

A STUDY OF FACTORS AFFECTING JOB SATISFACTION AMONG
WAREHOUSE EMPLOYEES: A CASE STUDY OF EMPLOYEES AT
DHL LOGISTICS (THAILAND) COMPANY

A MASTER'S PROJECT

BY

PIMANMART HOMCHAN

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

March 2006

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การศึกษาปัจจัยที่มีผลกระทบต่อความพึงพอใจในการทำงานของพนักงานคลังสินค้า:

กรณีศึกษาของพนักงานบริษัท ดีเอสแอล โลจิสติกส์ (ประเทศไทย)

บทคัดย่อ

ของ

พیمانมาศ หอมจันทร์

เสนอต่อบัณฑิตวิทยาลัย มหาวิทยาลัยศรีนครินทรวิโรฒ เพื่อเป็นส่วนหนึ่งของการศึกษา

ตามหลักสูตรปริญญาการศึกษามหาบัณฑิต

สาขาวิชาภาษาอังกฤษธุรกิจเพื่อการสื่อสารนานาชาติ

มีนาคม 2549

พิมานมาศ หอมจันทร์. (2549). การศึกษาปัจจัยที่มีผลกระทบต่อความพึงพอใจในการทำงานของ

พนักงานคลังสินค้า: กรณีศึกษาของพนักงานบริษัท ดีเอสแอล โลจิสติกส์ (ประเทศไทย)

สารนิพนธ์ ศศ.ม. (ภาษาอังกฤษธุรกิจเพื่อการสื่อสารนานาชาติ). กรุงเทพฯ:

บัณฑิตวิทยาลัย มหาวิทยาลัยศรีนครินทรวิโรฒ. อาจารย์ที่ปรึกษาสารนิพนธ์: ดร.อุมาพร คาดการณ์ไกล.

การศึกษานี้มีวัตถุประสงค์เพื่อประเมินความพึงพอใจในการทำงาน และความสัมพันธ์ระหว่างพื้นฐานส่วนบุคคลกับความพึงพอใจในการทำงาน ของพนักงานคลังสินค้า บริษัท ดีเอสแอล โลจิสติกส์ (ประเทศไทย) ขั้นตอนการศึกษาในครั้งนี้ ได้ใช้แบบสอบถามในการเก็บข้อมูลจากกลุ่มตัวอย่าง ซึ่งเป็นพนักงานคลังสินค้าของบริษัท ดีเอสแอล 4 แห่ง เป็นจำนวน 40 คน

ผลจากการศึกษาพบว่าพนักงานส่วนใหญ่มีความพึงพอใจต่อผู้บังคับบัญชาและเพื่อนร่วมงานมากที่สุด ความสัมพันธ์ส่วนบุคคลนำไปสู่ความพึงพอใจในการทำงาน ปัจจัยที่พนักงานมีความพึงพอใจน้อยที่สุดคือ ความก้าวหน้าในการทำงาน สภาพแวดล้อมในการทำงาน ค่าตอบแทน และ นโยบายบริษัท นอกจากนี้พื้นฐานส่วนบุคคลของพนักงานคลังสินค้าได้แก่ อายุ สถานภาพสมรส และ ระยะเวลาในการทำงาน มีผลต่อผลกระทบต่อความพึงพอใจในการทำงาน พนักงานที่มีอายุต่ำกว่า 30 ปี มีความพึงพอใจสูงสุดต่อเพื่อนร่วมงาน ในขณะที่พนักงานที่มีอายุ มากกว่า 30 ปี มีความพึงพอใจสูงสุดต่อตัวงานเอง พนักงานที่สมรสแล้วมีความพึงพอใจสูงสุดต่อตัวงานเองและมีความนับถือในตนเองต่องานที่ทำ แต่อย่างไรก็ตาม พนักงานที่สมรสแล้วมีความพึงพอใจต่อค่าตอบแทนน้อยที่สุด พนักงานที่ทำงานที่ ดีเอสแอล มากกว่า 2 ปี มีความพึงพอใจสูงสุดต่อ ตัวงานเอง สภาพแวดล้อมในการทำงาน และ สิทธิประโยชน์อื่นๆที่ นอกเหนือจากค่าตอบแทน

A STUDY OF FACTORS AFFECTING JOB SATISFACTION AMONG
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AN ABSTRACT

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Master of Arts Degree in Business English for International Communication
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March 2006

Pimanmart Homchan. (2006). *A Study of Factors Affecting Job Satisfaction Among Warehouse Employees: A Case study of Employees at DHL Logistics (Thailand) Company*. Master's Project, M.A. (Business English for International Communication). Bangkok: Graduate School, Srinakharinwirot University.

Project Advisor: Dr. U-maporn Kardkarnklai.

This study was designed to examine job satisfaction level of warehouse employees at DHL Logistics (Thailand) Company and the relationship between the personal background and job satisfaction. Data in the research were collected by questionnaires with 40 warehouse employees working at four warehouses of DHL Logistics (Thailand) Company.

The result revealed that most of warehouse employees were most satisfied with 'supervisors and co-workers'. Good relationships have led employees to job satisfaction. Warehouse employees had least satisfaction with 'career advancement', 'working conditions', 'compensation', and 'company policy'. Personal background of warehouse employees: age, marital status, and length of working time, were significantly correlated with job satisfaction. Young employees were most satisfied with 'supervisors and co-workers', while employees who were over thirty years old were most satisfied with 'work'. Married employees were most satisfied with 'work' and 'self-esteem', but least satisfied with 'compensation'. Among three groups of length of working time, employees with over two-year working experience in DHL warehouses were satisfied with 'work', 'working condition', and 'fringe benefit'.

Acknowledgements

I wish to express my sincere gratitude and deep appreciation to my advisor, Dr. U-maporn Kardkarnklai, for her kind guidance, valuable comments and encouragement.

I would like to thank Dr.Saengchan Hemchua and Ajarn Sopin Chantakloi, my committees, for their valuable suggestions.

I am very grateful to Mr.Vincent Yong, my director, and Mr.Zahren Mohammed, my manager, for their understanding and their fully support about data collection.

I also would like to extend my thanks to my colleagues and my friends for their great inspiration.

Finally, I am indebted to my parents and my family for loving me and always encouraging me with tender words and understanding, and my husband for his truly love and great care that inspired me to complete this Master's Project.

Pimanmart Homchan

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CHAPTER 1

INTRODUCTION

1.1 Background of the Study

In recent years, Thailand has experienced an economic growth in terms of international trade, export and import that has been the crucial part in economic development. It drives logistics to be a key function for an international trade since it involves forwarding products movement and storage of goods between the point of origin and destination in order to meet customers' requirements. Thailand Logistics Master Plan (organized by Office of the National Economic and Social Development Board, 2004), stated that "Better logistics management helps a country to gain comparative cost advantage and to create value to its product and services". Consequently, the improvement of logistics service can influence the cost and effectiveness balance of a whole enterprise and a part of country's economy.

Warehousing is the major activity of logistics as it is an important process that controls time and space difference between producers and customers. Warehousing activities are operated by warehouse employees. In order to improve logistics service, employees is one of the factors that needs to be focused on. According to Miller (1960), employees are company's most valuable asset, and strongly influence the operational success of the companies for which they work. Hence, the assessment of employees such as skills, abilities, product knowledge and attitudes should be identified as an interesting area to determine. It is difficult to detect an attitude of employees because attitude is concerned

with complex psychological mechanism such as needs, emotion, perception and expectation. However, these elements can be seen through job performance.

Robbins (1998) mentioned that job satisfaction is significantly related to a level of job performance. If employees are dissatisfied with their job, they skip work more often or absenteeism. Besides, they are more likely to resign. Absenteeism and resignation may cause the company side-effects such as less productivity, and arising cost of recruitment and training. Consequently, job satisfaction of employees affects their job performance, and organization.

