achievement factor with a mean score of 4.40 and at a high level through *compensation* and *possibility of growth* with mean scores of 3.70 and 3.80 respectively. Regarding the *job security* factor, the employees with the age group of 21 to 30 and 41 to 50 years old had a high level of job satisfaction with mean scores of 3.46 and 3.80 respectively. Those in the age group of 31 to 40 years old gained job satisfaction at a moderate level with mean scores of 3.26.



Table 5 Job Satisfaction Levels as Characterized by Marital Status

Factors	Marital Status					
	Single (N=93)			Married (N=27)		
	Mean	S.D.	Satisfaction Level	Mean	S.D.	Satisfaction Level
Achievement	3.84	0.618	High	4.00	0.537	High
Career Advancement	3.47	0.669	High	3.67	0.460	High
Recognition	3.89	0.526	High	3.91	0.481	High
Work Itself	2.92	0.907	Moderate	2.81	0.890	Moderate
Responsibility	3.94	0.656	High	3.98	0.643	High
Compensation	3.46	0.793	High	3.59	0.572	High
Possibility of Growth	3.36	0.848	Moderate	3.57	0.874	High
Company Policy and Administration	3.58	0.600	High	3.76	0.544	High
Supervision	3.08	0.614	Moderate	2.83	0.555	Moderate
Working Status	3.31	0.556	Moderate	3.28	0.400	Moderate
Working Conditions	4.10	0.619	High	3.83	0.572	High
Interpersonal Relationship	4.10	0.775	High	3.89	0.610	High
Personal Life	3.10	0.637	Moderate	3.07	0.567	Moderate
Job Security	3.39	0.820	Moderate	3.41	0.721	High

Table 5 Job Satisfaction Levels as Characterized by Marital Status (continue)

Factors	Marital Status					
	Single (N=93)			Married (N=27)		
	Mean	S.D.	Satisfaction Level	Mean	S.D.	Satisfaction Level
Total Average	3.54	0.398	High	3.54	0.328	High

Note: no one of participants was divorced/widow/separated.

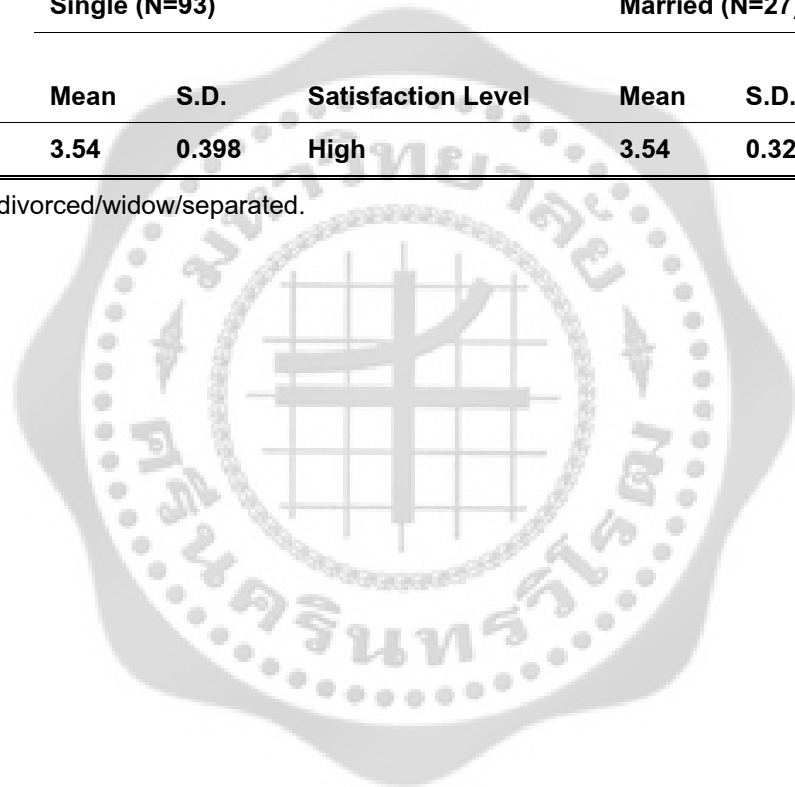


Table 5 illustrates the levels of job satisfaction varying according to the employees' marital status. It was found that *possibility of growth* and *job security* was the factors that contributed to single and married employees' job satisfaction at different levels. Married employees derived job satisfaction at a high level from the *possibility of growth* and *job security* with mean scores of 3.57 and 3.41 whereas single employees gained satisfaction at a moderate level from both factors with mean scores of 3.36 and 3.39 respectively.



Table 6 Job Satisfaction Levels as Characterized by Level of Education

Factors	Level of Education								
	Lower than Bachelor's Degree (N=11)			Bachelor's Degree (N=95)			Master's Degree (N=14)		
	Satisfaction			Satisfaction			Satisfaction		
	Mean	S.D.	Level	Mean	S.D.	Level	Mean	S.D.	Level
Achievement	3.91	0.701	High	3.85	0.565	High	4.04	0.771	High
Career Advancement	3.64	0.552	High	3.52	0.644	High	3.39	0.626	Moderate
Recognition	3.77	0.684	High	3.89	0.494	High	4.00	0.519	High
Work Itself	2.86	0.552	Moderate	2.82	0.931	Moderate	3.43	0.756	High
Responsibility	3.82	0.929	High	3.91	0.603	High	4.32	0.639	Highest
Compensation	3.86	0.710	High	3.46	0.760	High	3.39	0.656	Moderate
Possibility of Growth	3.45	0.789	High	3.45	0.794	High	3.11	1.243	Moderate
Company Policy and Administration	3.64	0.636	High	3.61	0.580	High	3.68	0.668	High
Supervision	2.86	0.710	Moderate	3.03	0.609	Moderate	3.11	0.525	Moderate
Working Status	3.14	0.393	Moderate	3.32	0.550	Moderate	3.32	0.421	Moderate
Working Conditions	4.23	0.518	High	4.06	0.637	High	3.75	0.470	High
Interpersonal Relationship	3.82	0.815	High	4.07	0.747	High	4.11	0.684	High
Personal Life	2.91	0.701	Moderate	3.11	0.627	Moderate	3.18	0.504	Moderate
Job Security	3.55	0.688	High	3.41	0.792	High	3.18	0.912	Moderate

