

A SURVEY OF MEDICAL REPRESENTATIVES JOB SATISFACTION
IN BOEHRINGER INGELHEIM (THAI) LTD.

A MASTER'S PROJECT

BY

SIRISUK PROMPOON

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

May 2007

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AN ABSTRACT

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Boehringer Ingelheim (Thai) Ltd. Master's Project. M.A (Business English for International Communication). Bangkok: Graduate School, Srinakharinwirot University. Project Advisor: Mr. Leroy A. Quick.

The purpose of this study was to determine the degree of job satisfaction of the Medical Representatives at Boehringer Ingelheim (Thai) Ltd. and to identify which factors influenced their job satisfaction levels the most. The study was based on Herzberg's Two-factor Theory. The data were collected by means of a questionnaire which was distributed to all 55 Medical Representatives and returned by 46 in December 2006.

The results of this study showed that the Medical Representatives were "somewhat satisfied" with their jobs based primarily on three strong motivator factors: "Responsibility", "Recognition" and "The Work Itself". The hygiene factors of "Interpersonal Relations" and "Supervision" contributed importantly to the prevention of job dissatisfaction. Respondents were least satisfied in the area of "Salary".

การสำรวจความพึงพอใจในการทำงานของผู้แทนขายแผนกโรงพยาบาล

ในบริษัท เบอริงเกอร์ อินเทลไลม์ (ไทย) จำกัด

บทคัดย่อ

ของ

ศิริสุข พร้อมพูน

เสนอต่อบัณฑิตวิทยาลัย มหาวิทยาลัยศรีนครินทรวิโรฒ เพื่อเป็นส่วนหนึ่งของการศึกษา
ตามหลักสูตรปริญญาศิลปศาสตรมหาบัณฑิต สาขาวิชาภาษาอังกฤษธุรกิจเพื่อการสื่อสารนานาชาติ

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การศึกษาวิจัยฉบับนี้มีจุดประสงค์เพื่อวัดระดับความพึงพอใจในการทำงานและเพื่อหาปัจจัยที่สร้างความพึงพอใจในการทำงานมากที่สุดของพนักงานขายแผนกโรงพยาบาลในบริษัทเบอร์ลิงเกอร์ อินเทลไฮม์ (ไทย) จำกัด โดยการศึกษาวิจัยฉบับนี้ได้ใช้แบบสอบถามเป็นเครื่องมือในการเก็บข้อมูล โดยผู้วิจัยได้แจกแบบสอบถามจำนวน 55 ชุด ได้รับแบบสอบถามกลับคืนจำนวน 46 ชุด และประมวลผลตามทฤษฎีของเฟรเดริก เฮอริชเบอร์ก

ผลจากการศึกษาวิจัยพบว่า พนักงานฝ่ายขายแผนกโรงพยาบาลมีความพึงพอใจในการทำงานในระดับ"พอใจ" ต่อปัจจัยด้านความรับผิดชอบ การยอมรับ และ ลักษณะงาน ส่วนปัจจัยด้านความสัมพันธ์กับเพื่อนร่วมงาน และการควบคุมบังคับบัญชา มีส่วนช่วยให้ความไม่พึงพอใจของพนักงานฝ่ายขายแผนกโรงพยาบาลลดลง โดยปัจจัยด้านเงินเดือนสร้างความพึงพอใจให้พนักงานฝ่ายขายแผนกโรงพยาบาลน้อยที่สุด

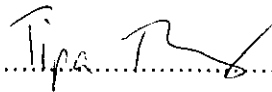
The Master's Project Advisor, Chair of Business English for International Communication, and Oral Defense Committee have approved this Master's Project as partial fulfillment of the requirements for the Master of Arts Degree in Business English for International Communication of Srinakharinwirot University.

Project Advisor


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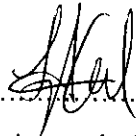
(Mr. Leroy A. Quick)

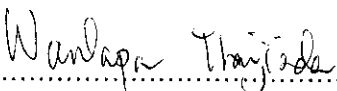
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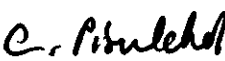
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This Master's Project has been approved as partial fulfillment of the requirements of the Master of Arts Degree in Business English for International Communication of Srinakharinwirot University.


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May ¹⁹....., 2007

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CHAPTER 1

INTRODUCTION

Background

Boehringer Ingelheim GmbH was established in 1885 in Ingelheim, Germany by Mr. Albert Boehringer. The company remains privately owned by the Boehringer family. It started business as a chemical factory and employed 20 people manufacturing tartaric acid salts for pharmacies and dye works. Following the early success with organic acids, the company shifted to alkaloids, special vegetable substances. A trend towards metered-dose forms, ready packed at the factory, led the company into its first pharmaceutical ventures. By 1939, the company had grown to employ 1,500 people, and began to build up its own sites around the world and to make a number of acquisitions in both the chemical and pharmaceutical industries (Boehringer Ingelheim Germany: leaflet).

Boehringer Ingelheim (Thai) Ltd. (BITL) was established in November 1959. The company began business in Thailand by using F.E. Zuellig as its appointed representative. In January 1971, the company began marketing by itself under the name of "Boehringer Ingelheim (Thai) Ltd. (BITL)" (Boehringer Ingelheim (Thai) Ltd.: leaflet).

By June 2006, BITL had ten departments with 142 employees including 26 Pharmacy Representatives and 55 Medical Representatives (<http://bkkws01/bitl/department/hr/employee%25Service/BITL%20Staff.xls>: online). Pharmacy Representatives are employees who are responsible for communicating correct and complete scientific information on products to pharmacists and drugstore owners so that they will purchase the

products and use them in filling prescriptions. Medical Representatives are responsible for communicating the same information to doctors so that they will prescribe the products.

Both Pharmacy Representatives and Medical Representatives are responsible for achieving sales targets. Monthly reporting, after sales service, building and maintaining relationships with customers are important parts of their jobs. Reporting market intelligence is also required periodically and by assignment. As the company's main target customers are drugstores, hospitals and clinics, the Pharmacy Representatives and Medical Representatives are key employees who directly influence the success of the company. (Phiriya Adulyasirikul & Putti Supachokpanich, National Sales Managers. 20 June 2006: interview).

Herman (1992:3), in his book, "Keeping Good People" said that for an organization to run successfully, several human elements are essential. One is good leadership at the top and, for best results, throughout the organization. A second need is for good management. Third, there must be a team of people with the knowledge, skills, aptitudes, and attitudes necessary to perform at sufficiently high levels to accomplish the organization's mission. Herman also mentioned that the major challenges facing organizations are finding and keeping good people, understanding the challenge of attracting people, and enabling the organizations to better manage people in order to achieve the desired results (Herman. 1992:7). This means that people are capable of carrying a company to success. But people can also be the causes of problems for companies: turnover of key employees, conflicts between employees and poor performance due to low job satisfaction. If a company treats employees well, they will support the

company. If the company does not pay attention to its employees, they will not be motivated to do their jobs.

Employees should be satisfied with their jobs and understand their roles and responsibilities. Werther (1982:268) defined job satisfaction as the favorableness or unfavorableness with which employees view their work. This means the personnel function is substantially concerned with job satisfaction. It monitors job satisfaction closely, because satisfaction affects turnover, absences, grievances, and other vital personnel issues. In many organizations, personnel specialists periodically conduct job satisfaction surveys and study other indexes of satisfaction in order to be aware of employee feelings. In addition, employee satisfaction is affected by the way that personnel specialists administer personnel activities. Bureaucratic, rule-oriented personnel departments in the past were the source of much employee dissatisfaction. In contrast, more helpful, human-oriented personnel departments build employee motivation, growth and satisfaction.

The researcher is employed in the Human Resources Department of BITL, is aware of human resource management concerns within the company and seeks to assist the company better understand levels of job satisfaction as one element of continued progress and improved performance.

Many researchers have studied and sought to define job satisfaction. Herzberg's Two-factors Theory, published in 1959, was the first major job satisfaction theory (Herzberg; Mausner; & Synderman. 1959) and has served as a foundation on which later theories were developed. It continues to be used in job satisfaction studies throughout the world in both the private and public sectors. Specifically, Sakoya (2000:54) noted that the publication of Herzberg, Mausner, and Synderman's monograph in 1959 signaled the beginning of a new

trend which was to refocus attention in job satisfaction research on the work itself, a factor which had been ignored or de-emphasized. Herzberg's Two-factors Theory attempts to explain job satisfaction by the presence of "motivator factors" and "hygiene factors".

Motivator factors, such as achievement, recognition, the work itself, responsibility, and advancement are related to job satisfaction. In contrast, hygiene factors, such as salary, possibility of growth, interpersonal relations, status, supervision, company policy and administration, working condition, personal life, and job security are related to job dissatisfaction.

Herzberg's theory explains that everyone has two types of needs in the form of motivator factors (satisfiers) and hygiene factors (dissatisfiers). Satisfaction depends on motivator factors while dissatisfaction is the result of hygiene factors. Herzberg believed that an individual's relation to his or her job was a basic one and that his or her attitude towards work could determine success or failure. Herzberg noted that in interviews, the replies people gave when they felt good about their jobs were significantly different from the replies given when they felt bad about their jobs.

According to Herzberg, the factors leading to job satisfaction were separate and distinct from those that led to job dissatisfaction. Therefore, managers who sought to eliminate factors that created job dissatisfaction could bring about a situation leading to satisfaction. As a result, company policy and administration, supervision, interpersonal relations, working conditions, and salary were characterized by Herzberg as "hygiene factors". When people were not dissatisfied they emphasized motivators such as achievement, recognition, the work itself, responsibility, and growth.

Boehringer Ingelehim (Thai) Ltd. has not formally studied their employees' job satisfaction and wishes to better understand the levels of job satisfaction of key employees (Phiriya Adulyasirikul. 20 June 2006: interview). To accomplish this, the management of BITL has approved the researcher's request to conduct this study. (See Company Approval for Conducting Research in Appendix A.)

As noted above, Pharmacy Representatives and Medical Representatives are both employees who directly influence the success of the company. However, for internal reasons, BITL management wishes to focus this research on the 55 Medical Representatives excluding the management team. (See Company Conditions for Conducting Research in Appendix B.)

In respect of BITL's request, this proposed research focused exclusively on the 55 BITL Medical Representatives. Herzberg's Two-factors Theory was employed as the framework for this study because of its long and wide spread use in similar job satisfaction studies.

Research Questions

In line with the above, two research questions were established:

1. To what degree are Medical Representatives at BITL satisfied/dissatisfied with their jobs?
2. Which factors influence their job satisfaction levels the most?

Definition of Terms

1. Job Satisfaction: The presence of human needs in the form of motivators (satisfiers) and hygiene factors (dissatisfiers). Motivator factors (satisfiers) involve job content and personal growth including five factors: achievement; recognition; the work itself; responsibility and advancement. Hygiene factors (dissatisfiers) involve job context which describes the job environment including nine factors: salary; possibility of growth; interpersonal relations; status; supervision; company policy and administration; working conditions; personal life and job security. Satisfaction depends on motivators while dissatisfaction is the result of hygiene factors. (Herzberg; Mausner; & Synderman. 1959).
2. Two-factors Theory: The theory of job satisfaction and dissatisfaction first proposed by Fredrick Herzberg. (Herzberg; Mausner; & Synderman. 1959).
3. Medical Representatives: The 55 BITL employees who are responsible for communicating correct and complete scientific information on products to doctors so that they will prescribe BITL products.

CHAPTER 2

REVIEW OF RELATED LITERATURE

This chapter includes an overview of related literature in order to reveal and apply concepts and theories as guidelines for this study. This chapter is divided into four parts:

1. Job Satisfaction Terminology
2. Herzberg's Two-factors Theory
3. The Great Place to Work Institute
4. Previous Research

1. Job Satisfaction Terminology

Researchers define the term "Job Satisfaction" in various but similar ways.

Luthans (1977: 421) pointed out that job satisfaction is an attitude, an internal cognitive state. He noted that rewards are equitable and important. Employees will be satisfied if the rewards they receive for their work meet or exceed their expectations and are equitably distributed. If the actual rewards are below expectations, the employees will be dissatisfied.

Beatty and Schneier (1981: 393) defined job satisfaction as the pleasurable emotional state resulting from the appraisal of one's job as achieving or facilitating one's job values. In this view, job satisfaction is an emotional concept, a feeling not a behavior or activity. A feeling is related to behavioral outcomes that are counterproductive when

negative. A negative feeling towards one's job is a symptom, a cue that something is wrong. It may simply be disenchantment with one's own lot in life, or it may be psychological frustrations resulting from a feeling of uselessness because one's job offers no challenge.