1.2 Statement of Problem

This study proposed to examine the level of job satisfaction of employees working at the warehouse of DHL Logistics (Thailand) Company. According to Warman (1983), working in the warehouse is a tedious nature. Working on weekend and overtime are often available. It involves the fast movement of heavy loads in confined spaces. Warehousing conditions cause fatigue, psychological - usually evidenced by state of boredom - and physical, which is a state of tiredness, leading to a slowing-up of activity and long pauses. Warehousing conditions may effect job satisfaction and lead to employee turnover, absenteeism, and job performance problems.

There are four locations of DHL Logistics warehouses which provide services of delivery: warehouse employees at King Kaew and Laksi handle only Hewlett Packard shipments, whereas those at Ploenchit and Laemchabang take care of general customers. At present, job performance of employees who handle Hewlett Packard is failed according

to the statistics provided by DHL regional office. Job performance refers to delivering goods within turnaround time (the cycle of time since goods release from customs until the customer receives goods properly) which is limited by customer's requirement. "Failure of DHL job performance" is indicated by Daily Management Index (DMI) Report. This report is designed for monitoring the delivery of Hewlett Packard shipments. DMI Report will be presented in two failure parts: the first failure part is the number of shipments that take time from arrival date to customs clearance date more than one working day. The second failure part is the number of shipments that take time from customs clearance date to delivery date more than one working day (see Figure 1.1).

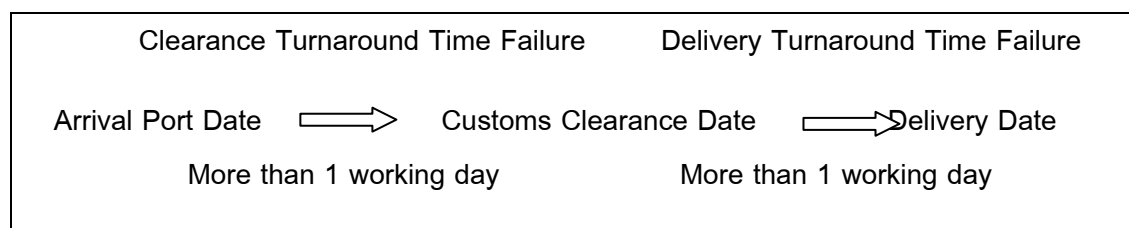


FIGURE 1 CUSTOMS CLEARANCE AND DELIVERY TURNAROUND TIME

Several factors such as flight delayed, customs inspection, flood, and the customer rejected goods can cause failure of clearance and delivery. According to statistic numbers of failure in July 2005, the main factor that causes failure is employees. Table 1.1 shows the number of failure shipments, and their failure reasons occurred by employees.

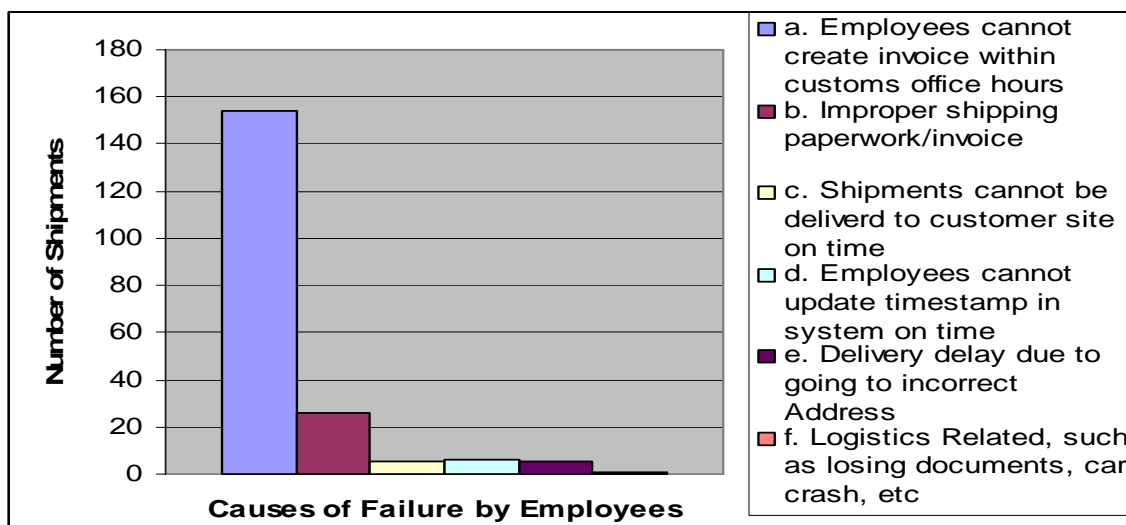


FIGURE 2 STATISTICAL NUMBERS OF FAILURE CAUSES BY WAREHOUSE EMPLOYEES, JULY 2005.

SOURCE: Regional Program Management Team, DHL Singapore.

The reason in 'a' is an example of performance failure affected by workload because of daily high volume of shipments with a few employees working on invoices, the documents cannot be finished within the customs office hours. Another high number of failure occurred by employees is improper shipping paper work, and unable to deliver shipments within cut-off time. It can be said that job satisfaction might be affected by workload, working conditions at warehouse, or personal reasons, and finally these factors can affect job performance. In addition to the above factors, other factors need to be further examined such as compensation, career advancement and company policies. Even though no report indicates the failure of other two warehouses "Ploenchit and Laemchabang", employees working at those warehouses should be also examined in order to benefit overall warehousing department of the organization. In short, this study aimed to assess warehouse employees' job satisfaction in order to develop organization management.

1.3 Objectives of the Study

The purposes of this study are

1. To examine the current status of job satisfaction of the warehouse employees in terms of work, compensation, career advancement, recognition, fringe benefits, working environment, supervisors and coworkers, self-esteem, and company policy and administration.
2. To study the relationship between job satisfaction and personal background which focus on age, marital status and length of working time of warehouse employees.

1.4 Research Questions

This study attempts to answer the following research questions:

1. What is the level of job satisfaction of warehouse employees in terms of work, compensation, career advancement, recognition, fringe benefits, working condition, supervisors and co-workers, self-esteem, company policy and administration?
2. What is the relationship between job satisfaction and personal background (age, marital status, and length of working time) of warehouse employees?

1.5 Scope of the Study

The questionnaire was employed to 4 warehouses employees of DHL Logistics (Thailand) Company.

1. Laksi Warehouse, Don Muang, Bangkok
2. King Kaew Warehouse, Bangplee, Samut Prakarn

3. Ploenchit Warehouse, Ploenchit, Bangkok
4. Lamcahbang Warehouse, Lamchabang, Chonburi

1.6 Significance of the Study

This study was conducted to explore job satisfaction of warehouse employees to discover their needs and attitude. The results of this study which were submitted to the Singaporean Key Account Manager helped managers to understand employees' attitude whether they are satisfied with their job. It also helped managers to develop new policies or incentive schemes in order to increase employees' job satisfaction. Furthermore, this study helped managers to retain good employees and to reduce turnover which lead to lower cost of procuring replacements and training new employees.

In addition, the study suggested effective measures to encourage open communication within organization. The employees from lower level had freedom to express their opinion about job to the top management. The employees felt that they are the important part of organization. This contributed to job satisfaction.

Since the researcher works as a program management officer of Sales and Marketing Department who closely monitors warehouse activities and also deals closely with warehouse employees, this inspired the researcher to study their job satisfaction and to find a better means to improve warehouse employee's working conditions to increase productivity of the company and job satisfaction of the employees.

CHAPTER 2

RELATED LITERATURE REVIEW

This chapter is a review of related literature which includes concept of job satisfaction, review of relevant theories on job satisfaction, relationship between job satisfaction and organization development, and previous studies on job satisfaction.

2.1 Concept of job satisfaction

In this section, the researcher reviewed sub-topics relevant to job satisfaction. The researcher defined job satisfaction and pointed out factors that affect job satisfaction.

2.1.1 Definition of job satisfaction

Job satisfaction is defined as individual's attitude toward his or her jobs and the elements of jobs can cause to worker's satisfaction or dissatisfaction. Locke, (1976), Schermerhorn, Hunt, and Osborn (1991) regarded job satisfaction as positive or negative feeling or emotional state through social and physical conditions of workplace. Furthermore, job satisfaction involves individual's perception of his or her environment relating to individual's physiological and psychological needs (Evans, 1997).

