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**THE PERCEPTIONS OF JOB SECURITY OF EMPLOYEES
IN THE ELECTRONICS INDUSTRY IN BANGKOK**

CHET RATCHADAPUNNATHIKUL
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With compliments
of

บัณฑิตวิทยาลัย มหาวิทยาลัยมหิดล
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IN THE ELECTRONICS INDUSTRY IN BANGKOK**

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The objective of this research was to study the degree of the perceptions of job security, the relationships of individual, organizational and contextual factors about the perceptions of job security and methods for strengthening the perceptions of job security of employees in the electronics industry. The sample for this study was 1,680 employees who worked in the electronics industry in Bangkok by using simple random sampling. Questionnaires were used to collect the data. The statistical analysis were descriptive and multiple regression analysis.

The research revealed that the employees in electronics industry had uncertainty about their perceptions of job security. The factors which related to the perceptions of job security of the 11 independent variables included in the model showed that only 6 independent variables had statistically significant positive relationship with perceptions of job security. The following variables, arranged in order of importance, were perception of organizational status and potential, perception of socio-economic conditions, perception of clear information, perception of technological advance, self esteem and work values. These 6 independent variables could account for only 48.50% of the variance. Methods for strengthening the perceptions of job security of employees in the electronics industry were: saved money, tried to get a new job that is more secure, paid full and honest attention to their duty, were punctual and avoided being absent, looked for a sideline, took outside training to get more skills and studied to gain more knowledge.

The recommendations of this research were that the organization plans should be frequently revised, and economic and social situation assessment should be needed. Moreover, clear and accurate information should be continuously provided for employees. Employees skill development should also be promoted. Besides theses, all aspects concerning work values should also be embedded, so as to strengthen the perceptions of job security for employees.

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เชษฐ รัชดาพรธมาธิกุล : ความรู้สึกมั่นคงในการทำงานของลูกจ้างในอุตสาหกรรมอิเล็กทรอนิกส์ในเขตกรุงเทพมหานคร (THE PERCEPTIONS OF JOB SECURITY OF EMPLOYEES IN THE ELECTRONICS INDUSTRY IN BANGKOK) คณะกรรมการควบคุมวิทยานิพนธ์ : เนาวรัตน์ พลายน้อย, กศ.ด., กมลทิพย์ คดีการ, พบ.ด., พันเอก (พิเศษ) วีระ วงศ์สรรค์, กศ.ด., ขวลิต หมั่นนุช, พบ.ด., 180 หน้า ISBN 974-04-2395-7

การวิจัยครั้งนี้มีวัตถุประสงค์เพื่อศึกษาระดับความรู้สึกมั่นคงในการทำงาน ศึกษาปัจจัยด้านคุณลักษณะส่วนบุคคล ปัจจัยด้านองค์การและสภาพแวดล้อมที่มีความสัมพันธ์กับความรู้สึกมั่นคงในการทำงาน และแนวทางในการเสริมสร้างความรู้สึกมั่นคงในการทำงานของลูกจ้างในอุตสาหกรรมอิเล็กทรอนิกส์ กลุ่มตัวอย่างที่ใช้ในการศึกษา คือ ลูกจ้างที่ทำงานอยู่ในอุตสาหกรรมอิเล็กทรอนิกส์ในเขตกรุงเทพมหานคร โดยการสุ่มตัวอย่างแบบง่ายจำนวน 1,680 คน การเก็บรวบรวมข้อมูลโดยใช้แบบสอบถาม สถิติที่ใช้ในการวิเคราะห์ข้อมูล ได้แก่ สถิติพรรณนาและการวิเคราะห์ถดถอยพหุคูณ

ผลการวิจัยพบว่า ลูกจ้างในอุตสาหกรรมอิเล็กทรอนิกส์มีความรู้สึกไม่แน่ใจเกี่ยวกับความมั่นคงในการทำงาน ปัจจัยที่มีความสัมพันธ์กับความรู้สึกมั่นคงในการทำงานของลูกจ้างในอุตสาหกรรมอิเล็กทรอนิกส์ โดยตัวแปรอิสระ 11 ตัวแปรมาร่วมพิจารณาพบว่ามีเพียง 6 ตัวแปรที่มีความสัมพันธ์กับความรู้สึกมั่นคงในการทำงานของลูกจ้างในอุตสาหกรรมอิเล็กทรอนิกส์อย่างมีนัยสำคัญทางสถิติ และเป็นความสัมพันธ์ในเชิงบวกทั้งหมด คือ การรับรู้สถานะและศักยภาพขององค์การ การรับรู้สภาพเศรษฐกิจและสังคม การรับรู้ความชัดเจนของข้อมูลข่าวสาร การรับรู้ความก้าวหน้าของเทคโนโลยี ความสำคัญของตนเองต่อองค์การและค่านิยมในการทำงาน โดยตัวแปรทั้ง 6 ตัวนี้สามารถอธิบายความแปรปรวนกับความรู้สึกมั่นคงในการทำงานของลูกจ้างในอุตสาหกรรมอิเล็กทรอนิกส์ได้ร้อยละ 48.50 สำหรับแนวทางในการเสริมสร้างความรู้สึกมั่นคงในการทำงานของลูกจ้างในอุตสาหกรรมอิเล็กทรอนิกส์ ประกอบด้วย การเก็บออม/สะสมเงิน พยายามหางานใหม่ที่มีความมั่นคงกว่า ตั้งใจทำงานด้วยความขยัน ซื่อสัตย์ต่อหน้าที่ ไม่มาทำงานสายและไม่ขาดงานโดยไม่จำเป็น หาอาชีพเสริม ฝึกอบรมทักษะเพิ่มเติมจากภายนอกสถานประกอบการ และศึกษาหาความรู้เพิ่มเติมอยู่เสมอ

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CHAPTER I

INTRODUCTION

1. Background and rationale

Life in Thai society in the past was easy and simple. Even today, Thailand is an agricultural society, self sufficient with plenty of natural resources. Production is limited and primarily for consumption. The family character of Thai society was traditionally an extended family. One family had many households. Economically, they function as a group with output held in common. The vital security of the past in Thai society was the culture of patron-client relationship. The duty and role of individuals at each level of society was fixed with relationships of mutual aid (Ratchaneekorn Settho, 1980: 108-121).

