

GENDER DIFFERENCES IN JOB SATISFACTION: A CASE STUDY OF  
STAFF IN THREE TO FIVE-STAR HOTELS IN BANGKOK

MASTER'S PROJECT  
BY  
KANEUNGNIJ RUNGRUANGCHAIKIT

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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The purpose of this study was to determine gender differences in job satisfaction of staff in three to five-star hotels in Bangkok. The study employed Spector's Job Satisfaction Survey (JSS) which defines nine facets of job satisfaction. Forty-four male and fifty-six female hotel staff below the supervisory level in five three to five-star hotels in Bangkok were surveyed in May 2007.

The results of this study showed that both male and female hotel staff were only "Somewhat Satisfied" with their jobs, but male staff were more satisfied with their jobs than were female staff. The findings revealed that there were gender differences between male and female staff levels of job satisfaction with "Overall Job Satisfaction" and seven of nine facets of job satisfaction: "Pay", "Promotion", "Supervision", "Benefits", "Contingent Rewards", "Operating Conditions" and "Nature of the Work". Men were more satisfied with these facets of their jobs than were women, and negative correlations between male and female levels of job satisfaction were found for all these facets.

Two other facets, "Coworkers" and "Communication", satisfied women more than men. The first had no correlation and the second had a positive correlation between men's and women's levels of job satisfaction.

ความแตกต่างระหว่างเพศต่อความพึงพอใจในการทำงาน: กรณีศึกษา  
พนักงานในโรงแรมระดับสามถึงห้าดาว ในกรุงเทพมหานคร

บทคัดย่อ

ของ

คณิงนิจ รุ่งเรืองชัยกิจ

เสนอต่อบัณฑิตวิทยาลัย มหาวิทยาลัยศรีนครินทรวิโรฒ เพื่อเป็นส่วนหนึ่งของ  
การศึกษาตามหลักสูตรปริญญาศิลปศาสตรมหาบัณฑิต  
สาขาวิชาภาษาอังกฤษธุรกิจเพื่อการสื่อสารนานาชาติ

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การวิจัยฉบับนี้มีจุดประสงค์เพื่อศึกษาความแตกต่างระหว่างเพศต่อความพึงพอใจในการทำงาน ของพนักงานในโรงแรมระดับสามถึงห้าดาว ในกรุงเทพมหานคร การวิจัยฉบับนี้ ผู้วิจัยใช้แบบสอบถามความพึงพอใจในการทำงาน (JSS) ของพอล สเป็กเตอร์ ซึ่งประกอบด้วยปัจจัยทั้งหมด 9 ปัจจัย ข้อมูลของการวิจัยครั้งนี้ได้มาจากการสำรวจพนักงานในระดับปฏิบัติการ โดยแบ่งออกเป็นพนักงานชายจำนวน 48 คน และพนักงานหญิงจำนวน 52 คน ผู้วิจัยดำเนินการเก็บข้อมูลในการวิจัยในเดือนพฤษภาคม พ.ศ. 2550

ผลของการวิจัยพบว่า พนักงานทั้งชายและหญิงมีระดับความพึงพอใจในการทำงานอยู่ในระดับกลาง แต่พนักงานชายมีระดับความพึงพอใจในการทำงานสูงกว่าพนักงานหญิง นอกจากนี้ ผลของการวิจัยยังพบอีกด้วยว่า ระดับความพึงพอใจในการทำงานของพนักงานชาย และหญิงมีความแตกต่างกันใน 7 จาก 9 ปัจจัย ซึ่งประกอบด้วย “ผลตอบแทน”, “การเลื่อนตำแหน่ง”, “หัวหน้า”, “ผลประโยชน์”, “รางวัล”, “เงื่อนไขในการทำงาน” และ “สภาพของงาน” จากปัจจัยทั้งหมดที่กล่าวมานี้ พนักงานชายมีระดับความพึงพอใจในการทำงานสูงกว่าพนักงานหญิง และระดับความพึงพอใจในการทำงานของพนักงานชาย และหญิงมีความสัมพันธ์กันในทางลบ

“เพื่อนร่วมงาน” และ “การสื่อสาร” เป็นเพียง 2 ปัจจัยที่พนักงานหญิงมีระดับความพึงพอใจในการทำงานสูงกว่าพนักงานชาย ผู้วิจัยยังพบอีกด้วยว่า ระดับความพึงพอใจในการทำงานของพนักงานชาย และหญิงไม่มีความสัมพันธ์กันในปัจจัย “เพื่อนร่วมงาน” ส่วนปัจจัย “การสื่อสาร” นั้น ระดับความพึงพอใจในการทำงานของพนักงานชาย และหญิงมีความสัมพันธ์กันในทางบวก

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Kaneungnij Rungruangchaikit

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# CHAPTER 1

## INTRODUCTION

### Background

Job satisfaction plays a key role in the physical and psychological well-being of employees and is a crucial factor in labor markets. Greater employee well-being is associated with better job performance, lower absenteeism, and reduced job turnover, and is therefore of particular interest to firms and other organizations (Frey; & Stutzer. 2002). Understanding job satisfaction is critical to the success of an organization.

In the endeavor to better understand job satisfaction, many elements have been focused on in different studies. Frederick Herzberg laid the foundations for modern studies of job satisfaction with his Two-factor Theory in which he proposed two broad factors explaining job satisfaction (Herzberg. 1966). Intrinsic factors, or motivators, contribute primarily to job satisfaction, yet the absence of these factors does not necessarily cause job dissatisfaction. Extrinsic factors, or hygiene factors, are the leading causes of job dissatisfaction if they are not gratified. Hill (1987) explained that intrinsic factors relate to the actual content of work and extrinsic factors are associated with the work environment. These two factors can be further subdivided into specific aspects or facets. Smith; Kendall; & Hulin (1969) considered five facets: pay, promotions, coworkers, supervision, and the work itself. Spector (1985) assessed nine facets: pay, promotion, supervision, benefits, contingent rewards, operating conditions, coworkers, nature of the work, and communication.

Beyond the above mentioned factors and facets, job satisfaction also depends on demographic variables such as age, education and gender. A central paradox in studies of gender and job satisfaction is why women's job satisfaction is not lower than men's, given that women's jobs are often inferior in terms of pay, autonomy, and promotional opportunity (Chiu. 1998).

Several explanations have been advanced to explain this paradox. First, it has been suggested that women may differ in expectations (Brush; Moch; & Pooyan. 1987). Women expect less from work and so they are satisfied with less. This may have

developed over generations in which women had to accept fewer promotion opportunities and lower pay even for the same jobs. Second, men and women might have different values. Witt; & Nye (1992) discussed how there can be gender differences in perceptions of equity. Men and women sometimes view fairness in reward distribution differently. This could lead to women perceiving lesser rewards as being more fair than would men. Although these are possible explanations, it is not clear why women's job satisfaction levels are not universally lower than men's.

Using a data set on work orientations from the 1997 International Social Survey Program, Sousa-Poza; & Sousa-Poza (2000) showed that among the 21 countries included in the study, women were generally less satisfied than men, whereas in Great Britain and the United States women had much higher job satisfaction levels than men. Thus, it appears that the gender/job-satisfaction paradox pointed out by Chiu is not a worldwide phenomenon.

In Thailand, women rarely participated in the workforce in the past, due to the social emphasis on women's roles in the household. In more recent times, the number of women participating in the workforce has greatly increased. Statistics from the Report of the Labor Force Survey indicated that the participation rate of employed women increased from 62.9% in 2000 to 65% in 2005 (National Statistic Office. 2006: Online). As Thai women's importance in the workforce increases, their levels of job satisfaction become more important to employers and the sectors of the Thai economy in which they work.

The Thai hotel industry is playing an increasing and vital role in the growth of the Thai economy as the country shifts from an agricultural base to a more industrialized and service-based economy. The annual growth rate of the hotel industry is increasing every year and is forecasted to continue at a reasonably high and stable rate through 2008 (Bangkok Post. 2006: Online).

Women already occupy an impropotionally large number of jobs in the hospitality industry in Thailand. According to the National Statistic Office (2006: Online), the number of women employed in the hotel and restaurant industries in the year 2002 was 63.5% while the number of men working in these industries was only 36.5%. These percentages demonstrate the fact that women play a very important role in the hotel and

restaurant industries. However, the majority of women in the labor force received lower wages and work status than men.

Statistics from the Report of the Labor Force Survey in 2004 show that 73.2% of employed women were paid in the low wage range (less than 6,501 baht/month) while 69.8% of men were paid in this wage range. In the low-middle wage range (6,501-10,000 baht/month), 11.3% of women and 14.0% of men were positioned. Ten percent of women and 10.1% of men were paid in the middle-high wage range (10,001-20,000 baht/month). Women in the high wage range (more than 20,000 baht/month) were 4.8% compared with 5.4% of men (National Statistic Office. 2006: Online). These figures demonstrate that most Thai working women are paid at lower wage rates than men.

The statistics also indicate that women occupied 54.4% of low level functional jobs while 45.6% of these jobs were occupied by men. At the supervisory level, 39.0% of supervisors were women, whereas 61.0% of supervisors were men. Women at the department manager level occupied 33.3% of the jobs compared with 66.7% for men. At the director level, 22.8% were women while 77.2% were men. These figures reveal that the majority of employed women have a lower work status than men in the Thai labor force.

Gender inequality in jobs can affect worker satisfaction and lead to poor performance, poor productivity, high absenteeism and high turnover. These directly influence an organization's profitability and the economy in general. As women occupy the majority of jobs in the hospitality sector, it is important to determine their levels of job satisfaction to insure the on-going success and growth of the industry. This leads directly to the following research questions.

## **Research Questions**

The research questions for this study are as follows:

1. To what extent are male and female staff satisfied with their jobs in three to five-star hotels in Bangkok?
2. What is the correlation between and men's and women's levels of job satisfaction?

