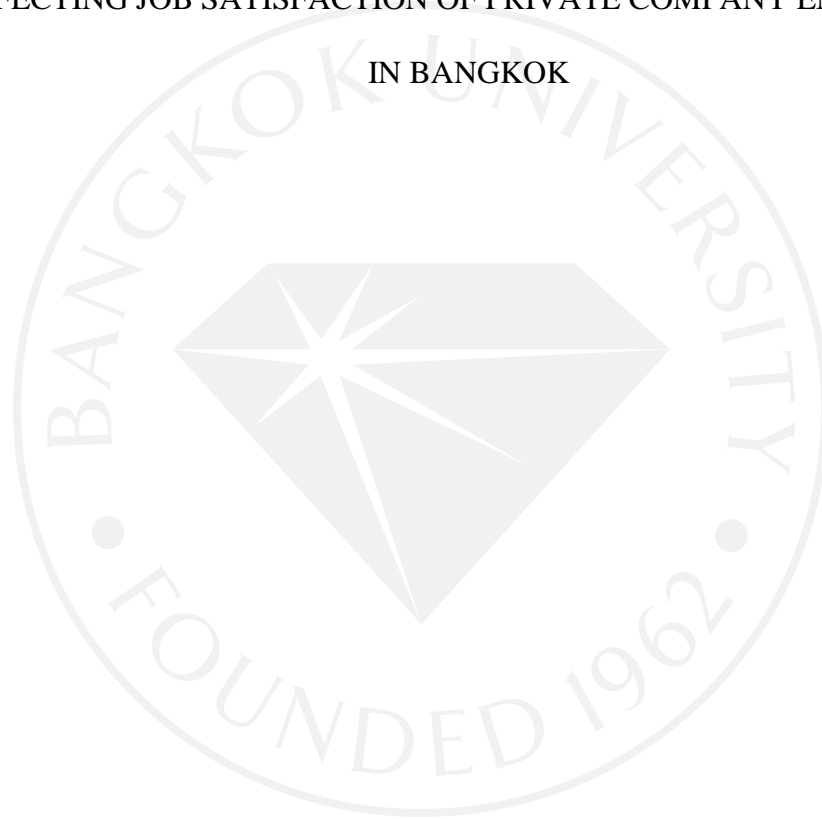


A STUDY OF EMOTIONAL INTELLIGENCE, CO-WORKER SUPPORT,
EMPLOYEE EMPOWERMENT, JOB AUTONOMY, AND PERFORMANCE
AFFECTING JOB SATISFACTION OF PRIVATE COMPANY EMPLOYEES
IN BANGKOK



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IN BANGKOK

Kunlaphan Lamoonkit

This Independent Study Manuscript Presented to

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the Graduate School
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A study of Emotional Intelligence, Co-worker Support, Employee Empowerment, Job Autonomy, and Job Performance Affecting Job Satisfaction of Private Company Employees in Bangkok (59 pp.)

Advisor: Nittana Tarnittanakorn, Ph.D.

ABSTRACT

This research aims to study the emotional intelligence, co-worker support, employee empowerment, job autonomy, and job performance affecting job satisfaction of private company employees in Bangkok. The 276 usable survey questionnaires were collected from the private company employees in Bangkok. The statistics analysis for hypothesis testing method was multiple regression analysis.

As a result, the study found that the majority of respondents were female with 21-30 years of age. They completed in a bachelor's degree, and earned monthly salary less than 20,000 baht. The hypothesis testing stated that emotional intelligence in terms of emotional recognition, employee empowerment, and job performance affected job satisfaction of private company employees in Bangkok with the statistically significant level of .5.

Keywords: Emotional Intelligence, Co-worker Support, Employee Empowerment, Job Autonomy, Job Performance, Job Satisfaction

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Kunlaphan Lamoonkit

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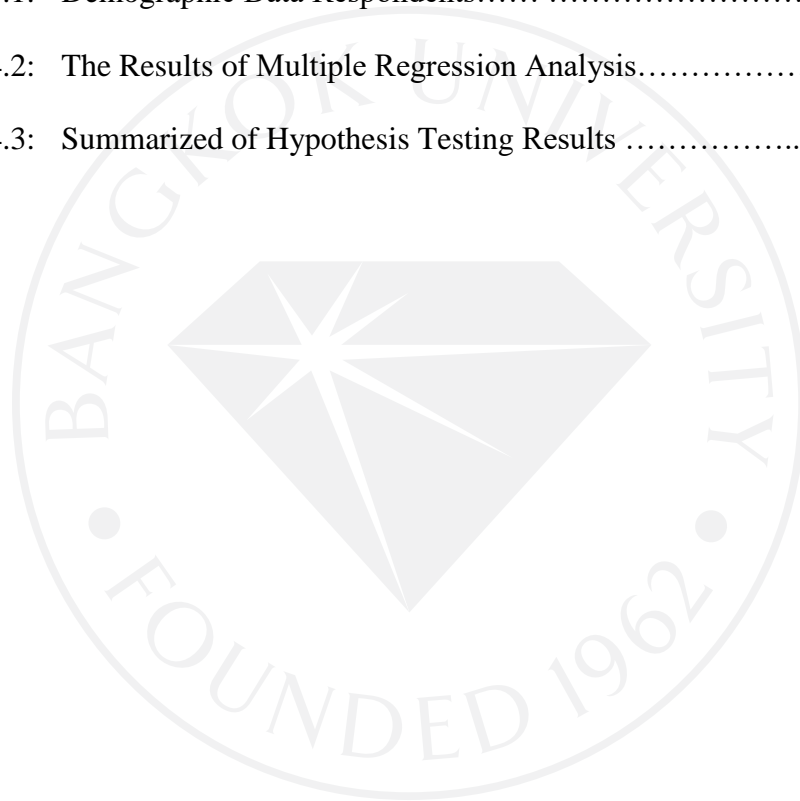


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CHAPTER 1

INTRODUCTION

1.1 Rationale and Problem Statement

It is known that human resources are the most important resource and beneficial to society and organization. Organizations would have developed and grown up by themselves as the organizational goals which depended on workforce as human (Chhugani, 2017). In organization management, human resources were one of the keys that were important to organizations, institutes or workplaces. In other word, human resources were also significant factor that contributed organizations into success. Environment of challenging has been growing and developing continuously. At present, every organization has to consider about human resources more than in the past. Most organizations spend much time to find and select the right employees who have skills, knowledge, working experiences, etc. to work in their organizations. Whatever organizations change in several ways, human resources are certainly involved. Having said that human resources in organization were the key elements to drive businesses or organizations which built their qualities and productivities (Boudreau, 1996).

For instance, it is stated that quality of humans or employees in Siam Cement Group (SCG) is the key indicator to succeed in the market competitions. According to the Awards and Standard Certification in 2016, SCG has won the human resources management excellence for the 15th consecutive year by H.R.H. Princess Maha Chakri Sirindhorn;'s Trophy for Thailand Corporate Excellence Awards 2016 as a sustainable

development. SCG's policy believes that human resource management and organization development strategy can build its capacity in the development of high value added products and services and the improvement of sustainable business growth (Siam Cement Group, 2016).

In operation of organization, circumstances mostly occur every day such as turnover, absenteeism, job rotation, job assignment, etc. It is usually occurred from benefits for employees, work opportunity, relationship between others, and working environment. Those make employees lack of job satisfaction and cooperation in organization and result to poor productivity and service among members in teams and organizations. Consequently, employers or organizations must consider the main factors of salary and other fringe benefits to boost high productivity and performance of their employees and keep them secure with their jobs.

From the importance of human resource management, the study on emotional intelligence, co-worker support, employee empowerment, job autonomy, and performance affecting job satisfaction of private company employees in Bangkok was designed and conducted. The results of this study can be contributed to the organization development and yield the suggestion for further research.

1.2 Objectives of the Study

The overall purpose of this study is to comprehend the job satisfaction of private company employees in Bangkok. More specific objectives for the study are as followed:

- To investigate emotional intelligence factors in terms of emotional recognition and emotional regulation that affect job satisfaction of private company employees in Bangkok.
- To investigate employee empowerment factor that affects job satisfaction of private company employees in Bangkok.
- To investigate co-worker support that affects job satisfaction of private company employees in Bangkok.
- To investigate job autonomy that affects job satisfaction of private company employees in Bangkok.
- To investigate job performance that affects job satisfaction of private company employees in Bangkok.

1.3 Significance of the Study

The results of the study can be beneficial to private companies in developing and improving their human resources effectively. Additionally, the results of the study can be the guideline for top management to keep their employees to work with them longer, and also to make them satisfied and have good relationship within organizations. Finally, the results of the study can be applied to scale up the employees' job satisfaction.

CHAPTER 2

LITERATURE REVIEW

A study on emotional intelligence, co-worker support, employee empowerment, job autonomy, and performance affecting job satisfaction of private company employees in Bangkok, the researcher has reviewed the relevant theories and previous studies. Regarding these concerns, the research hypothesis and the conceptual framework were generated from this review.

2.1 Related Theories and Previous Studies

2.1.1 Emotional Intelligence (EI)

Bitmiş and Ergenelib (2014) stated that emotional intelligence had two components which were emotion, and intelligence. Emotion was responses including physiological, cognitive, and so on. It happened in a circumstance both internally and externally. Intelligence was the capability of personnel to act and consider rationally. Emotional intelligence could be defined into four dimensions as a) appraisal and expression of emotion, b) appraisal and recognition, c) regulation of emotion, and d) use of emotion.