The status of Thai economic system changes in accordance the society, its politics and government. In the Thai economic system before the Bowring Treaty, production was mainly for consumption in the self-sufficient economy. There was a shortage free labour because males of aged between 18 to 60 years were subject to conscription. There was very simple technology in the agricultural and industrial sectors. During the years between the Bowring Treaty and World War II, the Thai economic system was transformed into an open economy. Capitalism emerged and individual rights of land ownership were accepted. Free labour was abundant because of the abolition of conscription and slavery. Little technology was used in the agricultural sector. After the change of government in B.E. 2475 the Ministry of Industry was established in B.E. 2485 to make plans and to stimulate the country's industrial sector. During this period, services such as trading companies and banking emerged. Eventually, in B.E. 2504 Thailand began to use a national economic and social development plan in order to centrally direct the development of the country. This brought prosperity in the economy and the society. It also changed the way many people earned their living. Many people moved from the agricultural to the industrial

sector and into service trading. The Thai economic concept is tied with economic growth, making the economy grow all the time. Natural resources and the environment are used to create prosperity in the economy and to create value for the society. It accumulates wealth that is beyond the limits of use in normal life, a current of globalization and materialism. This causes people to rely on materialism and consumerism. People seek happiness only in objects and become more selfish. This creates many problems of income distribution, poverty, deterioration of natural resources and the environment, economic stability etc. (Somporn Thepsittha, 2001: 8 – 9).

People try to achieve good quality of life, satisfying their both physical and mental needs sufficiently in order to be happy and proud of themselves.

One vital life factor is career or work. Work generates many benefits. Work is important to life. The reasons are listed in the followings (Steers & Porter, 1991: 573-574).

1. Work generates both external and internal earnings. External earnings take the form of money. Internal earnings are happiness in doing a job, for example having a part in charitable activity etc.
 2. Work develops social activities because it gives people chances to meet new friends and to develop good relations with them.
 3. Social status and class derive from work.
 4. Work is psychologically meaningful and valuable to individuals because it creates character, prestige, recognition, self actualization, and deeper self-understanding.
- We can say that work is a human valuation method in society.

Work not only creates benefit to oneself, but also to family, society and nation because it generates earnings to raise up the family, social inter-exchange and valuable productivity to the nation. We can assume that working gives a great deal of benefit to the doer and to society as a whole.

Although the growth of the Thai economy has created employment and increased income, a great number of Thai working people do not benefit sufficiently. They still face problems of health, safety, fear or depression and lack of job security and income (Nikom Chandravithun, 1981: 167). Labour problems have uncreased because of the recession. The rate of economic growth has decreased. Labour skills

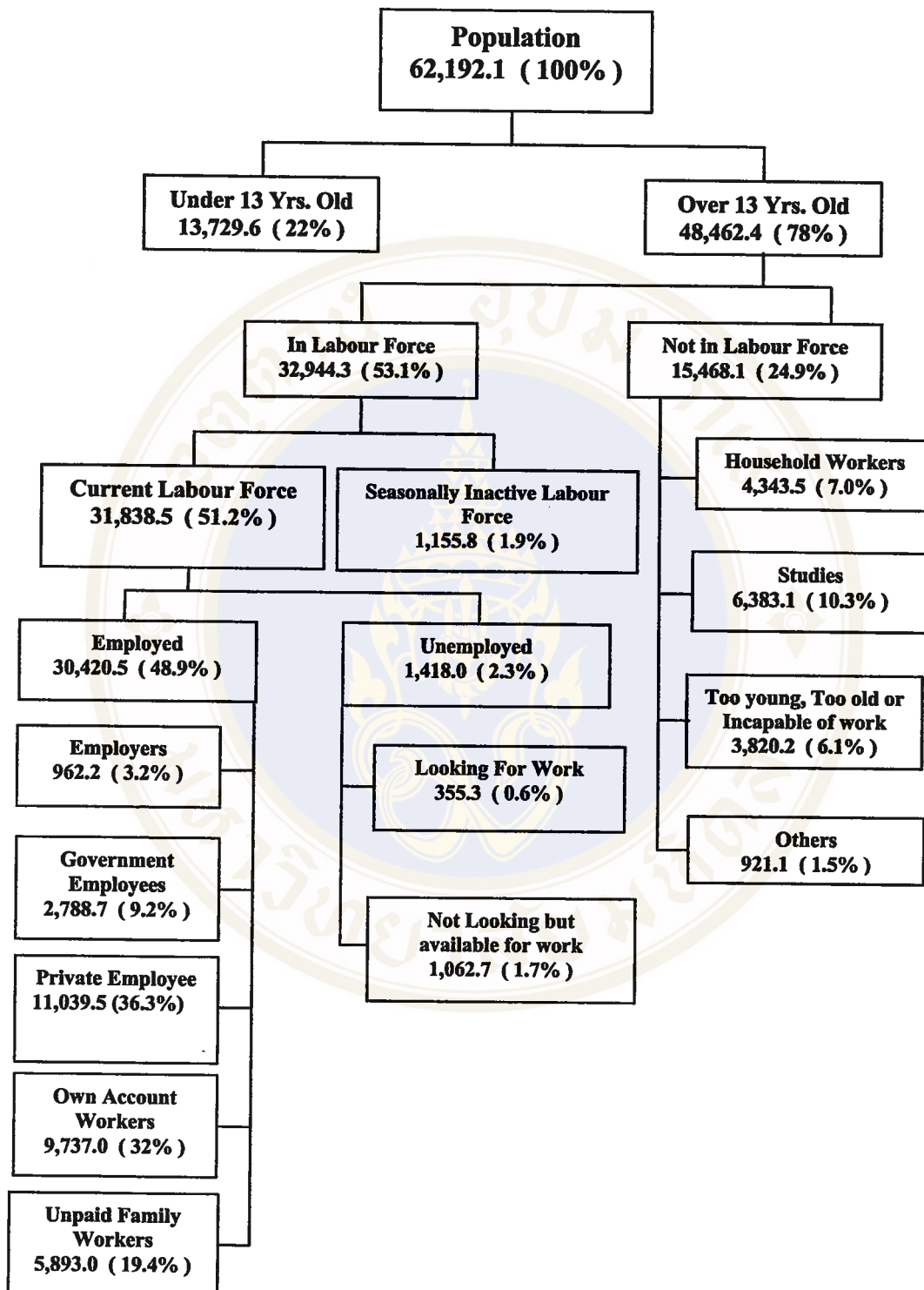
and knowledge have not been developed. This results in lower income and lost job security and leads to social problems. Such events become an obstacle and a vital problem to workers who lack legal rights and job security. A large number of workers are under the control of other supervisors. They lack freedom and must act under the organization regulations. They have to adapt to changes in society, economy and technology.

