

A COMPARISON OF POSITIVE AND NEGATIVE ATTITUDES
TOWARDS JOB PERFORMANCES OF THE STAFF AT
DIGITIZING FACTORY PARTNERSHIP LIMITED

A MASTER'S PROJECT

BY

PORNTIP KITTICHAKARA

Presented in Partial Fulfillment of the Requirements for the
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การศึกษาเปรียบเทียบทัศนคติที่เป็นบวกและทัศนคติที่เป็นลบต่อผลงาน
ของพนักงานห้างหุ้นส่วนจำกัด ดิจิทัลซิ่ง แพลทอริ

บทคัดย่อ

ของ

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เสนอต่อบัณฑิตวิทยาลัย มหาวิทยาลัยศรีนครินทรวิโรฒ
เพื่อเป็นส่วนหนึ่งของการศึกษา ตามหลักสูตรปริญญาศิลปศาสตรมหาบัณฑิต
สาขาวิชาภาษาอังกฤษธุรกิจเพื่อการสื่อสารนานาชาติ

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การวิจัยครั้งนี้มีความมุ่งหมายเพื่อศึกษาเปรียบเทียบทัศนคติที่เป็นบวกและทัศนคติที่เป็นลบที่มีต่อผลงานพนักงานห้างหุ้นส่วนจำกัด ดิจิไทซ์িং แฟคทอรี กลุ่มตัวอย่างที่ใช้ในการวิจัยคือพนักงานรวมทั้งสิ้น 20 คน โดยใช้แบบสอบถามเป็นเครื่องมือในการเก็บรวบรวมข้อมูล สถิติที่ใช้ในการวิเคราะห์ข้อมูลคือ ค่าร้อยละ และการวิเคราะห์ความสัมพันธ์ใช้สถิติสหสัมพันธ์อย่างง่ายของเพียร์สัน ผลการวิจัย พบว่า

ทัศนคติของพนักงานมีความสัมพันธ์กับผลงานของพนักงานเล็กน้อย ทัศนคติที่เป็นบวกมีความสัมพันธ์กับพฤติกรรมการทำงานทางบวก และ ทัศนคติที่เป็นลบมีความสัมพันธ์กับพฤติกรรมการทำงานทางลบ โดยพนักงานมีระดับของทัศนคติในการทำงานโดยรวมอยู่ในระดับสูง ทั้งทัศนคติเกี่ยวกับสถานที่ทำงาน, ความสัมพันธ์ระหว่างบุคคล และผลตอบแทนที่ได้รับ ส่วนในด้านพฤติกรรมการทำงานของพนักงานพบว่า พนักงานมีระดับของพฤติกรรมในการทำงานโดยรวมในระดับสูงเช่นกัน โดยแบ่งเป็นระดับพฤติกรรมเกี่ยวกับการให้บริการข้อมูล ที่ถูกต้องและรวดเร็วต่อลูกค้า, การทำงานอย่างเต็มประสิทธิภาพ, การประสบความสำเร็จบรรลุเป้าหมายส่วนบุคคล, การเข้า-ออกงาน, การใช้สิทธิ์ลา และความหนึ่งอันหนึ่งอันเดียวกับองค์กร

ทั้งนี้เมื่อพิจารณาเป็นรายด้านพบว่า นอกจากพนักงานจะมีพฤติกรรมทางบวกในระดับสูงแล้วยังมีพฤติกรรมทางลบอยู่ในระดับสูงเช่นกัน เช่น 70% ของพนักงานใช้สิทธิ์ลาทั้งที่ไม่มีความจำเป็น, 90% ใช้เวลาพักนาน และ 60% พร้อมทั้งจะออกจากงานหากได้งานที่ดีกว่า

ซึ่งจากผลการวิจัยชี้ให้เห็นว่า การปลูกฝังความรู้สึกเป็นอันหนึ่งอันเดียวกับองค์กรและสร้าง
ความรู้สึกว่า พนักงานมีโอกาสที่จะก้าวหน้าทั้งด้านรายได้และตำแหน่งการทำงาน จะสามารถ
ดึงดูดให้พนักงานอยู่กับองค์กรและทำงานให้กับองค์กรอย่างเต็มกำลังความสามารถต่อไป

A COMPARISON OF POSITIVE AND NEGATIVE ATTITUDES
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AN ABSTRACT

BY

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Asst. Prof. Dr. Amporn Srisermbhok.

This study attempted to investigate the relationship between attitudes and job performances related to positive and negative attitudes of the staff at Digitizing Factory Partnership Limited. The sample consisted of 20 staff. A questionnaire was used to collect the primary data. Data were analyzed by using percentage and Pearson's Correlation Coefficient. The results of the study were as follows:

There were weak positive association between attitudes and job performances. The positive attitudes were related to positive performances and negative attitudes to negative performances. The employees' overall attitudes were at a high level. There were the attitudes towards workplace, interpersonal relationship and work role outcomes. In addition, the employees' overall behaviors were also at a high level. This study focused on work performances in job outcomes, work role inclusion and work situation.

When considered each aspect, there were not only positive behaviors shown at high level. Some unexpected behaviors were also shown such as 70% of the staff used their right to take leave of absence as much as they can even their presence will increase the company's productivities, 90% took a long coffee break and 60% will quit if they get better jobs. Therefore, the company needs to think about how to make the

staff feel they are part of organization, stay with the company longer and also do their best to protect the company's benefits without taking any advantages.

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

Chair of Master's Project

Chair

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(Assistant Professor Dr. Amporn Srisermbhok)

The Chairperson of the Graduate Program

Chair

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Oral Defense Committee

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(Aj. Sopin Chantakloi)

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

Dean of the Faculty of Humanities

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(Assistant Professor Chaleosri Pibulchol)

October..... , 2006

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CHAPTER 1

INTRODUCTION

Background

Behind the success of any organization is the staff who have positive attitude. The company will also achieve its goals depending on other relevant factors such as workplace, interpersonal relationship and satisfaction. However, not all employees have positive attitudes. Some staff work for themselves or money while some others work for their companies. This depends on the staff's attitudes which are formed by their experiences or by birth. Better attitudes bring better productivities so constructing positive attitudes will be favorable for the company. Positive attitudes will affect the staff's decision making on changing job and improving unexpected behaviors. All behaviors and productions related to core tasks are grouped in job performances.

Because the most valuable resource in any organization is human so maintaining human resources or staff is very important. A comparison of positive and negative attitudes towards job performances is beneficial for the companies. The result of the study will be applied to give a guideline on how to construct positive attitudes among all staff. Cook and Selltiz (1964:50) explained the relationships between attitude and job performance and that performance may be influenced by attitude, and that a systematic bias in performance reflects the influence of attitude (Kiesler, Collins, & Miller, 1969:19).

Moreover, Beatty & Ritter (1986) remarked that favorable organizational attitudes held by outsiders may enable a firm to charge premium prices to attract better-quality job applicants, and to enhance access to capital markets (Brief. 1998: 152). Therefore, the

quality of work and services are very important. If the staff have to respond to some improper job assignments which are not related to their qualifications, they will feel uncomfortable, or are unwilling to do those works.

Since service industry is highly competition, one important factor to gain more customers is structuring positive attitudes; making the staff feel they are part of the organizations. To avoid and prevent any unexpected feeling or negative attitudes of the staff, the company should know how job assignments are involved with their staff's attitudes. The result of the study will contribute to a better understanding of job assignments that can affect the employees' attitudes, and the positive attitudes will provide better services which will be a way to get more customers. For example, the staff will protect the company's benefit by providing quick and correct services to a customer. Then, that customer may extend the company's reputation to the new customers.

Statement of the Problem

Every organization composes of many organizational elements such as atmosphere, its policies and human resources. Some large enterprises have good atmosphere and HR management. They can run their businesses but sometimes, they may find out that their staff work like the dilatory man. On the other hand, some small and medium enterprises (SME) that have the same HR management can force their employees to work their best and feel they are part of the organization. What are the differences? What is the most important factor to make the companies successful?

The employees' behaviors and performances are important especially when they have good attitude with the companies. For example, the companies may need to pay attention to the job assignments, maintaining personal discipline and also facilitating peer and team performances. If the staff are satisfied and have positive attitudes, they will do their best to work for the companies and will be the key resources for organizational success. Therefore, the employee's positive attitude is the most important factor that influences the quality of their works. Therefore, both the positive and negative attitudes will be explored.

