THE INFLUENCING FACTORS OF JOB SATISFACTION DURING THE WORK FROM HOME PERIOD

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THE INFLUENCING FACTORS OF JOB SATISFACTION DURING THE WORK FROM HOME PERIOD

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ABSTRACT

Due to the epidemic of COVID-19, organizations around the world including Thailand were forced to change the way of operation during the lockdown period. Work from home is the solution for many organizations. This unexpected change might affect the employees in many aspects, and one important of them is job satisfaction. This research intends to provide the solutions to the organizations which face the problem of employees' satisfaction during the WFH period by using the job design and motivation to find out job satisfaction.

The method for the research is a quantitative research methodology via a survey questionnaire under the framework of the Job Characteristics Model and Maslow's hierarchy of needs.

The research found the influencing factors of employees' job satisfaction during the WFH period. The direct influencing factors are task identity, autonomy, self-esteem, and social, and indirect influencing factors are feedback, self-actualization, and safety.

KEY WORDS: Job satisfaction/ Job characteristic/ Motivation/ Work from home

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CHAPTER I
INTRODUCTION

1.1 Research background and problem statement

The epidemic of COVID-19 forces organizations around the world to change and innovate the way of operation during the lockdown period. Work from home (WFH) has suddenly taken a significant role instant of the traditional workplace (Savić, 2020). The trend for WFH has got focus in recent years and showed that WFH improves a better balance of work-life (Kerslake, 2002) and also organizational performance improvement and absenteeism reduction (Stavrou, 2005). However, although there are benefits of WFH for both employers and employees, there is still some problem that arises (Crandall & Longge, 2005) such as the effective installation of WFH initiatives shows significant HRM challenges (Hall & Liddicoat, 2005). An unexpected change in the workplace might affect employees' job satisfaction. The way to operate the job was changed, the new operation got to install, and new conditions for work need to be adapted. Therefore, this research will work on how WFH affects job satisfaction. Employers will understand more of their employees and known how to optimize employees' job satisfaction during the WFH period.

The problem statement of this research is **"Decreasing of employees' job satisfaction during the WFH period."**

1.2 Research objective

This research's purpose is to find the influencing factor during the WFH period of job satisfaction and the power of each factor. The employer can set the policy and invest in the only significant factors to save the cost and directly impact employees ' needs.

1.3 Scope of the study

The research begins with the section of the background literature discussion. Job satisfaction is the focus result to review and job characteristic and job motivation are found public favor to be the measure factor of job satisfaction from the studies review. From the previous research (Kangwanpiboon, 2017), it showed the relationship between job characteristic and job motivation to job satisfaction in healthcare industry, so its model and outcome was derived for this research. The method of this research is quantitative. Data are collected via the questionnaires. Data analysis methods are included data validation, descriptive statistic, correlation analysis, and regression analysis. Then discussion of findings and managerial recommendations from the findings are the final of this research.

In next chapter there are the describing of job characteristic, job motivation, and job satisfaction based upon the reviewing of literatures and previous research.

CHAPTER II
LITERATURE REVIEW

In this chapter, reviewing of the interrelation of job characteristic and job motivation to job satisfaction during the WFH period based upon the literatures and previous research. Work from home has the significant role in most of organization in Thailand due to the lockdown period because of the COVID-19. In contemplation of increase the organization's performance, employee is the key factor. During the WFH period that the way of working has changed, organization has to face with the employee satisfaction issue. They should find the solution to increase their employee satisfaction by adapt the job characteristics and increase job motivation for the result of work performance. Therefore, this research would like to find the influencing factors of job satisfaction during the WFH period to guide to the organization which face on this problem or prepare before the problem happen. The literature review is conducted to find the influencing factors of job satisfaction, which can use to organization's policy to develop their employees.

2.1 Job satisfaction

In recent years, the main factor of the organization objective has become to be job satisfaction. Job satisfaction is conceived to be a consideration for the quality of organizational success and competitive levels (Garcia-Bernal et al., 2005). Job satisfaction, there is no common definition, although it could be definite of a multidimensional concept which comprises a set of feelings of favorable or unfavorable in terms of the perceiving of employees have on their jobs. Job satisfaction contains three parts: behavioral, affective, and cognitive. The first two parts – behavioral and affective show how employees behave and feel value in the workplace. The third part, cognitive, is feeling or thinking of employees toward their organization (Hoffman-Miller, 2019). The cause of job satisfaction depends on the factor of reward both

intrinsic and extrinsic, which relate to motivation (Westover et al., 2010). Another factor, which impacts job satisfaction is job design (Singh A., Singh S.K., Khan S., 2016). Personality is another factor in job satisfaction. The fit between personality and job could lead to satisfaction. Age is another factor that correlates to job satisfaction. Some study found the more aging a person gets the more job satisfaction, and some study found satisfaction descents at young adult, plateaus at middle adult, then increasing along with the age (Spector, 1997)

The result of job satisfaction relates to job involvement, turnover rate, withdrawal perception, absenteeism, perceived stress, job performance, and organizational citizenship (Westover et al., 2010). Therefore, the organization should concern and understand job satisfaction to maintain employees and reach organizational goals.

2.2 The Job Characteristics Model

The Job Characteristics Model is a model for designing the job, which influences work performance, job motivation, and job satisfaction (Hackman and Oldham, 1975). Jobs contain five characteristics: skill variety, task identity, task significance, autonomy, and job feedback. Captured all of them, they interpret employee responsibility, understanding of the greater work purpose, and job meaningfulness. (Spector, 1997).

2.2.1 Skill variety

Skill variety has the requirement of various activities or skills to work on a job (Hackman and Oldham, 1975). From Ghosh et al., (2015), a job with different kinds of skills and activities leads to a better attitude and behavior of employees.

2.2.2 Task identity

Task identity has a requirement of whole piece completion of work. Imply that employees take responsibility to work on the job from starting to ending (Hackman and Oldham, 1975). Uruthirapathy and Grant, (2015), reported that high task identity or

responsibility of the whole job bring smooth workflow and better performance of employees.

2.2.3 Task significance

Task significance is a job significant for the organization and the external surrounding (Hackman and Oldham, 1975).

2.2.4 Autonomy

Autonomy is freedom of job to allow employees to plan their job (Hackman and Oldham, 1975). Hassan, (2014) discovered that high autonomy leads to a better attitude and employees' behavior.

2.2.5 Feedback

Feedback from the job is the actual outcome from work performance to acknowledge and be the direction for job improvement (Hackman and Oldham, 1975). Ghosh et al., (2015) stated that real feedback from the job brings to a better attitude and behavior of employees.

2.3 Motivation

One of the most common motivation theories is Maslow's hierarchy of needs (Maslow, 1970). People are motivated by five hierarchical needs, which are ranked based on the order of influencing power to the behavior of humans. People will be motivated to the next level of needs step by step when they accomplish a particular stage of needs (Maslow, 1970). The model has five stages of needs as following;
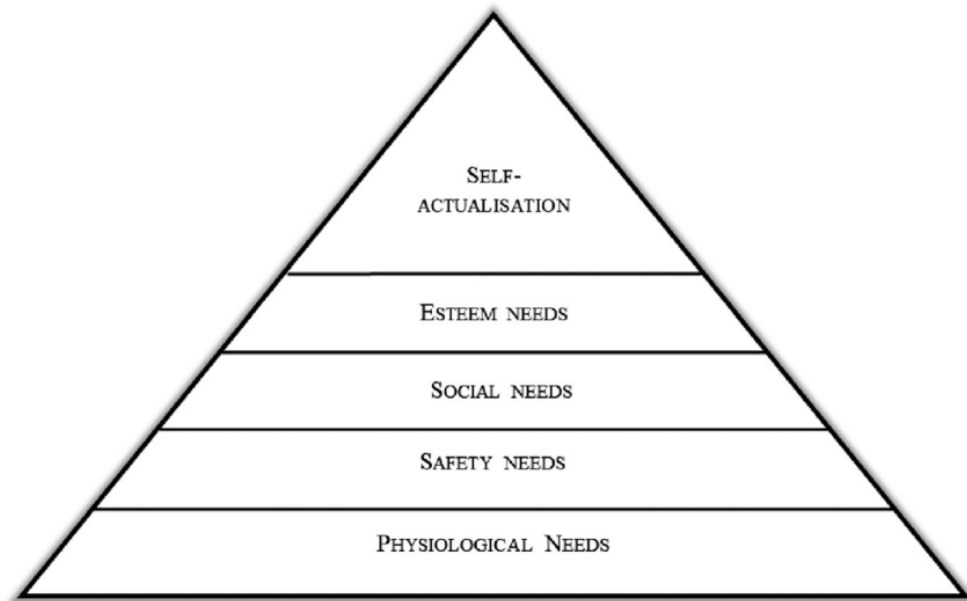
Figure 2.1 Maslow's Hierarchy of needs

