

STUDY OF KEY DRIVING FACTOR AFFECTING JOB SATISFACTION IN
STANDARD CAN CO, LTD (THAILAND)



STUDY OF KEY DRIVING FACTOR AFFECTING JOB SATISFACTION IN
STANDARD CAN CO, LTD. (THAILAND)

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ABSTRACT

This research aim to study the level of Job satisfaction in Standard Can Co, Ltd. (Thailand) 1.To compare job satisfaction in Standard Can Co, Ltd. (Thailand), which classify follow by demographic Factors, Motivation factor and personal factor 2. To apply the result from this research to improve and prevent Human resource of Standard Can Co, Ltd. (Thailand) 3. To study of new generations, new attitude toward job mobility, the sample used in this study is employees from Standard Can Co, Ltd. (Thailand) for 430 persons, the author was used the questionnaire as a tool and run the data with computer program SPSS by testing the reliability, used Descriptive statistics to analyze the data by using Frequency and Crosstabs to analyze, Factor analysis and last is used Pearson correlation coefficient (Regression analysis) the level of significant at 0.05

The result found that the employees have satisfaction on Advancement factor, are affecting with Job satisfaction, significant at level 0.00, Recognition factor, are also affecting with Job satisfaction and there are sig at level 0.03, Rate of pay factor, are affecting with Job satisfaction, found that, there are sig at level 0.01, Job Security factor, are affecting with Job satisfaction, found that, there are sig at level 0.02, Company Policy factor, are affecting with Job satisfaction, found that, there are sig at level 0.04, New Generation factor, are affecting with Job satisfaction, found that, there are sig at level 0.00, Work-life integrate factor, are affecting with Job satisfaction, found that, there are sig at level 0.05, Work itself factors, are not affecting Job satisfaction at level 0.89, Relationship factor, are not affecting with Job satisfaction, found that, there are no sig at level 0.43

Keywords: Job satisfaction, employees, company, Advancement, Work-life integrates, New Generation, new attitude.

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Finally, if this research there are any bugs or errors, the researcher would like to asked for respectfully apologize, and the researcher hope that this paper will be useful not or more or less

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CHAPTER 1

INTRODUCTION

In this chapter, the researcher study and gathering the data from variety of source such as textbook, academic paper, theory or other research etc. which related with the research topic. Researcher was briefly and summarizes the background, Background Company, Statement of Problem, Purpose of study, Objective of study, Advantage of study, Scope of work, focus and limitation and the last is definition term.

1.1 Background

Nowadays, the industries growing with motion of fastest and rapidly, thus many big company want to be a leadership of their industry, world change fastest and more complex, so, the organization have to get ready for a change, learn more about factor that can help to be success, adjust up themselves with the pressures of environment in management industry. On this day the competitive condition of Globalization is the reason why people have to expansion of investment, startup of much new company, capital increase and bring in variety of new technology. But the important thing that we have to concern more is system of Human Resource Management. Which are the key successes of big company around the world, we have to learn more about people, learn what are they really need from work? Know how to maintain and retention people in organize, Know how to motivate people and answer the response of them, because we can say that this is one of the important aim which lead people in the organization show their efficiency and effectiveness as much as they can and we have to emphasize on satisfaction in job.

In general, 4 factors in management, which we call “4M’s” 1. Human (Man) 2. Budget (Money) 3. Materials and Machines and the last 4. Management. The first one is the most very important because Human has the ability to learn, they can improve their ability with their intelligence and skill to achieve the goal. The value of people cannot touch and we cannot rating on it which is difference from other things,

so, Human resources are conventional wisdom is Human resource is the most valuable and honorable, even if the organize have much budget or new technology but without efficiency from human it will be worthless . And importantly, the way to maintain or retain personnel is the keyword of Human resource worthiness (Niruchara, 2001).

“Satisfaction on job” how to create satisfaction on job is one of know-how to archive goal, because when employee satisfied it make level of performance very high ,and when they dissatisfied the performance be able to low quality.

For Principle of Human Resource Management, Satisfaction is a key factor leading to success. employees behavior can show us to know “What employees want and think” for example when the employees always absent from work, sick leave or non-corporation it may come from Dissatisfaction in job, this cause may come from the work environment, way of operation process, relationship with other etc. from all of this reason it’s can be effected with work progression, so, the performance can be low.

For people who need to resign the operation, Human Resource management has to manage their cost to minimize and setting the step to manage people properly, not even just put people to the right place but we have to set up the future plan start up with when we need new staff to replace the old one, first we have to announce to accepting application, setting place and team for interview, training people and etc. from this problem researcher have to find a way out from this problem, lean more on employees mind and get in on each level of management to understand the operation which can make goal are archive.

1.2 Statement of Problem

On each year the company will face with the high number of people who resigning job, and the problem always change by the time the number of people who resigning are become higher in every years, from the study researcher found that the new generation people there are have new attitude toward their mobility, there always

change work many times. This is one of big problem in organization because they cannot retention their employee or make them satisfied.

1.3 Purpose of Study

For those who working in Human Resource management career, it is not surprise to know that there is a highest level of people who quit job on each years since manager until worker in the early during January- March. This study aims to find solutions to prevent high quality people who want to quit job, study the factors which influence employee satisfaction to retaining. In order to, save time and budget of the organization.

1.4 Objectives

This paper, have objective to

1. To study the level of Job satisfaction in Standard Can Co, Ltd. (Thailand)
2. To compare job satisfaction in Standard Can Co, Ltd. (Thailand), which classify follow by demographic Factors, Motivation factor and personal factor
3. To apply the result from this research to improve and prevent Human resource of Standard Can Co, Ltd. (Thailand)
4. To study of new generations, new attitude toward job mobility

1.5 Expected managerial application

1. To aware the level of Job satisfaction in Standard Can Co., Ltd.
2. To aware the difference and problem of Standard Can Co., Ltd. And and find a way to solve the problem
3. The result from this research is important and useful for their administrator of Standard Can Co., Ltd., which can be used to improve and develop The company policy, Advancement, Recognition, Work itself, Relationship with others, Rate of pay and Job security as well as get the new direction of Human

resource management of new generation, which will be affective for Standard Can Co., Ltd.

1.6 Scope of Study

1.6.1 Scope of People

Study only group of people (one company) not for the whole people in Thailand Different type of people which come from difference age group, gender, race, nationality and etc. so, satisfaction level able to be differences because they are have difference background of people.

1.6.2 Scope of Content

- This research are the Quantitative data
- Used the Primary data
- Questionnaire 430 papers

1.6.3 Scope of Demographics, Sample and Location

1. The author used population and sample 430persons from employee of Standard Can Co., Ltd. Samutprakarn, Thailand. 810 persons (759 employees and 51 administrations)
2. This research are study of key driving factor affecting Job Satisfaction in Standard Can Co, Ltd. (Thailand) including the company policy, Advancement, Recognition, Work itself, Relationship with others, Rate of pay and Job security as well as get the new direction of Human resource management of new generation
3. Period of time to study on this topic is 3 month, start from May to July of 2015

1.6.4 Scope of Related Variables

In this study, following the proposed hypothesis as follow;

Independence Variables including:

First group: Geography factor

- Gender
- Age
- Status
- Income
- Level of study
- Working of experience
- Position
- Job have done
- Job have resigned
- Sick Leave/ Absence rate

Second groups: Motivation factor

- Advancement
- Recognition
- Work itself

Hygiene factor

- Relationship with others
- Rate of pay
- Job security
- Company policies

Third groups: Personal factor (New variable)

- New generations, new attitude toward job mobility
- Work - life integration

Dependence Variables including:

Job satisfaction in Standard Can Co., Ltd. Thailand

1.7 Focus and Limitation

To study of key driving factor affecting Job satisfaction and emphasize on factor that related to influencing Job satisfaction of employees in Standard Can Co, Ltd. Thailand, Samutprakran Districk.

1.8 Definition of Terms

Satisfaction: is the state and feeling of being fulfillment and satisfied

Job satisfaction: is represents the feeling of people who enjoy their work, so, they able to show the performance which occurred from perception and assessment of work experience of each person including Policy and ministration, working condition, good relationship with other.

Geography: the character of each sample including Sex, Age, Status, Level of study, Field of work, Position, Income, Work experience etc.

Employee: is people who work for Standard can Co., Ltd. (Thailand)

Achievement: is the success and fulfillment of performance by using the knowledge, skills, experience, intelligence, troubleshooting and operations to achieve the goal.

Responsibility: is the performance on duty or tasks that have been assigned a job which suits with their ability to achieve.

Work itself: work which can be a part time or full time job, difficult or usual job, creative and helpful or drudgery, easy or hard work with the freedom to works as well.

Company policy: and administration refer to clear guidelines or map to work in organization to the right way under system and regulation carried out fairly and manages the strategies properly.

Salary (monthly income): this is wage compensation in operation as well as other benefits such as overtime, bonuses as extra money etc.

Working condition: refer to the environment within work place such as general environment, buildings, office rooms are comfortable, equipment used and also in a way of physical thing such as light, sound or smell including with break time of employees.

The relationship between colleagues: represents a good relationship of people who work together, help each other with love and unity, and have compassion for one another in both personally and in term of job

Quality of supervision: means the ability of commander supervision their employee to perform the duties as assigned, able to be consulted and give advice to employee, be a good model for employee in practice.

Welfare: refers to benefits which organize prepare for such as shuttle bus, staff meal, staff uniforms, social security fund etc.

Job securities: refer to the feeling of employee toward job security, the uncertainty of the stability and progress of job in organize.

Employees: means all employees of “Standard Can Co. Ltd. (Thailand)”

CHAPTER 2

LITURATURE REVIEW

2.1 Theoretical

According to the researcher was study the topic of Job Satisfaction of “Study of key driving factor affecting Job Satisfaction in Standard Can Co, Ltd. (Thailand)” and also interested in the affecting from new generation of people, which researcher use the variety of data and document from other research, textbook, internet and academic paper which related with this topic, we emphasize on the future research so, here is the theory, concept and related research which related Job satisfaction as below

1. Concept and theory about Job satisfaction
2. Concept and theory about Generation
3. The information of Standard Can Co,. Ltd. (Thailand)

1. Concept and theory about Job satisfaction

The concept and theory of satisfaction are important factor because this is a key success of work to archive goals and propose of the company, as a result of the response with motivation or need of each individual.

Meaning of Job Satisfaction

According to (Auttamana, Soiytakul (Tiwyanon), 2002, p. 133) refers the definition and the meaning of job satisfaction is an one of attitude and feeling of like or dislike especially about employee on job, which including thought, understanding, emotion or feeling and also with behavior trend which affect and express in form of behavior.

Dokmaihom (2008) said that the job satisfaction refer to a sense of personal attitudes towards the job performed. Was occurring when they meet the response what they need it both way that is way of material and metal. If anyone meets the demand, it's will cause the job satisfaction. And if there were have much of response, they will have satisfied as well and they will have more active and work efficiency.

Job Satisfaction, refer to condition of individual like and have a positive attitude to their job which effected from the evaluation of working experience of each individual (Milton, 1981) this affect people feel want to work job, The Job satisfaction occur when both of physiological needs and psychological needs have receive respond from needs (Muangman & Suwan, 1986)

Yokesawan (2005) Study the concept and theory about satisfaction. In conclusion they said that satisfaction is one of feeling of individual to something in term of evaluation, which you can see that the concept of satisfaction are related with attitude. Satisfaction is reaction to emotional to stimulus or stimulate the expression of characteristics of the final results of the assessment process, the evaluate results indicate the direction of what is going in a positive direction or negative direction, or have no reaction with stimulus or incentive.

Smith (1972) Give the meaning that, The Job Satisfaction from work is come from sum up of psychology, physiology and environment, thus. It is make people in organize honest to work for the organization sincerely. Which related with meaning of Strauss and Sayles (1960) said the satisfaction of work as a sense of satisfaction in their work and be willing to work till achieve the objectives of organization. People or employees will feel satisfied when the job has benefit both from material and mental and also can meet the basic of needs of each individual.

Monchai Aonpim (2007, p.10) gave the meaning of Job satisfaction is, it is about a human attitude of each individual toward work in positive way and variety of environment factors which come from the several components such as Working environment, working process, relationship with other and rate of pay they all are affects an individual people to have more motivation and active power to do their job.

Spirit is the best way to make people intention to think, create and work for organize to maximum efficiency.

The satisfaction of operation which mean, the feeling of satisfaction in this work which it come from feeling, people's attitude toward their job and they try to expression in from of emotion, intention including with various of motivation for example The policy, administration, supervision, relationship with other, work environment, achievement and advancement.

From above the definition of Job satisfaction concluded that Job satisfaction refer the attitude or feeling like or dislike of employees, and the result from dissatisfaction will affected the people feeling by showing in from of attention, be active willingness and enjoy with their work and have responsible and work commitment to achieve follow the aims.

The important of Job satisfaction

The important things of Job Satisfaction is working attitude of the employees which will related with the environment factor such as compensation, opportunity to get promote, advancement including peer in work place which is influence the perception of people, and the Job Satisfaction is also affected from environment of work start from the pattern of Administration and Policy, Work process, group work which related with environment also with benefit and return.

During the past decade the academicians try hard to study about Job Satisfaction with difference aspect about the relationship between Job Satisfaction and Performance, there are three approaches as follow.

1. Job Satisfaction is the cause of a Job performance
2. The Job performance is the cause of Job Satisfaction
3. There is no relationships between job satisfaction and job performance

From above statement, it can concluded that the satisfaction mean the way that worker or employee work with satisfaction and have to including with variety of factors, in both of personal side and environmental performance side. Each these factors are a key element, so, there are cause of being a Job Satisfaction or Job Dissatisfaction. In case of the company is committed to success, the company have to consider these factors as much as possible because when the people will be satisfied

or not no matter more or less it depend on the needs of each individual and the motivation in that work.

Measuring Satisfaction

Many of researchers have discussed a measure of satisfaction in workplace. The researchers are gathering the research as follow.

Priyapon Wonganuroj (1999, p.141) said the aim of measuring job satisfaction as follow.

1. To access several of factors, in personal side, work side, management which related with satisfaction and dissatisfaction on job.
2. In order to understand the relationship between job satisfaction and performance. And find the result that what the causes of people to perform well.
3. In order to understand the nature of job satisfaction and nature of job dissatisfaction. As well as on the management and administration agency.
4. In order to understand the effects of dissatisfaction such as sick leave and resignation. As well as relationship between education, welfare service to be satisfied with the work. Job satisfaction is about attitude and emotional state of worker. Which cannot measure directly, so, measuring job satisfaction is an indirect Measure.