Johns (1983: 106-107) explained that job satisfaction refers to a collection of attitudes which workers have about their jobs. He noted that at least two aspects of satisfaction can be differentiated. The first aspect is called "facet satisfaction", the tendency for an employee to be more or less satisfied with various facets of a job. An employee can conceive of literally hundreds of facets that might provoke more or less favorable attitudes. The most relevant attitudes toward jobs are contained in a rather small group of facets: the work itself; pay; promotions; recognition; benefits; working conditions; supervision; co-workers; and organizational policy. The second aspect is called "overall satisfaction". Overall satisfaction is an average, or total, of the attitudes held towards various facets of the job. Thus, two employees might express the same level of overall satisfaction for different reasons. Specifically, they might have offsetting attitudes towards various facets of the job.

Steers and Porter (1983:333) explained that job satisfaction is one measure of the quality of life in organizations, and is worth understanding in order to increase job performance. What happens to employees during their work day life affects both an individual employee's life and society as a whole. Dissatisfied employees are less productive than satisfied employees.

Matteson and Ivancevich (1989:234) also defined job satisfaction. They defined it as a fundamental distinction between “satisfiers” and “dissatisfiers.” “Satisfiers” all refer to job content or job tasks: achievement of a task, recognition for task achievement, nature of the task, responsibility for the task, and professional growth or advancement in task capability. In contrast, “dissatisfiers” refer to the job context or job environment; the nature of the company’s policies and administrative practices under which the job is performed, the type of supervision received when doing the job, the quality of the working conditions in which the job is done, and the salary received for doing the job. Another factor that belongs on the “dissatisfiers” category is status.

Baron and Greenberg (1989:160) referred to job satisfaction as individuals’ cognitive, affective, and evaluative reactions toward their jobs. All job activities serve as objects of strong attitudes. Most employees can report positive and negative feelings towards various activities in their jobs, i.e. they report different attitudes towards their jobs and the components comprising their jobs.

Heneman; et al. (1989:171) defined job satisfaction as depending on the evaluation an employee makes of a job and the environment surrounding the job. The evaluation focuses on three components: 1) the work itself, 2) interpersonal relations both supervisors and co-workers, and 3) company policy and administration. Job satisfaction is high when employees view all those components favorably. Job dissatisfaction occurs when employees believe these three components do not meet expectations.

Benton (1995:162) defined job satisfaction as a personal matter based on each individual's value system and attitudes about a job. Employees compare themselves and their jobs with others who have similar backgrounds' abilities and responsibilities. Job satisfaction/dissatisfaction results from this comparison.

Robbins (2003:78) defined job satisfaction as an individual's general attitude toward his or her job. Jobs require interaction with co-workers and bosses. They require following organizational rules and policies and meeting performance standards in the existing working conditions. Employees' assessments of how satisfied or dissatisfied they are with their jobs is a complex summation of a large number of job factors.

McShane and Von Glinow (2003:116) identified job satisfaction as representing a person's evaluation of his or her job and work context. Job satisfaction is the result of one's appraisal of perceived job characteristics and emotional experiences gained at work. Employees can be satisfied with the same factors of a job while dissatisfied with others. For example, some employees might be satisfied with their co-workers but less satisfied with the workload or other factors of the job.

Kreitner and Kinicki (2004:202) defined job satisfaction as an emotional response toward various factors of employees' 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-factors Theory which is described below.

2. Herzberg's Two-factors Theory

In 1959, Frederick Herzberg proposed his Two-factors Theory under the title "The Motivation to Work." (Herzberg; Mausner; & Synderman. 1959). The Two-factors Theory focuses on factors that motivate or reduce motivation at work. The heart of the Two-factors Theory is two separate sets of factors that affect motivation and employee performance.

Herzberg, Mausner, and Snyderman interviewed engineers and accountants about their jobs. These employees were asked to identify factors that were associated with situations where they were satisfied with their jobs (satisfiers) and factors that were associated with situations that produced low satisfaction with their jobs (dissatisfiers).

The Two-factors Theory attempts to explain how job satisfaction is affected by the presence of motivator factors (satisfiers) such as achievement, recognition and the work itself and hygiene factors (dissatisfiers) such as salary, possibility of growth and interpersonal relations. Satisfaction factors are positive factors related to personal growth. They motivate individuals to higher performance and effort. These factors are called "motivators". Dissatisfaction factors are environmental factors that prevent the rise of job dissatisfaction and are called "hygiene" factors

Motivator factors involve the actual job contents including achievement, recognition, the work itself, responsibility and advancement.

1. *Achievement* is the attitude towards one's success including completion of a job, solving problems, and the results of one's work.

Herzberg believed that most employees sincerely want to do a good job which challenges their abilities. To be satisfied, employees need to

receive regular, timely feedback on how they are doing and should feel they are being adequately challenged in their jobs. Employees should not be faced with challenges which are too difficult, as this can be paralyzing.

2. *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 noted that employees at all levels in organizations want to be recognized for their achievements. If management notices employees doing something well, then time should be taken to acknowledge the good performance immediately. Publicly thanking 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 motivational. Employee of the month programs, similar to those practiced in many fast food chains, are examples of such programs.

3. *The work itself* means the job or the tasks within a job. Work may fall into scales such as routine to varied, creative to repetitive, or easy to difficult.

Employees need to believe that the job they do is important and meaningful. They may not find all of their job tasks interesting or rewarding, but management should show how the tasks are essential to the overall processes that makes the business succeed.

4. *Responsibility* relates to the authority a person is given to perform a job without supervision, or to a new type of job given without formal advancement.

Employees will be more motivated if they feel they are responsible for their jobs. Employees need freedom and power to carry out their jobs.

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

Hygiene factors describe the aspects of the job environment over which employees have little control but which strongly affect their job satisfaction. These factors include salary, possibility of growth, interpersonal relations, status, supervision, company policy and administration, working condition, personal life and job security. These factors are referred to as dissatisfiers.

1. *Salary* includes all remuneration received for a job. It includes direct income such as wages or salary, bonuses, commissions and indirect income such as benefits and perks: allowances, discounts on company products, use of company cars....

Salary is not a motivator for employees but 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. Salary is also seen as a form of recognition. Salary increases are interpreted to mean a job well done and progress. If employees believe that their salaries are unfair, salaries become a source of dissatisfaction.

2. *Possibility of growth* involves the likelihood that employees will be able to move onward and upward within organizations or to advance skills in their profession. For example, an employee moves upward from the position of medical

representative to the position of area manager. The new position opens up the possibility of further growth. The employee may rise to the higher position of product manager. Each promotion brings the possibility of further growth.

3. *Interpersonal relations* involve situations where interaction between individuals takes place. These interactions occur with supervisors, peers and subordinates.

Interpersonal relations may be sources of satisfaction or dissatisfaction in organizations. Allowing employees time for socialization, such as over lunch or during breaks, helps to develop a sense of camaraderie and teamwork.

4. *Status* involves the prestige or importance of employees in the eyes of others. Status may be signaled in such ways as having a secretary, being allowed to drive a company car, or being admitted to executive dining facilities. For example, product managers may have a personal office, while medical representatives may be required to share office space.
5. *Supervision* involves the competence or incompetence of the supervisor(s) and the perceived fairness or unfairness of the supervision.

Herzberg explained that the most important expectation of employees with regard to supervision is providing new insights helping the employees do their jobs more effectively. Excessive or inequitable supervision levels to dissatisfaction.

6. *Company policy and administration* involves two kinds of overall company policy and administration. One involves the adequacy or inadequacy of company

management, e.g. 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. The second involves the harmful or beneficial effects of the company's policies, a decision to reduce commissions or reduce promotions.

7. *Working conditions* involves the physical conditions of a job and the facilities available. For example, adequacy of ventilation, lighting, tools, space, and other environmental characteristics.
8. *Personal life* involves conditions in employees' lives during non-working hours which affect their feelings about their jobs. Where a job affects personal life, it becomes a factor in employees' feelings about their jobs. An example might be if an employee is required to move to a new work location where the employee's family is unhappy. Another example might be if a company is found to have done an illegal or unethical action and the employee feels blame from the community for the action of the company.
9. *Job security* involves the presence or absence of job tenure and/or stability.

This reflects in an objective way, on employees' job satisfaction/dissatisfaction.

People tend to set goals for themselves in every area of their lives. A job is one of the most important of these goals. The conditions surrounding a job do not give people basic satisfaction. It is only from the performance of a job that employees receive the rewards that lead to satisfaction. Motivator factors related to job content and hygiene factors related to job context both influence job satisfaction/dissatisfaction, but it is primarily

the “motivators” that serve to bring about job satisfaction (Herzberg; Mausner; & Synderman. 1959:114).

Herzberg’s Two-factors Theory will serve as the framework for this present study.

3. The Great Place to Work Institute

The Great Place to Work Institute has identified and evaluated workplaces since 1981. The institute started with a book on the “100 Best Companies to Work for in America” and now carries out annual studies of the Best Workplaces in 29 countries. The mission of the institute is to build a better society by helping companies transform themselves into great workplaces (Levering & Moskowitz. 2006:3). The top ten European best companies to work for in 2006 are summarized below (<http://www.greatplacetowork-europe.com>: Online).

The Great Place to Work Institute’s 2006 survey of the Best European Companies is used to illustrate how their evaluation criteria relate directly to Herzber’s Two-factors Theory of job satisfaction. The best companies to work for are those that satisfy employees the most. The top ten European best companies to work for in the 2006 study are described below. Each of the reasons cited in the study for selecting a company as a great place to work are related to one or more of Herzberg’s motivation factors and/or hygiene factors. Motivator factors are indicated by ‘M’ followed by the factor or factors, for example (M - Achievement). Hygiene factors are identified in a similar fashion, for example (H – Salary).

The best workplace in the 2006 European study was Colgate Palmolive, Hellas; or Colgate, Greece. Colgate Greece had various means of meeting their employees' needs for job satisfaction. One was that Colgate excelled in promoting a work-life balance (H - Company policy and administration). The company' believed that people were the foundation for the company's business strategy and this was reflected in every aspect of their work lives. As a result, Colgate Greece offered flexible scheduling, training days off, extra annual holidays, numerous sick days, early Friday closing times, and extra parental leave (H – Company Policy and Administration). All of their employees were free to use flexible time. Employees could work out of their homes for 20-30% of the time. New mothers could take up to 24 months off of work.

Another way to satisfy employee needs was training and career development services offered by Colgate, Greece. (M – Advancement; H - Possibility of growth) These were offered on an individual basis, based on each of employee's set of skills, knowledge and abilities. In addition to unlimited tuition reimbursements for job-related courses, the company also paid for employees to enroll in non-work-related courses, placing no limit on the amount of time or money that people could spend. Employees could rise through the ranks through cross-functional moves, promotions or international transfers at any of Colgate's international divisions.

Colgate, Greece focused on compensation (H - Salary). The company offered salaries that were higher than those required by industry collective agreements and higher than the average for the industry. The company's salaries, incentive awards, night shift pay, and overtime were also higher than industry standards and higher than required under collectively bargained contracts.

The company also offered a benefit pension plan that allowed workers to supplement their state pensions and earn almost as much in retirement as they did on the job. Colgate also paid for private medical insurance for employees, and as an extra perk, employees received significant discounts on Colgate's own products (H – Salary; Company Policy and Administration).

Forty percent of Colgate's employees have worked for the company for more than 15 years. The employee turnover rate across the company is only 3.3%. The rate of absenteeism was 0.3% in 2005.

The second best workplace was Bain & Company, Belgium, an international strategic consulting firm. At Bain, Belgium, employees had breakfast together every two weeks, providing an opportunity to share ideas with the managing director in an informal setting (H - Interpersonal Relations). About 9% of total payroll costs were spent on training and development, whether through online training modules, informative lunches, or outings (H – Possibility of Growth). Most training for consultants was provided by their peers. One employee explained, "Bain provides ongoing and relevant training, offers formal semi-annual reviews, provides a mentor for informal advice, and encourages case managers to meet at employee request to provide feedback on performance and development (H – Supervision; Company Policy and Administration).

The third best workplace was the Cofinimmo, Belgium, a small real estate investment firm. Cofinimmo had an internal process improvement group known as FBO, or For Better Organization. Teamwork was emphasized from day one. Every time a new employee joined a department, its members went on a paid teambuilding trip for some informal bonding (H – Interpersonal Relations). Company bonuses were tied to team

performance (M – Achievement; H - Salary). Frequent casual celebrations and lunches further brought employees and managers together (H - Interpersonal Relations). A sum equal to 2.2% of payroll was paid on job-specific and soft skills training (H – Possibility of Growth; Company Policy and Administration). “This company showed a great sense of dynamism and ambition” said one employee.

The fourth best workplace was ConSol Software; a Munich-based IT consulting and software firm. This company allowed two of its 113 employees to attend each meeting of the Board of Directors (H - Interpersonal Relations). A profit-sharing plan gave employees a piece of ConSol's annual profits (H – Salary; Company Policy and Administration). A formalized internal ranking system was used to determine promotion into managerial positions (H - Possibility of Growth; Company Policy and Administration).