Source: Maslow, A. Motivation, and Personality (2nd ed.) Harper & Row, 1970

2.3.1 Physiological needs

Physiological needs are the lowest stage of needs, which are the basic needs of people such as food, clothes, shelter, and medicines (Maslow, 1970). Human has to fulfill with food before other needs (Stephens, 2000).

2.3.2 Safety needs

Safety needs are the needs that could make people feel physically and psychologically safe such as stability, security, laws, and order (Maslow, 1970).

2.3.3 Social needs

Social needs are the need to have interact with other people in society such as having friends, family, or lovers (Maslow, 1970).

2.3.4 Esteem needs

Esteem needs are the needs for a sense of internal feelings of esteem, respect, and recognition from other people (Maslow, 1970).

2.3.5 Self-Actualisation

The top stage of human needs is self-actualization (Maslow, 1970). It is the need for self-development and realization to accomplish a human's maximum potential (Seeley, 1988).

2.4 Research Framework

The research framework was constructed for determining the influencing factor of job satisfaction shown in Figure 2.1. The research framework, with five factors for each main topic on the left predict the outcome on the right.

| **Job characteristics model** |
| Skill variety |
| Task identity |
| Task significance |
| Autonomy |
| Feedback |

Job satisfaction

| **Motivation** |
| Physiological needs |
| Safety needs |
| Social needs |
| Esteem needs |
| Self-actualization |
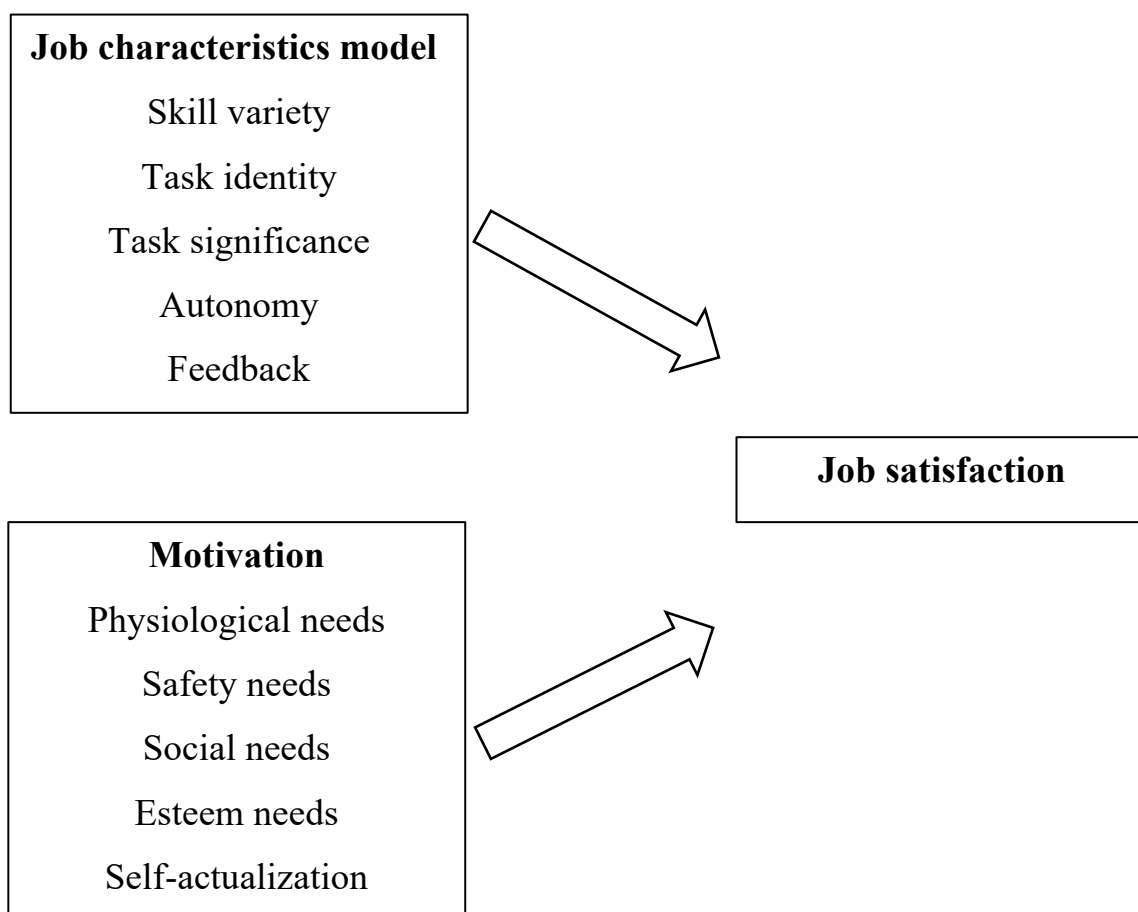
Figure 2.1 Research Framework

2.5 Hypotheses

Hypothesis 1: Job satisfaction is increased by skill variety.

Hypothesis 2: Job satisfaction is increased by task identity.

Hypothesis 3: Job satisfaction is increased by task significance.

Hypothesis 4: Job satisfaction is increased by autonomy.

Hypothesis 5: Job satisfaction is increased by feedback.

Hypothesis 6: The fulfillment of physiological needs leads to higher job satisfaction.

Hypothesis 7: The fulfillment of safety needs leads to higher job satisfaction.

Hypothesis 8: The fulfillment of social needs leads to higher job satisfaction.

Hypothesis 9: The fulfillment of esteem needs leads to higher job satisfaction.

Hypothesis 10: The fulfillment of self-actualization leads to higher job satisfaction.

According to the literature reviews, the factor of job design and motivation affects employees' job satisfaction. The research question is **"What are the influencing factors of job satisfaction during the WFH period?"**

The next chapter introduces the research methodology that use for answering the research question above.

CHAPTER III
RESEARCH METHODOLOGY

This research intended to acknowledgment the question of the research "What is the influencing factors of employees' job satisfaction during WFH period?" for finding the influencing factor, this chapter shows the method for the under the framework of the Job Characteristics Model and Maslow's hierarchy of needs. From the previous research (Kangwanpiboon, 2017), using the survey questionnaire for collect the data from 100 samples and showing the relationship result between job characteristic and job motivation to job satisfaction in healthcare industry. This research adopts the survey questionnaire from the research and adapt them to fit with the condition of WFH period.

3.1 Survey questionnaire

From the previous research (Kangwanpiboon, 2017), using the survey questionnaire for collect the data from 100 samples and showing the interrelation result of job characteristic and job motivation to job satisfaction in healthcare industry. This research adopts the survey questionnaire from the research and adapt them to fit with the condition of WFH period.