## Scope of the Study

The study was conducted in 5 three to five-star hotels in Bangkok in May 2007 by means of a Thai translation of P. E. Spector's Job Satisfaction Survey (JSS). Questionnaires were distributed to full time employees in 5 departments in each of the 5 hotels for a total of 100 respondents. All respondents worked below the supervisory level.

## Definition of Terms

The definitions of terms used throughout this study are presented below.

<b>Job Satisfaction:</b>	the subjective pleasurable emotional state resulting from hotel employees' job experiences based on Locke (1976)
<b>Intrinsic Factors:</b>	factors that, when present in a job, can build strong levels of employee motivation and satisfaction that can result in good job performance, as defined by Herzberg (1966: 72-73) including achievement, recognition, advancement, responsibility and the work itself
<b>Extrinsic Factors:</b>	factors that may result in employee dissatisfaction when not present in the job environment, as defined by Herzberg (1966: 72-73) including policies and administration, supervision, working conditions, interpersonal relations, salary, status and job security
<b>Job Facets:</b>	the nine subdivisions of intrinsic and extrinsic factors as defined by Spector (1985) including those corresponding to Herzberg's intrinsic factors (promotion, contingent rewards, nature of the work, and communication) and extrinsic factors (pay, supervision, benefits, operating conditions and coworkers)

## CHAPTER 2

### REVIEW OF RELATED LITERATURE

The foundations for this study are presented below and include: (1) definitions of job satisfaction, (2) job satisfaction theory and measurement tools, (3) related research on gender and job satisfaction, and (4) working women in Thailand: a brief look at gender equality.

#### **1. Definitions of Job Satisfaction**

Job satisfaction is multifaceted with a variety of definitions and related concepts. Many studies on job satisfaction have been conducted by psychologists, social psychologists, industrial psychologists, ergonomists, other professionals and managers of all sorts who were interested in work organization, quality and productivity. A selection of job satisfaction definitions is presented below.

Lawler; & Hackman (1983) defined job satisfaction as a person's affective reactions to his total work role. He described overall job satisfaction as what is determined by the difference between all the things a person feels he should receive from his job and all the things he actually does receive.

Locke (1976) stated that job satisfaction is a pleasurable or positive emotional state resulting from one's own appraisal of one's job or job experience. Job satisfaction results from the individual's perception that one's job fulfills or allows the fulfillment of one's important job values.

Joiner; & Servellen (1984) defined job satisfaction as the perceived experience that an individual derives from work. Satisfaction is a subjective state that is best reported by people experiencing it.

Mueller; & McCloskey (1990) defined job satisfaction as an affective feeling that depends on the interaction of employees, their personal characteristics, values and expectations with the work environment and the organization.



Ivancevich; & Matteson (1999) stated that job satisfaction is an attitude people have about their jobs. Job satisfaction results from their perceptions of their jobs and the degree to which there is a good fit between the individual and the organization.

Oshagbemi (2000) referred to job satisfaction as an individual's positive emotional reactions to a particular job. Job satisfaction is an affective reaction to a job that results from the person's comparison of actual outcomes with those that are desired, anticipated, or deserved.

In summary, job satisfaction is a subjective, positive feeling or emotional state that a person perceives based on a variety of facets of the work itself and the work environment. In this study, the definition of job satisfaction is the subjective pleasurable emotional state resulting from hotel employees' job experiences.

## **2. Job Satisfaction Theory and Measurement Tools**

Job satisfaction is one of the most important concepts in the study of organizational behavior. Researchers are interested in finding factors that increase job satisfaction because it is directly related to job behaviors like performance and accidents. Frederick Herzberg laid the foundations for modern work on job satisfaction with his Two-factor Theory of Motivation. Many researchers following him have sought to develop tools to measure job satisfaction based on his theory. The Job Descriptive Index (JDI) and the Job Satisfaction Survey (JSS) are two such tools. Herzberg, the JDI and the JSS are presented below.

### **2.1 Herzberg's Two-factor Theory**

Frederick Herzberg (1966) developed a theory known as the Two-factor Theory of Motivation. His research focused on how jobs/tasks and the work environment affected the psychological person (employee), and led to two specific conclusions. First, a set of intrinsic factors, or the job itself, when present in a job, can build strong levels of employee motivation and satisfaction that can result in good job performance. If these factors are not present, the job may not prove satisfying. The factors in this set are called satisfiers or motivators, and include achievement, recognition, advancement, responsibility and the work itself. These motivators are directly related to the nature of

the job or the task itself. When present, these factors contribute to satisfaction. This, in turn, can result in intrinsic task motivation.

Second, there is a set of extrinsic factors, or the job environment, which may result in employee dissatisfaction when the factors are not present. However, if these factors are present, the job may not necessarily motivate employees. These factors are called dissatisfiers or hygiene factors, since they are needed to maintain at least a level of "no dissatisfaction" (Ivancerich; & Matteson. 1999). The hygiene factors include policies and administration, supervision, working conditions, interpersonal relations, and salary, status and job security.

Herzberg's intrinsic and extrinsic factors are presented in Figure 1 below.

Figure 1 Intrinsic and Extrinsic Factors

Intrinsic Factors or Motivators	Extrinsic Factors or Hygiene Factors
Job itself	Job environment
Achievement	Policies and administration
Recognition	Supervision
Advancement	Working conditions
Responsibility	Interpersonal relations
The work itself	Salary, status and job security

Source: Frederick Herzberg. (1966). *Work and the Nature of Man*. pp. 72-73.

Figure 1 lists facets that are directly related to the job itself and dissatisfiers in the job environment. The dissatisfiers, or hygiene factors, are significantly different from the satisfiers, or motivators. Herzberg's motivator-hygiene theory suggests that job satisfaction and dissatisfaction are not opposite. The opposite of dissatisfaction is the implied absence of dissatisfaction, not necessarily satisfaction. Job satisfaction and dissatisfaction appear to be caused by two entirely different sets of facets. Job satisfaction is influenced intrinsically by the job itself and appears to affect job satisfaction. Those facets that influence dissatisfaction are peripheral to the job and seem to have very little effect on satisfaction, but can lead to dissatisfaction if not present in the work environment.

Herzberg's original work has served as a foundation for most later research on job satisfaction.

## 2.2 Smith; Kendall; & Hulin's Job Descriptive Index

Smith; Kendall; & Hulin (1969) developed the Job Descriptive Index (JDI). They based their work in developing a tool for measuring job satisfaction on Herzberg's previous theoretical work. The JDI has become one of the most popular facet scales among organizational researchers, and it may have been the most carefully developed and validated. The scale assesses five facets: pay, promotions, coworkers, supervision, and the work itself. Many users of the scale have summed the five facet scores into an overall score, although this practice is not recommended by Smith and her associates (Ironson et al., 1989).

The entire scale contains 72 statements with either 9, or 18 items per facet. Each item is composed of an evaluative adjective, or short phrase that is descriptive of a job facet. Responses are "Yes", "Uncertain", or "No". For each facet scale, a brief explanation is provided, followed by the items concerning that facet. Both favorable, or positively worded and unfavorable, or negatively worded items are provided. A sample of items from the JDI is presented in Figure 2 below.

Figure 2 Sample Items from the Job Descriptive Index (JDI)

---

Sample 1: Think of the pay you get now. How well does each of the following words or phrases describe your present pay? In the blank beside each word below, write

  Y   for "Yes" if it describes your pay

  N   for "No" if it does NOT describe it

  ?   if you cannot decide

PAY

       Income adequate for normal expenses

       Insecure

       Less than I deserve

---

Figure 2 (Continued)

---

Sample 2: Think of the opportunities for promotions that you have now. How well does each of the following words or phrases describe these? In the blank beside each word below, write

  Y   for "Yes" if it describes your opportunities for promotions

  N   for "No" if it does NOT describe them

  ?   if you cannot decide

PROMOTIONS

       Dead-end job

       Unfair promotion policy

       Regular promotions

---

Sample 3: Think of the majority of the people that you work with now or the people you meet in connection with your work. How well does each of the following words or phrases describe these people? In the blank beside each word below, write

  Y   for "Yes" if it describes the people that you work with

  N   for "No" if it does NOT describe them

  ?   if you cannot decide

COWORKERS

       Boring

       Responsible

       Intelligent

---

Sample 4: Think of the kind of supervision that you get on your job. How well does each of the following words or phrases describe this? In the blank beside each word below, write

  Y   for "Yes" if it describes the supervision you get on your job

  N   for "No" if it does NOT describe it

  ?   if you cannot decide

SUPERVISION

       Impolite

       Praises good work

       Doesn't supervise enough

---

Figure 2 (Continued)

---

Sample 5: Think of the work you do at present. How well does each of the following words or phrases describe your work? In the blank beside each word below, write

  Y   for "Yes" if it describes your work

  N   for "No" if it does NOT describe it

  ?   if you cannot decide

THE WORK ITSELF

       Routine

       Satisfying

       Good

---

Source: Smith; Kendall; & Hulin. (1969). *The Measurement of Satisfaction in Work and Retirement*.

There is an extensive body of literature in which this scale has been used. Cook et al. (1981) listed more than 100 published studies that used the JDI. Thus, extensive normative data are available for potential users of the scale. The facets also have very good reliabilities. The very extensive body of research using the scale provides good validation evidence. Perhaps the biggest limitation of the scale is that it is limited to only five facets, although these are five of the most frequently assessed. In addition, there has been some criticism that particular items might not apply to all employee groups. However, this criticism is probably true of all job satisfaction scales.

The JDI is copyrighted and a fee is required for its use, even though it is one of the most popular scales.

### 2.3 Spector's Job Satisfaction Survey

Paul Spector (1985) developed the Job Satisfaction Survey (JSS). Working on the basis of Herzberg's Two-factor Theory, he sought to develop a tool for measuring job satisfaction. This was accomplished by using attitude scale construction techniques with summated (Likert) rating scales. Spector's method for developing the JSS is presented here after.

