

SALES STAFF'S JOB SATISFACTION:
A CASE STUDY OF BJC HEALTHCARE COMPANY LIMITED

A MASTER'S PROJECT
BY
SUDTHANOM PANKASEMSUK

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

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AN ABSTRACT

BY

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This study attempted to investigate the factors which contributed to the most job satisfaction or dissatisfaction level of sales staff working at BJC Healthcare Co., Ltd. A questionnaire based on the Herzberg's two-factor theory was used in the survey to collect data. The results were calculated in terms of percentages and mean scores.

The results of this study revealed that all the 112 sales staff members felt somewhat satisfied ($\bar{x} = 3.63$) with their job. The findings showed that the responsibility factor had a significant effect on the level of their job satisfaction level ($\bar{x} = 4.17$). The other factors concerning achievement, work environment, personal life and job security, intrinsic aspects of the job, supervision, company policies and administration, salary and remuneration, recognition, relationship with colleagues were at a somewhat satisfactory level with the mean scores ranging from 3.89 to 3.41. The participants were neutral only for the promotion factor ($\bar{x} = 3.35$). The answers to the open-ended questions showed that the factors that helped increase job satisfaction were responsibility, relationships with colleagues and achievement, while those decreasing their job satisfaction were the company's policies and administration, remuneration plans and supervision. However, the findings from this study did not reveal that the participants felt somewhat dissatisfied or very dissatisfied with any of Herzberg's factors.

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ความพึงพอใจในการทำงานของพนักงานขาย: กรณีศึกษาบริษัทบีเจซีเฮลท์แคร์ จำกัด

บทคัดย่อ
ของ
สุดถนอม พันธุ์เกษมสุข

เสนอต่อบัณฑิตวิทยาลัย มหาวิทยาลัยศรีนครินทรวิโรฒ เพื่อเป็นส่วนหนึ่งของการศึกษา
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สารนิพนธ์ฉบับนี้มีจุดประสงค์เพื่อศึกษาความพึงพอใจในการทำงานของพนักงานขายของบริษัทบีเจซีเฮลท์แคร์ จำกัด จำนวน 112 คน โดยใช้แบบสอบถามตามแนวทางทฤษฎีสองปัจจัยของเฟรดริก เฮอร์ซเบิร์ก เป็นเครื่องมือในการวิจัย และวิเคราะห์ข้อมูลโดยใช้ค่าร้อยละ และค่าเฉลี่ย ผลการศึกษาพบว่าความพึงพอใจในการทำงานของพนักงานขายของบริษัทบีเจซีเฮลท์แคร์ จำกัดมีระดับความพึงพอใจในการทำงานอยู่ในระดับที่น่าพอใจ ($\bar{x} = 3.63$) โดยพนักงานขายมีความพึงพอใจมากที่สุดต่อบัณฑิตวิทยาลัยของงานที่ได้รับผิดชอบ ($\bar{x} = 4.17$) และการศึกษายังพบว่าพนักงานมีระดับความพึงพอใจในการทำงานในระดับที่น่าพอใจเช่นกันต่อบัณฑิตวิทยาลัยต่างๆ ตามลำดับ ดังนี้ ความสำเร็จในงาน สภาพแวดล้อมในที่ทำงาน ชีวิตส่วนตัวและความมั่นคงในงาน เนื่องจาก การบังคับบัญชา นโยบายบริษัทและการจัดการ เงินเดือนและผลตอบแทน การได้รับการยอมรับ และความสัมพันธ์กับเพื่อนร่วมงาน ซึ่งมีระดับค่าเฉลี่ยระหว่าง 3.89 ถึง 3.41 มีเพียงแต่ ความก้าวหน้าในตำแหน่งหน้าที่การงาน ($\bar{x} = 3.35$) เป็นปัจจัยที่พนักงานขายมีระดับความพึงพอใจในระดับปานกลางเท่านั้น จากคำถามเปิดปลายพบว่า ปัจจัยที่สามารถช่วยเพิ่มระดับความพึงพอใจในงานได้แก่ ปัจจัยด้านความรับผิดชอบ ความสัมพันธ์กับเพื่อนร่วมงานและ ความสำเร็จในงาน ส่วนปัจจัยที่จะลดระดับความพึงพอใจในงานได้แก่ นโยบายบริษัทและการจัดการ ค่าตอบแทน และ ผู้บังคับบัญชา แต่ผลการศึกษาไม่ปรากฏว่าพนักงานขายทั้ง 112 คนมีระดับความค่อนข้างไม่พอใจ และระดับความไม่พอใจที่สุดต่อบัณฑิตวิทยาลัยใด ๆ ของเฮอร์ซเบิร์กแต่อย่างใด

The Master's Project Advisor, Chair of Business English for International Communication Program, and Oral Defense Committee have approved this Master's Project, *Sales Staff's Job Satisfaction: a Case Study of BJC Healthcare Company Limited* by Mrs. Sudthanom Pankasemsuk as partial fulfillment of the requirements of the Master's Arts Degree in Business English for International Communication of Srinakharinwirot University.

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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.

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May ..., 2010

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CHAPTER 1

INTRODUCTION

Rationale

Job satisfaction is simply how people feel about different aspects of their jobs. It is the extent to which people like or dislike them. In the past, job satisfaction was approached by some researchers from the viewpoint of need fulfillments; that is whether or not the job meets the employees' physical and psychological needs for the aspects provided by work, such as pay (Spector, 1997; Porter, 1962; Wolf, 1970). Job satisfaction is a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences (Locke, 1976), or it is inner fulfillment and pride achieved when someone performs a particular job. Job satisfaction is considered an important factor in personal satisfaction, self-respect, self-esteem and self-development ("Job satisfaction," 2009).

Job satisfaction for salespeople refers to all characteristics of the job itself and the work environment which salespeople find rewarding, fulfilling, and satisfying, or frustrating and unsatisfying (Churchill, Ford & Walker, 1974). Employees' attitudes toward job satisfaction are related to the relationship between employees and their customers as well as their work performances. Herzberg (1966) states that satisfaction and dissatisfaction are driven by different factors: motivation and hygiene factors.

BJC Healthcare Company Limited (BJH) is a subsidiary company of Berli Jucker Public Company Limited (BJC), which was established in Thailand in 1882. Originally, BJC was owned by the Berli and Jucker families in Switzerland and engaged in rice milling, mining, timber, shipping, imports, and other activities that supported Thailand, a pre-industrialized country ("Corporate profile," 2008, para. 3). BJC

Healthcare Company Limited began its business as a medical product division in BJC over 40 years by representing medical products from major pharmaceutical companies from Asia, the European Union and South America.

In 2007, Berli Jucker Company Limited merged its medical product division with the technical imaging division and formally changed the name to BJC Healthcare Company Limited on September 1, 2007 comprising the medical product division, the technical imaging division and the hospital equipment division (T. Kietsuranon, interview, August 28, 2008). The company is currently wholly-owned by Berli Jucker Public Company Limited and is involved in marketing, sales, and distribution of a complete range of modern diagnostic and therapeutic systems including image communication solutions, surgical equipment and instruments, medical supplies and pharmaceuticals from multinational partners.

In October 2008, the company had 306 employees, including 66 medical sales representatives, 20 technical imaging sales representatives, 26 hospital equipment sales representatives and the rest were support staff working as administrative staff, marketing staff, sales coordinators and management (T. Kietsuranon, interview, August 28, 2008). The target group of this study was all sales representatives comprising medical sales representatives, technical imaging sales representatives and hospital equipment sales representatives working for BJC Healthcare Co., Ltd.

Medical sales representatives are employees who are mainly responsible for sales and giving information on medical products to customers who are doctors, pharmacists, drugstore owners and purchasers in both the public and private sectors. Technical imaging sales representatives are mainly responsible for doing sales, giving information and training on medical diagnostic and surgical equipment and instruments to the same group of customers, except pharmacists and drugstore owners. Meanwhile, the

hospital equipment sales representatives are mainly responsible for doing sales and giving information on consumer healthcare products to the same customers as those of the technical imaging group. All these three groups of representatives come under the job title of sales staff. The important parts of all sales staff's responsibilities are to achieve the sales target, build excellent communication and maintain good relationships with customers. In addition, sales progress reports as well as itinerary of customers' visits are required periodically or by the company's management.

Within the company, sales staff are the interface and often the first point of contact between the company and its customers. Of all company employees, sales staff are the closest link to customers. The company's image and revenues are highly dependent on their ability to satisfy all of the customers' needs. For these reasons, the sales staff are critically important to the company. It is, therefore, essential that the company does everything possible to support its sales staff in their jobs and to insure that they all have job satisfaction. Otherwise, poor job performance, absenteeism and resignation from the firm would result in well-trained employees.

The human resource department of Berli Jucker Public Company Limited revealed that from December 2006 to October 2008, 13 sales staff in the medical products division and the technical imaging division left the company at the end of 2006, 16 in 2007 and 15 at the end of October 2008 when both divisions merged (P. Saovaluk, e-mail, October 22, 2008). The company's management was greatly concerned about this problem and wished to remedy the situation. The researcher is an employee of this company and seeks to assist the company in enhancing better understanding of the sales staff towards the company for continued progress and improved performance. Staff turnover is costly for any organizations. Every time someone leaves, there will be a suitable replacement. The process of recruitment, selection and training will be carried

out and time for a new employee to be skillful in his/her job should be allowed (Schultz & Schultz, 1998).

