

A SURVEY OF EMPLOYEE JOB SATISFACTION: A CASE OF A PRIVATE
CONSTRUCTION ENTERPRISE IN THAILAND

A MASTER'S PROJECT
BY
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Presented in Partial Fulfillment of the Requirements for the Master of Arts Degree in
Business English for International Communication
at Srinakharinwirot University
February 2007
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AN ABSTRACT
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This research project explored the level of job satisfaction among employees of a private construction enterprise in Thailand. The objectives of the study were (1) to examine the level of employee job satisfaction in six factors (pay, work itself, promotion opportunities, supervision, work group, and working conditions) and (2) to correlate the overall dimensions of the employee job satisfaction based on the employees' income. The instrument employed in gathering data was a set of questionnaires distributed to all 220 permanent employees of the company and the return rate was 40%.

The results revealed that the employees had low job satisfaction in all areas. Of the six dimensions of job satisfaction, their effective evaluation on the work itself and the work group tended to be neutral. They were dissatisfied with the supervision and the working conditions. They were very dissatisfied with the pay and the promotion opportunities. Another finding revealed that the five factors of pay, promotion opportunities, work itself, supervision and working conditions correlated to the employee group's income: the high income group was more satisfied than the low income group. However, the work group factor produced the opposite result.

การสำรวจความพึงพอใจในการทำงานของพนักงานบริษัท ก่อสร้างเอกชนแห่งหนึ่ง
ในประเทศไทย

บทคัดย่อ
ของ
เชาวลิต ชันระวีชิต

เสนอต่อบัณฑิตวิทยาลัย มหาวิทยาลัยศรีนครินทรวิโรฒ เพื่อเป็นส่วนหนึ่งของการศึกษาตาม
หลักสูตรปริญญาศิลปศาสตรมหาบัณฑิต สาขาวิชาภาษาอังกฤษธุรกิจเพื่อการสื่อสารนานาชาติ
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สารนิพนธ์ฉบับนี้มีจุดมุ่งหมายเพื่อสำรวจความพึงพอใจของพนักงานในบริษัท ก่อสร้าง
เอกชนแห่งหนึ่ง ในประเทศไทย โดยมีวัตถุประสงค์หลัก 2 ประการคือ (1) ทหาระดับความพึงพอใจ
ในการทำงานของพนักงานโดยอาศัยปัจจัยที่มีผลกระทบต่อความพึงพอใจในการทำงาน 6 ลักษณะ
อันประกอบด้วย ผลตอบแทน, งานที่ทำอยู่, โอกาสก้าวหน้าในการทำงาน, ผู้บังคับบัญชา, เพื่อน
ร่วมงาน, และ สภาพแวดล้อมในการทำงาน และ (2) ทหาความสัมพันธ์ระหว่างความพึงพอใจในการ
ทำงานกับรายได้ วิธีการสำรวจ โดยเก็บรวบรวมข้อมูลด้วยการส่งแบบสอบถามถึงพนักงานของ
บริษัทเป้าหมายจำนวน 220 คน แต่อัตราการตอบกลับจำนวน 40 เปอร์เซ็นต์

ผลการศึกษาพบว่า พนักงานในกลุ่มดังกล่าวมีระดับความพึงพอใจต่ำในทุกลักษณะ
กล่าวคือมีความพึงพอใจระดับปานกลาง ในลักษณะของงานที่ทำอยู่ และเพื่อนร่วมงาน มีความไม่
พอใจในการทำงาน ในลักษณะของผู้บังคับบัญชา และสภาพแวดล้อมในการทำงาน ในขณะที่มี
ความไม่พอใจอย่างมาก ในลักษณะของผลตอบแทน และโอกาสก้าวหน้าในการทำงาน นอกจากนั้น
แล้วยังพบว่าลักษณะของผลตอบแทน, โอกาสก้าวหน้าในการทำงาน, งานที่ทำอยู่, ผู้บังคับบัญชา,
และ สภาพแวดล้อมในการทำงาน มีความสัมพันธ์ไปในทางเดียวกับรายได้ กล่าวคือกลุ่มที่มีรายได้
สูงกว่าจะมีควาระดับความพึงพอใจในการทำงานมากกว่ากลุ่มที่มีรายได้น้อยกว่า แต่ลักษณะของ
เพื่อนร่วมงาน มีความสัมพันธ์ในการตรงกันข้าม

The Master's Project Advisor, Chair of Business English for International Communication Program, 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.

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February ²³....., 2007

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TABLE OF CONTENTS

Chapter		Page
1.	INTRODUCTION	
	Statement of the Problem.....	1
	Purpose of the Study.....	3
	Research Questions	4
	Significance of the Study.....	4
	Scope of the Study	4
	Variables of the Study.....	5
	Definition of Terms	5
2.	REVIEW OF LITERATURE	
	Theories associated with Job Satisfaction.....	7
	General Definition of Job Satisfaction.....	9
	Related Research.....	12
	Conceptual framework of the Study.....	14
3.	METHODOLOGY	
	Type of Study.....	15
	Population and Sample.....	15
	Research Instruments.....	15
	Data Collection and Data Analysis.....	17

TABLE OF CONTENTS (continued)

Chapter		Page
4.	RESEARCH FINDINGS	
	Demographic Data of the respondents.....	19
	Six Job Satisfaction Factors.....	21
	Level of Job Satisfaction among a high income group and a low income group.....	33
	Summary of the results.....	46
5.	CONCLUSIONS AND DISCUSSION	
	Research question 1.....	47
	Research question 2.....	50
	Recommendations for further study.....	52
	BIBLIOGRAPHY.....	53
	APPENDICES	
	APPENDIX I Questionnaire (English Version).....	56
	APPENDIX II Questionnaire (Thai Version).....	60
	VITAE.....	64

LIST OF TABLES

Table		Page
1	Gender and age.....	19
2	Education	20
3	Work experience.....	20
4	Income per month	21
5	Satisfaction with Pay	22
6	Satisfaction with Work Itself	24
7	Satisfaction with Promotion Opportunities.....	25
8	Satisfaction with Supervision	27
9	Satisfaction with Work Group	29
10	Satisfaction with Working Conditions	31
11	Satisfaction with pay for a high income group	34
12	Satisfaction with work itself for a high income group	35
13	Satisfaction with promotion opportunities for a high income group	36
14	Satisfaction with supervision for a high income group	37
15	Satisfaction with work group for a high income group.....	38
16	Satisfaction with working conditions for a high income group	39
17	Satisfaction with pay for a low income group	40
18	Satisfaction with work Itself for a low income group	41
19	Satisfaction with promotion opportunities for a low income group	42
20	Satisfaction with supervision for a low income group	43
21	Satisfaction with work group for a low income group.....	44
22	Satisfaction with working conditions for a low income group.....	45

CHAPTER 1

INTRODUCTION

Statement of the Problem

Every organization wants to see its employees performing at an efficient and effective level and enjoy their working lives in the organization, but how can they (both the organization and employees) achieve this kind of goal?

In many organizations, human resources are regarded as the most important factor which can determine whether an organization can survive. Alfred Marcshall, the renowned world economist, said that the most valuable investment is in human resources (Meemark, 1986).

Generally, a lot of top management and human resource managers have no tools to help them determine their employees' satisfaction. Once the management has been notified about the employees' dissatisfaction on their job, it is too late to retain the dissatisfied employees because they have already made up their minds to leave and have submitted their resignations to search for new jobs.

To get a clear picture of employee turnover, March and Simon (1958) introduced the "Equity Theory". This theory deals with the ability of an organization to offer pay and compensation, both in the form of money and non-money to employees, and in return the employees must generate productivity for the organization. One of the serious factors contributing to employee turnover is job dissatisfaction which causes poor performance in the organization.

Even though organizations know the significance of employees, many organizations overlook their employees' feelings. This leads to an employee turnover in the organization. So, the main contributing factor to a staff turnover problem is the lack of job satisfaction in the organization. Job satisfaction can be conceptualized as an evaluation of a job involving a comparison of an employee's value with what the employee perceives the job as providing (Locke, 1976). According to a survey conducted by the Thai Labour Force Survey (National Statistical Office, 2004), employee turnover was found to be one of the biggest problems and a high employee turnover had an impact on the quality and quantity of production and may affect the continuity of operation and performance in many organizations in Thailand (<http://www.thailabour.org/docs>: online).