According to a year 2000 labour survey of the whole kingdom, the total Thai population was about 62.2 million, with 33 million people (53.1%) in the labour force about 15.5 million people (24.9%) were not in the labour force. Some 13.7 million persons (22%) were under 13 years of age.

Of the total work force, 30.4 million persons were employed, 1.4 million were unemployed and 1.2 million were seasonally inactive, i.e. 48.9%, 2.3% and 1.9%, respectively.

In the working group, 11 million (36.3%) were salaried employees in the private sector, the biggest single group. About 9.7 million persons (32%) were self employed, some 2.8 million (9.2%) were government employees, about 5.9 million (19.4%) were unsalaried family workers, the smallest group, numbering 0.9 million (3.2%) were employers.

The 11 million people working as private sector employees had varied employment conditions, wage, welfare and benefits, depending on the type of industry or type of work, size of organization, employers' economic status and type of employment etc.



Source: National Statistical Office.

Figure 1 Structure of labour force and employment of Thailand. The labour force survey whole kingdom quarter 1 February 2002

In selecting a career, people entering the work force usually not only concentrate on self-satisfaction and financial earning, but also hope for job security, especially security for their old age period, including health and disability benefits. Under such conditions financial status is very important. Every worker wants to feel secure. They want to know the extent of their abilities and to know that their income will be regular. They try to prepare themselves to cope with the various problems which might happen to them at work or after retirement. (Thongchai Suntiwong, 1997: 364).

The economic crisis since B.E. 2540 directly affected to workers laid off in various industries. The employment sector has structural problems caused by the way development of Thai industry using low technology and cheap labour to produce goods and to compete in the world market. The effects of free trade, the opening up of low-wage economics, and the economic sluggishness of industrial countries sector which are also key markets have caused the problem of job terminations which later became a long term crisis. The economic crisis and the changing global economy caused dismissal and serious unemployment. There were huge numbers of dismissals, massive unemployment and sudden shortages of income (Kanoksak Kaewthep & Nuannoi Treerat, 2001: 209).

Many people who lose their jobs lack security. Not only do they lose their income, but they also bear their usual expenditures. They cannot return to their hometown because they have been away for such a long time. They lack community or neighborly relationships. Many live in single families. Some have to return home. In Thai society the extended families comprise of uncles, aunts, grandfather, and grandmother all living together. Persons who are troubled by the economic crisis can get some help from their relatives. They rely on their community to take care of each other (Kanoksak Kaewthep & Nuannoi Treerat, 2001: 275 – 276). In Thai society there are social relations between family and community. Behavior reflects a person's worth, value, norms, beliefs and customs. This is a living social and cultural treasure. However, aid from the family and the community nowadays shows a declining trend because of the rapid growth of individualism in the new era of society (Amara Pongsapich, 2000: 36 – 39).

The economic crisis has caused unemployment problems, early retirement, and bankruptcy. It also affects those who go on working in other companies. The

news of early retirement in other divisions, together with the changes in the division where someone is working for example cuts in salary, wages and welfare etc., make employees feel nervous and uncertain sense it might happen to them one day. Such feeling or thoughts impact job security, which is a basic need of humans beyond physical needs. That is people need assurance about their careers and the safety of their lives, both physically and mentally. They want to live and work in safe conditions and they want guarantees that their careers have a future.

Changes in the social environment directly affect the organization management. The strategies for coping with those changes helps the organization survive. There are many strategies that can be implemented. For example, managerial efficiency is developed by utilizing all existing resources to achieve the highest benefits, cutting off unnecessary expenses, reducing salary and welfare, reorganizing and laying off workers etc.

These disruptions cause the remaining employees to be nervous about their job security. They see the various matters more negatively than positively and begin to have pessimistic attitudes to the organization. Employees begin to lack motivation and job enthusiasm. Their activities fall off and their loyalty is compromised. Then perceptions influence their working behaviors. Kolb, Rubin & McInlyre (1979: 351) have said that the organizational climate which is determined by the attitude and perception of employees to various events. These affect the employees' performance, both in terms of productivity and relations with the organization. These negative perceptions can lead to absences, resignations and changing jobs.

How hard do people work for organizations? There are many factors both internal and external. The factors of organizational climate and job security are important because people hope and intend to work at a specific level. Without organizational support (without boss's support) work may not succeed as targeted. People are disappointed and dissatisfied in their jobs, which leads to job insecurity. Working with confidence and security helps increase working efficiency, according to Sompong Kasaemsin (1976: 289). Safety and security in work are important to employee morale and encouragement. If people seldom work happily, their performance will not be good enough. If they are not satisfied with their present job, they will look for a new one which they think is more secure than the old one. Consequently organizations lose well qualified workers. They lose time and money

spent in recruiting and training for substitutions. The most important result is the effect on productivity.

Job security is not only of the great importance to organizations and employees but also to the International Labour Department, which has set up job security reinforcement as its first objective (Nikom Chandravithun, 1988: preface) in accordance with the concept of life security. The UNDP (1994) regard job security as a part of the human development consideration index (Patchalavalai Wongboonsin & Kue Wongboonsin, 1999: 48-49). It is a factor which can cause workers to lose confidence. It is partly due to employment conditions and to an employer's avoidance of the Labour Act. The economic crisis certainly has a direct effect on employee's feelings of job security. Job security is a vital factor in the quality of working life development which should interest researchers of labors and population.

These problems surely have an impact on people's performance. They can lead to dismissal and unemployment. Career and work are population characteristics. Economically, another form development is when a nation's population is employed and regards working as very important. Hence, the researcher is interested in the subject of the worker's perception of job security as an important aspect of the quality of working life. This research was carried out with groups of employees working in the electronics industries in the Bangkok. Their workforce had been cut due to the economic recession. The workers in this industry risk dismissal, which affects their perception of job security. The aim of this study is to find out the degree of perception, and what are the variables that influence an employee to have such feeling. This information provides guidelines in developing and strengthening job security for the future. The highest objective is the quality of the population's life development.

2. Objectives of the research

2.1 To study degree of the perceptions of job security of employees in the electronics industry are at.

2.2 To study the relationships of individual, organizational and contextual factors with the perceptions of job security of employees in the electronics industry.

