

**THE IMPACT OF DIGITAL TRANSFORMATION ON
EMPLOYEE SATISFACTION AFTER THE COVID-19 CRISIS
LOCKDOWN IN THAILAND**



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ABSTRACT

Digital transformation has become the trends that most of the company interested in nowadays and want to apply it with their company but it is not successfully launched by the companies because there is much concern both by the IT department and also from the management team that is it going to work well with the organization and they afraid of the cost that they have to pay in advance as well. But during the Covid-19 pandemic crisis that happens in Thailand around the beginning of the year 2020, most of the companies in Thailand let their employees work from home and use the technology and system to help their work run smoothly. And this is when the digital transformation happens and take place in the most company immediately. Otherwise, the company can face a big problem of loss. According to the sudden change, the researcher is interested in observing the factors that have an impact on employee satisfaction regarding this change and give the suggestion to the company to improve these factors and have higher employee satisfaction in the future. Because this change has a direct impact on the employees and their feelings. And this can lead to the resistance of the change and can cause low satisfaction which can lead to low work efficiency.

The study uses the descriptive analysis method by doing quantitative research and conducts the questionnaire in order to get the data. The researcher uses Maslow's theory factor to test employee satisfaction. The data interpreted statistically by using SPSS to run the frequency, percentage, mean, standard deviation, and using multiple regression to analyze the data. The data has collected from 308 respondents but the researcher selected only 275 respondents who pass the screening question. Most of the respondents are male of 153 and female 117. There are 5 respondents who are not willing to tell their gender.

The result of the testing by running the multiple regression enter method found out that Physiological, Safety, and Self-Actualization factor have a direct significant effect on employee satisfaction. While the researcher run the test again with multiple regression enter with the block method, the result has shown that Social belonging and Self-Esteem have an indirect effect on employee satisfaction.

KEY WORDS: Digital Transformation/ Employee Satisfaction/ Maslow's Theory/ Covid-19/ Technology

50 pages

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CHAPTER I

INTRODUCTION

1.1 Importance of the study

The Covid-19 has become pandemic situation and recently created an extraordinary crisis around the world that especially has a negative impact on many industries that are working in terms of the service style. (Suneson, 2020). This unusual global pandemic has completely transformed the market and service ecosystems, has an important impact especially for the service industry of the business world (McKinsey, 2020), and the way businesses work and process (Finsterwalder and Kuppelwieser, 2020) in different ways.

The Covid-19 pandemic impacts the economy in the global part. However, there is an impact on the organization's part as well. During the crisis, a lot of companies will have to lock down their company and change their policy for an employee to work from home instead. In order to work from home, technologies will take a big part in this point. Because the business needs to run smoothly no matter what happens. But even after the lockdown, some companies still continue doing the work from a distance and using more technologies to involve the company process as much as they can. This is the term called a digital transformation.

Digital transformation becomes the trends that most company in Thailand try to apply nowadays but this concept is not that successful until the Covid-19 crisis and after the lockdown in Thailand because the company need to survive in this period of time and this sudden change has the impact on employees that they have to adapt to this change but not everyone willing to. When the organization faces the change from technologies which are digital transformation. There a lot of benefits occurred from digital disruption such as the organization can move faster and be able to compete with the competitors quickly in the nowadays world. But there are some drawbacks at the

same time. Mostly, the drawbacks come from people in the organization. Some employees are afraid of technology and refuse to use it. Some might think that technology will make their life more complicated and increase their workload. Some might be afraid of losing a job because their position can be replaced by technology. Some hate change and don't want to adapt themselves or learn new things. Some love to be in the comfort zone. All of these problems can cause the satisfaction of employees to decrease because they are not willing to do their job anymore. They feel confused, neglected, ignored, anxious, and unsafe with their job.

So, this study tries to seek out the what factors that affect employee satisfaction regarding this change of digital transformation and that the company can be aware of those factors and can make the improvement accordingly in order to increase employee satisfaction and work efficiency in the future.

1.2 Purpose of the study

The study aim is to know what are the important factors that has an effect on employee satisfaction after the digital disruption has a significant role in most of the companies in Thailand after the Covid-19 crisis lockdown.

1.3 Research question

What are the factors from Maslow's hierarchy of needs that affect employee satisfaction while facing the digital transformation at their company after the Covid-19 Crisis Lockdown in Thailand?

Furthermore, in Chapter 2 the study will talk about the Literature review, Research framework, Conceptual framework, Hypothesis and Problem Statement.

CHAPTER II

LITERATURE REVIEW

2.1 Digital Transformation

There are many definitions of digital transformation that have been written in literature of the research. Westerman et al. (2012) stated that digital transformation is the combined between both personal and the environment of corporate IT which sum up the effect of transformation of those new technologies. For example: mobile, cloud technologies, AI, social, IoT or internet of things. Hess et al. (2016) also stated that there are three organizational aspects that can be implied from the recognition of influence of digital transformations: with the improvement of the client's experience, from the outside, and the change of his entire life cycle. While talking about the effect on the inside, mostly this change will have the impact on the business objective, basic leadership and the organization structure of the company. Which in general, when he opportunities and the business sectors are influenced, this will often lead to the totally new kind of business models.

The term Digital transformation has adopted from the private sector and mostly refers to the implementation of new technologies in order to compete in the internet age, where products and services are delivered both offline and online (Andal-Ancion, Cartwright, & Yip, 2003). Others stated that digital transformation is the way to recreate the business models in order to serve the needs of customers by using new technologies (Berman, 2012). The suitable strategy of the digital transformation will enhance the business processes to create the complete change in such a way that business interact, configure and (Reddy et al, 2017).

The trends of digital transformation is increase day by day in the business world. Digital transformation is the use of technology to improve the efficiency, the performance and the reach of the company which is currently the hot topic across the

world of businesses. Most employees level and the manager level are using the digital advances such as the analytics, mobility, social media and all the smart devices as well as the internal program called ERP in order to increase the customer relationship, having better internal process and value proposition (Westerman et al., 2011). Mazzone (2014) also stated that digital transformation is the intentionally and occurring of digital modification of the company, business model, process of the ideas, methodology on both tactically and strategically. Everyone is now understanding digital transformation as a consistent networking of each and every part of the economy and adaptation of the players in new era of the digital economy. The decisions in networked system consists of data analysis, exchange, calculation and options evaluation as well as origination of the actions and the establishment of the consequences (Schuchmann et al., (2015). The represented idea of digital transformation shows that its variety aspects of nature has over the level of transformation endowed in the past regarding with the IT capabilities. This is confirmed by the fact that digital transformation is being perceived as one of the new and real difficulties in the business world and all sector of industries lately, without any exception, and even the organizations perceived that the importance of digital transformation but they still faced with the huge amount of obstacles that happen in the very beginning of implementing the change, not to mention profiting by the digital transformation (Schuchmann et al., (2015).