It could be concluded that job satisfaction defined as an attitude or feeling of the person about their jobs and other working conditions. It is also emotion that occurs from their perception of extrinsic and intrinsic factors which make them satisfy on their work.

For instance, Huczynski (1985) clarified the concept of satisfaction that it is obvious when we hear someone said some statements that represent different attitudes towards their job; "I love my job but I hate my boss" or "this firm pay lousy, but the colleagues are great". Both statements were shown that two workers might express the same level of overall satisfaction for different reasons.

2.1.2 Factors affecting job satisfaction

There are two main factors that affect job satisfaction namely; personal background and working conditions.

2.1.2.1 Personal background is factor and correlation that affect job satisfaction.

There has been amount of research that has specially analyzed many of the personal background that affected to job satisfaction.

a. Age of workers is one of the important factors that affects to job satisfaction.

Most studies indicate that older people are more likely satisfied on their jobs. In a study of age and level of satisfaction, Saleh and Otis (1964) found that satisfaction is correlated with age until the pre-retirement period when it declines. Rhodes (1983) found that older workers were more adjusted to work standards, values, or demands of their jobs than younger. However, older workers were also perceived as lack of flexibility and as be resistant to new technology. When organizations strongly seek individuals who are adaptable and open to change, there is the negative associated with age of older workers.

As above findings, there is a relationship between age and job satisfaction. In this study, age is one of the aspects that determine job satisfaction.

b. Marital status is one of widely factors that many studies focused. From the journal of retailing buyers, it was generally found that married workers were more satisfied with their jobs than single people (Rachman, 1964), as well as Garrison and Muchinsky (1981) consistency indicates that married employees have fewer absences, less turnover, and more satisfied with their jobs than their unmarried coworkers are. Marriage imposes increased responsibilities that may make a steady job more valuable and important.

Marital status of warehouse employees is supposed to be determined in this study.

c. Length of working time implies seniority for the worker, which might result in higher pay. Workers who have been with the same company for a longer time are more likely to adjust to their working environment, and be familiar with how to obtain more resources in their workplace. As a result, these workers are more likely to be satisfied with their job. Those who have a shorter length of service may be less committed to the firm and more likely to quit the job in the event that another job becomes available. McDaniel and Hunter (1988) cited that the older he is, the more job experience he has. More mature workers generally have a more serious attitude toward the job and are more reliable and loyal. Furthermore, the longer someone works, the higher the job satisfaction. If workers stay with the same company, morale does improve.

Therefore, the management should concern about the length of working time in the same company since it increases job satisfaction. As a result, the company will be able to maintain experienced staff.

There are many studies explore several criteria of personal background which are correlated to job satisfaction. However, in this study, the researcher will focus on age, marital status, and length of working time.

2.1.2.2 Working conditions also contribute to job satisfaction or dissatisfaction among employees. Most researchers on the cases of job satisfaction have focused on various aspects of work conditions faced by employees. The major reason factors in job satisfaction could be identified as follows:

a. Work (Locke (1976), Robbins (1998)). Work was the first factors that made person satisfied or dissatisfied. Meaning was that whether person liked or disliked the job. If they liked and were interested in the job, there would be high satisfaction with that job. Besides, challenging job would draw interest and need to have the opportunity in learning new knowledge resulting requiring more to work. If job provided opportunity for achievement, workers could control the process and work statistics by themselves; requirement to working would be increased.

b. Compensation (Locke (1976)). Compensation was another critical factor since it was the matter that workers could use as tools to treat personal needs. Appropriate compensation rate could cultivate satisfaction in workers. Besides, paying of compensation should be fair and equal among the same type of job with the same qualifications.

c. Career advancement (Locke, 1976). Career advancement is opportunity for promotion in ranks or position, fairness and principle in consideration of promotion highly affected job satisfaction of workers since in working, all workers had expected that they would be deliberated by superior in promotion.

d. Recognition (Locke (1976), Baron (1991)). The acceptance from superiors and colleagues was another crucial factor that draws job satisfaction such as when workers had achieved they should be recognized and announced their accomplishment. Trust should be

born for the achievers, the management should support individual to demonstrate the capacities accomplishment.

e. Fringe benefits (Locke, 1976). Benefits such as providence, pension, allowances, medical care, holidays and compensation during leave were expected by workers from the job and they were parts of drawing job satisfaction.

f. Working environment (Locke (1976), Baron (1991)). Generally, employees are satisfied with physical surroundings which are not dangerous or uncomfortable. Most employees also value work-hour, breaks, tools and equipment, temperature, location and workplace arrangement, new building, cleanliness as working conditions. These were parts that drew feelings of working and initiated job satisfaction.

g. Supervisors and coworkers (Locke, 1976). They were another factor that affected job satisfaction. Pattern and techniques in job orientation of supervisors, human relation and skills in management would affect in job satisfaction or dissatisfaction. Co-workers with knowledge and expertise and helpful with friendship would turn workers to satisfaction in working aspiration.

h. The self-esteem (Baron, 1991). It is one of subjects in the area of job attitudes in the individual's view of himself and how various job experiences and conditions affect him. Persons who are high in self-esteem or who have a positive self-image appear to be more satisfied with their jobs.

i. Company policy and administration (Locke, 1976). These were another critical factor. Definite policy design in payments of compensation and allowances or criteria in evaluation of performance was one of the parts reflected by workers and drew job satisfaction or dissatisfaction.

As above major factors, it is shown that work conditions affected job satisfaction, both psychological needs and physiological needs. The more individual was highly satisfied, the more positivism would be expressed. If less satisfaction the negativism would be expressed. The summary of relationship of personal background and job satisfaction factors are shown in Figure 3

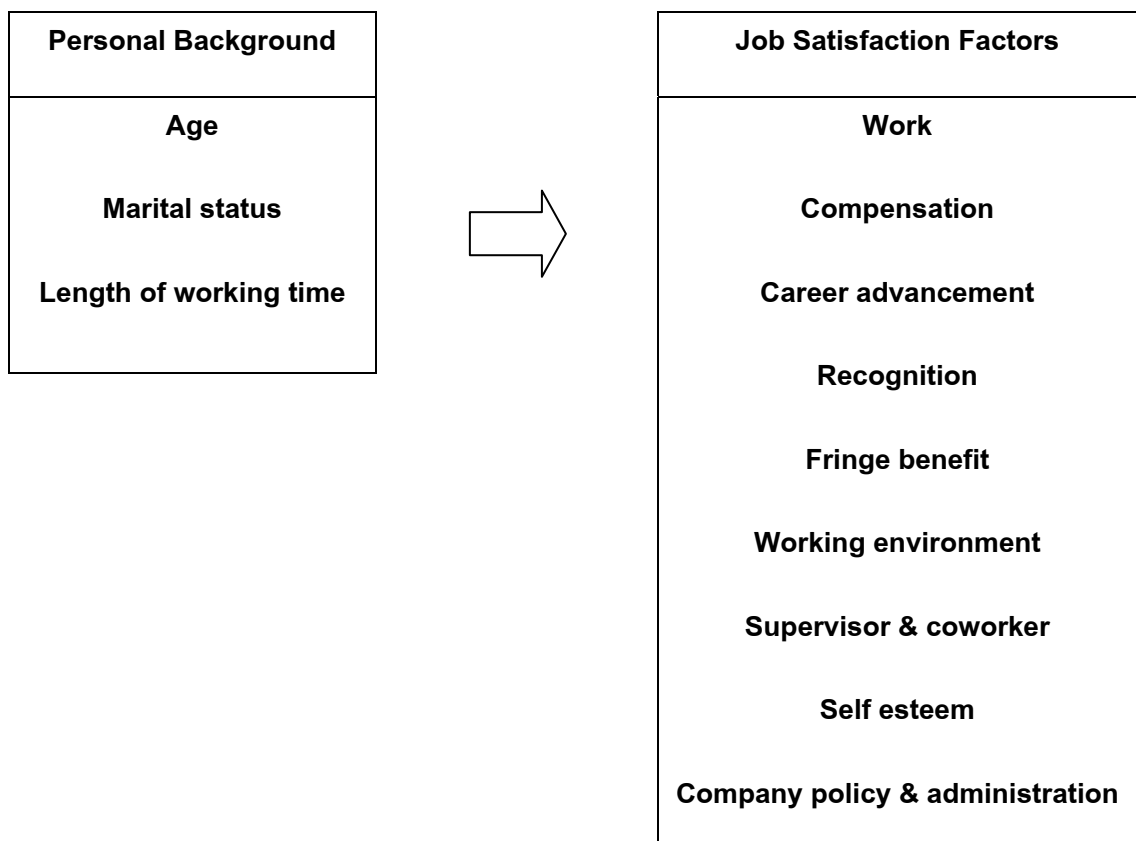


FIGURE 3 RELATIONSHIP BETWEEN PERSONAL BACKGROUND AND JOB SATISFACTION FACTORS

2.2 Review of relevant theories on job satisfaction

There are two major theories have been applied to this study in the area of job satisfaction. These relevant theories on job satisfactions include the hierarchy of needs

theory by Maslow (1954), and the two-factor theory by Herzberg (1971). Maslow's hierarchy of human needs is inter-linked to Herzberg's motivation-hygiene theory and the focus will be on these two theories.