2.3 To study method for strengthening the perceptions of job security of employees in the electronics industry.

3. Research questions

3.1 What is the degree of the perceptions of job security of employees in electronics industry?

3.2 Do the factors of individual, organizational and contextual which related to the perceptions of job security of employees in electronics industry? How?

3.3 Do the employees in electronics industry have any method to strengthening their perceptions of job security? How?

4. Assumption

The individual factors (demographic and psychological variables) are sex, age, level of education, income, years of service, job position, self esteem, job motivation, job interest and work values. The organizational and contextual factors (internal and external context of organization) are perception of organizational change, perception of organizational policy and management, perception of clear information, perception of job description, perception of organizational relationships, perception of organizational culture, perception of organizational status and potential, perception of socio-economic conditions and perception of technological advance. These factors which related to the perceptions of job security of employees working in the electronics industry.

5. Scope of the research

This research is a study of the relationships of individual, organizational and contextual factors with the perceptions of job security of employees working in the private sector. The researcher has selected only employees working in the electronics firms registered under the Factory Act B.E. 2535 in the Bangkok. This industry now has decreased demand for workers as a result of the economic recession. Employees

in this industry face the risk of dismissal, which surely affects their perceptions of job security.

6. Operational definitions

Organization refers to the factory producing electronic products and electrical appliances.

The electronics industry refers to the various factories mentioned in this study which produce electronics products and appliances, office automation machines, communications instruments, electric parts and tools.

Employees refer to persons working with remuneration in the electronics industry at every operational level and in whatever position.

Individual factors refer to the characteristics of the population which, in this study, is comprised of the following:

1. Demographic variables are sex, age, level of education, income, years of service and job position.
2. Psychological variables are self esteem, job motivation, job interest and work values.
3. Level of education refers to number of study years from primary school to the highest graduation.

Income refers to remuneration and benefits.

Years of service refers to the period of working time of the employee from day one with the firm until the date on which the employee answers the questionnaire.

Job position refers to the employee's duty in the organization.

Self esteem refers to the employee's acknowledgement of his or her role in the organization. The worker recognizes that he or she has knowledge and ability in doing his or her job and is also valuable to the company.

Job motivation refers to the employee's perception to his or her own motivation in working. Employees with job motivation are proud of their work and success.

Job interest refers to the employee's attention to the selected job. The interested employee will show his initiative and put his or her utmost effort in his or her job.

Work values refer to the employee's fundamental beliefs which influence his or her work. These values include altruism, economic returns, independence, prestige and achievement.

Organizational and contextual factors refer to the characteristics of organizations and the contexts of organizations. In this study they comprise the following:

1. **Internal context of organizational factors** refer to perception of organizational change, perception of organization policy and management, perception of clear information, perception of job description, perception of organizational relationships and perception of organizational culture.

2. **External context of organizational factors** refer to environmental factors outside the organization which cannot be controlled but which affect the organization and the workers. These include perception of organizational status and potential, perception of socio-economic conditions and perception of technological advance.

Perception of organizational change refers to the employee coming across changes in the organization that might affect him or her. These include the modifying of the organization's size or its reorganization.

Perception of organizational policy and management refers to the employee's perception of the organization's policies, regulations, managerial methods and problem solving style, including how justly it deals with employees.

Perception of clear information refers to whether or not the employee gets enough correct, clear and on-going news and information from the organization.

Perception of job description refers to the employee's understanding of his or her own duty, responsibility, type of work and conditions in the work place.

Perceptions of organizational relationships refer to the employee's perceptions of the relations between himself or herself and his or her colleagues and also between him and her and his or her supervisors. Relationships foster cooperation. The people tend to help each other at work. Work relationships also create friendship and unity.

Perception of organizational culture refers to the perceptions of the employee of the system of work coordination including the values, ideas and beliefs that lead to action. These values, ideas and beliefs result from past learning and development. This consequently affects the organization's operations and working behavior.

Perception of organizational status and potential refers to the employee's perceptions of the organization's reliability, stability and ability to carry on in business under the prevailing circumstances.

Perception of socio-economic conditions refer to the employee's perception of the influence in their lives of the economy and the society as a whole, for example, on their problems of living and working etc.

Perception of technological advance refers to the employee's perceptions concerning the arrival of new knowledge and technology in the organization in order to increase the organization's working efficiency.

The perceptions of job security refer to the feelings, ideas arising from perceptions and appraisals of the various factors affecting the people who work in the organization and including the following:

1. **Employment security** refers to the employee's on-going work contract which continues the employee is not guilty of gross misconduct.
2. **Economic security** refers to the satisfaction of reasonable remuneration and welfare which is sufficient for an employee to support his or her family and to have some margin of savings.

3. Social security refers to protection on the job. The organization provides protection and benefits as stated in the Labour Act.

4. Mental security refers to the opportunity for job advancement. The employee has opportunities to utilizing his or her knowledge and ability and to carry out his or her work in order to earn a better living and to improve his or her job position.

7. Beneficiary

This study of the relationships of individual, organizational and contextual factors with the perceptions of job security of employees has useful technical and practical aspects as follows:

Theoretical aspect: This study expands the body of knowledge and provides more understanding about perceptions of job security in the electronics industry.

Practical aspect: The information received from this research will contribute to better understanding of the importance of employees' perception of job security and will be useful to employers who want to encourage perceptions of job security in their employees. This information will also be useful to regulators who are designing policies and measurements regarding job security for employees. The study also offers support to workers who are striving to achieve greater job security.

8. Conceptual framework

From the various theoretic studies and relevant researches on job security, it is found that the perception of job security of individuals in each organization is different. This depends on the conditions or factors that affect such perception. The researcher sets up conceptual framework to explain the factors which related to the perceptions of security as follows:

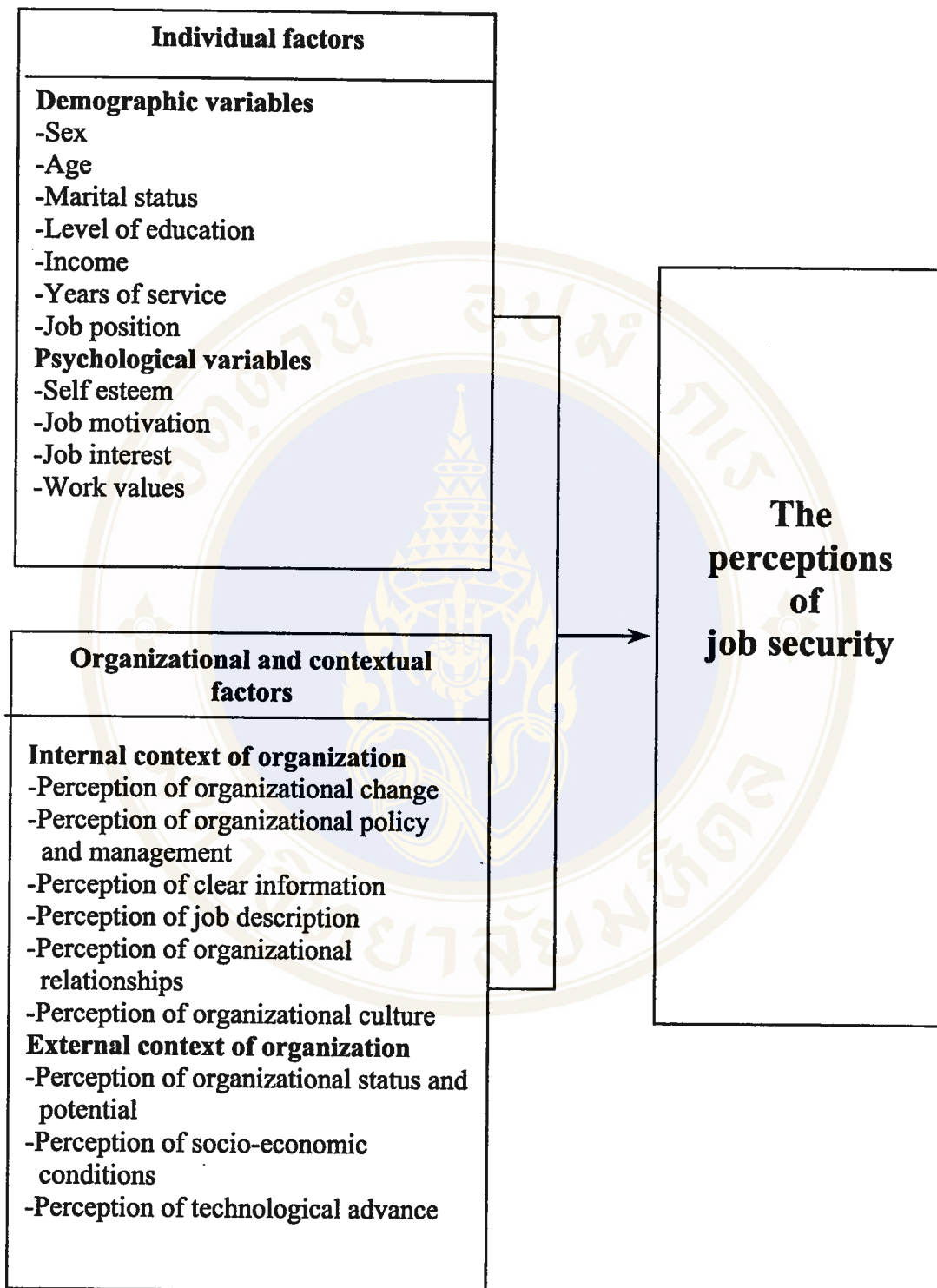


Figure 2 Conceptual framework of factors which related to the perceptions of job security

CHAPTER II

LITERATURE REVIEW

For this study of the relationships of individual, organizational and contextual factors with the perceptions of job security of employees in the electronics industry in Bangkok, literatures and related studies to this topic has reviewed under the following sections:

1. The situation of the electronics industry in Thailand
2. Concept of work
3. Importance of job security
4. Meaning and concept of the perceptions of job security
5. Theories related to the perceptions of job security
6. Components of job security
7. Concepts and variables used in this research

1. The situation of the electronics industry in Thailand

1.1 The development of the Thai electronics industry

The electronics industry has been developing in Thailand for more than 30 years. The earliest production was of consumer electronics products such as transistor radios, black & white televisions etc. for domestic demand during the past 20 years the production of integrated circuit for export has also begun. The government policy encouraging exports has played a vital role in inviting major foreign electronics manufacturers such as Minebea, Seagate and AT&T to build their export production bases in Thailand while many local manufacturers have also begun to take parts in this industry. The strength of the Japanese yen and new industrial countries persuaded many companies in the developed world to move their production bases abroad. More value added and more complicated products such as facsimile

machines, mobile telephone, satellite receivers and all kinds of electronics parts are being made.

1.2 The early era of the electronics industry (B.E. 2503 – 2513)

The Thai electronics industry emerged as the Investment Promotion Act B.E. 2503 provided attractive measures for investors for example the financial support and the protection for local industry. Additionally there are expansions of television and radio stations that generate more demand for radio and television, which result many investments in producing black & white televisions and transistor radios. There are 5 main Thai/Japanese joint venture manufacturers they are Sanyo Universal Electric Co., Ltd. (Sanyo), National Thai Co., Ltd. (Matsushita), Kanyong Electric Manufacturing Co., Ltd. (Mitsubishi), Thai Toshiba Industry Co., Ltd. (Toshiba), and Hitachi Consumer Product Co., Ltd. (Hitachi). There are 5 small local manufacturers besides Thanin Industry Co., Ltd., which aims at supplying local demand. Almost all the materials and parts for these local manufactures are imported. Production capacity in Thailand at that time was too low to be able to produce all.

However manufacturers earned high profits because the government offered protection by imposing high import duties of 80-100% on readymade products. Although production capacity based on economy of scale was low, the manufacturers still received high profits as they were protected by tax barriers.

1.3 The export promotion period (B.E. 2514 – 2528)

In B.E. 2515 the Investment Promotion Act was amended with a policy to provide more support and more incentives. These measures give exemptions on import taxes and duties for raw materials and necessary parts that are imported and used for export products, increasing the period of income tax exemption from not more than 5 years to not more than 8 years. Thailand received the customs privileges from the U.S. (GSP) and enjoyed advantages of low wage rates. Several international companies such as National Semiconductor, Signetics, Honeywell – Synetek and Data General set up factories in Thailand to produce integrated circuits for export in Thailand. Phillips and ITT build up factories to produce television and telephone.

As for the Thai manufacturers like Thanin Industry group, they expand their production capacity in televisions and radios for export. Some local manufacturers produce piezoelectric crystal and microwave isolators for export. Some manufacturers produce car radios, transceivers, and printed circuit boards (PCB) for the local market. However the Thai electronics industry at this time still relied very much on foreign raw materials and parts. There was some local production of metal parts and electronics parts but they are only for local use.