Employee turnover is a major problem in any sector including the construction sector in Thailand. Most construction companies have been faced with the problem in recruiting new employees, both white collar and blue collar workers, because the turnover rate is high. Working in construction companies is perceived as having a lower income, more dangerous working conditions and longer working hours than other careers requiring a similar educational background (Piya Putakul, Strategic Planning Manager of V.D. Construction. 20 July 2006: interview). Regarding the time contributed to an organization, it is obvious that people working in construction companies contribute more time than those in other fields. Office hours in construction companies are Monday through Saturday from 8:00 a.m. to 6:00 p.m. (and sometimes on Sunday), whereas, companies in the other sectors are Monday - Friday from 8:30 a.m. to 5:00 p.m. only.

Therefore, a study of job satisfaction for employees working for construction companies was interesting. This study aimed to identify the job satisfaction level and sought a better understanding of the employee behavior in order to provide data to administrators for developing appropriate personnel policies in the future. In order to conduct the study, the researcher used groups of samples from a private construction enterprise as a population to describe the satisfaction level.

Purpose of the Study

This study investigated job satisfaction in terms of employees' overall satisfaction about their present jobs. Job satisfaction factors in this study were based on the framework of six factors (Luthan, 1998) comprising pay, work itself, promotion opportunities, supervision, work group, and working conditions. In addition, the researcher, being in-charge of the company's human resource activities, often received complaints from the employees about the six areas. Therefore, the researcher realized that these six factors significantly affected the participating group and should be the focus of this study.

The following were the purposes of this study:

- To examine the level of employee job satisfaction in the six factors (pay, work itself, promotion opportunities, supervision, work group, and working conditions).
- To compare and correlate the overall and specific dimensions of the company's employee job satisfaction based on the employees' income.

Research Questions

In order to examine the job satisfaction level, the following two research questions were proposed:

1. What is the extent of the job satisfaction level among the private construction enterprise's employees, based on the six job satisfaction factors: pay, work itself, promotion opportunities, supervision, work group, and working conditions?
2. Does income affect the level of job satisfaction among the private construction enterprise's employees?

Significance of the Study

This study would be useful for companies interested in studying employees' job satisfaction. The main expected outcome of this study is to provide basic information about job satisfaction, which management can use to compile data to make policies or plans that concern and fit the employees' satisfaction.

Scope of the Study

The study examined the levels of job satisfaction/dissatisfaction of all 220 permanent employees of a private construction company by a set of questionnaires during September-October 2006 and the researcher made every effort to collect the maximum number of responses to the questionnaire.

Variables of the Study

To achieve the stated purposes, job satisfaction was the dependent variable in this study and the following independent variables were included:

- Job component variables relating to the degree of the feelings or attitudes toward: pay, work itself, promotion opportunities, supervision, work group, and working conditions;
- Level of employees' income categorized by two sample groups: a high income group and a low income group.

Definition of Terms

Job Satisfaction: Job satisfaction is the general feeling of employees in their attitudes toward pay, work itself, promotion opportunities, supervision, work group, and working conditions.

A private construction enterprise: The enterprise refers to a company engaging in the construction of foundation works such as bored piles construction, jet grouting, and diaphragm wall construction. The Company provides services for both public and private projects in Bangkok and other provinces.

A sample group: As of March 31, 2006, the company had a total of 330 permanent employees, consisting of two groups: permanent monthly basis of 220 employees and permanent daily basis of 110 employees. However, this study focuses only on permanent monthly employees because they had more commitment to the company than daily permanent employees.

CHAPTER 2

REVIEW OF LITERATURE

Theories associated with Job Satisfaction

Studies of job satisfaction have shifted from the idea that humans were machines to an understanding of a working individual with human needs. An early theory about job satisfaction was Taylor's monumental work, "The Principles of Scientific Management", that related job satisfaction with different kinds of individual and organization variables. Taylor's theories were based on the assumption that individuals would be motivated to do their work well if rewards were related directly to their performance of carefully planned tasks (Stamps & Piedmonte. 1986: 337; citing Taylor. 1911). His studies found that job satisfaction was related completely to the amount of money that workers earned.

One of the best-known approaches to motivation is that of Maslow (1943) who proposed a hierarchy of human needs: physiological needs, safety needs, social needs, self-esteem needs and self-actualization needs. He mentioned that most individuals are both partially satisfied and dissatisfied. As each of these needs becomes substantially satisfied, the next need becomes dominant. An individual moves up the hierarchy when the lower ranked needs are satisfied until the highest ranked need, or self-actualization, is satisfied. When a company wants to motivate the company's staff in order to enhance ability and capability, position promotions, salary increases and special rewards will be considered, aiming to meet the staff's needs.

However, each measure should match an individual's need. On the other hand, the staff may be satisfied or dissatisfied depending on their level of needs and motivation.

Herzberg (1966) constructed a two-dimensional paradigm of factors affecting people's attitudes about work. His studies included interviews with employees who were asked whether they were pleased or displeased with their work. Herzberg found that company policy, supervision, interpersonal relations, working conditions, and salary are factors of job dissatisfaction. In contrast, he determined from the data that the motivators were elements that enriched a person's job; he found five factors in particular that were strong determiners of job satisfaction: achievement, recognition, the work itself, responsibility, and advancement. These motivators (satisfiers) were associated with long-term positive effects in job performance while the hygiene factors (dissatisfiers) consistently produced only short-term changes in job attitudes and performance, which quickly fell back to previous levels.

Vroom (1967) developed the concept of job satisfaction further by introducing what was to be called the expectancy theory of work motivation. For Vroom, the satisfied and motivated individual was one for whom the rewards obtained from work were greater than those expected. If the rewards were less than those expected then job dissatisfaction would result.

Need fulfillment theory is a broad theoretical perspective under which several models of work satisfaction can be grouped. Work satisfaction, from this stance, is a function of, or at least is positively related to the degree to which personal needs are met in the work situation. The greater the need, the more satisfied the individual will

be when it is fulfilled. Likewise, the more dissatisfied the person will be if a great need is left unfulfilled. This theory permits straightforward methodology for measurement.

The researcher assesses how much satisfaction the worker is currently receiving, and then identifies whether this is a lower-level need or higher-level (Stamps & Piedmonte. 1986: 352; citing Korman. 1974).

According to the above four theories, there is a similarity in the ways of motivation and satisfaction. Taylor mentions that job satisfaction was related to money, Maslow refers to needs, Herzberg deals with the factors affecting job attitudes which may lead to dissatisfaction or satisfaction, whereas, Vroom focuses on work motivation.

General Definition of Job Satisfaction

Generally, the concept of job satisfaction has numerous definitions. Some of these definitions may be listed as follows:

Job satisfaction is a feeling of a company employee as a response to the total job satisfaction. Mueller and Lawler (1999: 328) viewed job satisfaction as “the composite ofday-to-day work-related positive emotions”.

According to Vroom (1967: 99), job satisfaction is the reaction of the workers towards the role they play in their work. Similarly, Blum and Naylor (1986: 364) defined job satisfaction as a general attitude of the workers constituted by their approach towards the wages, working conditions, control, promotion related with the

job, social relations in the work, recognition of talent and some similar variables, personal characteristics, and group relations apart from the work life.

Job satisfaction is the total of the sentiments related with the job conducted. If the workers perceive that their values are realized within the job, they improvise a positive attitude towards their job and acquire job satisfaction (McCormic and Tiffin. 1974: 74). Locke (1976: 1300) gives a comprehensive definition of job satisfaction as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience."

Luthans (1998: 145-146) described the following six job satisfaction factors that represent the most important characteristics of a job:

1.) Pay: wages and salaries are a significant factor in job satisfaction. Money not only helps people attain their basic needs but is instrumental in providing upper-level need satisfaction (Judge. 1993: 777-792). Employees often see pay as a reflection of how management views their contribution to the organization.

2.) Work itself: the nature of the work is another major source of satisfaction.

Organizations have a greater chance of retaining their employees if they offer them jobs that are interesting, challenging, and give them a sense of accomplishment. In other words, satisfaction with the actual work undertaken can foster organizational commitment. Research has indicated that satisfaction with the work itself is positively related to commitment. Some of the most important ingredients of a satisfying job uncovered by surveys include interesting and challenging work, work that is not boring, and a job that provides status (Ciabattari. 1986: 48).

3.) Promotion Opportunities: promotion opportunities seem to have a varying effect on job satisfaction. This is because promotions take a number of different forms and have a variety of accompanying rewards. For example, individuals who are promoted on the basis of seniority often experience job satisfaction but not as much as those who are promoted on the basis of performance. Additionally, a promotion with a 10 percent salary raise is typically not as satisfying as one with a 20 percent increase. This helps explain why executive promotions may be more satisfying than promotions that occur at the lower levels of organizations (Luthans. 1998: 145).