Objective of the Study

This study attempts to investigate the relationship between attitudes and job performances and how they are related to each other.

Research Questions

This study aims to answer the following research questions:

1. Are the positive and negative attitudes related to job performances?
2. In what way, do positive and negative attitudes affect job performances?

Scope of the Study

This study investigated the relationship between attitudes and job performances by comparing the positive and negative attitudes towards the job performances of 20 employees at Digitizing Factory Partnership Limited. The correspondences were 10 staff

who were obviously successful toward their positions and 10 staff who were obviously successful in terms of economic conditions. The result of the study showed how those staff's attitudes were related to their job performances that lead to their success. Those outcomes should be applied to improve the company's policies and managements.

Definitions of Terms

1. Company

In this study, "company" refers to Digitizing Factory Partnership Limited located at 201-203 Charoennakorn Rd., Bangkok.

2. Staff

In this study, 20 employees of Digitizing Factory Partnership Limited were selected to fill in the questionnaire forms. Ten of them were obviously successful in their positions. The other ten were obviously successful in terms of income.

3. Attitude

This research the focus is on how the staff looked at the company and how they felt about company's policies and managements. Regarding to Theoretical Model of Organizational Attitudes and Adaptive Responses, three factors are related to attitudes:

(1) Attitude towards Workplace- In this study, it referred to the environments, utilities, facilities, security and location.

(2) Attitude towards Interpersonal Relationships- In this study, it is concerned with the relationship between staff and supervisor, and the relationship among staff at different levels.

(3) Attitude towards Work Role Outcomes- This involved other related factors in the company. For examples, career progress/ promotion, rewards/ bonus and working conditions such as times, policies and managements.

4. Performance

Regarding a Theoretical Model of Organizational Attitudes and Adaptive Responses, three factors are related to the staff's performances:

(1) Job Outcomes- What the staff do for the company such as the quality of their work and services.

(2) Work Role Inclusion- In this study refers to the staff's behaviors in terms of absenteeism, turnover or retirement.

(3) Work Situation- This study focuses on the staff's satisfaction and their relationship with the organization.

CHAPTER 2

REVIEW OF RELATED LITERATURE

The researcher has reviewed related literature in order to support and to be applied in analyzing the collected data. This chapter is divided into 4 parts as follows:

1. Job Performance Terminology
2. Job Performance Theories
3. Attitude
4. Previous Researches

Job Performance Terminology

There are many terminologies of job/ task/ work performance whose definitions are broader or more specific. The U.S. National Archives and Records Administration (EEO. 2006: Online) defined job performance as job related such as knowledge, skills, abilities, and experience necessary to perform a particular job which may have a disparate impact on some ethnic minorities. Borman & Motowidlo (1993) defined more specific meaning of task performance as the proficiency with which people perform activities that are formally recognized as part of their jobs (Brief. 1998:151). However, there are some activities at work time that are not related to the production of the jobs. Moreover, McCloy, Campbell, and Cudeck (1994) defined "work performance as behaviors or actions that are relevant to the goals of the organization in question" (L.N.Jewell. 1998: 360).

Job Performance Theories

The follow-ups are Models of Work Performance used to make job performances more understandable.

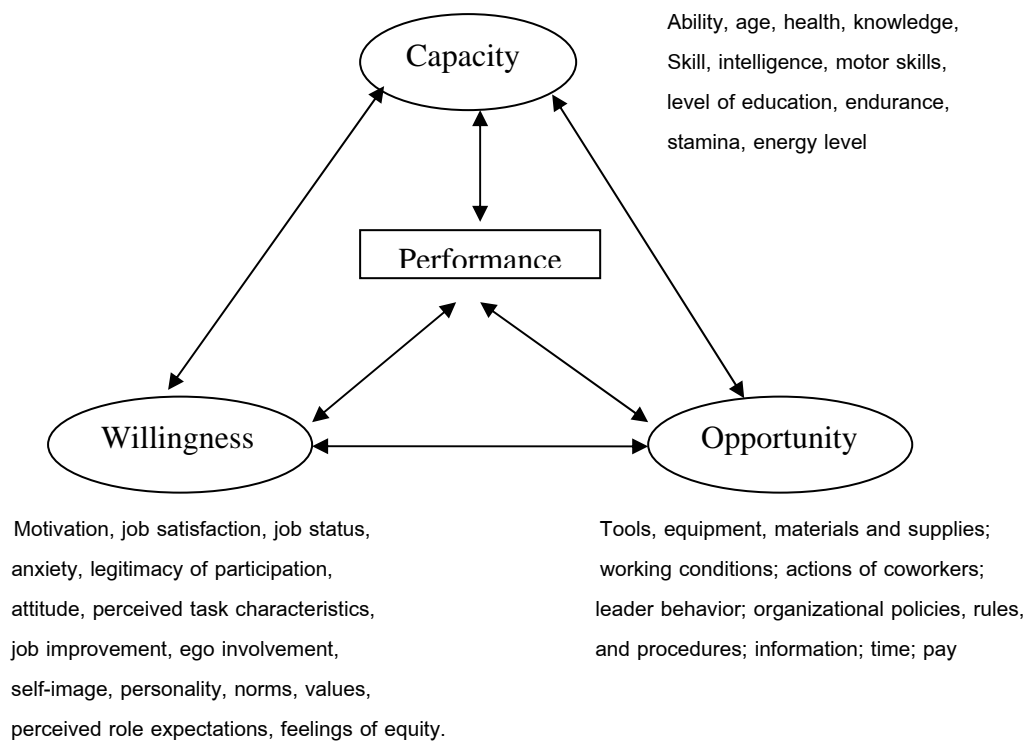
1. Blumberg and Pringle Model
2. Campbell Model
3. Murphy Model
4. Organ Model

Blumberg and Pringle Model (L.N.Jewell. 1998: 361)

Blumberg and Pringle (1982) propose a model of work performance that attempts to incorporate the full range of individual and environmental variables that interact to produce level and quality of individual work performance. This model consists of three components that the authors call “capacity”, “willingness”, and “opportunity” to perform.

A basic assumption of the Blumberg-Pringle model is that the variables within each of the components are additive of two people with equal ability (a capacity variable), the one with the greater energy would have the greater capacity to perform. A favorable environment may increase the employees’ willingness which, in turn, gives him or her performance experience. Over time, this experience is likely to increase the employees’ skills, and knowledge.

The Blumberg Pringle Model of Work Performance Determinants



Campbell Model (George & Bettenhausen. 1990: 27-29)

Campbell (1990) proposed a model whereby performance on all jobs can be broken down into the eight dimensions as follows:

1. Job-specific task proficiency
2. Non-job-specific task proficiency
3. Written and oral communication task proficiency
4. Demonstrating effort
5. Maintaining personal discipline
6. Facilitating peer and team performance
7. Supervision/leadership
8. Management/administration

As can be seen, the first dimension is labeled job-specific task proficiency. This represents the degree to which an individual can perform the core tasks associated with his or her job. The second dimension in this model is labeled non-job-specific task proficiency. This represents behaviors that need to be performed by some or all members of an organization but are not specific to one's particular job. The third dimension is labeled written and oral communication task proficiency. This dimension provides recognition of the fact that incumbents in most jobs must communicate either in writing or verbally. The fourth and fifth dimensions are labeled demonstrating effort and maintaining personal discipline, respectively. Demonstrating effort represents an employee's level of motivation and commitment to his or her job tasks. Maintaining personal discipline is simply the degree in which employees refrain from negative behaviors such as rule infractions or substance abuse. These two dimensions, taken together, basically represent the degree to which an employee is a "good citizen" in the workplace.

The sixth dimension is labeled facilitating peer and team performance. One aspect of this dimension is the degree to which an employee is helpful to his or her coworkers when they need assistance. It also represents the degree to which an employee is a "team player." The seventh and eighth dimensions are labeled supervisor/leadership and management/administration respectively. Both of these dimensions represent aspects of job performance that would apply only to jobs that have some supervisory responsibilities. For example, most supervisors must help employees set goals, teach more effective work methods, or perhaps model appropriate behaviors. Most supervisory positions also require a multitude of administrative tasks such as controlling expenditures, obtaining additional resources, and representing one's unit within an organization.