Kelly and Kaminskienė (2016) explained that emotion was a feeling of human and it played an important role. Emotional intelligence was a capability of human's awareness. It was focused on emotional intelligence that could make the competency and

skills of employees in organization. The emotional intelligence was categorized into four main types as follows:

- Self-awareness: Self-awareness was the ability to understand of your own emotions, feelings, and awareness that might happen in a decision-making with other people.
- Self-management: Self-management was the ability to understand, and recognize yourself of what you have done, especially in your feelings, in any situations. For example, when you were angry with your colleague, you might not show or keep in mind of your own true emotions. That was called “self-management.”
- Social awareness: Social awareness was the ability to understand or respond to anyone else in a society. Having relationship or friendship among those people was also necessary too. For example, if you were aware of yourself and knew your enemy, you might not flight with them.
- Relationship management: Relationship management was the ability to manage your own feeling to one another while the conflict occurs.

Aghdasi, Kiamanesh & Ebrahim, (2011) stated that emotional intelligence and job satisfaction were related to each other. Emotional intelligence could directly cause and impacted job satisfaction.

2.1.1.1 Emotional Recognition (ERC)

According to Roxana (2013), emotional regulation was relevant to job satisfaction and intention to get rid of the emotional dissonance or irrelevant. It was explained that if emotional regulation was low or irrelevant to itself, it might cause to a

low job satisfaction. Moreover, it was said that emotional regulation was the emotional effort that employees tried to use the emotion control (Wessing, Rehbein, Romer, Achtergarde, Dobel, Zwitserloodc, Fürniss, & Junghöfer, 2015).

The study investigated that the emotion recognition could effect in organizations. The emotions were workplace environment, life experience, in a regular basis. It was based on the quality of the relationship amount two or more (Dumbrava, 2014). One example was that when one of the team members in organization was facing a problem in their job, they might show up their negative emotion like as anger or frustration. On the other hand, one team member realized on opportunity for the team, they might convince for the enthusiasm. These people might have a higher position in an organization. They would be able to control and recognized the emotion better than people who had low on emotion (Walter, Cole, Van der Vegt, Rubin, & Bommer, 2012).

2.1.1.2 Emotional Regulation (ERG)

Emotional regulation (ER) was an ability to regulate the experience and expression of emotions which were positive and negative emotion. In term of psychological, emotional regulation has been used for individual behavior adaption as well as social environment (Balzarotti, Biassoni, Colombo, & Ciceri, 2017). According to Desatnika, Bel-Baharb, Nolte, Crowley, Fonagya, and Fearon (2017), they mentioned that there were five stages of emotional regulation: a) situation selection, b) situation modification, c) attention deployment, d) cognitive change, and 5) response modulation.

Séguin-Lemire, Hébert, Cossette and Langevin (2017) stated that “the extrinsic and intrinsic processes responsible for monitoring, evaluating, and modifying emotional

reactions, especially their temporal features, to accomplish one's goals" (p. 308). There was an example of emotional regulation studies regarding to Robertson, Daffern, and Bucks (2012). A person tried to not talk to other friends or students before going to the exam, that person wants to avoid nervousness. Another example was that a person wanted to work out very much that can help to release angry. Robertson, Daffern, and Bucks (2012) said that there were two types of emotion regulations: adaptive emotion regulation and maladaptive emotion regulation.

2.1.2 Co-worker Support (CS)

Co-worker support or team support in organization was a significant factor that top management level such as manager. Co-worker support was related to employee commitment, and it was used to increase employee performance (Tai, 2012). The supporting from coworkers and supervisors or managers should have a positive working environment because the atmosphere in the workplace was important and related to job satisfaction results, less stress, and reduce turnover too. It was meant that the productivity and services in organization will increase (Roxana, 2013).

According to Limpanitgul, Boonchoo and Photiyarach (2014), they said that co-worker was from their attitudes toward them. On this basis, co-worker support was the equal level of the team as same as organization support. The example was given that the situations that related to the co-worker support, they were likely to focus on those tasks. In fact, they supported to each other as a social interaction. If employees desired and supported on their works, so they might lead a positive result too such as employee's loyalty, or positive feeling with organization. The studies were found the assumption in

the Hong Kong fast food restaurant that co-workers support could influence to the job satisfaction. If co-worker support was really good enough in working environment, it might lead to a good team work as well as job satisfaction was good too (Bufquin, DiPietro, Orlowski, & Partlow, 2017).

2.1.3 Employee Empowerment (EM)

Employee empowerment was one of the important indicators that were made job satisfaction for employees in organization. It seemed of level and responsibility of employee that powered for decision making in their tasks (Hanaysha, 2016). Employee empowerment took place when employees tended to share their ideas and knowledge, enhance their intellectual capability to increase their autonomy during making their decisions. Most of organizations were used the employee empowerment strategy to develop and increase the business value because human being was empowered. In the world competitive marketplaces today, employee empowerment had become very important and a solid to keep productivity, and gain more sustainable competitive advantages of organization. The results of having employee empowerment were that to assist organization survived in the competitive marketplaces. In other word, employee empowerment was a foundation management practice (Hanaysha & Tahir, 2016).

Hanaysha (2016) found that the employee empowerment had a positive result toward job satisfaction; it led to better effectiveness of organization. According to Kanter's theory, it was stated that there were six necessary ingredients for the success of empowerment (Motammarria, Aktera, Yanamandrama, & Wamba, 2017) including

opportunity for advancement, access to information, access to support, access to resources, normal power, and informal power.

2.1.4 Job Autonomy (JA)

Job autonomy was one of the important resources that allowed employees in organization made a decision for their jobs and assignments independently. It also led to the positive power into job satisfaction as well. It was believed that job autonomy had an important role for employees in organizations. This was because job autonomy could contribute to job satisfaction (Gözükaraa & Çolakoğlu, 2016). Moreover, Belias, Koustelios, Sdrolias and Aspridis (2015) stated that job autonomy was the degree that employees were able to work with their tasks or jobs independently. Also, employees could decide by their own decisions, and to have less supervision. In one study, they explained that a lot of managers and supervisor who were higher positions perceived job autonomy like as the most significant size of work design such as their own ideas, plans, responsibilities to work, etc. Besides, job autonomy could also decrease the interaction between employers and employees, employees and managers to become more freely.

2.1.5 Job Performance (JP)

Job performance was defined to all employees' abilities or skills and effectiveness of working results of employees that they could reach to organizational objectives (Farooqui & Nagendra, 2014). In addition, Ahmad, Mohd, Shobri and Wahab (2012) defined that job performance was one of the importantly indicators that organizations should think about it and be aware of it. Job performance was also described ability,

quality of members in organization. If job performance was poor, it led to the bad results.

Farooqui and Nagendra (2014) found that the organizational performance was one of the indicators that could help organization survive for their businesses and maximize the financial income of organizations. The indicators of organizational performance included a) effectiveness or capability, b) efficiency, c) development or growth, d) satisfaction or fulfillment, e) innovation, and f) quality.

2.3 Hypotheses

The hypotheses in this study are developed to assess the relationship between the independent and dependent variables. These hypotheses are derived from the related theories and previous studies on the organization behavior. They are proposed as follows:

H1: Emotional intelligence affects job satisfaction of private company employees in Bangkok.

H1.1: Emotional intelligence in terms of emotional recognition affects job satisfaction of private company employees in Bangkok.

H1.2: Emotional intelligence in terms of emotional regulation affects job satisfaction of private company employees in Bangkok.

H2: Co-worker support affects job satisfaction of private company employees in Bangkok.

H3: Employee empowerment affects job satisfaction of private company employees in Bangkok.

H4: Job autonomy affects job satisfaction of private company employees in Bangkok.

H5: Job performance affects job satisfaction of private company employees in Bangkok.

2.4 Conceptual Framework

The conceptual framework of emotional intelligence, co-worker support, employee empowerment, job autonomy, and performance affecting job satisfaction of private company employees in Bangkok is illustrated in the figure 2.1.

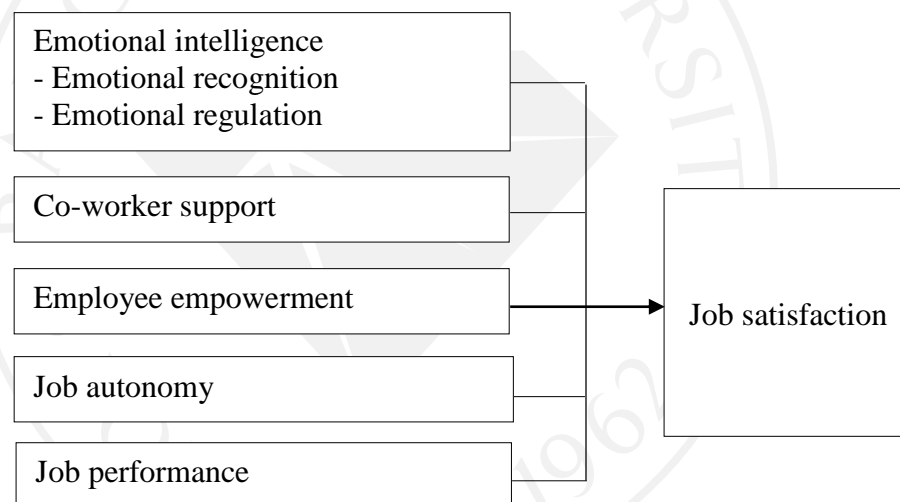


Figure 2.1: The Conceptual Framework of Factors Affecting Job Satisfaction of Private Company Employees in Bangkok

The conceptual framework in this study is portrayed the relationship between the independent variables: a) emotional intelligence consisting of emotional recognition and regulation (Cekmecelioğlu, Günsel, & Ulutas, 2012), b) co-worker support (Munir &

Rahman, 2016), c) employee empowerment (Hanaysha & Tahir, 2016), d) job autonomy (Gözükara, & Çolakoğlu, 2016), and e) job performance (Kalkavan & Katrinli, 2014), and the dependent variable of job satisfaction (Lee, Song, Lee, Lee, & Bernhard, 2013).



CHAPTER 3

METHODOLOGY

3.1 Research Design

The research has applied the technique of quantitative approach to attain the purposes of the study. A survey research is conducted to collect the data in order to investigate the correlation between factors and job satisfaction of private company employees in Bangkok. The questionnaire, which was used as the survey instrument, was constructed by applying the related theories and previous research and was approved by the expertise.