2.2.1 Maslow's hierarchy of needs theory

Maslow based his famous 'need hierarchy theory' on the idea that individual needs develop in a sequence from "lower order" to higher order" needs. The hierarchy consisted of five categories of basic needs; physiological needs, safety and security needs, social needs, esteem needs, self-actualization needs. According to Maslow, an individual would systematically be satisfied with his needs, starting from the most basic needs and moving hierarchically up to higher level needs.

He also suggested that people normally seek satisfaction and are motivated through a hierarchy of needs. Likewise, the lower order needs have to be satisfied before the higher order needs can be met. Thus, it is not possible to satisfy the higher order needs before the lower order needs. For example, the satisfaction of needs at the lower level is a prerequisite for satisfying needs at the higher level in the hierarchy. Basic physiological needs are fulfilled when you have money and employment. Security needs are met when individuals know that their survival is not in danger. Social needs are satisfied when one enjoys the full acceptance and membership of the group.

To meet the lower order needs alone is not enough as that will only help to remove dissatisfaction but will not motivate employees. The management has to come up with ways that will not only address the hygiene factors but will also follow in employee motivation. Both categories needs are important for healthy staff development. When

people are employed and receive salaries, the next step would be to have some form of assurance that their jobs are secure.

Among the warehouse employees, this research will try to establish if the employees' basic psychological needs are met and whether they feel secure in their jobs so that they can strive towards self-actualization in their work and experience job.

2.2.2 Herzberg's two-factor theory

Herzberg arose from a study of about 200 engineers and accountants on factors that bring about satisfaction or dissatisfaction at work. He found that factors associated with job satisfaction were achievement, recognition, work itself, responsibility and advancement. Factors associated with job dissatisfaction were salary, possibility of growth, interpersonal relationships, status, supervision, company policy and administration, working conditions, personal life and job security. Herzberg named the satisfaction factors "motivators", and the dissatisfaction factors "hygiene".

The motivators are intrinsic to the job. Olsen (1993) explains that although the intrinsic rewards have been defined in a variety of ways, they general relate to the nature of work itself. Examples of intrinsic rewards are the opportunity for independent thought and actions, feelings of worthwhile accomplishment, opportunities for personal growth and development, as well as self-esteem. Ayse (1999) suggested that intrinsic factors such as pride in their work can motivate employees for professional development and increased performance. The hygiene became more powerful source of dissatisfaction than motivators.

As above theories, Maslow's lower order needs are synonymous with Herzberg's hygiene factors. The higher order needs are social needs are similar to Herzberg's motivators. It could be explained that lower order needs or hygiene factors correlate with

physiological needs and higher order needs or motivator factors correlate with psychological needs. In this study, working conditions at warehouse affect physiological and psychological needs of employees. Working conditions will lead to job satisfaction or dissatisfaction of warehouse employees. Hence, the researcher would like to examine job satisfaction of employees in order to find whether their needs is fulfilled, either physiological needs or psychological needs.

2.3 Relationship between job satisfaction and organization development

Organization development is a systematic process for applying behavioral science principles and practices in organization to increase individual and organization effectiveness. The organizations have objectives such as making profits, surviving, and growing but individual members also have desires to achieve, unsatisfied needs to fulfill, and career goals to accomplish within the organization. Therefore, organization development is a process for change which can benefit both individual and organization.

In order to develop organization, Albrecht (1983) refers to the overall organization as a system that leads to organization development. There are four systems as follows:

2.3.1 The Technical System includes the primary facilities where the action occurs. This might be a production building, a department store, a hotel, or even warehouse. It also includes raw material. In printing firm, this includes paper, ink, photographic plates. For warehouse, it includes plastic for wrapping pallets.

2.3.2 The Social System includes the overall social climate such as perception of employees of how they are treated by their managers and their colleagues. It also includes

tangible and intangible rewards available to people such as annual bonus, promotion, and benefits.

2.3.3 The Administrative System includes the information media and the path along which information such as policies, procedure, instruction flows. The people who have jobs in distribution of administrative information such as personnel department belong to this system. It also includes local computer systems, records storage facility, and like.

2.3.4 The Strategic System means the top management of organization such as chief executive, a board of directors, or general director. It includes the plans that lay out from the top management. It also includes the media that managers use to give formal direction to the organization and to their individual parts of it.

From these systems, it can be identified as the employees' working conditions. The technical, social, and administrative systems refer to factors that employees face in workplace everyday. Strategic system refers to management plan that is moving force system for the organization.

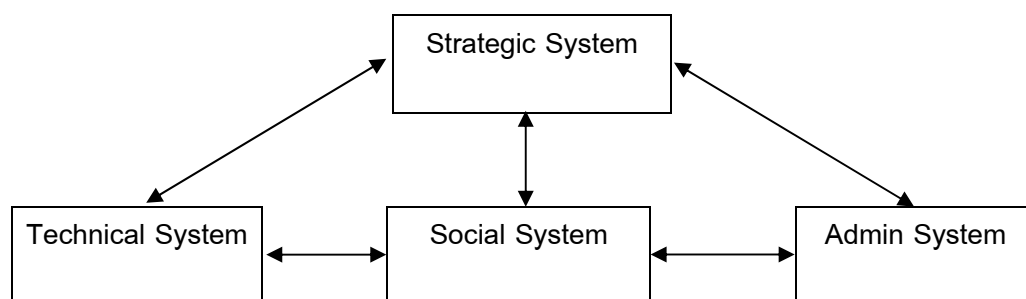


FIGURE 4 FOUR INTERLOCKING “SYSTEM” OF ORGANIZATION

SOURCE: Albrecht (1983), Organization Development: A Total Systems Approach to Positive Change in any Business Organization. P51.

In organization development, the first priority before planning and changing to improve organization is identification of areas for improvements or problems. The level of job satisfaction can indicate to which system should be improved. Therefore, the researcher would like to study on job satisfaction based on the above theories since the results can reflect each system that seems to be the important part of employees' work life. This means that the results can be used as a tool of organization development strategies.

2.4 Previous studies on job satisfaction

Many studies explore factors which influence job satisfaction of employees in organization -personal background, supervision, co-workers relationship-. These factors are used to discover employee's attitudes towards their job. Empirical studies on job satisfaction are as follows:

Sritapann (2002) examined job satisfaction of a selected Thai company in Bangkok. This study employed two major theoretical concepts, job characteristics "Model of Hackman and Oldham (1980)" and "Two-factor theory of Herzberg (1959)". The result shows that employees are satisfied with task, relationship with co-workers, and working conditions. In this study, the questionnaires were only distributed to white-collar employees. Likewise, Popaitoon (2004) examined job satisfaction among managers working for wireless communication operators in Thailand, the results of the study indicate that personal growth in competence is the most influential factor to foster satisfaction towards one's job.