Fitzgerald et al. (2014) recommended that a minority of organizations have triumph in building up the privilege administrative and mechanical aptitudes in order to stand up for the impact that raised by the new digital transformation or innovations.

2.2 Employee Satisfaction

Employee satisfaction can have a lot of definition but they all describe it as a form or result of behavior that each employee brings it to their company's organization (Weiss et al., 2002). This is often described as a multi-aspects Physiological response to a job which refers to the affective (emotional) states and internal cognitive (perception)

approachable by verbal or other emotional and behavior responses (Hulin et al., 2003,256).

In some study the term employee satisfaction and be used as the term job satisfaction which has the same meaning. The term job satisfaction considers as an attitude of a person which has upon their organization and their job and also can be described as the emotional level of each employee that they have towards their environment of work which they have base on their evaluation of the outcome that compare with their expectations (Phillips & Gully, 2012). While Saari and Judge (2004) stated that the satisfaction of the job itself is one of the important predictors of employee performance which will increase and become stronger for the professional jobs. Effectively managing the factors that have the impact on the behavior of employee and their satisfaction will have the impact on the employee's voluntary efforts and level of performance (Phillips & Gully, 2012). Other researcher named Stringer (2006) found that the strong quality of relationship between the supervisor and the employee are related to the level of both intrinsic satisfaction of the job and extrinsic satisfaction of the job.

For the company point of view, measuring employee satisfaction is significant from the performance of the company perspective (Meneghel et al. 2016). The company sense of belonging will increase by the employee satisfaction (Gil, Llorens, and Torrente 2015), making employee perform more dedicatedly with the higher commitment with the company (Babalola et. al.,2016) that can enhance the growth rate of the company, competitiveness and development (Huang and Tzeng ,2016). Harter et al., (2002) also think about job satisfaction that are likely to have the relationship with higher efficiency, productivity and lower the rate of job absence. Employee satisfaction also impacts the willingness of oneself to find and learn more new knowledges and skills (Dubey and Gunasekaran 2015), they will create more of the minor suggestion, improvement and innovation concepts which will stronger their commitment to company's successful in the long run period (Zupan ,1999).

2.3 Research Framework

This research uses the Maslow's Theory to measure the level of employee satisfaction regarding to the change of Digital transformation in the workplace after the Covid-19 crisis lock down in Thailand.

Abraham Harold Maslow brought forward a theory that summarized the five hierarchical needs that can be used to define the organization and its employee's performance, motivation as well as the satisfaction (Gordon, 1965). As stated in Maslow's theory, the first need needs to be fulfilled otherwise the second will not be satisfied and so on.



Figure 2.1 Illustrates Maslow's hierarchy of needs.

Physiological: The first level of Maslow's theory. The basic needs in daily life need to be fulfilled equivalently such as food, water, shelter, warmth, etc.

Safety: Move up to the second level of Maslow's theory. The security and safety must be fulfilled because people want to have some assurance in their life in order to feel safe in any situation such as health and wellness, safe from injury and also financial safety.

Social Belonging: Third level of the theory. People needs love and belongings to someone or some place. For examples: friendship, family, social groups and community groups.

Self Esteem: Forth level of the theory. People need to gained respect and appreciate from others regarding their efforts on the works. Also, people need to feel accomplish on the task that they have been assigned to do.

Self-Actualization: Fifth level or the last level of the theory. People need to achieve what they are willing to do or to be as a human being. People need to fulfilling themselves and to do and be the best that they are capable of.

2.4 Conceptual Framework

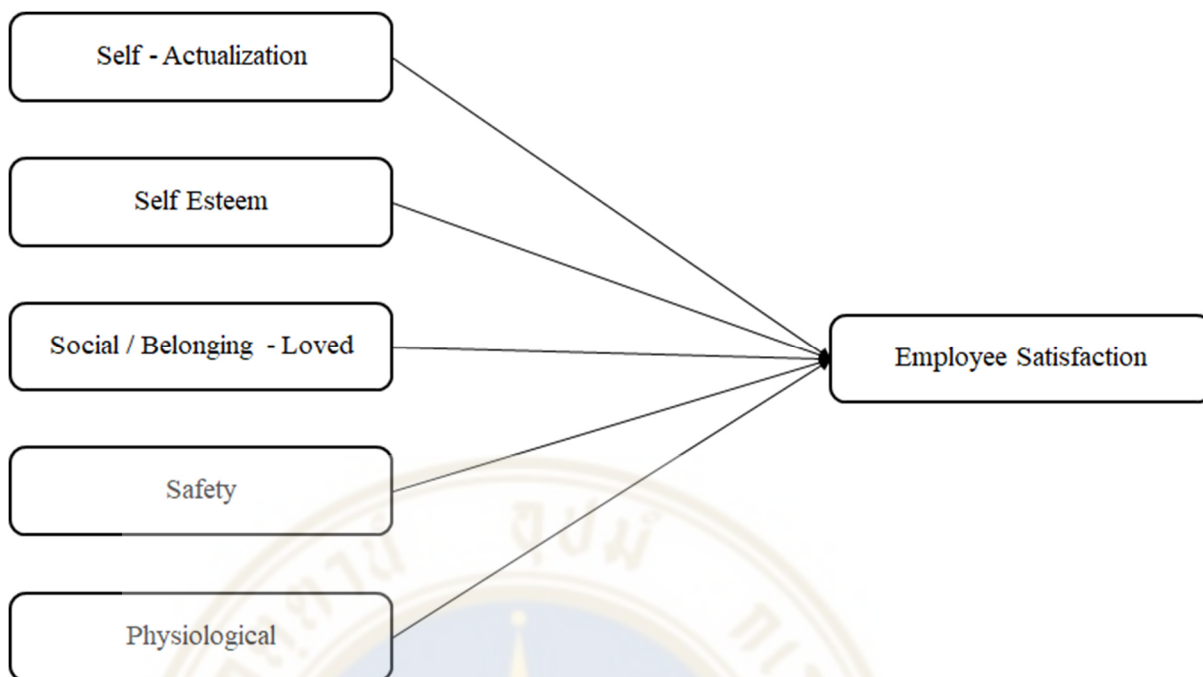


Figure 2.2 Conceptual Framework

2.5 Hypotheses

H1: The provision of physiological factor leads to higher employee satisfaction.

H2: The provision of safety leads to higher employee satisfaction.

H3: The provision of social belonging leads to higher employee satisfaction.

H4: The provision of self-esteem leads to higher employee satisfaction.

H5: The provision of self-actualization leads to higher employee satisfaction.