The questionnaire has four sections which are demographic questions, job characteristics, job motivation, and job satisfaction. The total number of questions in the questionnaire is fifty-one questions.

3.1.1 Demographic question

Section of respondent personal information question. There are six questions for this section, which are gender, age, experience year of work, occupation, type of business, and monthly income.

3.1.2 Job characteristics

Section of job characteristics questions has a total of twenty questions. There are five sets of the question for each core job characteristics, which are skill variety, task identity, task significance, autonomy, and feedback with four questions for each of them. The questions are applied from Hacklman and Oldham (1974) and Morgeson and Humphrey (2006). The Likert scale is used for the answer choices. (1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree and 5 = strongly agree)

3.1.3 Job motivation

Section of job motivation questions has a total of twenty questions. There are five sets of the question for each component of Maslow's hierarchy of needs, which are physiological, safety needs, social needs, esteem needs, and self-actualization with four questions for each of them. The questions are applied from Hacklman and Oldham (1974) and Spector (1994). The Likert scale is used for the answer choices. (1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree and 5 = strongly agree)

3.1.4 Job satisfaction

Section of job satisfaction questions. There are five questions, which are applied from the Short Index of Job Satisfaction (SIJS), Brayfield and Rothe (1951). From the five questions, there is two reversed question which has to reverse scale. The Likert scale is used for the choices of the answer. (1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree and 5 = strongly agree)

3.2 Sample

Questionnaires are collected from 100 employees who have experience of work from home in a variety of industries. The employees are sampling by convenience sampling without any condition depend on the agreement and participation of respondents.

3.3 Data collection plan

All part of the questionnaire is translated into Thai. The survey is conducted online and distributed in form of an electronic link to employees who have experienced work from home from various industries. 100 responses are collected and conveyed to numbers, which are coded from their questionnaires.

3.4 Data analysis plan

Analyze data by using the SPSS program with three methods of descriptive statistics, correlation analysis, and regression analysis.

3.4.1 Data validation

To validate the data consistency between questionnaires and each influencing factor of job characteristics and motivation, there is trying out of questionnaires for 20 samples. Cronbach Alpha method is used for testing the reliability of the try out the result. The acceptable value for Coefficient Alpha (α) is equal to or greater than 0.7 (Cronbach, 1970).

3.4.2 Descriptive statistic

For demographic questions, the section is analyzed by descriptive statistics and results of frequency, percentage, and mean report. Frequency from each respondent's answer notifies which demographic group is capable to apply. To determine the difference in job satisfaction between each demographic group, the mean score of job satisfaction is used for comparing.

3.4.3 Correlation analysis

Correlation analysis is applied for determining the correlation between the factor of job characteristics or motivation and job satisfaction of employees during the WFH period. The relationship value and how each variable relates are considered by the coefficient of correlation (r). For r, it is in a range of -1.0 to +1.0. The closer to -1.0 or +1.0, the more value of variables' relation. For 0, it shows that all variables do not have

any relationship between them at all, and +/- means positive and negative correlation in order.

3.4.4 Regression analysis

Regression analysis can prove the research hypothesis by the present relationship between the factors of job characteristics or motivation and job satisfaction of employees during the WFH period. Conduct multiple linear regression analyses by setting job satisfaction as a dependent variable and job characteristic or job motivation as independent variables. R square, P-value, and standardized coefficients are reported. P-value for considerate to be significant is P-value < 0.05. The relationship strength is considered by standardized coefficients (β), which stronger relation, the more β.

According to the research methodology design, this research is a theory-directed. The survey questionnaire consists of questions set based on the research framework in Figure 2.1. combine with the data analysis support to find the answer to the research question.

The next chapter introduces the research finding, which is the result after collect and analyze the data from samples.

CHAPTER IV
RESEARCH FINDINGS

The data analysis results and discussion are shown in this chapter, after collecting data and using SPSS for data analysis. There are five sections of data, which are demographic characteristic, descriptive statistics, reliability statistics, correlation analysis, and regression analysis.

4.1 Demographic Characteristic

The respondents' demographic characteristics are analyzed by descriptive statistics with frequency, percentage. Shown in table 4.1. Of the 100 respondents, 74 percent is female, and 26 percent is male. Age range of respondents include 20-30 years old (45%), 31-40 years old (47%), and 41-50 years old (8%). Year experience of respondents include less than 2 years (6%), 2-4 years (11%), 5-7 years (38%), 8-10 years (22%), and more than 10 years (23%). 93% of respondents are in private sector. 5% of respondents are in government agency. 2% of respondents are in state enterprise. For area of employment, 14% are in financing/accounting, 9% are in engineering/ industry, 12% are in IT, 16% are in healthcare, 8% are in marketing, 11% are in advertising, 6% are in education, 8% are in construction.

Table 4.1   Respondent Characteristics

Demographic Background	QTY. (n)	Frequency
Gender		
Male	26	26%
Female	74	74%
Total	100	100%
Age		
20-30 years old	45	45%
31-40 years old	47	47%
41-50 years old	8	8%

Table 4.1 Respondent Characteristics (cont.)

Total	100	100%
Year experience		
Less than 2 year	6	6%
2-4 years	11	11%
5-7 years	38	38%
8-10 years	22	22%
More than 10 years	23	23%
Total	100	100%
Occupation		
Private sector	93	93%
Government agency	5	5%
State enterprise	2	2%
Total	100	100%
Area of employment		
Financing/Accounting	14	14%
Engineering/ Industry	9	9%
IT	12	12%
Healthcare	16	16%
Advertising	11	11%
Education	6	6%
Construction	8	8%
None of above	24	24%
Total	100	100%
Income per month		
15,000-30,000 THB	17	17%
30,000-50,000 THB	21	21%
50,000-100,000 THB	51	51%
more than 100,000 THB	11	11%
Total	100	100%

4.2 Descriptive Statistics

Maximum score of job satisfaction from questionnaire is 24. When comparing mean score of job satisfaction in each demographic area, the female group (15.89) has higher satisfaction than male (14.81). Respondents with 20-30 years old (15.96) have higher satisfaction than 31-40 years old (15.40), and 41-50 years old (14.88) respectively. Respondents with year experience 5-7 years group (16.76) have

higher satisfaction more than 8-10 years group (15.05), 2-4 years group (15.27), more than 10 years group (14.57), and less than 2 years group (15.00) respectively. Respondents who work for government agency have the highest job satisfaction (17.80) follow by private sector (15.46) and state enterprise (14.50). Area of employment which have the highest job satisfaction is financing/accounting (18.17) follow by education (16.63), IT (16.40), advertising (15.50), healthcare (15.30), engineering (14.20), and construction (10.50). Respondents who gain income per month 15,000-30,000 THB have the highest job satisfaction (16.56) follow by 30,000-50,000 THB (16.48), 50,000-100,000 THB (15.59), and more than 100,000 THB (12.55) (see Table 4.2)

Table 4.2 Comparing Mean score of Job satisfaction

Demographic Background	QTY. (n)	Minimum	Maximum	Mean
Gender				
Male	26	8	22	14.81
Female	74	8	24	15.89
Age				
20-30 years old	45	8	24	15.96
31-40 years old	47	8	24	15.40
41-50 years old	8	9	19	14.88
Year experience				
Less than 2 year	6	11	17	15.00
2-4 years	11	8	19	15.27
5-7 years	38	11	24	16.76
8-10 years	22	8	21	15.05
More than 10 years	23	9	22	14.57
Occupation				
Private sector	93	8	24	15.46
Government	5	16	20	17.80
State enterprise	2	14	15	14.50
Area of employment				
Financing/Accounting	14	15	22	18.17
Engineering	9	8	21	14.20
IT	12	14	19	16.40
Healthcare	16	8	22	15.30
Advertising	11	15	16	15.50
Education	6	14	20	16.63
Construction	8	8	18	10.50
None of above	24	11	24	15.92

Table 4.2 Comparing Mean score of Job satisfaction (cont.)