Currently, the method which widely used to measure satisfaction are this 3 method, including observation, interview and questionnaires. Observation and interview is the method that has to spend time the most, thus, majority of researcher choose questionnaire method and developing question for gathering the data for measuring satisfaction Pong Hondan (1997, p.46-49)

1. Kunin Face Scale, is popular method to measuring job satisfaction because it easy to understand, used appearance of the face to measure job satisfaction, choose the characteristics of the face image that matches the feeling in general such as wage, supervision, advancement and relationship with other. The researcher will read the question and respondent will mark on under face

image that refer to the character (this method same as 6 level of rating scale, suitable for those who cannot read or difficulty reading)

2. Teacher Job Satisfaction Questionnaire-TJSQ, this questionnaire was develop for used with Teacher. Question in survey is for measure Teacher satisfaction with the 9 elements that is, supervision, working condition, rate of pay, responsibility, work itself, advancement, security and achievement. On each question will used 5 level of rating scale start from extremely satisfied until Not at all satisfied? On each question will have both positive and negative are equal, so, those who have low score means are people who have low level of job satisfaction and for those who have high score mean are people who have high level of job satisfaction.
3. Minnesota Satisfaction Questionnaire-MSQ, this question is one of popular measure job satisfaction; design of this question is individual choice (rating scale), including 26-item such as satisfaction on return, job opportunity, relationship with other and achievement etc. Later has been develop to shorten including with 20-item, which make it short and simple, available with many different type of peoples.
4. Job Description Index-JDI is a questionnaire that measures job satisfaction in 5 areas of work that is wage, advancement, achievement, supervision and relationship with other. The characteristic of questionnaire, respondents will answer yes or no; the answer will determine which direction and determine how much satisfied.
5. This questionnaire is about ask for satisfied in job of Hackman and Oldham (Hackman and Oldham's Satisfaction Scale) used for people who have similar of characteristic which this measurement including evaluation scale 7 rank and 25 questions are the questions that measuring satisfaction outside the context of job satisfaction including 10 item and measures the satisfaction of feeling of satisfied inside 15 questions.

Theory related Job satisfaction

Theory about Herzberg's Two-Factor Theory

Herzberg's Two-Factor Theory is the theory that Frederick K. Herzberg is study the process of motivation which related with factor effecting job satisfaction and dissatisfaction, and study about "what people want from job?"

Herzberg's Two-Factor Theory including with 2 concepts first is motivation factors and second is hygiene factors.

1. According to Wuttinutt Lawanlakkana (2012, p.4) view that the motivation factor is related to the work directly. This will motivate people which cause of satisfied and motivation people within organize perform more effectively. The motivation including

- 1.1 **Achievement** meaning that when people used their power and ability to achieve their aim with their intelligence to management the problem to progress. And from the result of this performance will make people feel proud and satisfied. When people know their own success, it will cause of self-confidence, and were active to work continue.
- 1.2 **Recognition** means to gain the respect of supervisor, subordinate, colleague and other people in society. The recognition of group behavior will show in form of credit, get promote. Reward or in other way of expression.
- 1.3 **Advancement** refers to way to get an opportunity to develop in the direction that they want. To get promote to higher position, have the opportunity to develop job skills, to develop their own ability to perform.
- 1.4 **Works itself** refer to the character of work, which challenge with your ability and your interest. It will help motivate you to have creative thinking. There is an interesting job and new matter. This help employee get the opportunity to learn and full of education

and competent, so, this is a cause of Job Satisfaction and make organization commitment.

2. Maintenance or Hygiene Factors, For this group of factor, there are indirect incentives to increase efficiency as well as not is something which can motivate people to work more actively, but this is a prerequisite to prevent felling of people from unhappy on their job, so, we can say that it's kind of the environment which not relate with the component of work. These factors include.

- a. **Company policy and administration** is planning and the way to management of the organization and it's have to be clearly such as the communications contribute to the coordination and operation, the policy management is one of element that affecting job satisfaction.
- b. **Relationship with supervisors, peers and subordinates** means a way to contact and communicate with people, no matter what formal or informal which show of good relationship and ability to work together and full of understanding.
- c. **Working condition** refer to the environment in workplace, facilities such as the atmosphere, ambience of relaxation, work schedule, the cleanliness of the place and also with the provision of equipment to perform work.
- d. **Salary** refer to rate of pay or benefit that they should got from work, the wage commensurate with work, also with satisfaction in wages equal to your job position.
- e. **Security** refers to a person with a sense of security in the workplace. The stability of organization and the character of work that safe and care about security of people.

According to Herzberg explained more of component of motivation must have positive value. It will make people more satisfied but if it negative people will dissatisfied as well. That means the various theories about job satisfaction cause of

knowing the factor of job satisfaction. If a person has been responding in each factor in term of job satisfaction enough it will affect to good performance on work. This will lead to a good cause operation in cooperation organization to achieve goal.

From above mention of concept and theory is important part to set the conceptual framework, which from the own author view think that, Herzberg's Two-Factor Theory including motivation factors and hygiene factors. Are thing that are important, if lack of this factor it can be affecting to dissatisfaction on job and can be affect to feeling of don't want to work or affect to the efficiency of work as well.

Theory related Job satisfaction (Theory X and Y of McGregor)

(Douglas McGregor cited in the Suchat Yusuk, 2004) studied how managers see themselves in relation to others. This concept needs ideas of recognizing human nature, so, this two assumptions regarding the nature of the person as follow.

1. Assumptions about the theory X (Theory X Assumptions) the assumptions about the nature of McGregor's Theory X is in general human do not like to force and control.
2. Assumptions about the theory Y (Theory Y Assumptions) the assumption about Mcgregor's theory Y is about human effort, the physical and mental effort on work in general whether playing or resting, which is the external control and threat from punishment is not the only method to achieve organization objective. People always used self-control to achieve desired objectives. The level of purposes depending on the size of award in relation with achievement, moreover average of human learns under good condition, not only for their responsibility but also a quest as well.

From the both of assumption, different theories X and Y are a theory X is a pessimist and Inflexible control, it is important thing that supervisors take control over their subordinates. In contrast, Theory Y is optimistic and flexible; this is a step of aimed at self-control with individual needs and corporate needs. However, it is suspected that on each of these assumptions will affect the management to solve the duties and activities or not?

The results of satisfaction and dissatisfaction

The resignation: people who have tend to be absent (Absenteeism) many time, may quit his job (Turnover). For people who have higher satisfied will not going to quit his job or people who have low satisfied always decide to leave job to find something new or find a better place that will have higher than old place.

Absence without leave: shows the level of low job satisfaction, that mean, they will have tended to absent from work more often. However, the nature of absenteeism will emphasize on Absence without reasonable.

Stealing: as a result of this problem in many aspects might happen, so, they may not normal behavior.

The production or operations: will base on level of job satisfaction, in some case it will has the opposite effect if a person dissatisfied or satisfied but less, but work hard, at the same time, people who have Job satisfied, may has less effective.

Physical health and long life: Dissatisfaction on job will affect health of individuals by the symptom of stress. And for any jobs which are dissatisfaction even leads to reactions to stress within the body, which leads to serious illness, all this stress may concerns due to the social pressures in the organization as well.

Related research

Homrarueng, Auttjima (2009) The comparing Job performance satisfaction employees in Cannon hi-tech Co., Ltd. Thailand can divide into Geographic factor as below

1. Difference Gender of employees got the overall score of Job satisfaction not difference, when we are consider into factor, we found that Rate of pay difference in significant at level 0.05 which related with hypothesis
2. Difference Age of employees, has no difference satisfaction on job performance in overall which related with hypothesis
3. employees who have difference level of education has are difference level of job satisfaction in significant at 0.05 which related with the hypothesis
4. Employees who have difference level of monthly income has difference level of job satisfaction in significant at 0.05 which related with hypothesis
5. The employees who have difference duration on operation at work, had no

difference Job satisfaction performance in level of significant at 0.05 which related with hypothesis testing.

Personal factors, including gender difference does not affect cooperation at Thanachart Bank Public Company Limited but different of age and the position are affect the cooperation of Thanachart Bank Public Company Limited (Thailand). Factors of working experience and feel that they are important to the organization and expect to get a response from the organization, a positive attitude towards colleagues and the organization, confidence and recognition goals of organization, willingness to devote their efforts to the benefit of the organization, pride in being part of the organization those are relating to the cooperation of the National Bank. Limited (the Company) are statistically significant at the 0.05 level.

The management of perception organization relating to the cooperation of Thanachart Bank Public Company Limited (Thailand) is statistically significant.0.05

From the relation between Persuasive Factor and Their influence on the involment and loyalty level of the office operational level employee of the jebesen and jessen (thailand), Found that

Lelapongwattana (2011) Company Policy factor of the organization, found that the level of significant equal to .177 which the standard of significant level is 0.05, so, $0.177 > 0.05$ that mean Advancement factor are not related with involvement and loyalty level of the office operational level employee, Relationship with other , found that the level of significant equal to 0.051 which the standard of significant level is 0.05, so, $0.051 > 0.05$ that mean Advancement factor are not related with involvement and loyalty level of the office operational level employee, Work itself factor, found that the level of significant equal to 0.053 which the standard of significant level is 0.05, so, $0.053 > 0.05$ that mean Advancement factor are not related with involvement and loyalty level of the office operational level employee, Rate of pay factor, found that the level of significant equal to 0.489 which the standard of

significant level is 0.05, so, $0.489 > 0.05$ that mean Advancement factor are related with involvement and loyalty level of the office operational level employee.

Prasert Anuwat (2003) aimed to identify the level of job satisfaction of Italian Thai development co. ltd, and study the relation between personal factor and job satisfaction by test assumption (chi-square).

The result found that, on work place employee satisfaction the most highest in Achievement and follow with Rate of pay, Welfare, Work itself and responsibility, Advancement, Job security, working condition, Recognition and Company policy and administration in level of middle class and when analyze the relation between job satisfaction and personal factor, found that all the variables that affect the satisfaction are all different factor.

Hunsanimitkul (2001) was study Satisfaction in the performance of Aeronautical Radio of Thailand Limited: A Case Study of engineering traffic research found that Most employees are male, 25-35 years of age, marital status, education level, mainly in the bachelor's degree or equivalent. Last 10-15 years have jobs working as a Senior Systems Engineer. Salary 30,000 - 40,000 baht and distance from residence to work more than 15 kilometers, level of satisfaction in the performance of the overall are high level. For more detail on each factor start from high to low level is Compensation and Income, Security at Work, Relationship with friend, Work itself, Job Advancement, and Company Policy, Supervisors. The study found that factors affecting satisfaction in performing are difference significant at 0.05 levels, there are two factors: age and work experience, so, executives should be improving the policy and administration of the Company's marketing division to be more certainty and more clarity for the benefit of the employee and also operational performance higher.

Yuwanich Chaysuwan (2005) has done the research topic of Job satisfaction of employee of cement co. ltd, to determine the level of satisfaction and looking for the factor which influences job satisfaction, were study for 47 people and test assumption by used chi-square, fix the significant at level 0.05.

The result from study, found the job satisfaction in level of middle class, which average equal to 3.59, for in each factor found that Relationship with other have the most average next is Achievement, For Job security got low average equal 2.92. The result from assumption found that working experience have relationship with job satisfaction in significant in level of 0.05, on the other hand, personal factor there was no relation with satisfaction.

According to Chutarat Puengmak (2005) was study Job satisfaction the “Performance of staff in Ladprow hospital” also with study problem and obstacles in operation by number of sample is 100 people.

The result found that the level of performance on job satisfaction, the overall level is middle class in all 6 factor is work itself, working condition, Rate of pay and welfare, supervision, relationship with other and Advancement. From the assumption, the personal factor have no affect job satisfaction, for the problem and obstacle is lack of reorder the priority of work, Salary and welfare issue, lack of motivation, should be used feedback to improvement for example put right people on the right position, create sense of atmosphere, Training for support knowledge and skill etc.

Piyachat Ponkajang (2000) was study topic of “study Job satisfaction of employee in diamond industry”

The result showed that, overall level of job satisfaction is middle class, which there have 12 factors and will sort by from high to low as follow. The employee has high level of Achievement, responsibility and relationship with other. And have middle level of job satisfaction in Recognition, Work itself, supervision, Policy and administration, Job security, working condition, welfare and have low level of job satisfaction in factor of Rate of pay and Job Advancement. The status that affects Job Satisfaction is Work experience, which employee who have difference age will have difference level of Job satisfaction in level of 0.05.

3. Concept and theory about Generation (New generations, new attitude toward job mobility/ Work - life integration (Work place as home)

In each generation or each age groups will have different experience in life and shaping from family and society provide a way of thinking and living in different,

As a result of the behavior expressed differently in each period (Hu, Herrick and Hodgins, 2004, p. 334) in each age group. People are divided into three age groups (Nelsey and Brownie, 2012, p. 199) is a group of people born between years 1981–2000. We call this group is generation Y, This group of people has grown up with computer and technology; they have abilities and expertise on technology learning skill quickly, it is the high self-esteem, like to express their feeling, don't like to stay under rule, like freedom and low tolerance in both of physically and mentally, like clarity at work, select work of ensuring that able to give you a happy on work and able to advancement in future career, focus on working as a team and gain support from senior also whit fairness.

A group of people who born between the years 1965–1980 is Generation X, the characteristic of this generation is learning and doing everything by individual, they can work alone and do not rely on anyone. There are wide and ready to open mind to listen the suggestions for self-improvement, they has ability to use technology in their work for make it easy, they will looking for an environment that able to use their ability and experience to create work.

Generation Baby Boomer or Generation B, generate from World war two, a men were recruited be labor for go to war, which affected to birth rate but after that they effort to improve both of society and economy, and have very high rate of new born at that time, so, Generation Baby Boomer is people who born during the years 1946-1964. Baby Boomer gain intention from society in both of work and analyze consumer behavior

According to Kritnawat Sinnitihawon (Boomer, 2011) give definition of Generation Baby Boomer characteristic as follow.

- 1) People who born during world war two.
- 2) Higher level of education, higher rate of income than older generation.
- 3) The idea of work hard to create better life.
- 4) Are people who take care of their family such as father mother and kids, the character of family always get bigger.
- 5) The idea to protest against because there have their own style and love their freedom.

Sompon (2010) considers that generation baby boomer have their own character is people who live for work, respecting the rules, be patient and focus on work, even how long to success, it also has ideas on how to work hard to earn it, make a person who has devoted a lot of work hard. This group of people will grow up to be supervision or administrators and there will have a habit to fight for work and spending money carefully.

Related research

AsisanaTisakul (2006) Studied in “The expectations from work” found that Generation Y, want to looking for work which creative and challenging, has opportunity and ability to progress in their work (Advancement)and have good relationship with other, they are emphasize on happiness on job more important than Rate of pay or position. In addition, Generation Y wants to be part of decision making, commenting freely, and wage commensurate with workload, flexible in both of time and place, if we want to talk about loyalty to the organization, Generation Y is group of people who have low level of loyalty, They provide the most important for them is family follow by friend, colleagues and themself.

Sowwakoch (2007) do the research and understanding the factors that attract and retain of Generation Y within their organization, by studies group of university students in six area of Thailand, The total sample is 1000 people, researcher found that the factor that attract people to apply job including desired job, challenging job and type of business, factor that affect to happiness at work place is good benefit and wage commensurate, good welfare and want to work for organization that have their own culture, which emphasize on relationship and team work better than focus on more than the professionalism and result on job. This show that this group of people don't like simple task but like work which challenging and get wage commensurate, also with want organization culture that same as family more than individual relationships.

Sinnithawon (2011) Give suggestions that Generation Y, the characteristic is clever and can solve the problem quickly because this group of people using the technology as a tool to make things, know how to find information from anywhere.