4.) Supervision: satisfaction with supervision is also likely to be an important predictor of organizational commitment among university teachers. This is because supervisors create much of a subordinate's work environment (Hackman & Oldham. 1976); they might be described as representing the organization to their subordinates. Thus, supervisors play a crucial role in the perceptions employees form about the organization's supportiveness and the extent to which they can be trusted to look after their interests. It follows that satisfaction with supervision could be expected to positively relate to organizational commitment. It commonly is manifested in ways such as checking to see how well their subordinate is doing, providing advice and assistance to the individual, and communicating with the worker on a personal as well as an official level.

5.) Work group: the nature of the work group also has an effect on job satisfaction. The work group serves as a source of support, comfort, advice, and assistance to the individual worker. However, this factor is not essential for job satisfaction. On the other hand, if the reverse conditions exist, the people are difficult to get along with.

For example, many women have low job satisfaction because they are subject to male stereotyping that hinders their chances for promotion. This stereotyping seems to exist even among the well-educated (Dubno. 1985: 235-239).

6.) Working Conditions: good working conditions, such as clean, attractive surroundings, enable employees to perform their work smoothly and thus are likely to have a positive impact on organizational commitment. Research by Painter and Akroyd (1998) found that the general working conditions were significantly related to organization. If the working conditions are good, the people will find it easier to carry out their jobs. But, if the working conditions are poor, people will find it more difficult to get things done. In other words, if things are good, there will not be a job satisfaction problem; if things are poor, there will be (Luthans. 1998: 144).

Related Research

There are a number of previous researches in Thai conducted on job satisfaction but the researcher could not find any using similar groups of samples as in this study. Most of them revealed that the level of job satisfaction was related to education, position, working experiences and income. The following summaries are presenting.

Walee Tangswattrakul (1998) researched "Job Satisfaction Factors of the Engineers working in Private Companies". The study was conducted by using a set of questionnaires with a sample group of 60 engineers working for private firms. Herzberg's theory of composed motivator factors and hygiene factors were used as factors to investigate the job satisfaction. The results showed that position level,

income, education and work experiences were all related directly to job satisfaction level.

Charat Phetthiang (1999) did "A Study of Employee's Job Satisfaction in a Private Organization" from a sample of 278 participants working for various private firms. This research was conducted by a set of questionnaires focusing on eight job-satisfaction factors: dominance, assertiveness, achievement, autonomy, affiliation, calm, initiative and self-control, which related to five categories of personal factors: position level, gender, marital status, education level, and age.

Piya Niyomwong (1999) conducted research on the topic of "Job Satisfaction of Personnel in Thai Airways International Public Company Limited: A Case Study of Cabin Attendants, the Service Standard Department", with 352 samples. The results showed that (1) length of working career is correlated with the level of satisfaction; (2) gender, marital status, age and salary level do not have any impact on the job satisfaction level; and (3.) the overall picture of cabin attendants' level of job satisfaction is relatively high.

Nararat Kaewkapao (1999) wrote "A Study of Job Satisfaction of the Junior Executives of the S.P. International Company Limited Group". The results in summary demonstrated that there was a correlation and relationship between background in the categories of age, working periods and educational level which were related to praise, acceptance and advancement.

Conceptual framework of the study

The overall conceptual framework of this study focuses on one dependent variable which is the employees' job satisfaction, whereas there are two independent variables. The first independent variable is six individual factors affecting employee job satisfaction: pay, work itself, promotion opportunities, supervision, work group, and working conditions (Luthans. 1998), and the second independent variable is income level of sample groups separating into two groups to describe the relationship between income and level of job satisfaction.

CHAPTER 3

METHODOLOGY

This chapter explains the research methodology of the study. Its contents cover the type of the study, population and sample, research instruments, data collection, and data analysis.

Type of Study

This research was a descriptive study. The study used a questionnaire as a survey instrument for collection of data and information. Quantitative analysis was mainly used for explanation of the research results.

Population and Sample

The population in this study was 220 permanent monthly employees of a private construction enterprise. The questionnaires were sent to all 220 employees and every effort was made to collect the maximum number of responses.

Research Instrument

The instrument used for data collection was a set of questionnaires, first written in English then translated into Thai for use with the sample group (see Appendix I and Appendix II). The questionnaire was composed of three parts:

1. The first part was a group of demographic data, including gender, age, education, work experience, and income.

2. The second part of the questionnaire was designed by using the six job satisfaction factors: pay, work itself, promotion opportunities, supervision, work group, and working conditions. It included 18 subscales/ characteristics or 3 subscales/characteristics for each job satisfaction factor. Each subscale was rated on the 5 point Likert scale: Very Satisfied, Satisfied, Neutral, Dissatisfied, and Very Dissatisfied.

In order to explain all the correlations between job satisfaction level and factors affecting it, this study determined job satisfaction as the dependent variable and the following six factors as independent variables:

1.) Pay (questionnaire numbers 1-3) - the amount of financial and non-financial remuneration that employees receive. The degree is viewed as equitable as compared with other organizations.

2.) Work itself (questionnaire numbers 4-6) - the extent to which the job provides the employees with interesting tasks, opportunities for learning, and the chance to accept responsibility.

3.) Promotion opportunities (questionnaire numbers 7-9) - the degree of perceived chances for career advancement in the organization.

4.) Supervision (questionnaire numbers 10-12) - the abilities of the supervisor level to provide technical assistance and behavioral support to their subordinates, covering control, examination, monitoring, relationships between superiors and subordinates, providing advice, solution of problems, giving chances for participation to subordinates, and giving justice to subordinates.

5.) Work groups (questionnaire numbers 13-15) - the perceived degree of the ways in which colleagues are technically proficient and socially supportive.

6.) Working conditions (questionnaire numbers 16-18) - the degree to which physical environment contributes toward work and enhances the workplace.

3. The last part was two open-ended questions aimed at gathering opinions, ideas and suggestions from the sample group.

Data Collection

The researcher distributed the questionnaire to all permanent monthly employees with a request for their cooperation to complete the forms in their private time, then seal the questionnaire, put it in the provided envelope and send it to the researcher within one week during September 20 – September 27, 2006.

Data Analysis

Data gathered from the questionnaire was examined and analyzed quantitatively in line with the research questions. The results were presented in the form of percentages in tables with interpretative explanations. Related studies and literature were used descriptively to describe the findings, conclusions, discussions, and recommendations for further studies which were included in Chapter 4 and Chapter 5.

CHAPTER 4

RESEARCH FINDINGS

This study was conducted during September to October 2006 among the employees working at a construction enterprise in Thailand in order to examine their level of job satisfaction. There were eighty-eight respondents out of a total of two hundred and twenty or equivalent to a 40% return rate. In addition, the respondents were separated into two groups. The first group consisted of twenty-one respondents representing a high income group who earn salaries and wages of more than 30,000 baht per month. The second group included sixty-seven respondents who earned salaries and wages lower than 30,000 baht per month.

In this chapter, the details of the findings of the study obtained from the completed questionnaires are presented in four parts:

- Part I: Demographic data of the respondents
- Part II: Level of employees' job satisfaction based on the six factors: pay, work itself, promotion opportunities, supervision, work group, and working conditions
- Part III: Level of job satisfaction among the high income group and the lower income group
- Part IV: Summary of the results

Part I. Demographic Data of the respondents

There were five areas representing the sample group and the outcomes are presented in the following tables:

Table 1: GENDER AND AGE

Description	Samples	Percent
Gender		
Male	73	83.0%
Female	15	17.0%
	88	100.0%
Age		
Below 20 years old	2	2.3%
20-29 years old	27	30.7%
30-39 years old	54	61.4%
40-50 years old	5	5.7%
50 years old and more	0	0.0%
	88	100.0%

Table 1 shows the majority of the respondents were male at 83% while female were only 17.0%. In addition, the majority of the sample group were in the age range between 20 to 39 years old or about 92% of the total respondents, which is considered as a new generation and working age. Only 2.3% were below 20 years old and 5.7% were in the age range between 40 to 50 years old. No respondent was more than 50 years of age.

Table 2: EDUCATION

Description	Samples	Percent
Education		
Lower than secondary school	15	17.0%
Secondary school	20	22.7%
Bachelor's degree	49	55.7%
Higher than Bachelor's degree	4	4.5%
	88	100.0%

Table 2 shows that more than half (55.7%) of the respondents had a bachelor's degree, followed by secondary school (22.7%), lower than secondary school (17.0%), and the respondents with higher than a bachelor's degree were only 4.5%.