The fifth best workplace was Depuy, Ireland, a division of Johnson & Johnson, manufacturers of orthopaedic joint replacements for the global market. This company provided employees access to the company's massive e-university for more than 300 courses at no cost (H – Possibility of Growth; Company Policy and Administration). Individual and team contributions going “above and beyond” requirements were recognized on a regular basis, and quarterly organizational talent reviews ensured that managers were constantly developing the next generations' leadership talent pool (M – Recognition; H - Supervision). “Management does listen to you, everybody is approachable and friendly” (H - Interpersonal Relations) said one employee.

The sixth best workplace was Microsoft, Norway. This company allowed employees to create their own development plans and their supervisors helped to clear their path and offer support, in part through monthly follow-up meetings (M – Responsibility;

H - Supervision; Possibility of Growth). Every employee met at least once a year with managers to shape their individual development plans (H – Interpersonal Relations; Supervision). Other perks in the office included an on-site fitness centre, free drinks, and relax areas with Xbox video games (H – Salary; Working Condition). Each team had an allocated budget to organize offsite social events (M – Responsibility; H – Interpersonal Relations). All employees received laptops and internet hook-ups so that everyone could work from home (M – Work Itself; H – Salary; Working Conditions; Personal Life). The company also supplemented employees' salaries for the costs of services such as dry cleaning, catering, and babysitting (H – Salary; Personal life).

The company launched a programme called "HTTP", a Norwegian abbreviation for health, well-being, safety, and performance (H - Personal life). The programme encouraged practical exercise such as taking the stairs, not the elevator, and educated employees about nutrition and physical health. The company provided an on-site day care facility to serve employees and a well-being centre to offer advice on medical and health issues (H – Salary; Working Conditions; Personal Life).

The company created new ways to communicate, learn, and have fun like a drug you can't live without. "You feel like you are a part of something important", said one employee.

The seventh best workplace was Middelbart Sparkasse, a German savings bank. This company delegated responsibility throughout the organization. Middle managers were trained to coach and support new employees to follow the principles of "self-management" which permitted flexible scheduling and collaborative goal setting (M - Responsibility and H - Supervision). "I have been entirely free to choose my own training and I mean entirely. No-one questions my choices or my arguments for what I have chosen", said one employee.

The eighth best workplace was Minervaskolan i Umeå, Sweden, a free school for 630 students. The school described itself as a “dream factory”, a place for the fulfillment of life goals. 80% of the company is owned by its full time employees and the remaining 20% is owned by the headmaster (M-Responsibility). Students’ parents serve as members of the board (H – Company Policy and Administration). All employees responded positively to the survey on their job satisfaction. They perceived managers to be competent and honest (H – Supervision). Employees were given adequate responsibility (H – Responsibility) and shown affection (H – Interpersonal Relations) in order to have a high degree of work-life balance (H – Personal Life).

The ninth best workplace was O2, an international mobile communications provider based in the United Kingdom. The company provided generous benefits including disability insurance and shares of company stock (H – Salary). The company launched a “Think Tank” programme where employees could post their comments, suggestions and questions. The CEO was one of the main contributors who responded to questions weekly (H – Interpersonal Relations). O2 also showed respect to their employees through inspired recognition programs. The company placed photographs of “superstar” employees around the building with details of what they achieved (M - Recognition). These employees were also recognized with profiles in the company newsletter. The company also provided flexible work scheduling, telecommuting, family days, health screenings, on-site yoga, weight watchers, and ran a “parenting with confidence” programme (H – Salary; Working Conditions; Personal life).

The last workplace on the top ten lists was Vitae, Netherland, a Dutch recruiting and staffing firm. Managers in Vitae were dedicated to promoting fun in the workplace. Vitae provided an "open network structure" in which entrepreneurialism was encouraged (M – Work Itself). Employees from difference functions came together to solve complex business issues and formulate strategy (M - Responsibility). Vitae also provided a "corporate citizenship day" recognizing employees with proven effectiveness as team members (M – Recognition; H - Interpersonal Relations). "We are not regarded as resources, but as human beings" and we have "great team spirit, a strong focus on personal development, great training and coaching opportunities and lovely colleagues", said one employee (H – Possibility of Growth; Interpersonal Relations).

Boehring Ingelheim, Denmark, a sister company of Boehringer Ingelheim (Thai) Ltd., was at number eighteen on the list of the best European Companies to work for (Levering & Moskowitz. 2006:14). The survey noted that the company took care of its employees as if they were part of one, big (133-person) family, largely through the use of an informal tone and a strong sense of fun in management (H – Interpersonal Relations; Company Policy and Administration). The company held 27 celebrations and other social events between 2004-2005, and employees' children were invited to many of them (H – Interpersonal Relations; Personal Life). Casual after-work celebrations were common; achievements were frequently marked with spontaneous bottles of wine or champagne and chocolate in the cafeteria (M - Recognition). Energy was contagious: employees frequently yelled out "Yes!" when prompted by managers as a way to reinforce their "yes" culture. "Our managing director knows every employee by their first name. He functions as a father who gathers the family around him.", said one employee (H - Interpersonal Relations).

The Boehringer Ingelheim, Denmark experience suggests Boehringer Ingelheim's worldwide interest in employee job satisfaction. As mentioned in the previous chapter, Boehringer Ingelheim (Thai) Ltd. has not formally studied their employees' job satisfaction levels, and BITL management wishes to better understand the levels of job satisfaction of key employees. This study seeks to provide the desired information.

This research will focus on the BITL Medical Representatives and will employ Herzberg's Two-factors Theory as the framework for determining their job satisfaction levels.

4. Previous Research

Various foreign and Thai studies have been done to explore the level of employee job satisfaction using the Two-factors Theory as the framework.

Foreign studies

Sophat (1998: Abstract) studied "Job Satisfaction of Cambodia University Teachers: A Case Study of the Royal University of Law and Economics". The study was based on Herzberg's Two-factors Theory. His study aimed to measure the level of job satisfaction and to understand the factors that contribute to the job satisfaction/dissatisfaction of the university teachers in Cambodia. His findings showed that teachers were highly satisfied with the work itself and responsibility while dissatisfied with salary, possibility of growth, interpersonal relations, supervision and personal life. The findings suggested that the management should be alarmed about the low level of satisfaction among the teachers and that some type of intervention needs to be seriously considered.

Sakoya (2000) identified personal predictors of job satisfaction among managers in the Nigerian public sector. The personal characteristics included tenure, age, levels of education, income, the country of the university education. He found that the longer the managers worked in an organization, the more satisfied they were with their jobs. Regarding age, the older the managers were, the more job satisfaction they had. For education, the results showed a negative relation between education and job satisfaction. In terms of income, the level of job satisfaction rose with the level income. Finally, the study did not show a significant difference in job satisfaction and the country of university education.

Wignall (2004: Abstract) studied "Job Satisfaction of Florida State Prison Industry Workers: An examination of Herzberg's Two-factor Theory". His study measured job satisfaction of Florida state prison inmates working in prison industries. His findings indicated that inmates were more satisfied than comparable non-prisoner norm groups. Gender, race, education, tenure, type of crime, and work prior to the current sentence were not statistically significant. Age was statistically significant. Tenure failed slightly in meeting the statistically significant criteria. The three highest Motivator factors were responsibility, the work itself, and achievement. One hygiene factor, salary was the most dissatisfying factor. The remaining job satisfaction factors were neutral (neither satisfying nor dissatisfying). The prison environment was unique due to the confinement of its population and the requirement for forced labor. Inmates working in prison industries satisfied their motivator needs through their work. The correctional institution satisfied inmate workers' hygiene factors. The prison industries satisfied inmate motivator factors and some hygiene factors.

Blevins (2005: Abstract) studied 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 was based on Herzberg's Two-Factor Theory and used the results of a Department of Defense survey administered by the United States Office of Personnel Management. 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.

Thai Studies

Jarayavidyanont (1979) studied "Job Satisfaction of NIDA Faculty Members". The study sought to investigate and analyze job satisfaction of the faculty members. The results showed that the faculty members were moderately satisfied with their jobs. Ten specific factors of job satisfaction were studied including the work itself, responsibility, advancement, salary, interpersonal relations, status, supervision, company policy and administration, working conditions, and personal life. Status had the highest score recorded for all factors while the score for salary was low. It can be concluded that the faculty members were most satisfied with their status when compared to all other factors. Salary was the factor which reflected the least degree of job satisfaction.

Wangpanich (1984) studied "Job Satisfaction of Faculty Members at Srinakharinwirot University." The study had three purposes: 1) to compare the overall and specific dimensions of the respondents' job satisfaction based on their demographic factors; 2) to correlate the level of job satisfaction and respondents' demographic information; and 3) to predict the level of the respondents' job satisfaction from job components and their age, salary and work experience. The results showed that there was no correlation between age, work experience and salary among faculty members and their job satisfaction. However, there were significant differences in some facets of job satisfaction correlated with demographic data. Those faculty members with high age, high work experience, or middle and high salary showed the highest overall satisfaction and satisfaction with pay. Female faculty members were more satisfied with supervision and co-workers than male members. The location of the campus did not make any difference to faculty members' job satisfaction. Correlations between age, work experience, and salary were significant, but these variables did not correlate significantly with job satisfaction. Age, work experience, and salary were not significant predictors of job satisfaction.

Chandrasurin (2005) undertook an updated study of employee job satisfaction at Srinakharinwirot University. This study compared relative job satisfaction between Thai and foreign lecturers in the Faculty of Humanities. The study was based on Herzberg's Two-factors Theory. The results showed that overall; both groups of respondents had a neutral level of job satisfaction. Out of 14 factors measured on a scale of 1 to 5 (with 1 being very satisfied and 5 very dissatisfied), the average score for Thai lecturers was 3.45 and for foreign lecturers, 3.06. Thai lecturers had higher levels of job satisfaction with regard to all factors except "working conditions", for which foreign lecturers reported a higher level of satisfaction.

Homchan (2006: Abstract) studied employee job satisfaction at DHL Logistics (Thailand) Company. This study was designed to examine job satisfaction levels of warehouse employees and the relationships between their personal backgrounds and job satisfaction. The data were collected by questionnaires from 40 warehouse employees. The results revealed that most of the warehouse employees were satisfied with supervisors and co-workers. In contrast, they had the least satisfaction with career advancement, working conditions, salary, and company policy and administration. The personal backgrounds of the warehouse employees (age, marital status, and length of working time) were significantly correlated with job satisfaction. Young employees were satisfied with supervisors and co-workers. Employees who were over thirty years of age were most satisfied with the work itself. Married employees were satisfied with the work itself and self-esteem, but least satisfied with salary.

Job satisfaction has been widely studied in both private and public sectors throughout the world. Managements focus most often on job satisfaction in order to increase job performance. This present study was conducted in a private, for profit pharmaceutical organization with an eye toward providing a better understanding of the levels of job satisfaction of key employees.

CHAPTER 3

METHODOLOGY

This chapter defines the population of BITL employees included in the study and the research tool for the study. It also explains the data collection and analysis procedures.

Study Population

All 55 Medical Representatives working in Boehringer Ingelheim (Thai) Ltd. in December 2006 were included in the study.

Research Tool

A questionnaire was used as the instrument to collect the primary data for the study. The questionnaire was based on Herzberg's Two-factors Theory with questions focused on each of the 14 areas of satisfaction/dissatisfaction identified therein (Herzberg; Mausner; & Synderman. 1959). The questionnaire was adapted to the specific environment within BITL based on the researcher's experience within the firm. The questionnaire was first prepared in English and subsequently translated into Thai for completion by the Thai respondents. (See Appendix C: English Version Questionnaire and Appendix D: Thai Version Questionnaire.)

The questionnaire was divided into three parts: Demographic Information, Job Satisfaction Levels and Other Factors Affecting Job Satisfaction. These are described below.

Part 1: Demographic Information

Six closed questions were asked to trace the profile of the respondents in terms of gender, age, education level, education background, years of employment at Boehringer Ingelheim (Thai) Ltd and salary. The demographic data of the 55 Medical Representatives were used only to trace the profile of the study population.

Part 2: Job Satisfaction Levels

The 55 Medical Representatives were asked to indicate their degree of job satisfaction in each of the 14 areas of Herzberg's Two-factors Theory on the 4-level scale of "Very Satisfied" (4), "Somewhat Satisfied" (3), "Somewhat Dissatisfied" (2), and "Very Dissatisfied" (1). The adapted Leikert Scale presented in Taweerat (2543:107-108) is used to describe the findings. In the following chapters, the tabulated mean scores are described as presented below:

3.51 – 4.00	Very Satisfied
2.51 – 3.50	Somewhat Satisfied
1.51 – 2.50	Somewhat Dissatisfied
1.00 – 1.50	Very Dissatisfied

Part 3: Other Factors Affecting Job Satisfaction

This part included two open-ended questions to encourage the respondents to express their own ideas as to what factors could increase or decrease their job satisfaction levels.