Table 6 Job Satisfaction Levels as Characterized by Level of Education (continue)

Factors	Level of Education								
	Lower than Bachelor's Degree (N=11)			Bachelor's Degree (N=95)			Master's Degree (N=14)		
	Mean	S.D.	Satisfaction Level	Mean	S.D.	Satisfaction Level	Mean	S.D.	Satisfaction Level
Total Average	3.54	0.474	High	3.54	0.360	High	3.57	0.417	High

Note: none of participants held doctoral degree.

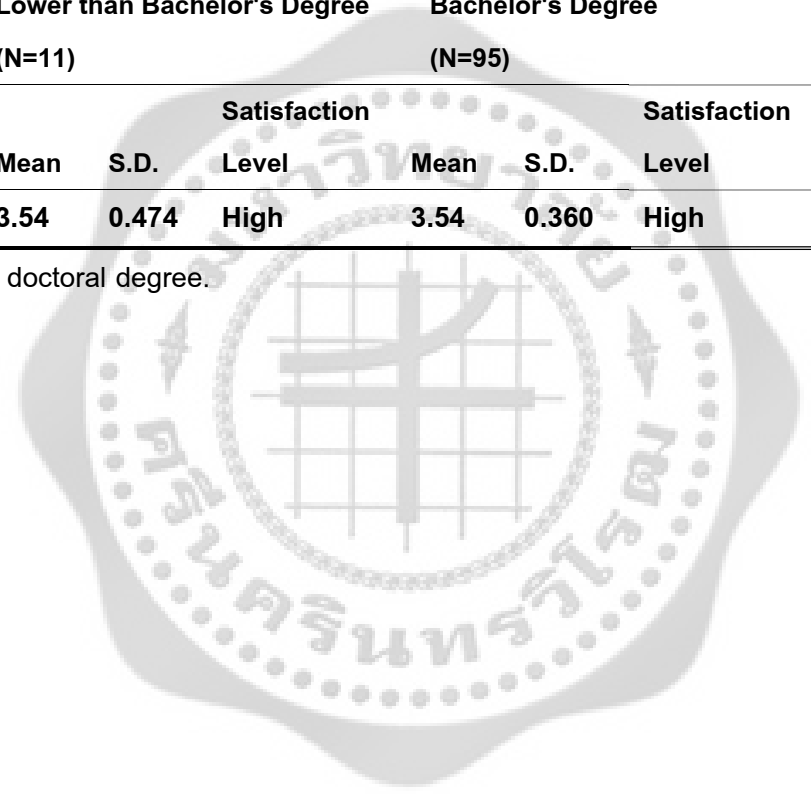


Table 6 shows the levels of job satisfaction achieved by the employees of different educational backgrounds. The employees with a master's degree gained job satisfaction at the highest level from *responsibility* factor with mean scores of 4.32 while the ones with a bachelor's degree or a lower qualification gained job satisfaction at a high level from *responsibility* with mean scores of 3.91 and 3.82 respectively. The employees with a master's degree gained satisfaction at a moderate level from *career advancement*, *compensation*, *possibility of growth* and *job security* while the ones with a bachelor's degree or a lower qualification gained satisfaction at a high level from those four factors.

In addition, the employees with a master's degree gained job satisfaction at a high level through *the work itself* with mean scores of 3.43 whereas the employees with a bachelor's degree and lower qualification were moderately satisfied with *the work itself*.