2.6 Problem Statement

Today that we are all facing the issue of Covid-19 pandemic and Digital transformation has a significant role in every company after the lock down. If the company neglect the employee satisfaction regarding the change of digital

transformation in the organization, the work efficiency of the company will be lower due to employees are not satisfy with the change.

Furthermore, in Chapter 3 which will talk about the Research methodology, Research design, Sample and data collection, Questionnaire design, Validity of the questionnaire and Data analysis plan.



CHAPTER III

RESEARCH METHODOLOGY

In this study, the data collection will be conducted in quantitative research in order to answer the objective research and explaining the factors that has the affect on employee satisfaction regarding the digital transformation in the company which has the important role after the lockdown due to the Covid-19 crisis in Thailand

3.1 Research Design

For the research design, the study uses descriptive analysis which is the quantitative approach as the research method in order to understand the important factors that influence the employee's satisfaction on the digital transformation after the lockdown in Thailand due to the Covid-19 crisis.

3.2 Sample and Data Collection

In this research, a questionnaire or survey is used to collect the data from the samples. The sample in this study is the convenience sampling type and the quantity of 275 samples will be taken in this questionnaire.

3.3 Questionnaire Design

The survey is created and launched via google form which is the online survey platform. The researcher distributed the survey through Online Social channel such as Instagram page Facebook page and Line account in order to reach as many respondents as the researcher can. The survey consists of 8 parts which are

Part 1 Screening question: aim is to gather only the respondents who knew about the term's digital transformation.

Part 2 Physiological factor: the question in this part will ask about whether the technology or system of the respondents' company satisfy the respondents' basic need.

Part 3 Safety factor: the question in this part will ask about whether the technology or system of the respondents' company satisfy the respondents' feeling of safety and security.

Part 4 Social belonging: the question in this part will ask about whether the technology or system of the respondents' company fulfill the respondents' need of love and belonging in the organization.

Part 5 Self-esteem: the question in this part will ask about whether the technology or system of the respondents' company fulfill the respondents' level of self-esteem.

Part 6 Self-actualization: the question in this part will ask about whether the technology or system of the respondents' company fulfill the respondents' level of self-actualization.

Part 7 Employee satisfaction: the question in this part will ask about whether the technology or system of the respondents' company satisfy the respondents' satisfaction of their job and organization.

Part 8 Demographic factor: the question will ask about the respondent's personal information such as their gender, age, income, level of occupation, level of education and year of work experience.

3.4 The Questionnaire has been tested the validity and reliability before launching

3.4.1 The validity testing is used to check for the validity of the content about its use of languages and cover the relevant content with a literature review. Also, this questionnaire has been reviewed by the outsider who is not studying in CMMU in order to make sure that it is understandable by every person. Before launching the survey, the researcher has done the pilot test with 10 persons to make sure that the survey is understandable by everyone. The testing was conducted with the help of 2 experts.

3.4.2 In addition, the researcher has used the Cronbach's Alpha method to test the validity and reliability of the questionnaire again. To make sure that the reliability of the questionnaire is belong to the acceptable level or not. If it is reliable, the outcome should have the score of 0.7 or more than that. The result received from the test with Cronbach's Alpha method of this questionnaire will be shown as the below table.

Table 3.1 Cronbach's Alpha Method Test

Factors	Cronbach's Alpha
Physiological	.894
Safety	.861
Social Belonging	.862
Self-Esteem	.861
Self-Actualization	.904
Employee Satisfaction	.881
Total	.958

3.5 Data Analysis Plan

The questionnaire data which came from the online posting and distributing will be analyzed by the Social Sciences Program (SPSS) statistically. The data will be

analyzed by concerning at frequency, percentage, mean, standard deviation and multiple regression analysis.

Furthermore, in Chapter 4 will talk about Result and Discussion which consists of Finding analysis and Discussion.



CHAPTER IV

RESULT AND DISCUSSION

4.1 Finding Analysis

The online surveys were given to 308 participants randomly but the result was analyzed from 275 participants due to these participants are those who have ever heard and knew about the terms digital transformation through the screening question in the first part of the questionnaire. So, they will likely to have more understand the point or the aim of the questionnaire clearly than those who haven't heard or knew about the term digital transformation.

The demographic part was located in the last part of the questionnaire. This part will ask about the respondents' personal information. It's revealed that the respondents are 153 men, 117 women, and not willing to answer 5 people. Most of the respondents have the age between 21-30 years old of 144 people and followed by 31-40 years old, 41-50 years old, and more than 50 years old. Most of the respondents have a bachelor's degree and followed by a master's degree and a Ph.D. For the level of occupation, 45.1% of the respondents are working in the officer. Most of the respondents are having work experience of 1-5 years. Most of them have an income of around 30,000 THB - 60,000 THB.

On the part of each factor, the factor affecting the employee's satisfaction towards the digital transformation after the covid-19 crisis, the information is shown in form of mean and standard deviation. Starting with the Physiological factor, followed by Safety, Social Belonging, Self-Esteem and Self-Actualization:

Table 4.1 Physiological Factor

Physiological	Mean	SD
Physio1	3.60	.871
Physio 2	3.60	.880
Physio 3	3.64	.910
Physio 4	3.75	.891
Physio 5	3.63	.917

According to table 4.1, after reviewed the result, it is showing that Physio4 has the highest mean at 3.75 which is the question that the respondents most agree with. The question is asking that “I am very satisfied with the technology and systems of companies that facilitate me in many ways” and followed by Physio3 that has the mean of 3.64. The question asking that “I am satisfied with the technology that is the infrastructure of my company”.

However, the least agree question according to the question asked are Physio1 (“I am very satisfied with the technology and systems inside my company”) and Physio2 (“I am satisfied with my workload after I have used the company's technologies and systems”) which has the same mean of 3.60.

Table 4.2 Safety Factor

Safety	Mean	SD
Safety1	3.86	.826
Safety2	3.60	.916
Safety3	3.78	.891
Safety4	3.75	.938
Safety5	3.85	.866

According to table 4.2, Safety5 is the question that the respondents most agree with for this factor and gained the highest mean of 3.85. The question is asking that “I feel safe from the dangers that affect my daily life. While operating various technologies and systems of the company”.

While the least agree question is Safety2 has the mean of 3.60. The question is asking that “I am very satisfied with the stability of the connection with my company. When I work outside the company”.

Table 4.3 Social Belonging Factor

Social Belonging	Mean	SD
Social1	3.87	.893
Social2	3.91	.906
Social3	3.91	.843
Social4	3.82	.961
Social5	3.98	.854

According to the table 4.3, the question that the respondents most agree with is Social5 which has the mean of 3.98. The question is asking that “I feel good about my team while working on the technology and systems within the company”

While the least agree question for this factor is Social4 has the mean of 3.82. The question is asking that “I am satisfied with the unity between my department and the rest of the department. While meeting online”.