This group also includes the ability to run many aspects related to communication and can run several at the same time. The character of work that Gen Y want to work for is challenging and be able to choose how they work by themselves, the organization have to be open and wide in term of showing opinion. A group also wants to work on their own convenience, able to choose time or place for work from another location such as at home or outside bases on work schedule. This shows that if the organization has a strict discipline such as banning cell phone during working, do not use computers in private matter, this group of people was ready to resign without waiting for a new job, because of belief that if they not happy with their work, thus, there have no reason to tolerate further work.

4. Briefly History

- Standard Can Co, Ltd. Of Thailand history start in year 1957, was founded and located at Pathumwan District, Thailand. They are producing and sale of the container under the brand name of Sathit Industry Co., Ltd. Which Sathit Industry Co., Ltd. Was established as a family business
- In years 1967, a new factory was built at Poochaosamingprai Road, Samutprakarn, and the name was changed to Sathit Metal Pack Co., Ltd.
- In years 1988, A new factory was built at Tearak Road, Bangplee, Samutprakarn and the name was changed to Standard Can Co., Ltd.
- In years 1997, Joint venture with Ball Corporation from USA to establish Thai Beverage Can Ltd. Supplying beer and beverage aluminum can.
- In years 2000, attaining the ISO 9001:2000 certification from SGS.
- And in years 2013, Established the first world Class Clean Room for Metal Can Packaging in Thailand until present

Company commitment:

- ✓ Fast Service
- ✓ New Innovation
- ✓ Green Factory

- ✓ High Speed Production
- ✓ Support Team
- ✓ On time Delivery

5. Hypothesis

There is the hypothesis that similar from study literature review in chapter2

1. Hypothesis: Advancement has significant factor influence on job satisfaction
2. Hypothesis: Recognition has significant on job satisfaction
3. Hypothesis: Rate of pay has significant on job satisfaction
4. Hypothesis: Job Security has significant on job satisfaction
5. Hypothesis: Company Policy has significant on job satisfaction
6. Hypothesis: Work itself has significant on job satisfaction

And the new variable hypothesis is

7. Hypothesis: New Generation has significant on job satisfaction
8. Hypothesis: Work-Life integrates has significant on job satisfaction

CHAPTER 3

METHODOLOGY

3.1 The Research strategy

This research was Study of key driving factor affecting Job Satisfaction in Standard Can Co, Ltd. (Thailand). The component of research as follow:

1. The research model
2. Population and sample
3. The place that we use to conduct the research
4. The tools used in research
5. The process of conducting the research
6. The statistics used for data analysis
7. Conceptual Frame work

The research model

According to the research is the Survey Research, which we setting the objective to Study of key driving factor affecting Job Satisfaction in Standard Can Co, Ltd. (Thailand). By used tool is Correlation research, Frequency analysis, Crosstab analysis and regression analysis.

Population and sample

The number of Population is number of monthly employ who work for “Standard Can Co., Ltd. Thailand” for 430 people, which including a several of level management start from top manager until staffs.

The place that we use to conduct the research

Standard Can Co., Ltd. Thailand, at 219, 219/9 Moo11 Thepparak Rd. Bangpree, Bangpreeyai, Samutprakarn 10540 Thailand

The tools used in research

The tool that we used on this research and collect the data is Questionnaire, The main idea will focusing on Job Satisfaction by study from Standard Can Co., Ltd. Thailand, The researcher was set up by gather the data from variety of concept, theory and research, which was divide into 4 parts as follow.

Part1.) Demographic data of people who work in Standard Can Co., Ltd. Thailand such as Gender, age, level of education, working experience, status and rate of pay etc. we used the question related to Demographics by used multiple choice questions.

Part2.) The measurement of job satisfaction from Motivation and Hygiene factor., according to research of Wilaipon Kengtunchakarn (1999) which they used the concept and theory from Herzberg's Two-Factor Theory, and they have 9 categories, divide in two group each 4 question, so, the overall we got 32 question. The researcher measure the Reliability via used 25 sampling for looking for the reliability result. The Character of questionnaire is rating scale, the sampling have to choose the answer follow satisfaction level scale, which divided into 5 levels come from Likert's Scale as below:

Level 5: Extremely satisfied

Level 4: Very satisfied

Level 3: Somewhat satisfied

Level 2: Not very satisfied

Level 1: Not at all satisfied

To interpretation interval scale, used likert's scale to rating the questionnaire, thus, the rating average calculated as follows.

$$\begin{aligned} \text{Average} &= \frac{\text{maximum} - \text{minimum}}{\text{level}} \\ &= \frac{5 - 1}{5} \\ &= 0.8 \end{aligned}$$

Thus, from the analyze of rating scale can interpert as below:

4.21-5.00	mean	extremely satisfied
3.41-4.20	mean	very satisfied
2.61-3.40	mean	somewhat satisfied
1.81-2.60	mean	not very satisfied
1.00-1.80	mean	not at all satisfied

Part3.) The measurement of job satisfaction from Personal factors.

The measurement of job satisfaction, which they used the Concept and theory about Generation so, the overall we got 8 questions. The researcher measure the Reliability via used 25 sampling for looking for the reliability result.

The Character of questionnaire is rating scale, the sampling have to choose the answer follow satisfaction level scale, which divided into 5 levels come from Likert's Scale as well.

Part4.) Overall of job satisfaction

The measurement of overall of job satisfaction got 4 questions. The researcher measure the Reliability via used 25 sampling for looking for the reliability result.

The Character of questionnaire is rating scale, the sampling have to choose the answer follow satisfaction level scale, which divided into 5 levels come from Likert's Scale as well.

3.1.5 Data collection

1. The steps to create tool to do the research

First, study and gathering the data from textbook, academic paper, theory and other research that related with our paper, we focus on the future direction of each one and then, created and rewrite the questionnaires about the characters of demographic data, the measurement of motivation to job satisfaction, the measurement of personal factor to job satisfaction and the measurement of overall of job satisfaction.

Second, start to design the questionnaire and create the spread sheet, and then the researcher was looking for the expert to recheck and correct the questionnaires and rewrite again.

Third, do pre-test to check the quality and validity of question, for the validity test researcher used Item-Objective Congruence Index (IOC) to analyze. The IOC must not less than 0.5 and the number that we got is 0.96, for the reliability test, researcher used the population who have character that similar with our sampling. researcher tryout group of sampling for 25 people, and then test Cronbach's alpha coefficient. Which the reliability of coefficients must not less than 0.7 and for the result after run the data is .941 which is considering is reliability (that means this questionnaire is able to apply in process of data collection)

Name of expert to recheck design and content of tool that the researcher use in this study (check learning objective)

1. Mr. Pitipong Rongyotin
 - a. Ass. Project manage
 - b. STANDARDCAN CO. LTD. THAILAND
2. Miss Jongdee Siriwatchira

- a. Managing director
 - b. SIAMPRODUCT AIRCONDITION.CO.LTD
3. Mrs. Pattra Awijoyotin
 - a. General manager
 - b. SIAMPRODUCT AIRCONDITION.CO.LTD
4. Mr. Prariwut Vachirakom
 - a. Managing director
 - b. CIVIC CHEMICAL LTD., PART
5. Mr. Vichate punmanee
 - a. Manufacturing manager
 - b. Siam Kraft Industry Co., Ltd.

The step of data collection

After gathering the data from variety of concept, theory and academic papers, researcher used this direction for to be a guideline to create study tools under the conceptual framework. The researchers start collecting the data in to step by step as follow.

1. Asking for permission from Bangkok university to Standard Can Co., Ltd. Thailand to collection the data and support the research.
2. The researcher distribute the questionnaire paper to employee of Standard Can Co., Ltd. Thailand for 400 people in the month of May 2015 for a period of 1 month.
3. Collect the questionnaire and check to complete data.
4. Rearrange the data in questionnaire and apply to process of Analysis and data processing.

Analysis and data processing

In process of analyzed the data, researcher used SPSS program for run the data and statistical analysis as follow.

1. Descriptive statistics, to present in from of percentage to analyze the data. For the level of job satisfaction of Standard Can Co., Ltd. Thailand
 - a. Frequency: the percentage and frequency for the qualitative variables, including gender, age, status, monthly income, Education, working experience, management level, job have done, job have resigning and sick leave or absence rate.
 - b. Crosstabs: Using the demographic data run and use Crosstabs analysis which are easy to comparison, we will know the characteristic of each group demographic profile
2. Pearson correlation coefficient: Used to find the relation between 2 variables which are independent from each other.

Rule of a Correlation Coefficient

The Pearson correlation coefficient has the range [-1 to 0] or [0 to 1] with perfect correlation being ± 1.0 and 0 being no linear association. A rule of thumb for interpreting the size of the correlation coefficient is presented by Hinkle et al (1998, p.120):

Table 3.1: Rule of Thumb for Interpreting the Size of a Correlation Coefficient

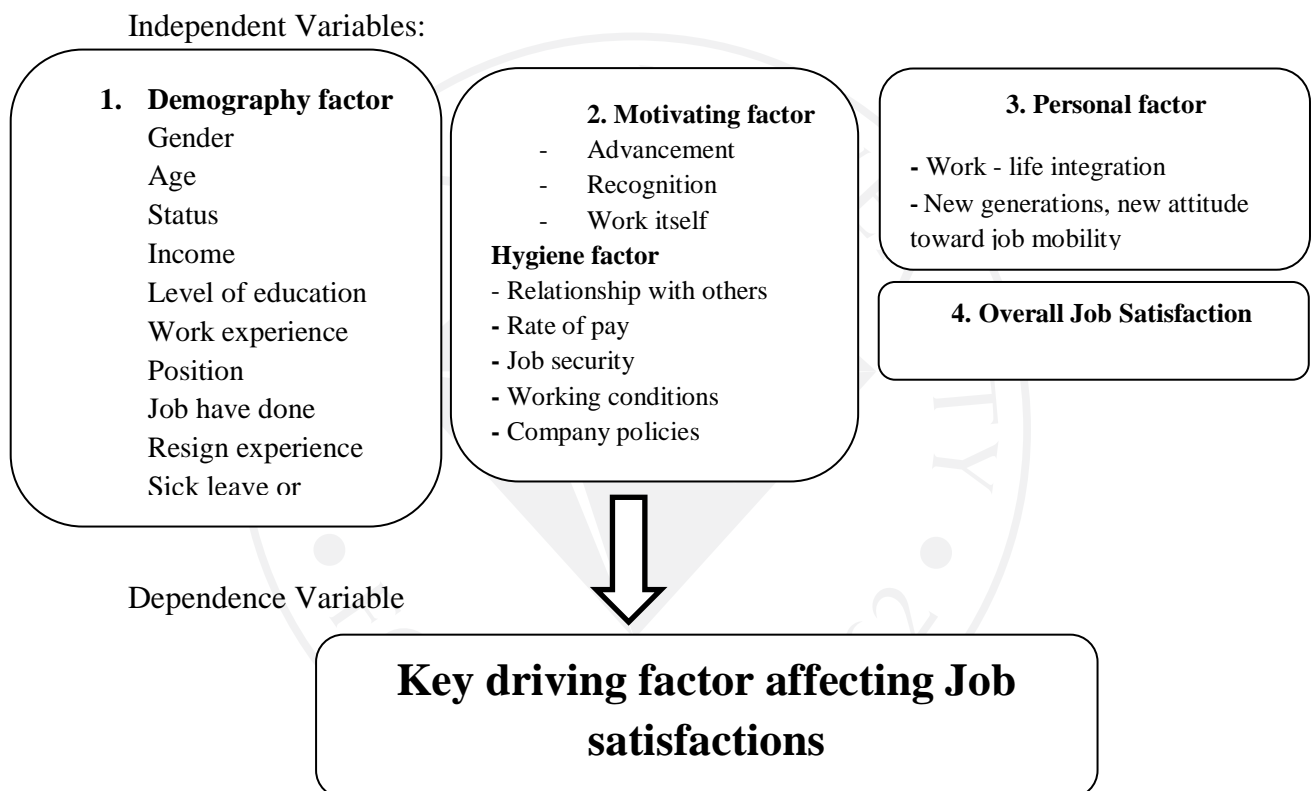
Size of Correlation	Interpretation
0.90 to 1.00 (-0.90 to -1.00)	Very high correlation
0.70 to 0.90 (-0.70 to -0.90)	High correlation
0.50 to 0.70 (-0.50 to -0.70)	Moderate correlation
0.30 to 0.50 (-0.30 to -0.50)	Low correlation
0.00 to 0.30 (0.00 to -0.30)	Little if any correlation

3. Regression analysis: is used to test the hypothesis that both variables are quantitative variables.
4. Factor analysis: is model to study the relation between component or factor with variable in set which we can classify into new group, study to the structure of new group (what is including in that new factor)

3.1.6 Conceptual Framework

This framework is a study guided, we study the relation between variety of factor and Job satisfaction of “Standard Can Thailand” According to this framework researcher adapted from variety of factor which can influence to Job satisfaction by briefly follow below.

Figure 3.1: Conceptual Framework



CHAPTER 4

RESEARCH FINDING AND DATA ANALYSIS

This chapter, author describes and analyzes the data to test hypotheses to each variable which are data were collected from a questionnaire with complete answers total of 430 questionnaires by 100 % of the total number of 430 questionnaire of Standard Can Co., Ltd. (Thailand). The author analyzed and presented in form of table, also with explanation of meaning

* = indicator of a statistically significant at 0.05 significance level.

The analysis is divided into 4 parts:

Part1 The analysis of frequency on Demographics

Part2 The analysis of Correlation

Part3 The analysis of Cross tabulation

Part4 The Analytical Results for Hypothesis Testing

The analytical result

Part1. 4.1The analysis of Demographics

Table 4.1.1: This tabal, shows the number and percentage of respondents classified by **Gender** of male and female.

Gender	Amount (person)	Percent
Male	233	54.2
Female	197	45.8
Total	430	100.0

The results of Table 4.1.1, Analysis the data of the respondents 430 persons as follows: there are two group of people is male and female, the gender showed that the majority were male are equal to 233 persons (54.2 %) and follow by female with a total of 197 people (45.8 %)

Table 4.1.2: shows the number and percentage of respondents classified by **Age**

Age	Amount (person)	Percent
under 25 years	176	40.9
25-35 years	182	42.3
36-45 years	68	15.8
Above 45 years	4	.9
Total	430	100.0

From table, we divide in 4 rank of age, there are most number of people who age between 25-35 years 182 persons (42.3%), next is under 25 years 176 persons (40.9 %), followed by 36-45 years were 68 persons (15.8%) and the last, above 45 years 4 persons (0.9%).