Income per month				
15,000-30,000 THB	17	11	24	16.56
30,000-50,000 THB	21	11	24	16.48
50,000-100,000 THB	51	8	22	15.59
more than 100,000 THB	11	8	19	12.55

4.3 Reliability Statistics

The Coefficient Alpha from 20 samples show the data consistency between questionnaires and each influencing factor of job characteristics, motivation, and job satisfaction which are 0.804, 0.907, and 0.767 respectively. All of them are greater than 0.7 that are in acceptable value. (see Table 4.3)

Table 4.3 Coefficient Alpha of questionnaires and each influencing factor

Job characteristics

Reliability Statistics

Cronbach's Alpha	N of Items
.907	20

Motivation

Reliability Statistics

Cronbach's Alpha	N of Items
.767	5

Job satisfaction

Reliability Statistics

Cronbach's Alpha	N of Items
.840	20

4.4 Correlation Analysis

4.4.1 Correlation Analysis of job characteristic

The correlation analysis (Table 4.4), by means of the Pearson's correlation coefficient, show positive correlation between factor of job characteristics which are skill variety, task identity, autonomy, and feedback and job satisfaction. In particular the correlation analyses report R = 0.231 and p = 0.021 for the skill variety, R = 0.665 and p = 0.000 for the task identity, R = 0.512 and p = 0.000 for the autonomy, R = 0.331 and p = 0.001 for the feedback, and R = 0.563 and p = 0.000 for the overall of job characteristics.

Table 4.4 Correlation between factors of job characteristics and job satisfaction

Correlations

		Skillvariety	Taskidentity	Tasksignificant	Autonomy	Feedback	JCM	JobSatisfaction
Skillvariety	Pearson Correlation	1	.224*	.651**	.159	.381**	.678**	.231*
	Sig. (2-tailed)		.025	.000	.115	.000	.000	.021
	N	100	100	100	100	100	100	100
Taskidentity	Pearson Correlation	.224*	1	.251*	.500**	.392**	.694**	.665**
	Sig. (2-tailed)	.025		.012	.000	.000	.000	.000
	N	100	100	100	100	100	100	100
Tasksignificant	Pearson Correlation	.651**	.251*	1	.301**	.448**	.742**	.196
	Sig. (2-tailed)	.000	.012		.002	.000	.000	.051
	N	100	100	100	100	100	100	100
Autonomy	Pearson Correlation	.159	.500**	.301**	1	.363**	.671**	.512**
	Sig. (2-tailed)	.115	.000	.002		.000	.000	.000
	N	100	100	100	100	100	100	100
Feedback	Pearson Correlation	.381**	.392**	.448**	.363**	1	.727**	.331**
	Sig. (2-tailed)	.000	.000	.000	.000		.000	.001
	N	100	100	100	100	100	100	100
JCM	Pearson Correlation	.678**	.694**	.742**	.671**	.727**	1	.563**
	Sig. (2-tailed)	.000	.000	.000	.000	.000		.000
	N	100	100	100	100	100	100	100
JobSatisfaction	Pearson Correlation	.231*	.665**	.196	.512**	.331**	.563**	1
	Sig. (2-tailed)	.021	.000	.051	.000	.001	.000	
	N	100	100	100	100	100	100	100

*. Correlation is significant at the 0.05 level (2-tailed).

**. Correlation is significant at the 0.01 level (2-tailed).

4.4.2 Correlation Analysis of job motivation

The correlation analysis (Table 4.5), by means of the Pearson's correlation coefficient, show positive correlation between factor of motivation which are

physiological needs, safety needs, social, self-esteem, and self-actualization and job satisfaction. In particular the correlation analyses report R = 0.396 and p = 0.000 for the physiological needs, R = 0.441 and p = 0.000 for the safety needs, R = 0.679 and p = 0.000 for the social, R = 0.702 and p = 0.000 for the self-esteem, and R = 0.561 and p = 0.000 for the self-actualization, and R = 0.682 and p = 0.000 for the overall of motivation.

Table 4.5 Correlation between factors of job motivation and job satisfaction

Correlations

		Physiological	Safety	Social	Selfesteem	Selfactualization	Motivation	JobSatisfaction
Physiological	Pearson Correlation	1	.633**	.476**	.552**	.494**	.797**	.396**
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.000
	N	100	100	100	100	100	100	100
Safety	Pearson Correlation	.633**	1	.543**	.407**	.413**	.753**	.441**
	Sig. (2-tailed)	.000		.000	.000	.000	.000	.000
	N	100	100	100	100	100	100	100
Social	Pearson Correlation	.476**	.543**	1	.712**	.626**	.834**	.679**
	Sig. (2-tailed)	.000	.000		.000	.000	.000	.000
	N	100	100	100	100	100	100	100
Selfesteem	Pearson Correlation	.552**	.407**	.712**	1	.757**	.840**	.702**
	Sig. (2-tailed)	.000	.000	.000		.000	.000	.000
	N	100	100	100	100	100	100	100
Selfactualization	Pearson Correlation	.494**	.413**	.626**	.757**	1	.803**	.551**
	Sig. (2-tailed)	.000	.000	.000	.000		.000	.000
	N	100	100	100	100	100	100	100
Motivation	Pearson Correlation	.797**	.753**	.834**	.840**	.803**	1	.682**
	Sig. (2-tailed)	.000	.000	.000	.000	.000		.000
	N	100	100	100	100	100	100	100
JobSatisfaction	Pearson Correlation	.396**	.441**	.679**	.702**	.551**	.682**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	
	N	100	100	100	100	100	100	100

**. Correlation is significant at the 0.01 level (2-tailed).

4.5 Regression Analysis

Linear regression analysis was conducted to find the influencing power of each factors. Dependent variable is job satisfaction and independent variables are job characteristics and motivation, which were run separately.

4.5.1 Regression analysis of job characteristic (Direct factors)

Table 4.6 shows R Square which is 0.497. It means that 49.7% of variance in job satisfaction is influenced by skill variety, task identity, task significant, autonomy, and feedback

Table 4.7 shows that P-value = 0.000. It means that at least one of independent variables has significant predictive relationship with dependent variable.

Table 4.8 shows that there are 2 independent variables (task identity and autonomy) which have significant predictive relationship with dependent variable. Task identity is the direct strongest variable which impact to job satisfaction (P-value = 0.000, β = 0.525) followed by autonomy (P-value = 0.006, β = 0.250)

Table 4.6 Model summary of job characteristic (Direct factors)

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.705[a]	.497	.470	.4842985726

a. Predictors: (Constant), Feedback, Autonomy, Skillvariety, Taskidentity, Tasksignificant

Table 4.7 Anova of job characteristic (Direct factors)

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	21.779	5	4.356	18.571	.000[b]
	Residual	22.047	94	.235		
	Total	43.826	99			

a. Dependent Variable: JobSatisfaction

b. Predictors: (Constant), Feedback, Autonomy, Skillvariety, Taskidentity, Tasksignificant

Table 4.8 Coefficients of job characteristic (Direct factors)

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.829	.388		2.135	.035
	Skillvariety	.132	.097	.134	1.365	.175
	Taskidentity	.470	.079	.525	5.975	.000
	Tasksignificant	-.116	.105	-.113	-1.103	.273
	Autonomy	.239	.084	.250	2.840	.006
	Feedback	.035	.091	.034	.383	.703

a. Dependent Variable: JobSatisfaction

4.5.2 Regression analysis of job characteristic (Indirect factors)

Table 4.9 shows R Square which is 0.350. It means that 35.0% of variance in job satisfaction is influenced by skill variety, task significant, and feedback.