Praditsatan (2002) investigated production employees in food industries. They were very satisfied with their job supervisor, and their least satisfaction was wage and fringe

benefit. Personal background was found to be significantly related to their job satisfaction. This study also revealed the feelings of production employees in the factory that management should make employees satisfied with their job, in order that their performance will be higher in efficiency.

According to Phachana (2001) studied on job satisfaction of production operations employees of Sea Gate Technologies Company. It is suggested that age had a significant relationship with satisfaction about work. But marital status had no significant relationship to job satisfaction.

In Petrochemical Industry, Puangmanee (2004) found that employees had job satisfaction at a high level in various aspects: job security, interpersonal relations, subordinates, and supervisors and status. Moreover, it was found that gender and working experience had a significant relationship to job satisfaction. A questionnaire was developed from Herzberg's two-factor theory. Similar to Puangmanee, Arayakati (1999) also used a questionnaire to automobile company in Thailand. The result shows that motivational factors had positive correlation to job satisfaction. In addition, there are differences on the responses in motivational factors and job satisfaction by different personal background of correspondent.

It has shown that previous research focuses on either white-collar employees (who work in offices rather than operating machine in factory) or blue-collar employees (who do practical work). In this study, the researcher will examine both groups of blue-collar and white-collar employees, who work in the same warehouse. The results will be benefit for both levels of employees.

CHAPTER 3

RESEARCH METHODOLOGY

This chapter explains the methodology used in this research. First, the population and sampling are given, followed by instrument. Then, the procedure including data collection and data analysis are described.

3.1 Population and sampling

The population of this study were 40 of DHL Logistics (Thailand) company warehouse employees. There were 20 warehouse employees handling Hewlett Packard shipments and another 20 warehouse employees handle general customers.

3.2 Instrument

The questionnaire was employed as an instrument in this study. The questionnaire was adapted from the OCDQ (Organization Climate Descriptive Questionnaire) which belong to Hoy and Forsyth (1986). The adaptation aimed to find out factors which affect job satisfaction of warehouse employees. The questionnaire was translated into the Thai language by the researcher since all of employees working at warehouse are Thais.

The questionnaire consists of two parts: the first part contains the questions about the personal background: age, marital status, and length of working time. The second part reflects on factors that affect the level of job satisfaction of warehouse employees. These

factors are work, compensation, work advancement, recognition, fringe benefit, working conditions, supervisors and co-workers, self-esteem, and company policy and administration. Furthermore, the researcher also interviewed eight employees so that the interview results will be more clarification of what they really feel about their job.

3.3 Procedure

3.3.1 Data Collection

The researcher distributed the questionnaire to forty subjects in four of DHL Logistics (Thailand) warehouses in December 2005. Regarding to the failure performance report of warehouse employees handling Hewlett Packard shipments, the subjects were randomly selected from Laksi and King Kaew warehouses. Other warehouses without failure performance report were also interesting. Therefore, the researcher further examined the subjects at Ploenchit and Laemchabang warehouses. In order to detect warehouse employees' satisfaction, the selected subjects directly handled customs clearance and delivery at warehouse. Moreover, the selected subjects were permanent employees, not temporary employees. The permanent employees could answer questionnaire in every topic such as fringe benefits, career advancement, and recognition.

Consequently, forty subjects were selected in aspect of customer (Hewlett Packard and general customer), task at warehouse (customs clearance and delivery), and permanent employees. The number of subjects from four warehouses is shown in Table 1.

**TABLE 1 NUMBER OF FOUR WAREHOUSES OF DHL LLOGISTICS (THAILAND)
COMPOANY**

Warehouse	Customer	Employees
Laksi	Hewlett Packard	10
King Kaew	Hewlett Packard	10
Ploenchit	General Customer	15
Laemchabang	General Customer	5

3.3.2 Data Analysis

The collected data were analyzed to describe the job satisfaction of warehouse employees working for DHL Logistics (Thailand) Company. The personal background of the subjects, frequency of personal background, was calculated into percentage.

Each statement in the second part of the OCDQ questionnaire was individually scored through a scale of 1-4 (4 is the highest score, while 1 is the lowest score). The mean scores were found by dividing their sum by the number of respondents. Mean scores represented the level of job satisfaction of each factor affecting job satisfaction. The following formula will be used to obtain the mean scores in the questionnaires:

$$X = \frac{\sum X}{N}$$

X = mean of scores

$\sum X$ = sum of scores

N = number of respondents

The results of the questionnaire were summarized by mean of each job satisfaction factors which is presented into four intervals (see Table 2).

TABLE 2 INTERVALS OF SATISFACTION LEVEL

Mean	Satisfaction Level
15.1 – 20.0	Very Satisfied
10.1 – 15.0	Moderate Satisfied
5.1 – 10.0	Moderate Dissatisfied
1.0 – 5.0	Very dissatisfied

CHAPTER 4

RESULTS AND DISCUSSION

This chapter presents the results of the study which are divided into three parts: general personal background of warehouse employees, level of job satisfaction of warehouse employees, and relationship between the personal background and job satisfaction of warehouse employees.

4.1 General personal background of warehouse employees

Forty copies of questionnaire were distributed to employees of four DHL Logistics (Thailand) warehouses. This section presents the data of general personal background of warehouse employees. The data which are classified by age, marital status, and length of employees' working time were summarized by percentage of the employees (see Table 3, 4, 5).

TABLE 3 AGE OF THE EMPLOYEES

	Age		
	<30 years old	>30 years old	>40 years old
Employees	50	35	15

TABLE 4 MARITAL STATUS OF THE EMPLOYEES

	Marital Status		
	Single	Married	Divorce
Employees	65	32.5	2.5

TABLE 5 LENGTH OF WORKING TIME IN DHL

	Working time in DHL		
	<1 year	1-2 years	>2 years
Employees	5	20	75

Half of the employees (50%) working at four warehouses are young (less than 30 years old) and most of the employees (65%) are single. Most of the warehouse employees (75%) work at DHL more than two years.

The relationship of employees' personal background and their job satisfaction will be discussed in the next section.

4.2 Level of job satisfaction of warehouse employees

This section focuses on the level of job satisfaction of the employees working at four DHL Logistics (Thailand) warehouses. In this study, a questionnaire is an instrument to collect the data from forty employees. Most of the employees were satisfied with their supervisor and co-workers (15.4). Warehouse employees had least satisfaction with career

advancement, compensation, working conditions, and company policy (12.4, 12.7, 12.7, 12.8) respectively (see Figure 4).