Table 4.1.3: Frequency and percentage of respondents classified by **Status**

Status	Amount (person)	Percent
singer	279	64.9
married	148	34.4
divorce	3	.7
Total	430	100.0

From table4.1.3, the majority of respondents are singer with number equal to 279 persons (64.9%), follow by married equal to 148 persons (34.4%) and the last, divorce equal to 3 persons (.7%)

Table 4.1.4: shows the number and percentage of respondents classified by **Income**

Monthly Income	Amount (person)	Percent
under15,000Bath	127	29.5
15,000 to 30,000Bath	271	63.0
30,001 to 40,000Bath	20	4.7
40,001 to 50,000Bath	4	.9
more than 50,000Bath	8	1.9
Total	430	100.0

From the table 4.1.4, the result after run the data of monthly Income we got, the majority is people who got income between 15,000 to 30,000Bath number equal to 271 persons, representing 63.0%, next is under 15,000Bath baht 127persons, representing 29.5 %, followed by 30,001 to 40,000Bath equal to 20 persons, representing 4.7%, followed by more than 50,000Bath equal to 8 persons, representing 1.9%, and the last is 40,001 to 50,000Bath 4 persons representing 0.9%.

Table 4.1.5: shows the number and percentage of respondents classified by

education level.

Education	Amount (person)	Percent
Under bachelor	313	72.8
Bachelor	105	24.4
Above bachelor	12	2.8
Total	430	100.0

From the table 4.1.5, the education level of people who work within Standard Can Company limited is the majority of the people who have level under bachelor equal to 313 persons or 72.8%, followed by bachelor degree 105 person, representing 24.4% and the last, is above bachelor degree 12 persons or 2.8%.

Table 4.1.6: shows the number and percentage of respondents classified by

Work experience.

Work Experience	Amount (person)	Percent
under 5 year	200	46.5
5 to 10 year	159	37.0
11 to 15 year	59	13.7
more than 15 year	12	2.8
Total	430	100.0

From table4.1.6, found that the majority of work experience is under 5 year that is 200 persons (46.5%), followed by 5 to 10 year 159 person (37%), followed by 11 to 15 year 59 person (13.7%) and the last, is more than 15 year 12 persons or 2.8%.

Table 4.1.7: shows the number and percentage of respondents classified by

Management level on position.

level position	Amount (person)	Percent
top manager	2	.5
middle manager	12	2.8
low manager	55	12.8
Staff/ Worker	361	84.0
Total	430	100.0

From table, the majority of respondent is Staff/Worker with the total number equal to 361 persons (84%), low manager with the total number equal to 55 persons (12.8%), middle manager with the total number equal to 12 persons (2.8%), top manager with the total number equal to 2 persons (0.5%)

Table 4.1.8: shows the number and percentage of respondents classified by

Number of Job have done.

Job have done	Amount (person)	Percent
not at all	51	11.9
1 to 2 time	289	67.2
3 to 4 time	83	19.3
more than 4 time	7	1.6
Total	430	100.0

From table, the majority of respondent is people who have done job for 1 - 2 time with the total number equal to 289 persons (67.2%), follow by 3 - 4 time with the total number equal to 83 persons (19.3%), follow by not at all with the total number equal to 51 persons (11.9%), and the last more than 4 times with the total number equal to 7 persons (1.6%).

Table 4.1.9: shows the number and percentage of respondents classified by

number of job have resigning.

Job have resigning	Amount (person)	Percent
not at all	55	12.8
1 to 2 time	294	68.4
3 to 4 time	76	17.7
more than 4 time	4	0.9
Total	430	100.0

From this table, the number of people who ever resigning job have four type, the majority number is 1-2 time equal to 294 person or 68.4%, follow by 3-4 time equal to 76 or 17.7%, not at all equal to 55 persons or 12.8%, and the last more than 4 time equal to 4 persons or 0.9%.

Table 4.1.10: shows the number and percentage of respondents classified by
number of sick leave or absence.

sick leave/ absence	Amount (person)	Percent
not at all	102	23.7
1 - 2 day a years	296	68.8
3 - 4 day a years	28	6.5
Above 12 day a years	3	.7
Total	430	100.0

The number of people who sick leave or absence found that, the majority is 1-2 day a year equal to 296 persons, representing 68.8 % followed by not at all equal to 102 persons, representing 23.7 %. Follow by 3-4 day a year equal to 28 persons, representing 6.5 % and the last is above 12 day a year equal to 3 persons or 0.7%.

Part2. 4.2 The analysis of Correlation

Table 4.2.1: To study the relation between factors which affecting Job satisfaction in Standard Can Co.,lmt”, the author capture the important factor as below

Correlation		overall1	Interpret
Advance1	Pearson Correlation	.435**	Low correlation
	Sig. (2-tailed)	0.00	
Pay1	Pearson Correlation	.445**	Low correlation
	Sig. (2-tailed)	0.00	
Security1	Pearson Correlation	.433**	Low correlation
	Sig. (2-tailed)	0.00	

From the table 4.2.1, the result has shown the relation between 3 factors and Job satisfaction in workplace (Overall1) of employees within Standard Can Co.,lmt, the author briefly and captures the important pair, by using Pearson Correlation as below.

First factor, is Advancement, as we can see Advance1 / Advance2 is significant with all of Overall factor, but we can see that the highly correlated is relation between Advance1 and Overall1 equal to.435, which mean **the way to have a change to get promote are related with Satisfied in their work place**, follow by relation between Advance2 and Overall3 equal to.395, which mean The freedom to transfer and moving position are related with the intention to transfer and moving position in company.

Second is Rate of pay factors, is significant with all of Overall factor, but we can see that the highest number is relation between Pay1 and Overall1 equal to.445, which mean **Wage of commensurate with workload are related with satisfied in their work place**.

Third is Job security factor, for this factor we can see that Security1/Security2/Security3/Security4 is significant with all of Overall factor, but we can see that the highest number is relation between Security1 and Overall1 equal to.433, which mean **The organization has specialize to check for safety of employee are related with job satisfaction in their workplace**.

Table 4.2.2: To study the relation between factors which affecting Job satisfaction in Standard Can Co.,lmt”, the author capture the important factor as below:

Correlation		Overall2	Interpret
Policy1	Pearson Correlation	.517**	Low correlation
	Sig. (2-tailed)	0.00	
	N	430.00	
WorkLife2	Pearson Correlation	.249**	Low correlation
	Sig. (2-tailed)	0.00	
	N	430.00	

From the table 4.2.2, the result has shown the relation between 3 factors and Job satisfaction on duration of operating (Overall2) of employees within Standard Can Co.,lmt, the author briefly and captures the important pair, by using Pearson Correlation as below.

First factor Company Policy, Company Policy factor are all significant in Policy1/Policy2/Policy3 except Policy4 with all of Overall factor, The highly correlated between Policy1 and Overall1 equal to .517, this is very highest number of this table, so, that mean **Employee of this company are care about showing and shearing their opinion to solve problem within their department are affected with the Job satisfaction on duration to operate** in very high number.

Second factor Work-life integrate, Work-life1 are related with Overall2 equal to .368, which mean **The way to cae more about interior design of their workplace to be more comfortable are related with the satisfied on duration to operate for their organization.**

Part3. 4.3 The analysis of Crosstabs

Crosstab is the analysis of a relation more than 2 factors, which are easy to comparison, we will know the characteristic of each group demographic profile and the author briefly and grasp the important table to analyze and explain more as below.

Table 4.3.1: Table analysis of Crosstabs

Gender * The policy of company are affective and can use in real situation

	overall4					Total
	Not at all	Not very	Somewhat	Very	Extremely	
male	2	7	50	134	40	233
Gender	0.9%	3.0%	21.5%	57.5%	17.2%	100.0%
female	0	3	36	124	34	197
	0.0%	1.5%	18.3%	62.9%	17.3%	100.0%
Total	2	10	86	258	74	430
	0.5%	2.3%	20.0%	60.0%	17.2%	100.0%

First, shown relation of Gender and Overall4, Mostly of highest rate of Job satisfaction is Very Satisfied and Extremely rate as we can see 62.9% of female are highly satisfied on effectiveness from company policy which can use in real situation, than male is equal to 57.5% in Very satisfied level.

Table 4.3.2: Table analysis of Crosstabs

Status * The policy of Company are affective and can used in real situation

	overall4					Total
	Not at all	Not very	Somewhat	Very	Extremely	
single	1	5	57	163	53	279
Status	0.4%	1.8%	20.4%	58.4%	19.0%	100.0%
married	1	5	29	92	21	148
	0.7%	3.4%	19.6%	62.2%	14.2%	100.0%
divorce	0	0	0	3	0	3
	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
Total	2	10	86	258	74	430
	0.5%	2.3%	20.0%	60.0%	17.2%	100.0%

Third, shown relation of Status and Overall4, Mostly of highest rate is Very Satisfied, from the table high level is married (62.2%) are answer very satisfied on effectiveness from company policy which can use in real situation, follow by single 58.4% and last is Divorce 100.0% out of 7 people.

Table 4.3.3: Table analysis of Crosstabs

Age * Satisfied on duration of operation

	overall2					Total
	Not at all	Not very	Somewhat	Very	Extremely	
under 25 year	0 0.0%	1 0.6%	21 11.9%	83 47.2%	71 40.3%	176 100.0%
25-35 year	1 0.5%	3 1.6%	35 19.2%	107 58.8%	36 19.8%	182 100.0%
36-45 year	0 0.0%	0 0.0%	15 22.1%	32 47.1%	21 30.9%	68 100.0%
above 45 year	0 0.0%	0 0.0%	3 75.0%	1 25.0%	0 0.0%	4 100.0%
Total	1 0.2%	4 0.9%	74 17.2%	223 51.9%	128 29.8%	430 100.0%

Second, shown relation of Age and Overall2, Mostly of highest rate is level is Very Satisfied, which mean people who Age between 25-35 years are highest percent of very satisfied on effectiveness with the Job satisfaction on duration of operation equal to 58.8%, follow by under25 years (47.2%), 36-45 years (47.1%) and last is more than 45 years (25.0%)

Table 4.3.4: Table analysis of Crosstabs

Income * Satisfied on duration of operation

		overall2					Total
		Not at all	Not very	Somewhat	Very	Extremely	
Income	under15,000	0 0.0%	1 0.8%	19 15.0%	72 56.7%	35 27.6%	127 100.0%
	15,000-30,000	0 0.0%	3 1.1%	49 18.1%	135 49.8%	84 31.0%	271 100.0%
	30,001- 40,000	1 5.0%	0 0.0%	4 20.0%	9 45.0%	6 30.0%	20 100.0%
	40,001-50,000	0 0.0%	0 0.0%	0 0.0%	3 75.0%	1 25.0%	4 100.0%
	Above 50,000	0 0.0%	0 0.0%	2 25.0%	4 50.0%	2 25.0%	8 100.0%
	Total	1 0.2%	4 0.9%	74 17.2%	223 51.9%	128 29.8%	430 100.0%

Fouth, from table of Income , shown the relation of Income and Overall2 they got high level of Very satisfied of Job satisfaction duration of operation is Very satisfied, which people who got income under 15000 baths 56.7% are very satisfies on duration of operation, follow by under15000-30000 bath (49.8%) and so on, thus, the total of percentage is 51.9%.

Table 4.3.5: Table analysis of Crosstabs

Work Experience * Satisfied on duration of operation

		overall2					Total
		Not at all	Not very	Somewhat	Very	Extremely	
Work Experience	under 5 years	1 0.5%	2 1.0%	28 14.0%	100 50.0%	69 34.5%	200 100.0%
	5 to 10 years	0 0.0%	1 0.6%	30 18.9%	83 52.2%	45 28.3%	159 100.0%
	11 to 15 years	0 0.0%	1 1.7%	13 22.0%	32 54.2%	13 22.0%	59 100.0%
	Above 15 year	0 0.0%	0 0.0%	3 25.0%	8 66.7%	1 8.3%	12 100.0%
	Total	1 0.2%	4 0.9%	74 17.2%	223 51.9%	128 29.8%	430 100.0%

Fifth is Work experience, as previous table the working experience are have high relation with all of Overall 2 in Very satisfied as well. Which mean the highest number of people who have work experience 11-15 years 54.2% are very satisfied on duration of operation, follow by 5-10 years 52.2%, under 5 years 50.0% and so on.

Table 4.3.6: Table analysis of Crosstabs

Manager level * The policy of this company are effective and can used in real situation

		overall4					Total
		Not at all	Not very	Somewhat	Very	Extremely	
Manager level	top manager	0	0	0	2	0	2
		0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	middle manager	0	0	3	7	2	12
		0.0%	0.0%	25.0%	58.3%	16.7%	100.0%
	low manager	0	0	12	31	12	55
		0.0%	0.0%	21.8%	56.4%	21.8%	100.0%
	Staff/Worker	2	10	71	218	60	361
		0.6%	2.8%	19.7%	60.4%	16.6%	100.0%
Total		2	10	86	258	74	430
		0.5%	2.3%	20.0%	60.0%	17.2%	100.0%

Sixth table is table of manager level position, is shown the relation between manager level and Overall4, Which mean highly is level of Staff or worker is very satisfied on policy of this company which are effective and can used in real situation equal to 60.4%, follow by low manager equal to 56.4%, thus the total number is 60%.

Table 4.3.7: Table analysis of Crosstabs

Job Have Done * The policy of this company are effective and can used in real situation

	overall4					Total
	Not at all	Not very	Somewhat	Very	Extremely	
not at all	0 0.0%	1 2.0%	8 15.7%	35 68.6%	7 13.7%	51 100.0%
1 to 2 time	1 0.3%	7 2.4%	60 20.8%	169 58.5%	52 18.0%	289 100.0%
3 to 4 time	1 1.2%	2 2.4%	16 19.3%	49 59.0%	15 18.1%	83 100.0%
> 4 time	0 0.0%	0 0.0%	2 28.6%	5 71.4%	0 0.0%	7 100.0%
Total	2 0.5%	10 2.3%	86 20.0%	258 60.0%	74 17.2%	430 100.0%

Seventh table is table of experience from Job have done, shown the relation of Job have done and Overall4, Which highly level is very satisfied and most number is answer Not at all which mean people who have no experience trend to be satisfied with the policy of this company equal to 68.6%, follow by 1-2 time 58.5% and 3-4 time 59%

Table 4.3.8: Table analysis of Crosstabs

Sick Leave * Satisfied on duration of operation

	overall2					Total
	Not at all	Not very	Somewh at	Very	Extremel y	
not at all	1 1.0%	2 2.0%	18 17.6%	55 53.9%	26 25.5%	102 100.0%
1 to 2 day a year	0 0.0%	2 0.7%	52 17.6%	149 50.3%	93 31.4%	296 100.0%
3 to 4 day a year	0 0.0%	0 0.0%	3 10.7%	17 60.7%	8 28.6%	28 100.0%
> 12 day a year	0 0.0%	0 0.0%	1 25.0%	2 50.0%	1 25.0%	4 100.0%
Total	1 0.2%	4 0.9%	74 17.2%	223 51.9%	128 29.8%	430 100.0%

The last table is number of time to Sick leave or absence within years, shown the relation between Sick leave and Overall2 in very satisfied level, which refer to people who answer Not at all to sick leave or absence are satisfied and affecting with the duration to operate, highly is level equal to 53.9% and 1-2 time equal to 50.3%

Part 4. 4.4 The analysis of Factor analysis

Job satisfaction from 40 component (1) Have a chance to get promote, (2) Opportunity to move or transfer, (3) Gain training to advance in their future career, (4) Gain knowledge from working to develop their potential, (5) Earned trust to deal with clients without need of supervision, (6) Employee of the month recognition, (7) Credit earned from job achievements, (8) Earned trust and respect from colleague to show your opinion, (9) Work assigned are put on the right position of your capability, (10) Work assigned are supportive and challenging to help you improve your

creativity, (11) Job assigned are considered in your scope of work, (12) Work are clearly assigned in your focused criteria, (13) Your colleagues never take advantage of you, (14) Help is available from your co-worker when you have a problem, (15) You have a good relationship with your colleagues, (16) You able to work and communicating with colleagues in both of work and private story, (17) Wage commensurate with workload, (18) In your organize, system of pay is clear and fair, (19) satisfaction in wages equal to your job position, (20) satisfaction with wellbeing of you and your family, (21) Company have specialize for check the structure or safety of employees, (22)in your organization have good protection from illness and injury at work, (23)In your department, everyone can express and share their opinion, (24)in your organization have good welfare in case of illness or emergency accident, (25)You have opportunity to show your opinion in way of solve problem in your department, (26) CSR (Corporate Social Responsibility), (27) Have policy to checking system of administration and organize regularly, (28) Your organization have clearly defined the policy and you can follow it, (29)Working 5 days a week with weekend off, (30)effecting from Your colleagues leave to find a new job(31) Working as a group better than alone, (32)To have a best friend in work place increase your job satisfaction, (33) freedom of work place and time (anywhere anytime), (34) interior design of workplace to make office feels more like home, (35) you can manage working hours to fits with your private life, (36) meeting via video conferencing, (37) Job satisfaction in work place, (38) Overall satisfaction affecting duration of the operation, (39) The intention to move or transfer position within workplace, and (40) The policy of this company are affective and can used in real situation.