Data Collection

The researcher, with the assistance of Khun Phiriya Aduyasirikul, a National Sales Manager, called all 55 Medical Representatives to a meeting in the company's offices on the 1st of December 2006 at which time the purposes of the study were described and the cooperation of the participants was requested. A copy of the questionnaire, together with a return envelope, was distributed by the researcher to each Medical Representative. Respondents were asked to return the questionnaires within four days. Forty-six (46) completed questionnaires (83.6%) were returned by the 4th of December 2006.

Data Analysis

The data collected from the 46 questionnaires were analyzed by use of descriptive statistics (percentages and means) to determine the degrees of job satisfaction for each factor.

The findings are presented in Chapter 4.

CHAPTER 4

FINDINGS

This chapter presents the results of this study on job satisfaction of the Medical Representative in Boehringer Ingelheim (Thai) Ltd.

The chapter is divided into three parts as in the questionnaire: Part 1, Demographic Information; Part 2, Job Satisfaction Levels and Part 3, Other Factors Affecting Job Satisfaction.

Questionnaire Part 1: Demographic Information

The profile of the group of 46 Medical Representatives who participated in the study is presented in Tables 1 to 6 below.

Table 1 below shows the gender distribution of the respondents.

Table 1 Gender Distribution

Gender	Respondents	Percent
Male	13	28.3%
Female	33	71.7%

The majority of respondents were female. Only 13 males returned completed questionnaires (28.3%).

Table 2 presents the age spread of the respondents.

Table 2 Age

Age	Respondents	Percent
25 years old or less	15	32.6%
26-30 years old	19	41.3%
31-40 years old	10	21.7%
More than 40 years old	2	4.4%

Nineteen respondents (41.3%) were in the 26-30 year old group, 15 (32.6%) were in the age group 25 years old or less, 10 (21.7%) were in the 31-35 year old group, and 2 (4.4%) of the respondents were in the group of more than 40 years of age.

The following table presents the educational levels of the 46 Medical Representatives.

Table 3 Education Level

Education Level	Respondents	Percent
Bachelor degree	45	97.8%
Master's degree	1	2.2%
Doctoral degree	0	0.0%

Forty-five respondents (97.8%) graduated with bachelor's degrees and only one (2.2%) had a master's degree. No respondent possessed a higher degree.

Table 4 outlines the respondents' educational background.

Table 4 Education Background

Education Background	Respondents	Percent
Pharmaceutical Science	22	47.8%
Other Science	13	28.3%
Non-Science Base	11	23.9%

Twenty-two respondents (47.8%) possessed degrees in pharmaceutical science, 13 (28.3%) had other science degrees, and 11 (23.9%) had non-science degrees.

The following table describes the years of employment at Boehringer Ingelheim (Thai) Ltd.

Table 5 Years of Employment at BITL

Years of Employment at Boehringer Ingelheim (Thai) Ltd.	Respondents	Percent
2 years or less	29	63.0%
3-4 years	14	30.4%
5-6 years	0	0.0%
More than 6 years	3	6.6%

Twenty-nine respondents (63.0%) had been employed for 2 years or less, 14 (30.4%) had been employed for 3-4 years, and 3 (6.6%) had been employed more than 6 years. None of the respondents had worked for BITL for 5-6 years.

The 46 Medical Representatives were asked to estimate their average salary per month to include all remuneration received from Boehringer Ingelheim (Thai) Ltd. during a year. The findings are presented in the following table.

Table 6 Average Salary per month

Average salary per month	Respondents	Percent
35,000 Baht or less	15	32.6%
35,001 - 40,000 Baht	11	23.9%
40,001 – 45,000 Baht	3	6.5%
More than 45,000 Baht	17	37.0%

Fifteen respondents (32.6%) reported receiving 35,000 Baht or less, 17 (37.0%) reported receiving more than 45,000 Baht, 11 (23.9%) reported receiving 35,001- 40,000 Baht, and 3 (6.5%) reported receiving 40,001-45,000 Baht.

In summary, the profile of the 46 Medical Representatives respondents was largely female, 40 years of age or less (74% under the age of 30) with a bachelor's degree in pharmaceutical science or in another science. The vast majority (93.4%) had worked for BITL 4 years or less and the majority (63.0%) had worked for BITL 2 years or less. As BITL has not significantly expanded its Medical Representative staff over the past two years, this suggests a difficulty with employee retention. The majority (56.5%) earned 40,000 Baht or less per month on average, but a large number reported earning 45,000 Baht or more per month on average.

Questionnaire Part 2: Job Satisfaction Levels

As in Herzberg's Two-factors Theory, the factors related to job satisfaction/dissatisfaction were divided into two areas in Part 2 of the questionnaire: motivator factors (satisfiers) and hygiene factors (dissatisfiers).

The motivator factors included: 1. achievement, 2. recognition, 3. the work itself, 4. responsibility and 5. advancement. Motivator factors are those that may lead to increased job satisfaction.

The hygiene factors included: 6. salary, 7. possibility of growth, 8. interpersonal relationships, 9. status, 10. supervision, 11. company policy and administration, 12. working conditions, 13. personal life and 14. job security. Hygiene factors are those that may limit or reduce job dissatisfaction.

The findings, presented below and in Tables 7 to 20 in Appendix E, are divided into these two factors. The factors are numbered 1 through 14 as noted above, in the findings below, in the questionnaires (Appendixes C + D), and in the tables of findings (Appendix E). Each statement, to which the respondents were asked to respond, is numbered (1.1, 1.2...) in the questionnaires (Appendixes C + D) in the findings below and in the tables of findings (Appendix E). This standardization in number labeling is designed to facilitate cross referencing within this document.

On each of these tables, the statements to which the respondents were asked to reply are listed on the left. This is followed by the level of satisfaction felt by the respondents with regard to each statement. The total number of responses at each level of satisfaction/dissatisfaction are indicated followed by the total number of responses to each

statement; 46 responses in all cases. The raw score is indicated in the next to the last column. The raw score is calculated by multiplying the number of responses at each level of satisfaction by the following weighting factors:

Very Satisfied = 4

Somewhat Satisfied = 3

Somewhat Dissatisfied = 2

Very Dissatisfied = 1

The final column on the right indicates the mean score, or the mean level of satisfaction, with each statement. This score is established by dividing the raw score by the total number of responses. The totals rows at the bottom of each table summarize the levels of satisfaction for each factor.

The mean scores allow comparisons of satisfaction levels between statements and between factors.

As it is statistically impossible to achieve scores above 4.0 (Very Satisfied) or below 1.0 (Very Dissatisfied), and it is highly unlikely that with a sample group of 46 respondents any mean score would near either end of the range, the following findings are described based on the following ranges:

3.51 – 4.00 Very Satisfied

2.51 – 3.50 Somewhat Satisfied

1.51 – 2.50 Somewhat Dissatisfied

1.00 – 1.50 Very Dissatisfied

A mean score of 3.25 would indicate that, overall, the respondents felt somewhat satisfied by a statement or a factor. Likewise, a mean score of 2.25 would indicate a somewhat dissatisfied feeling (Taweerat. 2543: 107-108).

Finally, two tables summarize the two major factors: Table 21 summarizes motivator factor totals and Table 22 summarizes hygiene factor totals. All job satisfaction factor totals are summarized in Table 23 providing a global view of job satisfaction of the Medical Representatives in Boehringer Ingelheim (Thai) Ltd. These three tables appear in this chapter.

Motivator Factors

The findings related to the 5 motivator job satisfaction factors are described below. The corresponding tables, 7 to 11, are included in Appendix E.

Table 7, shows the level of satisfaction with the Achievement factor (1). The Medical Representatives responded to statement 1.1 regarding their level of satisfaction with the results of their work. They were somewhat satisfied with a mean score of 2.91. The Medical Representatives were also somewhat satisfied when asked how they felt about attaining the goals of Boehringer Ingelheim (Thai) Ltd. in statement 1.2 with a mean score of 2.87. Overall, the Medical Representatives felt somewhat satisfied about their achievements with a mean score of 2.89.

Table 8, shows the level of satisfaction with the Recognition factor (2). The Medical Representatives responded to statement 2.1 about the level of recognition they received from their direct superiors. The Medical Representatives were somewhat satisfied with a

mean score of 3.09. They were also somewhat satisfied when asked about the level of recognition they received from their colleagues in statement 2.2 with a mean score of 3.20. The respondents were also somewhat satisfied with the sense of recognition they received from their organization in statement 2.3 with a mean score of 2.98. Overall, the Medical Representatives felt somewhat satisfied about their recognition in the organization with a mean score of 3.09.

Table 9, shows the level of satisfaction with The Work Itself factor (3). The Medical Representatives were somewhat satisfied with statement 3.1 about their current jobs with a mean score of 3.11. The Medical Representatives were also somewhat satisfied with the distribution of work in statement 3.2 with a mean score of 3.02. They were also somewhat satisfied with the amount of time required to complete their work in statement 3.3 with a mean score of 2.98. Overall, the Medical Representatives felt somewhat satisfied about the work itself with a mean score of 3.04.

Table 10, shows the level of satisfaction with the Responsibility factor (4). With regard to statement 4.1 concerning the responsibilities presently given to the respondents, they responded being somewhat satisfied with a mean score of 3.04. They were also somewhat satisfied when they were assigned other responsibilities in the absence of their direct superiors as noted in statement 4.2 with a mean score of 3.07. Overall, the Medical Representatives felt somewhat satisfied about their responsibilities with a mean score of 3.05.

Table 11, shows the level of satisfaction with the Advancement factor (5). The Medical Representatives were somewhat satisfied with their present levels in the organization (statement 5.1) with a mean score of 2.91. The respondents were also

somewhat satisfied with their future career advancement opportunities in statement 5.2 and the promotion system based on employee performance in statement 5.3 with mean scores of 2.72 and 2.91 respectively. Overall, the Medical Representatives were somewhat satisfied about their possibilities of advancement with a mean score of 2.85.

Hygiene Factors

The findings related to the 9 hygiene job satisfaction factors are presented below.

Table 12 to 20, detailing the findings, are included in Appendix E.

Table 12 shows the level of satisfaction with the Salary factor (6). The Medical Representatives' responses to statement 6.1, about the appropriateness of their salaries for the type and amount of work they did, showed they were somewhat dissatisfied with a mean score of 2.39. In contrast, they were somewhat satisfied with the benefit package provided by their employer (provident fund, loans, hospital and medical insurance) in statement 6.2 with a mean score of 2.85. Overall, the respondents felt somewhat satisfied about their salary with a mean score of 2.62.

Table 13, shows the level of satisfaction with the Possibility of Growth factor (7). The Medical Representatives responded to statement 7.1 concerning the opportunities for training. They were somewhat satisfied with this statement with a mean score of 2.83. They were also somewhat satisfied with the opportunities provided for attending seminars in statement 7.2 with a mean score of 2.70. Overall, the Medical Representatives felt somewhat satisfied about their possibilities for growth with a mean score of 2.76.

Table 14, shows the level of satisfaction with the Interpersonal Relationship factor (8).

The 46 Medical Representatives responded to statement 7.1 about their relationships with their superiors. They were somewhat satisfied with a mean score of 3.15. They were also somewhat satisfied with their relationships with their colleagues (statement 8.2) with a mean score of 3.39. Overall, the respondents felt somewhat satisfied about their interpersonal relationships with a mean score of 3.27.

Table 15, shows the level of satisfaction with the Status factor (9). With regard to statement 9.1 on acceptance as an employee of BITL, the respondents felt somewhat satisfied with a mean score of 3.00. They were also somewhat satisfied with their status in society (statement 9.2) with the same mean score of 3.00. Overall, the Medical Representatives felt somewhat satisfied about their status with a mean score of 3.00.

Table 16, shows the level of satisfaction with the Supervision factor (10). The Medical Representatives were somewhat satisfied with the fairness of their employer (statement 10.1) with a mean score of 2.96. They were also somewhat satisfied with their performance evaluations being made according to clear guidelines and carried out fairly as per statement 10.2 with a mean score of 2.93. They were somewhat satisfied with their direct superior's advice and assistance in statement 10.3 and their superiors' acceptance of their ideas and comments in statement 10.4 with mean scores of 3.22 and 3.13 respectively. Overall, the Medical Representatives felt somewhat satisfied about supervision with a mean score of 3.06.

Table 17, shows the level of satisfaction with the Company Policy and Administration factor (11). The Medical Representatives responded to statement 11.1 about the current policies of BITL with a mean score of 2.80; somewhat satisfied. The respondents were also somewhat satisfied when they followed BITL's policies and rules as per statement 11.2 and

with regard to statement 11.3 about communication within the organization being clear and current with mean scores of 2.87 and 2.83 respectively. Overall, the Medical Representatives felt somewhat satisfied about company policy and administration with a mean score of 2.83.