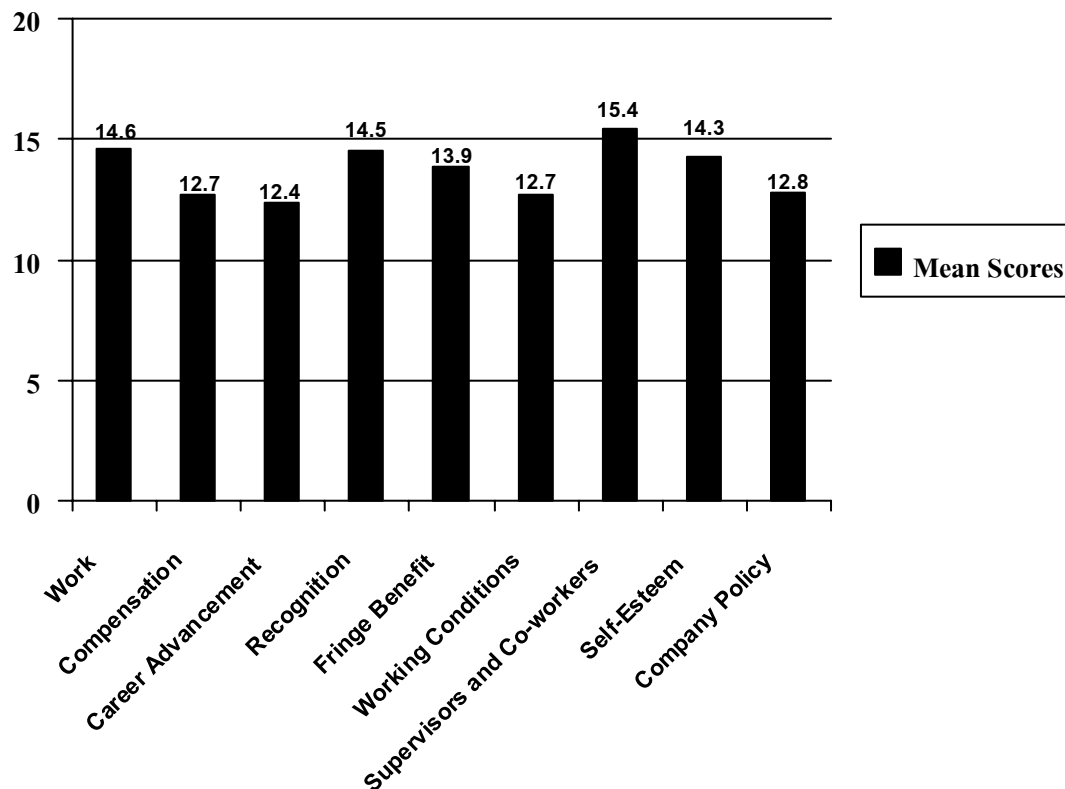


FIGURE 4 LEVEL OF JOB SATISFACTION OF WAREHOUSE EMPLOYEES

The results show that the highest score (15.4) is 'supervisors and co-workers' which satisfy the warehouse employees most. This may be because warehouse employees spend work-life together which can increase relations among employees. In order to deliver expeditious shipments, warehouse employees often work over time to meet customer's requirements. Moreover, working at warehouse is an activity that requires working in team in order to take care customs clearance, and deliver high volume of shipments to the

customer right on time. Working long hours as a team may increase good relations at warehouse. This explanation is supported by one of warehouse employees who commented that,

I don't know what others feel about their job, but I'm happy with this teamwork. We work late at night and go home late together. Our relationship here is great. If I work at the office, maybe I don't have a good relationship like working at warehouse

This comment shows that warehouse employees are satisfied with their job at warehouse and are happy working as a team. It indicates that the relations among co-workers and supervisors may increase the employees' job satisfaction.

In this study, warehouse employees (both white-collar and blue-collar) were satisfied most with 'supervisors and co-workers'. This result is similar to Sritapann (2002) who examined job satisfaction of white-collar employees in the selected Thai company. It can be concluded that good relationship at the workplace can heighten both levels of employees' job satisfaction. This result is also consistent with Locke (1976) in that human relations would affect job satisfaction or dissatisfaction. Helpful supervisors and co-workers would turn employees to satisfaction in working aspiration. If the employees enjoy working, there will be high production.

However, the result showed that 'career advancement' was the least score of satisfaction. The result reflects that warehouse employees need more opportunities for their promotion. Similarly, Popaitoon (2004) also found that managers working for wireless communication operators in Thailand had least job satisfaction in career advancement. The

result indicated that career advancement is an influential factor to foster satisfaction toward one's job. Needs of career advancement is not only from the managers, but it is also from other groups of employees (white collar and blue collar). As one of employees commented that

I don't know how often that the management consider for promotion, maybe they never concerned what position we are and what we should be. For my opinion, I don't think I will be promoted in the next two years.

The comment reflected that warehouse employees did not believe that they would be promoted. This result may lead to least job satisfaction of employees or increase job dissatisfaction.

This result is supported by the theories of Maslow (1954) and Herzberg (1971) that higher order needs and motivator factors, such as needs to be promoted at work, can promote job satisfaction. 'Career advancement' is one of individual's psychological needs. To be promoted, the employees have to maximize their skills and abilities to meet their self-actualized needs (the highest hierarchy of needs). This result is also supported by Ayse (1999) that pride in their work can satisfy employees for professional development and increase performance. Hence, managers could help employees to meet their needs by providing a chance to be considered to be promoted.

Warehouse employees also had least satisfaction with compensation and working conditions. The result shows that employees are looking for higher compensation and

better working conditions. Likewise, Praditsatan (2002), who studied job satisfaction of production employees in food industries in Ladkrabang Industrial Estate, found that operation employees were least satisfied with wage. Operation employees, including warehouse employees, may resign if other companies offer the higher compensation or better working conditions.

Company policy and administration also lead to least satisfaction as one of employees on this point explained that

It seems like company or management policy is not concerned warehouse employees. For example, warehouse employees have to come to work at 8.30 am like the office time. It's not suitable for us because we work late at night, so we always come to work late and lose performance. Even though we've got overtime paid, we prefer changing working hours at warehouse.

This comment pointed out that the employee felt uncomfortable with the company policy. Some policies of the company are not agreeable by warehouse employees. The warehouse employee needs the management team to focus on their job which is different from office task. According to Locke (1976), he indicated that policy design was one of the parts which was reflected by employees and drew employees least job satisfaction or dissatisfaction. In the future, there might be conflict among the top management team who lay out the policy and the demand of warehouse employees unless the policy and administration are improved and adjusted to suit to the warehouse conditions.

4.3 Relationship between personal background and job satisfaction

This part discusses the relationship between personal background in terms of age, marital status, employees' working time in DHL and job satisfaction.

4.3.1 Age and job satisfaction

The result showed that the employees who are less than thirty years old were most satisfied with 'supervisors and co-workers'. This may be because most of warehouse employees are young and new graduated. According to Rhodes (1983), young employees are more sociable and flexible than older employees. The relationship among colleagues has an influence on young employees. The stronger they have relations with supervisors and co-workers, the more they are satisfied with the job. The employees who are over thirty years old were satisfied with their 'work'. Based on the interview, one of warehouse employees who is over thirty years old explained that

I think my work here is suitable with my skills, and my experience can be adapted to the new process.

This result is consistent with Rhodes (1983) who found that older workers were more adjusted to work standard, values, or demands of their jobs than younger.

Consequently, age was a significant related to job satisfaction.

4.3.2 Marital status and job satisfaction

Married employees were satisfied with 'work' and 'self-esteem'. It shows that married employees concerned with fame and honor in work. It reflected that married employees felt they have a significant autonomy at work. The result is similar to Rachman (1964) and Garrison and Muchinsky (1981) in that marriage imposed increased responsibilities that make a job more valuable and important.

However, the married employees were less satisfied with compensation. The result shows that both physiological (compensation) and psychological (self-esteem) factors affected married employees at the warehouse. This was because married employees would like to have authority at work and compensation for settling family's life. Therefore, marital status was highly correlated with job satisfaction.

4.3.3 Length of employees' working time in DHL and job satisfaction

Regarding to the overall scores, employees working more than two years were moderately satisfied with work, working conditions, and fringe benefit. The result is similar to McDaniel and Hunter (1988) in that employees who had been with the same company for a longer time are more likely to adjust themselves to their working environment and be familiar with the way they obtain more resources in their workplace, or more adaptability to their workplace. As a result, these employees are more likely to be satisfied with their job. Employees who work longer are most satisfied with work, working conditions and fringe benefit. The result shows that working for a long time in the same company helps to increase job satisfaction.

The findings of the level of warehouse employees' job satisfaction can be useful for organization development in order to help the managers to maintain factors that employees have most satisfaction and improve policy which employees have least satisfaction. The management team can make use of the results of level of job satisfaction to plan their policy of the organization to fulfill employees' needs in order to improve organization. The results of relationship between personal background and job satisfaction can acknowledge the management team about the influenced factors on job satisfaction of warehouse employees.

CHAPTER 5

CONCLUSION

This final chapter presents a conclusion and limitations of the study. In addition, recommendations for further studies are also provided.

5.1 Conclusion

The purpose of this study was to examine the level of job satisfaction of warehouse employees working at DHL Logistics (Thailand) Company. This study also aimed to describe the relationships between personal background and job satisfaction of warehouse employees. The study was based on theory of 'Maslow Higher Order Needs' and 'Herzberg's Two-Factor'. The instrument used for the data collection was a questionnaire that was composed of two parts: personal background and job satisfaction. This study was conducted from December 2005 to January 2006. The subjects of this study were forty warehouse employees working at four of DHL warehouses.