There are out of 40 questions, but we reduce it down to 10 factor because variance of first factor are too dominant from 23.59% step down to 7.75%, so, better rely on rotated, after we rotated the factor are better distribution of weight.

These factors can explain percentage of variance and the most important factors, which effect to Job satisfaction. first factor explain 9.16% of variance, second factor explain 7.38% of variance, third factor explain 7.07% of variance, forth factor explain 6.30% of variance, fifth factor explain 5.90% of variance, sixth factor explain

4.68% of variance, seventh factor explain 4.65% of variance, eighth factor explain 4.33% of variance, ninth factor explain 4.29% of variance and tenth factor explain 3.65% of variance. All together can be explaining into 57.36%.

Table 4.4.1: The analysis of Factor analysis

Rotated Component Matrix

	Component									
	1	2	3	4	5	6	7	8	9	10
Advance1	0.34	0.35	0.11	0.42	0.20	-0.17	0.13	0.21	0.01	0.06
Advance2	0.55	0.43	0.06	0.04	0.15	0.00	0.04	-0.02	0.01	0.10
Advance3	0.06	0.15	0.03	0.08	0.01	-0.02	0.13	0.21	0.65	0.16
Advance4	0.02	0.14	0.04	-0.04	0.08	0.09	0.02	0.01	0.83	-0.06
Recog1	-0.11	0.34	0.03	0.30	0.25	-0.03	0.16	0.12	0.27	0.20
Recog2	0.12	0.74	0.03	0.07	0.12	0.03	0.13	-0.08	0.09	0.05
Recog3	0.10	0.67	0.20	0.19	-0.02	-0.02	0.04	0.20	-0.01	0.01
Recog4	0.01	0.58	0.08	0.04	0.06	0.12	0.13	0.20	0.26	-0.03
WorkItself1	0.16	0.18	0.13	0.18	0.10	0.02	0.09	0.71	0.12	0.10
WorkItself2	0.18	0.21	0.18	0.09	0.10	0.21	0.00	0.67	0.16	0.08
WorkItself3	0.11	0.52	0.13	0.15	0.23	0.24	-0.03	0.15	0.13	0.01
WorkItself4	0.09	0.37	-0.02	0.00	0.42	0.35	0.13	0.23	-0.05	-0.18
Relationship1	0.30	0.21	0.24	0.18	0.67	-0.03	0.07	-0.04	-0.07	-0.02
Relationship2	0.08	0.14	0.25	0.05	0.62	0.04	0.10	0.07	0.22	0.22
Relationship3	-0.18	0.00	0.16	0.06	0.39	0.28	-0.01	0.16	0.29	0.28
Relationship4	-0.22	-0.04	-0.10	-0.10	0.44	0.41	0.20	0.26	0.11	0.17
Pay1	0.39	0.20	0.08	0.41	0.48	-0.04	0.11	0.12	-0.01	0.03
Pay2	0.43	0.32	0.20	0.15	0.39	-0.02	-0.03	0.09	0.10	0.10
Pay3	0.35	0.24	0.31	0.04	0.33	0.08	0.08	0.12	-0.01	0.28
Pay4	0.25	0.19	0.41	-0.12	0.12	0.34	0.06	-0.07	0.19	-0.03
Security1	0.28	0.11	0.61	0.27	0.04	-0.14	0.09	0.21	0.05	0.04
Security2	0.11	0.12	0.74	0.13	0.07	-0.04	0.07	0.21	0.04	0.09

(Continued)

Table 4.4.1(Continued): The analysis of Factor analysis

Security3	0.10	0.15	0.64	0.01	0.18	0.09	0.19	0.11	-0.06	0.17
Security4	0.14	-0.02	0.61	0.15	0.11	0.15	0.15	-0.09	0.05	-0.14
Policy1	0.31	0.03	0.21	0.42	0.15	-0.09	0.48	0.10	-0.02	-0.13
Policy2	0.26	0.17	0.33	0.20	0.13	0.07	0.41	-0.03	0.02	0.26
Policy3	0.13	0.18	0.22	0.02	0.04	0.10	0.56	0.20	0.11	0.23
Policy4	0.04	0.13	0.20	-0.02	0.07	0.15	0.77	-0.02	0.08	-0.07
NewGen1	0.03	0.16	0.06	0.67	0.03	0.01	0.11	0.17	0.06	0.06
NewGen2	0.44	0.16	-0.04	0.20	-0.21	0.01	0.22	-0.13	-0.20	0.42
NewGen3	-0.03	-0.05	0.05	0.02	0.20	0.14	0.02	0.18	0.10	0.71
NewGen4	-0.16	-0.12	-0.18	0.12	0.25	0.36	0.36	-0.06	0.31	0.02
WorkLife1	0.23	0.18	0.17	0.67	0.07	0.27	-0.12	-0.04	-0.02	0.00
WorkLife2	0.17	0.20	0.24	0.45	0.07	0.29	-0.06	-0.21	0.12	0.37
WorkLife3	0.00	0.03	0.17	0.22	-0.03	0.68	0.04	0.06	0.01	0.04
WorkLife4	0.18	0.20	-0.05	-0.13	0.05	0.55	0.18	0.08	0.04	0.20
overall1	0.57	-0.15	0.24	0.47	0.13	-0.12	0.13	0.16	-0.05	-0.08
overall2	0.71	-0.10	0.13	0.34	0.09	0.05	0.04	0.18	-0.03	-0.02
overall3	0.70	0.10	0.17	0.00	0.02	0.00	0.03	0.05	0.02	0.05
overall4	0.70	0.10	0.13	0.03	0.03	0.17	0.07	0.07	0.07	-0.07

In detail, the first factor capture (1) Have a chance to get promote 0.55, (18) In your organize, system of pay is clear and fair 0.43, (19) satisfaction in wages equal to your job position 0.35 and (30) effecting from Your colleagues leave to find a new job 0.44 affecting to the most high level of satisfied, which we can call this group of people is **“career path and financial return of next generation”**.

Second factor capture (5) Earned trust to deal with clients without need of supervision 0.34 (6) Employee of the month recognition 0.74 (7) Credit earned from job achievements 0.67 (8) Earned trust and respect from colleague to show your opinion and 0.58 (34) interior design of workplace to make office feels more like

home 0.52 affecting to high level of satisfied, and can call this group is **“recognition and appropriate of work”**.

Third factor, capture (20) satisfaction with wellbeing of you and your family 0.41, (21) Company have specialize for check the structure or safety of employees 0.61, (22) in your organization have good protection from illness and injury at work 0.74, (23) In your department, everyone can express and share their opinion 0.64, (24) in your organization have good welfare in case of illness or emergency accident 0.61, affecting to high level of satisfied, and can call this group is **“Job security of work”**

Fourth factor capture (1) Have a chance to get promote 0.42, (29) Working 5 days a week with weekend off 0.67, (33) freedom of work place and time (anywhere anytime) 0.67, (34) interior design of workplace to make office feels more like home 0.45, and can call this group is **“New Generation interested integrates & Advance”**

Fifth factor capture on, (12) Work are clearly assigned in your focused criteria 0.42, (13) Your colleagues never take advantage of you 0.67, (14) Help is available from your co-worker when you have a problem 0.62, (15) You have a good relationship with your colleagues 0.39, (16) You able to work and communicating with colleagues in both of work and private story 0.44, (17) Wage commensurate with workload 0.48, and can call this group is **“Work condition & Work environment”**

Sixth factor capture on, (32) to have a best friend in work place increase your job satisfaction 0.36, (35) you can manage working hours to fits with your private life 0.68 and (36) meeting via video conferencing 0.55, and can call this group is **“Work-life balance”**

Seventh factor capture on, (25) you have opportunity to show your opinion in way of solve problem in your department is equal to 0.48, (26) CSR (Corporate Social Responsibility) equal to 0.41, (27) Have policy to checking system of administration and organize regularly equal to 0.56 and (28) Your organization have clearly defined

the policy and you can follow it equal to 0.77, and can call this group is **“Corporate policy”**

Eighth factor capture on, (9) Work assigned are put on the right position of your capability equal to 0.71, (10) Work assigned are supportive and challenging to help you improve your creativity equal to 0.67, and can call this group is **“Work Characteristic”**

Ninth factor capture on, (3) Gain training to advance in their future career equal to 0.65, (4) Gain knowledge from working to develop their potential equal to 0.83, and can call this group is **“Career Advancement”**

Tenth factor capture on, (31) Working as a group better than alone equal to 0.71, and we can call this group name **“New Generation”**

Part4. 4.5 The Analytical Results of Logistics Regression

Hypothesis Testing, we gathering the data and analysis the data from our sampling are 430 persons, after that conclude the result as below.

Table 4.5.1: The analysis of Factor analysis

Coefficients					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Advance1	0.20	0.06	0.17	3.38	0.00
Advance2	-0.02	0.05	-0.02	-0.40	0.69
Advance3	0.01	0.04	0.01	0.15	0.88
Advance4	-0.07	0.04	-0.07	-1.57	0.12

(Continued)

Table 4.5.1(Continued): The analysis of Factor analysis

Recog1	-0.02	0.05	-0.02	-0.38	0.70
Recog2	-0.09	0.04	-0.10	-2.21	0.03
Recog3	-0.01	0.05	-0.01	-0.19	0.85
Recog4	-0.03	0.05	-0.03	-0.71	0.48
WorkItself1	0.08	0.05	0.08	1.64	0.10
WorkItself2	0.01	0.05	0.01	0.13	0.89
WorkItself3	-0.06	0.04	-0.06	-1.39	0.16
WorkItself4	-0.03	0.04	-0.03	-0.80	0.42
Pay1	0.15	0.05	0.14	2.76	0.01
Pay2	0.08	0.05	0.08	1.66	0.10
Pay3	0.00	0.04	0.00	0.00	1.00
Pay4	0.08	0.04	0.09	2.15	0.03
Security1	-0.13	0.06	-0.13	2.35	0.02
Security2	-0.03	0.05	-0.03	-0.63	0.53
Security3	0.00	0.04	0.00	0.02	0.98
Security4	0.08	0.04	0.10	2.26	0.02
Policy1	0.35	0.05	0.29	6.36	0.00
Policy2	0.11	0.05	0.10	2.11	0.04
Policy3	0.00	0.04	0.00	0.07	0.95
Policy4	-0.09	0.04	-0.09	-2.05	0.04
NewGen1	0.21	0.06	0.17	3.63	0.00
NewGen2	0.16	0.04	0.16	3.48	0.00
NewGen3	0.04	0.04	0.04	0.94	0.35
NewGen4	-0.11	0.04	-0.12	-2.58	0.01
WorkLife1	0.27	0.06	0.25	4.70	0.00
WorkLife2	0.03	0.05	0.03	0.56	0.58
WorkLife3	0.03	0.04	0.03	0.64	0.52
WorkLife4	-0.06	0.03	-0.09	-1.99	0.05

Part3. The Analytical Results of Logistics Regression

To testing hypothesis, the researcher uses multiple regressions of all independent variables associated with all hypothesis and overall1 (Job satisfaction in work place) as dependent variable

From the result of linear regression analysis, their exit the following significant variable including Advancement (p-value = 0.00), Recognition (p-value = 0.03), Rate of Pay (p-value = 0.01), Job Security (p-value = 0.02), Policy (p-value = 0.04), New generation (p-value = 0.00) and last is Work-life integrate (p-value = 0.05) there for, we **reject** the following null hypotheses,

Table 4.5.2: The analysis of Factor analysis

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Advance1	0.20	0.06	0.17	3.38	0.00
Advance2	-0.02	0.05	-0.02	-0.40	0.69
Advance3	0.01	0.04	0.01	0.15	0.88
Advance4	-0.07	0.04	-0.07	-1.57	0.12

1. Hypothesis: Advancement has significant factor influence on job satisfaction

- H1o Advancement has non-significant factor influence on job satisfaction
- **H1a Advancement has significant factor influence on job satisfaction**

The result from analyze Advancement is significant at level 0.00

H1o : β advance1, advance2, advance3, advance4 = 0

H1a : At least one of β advance1, advance2, advance3, advance4 \neq 0

Table 4.5.3: The analysis of Factor analysis

Mo del	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Recog1	-0.02	0.05	-0.02	-0.38	0.70
Recog2	-0.09	0.04	-0.10	-2.21	0.03
Recog3	-0.01	0.05	-0.01	-0.19	0.85
Recog4	-0.03	0.05	-0.03	-0.71	0.48

2. Hypothesis: Recognition has significant on job satisfaction

- H2o Recognition has non-significant on job satisfaction
- **H2a Recognition has significant on job satisfaction**

The result from analyze Advancement is significant at level 0.03

H2o : $\beta \text{ recog1, recog2, recog3, recog4} = 0$

H2a : At least one of $\beta \text{ recog1, recog2, recog3, recog4} \neq 0$

Table 4.5.4: The analysis of Factor analysis

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Pay1	0.15	0.05	0.14	2.76	0.01
Pay2	0.08	0.05	0.08	1.66	0.10
Pay3	0.00	0.04	0.00	0.00	1.00
Pay4	0.08	0.04	0.09	2.15	0.03

3. Hypothesis: Rate of pay has significant on job satisfaction

- H3o Rate of pay has non-significant on job satisfaction
- **H3a Rate of pay has significant on job satisfaction**

The result from analyze Advancement is significant at level 0.01

H3o : $\beta \text{ ratepay1, ratepay2, ratepay3, ratepay4} = 0$

H3a : At least one of $\beta \text{ ratepay1, ratepay2, ratepay3, ratepay4} \neq 0$