3.2 Population and Sample Selection

3.2.1 Population in Research

The population of this study is the private company employees in Bangkok. The questionnaires were distributed to employees who worked for private companies and lived in Bangkok.

3.2.2 Sample Size

There were 276 samples to be collected in the study by using the multi-stage sampling method to select the sample for the field survey. The 276 samples were not included 44 samples of the pre-test. G*Power version 3.1.9.2 (Erdfelder, Faul, & Bucher, 1996) was implemented to calculate 44 questionnaire sets of pilot test with the power ($1-\beta$) of 0.9, the alpha (α) of 0.1, the number of test predictor of 6, the effect size of

0.543285 (calculated by partial R^2 of 0.051529). The result explained that the minimum of the total sample size was 276 which was appropriate for the field of survey.

3.2.3 Sample Selection of Research

The multi-stage sampling was utilized for sample selection of the research as follow:

Step 1: The simple random sampling was conducted by randomly drawing one district from five areas of Bangkok Metropolitan Region.

1. Rattanakosin or Central Area. There are 9 districts which consist of Bang Sue, Dusit, Phaya Thai, Phra Nakhon, Ratchathewi, Pom Prap Sattru Phai, Samphanthawong, and Bangrak.
2. Burapha or East Area. There are 9 districts which consist of Don Mueang, Lak Si, Sai Mai, Bang Khen, Chatuchak, Lad Phrao, Bueng Kum, Bang Kapi, and Wang Thonglang.
3. Srinagarindra Area. There are 8 districts which consist of Saphan Sung, Min Buri, Khlong Sam Wa, Nong Chok, Lat Krabang, Prawet, Suan Luang, and Khan Na Yao.
4. Chao Phaya Area. There are 9 districts which consist of Din Daeng, Huai Khwang, Vadhana, Khlong Toey, Bang Na, Phra Khanong, Sathorn, Bang Kho Laem, and Yan Nawa.
5. South Krung Thon South and North Area. There are 15 districts which consist of Bang Khun Thian, Bang Bon, Chom Thong, Thung Khru, Thon Buri, Khlong San, Bang Khae, Rat Burana, Phat, Taling Chan, Bangkok Noi,

Bangkok Yai, Thawi Watthana, Nong Khaem, and Phasi Charoen. (Bangkok Information Center, 2018).

Following areas were the results of simple random sampling.

1. Rattanakosin or Central Area represented to Ratchathewi district
2. Burapha or East Area represented to Chatuchak district
3. Srinagarindra Area represented to Prawet district
4. Chao Phaya Area represented to Din Daeng district
5. South Krung Thon South and North Area represented to Bang Khae district

Step 2: The proportional sampling was used to estimate the numbers of sample from the population of each district in Bangkok.

Table 3.1: Areas of Field Survey and Number of Sample of Each District

District in Bangkok	Place to collect data	Number of population	Sample
Ratchathewi	Siam Computer & Language School	72,436	$(72,436 \times 276) \div 719,706 = 28$
Chatuchak	TMB Bank	158,130	$(158,130 \times 276) \div 719,706 = 61$
Prawet	Stamford International University	172,761	$(172,761 \times 276) \div 719,706 = 66$

(Continued)

Table 3.1 (Continued): Areas of Field Survey and Number of Sample of Each District

District in Bangkok	Place to collect data	Number of population	Sample
Din Daeng	QN Clinic	123,966	$(123,966 \times 276) \div 719,706 = 47$
Bang Khae	HomePro Lotus BangKhae	192,413	$(192,413 \times 276) \div 719,706 = 74$
	Total	719,706	276

Resource: The Bureau of Registration Administration. (2016). *Official statistics registration Systems*. Retrieved from <http://stat.bora.dopa.go.th/stat/statnew/statTDD/views/showDistrictData.php?rcode=10&statType=1&year=60>.

Step 3: The convenience sampling was conducted by using screening question to select the respondents. Before distributing the questionnaires to the respondents, they would be assessed with the question “whether they work for private company in Bangkok or not?” The questionnaires would be given to those who worked for the private companies in Bangkok.

3.3 Research Instrument

The research instrument was a close-ended survey questionnaire which was constructed from related theories and previous studies. The questionnaires were translated into Thai language, as the target population of the study was Thai private company employees. The questionnaire can be divided into 3 parts as shown in the appendix A:

Part 1: questions about the respondent's personal details and general information of gender, age, monthly income, and educational background.

Part 2: questions about factors affecting job satisfaction of private company employees in Bangkok.

Part 3: questions about job satisfaction of private company employees in Bangkok.

3.4 Reliability and Content Validity

3.4.1 Reliability

The reliability test to ensure that all respondents understood correctly was conducted. Firstly, the pre-test of 44 questionnaires was distributed to private company employees in Bangkok to determine the reliability of the questionnaires by using the SPSS program. The results of reliability analysis were shown on the table 3.2.

Table 3.2: Result of Reliability Test with Cronbach's Alpha Coefficient (n = 44)

Variable	Cronbach's Alpha Coefficient			
	Item	Pilot Test (N= 44)	Item	Field Survey (n= 276)
Emotional Intelligence				
- Emotional Recognition	4	0.718	4	0.778
- Emotional Regulation	5	0.777	5	0.806
Employee Empowerment	4	0.753	4	0.788
Co-worker Support	3	0.771	3	0.806
Job Autonomy	3	0.797	3	0.853
Job Performance	5	0.876	5	0.878
Job Satisfaction	6	0.913	6	0.855
Total	30	0.873	30	0.864

From the table 3.2, the Cronbach's alpha analysis (Pilot Test) was 0.718 – 0.913. Before that, the two independent variables which were employee empowerment with the Cronbach's Alpha of 0.698, and co-worker support with the Cronbach's alpha of 0.528 were lower than 0.7. For those Cronbach's alpha were lower than 0.7 which were not acceptable and not reliable (Nunnally, 1978), some questions had been deleted. After improvement of questionnaires, the Cronbach's alpha of employee empowerment (EM) was 0.753, and co-worker support (CS) was 0.771, respectively. Once the field of survey

(n = 276) was conducted, the Cronbach' s alpha was 0.778-0.878. The results were acceptable and able to use for the next step (Nunnally, 1978).

3.4.2 Content Validity

The content validity was conducted by asking three specialists in the field of organization behavior or related fields to review the questionnaire. Those specialists who reviewed the questionnaires were:

- Miss Thanyakorn Kunawatthanaphothikorn, club general manager, Central Eastville Brand of Virgin Active Thailand Co., Ltd.
- Miss Pijitra Petchsakae, brand manager, Skillpoint consulting (Skillpoint Group Thailand) Co.,Ltd.
- Mr. Supachok Tanakunpan, hot section manager, SCG Chemicals Co, Ltd.

3.5 Statistics for Data Analysis

3.5.1 Descriptive Statistic Analysis

The statistics used to analyze demographic data such as sex, age, educational level, and monthly income and present the data analysis in the form of frequency distribution and percentage.

3.5.2 Inferential Statistic Analysis

In order to test the hypotheses of the study, multiple regression analysis was conducted to analyze the relationship between the independent variables such as emotional intelligence; emotional recognition and emotional regulation, employee

empowerment, co-worker support, job autonomy, and job performance and dependent variable of job satisfaction.



CHAPTER 4

RESEARCH RESULTS

The research findings which derived from data analysis of 276 questionnaire sets were presented in this chapter.

4.1 Summary of Demographic Data

The following table presented the respondents' personal data including gender, age, income, and education background. The statistical techniques used for data analysis were percentage and frequency counting.

Table 4.1: Demographic Data of Respondents (n= 276)

	Demographic Data	Frequency	Percent (%)
Gender	Male	82	29.7
	Female	194	70.3
Age	<21 years old	5	1.8
	21 – 30 years old	170	61.6
	31 – 40 years old	78	28.3
	41 – 50 years old	11	4.0
	51 – 60 years old	12	4.3

(Continued)

Table 4.1(Continued): Demographic Data of Respondents (n= 276)

Demographic Data		Frequency	Percent (%)
Monthly Income	<20,000 Baht	96	34.8
	20,000 – 30,000 Baht	95	34.4
	30,00– 60,000 Baht	53	19.2
	>60,000 Baht	32	11.6
Educational Background	High school / vocational	42	15.2
	Bachelor's degree	194	70.3
	Master's degree	40	14.5

Table 4.1 illustrated that the majority of respondents were female (70.3%) with 21 - 30 years of age (61.6%). Most of them earned monthly income less than 20,000 baht (34.8%) and they completed a bachelor's degree (70.3%).

4.2 Results of Hypothesis Testing

The following table presented the effect of emotional intelligence, co-worker support, employee empowerment, job autonomy, and performance on job satisfaction of private company employees in Bangkok. The multiple regression analysis (MRA) was implemented for analyzing the data.

Table 4.2: The Results of Multiple Regression Analysis

Variables	Job Satisfaction						
	S.E.	B	β	t	Sig.	Tolerance	VIF
Constant	0.344	3.107	-	9.032	0.000	-	-
Emotional Intelligence							
- Emotional Recognition	0.190	0.715	0.520	3.760	0.000*	0.174	5.754
- Emotional Regulation	0.133	0.202	0.170	1.526	0.128	0.268	3.735
Co-worker Support	0.117	0.222	0.198	1.902	0.058	0.307	3.255
Employee Empowerment	0.099	0.220	0.195	2.227	0.027*	0.433	2.308
Job Autonomy	0.088	-0.108	-0.098	-1.221	0.223	0.515	1.943
Job Performance	0.100	0.359	0.298	3.589	0.000*	0.482	2.075
R ² = 0.112, F = 5.590, *p<.05							

According to the table 4.2, the consequence of multiple regression analysis found that the emotional intelligence in terms of emotional recognition, co-worker support, employee empowerment, job autonomy, and job performance affected job satisfaction of private company employees in Bangkok with .05 level of statistical significance. The findings also revealed that the emotional intelligence in terms of emotional recognition ($\beta = .520$) accounted for the strongest weights of relative contribution toward job satisfaction of private company employees in Bangkok, followed by job performance ($\beta = .298$) and employee empowerment ($\beta = .195$) respectively. While it was found that emotional

intelligence in terms of emotional regulation, co-worker support, and job autonomy (Sig < 0.05) did not affect job satisfaction of private company employees in Bangkok.