In considering each of these dimensions of job performance, it is clear that all dimensions will not be relevant to every occupation. In fact, Campbell (1990) argues that only three (core task proficiency, demonstrating effort, and maintenance of personal discipline) are major performance components of every job. This model is still quite useful because it is more precise than simply defining performance as a "set of behaviors that support organization".

Murphy Model (George & Bettenhausen, 1990: 29-30)

This model of job performance has been proposed by Murphy (1990). Although it was specifically developed to facilitate an understanding of job performance in the military, it still has considerable relevance for many civilian jobs as well. Murphy's model breaks performance down into four dimensions as follows:

1. Task-oriented behaviors
2. Interpersonally oriented behaviors
3. Down-time behaviors
4. Destructive behaviors

The first of these is labeled task oriented behaviors which closely mirrors the job-specific task proficiency dimension from Campbell's (1990) model. It is also reasonable to assume, for supervisory jobs, that this would include the dimensions mimed to supervision/leadership and management/administration, In essence, this represents performing the major tasks associated with one's job.

The second dimension is labeled interpersonally oriented behaviors, which represent all interpersonal transactions that occur on the job. Presumably, many interpersonal transactions in the workplace are task related. To the extent that this is the case, this dimension mirrors that of facilitating peer and team performance in Campbell's (1990) model. On the other hand, many interpersonal transactions in the workplace are not directly task related. To the extent that this is true, this dimension also reflects the extent to which an employee generally maintains positive interpersonal relations with coworkers, an aspect of job behavior that is not explicitly part of Campbell's (1990) model.

The third dimension is labeled down-time *behaviors* and represents behaviors that lead the job incumbent to be absent from the work site. This would include things such as drug and alcohol abuse. A closely related set of behaviors is included in the fourth category, labeled *destructive hazardous behaviors*. These would include such things as safety violations, accidents, and even sabotage. These dimensions are most closely related to the dimension of maintaining personal discipline in Campbell's (1990) model. In some cases, though, counterproductive behaviors may be due to a lack of effort such as not taking the time to put on safety equipment so this may also be related to the demonstrating effort dimension in Campbell's model. In considering the impact of negative behaviors on overall job performance, Murphy (1990) points out that engaging in these certainly has a negative effects. On the other hand, refraining from negative behaviors does not necessarily make one more effective.

Organ Model (George & Bettenhausen. 1990: 31)

The Organ's job performance model works on *organizational citizenship behaviors* (1990). Generally speaking, organizational citizenship behaviors represent those behaviors that are not part of one's formal job description such as helping a co-worker who has been absent or being courteous to others. Job performance is also the case refraining from certain forms of behavior considered being within the realm of organizational citizenship. Although such behaviors are not required, they are needed. For example, the staff should not complain about trivial matters.

Attitude

Elwood N. Chapman (1987) stated that in the early days of attitude research, it was taken for granted that attitudes predict many aspects of our social behaviors. This fitted in with a conception of attitude as some kind of motive or drive state: our attitudes make, or at least predispose us to act the way we do.

Baron (1996) suggested the attitudes of outsiders matter as the following:

1. Negative attitudes may force organizations to take costly action, in attempting to avoid being damaged. For example, in light of the negative attitudes held by some environmental groups toward its disposable diaper product line, Proctor & Gamble produced and mailed pamphlets with such titles as "Diapers and the Environment" to 14 million households.

2. Positive attitudes may lead to organizations benefit from sustained support. For example, satisfied customers increase purchases for those goods and services where volume discretion is possible, decrease their purchases much less sharply in the face of increasing prices, and are less attentive to competitive overtures.

3. Positive attitudes are associated with establishing implicit contracts, understandings, and expectations that can be more efficient than explicit bargaining and contracting. For example, Barney and Hansen (1994) argue that goodwill in the form of trustworthiness, can serve as a substitute for more costly means of governing economic exchange relationships such as that between a buyer and a seller of raw materials (Brief. 1998: 152).

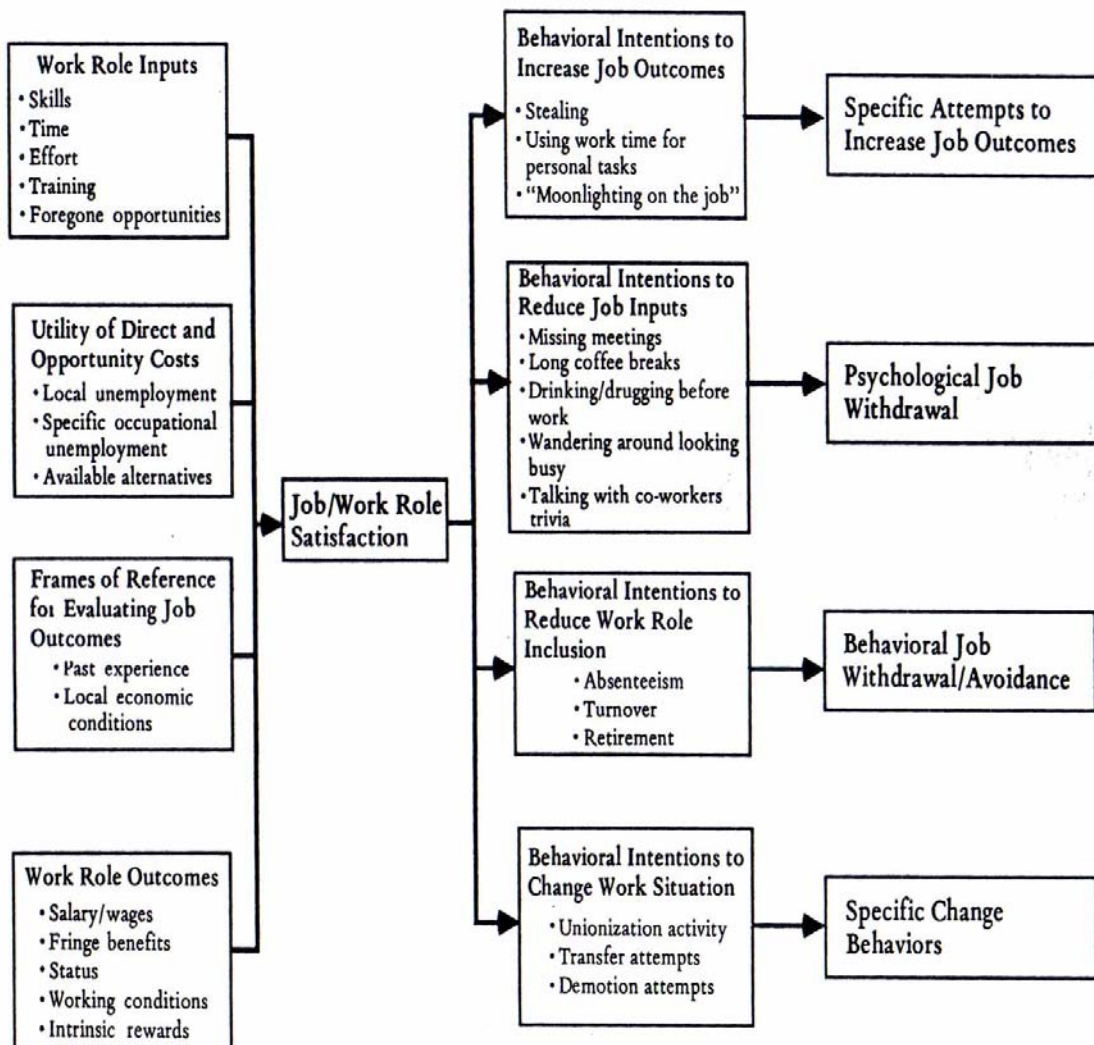
Attitudes may be stimuli or responses, causes or consequences of the learning process. They may be goads or prompters of learning, learned cognitions and feelings, or rewards or punishments administered to change someone's behavior. The process of attitude formation is generally viewed as social learning influenced by parents, peers, and other sources of information and control. Kuh (1976); Tyler & Schuller (1991) stated that attitudes begin developing in childhood and become crystallized to some extent in adulthood, but they may continue to undergo modification even in later life. Moreover, Olson, Vernon, Harris, & Jang (2001) mentioned that rather than having a direct genetic link, the heritable component of attitudes is probably mediated by personality traits, physical characteristics, academic achievement, and other individual difference variables (Aiken. 2002: 56).