1.4 Since the 5th national economic and social development plan (B.E. 2525 – 2529)

The government policy has fully supported the exports. The Investment Promotion Act attempted to gain foreign capitals in order to alleviate the trade deficit and to create employment. During this time some 27 companies were established, and among them some of the world's biggest electronics manufacturers, including 3 Japanese companies from the Minebea group. NMB Thai produced small bearings and motors in B.E. 2525, some 2-3 years later 2 affiliated companies were established, i.e. Pelmec Thai, producing small bearings and Minebea Thai, producing computer printing bars and related parts. Seagate Technology (the world biggest hard-disk manufacturer) began with the production of some parts of the hard disk and later become a manufacturer of the complete hard disk. AT&T Microelectronics took over Honeywell-Synetek to produce integrated circuits for exports. Ngantawee Electronics was the first Thai company to produce integrated circuit and Duang Charoen Electronics produces printed circuits board for export. Other small factories produced microcomputer and electric controls for microcomputers for the local market. The production base relocations of many international companies into Thailand were partly due to the low wage rates during that time. The salary rates for engineers and technicians did not differ from graduates in other fields. Besides, the Baht devaluation by the government of General Prem Tinsulanont also helped Thai goods to be more competitive. The growth of the electronics industry at that time has resulted in increased exports of integrated circuits. The industry changed from producing goods for local consumers to producing electronics products for export.

1.5 A period of sudden growth period (B.E. 2529 – 2539)

After the appreciation of the Yen newly industrializing countries became stronger trade Investments from Japan in newly industrialized countries increased quickly and stably. Investments were aimed at exports. Up to B.E. 2532 the 183 companies had been in operation and a great number of new companies were being established. Foreign investments continued to flow into this industry. The NMB group expanded their business by setting up other factories to produce floppy disk drives, peripherals and to assemble integrated circuits. Fujikura expanded by setting up another 4 companies to produce new products for example flexible and multi-layered printed circuit boards including production capacity expansion of connectors, plastic parts, metal parts and electric wires for computer use. Seagate Technology started to assemble hard disks at full capacity and tried to get Thai manufacturers to act as their sub-contractors in order to support their production capacity expansion. Other manufacturers who assembled integrated circuit boards such as National Semiconductor, Signetics and AT&T also expanded their production capacities. There were many new companies interested in investing in this industry, such as Sharp, Sony, Mitsubishi and other large Japanese companies including medium size Taiwanese firms. These companies aimed to export the electronics products, printers and computer parts. The investments from newly industrialized countries and the U.S.A. during that period ranked second and third. Value added ranked second and third. Value adding this time was more complicated and the products are partly or wholly produced and assembled locally. They included facsimiles, mobile telephones, wireless telephones, satellite receivers, hard disks, modems, printers and parts for televisions, computers and other electronics appliances.

In short, the growth of the Thai electronics industry resulted from the relocated production bases of foreign companies because the Thai macro-economic system was stable. The inflation rate was rather low at about 3-4% The Ministry of Finance strictly controlled government expenditures, maintaining economic and political stability. The low wage rates and the strong value of the Japanese yen, newly industrialized countries and the trade barrier measures of U.S.A. and Europe helped Thai electronics firms to grow quickly. Thailand became production base for several electric and electronics companies producing for both domestic sale and for export

(Thailand Development Research Institute, 1996: 47, Thailand Development Research Institute, 1999: 29).

1.6 Importance to the economic system

The electronics industry became gradually more important in the economic system. Its annual growth rate during B.E. 2523 – 2528 was 13.35%. In B.E. 2529 – 2535 the electronics industry showed a very high expansion of 36.39% per annum, which is almost double in comparison with the same period in B.E. 2523 – 2528. During the year of B.E. 2536 – 2538 the average increase was 28.7% per annum. In B.E. 2539 the export value was Baht 460,853.7 million especially for computers, accessories and parts and integrated circuits these ranked 1st and 4th at Baht 167,673.8 million and Baht 58,538.6 million respectively (Thailand Development Research Institute, 1999: 67). In B.E. 2540 Thailand faced economic crisis that affected the electronics business very much because it relies on imported content. Local demand also dropped due to the economic fluctuation. This led the electronics industry in B.E. 2541 to be very sluggish. However in B.E. 2543 the Thai economy began to recover as the government implemented the measures to encourage the public to spend and the value of the Baht stabilized. The local production and sale of several types of electric and electronics products improved benefiting the local industry. (International Consultancy Network, 2001: 1-142-1-150).

1.6.1 Industrial Structure

In B.E. 2543 the electronics industry showed a fast and continuous expansion. There were 3,012 factories registered at the Industrial Works Department with 330,414 employees. In Bangkok there are 1,100 factories with 42,022 employees. There are several small family factories without registration that use low technology and mainly produce for local use. Large factories funded by foreign companies or joint ventures produce for export.

1.6.2 Electronics products are classified in groups according to their applications as follows:

1.6.2.1 Consumer Products such as televisions, radios, cassette tapes, video players and microwave ovens.

Factories in this group are mainly joint ventures Japanese, South Korean and Taiwanese firms. Almost 85% of the major materials are imported and assembled locally, except for the production of televisions, which uses about 70% locally available materials. About 70% of the total output is radio cassette tapes for export. They are mainly exported to U.S.A., Japan, Singapore and EU. The producers give more importance to the domestic market because they cannot compete with China and Vietnam in the low and medium markets. As for the high market their keen competitor is Malaysia as they have high capacity and supporting industries.

1.6.2.2 Industrial technology such as communication equipment for example telephone equipment (key system units and radio transceivers), computers and accessories, measuring and controlling equipment and office equipment (facsimiles and photo-copiers).

The production structures in this industry follow 2 patterns, i.e. foreign production bases move into Thailand to produce exports or foreign companies partners in joint venture. Japanese, U.S. and Taiwanese companies are the most involved. The production technology comes from abroad. About 70-80% of the assembling parts are imported. Exports go mostly to Singapore, Japan, the U.S.A. and the EU.

1.6.2.3 Assemblies and electronics parts such as integrated circuits, printed integrated boards, and picture tubes for color television etc.

The manufacturers in this group mostly enter into joint venture with foreign companies such as Japan, Hong Kong, Taiwan, the U.S.A. and the U.K. The producers need capital, technology and raw materials from abroad. The proportion of imported raw materials is about 65-95%. The most products are for export to Singapore, Japan, the U.S.A. and the EU (Thailand Development Research Institute, 1999: 68).