Since BJC Healthcare Co., Ltd. has not formally conducted a study on job satisfaction of their sales staff, the researcher decided to conduct research on this issue in order to ascertain the sales staff's attitudes of BJC Healthcare Co., Ltd. toward their jobs.

Research Questions

In line with the aforementioned, two research questions were proposed as follows:

1. In general, what were the satisfaction levels of the sales staff of BJC Healthcare Co., Ltd. with their jobs?
2. Which factors caused the most satisfaction or dissatisfaction of the sales staff with their jobs?

Significance of the Study

The results of the study revealed the opinions of the sales staff on their job satisfaction and the level of their satisfaction. These were beneficial for the management of BJC Healthcare Co., Ltd. in general. The results of this study were measured directly in the form of satisfaction indices. The management could use the information from this research as a direction in making decisions to improve levels of their sales staff's job satisfaction. The information would be useful as guidelines for developing and maintaining job satisfaction in order to attract and retain quality staff within the company to reduce the costs of recruiting and training new staff.

Scope of the Study

This study examined the level of job satisfaction of the sales staff who were working for BJC Healthcare Co., Ltd in 2009 based on Herzberg (1966)'s two-factor theory: motivation and hygiene factors.

Definition of Terms

Job Satisfaction:

It is the positive and negative feelings and attitudes toward jobs through many factors based on Herzberg (1966)'s two-factor theory: motivation and hygiene factors.

Motivation factors:

They are those aspects of the job that make people want to work well and gain satisfaction such as achievement in work, recognition, promotion opportunities.

Hygiene factors:

They are sources of dissatisfaction, comprising aspects of the working environment, for example, pay, company policies, supervisory practices, and other working condition.

CHAPTER 2

REVIEW OF THE RELATED LITERATURE

In this chapter, four topics are discussed, starting with definitions of job satisfaction, followed by Herzberg (1966)'s two-factor theory. Next, other theories related to job satisfaction are introduced. Finally, previous research on job satisfaction is reviewed.

1. Definition of Job Satisfaction

The term of job satisfaction appears to be widely defined by many psychologists and specialists. Research shows that many of these definitions are related to each other.

Porter (1962) defines job satisfaction as a uni-dimensional construct; for example, you are generally satisfied or dissatisfied with your job. However, Smith, Kendall, and Hulin (1969) argue that job satisfaction is multidimensional, i.e. you may be more or less satisfied with your job, your supervisor, your pay, your workplace, etc.

Meanwhile, Spector (1997) states that job satisfaction is simply about how people feel about their jobs and what different aspects of their jobs are. It is the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs.

Job satisfaction is also referred to the positive and negative feelings and attitudes we hold about our jobs depending on various work-related factors, ranging from where we have to park to the sense of fulfillment we get from our daily tasks. Personal factors can also influence job satisfaction. These factors include age, health, length of job experience, emotional stability, social status, leisure activities, and family and other social relationships. Our motivations and aspirations and the level of satisfaction with our work also affect our attitudes toward our jobs (Schultz & Schultz, 1998).

In brief, job satisfaction is all about positive and negative feelings and attitudes toward a job resulting from many factors which influence an individual's life his/her related people.

2. Herzberg (1966)'s Two-factor Theory

The two-factor theory by Herzberg (1966) is a theory about job satisfaction and dissatisfaction. The two factors comprise motivator and hygiene factors. Originally, the two-factor theory was introduced by Herzberg, Mausner, and Snyderman (1959), based on interviews with a sample group of 200 accountants and engineers in Pittsburgh, Pennsylvania. The procedures used were collecting direct observations of the sample group and were known as the critical incident technique. This involved asking interviewees to talk about occasions when they felt either particularly satisfied or particularly dissatisfied with their jobs. Two sets of incidents have resulted from these interviews.

One involves responsibility, recognition, promotion, achievement, and other intrinsic aspects of the work or elements of the work. Because these represent sources of satisfaction, they are called motivators. The motivator needs produce job satisfaction and motivate employees to deliver a high job performance. Motivator needs are internal to the work itself. When these conditions are met, it will result in job satisfaction. However, when these conditions are not met, the result is not necessarily job dissatisfaction but, people will rather feel neutral or indifferent.

The other set of incidents concerns working conditions comprising supervisors, salary, remuneration or fringe benefits, work environment, personal life, job security, company policy, and relationship with colleagues. They are called hygiene factors, described as sources of dissatisfaction by the sample group. Hygiene factors produce an

acceptable work environment though they do not increase satisfaction or involvement with a job. Their absences (e.g. low pay), however, cause job dissatisfaction. The term hygiene relates to the promotion and maintenance of health. Hygiene needs are external to the tasks of a particular job and involve features of the work environment. When the hygiene needs are not satisfied, the result is job dissatisfaction. However, when the hygiene needs are satisfied, the result is not necessarily job satisfaction, merely an absence of dissatisfaction. Job satisfaction and dissatisfaction, therefore, appear to be caused by different sets of factors.

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

Table 1 Herzberg's two-factor theory

Motivator factors	Hygiene factors
Responsibility	Supervision
Recognition	Salary
Promotion	Work environment, personal life and job security
Achievement	Company policy and administration
Intrinsic aspects of the job	Relationship with colleagues

(Herzberg, 1966, p. 135)

According to Herzberg (1966)'s two-factor theory shown in Table 1, the motivator factors are related to the job content and the hygiene factors to the job context. Both factors influence job satisfaction or dissatisfaction. The motivator factors include responsibility, recognition, promotion, achievement and intrinsic aspects of the job.

Meanwhile, the hygiene factors comprise supervision, salary, work environment, personal life and job security, company policy and administration and relationship with colleagues.

Herzberg (1966)'s two-factor theory is elaborated as follows:

Motivator factors:

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

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 (1966) notes that employees at all levels in an organization, want to be recognized for their achievements. If the management notices that employees are doing something well, they should acknowledge the employees good performance immediately. Public thanking of employees for handling a situation particularly well is also motivating. Writing notes of praise or giving bonuses are also ways to increase motivation. Formal recognition programs are also recommended. The "Employees of the month" program, especially those employees who work in fast food chains or restaurants, are an example of formal recognition.

3. *Promotion* relates to advancement which 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.

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

Most employees really want to do a good job which challenges their abilities. Employees need to receive regular and timely feedback on how they are doing. They should feel they are being adequately challenged in their jobs for satisfaction. However, employees should not be faced with challenges which are too difficult as this can make them feel nervous or discouraged.

5. *Intrinsic aspect of the job* relates to the work itself which means the job or the tasks within a job. The degree of work can be routine to varied, creative to repetitive, or easy to difficult (Herzberg, 1966).

Hygiene factors:

Herzberg (1966) categorizes hygiene factors into the following:

1. *Supervision* involves the competence or incompetence of the supervisor (s) and the perceived fairness or unfairness of the supervision. The most important expectation of employees with regard to supervision is the supervisor (s)'s provision of new insights to help the employees do their jobs more effectively. Unnecessary or unequal supervision leads to dissatisfaction.
2. *Salary* includes all remuneration received for a job including direct income such as wages or salary, bonuses, commissions and indirect income such as benefits and perks as well as benefits given to an employee in addition to a salary, e.g. the use of a car, discounts on company products or membership in a club.

Though salary is not a motivator for employees, they do want to be paid fairly. If employees believe they are not compensated fairly, they will become dissatisfied. Salary is frequently associated with advancement and the work itself. In addition, salary is seen as a recognition type. Salary increases are generally understood that they result from an employee's good job. If employees believe that their salaries are unfair, salaries could lead to dissatisfaction.

3. *Work environment, personal life and job security.* Work environment involves physical conditions of a job and facilities available such as adequacy of ventilation, lighting, tools, space and other environmental characteristics. Personal life involves conditions in employees' life during non-working hours which affect their feelings about their jobs. When a job affects an employee's personal life, it becomes a factor in his/her feelings about the jobs. An example might be a case when an employee is required to move to a new work location where the employee's family is unhappy. Job security is a probable influence on the decision if an individual will keep his or her job. A job with a high level of job security is such that a person with the job would have a small chance of becoming unemployed.

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

5. *Relationships with colleagues* involve situations where interactions between individuals take place. These interactions occur with supervisors, peers and subordinates. Relationships with colleagues may be sources of satisfaction or dissatisfaction in organizations. Allowing employees time for socialization, such as over lunch or during breaks, helps develop a sense of friendship and teamwork (Herzberg, 1996).

In conclusion, Herzberg (1966)'s two-factor theory provides a new viewpoint on job attitudes which affect job satisfaction and job dissatisfaction. The theory involves motivator factors and hygiene factors. The motivator factors are aspects of the job that make people want to perform the job and provide people with job satisfaction.

Meanwhile, the hygiene factors refer to the aspects of a job that are not satisfactory such as low pay. The absence of a hygiene factor would cause job dissatisfaction.

3. Other Theories Related to Job Satisfaction

3.1 Need Hierarchy Theory

Need hierarchy theory is formulated by Maslow (1987), who outlines the development of this famous theory of satisfaction and motivation. Maslow believes that employees would be satisfied with their jobs at any given point of time if certain needs are met. Maslow believes that there are five major types of needs, and these needs are hierarchical. The lower-level needs must be satisfied before an employee is concerned with the next level of needs. Each level is taken one step at a time, and a higher-level need cannot be reached until a lower-level need is satisfied.

The five types of needs are shown in a hierarchy of importance in the following figure.