The findings revealed that 'supervisors and co-workers' was the factor that DHL warehouse employees were moderately satisfied. The results revealed that warehouse employees had good relationships with their superior and colleagues. This factor leads to their satisfaction since warehouse employees have to work as a team for long hours in the workplace. Therefore, the relationship between supervisors and subordinates among colleagues is the crucial job satisfaction factor. From the questionnaire, the least satisfaction factor was 'career advancement'. The result showed that warehouse

employees were looking for the opportunities from the company to be promoted. In addition, this least satisfaction factor 'career advancement' was related to company policy which was least satisfaction factor as well. This was because job promotion is the one of company policy.

Personal background, age, marital status, and length of employees' working time were significantly related to job satisfaction. Over thirty year old employees were more satisfied with job than other groups of employees. It shows that these employees felt stable and secure with their job. This indicated that elder employees have a more ability to adjust to working environment or job satisfaction factors than the younger. The married employees were more satisfied with their job than the single employees. Finally, warehouse employees who had been working more than two years gained the most job satisfaction. The data in this study convinces that working experience, familiarity with the job, and working conditions increase employees' job satisfaction.

5.2 Limitations of the study

This study has some limitations as follows

5.2.1 The number of subjects

This study was limited in collecting data to determine from only four selected warehouses of DHL Logistics (Thailand) Company. There are more warehouses and more warehouse employees of DHL. Therefore, the result may not be generalized to other study.

5.2.2 The kind of business

This study focused on job satisfaction of warehouse employees who work in Logistics business. Other businesses such as food industries, spare part supplier, garment industries which have warehouse activities should also be explored. The results can be different and suitable to that kind of business.

5.2.3 The factors of job satisfaction

This study focused on nine job satisfaction factors that are especially correlated with working conditions at warehouse. It should be noted that different working conditions of each business may have different status of job satisfaction.

5.2 Recommendations for further studies

5.3.1 Criteria of personal background

For further studies about job satisfaction, there should be follow-up study which can investigate further relationship between personal background and job satisfactions of warehouse employees by focusing on other criteria, such as gender, level of education, and income. The data will be more clarified about independent variables of each individual.

5.3.2 Natures of work

This study was conducted generally on warehouse employees with no limitations of type of works and working hours at DHL Logistics (Thailand) Company. Further studies may be specific on natures of works or shift of working at the warehouse of different

businesses. This might be helpful for other studies to explore job satisfaction of warehouse employees who work in various business fields.

5.3.3 Variety of methods

Since the study was conducted in a survey, interview was carried out with some employees as supplementary data. It may not be possible to clearly evaluate the results in relation to opinions and feelings although the researcher also works in DHL Company. An in-depth and open-ended interview, and observation are recommended for further studies to effectively capture employee personal perspectives on their work. The information from the interview can provide more details on the experience, opinions, and feelings of employees. The data from observation can give the details and description of employees' activities as well as a full range of interpersonal interactions with others.

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APPENDIX

แบบสอบถามวัดความพึงพอใจในการปฏิบัติงานของพนักงาน

ตอนที่ 1 แบบสอบถามข้อมูลเกี่ยวกับสภาพของผู้ตอบแบบสอบถาม

คำชี้แจง โปรดตอบแบบสอบถามโดยกาเครื่องหมาย ✓ ลงใน หน้าข้อความที่ตรงกับสภาพตามความเป็นจริงของท่าน และรับรองว่าข้อมูลทั้งหมดนี้จะถูกเก็บเป็นความลับ

1. อายุ

น้อยกว่า 30 ปี

30-40 ปี

41 – 50 ปี

51 ปีขึ้นไป

2. สภาพภาพครอบครัว

โสด

สมรส

หม้าย/หย่าร้าง

3. ระยะเวลาในการทำงาน

น้อยกว่า 1 ปี

มากกว่า 1 ปี แต่น้อยกว่า 2 ปี

2 ปีขึ้นไป

ตอนที่ 2: แบบสอบถามความพึงพอใจในการทำงาน

คำชี้แจง โปรดพิจารณาข้อความในแต่ละข้อและใส่เครื่องหมาย (✓) ลงในช่องว่างทางขวามือเพียงช่องเดียวที่ตรงกับระดับความพึงพอใจของท่านต่อข้อความนั้นๆ การเลือกตอบ มีเกณฑ์ดังนี้

พึงพอใจมากที่สุด	=	4
พึงพอใจ	=	3
ไม่พึงพอใจ	=	2
ไม่พึงพอใจมากที่สุด	=	1

ปัจจัยที่มีผลต่อความพึงพอใจในการปฏิบัติงาน	ระดับความพึงพอใจ			
	พึงพอใจมากที่สุด	พึงพอใจ	ไม่พึงพอใจ	ไม่พึงพอใจมากที่สุด
1. ลักษณะของงานที่ปฏิบัติ				
1. ลักษณะของงานที่ท่านทำอยู่				
2. การที่ท่านได้มีการเรียนรู้สิ่งใหม่ๆในแต่ละวันของการทำงานของท่าน				
3. การที่ท่านได้มีโอกาสเติบโตในงานที่ท่านทำอยู่				
4. การที่ท่านมีโอกาสในการริเริ่มสิ่งใหม่ๆในการทำงาน				
5. การที่ท่านมีความคิดและการกระทำที่เป็นอิสระในการทำงานของท่าน				
2. ค่าตอบแทน				
6. อัตราเงินเดือนของท่านในปัจจุบัน				
7. อัตราเงินเดือนที่บริษัทให้เมื่อเทียบกับบริษัทอื่นๆ				
8. ระดับเงินเดือนที่ท่านได้รับ เมื่อเทียบกับลักษณะของงานที่ทำให้บริษัท				
9. ขั้นตอนการจ่ายค่าตอบแทนของบริษัท				
10. อัตราการขึ้นเงินเดือนของบริษัท				

ปัจจัยที่มีผลต่อความพึงพอใจในการปฏิบัติงาน	ระดับความพึงพอใจ			
	พึงพอใจมากที่สุด	พึงพอใจ	ไม่พึงพอใจ	ไม่พึงพอใจมากที่สุด
3. ความก้าวหน้าในการทำงาน				
11. โอกาสที่ท่านได้รับพิจารณาในการเลื่อนตำแหน่งในการทำงาน				
12. ความถี่ในการพิจารณาเลื่อนตำแหน่งงานของท่าน ซึ่งการพิจารณานั้น มีขึ้นอยู่บ่อยครั้ง				
13. การเลื่อนขั้น ที่แสดงให้เห็นอย่างชัดเจนว่ามันเกิดจากความสามารถ และผลการปฏิบัติงานของท่าน				
14. นโยบายการเลื่อนตำแหน่งของบริษัท				
15. เมื่อเปรียบเทียบกับบริษัทอื่น ท่านมีโอกาสการก้าวหน้าดีกว่าการทำงานในบริษัทอื่น				
4. การเป็นที่ยอมรับ				
16. การได้รับชื่อเสียงและการยกย่องจากเพื่อนร่วมงานและผู้บังคับบัญชา				
17. การเป็นที่เกรงใจและยอมรับในแผนกของท่าน				
18. การได้รับคำชมเชยจากหัวหน้างานในงานที่ทำ				
19. การที่หัวหน้างานของท่านมอบหมายงานสำคัญให้ท่านทำอยู่เป็นประจำ				
20. การที่เพื่อนร่วมงานชอบในการทำงานของท่าน และ ไว้ใจท่านให้ทำงานสำคัญ				