A positive attitude is the outward manifestation of a mind that dwells primarily on positive matters. It is a mind-set tipped in favor of creative activity rather than boredom, joy over sadness, hope over futility. It is the state of mind which can be maintained only through conscious effort and provide higher energy levels, greater creativity, and an improved personality.

In the work environment, as in the personal life, it is the attitude that makes the difference. Building and maintaining healthy relationships among superiors and co-workers is the key to success in any organization. Along the good work skills, career success depends on the quality of working relationships. An important first step is the development of a good attitude. Being positive at work provides a double dividend. First, it helps the employees to create healthy human relationships which lead not only to new friends, but also to career success. Second, any quality relationships created provide reinforcement for your ongoing attitude needs. Thus, career success depends on both good work skills and human relations competencies. Building good human relationships must begin with a positive attitude.

Furthermore, the relationship between attitudes and performances also involved with the Theoretical Model of Organizational Attitudes and Adaptive Responses which adapted from Hulin, Roznowski, and Hachiya (1985) (Cranny J.; Smith Cain; & Stone F. 1992: 127).

Theoretical Model of Organizational Attitudes and Adaptive Responses



The left parts of the Theoretical Model of Organizational Attitudes and Adaptive Responses are the factors which involved the attitudes of the staff. If the staff have the positive attitudes toward their positions, responsibilities, economic conditions and working conditions, the unexpected behaviors as shown in the middle parts will not occur or will be changed. For example, the staff who used to use work time for personal works or take too long a coffee break will withdraw those behaviors if they realize that they should not take advantages from the company because the company has given them the satisfactory

conditions. Theoretical Model of Organizational Attitudes and Adaptive Responses will be applied to prepare the questionnaire to investigate the relationship between attitudes and job performances.

Previous Researches

There are some previous researches that are involved with the staff's attitudes and behaviors. Some of them showed that attitude or satisfaction was related to the staff's performances. For example, Mathuros Sagrum (2004), *Attitudes Influencing the Behavior of Employees: A Case Study of Garden View Tower Co., Ltd.*, investigated attitudes influencing the behavior of employees at garden View Tower Co., Ltd. The results revealed that the employees' attitudes toward workplace, compensation, interpersonal relationship and job advancement had significant relationship with work behaviors. Since this study conforms to Theoretical Model of Organizational Attitudes and Adaptive Responses which consider three factors involve attitudes. There are attitudes toward workplace, interpersonal relationship and work role outcomes. Mathuros's research is one of the previous researches that can be applied in this study's analysis.

Moreover, there are some factors which are involved with attitudes and behaviors as Nuntiwa's and Naowarat's result of the studies. Nuntiwa Yotha (2001), *Unison Employee's Satisfaction Factors*, studied the factors which affect job satisfaction of the Union Laboratories Co., Ltd. The results showed the factors affected job satisfaction were salary and benefit, company's policies and managements, immediate boss, colleagues, environment and job security.

Naowarat Chaprasith (2004), *Emotional Intelligence, Career Attitude and Biosocial Factors as Related to service Behaviors of Professional Nurses at Lerdsin Hospital, Bangkok*, investigated the professional nurses' behaviors in terms of their differences in emotional intelligence, attitude towards occupation and biosocial factors. The findings were the valid predictor variables for predicting professional nurses' behaviors and revealed that total emotional intelligence and self regulation aspect of emotional intelligence could significantly predict professional nurses' service behaviors from self-assessment. The high emotional intelligence had suitable service behaviors from their self-assessment more than those with moderate emotional intelligence and those with low emotional intelligence.

In addition, the study of attitudes is not only used to predict the staff's behaviors but also can be applied to reflect the company's problems or the company's policies and management. Gunlaya Luisirojanakul (2001), *The Operation Problem of the Bank of Thailand Worker's Welfare Club according to the Attitude of the Bank of Thailand*, studied the problem of operation in daily selling food service, banquet hall and selling consumer goods of the Bank of Thailand Workers' Welfare Club. The result of research comparing the operation problems in each service were separated by the individual staff's attitude. By comparing the staff which were different in earning level and working position, the higher working position group and the higher fixed earning level per month group would have their attitude about the operation problem much more than the lower ones.

Furthermore, Cicchetti; Moyer; & Nicholas (2002) studied the relationship between mood and the behaviors of the students which can be applied in studying job satisfaction of staff in any organization and also can be applied in this study. The title is *The Effects of Mood on Task Performance and Task Satisfaction*. It investigated the influence that mood

states have on task performance and task satisfaction. Forty-four undergraduate students underwent either a positive or negative mood induction procedure and then worked on an anagram task. Mood, task satisfaction, and task performance were assessed. Results showed that mood influenced participants' satisfaction with the task: participants in the positive mood condition reported more satisfaction with the task than participants in the negative mood condition. Mood did not influence performance on the anagram task. The results are discussed in relation to implications for the understanding of job satisfaction and for the measurement of job satisfaction in organizations. In this research, the results will be applied in the discussion. The positive attitude will bring more job satisfaction and better quality of jobs.

CHAPTER 3

METHODOLOGY

This chapter presents a systematic process of method used in this study including the following:

1. Population and Samples
2. Research Instrument
3. Data Collection
4. Data Analysis Procedures

Population and Samples

Population

The population was the staff at Digitizing Factory Partnership Limited.

Samples

The samples consisted of 20 staff. Ten employees were obviously successful towards their position while the other ten were successful in their incomes.

Research Instrument

A questionnaire was used to collect the primary data and the format of the questionnaire was divided into 3 parts as follows:

Part I: Personal information

This part was categorized into two groups of the samples who were obviously successful toward positions and monthly incomes. The information was:

1. Position
2. Years of Working
3. Monthly Incomes

Part II: Attitude Measurement

The answers were rated into 5 levels related to the factors that affected the attitude (5= Excellent, 4= Very good, 3= Good, 2= Fair and 1= Poor).

This part consisted of:

1. Attitude towards Workplace
2. Attitude towards Interpersonal Relationship
3. Attitude towards Work Role Outcomes

Part III: Job Performance Measurement

The answers were rated into 5 levels of job performances (5= strongly agree, 4= agree, 3= neutral, 2= disagree and 1= strongly disagree).

This part consisted of:

1. Job Outcomes
2. Work Role Inclusion
3. Work Situation

Data Collection

The researcher distributed and collected the questionnaire from each individual staff. Twenty questionnaires were distributed during June-July 2006 and each set of the questionnaires was collected within one week after the distribution.

Data Analysis Procedures

The data were processed as follows:

1. The primary data were collected from 20 questionnaires and divided into 2 groups:

1.1 Ten staff who were obviously successful in their position

1.2 Ten staff who were obviously satisfied with their salaries

2. The data were analyzed by ranking the degree of the attitude measurement and job performance measurement.

3. The statistics used in this analysis is Pearson's Correlation Coefficient (Pearson. 2006: Online).

The coefficient was used to measure the strength of the linear relationship between two variables. Both variables (often called X and Y) were interval/ratio and approximately normally distributed. Pearson's Correlation Coefficient's formula is

$$r = \frac{\sum_{i=1}^n (X_i - \bar{X})(Y_i - \bar{Y})}{\sqrt{\sum_{i=1}^n (X_i - \bar{X})^2 \sum_{i=1}^n (Y_i - \bar{Y})^2}}$$

Pearson's Correlation Coefficient is usually signified by r (rho), and can take on the values from -1.0 to 1.0. Where -1.0 is a perfect negative (inverse) correlation, 0.0 is no correlation, and 1.0 is a perfect positive correlation. R can be interpreted as the following:

- -1.0 to -0.7 strong negative association
- -0.7 to -0.3 weak negative association
- -0.3 to +0.3 little or no association
- +0.3 to +0.7 weak positive association
- +0.7 to +1.0 strong positive association

If the value of r (rho) or the Pearson's Correlation Coefficient is positive, it shows that the positive attitudes cause the positive performances and the negative attitudes cause the negative performances. If the result of r is negative, it shows that there are no relationship between the attitudes and job performances.