First, the domains of interest were defined. To accomplish this, a literature review was conducted including studies of job satisfaction facets (subdivisions of the intrinsic and extrinsic job satisfaction factors). Many of the studies reviewed included factor analyses employing existing or ad hoc instruments to determine the underlying facets of satisfaction. Other studies were conceptual analyses of satisfaction facets. From each study, a list of facets was made and the ten most common and conceptually meaningful to Spector were chosen for inclusion in the scale. These ten facets adequately sampled the domains of job satisfaction so that a combined score (sum of all subdivisions, or facets) would yield a good measure of overall satisfaction. These ten facets included satisfaction with pay, promotion, supervision, benefits, contingent rewards, operating conditions, coworkers, nature of the work, communication, and work conditions. Statements were written to characterize each of the ten facets to be included in the survey. Some facets had more statements than others because the domain areas varied in specificity and breadth. A total of 74 items were compiled for inclusion in the first version of the survey.

The JSS used the summated rating scale format with six agree-disagree response choices: disagree strongly, disagree moderately, disagree slightly, agree slightly, agree moderately, and agree strongly. These response choice intervals were approximately equal psychologically and were scored from 1 to 6, respectively. Approximately half of the items were written in a positively worded direction and half in a negatively worded direction. Each item was an evaluative statement, agreement with which would indicate either a positive or negative attitude about the job.

The initial statement pool was administered to a small pilot sample of 49 employees of a community mental health center in the southeastern United States. Part-whole correlations were calculated for each statement in each facet. Those items were retained that had a part-whole of at least .45. This left 34 items with no more than 4 statements per facet; 2 additional items were written to equalize the items per facet at 4 each, and this became the final list of statements included in the survey.

All facets remained as conceptualized originally, except for work conditions. This facet originally contained the most items and included both physical conditions, such as equipment and the physical environment, and operational conditions, such as

rules, procedures, and red tape. Only the latter items were retained and this facet was renamed “operating conditions”. This process reduced the first JSS from ten facets to nine facets in the final version.

Spector’s final JSS assesses nine facets of job satisfaction (Spector. 1985). A description of the facets and example statements from each are presented below.

1. Pay: amount and fairness or equity of salary (*“I feel I am being paid a fair amount for the work I do.”*)
2. Promotion: opportunities and fairness of promotions (*“I am satisfied with my chances for promotion.”*)
3. Supervision: fairness and competence at managerial tasks by one’s supervisor (*“My supervisor is quite competent in doing his job.”*)
4. Benefits: insurance, vacation, and other fringe benefits (*“The benefits I receive are as good as most other organizations offer.”*)
5. Contingent rewards: sense of respect, recognition, and appreciation (*“When I do a good job, I receive the recognition for it that I should receive.”*)
6. Operating conditions: policies, procedures, rules and perceived red tape (*“Many of organizational rules and procedures make doing a good job easy.”*)
7. Coworkers: perceived competence and pleasantness of one’s colleagues (*“I like the people I work with.”*)
8. Nature of the work: enjoyment of the actual tasks themselves (*“I feel a sense of pride in doing my job.”*)
9. Communication: sharing of information within the organization, verbally or in writing (*“I know what is going on with the organization.”*)

Each of the nine facets can produce a separate facet score. The total of all statements produce a total score. Each of the nine facets is scored by combining response to its four statements, which are presented in Figure 3 below.

Figure 3 Facet Contents for the Job Satisfaction Survey (JSS)

Facets	Statement Number
Pay	1, 10r, 19r, 28
Promotion	2r, 11, 20, 33
Supervision	3, 12r, 21r, 30
Benefits	4r, 13, 22, 29r
Contingent rewards	5, 14r, 23r, 32r
Operating conditions	6r, 15, 24r, 31r
Coworkers	7, 16r, 25, 34r
Nature of the work	8r, 17, 27, 35
Communication	9, 18r, 26r, 36r

NOTE: Statements followed by "r" should be reverse scored.

Figure 3 indicates which statements correspond to each of the 9 facets of the JSS. Statements related to each facet are distributed throughout the survey in order to reduce the tendency of respondents to react to related statements in similar ways. When statements related to one facet are grouped together, the respondents may seek to respond in ways that make a consistent image of the facet as a whole, as seen by the respondents. When statements related to one facet are widely distributed, this possibility is diminished.

Figure 3 also indicates which statements need to be reverse scored. A positively worded statement is one for which agreement indicates job satisfaction. A negatively worded statement is one for which agreement indicates dissatisfaction. Before the statements are combined, the scoring for the negatively worded statements must be reversed. Thus, the respondents who agree with positively worded statements and disagree with negatively worded statements will have high scores representing satisfaction. The respondents who disagree with positively worded statements and agree with negatively worded statements will have low scores representing dissatisfaction. Without statement reversals, most respondents would have middle scores because they would tend to agree with half and disagree with half of the statements, just because they are worded in opposite directions.



Spector granted permission to use and/or modify the JSS without fee for noncommercial educational and research purposes (Spector. 1997: 7).

Spector's JSS has been shown to correlate highly with other job satisfaction theories and tools, including those of Herzberg and Smith; Kendall; & Hulin.

Herzberg and Spector emphasize the same set of relationships. Herzberg's intrinsic factors, or motivators, are related to Spector's facets of promotion, contingent rewards, nature of the work and communication. Herzberg's extrinsic factors, or hygiene factors, are related to Spector's facets of pay, supervision, benefits, operating conditions and coworkers. A summary of the correspondence between Herzberg's and Spector's concepts is presented in Figure 4.

Figure 4 The Correspondence between Herzberg's and Spector's Concepts

Herzberg's Intrinsic Factors or Motivators	Herzberg's Extrinsic Factors or Hygiene Factors
Spector's Facets:	Spector's Facets:
Promotion	Pay
Contingent rewards	Supervision
Nature of the work	Benefits
Communication	Operating conditions
	Coworkers

The five JDI facets of Smith; Kendall; & Hulin (pay, promotions, coworkers, supervision, and nature of the work) correlate well with corresponding facets of Spector's JSS.

While Smith; Kendall; & Hulin's Job Descriptive Index and Spector's Job Satisfaction Survey are both well-known and tested tools for measuring job satisfaction, the JDI is a rather voluminous survey document, which would require a great deal of time to translate for use with Thai respondents, may be tedious for the respondents to complete, includes only 5 job facets and is not recommended by its authors to be summed for an overall job satisfaction score; the JSS can easily be translated into Thai in a few pages, can be quickly completed by the respondents, includes 9 job facets and

can be summed for an overall job satisfaction score. For these reasons, Spector's Job Satisfaction Survey has been selected as the survey tool for this study.

### **3. Related Research on Gender and Job Satisfaction**

The relationship between gender and job satisfaction has been examined frequently. However, the results have been contradictory.

Some studies have shown women to be more satisfied with their jobs than men. Khaleque; & Rahman (1987) found that there were significant differences between some demographic variables (age, experience, social status) and job satisfaction of industrial workers in Bangladesh. Older workers and married women were more satisfied with their jobs than other workers. In a study of public employees at Seoul Metropolitan Government in Korea, Kim (2005) found that women employees were more satisfied with their jobs than men. Among the demographic variables, gender was the only significant predictor of job satisfaction.

Other studies have shown men to be more satisfied with their jobs than women. Bilgic (1998) did not reach a clear conclusion about gender differences and overall job satisfaction in Turkey, but did find a significant correlation between gender differences, pay satisfaction and satisfaction with the physical environment. Turkish women expressed less satisfaction with their pay and working environments than did men. Traditional culture was of substantial importance in predicting and affecting job satisfaction in Kuwait (Metle. 2002). Kuwaiti women employees were dissatisfied with their jobs in the Kuwaiti government sector because of traditional cultural values.

With regard to what men and women look for in a job, the evidence is also inconsistent. According to Mottaz (1986), at lower work levels, men focused more on intrinsic factors, whereas women emphasized extrinsic factors. However, at managerial levels, men and women tended to focus equally on both intrinsic and extrinsic factors. Kim (2005) found that Korean women employees at the Seoul Metropolitan Government emphasized intrinsic factors, whereas men emphasized extrinsic factors. De Vaus; & McAllister (1991) examined gender differences in job factors, using data collected in nine Western European countries. Their results showed that men placed greater value

than women on both extrinsic and intrinsic factors and were somewhat more satisfied than women with their jobs.

In Thailand, the studies of gender and job satisfaction are also inconsistent. Paisal (1984) studied job satisfaction of university faculty members at Srinakharinwirot University. This study attempted to analyze the faculty's job satisfaction based on their demographic data. The results showed that women faculty members were more satisfied with supervision and coworkers than men. Piyaporn (2003) studied job satisfaction of employees at Tong Roongroj Industry. This study aimed to investigate the relationships between job satisfaction, demographic factors and corporate culture. The results revealed that gender made no difference to job satisfaction.

In conclusion, gender is one of the most important demographic variables affecting job satisfaction. Moreover, men and women appear to be satisfied with different facets of jobs. As research on the relationship between gender and job satisfaction is often contradictory, this study seeks to concretely explore gender differences in job satisfaction of employees in three to five-star hotels in Bangkok.

#### **4. Working Women in Thailand: A Brief Look at Gender Equality**

As has been shown, women are entering the Thai labor force in ever increasing numbers. They already hold the majority of jobs in the hotel industry which is a vital component of the Thai economy. The importance of satisfied and productive working women to the hotel industry, the economy and society in general cannot be overlooked.

The Thai Labour Protection Act of 1998 aimed to eliminate gender discrimination against women in the workplace and thereby improve the socioeconomic status of working women as well as promote their welfare by protecting their maternity and vocational status. The act prohibits gender discrimination in recruitment, hiring, wages, vocational education and training, deployment, promotion, retirement, and dismissal (Department of Labour Protection and Welfare. 2006: Online).