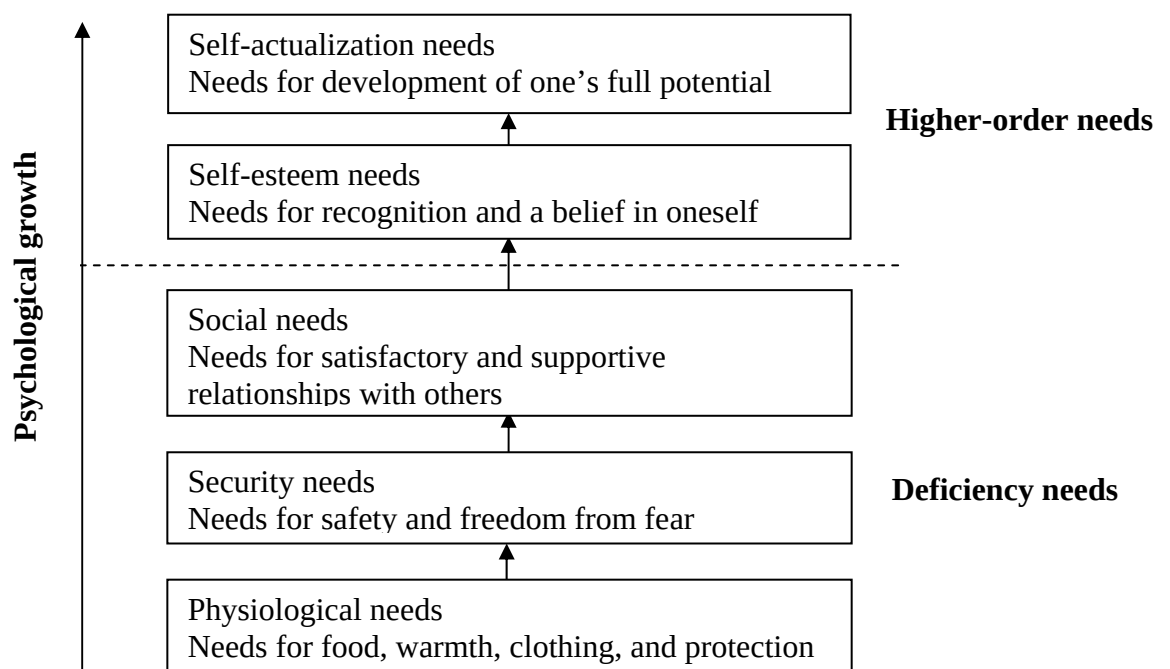


Figure 1: Maslow (1987, p. 133)'s Hierarchy of Needs.

In Figure 1, Maslow (1987) develops the hierarchy theory of motivation, which human needs are arranged in a hierarchy of importance. He points out that people always want what they do not yet have. Therefore, the needs that people have already been satisfied no longer provide any motivation for their behavior and new needs arise in place of the satisfied needs. Once people have been satisfied with their lower-level needs, called deficiency need group, people can pay attention to higher-level needs or higher-order need group.

Maslow (1998)'s needs from the lowest to the highest are as follows:

1. *Physiological needs* are at the foundation of the hierarchy, the lowest-order, and the most basic needs specified by Maslow. These needs refer to satisfying primary life drives, such as the needs for food, air, water, and protection. For example, if an organization would like to satisfy such needs for employees, it may provide employees with salary that allows employees to afford appropriate living. Similarly, sufficient opportunities to rest, such as coffee breaks, or to involve in fitness and exercise facilities are also important for people to meet their physiological needs. Companies should provide exercise and physical fitness programs for their employees to help them stay healthy. The basic practice is quite simple: people who are too hungry or too ill to work are hardly able to make much contribution to their companies.

2. *Security needs or safety needs* are activated after the physiological needs are met. Safety needs refer to the needs for security of an environment that is free from risks of physical or psychological harm. Companies can do many things to help employees to satisfy safety needs. For example, they may provide employees with safety equipment such as helmets and safety glasses when employees work at a site, life or health insurance plans, and security forces such as security guards and fire protection. Similarly, jobs that provide a permanent status such as jobs with no-layoff agreements give a psychological

security cover that helps satisfy security needs. All of these practices allow people to do their jobs in a safe and secure environment without fear of harm.

3. *Social needs* are activated after the security needs have been met. Social needs refer to the need to be a member of a group, to have friends and to be loved and accepted by other people. To help employees meet social needs, companies may support participation in social events such as New Year party or sports day. Company sports clubs as well as country club memberships also provide good opportunities to meet social needs. Such activities not only help promote physical fitness and satisfy physiological needs as mentioned earlier, but they also give employees a chance to socialize and develop friendships.

Taken together as a group, physiological needs, security needs, and social needs are known as deficiency needs. Maslow (1987) believes that if these needs are not met, an individual will fail to develop into a healthy person, both physically and psychologically. On the other hand, the next two higher order needs, those at the top of the hierarchy, are known as growth needs which help a person grow and develop to his or her fullest potential.

4. *Self-esteem needs* are a person's needs to develop self-respect and to gain support from others. The wish to achieve success, to have prestige, and to be recognized by others falls into this category. Companies may, for example, award banquets to recognize distinguished achievements. Giving compensation, bonuses, even small ones, in recognition of employees' suggestions for improvement helps promote their esteem. In addition, including an article in the company's intranet newsletter on an employee's success, assigning a private parking space, and posting a sign identifying the "employee of the month" are activities that can be done to satisfy esteem needs.

5. *Self-actualization needs* are at the top of Maslow (1987)'s hierarchy. These needs are developed only after all the lower order needs have been met. Self-actualization refers to the need to reach one's fullest potential. By working at their maximum creative potential, employees who are self-actualized can be extremely valuable assets to their organizations. Individuals who are self-actualized work at their peak and represent the most effective use of an organization's human resources.

In comparison, the motivators of Herzberg (1966)'s two factor-theory are similar to Maslow (1987)'s self-actualization needs. They can be satisfied by stimulating, challenging, and absorbing work. The hygiene factors are similar to Maslow's physiological, safety, and belonging needs. Both Maslow and Herzberg insist that these deficiency needs and hygiene needs be satisfied before a person can be motivated by higher needs. Therefore, the motivators reflect people's needs for self-actualization, while the hygiene factors represent the needs to avoid pain. Maslow's idea of a hierarchy of needs has been actively adopted to explain motivation in the workplace.

In brief, Maslow (1987) has shown what motivates people in a society and a workplace to satisfy themselves step by step. It starts with the lower-level need group called deficiency needs, i.e. physiological needs, security needs and social needs respectively. When jobs are limited, employees are motivated solely by deficiency needs. When jobs are readily available, deficiency needs are easily satisfied; social needs become important motivators in the workplace. Thus, this theory suggests that employees will always tend to want more from their employers. Employees continue attempting to fulfill needs and will seek ways to be satisfied with each step of the higher-order needs i.e. the self-esteem needs and the self-actualization needs.

3.2 ERG Theory

The ERG theory of work motivation was developed by Alderfer (1972), who proposes three types of needs comprising existence needs (E), relatedness needs (R), and growth needs (G). Existence needs correspond to Maslow (1987)'s physiological needs and safety needs. Relatedness needs correspond to Maslow (1987)'s social needs, including the need for meaningful social relationships. Finally, growth needs correspond to esteem needs and self-actualization needs in Maslow (1987)'s theory.

1. *Existence needs* involve the lowest level of needs, concerning physical survival. They include the needs for food, water, shelter, and physical safety. Companies can satisfy these needs through pay, fringe benefits, a safe working environment, and job security.

2. *Relatedness needs* involve interactions with other people and the satisfaction these social relationships bring in terms of emotional support, respect, recognition, and belonging. The relatedness needs can be satisfied on the job by interactions with co-workers and mentors and off the job by family and friends.

3. *Growth needs* focus on the employees themselves such as needs for personal growth and development. These needs can be satisfied by using the skills and abilities to the fullest. Growth needs include Maslow (1987)'s self-esteem and self-actualization needs. A job can satisfy the growth needs if it involves challenge, autonomy, and creativity.

The ERG needs are not arranged in a hierarchy; all of the needs can influence employees at the same time. Therefore, satisfaction of one set of needs does not automatically lead to the emergence of higher needs. However, frustration of the relatedness or growth needs can lead to a reversion to the existence needs (Alderfer, 1972). Meanwhile, Maslow (1987) believes that a person will persevere to satisfy a need,

Alderfer suggests that a person will give up that need and refocus attention on a more basic need. For example, if employees cannot find emotional support or recognition on the job (the relatedness needs), they may demand higher pay or better health care coverage (existence needs) as compensation for them failing to satisfy the other needs.

When compared with Maslow (1987)'s theory, Alderfer (1972)'s ERG theory existence needs correspond to Maslow's physiological and safety needs. Relatedness needs mainly refer to Maslow's belonging needs and growth needs correspond to Maslow's esteem and self-actualization needs. The ERG theory says that satisfying a need may increase its strength. A person's behavior is motivated simultaneously by more than a single need level and needs can be activated in any order. People might try to satisfy growth needs even though relatedness needs are not completely satisfied. The ERG theory also includes a regression process whereby people who are unable to satisfy a higher need could become frustrated and regress to the next lower need level. Whereas the Maslow's need hierarchy theory specifies that five- step needs are activated in ascending order from the lowest level to the highest level.