Table 1 Number of factories, investment capital and workers in the electronics industry in Thailand

Year	Number of Factories	Number of Investment Capital	Number of Workers
2536	2,291	122,950.27	289,642
2537	2,494	135,797.69	302,413
2538	2,801	182,647.15	325,187
2539	2,985	197,696.01	337,135
2540	3,019	217,860.98	346,055
2541	3,021	275,150.08	344,227
2542	3,016	295,243.71	299,754
2543	3,012	319,038.94	330,414

Source: Information Center, Industrial Works Department

Table 2 Number of factories, investment capital and workers in the electronics industry in Bangkok

Year	Number of Factories	Number of Investment Capital	Number of Workers
2536	1,375	20,945.12	52,080
2537	1,396	21,606.04	53,642
2538	1,415	22,297.46	60,574
2539	1,414	22,481.72	60,490
2540	1,284	21,235.18	56,489
2541	1,174	22,325.99	46,461
2542	1,043	22,650.00	44,322
2543	1,100	24,557.25	42,022

Source: Information Center, Industrial Works Department

2. Concept of work

Concepts and beliefs affect each individual's understanding, perceptions, attitudes and recognition of various things (Fishbein & Ajzen, 1975: 12). Individual gets things by enculturation. The culture determines the individual's concepts and beliefs about various matters which differ in each society. This also happens in working society, there are different concepts and beliefs about working (Heneman, 1973: 12; Neff, 1968: 43). One society may regard a "job" or "work" as a punishment, while another culture sees it as entertainment (Soontharee Komin, 1979: 379). Each culture views work as superior to the economic remuneration. Some cultures regards work as a virtue. Success in work is valuable. But some cultures regards work as an evil necessity (Triandis, 1973: 29). The Tiv people in northern Nigeria only call agricultural activity "work". Other activities they do not regard as work. Trobriande islanders in the Pacific region do not have a word to "work". They use specific words for each activity such as fishing, hunting, sculpting etc. The Finns consider only working with the hands as real work. Working in an office does not qualify as work (Triandis, 1973: 29 – 35). Hence to deeply understand any culture, one must study the concepts and beliefs of the people in the society.

Regarding the concepts and beliefs of Thai people about the work, Embree (1969: 12) said Thai people do not believe that work is good in itself. On the contrary, Thai people will pay more attention to the things that gives them pleasure. Something is good if pleasure often happens. This concept differs from other nations that are economically advance such as the Japanese, who accept the work as a good. Hence Japanese are hard working people and are not job selective. (Moore, 1974: 8). Thai people are said to prefer enjoyment and beauty, which should be encouraged more than controlled. They are well able to seek fun. This tends to undermine their interest in working. They like anything that is simple. They have no motivation to work hard for a better life, and a higher economic and social status.

Benedict (1963: 38 – 44) said that the character of Thai people is mentally calm, peaceful. They are calm in working, and in bearing responsibility and hardship. Thai people believe that fundamentally the world is not cruel to humans. This is the reason why Thai people seek enjoyment more than hard work.

Adulya Vichiencharoen (1972: 157-158) said that Thai people are calm, with a peaceful mind and an inert manner. They feel self-satisfaction, and lack enthusiasm to work more. They work only to earn enough for survival. This is the character of people in an agricultural society. Their passivity causes Thai people to lack initiative to change. They are afraid of risky jobs and tend to be lazy. Moore (1974: 8) said that Thai people can overcome their passivity if they feel they can get more benefit. This means they might be able to work long and hard under the necessary conditions.

Phillips (n.d. quoted in Deyo, 1975: 10 – 11) said that majority of Thai people think everything is uncertain. Work and play of Thai people are integrated in the same place, unlike western people who think that work is not the same as play. Thai people do not think that success in work is important. This makes them inactive.

Sanit Samakkarn (1979: 42) said that Thai people are “Fatalists”. They see that one day they will die. They feel acceptance without any idea of improvement or control. If we magnify this concept, we see they feel that whatever is natural, humans cannot change. Thai people do not try to control or change nature but adapt themselves to be in harmony with natural behaviors. Born into the world, they need to seek for “profit” in life livings because sooner or later, they will die and cannot take anything with them. These concepts make Thai people passive and conservative. They need to be developed.

Mole (1973: 99) said that Thai people emphasize the importance of individual value. This leads individualism. Thai people hardly oblige with social objectives, are passive and are pleasure seekers. All these characteristics contradict with the intention of hard work. This is an important issue for a society stepping into industrial modernization.

Mayoon Visethkul (1971: 242 – 246) said that Thai people like to receive orders more than to use initiative. No order, no work. They like to be argumentative, but do not like to work. They have no responsibility but need to be paid. They prefer investing in joyful development activities.

Paitoon Kruekaew (1975: 131 – 133) said that Thai people do not want to work, struggle for success. They like easy jobs with no responsibility. They like being employees, do not want to run their own business.

Guskin (1964: 54 – 56) carried out a research about the values of Thai university students. The study found that students want jobs with high income, social

status and especially to security. The majority would like to be government officer, which gives both security and status, even though working in private company gives a chance of earning more income.

Adulya Vichiencharoen (1972: 148 – 158) reported on the working behavior of Thai people. Being pragmatists they like changing jobs because they want to get more income. When they face difficulty, they will quit and return to the job which earns less income but easier. As long as the easy job gives them freedom they will stick to it. Any job that gives them more money but makes them feel uncomfortable and ties them with many regulations will make them feel constrained. They will not choose jobs that give few benefits. They accept that ideals, principles and law is important, but whether they are being implemented or not is another question.

In short, the working characters of Thai people showed that they loved entertainment. They wanted enjoyment while they work. They are passive, calm and inactive, which causes them lack a strong working intention. They prefer easy jobs with no responsibility but which of security and freedom.

3. Importance of job security

Work is a necessary human activity which responds to human needs. Each individual's perceptions and goals are based on the individual's perception, appraisal, and criteria such as how much the work relates to the people, how much does the work benefits to the people, how much the work meets the basic goals of life, how much the working process leads to success, how much the work creates satisfaction and makes the life more valuable (Aree Phetpud, 1987: 9). In the meantime, behavior, character, ability and intelligence, attitude, values and motivation all affect human work behavior, too (Thongchai Thongchai Sunti Wong, 1997: 35).