However, according to the United Nations Development Programme (2005), Thailand ranked 63rd among 140 countries on the Gender Empowerment Measure (GEM) scale which reveals whether women take an active part in economic and political life. The GEM focuses on gender inequality in key areas of economic and political

participation and decision-making. It tracks the share of seats in parliament held by women; of female legislators, senior officials and managers; and of female professional and technical workers, and the gender disparity in earned income, reflecting economic independence.

Even though the Thai government has focused on women's socioeconomic status since 1998, their influence on Thai society and government has not been much enhanced. Piyavadee (1993) reported that although there are large numbers of women entering the labor market each year, women's working conditions and opportunities are inferior to men's. The traditional belief that men are superior to women in both physical and mental abilities, provides men with greater opportunities to find jobs, earn higher wages and be promoted to higher positions. Compared to men, women in general seem to face more problems in their jobs and career advancement.

In summary, gender inequality in jobs is a serious issue with which employers should be concerned. It can affect worker satisfaction and lead to poor performance, directly affecting profitability. Profitability in one sector of the economy affects the whole economy. This in turn makes gender inequality and women's job satisfaction and productivity a concern for all. As studies of gender and job satisfaction in Thailand are few in number and inconsistent, this study seeks to identify gender differences in job satisfaction of at least hotel staff in three to five-star hotels in Bangkok.

## CHAPTER 3

### METHODOLOGY

This chapter provides a description of the methodology employed to collect and analyze the research data. This chapter is divided into 4 sections: research respondents, research instrument, research procedures and data analysis.

#### **Research Participants**

Respondents in this study included 100 full-time hotel staff working below the supervisory level in 5 three to five-star hotels located in Bangkok. Permission to conduct the survey was granted by an authorized representative from each hotel. (See Appendix C, Hotel Permission to Conduct the Survey.) By request, the names of the 5 participating hotels have been withheld for reasons of confidentiality. The hotels are referred to as H1 to H5.

The respondents were drawn from five important hotel departments: Human Resources (HR), Marketing and Sales (M&S), Food and Beverage (F&B), Front Office (FO) and Housekeeping (HK). These 5 departments are of different sizes, serve different functions, perform different types of work and enjoy different levels of status within each hotel. Staff in these departments come from different backgrounds, have different skills, educational and training experiences, and different working conditions and remuneration packages. The purpose of selecting respondents from these departments was to insure that a representative cross section of hotel staff was included in this study.

The Human Resources Department of each hotel informed the researcher of the times and locations of the shift changes of the 5 departments to be surveyed. Subject to staff availability at the time of selection, the researcher sought to select two men and two women from each of the 5 departments in each of the 5 hotels: 10 men + 10 women = 20 respondents/hotel x 5 hotels = 100 respondents. Final selection was made first on the basis of staff availability in each of the 5 departments, and second on the basis of

gender and respondent distribution through the 5 target departments. The final composition of the group of 100 respondents is presented in Chapter 4.

### **Research Instrument**

P. E. Spector's Job Satisfaction Survey (JSS) was employed as the research instrument to collect the data in this study. Two questions were added at the end of the JSS to clearly identify the most satisfying/dissatisfying parts of the respondents' jobs. The questionnaire was prepared in English and translated into Thai. (See Appendixes A and B.) The Thai questionnaire was used to collect the data so that the respondents clearly understood all questions. The questionnaire was divided into two parts.

**Part I: Personal Data:** This part required the respondents to indicate only their gender. This was required to analyze differences in men's and women's job satisfaction levels.

**Part II: Job Satisfaction:** This section consisted of 36 statements, of which 4 related to each of Spector's nine facets: pay, promotion, supervision, benefits, contingent rewards, operating procedures, coworkers, nature of the work and communication. The respondents were asked to respond to each item on a 6-point scale: 1 = disagree strongly to 6 = agree strongly. The JSS statements were written in both directions: positive and negative. Overall job satisfaction was measured by mean scores for all 36 items. The researcher also added 2 questions in order to encourage the respondents to express their own ideas as to what satisfied/dissatisfied them most about their jobs.

### **Research Procedures**

The researcher selected employees from the five departments of each hotel as defined above, and distributed and collected the questionnaires to ensure the confidentiality of the information provided. The survey was conducted in May, 2007.

## Data Analysis

Data were analyzed by means of the Statistical Package for Social Sciences (SPSS). The statistical tools used in this study were mean and percentage scores and the Pearson Product Correlation Coefficient.

The Pearson Product Correlation Coefficient ( $r$ ) was used to find the relationship, or correlation, between gender and job satisfaction. The correlation coefficient ranges from +1.00 to -1.00. If the  $r$ -value is 1.00, there is a perfect positive linear relationship. If the  $r$ -value is -1.00, there is a perfect negative linear relationship or a perfect reverse relationship. If the  $r$ -value is 0.00, there is no correlation (Zikmund. 1997).

Several authors have offered guidelines for the interpretation of a correlation coefficients. Cohen (1988) proposed the following interpretation for correlations:

Correlation	Positive	Negative
Small	0.10 to 0.29	-0.29 to -0.10
Medium	0.30 to 0.49	-0.49 to -0.30
Large	0.50 to 1.00	-1.00 to -0.50

If the  $r$ -value equals 0.10 to 0.29 or -0.29 to -0.10, there is a small correlation between the two independent variables. If the  $r$ -value is 0.30 to 0.49 or -0.49 to -0.30, there is a medium correlation between the two independent variables. If the  $r$ -value equals 0.50 to 1.00 or -1.00 to -0.50, a large correlation between the two independent variables is indicated.

Cohen's interpretation and has been applied in this study.

The 2-tailed statistical significance value ( $p$ -value) has also been used in this study. If the  $p$ -value less than 0.01 ( $p < 0.01$ ), or 0.05 ( $p < 0.05$ ), the result is considered statistically significant.

The findings are presented in tables, discussed and conclusions are drawn in Chapters 4 and 5.

## CHAPTER 4

### FINDINGS

This chapter presents the findings of the study. In the first section, men's and women's levels of job satisfaction are described and compared. The correlations between men's and women's levels of job satisfaction are presented in the second section.

#### **Male and Female Hotel Staff Satisfaction**

The findings with regard to the satisfaction levels of male and female staff working in the 5 three to five star hotels in Bangkok are presented below.

The findings are divided into two parts as in the questionnaire: Part I, Personal Data and Part II, Job Satisfaction. This is followed by a section showing the correlation between male and female hotel staff's levels of job satisfaction for each of the nine facets of the JSS.

#### **Part I: Personal Data**

Part I of the questionnaire asked the respondents to identify their gender only. As described in Chapter 3, 10 male (M) and 10 female (F) respondents were sought from each of the 5 three to five star hotels (H1 to H5) included in this study, and 2 male and 2 female respondents were sought from each of the 5 target departments [Human Resources (HR), Marketing & Sales (M&S), Food & Beverage (F&B), Front Office (FO) and Housekeeping (HK)] in each of the 5 hotels. Final respondent selection was made based on availability of respondents first, and their genders and departments second. The composition of the respondent base is shown in Table 1 below.



Table 1 Respondent Base

Depts.	Hotels										Totals
	H1		H2		H3		H4		H5		
	M	F	M	F	M	F	M	F	M	F	
HR	1	2	2	2	1	3	2	2	2	2	19
M&S	2	2	2	3	2	2	2	2	2	2	21
F&B	2	3	2	2	2	3	2	2	2	2	22
FO	1	3	1	2	1	2	2	2	2	2	18
HK	1	3	2	2	2	2	2	2	2	2	20
<b>Totals</b>	<b>7</b>	<b>13</b>	<b>9</b>	<b>11</b>	<b>8</b>	<b>12</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>100</b>

As shown above, equal numbers of male and female respondents could not be found either globally or by department. Globally, 44 men and 56 women from the 5 hotels responded to the questionnaire for a total respondent base of 100. Only hotels H4 and H5 could provide equal numbers of male and female respondents from each of the 5 target departments. Larger numbers of female respondents from some departments in hotels H1 to H3 were required to complete questionnaires in order to include 20 respondents from each of the 5 hotels. This reflects the finding of the National Statistics Office that more women than men are employed in the Thai hospitality industry (National Statistic Office. 2006: Online).

### Part II: Job Satisfaction

The data obtained from Part II of the questionnaire (Items 1-36) was tabulated to assess the mean scores used to estimate gender differences in job satisfaction. After the negative items of each fact were reversed, the numbered responses for the appropriate items were summed and the mean scores of each of the nine facets of job satisfaction were computed. The overall job satisfaction scores are the average of all 36 items of the nine facets. Scores are based on questionnaire responses in the range from 1, disagree strongly (very dissatisfied) to 6, agree strongly (very satisfied). The results are shown in Table 2.

Table 2 Gender Differences in Job Satisfaction

Job Satisfaction	Men	Women
	N=44	N=56
	Mean Scores	Mean Scores
Nine Facets of Job Satisfaction:		
Pay	3.88	3.45
Promotion	4.18	3.57
Supervision	4.55	4.33
Benefits	4.13	3.77
Contingent rewards	4.24	3.91
Operating conditions	3.67	3.47
Coworkers	4.34	4.35
Nature of the work	4.85	4.44
Communication	<u>3.92</u>	<u>3.96</u>
Overall Job Satisfaction Scores:	4.19	3.91

Table 2 shows that, on the scale of 1 to 6, male respondents were more satisfied with their jobs than were female staff with an overall job satisfaction score of 4.19. The overall female job satisfaction score was 3.91. Both male and female hotel staff were most satisfied with the “Nature of the Work”: 4.85/4.44 respectively. Both genders were least satisfied with the “Pay”: 3.88/3.45 respectively. Only on the “Coworkers” and “Communication” job satisfaction facets did female respondents report being slightly more satisfied than male respondents: 4.35/4.34 and 3.96/3.92 respectively.