In summary, Alderfer (1972) says that if a person is not fully satisfied with the relatedness needs, s/he may switch back to seek satisfaction with the existence needs. The same relationship holds for the growth needs, if a person is not satisfied, s/he will try to find satisfaction with a relatedness need, which is a step lower. It is the concept which permits a person to seek fulfillment of more real needs if abstract needs are not satisfied.

4. Previous Research on Job Satisfaction

Research on job satisfaction has been conducted to investigate the level of job satisfaction and its relevant factors.

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

Intaphase (2007) studied the relationship between job satisfaction and job change of the employees of Sahapathanapibul PLC. and Unilever Thai Holdings Co., Ltd. The data were collected from 280 entry-level officers of both companies to investigate the level of job satisfaction and the intention to job change. A Questionnaire was used to gather data. Statistics for data analysis were percentage, means, standard deviation, one-way ANOVA, t-test and Pearson product-moment correlation coefficient. The results indicated that job satisfaction of the employees was at a moderate level and the intention to job change was at a low level. The differences in gender and education level affecting job satisfaction were at the statistical significant level of .05 and 3. There was a negative

relationship ($r = -.239$) between job satisfaction and the intention to job change at a statistical significant level of .05.

Also in the same year, Prompoon (2007) conducted a survey of medical representatives' job satisfaction in Boehringer Ingelheim (Thai) Ltd. Company. The purpose was to identify which factors based on Herzberg (1987)'s two-factor theory influenced their job satisfaction levels the most. The data were collected by means of a questionnaire which was distributed to 55 medical representatives. The results of the study indicated that the medical representatives were *somewhat satisfied* with their jobs based primarily on three strong motivator factors: *responsibility*, *recognition* and *the work itself*. Two hygiene factors, *interpersonal relations* and *supervision*, contributed importantly to the prevention of job dissatisfaction. Respondents were least satisfied in the area of *salary*.

Another interesting study was carried out by Janus and others (2008). The researchers studied how work-related monetary and non-monetary factors affected physicians' job satisfaction at three academic medical centers in Germany and the United States and what insights from a cross-national study were. Two countries whose health care systems differed experienced similar problems in maintaining their physician workforce. The investigators used descriptive statistics and correlation analyses to evaluate physicians' responses to a self-administered questionnaire. The study revealed that German physician respondents were overall less satisfied than the American counterparts. In both countries, participation in decision making that might affect physicians' work was an important correlation of satisfaction. In Germany, other important factors were opportunities for continuing education, job security, extent of administrative work, relationships with colleagues, and access to specialized technology. In the American sample group, job security, financial incentives, interaction with

colleagues and cooperative working relationships with colleagues and management were important predictors of overall job satisfaction.

In summary, studies on job satisfaction have applied various methods and theories. Most studies tend to use a questionnaire as a tool to survey staff's job satisfaction level. Previous studies mainly gave suggestions on developing company policies and management strategies to improve employee's job satisfaction.

CHAPTER 3

METHODOLOGY

This chapter presents information about the research participants, research tool as well as data collection and data analysis procedures.

Participants

The participants of the research were all the 112 sales staff members working for BJC Healthcare Co., Ltd. in 2009, comprising medical sales representatives, technical imaging sales representatives and hospital equipment sales representatives. This was possible because the researcher is an employee of Berli Jucker and received full cooperation from the sales staff in responding to the questionnaire.

The demographic data disclosed that 40.2% of the participants were male while 59.8% were female. 46.4% of the participants had an age range of 31-40. In addition, 83.9% of the participants were bachelor's degree holders and lastly, 65.2% of them had been working for the company for 5 years or less.

Research Tool

A questionnaire was used as a research tool in collecting the data of the study. The content of the questionnaire was based on Herzberg (1966)'s two-factor theory. To ensure content validity, the researcher asked for comments and suggestions from the research advisor. Then, two specialists, who are the executive vice president of BJC Healthcare Company Limited and a senior lecturer at Srinakarinwirot University, were requested for advice and recommendations on the content and design of the questionnaire. The questionnaire was prepared in English (see Appendix A) and subsequently translated

into Thai for convenience of the Thai research participants (see Appendix B). The final draft of the two sets of questionnaires, both Thai and English, were rechecked by the research advisor and the company specialist before it was used as a tool for this study.

The questionnaire was divided into three parts:

Part I: Demographic Information

The question part comprised four closed questions, with a purpose to draw the profile of the respondents. The demographic data pertained to gender, age, education level, and years of work experience within the BJC Group.

Part II: Job Satisfaction Levels

Job satisfaction among sales staff was measured by questions based on Herzberg (1966)'s two-factor theory. The theory focuses on both the motivator factors comprising responsibility, recognition, promotion, achievement and intrinsic aspects of the job and the hygiene factors comprising supervision, salary, work environment, personal life and job security, company's policy and administration as well as relationships with colleagues.

There were three statements on each of the 10 mentioned factors distributed throughout the questionnaire (see Appendix C). The reason for not grouping the three statements of each factor together was to ensure that the respondents gave concrete information since it was possible that they would have less of tendency to remember what they have answered earlier. It was also to double check that the respondents were consistent in their opinions. For the same aforementioned reason, to make sure that the participants provided consistent and concrete data, the questionnaire included a mixture of positive and negative items. Each individual' total scores of the negative items were reversed before computing so that the high scores on the results reflected relatively high levels of the attributes being measured by the questionnaire. Reverse-scoring of the

negative items ensured that all of the items which were originally negative items were consistent with the positive items in terms of the implication of the participants' opinions of agreement and disagreement.

The participants were asked to react to the questions in terms of their degree of satisfaction. A five-step Likert scale ("Likert scale," 2009) was utilized in this study. The format of a five-step Likert scale was "Strongly agree" (5), "Agree" (4), "Undecided" (3), "Disagree" (2), and "Strongly disagree" (1).

Part III: Other Factors Affecting Job Satisfaction

At the end of the questionnaire, the research participants were encouraged to answer two open-ended questions for more data for the study. The two questions were about the participants' most satisfying and most dissatisfying part of their job.

Data Collection

The procedures for data collection were as follows:

1. The questionnaire together with a reply envelope was distributed to all sales staff, who were the research participants, on July 27, 2009 when a sales monthly meeting was held.
2. In the meeting, the researcher asked for permission from the management to explain to all the participants about the purpose of this study and asked for their cooperation in answering the questionnaire.
3. The respondents were given two days to complete the questionnaire and return the questionnaire to the business unit manager by July 29, 2009, two days after the sales monthly meeting had taken place.
4. The business unit manager gathered all return of the copies of the questionnaire and forwarded to the researcher.

5. All the returned copied of the questionnaire were used as research data. To validate the research results, at least 80% of the questionnaires were expected to return the questionnaire.

It was made clear to the respondents that the answers to the questionnaire were used for this study only and would not have an impact on their job.

Data Analysis Procedures

The data collected from the questionnaires were analyzed. The five-step Likert scales of the questionnaire were determined as follows:

<u>Interval Scale</u>	<u>Level of Agreement/Disagreement</u>	<u>Satisfaction Level</u>
4.21 - 5.00	Strongly agreed	Very satisfied
3.41 – 4.20	Agreed	Somewhat satisfied
2.61 – 3.40	Undecided	Neutral
1.81 – 2.60	Disagreed	Somewhat dissatisfied
1.00 – 1.80	Strongly disagreed	Very dissatisfied

The results were calculated in terms of percentages (%) and mean scores ($\bar{x}$). The findings were reported in the form of tables with plausible explanations.

In summary, the participants for this study were 112 sales representatives at BJC Healthcare Company Limited. The research tool was a questionnaire of which content was based on Herzberg (1966)'s two-factor theory. The questionnaire was distributed to all 112 sales representatives when a monthly meeting was held at the end of the month of July, 2009. The data were analyzed in terms of percentage and mean. Plausible explanations were also attempted.

CHAPTER 4

FINDINGS

This chapter reveals the results of the data analysis. The answers to the two research questions on satisfaction levels of 112 sales staff members to their jobs through the Herzberg's two-factor theory, motivator factors and hygiene factors are presented.

Motivator factors

The findings on the participants' job satisfaction levels in terms of motivator factors (responsibility, recognition, promotion, achievement and intrinsic aspects of the job) are displayed in Tables 2 to 6.

Table 2 Responsibility

Statement	Mean Score	Satisfaction Level
I have a clear idea of my job responsibilities.	4.66	Very satisfied
I feel that I have enough authority to do what is necessary to satisfy my customers.	3.87	Somewhat satisfied
I have freedom to carry out my assignments.	3.98	Somewhat satisfied
Overall Mean	4.17	Somewhat satisfied

Table 2 shows the mean scores of the satisfaction level of the participants in terms of responsibility. The participants were very satisfied ($\bar{x} = 4.66$) since they strongly agreed that they had a clear idea of their job responsibilities. They were

somewhat satisfied ($\bar{x} = 3.98$) since they agreed that they had enough freedom to carry out the assignments and that they felt they had enough authority to do what was necessary to satisfy their customers at the mean scores of 3.98 and 3.87 respectively. The overall mean score of the BJC Healthcare sales staff's satisfaction on their responsibility was at 4.17 (somewhat satisfied).

Table 3 Recognition

Statement	Mean Score	Satisfaction Level
I seldom receive credit for my good work. *	3.14	Neutral
My company regularly gives praises or bonuses to employees for work well done.	3.43	Somewhat Satisfied
My current job offers me an opportunity to excel myself and receive recognition for my work.	3.77	Somewhat Satisfied
Overall Mean	3.45	Somewhat Satisfied

* The negative worded item of which score had been reversed when calculating.