CHAPTER 4

FINDINGS

This chapter is divided into two sections to present the findings of the study and answer the following research questions:

1. Are the positive and negative attitudes related to job performances?
2. In what way, do positive and negative attitudes affect job performances?

Section one shows the result of data analysis by using Pearson's Correlation Coefficient. Section two presents and discusses the frequency of occurrence calculated in percentage and mean to explain the attitude and job performance measurement average level.

The Results of Pearson's Correlation Coefficient Analysis

This section used Pearson's Correlation Coefficient to answer the first research question. The equation was

$$r = \frac{\sum_{i=1}^n (X_i - \bar{X})(Y_i - \bar{Y})}{\sqrt{\sum_{i=1}^n (X_i - \bar{X})^2 \sum_{i=1}^n (Y_i - \bar{Y})^2}}$$

The researcher used the following abbreviations in data analysis.

\bar{X} = Mean of Attitude Measurement Level

\bar{Y} = Mean of Job Performance Level

r = Correlation Coefficient

X_i = Summation of the Attitude Measurement Level (i=1-20)

Y_i = Summation of the Job Performance Measurement Level (i=1-20)

N = the Samples

The Value of Pearson's Correlation Coefficient (r) was 0.41 which between +0.3 to +0.7. That meant they have weak positive association between attitudes and job performances. The positive attitudes were related to positive performances and negative attitudes to negative performances.

The Frequencies of the Attitude and Job Performance Occurrences

This section was calculated to show the average of attitudes and job performances' level and answer the second research question. The value of mean can be interpreted by the following range:

4.50-5.00	Highest
3.50-4.49	High
2.50-3.49	Moderate
1.50-2.49	Low
0.00-1.49	Lowest

The results of attitude measurement

The employees had a high satisfactory level at 3.99 in working attitude. The averages of the occurrences were as follows:

Workplace

<i>Working Attitude</i>	\bar{X}
1. Working environments such as surrounding light, temperature and sound support your work.	4.15
2. Utilities such as drinking water, rest rooms and canteen are clean.	3.25
3. Office facilities such as stationeries are enough.	3.90
4. The security system is safe.	3.80
5. The company's location is suitable for you.	4.20

The employees had average level of workplace satisfaction at 3.86 which was a high satisfactory level. When considered each aspect, the study found that the employees had a high satisfactory level in working environments such as surrounding, sound and light, the office facilities, security system and office's location. The average levels were 4.15, 3.9, 3.8, and 4.2 respectively. Also, the employees had a moderate satisfactory level in the utilities such as drinking water, rest rooms and canteen at the average of 3.25.

Interpersonal Relationship

<i>Working Attitude</i>	\bar{X}
6. You can communicate and deal with your colleagues without any conflicts.	4.40
7. You can communicate and deal with your supervisor without any conflicts.	4.40
8. You can have informal meetings with your colleagues.	3.95

9. You feel comfortable when you have to reconcile any problems if it occurs among your colleagues.	4.20
10. When your supervisor assigns you a new job, you always accept it and are satisfied with those assignments.	4.75

The employees had average level of interpersonal relationship satisfaction at 4.34 which was a high level. When considered each aspect, the study found that the employees were very satisfied with their job assignments. They had the highest satisfactory level when their supervisor assigned some new jobs at the average of 4.75. Moreover, the employees had a high satisfactory level in communicating with their colleagues and their supervisors, having informal meeting with their colleagues and being comfortable when they had to reconcile any problems occurred among their colleagues. The average levels were 4.4, 4.4, 3.95, and 4.2 respectively.

Work Role Outcomes

<i>Working Attitude</i>	\bar{X}
11. You have got training from the company.	4.15
12. You may have a chance to get promotion.	3.50
13. Your salary is enough to support your life.	3.50
14. Allowance, bonus, over-time, doctor's fee, and provident fund are satisfactory.	3.80
15. Working conditions such as time, role, and company's policies satisfied you.	3.85

The employees had average level of Work Role Outcomes satisfaction at 3.72 which was a high level. When considered each aspect, the study found that the employees had a high satisfactory level in having training from the company, enough salary to support their life, company's welfare and working conditions such as time, roles, and company's policies. The average levels were 4.15, 3.5, 3.8, and 3.85 respectively. On the other hand, they had a moderate satisfactory level in having a chance to get promotion at the average of 3.3.

The results of job performances measurement

The employees evaluated themselves and got a high performance level at 3.99.

The average of each occurrence is the following:

Job Outcomes

<i>Job Performances</i>	\bar{X}
1. You can provide the fast and on-time services to the customers.	3.95
2. You can give the information or immediately answer any questions which the customers request.	4.10
3. You are satisfied with your achievement.	4.10
4. You work with all your effort and abilities.	4.45
5. Your works are correct and go well as your supervisor wants.	3.65

The employees got a high performance level at the average of 4.05. When considered each aspect, the study found that the employees got a high performance level

in providing fast and on time services to the customers, giving the correct information, achieving their goals, working with all their efforts and abilities and doing what their supervisors wanted, the averages of the occurrences were 3.95, 4.1, 4.1, 4.45, and 3.65 respectively.

Work Role Inclusion

<i>Job Performances</i>	\bar{X}
6. You requested all available leave of absence which the firm provided.	3.80
7. You took all available sick leaves which the firm provided.	3.00
8. You always come to work on time and go home after your work is finished.	3.90
9. You took long coffee break and liked to miss the meeting.	4.25
10. You may quit working if you get a better job.	3.65

The employees got a high performance level at the average of 3.72. When considered each aspect, the study found that most employees came to work on time and went home after finishing their work. The average occurrence was 3.9. At the same time, most employees also requested all leave of absence, took a long coffee break, missed meetings and may quit if they get a better job. The average occurrences were 3.8, 4.25, and 3.65 respectively. However, some employees took all sick leaves which the company provided at the average of 3.00.

Work Situation

<i>Job Performances</i>	\bar{X}
11. You are satisfied with your promotion based on your performances.	3.60
12. You can reach the goals of the company.	4.15
13. You can keep all company's secrets to protect the company's benefits.	4.75
14. You will help your colleagues when they need your assistances.	4.45
15. You rate your job satisfaction as very satisfactory.	4.00

The employees got a high performance level at the average of 4.19. When considered each aspect, the study found that most employees got the highest performance level at the average of 4.75 in keeping all company's secrets to protect company's benefit. Most of them also got a high performance level in attaining the company's goals, helping colleagues when they needed the assistances. The average occurrences were 4.15 and 4.45 respectively. In addition, most employees were satisfied with their promotion based on their performance and rated their job satisfaction as high level. The average occurrences were 3.60 and 3.90 respectively.

CHAPTER 5

CONCLUSIONS, DISCUSSIONS AND RECOMMENDATIONS

This chapter presents the conclusions and discussions according to the objectives of the study with recommendations for further study.

Conclusions

The conclusions of the study were discussed according to the objectives of the study as follows:

1. To study the relationship between attitudes and job performance
2. To examine how the positive and negative attitudes affect the job performances

The findings can be concluded as the following:

There were weak positive association between attitudes and job performances.

The positive attitudes were related to positive performances and negative attitudes to negative performances.

The employees had the satisfactory level at 3.99 in working attitude which was a high level. There were the attitudes toward workplace, interpersonal relationship and work role outcomes. The averages of each aspect were the following:

Working Attitudes	Average Level	Interpretation
1. Workplace	3.86	High
2. Interpersonal Relationship	4.34	High
3. Work Role Outcomes	3.72	High

Moreover, the employees' overall behaviors were also at high level. This research focused on work performances in job outcomes, work role inclusion and work situation.

The averages of each aspect were as following:

Job Performances	Average Level	Interpretation
1. Job Outcomes	4.05	High
2. Work Role Inclusion	3.72	High
3. Work Situation	4.19	High

Discussions and Recommendations

Attitude is a settled opinion or way of thinking which can be accumulated from experiences. A mood is a crucial element which affects each individual's attitude. Thus, attitude can predict a mood or any behaviors in the future. The attitudes in workplace can be divided into three groups as follows:

1. Job Satisfaction

Job satisfaction focuses on the employees' attitude on their jobs. The staff who have positive attitudes will provide positive behaviors on their jobs because they are happy to do those assignments. On the other hand, the staff who have negative attitudes will be unhappy and cannot do their jobs with all their efforts. These effects from attitudes can affect the company's productivities and services.