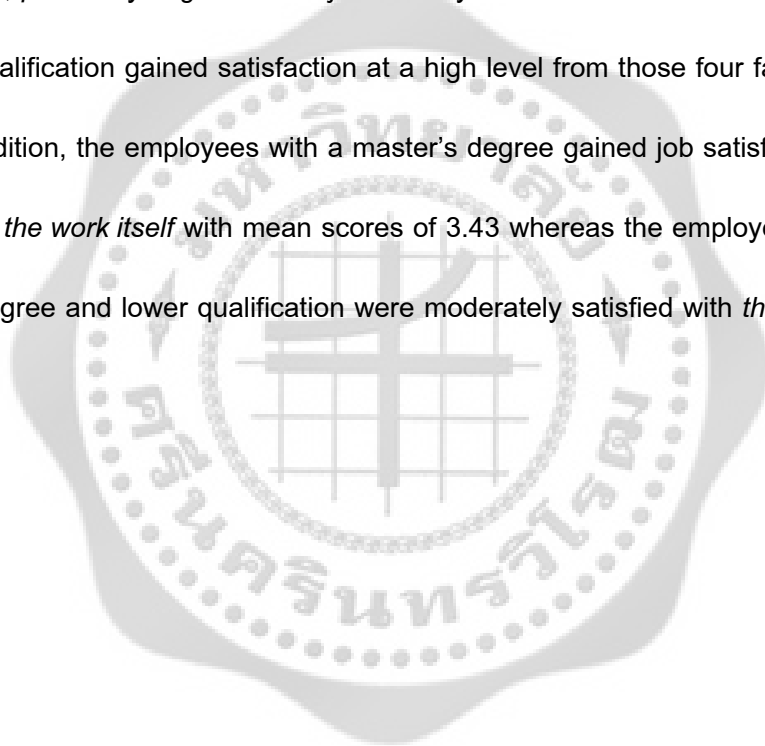
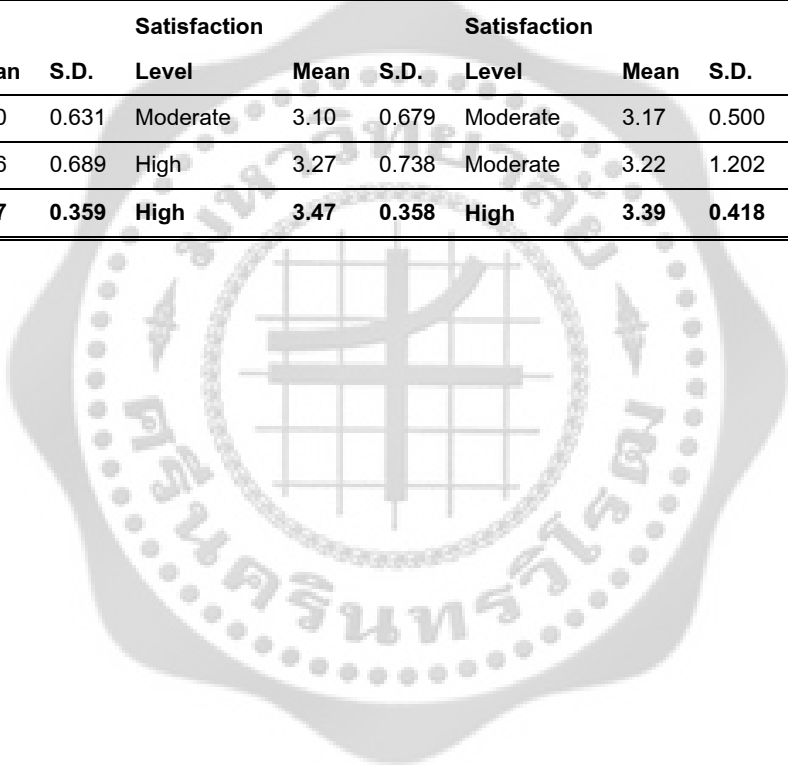


Table 7 Job Satisfaction Levels as Characterized by Length of Employment

Factors	Length of Employment														
	Less than 1 year (N=25)			1 to 3 years (N=45)			Over 3 to 5 years (N=26)			Over 5 to 7 years (N=9)			Over 7 years (N=15)		
	Satisfaction			Satisfaction			Satisfaction			Satisfaction			Satisfaction		
	Mean	S.D.	Level	Mean	S.D.	Level	Mean	S.D.	Level	Mean	S.D.	Level	Mean	S.D.	Level
Achievement	3.90	0.736	High	3.88	0.502	High	3.98	0.500	High	3.50	0.707	High	3.87	0.719	High
Career Advancement	3.72	0.678	High	3.47	0.588	High	3.48	0.519	High	3.33	0.707	Moderate	3.50	0.802	High
Recognition	3.94	0.546	High	3.96	0.486	High	3.75	0.552	High	3.67	0.433	High	4.03	0.481	High
Work Itself	3.04	0.877	Moderate	2.66	0.878	Moderate	3.04	0.905	Moderate	2.89	1.054	Moderate	3.13	0.855	Moderate
Responsibility	4.00	0.750	High	3.98	0.543	High	3.85	0.772	High	3.89	0.651	High	3.97	0.611	High
Compensation	3.46	0.815	High	3.66	0.562	High	3.33	0.883	Moderate	3.33	0.901	Moderate	3.40	0.784	Moderate
Possibility of Growth	3.90	0.829	High	3.38	0.692	Moderate	3.13	0.843	Moderate	3.11	1.219	High	3.33	0.880	Moderate
Company Policy and Administration	3.70	0.520	High	3.74	0.618	High	3.52	0.538	High	3.28	0.833	Moderate	3.50	0.463	High
Supervision	2.92	0.449	Moderate	3.16	0.729	Moderate	2.96	0.599	Moderate	3.06	0.391	Moderate	2.90	0.541	Moderate
Working Status	3.28	0.410	Moderate	3.29	0.559	Moderate	3.37	0.625	Moderate	3.39	0.333	Moderate	3.23	0.530	Moderate
Working Conditions	4.10	0.692	High	4.14	0.580	High	3.92	0.628	High	4.11	0.546	High	3.80	0.592	High
Interpersonal Relationship	4.22	0.778	Highest	4.21	0.727	Highest	3.87	0.657	High	3.56	1.044	High	3.93	0.495	High

Table 7 Job Satisfaction Levels as Characterized by Length of Employment (continue)

Factors	Length of Employment														
	Less than 1 year (N=25)			1 to 3 years (N=45)			Over 3 to 5 years (N=26)			Over 5 to 7 years (N=9)			Over 7 years (N=15)		
	Satisfaction			Satisfaction			Satisfaction			Satisfaction			Satisfaction		
	Mean	S.D.	Level	Mean	S.D.	Level	Mean	S.D.	Level	Mean	S.D.	Level	Mean	S.D.	Level
Personal Life	3.12	0.696	Moderate	3.00	0.631	Moderate	3.10	0.679	Moderate	3.17	0.500	Moderate	3.30	0.368	Moderate
Job Security	3.58	0.874	High	3.46	0.689	High	3.27	0.738	Moderate	3.22	1.202	Moderate	3.23	0.799	Moderate
Total Average	3.63	0.403	High	3.57	0.359	High	3.47	0.358	High	3.39	0.418	Moderate	3.51	0.372	High



As seen in Table 7, the employees gained job satisfaction at different levels from the six factors: *career advancement, compensation, possibility of growth, company policy and administration, interpersonal relationship* and *job security*.