Table 3 indicates the mean score of the satisfaction level of the participants in terms of recognition. The participants were somewhat satisfied ($\bar{x} = 3.77$) since they agreed that their current job offered them an opportunity to excel themselves, and they received recognition for their work. They also were somewhat satisfied ($\bar{x} = 3.43$) since they agreed that the company regularly gave praise or bonuses to employees for the work well done. Meanwhile, they felt neutral ($\bar{x} = 3.14$) when asked whether they received

credit for their good work. The overall mean score of the BJC Healthcare sales staff's satisfaction on the recognition factor was at 3.45 (somewhat satisfied).

Table 4 Promotion

Statement	Mean Score	Satisfaction Level
I believe that I have a very little prospect for career advancement at this company. *	3.15	Neutral
Employees believe that they will be considered for promotions when opportunities arise.	3.55	Somewhat satisfied
Employees are given fair chances of promotion at all levels of the organization.	3.34	Neutral
Overall Mean	3.35	Neutral

* The negative worded item of which score had been reversed when calculating.

Table 4 reveals the mean scores of the satisfaction level of the participants in terms of promotion. The participants were somewhat satisfied ($\bar{x} = 3.55$) since they agreed that they would be considered for promotions when opportunities arose. Meanwhile, they were neutral or undecided when it came to the issues about the provision of fair chances of promotion at all levels of the organization ($\bar{x} = 3.34$) and about having advancement at this company ($\bar{x} = 3.15$). The overall mean score of the BJC Healthcare sales staff's satisfaction on their promotion factor was at 3.35 (neutral).

Table 5 Achievement

Statement	Mean Score	Satisfaction Level
I feel my job is challenging.	4.23	Very satisfied
I am seldom proud of the work I do.*	3.96	Somewhat satisfied
I believe the company helps me prepare for future challenges.	3.48	Somewhat satisfied
Overall Mean	3.89	Somewhat satisfied

* The negative worded item of which score had been reversed when calculating.

Table 5 reports the mean scores of the satisfaction level of the participants in terms of achievement. The participants felt very satisfied ($\bar{x} = 4.23$) with their job and thought that their job was challenging. They felt somewhat satisfied when asked if they were seldom proud of the work they did and if the company helped them prepare for future challenges at the mean scores of 3.96 and 3.48 respectively. The overall mean score of the BJC Healthcare sales staff's satisfaction on their achievement was at 3.89 (somewhat satisfied).

Table 6 Intrinsic aspects of the job

Statement	Mean Score	Satisfaction Level
I feel that my personality suits my work.	4.16	Somewhat satisfied
I believe all the assigned tasks are important.	4.23	Very satisfied

Table 6 (continued)

Statement	Mean Score	Satisfaction Level
I never feel bored with my work.*	2.50	Somewhat dissatisfied
Overall Mean	3.63	Somewhat satisfied

* The negative worded item of which score had been reversed when calculating.

Table 6 displays the mean scores of the satisfaction level of the participants in terms of the intrinsic aspects of the job. The participants felt very satisfied ($\bar{x} = 4.23$) and strongly agreed that all the assigned tasks were important. They also felt somewhat satisfied ($\bar{x} = 4.16$) and agreed that their personality suits their work. However, they were somewhat dissatisfied ($\bar{x} = 2.50$) or disagreed with the idea that they never felt bored with their work. The overall mean score of the BJC Healthcare sales staff's satisfaction on the intrinsic aspects of the job was at 3.63 (somewhat satisfied).

Hygiene Factors

The findings on the participants' job satisfaction levels in terms of the hygiene factors (supervision, salary and remuneration, work environment, personal life and job security, company policy and administration and relationship with colleagues) are illustrated in Tables 7 to 11 as follows:

Table 7 Supervision

Statement	Mean Score	Satisfaction Level
My supervisor helps me improve my job performance.	3.72	Somewhat Satisfied
My supervisor is equally fair to all staff.	3.43	Somewhat Satisfied
I believe my supervisor is qualified for his/her position.	3.69	Somewhat Satisfied
Overall Mean	3.61	Somewhat Satisfied

Table 7 indicates the mean scores of the satisfaction level of the participants in terms of supervision. The findings revealed that the participants felt somewhat satisfied when asked if the supervisor helped them improve their job performance, if their supervisor was qualified for the position and if their supervisor was equally fair to all staff at the mean scores of 3.72, 3.69 and 3.43 respectively. The overall mean score of the BJC Healthcare sales staff's satisfaction on supervision was at 3.61 (somewhat satisfied).

Table 8 Salary and remuneration

Statement	Mean Score	Satisfaction Level
I feel I am paid fairly considering my responsibilities and the amount of work I do.	3.20	Neutral

Table 8 (continued)

Statement	Mean Score	Satisfaction Level
Staff remuneration is clearly linked to job performance.	3.25	Neutral
My company's fringe benefits and policies (providence fund, medical care assistance, mortgage aids, emergency loans, educational fund...) fit my needs.	3.98	Somewhat satisfied
Overall Mean	3.48	Somewhat satisfied

Table 8 reveals the level of the sales staff's job satisfaction in terms of salary and remuneration. The participants felt somewhat satisfied ($\bar{x} = 3.98$) with the company's fringe benefits and relevant policies such as providence fund, medical care assistance, mortgage aids, emergency loans and education fund, etc. However, they felt neutral about the issues that staff remuneration was linked to job performance and about the fair payment considering their responsibilities and the amount of work they did at the mean scores of 3.25 and 3.20 respectively. The overall mean score of the BJC Healthcare sales staff's satisfaction on the salary and remuneration factor was at 3.48 (somewhat satisfied).

Table 9 Work environment, personal life and job security

Statement	Mean Score	Satisfaction Level
Working conditions and facilities are adequate at my company.	3.66	Somewhat satisfied
My job interferes with my personal life. *	3.38	Neutral
My company offers me a good level of job security.	4.03	Somewhat satisfied
Overall Mean	3.69	Neutral

*The negative worded item of which score had been reversed when calculating.

Table 9 demonstrates the mean scores of the satisfaction level of the participants in terms of work environment, personal life and job security factors. The participants were somewhat satisfied with a good level of job security offered by the company and with their working conditions and adequate facilities at their company at the mean scores of 4.03 and 3.66 respectively. However, they were neutral ($\bar{x} = 3.38$) about whether their job interferes with their lives. They were undecided on this matter. The overall mean score of the BJC Healthcare sales staff's satisfaction on their work environment, personal life and job security factors was at 3.69 (neutral).

Table 10 Company policy and administration

Statement	Mean Score	Satisfaction Level
My company always keeps employees informed about matters that concern them.	3.69	Somewhat satisfied
The organizational structure works well and allows me to do my job effectively.	3.58	Somewhat satisfied
I feel that some company policies reduce employee benefits. *	3.43	Somewhat satisfied
Overall Mean	3.57	Somewhat satisfied

* The negative worded item of which score had been reversed when calculating.

Table 10 illustrates the mean scores of the satisfaction level of the participants in terms of company policies and administration. The participants felt somewhat satisfied with all the statements under this topic. They agreed that the company always kept its employees informed about the matters that concerned them, the organizational structure worked well and allowed the employees to do the job effectively and they felt that some company policies reduced employee benefits at the mean scores of 3.69, 3.58 and 3.43 respectively. The overall mean score of the BJC Healthcare sales staff's satisfaction on their company policy and administration factor was at 3.57 (somewhat satisfied).

Table 11 Relationship with colleagues

Statement	Mean Score	Satisfaction Level
Supervisors, peers and subordinates work together in an open and honest manner.	3.46	Somewhat satisfied
There is teamwork and cooperation throughout the company.	3.67	Somewhat satisfied
Employees do not socialize off the job. *	3.09	Neutral
Overall Mean	3.41	Somewhat satisfied

*The negative worded item of which score had been reversed when calculating.

Table 11 shows the mean scores of the satisfaction level of the participants in terms of the relationship with colleagues. The participants felt somewhat satisfied with the teamwork and co-operation throughout the company, as well as with an open and honest manner of the working style of supervisors, peers and subordinates at the mean scores of 3.67 and 3.46 respectively. However, they felt neutral ($\bar{x} = 3.09$) to the comment that employees did not socialize off the job. The overall mean score of the BJC Healthcare sales staff's satisfaction on the relationship with their colleagues was at 3.41 (somewhat satisfied).

Summaries of the overall picture of the motivator factors and hygiene factors are displayed from Tables 12 to 15 below.

Table 12 is a summary of a comparison of the total mean scores of all the ten factors, both the motivator and the hygiene factors.