2. Job Involvement

Job involvement is an acknowledgement of work importance. The staff who have high acknowledgement will care for their jobs. They will not be absent and try to exert all possible efforts on their jobs. On the other hand, the staff who have lower acknowledgement will take advantages from the company as much as they can.

3. Organizational Commitment

It is the way that the staff try to accomplish the company's goals and also save the company's benefits because they feel to be part of the organization.

It is obvious that attitudes are related to job performance. If the company can establish the positive attitudes to the staff as much as possible, the company will get many benefits in the future because staff or humans are the most valuable resources for every organization. Moreover, the findings show that there are some points to be considered.

The important facilities such as the canteens' and the restrooms' qualities should be up to standard because they can reflect how professional the company is. For example, if a customer uses the restroom and finds some bad smell and that it is not clean enough, they may feel that the company is not professional. Thus, improving the quality of

organizational facilities will enhance the company's professionalism. As John B. Cullen stated that the concept of professionalism has a dual connotation. At one level, professionalism is often conceived as the behaviors and attitudes exhibited (or claimed) by individual workers. At another level, professionalism is often conceptualized as the macro-level characteristics of occupational tasks, groups, and organizations. Moreover, professionalism also plays an important role in modern society. As a context for professionalism, rationalization implies three associated phenomena which have had, and continue to have direct consequences for the occupational structure. First, the growth of science and technology has increased society's knowledge about man in physical and social contexts. Second, supporting value systems have evolved which are conducive for both further increases in scientific knowledge and the efficient application of this knowledge. Finally, individual and collective staff use accumulative power over the external environment had, given the power, chose the best means available to attain their chosen ends. The better circumstances will encourage the staff to do the better work.

At the same time, superiors should pay more attention to their subordinates and make sure that there are no conflicts between their teams. The good relationships among the staff will increase the efficient productivities.

From the result of the study, the company also needs to improve some management because there were not only positive behaviors shown at high level, some negative behaviors were also shown. For example, 70% of the staff used their right to take leave of absence as much as they can even their presences will increase the company's productivities, 90% took a long coffee break and 60% will quit if they get better jobs. Therefore, the company may need to think about how to persuade them to come to work

and spend less time at a coffee break such as the company may set a seminar to enhance their staff's positive thinking and make them feel they are part of organization so the staff will not take advantages of the company. On the other hand, the company may set some terms of agreement for staff's working time. These rules should not be too strict but can inspire the employees to do their best. In addition, making the staff feel confidence with the company that they can get higher incomes and positions will also keep those staff stay with the company longer.

Recommendations on Further studies

As this research is limited only to positive and negative attitudes, another study should be carried on some other issues such as needs analysis of the staff in different levels. The employees in management level and staff level may have different needs. Thus, the company should know what they really want. Their working satisfaction will keep them stay with the company longer. Further study should investigate what factors satisfy each level of staff in other companies.

If the company improves some weak points from the result of the study, further studies may distribute a new set of questionnaires to the employees. Moreover, the further study may be focused on career profiles which investigate the possibilities of how long each employee will stay with the organization.

A comparative study between the staff's attitude in government sectors and private sectors is also interesting to view the overall level of organization of both sectors.

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APPENDICES

QUESTIONNAIRE

This questionnaire is prepared by Miss Porntip Kittichakara, a graduate student majoring in Business English for International Communication, the Department of Western Languages, Faculty of Humanities Srinakharinwirot University. Miss Porntip Kittichakara is now working on a Master's Project entitled **“A COMPARISON OF POSITIVE AND NEGATIVE ATTITUDE TOWARDS JOB PERFORMANCES OF THE STAFF AT DIGITIZING FACTORY PARTNERSHIP LIMITED”** The purpose of this questionnaire is to collect information which will answer the research questions posed in this study. You are promised that all information you provided will be kept confidential. Thank you very much.

The questionnaire is divided into 3 parts as follows:

Part I: Personal information

Part II: Attitude Measurement

Part III: Job Performance Measurement

Part I: Personal information

Please check / in the parenthesis which is correct with your information

1. Position (Please specify)

Staff Level.....

Medium Management Level.....

Top Management Level.....

2. How long have you worked at Digitizing Factory Partnership Limited?

.....Years.....Months

3. What are your monthly income (Salary + O.T. + etc.)?

Less than 10,000 Baht/ Month

10,001-15,000 Baht/ Month

15,001-20,000 Baht/ Month

20,001-25,000 Baht/ Month

More than 25,000 Baht/ Month

Part II: Attitude Measurement

Please specify the best suitable choice for your opinion

5 = Excellent

4 = Very Good

3 = Good

2 = Fair

1 = Poor

DESCRIPTION	LEVEL OF ATTITUDE				
	5	4	3	2	1
<u>WORKPLACE</u>					
1. Working environments such as surrounding light, temperature and sound support your work.					
2. Utilities such as drinking water, rest rooms and canteen are clean.					
3. Office facilities such as stationeries are enough.					
4. The security system is safe.					
5. The company's location is suitable for you.					
<u>INTERPERSONAL RELATIONSHIP</u>					
6. You can communicate and deal with your colleagues without any conflicts.					
7. You can communicate and deal with your supervisor without any conflicts.					

DESCRIPTION	LEVEL OF ATTITUDE				
	5	4	3	2	1
8. You can have informal meetings with your colleagues.					
9. You feel comfortable when you have to reconcile any problems if it occurs among your colleagues.					
10. When your supervisor assigns you a new job, you always accept it and are satisfied with those assignments.					
<u>WORK ROLE OUTCOMES</u>					
11. You have got training from the company.					
12. You may have a chance to get promotion.					
13. Your salary is enough to support your life.					
14. Allowance, bonus, over-time, doctor's fee, and provident fund are satisfactory.					
15. Working conditions such as time, role and company's policies satisfied you.					

Part III: Job Performance Measurement

Please specify the best suitable choice for your opinion

5 = strongly agree

4 = agree

3 = neutral

2 = disagree

1 = strongly disagree

DESCRIPTION	LEVEL OF MEASUREMENT				
	5	4	3	2	1
<u>JOB OUTCOMES</u>					
1. You can provide the fast and on-time services to the customers.					
2. You can give the information or immediately answer any questions which the customers request.					
3. You are satisfied with your achievement.					
4. You work with all your effort and abilities.					
5. Your works are correct and go well as your supervisor wants.					
<u>WORK ROLE INCLUSION</u>					
6. You requested all available leave of absence which the firm provided.					
7. You took all sick leaves which the firm provided.					

DESCRIPTION	LEVEL OF MEASUREMENT				
	5	4	3	2	1
8. You always come to work on time and go home after your work is finished.					
9. You took long coffee break and liked to miss the meeting.					
10. You may quit working if you get a better job.					
<u>WORK SITUATION</u>					
11. You are satisfied with your promotion based on your performances.					
12. You can reach the goals of the company.					
13. You can keep all company's secrets to protect the company's benefits.					
14. You will help your colleagues when they need your assistances.					
15. You rate your job satisfaction as very satisfactory.					

Other suggestions (If any)

.....

.....

.....

.....