Table 3: WORK EXPERIENCE

Description	Samples	Percent
Work Experience		
Less than 1 year	4	4.5%
1-3 years	12	13.6%
4-6 years	19	21.6%
7-9 years	30	34.1%
more than 9 years	23	26.1%
	88	100.0%

Table 3 shows that the respondents had work experience for periods of time of 1-3 years (13.6%), 4-6 years (21.6%), 7-9 years (34.1%) and more than 9 years (26.1%). Only 4.5% had work experience for less than 1 year which is considered as having no work experience.

Table 4: INCOME PER MONTH

Description	Samples	Percent
Income		
Lower than 10,000 baht	6	6.8%
10,001-20,000 baht	44	50.0%
20,001-30,000 baht	17	19.3%
30,001-40,000 baht	12	13.6%
Higher than 40,000 baht	9	10.2%
	88	100.0%

Table 4 illustrates that the majority (78.4%) of the respondents had a salary ranging from 10,001-30,000 baht combining two groups: a salary between 10,001-20,000 baht (54.5%) and a salary between 20,001-30,000 baht (23.9%). Only 12.5% of the respondents had a salary higher than 30,001 baht, whereas 9.1% had a salary lower than 10,000 baht.

In short, the demographic data indicated that most of the respondents were male with age ranging from 20-40 years old. The majority of them had finished a bachelor's degree. About three quarters of them earned income in the range of 10,001-30,000 baht. Most of them had work experience of at least one year.

Part II. Six Job Satisfaction Factors

This study focused on six factors: pay, work itself, promotion opportunities, supervision, work group, and working conditions. Each factor has three questions to examine the level of job satisfaction by rating from very satisfied, satisfied, neutral, dissatisfied, to very dissatisfied. The results are presented as the following tables:

Table 5: SATISFACTION WITH PAY

Characteristics	Level of Job Satisfaction				
	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied
1. Salary gained is enough to pay monthly expenses for you and your family.					
Number	0	10	23	40	15
Percentage	0.00%	11.36%	26.14%	45.45%	17.05%
2. Bonus received is appropriate to your contribution and ability.					
Number	0	8	28	42	10
Percentage	0.00%	9.09%	31.82%	47.73%	11.36%
3. Welfare, such as accommodation, leave, vacation, etc., is enough for your needs.					
Number	4	15	33	28	8
Percentage	4.55%	17.05%	37.50%	31.82%	9.09%
Average					
	1.52%	12.50%	31.82%	41.67%	12.50%

Results in Table 5: pay or the employees' benefit can be separated into three kinds of benefits or characteristics:

- The first characteristic represents salary earned. Almost half of the respondents were dissatisfied with their salary and another 17.05% felt very dissatisfied. On the other hand, 62.5% of them had not enough salary to pay their monthly expenses and their families' expenses. In the meantime, only 11.363% of them felt satisfied with their salaries.
- The second characteristic represents bonuses they have received. The result pointed in the same direction with the first characteristic. 59.09% of them felt dissatisfied or very dissatisfied, whereas, only 9.09% were satisfied.

- The last characteristic means the employees' welfare, which was considered as non-cash benefits, such as accommodation provided by the company, leave with pay and/or provident fund. The sample group felt that the company had provided this benefit to them better than the first two characteristics of job satisfaction, varying from very satisfied, satisfied, neutral, dissatisfied and very dissatisfied with scores of 4.55%, 17.05%, 37.50%, 31.82% and 9.09% respectively.

With regard to the first job satisfaction factor, comprising salary, bonus and welfare, it was found that 54.17% were dissatisfied or very dissatisfied, whereas, only 14.02% felt satisfied or very satisfied. The remaining 31.82% were neutral.

Table 6: SATISFACTION WITH WORK ITSELF

Characteristics	Level of Job Satisfaction				
	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied
4. Jobs are interesting, challenging, skillful, give opportunities for new knowledge, etc.					
Number	5	30	35	15	3
Percentage	5.68%	34.09%	39.77%	17.05%	3.41%
5. Job characteristics involving dignity and prestige equivalent to other kind of jobs.					
Number	3	4	38	25	18
Percentage	3.41%	4.55%	43.18%	28.41%	20.45%
6. Quantity of work is appropriate.					
Number	2	14	48	16	8
Percentage	2.27%	15.91%	54.55%	18.18%	9.09%
Average	3.79%	18.18%	45.83%	21.21%	10.98%

Table 6 demonstrates the outcome of the second job satisfaction factor or satisfaction with work itself as follows:

- The employees felt that the jobs were quite interesting, challenging, skillful and give opportunities for new knowledge, revealed by the fact that 5.68% and 34.09% of them were very satisfied or satisfied compared to 17.05% and 3.41% dissatisfied or very dissatisfied.
- However, when talking about the job characteristic involving dignity and prestige compared with other kinds of jobs or careers, the result was very negative. 20.45% and 28.41% were dissatisfied or very dissatisfied respectively. In the meantime, the total of satisfied and very satisfied employees stood at 7.96% only.

- Considering the quantity of work, it was found that most of them felt neutral: 54.55%. A few employees felt very satisfied (2.27%) or very dissatisfied (9.09%).

In short, the results regarding this factor varied depending on characteristic. The employees felt positively about their job because it is interesting, challenging, skillful and gives opportunities for new knowledge, but felt negatively about dignity and prestige compared to other jobs or careers.

Table 7: SATISFACTION WITH PROMOTION OPPORTUNITIES

Characteristics	Level of Job Satisfaction				
	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied
7. Job promotion is reasonable and suitable for your ability.					
Number	2	13	30	25	18
Percentage	2.27%	14.77%	34.09%	28.41%	20.45%
8. Salary promotion is fair for everybody.					
Number	0	6	32	30	20
Percentage	0.00%	6.82%	36.36%	34.09%	22.73%
9. Appointments and transfers are fair to everybody.					
Number	1	5	29	38	15
Percentage	1.14%	5.68%	32.95%	43.18%	17.05%
Average	1.14%	9.09%	34.47%	35.23%	20.08%

Table 7 describes the third factor which is satisfaction with promotion opportunities and consists of the following three characteristics:

- Job promotion is reasonable and suitable for your ability. They were quite dissatisfied or very dissatisfied with scores of 28.41% and 20.45% respectively. Only 14.77% and 2.27% felt satisfied or very satisfied.
- Salary promotion is fair for everybody. They responded with a very negative feedback with 36.36% neutral, 34.09% dissatisfied and 22.73% very dissatisfied. Not surprisingly, no one was very satisfied with this characteristic.
- Appointments and transfers are fair to everybody. The result came out in the same direction as the eighth characteristic which was a negative feedback.

In conclusion of this factor, they felt negatively about the company's promotion opportunities, especially on the job promotion and salary promotion.

Table 8: SATISFACTION WITH SUPERVISION

Characteristics	Level of Job Satisfaction				
	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied
10. Superiors have knowledge and capability in administration such as planning, budgeting, human resources, etc.					
Number	5	24	29	20	10
Percentage	5.68%	27.27%	32.95%	22.73%	11.36%
11. Superiors are capable of supervision: giving suggestions, praise or criticism of your work, etc.					
Number	2	16	39	21	10
Percentage	2.27%	18.18%	44.32%	23.86%	11.36%
12. Superiors give opportunities for you to express your opinion for work improvement.					
Number	1	15	20	23	29
Percentage	1.14%	17.05%	22.73%	26.14%	32.95%
Average	3.03%	20.83%	33.33%	24.24%	18.56%

Table 8 shows that the outcome of satisfaction with supervision is as follows:

- Superiors have knowledge and capability in administration such as planning, budgeting, and human resources. According to the result, they felt neutral toward this characteristic as the scores show that 27.27% are satisfied compared with 22.73% dissatisfied. It seems that they are not interested in this characteristic, perhaps, because it is not connected to them directly.
- Superiors are capable of supervision: giving suggestions, praise or criticism of your work. They felt a bit dissatisfied. The sum of dissatisfied and very dissatisfied is 35.22% compared to the sum of satisfied and very satisfied of 20.45%.

- Superiors give opportunities for you to express your opinion about work improvement. The result was very negative with scores of 32.95%, 26.14% and 22.73% representing very dissatisfied, dissatisfied and neutral respectively.

In summary, the employees felt that they did not receive opportunities to express or share their opinions; they had to follow whatever their bosses said.