Table 12 Ranking of all the ten factors with regard to the motivator and the hygiene factors

No.	Factor	Mean Score	Satisfaction Level
1	Responsibility (Motivator factor)	4.17	Somewhat Satisfied
2	Achievement (Motivator factor)	3.89	Somewhat Satisfied
3	Work environment, personal life and job security (Hygiene factor)	3.69	Somewhat Satisfied
4	Intrinsic aspects of the job (Motivator factor)	3.63	Somewhat Satisfied
5	Supervision (Hygiene factor)	3.61	Somewhat Satisfied
6	Company policy and administration (Hygiene factor)	3.57	Somewhat Satisfied
7	Salary and remuneration (Hygiene factor)	3.48	Somewhat Satisfied
8	Recognition (Motivator factor)	3.45	Somewhat Satisfied
9	Relationship with colleagues (Hygiene factor)	3.41	Somewhat Satisfied
10	Promotion (Motivator factor)	3.35	Neutral
Overall Mean		3.63	Somewhat Satisfied

Table 12 illustrates the ranking of the satisfaction levels of the sales staff by comparing the total average scores of all the ten factors with regard to the motivator and the hygiene factors. The findings revealed that the participants were somewhat satisfied with the responsibility factor at the highest level ($\bar{x} = 4.17$) while the promotion factor was ranked the lowest ($\bar{x} = 3.35$). The overall mean score of the participants'

satisfaction with the company both in terms of the motivator factors and hygiene factors was at 3.63 (somewhat satisfied).

A summary of the overall job satisfaction with regard to the motivator factors is illustrated below.

Table 13 Overall motivator factors

Motivator Factor	Mean Score	Satisfaction Level
Responsibility	4.17	Somewhat satisfied
Recognition	3.45	Somewhat satisfied
Promotion	3.35	Neutral
Achievement	3.89	Somewhat satisfied
Intrinsic aspects of the job	3.63	Somewhat satisfied
Overall Mean	3.70	Somewhat satisfied

Table 13 clarifies the overall picture of the five motivator factors based on Herzberg's two-factor theory. The participants were somewhat satisfied with the factors about responsibility ($\bar{x} = 4.17$), followed by achievement ($\bar{x} = 3.89$), the intrinsic aspects of job ($\bar{x} = 3.63$) and recognition ($\bar{x} = 3.45$) respectively. The participants felt neutral ($\bar{x} = 3.35$) only with the promotion factor. The participants did not feel very satisfied or very dissatisfied with any factors. The mean scores of the five motivator factors were slightly different. The overall mean score of the participants' satisfaction with regard to the motivator factor was at 3.70 (somewhat satisfied).

A summary of the overall job satisfactions with regard to the hygiene factors is as follows.

Table 14 Overall hygiene factors

Hygiene Factor	Mean Score	Satisfaction Level
Supervision	3.61	Somewhat satisfied
Salary and remuneration	3.48	Somewhat satisfied
Work environment, personal life and job security	3.69	Somewhat satisfied
Company policy and administration	3.57	Somewhat satisfied
Relationship with colleagues	3.41	Somewhat satisfied
Overall Mean	3.55	Somewhat satisfied

Table 14 illustrates the overall picture of the five hygiene factors based on Herzberg's two-factor theory. The participants were somewhat satisfied with all the hygiene factors at the following sequence of satisfaction: the work environment, personal life and job security with in this company; supervision; company policies and administration; salary and remuneration; and relationship with colleagues at the mean scores of 3.69, 3.61, 3.57, 3.48 and 3.41 respectively. The overall mean score of the participants' satisfaction level with regard to the hygiene factor was at 3.55 (somewhat satisfied).

The following table reveals a comparison of job satisfaction levels between the motivator factors and the hygiene factors of the 112 sales staff who were working in BJC Healthcare Co., Ltd.

Table 15 The comparison between the motivator factors and the hygiene factors

Factor	Mean Score	Satisfaction Level
Motivator factors	3.70	Somewhat satisfied
Hygiene factors	3.55	Somewhat satisfied
Overall Mean	3.63	Somewhat satisfied

Table 15 shows the comparison of the overall mean job satisfaction level of the 112 sales staff between the motivator factors and the hygiene factors. The participants were slightly more satisfied with the motivator factors than the hygiene factors with a difference in the mean score of 0.15. The overall mean score of the sales staff's satisfaction was at 3.63 (somewhat satisfied).

In summary, the research participants' job satisfaction level in terms of the motivator factors and the hygiene factors were illustrated. The participants were slightly more satisfied with the motivator factors than the hygiene factors. The highest level of satisfaction with regard to the motivator factors was the responsibility factor. The participants were somewhat satisfied at the mean score of 4.17. Meanwhile, the highest level of satisfaction with regard to the hygiene factors was with the work environment, personal life and job security. The participants were somewhat satisfied at the mean score of 3.69

Other Factors Affecting Job Satisfaction

In Part III of a questionnaire, the participants were asked to answer two open-ended questions on what they found most satisfying/dissatisfying about their jobs (see Appendix D).

The data obtained revealed that only 33.04% of the participants gave their answers to the questions in this part and indicated a few factors that could increase their levels of job satisfaction. The answers are grouped into the following three areas:

1. Responsibility

The participants felt most satisfied with the responsibility. They felt that they were given responsibility for their jobs and had freedom and power to carry out their assignments.

2. Relationships with colleagues

The participants felt that the relationships with their colleagues were good. The interactions among colleagues were due to development of a sense of warm friendship and good teamwork.

3. Achievement

The participants felt that their job was challenging. In addition, they felt that their job gave them a sense of personal accomplishment.

Conversely, 36.61% of the participants revealed in their answers that there were some factors which could decrease their levels of job satisfaction. They are grouped into three areas as follows:

1. Company's policy and administration

The participants felt that they were not clear about the definition of responsibilities and organization structure. They also felt that some processes were complicated and time consuming resulting in a delay in administration.

2. Remuneration

The participants felt that the indirect income such as commission, travelling allowance received were not adequate for the job they had done.

3. Supervision

The participants felt that they did not receive fair performance appraisal and their supervisors did not give them enough recognition.

In conclusion, the opinions expressed by the respondents' comments on what they considered sources of job satisfaction/ dissatisfaction were related to all the motivator factors and hygiene factors, both positively and negatively. The factors that helped increase job satisfaction of the BJC Healthcare sales staff were responsibility, relationships with colleagues and achievement, while the factors decreasing their satisfaction were the company policy and administration, remuneration and supervision.

CHAPTER 5

CONCLUSIONS AND DISCUSSION

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

Conclusions

This study was undertaken because the researcher has been interested in examining the attitude of the BJC Healthcare sales staff towards their job satisfaction. According to the data from the human resource department, from 2006 to 2008, approximately 10% of the sales staff left the company each year and the trend of sales staff turnover within BJC Healthcare was rather high. Therefore, the purpose of this study was to find out the attitudes of the 112 sales staff towards their job. The significance of the study would be beneficial to the management to apply as guidelines for developing and maintaining job satisfaction in order to attract and retrain quality staff within the company.

The study was conducted in July 2009. Two research questions were explored. The first question looked at in general, what were the satisfaction levels of the sales staff with their jobs. The second, the factors that cause the most satisfaction or dissatisfaction of the sales staff with their jobs were investigated. The questionnaire distributed for the survey was divided into three parts. Part I and Part II were in a closed-ended question form while Part III was in an open-ended question form. The first part gathered the demographic information such as gender, age, education level and years of employment with the BJC group; the second part gathered the data of the job satisfaction levels, and the last part, gathered the other factors affecting the participants' job satisfaction. The

survey was based on comprehensive information of ten factors from the Herzberg (1966)'s two-factor theory as the theoretical framework to assess overall job satisfaction. The ten factors included responsibility; recognition; promotion; achievement; intrinsic aspects of the job; supervision; salary and remuneration; work environment, personal life and job security; company policy and administration and relationship with colleagues. The questionnaire was approved by the project advisor and two specialists adjusted and used with a population of 112 sales staff working for BJC Healthcare Co., Ltd.

The findings of this study showed positive results of the overall satisfaction levels of the sales staff at BJC Healthcare Co., Ltd on the overall ten factors. The participants felt somewhat satisfied with their job (see Table 12 in Chapter 4).

Of all the ten factors, it was found that the most significant factor connected to the sales staff's overall job satisfaction was the responsibility factor which was categorized as "somewhat satisfied" ($\bar{x} = 4.17$). The participants felt somewhat satisfied with the following factors of which mean scores ranged from 3.89 to 3.35: the achievement ($\bar{x} = 3.89$), work environment, personal life and job security ($\bar{x} = 3.69$), intrinsic aspects of the job ($\bar{x} = 3.63$), supervision ($\bar{x} = 3.61$), company policy and administration ($\bar{x} = 3.57$), salary and remuneration ($\bar{x} = 3.48$), recognition ($\bar{x} = 3.45$), and relationship with colleagues ($\bar{x} = 3.41$). The least satisfying factor which the research participants felt neutral ($\bar{x} = 3.35$) was the promotion factor.

When analyzing only the motivator factors, it was found that the 112 sales staff felt most satisfied with their responsibility and felt least satisfied with their promotion (see Table 13 in Chapter 4).

On the other hand, with the hygiene factors, all the 112 sales staff felt most satisfied with their work environment, personal life and job security factor and felt least satisfied with their relationship with colleagues (see Table 14 in Chapter 4).

Discussion

From the study, the 112 sales staff at BJC Healthcare Co., Ltd. felt most satisfied with the motivator factors which were related to the job content, resulting in job satisfaction and motivation. As illustrated in Table 12 in Chapter 4, the participants thought that the responsibility factor was the most important for them with the mean score of 4.17. It can possibly be assumed that they had freedom and power to carry out their job. The findings are also consistent with the indication of a survey of medical representatives at Boehringer Ingelheim (Thailand) Ltd., of which business was similar to BJC Healthcare Co., Ltd. (Prompoon, 2007).