Thank you very much for your kind cooperation

แบบสอบถาม

แบบสอบถามนี้จัดทำโดยนางสาวพรทิพย์ กิตติชาคร นิสิตระดับปริญญาโท วิชาเอก ภาษาอังกฤษธุรกิจเพื่อการสื่อสารนานาชาติ สาขาภาษาต่างประเทศ คณะมนุษยศาสตร์ มหาวิทยาลัยศรีนครินทรวิโรฒ โดยมีวัตถุประสงค์ในการทำสอบถามนี้เพื่อรวบรวมข้อมูลในการตอบ ปัญหาทางวิจัยเรื่อง การศึกษาเปรียบเทียบทัศนคติที่เป็นบวกและทัศนคติที่เป็นลบต่อผลงาน ของพนักงาน ห้างหุ้นส่วนจำกัด ดิจิทัลซิ่ง แฟคทอรี

กรุณาตอบแบบสอบถามอย่างถูกต้องตรงความจริงที่สุด ข้อมูลที่ท่านกรอกจะถูกรักษา เป็นความลับ ทั้งนี้ผู้จัดทำขอขอบคุณท่านที่ให้ความร่วมมือในการตอบแบบสอบถาม

แบบสอบถามนี้แบ่งออกเป็น 3 ตอน ดังนี้

ตอนที่ 1- ข้อมูลส่วนตัว

ตอนที่ 2- แบบสอบถามทัศนคติ

ตอนที่ 3-แบบสอบถามผลการทำงาน

ตอนที่ 1- ข้อมูลส่วนตัว

กรุณาทำเครื่องหมาย / หน้าตัวเลือกที่ตรงกับข้อมูลของท่าน

1. ตำแหน่งที่รับผิดชอบ (โปรดระบุ)

() ระดับพนักงาน.....

() ผู้บริหารระดับกลาง.....

() ผู้บริหารระดับสูง.....

2. ระยะเวลาที่ปฏิบัติงานที่ห้างหุ้นส่วนจำกัด ดิจิทัลซิ่ง แฟคทอรี

.....ปี.....เดือน

3. ค่าตอบแทนที่ได้รับต่อเดือน (เงินเดือน + ค่าล่วงเวลา + เบี้ยขยัน + อื่น ๆ)

() น้อยกว่า 10,000 บาท / เดือน

() 10,001-15,000 บาท / เดือน

() 15,001-20,000 บาท / เดือน

() 20,001-25,000 บาท / เดือน

() มากกว่า 25,000 บาท / เดือน

ตอนที่ 2- แบบสอบถามทัศนคติ

กรุณาเลือกข้อที่ตรงกับทัศนคติของท่านมากที่สุด

5 = จริงที่สุด

4 = จริง

3 = จริงบางครั้ง

2 = ไม่จริง

1 = ไม่จริงที่สุด

รายละเอียด	ระดับทัศนคติ				
	5	4	3	2	1
<u>สถานที่ทำงาน</u> 1. สภาพแวดล้อมในที่ทำงานเช่น แสงสว่าง, อุณหภูมิ เอื้อต่อการทำงานของท่านอย่างยิ่ง					
2. ระบบสาธารณูปโภค เช่น น้ำดื่ม, ห้องน้ำ และห้องอาหาร มีความสะอาดและเพียงพอ					
3. อุปกรณ์สำนักงานมีเพียงพอตามความต้องการใช้ในการปฏิบัติงาน					
4. ระบบรักษาความปลอดภัยมีความปลอดภัยดี					
5. สถานที่ทำงานมีความสะดวกในการเดินทางของท่าน					
<u>ความสัมพันธ์ระหว่างบุคคล</u> 6. คุณสามารถติดต่อสื่อสารและร่วมงานกับผู้บังคับบัญชาได้เป็นอย่างดี					

รายละเอียด	ระดับทัศนคติ				
	5	4	3	2	1
7. คุณสามารถติดต่อสื่อสารและร่วมงานกับเพื่อนร่วมงาน ได้เป็นอย่างดี					
8. คุณสามารถพบปะสังสรรค์อย่างไม่เป็นทางการกับเพื่อน ร่วมงานได้โดยไม่มีปัญหา					
9. คุณพร้อมและยินดีจะช่วยเหลือเพื่อนร่วมงานของคุณ เมื่อเขาเผชิญปัญหา					
10. คุณยินดีรับฟังคำสั่งและคำแนะนำของผู้บังคับบัญชา อย่างเต็มที่					
<u>ผลตอบแทนจากการทำงาน</u>					
11. คุณได้รับการฝึกอบรมในส่วงานที่ต้องปฏิบัติอย่าง ถูกต้องและเข้าใจดี					
12. คุณมีโอกาสก้าวหน้าในตำแหน่งหน้าที่การงาน					
13. รายได้ที่คุณได้รับเพียงพอต่อค่าใช้จ่ายประจำเดือน ของคุณ					
14. คุณพึงพอใจในสวัสดิการต่าง ๆ เช่น โบนัส, ค่า ล่วงเวลา, ค่ารักษาพยาบาล, ท่องเที่ยวประจำปี ฯลฯ					
15. คุณพึงพอใจและยอมรับเงื่อนไขในการทำงาน เช่น เวลาการทำงาน, หน้าที่รับผิดชอบ และนโยบายของบริษัท					

ตอนที่ 3- แบบสอบถามผลการทำงาน

กรุณาเลือกข้อที่ตรงกับระดับความสามารถในการปฏิบัติงานของท่านมากที่สุด

5 = เห็นด้วยอย่างยิ่ง

4 = เห็นด้วย

3 = เฉย ๆ

2 = ไม่เห็นด้วย

1 = ไม่เห็นด้วยอย่างยิ่ง

รายละเอียด	ระดับผลการทำงาน				
	5	4	3	2	1
<u>ผลการปฏิบัติงาน</u>					
1. คุณสามารถปฏิบัติหน้าที่ได้รวดเร็ว ตรงตามเวลา และมีประสิทธิภาพ					
2. คุณสามารถตอบข้อสงสัยเกี่ยวกับงานที่คุณรับผิดชอบได้อย่างถูกต้องแม่นยำ					
3. คุณพอใจกับผลการปฏิบัติงานที่ผ่านมาของคุณ					
4. คุณได้ปฏิบัติหน้าที่ที่ต้องรับผิดชอบอย่างเต็มกำลังความสามารถ					
5. ผลงานของคุณเป็นที่พึงพอใจของผู้บังคับบัญชา					
<u>บทบาทการทำงาน</u>					
6. คุณได้ใช้เวลาหยุดทั้งหมดตามสิทธิ์ที่ได้รับ					
7. คุณใช้สิทธิ์ลาป่วยทั้งหมดตามที่บริษัทกำหนด					

รายละเอียด	ระดับผลการทำงาน				
	5	4	3	2	1
8. คุณเข้าและออกงานตามเวลาที่บริษัทกำหนด คือมาก่อนเวลางานและกลับเมื่อปฏิบัติงานเสร็จสิ้นหลังเวลาเลิกงาน					
9. คุณใช้เวลาพักไม่เกินกว่าที่กำหนด และมีส่วนร่วมในการเข้าประชุมทุกครั้ง					
10. คุณอาจจะเปลี่ยนงานหากพบงานที่ดีกว่า					
<u>ความพึงพอใจในการทำงาน</u>					
11. คุณพึงพอใจกับการปรับตำแหน่งหน้าที่และเงินเดือนที่ได้รับ					
12. คุณได้ปฏิบัติงานบรรลุตามวัตถุประสงค์ขององค์กร					
13. คุณรักษาความลับและผลประโยชน์ขององค์กรอย่างเต็มที่					
14. คุณจะช่วยเหลือเพื่อนร่วมงานเมื่อได้รับการร้องขอ					
15. คุณประเมินการทำงานของตนเองไว้ที่ระดับสูงสุด					

ข้อเสนอแนะ (ถ้ามี)

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ขอบคุณทุกท่านที่ให้ความร่วมมือในการตอบแบบสอบถาม

Table 1: Results of Pearson's Correlation Coefficient Analysis

i	X	Y	$X - \bar{X}$	$Y - \bar{Y}$	$(X - \bar{X})^2$	$(Y - \bar{Y})^2$	$(X - \bar{X})(Y - \bar{Y})$
1	59	60	-0.6	0.2	0.36	0.04	-0.12
2	68	60	8.4	0.2	70.56	0.04	1.68
3	57	57	-2.6	-2.8	6.76	7.84	7.28
4	50	58	-9.6	-1.8	92.16	3.24	17.28
5	60	64	0.4	4.2	0.16	17.64	1.68
6	63	51	3.4	-8.8	11.56	77.44	-29.92
7	64	60	4.4	0.2	19.36	0.04	0.88
8	68	66	8.4	6.2	70.56	38.44	52.08
9	52	57	-7.6	-2.8	57.76	7.84	21.28
10	47	58	-12.6	-1.8	158.76	3.24	22.68
11	60	56	0.4	-3.8	0.16	14.44	-1.52
12	55	62	-4.6	2.2	21.16	4.84	-10.12
13	68	69	8.4	9.2	70.56	84.64	77.28
14	55	55	-4.6	-4.8	21.16	23.04	22.08
15	65	58	5.4	-1.8	29.16	3.24	-9.72
16	56	61	-3.6	1.2	12.96	1.44	-4.32
17	57	56	-2.6	-3.8	6.76	14.44	9.88
18	56	63	-3.6	3.2	12.96	10.24	-11.52
19	64	57	4.4	-2.8	19.36	7.84	-12.32
20	68	68	8.4	8.2	70.56	67.24	68.88
Total	1192	1196	0.00	0.00	752.8	387.20	223.40