Table 18, shows the level of satisfaction with the Working Conditions factor (12). The Medical Representatives responded to statement 12.1 concerning the professional facilities provided such as offices, desks and chairs, filing cabinets, computers, telephones.... They were somewhat satisfied with a mean score of 2.57. On the other hand, they were somewhat dissatisfied with the central facilities provided such as parking lots, reception and waiting areas, toilets, cafeterias,...in statement 12.2 with a mean score of 2.46. They were somewhat satisfied with the meeting facilities provided such as meeting rooms, conference rooms, audiovisual materials,...in statement 12.3 with a mean score of 2.87. Again, the Medical Representatives were somewhat satisfied with the general work environment such as safety, security, sound levels, lighting and air conditioning, cleanliness.... in statement 12.4 with a mean score of 2.91 and with the location of their workplace relative to their residences in statement 12.6 with a mean score of 2.76. The respondents were also somewhat satisfied with the social atmosphere in the organization in statement 12.5 with a mean score of 3.07. Overall, the respondents felt somewhat satisfied about the working conditions with a mean score of 2.77.

Table 19, shows the level of satisfaction with the Personal Life factor (13). The respondents were somewhat satisfied with the way the work affected their personal lives (statement 13.1) with a mean score of 2.87. They were also somewhat satisfied with the amount of time required to do their jobs in statement 13.2 with a mean score of 3.00, and

with their families' appreciation of their jobs in statement 13.3 with a mean score of 3.07.

Overall, the Medical Representatives felt somewhat satisfied about the personal life factor with a mean score of 2.98.

Table 20, shows the level of satisfaction with the Job Security factor (14). The Medical Representatives responded to statement 14.1 about the security of their positions in the organization. They were somewhat satisfied with a mean score of 2.89. They were also somewhat satisfied with their departments' stability and development within BITL in statement 14.2 and with the company's stability and development in the economy in statement 14.3 with mean scores of 2.78 and 2.80 respectively. Overall, the Medical Representatives felt somewhat satisfied about their job security with a mean score of 2.83.

Summaries of the motivator factor and hygiene factor totals are presented in Tables 21 and 22 below.

Table 21, shows the summary of the motivator factor totals.

Table 21 Motivator Factor Totals

	Very Satisfied	Somewhat Satisfied	Somewhat Dissatisfied	Very Dissatisfied	Total Responses	Raw Score	Mean Score
Recognition	21	108	9	0	138	426	3.09
Responsibility	7	83	2	0	92	281	3.05
The Work Itself	13	118	6	1	138	419	3.04
Achievement	2	78	12	0	92	266	2.89
Advancement	5	109	22	2	138	393	2.85
MOTIVATOR FACTOR TOTALS	48	496	81	3	598	1785	2.98

With regard to Herzberg's five motivator factors (Advancement, Recognition, The Work Itself, Responsibility and Achievement), the Medical Representatives were most satisfied with 'Recognition' received, with a mean score of 3.09 (somewhat satisfied). 'Recognition' was closely followed by 'Responsibility' and 'The Work Itself' with mean scores of 3.05 and 3.04 respectively, both scores being somewhat satisfied. No scores were near the very satisfied range. 'Achievement' and 'Advancement' followed closely behind in 4th and 5th positions with mean scores of 2.89 and 2.85 respectively, both somewhat satisfied. No scores neared the somewhat dissatisfied level. All mean scores appeared in a very narrow range of 3.09 to 2.85, a difference of only 0.24 from highest to lowest mean score. Overall, the Medical Representatives felt somewhat satisfied toward the motivator factors with a mean score of 2.98.

Table 22, shows the summary of the hygiene factor totals.

Table 22 Hygiene Factor Totals

	Very Satisfied	Somewhat Satisfied	Somewhat Dissatisfied	Very Dissatisfied	Total Responses	Raw Score	Mean Score
Interpersonal Relations	27	63	2	0	92	301	3.27
Supervision	30	137	15	2	184	563	3.06
Status	4	84	4	0	92	276	3.00
Personal Life	8	119	11	0	138	411	2.98
Company Policy and Administrations	3	109	26	0	138	391	2.83
Job Security	4	106	28	0	138	390	2.83
Working Conditions	17	183	72	4	276	765	2.77
Possibility of Growth	4	62	26	0	92	254	2.76
Salary	3	55	30	4	92	241	2.62
HYGIENE FACTOR TOTALS	100	918	214	10	1242	3592	2.89

With regard to the hygiene factors (Salary, Possibility of Growth, Interpersonal Relations, Status, Supervision, Company Policy and Administration, Working Conditions, Personal Life, and Job Security), the respondents were most satisfied with 'Interpersonal Relations', with a mean score of 3.27, followed by 'Supervision', with a mean score of 3.06, and 'Status', with a mean score of 3.00, all three scores being somewhat satisfied. The remaining six factor mean scores were all somewhat satisfied: 'Personal Life', 2.98; 'Job

Security', 2.83; 'Company Policy and Administration', 2.83; 'Working Conditions', 2.77; 'Possibility of Growth', 2.76 and the least satisfying factor was 'Salary', 2.62. No scores were near the very satisfied level, but the mean score for the Salary factor approached the somewhat dissatisfied level. The range of hygiene factor mean scores was 2.5 times wider than for the motivator factor scores; 3.27 highest score to 2.62 lowest score; a range of 0.65. Overall, the Medical Representatives felt somewhat satisfied toward the hygiene factors with a mean score of 2.89.

Table 23 compares the global motivator factor and hygiene factor levels of satisfaction of the Medical Representatives in Boehringer Ingelheim (Thai) Ltd.

Table 23 All Factors Totals

	Very Satisfied	Somewhat Satisfied	Somewhat Dissatisfied	Very Dissatisfied	Total Responses	Raw Score	Mean Score
Motivator Factors	48	496	51	3	598	1785	2.98
Hygiene Factors	100	918	214	10	1242	3592	2.89
ALL FACTORS TOTALS	148	1414	265	13	1840	5377	2.92

The Medical Representatives were somewhat more satisfied with the motivator factors than the hygiene factors with a difference in mean scores of only 0.09 (2.98-2.89). Overall, the Medical Representatives felt somewhat satisfied with both the motivator and the hygiene factors with an overall mean score of 2.92.

In summary, the 46 Medical Representatives felt somewhat satisfied with their jobs.

They were slightly more satisfied with the motivator factors, those elements that can lead to

increased job satisfaction, than with the hygiene factors, those elements that can prevent job dissatisfaction.

Questionnaire Part 3: Other Factors affecting Job Satisfaction

The last part of the questionnaire asked the 46 Medical Representatives to express their own ideas about what other factors “increased” or “could increase” or “decreased” or “could decrease” their job satisfaction levels.

The respondents mentioned only one factor that could increase their levels of satisfaction. The representatives felt insecure about their career advancement opportunities, and wanted more information and/or reassurance from the firm with regard to their future careers at BITL.

On the other hand, the respondents identified many factors that *decreased* or *could decrease* their levels of job satisfaction. Their comments are grouped into the following seven areas:

1. Salary

The Medical Representatives felt that their incentives were not related to, or equal to, sales targets which would motivate them to do their jobs better. They also felt that they should have the opportunity to choose the benefits from the benefits package provided by the company that best suited their individual needs. In general, the Medical Representatives believed that the company benefits package was inferior to the benefits packages of other companies in the same industry.

2. Interpersonal Relations

As BITL was using the Team Matrix and Team-building Activities, the Medical Representatives felt that teamwork should somehow increase motivation at work. The suggestion was that it did not.

3. Possibility of Growth

The Medical Representatives felt that they did not have opportunities for training in areas such as English language, computer usage and data research practices. According to the respondents, these programmes were guaranteed by the company.

4. Supervision

The Medical Representatives felt that they should have opportunities to evaluate their supervisors' job performance. They also thought that their own performance evaluations were made based on unclear guidelines and were carried out unfairly.

5. Company Policy and Administration

The Medical Representatives felt that the company did not inform or update them effectively on competitors thus giving competitors an advantage.

6. Working Conditions

The respondents felt that the parking lots provided by the company were too limited, and the atmosphere in the organization was sometimes unfriendly.

7. Job Security

The Medical Representatives felt insecurity about their positions in the organization.

In summary, when the respondents were asked to speak openly about what influenced their job satisfaction positively or negatively, all comments related to elements

that decreased or could decrease their job satisfaction levels, and all comments related to 7 hygiene factors, the very factors that could prevent job dissatisfaction. The only comment made that could increase the satisfaction levels of the respondents was a request for information about and assurance on the future careers of the respondents at BITL, but this request was made with reference to the Job Security factor, a hygiene factor.

Conclusions, discussions, limitations of the study and recommendations for further study are presented in the following chapter.

CHAPTER 5

CONCLUSIONS AND DISCUSSION

This chapter presents the answers to the two research questions followed by discussion of the limitations of the study and recommendations for further development of the study.

Answers to the Research Questions

The answers to the two research questions are presented below.

Research Question 1: To what degree are Medical Representatives at BITL satisfied/dissatisfied with their jobs?

The satisfaction level of the Medical Representatives at BITL can best be described as "somewhat satisfied". On the scale of 4 = very satisfied, 3 = somewhat satisfied, 2 = somewhat dissatisfied, 1 = very dissatisfied, the overall mean score for both motivator and hygiene factors was 2.92. (See Table 23 in Chapter 4.)

Research Question 2: Which factors influence their job satisfaction levels the most?

The mean score for the level of job satisfaction for all 5 motivator factors was 2.98, slightly higher than the overall mean score for the 9 hygiene factors, 2.89. (See Tables 21 and 22 in Chapter 4.) Motivator factors are related to job content and can motivate employees to higher performance and increased effort. Hygiene factors are related to aspects of the job environment and can prevent job dissatisfaction. Both scores are in the

range of "somewhat satisfied". The scores indicate that the BITL Medical Representatives were more satisfied with the job content than with the job environment.

A closer look at Tables 21 and 22 shows that the 5 motivator factor mean scores were in a narrow range of 0.11 points from a high of 3.09, "somewhat satisfied" (Recognition) to a low of 2.85, "somewhat satisfied" (Advancement), while the 9 hygiene mean scores were in a range of 0.65 points, 6 times wider than the motivator factor mean scores. Hygiene factor mean scores ranged from a high of 3.27, "somewhat satisfied" (Interpersonal Relations) to a low of 2.62, "somewhat satisfied" (Salary). The difference in range spans suggests that the level of satisfaction of the respondents was more consistent with regard to the motivator factors than with regard to the hygiene factors.

The highest mean scores of all factors were for the hygiene factor "Interpersonal Relations" (3.27) followed by the motivator factor "Recognition" (3.09). The lowest mean scores were all for hygiene factors: "Company Policy and Administration", "Job Security", "Working Conditions", "Possibility of Growth", and "Salary" with mean scores of 2.83, 2.83, 2.77, 2.76 and 2.62 respectively.

All motivator factor mean scores and all hygiene factor mean scores were in the "somewhat satisfied" range.

This closer look demonstrates that the BITL Medical Representatives felt more consistently satisfied with the motivator factors, those that motivated them to improve their performance on their jobs, with a wider range of satisfaction relative to the hygiene factors, those factors that could help to prevent job dissatisfaction.

Another way to demonstrate the ranking factors, and to further clarify which factors influenced the job satisfaction levels of the 46 BITL Medical Representatives the most is to rank the most satisfying and least satisfying factors. This is presented below.

The five factors listed below were those that satisfied the respondents the most. All are in the "somewhat satisfied" level. Hygiene factors are indicated by 'H' followed by the factor, for example; H – Interpersonal Relations. Motivator factors are identified in a similar fashion, for example; M - Recognition.

1. H - Interpersonal Relations	mean score	3.27
2. M - Recognition	"	3.09
3. H - Supervision	"	3.06
4. M - Responsibility	"	3.05
5. M - The Work Itself	"	3.04

The five factors listed below were those that satisfied the respondents the least. All are in the "somewhat satisfied" level. The factors are indicated in a similar fashion as above.

1. H - Job Security	mean score	2.83
2. H - Company Policy and Administration	"	2.83
3. H - Working Conditions	"	2.77
4. H - Possibility of Growth	"	2.76
5. H - Salary	"	2.62

While "Interpersonal Relations" ranked as the most satisfying factor and "Supervision" ranked as the third most satisfying factor, both hygiene factors, the other 3 of

the most satisfying factors were motivator factors, "Recognition", "Responsibility" and "The Work Itself". All of the 5 least satisfying factors were hygiene factors.

It is important to note the particularly high mean score (3.27) of the "Interpersonal Relations" factor, which is widely separated above all other mean scores. This increases the overall mean score for the hygiene factors. It should also be noted that "Interpersonal Relations" is categorized as a hygiene factor because it is not directly related to the content of the job, it is a part of the job environment. However, it is also the one hygiene factor over which management has the least influence.