The data obtained from the two open-ended questions at the end of Part II of the questionnaire were tabulated to clearly identify the most satisfying and most dissatisfying facets of job satisfaction as seen by the male and female staff in the 5 three to five star hotels in Bangkok. The broad range of comments has been categorized into the nine job satisfaction facets. The results are shown in Tables 3 and 4.

Fifteen male and 28 female respondents offered additional comments on the most satisfying facets of their jobs in Part II of the questionnaire. They are summarized in Table 3 below.

Table 3 Gender Differences in the Most Satisfying Facets

Most Satisfying Facets	Men		Women	
	N=15		N=28	
	Frequency	%	Frequency	%
Pay	0	0.00	1	3.57
Supervision	2	13.33	7	25.00
Benefits	2	13.33	0	0.00
Operating conditions	0	0.00	1	3.57
Coworkers	6	40.00	12	42.86
Nature of the work	3	20.00	7	25.00
Other	2	13.33	0	0.00

Table 3 reveals the frequency and percentages of the most satisfying job facets as reported by the male and female respondents. Six men (40.00%) and 12 women (42.86%) felt that their coworkers were the most satisfying part of their jobs. Three men (20.00%) and 7 women (25.00%) were most satisfied by the nature of the work. Only one woman was most satisfied with her pay. No men were most satisfied with this facet. Two men (13.33%) and 7 women (25.00%) felt that the supervision was the most satisfying facet. Two men (13.33%) were most satisfied with the benefits. No women reported benefits as being the most satisfying facet. One woman felt that operating conditions was the most satisfying facet. No men reported this facet as being the most satisfying facet. "Coworkers" and "Nature of the Work" were the two most satisfying facets (in that order) reported by both male and female respondents.

Two men named other elements of their jobs as being the most satisfying. One man felt that "security" was the most satisfying part of his job, and another offered "food" as the most satisfying job element. These two elements do not fit neatly into any one of the nine facets of the JSS.

Nine male and 18 female respondents offered additional comments on the most dissatisfying facets of their jobs in Part II of the questionnaire. They are summarized in Table 4 below.

Table 4 Gender Differences in the Most Dissatisfying Facets

Most Dissatisfying Facets	Men		Women	
	N=9		N=18	
	Frequency	%	Frequency	%
Supervision	0	0.00	6	33.33
Benefits	0	0.00	1	5.56
Operating conditions	1	11.11	1	5.56
Coworkers	5	55.56	4	22.22
Nature of the work	1	11.11	1	5.56
Communication	1	11.11	0	0.00
Other	1	11.11	5	27.78

Table 4 illustrates the frequency and percentages of the most dissatisfying job facets as reported by the male and female respondents. Six women (33.33%) were most dissatisfied by the supervision. Five men (55.56%) and 4 women (22.22%) felt that the coworkers were the most dissatisfying part of their jobs. Only one woman felt that the benefits were the most dissatisfying facet. One man and 1 woman were most dissatisfied with the operating conditions. One man and 1 woman felt that the nature of the work was the most dissatisfying part of their jobs. One man felt that the communication was the most dissatisfying facet.

One man and 6 women named other elements of their jobs as being the most dissatisfying. The man and 3 women felt that “the lack of job rotation opportunities” was the most dissatisfying part of their jobs, and 2 women offered “the lack of a sense of advancement in their jobs” as the most dissatisfying job element. Neither of these elements can be categorized neatly into any one of the nine JSS facets.

More than half of male respondents (55.50%) were most dissatisfied with their coworkers, while women were most dissatisfied with their supervision (33.33%).

The findings in Tables 3 and 4 imply that the “Coworkers” facet might be one facet about which some male and female respondents felt strongly satisfied and/or dissatisfied. The respondents were asked to identify only one facet about which they felt most satisfied and dissatisfied. Therefore, the findings in these two tables differ from the findings in Table 2 which tabulated mean scores for the four statements about each facet.

In summary, male hotel staff in this study were slightly more satisfied with their jobs than female. Men had higher job satisfaction levels in 7 out of 9 facets of job satisfaction: pay, promotion, supervision, benefits, contingent rewards, operating conditions and nature of the work. Besides the 9 facets of the JSS, other elements were found to affect job satisfaction: security, food, job rotation and job advancement.

### Job Satisfaction Correlations

The correlations between male and female hotel staff’s levels of job satisfaction for each of the nine facets of the JSS are presented in Tables 5-13.

The correlation between male and female staff levels of job satisfaction with pay is presented in Table 5 below.

Table 5 The Correlation between Gender and Pay

		GENDER	PAY
GENDER	Pearson Correlation	1	-.253 *
	Sig. (2-tailed)	.	.011
	N	100	100
PAY	Pearson Correlation	-.253 *	1
	Sig. (2-tailed)	.011	.
	N	100	100

\*. The correlation is significant at the 0.05 level (2-tailed).

The Pearson Product Correlation Coefficient (r) was -0.253. This means there was a small negative correlation between male and female staff levels of job satisfaction with the “Pay” facet of the JSS.

The correlation was statistically significant at the 0.05 level (2-tailed).

The correlation between male and female staff levels of job satisfaction with promotion is presented in Table 6 below.

Table 6 The Correlation between Gender and Promotion

		GENDER	PMTION
GENDER	Pearson Correlation	1	-.366 *
	Sig. (2-tailed)	.	.000
	N	100	100
PMTION	Pearson Correlation	-.366 **	1
	Sig. (2-tailed)	.000	.
	N	100	100

\*. The correlation is significant at the 0.01 level (2-tailed).

The (r) was -0.366, i.e. there was a medium negative correlation between the levels of satisfaction of the male and female respondents from the 5 three to five star hotels with regard to the “Promotion” facet of their jobs. This was the only facet with a medium, or higher, level of correlation between the two independent variables according to Cohen’s interpretation.

The correlation was statistically significant at the 0.01 level (2-tailed).

The correlation between male and female staff levels of job satisfaction with supervision is presented in Table 7 below.

Table 7 The Correlation between Gender and Supervision

		GENDER	SPRVSION
GENDER	Pearson Correlation	1	-.113
	Sig. (2-tailed)	.	.261
	N	100	100
SPRVSION	Pearson Correlation	-.113	1
	Sig. (2-tailed)	.261	.
	N	100	100

The (r) of -0.113 shows a small negative correlation between men’s and women’s levels of satisfaction with the “Supervision” factor.

The correlation was not statistically significant with a 2-tailed significance of 0.261 ( $0.261 > 0.05$ ).

The correlation between male and female staff levels of job satisfaction with benefits is presented in Table 8 below.

Table 8 The Correlation between Gender and Benefits

		GENDER	BENEFIT
GENDER	Pearson Correlation	1	-.176
	Sig. (2-tailed)	.	.079
	N	100	100
BENEFIT	Pearson Correlation	-.176	1
	Sig. (2-tailed)	.079	.
	N	100	100

The (r) was -0.176. This means there was a small negative correlation between male and female staff levels of job satisfaction with the “Benefits” facet of the JSS.

The correlation was not statistically significant with a 2-tailed significance of 0.079 ( $0.079 > 0.05$ ).

The correlation between male and female staff levels of job satisfaction with contingent rewards is presented in Table 9 below.

Table 9 The Correlation between Gender and Contingent Rewards

		GENDER	REWARD
GENDER	Pearson Correlation	1	-.194
	Sig. (2-tailed)	.	.053
	N	100	100
REWARD	Pearson Correlation	-.194	1
	Sig. (2-tailed)	.053	.
	N	100	100

The (r) was -0.194, i.e. there was a small negative correlation between the levels of satisfaction of the male and female respondents from the 5 three to five star hotels with regard to the “Contingent Rewards” facet of their jobs.

The correlation was not statistically significant with a 2-tailed significance of 0.053 ( $0.053 > 0.05$ ).

The correlation between male and female staff levels of job satisfaction with operating conditions is presented in Table 10 below.

Table 10 The Correlation between Gender and Operating Conditions

		GENDER	CNDITION
GENDER	Pearson Correlation	1	-.112
	Sig. (2-tailed)	.	.267
	N	100	100
CNDITION	Pearson Correlation	-.112	1
	Sig. (2-tailed)	.267	.
	N	100	100

The (r) of -0.112 shows a small negative correlation between men's and women's levels of satisfaction with the "Operating Conditions" factor.

The correlation was not statistically significant with a 2-tailed significance of 0.267 ( $0.267 > 0.05$ ).

The correlation between male and female staff levels of job satisfaction with coworkers is presented in Table 11 below.

Table 11 The Correlation between Gender and Coworkers

		GENDER	COWORKER
GENDER	Pearson Correlation	1	.003
	Sig. (2-tailed)	.	.973
	N	100	100
COWORKER	Pearson Correlation	.003	1
	Sig. (2-tailed)	.973	.
	N	100	100

The (r) was 0.003. This means there was no correlation between male and female staff's levels of job satisfaction with the "Coworkers" facet of the JSS. This was



the only facet with no level of correlation between the two independent variables according to Cohen's interpretation.

The correlation was not statistically significant with a 2-tailed significance of 0.973 ( $0.973 > 0.05$ ).

The correlation between male and female staff levels of job satisfaction with nature of the work is presented in Table 12 below.

Table 12 The Correlation between Gender and Nature of the Work

		GENDER	NATUREWK
GENDER	Pearson Correlation	1	-.247 *
	Sig. (2-tailed)	.	.013
	N	100	100
NATUREWK	Pearson Correlation	-.247 *	1
	Sig. (2-tailed)	.013	.
	N	100	100

\*. The correlation is significant at the 0.05 level (2-tailed).

The (r) was -0.247, i.e. there was a small negative correlation between the levels of satisfaction of the male and female respondents from the 5 three to five star hotels with regard to the "Nature of the Work" facet of their jobs.

The correlation was statistically significant at the 0.05 level (2-tailed).

The correlation between male and female staff levels of job satisfaction with communication is presented in Table 13 below.