Table 9: SATISFACTION WITH WORK GROUP

Characteristics	Level of Job Satisfaction				
	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied
13. Colleagues perform their jobs responsibly and are cooperative.					
Number	2	10	53	15	8
Percentage	2.27%	11.36%	60.23%	17.05%	9.09%
14. Colleagues are friendly and help each other.					
Number	3	12	54	14	5
Percentage	3.41%	13.64%	61.36%	15.91%	5.68%
15. Colleagues work diligently and persistently.					
Number	5	14	46	17	6
Percentage	5.68%	15.91%	52.27%	19.32%	6.82%
Average	3.79%	13.64%	57.95%	17.42%	7.20%

According to Table 9, the results of satisfaction with work group are as below:

- Colleagues perform their jobs responsibly and are cooperative. The employees felt neutral about this characteristic with a score of 60.23% at the neutral level, followed by 17.05% dissatisfied and 11.36% satisfied.
- Colleagues are friendly and help each other. This characteristic revealed the same picture as that regarding their colleagues' responsibilities and cooperation.
- Colleagues work diligently and persistently. 5.68% and 15.91% were very satisfied or satisfied, while 6.82% and 19.32% were very dissatisfied or dissatisfied. The majority (57.27%) of them were neutral.

The general picture of satisfaction with work group in the company was that they felt neutral with a score of 57.95% followed by 17.42% dissatisfied, 13.64% satisfied, 7.20% very dissatisfied and 3.79% very satisfied.

Table 10: SATISFACTION WITH WORKING CONDITIONS

Characteristics	Level of Job Satisfaction				
	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied
16. Working environments, such as light, temperature, air circulation, etc., are appropriate and comfortable.					
Number	10	19	19	22	18
Percentage	11.36%	21.59%	21.59%	25.00%	20.45%
17. Designs of working place, such as tables, chairs, filing cabinets, aisle, working room, etc., are appropriate and comfortable.					
Number	0	10	50	28	0
Percentage	0.00%	11.36%	56.82%	31.82%	0.00%
18. Your unit provides enough materials for work, such as paper, typewriters, office stationery, cars, motorcycles, fuel, etc.					
Number	0	5	52	17	14
Percentage	0.00%	5.68%	59.09%	19.32%	15.91%
Average	3.79%	12.88%	45.83%	25.38%	12.12%

Table 10 shows the following results regarding the job satisfaction level with working conditions of the samples:

- Working conditions, such as light, temperature, air circulation, etc., are appropriate and comfortable. The results reflect a wide range of opinion with 11.36% very satisfied, 21.59% satisfied, 21.59% neutral, 25.00% dissatisfied and 20.45% very dissatisfied.
- With respect to the designs of working places, such as tables, chairs, filing cabinets, aisles, working room, etc., whether are appropriate and comfortable. More

than half of them were neutral and followed by dissatisfied with 31.82% and satisfied with 11.36%.

- The unit or working place provides enough materials for work, such as paper, typewriters, office stationery, service cars, service motorcycles, fuel or gasoline, etc. The employees were generally dissatisfied with 59.09% neutral, 19.32% dissatisfied and 12.12% very dissatisfied.

On average regarding this satisfaction factor, there were three groups: the neutral group with 45.83%, satisfied group with 16.67%, and dissatisfied group with 37.50%.

Open-ended questions

Apart from the first part and the second part of the questionnaire, the last part was a comment and suggestion section. However, the respondents did not write as many comments and suggestions as the researcher had hoped. In summary, they complained that their benefits were poor and their career advancements were not clear. Additionally, they requested the company greatly increase benefits in the form of salary increases, attractive bonuses and excellent welfare as in multinational companies in Thailand like Esso, Siam Cement, or City Bank. Some mentioned that they did not accept the company's present promotion system because the company always gives priority to seniority rather than work performance.

Part III: The level of job satisfaction among the high income group and the lower income group

In order to compare job satisfaction level between two groups based on income, this study separated the sample group into two subgroups: a high income group comprising respondents who earn more than 30,000 baht per month and a lower income group including respondents who earns less than 30,000 baht per month. This is to answer the second research question which is "Does income affect the level of job satisfaction among the private construction enterprise's employees?"

The High Income Group (Managerial Level)

In the sample group, there were twenty-one respondents (or 24%) who earned more than 30,000 Baht per month. The following tables display the findings in percentages and a brief discussion is presented below each table.

Table 11: SATISFACTION WITH PAY FOR A HIGH INCOME GROUP

Characteristics	Level of Job Satisfaction				
	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied
1. Salary gained is enough to pay monthly expenses for you and your family.					
Number	0	6	9	5	1
Percentage	0.00%	28.57%	42.86%	23.81%	4.76%
2. Bonus received is appropriate to your contribution and ability.					
Number	0	6	11	4	0
Percentage	0.00%	28.57%	52.38%	19.05%	0.00%
3. Welfare, such as accommodation, leave, vacation, etc., is enough for your needs.					
Number	2	6	9	4	0
Percentage	9.52%	28.57%	42.86%	19.05%	0.00%
Average	3.17%	28.57%	46.03%	20.63%	1.59%

As seen in Table 11, it was apparent that this group had a positive feedback on satisfaction with pay either in the form of salary, bonus or welfare. The most appreciated characteristic is the company's welfare, as 9.52% were very satisfied, whereas with the other two characteristics, salary and bonus, no one was very satisfied.

Table 12: SATISFACTION WITH WORK ITSELF FOR A HIGH INCOME GROUP

Characteristics	Level of Job Satisfaction				
	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied
4. Jobs are interesting, challenging, skillful, give opportunities for new knowledge, etc.					
Number	3	3	12	3	0
Percentage	14.29%	14.29%	57.14%	14.29%	0.00%
5. Job characteristics involving dignity and prestige equivalent to other kind of jobs.					
Number	1	4	8	6	2
Percentage	4.76%	19.05%	38.10%	28.57%	9.52%
6. Quantity of work is appropriate.					
Number	1	5	13	2	0
Percentage	4.76%	23.81%	61.90%	9.52%	0.00%
Average	7.94%	19.05%	52.38%	17.46%	3.17%

According to Table 12, the respondents felt quite positive with the work itself factor, especially that the jobs which are interesting and challenging. Interestingly, 38.09% were unhappy or very unhappy over dignity and prestige equivalent to other careers.

Table 13: SATISFACTION WITH PROMOTION OPPORTUNITIES FOR A HIGH INCOME GROUP

Characteristics	Level of Job Satisfaction				
	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied
7. Job promotion is reasonable and suitable for your ability.					
Number	1	4	9	5	2
Percentage	4.76%	19.05%	42.86%	23.81%	9.52%
8. Salary promotion is fair for everybody.					
Number	0	3	12	4	2
Percentage	0.00%	14.29%	57.14%	19.05%	9.52%
9. Appointments and transfers are fair to everybody.					
Number	1	3	15	1	1
Percentage	4.76%	14.29%	71.43%	4.76%	4.76%
Average	3.17%	15.87%	57.14%	15.87%	7.94%

As shown in Table 13, the samples were dissatisfied with promotion opportunities especially in job promotion and salary promotion. The score of dissatisfied and very dissatisfied summed together stood at 33.33% for job promotion and 28.57% for salary promotion.

Table 14: SATISFACTION WITH SUPERVISION FOR A HIGH INCOME GROUP

Characteristics	Level of Job Satisfaction				
	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied
10. Superiors have knowledge and capability in administration such as planning, budgeting, human resources, etc.					
Number	3	5	9	4	0
Percentage	14.29%	23.81%	42.86%	19.05%	0.00%
11. Superiors are capable of supervision: giving suggestions, praise or criticism of your work, etc.					
Number	2	7	9	3	0
Percentage	9.52%	33.33%	42.86%	14.29%	0.00%
12. Superiors give opportunities for you to express your opinion for work improvement.					
Number	1	7	10	3	0
Percentage	4.76%	33.33%	47.62%	14.29%	0.00%
Average	9.52%	30.16%	44.44%	15.87%	0.00%

Referring to Table 14, the average score showed general appreciation for this factor. No one felt very dissatisfied and only 15.87% felt dissatisfied. By contrast, 30.16% were satisfied and 9.52% were very satisfied.

Table 15: SATISFACTION WITH WORK GROUP FOR A HIGH INCOME GROUP

Characteristics	Level of Job Satisfaction				
	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied
13. Colleagues perform their jobs responsibly and are cooperative.					
Number	0	3	7	7	4
Percentage	0.00%	14.29%	33.33%	33.33%	19.05%
14. Colleagues are friendly and help each other.					
Number	1	2	9	6	3
Percentage	4.76%	9.52%	42.86%	28.57%	14.29%
15. Colleagues work diligently and persistently.					
Number	1	2	10	6	2
Percentage	4.76%	9.52%	47.62%	28.57%	9.52%
Average	3.17%	11.11%	41.27%	30.16%	14.29%

Table 15 reveals that overall they felt rather dissatisfied in this factor. 14.29% and 30.16% of them were very dissatisfied and dissatisfied. The standout figure is that 52.38% were dissatisfied with colleagues' responsibility and cooperation.