Out of *career advancement*, the employees who have worked with the company for less than 1 year, 1 to 3 years, over 3 years up to 5 years, and over 7 years gained job satisfaction at a high level whereas those who have been in service for over 5 years and up to 7 years gained satisfaction at a moderate level.

With regard to *compensation*, the employees who have been in service for less than 1 year and from 1 to 3 years gained job satisfaction at a high level while those who have been with the company for over 3 years and up to 5 years, over 5 years up to 7 years and over 7 years gained satisfaction at a moderate level.

The employees who have been in service for less than 1 year and over 5 years up to 7 years derived satisfaction at a high level through *possibility of growth* while those who have been with the company for 1 to 3 years, over 3 years up to 5 years, and over 7 years gained job satisfaction at a moderate level out of *possibility of growth* factor.

With regard to *company policy and administration*, the employees who have worked with the company for less than 1 year, 1 to 3 years, over 3 years up to 5 years, and over 7 years gained satisfaction at a high level whereas those who have been in service for over 5 to 7 years gained satisfaction at a moderate level.

Focusing on *interpersonal relationship*, the employees who have been in service for less than 1 year and for 1 to 3 years had the highest level of satisfaction while those who have worked with the company for over 3 up to 5 years, over 5 years up to 7 years and over 7 years gained job satisfaction at a high level.

With regard to *job security*, the employees who have been in service for less than 1 year and 1 to 3 years gained satisfaction at a high level whereas those who have worked with the company over 3 years up to 5 years, over 5 years up to 7 years and over 7 years gained satisfaction at a moderate level.

In conclusion, the study showed that there was no difference with regard to the level of job satisfaction when taking into account gender, age, marital status and level of education. However, the length of employment slightly affected job satisfaction.



CHAPTER 5

DISCUSSION AND CONCLUSIONS

This chapter presents the discussion, conclusions, limitations of the study, and recommendations for further studies.

Discussion

In human resource management, job satisfaction is an important issue because it can be used in predicting of work behaviors such as absenteeism and resignation. The purpose of this study is to determine the level of job satisfaction of LVT employees on the basis of Herzberg's two-factor theory. The study findings are discussed below.

The employees gained overall job satisfaction at a high level. It implied that they felt secure with their job. In addition, it was found that *interpersonal relationship* was the factor with the highest satisfaction level with mean scores of 4.05. The achievement of such high rating could be attributed to the company's regular activities such as bowling competition, staff parties and annual outings, which encouraged the employees to get together in order to establish and maintain good relationship among themselves and to raise teamwork awareness. It is essential that such activities be organized on a regular basis to keep all the employees fully satisfied.

The employees rated job satisfaction of *the work itself* at a moderate level with the lowest mean score. It could be due to the fact that the company usually implements a large project, in which the employees are required to accomplish their tasks within a

stringent deadline such pressure inevitably results in backlog of work to catch up on.

Hence, the employees gained satisfaction from *the work itself* only at a moderate level.

Since *the work itself* got the lowest mean scores, it suggests that the company management team should probably consider recruiting more employees to help reduce the existing workload.

Regarding *supervision*, *the working status* and *personal life* factors, the employees gained satisfaction at a moderate level. Such rating of *supervision* factor implies that the employees may not be entirely happy with their supervisors. Having to travel overseas from time to time, the supervisors may not have enough time to assist their subordinates on the clarification of unclear assignments, solutions to problems and dissemination of essential knowledge. Therefore, the company should consider arranging a regular training course for the employees to acquire greater understanding, knowledge and skills to help them work more efficiently. Moreover, communication channels should be properly provided to allow the employees to communicate with their supervisors, especially while the latter are traveling. With regard to *personal life*, the employees rated their satisfaction at a moderate level. Such finding suggests that it was probably that they overworked, trying to complete some urgent tasks within a stringent deadline according to the management's decisions. Working overtime and during the weekend caused the employees to suffer from fatigue; it inevitably affected their personal life. Regarding *working status*, the employees might not feel happy with their limited decision making power at work. For example, when the supervisors traveled abroad, the employees be put in a position where they had to make final decision in order to finish their jobs. However, they had to wait for their supervisors to return from their trip and made the final decision. Facing a workload

situation, they wanted to make a quick decision to finish their jobs. Thus having to wait for a final approval from their supervisors was not a desirable situation to be in.

The rating of *job security* factor at a moderate level could be due to the fact that LVT had made a loss in the year 2010 when it received fewer purchase orders during the world financial crisis and economic recession, and even came out badly on the foreign exchange fluctuations. This may have caused the employees to feel that they could be laid off. As *job security* is one of the most important hygiene factors from which the employees should gain satisfaction, the company's management team should provide assurance on job security to prevent the employees from worrying about any possible termination or redundancy. This problem could possibly be solved by keeping the employees informed of any changes that may affect them.