Regarding the responsibility factor, it is possible that the 112 sales staff felt good about their jobs. When they assumed the responsibilities, they utilized their skills and fully contributed to the company and customers. The responsibility factor was highly rated by the sales staff in this study, and this is ascertained by Herzberg (1966) who proposes the motivation-hygiene theory. Herzberg says that the motivator factor produces job satisfaction and motivates employees to deliver a high job performance.

However, the results of this study were not the same as those of Homchan (2006), who found that the warehouse employees at DHL Logistics (Thailand) were most satisfied with their “supervisors and co-workers” not the responsibility factor.

“Promotion” ($\bar{x} = 3.35$) fell behind all factors and was considered the least important in terms of sales staff’s job satisfaction as perceived from the study and this is ascertained by Prompoon (2007)’s study of which the results showed that “advancement”

was the factor which reflected the least degree of job satisfaction. Promotion is related to advancement in career path (Herzberg 1966). It can possibly be assumed that the sales staff thought that their career advancement was very important and this factor was a high priority for job satisfaction.

Subsequently, the results showed that the 112 sales staff's attitude towards achievement was at high level, at the mean score of 3.89. The achievement factor was ranked second to the responsibility factor. The achievement resulted from the staff's responsibility and indicated that their abilities and their role to their organization's overall success increased their sense of the achievement.

The factors of which mean scores ranged from 3.69 - 3.61 (somewhat satisfied), are considered the top five satisfactory factors for the 112 sales staff. They are work environment, personal life and job security ($\bar{x} = 3.69$), intrinsic aspects of the job ($\bar{x} = 3.63$) and supervision ($\bar{x} = 3.61$).

The findings also showed that the participants rated the five least satisfying factors which might be observed as areas of relative weakness. Three of the five factors were: "company policy and administration" ($\bar{x} = 3.57$), "salary and remuneration" ($\bar{x} = 3.48$), and "relationship with colleagues" ($\bar{x} = 3.41$). All of these do not directly produce job satisfaction, but good adjustments could contribute to the prevention of job dissatisfaction. These three factors are related to the company's management systems, open communication and good governance. The fourth and the fifth factors were "recognition" ($\bar{x} = 3.45$) and "promotion" ($\bar{x} = 3.35$). These two factors belong to the category of the motivator factor. It is the factor that could motivate sales staff to have job satisfaction.

Finally, the study found that the participants who were 112 sales staff of BJC Healthcare Co., Ltd. were most satisfied with their jobs based primarily on two strong factors: “responsibility” and “achievement.” No significant factor that affected the participants’ job satisfaction was found.

Applications

This research was meant to help readers who were interested in job satisfaction of sales staff and wanted to observe factors that influenced the satisfaction level of the employees develop positive attitudes towards their jobs.

From the study, the researcher found both strengths and weaknesses that influenced the sales staff members’ job satisfaction at BJC Healthcare Co., Ltd. The information gained is worth for the company to take into account.

Since the responsibility and achievement factors showed the highest satisfactory level in the opinion of participants who were the sales staff members, the management could maintain the employees at a high level by offering them intangible and cost-effective benefits such as giving them recognition, having open communication with them, arranging for them flexible work, trying to make them motivated and satisfied with their work and educating them on the benefits available to them. The management and supervisor need to show acknowledgement of the sales staff’s achievement such as an announcement of “the sales person of the month.” If the company is not aware of the skills of their sales staff or fails to utilize them, the company may risk losing some of the most talented and valuable staff.

Promotion was the factors found at the lowest satisfactory level in the sales staff member’s opinion, to encourage an organizational commitment, it is necessary that the management continuously maintain motivating the sales staff, setting the standards for

succession planning, showing them that there are prospects for career advancement at this company and giving them fair chances of promotion at all levels of the organization. They should encourage the sales staff in the belief that they will be considered for promotions when opportunities arise, and when the company reaches the targeted revenue.

Additionally, to maintain the sales staff's job satisfaction, the management should consider the significance of those motivation and hygiene factors since these factors influence the job satisfaction of the sales staff. The management will need to regularly and consistently improve the company policies to strengthen the positive attitude at work of the sales staff.

Limitations of the study

Limitations of the study are as follows:

1. The study was limited to a specific group of participants; only sales staff at BJC Healthcare Co., Ltd was included in this study and it was mainly focused on the sales staff's attitudes toward their job. Thus, the results of this study may not represent the overall job attitudes of all the employees who work for BJC Healthcare Co., Ltd. and other divisions of Berli Jucker Public Company Limited group.
2. This study contributed to a conceptual model of the Herzberg's two-factor theory in the questionnaire and only ten factors from the theory which fit the environment of the participants were applied in the study. The results of the study might be different if other theories were applied.

Recommendations for further studies

Based on the findings, the following areas for further studies are recommended:

1. Further studies should include the support staff and the management of BJC Healthcare Co., Ltd. in order to identify differences and similarities in job satisfaction and to effectively generalize the overall commitment of the organization
2. In further studies, sales staff members who are working in other business areas within the Berli Jucker Group should be included to compare the level of job satisfaction. The results would be useful for the organization to examine the differences and similarities of the job satisfaction level.

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APPENDICES

Appendix A

Questionnaire

This questionnaire is designed for a research project for a Master of Arts Degree 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 confidentially. Thank you very much for your kind cooperation.

Part I: Demographic information

Please mark “x” by the answers that best describes you.

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
 - ☐ Lower than a Bachelor's degree
 - ☐ Bachelor's degree
 - ☐ Master's degree or higher

4. Years of employment in the BJC Group
 - ☐ 5 years or less
 - ☐ 6-10 years
 - ☐ 11-15 years
 - ☐ More than 15 years

Part II: Job satisfaction levels

Please indicate your level of agreement or disagreement with each of the following statements by placing “x” in the appropriate box. Choose only one box.

		Strongly agree (5)	Agree (4)	Undecided (3)	Disagree (2)	Strongly disagree (1)
1	I have a clear idea of my job responsibilities.					
2	I seldom receive credit for my good work.					
3	I believe that I have a very little prospect for career advancement at this company.					
4	I feel my job is challenging.					
5	I feel that my personality suits my work.					
6	My supervisor helps me improve my job performance.					
7	I feel I am paid fairly considering my responsibilities and the amount of work I do.					
8	Working conditions and facilities are adequate at my company.					
9	My company always keeps employees informed about matters that concern them.					
10	Supervisors, peers and subordinates work together in an open and honest manner.					
11	I feel that I have enough authority to do what is necessary to satisfy my customers.					
12	My company regularly gives praise or bonuses to employees for work well done.					
13	Employees believe that they will be considered for promotions when opportunities arise.					
14	I am seldom proud of the work I do.					
15	I believe all the assigned tasks are important.					
16	My supervisor is equally fair to all staff.					
17	Staff remuneration is clearly linked to job performance.					
18	My job interferes with my personal life.					

		Strongly agree (5)	Agree (4)	Undecided (3)	Disagree (2)	Strongly disagree (1)
19	The organizational structure works well and allows me to do my job effectively.					
20	There are teamwork and cooperation throughout the company.					
21	I have freedom to carry out my assignments.					
22	My current job offers me an opportunity to excel myself and receive recognition for my work.					
23	Employees are given fair chances of promotion at all levels of the organization.					
24	I believe the company helps me prepare for future challenges.					
25	I never feel bored with my work.					
26	I believe my supervisor is qualified for his/her position.					
27	My company's fringe benefits and policies (providence fund, medical care assistance, mortgage aids, emergency loans, educational fund...) fit my needs.					
28	My company offers me a good level of job security.					
29	I feel that some company policies reduce employee benefits.					
30	Employees do not socialize off the job.					

Part III: Other factors affecting job satisfaction

1) What is the most satisfying part of your job?

2) What is the most dissatisfying part of your job?

Appendix B

แบบสอบถาม

การทำแบบสอบถามนี้ เป็นส่วนหนึ่งของหลักสูตรศิลปศาสตรมหาบัณฑิต สาขาวิชาภาษาอังกฤษ
ธุรกิจเพื่อการสื่อสารนานาชาติ มหาวิทยาลัยศรีนครินทรวิโรฒ ผู้วิจัยขอขอบคุณในความร่วมมือของ
ท่านและขอให้ท่านมั่นใจว่าข้อมูลที่ท่านให้จะใช้เพื่อการศึกษาวิจัยเท่านั้นและจะเป็นความลับ

ตอนที่ 1: ข้อมูลส่วนบุคคล

คำชี้แจง: กรุณาทำเครื่องหมาย x ลงในช่องที่ตรงกับความเป็นจริงของท่านมากที่สุด

5. เพศ

☐ ชาย

☐ หญิง

6. อายุ

☐ 25 ปีหรือ น้อยกว่า

☐ 26-30 ปี

☐ 31-40 ปี

☐ มากกว่า 40 ปี

7. ระดับการศึกษา

☐ ต่ำกว่าปริญญาตรี

☐ ปริญญาตรี

☐ ปริญญาโท หรือมากกว่า

8. ระยะเวลาในการทำงานในเครือบริษัทเบอร์ลี่ ยุคเกอร์ จำกัด มหาชน

☐ 5 ปีหรือ น้อยกว่า

☐ 6-10 ปี

☐ 11-15 ปี

☐ มากกว่า 15 ปี

ตอนที่ 2: ระดับความพึงพอใจที่มีต่องาน

โปรดกาเครื่องหมาย x ลงในช่องที่สะท้อนระดับความคิดเห็นของท่านในการทำงาน เพียงหนึ่งช่อง เท่านั้น