Table 16: SATISFACTION WITH WORKING CONDITIONS FOR A HIGH INCOME

GROUP

Characteristics	Level of Job Satisfaction				
	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied
16. Working environments, such as light, temperature, air circulation, etc., are appropriate and comfortable.					
Number	3	5	10	2	1
Percentage	14.29%	23.81%	47.62%	9.52%	4.76%
17. Designs of working place, such as tables, chairs, filing cabinets, aisle, working room, etc., are appropriate and comfortable.					
Number	0	7	12	2	0
Percentage	0.00%	33.33%	57.14%	9.52%	0.00%
18. Your unit provides enough materials for work, such as paper, typewriters, office stationery, cars, motorcycles, fuel, etc.					
Number	0	3	10	7	1
Percentage	0.00%	14.29%	47.62%	33.33%	4.76%
Average	4.76%	23.81%	50.79%	17.46%	3.17%

Table 16 shows that the affect on job satisfaction of this factor was quite low.

Most of them were neutral. These were some satisfactions with working environment and designs of working place, but some dissatisfaction with materials for work.

The Low Income Group (Staff Level)

Among the sample group, sixty-seven respondents earned less than 30,000 baht per month, or 76%. The following tables display the findings in percentages and a brief discussion is presented below each table.

Table 17: SATISFACTION WITH PAY FOR A LOW INCOME GROUP

Characteristics	Level of Job Satisfaction				
	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied
1. Salary gained is enough to pay monthly expenses for you and your family.					
Number	0	4	14	35	14
Percentage	0.00%	5.97%	20.90%	52.24%	20.90%
2. Bonus received is appropriate to your contribution and ability.					
Number	0	2	17	38	10
Percentage	0.00%	2.99%	25.37%	56.72%	14.93%
3. Welfare, such as accommodation, leave, vacation, etc., is enough for your needs.					
Number	2	9	24	24	8
Percentage	2.99%	13.43%	35.82%	35.82%	11.94%
Average	1.00%	7.46%	27.36%	48.26%	15.92%

According to Table 17, overall outcome was negative. They felt dissatisfied or very dissatisfied with all three characteristics, whether salaries, bonuses or welfare. However, a comparison of the three subscales indicated that they were more satisfied with the company's welfare than with salaries and bonuses.

Table 18: SATISFACTION WITH WORK ITSELF FOR A LOW INCOME GROUP

Characteristics	Level of Job Satisfaction				
	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied
4. Jobs are interesting, challenging, skillful, give opportunities for new knowledge, etc.					
Number	2	27	23	12	3
Percentage	2.99%	40.30%	34.33%	17.91%	4.48%
5. Job characteristics involving dignity and prestige equivalent to other kind of jobs.					
Number	2	0	30	19	16
Percentage	2.99%	0.00%	44.78%	28.36%	23.88%
6. Quantity of work is appropriate.					
Number	1	9	35	14	8
Percentage	1.49%	13.43%	52.24%	20.90%	11.94%
Average	2.49%	17.91%	43.78%	22.39%	13.43%

Table 18 shows that the respondents with regard to their work itself were dissatisfied or very dissatisfied in all three characteristics, especially concerning dignity and prestige when compared to other careers, 28.36% and 23.88% were dissatisfied and were very dissatisfied respectively. However, there were some positives since almost half of them were satisfied with the job itself because the jobs are interesting, challenging and give opportunities for new knowledge and a sense of accomplishment.

Table 19: SATISFACTION WITH PROMOTION OPPORTUNITIES FOR A LOW INCOME GROUP

Characteristics	Level of Job Satisfaction				
	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied
7. Job promotion is reasonable and suitable for your ability.					
Number	1	9	21	20	16
Percentage	1.49%	13.43%	31.34%	29.85%	23.88%
8. Salary promotion is fair for everybody.					
Number	0	3	20	26	18
Percentage	0.00%	4.48%	29.85%	38.81%	26.87%
9. Appointments and transfers are fair to everybody.					
Number	0	2	14	37	14
Percentage	0.00%	2.99%	20.90%	55.22%	20.90%
Average	0.50%	6.97%	27.36%	41.29%	23.88%

As seen in Table 19, there was considerable dissatisfaction regarding these characteristics, as indicated by the average figures. Job promotion, salary promotion and appointment are all key characteristics about which the employees felt upset.

Table 20: SATISFACTION WITH SUPERVISION FOR A LOW INCOME GROUP

Characteristics	Level of Job Satisfaction				
	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied
10. Superiors have knowledge and capability in administration such as planning, budgeting, human resources, etc.					
Number	2	19	20	16	10
Percentage	2.99%	28.36%	29.85%	23.88%	14.93%
11. Superiors are capable of supervision: giving suggestions, praise or criticism of your work, etc.					
Number	0	9	30	18	10
Percentage	0.00%	13.43%	44.78%	26.87%	14.93%
12. Superiors give opportunities for you to express your opinion for work improvement.					
Number	0	8	10	20	29
Percentage	0.00%	11.94%	14.93%	29.85%	43.28%
Average	1.00%	17.91%	29.85%	26.87%	24.38%

Table 20 shows the dissatisfaction of the respondents with their supervisors in all three characteristics, especially with regard to superiors not giving them an opportunity to express their opinion or share ideas for work improvement. However, they indicated that their superiors have knowledge and capability in administration, as shown in the subscale 10 of the above table with a score of 28.36% satisfied and 2.99% very satisfied.

Table 21: SATISFACTION WITH WORK GROUP FOR A LOW INCOME GROUP

Characteristics	Level of Job Satisfaction				
	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied
13. Colleagues perform their jobs responsibly and are cooperative.					
Number	2	7	46	8	4
Percentage	2.99%	10.45%	68.66%	11.94%	5.97%
14. Colleagues are friendly and help each other.					
Number	2	10	45	8	2
Percentage	2.99%	14.93%	67.16%	11.94%	2.99%
15. Colleagues work diligently and persistently.					
Number	4	12	36	11	4
Percentage	5.97%	17.91%	53.73%	16.42%	5.97%
Average	3.98%	14.43%	63.18%	13.43%	4.98%

According to table 21, most of them felt neutral about their work group with a score of 63.18%. Comparing the satisfied side with the dissatisfied side, the result is almost equal; 3.98% very satisfied, 14.43% satisfied, whereas, 13.43% dissatisfied and 4.98% very dissatisfied.

Table 22: SATISFACTION WITH WORKING CONDITIONS FOR A LOW INCOME GROUP

Characteristics	Level of Job Satisfaction				
	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied
16. Working environments, such as light, temperature, air circulation, etc., are appropriate and comfortable.					
Number	7	14	9	20	17
Percentage	10.45%	20.90%	13.43%	29.85%	25.37%
17. Designs of working place, such as tables, chairs, filing cabinets, aisle, working room, etc., are appropriate and comfortable.					
Number	0	3	38	26	0
Percentage	0.00%	4.48%	56.72%	38.81%	0.00%
18. Your unit provides enough materials for work, such as paper, typewriters, office stationery, cars, motorcycles, fuel, etc.					
Number	0	2	42	10	13
Percentage	0.00%	2.99%	62.69%	14.93%	19.40%
Average	3.48%	9.45%	44.28%	27.86%	14.93%

Table 22 shows that overall attitudes to working conditions were quite poor. However, some of them, 10.45% very satisfied and 20.90% satisfied, were less negative about the working environment, such as temperature, air circulation, etc. At the same time, it seems that designs of working place and materials for work were the main causes of poor satisfaction.

IV. Summary of the results

Demographic data

The majority of the respondents were male (83%) with age ranging between 20 to 40 years old. Most of them hold a Bachelor degree (55.7%), followed by secondary school (22.7%). More than half of them have more than seven years work experience. Half of them earn a salary ranging from 10,000 to 20,000 baht, followed by those earning between 20,001 to 30,000 baht. Both groups account for 70% of the respondents.

Overall job satisfaction

In the overall picture, the company's employees felt "neutral" down to "dissatisfied" with their job. They were neutral about work group and work itself and they were negatively neutral on supervision and working conditions. They were also dissatisfied with pay and promotion opportunities.

Job satisfaction among high income group and low income group

The high income group was satisfied with all the factors, except for the work group. By contrast, the low income group gave opposite responses to the high income group. The low income group was dissatisfied with all factors, except for the work group, about which they felt neutral.

CHAPTER 5

CONCLUSIONS AND DISCUSSION

This chapter concludes and discusses the answers to the two research questions which are:

1. What is the extent of the job satisfaction level among the private construction enterprise's employees, based on the six job satisfaction factors: pay, work itself, promotion opportunities, supervision, work group, and working conditions?
2. Does income affect the level of job satisfaction among the private construction enterprise's employees?