With regard to the employees' job satisfaction levels when taking into account their demographic characteristics, it was found that the employees' job satisfaction levels were significantly different in relation to the length of their service. Those who had been in service for five to seven years gained job satisfaction at a moderate level compared to those who have been in service for less than five years who gained satisfaction at a high level. The employees who had been in service for more than seven years were highly satisfied with their job. It is possible that the employees who belong to this group had started working with the company right from the beginning. Therefore, they have developed a strong sense of loyalty and are contented to remain with the company.

Conclusion

Focusing on employees' satisfaction is not just about maintaining a positive work atmosphere nor is it simply about making sure that the best employees remain committed to the company. It is about establishing a way of doing things that contribute to a sustainable competitive advantage of the company. Satisfaction is what employees want from their job. The study findings show that the employees of L.V. Technology Public Company Limited gained overall job satisfaction at a high level. *Achievement, career advancement, recognition, responsibility, compensation, possibility of growth, company policy and administrative, working conditions and interpersonal relationship* were rated at a high level; *the work itself, working status, supervision, personal life and job security* were rated at a moderate level. Length of employment had a slight affect on job satisfaction at different levels. However, some of the factors require satisfaction level enhancement. The company should find a way to maintain as well as enhance its employees' job satisfaction so that the employees will be happy and willing to work for the company for a long time. In addition, the company should continuously study the employees' job satisfaction because any attitudes or perceptions can change at any time with possible turnover and newcomers.

Limitations of the Study

1. Some of the employees have to travel abroad from time to time, only those who worked in the office at the time had participated in the survey. The findings may not represent the overall job satisfaction of all the employees in the company.

2. The questionnaire was designed from the conceptual model of the Herzberg's two-factor theory with the application of all the 14 factors. The findings might be different if other theories were applied.

Recommendations for Further Study

1. Further studies should be conducted with every employee in the company. If it is not possible, a survey should be conducted to compare the job satisfaction levels of the employees who work in the office and the employees who travel overseas. The result will more accurately reflect the overall job satisfaction of the employees, from which further studies can be based upon.

2. Since the study was conducted by means of survey, the findings may not be clearly evaluated in relation to the participants' views and feelings. An in-depth and open-ended interview is therefore recommended for further studies to capture the employees' job satisfaction in wider perspectives.

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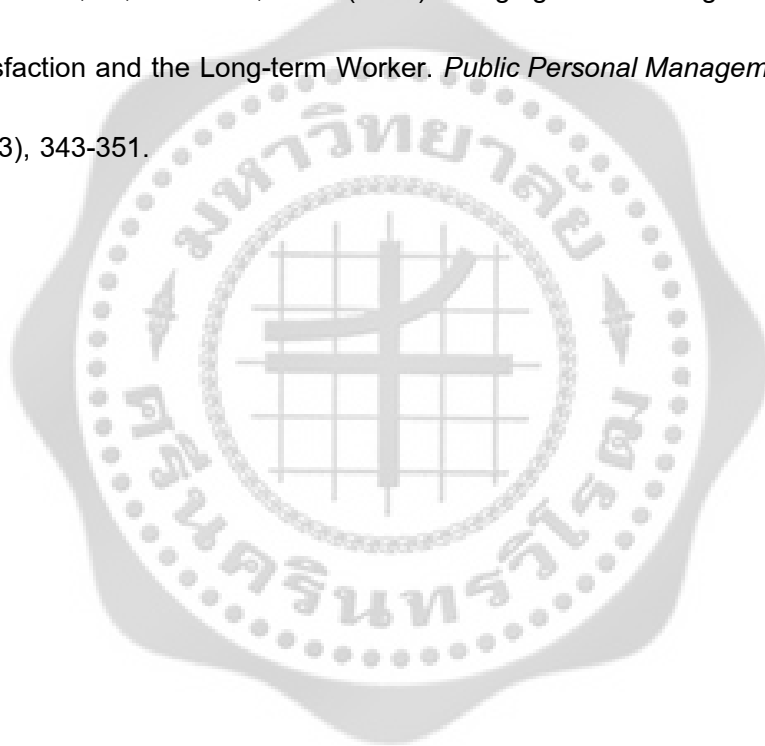
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แบบสอบถามวัดความพึงพอใจในการปฏิบัติงานของพนักงาน

ส่วนที่ 1: ข้อมูลเกี่ยวกับสถานะภาพของผู้ตอบแบบสอบถาม

คำชี้แจง: โปรดตอบแบบสอบถามโดยกาเครื่องหมาย ✓ ลงใน หน้าข้อความที่ตรงกับสถานะภาพของท่านตามความเป็นจริง ผู้วิจัยขอรับรองว่าข้อมูลทั้งหมดนี้จะถูกเก็บเป็นความลับ

1. เพศ

ชาย

หญิง

2. อายุ

21-30 ปี

31-40 ปี

41-50 ปี

50 ปีขึ้นไป

3. สถานภาพ

โสด

สมรส

หย่าร้าง/ม่าย/แยกกันอยู่

4. ระดับการศึกษา

ต่ำกว่าปริญญาตรี

ปริญญาตรี

ปริญญาโท

ปริญญาเอก

5. ระยะเวลาในการทำงาน

น้อยกว่า 1 ปี

1-3 ปี

มากกว่า 3-5 ปี

มากกว่า 5-7 ปี

มากกว่า 7 ปี

ส่วนที่ 2: ความพึงพอใจในการปฏิบัติงาน

คำชี้แจง โปรดพิจารณาข้อความในแต่ละข้อและใส่เครื่องหมาย ลงในช่องว่างทางขวามือเพียงช่องเดียวที่ตรงกับระดับความพึงพอใจของท่านต่อข้อความนั้นๆ