Table 4.4 Self-Esteem Factor

Self-Esteem	Mean	SD
SelfE1	3.86	.853
SelfE2	3.97	.835
SelfE3	3.95	.874
SelfE4	3.84	.863
SelfE5	3.92	.833

According to the table 4.4, the most agree question by the respondents is SelfE5 which has the mean of 3.98. The question is asking that “I have confidence in myself every time while using the company's technology and systems”.

The least agree question for this factor is SelfE4 has the mean of 3.84. The question is asking that “I feel like myself every time. When using the company's technology and systems”.

Table 4.5 Self-Actualization Factor

Self-Actualization	Mean	SD
SelfAct1	3.86	.862
SelfAct2	3.80	.916
SelfAct3	3.97	.929
SelfAct4	3.87	.951
SelfAct5	3.83	.890

According to the table 4.5, the question that the respondents most agree with is SelfAct3 which has the mean of 3.97. The question is asking that “Benefits from various technologies and systems of the company It helps me to live my life both in and out of work to the fullest and best of my ability”.

The least agree question for this factor is SelfAct2 has the mean of 3.80. The question is asking that “The company's technologies and systems have fulfilled my desire to do work even more”.

Table 4.6 Employee Satisfaction Factor

Employee Satisfaction	Mean	SD
EmployS1	3.91	.877
EmployS2	3.93	.897
EmployS3	3.77	.995
EmployS4	3.71	.987
EmployS5	3.53	1.085

According to the table 4.6, the question that the respondents most agree with is EmployS2 which has the mean of 3.93. The question is asking that “I am satisfied with the business goals of the company regarding the way the technology will go in the future”.

The least agree question for this factor is EmployS5 has the mean of 3.53. The question is asking that “My company's technology has made my life so easy that I want to work every day”.

Next part is about testing the impact of all the factors of the Maslow's Theory whether they have any affect with the employee satisfaction regarding the digital transformation in the employee's workplace after the Covid-19 crisis lockdown in Thailand.

In order to answer all the Hypothesis in Chapter 2, the researcher use both Multiple Regression with enter method statistics testing and Multiple regression with block entry method testing to test that whether there is any significant effect between the independent and dependent factor.

In addition, independent variables are all the factors of the Maslow's theory and the dependent variables is employee satisfaction.

Table 4.7 Multiple Regression with Enter Method Statistics

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-.207	.184		-1.121	.263		
	Physio	.256	.051	.240	5.030	.000	.509	1.964
	Safety	.168	.057	.150	2.965	.003	.455	2.198
	SocialBelong	.070	.061	.062	1.137	.256	.386	2.593
	SelfEsteem	.051	.062	.044	.834	.405	.419	2.385
	SelfActual	.501	.057	.485	8.791	.000	.381	2.627

a. Dependent Variable: employSatisfy

According to table 4.7, this model run all the variables at the same time to see the impact on the employee satisfaction. The model gives the result of R Square equals to .688 and Adjusted R Square equals to .683. This value represents how effective that the significant factor can describe the employee satisfaction. So, it means that the higher is the better.

The result shown as the table 4.7 that there are 3 factors that has the significant affect to the employee satisfaction. Those factors are Physiological, Safety and Self-Actualization factor. All of these 3 factors have the sig value of .000, .003 and .000 in order which is significant because all of the sig value is less than .05.

However, for the Social Belonging and Self-Esteem factor have the sig value of .256 and .405 which are more than .05. So, these 2 factors have no significant affect

to the employee satisfaction. But still, the researcher did not neglect these 2 factors and will test by using regression block to find whether they have the indirect affect or not.

Table 4.8 Multiple Regression with Block Entry Method

Model		Coefficients ^a						
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.255	.183		6.845	.000		
	Physio	.690	.049	.646	13.988	.000	1.000	1.000
2	(Constant)	.596	.196		3.038	.003		
	Physio	.438	.059	.410	7.413	.000	.600	1.668
	Safety	.419	.062	.373	6.742	.000	.600	1.668
3	(Constant)	.170	.199		.856	.393		
	Physio	.365	.057	.342	6.384	.000	.571	1.752
	Safety	.233	.067	.208	3.504	.001	.464	2.155
	SocialBelong	.357	.061	.320	5.848	.000	.548	1.826
4	(Constant)	-.290	.209		-1.391	.165		
	Physio	.396	.055	.371	7.231	.000	.564	1.772
	Safety	.187	.064	.167	2.922	.004	.456	2.195
	SocialBelong	.168	.068	.151	2.468	.014	.399	2.506
	SelfEsteem	.321	.060	.274	5.317	.000	.558	1.792

a. Dependent Variable: employSatisfy

According to the table 4.8, the researcher uses the regression block analysis to run the factor one by one to see whether there is any factor that will have the significant indirect affect to the employee satisfaction. The model gives the result of R Square equals to .599 and Adjusted R Square equals to .593 which is lower than the regression enter analysis.

The result shows in the model number 4 that Social Belonging and Self-Esteem factor are having the significantly indirect affect with the employee satisfaction. Both of the factor has the sig value of .014 and .000 which is lower than .05.

4.2 Discussion

As a result of the theory, related literature reviews and all the factors that have the impact on employee satisfaction regarding the digital transformation in their workplace testing, has been described in deeper detail down below:

According to the analysis, the researcher found the result of the direct effect factor in the first round of the test. The factors which have those direct effect with the employee satisfaction are Physiological, Safety and Self-Actualization factor. These 3 factors are the one that any workplace should provide to employee in order to fulfill their needs.

Same story as the digital transformation, after the lockdown due to the COVID-19 most of the company have forced to change in terms of technology inside the workplace a lot and most of the time employees are likely to resist the change and this can lead to the unproductive of the employees. From the result, the technology must fulfill the basic needs, safety and self-actualization of each employee in order to increase their satisfaction.

On the other hands, the other 2 factors came out to have the significant affect with the employee satisfaction after the researcher have tested again with the regression block. The Social belonging and Self-Esteem factor have the indirect affect with employee satisfaction. For this result, this doesn't mean that the company should focus on these 2 factors but the priority should be the first 3 factors that discussed earlier.

CHAPTER V

RECOMMENDATION

The research finding could help the company's owner and the management level of the company to improve and pay more attention to the technologies or system that using in the workplace after the Covid-19 crisis lockdown in Thailand in order to increase the employee satisfaction. As Physiological, Safety and Self-Actualization factors have the direct effect on the employee satisfaction while Social Belonging and Self-Esteem have the indirect effect on the employee satisfaction. Therefore, the suggestions will point to these factors so that the management team of the company would not miss the point.