Table 4.5.5: The analysis of Factor analysis

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Security1	0.13	0.06	0.13	2.35	0.02
Security2	-0.03	0.05	-0.03	-0.63	0.53
Security3	0.00	0.04	0.00	0.02	0.98
Security4	0.08	0.04	0.10	2.26	0.02

4. Hypothesis: Job Security has significant on job satisfaction

- H4o Job Security has non-significant on job satisfaction
- **H4a Job Security has significant on job satisfaction**

The result from analyze Advancement is significant at level 0.02

H4o : β ratepay1, ratepay2, ratepay3, ratepay4 = 0

H4a : At least one of β ratepay1, ratepay2, ratepay3, ratepay4 \neq 0

Table 4.5.6: The analysis of Factor analysis

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Policy1	0.35	0.05	0.29	6.36	0.00
Policy2	0.11	0.05	0.10	2.11	0.04
Policy3	0.00	0.04	0.00	0.07	0.95
Policy4	-0.09	0.04	-0.09	-2.05	0.04

5. Hypothesis: Company Policy has significant on job satisfaction

- H5o Company Policy has non-significant on job satisfaction
- **H5a Company Policy has significant on job satisfaction**

The result from analyze Advancement is significant at level 0.04

H5o : β Policy 1, Policy 2, Policy 3, Policy 4 = 0

H5a : At least one of β Policy 1, Policy 2, Policy 3, Policy 4 \neq 0

Table 4.5.7: The analysis of Factor analysis

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
NewGen1	0.21	0.06	0.17	3.63	0.00
NewGen2	0.16	0.04	0.16	3.48	0.00
NewGen3	0.04	0.04	0.04	0.94	0.35
NewGen4	-0.11	0.04	-0.12	-2.58	0.01

6. Hypothesis: New Generation has significant on job satisfaction

- H6o New Generation has non-significant on job satisfaction
- **H6a New Generation has significant on job satisfaction**

The result from analyze Advancement is significant at level 0.00

H6o : β newgen1, newgen 2, newgen 3, newgen 4 = 0

H6a : At least one of β newgen1, newgen 2, newgen 3, newgen 4 \neq 0

Table 4.5.8: The analysis of Factor analysis

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
WorkLife1	0.27	0.06	0.25	4.70	0.00
WorkLife2	0.03	0.05	0.03	0.56	0.58
WorkLife3	0.03	0.04	0.03	0.64	0.52
WoekLife4	-0.06	0.03	-0.09	-1.99	0.05

7. Hypothesis: Work-Life integrates has significant on job satisfaction

- H7o Work-Life integrate has non-significant on job satisfaction
- **H7a Work-Life integrate has significant on job satisfaction**

The result from analyze Advancement is significant at level 0.05

H7o : β worklife1, worklife2, worklife3, worklife4 = 0

H7a : At least one of β worklife1, worklife2, worklife3, worklife4 \neq 0

The rest we **cannot reject** null hypothesis as follow including Work itself (p-value = 0.89), Relationship with other (p-value = 0.43)

8. Hypothesis: Work itself has significant on job satisfaction

- H1o Work itself has non-significant on job satisfaction
- H1a Work itself has significant on job satisfaction

The result from analyze Advancement is no significant at level 0.89

9. Hypothesis: Relationship has significant on job satisfaction

- H2o Relationship with other has non-significant on job satisfaction
- H2a Relationship with other has significant on job satisfaction

The result from analyze Advancement is no significant at level 0.43

CHAPTER 5

DISCUSSION AND CONCLUSION

From the study research of “Study of key driving factor affecting Job Satisfaction in Standard Can Co, Ltd. (Thailand)” Which the objective is 1.To studies the level of Job satisfaction in Standard Can Co, Ltd. (Thailand) 2.To compare job satisfaction in Standard Can Co, Ltd. (Thailand), which classify follow by demographic Factors, Motivation factor and personal factor 3.To apply the result from this research to improve and prevent Human resource of Standard Can Co, Ltd. (Thailand) and last 4.To study of new generations, new attitude toward job mobility. This research is survey research and use sample amount 430 persons by use random sampling, the research tool that we used is Questionnaire by divide into 4part which is Part1.) Demographic data, Part2.) The measurement of job satisfaction from Motivation and Hygiene factor, Part3.) The measurement of job satisfaction from Personal factors, Part4.) Overall of job satisfaction. The researcher was collect the data by their own and analyze by using SPSS computer program, which the statistic that the researcher used is Descriptive statistics (Frequency, Crosstabs), Pearson correlation coefficient (Regression analysis) and last is Factor analysis which level of significant at 0.05

The analysis of hypothesis testing result is following as below.

1. Hypothesis: Advancement has significant factor influence on job satisfaction

- H1o Advancement has non-significant factor influence on job satisfaction
- H1a Advancement has significant factor influence on job satisfaction

The result from analyze Advancement is significant at level 0.00

2. Hypothesis: Recognition has significant on job satisfaction

- H2o Recognition has non-significant on job satisfaction
- H2a Recognition has significant on job satisfaction

The result from analyze Recognition is significant at level 0.03

3. Hypothesis: Rate of pay has significant on job satisfaction

- H3o Rate of pay has non-significant on job satisfaction
- H3a Rate of pay has significant on job satisfaction

The result from analyze Rate of pay is significant at level 0.01

4. Hypothesis: Job Security has significant on job satisfaction

- H4o Job Security has non-significant on job satisfaction
- H4a Job Security has significant on job satisfaction

The result from analyze Job Security is significant at level 0.02

5. Hypothesis: Company Policy has significant on job satisfaction

- H5o Company Policy has non-significant on job satisfaction
- H5a Company Policy has significant on job satisfaction

The result from analyze Company Policy is significant at level 0.04

6. Hypothesis: New Generation has significant on job satisfaction

- H6o New Generation has non-significant on job satisfaction
- H6a New Generation has significant on job satisfaction

The result from analyze New Generation is significant at level 0.00

7. Hypothesis: Work-Life integrates has significant on job satisfaction

- H7o Work-Life integrate has non-significant on job satisfaction
- H7a Work-Life integrate has significant on job satisfaction

The result from analyze Work-Life integrates is significant at level 0.05

5.1 Conclusion

From the study research of “Study of key driving factor affecting Job Satisfaction in Standard Can Co, Ltd. (Thailand)” can conclude as follow.

Demographic factor, data of employees in Standard Can Co, Ltd. (Thailand), found that majority of people is male which more than female by percentage equal to

54.2%, seeing that Age between 25-35 years is the highly level by percentage equal to 42.3%, the status of this group highly in status of Singer by percentage 64.9%, for their monthly income highly in rate of 15000-30000 bath equal to 63%, which have the highly number of education level is Under bachelor degree equal by 72.8%, by Work experience mostly are Under 5 years by percentage equal to 46.5%, mostly of Manager level position is Staff or Worker which equal to 84% of sample, The number of job have done mostly is 1-2 time or 67.2%, which number of have job resigning also 1-2 time or 68.4%, and the last rate of Sick leave or absence mostly is 1-2 day a years which equal to 68.8%

Motivation factor and Hygiene factor, which effecting on Job satisfaction in Standard Can Co, Ltd. (Thailand), the factor that we used is Advancement, Recognition, work-itself, Relationship with others, Rate of pay, Job security, Company policy, New generation, Work-life integrate and Overall about Job satisfaction. The author found that they have the Motivation factor and Hygiene factor are affecting Job satisfaction of Standard Can Co, Ltd. In level significant at 0.05

To show the correlation of factor on Job satisfaction, the factor of Advancement, found that Job satisfaction on Advancement are relate with Job satisfaction in workplace at middle level, and they are significant at level of .435, the factor on Rate of Pay, found that Job satisfaction on Rate of pay are relate with Job satisfaction in workplace at middle level, and they are significant at level of .445, which factor of Job security are relate with Job satisfaction in workplace at middle level at .433, and last is the factor of Company Policy, which also show the relation with Job satisfaction of their work place as well, which are significant in high level at .517.

To show the analysis of Cross tabulation, Mostly of highly rate of Job satisfaction is Very satisfied and Extremely Satisfied on 1.Job satisfaction in work place, 2.Job satisfaction affected duration of operation, 3.Intention to transfer or move position and the last 4.company policy which can use in real situation.

Relation between Gender and Company policy which can use in real situation, found that, female are the Gender that interesting and have highly job satiation level

on Company policy than male equal to 62.9%, Age and Job satisfaction affected duration of operation, found that show that people who Age between 25-35 years are affecting to duration to operate for this company equal to 58.8%, Status and effectiveness from company policy which can use in real situation, which mean married status care and think of the company policy in high level 62.2%, Income and the Job satisfaction affected duration of operation, which people who got income 15000-30000 bath are affecting the duration in operation equal by 56.7%, Work experience is related with People who work 11-15 years trend to affected Job satisfaction on duration of operation, the highly level is 54.2%, Manager Level and company policy, highly is level of Staff or worker equal to 60.4%, factor of Job have done and company policy, show employee who have no experience have done job before have highly level on Company policy 68.6%, the last factor Sick leave or Absence rate and Job satisfaction on duration in cooperation, who answer not at all is highly level relation equal to 53.9%.

From the Rotated component table the analysis of Factor analysis, the author be able to separated in to 10 group,

First factor **career path and financial return of next generation**, including (1) Have a chance to get promote 0.55, (18) In your organize, system of pay is clear and fair 0.43, (19) satisfaction in wages equal to your job position 0.35 and (30) effecting from Your collegues leave to find a new job 0.44

Second factor **recognition and appropriate of work**, including (5) Earned trust to deal with clients without need of supervision 0.34, (6) Employee of the month recognition 0.74, (7) Credit earned from job achievements 0.67, (8) Earned trust and respect from colleague to show your opinion and 0.58, (34) interior design of workplace to make office feels more like home 0.52.

Third factor **Job security of work**, including (20) satisfaction with wellbeing of you and your family 0.41, (21) Company have specialize for check the structure or safety of employees 0.61, (22) in your organization have good protection from illness

and injury at work 0.74, (23) In your department, everyone can express and share their opinion 0.64, (24) in your organization have good welfare in case of illness or emergency accident 0.61

Fourth factor **New Generation interested integrates and Advancement**

(1) Have a chance to get promote 0.42, (29) Working 5 days a week with weekend off 0.67, (33) freedom of work place and time (anywhere anytime) 0.67, (34) interior design of workplace to make office feels more like home 0.45

Fifth factor **Work condition & Work environment**, including (12) Work are clearly assigned in your focused criteria 0.42, (13) Your colleagues never take advantage of you 0.67, (14) Help is available from your co-worker when you have a problem 0.62, (15) You have a good relationship with your colleagues 0.39, (16) You able to work and communication with colleagues in both of work and private story 0.44, (17) Wage commensurate with workload 0.48

Sixth factor **Work-life balance**, including (32) to have a best friend in work place increase your job satisfaction 0.36, (35) you can manage working hours to fits with your private life 0.68 and (36) meeting via video conferencing 0.55

Seventh factor **Corporate policy**, including (25) you have opportunity to show your opinion in way of solve problem in your department is equal to 0.48, (26) CSR (Corporate Social Responsibility) equal to 0.41, (27) Have policy to checking system of administration and organize regularly equal to 0.56 and (28) Your organization have clearly defined the policy and you can follow it equal to 0.77

Eighth factor **Work Characteristic**, including (9) Work assigned are put on the right position of your capability equal to 0.71, (10) Work assigned are supportive and challenging to help you improve your creativity equal to 0.67

Ninth factor **Career Advancement**, including (3) Gain trining to advance in their future career equal to 0.65, (4) Gain knowledge from working to develop their potential equal to 0.83

Tenth factor **New Generation**, including (31) Working as a group better than alone equal to 0.71

5.2 Discussion

From Study, the researcher found that, Advancement factor, are affecting with Job satisfaction, found that, there are sig at level $0.00 < 0.05$ which are significant

Recognition factor, are also affecting with Job satisfaction and there are sig at level 0.03 because there are $0.03 < 0.05$

Work itself factors, are not affecting Job satisfaction at level 0.89 which $0.89 > 0.05$ which mean no significant, but anyway this of information are related with our literature review of (Lelapongwattana, 2011) who study topic about Persuasive and Supportive Factor and Their Influence on the Involvement and Loyalty Level of the office Operational Level Employee of the Jebsen and Jessen (Thailand) Com., Ltd. There are **not significant at 0.053**

Relationship factor, are not affecting with Job satisfaction, found that, there are no sig at level 0.43 which mean $0.43 > 0.05$, anyway this of information are related with our literature review of (Homrarueng, Auttjima, 2009) There are non-significant at 0.178, but in the other hand there are be opposite with (Lelapongwattana, 2011) cause there are significant at level of 0.016. The reason why our research are not same with (Lelapongwattana, 2011) may be because of group of people who are in Standard Can mostly is Staff and Worker and there are work within the industrial factory so, it possible that the relationship of each level have gap distance between worker and executive.

Rate of pay factor, are affecting with Job satisfaction, found that, there are sig at level 0.01 which mean $0.01 < 0.05$ so, there are significant

Job Security factor, are affecting with Job satisfaction, found that, there are sig at level 0.02 which mean $0.02 < 0.05$ so, there are significant

Company Policy factor, are affecting with Job satisfaction, found that, there are sig at level 0.04 but there opposite with the result from (Lelapongwattana, 2011) there are found that factor of Company Policy are non-significant at level 0.177. The reason why there are difference because of it possible that the Standard Can's Company policy support and care more about Company policy that have to be use in real situation, and also affecting with Job security as well which are difference from (Lelapongwattana, 2011) sample.

New Generation factor, are affecting with Job satisfaction, found that, there are sig at level 0.00 which mean $0.00 < 0.05$ so, there are significant

Work-life integrate factor, are affecting with Job satisfaction, found that, there are sig at level 0.05 which mean $0.05 < 0.05$ so, there are significant

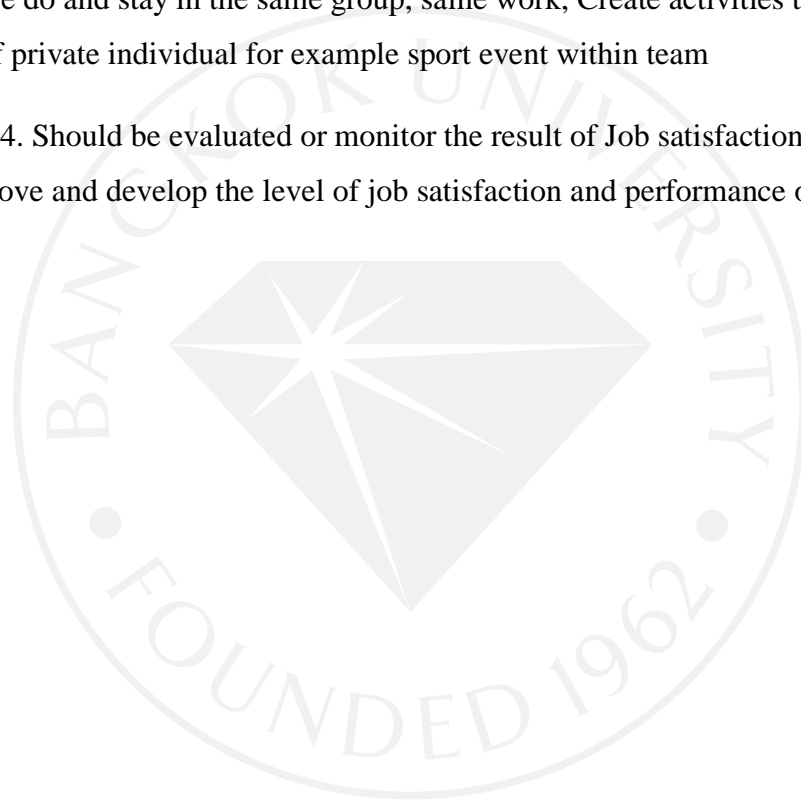
5.3 Managerial Implication

From study of “key driving factor affecting Job Satisfaction in Standard Can Co, Ltd. (Thailand)” This Study make management are better understand the key driver of their staff job satisfaction, in the more structural approach based on our through statistical analysis, to better understand the underlining on job satisfaction world allow firm to be able to motivate their employees to the limit of their potential which intern increase work productivity, minimize the turn over and improve the employee morality all of wish are the back bone of strategic human capital management in today world.