ปัจจัยที่มีผลต่อความพึงพอใจในการปฏิบัติงาน	เห็นด้วยอย่างยิ่ง	เห็นด้วย	ปานกลาง	ไม่เห็นด้วย	ไม่เห็นด้วยอย่างยิ่ง
ความสำเร็จ					
1. ข้าพเจ้าสามารถทำงานที่ได้รับมอบหมายเสร็จตามเวลาที่กำหนด					
2. ข้าพเจ้ามีความสามารถในการแก้ปัญหาเพื่อให้งานสำเร็จ					
ความก้าวหน้า					
3. ข้าพเจ้าพึงพอใจกับตำแหน่งงานปัจจุบันในบริษัท					
4. ข้าพเจ้าพึงพอใจกับโอกาสที่จะได้รับการเลื่อนตำแหน่ง					
การเป็นที่ยอมรับของเพื่อนและผู้บังคับบัญชา					
5. ข้าพเจ้าพึงพอใจที่ได้รับการยอมรับจากเพื่อนร่วมงาน					
6. ข้าพเจ้าได้รับมอบหมายให้ทำงานที่มีความสำคัญจากผู้บังคับบัญชา					
ลักษณะงาน					
7. ข้าพเจ้ารู้สึกเบื่อต่อการงานที่ซ้ำซาก					
8. ข้าพเจ้ารู้สึกว่างานที่ทำเป็นงานที่ไม่ท้าทาย					
ความรับผิดชอบ					
9. ข้าพเจ้าปฏิบัติงานที่ได้รับมอบหมายอย่างเต็มความสามารถ					

ปัจจัยที่มีผลต่อความพึงพอใจในการปฏิบัติงาน	เห็นด้วยอย่างยิ่ง	เห็นด้วย	ปานกลาง	ไม่เห็นด้วย	ไม่เห็นด้วยอย่างยิ่ง
10. ข้าพเจ้าสามารถทำงานเสร็จตามแผนงานที่วางไว้เสมอ					
สิทธิประโยชน์อื่น ๆ นอกจากค่าจ้าง					
11. ข้าพเจ้าพึงพอใจกับจำนวนวันลาพักร้อนประจำปี					
12. ข้าพเจ้าพึงพอใจกับการปรับเงินเดือนประจำปี					
โอกาสได้รับความก้าวหน้าในอนาคต					
13. ข้าพเจ้าพึงพอใจในนโยบายการฝึกอบรมของบริษัท					
14. ข้าพเจ้าคาดหวังว่าจะประสบความสำเร็จในอนาคตในบริษัท					
นโยบายบริษัท และการบริหารจัดการ					
15. ข้าพเจ้าพึงพอใจกับหลักเกณฑ์วิธีการในการประเมินผลงาน					
16. ข้าพเจ้าพึงพอใจกับนโยบายของเวลาทำงานแบบยืดหยุ่น					
ผู้บังคับบัญชา					
17. ผู้บังคับบัญชาไม่ให้คำปรึกษาเมื่อข้าพเจ้าต้องการ					
18. ผู้บังคับบัญชาเปิดใจรับฟังข้อเสนอแนะของข้าพเจ้า					
สภาพภาพในการทำงาน					
19. ข้าพเจ้าพึงพอใจกับงานในตำแหน่งที่ทำอยู่ในปัจจุบัน					
20. ข้าพเจ้าไม่ได้มีส่วนร่วมในการตัดสินใจสำคัญที่ส่งผลกระทบต่อข้าพเจ้า					

ปัจจัยที่มีผลต่อความพึงพอใจในการปฏิบัติงาน	เห็นด้วยอย่างยิ่ง	เห็นด้วย	ปานกลาง	ไม่เห็นด้วย	ไม่เห็นด้วยอย่างยิ่ง
สภาพและสิ่งอำนวยความสะดวกในที่ทำงาน					
21. บรรยากาศแวดล้อมในที่ทำงาน นำมาซึ่งประสิทธิภาพในการทำงาน					
22. ข้าพเจ้าพึงพอใจในเครื่องมืออุปกรณ์ที่บริษัทจัดหาให้					
ความสัมพันธ์กับเพื่อนร่วมงาน					
23. เพื่อนร่วมงานเป็นมิตรกับข้าพเจ้า					
24. เพื่อนร่วมงานพร้อมที่จะให้ความช่วยเหลือหากข้าพเจ้ามีปัญหา					
เรื่องส่วนตัว					
25. งานไม่ส่งผลกระทบต่อชีวิตส่วนตัวของข้าพเจ้า					
26. ข้าพเจ้าเป็นกังวลในเรื่องงานขณะอยู่บ้าน					
ความมั่นคงในงาน					
27. ข้าพเจ้ารู้สึกมั่นคงในหน้าที่การงานขณะปฏิบัติงานในบริษัทนี้					
28. ข้าพเจ้ามีความภูมิใจที่ได้ปฏิบัติงานในบริษัทนี้					

Job Satisfaction Questionnaire

This questionnaire is designed for a Graduated Research Project in Business English for International Communication at Srinakharinwirot University. Your cooperation in answering this questionnaire will be greatly appreciated. All information you provide will be treated with greatest confidentiality. Thank you very much for your kind cooperation.