ข้อ		เห็น ด้วย อย่าง ยิ่ง (5)	เห็น ด้วย (4)	ไม่ แน่ใจ (3)	ไม่ เห็น ด้วย (2)	ไม่ เห็น ด้วย อย่าง ยิ่ง (1)
1	ข้าพเจ้าตระหนักเรื่องความรับผิดชอบในหน้าที่การงานของข้าพเจ้าเป็นอย่างดี					
2	ผู้บังคับบัญชาไม่ค่อยเห็นคุณค่าของข้าพเจ้าเมื่อข้าพเจ้าทำงานได้ดี					
3	ข้าพเจ้าเชื่อว่ามีโอกาสค่อนข้างน้อยที่จะมีความเจริญก้าวหน้าในอาชีพในบริษัทนี้					
4	ข้าพเจ้าคิดว่างานของข้าพเจ้าเป็นงานที่ทำท่าย					
5	ข้าพเจ้าคิดว่าข้าพเจ้ามีบุคลิกลักษณะที่เหมาะสมกับงานที่ทำอยู่					
6	ผู้บังคับบัญชาโดยตรงของข้าพเจ้าช่วยส่งเสริมความสามารถในการทำงานของข้าพเจ้า					
7	ข้าพเจ้าคิดว่าได้รับค่าตอบแทนยุติธรรมเทียบกับงานที่รับผิดชอบ และปริมาณงานที่ทำอยู่					
8	บริษัทของข้าพเจ้ามีสภาพแวดล้อม และเครื่องอำนวยความสะดวกที่ดีพอ					
9	บริษัทแจ้งให้พนักงานรับรู้ถึงเรื่องเหตุการณ์ต่างๆ ที่เกี่ยวกับพนักงานเสมอ					
10	ผู้บังคับบัญชาโดยตรง เพื่อนร่วมงาน และลูกน้องทำงานร่วมกันด้วยท่าทีที่เปิดเผยและจริงใจต่อกัน					
11	ข้าพเจ้าคิดว่าข้าพเจ้ามีอำนาจเพียงพอเพื่อการให้บริการที่ดีแก่ลูกค้า					
12	บริษัทให้การยกย่องชมเชยและให้ค่าตอบแทนแก่พนักงานที่ทำงานดีเสมอ					

ข้อ		เห็น ด้วย อย่าง ยิ่ง (5)	เห็น ด้วย (4)	ไม่ แน่ใจ (3)	ไม่ เห็น ด้วย (2)	ไม่ เห็น ด้วย อย่าง ยิ่ง (1)
13	พนักงานเชื่อว่าจะได้รับการพิจารณาเลื่อนขั้นเมื่อมี โอกาสที่เหมาะสม					
14	ข้าพเจ้ารู้สึกไม่ค่อยภูมิใจในงานที่ทำ					
15	ข้าพเจ้าเชื่อว่างานทุกงานที่ข้าพเจ้าทำมีความสำคัญ					
16	ผู้บังคับบัญชาโดยตรงของข้าพเจ้ามีความยุติธรรม และเสมอภาคต่อพนักงานทุกคน					
17	การจ่ายค่าตอบแทนให้พนักงานมีความเหมาะสมกับ ความสามารถของพนักงาน					
18	งานของข้าพเจ้าเบียดเบียนเวลาส่วนตัวของข้าพเจ้า					
19	บริษัทมีโครงสร้างของการทำงานที่ดีและเอื้ออำนวย ให้ข้าพเจ้าปฏิบัติงานอย่างมีประสิทธิภาพ					
20	พนักงานของบริษัทนี้ทำงานเป็นทีมและให้ความ ร่วมมือในการทำงาน					
21	ข้าพเจ้ามีอิสระในการดำเนินงานตามที่ได้รับ มอบหมาย					
22	งานที่ข้าพเจ้าทำอยู่เปิดโอกาสให้ข้าพเจ้าแสดง ความสามารถเต็มที่และบริษัทเห็นคุณค่าของงานที่ ข้าพเจ้าทำ					
23	การพิจารณาเลื่อนขั้นของพนักงานทุกระดับในองค์กร เป็นไปอย่างยุติธรรม					
24	ข้าพเจ้าเชื่อว่าบริษัทช่วยเตรียมความพร้อมให้ ข้าพเจ้าสำหรับงานที่ท้าทายในอนาคต					
25	ข้าพเจ้าไม่เคยรู้สึกเบื่อหน่ายกับงานที่ทำ					
26	ข้าพเจ้าเชื่อว่าผู้บังคับบัญชาโดยตรงของข้าพเจ้า มีคุณสมบัติเหมาะสมกับตำแหน่ง					

ข้อ		เห็น ด้วย อย่าง ยิ่ง	เห็น ด้วย	ไม่ แน่ใจ	ไม่ เห็น ด้วย	ไม่ เห็น ด้วย อย่าง ยิ่ง
		(5)	(4)	(3)	(2)	(1)
27	ข้าพเจ้าคิดว่านโยบายและเงินสวัสดิการจากบริษัทมีความเหมาะสมแล้ว (เช่น กองทุนสำรองเลี้ยงชีพ ค่ารักษาพยาบาลตนเอง เงินกู้ซื้อบ้าน เงินกู้ฉุกเฉิน และทุนการศึกษาสำหรับบุตร เป็นต้น)					
28	บริษัทข้าพเจ้าให้ความมั่นคงในการทำงานดี					
29	ข้าพเจ้ารู้สึกว่าคุณนโยบายบริษัทบางประการทำให้ผลประโยชน์ของพนักงานลดลง					
30	พนักงานไม่ค่อยร่วมสร้างสรรค์กันนอกเวลางาน					

ตอนที่ 3: ปัจจัยอื่นที่มีผลต่อความพึงพอใจในการทำงาน

3) ท่านพึงพอใจอะไรมากที่สุดในการทำงาน

4) ท่านไม่พึงพอใจอะไรมากที่สุดในการทำงาน

Appendix C

Questionnaire: Item Specifications

The motivator factor statements are indicated in the regular font and the hygiene factor statements in the italic font.

	Motivator Factors	Hygiene Factors					
			Strongly agree (5)	Agree (4)	Undecided (3)	Disagree (2)	Strongly disagree (1)
1	I have a clear idea of my job responsibilities.	Responsibility					
2	I seldom receive credit for my good work.	Recognition					
3	I believe that I have a very little prospect for career advancement at this company.	Promotion					
4	I feel my job is challenging.	Achievement					
5	I feel that my personality suits my work.	Intrinsic aspects of the job					
6	<i>My supervisor helps me improve my job performance.</i>	<i>Supervision</i>					
7	<i>I feel I am paid fairly considering my responsibilities and the amount of work I do.</i>	<i>Salary & Remuneration</i>					
8	<i>Working conditions and facilities are adequate at my company.</i>	<i>Work environment, personal life and job security</i>					
9	<i>My company always keeps employees informed about matters that concern them.</i>	<i>Company policy and administration</i>					
10	<i>Supervisors, peers and subordinates work together in an open and honest manner.</i>	<i>Relationship with colleagues</i>					
11	I feel that I have enough authority to do what is necessary to satisfy my customers.	Responsibility					
12	My company regularly gives praise or bonuses to employees for work well done.	Recognition					
13	Employees believe that they will be considered for promotions when opportunities arise.	Promotion					
14	I am seldom proud of the work I do.	Achievement					
15	I believe all the assigned tasks are important.	Intrinsic aspects of the job					

		Strongly agree (5)	Agree (4)	Undecided (3)	Disagree (2)	Strongly disagree (1)
16	<i>My supervisor is equally fair to all staff.</i>	Supervision				
17	<i>Staff remuneration is clearly linked to job performance.</i>	Salary & remuneration				
18	<i>My job interferes with my personal life.</i>	Work environment, personal life and job security				
19	<i>The organizational structure works well and allows me to do my job effectively.</i>	Company policy and administration				
20	<i>There are teamwork and cooperation throughout the company.</i>	Relationships with colleagues				
21	<i>I have freedom to carry out my assignments.</i>	Responsibility				
22	<i>My current job offers me an opportunity to excel myself and receive recognition for my work.</i>	Recognition				
23	<i>Employees are given fair chances of promotion at all levels of the organization.</i>	Promotion				
24	<i>I believe the company helps me prepare for future challenges.</i>	Achievement				
25	<i>I never feel bored with my work.</i>	Intrinsic aspects of the job				
26	<i>I believe my supervisor is qualified for his/her position.</i>	Supervision				
27	<i>My company's fringe benefits and policies (providence fund, medical care assistance, mortgage aids, emergency loans, educational fund...) fit my needs.</i>	Salary & Remuneration				
28	<i>My company offers me a good level of job security.</i>	Work environment, personal life and job security				
29	<i>I feel that some company policies reduce employee benefits.</i>	Company policy and administrative				
30	<i>Employees do not socialize off the job.</i>	Relationships with colleagues				

Appendix D Open-ended Questions

Other Factors Affecting Job Satisfaction

A summary of factors that cause job satisfaction

Factors	Participants	%
Responsibility	18	16.07
Relationship with colleagues	15	13.39
Achievement	4	3.57
No answer	75	66.96
Total	112	100

A summary of factors that cause job dissatisfaction

Factors	Participants	%
Company policy and administration	18	16.07
Salary and remuneration	16	14.29
Supervision	7	6.25
No answer	71	63.39
Total	112	100

VITAE

VITAE

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