4.2 Results of Hypothesis Testing

H1.1: The p-value of hypothesis equals 0.000, which is less than 0.05, the null hypothesis

H1.1 can be rejected at a 5% level of significance. It means that the H1.1 can be accepted since emotional recognition (ERC) has significant effect on job satisfaction of private company employees in Bangkok.

H1.2: The p-value of hypothesis equals 0.128, which is over 0.05, the null hypothesis

H1.2 cannot be rejected at a 5% level of significance. It means that the H1.2 cannot be accepted since emotional regulation (ERG) has no significant effect on job satisfaction of private company employees in Bangkok.

H2: The p-value of hypothesis equals 0.058, which is over 0.05, the null hypothesis H2

cannot be rejected at a 5% level of significance. It means that the H2 cannot be accepted since co-worker support (CS) has no significant effect on job satisfaction of private company employees in Bangkok.

H3: The p-value of hypothesis equals 0.027, which is less than 0.05, the null hypothesis

H3 can be rejected at a 5% level of significance. It means that the H3 can be accepted since employee empowerment (EM) has significant effect on job satisfaction of private company employees in Bangkok.

H4: The p-value of hypothesis equals 0.223, which is over 0.05, the null hypothesis H4

cannot be rejected at a 5% level of significance. It means that the H4 cannot be

accepted since job autonomy (JA) has no significant effect on job satisfaction of private company employees in Bangkok.

H5: The p-value of hypothesis equals 0.000, which is less than 0.05, the null hypothesis H5 can be rejected at a 5% level of significance. It means that the H5 can be accepted since job performance (JP) has significant effect on job satisfaction of private company employees in Bangkok.

4.3 Summary of Hypothesis Testing

The summary of the hypothesis testing results was illustrated in the table 4.3 and the figure 4.1.

Table 4.3: Summary of Hypothesis Testing Results

Hypotheses	Results
H1: Emotional intelligence in terms of emotional recognition affected the job satisfaction of private company employees in Bangkok.	Support
H2: Emotional intelligence in terms of emotional regulation affected the job satisfaction of private company employees in Bangkok.	Not Support

(Continued)

Table 4.3 (Continued): Summary of Hypothesis Testing Results

Hypotheses	Results
H3: Co-worker support affected the job satisfaction of private company employees in Bangkok.	Not Support
H4: Employee empowerment affected the job satisfaction of private company employees in Bangkok.	Support
H5: Job autonomy affected the job satisfaction of private company employees in Bangkok.	Not Support
H6: Job performance affected the job satisfaction of private company employees in Bangkok.	Support

Table 4.3 showed that hypothesis 1, 4, and 6 were supported while hypothesis 2, 3, and 5 was not supported.

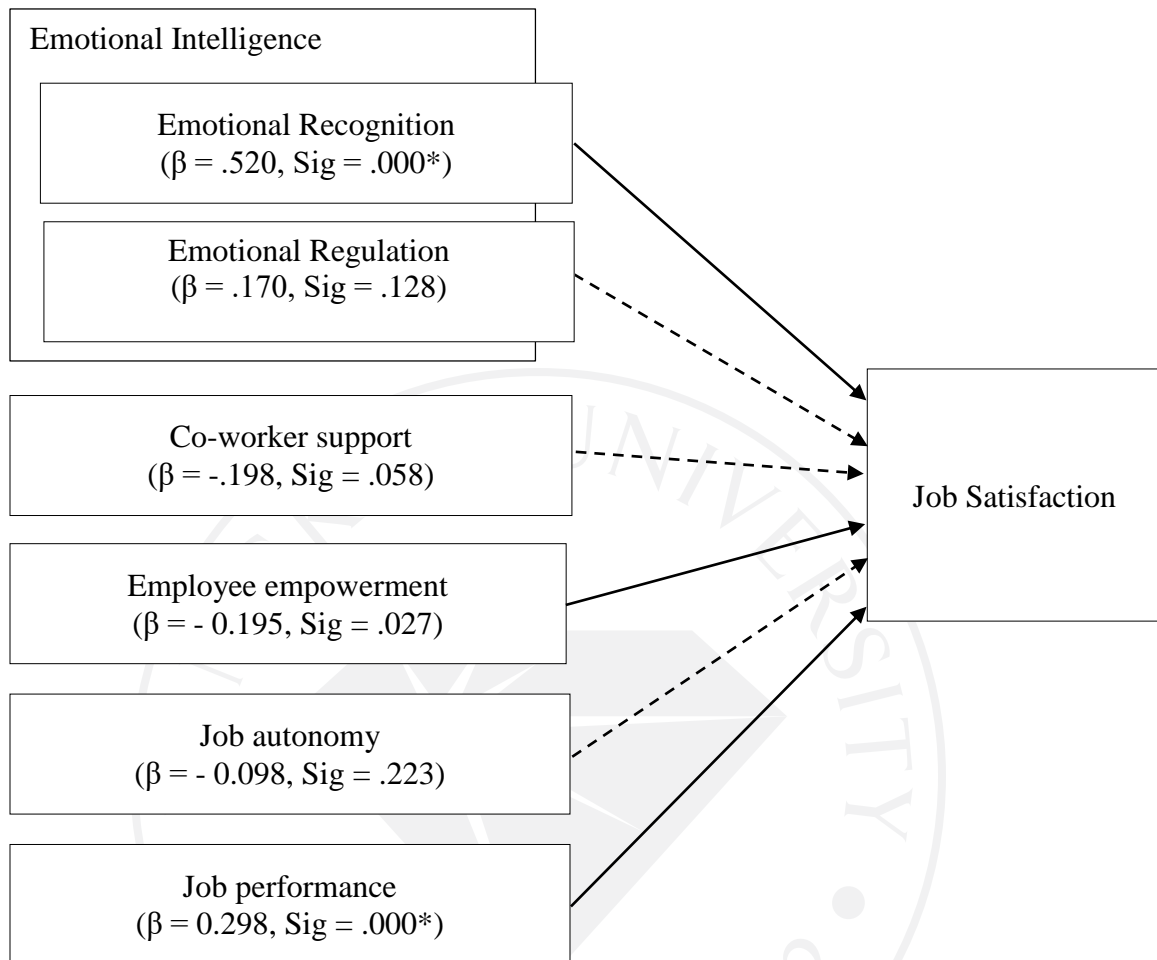


Figure 4.1: Summary of Hypothesis Testing Results

Figure 4.1 illustrated that the emotional intelligence in terms of emotional recognition, co-worker support, employee empowerment, job autonomy, and job performance affected job satisfaction of private company employees in Bangkok. Whereas the emotional intelligence in terms of emotional regulation, co-worker support, and job autonomy did not affect job satisfaction of private company employees in Bangkok.

CHAPTER 5

DISCUSSION

This independent study was quantitative research which aimed in studying the emotional intelligence, co-worker support, employee empowerment, job autonomy, and job performance affecting job satisfaction of private company employees in Bangkok. The questionnaires were used for collecting data from 276 respondents in Bangkok. The data were analyzed by implementing SPSS Statistics. Finally, the research results were summarized, discussed, and yielded the recommendation and further research.

5.1 Research Findings and Conclusion

5.1.1 Demographic factor

Most of respondents were females who were 21 – 30 years old with the percentage of 61.6%. They completed a bachelor's degree with the percentage of 70.3%, and their monthly salary were less 20,000 baht with the percentage of 34.8%.

5.1.2 Hypothesis Testing Summary

The results of multiple regression analysis found that the emotional intelligence in terms of emotional recognition, co-worker support, employee empowerment, job autonomy, and job performance affected job satisfaction of private company employees in Bangkok at .05 level of statistical significance. The findings also revealed that the emotional intelligence in terms of emotional recognition ($\beta = .520$) accounted for the

strongest weights of relative contribution toward job satisfaction of private company employees in Bangkok, followed by job performance ($\beta = .298$) and employee empowerment ($\beta = .195$) respectively. While it was found that emotional intelligence in terms of emotional regulation, co-worker support, and job autonomy ($\text{Sig} > 0.05$) did not affect job satisfaction of private company employees in Bangkok.

5.2 Discussion

Emotional recognition affected job satisfaction of private company employee in Bangkok. This was because the respondents had a good understanding of their own emotions and other people which were contributing and generating the positive emotion to job satisfaction. The results confirmed the previous studies, that was emotional recognition between employers and employees, managers and staffs are positively relation with job satisfaction (Clarke, & Mahadi, 2017).

Emotional regulation did not affect job satisfaction of private company employees in Bangkok. This is because most of the respondents might not be able to hide their actual feelings when acting and speaking with people. The results confirmed the previous studies that were emotional regulation and job satisfaction had different relationship. It was not influenced each other including sex, ages, etc. (Miao, Humphrey, & Qian, 2017).

Co-worker support did not affect job satisfaction of private company employee in Bangkok. This is because most of the respondents could not cooperate well with others, and did not give moral support to perform their tasks. The results confirmed the previous studies that co-worker support did not affect job satisfaction of private company

employees in Bangkok. Due to working environment in a workplace, employees normally could finish their jobs by themselves, it was sometimes not necessary to get help from co-workers. Nevertheless, it depended on what kinds of job, and situation as well. Limpanitgul, Boonchoo, and Photiyarach (2014) explained that co-worker support was important relationship for teamwork and effective performance.