ปัจจัยที่มีผลต่อความพึงพอใจในการปฏิบัติงาน	ระดับความพึงพอใจ			
	พึงพอใจมากที่สุด	พึงพอใจ	ไม่พึงพอใจ	ไม่พึงพอใจมากที่สุด
5. สิทธิประโยชน์อื่น ๆนอกจกาค่าจ้าง				
21. รางวัลตอบแทน, ค่าล่วงเวลา ที่บริษัทจ่ายให้				
22. ค่ารักษาพยาบาล ที่บริษัทจ่ายให้				
23. ค่าใช้จ่ายต่างๆที่ทางบริษัทออกให้				
24. เงินเดือนของท่านที่ถูกบริษัทหักสะสมไว้ให้ในแต่ละเดือน และเพิ่มให้เมื่อท่านลาออก				
25. เงินโบนัสประจำปีที่บริษัทจ่ายให้				
6. สภาพะในที่ทำงาน				
26. อุณหภูมิในสถานที่ทำงานของท่าน				
27. สภาพของห้องน้ำในที่ทำงานท่าน				
28. ปริมาณแสงในบริเวณที่ทำงานของท่าน				
29. ระบบคอมพิวเตอร์ ที่ใช้ในที่ทำงานของท่าน				
30. สภาพความปลอดภัยในที่ทำงาน				
7. ผู้บังคับบัญชา และ เพื่อนร่วมงาน				
31. การให้ความสนทนสนมและเป็นกันเองของหัวหน้างานที่มีต่อท่าน				
32. ความมีน้ำใจเอื้อเฟื้อเผื่อแผ่ของหัวหน้างานของท่าน				
33. ความช่วยเหลือในเรื่องส่วนตัวจากหัวหน้างานของท่าน				
34. ความสัมพันธ์ที่เพื่อนร่วมงานมีต่อท่าน ในเรื่องของการช่วยเหลือและมนุษย์สัมพันธ์ที่ดี				
35. โอกาสที่ท่านได้มีกิจกรรมร่วมกับเพื่อนร่วมงาน และได้มีโอกาสทำงานกันเป็นทีม				

ปัจจัยที่มีผลต่อความพึงพอใจในการปฏิบัติงาน	ระดับความพึงพอใจ			
	พึงพอใจมากที่สุด	พึงพอใจ	ไม่พึงพอใจ	ไม่พึงพอใจมากที่สุด
8. การยอมรับนับถือต่อตัวเอง				
36. ความอิสระเสรีที่ท่านได้จัดตาราง ระบบการทำงานและ ดูแลควบคุมคุณภาพของงาน				
37. การที่ท่านได้รับอนุญาตให้มีส่วนร่วมในการตัดสินใจ ซึ่งมีผลต่องานของท่าน				
38. อำนาจหน้าที่ที่ท่านได้รับมอบหมาย				
39. ท่านมีอำนาจพอเพียงในการทำงานของท่าน				
40. การเป็นอิสระในการปกครองตัวเองในการทำงานของท่าน				
9. นโยบายบริษัท และ การบริหารจัดการ				
41. นโยบายโดยรวมของบริษัท				
42. ความสะดวกสบายและความรวดเร็วในการประสานงานกับส่วนบริหารของบริษัท				
43. ความรวดเร็วและชัดเจนในข่าวสารและข้อมูลที่บริษัทส่งต่อถึงท่าน				
44. หน้าที่อื่น ๆ หรือกิจกรรมพิเศษที่ได้รับมอบหมายจากทางบริษัทซึ่งงานนั้นตรงกับหน่วยงานของท่าน				
45. การบริหารองค์กรของบริษัท				

QUESTIONNAIRE

This survey is designed to study about employees' job satisfaction of warehouse employees. Please understand that there is no right or wrong answer, researcher is interested in the most thoughtful and valuable responses that truly reflect your feelings. All the responses will be absolutely kept confidential.

PART 1: Personal Backgrounds

Directions: Please complete the following information about yourself by making a checkmark (✓) in box in front of the number. It is necessary to gather this data for usefulness of research analysis.

1. Age

- | | |
|---|---|
| <input type="checkbox"/> Less than 30 years | <input type="checkbox"/> 30-40 years |
| <input type="checkbox"/> 41-50 years | <input type="checkbox"/> above 51 years |

2. Marital Status

- | | |
|--|----------------------------------|
| <input type="checkbox"/> Single | <input type="checkbox"/> Married |
| <input type="checkbox"/> Separated/ Divorce/ Widow | |

3. Length of Working Time

- | | |
|--|---|
| <input type="checkbox"/> Less than 1 Year | <input type="checkbox"/> More than 1 Year but less than 2 Years |
| <input type="checkbox"/> More than 2 Years | |

Part 2: Job Satisfaction

Directions: Please indicate your opinion by checking (✓) on the statement level which you agree. This part is categorized by nine factors and four degree of satisfaction

Very Satisfied	=	4
Moderate Satisfied	=	3
Moderate Dissatisfied	=	2
Very dissatisfied	=	1

Factors of Satisfaction	Level of Satisfaction			
	Very Satisfied	Moderate Satisfied	Moderate Dissatisfied	Very Dissatisfied
1. Work				
1. Are you satisfied with your job, and never bored to work?				
2. Are you satisfied that you can learn something new about your job everyday?				
3. Are you satisfied with the chance for career growth from doing job?				
4. Are you satisfied that you have a chance for initiating new idea?				
5. Are you satisfied with your independent thinking and action on the job you do?				
2. Compensation				
6. Are you satisfied with your present salary?				
7. Are you satisfied that company pay is reasonable while compared with other companies?				
8. Are you satisfied with the degree to which you are fairly paid for what you contribute to this organization?				
9. Are you satisfied with the method of payment of the company?				

Factors of Satisfaction	Level of Satisfaction			
	Very Satisfied	Moderate Satisfied	Moderate Dissatisfied	Very Dissatisfied
10. Are you satisfied with the present rate of increase in pay that the company provides you?				
3. Career Advancement				
11. Are you satisfied that you have a chance to be considered for the raise or promotion resulting from your job?				
12. Are you satisfied that your opportunities for promotion are unlimited because of frequent promotion?				
13. Are you satisfied with your promotion or raise you have received obviously come from your abilities and performances?				
14. Are you satisfied with a promotion policy provided by company?				
15. When you compared with other companies, are you satisfied that you have a better chance to get a promotion here?				
4. Recognition				
16. Are you satisfied of fame and honor in your work?				
17. Are you satisfied that you are considered to be recognized in the organization?				
18. Are you satisfied that your supervisor gives positive comment to your work?				
19. Are you satisfied that your supervisor always assign the important work to you?				
20. Are you satisfied that your colleagues like your work, and trust you to let you do important work?				

Factors of Satisfaction	Level of Satisfaction			
	Very Satisfied	Moderate Satisfied	Moderate Dissatisfied	Very Dissatisfied
5. Fringe Benefit				
21. Are you satisfied with remuneration and overtime payment provided by company?				
22. Are you satisfied with medical-care provided by company?				
23. Are you satisfied with all allowance provided by your company?				
24. Are you satisfied with providence fund that you have?				
25. Are you satisfied with yearly bonus provided by company?				
6. Working Conditions				
26. Are you satisfied with your work place in terms of suitable temperature?				
27. Are you satisfied with toilet?				
28. Are you satisfied with lighting in your office and workplace?				
29. Are you satisfied with computer program that you use in working?				
30. Are you satisfied that your workplace is safe and health.				
7. Supervisors and coworkers				
31. Are you satisfied with simplicity and intimacy with subordination of your supervisor				
32. Are you satisfied with kindness, morality, and impartiality of your supervisor?				
33. Are you satisfied with helpfulness toward subordination personally and on job of your supervisor?				

Factors of Satisfaction	Level of Satisfaction			
	Very Satisfied	Moderate Satisfied	Moderate Dissatisfied	Very Dissatisfied
34. Are you satisfied with your co-workers in terms of good relationship and help?				
35. Are you satisfied with a chance that you can interact with others in terms of teamwork or co-workers.				
8. Self-esteem				
36. Are you satisfied with freedom, independence, or discretion in work scheduling, methods, quality control, or other decision making?				
37. Are you satisfied that you are allowed to participate in decisions that influence your job?				
38. Are you satisfied with authority that you have?				
39. Are you satisfied that you have adequate power for doing your assigned job?				
40. Are you satisfied with significant autonomy in doing your job?				
9. Company Policy and administration				
41. Are you satisfied with overall policy of your company?				
42. Are you satisfied with the convenience and speed in coordination with administration of company?				
43. Are you satisfied with the communication that your company transferred to you?				
44. Are you satisfied with assignment or activities that aligned with your department provided by company?				
45. Are you satisfied with good organized of company?				

VITAE

VITAE

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