Part I: Personal Information

Directions: Please complete the following information about yourself by putting a check (✓) in an appropriate box.

6. Gender

Male

Female

7. Age

21-30 years

31-40 years

41-50 years

Over 50 years

8. Marital Status

Single

Married

Divorced/Widow/Separated

9. Level of Education

Lower than Bachelor's degree

Bachelor's degree

Master's degree

Doctoral degree

10. Length of Employment

Less than 1 year

1 to 3 years

Over 3 to 5 years

Over 5 to 7 years

Over 7 years

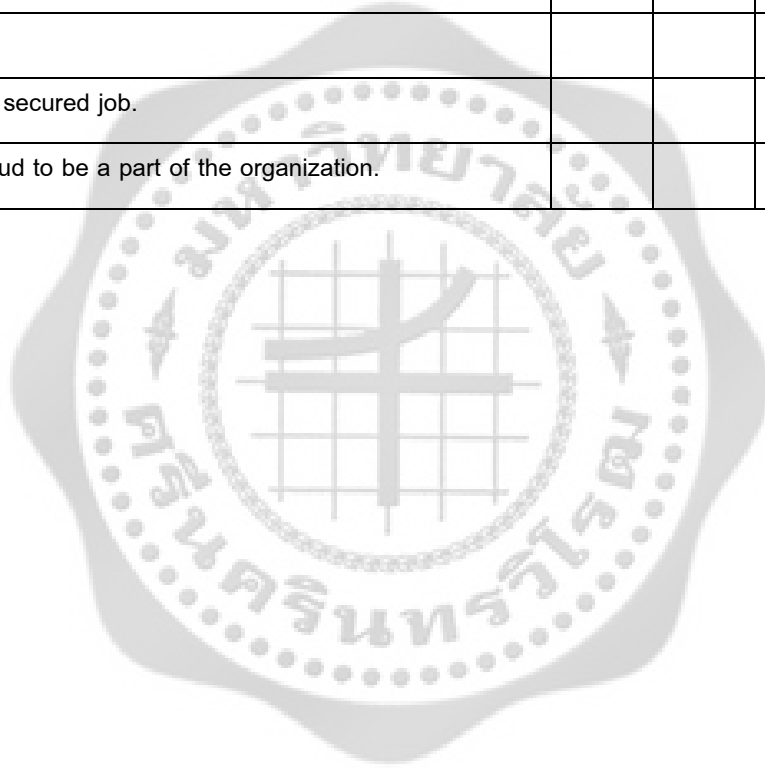
Part II: Job Satisfaction

Directions: For each statement below, please indicate your answers by making a tick (✓) in the box that is most applicable to you.

Factors of Satisfaction	Strongly Agree	Agree	Moderate	Disagree	Strongly Disagree
ACHIEVEMENT					
29. I can complete any assigned job on time.					
30. I have an ability to solve problems to finish a job.					
CAREER ADVANCEMENT					
31. I am satisfied with my present position in the company.					
32. I am contented with the given promotion opportunities.					
RECOGNITION					
33. My colleagues accept and recognize me.					
34. My supervisors often assign me important jobs.					
WORK ITSELF					
35. I am bored with routine and tedious jobs.					
36. My job is not challenging.					
RESPONSIBILITY					
37. I perform any assigned tasks to my full capacity.					
38. I can follow my schedule and finish each task as planned					

Factors of Satisfaction	Strongly Agree	Agree	Moderate	Disagree	Strongly Disagree
COMPENSATION					
39. I am satisfied with days of annual leave provided.					
40. I am satisfied with annual salary adjustment.					
POSSIBILITY OF GROWTH					
41. I am satisfied with the training policies that my company provides.					
42. I am optimistic about my future success with the company.					
POLICY AND ADMINISTRATION					
43. I am satisfied with job evaluation criteria.					
44. I am satisfied with flexible working time policy.					
SUPERVISION					
45. My supervisor doesn't give me advice whenever I need.					
46. My supervisor is open to any suggestions.					
WORKING STATUS					
47. I am satisfied with current job position.					
48. I am not involved in important decisions that affect me.					
WORKING CONDITIONS					
49. Working environment contributes to work efficiency					
50. I am satisfied with working tools that the company provides.					
INTERPERSONAL RELATIONSHIP					
51. My colleagues are friendly.					
52. My colleagues are ready to help me.					

Factors of Satisfaction	Strongly Agree	Agree	Moderate	Disagree	Strongly Disagree
PERSONAL LIFE					
53. Work does not affect my personal life.					
54. I regularly worry about work issues when I am at home.					
JOB SECURITY					
55. I have a secured job.					
56. I am proud to be a part of the organization.					