Table 13 The Correlation between Gender and Communication

		GENDER	COMN
GENDER	Pearson Correlation	1	.023
	Sig. (2-tailed)	.	.822
	N	100	100
COMN	Pearson Correlation	.023	1
	Sig. (2-tailed)	.822	.
	N	100	100

The (r) of 0.023 shows a small positive correlation between men's and women's levels of satisfaction with the "Communication" factor.

The correlation was not statistically significant with a 2-tailed significance of 0.822 ( $0.822 > 0.05$ ).

The correlation between male and female staff levels of job satisfaction with overall job satisfaction is presented in Table 14 below.

Table 14 The Correlation between Gender and Overall Job Satisfaction

		GENDER	TOTAL
GENDER	Pearson Correlation	1	-.245 *
	Sig. (2-tailed)	.	.014
	N	100	100
TOTAL	Pearson Correlation	-.245 *	1
	Sig. (2-tailed)	.014	.
	N	100	100

\*. The correlation is significant at the 0.05 level (2-tailed).

The (r) was -0.245. This means there was a small negative correlation between male and female staff levels of job satisfaction with the "Overall Job Satisfaction" facet of the JSS.

The correlation was statistically significant at the 0.05 level (2-tailed).

The findings of correlations in Tables 5-14 are summarized in Table 15 below.

Table 15 The Correlation Summary Table

JSS Facets	Pearson Correlation
Pay	-0.253 (Negative Correlation)
Promotion	-0.366 (Negative Correlation)
Supervision	-0.113 (Negative Correlation)
Benefits	-0.176 (Negative Correlation)
Contingent Rewards	-0.194 (Negative Correlation)
Operating Conditions	-0.112 (Negative Correlation)
Coworkers	0.003 (No Correlation)
Nature of the Work	-0.247 (Negative Correlation)
Communication	0.023 (Positive Correlation)
Overall Job Satisfaction	-0.245 (Negative Correlation)

Table 15 illustrates that 7 of the 9 JSS facets, as well as “Overall Job Satisfaction”, showed a negative correlation between male and female respondents according to the Pearson Product Correlation Coefficient: “Pay”, “Promotion”, “Supervision”, “Benefits”, “Contingent Rewards”, “Operating Conditions” and “Nature of the Work”. A negative correlation indicates that male and female respondents felt inversely satisfied with the facet. On the scale of 1 to 6, 1 to 3 being strongly dissatisfied to slightly dissatisfied and 4 to 6 being slightly satisfied to strongly satisfied, all 7 negative correlations showed that men were more satisfied than women. Male satisfaction levels could be characterized as being more satisfied while female satisfaction levels could be grouped as less satisfied. These findings were found to be statistically significant at the 0.05 level for the facets of “Pay” and “Nature of the Work”, and at the 0.01 level for the “Promotion” facet.

The “Communication” facet was the only facet showing a positive correlation between male and female hotel staff levels of job satisfaction (3.92/3.96). The job satisfaction levels of both groups could be characterized as slightly satisfied.

No correlation was found between men’s and women’s levels of job satisfaction with regard to their “Coworkers”.

A negative correlation was also found between the levels of “Overall Job Satisfaction” of the two respondent groups, and this was found to be statistically significant at the 0.05 level.

Conclusions and discussion of the findings are presented in the following chapter.

## CHAPTER 5

### CONCLUSIONS AND DISCUSSION

This chapter presents the conclusions of the study and discussion, including the interpretation of the findings. The research questions formulated in Chapter 1 are used to organize the conclusions. Finally, limitations of the study and recommendations for further study are offered.

#### **Conclusions**

The conclusions of the study are presented below with regard to each of the two research questions.

**Research Question 1:** To what extent are male and female staff satisfied with their jobs in three to five-star hotels in Bangkok?

The findings show that overall male staff were slightly more satisfied with their jobs than were female staff. On the scale of 1 to 6, 1 being least satisfied and 6 being most satisfied, the mean overall job satisfaction score for men was 4.19 and the women's score was 3.91.

With a score of 3 being slightly dissatisfied and a score of 4 being slightly satisfied, the overall satisfaction levels of both groups can best be characterized as somewhat satisfied.

Both male and female staff were most satisfied with the "Nature of the Work": 4.85 and 4.44 respectively. Male and female staff were least satisfied with the "Operating Conditions" and "Pay": 3.67 and 3.45 respectively.

**Research Question 2:** What is the correlation between men's and women's levels of job satisfaction?

The findings show that there were correlations between male and female staff levels of job satisfaction with 8 of 9 facets of job satisfaction as well as overall job satisfaction. "Coworkers" was the only facet with no correlation between men's and women's job satisfaction levels.

The findings also show that with regard to the 2 facets in which women were more satisfied than men; the "Coworkers" facet showed no correlation and "Communication" showed a positive correlation between male and female staff's job satisfaction levels. On the other hand, there were negative correlations between men's and women's levels of job satisfaction with all 7 other facets.

In terms of "Gender Differences" in this study, a positive correlation means that both male and female staff responses were highly matched at the same level of satisfaction: somewhat satisfied. The negative correlations found between male and female staff responses in all 7 other facets: "Pay", "Promotion", "Supervision", "Benefits", "Contingent Rewards", "Operating Conditions" and "Nature of the Work" means that men's responses on job satisfaction tended to be grouped higher on the scale of satisfaction than were women's.

The findings reveal that there were only 4 statistically significant correlations. The correlation between men's and women's levels of job satisfaction with the "Promotion" facet was statistically significant at the 0.01 level while the correlations between male and female staff job satisfaction levels with "Pay", "Nature of the Work", and "Overall Job Satisfaction" were statistically significant at the 0.05 level.

## **Discussion**

The results of this study show that men in the hotels surveyed in Bangkok were more satisfied with their jobs than women in both intrinsic and extrinsic factors. When present in a job, intrinsic factors can build strong levels of employee motivation and satisfaction. Extrinsic factors may result in employee dissatisfaction when not present in the job environment.

Male respondents were more satisfied in 7 of 9 facets of job satisfaction, of which 3 facets were intrinsic factors and 4 facets were extrinsic factors. The intrinsic factors with which men were more satisfied than women were "Promotion", "Contingent Rewards" and "Nature of the Work" while the extrinsic factors were "Pay", "Supervision", "Benefits" and "Operating Conditions".

These findings were consistent with de Vaus; & McAllister (1991) who studied gender differences in job factors in nine Western European countries. Their results showed that men placed greater value than women on both intrinsic and extrinsic factors and had higher job satisfaction levels than women.

It can be concluded that male staff tended toward satisfaction with both intrinsic and extrinsic factors. This might be because men expected more from their work experience than women and they received more promotion opportunities: pay and rewards. Thus, they were more satisfied with their jobs than women.

However, the findings in this research were inconsistent with some studies conducted in the field of gender and satisfaction. Kim (2005), who studied gender differences in job satisfaction of public employees at the Seoul Metropolitan Government in Korea, found that women employees were more satisfied with their jobs than men. This contrast might be because Korean and Thai women had different attitudes toward the facets affecting job satisfaction. Also, the Korean women in Kim's study were working in the public sector, while women in this study were working in the private sector.

There are several ways to explain why Thai women were less satisfied than men in this study. First, Thai women might have considered themselves equal to men and expected as much from their jobs as did men, but perceived that they received less. Women believed they had less opportunity to be promoted than men and saw this as unfair. As seen in the findings of this study, women were less satisfied with their "Promotion" possibilities than were men: 3.57/4.18 respectively. Second, male and female respondents might have valued job characteristics differently. In this study, women viewed unfairness in "Pay" (3.45/3.88), "Promotion" (3.57/4.18), "Supervision" (4.33/4.55), "Benefits" (3.77/4.13), "Contingent Rewards" (3.91/4.24), "Operating

Conditions” (3.47/3.67) and “Nature of the Work” (4.44/4.85) in all of which they were less satisfied than were men.

The “Nature of the Work” was the most satisfying facet for both male and female respondents. Employees in three to five-star hotels work in very pleasant and agreeable environments, and deal with relatively well-educated, affluent international-minded customers. This might contribute to their sense of pride in doing their jobs.

Men and women were least satisfied with “Operating Conditions” and “Pay” respectively. Male staff might have felt that they had too much work to do, while women might have felt that they were not paid fairly for the work they did.

All respondents were concerned about the “Operating Condition” of their jobs, for example, organizational policies, rules and procedures. Hotels should provide rules and procedures that make a good job easy, not bound by bureaucracy. The rules and procedures should empower employees, make them feel their jobs are ‘doable’ if difficult. With success comes satisfaction.

“Pay” was one of the most important facets of job satisfaction for both men and women. The statistics on the Thai labor force show that women receive lower wages and work status than men (National Statistic Office. 2006: Online). Hotels should establish clear policies related to equal pay and promotion opportunities for men and women in order to reduce the turnover ratio since the number of working women in the Thai hospitality industry is higher than men. Women would be more satisfied to work in organizations if they were compensated as well as men.

The findings of this study showed that there were correlations between men’s and women’s job satisfaction levels with 8 of 9 facets of job satisfaction.

“Communication” was the only facet which had a positive correlation, while other facets: pay, promotion, supervision, benefits, contingent rewards, operating conditions, nature of the work and communication, had negative correlations between male and female staff levels of job satisfaction. Hotels should focus equally on these 8 facets regarding male and female staff. This could be done by providing comment boxes for employees to give their opinions about each facet of job satisfaction. Hotel management should



then take employee comments seriously and make every effort to increase employees' levels of job satisfaction.

It was also found that there were statistically significant correlations between gender and 3 facets of job satisfaction: "Pay", "Promotion" and "Nature of the Work". These findings were consistent with Bilgic (1998) who studied the relationship between job satisfaction and personal characteristics of Turkish workers. He found a significant correlation between gender, pay and the physical environment (nature of the work in this study).