Employee empowerment affected job satisfaction of company employee in Bangkok. This was because the respondents were confident about their capabilities and skills to do their job, and had the authority to make the necessary decisions to perform their job well. The results confirmed the previous studies that were related to employee empowerment, it explained that employee empowerment was once of the main factors that brought organizational commitment and made job satisfaction. It helped employees feel motivated and empowered to organization (Hanaysha, 2016).

Job autonomy did not affect job satisfaction of private company employee in Bangkok found. This was because most of the respondents had not the freedom to make decisions about their jobs, and they could not determine how the job was done in line with their own opinions. The results confirmed the previous studies that were some positions in an organization were usually needed supervision such as manager or supervisor to control them that could make good effort and effectiveness of work sometimes. From this statement, it was contrast with one the research conducting by Gözükar and Çolakoğlu (2016). They stated that job autonomy at workplace had a positive result of job satisfaction. On the other hand, job autonomy had a negative result

of work-family between on their relationship. It meant that work-family relationship had a conflict and brought the negative results into job autonomy.

Job performance affected job satisfaction of private company employees in Bangkok. This was because the respondents had ability to get along well with other compared to their peers, and their achievement of work goals compared to their peers. The results confirmed the previous studies that were most private company employees in Bangkok agreed that job performance was important to them such as quality of work, achievement of the job, and time management. It mentioned that job performance was the quality of job satisfaction. In general, employees had good job performance; it led to the good results of overall organizational profits (Platisa, Reklitis, & Zimeras, 2015).

5.3 Recommendation for Managerial Implication

According to the findings of emotional intelligence, co-worker support, employee empowerment, job autonomy, and job performance affecting job satisfaction of private company employees in Bangkok, the recommendation for managerial implication was described as follows:

5.3.1 Emotional intelligence: emotional recognition and emotional regulation

According to the study, employers and employees should realize and be aware of their own emotions. It is known that emotions can separate into positive emotion and negative emotion. Having positive or negative too much in a workplace is to lead either positive or negative results. Therefore, they should control and express their emotions in an appropriate way.

5.3.2 Co-worker support

According to the study, co-worker support in team is very supportive that can help any task complete. However, manager or top management level people should consider and realize that co- worker support can help among employees to employees to facilitate and complete their tasks.

5.3.3 Employee empowerment

According to the study, employer or manager should give the power to their employees, having power in a right manner can give a positive outcome for their organization. If employer or manager did not give any power to their employees, they might lack of confidence for their work and they could not produce their jobs effectively.

5.3.4 Job autonomy

According to the study, when employees were able to work with their tasks or jobs independently, they could produce their jobs effectively. Job autonomy was one of the driving force which employees would feel motivated to work when they were working on their own interests and enjoyed working. Besides, they were free and happy to work.

5.3.5 Job performance

According to the study, job performance was one of the driving force which contributed organizations success. When employee performance evaluations was satisfied, employer or manager would give a positive feedback to their employees by giving such as an increase in pay, better work conditions, more interesting work assignments, and opportunity to learn new skills or recognition in the current job.

5.4 Recommendation for Further Research

5.4.1 The study of job satisfaction of private company employees in Bangkok, for the further study, the academic or researchers should consider independent variable such as encouragement, responsibility, job opportunity, job security, salary or welfare that affecting to job satisfaction. These factors can lead to the efficiency of employees.

5.4.2 For the next research methodology, the study of job satisfaction should be conducted through the use of longitudinal study. This is because employees' emotion or attitude can be changed due to environment, society, times, or supervision. The results of the study could be varied and yields some benefits to the implications for the future research.

5.4.3 The study of job satisfaction should be operated and expanded for further study by focusing in governmental or international company employees. The results of the study could be varied and yields some benefits to the implications for top management in different contexts.

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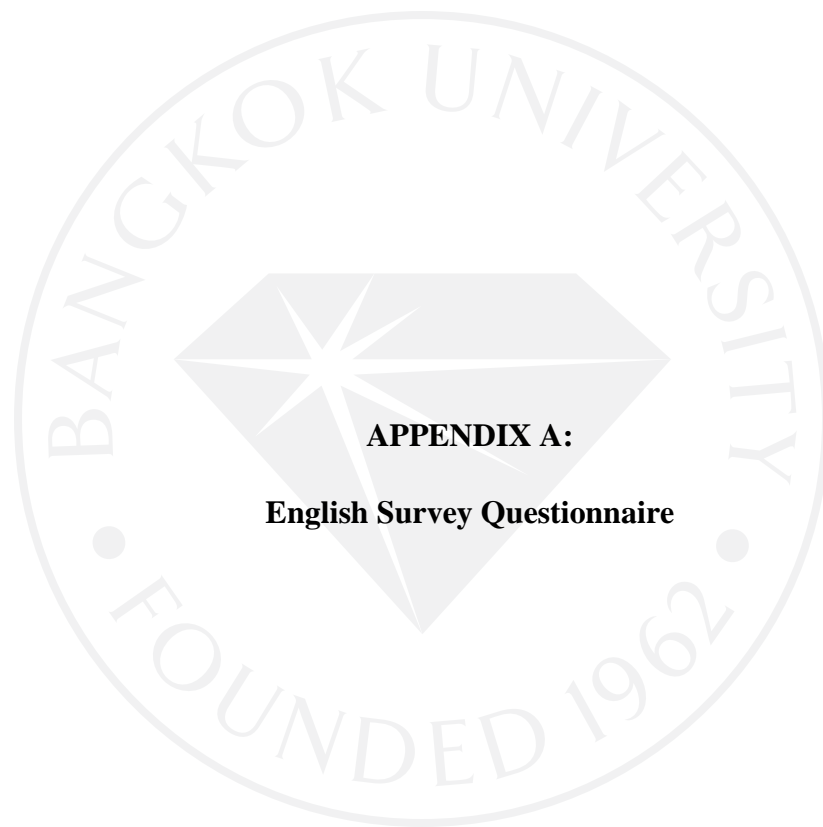
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APPENDIX A:

English Survey Questionnaire

QUESTIONNAIRE:

**Emotional Intelligence, Co-worker Support, Employee Empowerment, Job
Autonomy, and Performance Affecting Job Satisfaction of Private Company
Employees in Bangkok**

This survey research was aimed to comprehend the factors affecting job satisfaction of private company employees in Bangkok. This study is a part of BA715: Independent Study, Graduate School, Bangkok University. I would be appreciated if you could contribute any fact and useful information truthfully by filling out the questionnaire. The information provided will be treated highly confidential and will be used solely for the purpose of academic resources.

Thank you very much for your kind cooperation.

MBA Student, Bangkok University

Part 1: Personal Details

Explanation: Please mark ✓ into that matches your information the most.

1. Gender:

1) Male

2) Female

2. Age:

1) Under 21 years old

2) 21 – 30 years old

3) 31 – 40 years old

4) 41 – 50 years old

5) 51 – 60 years old

3. Monthly income:

1) Below 20,000 Baht

2) 20,000 – 30,000 Baht

3) 30,001 – 60,000 Baht

4) Above 60,000 Baht

4. Educational background:

1) High school / vocational

2) Bachelor's degree

3) Master's degree

4) Doctor's degree

Part 2: Factors affecting job satisfaction of private company employees in Bangkok

Explanation: Please mark ✓ the choices that correspond to your opinions. Indication of your opinion: 5 = strongly agree, 4 = agree, 3 = neutral, 2 = disagree, and 1 = strongly disagree

Factors affecting job satisfaction of private company employees in Bangkok	Level of Opinions				
	Strongly Agree	←→			Strongly Disagree
1. Emotional intelligence: EI					
1.1 Emotional recognition: ERC					
1.1.1 I have a good sense of why I have certain feelings most of the time.	(5)	(4)	(3)	(2)	(1)
1.1.2 I have good understanding of my own emotions	(5)	(4)	(3)	(2)	(1)
1.1.3 I am sensitive to the feelings and emotions of others.	(5)	(4)	(3)	(2)	(1)
1.1.4 I have good understanding of the emotions of people around me.	(5)	(4)	(3)	(2)	(1)
1.2 Emotional regulation: ERG					
1.2.1 I have good understanding of the emotions of people around me.	(5)	(4)	(3)	(2)	(1)
1.2.2 I always set goals for myself and then try my best to achieve them.	(5)	(4)	(3)	(2)	(1)
1.2.3 I am able to control my temper and handle difficulties rationally.	(5)	(4)	(3)	(2)	(1)
1.2.4 I am able to hide my actual feelings when acting and speaking with people.	(5)	(4)	(3)	(2)	(1)
1.2.5 I can always clam down quickly when I am very angry.	(5)	(4)	(3)	(2)	(1)
2. Employee empowerment: EM					
2.1 I feel competent to perform the task required for my position.	(5)	(4)	(3)	(2)	(1)
2.2 I am confident about my capabilities and skills to do my job.	(5)	(4)	(3)	(2)	(1)
2.3 My manager trusts me to make the appropriate decisions in my job.	(5)	(4)	(3)	(2)	(1)
2.4 I have the authority to make the necessary decisions to perform my job well.	(5)	(4)	(3)	(2)	(1)
2.5 I have considerable opportunity for	(5)	(4)	(3)	(2)	(1)