Research question 1

The findings show that the job satisfaction level of the company's employees is quite low. Of the six dimensions of job satisfaction, their effective evaluation on work itself and work group tended to be neutral. They were slightly dissatisfied with supervision and working conditions. Furthermore, they were very dissatisfied with pay and promotion opportunities. Overall, the findings revealed that the employees were unhappy with their jobs in all areas.

Comparing the findings of this study with the study of Locke (1976), it was found that the sequences of job satisfaction are somewhat different. Locke said that pay and work itself are the most important sources but this study reveals the most important sources are pay and promotion opportunities. Locke's study found that promotion opportunities and supervision are of moderate importance, whereas this

study indicated that supervision and working conditions are of less importance. It is obvious that the resulting differences depend on the sample group of the studies.

Based on this study, the company should find proper ways to improve the employees' job satisfaction in order to prevent a future high employee turnover. According to this study, the company should concentrate on the first four factors causing job dissatisfactions (promotional opportunities, pay, supervision and working conditions), because the employees were unhappy with them. Therefore, the first priority for the company should be to reassess the company's appraisal and evaluation in the area of performance assessment in order to create a fair and accepted system on the basis of work performance, rather than on the basis of seniority, for all employees for job promotion, salary promotion and appointment. KPI (Key Performance Index), is a well-known employee evaluation system which is widely used by multinational corporations, should be implemented. The next priority should be the pay system, because if the company implements the accepted employees' appraisal system, dissatisfaction would be less. Taking into consideration the pay system, the company should set a pay policy relying on individual ability and capability in order to encourage maximizing employees' support for and contribution to their work. According to Maslow (1943), when a company wants to motivate the company's employees in order to enhance abilities, capabilities, and/or position promotions, salary increases will be first considered aiming to meet the employee's needs.

The next factor is supervision. Even though supervision was one cause of job dissatisfaction, the employees indicated that their superiors have knowledge and

capability to give suggestions to their subordinates. At the same time, they indicated that the superiors failed to give opportunities for their subordinates to express opinions. Therefore, the company's management should change their management style from the top-down approach to the bottom-up approach instead. The management should be willing to listen to their subordinates' opinion and share ideas with each other in order to get effective and efficient production by way of two-way interaction.

In addition, the working conditions should not be overlooked because it may be a factor of dissatisfaction as indicated in this study. The company should set a clear administrative policy to provide all necessary materials and equipment for employees in order that employees will not be dissatisfied. According to Painter and Akroyd's study (1998), it was found that the general working conditions were significantly related to organization. If the working conditions are good, the employees will find it easier to carry out their jobs. If the working conditions are poor, however, the employees will find it more difficult to get things done.

According to this study, the company is likely to encounter high employees' turnover in the near future, if they fail to deal with the underlining dissatisfaction. Therefore, the company should prioritize the improvement of the level of employees' job satisfaction in order to retain them within the company, instead of relying on new recruitment in which the company may be less competitive than other construction companies.

Research question 2

According to the findings, obviously, the five factors, pay, promotion opportunities, work itself, supervision and working conditions, are correlated to income. A high income group is more satisfied than a low income group. The main reasons for this are money which can serve the needs. The employees work in anticipation for money which they get to exchange for most of their needs.

However, the factor of work group is pointed in opposite responses. The high income group is more dissatisfied than the low income group that was not the researcher's expectation. The researcher anticipated that the high income group or management level may lack good cooperation, coordination, and responsibility from other colleagues at the same level or the lower level, probably due to high competition or internal conflict in the organization. In this case, further studies in way of group interview with the high income group's sample should be conducted aiming to explore the cause of more dissatisfaction than the low income group.

According to the "Equity Theory" introduced by March and Simon (1958), both in the forms of money and non-money to employees are the key driven factor offering to employees, and in return the employees must generate productivity for the organization. In addition, Taylor's study (1911) found that job satisfaction was related completely to the amount of money that workers earned. Judge (1993) indicated that money not only helps people obtain their needs but it is instrumental in providing upper-level need satisfaction and employees see pay as a reflection of how they are good at.

Comparing the findings from this study with the previous Thai researches, according to this chapter two, on whether income relate to job satisfaction, it found that two previous researches mentioned about the income. The first one studied by Walee Tangswattrakul (1998) was conducted among a sample group of sixty engineers working for private companies. The finding of the study revealed that income related directly to job satisfaction level, same as this study. But the result of the second research by Piya Niyomwong (1999) using a sample group among Cabin attendants of Thai Airways International Plc. revealed that salary level did not have any impact on the job satisfaction level. The above two comparisons can be implied whether income is related to job satisfaction or not, depending on the types or nature of the population. Additionally, the researcher anticipated that income may not relate to job satisfaction level if any studies are conducted among the career with high income, such as the cabin attendants, doctors, or businessmen, etc.

In summary, when taking into consideration each factor one-by-one between the two groups, it was found that the low income group was more dissatisfied than the high income group in terms of pay and promotion opportunities. This may be because of limitations inherent in the company's personnel system. It may seem harsh to suggest that employees who are hopelessly unhappy with their salary and opportunities for promotion look for jobs elsewhere. The company should set up other incentives in addition to salary, such as overtime or professional fees, in order to encourage them to continue in their jobs and to enhance their satisfaction. Pay and promotion are areas over which the employees have little control. The company should be commended for establishing and supporting a very active employee

appreciation and recognition programme. Further action in these directions would improve satisfaction in appreciation and recognition for all employees.

Recommendations for further study

As a follow-up to the present study, the following recommendations for further study are offered:

- This study focuses on the level of job satisfaction among the company's employees with a comparison of income: a high income group and a low income group. Other research could explore further other demographic data. Apart from the six factors affecting job satisfaction, family or social aspects should be considered for further study.

- Since the data was collected at a private construction enterprise only, the results may not be appropriate for illustrating the construction industry as a whole. Therefore, it may be prudent to conduct studies with relation to the level of job satisfaction among employees at other construction companies and compare them.

- Along with this study, it would be better to conduct a survey on how to improve the employees' job satisfaction which would be useful for the enterprise. Therefore, a comparative study on other types of Thai construction industries should be conducted to identify differences and similarities.

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APPENDIX I

QUESTIONNAIRE (English Version)

This questionnaire is designed for a graduate research project in Business English for International Communication at Srinakarinwirot university. Your help and assistance in completing this questionnaire will be highly appreciated. All information you provide will be treated in the strictest confidentiality.

After you complete the questionnaire, please return it in the provided sealed envelope directly to the researcher at the company's head office. Thank you for your assistance.

Part 1: Personal Background

Please mark X into that fits with your information or fill in the blank in each question:

1. Gender:	<input type="checkbox"/> 1. Male	<input type="checkbox"/> 2. Female	
2. Age:	<input type="checkbox"/> below 20 years old	<input type="checkbox"/> 20 – 29 years old	<input type="checkbox"/> 30 – 39 years old
	<input type="checkbox"/> 40 - 50 years old	<input type="checkbox"/> 50 years old & more	
3. Education:	<input type="checkbox"/> 1. Lower than Secondary School		<input type="checkbox"/> 2. Secondary School
	<input type="checkbox"/> 3. Bachelor's Degree		<input type="checkbox"/> 4. Higher than Bachelor's Degree
4. Work experience:			
	<input type="checkbox"/> Less than 1 year	<input type="checkbox"/> 1-3 years	<input type="checkbox"/> 4-6 years
	<input type="checkbox"/> 7-9 years	<input type="checkbox"/> more than 9 years	
5. Income per month:			
	<input type="checkbox"/> Lower than 10,000 baht	<input type="checkbox"/> 10,001-20,000 baht	<input type="checkbox"/> 20,001-30,000 baht
	<input type="checkbox"/> 30,001-40,000 baht	<input type="checkbox"/> More than 40,000 baht	

Part 2: Job Satisfaction

Please mark X into the right-hand box that fits with your feeling about level of satisfaction on the following questions:

Characteristics	Level of Job Satisfaction				
	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied
Pay					
1. Salary gained is enough to pay monthly expenses for you and your family					
2. Bonus received is appropriate to your contribution and ability					
3. 3. Welfare, such as accommodation, leave, vacation, etc., is enough for your needs.					
The Work Itself					
4. Jobs are interesting, challenging, skillful, give opportunities for new knowledge, etc.					
5. Job characteristics involving dignity and prestige equivalent to other kind of jobs.					
6. Quantity of work is appropriate.					
Promotion Opportunities					
7. Job promotion is reasonable and suitable for your ability.					
8. Salary promotion is fair for everybody.					
9. Appointments and transfers are fair to everybody.					
Supervision					
10. Superiors have knowledge and capability in administration such as planning, budgeting, human resources, etc.					
11. Superiors are capable of supervision: giving suggestions, praise or criticism of your work, etc.					
12. Superiors give opportunities for you to express your opinion for work improvement.					