Table 4.10 shows that P-value = 0.000. It means that at the minimum one of independent variables has predictive relationship with dependent variable with significant.

Table 4.11 shows that there is an independent variable (feedback) has predictive relationship with dependent variable with significant. Feedback is the indirect variable which impact to job satisfaction (P-value = 0.009, β = 0.289).

Table 4.9 Model summary of job characteristic (Indirect factors)

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.350^a	.122	.095	.6329376424

a. Predictors: (Constant), Feedback, Skillvariety, Tasksignificant

Table 4.10 Anova of job characteristic (Indirect factors)

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.367	3	1.789	4.466	.006[b]
	Residual	38.459	96	.401		
	Total	43.826	99			

a. Dependent Variable: JobSatisfaction

b. Predictors: (Constant), Feedback, Skillvariety, Tasksignificant

Table 4.11 Coefficients of job characteristic (Indirect factors)

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.237	.443		5.054	.000
	Skillvariety	.132	.125	.134	1.052	.295
	Tasksignificant	-.021	.135	-.020	-.154	.878
	Feedback	.297	.111	.289	2.679	.009

a. Dependent Variable: JobSatisfaction

4.5.3 Regression analysis of job motivation (Direct factors)

Table 4.12 shows R Square which is 0.570. It means that 57.0% of variance in job satisfaction is influenced by physiological needs, safety needs, social, self-esteem, and self-actualization.

Table 4.13 shows that P-value = 0.000. It means that at least one of independent variables has significant predictive relationship with dependent variable.

Table 4.14 shows that there are 2 independent variables (social and self-esteem) which have significant predictive relationship with dependent variable. Self-esteem is the direct strongest variable which impact to job satisfaction (P-value = 0.000, $\beta = 0.506$) followed by social (P-value = 0.004, $\beta = 0.312$).

Table 4.12 Model summary of job motivation (Direct factors)

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.755[a]	.570	.548	.4475280774

a. Predictors: (Constant), SelfActualization, Safety, Physiological, Social, SelfEsteem

Table 4.13 Anova of job motivation (Direct factors)

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	24.999	5	5.000	24.964	.000[b]
	Residual	18.826	94	.200		
	Total	43.826	99			

a. Dependent Variable: JobSatisfaction

b. Predictors: (Constant), SelfActualization, Safety, Physiological, Social, SelfEsteem

Table 4.14 Coefficients of job motivation (Direct factors)

Coefficients[a]

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	.910	.310		2.937	.004
	Physiological	-.090	.079	-.110	-1.135	.259
	Safety	.137	.086	.150	1.581	.117
	Social	.267	.091	.312	2.932	.004
	SelfEsteem	.507	.123	.506	4.136	.000
	SelfActualization	-.035	.106	-.035	-.327	.745

a. Dependent Variable: JobSatisfaction

4.5.4 Regression analysis of job motivation (Indirect factors)

Table 4.15 shows R Square which is 0.359. It means that 35.9% of variance in job satisfaction is influenced by physiological needs, safety needs, and self-actualization.

Table 4.16 shows that P-value = 0.000. It means that at least one of independent variables has significant predictive relationship with dependent variable.

Table 4.17 shows that there are 2 independent variables (safety and self-actualization) which have significant predictive relationship with dependent variable. Self- actualization is the indirect strongest variable which impact to job satisfaction (P-value = 0.000, β = 0.438) followed by safety (P-value = 0.024, β = 0.246).

Table 4.15 Model summary of job motivation (Indirect factors)

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.599[a]	.359	.339	.5409939623

a. Predictors: (Constant), Selfactualization, Safety, Physiological

Table 4.16 Anova of job motivation (Indirect factors)

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	15.729	3	5.243	17.914	.000[b]
	Residual	28.097	96	.293		
	Total	43.826	99			

a. Dependent Variable: JobSatisfaction

b. Predictors: (Constant), Selfactualization, Safety, Physiological

Table 4.17 Coefficients of job motivation (Indirect factors)

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.183	.363		3.260	.002
	Physiological	.020	.091	.024	.215	.830
	Safety	.224	.097	.246	2.301	.024
	Selfactualization	.436	.095	.438	4.603	.000

a. Dependent Variable: JobSatisfaction

4.6 Discussion

From the descriptive analysis finding, employees 20-30 years old, the youngest group of the demographic, have the highest job satisfaction. It implies that employees under 30 years old are the most suitable for working from home because they have capability, reflexivity, and adaptability that match with this kind of work. Another descriptive analysis is the year experience. Employees with year experience between 2-10 years have higher job satisfaction than employees with year experience for more than 10 years, and less than 2 years. It implies that employees who have work experience for a while have the capability, and adaptability for work during working from home period more than employees who have little experience and a lot of experience, so they have high job satisfaction.

From the finding of regression analysis, both job characteristics and job motivation significantly influence job satisfaction as direct and indirect factors. The research framework is generated as shown in Figure 4.18 and 4.19 for direct and indirect factors respectively.
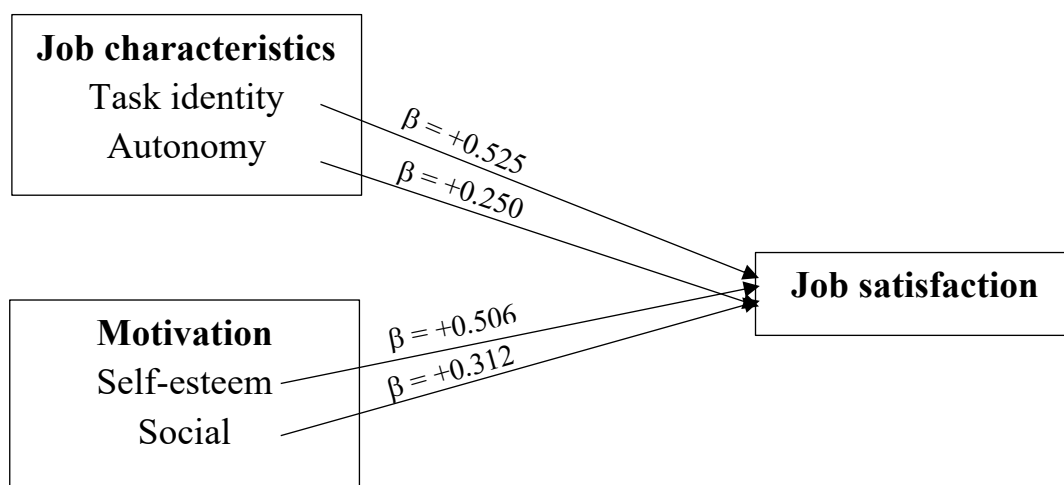
Figure 4.18 Research Framework of direct factors
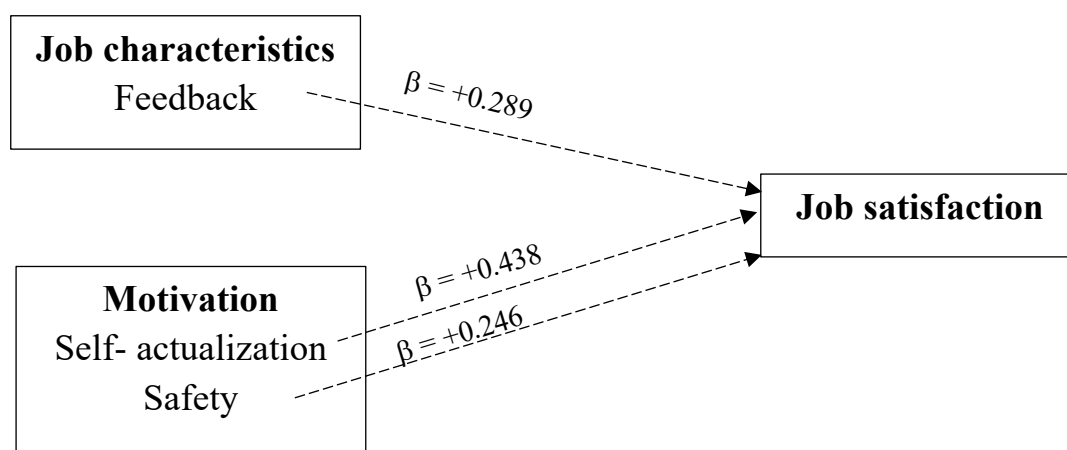
Figure 4.19 Research Framework of indirect factors

According to the research hypothesis from the research method in chapter III, there are accepted hypothesis as the following:

Hypothesis 2: Job satisfaction is increased by task identity.