Physiological factor is the factor that focus on the basic needs. If the company should increase the level of basic needs to beyond employee expectation in order to increase the employee satisfaction. The employee should feel that the technologies and systems of the company fulfil their basic needs. For Safety factor, the company should provide the safety technologies and systems for employee to use either in the workplace or while working outside the workplace. For Self-Actualization, the technologies and systems of the company should help employee achieve their self-actualization level.

Moreover, for the indirect affect factors, the company should focus after the company already improve and fulfill the priority factors. For the Social Belonging, the employee must feel bound together with the colleague and team while using the system. Lastly, Self-Esteem, the system of the company should help each employee achieve their self-esteem level.

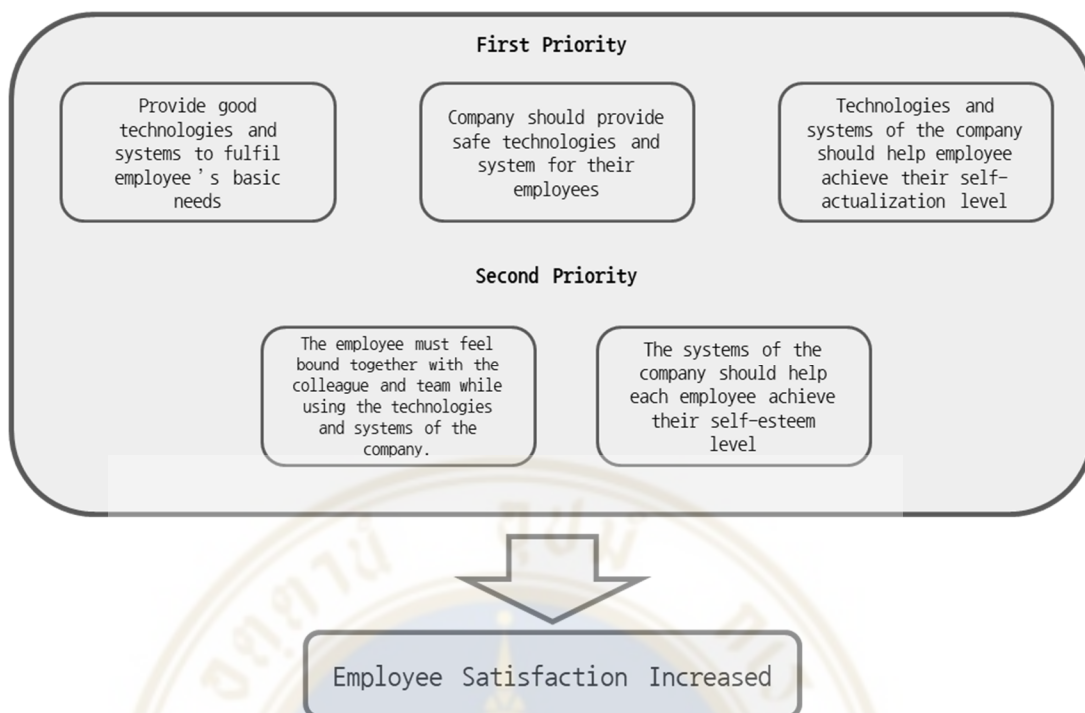


Figure 5.1 Recommendation Graphic

CHAPTER VI

CONCLUSION

The general information is gain from the 275 questionnaire's respondents. It was shown that most of the respondents are men. The most age range is between 21-30 years old. Most of them have the bachelor's degree, working as an officer position, having the working experience of 1-5 years, and have the income around 30,000-60,000 THB per month. Importantly, all of them have heard and know the meaning of the term's digital transformation.

The analysis of the study held by using the SPSS to analyze the collected data and using the method of frequency, mean, SD and multiple regression to find the relationship of the factors. The result from the effect of the factors of Maslow's Theory have the impact on employee satisfaction regarding the digital transformation after the Covid-19 crisis lockdown in Thailand will be provided by the highest influencing aspect in each factor.

The result reveals that the Physiological, Safety and Self-Actualization factors have the direct significant affect to the employee satisfaction while the other 2 factors which are Social Belonging and Self-Esteem have the indirect significant affect to the employee satisfaction. According to the result, the company should pay attention in improving the factors that has the direct effect first then the next phase the company should improve the factors that has the indirect effect.

APPENDIX A

Questionnaire

“The Impact of Digital Transformation on Employee Satisfaction After the Covid-19 Crisis Lockdown in Thailand”, Master Degree in Marketing and Management (MM) International Program. College of Management Mahidol University

The questionnaire is a part of MGMG697 Thematic Paper at CMMU. The purpose of this research is to know what are the important factors that has an effect on employee satisfaction after the digital disruption has a significant role in most of the companies in Thailand after the Covid-19 crisis lockdown. The data collected from respondent is only for academic purpose. All the information will be kept confidentially and not be associated with commercial purpose.

This survey is consisting of 8 main parts, which are screening part, physiological factors, safety factor, social belonging factor, self-esteem factor, self-actualization factor, employee satisfaction factor and personal information. This survey may use approximately 15 minutes to complete.

I do appreciate for you kind cooperation and grateful for your support. If you need further information, please kindly contact me via channel below.

Ms. Sornsicha Manutsrisuksai Tel: 0863752328

E-mail: lylsornsicha@gmail.com

Instruction: Please select the choice, which the most suit you in every question by checking (☐) the block or fill out your answer in provided space. Continue

every question until you meet the ending point. If there is no indicator please select one choice per question. However, there will be indicator state if that question is be able to select more than one answer.

Part 1 Screening Questions

1. Have you ever heard of the term Digital Transformation?

Yes No

2. Do you think Digital Transformation is important to the survival of organizations nowadays?

Yes No

Part 2 Physiological Factors

Please tick in the box that is most truthful about you.

By setting the following criteria:

Scoring 5 means strongly agree.

Scoring 4 means highly agree.

Scoring 3 means agree.

Scoring 2 means disagree.

Scoring 1 means strongly disagree.

	Questions	Opinion Scale				
		Strongly Agree	Highly Agree	Agree	Disagree	Strongly disagree
1	I am very satisfied with the technology and systems inside my company.					
2	I am satisfied with my workload					

	after I have used the company's technologies and systems.					
3	I am satisfied with the technology that is the infrastructure of my company.					
4	I am very satisfied with the technology and systems of companies that facilitate me in many ways.					
5	I am very satisfied with the quality of technology and systems inside my company.					

Part 3 Safety Factors

Please tick in the box that is most truthful about you.

By setting the following criteria:

Scoring 5 means strongly agree.

Scoring 4 means highly agree.

Scoring 3 means agree.

Scoring 2 means disagree.

Scoring 1 means strongly disagree.