$N = 20$, $\bar{X} = 59.6$, $\bar{Y} = 59.8$

$$r = \frac{\sum_{i=1}^n (X_i - \bar{X})(Y_i - \bar{Y})}{\sqrt{\sum_{i=1}^n (X_i - \bar{X})^2 \sum_{i=1}^n (Y_i - \bar{Y})^2}}$$

$$r = \frac{223.40}{\sqrt{752.8 \times 387.2}}$$

$$r = \frac{223.40}{\sqrt{291484.16}}$$

$$r = \frac{223.40}{539.89}$$

$$r = 0.41$$

Table 2: Attitudes Measurement

<i>Working Attitude</i>	<i>Results</i>	<i>Number</i>	<i>(%)</i>	\bar{X}
<u>WORKPLACE</u>				
1. Working environments such as surrounding light, temperature and sound support your work.	Excellent	7	35	4.15
	Very Good	9	45	
	Good	4	20	
	Fair	0	0	
	Poor	0	0	
2. Utilities such as drinking water, rest rooms and canteen are clean.	Excellent	1	5	3.25
	Very Good	8	40	
	Good	8	40	
	Fair	1	5	
	Poor	2	10	
3. Office facilities such as stationeries are enough.	Excellent	6	30	3.90
	Very Good	8	40	
	Good	4	20	
	Fair	2	10	
	Poor	0	0	
4. The security system is safe.	Excellent	6	30	3.80
	Very Good	6	30	
	Good	7	35	
	Fair	0	0	
	Poor	1	5	
5. The company's location is suitable for you.	Excellent	8	40	4.20
	Very Good	8	40	
	Good	4	20	
	Fair	0	0	
	Poor	0	0	

<i>Working Attitude</i>	<i>Results</i>	<i>Number</i>	<i>(%)</i>	\bar{X}
<u>INTERPERSONAL RELATIONSHIP</u> 6. You can communicate and deal with your colleagues without any conflicts.	Excellent	11	55	4.40
	Very Good	8	40	
	Good	0	0	
	Fair	0	0	
	Poor	1	5	
7. You can communicate and deal with your supervisor without any conflicts.	Excellent	9	45	4.40
	Very Good	10	50	
	Good	1	5	
	Fair	0	0	
	Poor	0	0	
8. You can have informal meetings with your colleagues.	Excellent	6	30	3.95
	Very Good	8	40	
	Good	5	25	
	Fair	1	5	
	Poor	0	0	
9. You feel comfortable when you have to reconcile any problems if it occurs among your colleagues.	Excellent	7	35	4.20
	Very Good	11	55	
	Good	1	5	
	Fair	1	5	
	Poor	0	0	
10. When your supervisor assigns you a new job, you always accept it and are satisfied with those assignments.	Excellent	15	75	4.75
	Very Good	5	25	
	Good	0	0	
	Fair	0	0	
	Poor	0	0	

<i>Working Attitude</i>	<i>Results</i>	<i>Number</i>	<i>(%)</i>	\bar{X}
<u>WORK ROLE OUTCOMES</u>				
11. You have got training from the company.	Excellent	7	35	4.15
	Very Good	9	45	
	Good	4	20	
	Fair	0	0	
	Poor	0	0	
12. You may have a chance to get promotion.	Excellent	5	25	3.50
	Very Good	3	15	
	Good	7	35	
	Fair	3	15	
	Poor	2	10	
13. Your salary is enough to support your life.	Excellent	2	10	3.50
	Very Good	10	50	
	Good	5	25	
	Fair	2	10	
	Poor	1	5	
14. Allowance, bonus, over-time, doctor's fee, and provident fund are satisfactory.	Excellent	4	20	3.80
	Very Good	9	45	
	Good	6	30	
	Fair	1	5	
	Poor	0	0	
15. Working conditions such as time, role and company's policies satisfied you.	Excellent	3	15	3.85
	Very Good	11	55	
	Good	6	30	
	Fair	0	0	
	Poor	0	0	

Table 3: Job Performances Measurement

<i>Job Performances</i>	<i>Results</i>	<i>Number</i>	<i>(%)</i>	\bar{X}
<u>JOB OUTCOMES</u>				
1. You can provide the fast and on-time services to the customers.	Strongly agree	4	20	3.95
	Agree	11	55	
	Neutral	5	25	
	Disagree	0	0	
	Strongly disagree	0	0	
2. You can give the information or immediately answer any questions which the customers request.	Strongly agree	6	30	4.10
	Agree	11	55	
	Neutral	2	10	
	Disagree	1	5	
	Strongly disagree	0	0	
3. You are satisfied with your achievement.	Strongly agree	5	25	4.10
	Agree	12	60	
	Neutral	3	15	
	Disagree	0	0	
	Strongly disagree	0	0	
4. You work with all your effort and abilities.	Strongly agree	11	55	4.45
	Agree	8	40	
	Neutral	0	0	
	Disagree	1	5	
	Strongly disagree	0	0	
5. Your works are correct and go well as your supervisor wants.	Strongly agree	0	0	3.65
	Agree	13	65	
	Neutral	7	35	
	Disagree	0	0	
	Strongly disagree	0	0	

<i>Job Performances</i>	<i>Results</i>	<i>Number</i>	<i>(%)</i>	\bar{X}
<u>WORK ROLE INCLUSION</u> 6. You requested all available leave of absence which the firm provided.	Strongly agree	5	25	3.80
	Agree	8	40	
	Neutral	5	25	
	Disagree	2	10	
	Strongly disagree	0	0	
7. You took all available sick leaves which the firm provided.	Strongly agree	3	15	3.00
	Agree	4	20	
	Neutral	7	35	
	Disagree	2	10	
	Strongly disagree	4	20	
8. You always come to work on time and go home after your work is finished.	Strongly agree	4	20	3.90
	Agree	10	50	
	Neutral	6	30	
	Disagree	0	0	
	Strongly disagree	0	0	
9. You took long coffee break and liked to miss the meeting.	Strongly agree	7	35	4.25
	Agree	11	55	
	Neutral	2	10	
	Disagree	0	0	
	Strongly disagree	0	0	
10. You may quit working if you get a better job.	Strongly agree	6	30	3.65
	Agree	6	30	
	Neutral	5	25	
	Disagree	1	5	
	Strongly disagree	2	10	

<i>Job Performances</i>	<i>Results</i>	<i>Number</i>	<i>(%)</i>	\bar{X}
<u>WORK SITUATION</u>				
11. You are satisfied with your promotion based on your performances.	Strongly agree	2	10	3.60
	Agree	9	45	
	Neutral	8	40	
	Disagree	1	5	
	Strongly disagree	0	0	
12. You can reach the goals of the company.	Strongly agree	5	25	4.15
	Agree	13	65	
	Neutral	2	10	
	Disagree	0	0	
	Strongly disagree	0	0	
13. You can keep all company's secrets to protect the company's benefits.	Strongly agree	16	80	4.75
	Agree	3	15	
	Neutral	1	5	
	Disagree	0	0	
	Strongly disagree	0	0	
14. You will help your colleagues when they need your assistances.	Strongly agree	12	60	4.45
	Agree	6	30	
	Neutral	1	5	
	Disagree	1	5	
	Strongly disagree	0	0	
15. You rate your job satisfaction as very satisfactory.	Strongly agree	3	15	4.00
	Agree	14	70	
	Neutral	3	15	
	Disagree	0	0	
	Strongly disagree	0	0	

VITAE

VITAE

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