For job characteristics, task identity is the strongest direct influencing factor to job satisfaction. It implies that employees want to see the whole process of the job and get it done by themselves because they want to make sure that their work gets finish during the work from home period that the communication among the organizations had changed and cannot see each other face-to-face.

Hypothesis 4: Job satisfaction is increased by autonomy.

Next, the second direct influencing factor of job characteristics to job satisfaction is autonomy. It implies that employees want to have freedom in their work because they want a work-life balance while working from home.

Hypothesis 5: Job satisfaction is increased by feedback.

Feedback from job characteristic is the indirect factor of job satisfaction, so it might influence job satisfaction if the organization provide more feedback to their employees during the work from home period.

Hypothesis 9: The fulfillment of self-esteem needs leads to higher job satisfaction.

For motivation, self-esteem is the strongest direct influencing factor to job satisfaction. It implied that working from home period makes employees want more skill to increase their capability and adaptability for a new working model.

Hypothesis 8: The fulfillment of social needs leads to higher job satisfaction.

The second direct influencing factor of motivation to job satisfaction is social. It is hard to maintain and support the social need during the work from home period.

Hypothesis 7: The fulfillment of safety needs leads to higher job satisfaction.

In the part of indirect factors of motivation, there are self-actualization and safety. For self-actualization, employees want the new and challenging skills to develop and promotion during the work from home period.

Hypothesis 10: The fulfillment of self-actualization leads to higher job satisfaction.

For safety, during the spread of Covid-19 which leads to working from home, organizations would have healthcare policy with strict enforcement. It might help their employees feel safer and increase job satisfaction.

For rejected hypothesis, there are three hypotheses as following:

Hypothesis 1: Job satisfaction is increased by skill variety.

Skill variety does not significantly influence job satisfaction. Employees might already have enough of different various tasks which need a variety of skill to apply, so this factor does not impact job satisfaction.

Hypothesis 3: Job satisfaction is increased by task significance.

According to the regression analysis of job characteristics factors, the standardized coefficients show task significance has negative value event it is not statistically significant. Then if employees have more of the job or task exert a positive impact on others, they will have less job satisfaction. It implies that during the work from home period employees do not want the significant task for others because it might complicate to have the responsibility that impacts others under the limited condition as working from home. It will be appreciated if the organization can provide less of the task significant.

Hypothesis 6: The fulfillment of physiological needs leads to higher job satisfaction.

Physiological needs do not significantly influence job satisfaction because working from home employees could fulfill their physiological needs well enough until this factor does not have an impact on job satisfaction.

In summary from the findings, there are four direct and three indirect factors between job characteristic and job motivation to job satisfaction. The direct factors include task identity, autonomy, self-esteem, and social. The indirect factors include feedback, self-actualization, and safety.

In next chapter is the recommendations for the managerial recommendations to improve their employee's satisfaction during the WFH period by using the result from the findings.

CHAPTER V

RECOMMENDATIONS

Regarding finding in chapter IV, the following information discusses the results to be used for organizations' activities recommendations. Organizations should well consider and prepare to set the working from home to employees who are over 30 years old and improve their job satisfaction. Organizations should generate some kind of activity that increase the capability and adaptability to improve the job satisfaction of employees with year experience for more than 10 years and less than 2 years. Both job characteristics and job motivation significantly influence job satisfaction as direct and indirect factors as show in Figure 5.1
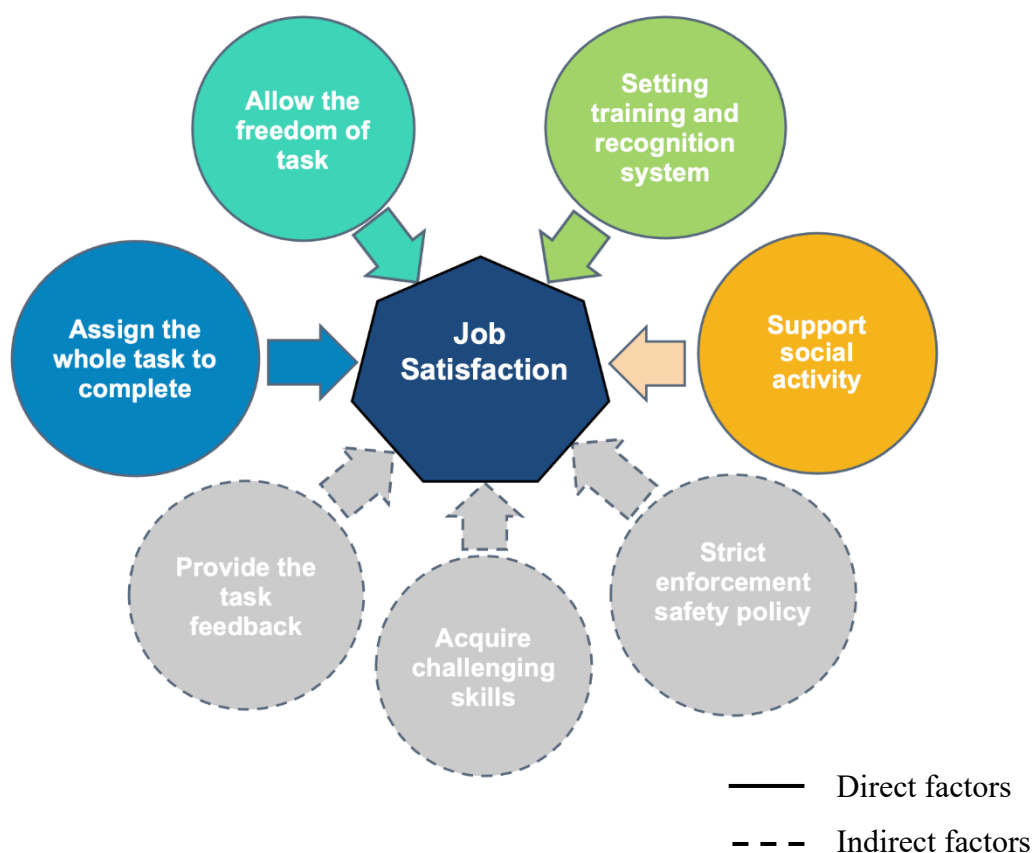

Figure 5.1 Managerial Recommendation Diagram

For job characteristics, first recommendation is organizations should provide task identity by assign the whole responsibility of the task from starting to ending to their employees and let them work on the whole process to make them feel the meaningful of work during the work from home period. Next, organizations should provide autonomy by give the freedom to their employees to plan out their working plans and procedures during the work from home period to make them know the responsibility for work outcomes. The next recommendation that organization should provide when the first two recommendations are met is providing the feedback. The supervisor should inform performances' feedback and result, so employees would get the advice and support for their improvement especially in the new working model like working from home period.