Moreover, another key contribution of this paper is to including New Generation and work-life integrate it a new variable in the study, which have never been done before and the result show very promising outcome which could be further study in more detail

5.4 Recommendation for Future Research

1. Choose to add more the data collection such as interview after resigning, to analyze the result and used to improve for reduce the number of resigning rate.
2. Add more number of sample is not appropriate classification for example group of people in level of Top management are too less.
3. Should be support more on relationship between Co-worker for example there are do and stay in the same group, same work, Create activities to break the habit of private individual for example sport event within team
4. Should be evaluated or monitor the result of Job satisfaction in every years, to improve and develop the level of job satisfaction and performance of employees.



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Appendix A: Content Validity

Name of expert to recheck design and content of tool that the researcher use in this study (check learning objective)

1. Mr. Pitipong Rongyotin
 - a. Ass. Project manage
 - b. STANDARDCAN CO. LTD. THAILAND
2. Miss Jongdee Siriwatchira
 - a. Managing director
 - b. SIAMPRODUCT AIRCONDITION.CO.LTD
3. Mrs. Pattra Awijoyotin
 - a. General manager
 - b. SIAMPRODUCT AIRCONDITION.CO.LTD
4. Mr. Prariwut Vachirakom
 - a. Managing director
 - b. CIVIC CHEMICAL LTD., PART
5. Mr. Vichate punmanee
 - a. Manufacturing manager
 - b. SIAM KRAFT PAPER INDUSTRY CO. LTD

For Index of Item Objective Congruence (IOC) is the formula to looking for the content validity by measure consistency between the objective and question, which can be calculated from the formula as below.

$$IOC = \frac{\sum R}{N}$$

Where: IOC = Consistency between the objective and content or questions and objective.

$\sum R$ = Total assessment points given from all qualified experts.

N = Number of qualified experts.

There are 3 levels of assessment point as follow:

- +1 means the question is certainly consistent with the objective of the questionnaire.
- 0 means the question is unsure to be consistent with the objective of the questionnaire.
- -1 means the question is inconsistent with the objective of the questionnaire.

The consistency index value must have the value of 0.5 or above to be accepted.

Index of Item - Objective Congruence (IOC) from three experts result are as followed;

NO.	Expert1	Expert2	Expert3	Expert4	Expert5	Total Scores $\sum R$	IOC $\frac{\sum R}{N}$	Data Analysis
	1 0 -1	1 0 -1	1 0 -1	1 0 -1	1 0 -1			
1	1	1	1	1	1	5	1	Acceptable
2	1	1	1	1	1	5	1	Acceptable
3	1	1	1	1	1	5	1	Acceptable
4	1	1	1	1	1	5	1	Acceptable
5	0	1	1	1	1	4	0.8	Acceptable
6	1	1	1	1	1	5	1	Acceptable
7	1	1	1	1	1	5	1	Acceptable
8	1	1	1	1	1	5	1	Acceptable
9	1	1	1	1	1	5	1	Acceptable
10	1	1	1	1	1	5	1	Acceptable
11	1	1	1	1	1	5	1	Acceptable
12	1	1	1	1	1	5	1	Acceptable
13	1	1	1	1	1	5	1	Acceptable
14	1	1	0	1	1	4	0.8	Acceptable
15	1	1	1	1	1	5	1	Acceptable
16	1	1	1	1	1	5	1	Acceptable

17	1	1	1	1	1	5	1	Acceptable
18	0	1	1	1	1	4	0.8	Acceptable
19	1	1	1	0	1	4	0.8	Acceptable
20	1	1	1	1	1	5	1	Acceptable
21	1	1	1	1	1	5	1	Acceptable
22	1	1	1	1	1	5	1	Acceptable
23	1	1	1	1	1	5	1	Acceptable
24	1	1	1	1	1	5	1	Acceptable
25	1	1	1	1	1	5	1	Acceptable
26	1	1	1	1	1	5	1	Acceptable
27	1	1	1	1	1	5	1	Acceptable
28	1	1	1	1	1	5	1	Acceptable
29	1	1	1	1	1	5	1	Acceptable
30	1	1	1	1	1	5	1	Acceptable
31	1	1	1	1	1	5	1	Acceptable
32	1	1	1	1	1	5	1	Acceptable
33	0	1	1	1	1	4	0.8	Acceptable
34	1	1	1	1	1	5	1	Acceptable
35	0	1	1	1	1	4	0.8	Acceptable
36	1	1	1	1	1	5	1	Acceptable
37	1	1	1	1	1	5	1	Acceptable
38	1	1	1	1	1	5	1	Acceptable
39	1	1	1	1	1	5	1	Acceptable
40	1	1	1	1	1	5	1	Acceptable
41	1	1	1	1	1	5	1	Acceptable
42	1	1	1	1	1	5	1	Acceptable
43	0	1	1	1	1	4	0.8	Acceptable
44	1	1	1	1	1	5	1	Acceptable
45	1	1	1	1	1	5	1	Acceptable

46	0	1	1	1	0	3	0.6	Acceptable
47	1	1	1	1	1	5	1	Acceptable
48	1	1	1	1	1	5	1	Acceptable
49	1	1	1	1	1	5	1	Acceptable
50	1	1	1	1	1	5	1	Acceptable

$$IOC = \frac{\sum R}{N}$$

Where: IOC = Consistency between the objective and content or questions and objective.

$\sum R$ = Total assessment points given from all qualified experts.

N = Number of qualified experts.

Therefore,

$$IOC = \frac{48}{50}$$

$$= 0.96$$

The assessment result of questions on this questionnaire has value index of item objective congruence (IOC) equal to 0.96 with one question that has IOC index less than 0.5.

Appendix B: The results of Reliability testing with 25 try-out questionnaires.

Reliability testing (All Parts)

Scale: ALL VARIABLES

In order to get the reliability test by using Cronbach Alphas has a significance of over 0.7, thereby suggesting the data is reliable. The SPSS data is presented below:

Case Processing Summary

	N	%
Valid	25	25
Cases Excluded	0	0
Total	25	25

Reliability Statistics

Cronbach's Alpha	N of Items
.941	46

Reliability using Cronbach Alphas has a significance of over 0.7 with 430 persons, thereby suggesting the data is reliable. The SPSS data is presented below:

Case Processing Summary

	N	%
Valid	427	99.3
Cases Excluded ^a	3	.7
Total	430	100.0

Reliability Statistics

Cronbach's Alpha	N of Items
.888	50

Appendix C: Analysis of Correlation

Correlation		overall1	overall2	overall3	overall4
Advance1	Pearson Correlation	.435**	.380**	.304**	.283**
	Sig. (2-tailed)	0.00	0.00	0.00	0.00
	N	430.00	430.00	430.00	430.00
Advance2	Pearson Correlation	.243**	.362**	.395**	.341**
	Sig. (2-tailed)	0.00	0.00	0.00	0.00
	N	430.00	430.00	430.00	430.00
Advance3	Pearson Correlation	0.06	0.09	0.05	0.07
	Sig. (2-tailed)	0.20	0.08	0.27	0.16
	N	430.00	430.00	430.00	430.00
Advance4	Pearson Correlation	-0.05	-0.04	-0.01	0.07
	Sig. (2-tailed)	0.29	0.41	0.84	0.18
	N	430.00	430.00	430.00	430.00
Recog1	Pearson Correlation	.119*	0.07	0.08	.102*
	Sig. (2-tailed)	0.01	0.13	0.08	0.03
	N	430.00	430.00	430.00	430.00
Recog2	Pearson Correlation	0.07	.115*	.169**	.180**
	Sig. (2-tailed)	0.16	0.02	0.00	0.00
	N	430.00	430.00	430.00	430.00
Recog3	Pearson Correlation	.185**	.188**	.237**	.230**
	Sig. (2-tailed)	0.00	0.00	0.00	0.00
	N	430.00	430.00	430.00	430.00
Recog4	Pearson Correlation	0.05	0.07	.139**	.170**
	Sig. (2-tailed)	0.29	0.15	0.00	0.00
	N	430.00	430.00	430.00	430.00
WorkItself1	Pearson Correlation	.261**	.275**	.220**	.196**
	Sig. (2-tailed)	0.00	0.00	0.00	0.00
	N	430.00	430.00	430.00	430.00

WorkItself2	Pearson Correlation	.187**	.264**	.198**	.212**
	Sig. (2-tailed)	0.00	0.00	0.00	0.00
	N	430.00	430.00	430.00	430.00
WorkItself3	Pearson Correlation	.132**	.163**	.144**	.222**
	Sig. (2-tailed)	0.01	0.00	0.00	0.00
	N	430.00	430.00	430.00	430.00
WorkItself4	Pearson Correlation	0.09	.121*	0.07	.194**
	Sig. (2-tailed)	0.07	0.01	0.13	0.00
	N	430.00	430.00	430.00	430.00
Relationship1	Pearson Correlation	.360**	.332**	.279**	.276**
	Sig. (2-tailed)	0.00	0.00	0.00	0.00
	N	430.00	430.00	430.00	430.00
Relationship2	Pearson Correlation	.149**	.169**	.185**	.202**
	Sig. (2-tailed)	0.00	0.00	0.00	0.00
	N	430.00	430.00	430.00	430.00
Relationship3	Pearson Correlation	0.00	0.02	-0.02	-0.02
	Sig. (2-tailed)	0.96	0.63	0.68	0.70
	N	430.00	430.00	430.00	430.00
Relationship4	Pearson Correlation	-.102*	-0.09	-0.08	-0.04
	Sig. (2-tailed)	0.03	0.08	0.08	0.38
	N	430.00	430.00	430.00	430.00
Pay1	Pearson Correlation	.445**	.427**	.268**	.312**
	Sig. (2-tailed)	0.00	0.00	0.00	0.00
	N	430.00	430.00	430.00	430.00
Pay2	Pearson Correlation	.349**	.339**	.302**	.327**
	Sig. (2-tailed)	0.00	0.00	0.00	0.00
	N	430.00	430.00	430.00	430.00
Pay3	Pearson Correlation	.288**	.315**	.277**	.263**
	Sig. (2-tailed)	0.00	0.00	0.00	0.00

	N	430.00	430.00	430.00	430.00
Pay4	Pearson Correlation	.209**	.177**	.203**	.212**
	Sig. (2-tailed)	0.00	0.00	0.00	0.00
	N	430.00	430.00	430.00	430.00
Security1	Pearson Correlation	.433**	.372**	.289**	.308**
	Sig. (2-tailed)	0.00	0.00	0.00	0.00
	N	430.00	430.00	430.00	430.00
Security2	Pearson Correlation	.299**	.222**	.216**	.250**
	Sig. (2-tailed)	0.00	0.00	0.00	0.00
	N	430.00	430.00	430.00	430.00
Security3	Pearson Correlation	.236**	.222**	.263**	.214**
	Sig. (2-tailed)	0.00	0.00	0.00	0.00
	N	430.00	430.00	430.00	430.00
Security4	Pearson Correlation	.292**	.260**	.224**	.207**
	Sig. (2-tailed)	0.00	0.00	0.00	0.00
	N	430.00	430.00	430.00	430.00
Policy1	Pearson Correlation	.517**	.357**	.306**	.244**
	Sig. (2-tailed)	0.00	0.00	0.00	0.00
	N	430.00	430.00	430.00	430.00
Policy2	Pearson Correlation	.330**	.313**	.275**	.249**
	Sig. (2-tailed)	0.00	0.00	0.00	0.00
	N	430.00	430.00	430.00	430.00
Policy3	Pearson Correlation	.197**	.183**	.147**	.207**
	Sig. (2-tailed)	0.00	0.00	0.00	0.00
	N	430.00	430.00	430.00	430.00
Policy4	Pearson Correlation	.110*	.110*	0.08	.172**
	Sig. (2-tailed)	0.02	0.02	0.11	0.00
	N	429.00	429.00	429.00	429.00
NewGen1	Pearson Correlation	.289**	.234**	.126**	.140**

	Sig. (2-tailed)	0.00	0.00	0.01	0.00
	N	430.00	430.00	430.00	430.00
NewGen2	Pearson Correlation	.250**	.290**	.267**	.246**
	Sig. (2-tailed)	0.00	0.00	0.00	0.00
	N	430.00	430.00	430.00	430.00
NewGen3	Pearson Correlation	0.06	0.05	0.03	0.04
	Sig. (2-tailed)	0.23	0.26	0.53	0.47
	N	430.00	430.00	430.00	430.00
NewGen4	Pearson Correlation	-0.09	-0.07	-0.06	0.00
	Sig. (2-tailed)	0.05	0.13	0.23	0.93
	N	430.00	430.00	430.00	430.00
WorkLife1	Pearson Correlation	.353**	.368**	.237**	.243**
	Sig. (2-tailed)	0.00	0.00	0.00	0.00
	N	430.00	430.00	430.00	430.00
WorkLife2	Pearson Correlation	.217**	.249**	.175**	.203**
	Sig. (2-tailed)	0.00	0.00	0.00	0.00
	N	430.00	430.00	430.00	430.00
WorkLife3	Pearson Correlation	0.08	.129**	0.05	.136**
	Sig. (2-tailed)	0.09	0.01	0.31	0.00
	N	430.00	430.00	430.00	430.00
WoekLife4	Pearson Correlation	-0.03	0.08	0.09	.162**
	Sig. (2-tailed)	0.58	0.09	0.06	0.00
	N	430.00	430.00	430.00	430.00
overall1	Pearson Correlation	1.00	.701**	.343**	.370**
	Sig. (2-tailed)		0.00	0.00	0.00
	N	430.00	430.00	430.00	430.00
overall2	Pearson Correlation	.701**	1.00	.428**	.475**
	Sig. (2-tailed)	0.00		0.00	0.00
	N	430.00	430.00	430.00	430.00

overall3	Pearson Correlation	.343 ^{**}	.428 ^{**}	1.00	.509 ^{**}
	Sig. (2-tailed)	0.00	0.00		0.00
	N	430.00	430.00	430.00	430.00
overall4	Pearson Correlation	.370 ^{**}	.475 ^{**}	.509 ^{**}	1.00
	Sig. (2-tailed)	0.00	0.00	0.00	
	N	430.00	430.00	430.00	430.00