	Questions	Opinion Scale				
		Strongly Agree	Highly Agree	Agree	Disagree	Strongly disagree
1	I am very satisfied with the reliability of the technologies and systems used within my					

	company.					
2	I am very satisfied with the stability of the connection with my company. When I work outside the company.					
3	I am satisfied with the stability of my job. When using various technologies and systems of the company.					
4	I feel safe about my personal information. When I work through the company system					
5	I feel safe from the dangers that affect my daily life. While operating various technologies and systems of the company					

Part 4 Social Belonging Factors

Please tick in the box that is most truthful about you.

By setting the following criteria:

Scoring 5 means strongly agree.

Scoring 4 means highly agree.

Scoring 3 means agree.

Scoring 2 means disagree.

Scoring 1 means strongly disagree.

	Questions	Opinion Scale				
		Strongly	Highly	Agree	Disagr	Strongly

		Agree	Agree		ee	disagree
1	I am pleased with the quality of relationships among my colleagues while using the company's technology and systems.					
2	I am very pleased with the support of my boss in the implementation of the technology and systems within the company.					
3	I am pleased with the support of my colleagues in the implementation of the technology and systems within the company.					
4	I am satisfied with the unity between my department and the rest of the department. While meeting online					
5	I feel good about my team while working on the technology and systems within the company.					

Part 5 Self-Esteem Factors

Please tick in the box that is most truthful about you.

By setting the following criteria:

Scoring 5 means strongly agree.

Scoring 4 means highly agree.

Scoring 3 means agree.

Scoring 2 means disagree.

Scoring 1 means strongly disagree.

	Questions	Opinion Scale				
		Strongly Agree	Highly Agree	Agree	Disagree	Strongly disagree
1	I have received recognition from many colleagues. In connection with the use of technologies and systems within my company.					
2	People in the company honor me. Because of my fluency in operating the technologies and systems within my company.					
3	The fact that people in my organization honor me for being able to use the company's technology and systems has made me even more respectful of myself.					
4	I feel like myself every time. When using the company's technology and systems.					
5	I have confidence in myself every time while using the company's technology and systems.					

Part 6 Self-Actualization Factors

Please tick in the box that is most truthful about you.

By setting the following criteria:

Scoring 5 means strongly agree.

Scoring 4 means highly agree.

Scoring 3 means agree.

Scoring 2 means disagree.

Scoring 1 means strongly disagree.

	Questions	Opinion Scale				
		Strongly Agree	Highly Agree	Agree	Disagree	Strongly disagree
1	Technologies and systems Inside my company It helps me fill me well. In order to achieve the intended purpose.					
2	The company's technologies and systems have fulfilled my desire to do even more work.					
3	Benefits from various technologies and systems of the company It helps me to live my life both in and out of work to the fullest and best of my ability.					
4	Benefits from various technologies and systems of the company Help me to live the life I want.					

5	Benefits from technologies and systems Inside my company It makes me comfortable with all my personality and postures during my career.					
---	---	--	--	--	--	--

Part 7 Employee Satisfaction Factors

Please tick in the box that is most truthful about you.

By setting the following criteria:

Scoring 5 means strongly agree.

Scoring 4 means highly agree.

Scoring 3 means agree.

Scoring 2 means disagree.

Scoring 1 means strongly disagree.

	Questions	Opinion Scale				
		Strongly Agree	Highly Agree	Agree	Disagree	Strongly disagree
1	I am very pleased with the benefits of technology from the company.					
2	I am satisfied with the business goals of the company regarding the way the technology will go in the future.					
3	I would like to recommend my company as a good workplace for advanced technology.					

4	The company's technology is a great tool for me while working.					
5	My company's technology has made my life so easy that I want to work every day.					

Part 8 Personal Factors

1. Gender

- Male
- Female
- N/A

2. Age

- Below 20 year
- 21-30 year
- 31-40 year
- 41-50 year
- Over 50 year

3. Level of Education

- High School
- Bachelor Degree
- Master Degree
- Ph.D.

4. Level of Occupation

- Trainee
- Officer
- Senior Officer
- Manager
- Head of Department
- C Level

5. Work Experience

- Below 1 year

1-5 year

6-10 year

Over 10 year

6. Income per Month

Below 10,000 THB

10,000 - 30,000 THB

30,000 - 60,000 THB

60,000 - 80,000 THB

Over 80,000 THB

7. Industry of your company

(Please Specify) _____

8. Location of your company

(Please Specify) _____

APPENDIX B

แบบสอบถาม

แบบสอบถามฉบับนี้ มีเนื้อหาในหัวข้อ ผลกระทบของการเปลี่ยนแปลงทางดิจิทัลที่มีต่อความพึงพอใจของพนักงานในช่วงหลังการล็อกดาวน์เนื่องจากโรคระบาดโควิด-19 ในประเทศไทย

คำชี้แจง แบบสอบถามนี้เป็นส่วนนี้ของการค้นคว้าอิสระ ในวิชา **MGMG697 Thematic Paper** หลักสูตร **Master of Management Marketing and Management** จาก วิทยาลัยการจัดการ มหาวิทยาลัยมหิดล โดยวัตถุประสงค์ในการศึกษา เพื่อให้ทราบถึงปัจจัยที่มีอิทธิพลต่อความพึงพอใจของพนักงานต่อความเปลี่ยนแปลงทางดิจิทัลในบริษัทของพนักงานในช่วงหลังการล็อกดาวน์เนื่องจากโรคระบาดโควิด-19 ในประเทศไทย ทั้งนี้ข้อมูลที่ได้รับจะเป็นเพื่อการศึกษา คำตอบที่ได้รับจะถูกเก็บเป็นความลับ และไม่มีส่วนเกี่ยวข้องกับการพำนักใดใดทั้งสิ้น

แบบสอบถาม ประกอบไปด้วยคำถาม **8** ส่วน โดยเริ่มจาก คำถามคัดกรอง ปัจจัยทางด้านพื้นฐานในการดำรงชีวิต ปัจจัยด้านความปลอดภัย ปัจจัยด้านการเป็นส่วนหนึ่งของสังคม ปัจจัยด้านการยกย่องและนับถือตนเอง ปัจจัยด้านการบรรลุเป้าหมายสูงสุดของตนเอง ปัจจัยด้านความพึงพอใจของพนักงาน และส่วนสุดท้ายจะคำถามเกี่ยวกับข้อมูลส่วนตัว

ทั้งนี้ผู้วิจัยขอขอบพระคุณและขอความอนุเคราะห์ในการให้ความร่วมมือในการตอบแบบสอบถามนี้ตามความเป็นจริง และครบถ้วน