A closer look at the individual statements of the BITL Medical Representatives in relation to the five most satisfying and five least satisfying statements in the questionnaire confirms that satisfaction was lowest with respect to hygiene factors, over which management has control, and greatest, with respect to motivator factors and interpersonal relations (a hygiene factor) over which management has little control.

The respondents' reactions to the five most and five least satisfying statements on the questionnaire are provided below. In each case, the letter "H" refers to a hygiene factor followed by the specific statement and its number on the questionnaire. The letter "M" refers in a similar way to a motivator factor. The five statements eliciting the highest mean satisfaction scores were:

1. H - interpersonal Relationships factor (8), statement 8.2, "I feel...with my relationships with my colleagues", with total mean score 3.39.
2. H - Supervision factor (10), statement 10.3, "I feel...with my direct superior's advice and assistance", with total mean score 3.22.

3. M - Recognition factor (2), statement 2.2, "I feel...with the level of recognition I receive from my colleagues", with total mean score 3.20.

4. H - Interpersonal Relationships factor (8), statement 8.1, "I feel ...with my relationships with my superiors, with total mean score 3.15.

5. H - Supervision factor (10), statement 10.4, "I feel... that my superior accepts my ideas and comments", with total mean score 3.13.

Statements about "Interpersonal Relations" ranked as the first and fourth most satisfying statements. Interestingly, however, the statements regarding the hygiene factor "Supervision" over which management has significant control were ranked in second and fifth positions by the BITL Medical Representatives. The statement on the motivator factor "Recognition" ranked third on the list of most satisfying specific statements.

A similar look at the five specific statements with which least satisfaction was reported is presented below.

1. M – Advancement factor (5), statement 5.2, "I feel...with my future career advancement opportunities", with total mean score 2.72.

2. H – Possibility of Growth factor (7), statement 7.2, "I feel... with the opportunities provided for attending seminars", with total mean score 2.70.

3. H – Working Conditions again in statement 12.1 "I feel ...with the professional facilities provided such as offices, desks and chairs, filing cabinets, computers, telephones,..." with total mean scores of 2.57.

4. H – Working Conditions factor (12) statement 12.2, "I feel...with central facilities provided such as parking lots, reception and waiting areas, toilets, cafeterias,..." with total mean score 2.46.

5. H – Salary factor (6), statement 6.1, “I feel...with my salary which is appropriate for the type and amount of work I do”, with total mean score 2.39.

One motivator factor, “Advancement”, was included on the list of the least satisfying statements, but was more satisfying than the other four statements. All other statements eliciting the least satisfactory responses were related to hygiene factors and were, in increasing order of dissatisfaction, “Possibility of Growth”, “Working Conditions”, and “Salary”.

In summary, the answer to the second research question is presented hereafter. The motivator factors of “Recognition”, “Responsibility” and “The Work Itself” were considered most satisfying by the BITL Medical Representatives. These three factors contributed to the motivation of respondents to increase their performance. The hygiene factors, “Interpersonal Relations”, “Supervision” and “Status” contributed to the prevention of job dissatisfaction. Hygiene factors were considered less satisfying by the BITL Medical Representatives and therefore as not contributing as positively to the prevention of dissatisfaction as motivator factors contributed to job satisfaction.

The five least satisfying hygiene factors, presented in order of decreasing satisfaction, were “Company Policy and Administration” and “Job Security”, co-equal, followed by “Working Conditions”, “Possibility of Growth” and “Salary”. “Salary” was by far the least satisfying factor of the Medical Representatives’ jobs. Two motivator factors, “Achievement” and “Advancement”, closely related to the above hygiene factors, were also seen by the respondents as the least satisfying. These two factors would probably not contribute to increased employee motivation in any significant way.

Discussion

Overall, the 46 Medical Representatives at Boehringer Ingelheim (Thai) Ltd. were somewhat satisfied with their jobs and the work environment. The analysis of the motivator factors and hygiene factors related to job satisfaction showed that "Recognition", "Responsibility" and "The Work Itself" motivated the respondents the most. "Achievement" and "Advancement" were considered less satisfying by the respondents. "Interpersonal Relations" intervened most to reduce job dissatisfaction, as did "Supervision". The respondents felt that their status and the impact of the jobs on their personal lives were somewhat satisfying. The other five hygiene factors were also seen as somewhat satisfying but to a lesser extent. Satisfaction with the "Salary" factor was clearly the least satisfying factor.

Overall, this suggests that the Medical Representatives were most satisfied with factors related to the environment in which they worked and least satisfied with factors more directly under the control of management, such as working conditions and salary. This might reflect differing levels of delivery or differing levels of expectation. For example, to understand the relatively low level of satisfaction accorded to "Salary", it would be necessary to understand what the expectations of respondents for salary levels were and how realistic it was to expect management to deliver on the expectations. (How do BITL salary levels compare to those of similar employers?). It would also be necessary to understand whether the lower level of satisfaction with the "Salary" factor was due to the company's overall level of remuneration or to the management systems related to the establishment of individual pay levels.

In comparison with other Thai studies, Homchan (2006: Abstract) studied employee job satisfaction at DHL Logistic (Thailand) Company. The results revealed that most warehouse employees were least satisfied with their salary. Jarayavidyanont (1979) studied "Job Satisfaction of NIDA Faculty Members". The results showed that "Salary" was the factor which reflected the lowest degree of job satisfaction. These two studies are consistent with the findings in this study. Many international studies also rank "Salary" low on the satisfaction scale. Common experience seems never to rank "Salary" as a highly satisfying factor; in general, employees are motivated to gain higher and higher salaries. This underlines why "Salary" is a hygiene factor rather than a motivator factor.

A review of the demographic information in this study shows that the majority of the 46 Medical Representatives were under the age of 31 (73.9%) and had worked with BITL 2 years or less (63.0%), 93.4% had worked with the company 4 years or less. All but one of the 46 respondents had bachelor degrees (97.8%), and the majority of degrees were in pharmaceutical or other sciences (76.1%). This defines a rather coherent profile of the respondents, yet approximately one third of the respondents reported average monthly earnings of 35,000 Baht or less (32.6%) and another third reported average monthly earnings of 45,000 Baht or more (37.0%). Possible reasons for the low level of satisfaction with "Salary" in this relatively current group include that the small number of more senior Medical Representatives earned noticeably higher salaries than the larger number of more junior Medical Representatives, the respondents had an unclear understanding of the payroll system, the payroll system was inequitable in some way, the employee appraisal system was in some way deficient or a combination of all of the above. Any of the above could lead to perceptions (whether justified or not) that the salary system was inequitable and, as a result, to lower levels of satisfaction among those employees who felt their salaries were too low.

Remembering that the respondents rated all factors examined as somewhat satisfying, the 5 least satisfying factors might be viewed as areas of relative weakness. Four of the five are closely related: "Job Security", "Company Policy and Administration", "Possibility of Growth", and "Salary". These all have some relation to management systems concerned with appraisals, promotions and salaries. As all four are hygiene factors, they do not directly contribute to job satisfaction, but positive adjustments could contribute to the prevention of dissatisfaction.

The relatively low levels of satisfaction reported on these factors indicates an area which might merit management attention. BITL management might wish to review all relevant management systems with an eye toward identifying and improving any weaknesses found in the appraisal, promotion and remuneration systems.

Management might also wish to consider transparency in remuneration and promotion decisions. The respondents noted what they believed to be a lack of information on their futures at BITL. They also asked to be allowed to evaluate their superiors. This suggests that the Medical Representatives wanted more communication and they wanted their views to be heard, at least with regard to salaries and the appraisal system.

The young age and short employment history of the Medical Representatives also points to what might be another area of management interest. Younger, well educated individuals in a competitive labor market may not seek only high salaries and benefits (hygiene factors), but also more satisfying jobs. They may also seek more transparency in management practice (a trend in western countries) and more rapid promotions with corresponding responsibility, recognition and sense of achievement (all motivator factors). Motivator factors are those that lead to increased job satisfaction.

“Working Conditions” (2.77), the 5th relative weakness, was a somewhat different factor. The respondents reported lower levels of satisfaction with physical elements in the work environment; parking lots, meeting rooms, toilets.... These are common employee complaints many of which can be dealt with by appropriate budget allocations. Discussion of the concerns with the Medical Representatives can reduce the importance of these concerns. Small improvements and better communication can contribute to the prevention of job dissatisfaction.

The BITL Medical Representatives also identified 5 areas of relative strength; “Interpersonal Relations”, “Recognition”, “Supervision”, “Responsibility”, and “The Work Itself”.

“Interpersonal Relations” is a hygiene factor and appeared to contribute positively to the prevention of job dissatisfaction.

“Supervision” is also a hygiene factor making a positive contribution to the organization. It is important to note “Supervision” ranks third in the hierarchy of satisfying factors, independently of the respondents apparent concerns about the evaluation procedure and how this translated into promotions and salaries.

“Recognition” was the highest ranking motivator factor. The Medical Representatives were satisfied by the recognition they received from the organization. And because BITL is a highly respected firm with highly respected products, this recognition of the Medical Representatives was all the more powerful.

Closely related to the “Recognition” given to BITL Medical Representatives was the “Responsibility” given to them. Employees, especially young employees, respond positively

when job responsibility is given to them and they are recognized by their seniors for successfully carrying out their responsibilities. This combination of "Responsibility" and "Recognition" was a strong and important contributor to job satisfaction at BITL.

Finally, "The Work Itself" was also an important strength because the respondents were given "Responsibility" for their jobs and "Recognition" for performing them well, they were even more motivated. This derived satisfaction led to more commitment of the Medical Representatives to their jobs; "The Work Itself". As the respondents were motivated by and satisfied with "The Work Itself" this implies that the recruitment and selection process of BITL worked well as did supervision.

In conclusion, the Medical Representatives at BITL were satisfied with their jobs based primarily on three strong factors: "Responsibility", "Recognition" and "The Work Itself". Other factors contributed to the result. The "Interpersonal Relations" and "Supervision" within the firm contributed importantly to the prevention of job dissatisfaction. Other factors also contributed.

Avenues to incremental improvement of the Medical Representatives job satisfaction levels at BITL, and thereby to the overall performance of the firm should be focused on the areas of employee appraisal and how this is reflected in promotions and salaries.

As noted at the end of Chapter 2, Boehringer Ingelheim (Thai) Ltd. wished to better understand the levels of job satisfaction of key employees. It is sincerely hoped that this study has contributed to that understanding. It is also hoped that this study makes a positive contribution to the growing body of knowledge of job satisfaction in organizations in Thailand.

Recommendations for Further Study

1. This study focused only on the Medical Representatives at BITL. The other key group of employees was the Pharmacy Representatives. A similar study should be conducted on these employees. The results for Medical Representatives and Pharmacy Representatives should be compared.

2. This study was conducted with a group of employees at the operation levels, the results may not accurately describe the company as a whole. Therefore, further studies should be conducted at the management level and at the level of support staff level in order to identify differences and similarities in job satisfaction.

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APPENDIXES

APPENDIX A: Company Approval for Conducting Research

25 June 2006

Khun Phiriya Adulyasirikul
National Sales Manager
Boehringer Ingelheim (Thai) Ltd.
2922/207-208 Charn Issara Tower II, 12th Floor,
New Petchburi Road, Bangkapi, Huaykwang,
Bangkok 10320

Dear Khun Phiriya:

The Business English for International Communication (BEIC) Program at Srinakarinwirot University requires students to conduct research projects as part of their M.A. programs.

As Boehringer Ingelheim (Thai) Ltd. is a well-known multinational pharmaceutical firm, I would like to conduct my research within the company.

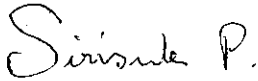
The focus of my research is a survey of Medical Representative Job Satisfaction. Since Medical Representatives are the key employees who directly influence the success of the company, while a number of Medical Representatives have resigned and transferred to take job in other pharmaceutical organizations. I therefore would like to conduct a research with a focus on the analysis of the levels in job satisfaction of Medical Representatives.

As job satisfaction is a common study in business and industry, which we believe that the outcome will be very useful for the company to improve the employees' job satisfaction and performance.

It is understood that the research would be conducted under your guidance. Enclosed are details to do the research.


Thank you for your kind permission and support.

Sincerely Yours,



Ms. Sirisuk Prompoon
M.A. candidate in BEIC
Srinakarinwirot University

Approved by :



Mr. Phiriya Adulyasirikul
National Sales Manager
Boehringer Ingelheim (Thai) Ltd.