"Pay" which can lead to job dissatisfaction should be determined by means of a clear and consistently applied policy on job performance and the number of years at work. The secrecy of salaries within an organization is also important. Hotels should set the secrecy of salaries as a standard policy. Personnel tended to believe that no matter how well they perform their jobs, they receive less income than their colleagues. When employees do not know how much others earn, they can not judge their own worth relative to peers. If pay policies are known and believed to be clear and fair, their job satisfaction will increase.

Another of the major facets that contributes to employee satisfaction is opportunities for "Promotion". Performance should be used to determine promotion. Hotels should have transparent performance appraisal systems that insure that hard working employees receive promotion and other incentives. This will increase their job satisfaction levels.

With regard to "Nature of the Work", hotels should expand and enrich jobs to increase employees' sense of challenge and responsibility. One technique that could be used to enrich jobs is job rotation, which lets employees periodically change to different activities. Job rotation is an opportunity for doing different job functions that help employees develop and prepare for future promotions.

Beside the nine facets of job satisfaction, the responses to the two additional questions in Part II of the questionnaire showed that both male and female staff were dissatisfied with job rotation opportunities and advancement in their jobs. Job rotation,

as mentioned above, can lead to a reduction in boredom and increase job satisfaction which will reduce the turn over rate and the cost of training new employees.

Two female respondents were most dissatisfied with their poor achievements in their jobs. Hotels should build confidence in their employees by recognizing and rewarding performance and supporting employees. Employee of the month programs make employees feel more valuable and fulfilled professionally.

The above recommendations should be considered in order to raise job satisfaction of women, thereby improving performance and productivity, which will lead to increased organizational profitability and a generally improved economy.

In conclusion, both male and female hotel staff were somewhat satisfied with their jobs, but men were more satisfied than were women. The findings also showed there were gender differences between male and female staff levels of job satisfaction with 7 of 9 facets of job satisfaction: "Pay", "Promotion", "Supervision", "Benefits", "Contingent Rewards", "Operating Conditions" and "Nature of the Work". With regard to these 7 facets, there were negative correlations between men's and women's levels of job satisfaction.

### **Limitations of the Study**

The study was limited to a small group of respondents in 5 departments in 5 hotels in Bangkok. Only 100 hotel staff, 44 men and 56 women in below supervisory level positions, were included in this study.

### **Recommendations for Further Study**

Based on the findings, the following areas for further research are suggested:

1. Further research on gender and job satisfaction in other hotel departments such as purchasing, engineering and accounting, should be conducted. A broader view of staff satisfaction of the whole organization would be useful for managers seeking to improve organizational performance.

2. Further research should be completed on demographic variables such as age, experience, education and social status in order to find correlations between these variables and job satisfaction. The correlation between each demographic variable and levels of job satisfaction may differ. Hotels could apply the findings on these correlations to develop new human resource management policies and plans.

3. Further studies should include employees who are working in supervisory positions to compare their levels of job satisfaction with staff levels. Management and staff may have different types and levels of job satisfaction. Understanding this would be useful in the process of continuing quality improvement and effectiveness of the whole organization.

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# Questionnaire

This survey is a part of a Master's Degree research project on job satisfaction at Srinakharinwirot University. All responses will be kept strictly confidential. Thank you for your cooperation.

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## Part 1: Personal Data

Directions: Please mark ✓ in the appropriate box.

Gender

Male

Female

## Part II: Job Satisfaction

Directions: Please circle the number after each statement that best reflects your opinion.

Items		Disagree strongly	Disagree moderately	Disagree slightly	Agree slightly	Agree moderately	Agree strongly
1	I feel I am being paid a fair amount for the work I do.	1	2	3	4	5	6
2	There is really too little chance for promotion on my job.	1	2	3	4	5	6
3	My supervisor is quite competent in doing his/her job.	1	2	3	4	5	6
4	I am not satisfied with the benefits I receive.	1	2	3	4	5	6
5	When I do a good job, I receive the recognition for it that I should receive.	1	2	3	4	5	6
6	Many of our rules and procedures make doing a good job difficult.	1	2	3	4	5	6
7	I like the people I work with.	1	2	3	4	5	6
8	I sometimes feel my job is meaningless.	1	2	3	4	5	6
9	Communications seem good within this organization.	1	2	3	4	5	6

Items		Disagree strongly	Disagree moderately	Disagree slightly	Agree slightly	Agree moderately	Agree strongly
10	Raises are too few and far between.	1	2	3	4	5	6
11	Those who do well on the job stand a fair chance of being promoted.	1	2	3	4	5	6
12	My supervisor is unfair to me.	1	2	3	4	5	6
13	The benefits we receive are as good as most other organizations offer.	1	2	3	4	5	6
14	I do not feel that the work I do is appreciated.	1	2	3	4	5	6
15	My efforts to do a good job are seldom blocked by red tape.	1	2	3	4	5	6
16	I find I have to work harder at my job because of the incompetence of people I work with.	1	2	3	4	5	6
17	I like doing the things I do at work.	1	2	3	4	5	6
18	The goals of this organization are not clear to me.	1	2	3	4	5	6
19	I feel unappreciated by the organization when I think about what they pay me.	1	2	3	4	5	6
20	People get ahead as fast here as they do in other places.	1	2	3	4	5	6
21	My supervisor shows too little interest in the feelings of subordinates.	1	2	3	4	5	6
22	The benefit package we have is equitable.	1	2	3	4	5	6
23	There are few rewards for those who work here.	1	2	3	4	5	6
24	I have too much to do at work.	1	2	3	4	5	6
25	I enjoy my coworkers.	1	2	3	4	5	6
26	I often feel that I do not know what is going on with the organization.	1	2	3	4	5	6
27	I feel a sense of pride in doing my job.	1	2	3	4	5	6
28	I feel satisfied with my chances for salary increases.	1	2	3	4	5	6
29	There are benefits we do not have which we should have.	1	2	3	4	5	6
30	I like my supervisor.	1	2	3	4	5	6
31	I have too much paperwork.	1	2	3	4	5	6
32	I do not feel my efforts are rewarded the way they should be.	1	2	3	4	5	6
33	I am satisfied with my chances for promotion.	1	2	3	4	5	6



Items		Disagree strongly	Disagree moderately	Disagree slightly	Agree slightly	Agree moderately	Agree strongly
34	There is too much bickering and fighting at work.	1	2	3	4	5	6
35	My job is enjoyable.	1	2	3	4	5	6
36	Work assignments are not fully explained.	1	2	3	4	5	6

What is the one most satisfying part of your job?

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What is the one most dissatisfying part of your job?

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## แบบสอบถาม

การทำแบบสอบถามนี้เป็นส่วนหนึ่งของหลักสูตรปริญญาโทของมหาวิทยาลัยศรีนครินทรวิโรฒ ประสานมิตร เรื่องความพึงพอใจในการทำงาน ผู้วิจัยขอขอบคุณในความร่วมมือของท่าน และขอให้ท่านมั่นใจว่าข้อมูลที่ท่านให้จะถูกเก็บเป็นความลับ

### ตอนที่ 1: ข้อมูลส่วนบุคคล

คำชี้แจง: กรุณาทำเครื่องหมาย ✓ ลงในช่องที่เหมาะสม

เพศ

ชาย

หญิง

### ตอนที่ 2: ความพึงพอใจ

คำชี้แจง: กรุณาวางกลมล้อมรอบตัวเลขหลังข้อความแต่ละข้อที่สะท้อนความคิดเห็นของท่านมากที่สุด

ข้อ		ไม่เห็นด้วยอย่างยิ่ง	ค่อนข้างไม่เห็นด้วย	ไม่เห็นด้วยเล็กน้อย	ค่อนข้างเห็นด้วย	เห็นด้วยอย่างยิ่ง	
1	ข้าพเจ้ารู้สึกว่าเป็นคนดีของข้าพเจ้าเหมาะสมกับงานของข้าพเจ้า	1	2	3	4	5	6
2	โอกาสในการเลื่อนตำแหน่งมีน้อย	1	2	3	4	5	6
3	หัวหน้าของข้าพเจ้าเป็นคนที่มีความสามารถ	1	2	3	4	5	6
4	ข้าพเจ้าไม่พึงพอใจกับสวัสดิการที่ได้รับ	1	2	3	4	5	6
5	ข้าพเจ้าได้รับการยอมรับเมื่อข้าพเจ้าทำงานดี	1	2	3	4	5	6
6	มีกฎระเบียบปฏิบัติหลายข้อที่ส่งผลให้การทำงานยากลำบาก	1	2	3	4	5	6
7	ข้าพเจ้าชอบเพื่อนร่วมงานของข้าพเจ้า	1	2	3	4	5	6
8	บางที่ข้าพเจ้ารู้สึกว่างานที่ทำอยู่เป็นงานที่ไม่มีความหมาย	1	2	3	4	5	6
9	การสื่อสารภายในองค์กรนี้ค่อนข้างดี	1	2	3	4	5	6
10	การปรับเงินเดือนเกิดขึ้นน้อยและลำบาก	1	2	3	4	5	6
11	ผู้ที่ทำงานได้ดีจะมีโอกาสในการเลื่อนตำแหน่ง	1	2	3	4	5	6