For motivation, organizations should support their employees to have positive self-esteem during the work from home period by having training and recognition systems to encourage their skill and reputation. The second recommendation is organizations should have more activity which supports the relationship among the employees without the face-to-face meeting. It can help to fulfill the social needs and also job satisfaction. When the first two recommendations are met, organizations should acquire new and challenging skills to develop their employees for promotion during the work from home period and organizations should have healthcare policy with strict enforcement. It might help their employees feel safer and increase job satisfaction.

CHAPTER VI
CONCLUSION

Due to the epidemic of COVID-19, organizations around the world including Thailand were forced to change the way of operation during the lockdown period. Work from home is the solution for many organizations. This unexpected change might affect the employees in many aspects, and one important of them is job satisfaction. This research intends to provide the solutions to the organizations which face the problem of employees' satisfaction during the WFH period by using the job design and motivation to find out job satisfaction. Organizations will understand more of their employees and known how to optimize employees' job satisfaction during the WFH period. The research question is "What are the influencing factors of employees' job satisfaction during the WFH period?"

The method for the research is a quantitative research methodology via a survey questionnaire under the framework of the Job Characteristics Model and Maslow's hierarchy of needs. The survey questionnaire includes four parts of demographic, job characteristics, job motivation, and job satisfaction. The sample is 100 employees who have experience of work from home in a variety of industries. The survey is conducted online and distributed in form of an electronic link to the sample employees. Data from the survey were analyzed using the SPSS program with three methods of descriptive statistics, correlation analysis, and regression analysis.

The research found the influencing factors of employees' job satisfaction during the WFH period. From the job characteristics aspect, task identity and autonomy are the direct influencing factors, and feedback is the indirect influencing factors of employees' job satisfaction during the WFH period. From the job motivation aspect, self-esteem and social are the direct influencing factors, and self-actualization and safety are the indirect influencing factors of employees' job satisfaction during the WFH period. In summary, the direct influencing factors are task identity, autonomy, self-

esteem, and social, and indirect influencing factors are feedback, self-actualization, and safety.

From the research finding, the research could provide managerial recommendations to optimize employees' job satisfaction during the WFH period. First, employees under 30 years old are suitable for WFH, so employers should allow them to WFH if there is a chance. But for the employees over 30 years old, employers should have well prepared for them to WFH. Employees with years of experience between 2-10 years are suitable for WFH. Organizations should generate some kind of activity that increase the capability and adaptability to improve the job satisfaction of employees with year experience for more than 10 years and less than 2 years. The critical point for employers is the employees who are over 30 years old and have working year experience for more than 10 years. This group of employees is the first who needed job satisfaction improvement during the WFH period.

The influencing factors which should improve first are task identity, autonomy, self-esteem, and social because they are the direct influencing factors. During the WFH period, employers should provide the whole task assignment, the freedom of working plans and procedures, the training and recognition systems, and relation supporting activity.

The influencing factors which should improve next are feedback, self-actualization, and safety because they are the indirect influencing factors. During the WFH period, employers should inform performances' feedback and result, acquire new and challenging skills to develop their employees for promotion, and have a healthcare policy with strict enforcement.

Finally, high job satisfaction will lead to job involvement, organizational citizenship, less absenteeism, fewer withdrawal cognitions, and less turnover.

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APPENDICES

APPENDICES A: Research Questionnaire (Thai version)

ส่วนที่ 1 ข้อมูลทั่วไป

1. เพศ
   a. ชาย
   b. หญิง

2. อายุ
   a. 20-30 ปี
   b. 31-40 ปี
   c. 41-50 ปี
   d. 51-60 ปี
   e. มากกว่า 60 ปี

3. ประสบการณ์การทำงาน
   a. น้อยกว่า 2 ปี
   b. 2-4 ปี
   c. 5-7 ปี
   d. 8-10 ปี
   e. มากกว่า 10 ปี

4. อาชีพ
   a. รับราชการ
   b. พนักงานบริษัท
   c. พนักงานรัฐวิสาหกิจ
   d. อื่น ๆ (โปรดระบุ)

5. ประเภทของธุรกิจ
   a. ธนาคาร/การเงิน
   b. วิศวกรรม/อุตสาหกรรม
   c. เทคโนโลยีและการสื่อสาร
   d. ธุรกิจเกี่ยวกับสุขภาพ
   e. โฆษณา
   f. การศึกษา
   g. การก่อสร้าง
   h. อื่น ๆ (โปรดระบุ)

6. รายได้ต่อเดือน
   a. น้อยกว่า 15,000 บาท
   b. 15,000-30,000 บาท
   c. 30,001-50,000 บาท
   d. 50,001-100,000 บาท
   e. มากกว่า 100,000 บาท

ส่วนที่ 2 ลักษณะงาน

โปรดเลือกคำตอบที่ตรงกับความคิดเห็นของท่านในแต่ละข้อเพียงหนึ่งคำตอบ	ไม่เห็นด้วยอย่างยิ่ง	ไม่เห็นด้วย	ปานกลาง	เห็นด้วย	เห็นด้วยอย่างยิ่ง
	1	**2**	**3**	**4**	**5**
ความหลากหลายของทักษะ					
1. งานของฉันจำเป็นต้องใช้ทักษะที่ซับซ้อนหรือทักษะขั้นสูงในการทำงาน					
2. งานของฉันเกี่ยวข้องกับการทำหน้าที่หลาย ๆ อย่าง					
3. งานของฉันเกี่ยวข้องกับการกระทำสิ่งต่าง ๆ หลาย ๆ อย่าง					
4. งานของชั้นจำเป็นต้องใช้ความเชี่ยวชาญหลากหลายเพื่อให้งานสำเร็จ					
ความมีเอกลักษณ์ของงาน					
5. งานของฉันเป็นงานที่เปิดโอกาสให้ฉันรับผิดชอบทั้งชิ้นงานตั้งแต่ต้นจนจบ					
6. งานของฉันเป็นงานที่ต้องทำให้เสร็จสิ้นทั้งชิ้นงานตั้งแต่ต้นจนจบ					
7. งานของฉันไม่ได้ถูกกำหนดไว้แล้ว ทำให้ฉันได้มีโอกาสทำชิ้นงานนั้นตั้งแต่เริ่มต้นจนจบ					
8. ฉันสามารถทำงานที่ฉันริเริ่มจนกระทั่งเสร็จสิ้นได้					
ความสำคัญของงาน					
9. ผลจากงานที่ฉันทำสามารถส่งผลสำคัญต่องาน ชีวิต และความเป็นอยู่ของผู้อื่น					
10. ส่วนหนึ่งของผลกระทบต่อผู้อื่นเกิดจากการทำงานของฉัน					

11. งานที่ฉันทำมีความสำคัญต่อสิ่งต่าง ๆ โดยกว้างขวางอย่างมีนัยสำคัญ					
12. ผลจากการทำงานของฉันส่งผลต่อคนภายนอกองค์กรอย่างมีนัยสำคัญ					
ความมีอิสระในการทำงาน					
13. งานของฉันได้ให้โอกาสในการใช้ความคิดและการตัดสินใจของฉันในการทำงาน					
14. ฉันสามารถตัดสินใจกำหนดตารางการทำงานของฉันได้					
15. ฉันสามารถวางแผนการทำงานได้ด้วยตนเอง					
16. ฉันสามารถตัดสินใจเลือกวิธีการทำงานเพื่อให้งานสำเร็จได้ด้วยตนเอง					
ผลสะท้อนจากงาน					
17. งานของฉันเป็นงานที่บ่งบอกกลับมาได้ถึงประสิทธิภาพการทำงานของฉัน					
18. หลังจากงานเสร็จสิ้น ฉันรับรู้ได้ว่าการทำงานของฉันออกมาดีหรือไม่					
19. ฉันได้รับข้อคิดเห็นของการทำงานจากหัวหน้าและเพื่อนร่วมงานจำนวนมาก					
20. หัวหน้างานของฉันมักให้ความคิดเห็นต่อผลงานที่ฉันทำ					