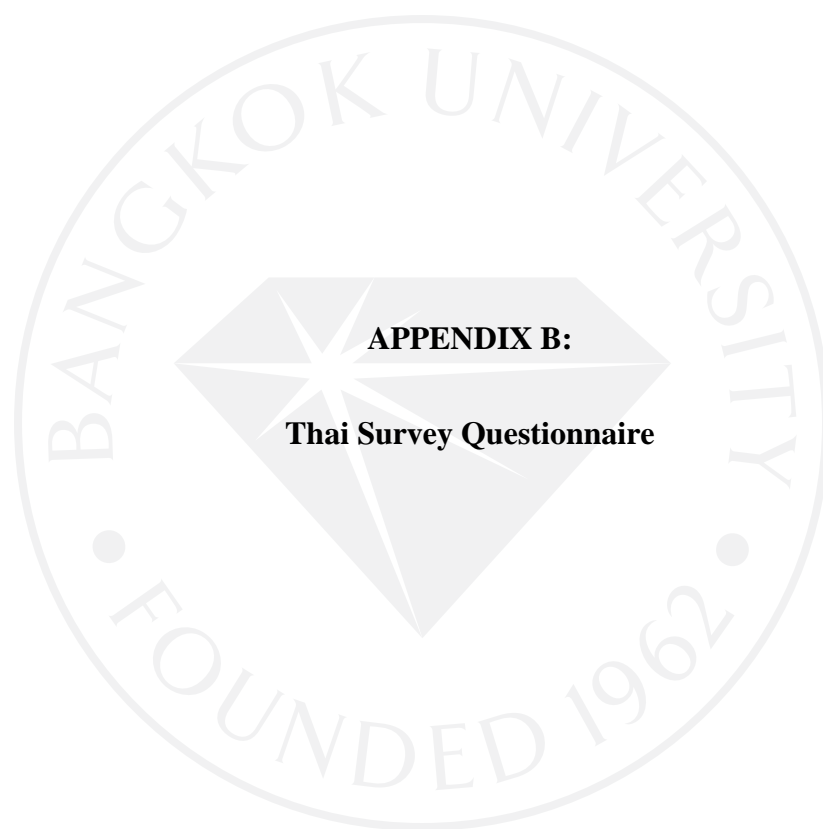
Factors affecting job satisfaction of private company employees in Bangkok	Level of Opinions				
	Strongly Agree	←→			Strongly Disagree
interdependence and freedom in how I do my job.					
3. Co-worker support: CS					
3.1 My colleagues give me opportunities to contribute idea from various perspectives.	(5)	(4)	(3)	(2)	(1)
3.2 My colleagues always give moral support to perform my task.	(5)	(4)	(3)	(2)	(1)
3.3 My colleagues can cooperate well with me.	(5)	(4)	(3)	(2)	(1)
3.4 My colleagues always share information and knowledge to enhance the quality of our performance.	(5)	(4)	(3)	(2)	(1)
4. Job autonomy: JA					
4.1 I have the freedom to make decisions about my job.	(5)	(4)	(3)	(2)	(1)
4.2 How the job is done is essentially under my responsibility.	(5)	(4)	(3)	(2)	(1)
4.3 I determine how the job is done in line with my own opinions.	(5)	(4)	(3)	(2)	(1)
5. Job performance: JP					
5.1 Ability to get along with other compared to my peers.	(5)	(4)	(3)	(2)	(1)
5.2 Overall performance compared to my peers.	(5)	(4)	(3)	(2)	(1)
5.3 Ability to complete tasks on time compared to my peers.	(5)	(4)	(3)	(2)	(1)
5.4 Quality of performance compared to my peers.	(5)	(4)	(3)	(2)	(1)
5.5 Achievement of work goals compared to my peers.	(5)	(4)	(3)	(2)	(1)

Part 3: Job satisfaction of Private Company Employees in Bangkok

Explanation: Please mark ✓ the choices that correspond to your opinions. Indication of your opinion: 5 = strongly agree, 4 = agree, 3 = neutral, 2 = disagree, and 1 = strongly disagree

Job satisfaction: JS	Level of Opinions				
	Strongly Agree	←→			Strongly Disagree
1. I feel satisfied with my salary that I earn as result of working here.	(5)	(4)	(3)	(2)	(1)
2. I am passionate about my work.	(5)	(4)	(3)	(2)	(1)
3. I feel comfortable with my job.	(5)	(4)	(3)	(2)	(1)
4. I think my job is fun.	(5)	(4)	(3)	(2)	(1)
5. I am extremely glad that I chose this institution to work for, over other institution.	(5)	(4)	(3)	(2)	(1)
6. I am satisfied the opportunity of working here.	(5)	(4)	(3)	(2)	(1)

**** Thank you for your kind cooperation****



แบบสอบถาม

เรื่อง ความฉลาดทางอารมณ์ การสนับสนุนจากเพื่อนร่วมงาน การให้อำนาจในการปฏิบัติงานแก่พนักงาน อิสระในการทำงาน และผลการปฏิบัติงานที่ส่งผลต่อความพึงพอใจในการทำงานของพนักงานบริษัทเอกชนในกรุงเทพมหานคร

แบบสอบถามชุดนี้จัดทำขึ้นโดยมีวัตถุประสงค์เพื่อศึกษาปัจจัยที่ส่งผลต่อความพึงพอใจในการทำงานของพนักงานบริษัทเอกชนในกรุงเทพมหานคร ซึ่งเป็นส่วนหนึ่งของวิชา บธ. 715 การค้นคว้าอิสระ (Independent Study) ของนักศึกษา ระดับปริญญาโท หลักสูตรบริหารธุรกิจมหาบัณฑิต มหาวิทยาลัยกรุงเทพ ทางผู้วิจัยใคร่ขอความร่วมมือจากผู้ตอบแบบสอบถาม ในการให้ข้อมูลที่ตรงกับสภาพความเป็นจริงมากที่สุด โดยที่ข้อมูลทั้งหมดของท่านจะถูกเก็บเป็นความลับ และใช้เพื่อประโยชน์ทางการศึกษาเท่านั้น

ขอขอบพระคุณทุกท่านที่กรุณาสละเวลาในการตอบแบบสอบถาม มา ณ โอกาสนี้

นักศึกษาปริญญาโท มหาวิทยาลัยกรุงเทพ

ส่วนที่ 1 ข้อมูลส่วนบุคคล

คำชี้แจง: โปรดทำเครื่องหมาย ✓ ลงใน ที่ตรงกับข้อมูลของท่านมากที่สุด

1. เพศ

- 1) ชาย 2) หญิง

2. อายุ

- 1) ต่ำกว่า 21 ปี 2) 21 – 30 ปี
 3) 31 – 40 ปี 4) 41 – 50 ปี
 5) 51 – 60 ปี

3. เงินเดือน

- 1) น้อยกว่า 20000 บาท 2) 20000 – 30000 บาท
 3) 30001 – 60000 บาท 4) มากกว่า 60000 บาท

4. ระดับการศึกษา

- 1) มัธยมศึกษาตอนปลายหรืออนุปริญญา 2) ปริญญาตรี
 3) ปริญญาโท 4) ปริญญาเอก

ส่วนที่ 2 ปัจจัยที่ส่งผลต่อความพึงพอใจในการทำงานของพนักงานบริษัทเอกชนในกรุงเทพมหานคร

คำชี้แจง: โปรดทำเครื่องหมาย ✓ ลงในช่องว่างที่ท่านเห็นว่าตรงกับความคิดเห็นของท่านมากที่สุดเพียงช่องเดียว โดยมีความหมายหรือข้อบ่งชี้ในการเลือกดังนี้

- 5 หมายถึง ระดับความคิดเห็นที่ท่าน เห็นด้วยมากที่สุด
- 4 หมายถึง ระดับความคิดเห็นที่ท่าน เห็นด้วยมาก
- 3 หมายถึง ระดับความคิดเห็นที่ท่าน เห็นด้วยปานกลาง
- 2 หมายถึง ระดับความคิดเห็นที่ท่าน เห็นด้วยน้อย
- 1 หมายถึง ระดับความคิดเห็นที่ท่าน เห็นด้วยน้อยที่สุด

ปัจจัยที่ส่งผลต่อความพึงพอใจในการทำงานของพนักงาน บริษัทเอกชนในกรุงเทพมหานคร	ระดับความคิดเห็น				
	เห็นด้วย มากที่สุด				เห็นด้วย น้อยที่สุด
1. ความฉลาดทางอารมณ์ (Emotion intelligence)					
1.1 การรับรู้ทางอารมณ์ (Emotional recognition: ERC)					
1.1.1 ท่านมีความตระหนักรู้ถึงความรู้สึกของท่านตลอดเวลา	(5)	(4)	(3)	(2)	(1)
1.1.2 ท่านมีความเข้าใจในอารมณ์ของตนเอง	(5)	(4)	(3)	(2)	(1)
1.1.3 ท่านรับรู้ถึงความรู้สึกและอารมณ์ของคนอื่นได้อย่างรวดเร็ว	(5)	(4)	(3)	(2)	(1)
1.1.4 ท่านมีความเข้าใจในอารมณ์ความรู้สึกของคนรอบข้าง	(5)	(4)	(3)	(2)	(1)
1.2 การควบคุมอารมณ์ (Emotional regulation: ERG)					
1.2.1 ท่านมีความเข้าใจในอารมณ์ความรู้สึกของคนรอบข้างได้ดี	(5)	(4)	(3)	(2)	(1)
1.2.2 ท่านมักจะตั้งเป้าหมายไว้ให้กับตัวเองและพยายามทำสิ่ง นั้นให้ดีที่สุดเพื่อให้บรรลุตามเป้าหมายที่วางไว้	(5)	(4)	(3)	(2)	(1)
1.2.3 ท่านสามารถควบคุมอารมณ์และจัดการกับปัญหาได้อย่างดี	(5)	(4)	(3)	(2)	(1)
1.2.4 ท่านสามารถเก็บซ่อนความรู้สึกที่แท้จริงของท่านได้เมื่อ กระทำและพูดกับคนอื่น	(5)	(4)	(3)	(2)	(1)
1.2.5 ท่านสามารถระงับความโกรธได้อย่างรวดเร็ว เมื่อท่านรู้สึก มีอารมณ์โกรธรุนแรง	(5)	(4)	(3)	(2)	(1)