บันทึกข้อความ

ส่วนราชการ บัณฑิตวิทยาลัย มหาวิทยาลัยศรีนครินทรวิโรฒ โทร. 5730

ที่ ศบ 0519.12/1723

วันที่ 9 มีนาคม 2554

เรื่อง ขอเชิญเป็นผู้เชี่ยวชาญ

เรียน คณบดีคณะมนุษยศาสตร์

เนื่องด้วย นางสาวกิตติมา ศิริกาญจนกุล นิสิตระดับปริญญาโท สาขาวิชาภาษาอังกฤษธุรกิจ เพื่อการสื่อสารนานาชาติ มหาวิทยาลัยศรีนครินทรวิโรฒ ได้รับอนุมัติให้ทำสารนิพนธ์ เรื่อง “การศึกษาความพึงพอใจในการปฏิบัติงานของพนักงาน บริษัท แอล.วี. เทคโนโลยี จำกัด (มหาชน)” โดยมี อาจารย์ ดร.พนิตา กุลศิริสวัสดิ์ เป็นอาจารย์ที่ปรึกษาสารนิพนธ์ ในกรณีนี้ บัณฑิตวิทยาลัยขอเรียนเชิญ อาจารย์ชญาณูช ลักษณ์วิจารณ์ เป็นผู้เชี่ยวชาญตรวจแบบสอบถามการศึกษาคความพึงพอใจในการปฏิบัติงานของพนักงาน บริษัท แอล.วี. เทคโนโลยี จำกัด (มหาชน)

จึงเรียนมาเพื่อขอความอนุเคราะห์ ได้โปรดพิจารณาให้บุคลากรในสังกัดเป็นผู้เชี่ยวชาญให้ นางสาวกิตติมา ศิริกาญจนกุล และขอขอบพระคุณเป็นอย่างสูง ณ โอกาสนี้

(รองศาสตราจารย์ ดร.สมชาย สันติวัฒน์กุล)

คณบดีบัณฑิตวิทยาลัย



ที่ ศธ 0519.12/1721

บัณฑิตวิทยาลัย
มหาวิทยาลัยศรีนครินทรวิโรฒ
สุขุมวิท 23 กรุงเทพฯ 10110

๑ มีนาคม 2554

เรื่อง ขอเชิญเป็นผู้เชี่ยวชาญ

เรียน ผู้ช่วยกรรมการผู้จัดการ บมจ. แอล.วี. เทคโนโลยี

เนื่องด้วย นางสาวกิตติมา ตีรกาญจนกุล นิสิตระดับปริญญาโท สาขาวิชาภาษาอังกฤษธุรกิจ เพื่อการสื่อสารนานาชาติ มหาวิทยาลัยศรีนครินทรวิโรฒ ได้รับอนุมัติให้ทำสารนิพนธ์ เรื่อง “การศึกษาความพึงพอใจในการปฏิบัติงานของพนักงาน บริษัท แอล.วี. เทคโนโลยี จำกัด (มหาชน)” โดยมี อาจารย์ ดร.พนิตา กุลศิริสวัสดิ์ เป็นอาจารย์ที่ปรึกษาสารนิพนธ์ ในกรณีนี้ บัณฑิตวิทยาลัยขอเรียนเชิญ นางสาวเสมอขวัญ อธิพรศิริวัต เป็นผู้เชี่ยวชาญตรวจแบบสอบถามการศึกษาความพึงพอใจในการปฏิบัติงานของพนักงาน บริษัท แอล.วี. เทคโนโลยี จำกัด (มหาชน)

จึงเรียนมาเพื่อขอความอนุเคราะห์ ได้โปรดพิจารณาให้บุคลากรในสังกัดเป็นผู้เชี่ยวชาญให้ นางสาวกิตติมา ตีรกาญจนกุล และขอขอบพระคุณเป็นอย่างสูง ณ โอกาสนี้

ขอแสดงความนับถือ

(รองศาสตราจารย์ ดร.สมชาย สันติวัฒนกุล)

คณบดีบัณฑิตวิทยาลัย

สำนักงานคณบดีบัณฑิตวิทยาลัย

โทร. 0-2649-5067

หมายเหตุ : สอบถามข้อมูลเพิ่มเติม กรุณาติดต่อ นิสิต โทรศัพท์ 081-026-0745



ที่ ศธ 0519.12/1 ๗๖๖

บัณฑิตวิทยาลัย
มหาวิทยาลัยศรีนครินทรวิโรฒ
สุขุมวิท 23 กรุงเทพฯ 10110

๙ มีนาคม 2554

เรื่อง ขอเชิญเป็นผู้เชี่ยวชาญ

เรียน ผู้จัดการส่วนการบุคคลและธุรการ บมจ. แอล.วี. เทคโนโลยี

เนื่องด้วย นางสาวกิตติมา ตีรกาญจนกุล นิสิตระดับปริญญาโท สาขาวิชาภาษาอังกฤษธุรกิจ เพื่อการสื่อสารนานาชาติ มหาวิทยาลัยศรีนครินทรวิโรฒ ได้รับอนุมัติให้ทำสารนิพนธ์ เรื่อง “การศึกษาความพึงพอใจในการปฏิบัติงานของพนักงาน บริษัท แอล.วี. เทคโนโลยี จำกัด (มหาชน)” โดยมี อาจารย์ ดร.พนิดา กุลศิริสวัสดิ์ เป็นอาจารย์ที่ปรึกษาสารนิพนธ์ ในการนี้ บัณฑิตวิทยาลัยขอเรียนเชิญ นางสาวนิตา อรรถกรวรรณะ เป็นผู้เชี่ยวชาญตรวจแบบสอบถามการศึกษาความพึงพอใจในการปฏิบัติงานของพนักงาน บริษัท แอล.วี. เทคโนโลยี จำกัด (มหาชน)

จึงเรียนมาเพื่อขอความอนุเคราะห์ ได้โปรดพิจารณาให้บุคลากรในสังกัดเป็นผู้เชี่ยวชาญให้ นางสาวกิตติมา ตีรกาญจนกุล และขอขอบพระคุณเป็นอย่างสูง ณ โอกาสนี้

ขอแสดงความนับถือ

(รองศาสตราจารย์ ดร.สมชาย สันติวัฒนกุล)

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