หากต้องการสอบถามเพิ่มเติม กรุณาติดต่อ นางสาว สรสิชา มนัสศรีสุขใส

เบอร์โทรศัพท์ : **0863752328**

E-mail: lilysornsicha@gmail.com

คำแนะนำ : โปรดทำเครื่องหมาย ในช่องสี่เหลี่ยมหน้าข้อความที่ตรงกับท่านมากที่สุด

ส่วนที่ 1 คำถามคัดกรอง

1. คุณเคยได้ยินคำว่าเปลี่ยนแปลงทางดิจิทัล (Digital Transformation) หรือไม่

เคย

ไม่เคย

2. คุณคิดว่าการเปลี่ยนแปลงทางดิจิทัลมีความสำคัญต่อการอยู่รอดขององค์กรในยุคปัจจุบันหรือไม่

เคย

ไม่เคย

ส่วนที่ 2 ปัจจัยทางด้านพื้นฐานในการดำรงชีวิต (Physiological Factor) กรุณาทำเครื่องหมาย ในช่องที่เป็นจริง
เกี่ยวกับท่านมากที่สุด

โดยกำหนดเกณฑ์ดังต่อไปนี้

ระดับคะแนน 5 หมายถึง เห็นด้วยอย่างยิ่ง

ระดับคะแนน 4 หมายถึง เห็นด้วยมาก

ระดับคะแนน 3 หมายถึง เห็นด้วยปานกลาง

ระดับคะแนน 2 หมายถึง ไม่เห็นด้วย

ระดับคะแนน 1 หมายถึง ไม่เห็นด้วยอย่างยิ่ง

ที่	ข้อความ	ระดับความคิดเห็น				
		มากที่สุด	มาก	ปานกลาง	น้อย	น้อยที่สุด
1	ฉันรู้สึกพึงพอใจกับเทคโนโลยีและระบบต่างๆ ภายในบริษัทของฉัน					
2	ฉันรู้สึกพึงพอใจกับปริมาณงานของฉันหลังจากที่ฉันใช้เทคโนโลยีและระบบต่างๆ ของบริษัท					
3	ฉันรู้สึกพึงพอใจกับเทคโนโลยีที่เป็นโครงสร้างพื้นฐานของบริษัทฉัน					
4	ฉันรู้สึกพึงพอใจกับเทคโนโลยีและระบบต่างๆ ของบริษัทที่ช่วยอำนวยความสะดวกให้ฉันในหลายๆ ด้าน					
5	ฉันรู้สึกพึงพอใจกับคุณภาพของเทคโนโลยีและระบบต่างๆ ภายในบริษัทของฉัน					

ส่วนที่ 3 ปัจจัยด้านความปลอดภัย (Safety Factor)

กรุณาทำเครื่องหมาย ในช่องที่เป็นจริงเกี่ยวกับท่านมากที่สุด

โดยกำหนดเกณฑ์ดังต่อไปนี้

ระดับคะแนน 5 หมายถึง เห็นด้วยอย่างยิ่ง

ระดับคะแนน 4 หมายถึง เห็นด้วยมาก

ระดับคะแนน 3 หมายถึง เห็นด้วยปานกลาง

ระดับคะแนน 2 หมายถึง เห็นด้วยน้อย

ระดับคะแนน 1 หมายถึง ไม่เห็นด้วยอย่างยิ่ง

ที่	ข้อความ	ระดับความคิดเห็น				
		มากที่สุด	มาก	ปานกลาง	น้อย	น้อยที่สุด
1	ฉันรู้สึกพึงพอใจกับความน่าเชื่อถือของเทคโนโลยีและระบบต่างๆที่ใช้งานภายในบริษัทของฉัน					
2	ฉันรู้สึกพึงพอใจกับความเสถียรในการเชื่อมต่อกับบริษัทของฉัน เมื่อฉันทำงานข้างนอกบริษัท					
3	ฉันพึงพอใจกับความมั่นคงในหน้าที่การงานของฉัน เมื่อใช้งานเทคโนโลยีและระบบต่างๆของบริษัท					
4	ฉันรู้สึกปลอดภัยเกี่ยวกับข้อมูลส่วนตัวต่างๆของฉัน เมื่อฉันทำงานผ่านระบบของบริษัท					
5	ฉันรู้สึกปลอดภัยจากอันตรายที่ส่งผลกระทบต่อการใช้ชีวิตประจำวัน ในขณะที่ใช้งานเทคโนโลยีและระบบต่างๆของบริษัท					

ส่วนที่ 4 ปัจจัยด้านการเป็นส่วนหนึ่งของสังคม (Social Belonging Factor)

กรุณาทำเครื่องหมาย ในช่องที่เป็นจริงเกี่ยวกับท่านมากที่สุด

โดยกำหนดเกณฑ์ดังต่อไปนี้

ระดับคะแนน 5 หมายถึง เห็นด้วยอย่างยิ่ง

ระดับคะแนน 4 หมายถึง เห็นด้วยมาก

ระดับคะแนน 3 หมายถึง เห็นด้วยปานกลาง

ระดับคะแนน 2 หมายถึง เห็นด้วยน้อย

ระดับคะแนน 1 หมายถึง ไม่เห็นด้วยอย่างยิ่ง

ที่	ข้อความ	ระดับความคิดเห็น				
		มากที่สุด	มาก	ปานกลาง	น้อย	น้อยที่สุด
1	ฉันรู้สึกพอใจกับคุณภาพของความสัมพันธ์ระหว่างเพื่อนร่วมงานในขณะที่ใช้เทคโนโลยีและระบบต่างๆ ของบริษัท					
2	ฉันรู้สึกพอใจกับการให้ความสนับสนุนของเจ้านายเกี่ยวกับการใช้งานเทคโนโลยีและระบบต่างๆภายในบริษัท					
3	ฉันรู้สึกพอใจกับการให้ความสนับสนุนของเพื่อนร่วมงานเกี่ยวกับการใช้งานเทคโนโลยีและระบบต่างๆภายในบริษัท					
4	ฉันรู้สึกพอใจกับความเป็นอันหนึ่งอันเดียวกันระหว่างแผนกของฉันและแผนกอื่นๆ ในขณะที่ประชุมออนไลน์					
5	ฉันรู้สึกดีกับทีมของฉัน ในขณะที่ใช้งานเทคโนโลยีและระบบต่างๆภายในบริษัท					

ส่วนที่ 5 ปัจจัยด้านการยกย่องและนับถือตนเอง (Self-Esteem Factor)