Date:

7/7/06

APPENDIX B: Company Conditions for Conducting Research

Khun Sirisuk Prompoon
M.A. Candidate in BEIC
Srinakarinwirot University

Boehringer Ingelheim (Thai) Ltd.
Human Resources

cc :
PH

AM-Med

July 6, 2006

Job Satisfaction Survey for Medical Representatives

Sothaya Jirasamatakij
Phone 66 2 3088502
Fax 66 2 3082117-8
2922/207-208, 12th Floor
Charn Issara Tower 2, Bangkok
Thailand
Phone 66 2 3088500
Fax 66 2 3082117-8

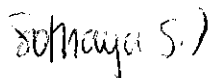
Dear Khun Sirisuk,

Refer to your letter of 25 June 2006, asking for company permission to conduct a research project on “Job Satisfaction – Medical Representative” which you already seek for agreement from our National Sales Manager of Prescription Medicine, Mr. Phiriya Adulyasirikul. We, hereby, agree and approve for your further process of conducting this survey with the conditions that :

- a. The questionnaire must be presented to Head of Human Resources and National Sales Manager for approval before distribution.
- b. The focus group of this survey is only the Medical Representatives in Prescription Medicine (excluding National Sales Manager and Area Managers).
- c. Confidentiality of the survey is strictly requested with “unnamed” of medical representatives who join the survey. Also, result of the survey can be distributed only to Head of Pharma Marketing & Sales, National Sales Manager, and Head of Human Resources.

We wish you all success, and please let us know should you require any clarification.

With best regards,



Sothaya Jirasamatakij
Head of Human Resources

APPENDIX C: English Version Questionnaire

Questionnaire

This questionnaire is designed for a Master's Degree research project in Business English for International Communication at Srinakharinwirot University. Your cooperation in completing this questionnaire will be greatly appreciated. All information you provide will be treated with the greatest confidentiality. Thank you very much for your help and cooperation.

Part 1: Demographic Information

1. Gender
 - Male
 - Female

2. Age
 - 25 years old or less
 - 26-30 years old
 - 31-40 years old
 - More than 40 years old

3. Education Level
 - Bachelor degree
 - Master' degree
 - Doctoral degree

4. Education Background
 - Pharmaceutical Science
 - Other Science
 - Non-Science Base

5. Years of Employment at Boehringer Ingelheim (Thai) Ltd.
 - 2 years or less
 - 3-4 years
 - 5-6 years
 - More than 6 years

6. Average salary per month (Include all remuneration received from BITL.)
 - 35,000 Baht or less
 - 35,001 - 40,000 Baht
 - 40,001 – 45,000 Baht
 - More than 45,000 Baht

Part 2: Job Satisfaction Levels

Please complete each of the following statements about your level of job satisfaction or dissatisfaction at Boehringer Ingelheim (Thai) Ltd. by placing a tick (✓) in the appropriate box.

1. Achievement	Very Satisfied	Somewhat Satisfied	Somewhat Dissatisfied	Very Dissatisfied	
1.1 I feel					with the results of my work.
1.2 I feel					that I attain the goals of BITL.

2. Recognition	Very Satisfied	Somewhat Satisfied	Somewhat Dissatisfied	Very Dissatisfied	
2.1 I feel					with the level of recognition I receive from my direct superior.
2.2 I feel					with the level of recognition I receive from my colleagues.
2.3 I feel					with the sense of recognition I receive from my organization

3. The Work Itself	Very Satisfied	Somewhat Satisfied	Somewhat Dissatisfied	Very Dissatisfied	
3.1 I feel					with my current job.
3.2 I feel					with the equal or unequal distribution of work.
3.3 I feel					with the amount of time required to complete my work.

4. Responsibility	Very Satisfied	Somewhat Satisfied	Somewhat Dissatisfied	Very Dissatisfied	
4.1 I feel					with the responsibilities presently given to me.
4.2 I feel					when I am assigned other responsibilities in the absence of my direct superior.

5. Advancement	Very Satisfied	Somewhat Satisfied	Somewhat Dissatisfied	Very Dissatisfied	
5.1 I feel					with my present level in the organization.
5.2 I feel					with my future career advancement opportunities.
5.3 I feel					with the promotion system based on employee performance.

6. Salary	Very Satisfied	Somewhat Satisfied	Somewhat Dissatisfied	Very Dissatisfied	
6.1 I feel					with my salary which is appropriate for the type and amount of work I do.
6.2 I feel					with the benefit package provided by my employer (provident fund, loans, hospital and medical insurance).

7. Possibility of Growth	Very Satisfied	Somewhat Satisfied	Somewhat Dissatisfied	Very Dissatisfied	
7.1 I feel					with the opportunities for training.
7.2 I feel					with the opportunities provided for attending seminars.

8. Interpersonal Relationship	Very Satisfied	Somewhat Satisfied	Somewhat Dissatisfied	Very Dissatisfied	
8.1 I feel					with my relationships with my superiors.
8.2 I feel					with my relationships with my colleagues.

9. Status	Very Satisfied	Somewhat Satisfied	Somewhat Dissatisfied	Very Dissatisfied	
9.1 I feel					with being accepted as an employee of BITL.
9.2 I feel					with my status in society.

10. Supervision	Very Satisfied	Somewhat Satisfied	Somewhat Dissatisfied	Very Dissatisfied	
10.1 I feel					with the fairness of my employer.
10.2 I feel					that my performance evaluation was made according to clear guidelines and carried out fairly.
10.3 I feel					with my direct superior's advice and assistance.
10.4 I feel					that my superior accepts my ideas and comments.

11. Company Policy and Administration	Very Satisfied	Somewhat Satisfied	Somewhat Dissatisfied	Very Dissatisfied	
11.1 I feel					with the current policies of BITL.
11.2 I feel					when I follow BITL's policies and rules.
11.3 I feel					that communication within the organization is clear and current.

12. Working Conditions	Very Satisfied	Somewhat Satisfied	Somewhat Dissatisfied	Very Dissatisfied	
12.1 I feel					with the professional facilities provided such as offices, desks and chairs, filing cabinets, computers, telephones,...
12.2 I feel					with central facilities provided such as parking lots, reception and waiting areas, toilets, cafeterias,...
12.3 I feel					with meeting facilities provided such as meeting rooms, conference rooms, audiovisual materials,...
12.4 I feel					with the general work environment such as safety, security, sound levels, lighting and air conditioning, cleanliness....
12.5 I feel					with the social atmosphere in the organization.
12.6 I feel					with the location of my workplace relative to my residence.

13. Personal Life	Very Satisfied	Somewhat Satisfied	Somewhat Dissatisfied	Very Dissatisfied	
13.1 I feel					with the way my work affects my personal life.
13.2 I feel					with the amount of time I am required to spend to do my job.
13.3 I feel					with my family's appreciation of my job.

14. Job Security	Very Satisfied	Somewhat Satisfied	Somewhat Dissatisfied	Very Dissatisfied	
14.1 I feel					with the security of my position in the organization.
14.2 I feel					with my department's stability and development in BITL.
14.3 I feel					with the company's stability and development in the economy.

Part 3: Other Factors Affecting Job Satisfaction

1. In your opinion, what other factors presently **increase or could increase** your job satisfaction level but are not included in this questionnaire?

.....

.....

.....

.....

.....

2. In your opinion, what other factors presently **decrease or could decrease** your level of job satisfaction, but are not included in this questionnaire?

.....

.....

.....

.....

.....

APPENDIX D: Thai Version Questionnaire

แบบสอบถาม

การสำรวจความพึงพอใจในการทำงานของผู้แทนขายแผนกโรงพยาบาล บริษัท เบอริงเกอร์ อินเทลไฮม์ (ไทย) จำกัด

แบบสอบถามนี้เป็นส่วนหนึ่งของการศึกษาระดับปริญญาโท วิชาภาษาอังกฤษธุรกิจเพื่อการสื่อสารนานาชาติ มหาวิทยาลัยศรีนครินทรวิโรฒ ผลจากการวิจัยในครั้งนี้ จะเป็นแนวทางให้แก่ผู้สนใจนำข้อมูลไปปรับปรุง ตลอดจนเสริมสร้างยุทธวิธีในการบริหารทรัพยากรมนุษย์ภายในองค์กร ให้เกิดความพึงพอใจในการทำงาน จึงขอความร่วมมือท่านในการตอบแบบสอบถามให้ตรงตามความเป็นจริงมากที่สุด และผู้วิจัยขอขอบพระคุณท่านที่กรุณาให้ข้อมูลที่เป็นประโยชน์มา ณ โอกาสนี้

คำชี้แจง โปรดใส่เครื่องหมาย ✓ ลงในช่องว่างที่ตรงกับความเป็นจริงของคุณมากที่สุด

ตอนที่ 1 แบบสอบถามเกี่ยวกับข้อมูลส่วนตัว

1. เพศ ชาย หญิง
2. อายุ 25 ปี หรือน้อยกว่า 26-30 ปี 31-40 ปี มากกว่า 40 ปี
3. ระดับการศึกษา ปริญญาตรี ปริญญาโท ปริญญาเอก
4. สาขาวิชาที่สำเร็จการศึกษา เกษตรศาสตร์ วิทยาศาสตร์การแพทย์อื่น ๆ สาขาวิชาที่ไม่เกี่ยวข้องกับวิทยาศาสตร์
5. ระยะเวลาในการทำงานในบริษัท เบอริงเกอร์ อินเทลไฮม์ (ไทย) จำกัด 2 ปี หรือน้อยกว่า 3-4 ปี 5-6 ปี มากกว่า 6 ปี
6. รายได้เฉลี่ยต่อเดือน (รวมค่าคอมมิชชั่น และสวัสดิการอื่น ๆ ที่ได้รับ จาก บ. เบอริงเกอร์ อินเทลไฮม์ (ไทย) จำกัด) 35,000 บาทหรือน้อยกว่า 35,001 – 40,000 บาท 40,001 – 45,000 บาท มากกว่า 45,000 บาท

ส่วนที่ 2: ระดับความพึงพอใจในการทำงาน

โปรดกาเครื่องหมาย ✓ ลงในช่องว่างแต่ละช่องเพียงช่องเดียว ที่ตรงกับความพึงพอใจของท่านในการทำงานในบริษัท เบอริงเกอร์ อินเทลไฮม์ (ไทย) จำกัด

1. ความสำเร็จในการทำงาน	พอใจมาก	พอใจ	ไม่พอใจ	ไม่พอใจมาก	
1.1 ฉันทู้สึก					กับผลลัพธ์ที่ได้จากการทำงาน
1.2 ฉันทู้สึก					กับการบรรลุผลในเป้าหมายของบริษัท

2. การได้รับการยอมรับ	พอใจมาก	พอใจ	ไม่พอใจ	ไม่พอใจมาก	
2.1 ฉันทู้สึก					กับการยอมรับที่ได้จากหัวหน้างานโดยตรง
2.2 ฉันทู้สึก					กับการยอมรับที่ได้รับจากเพื่อนร่วมงาน
2.3 ฉันทู้สึก					กับการยอมรับที่ได้จากองค์กร

3. ลักษณะงาน	พอใจมาก	พอใจ	ไม่พอใจ	ไม่พอใจมาก	
3.1 ฉันทู้สึก					กับหน้าที่ที่รับผิดชอบในปัจจุบัน
3.2 ฉันทู้สึก					งานที่ได้รับมอบหมายทั้งที่เสมอภาคและไม่เสมอภาค
3.3 ฉันทู้สึก					กับระยะเวลาที่กำหนดให้ใช้เพื่อทำงานสำเร็จ

4. ความรับผิดชอบ	พอใจมาก	พอใจ	ไม่พอใจ	ไม่พอใจมาก	
4.1 ฉันทู้สึก					กับหน้าที่ความรับผิดชอบที่ได้รับมอบหมายเมื่อเร็ว ๆ นี้
4.2 ฉันทู้สึก					กับหน้าที่ความรับผิดชอบที่ได้รับมอบหมายเมื่อหัวหน้างานไม่อยู่

5. ความก้าวหน้า	พอใจมาก	พอใจ	ไม่พอใจ	ไม่พอใจมาก	
5.1 ฉันทู้สึก					กับระดับงานปัจจุบัน ในองค์กร
5.2 ฉันทู้สึก					กับโอกาส ความก้าวหน้าใน อาชีพในอนาคต
5.3 ฉันทู้สึก					กับระบบการเลื่อน ตำแหน่งที่อยู่บน พื้นฐานของผลงาน ของพนักงาน

6. เงินเดือน สวัสดิการ และ ค่าตอบแทน	พอใจมาก	พอใจ	ไม่พอใจ	ไม่พอใจมาก	
6.1 ฉันทู้สึก					กับความเหมาะสม ของปริมาณงานกับ เงินเดือนที่ได้รับ
6.2 ฉันทู้สึก					กับสวัสดิการที่ได้รับ จากนายจ้าง (กองทุนเงินสำรอง เงินกู้ ค่า รักษาพยาบาล และ ประกันชีวิต