ข้อ		ไม่เห็นด้วยอย่างยิ่ง	ค่อนข้างไม่เห็นด้วย	ไม่เห็นด้วยเล็กน้อย	เห็นด้วยเล็กน้อย	ค่อนข้างเห็นด้วย	เห็นด้วยอย่างยิ่ง
12	หัวหน้าของข้าพเจ้าไม่ยุติธรรมกับข้าพเจ้า	1	2	3	4	5	6
13	สวัสดิการที่พวกเราได้รับนั้นดีพอๆ กับที่องค์กรอื่น	1	2	3	4	5	6
14	งานที่ข้าพเจ้าทำไม่ได้รับการชมเชย	1	2	3	4	5	6
15	ขั้นตอนการทำงานที่ซับซ้อนไม่เป็นอุปสรรคต่อการทำงานของข้าพเจ้า	1	2	3	4	5	6
16	ข้าพเจ้าต้องทำงานลำบากขึ้นเพราะเพื่อนร่วมงานของข้าพเจ้าไร้ความสามารถ	1	2	3	4	5	6
17	ข้าพเจ้าชอบงานที่ข้าพเจ้าทำ	1	2	3	4	5	6
18	จุดมุ่งหมายขององค์กรไม่ชัดเจน	1	2	3	4	5	6
19	ข้าพเจ้ารู้สึกว่าคุณค่าขององค์กรไม่ขึ้นชอผลงานที่ทำโดยดูจากค่าตอบแทนที่ได้รับ	1	2	3	4	5	6
20	พนักงานองค์กรนี้มีโอกาสก้าวหน้าได้รวดเร็วเหมือนกับองค์กรอื่น	1	2	3	4	5	6
21	หัวหน้าของข้าพเจ้าไม่ค่อยสนใจความรู้สึกของลูกน้อง	1	2	3	4	5	6
22	พวกเราได้รับสวัสดิการที่เท่าเทียมกัน	1	2	3	4	5	6
23	พนักงานองค์กรนี้ไม่ค่อยได้รับรางวัลตอบแทน	1	2	3	4	5	6
24	ข้าพเจ้ามีงานล้นมือ	1	2	3	4	5	6
25	ข้าพเจ้ามีความสุขที่ได้ทำงานกับเพื่อนร่วมงานของข้าพเจ้า	1	2	3	4	5	6
26	บ่อยครั้งที่ข้าพเจ้าไม่ทราบเรื่องที่เกิดขึ้นภายในองค์กรนี้	1	2	3	4	5	6
27	ข้าพเจ้ารู้สึกภูมิใจกับงานที่ทำอยู่	1	2	3	4	5	6
28	ข้าพเจ้ารู้สึกพึงพอใจกับโอกาสที่จะได้ปรับเงินเดือน	1	2	3	4	5	6
29	พวกเราไม่ได้รับสวัสดิการที่ควรจะได้	1	2	3	4	5	6
30	ข้าพเจ้ารู้สึกพึงพอใจในตัวหัวหน้าของข้าพเจ้า	1	2	3	4	5	6
31	ข้าพเจ้ามีงานเอกสารล้นมือ	1	2	3	4	5	6
32	ข้าพเจ้าไม่รู้สึกว่าความพยายามในการทำงานของข้าพเจ้าได้รับผลตอบแทนเท่าที่ควร	1	2	3	4	5	6
33	ข้าพเจ้าพึงพอใจกับโอกาสที่จะได้เลื่อนตำแหน่ง	1	2	3	4	5	6
34	การขัดแย้งและการแข่งขันเกิดขึ้นบ่อยในที่ทำงานของข้าพเจ้า	1	2	3	4	5	6
35	งานของข้าพเจ้าเป็นงานที่สนุก	1	2	3	4	5	6
36	ไม่มีการอธิบายงานที่ได้รับมอบหมายอย่างชัดเจน	1	2	3	4	5	6

ท่านพึงพอใจอะไรมากที่สุดในการทำงาน

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ท่านไม่พึงพอใจอะไรมากที่สุดในการทำงาน

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April 26, 2007

Dear Khun Petcharuch Hansakunathai, Human Resources Manager

I am conducting my graduate research project for a Master of Arts Degree in Business English for International Communication at Srinakharinwirot University on the topic of gender differences in job satisfaction in luxury hotels in Bangkok and request your kind permission to survey 20 of your non-supervisory staff for my survey.

The survey will be conducted by use of P. E. Spector's Job Satisfaction Survey (JSS), a statistically validated questionnaire used extensively throughout the world in similar studies. A copy is attached for your review. With your permission, I will distribute and collect the questionnaires to 10 of your male and 10 of your female staff at times convenient to you. This should take no more than 10 minutes for each employee.

The survey will be conducted in strict confidentiality at 5 luxury hotels in Bangkok. The results of the survey will be combined so that no respondent or participating hotel can be identified. The names of the participating hotels will not be released.

If you have any question, please feel free to contact my research advisor, Mr. Leroy A. Quick, at 08-5812-4898.


Your approval of my request and participation of your hotel in my study is greatly appreciated.

Sincerely yours,

*Kanj Pt.*

Kaneungnij Rungruangchaikit

Permission Granted by:

Name: PAIROJ PHONGPAN  
 Title: ASST. HR. MANAGER  
 Signature:   
 Date: 29-5-07

April 26, 2007

Dear Khun Manus Khampanuth, Personnel Manager

I am conducting my graduate research project for a Master of Arts Degree in Business English for International Communication at Srinakharinwirot University on the topic of gender differences in job satisfaction in luxury hotels in Bangkok and request your kind permission to survey 20 of your non-supervisory staff for my survey.

The survey will be conducted by use of P. E. Spector's Job Satisfaction Survey (JSS), a statistically validated questionnaire used extensively throughout the world in similar studies. A copy is attached for your review. With your permission, I will distribute and collect the questionnaires to 10 of your male and 10 of your female staff at times convenient to you. This should take no more than 10 minutes for each employee.

The survey will be conducted in strict confidentiality at 5 luxury hotels in Bangkok. The results of the survey will be combined so that no respondent or participating hotel can be identified. The names of the participating hotels will not be released.

If you have any question, please feel free to contact my research advisor, Mr. Leroy A. Quick, at 08-5812-4898.

Your approval of my request and participation of your hotel in my study is greatly appreciated.

Sincerely yours,

*Kanj Rt.*

Kaneungnij Rungruangchaikit

Permission Granted by:

Name: Mr. Manus Khampanuth  
 Title: Personnel Manager  
 Signature: Manus  
 Date: May 23, 07.

April 27, 2007

Dear Khun Chutikarn Srichana, Director of Human Resources

I am conducting my graduate research project for a Master of Arts Degree in Business English for International Communication at Srinakharinwirot University on the topic of gender differences in job satisfaction in luxury hotels in Bangkok and request your kind permission to survey 20 of your non-supervisory staff for my survey.

The survey will be conducted by use of P. E. Spector's Job Satisfaction Survey (JSS), a statistically validated questionnaire used extensively throughout the world in similar studies. A copy is attached for your review. With your permission, I will distribute and collect the questionnaires to 10 of your male and 10 of your female staff at times convenient to you. This should take no more than 10 minutes for each employee.

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If you have any question, please feel free to contact my research advisor, Mr. Leroy A. Quick, at 08-5812-4898.

Your approval of my request and participation of your hotel in my study is greatly appreciated.

Sincerely yours,

*Kanj Rt.*

Kaneungnij Rungruangchaikit

Permission Granted by:

Name: Chutikarn Srichana  
 Title: Director of Human Resources  
 Signature: Chutikarn S.  
 Date: 14/6/07

April 27, 2007

Dear Khun Dhunyaluck Techabhatikul, Director of Human Resources

I am conducting my graduate research project for a Master of Arts Degree in Business English for International Communication at Srinakharinwirot University on the topic of gender differences in job satisfaction in luxury hotels in Bangkok and request your kind permission to survey 20 of your non-supervisory staff for my survey.

The survey will be conducted by use of P. E. Spector's Job Satisfaction Survey (JSS), a statistically validated questionnaire used extensively throughout the world in similar studies. A copy is attached for your review. With your permission, I will distribute and collect the questionnaires to 10 of your male and 10 of your female staff at times convenient to you. This should take no more than 10 minutes for each employee.

The survey will be conducted in strict confidentiality at 5 luxury hotels in Bangkok. The results of the survey will be combined so that no respondent or participating hotel can be identified. The names of the participating hotels will not be released.

If you have any question, please feel free to contact my research advisor, Mr. Leroy A. Quick, at 08-5812-4898.


Your approval of my request and participation of your hotel in my study is greatly appreciated.

Sincerely yours,

*Kanjit*

Kaneungnij Rungruangchaikit

Permission Granted by:

Name: DHUNYALUCK TECHABHATIKUL  
 Title: DIRECTOR OF HUMAN RESOURCES  
 Signature:   
 Date: 10/5/07



May 3, 2007

Dear Khun Sa-angthip Mingkamolkul, Human Resources Director

I am conducting my graduate research project for a Master of Arts Degree in Business English for International Communication at Srinakharinwirot University on the topic of gender differences in job satisfaction in luxury hotels in Bangkok and request your kind permission to survey 20 of your non-supervisory staff for my survey.

The survey will be conducted by use of P. E. Spector's Job Satisfaction Survey (JSS), a statistically validated questionnaire used extensively throughout the world in similar studies. A copy is attached for your review. With your permission, I will distribute and collect the questionnaires to 10 of your male and 10 of your female staff at times convenient to you. This should take no more than 10 minutes for each employee.

The survey will be conducted in strict confidentiality at 5 luxury hotels in Bangkok. The results of the survey will be combined so that no respondent or participating hotel can be identified. The names of the participating hotels will not be released.

If you have any question, please feel free to contact my research advisor, Mr. Leroy A. Quick, at 08-5812-4898.

Your approval of my request and participation of your hotel in my study is greatly appreciated.

Sincerely yours,

*Kanj Et.*

Kaneungnij Rungruangchaikit

Permission Granted by:

Name: Sa-angthip Mingkamolkul

Title: Human Resources Director

Signature: *for Sa*

Date: 8/6/07

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## VITAE

Name: Kaneungnij Rungruangchaikit

Date of Birth: September 11, 1981

Place of Birth: Bangkok

Address: 337/1 Phetkasem Soi 4, Watthapra, Bangkokyai,  
Bangkok 10600

Present Position: Sales Executive

Office: Grand Mercure Fortune Bangkok

Educational Background:

2000	B.B.A (Hotel Management) Assumption University
2008	Master of Arts (Business English for International Communication) Srinakharinwirot University