กรุณาทำเครื่องหมาย ในช่องที่เป็นจริงเกี่ยวกับท่านมากที่สุด

โดยกำหนดเกณฑ์ดังต่อไปนี้

ระดับคะแนน 5 หมายถึง เห็นด้วยอย่างยิ่ง

ระดับคะแนน 4 หมายถึง เห็นด้วยมาก

ระดับคะแนน 3 หมายถึง เห็นด้วยปานกลาง

ระดับคะแนน 2 หมายถึง เห็นด้วยน้อย

ระดับคะแนน 1 หมายถึง ไม่เห็นด้วยอย่างยิ่ง

ที่	ข้อความ	ระดับความคิดเห็น				
		มากที่สุด	มาก	ปานกลาง	น้อย	น้อยที่สุด
1	ฉันได้รับการยอมรับจากเพื่อนร่วมงานมากมายอันเกี่ยวเนื่องมาจากการใช้งานเทคโนโลยีและระบบต่างๆภายในบริษัทของฉัน					
2	คนในบริษัทต่างให้เกียรติฉัน เนื่องจากความคล่องแคล่วในการใช้งานเทคโนโลยีและระบบต่างๆภายในบริษัทของฉัน					
3	การที่คนในองค์กรให้เกียรติฉันอันเนื่องมาจากความสามารถในการใช้เทคโนโลยีและระบบต่างๆของบริษัท ทำให้ฉันเกิดความเคารพในตัวเองมากยิ่งขึ้น					
4	ฉันรู้สึกเป็นตัวของตัวเองทุกครั้ง เมื่อได้ใช้เทคโนโลยีและระบบต่างๆของบริษัท					
5	ฉันมีความมั่นใจในตัวเองทุกครั้งในขณะที่ใช้เทคโนโลยีและระบบต่างๆของบริษัท					

ส่วนที่ 6 ปัจจัยด้านการบรรลุเป้าหมายสูงสุดของตนเอง (Self-Actualization Factor)

กรุณาทำเครื่องหมาย ในช่องที่เป็นจริงเกี่ยวกับท่านมากที่สุด

โดยกำหนดเกณฑ์ดังต่อไปนี้

ระดับคะแนน 5 หมายถึง เห็นด้วยอย่างยิ่ง

ระดับคะแนน 4 หมายถึง เห็นด้วยมาก

ระดับคะแนน 3 หมายถึง เห็นด้วยปานกลาง

ระดับคะแนน 2 หมายถึง เห็นด้วยน้อย

ระดับคะแนน 1 หมายถึง ไม่เห็นด้วยอย่างยิ่ง

ที่	ข้อความ	ระดับความคิดเห็น				
		มากที่สุด	มาก	ปานกลาง	น้อย	น้อยที่สุด
1	เทคโนโลยีและระบบต่างๆ ภายในบริษัทของ ฉัน ช่วยเติมเต็มตัวฉัน ได้เป็นอย่างดี เพื่อให้งาน บรรลุจุดประสงค์ที่ตั้งใจไว้					
2	เทคโนโลยีและระบบต่างๆของบริษัทช่วยเติม เต็มความรู้สึกปรารถนาที่ทำงานของฉันให้ เพิ่มขึ้น					
3	ประโยชน์จากเทคโนโลยีและระบบต่างๆของ บริษัท ช่วยให้ฉันสามารถใช้ชีวิตทั้งในและ นอกเวลางานได้อย่างเต็มที่และเต็ม ความสามารถ					
4	ประโยชน์จากเทคโนโลยีและระบบต่างๆของ บริษัท ช่วยทำให้ฉันได้ใช้ชีวิตในแบบที่ฉัน ต้องการ					
5	ประโยชน์จากเทคโนโลยีและระบบต่างๆ ภายในบริษัทของฉัน ทำให้ฉันรู้สึกสบายใจกับ ทุกบุคลิกภาพและอริยาบถระหว่างการทำงาน ของฉัน					

ส่วนที่ 7 ปัจจัยด้านความพึงพอใจของพนักงาน (Employee Satisfaction Factor)

กรุณาทำเครื่องหมาย ในช่องที่เป็นจริงเกี่ยวกับท่านมากที่สุด

โดยกำหนดเกณฑ์ดังต่อไปนี้

ระดับคะแนน 5 หมายถึง เห็นด้วยอย่างยิ่ง

ระดับคะแนน 4 หมายถึง เห็นด้วยมาก

ระดับคะแนน 3 หมายถึง เห็นด้วยปานกลาง

ระดับคะแนน 2 หมายถึง เห็นด้วยน้อย

ระดับคะแนน 1 หมายถึง ไม่เห็นด้วยอย่างยิ่ง

ที่	ข้อคำถาม	ระดับความคิดเห็น				
		มากที่สุด	มาก	ปานกลาง	น้อย	น้อยที่สุด
1	ฉันพอใจกับประโยชน์ที่ได้รับจากเทคโนโลยีของบริษัท					
2	ฉันพอใจกับเป้าหมายทางธุรกิจของบริษัทเกี่ยวกับแนวทางของเทคโนโลยีที่จะทำในอนาคต					
3	ฉันอยากจะแนะนำ บริษัท ของฉันให้เป็นสถานที่ทำงานที่ดีที่สุดสำหรับเทคโนโลยีขั้นสูง					
4	เทคโนโลยีของบริษัท เป็นเครื่องมือที่ยอดเยี่ยมสำหรับฉันในขณะที่ทำงาน					
5	เทคโนโลยีของบริษัท ของฉันทำให้ชีวิตของฉันง่ายมากจนฉันอยากทำงานทุกวัน					

ส่วนที่ 8 ข้อมูลทั่วไปของผู้ตอบแบบสอบถาม กรุณาทำเครื่องหมาย ในช่องสี่เหลี่ยมที่ตรงกับความเป็นจริงเกี่ยวกับตัวท่าน

1. เพศ

ชาย

หญิง

ไม่ต้องการแจ้งให้ทราบ

2. อายุ

ต่ำกว่า 20 ปี

21-30 ปี

31-40ปี

41-50ปี

มากกว่า 50 ปี

3. ระดับการศึกษา

มัธยม

ปริญญาตรี

ปริญญาโท

ปริญญาเอก

4. ระดับอาชีพ

ฝึกงาน

ระดับพนักงานทั่วไป

ระดับพนักงานอาวุโส

ระดับผู้จัดการ

ระดับหัวหน้าแผนก



ระดับ C

5. ประสบการณ์การทำงาน

ต่ำกว่า 1 ปี

1-5 ปี

6-10 ปี

มากกว่า 10 ปี

6. รายได้ต่อเดือน

ต่ำกว่า 10,000 บาท

10,000 บาท - 30,000 บาท

30,000 บาท - 60,000 บาท

60,000 บาท - 80,000 บาท

มากกว่า 80,000 บาท

7. อุตสาหกรรมของ บริษัท ของคุณ

(โปรดระบุ) _____

8. ที่ตั้งของ บริษัท ของคุณ

(โปรดระบุ) _____



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[07/The_Digital_Advantage__How_Digital_Leaders_Outperform_their_Peers_in_Every_Industry.pdf](https://www.capgemini.com/wp-content/uploads/2017/07/The_Digital_Advantage__How_Digital_Leaders_Outperform_their_Peers_in_Every_Industry.pdf). Accessed 28 Mar 2019