Appendix: D

4.2 Part 3. The analysis of Factor analysis

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	9.44	23.59	23.59	9.44	23.59	23.59	3.66	9.16	9.16
2	3.10	7.75	31.33	3.10	7.75	31.33	2.95	7.38	16.54
3	1.73	4.33	35.66	1.73	4.33	35.66	2.83	7.07	23.61
4	1.46	3.65	39.31	1.46	3.65	39.31	2.52	6.30	29.91
5	1.42	3.56	42.87	1.42	3.56	42.87	2.36	5.90	35.81
6	1.27	3.18	46.05	1.27	3.18	46.05	1.86	4.65	40.46
7	1.21	3.03	49.08	1.21	3.03	49.08	1.85	4.63	45.09
8	1.18	2.94	52.02	1.18	2.94	52.02	1.73	4.33	49.42
9	1.10	2.75	54.78	1.10	2.75	54.78	1.72	4.29	53.71
10	1.03	2.59	57.36	1.03	2.59	57.36	1.46	3.65	57.36
11	0.97	2.44	59.80						
12	0.91	2.26	62.06						
13	0.90	2.25	64.31						
14	0.83	2.07	66.38						
15	0.79	1.99	68.37						

16	0.77	1.92	70.29						
17	0.75	1.87	72.16						
18	0.73	1.82	73.98						
19	0.70	1.75	75.73						
20	0.69	1.72	77.45						
21	0.66	1.65	79.10						
22	0.65	1.63	80.73						
23	0.61	1.53	82.26						
24	0.58	1.44	83.70						
25	0.57	1.42	85.12						
26	0.52	1.30	86.41						
27	0.50	1.25	87.66						
28	0.49	1.22	88.88						
29	0.47	1.18	90.05						
30	0.46	1.14	91.19						
31	0.45	1.13	92.32						
32	0.45	1.12	93.44						
33	0.39	0.98	94.42						
34	0.38	0.94	95.36						
35	0.37	0.91	96.28						
36	0.36	0.89	97.17						
37	0.34	0.84	98.02						
38	0.31	0.78	98.80						
39	0.26	0.66	99.46						
40	0.22	0.54	100.00						

Appendix E: Questionnaire (English and Thai version)

Direction: This questionnaire will be used for a thesis by a graduate student of Master Administration Business, International Program at Bangkok University. It is a part of BA600 “Master Degree Thesis” in order to examine and identify what aspects within service quality and customer satisfaction that have positive relationship to behavioral and attitudinal brand loyalty.

The questionnaire is composed of 4 parts: Demographic Information; Customer Behavior; and Service Quality, Customer Satisfaction and Brand Loyalty Questionnaires.

Data collection Form

Topic

“Decomposing factor affecting 3 levels of Job Satisfaction including remained, transfer and resignations”

Part1) Demographics/ ข้อมูลเกี่ยวกับปัจจัยพื้นฐานส่วนบุคคล

1. Gender/ เพศ

Male/ ชาย

Female/ หญิง

2. Age/ อายุ

Below 25 years/ ต่ำกว่า 25 ปี

25-35 years/ 25-35 ปี

36-45 years/ 36-45 ปี

Above 45 years/ มากกว่า 45 ปี

3. Marital Status/ สถานะ

Single/ โสด

Married/

สมรส

Divorce/

หย่าร้าง

4. Income/ รายได้

- Under 15,000 Bath/ ต่ำกว่า 15,000 บาท
- 15,000-30,000 Bath/ 15,000-30,000 บาท
- 30,001-40,000 Bath/ 30,001-40,000 บาท
- 40,001-50,000 Bath/ 40,001-50,000 บาท
- More than 50,000 Bath/ มากกว่า 50,000 บาท

5. Level of education/ ระดับการศึกษา

- Under Bachelor's degree/ ต่ำกว่าปริญญาตรี
- Bachelor's degree/ ปริญญาตรี
- Higher than Bachelor's degree/ สูงกว่าปริญญาตรี

6. Working experience/ อายุงานในปัจจุบัน

- Under 5 years/ ต่ำกว่า 5 ปี
- 5-10 years/ 5-10 ปี
- 11-15 years/ 11-15 ปี
- More than 15 years/ มากกว่า 15 ปี

7. Level of management/ ตำแหน่ง

- Top management/ ผู้บริหารระดับสูง (board of directors: CEO, GM)
- Middle management/ ผู้บริหารระดับกลาง (Managers heading departments)
- Lower management/ ผู้บริหารระดับต้น/ หัวหน้างาน (Supervisor)
- Staffs/ workers/ พนักงาน/ ลูกจ้าง

8. How many jobs have you had? ท่านมีประสบการณ์ทำงานมาแล้วกี่ที่?

- 1-2 time/ 1-2 บริษัท
- 3-4 time/ 3-4 บริษัท
- Other/ อื่นๆ

9. How many jobs have you resigned from? ท่านเคยมีประสบการณ์ลาออกมาแล้วกี่ครั้ง?

- Never/ ไม่เคย

- 1-2 time/ 1-2 ครั้ง
- 3-4 time/ 3-4 ครั้ง
- Other/ อื่นๆ

10. How many times have you sick leave or absence from work per year? คุณได้ทำการลาป่วยหรือลาจกกี่ครั้งต่อปี?

- 1-6 day a year/ 1-6 วันต่อปี
- 7-12 day a year/ 7-12 วันต่อปี
- More than 12 day a year/ มากกว่า 12วันต่อปี

Part2) Motivation and Hygiene factor / ปัจจัยในตัวยแรงจูงใจ และ การ ป้องกัน

Explanations:

1. Please ranking important factor by put number 1-10 in the rating box
2. Please rate your level of satisfaction in the box, and level of Job Satisfaction is

Level 5: Extremely satisfied

Level 4: Very satisfied

Level 3: Somewhat satisfied

Level 2: Not very satisfied

- Level 1:** Not at all satisfied

Satisfaction factors in job	Level of Job Satisfaction					Rating 1-10
	Extremely	Very	Somewhat	Not very	Not at all	
1. Advancement						
1.1 Have a change to get promote /เลื่อนตำแหน่งของพนักงานเป็นลำดับ ขั้นตามความสามารถและผลงาน	5	4	3	2	1	
1.2 Opportunity to move or transfer /โยกย้ายตำแหน่งหรือบริษัทตาม ต้องการอย่างมีอิสระ	5	4	3	2	1	
1.3 Gain training to advance in their future career /รับการ ฝึกอบรมเพื่อความก้าวหน้าในวิชาชีพ	5	4	3	2	1	
1.4 Gain knowledge from working to develop their potential/ได้รับความรู้ความสามารถจากการทำงานไปใช้เพื่อพัฒนาศักยภาพของตนเอง	5	4	3	2	1	
2. Recognition						
2.1 Earned trust to deal with clients without need of supervision. /หัวหน้าไว้วางใจให้ประสานงาน/จัดการงานด้วยตนเอง	5	4	3	2	1	
2.2 Employee of the month recognition. /มีระบบจัดตั้งพนักงานดีเด่น ประจำเดือนและได้รับรางวัลโดยตรงจากผู้บริหาร	5	4	3	2	1	
2.3 Credit earned from job achievements. /ผลงานที่คุณทำจะมีการลง ชื่อให้เป็นCreditของคุณเอง	5	4	3	2	1	
2.4 Earned trust and respect from colleague. /มีโอกาสในการแสดง ความคิดเห็นกับทีมงานของคุณ	5	4	3	2	1	
3. Work itself						
3.1 Work assigned are acceptable and understandable in your level. /งานที่รับผิดชอบตรงกับความรู้ความสามารถของคุณ	5	4	3	2	1	
3.2 Work assigned are supportive and challenging to help improve and allow freedom. /งานที่ได้รับมอบหมายมีลักษณะท้าทายและ ส่งเสริมให้คุณได้ใช้ความคิดริเริ่มอย่างอิสระ	5	4	3	2	1	

3.3 Amount of work in my responsibility is appropriate. /ปริมาณงานที่รับผิดชอบมีความเหมาะสม	5	4	3	2	1	
3.4 Work are clearly assigned in your focused criteria /งานที่ได้รับผิดชอบมีการแบ่งหน้าที่ความรับผิดชอบอย่างชัดเจน	5	4	3	2	1	
4. Relationship with others						
4.1 your colleagues never take advantage of you /เพื่อนร่วมงานของคุณไม่เคยเอาเปรียบคุณเลย	5	4	3	2	1	
4.2 Help is available from your co-worker when you have a problem /ได้รับคำแนะนำและความช่วยเหลือจากเพื่อนร่วมงาน	5	4	3	2	1	
4.3 you have a good relationship with your colleagues /มีความสัมพันธ์ที่ดีกับเพื่อนร่วมงานในองค์กรเป็นอย่างดี	5	4	3	2	1	
4.4 Comfort in communicating with colleagues. ท่านสามารถทำงานและพูดคุยกับเพื่อนร่วมงานได้ทั้งเรื่องงานและเรื่องส่วนตัวทั่วไป	5	4	3	2	1	
5. Rate of pay						
5.1 Wage commensurate with workload /อัตราค่าจ้างที่ท่านได้รับมีความเหมาะสมกับภาระงาน	5	4	3	2	1	
5.2 In your organize, system of pay is clear and fair /ในองค์กรของคุณระบบในการจัดการเงินเดือนมีความโปร่งใสและยุติธรรม	5	4	3	2	1	
5.3 satisfaction in wages equal to your job position /ท่านพึงพอใจกับอัตราการเดือนขึ้นเงินเดือนที่ได้รับปัจจุบัน	5	4	3	2	1	
5.4 satisfaction with wellbeing /ท่านพอใจกับสวัสดิการด้านต่างๆที่ท่านและครอบครัวได้รับ อาทิ ค่ารักษาพยาบาล	5	4	3	2	1	
6. Job security						
6.1 Company have specialize for check the structure or safety of employees /บริษัทหรือสถานที่ทำงานของคุณมีการตรวจสอบโครงสร้างหรือระบบเพื่อความปลอดภัยของพนักงาน	5	4	3	2	1	
6.2 in your organize has good protection from ill health and injury at work /องค์กรของคุณมีการจัดการป้องกันเรื่องสุขภาพและการบาดเจ็บที่สามารถเกิดขึ้นในขณะที่ทำงาน	5	4	3	2	1	

6.3 In your department, everyone can express their opinion without fear /ในแผนกของคุณทุกคนมีสิทธิเท่าเทียมกันในการแสดงความคิดเห็นและแบ่งปันความคิด	5	4	3	2	1	
6.4 in your organize has good welfare in case of illness or emergency accident /องค์กรของคุณมีสวัสดิการในกรณีพนักงานเจ็บป่วยหรือเกิดอุบัติเหตุฉุกเฉิน	5	4	3	2	1	
7. Company policies						
7.1 Do you have opportunity to show your opinion in way of solve problem in your department /คุณมีโอกาสในการแสดงความคิดเห็นในการช่วยแก้ปัญหาในแผนกของคุณได้	5	4	3	2	1	
7.2 CSR (Corporate Social Responsibility)/องค์กรของคุณมีการคำนึงถึงความรับผิดชอบต่อสังคมและสิ่งแวดล้อม เช่น ในวัตถุดิบหรือบรรจุภัณฑ์จากกล่องกระดาษที่สามารถย่อยสลายได้	5	4	3	2	1	
7.3 Have policy to checking system of administration and organize regularly /มีนโยบายในการบริหารและมีหน่วยงานที่ทำการตรวจสอบอย่างสม่ำเสมอ	5	4	3	2	1	
7.4 Does your organization have clearly defined the policy / ในองค์กรของท่านมีการกำหนดนโยบายอย่างชัดเจน และสามารถปฏิบัติตามได้	5	4	3	2	1	

Part3) Personal factors/ ปัจจัยส่วนตัว

Explanations:

1. Please ranking important factor by put number 1-10 in the rating box
2. Please rate your level of satisfaction in the box, and level of Job Satisfaction is

8. New generation, New attitude toward job mobility						
8.1 Working 5 days a week with weekend off /การไม่ได้ทำงานในวันเสาร์ทำให้คุณมีความพึงพอใจในระดับใด	5	4	3	2	1	
8.2 Follow friends and colleagues to a new job /ถ้าหากเพื่อนในทีม	5	4	3	2	1	

ของคุณลาออกจากงาน จะส่งผลต่อความพึงพอใจในงานของคุณระดับใด						
8.3 Working as a group better than alone/ การทำงานเป็นกลุ่มดีกว่าทำงานคนเดียว ทำให้คุณพึงพอใจในงานระดับใด	5	4	3	2	1	
8.4 To have a best friend in work place make your job satisfaction level up/การมีเพื่อนสนิทในที่ทำงาน ทำให้คุณพึงพอใจในงานระดับใด	5	4	3	2	1	
9. Work – life integration						
9.1 freedom of work place and time (anywhere anytime)/สามารถเลือกที่จะทำงานที่ไหน เมื่อไหร่ และ อย่างไรก็ได้	5	4	3	2	1	
9.2 interior design of workplace to make office feels more like home /มีการปรับปรุงสถานที่ทำงานให้เปรียบเสมือนบ้าน เช่น มีห้องพักผ่อน, ห้องออกกำลังกาย และ ห้องอาหาร เป็นต้น	5	4	3	2	1	
9.3 you can manage working hours to fits with your private life /คุณสามารถจัดการเวลาทำงานให้พอดีกับชีวิตส่วนตัวของคุณได้	5	4	3	2	1	
9.4 meeting via video conferencing /ในการประชุมมีการนำ”ระบบการประชุมทางไกลผ่านจอภาพ” (video conferencing) เข้ามาช่วยเหลือ	5	4	3	2	1	

Part4) Overall Job satisfaction/ ความพึงพอใจโดยรวม

Explanations:

1. Please ranking important factor by put number 1-10 in the rating box
2. Please rate your level of satisfaction in the box, and level of Job Satisfaction is

Satisfaction factors in job	Level of Job Satisfaction					Rating 1-10
	Extremely	Very	Somewhat	Not very	Not at all	
10. ความพึงพอใจโดยรวม						
10.1) Job satisfaction in work place/ ความพึงพอใจต่อหน่วยงานและบริษัท	5	4	3	2	1	

10.2) Overall satisfaction affecting duration of the operation/ ความพึงพอใจโดยรวมของท่านมีผลต่อระยะเวลาในการปฏิบัติงาน	5	4	3	2	1	
10.3) The intention to move or transfer position within workplace/ ความตั้งใจโยกย้ายตำแหน่งงานในบริษัทในของท่าน	5	4	3	2	1	
10.4) The policy of this company are affective and can used in real situation./ นโยบายที่มีประสิทธิภาพและสามารถใช้งานได้จริง	5	4	3	2	1	



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