ส่วนที่ 3: แรงจูงใจในการทำงาน

โปรดเลือกคำตอบที่ตรงกับความคิดเห็นของท่านในแต่ละข้อ เพียงหนึ่งคำตอบ	ไม่เห็นด้วยอย่างยิ่ง	ไม่เห็นด้วย	ปานกลาง	เห็นด้วย	เห็นด้วยอย่างยิ่ง
	1	**2**	**3**	**4**	**5**
ความต้องการทางกายภาพ					
1. ฉันรู้สึกว่าฉันได้รับค่าตอบแทนที่เหมาะสมต่องานที่ทำ					
2. ผลประโยชน์ที่ฉันได้รับดีเทียบเท่าองค์กรอื่น ๆ					
3. ฉันรู้สึกไม่พอใจต่อผลประโยชน์ที่ฉันได้รับ					
4. ค่าตอบแทนที่ได้รับนั้นยุติธรรม					
ความต้องการความปลอดภัย					
5. องค์กรของฉันให้ความสำคัญต่อความปลอดภัยของพนักงาน					
6. องค์กรของฉันตั้งกฎเพื่อป้องกันความปลอดภัยแก่พนักงาน					
7. งานของฉันมีความปลอดภัย					
8. องค์กรของฉันจัดให้มีเครื่องมือป้องกันความปลอดภัยที่เพียงพอ					
ความต้องการความผูกพัน					
9. การประสานงานต่าง ๆ ในองค์กรของฉันเป็นไปด้วยดี					
10. ฉันชอบเพื่อนร่วมงานของฉัน					
11. ฉันมีโอกาสได้ช่วยเหลือผู้อื่นขณะทำงาน					

12. ฉันมีโอกาสได้รู้จักคนอื่น ๆ ในขณะทำงาน				
ความต้องการการยกย่อง				
13. ฉันรู้สึกภูมิใจในงานของฉัน				
14. ฉันได้รับการชื่นชมเมื่อฉันทำงานได้ดี				
15. ฉันรู้สึกว่าความพยายามของฉันไม่ได้รับรางวัลอย่างที่ควรจะเป็น				
16. ฉันรู้สึกได้ถึงความสำเร็จที่คุ้มค่าจากการทำงานของฉัน				
ความต้องการการพัฒนาตนเอง				
17. ฉันไม่พอใจในโอกาสการเลื่อนขั้นของฉัน				
18. ผู้ที่ทำงานได้ดีมีโอกาสที่จะได้รับการเลื่อนตำแหน่งอย่างยุติธรรม				
19. งานของฉันเป็นงานที่ท้าทาย				
20. ฉันได้รับโอกาสในการเรียนรู้ทักษะใหม่ ๆ				

ส่วนที่ 4: ความพึงพอใจในการทำงาน

โปรดเลือกคำตอบที่ตรงกับความคิดเห็นของท่านในแต่ละข้อ เพียงหนึ่งคำตอบ	ไม่เห็นด้วยอย่างยิ่ง	ไม่เห็นด้วย	ปานกลาง	เห็นด้วย	เห็นด้วยอย่างยิ่ง
	1	**2**	**3**	**4**	**5**
1. ฉันมีความกระตือรือร้นในการทำงาน					
2. ฉันรู้สึกค่อนข้างพึงพอใจกับงานของฉัน					
3. ทุกนาทีในการทำงานดูเหมือนว่าจะไม่สิ้นสุด					
4. ฉันค้นหาความสนุกที่แท้จริงในงานของฉัน					
5. ฉันคิดว่าฉันค่อนข้างไม่พอใจในงานของฉัน					

APPENDICES B: Research Questionnaire (English version)

Section 1: Demographic Questions

1. Please indicate your gender.
   a. Male   b. Female

2. Please specify your age.
   a. 20-30   d. 51-60
   b. 31-40   e. Above 60
   c. 41-50

3. Please specify your work year experience.
   a. Less than 2 years   d. 8-10 years
   b. 2-4 years   e. More than 10 years
   c. 5-7 years

4. Please specify your occupation.
   a. Government   d. State enterprise
   b. Private sector   e. Other (Please specify)

5. Area of employment
   a. Financing/Accounting   e. Advertising
   b. Enginerring/ Industry   f. Education
   c. IT   g. Construction
   d. Healthcare   h. Other (Please specify)

6. Please specify your personal income per month.
   a. Less than 15,000 THB   d. 50,001-100,000 THB
   b. 15,000-30,000 THB   e. More than 100,000 THB
   c. 30,001-50,0001 THB

Section 2: Job Characteristics Questions

For each statement, please indicate to what extent you agree or disagree.	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Please choose one.	**1**	**2**	**3**	**4**	**5**
Skill variety					
1. The job requires me to use a number of complex or high-level skills.					
2. The job involves a great deal of task variety.					
3. The job involves doing a number of different things.					
4. The job requires me to utilize a variety of different skills in order to complete the work.					
Task identity					
5. The job provides me the chance to completely finish the pieces of work I begin.					
6. The job involves completing a piece of work that has an obvious beginning and end.					
7. The job is not arranged so that I can do an entire piece of work from beginning to end.					
8. The job allows me to complete work I start.					
Task significance					

9. The outcome of my work can significant affect the work, lives, or well-being of other people.					
10. The job is one where a lot of other people can be affected by how well the work gets done.					
11. The job itself is very significant and important in the broader scheme of things.					
12. The work performed on the job has a significant impact on people outside the organization.					
Autonomy					
13. The job gives me a chance to use my personal initiative and judgment in carrying out the work.					
14. The job allows me to make my own decisions about how to schedule my work.					
15. The job allows me to plan how I do my work.					
16. The job allows me to make decisions about what methods I use to complete my work.					
Feedback					
17. The job itself provides feedback on my performance.					
18. After I finish a job, I know whether I performed well.					

19. I receive a great deal of information from my manager and coworkers about my job performance.					
20. Supervisors often let me know how well they think I am performing the job					

Section 3: Job Motivation Questions

For each statement, please indicate to what extent you agree or disagree.	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Please choose one.	1	2	3	4	5
Physiological needs					
1. I feel I am being paid a fair amount for the work I do.					
2. The benefits I recieves is as good as other organizations offer.					
3. I am not satisfied with the benefits I receive.					
4. The benefit package I have is equitable.					
Safety needs					
5. My company concerns about employees' safety.					
6. My company has rules in order to protect employees'safety.					

7. My job is safe.					
8. My company provides enough equipment for protecting employees'safety.					
Social needs					
9. Communications seem good within this organization.					
10. I like the people I work with.					
11. I have chance to help other people while at work.					
12. I have chance to get to know other people while on the job.					
Esteem needs					
13. I feel a sense of pride in doing my job.					
14. When I do a good job, I receive the recognition for it that I should receive.					
15. I don't feel my efforts are rewarded the way they should be.					
16. I have a feeling of worthwhile accomplishment from doing my job.					
Self-actualisation					

17. I am not satisfied with my chances for promotion.					
18. Those who do well on the job stand a fair chance of being promoted.					
19. My job is challenge.					
20. I have a chance to acquire new skills.					

Section 4: Job Satisfaction Questions

For each statement, please indicate to what extent you agree or disagree. **Please choose one.**	Strongly Disagree **1**	Disagree **2**	Neutral **3**	Agree **4**	Strongly Agree **5**
1. I am enthusiastic about my work.					
2. I feel fairly satisfied with my job.					
3. Each minute at work seems like it will never end.					
4. I am finding real enjoyment in my work.					
5. I considers my job rather unpleasant.					