Work Group					
13. Colleagues perform their jobs responsibly and are cooperative.					
14. Colleagues are friendly and help each other.					
15. Colleagues work diligently and persistently.					
Working Conditions					
16. Working conditions, such as light, temperature, air circulation, etc., are appropriate and comfortable.					
17. Designs of working place, such as tables, chairs, filing cabinets, aisle, working room, etc., are appropriate and comfortable.					
18. Your unit provides enough materials for work, such as paper, typewriters, office stationery, cars, motorcycles, fuel, etc.					

Part 3: Comments and Suggestions

Do you have any other comments on Pay, Work itself, Promotion Opportunities, Supervision, Work group and Working conditions?

.....

.....

.....

Do you have any suggestions for improvement of your job satisfaction?

.....

.....

.....

Thank you for your cooperation.

APPENDIX II

QUESTIONNAIRE (Thai Version)

แบบสอบถามความคิดเห็นของคุณนี้มีวัตถุประสงค์เพื่อสำรวจความพึงพอใจในการทำงานของพนักงานบริษัทก่อสร้างเอกชนแห่งหนึ่งในประเทศไทย เพื่อเป็นข้อมูลในการทำวิจัยประกอบหลักสูตรปริญญาโท วิชาเอกภาษาอังกฤษธุรกิจเพื่อการสื่อสารนานาชาติ บัณฑิตวิทยาลัย มหาวิทยาลัยศรีนครินทรวิโรฒ ข้อมูลต่างๆ ในการตอบแบบสอบถามในครั้งนี้จะเป็นประโยชน์อย่างยิ่งในการศึกษาหัวข้อวิจัยดังกล่าวและทางผู้จัดทำจะเก็บข้อมูลต่างๆเป็นความลับ

หลังจากที่ท่านตอบแบบสอบถามชุดนี้เรียบร้อยแล้ว กรุณาใส่ซองที่แนบมาด้วย และปิดผนึกส่งคืนผู้จัดทำตามที่อยู่หน้าซองที่สำนักงานใหญ่ ขอขอบคุณในความร่วมมือในครั้งนี้ล่วงหน้า

Part 1: Personal Background

กรุณาขีดเครื่องหมาย X ลงใน ที่ตรงกับข้อมูลของท่าน หรือเติมข้อความในช่องว่าง ในแต่ละคำถาม

1. เพศ	<input type="checkbox"/> 1.ชาย	<input type="checkbox"/> 2.หญิง	
2. อายุ	<input type="checkbox"/> ต่ำกว่า 20 ปี	<input type="checkbox"/> 20 - 29 ปี	<input type="checkbox"/> 30 - 39 ปี
	<input type="checkbox"/> 40 - 50 ปี	<input type="checkbox"/> 50 ปี ขึ้นไป	
3. ระดับการศึกษา	<input type="checkbox"/> 1.ต่ำกว่าระดับประกาศนียบัตร		<input type="checkbox"/> 2.ประกาศนียบัตร
	<input type="checkbox"/> 3.ปริญญาตรี		<input type="checkbox"/> 4.สูงกว่าปริญญาตรี
4. ประสบการณ์การทำงาน			
	<input type="checkbox"/> น้อยกว่า 1 ปี	<input type="checkbox"/> 1 - 3 ปี	<input type="checkbox"/> 4 - 6 ปี
	<input type="checkbox"/> 7 - 9 ปี	<input type="checkbox"/> มากกว่า 9 ปี	
5. เงินเดือนต่อเดือน			
	<input type="checkbox"/> ต่ำกว่า 10,000 บาท	<input type="checkbox"/> 10,001-20,000 บาท	<input type="checkbox"/> 20,001-30,000 บาท
	<input type="checkbox"/> 30,001-40,000 บาท	<input type="checkbox"/> สูงกว่า 40,000 บาท	

Part 2: ความพึงพอใจในการทำงาน (Job Satisfaction)

กรุณาขีดเครื่องหมาย X ลงในช่องด้านขวามือที่ตรงกับระดับความพึงพอใจของท่าน ในแต่ละคำถาม

ลักษณะ	ระดับความพึงพอใจ				
	พอใจมาก	พอใจ	ปานกลาง	ไม่พอใจ	ไม่พอใจมาก
ผลตอบแทน					
1. เงินเดือนที่ได้รับ เพียงพอกับค่าใช้จ่ายต่างๆ ประจำวันสำหรับท่านและครอบครัวท่าน					
2. เงิน โบนัสที่ได้รับ มีความเหมาะสมกับการ ทำงานที่ผ่านมาและความรู้ความสามารถท่าน					
3.สวัสดิการพนักงานต่างๆ เช่น บ้านพักพนักงาน วันลาพักผ่อน เป็นต้น ที่ได้รับเพียงพอกับความ ต้องการของท่าน					
งานที่ทำอยู่					
4. งานที่ทำอยู่มีความน่าสนใจ ท้าทาย ความสามารถและมีโอกาสเพื่อเรียนรู้งานมากขึ้น					
5. งานที่ทำอยู่ เป็นงานที่มีเกียรติมีศักดิ์ศรี ทัดเทียมกับงานอื่นๆ					
6. งานที่ปฏิบัติ มีปริมาณงานที่เหมาะสม					
โอกาสก้าวหน้าในการทำงาน					
7. การพิจารณาความคิดความชอบในการทำงาน เป็นไปอย่างยุติธรรม					
8. การพิจารณาความคิดความชอบในการปรับ เงินเดือน เป็นไปอย่างยุติธรรม					
9. การพิจารณาแต่งตั้ง โยกย้าย เป็นไปอย่าง ยุติธรรม					
ผู้บังคับบัญชา					
10. ผู้บังคับบัญชา มีความรู้ ความสามารถ ด้าน การบริหาร เช่น ด้านแผนงาน งบประมาณ และ บุคคล ฯลฯ					
11. ผู้บังคับบัญชา มีความสามารถด้านการ บริหาร เช่น ให้คำแนะนำ ชมเชยหรือ ตำหนิผล การปฏิบัติงาน ฯลฯ					
12. ผู้บังคับบัญชา ให้โอกาสในการแสดงออก ความคิดเห็น เพื่อให้การปฏิบัติงานดีขึ้น					

เพื่อนร่วมงาน					
13. เพื่อนร่วมงานต่างรับผิดชอบในหน้าที่การงานและให้ความร่วมมือในการทำงาน					
14. กลุ่มเพื่อนร่วมงานเป็นมิตร ให้ความช่วยเหลือเกื้อกูลซึ่งกันและกัน					
15. กลุ่มเพื่อนร่วมงาน ปฏิบัติงานด้วยความขยันขันแข็ง พากเพียรอดสาหัส					
สภาพแวดล้อมในการทำงาน					
16. สภาพแวดล้อมในที่ทำงานเช่น แสงสว่าง อุณหภูมิ อากาศถ่ายเท ฯลฯ มีความเหมาะสมพอดี					
17. การจัดสถานที่ทำงาน เช่น โต๊ะ เก้าอี้ ตู้เก็บเอกสาร ทางเดิน ห้องทำงาน ฯลฯ มีความเหมาะสมสะดวกสบาย					
18. หน่วยงานได้จัดวัสดุอุปกรณ์ ในการปฏิบัติงานอย่างเพียงพอ เช่น กระดาษพิมพ์ดีด เครื่องใช้สำนักงาน รถยนต์ รถจักรยานยนต์ น้ำมันเชื้อเพลิง ฯลฯ					

Part 3: ข้อคิดเห็นและข้อเสนอแนะ

คุณมีความคิดเห็นอย่างไรเพิ่มเติม เกี่ยวกับผลตอบแทน, งานที่ทำอยู่, โอกาสก้าวหน้าในการทำงาน, ผู้บังคับบัญชา, เพื่อนร่วมงาน และสภาพแวดล้อมในการทำงาน ที่ได้รับหรือที่มีอยู่ในปัจจุบันไหม?

.....

.....

.....

คุณมีข้อเสนอแนะ เพื่อเป็นประโยชน์ต่อบริษัทฯ ในการพัฒนาและปรับปรุง เพื่อก่อให้เกิดความพึงพอใจในการทำงานมากขึ้น ไหม?

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.....

.....

ขอขอบคุณ ในความร่วมมือด้วยดีครับ

VITAE

VITAE

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