ปัจจัยที่ส่งผลต่อความพึงพอใจในการทำงานของพนักงาน บริษัทเอกชนในกรุงเทพมหานคร	ระดับความคิดเห็น				
	เห็นด้วย มากที่สุด	←————→			เห็นด้วย น้อยที่สุด
2. การให้อำนาจในการปฏิบัติงานแก่พนักงาน (Employee empowerment: EM)					
2.1 ท่านรู้สึกมีอำนาจในการปฏิบัติงานที่จำเป็นสำหรับตำแหน่ง ของท่าน	(5)	(4)	(3)	(2)	(1)
2.2 ท่านมั่นใจในความสามารถและทักษะในการทำงานของท่าน	(5)	(4)	(3)	(2)	(1)
2.3 ผู้จัดการของท่านไว้วางใจในการตัดสินใจที่เหมาะสมในการ ทำงานของท่าน	(5)	(4)	(3)	(2)	(1)
2.4 ท่านมีอำนาจในการตัดสินใจที่จำเป็นเพื่อให้งานของท่านดีขึ้น	(5)	(4)	(3)	(2)	(1)
2.5 ท่านสามารถพึ่งพาอาศัยเพื่อนร่วมงานและมีอิสระในการ ทำงานของท่าน	(5)	(4)	(3)	(2)	(1)
3. การสนับสนุนจากเพื่อนร่วมงาน (Co-worker support: CS)					
3.1 เพื่อนร่วมงานของท่านให้โอกาสท่านในการแสดงความคิดเห็น ในแง่มุมที่แตกต่างหลากหลาย	(5)	(4)	(3)	(2)	(1)
3.2 เพื่อนร่วมงานของท่านมักให้การสนับสนุนด้านคุณธรรมใน การปฏิบัติงานของท่าน	(5)	(4)	(3)	(2)	(1)
3.3 เพื่อนร่วมงานของท่านสามารถร่วมมือในการทำงานร่วมกับ ท่านได้เป็นอย่างดี	(5)	(4)	(3)	(2)	(1)
3.4 เพื่อนร่วมงานของท่านแบ่งปันข้อมูลและความรู้อย่าง สม่ำเสมอ เพื่อเพิ่มประสิทธิภาพในการทำงานของทีมงาน	(5)	(4)	(3)	(2)	(1)
4. อิสระในการทำงาน (Job autonomy: JA)					
4.1 ท่านมีอิสระในการตัดสินใจเกี่ยวกับงานของท่าน	(5)	(4)	(3)	(2)	(1)
4.2 ภายใต้ความรับผิดชอบของท่าน ท่านสามารถทำงานให้สำเร็จ ในรูปแบบต่างๆ	(5)	(4)	(3)	(2)	(1)
4.3 ท่านสามารถกำหนดวิธีการทำงานตามความคิดเห็นของ ตนเอง	(5)	(4)	(3)	(2)	(1)

ปัจจัยที่ส่งผลต่อความพึงพอใจในการทำงานของพนักงาน บริษัทเอกชนในกรุงเทพมหานคร	ระดับความคิดเห็น				
	เห็นด้วย มากที่สุด	↔			เห็นด้วย น้อยที่สุด
5. ผลการปฏิบัติงาน (Job performance: JP)					
5.1 ท่านสามารถทำงานร่วมกับเพื่อนร่วมงานคนอื่นๆ ได้เป็นอย่างดี	(5)	(4)	(3)	(2)	(1)
5.2 ท่านสามารถปฏิบัติงานได้อย่างมีประสิทธิภาพ เมื่อเทียบกับเพื่อนร่วมงานของท่าน	(5)	(4)	(3)	(2)	(1)
5.3 ท่านสามารถทำงานให้เสร็จสิ้นตามเวลาที่กำหนด เมื่อเทียบกับเพื่อนร่วมงานของท่าน	(5)	(4)	(3)	(2)	(1)
5.4 ผลของงานของท่านมีคุณภาพ เมื่อพิจารณาเปรียบเทียบกับเพื่อนร่วมงานของท่าน	(5)	(4)	(3)	(2)	(1)
5.5 ท่านสามารถปฏิบัติงานให้บรรลุเป้าหมายการทำงาน เมื่อเทียบกับเพื่อนร่วมงานของท่าน	(5)	(4)	(3)	(2)	(1)

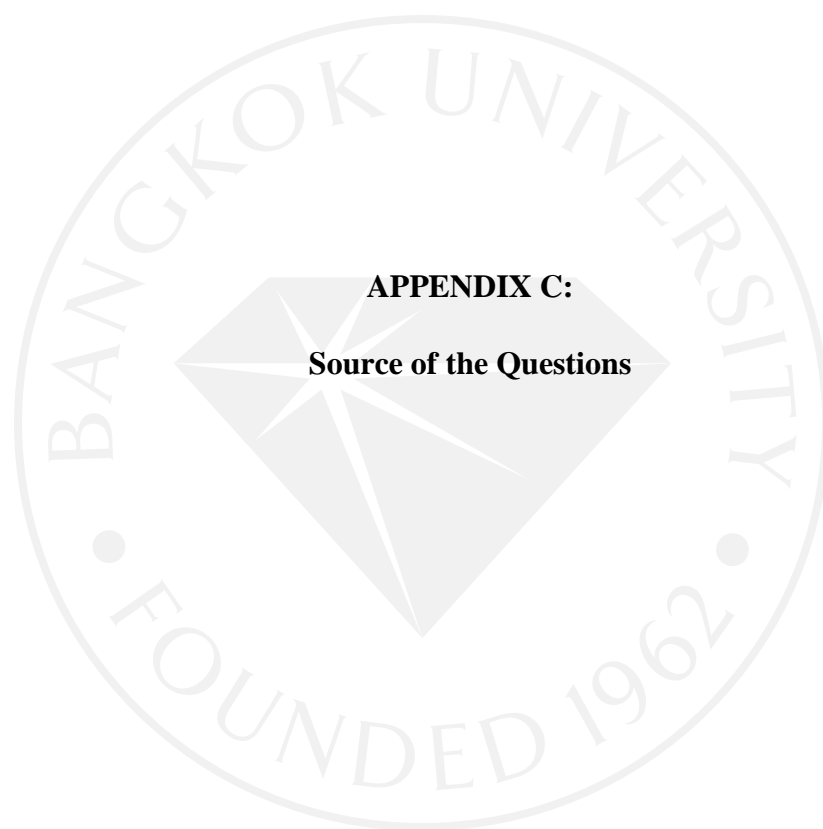
ส่วนที่ 3 ความพึงพอใจในการทำงานของพนักงานบริษัทเอกชนในกรุงเทพมหานคร

คำชี้แจง: โปรดทำเครื่องหมาย ✓ ลงในช่องว่างที่ท่านเห็นว่าตรงกับความคิดเห็นของท่านมากที่สุดเพียง
ช่องเดียว โดยมีความหมายหรือข้อบ่งชี้ในการเลือกดังนี้

- 5 หมายถึง ระดับความคิดเห็นที่ท่าน เห็นด้วยมากที่สุด
- 4 หมายถึง ระดับความคิดเห็นที่ท่าน เห็นด้วยมาก
- 3 หมายถึง ระดับความคิดเห็นที่ท่าน เห็นด้วยปานกลาง
- 2 หมายถึง ระดับความคิดเห็นที่ท่าน เห็นด้วยน้อย
- 1 หมายถึง ระดับความคิดเห็นที่ท่าน เห็นด้วยน้อยที่สุด

ความพึงพอใจในการทำงานบริษัทเอกชนในกรุงเทพมหานคร (Job Satisfaction: JS)	ระดับความคิดเห็น				
	เห็นด้วย มากที่สุด	↔			เห็นด้วย น้อยที่สุด
1. ท่านรู้สึกพึงพอใจกับเงินเดือนที่ท่านได้รับจากการทำงานที่นี่	(5)	(4)	(3)	(2)	(1)
2. ท่านรู้สึกชอบงานที่ท่านทำอยู่ในปัจจุบัน	(5)	(4)	(3)	(2)	(1)
3. ท่านรู้สึกสบายใจกับงานของท่าน	(5)	(4)	(3)	(2)	(1)
4. ท่านคิดว่า งานของท่านสนุก	(5)	(4)	(3)	(2)	(1)
5. ท่านรู้สึกดีใจที่ได้เลือกทำงานในองค์กรนี้ แทนที่จะทำงานใน องค์กรอื่นๆ	(5)	(4)	(3)	(2)	(1)
6. ท่านพอใจกับโอกาสในการทำงานที่นี่	(5)	(4)	(3)	(2)	(1)

**** ขอขอบคุณทุกท่านที่กรุณาสละเวลา ในการตอบแบบสอบถามครั้งนี้ ****



APPENDIX C:

Source of the Questions

Source of the Questions

Questions	Sources
<u>การทำงานเป็นทีม</u>	<u>(Teamwork: T)</u>
<p>1. พนักงานในบริษัทของท่านมีการช่วยเหลือกันในการทำงานเป็นทีมจนงานสำเร็จลุล่วง</p> <p>2. พนักงานในหน่วยงานของท่านมีการทำงานร่วมกันอย่างใกล้ชิด</p> <p>3. พนักงานในหน่วยงานของท่านมีการทำงานด้วยความเคารพซึ่งกันและกัน</p> <p>4. พนักงานภายในหน่วยของท่านมีการทำงานร่วมกันเป็นอย่างดี</p> <p>5. พนักงานในหน่วยงานของท่านมีการสนับสนุนซึ่งกันและกันในการทำงานจนสำเร็จลุล่วง</p> <p>6. พนักงานในหน่วยงานของท่านมีการทำงานร่วมกันอย่างขยันขันแข็งเพื่อให้งานสำเร็จลุล่วง</p>	<p>1. The team members in my department help each other to get the work done.</p> <p>2. The members in my team feel very close to each other.</p> <p>3. The members of my team really respect each other.</p> <p>4. The members of my team work together.</p> <p>5. The members of my team encourage each other to succeed when performing the task.</p> <p>6. The members of my team work hard to get things done.</p>
<u>ความไว้วางใจในองค์กร</u>	<u>(Organizational Trust: OT)</u>
<p>7. ในบริษัทปฏิบัติต่อท่านอย่างเท่าเทียมและเหมาะสม</p> <p>8. ในบริษัทของท่านมีการสื่อสารอย่างเปิดเผย</p> <p>9. ในบริษัทของท่านให้ข้อมูลทุกอย่างตามที่ท่านต้องการ</p> <p>10. ในบริษัทของท่านให้ความสำคัญและรักษาความสัมพันธ์กับท่านอย่างสม่ำเสมอ</p> <p>11. ในบริษัทให้ความสำคัญกับความคิดเห็นของท่าน</p>	<p>7. Our organization treats me fairly and properly.</p> <p>8. Our organization communicates openly and honestly.</p> <p>9. Our organization tells all that I want to know.</p> <p>10. Our organization maintains a long-term relationship with me.</p> <p>11. Our organization considers my advice valuable.</p>
<u>อิสระในการทำงาน</u>	<u>(Job Autonomy: JA)</u>
<p>12. ท่านมีอิสระในการตัดสินใจเกี่ยวกับงานที่ท่านได้รับมอบหมาย</p> <p>13. ท่านต้องทำงานที่อยู่ภายใต้ความรับผิดชอบของท่านให้สำเร็จลุล่วง</p> <p>14. ท่านมักกำหนดวิธีการทำงานให้สอดคล้องกับแนวทางการปฏิบัติงานของท่าน</p>	<p>12. I have the freedom to make decisions about my job.</p> <p>13. The job is done is essentially under my responsibility.</p> <p>14. I determine how the job is done in line with my own opinions.</p>

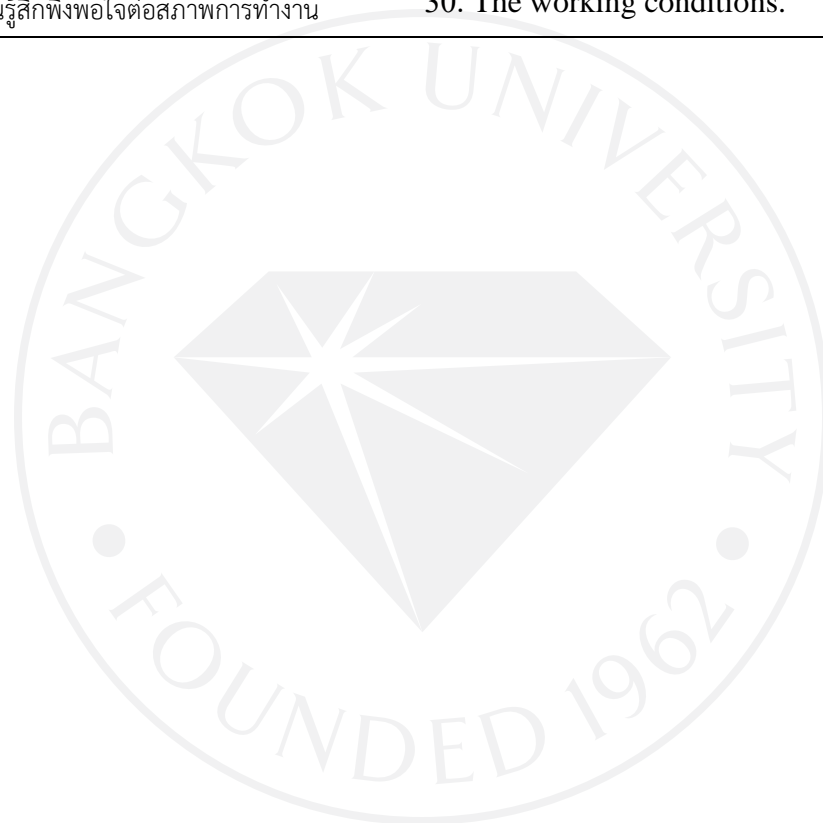
Hanaysha & Tahir (2016)

Lee, Song, Lee, Lee, & Bernhard (2016)

Gözükara & Çolakoglu (2016)

Questions	Sources	
<p style="text-align: center;">อำนาจการตัดสินใจของพนักงาน</p> <p>15. ท่านมีอำนาจในตัดสินใจหรือปฏิบัติ งานที่อยู่ภายใต้ความรับผิดชอบของท่าน</p> <p>16. ท่านมีความมั่นใจในความสามารถและทักษะในการปฏิบัติงานของท่าน</p> <p>17. ท่านมีอำนาจในการตัดสินใจในการดำเนินงานใดใดเพื่อให้งานสำเร็จลุล่วง</p> <p>18. ผู้บริหารของหน่วยงานมีความไว้วางใจในการตัดสินใจของท่านที่เกี่ยวข้องกับการดำเนินงานของหน่วยงาน</p> <p>19. ท่านสามารถตัดสินใจดำเนินงานต่างๆ ด้วยตนเอง</p>	<p style="text-align: center;">(Employee Empowerment: EE)</p> <p>15. I feel competent to perform the tasks required for my position.</p> <p>16. I am confident about my capabilities & skills to do my job.</p> <p>17. I have the authority to make necessary decisions to perform my job well.</p> <p>18. My manager trusts me to make the appropriate decisions in my job.</p> <p>19. I have considerable opportunity for interdependence and freedom in how i do my job.</p>	<p>Hanaysha & Tahir (2016)</p>
<p style="text-align: center;">การฝึกอบรมพนักงาน</p> <p>20. หน่วยงานมีการจัดการอบรมเพื่อให้พนักงานมีทักษะในการปฏิบัติงานที่พร้อมรับกับการเปลี่ยนแปลงต่างๆ</p> <p>21. หน่วยงานของท่านมีการสนับสนุนให้พนักงานได้รับการฝึกอบรมและการพัฒนาทักษะและความสามารถ</p> <p>22. โดยภาพรวมการฝึกอบรมที่ท่านได้รับสามารถนำไปปฏิบัติใช้ในการทำงานของท่าน</p> <p>23. โดยภาพรวมการฝึกอบรมที่ท่านได้รับตรงกับความต้องการของท่าน</p> <p>24. โดยภาพรวมแล้ว ท่านรู้สึกพอใจกับปริมาณการฝึกอบรมที่เกี่ยวข้องกับการปฏิบัติงานที่ท่านได้รับ</p>	<p style="text-align: center;">(Employee Training: ET)</p> <p>20. My department provides learning/training opportunities to meet the changing needs of the workplace.</p> <p>21. Training and development are encouraged and rewarded in my department.</p> <p>22. Overall, the on-the-job training i receive in applicable to my job.</p> <p>23. Overall, the training i receive on the job meets my needs.</p> <p>24. Overall, I am satisfied with the amount of training i receive on the job.</p>	<p>Hanaysha & Tahir (2016)</p>
<p style="text-align: center;">ความพึงพอใจในการทำงาน</p> <p>25. ท่านรู้สึกพึงพอใจในหน้าที่การทำงานที่มี ความมั่นคงของท่าน</p> <p>26. ท่านรู้สึกพึงพอใจในการปฏิบัติงานที่ไม่ขัดต่อมโนธรรมของท่าน</p>	<p style="text-align: center;">(Job Satisfaction: JS)</p> <p>25. The chance to be “somebody” in the community.</p> <p>26. Being able to do things that don’t go against my conscience.</p>	<p>Gözükara & Çolakoğlu (2016)</p>

Questions	Sources
27. ท่านรู้สึกพึงพอใจต่อการมีอิสระในการตัดสินใจในการปฏิบัติงานในหน้าที่ของท่าน	27. The freedom to use my own judgment.
28. ท่านรู้สึกพึงพอใจค่าตอบแทนที่เหมาะสมกับหน้าที่ที่ท่านได้รับมอบหมาย	28. My pay and the amount of work I do.
29. ท่านรู้สึกพึงพอใจต่อโอกาสความก้าวหน้าในตำแหน่งงานนี้	29. The chances for advancement on this job.
30. ท่านรู้สึกพึงพอใจต่อสภาพการทำงาน	30. The working conditions.







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The Graduate School

January 12, 2018

Ms.Pijitra Petchsaka
Branch Manager
Skillpoint Group

Dear Ms. Pijitra

The Graduate School of Bangkok University would like to request your permission to allow one of our students in the Master of Business Administration Program (English Program), Mr.Kunlaphan Lamoonkit, Student Code 7590203399 Invitation as the honour expertise for approving research instrument (BA 715 Independent Study) entitle “Emotional intelligence, co-worker support, employee empowerment, job autonomy, and performance affecting job satisfaction of private company employees in bangkok”.

The information gained will be solely used for academic purposes, and we are very certain that Mr.Kunlaphan Lamoonkit will benefit greatly from this practical and engaging activity. We, therefore, look forward to your positive response to our request.

Sincerely yours,

Dr.Suchada Chareanpunsirikul
Dean, Graduate School

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The Graduate School

January 12, 2018

Mr.Supachock Thanakunpun
Olefins Operation-hot section Manager
SCG

Dear Mr.Supachock

The Graduate School of Bangkok University would like to request your permission to allow one of our students in the Master of Business Administration Program (English Program), Mr.Kunlaphan Lamoontkit, Student Code 7590203399 Invitation as the honour expertise for approving research instrument (BA 715 Independent Study) entitle “Emotional intelligence, co-worker support, employee empowerment, job autonomy, and performance affecting job satisfaction of private company employees in bangkok”.

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January 12, 2018

Ms.Thanyakorn Kunawatthanaphothikorn
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Virgin Active Thailand

Dear Ms.Thanyakorn

The Graduate School of Bangkok University would like to request your permission to allow one of our students in the Master of Business Administration Program (English Program), Mr.Kunlaphan Lamoonkit, Student Code 7590203399 Invitation as the honour expertise for approving research instrument (BA 715 Independent Study) entitle “Emotional intelligence, co-worker support, employee empowerment, job autonomy, and performance affecting job satisfaction of private company employees in bangkok”.

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