7. โอกาสก้าวหน้าใน งาน	พอใจมาก	พอใจ	ไม่พอใจ	ไม่พอใจมาก	
7.1 ฉันทู้สึก					กับโอกาสการ ฝึกอบรม
7.2 ฉันทู้สึก					กับโอกาสการเข้า ร่วมสัมมนา

8. ความสัมพันธ์กับ เพื่อนร่วมงาน	พอใจมาก	พอใจ	ไม่พอใจ	ไม่พอใจมาก	
8.1 ฉันทู้สึก					กับความสัมพันธ์ ระหว่าง ผู้บังคับบัญชา
8.2 ฉันทู้สึก					กับความสัมพันธ์กับ เพื่อนร่วมงาน

9. สถานภาพ	พอใจมาก	พอใจ	ไม่พอใจ	ไม่พอใจมาก	
9.1 จักรู้สึก					กับยอมรับในฐานะพนักงานของบริษัทเบอร์ริ่งเกอร์
9.2 จักรู้สึก					กับการยอมรับในสถานะทางสังคม

10. การควบคุมบังคับบัญชา	พอใจมาก	พอใจ	ไม่พอใจ	ไม่พอใจมาก	
10.1 จักรู้สึก					การได้รับความยุติธรรมในฐานะพนักงาน
10.2 จักรู้สึก					การประเมินผลงานมีความโปร่งใสถูกต้องตามกฎหมายเกณฑ์
10.3 จักรู้สึก					กับคำแนะนำและความช่วยเหลือจากหัวหน้างานโดยตรง
10.4 จักรู้สึก					หัวหน้ายอมรับฟังความคิดเห็นของเรา

11. นโยบายและการบริหารงาน	พอใจมาก	พอใจ	ไม่พอใจ	ไม่พอใจมาก	
11.1 จักรู้สึก					กับนโยบายปัจจุบันของ BITL
11.2 จักรู้สึก					เมื่อปฏิบัติตามนโยบายและกฎระเบียบของ BITL
11.3 จักรู้สึก					กับการสื่อสารภายในองค์กรมีความชัดเจนและเป็นปัจจุบัน

12. สภาพทางกายภาพ ของการทำงาน	พอใจมาก	พอใจ	ไม่พอใจ	ไม่พอใจมาก	
12.1 จินร์รู้สึก					กับสิ่งอำนวยความสะดวก สะดวกที่องค์กร จัดหาให้ใช้งาน เช่น ห้องทำงาน โต๊ะ เก้าอี้ ตู้ใส่เอกสาร คอมพิวเตอร์ โทรศัพท์...
12.2 จินร์รู้สึก					กับสิ่งอำนวยความสะดวก สะดวกส่วนกลาง เช่นที่จอดรถ ห้อง รับรอง และโรง อาหาร...
12.3 จินร์รู้สึก					ต่อสิ่งอำนวยความสะดวก สะดวกในการ ประชุม เช่น ห้อง ประชุม ห้องสัมมนา โสตทัศนอุปกรณ์ เอกสารประกอบการ ประชุม...
12.4 จินร์รู้สึก					ต่อบรรยากาศการ ทำงานทั่วไป เช่น ความปลอดภัย เสียง แสง อุณหภูมิ และความสะอาด
12.5 จินร์รู้สึก					ต่อปฏิสัมพันธ์ทาง สังคมของคนใน องค์กร
12.6 จินร์รู้สึก					ต่อสถานที่ตั้งที่ ทำงานที่สัมพันธ์กับ ที่พักอาศัย

13. ชีวิตส่วนตัว	พอใจมาก	พอใจ	ไม่พอใจ	ไม่พอใจมาก	
13.1 จินร์รู้สึก					ต่องานที่มีผลกระทบ ต่อชีวิตส่วนตัว
13.2 จินร์รู้สึก					ต่อระยะเวลาที่ถูกให้ ใช้ในการทำงาน
13.3 จินร์รู้สึก					ต่อความพึงพอใจ ของสมาชิกใน ครอบครัวที่มีต่องาน ที่ทำ

14. ความปลอดภัยในการทำงาน	พอใจมาก	พอใจ	ไม่พอใจ	ไม่พอใจมาก	
14.1 ฉันทู้สึก					ต่อความปลอดภัยในตำแหน่งงานที่ทำในองค์กร
14.2 ฉันทู้สึก					ต่อความมั่นคงและการพัฒนาของแผนกใน BITL
14.3 ฉันทู้สึก					ต่อความมีเสถียรภาพและการพัฒนาขององค์กรในระบบเศรษฐกิจ

ส่วนที่ 3: ปัจจัยอื่นที่มีผลต่อความพึงพอใจในการทำงาน

1. ท่านคิดว่ามีปัจจัยอื่นใดที่ทำให้ท่านเกิดความพึงพอใจหรือสามารถทำให้ท่านเกิดความพึงพอใจในการทำงานแต่ไม่ได้กล่าวในแบบสอบถาม

2. ท่านคิดว่ามีปัจจัยอื่นใดที่ทำให้ท่านเกิดความไม่พึงพอใจหรือสามารถทำให้ท่านเกิดความไม่พึงพอใจในการทำงานแต่ไม่ได้กล่าวในแบบสอบถาม

APPENDIX E: Tables of Findings

Part 2: Job Satisfaction Levels

MOTIVATOR FACTORS

Table 7 Achievement (1)

I feel...	Very Satisfied	Somewhat Satisfied	Somewhat Dissatisfied	Very Dissatisfied	Total Responses	Raw Score	Mean Score
...with the results of my work. (1.1)	1	40	5	0	46	134	2.91
...that I attain the goals of BITL. (1.2)	1	38	7	0	46	132	2.87
ACHIEVEMENT TOTALS	2	78	12	0	92	266	2.89

Table 8 Recognition (2)

I feel...	Very Satisfied	Somewhat Satisfied	Somewhat Dissatisfied	Very Dissatisfied	Total Responses	Raw Score	Mean Score
...with the level of recognition I receive from my direct superior. (2.1)	7	36	3	0	46	142	3.09
...with the level of recognition I receive from my colleagues. (2.2)	11	33	2	0	46	147	3.20
... with the sense of recognition I receive from my organization. (2.3)	3	39	4	0	46	137	2.98
RECOGNITION TOTALS	21	108	9	0	138	426	3.09

Table 9 The Work Itself (3)

I feel...	Very Satisfied	Somewhat Satisfied	Somewhat Dissatisfied	Very Dissatisfied	Total Responses	Raw Score	Mean Score
...with my current job. (3.1)	6	39	1	0	46	143	3.11
...with the equal or unequal distribution of work. (3.2)	4	40	1	1	46	139	3.02
...with the amount of time required to complete my work. (3.3)	3	39	4	0	46	137	2.98
THE WORK ITSELF TOTALS.	13	118	6	1	138	419	3.04

Table 10 Responsibility (4)

I feel...	Very Satisfied	Somewhat Satisfied	Somewhat Dissatisfied	Very Dissatisfied	Total Responses	Raw Score	Mean Score
...with the responsibilities presently given to me. (4.1)	4	40	2	0	46	140	3.04
...when I am assigned other responsibilities in the absence of my direct superior. (4.2)	3	43	0	0	46	141	3.07
RESPONSIBILITY TOTALS	7	83	2	0	92	281	3.05

Table 11 Advancement (5)

I feel...	Very Satisfied	Somewhat Satisfied	Somewhat Dissatisfied	Very Dissatisfied	Total Responses	Raw Score	Mean Score
...with my present level in the organization. (5.1)	1	40	5	0	46	134	2.91
...with my future career advancement opportunities. (5.2)	1	33	10	2	46	125	2.72
...with the promotion system based on employee performance. (5.3)	3	36	7	0	46	134	2.91
ADVANCEMENT TOTALS	5	109	22	2	138	393	2.85

HYGIENE FACTORS

Table 12 Salary (6)

I feel...	Very Satisfied	Somewhat Satisfied	Somewhat Dissatisfied	Very Dissatisfied	Total Responses	Raw Score	Mean Score
...with my salary which is appropriate for the type and amount of work I do. (6.1)	1	19	23	3	46	110	2.39
...with the benefit package provided by my employer (provident fund, loans, hospital and medical insurance). (6.2)	2	36	7	1	46	131	2.85
SALARY TOTALS	3	55	30	4	92	241	2.62

Table 13 Possibility of Growth (7)

I feel...	Very Satisfied		Somewhat Satisfied		Somewhat Dissatisfied		Very Dissatisfied		Total Responses	Raw Score	Mean Score
with the opportunities for training. (7.1)	3	32	11	0	46	130	2.83				
with the opportunities provided for attending seminars. (7.2)	1	30	15	0	46	124	2.70				
POSSIBILITY OF GROWTH TOTALS	4	62	26	0	92	254	2.76				

Table 14 Interpersonal Relationships (8)

I feel...	Very Satisfied	Somewhat Satisfied	Somewhat Dissatisfied	Very Dissatisfied	Total Responses	Raw Score	Mean Score
...with my relationships with my superiors. (8.1)	9	35	2	0	46	145	3.15
...with my relationships with my colleagues. (8.2)	18	28	0	0	46	156	3.39
INTERPERSONAL RELATIONSHIPS TOTALS	27	63	2	0	92	301	3.27

Table 15 Status (9)

I feel...	Very Satisfied	Somewhat Satisfied	Somewhat Dissatisfied	Very Dissatisfied	Total Responses	Raw Score	Mean Score
...with being accepted as an employee of BITL. (9.1)	2	42	2	0	46	138	3.00
...with my status in society. (9.2)	2	42	2	0	46	138	3.00
STATUS TOTALS	4	84	4	0	92	276	3.00

Table 16 Supervision (10)

I feel...	Very Satisfied	Somewhat Satisfied	Somewhat Dissatisfied	Very Dissatisfied	Total Responses	Raw Score	Mean Score
...with the fairness of my employer. (10.1)	4	37	4	1	46	136	2.96
...that my performance evaluation was made according to clear guidelines and carried out fairly. (10.2)	4	36	5	1	46	135	2.93
...with my direct superior's advice and assistance. (10.3)	11	34	1	0	46	148	3.22
...that my superior accepts my ideas and comments. (10.4)	11	30	5	0	46	144	3.13
SUPERVISION TOTALS	30	137	15	2	184	563	3.06

Table 17 Company Policy and Administration (11)

I feel...	Very Satisfied	Somewhat Satisfied	Somewhat Dissatisfied	Very Dissatisfied	Total Responses	Raw Score	Mean Score
...with the current policies of BITL. (11.1)	1	35	10	0	46	129	2.80
...when I follow BITL's policies and rules. (11.2)	1	38	7	0	46	132	2.87
...that communication within the organization is clear and current. (11.3)	1	36	9	0	46	130	2.83
COMPANY POLICY AND ADMINISTRATION TOTALS	3	109	26	0	138	391	2.83

Table 18 Working Conditions (12)

I feel...	Very Satisfied	Somewhat Satisfied	Somewhat Dissatisfied	Very Dissatisfied	Total Responses	Raw Score	Mean Score
...with the professional facilities provided such as offices, desks and chairs, filing cabinets, computers, telephones.... (12.1)	2	23	20	1	46	118	2.57
...with central facilities provided such as parking lots, reception and waiting areas, toilets, cafeterias.... (12.2)	2	19	23	2	46	113	2.46
...with meeting facilities provided such as meeting rooms, conference rooms, audiovisual, materials,... (12.3)	4	33	8	1	46	132	2.87
with the general work environment such as safety, security, sound levels, lighting and air conditioning, cleanliness.... (12.4)	2	38	6	0	46	134	2.91
with the social atmosphere in the organization. (12.5)	6	37	3	0	46	141	3.07
with the location of my workplace relative to my residence. (12.6)	1	33	12	0	46	127	2.76
WORKING CONDITIONS TOTALS	17	183	72	4	276	765	2.77

Table 19 Personal Life (13)

I feel...	Very Satisfied	Somewhat Satisfied	Somewhat Dissatisfied	Very Dissatisfied	Total Responses	Raw Score	Mean Score
with the way my work affects my personal life. (13.1)	1	38	7	0	46	132	2.87
with the amount of time I am required to spend to do my job. (13.2)	2	42	2	0	46	138	3.00
with my family's appreciation of my job. (13.3)	5	39	2	0	46	141	3.07
PERSONAL LIFE TOTALS	8	119	11	0	138	411	2.98

Table 20 Job Security (14)

i feel...	Very Satisfied	Somewhat Satisfied	Somewhat Dissatisfied	Very Dissatisfied	Total Responses	Raw Score	Mean Score
with the security of my position in the organization. (14.1)	1	39	6	0	46	133	2.89
with my department's stability and development in BITL. (14.2)	2	32	12	0	46	128	2.78
with the company's stability and development in the economy. (14.3)	1	35	10	0	46	129	2.80
JOB SECURITY TOTALS	4	106	28	0	138	390	2.83

VITAE

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