In bringing an organization in the public or private sector to efficiently meet the objectives and planned targets, the organization must effectively use their resources, i.e. workers, money, machines and management. Generally, workers are recognized as the most important one they fulfill the job successfully or unsuccessfully and with high or low efficiency.

Human resources are alive, intelligent, and emotional. They are sensitive to various conditions that can effect organization positively and negatively. Motivation can be directed to manage work more effectively. This means management must understand the human needs. Job security is also counted as one aspect of the incentive patterns (Paiboon Sumramputi, 1983: 7).

Amporn Uttungkorn (1971: 328-329) said that there are three main points in the perceptions of job security that are:

1. The perceptions of job security is a tool for stimulating employee to be industrious in their work. A long as employees are assured of having guaranteed work and a fair performance appraisal, they will do their best in their assigned jobs. Employees have different working goals. Some wants to work for promotion to high position. Some wants just enough to raising a family. Some work for prestige. Whatever aims they are working for, if they work without security, happiness or freedom and are frightened all the time, their status will deteriorate. There are several types of work incentives for example adequate remuneration, good conditions in the work place, and job security. These incentive patterns have been researched and tested to find out what people mostly want. The result is that job security is the thing people want most.

2. The perceptions of job security helps employees to be more comfortable. Morale and encouragement are important. Employees with good morale are better than employees with low moral. If employees are always frightened of getting unfair treatment from them supervisors because supervisors cannot properly assess matters and problems, employees feel insecure in their jobs and their morale is low.

3. The perceptions of job security is a motivation for working better. Employees with confidence and happiness will work more efficiently. They are more useful to their employer.

4. Meaning and concept of the perceptions of job security

Perception

With reference to Thai dictionary B.E. 2525, “perception” means “knowing”, a state of being happy or sad (Thai dictionary, 1982: 68).

From the study and literature review the character and meaning of perception can be summarized as almost the same as “attitude”. On the other hand perception is an element of attitude, as quoted by Thurstone. (1928: 531, Thurstone, 1946: 39 quoted in Praphaphen Suwan, 1983: 1) stated that “attitude is a combination of human concerns including, prejudice, thought, fear and of some thing. Attitude is a high or low degree of perception in a positive or negative manner to one thing”. Katz (1960: 373 quoted in Praphaphen Suwan, 1983: 2) said “attitude a comprising of two parts that are the perception of like or unlike and the learning or believing that explains the character and the relationship of one thing to others.”

Perception concerns emotion, a state of mentality that stimulates people to think, to believe, to be ready and finally to act. If a person has had a bad perception about one thing or event, he may be led to act like figure 3 (Praphaphen Suwan, 1983: 14).

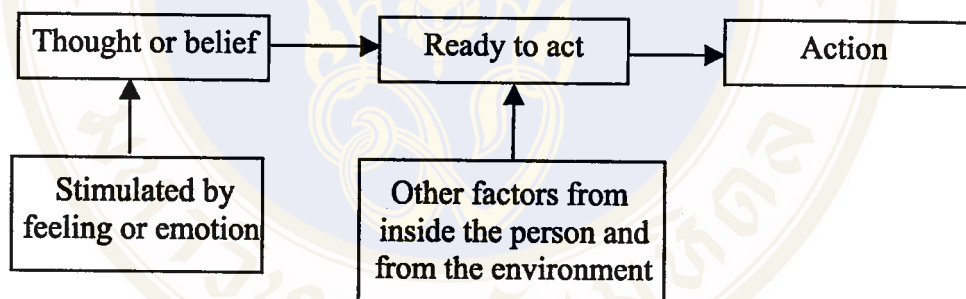


Figure 3 The relationship of attitude to action

Security

Security is a state of feeling safe. It is confidence, freedom and safety from danger without fright or fear, a guarantee and a security of life (The World Book Dictionary, 2000: 1882).

In sociology, security means economic and social security. (Thai dictionary, 1989: 324-325).

Arnold & Feldman (1988: 274) said that job security means the safety of having a job, being continuously employed as long as a person still has the ability to work.

Jumnong Somprasong (1971: 330) said that job security is the perception of being protected from easy or capricious dismissal and financial shortfall for example,

because of accident, illness, not enough jobs, it also means security for the unemployed, including the need for freedom in working. Employees will take part in the work willingly and will pay full attention in the job in order to reach the organization objective completely.

Amporn Uttungkorn (1971: 325) defined job security as a guarantee that as long as a person is good at work and behavior, the person can keep that career and have the right to job advancement until the time of retirement.

Surin Musigcharoen (1987: 11) said that the perception of career security means thinking (with emotion) arising from knowledge, experience or environment to fulfill a need and is factor that leads to career security.

Nittaya Chiaranaipreeprem (1990: 22) defined the perceptions of job security as an invisible intangibility, a state of mentality, a feeling or attitude of person to be protected and to receive guarantee as long as one is or is not working in that organization.

Saitip Wongsungkha (1997: 14) said that job security is the feeling of being safe in holding the job, receiving actual income and welfare to live on, being treated justly, having an opportunity job advancement and holding the job until the retirement so that ones family can be raised up happily and does not become social burden.

Vikom Ussavikul (1998: 8) said that the perceptions of job security is a state of mind and a feeling aroused by perception or evaluation of various factors in the organization indicating firm employment. To provide working protection, and guarantees, and earnings while the person is still working and after the person leaves the organization.

Based on the above meanings and definitions, it can be said that the perceptions of job security is the feeling that arises from the perception and evaluation of these kinds of factors by persons working in organizations.

The managerial function is a factor that makes an organization successful. There are other factors, too such as employee's working co-ordination that can build up the perceptions of job security, job-satisfaction, loyalty, relationships and morale. Therefore, we can see that human resources are valuable and important to an organization's success.

The perceptions of job security of people working in any organization leads to the organization's success and the employee's happiness. Whenever an employee feels insecure in work it becomes a cause of low performance, reducing the quality of work,

contributing to absenteeism and resignations, and even to problems of crime and discipline. On the contrary, in organizations where employees have a high degree of perception of job security the performance will be positive. Besides, the perceptions of job security is a symbol indicating the efficiency of performance and leadership in that organization. Management must try to create a good climate at work so that everyone in the organization will feel secure in his or her work. This is good for the organization. (Bill, 1999: 29-30).

Paisan Krai Sith (1992: 25-26) said that work is a cultural behavior that a person learns from his or her group. Each society has its own working culture and working system set by cultural possibilities. Cultures set different work values, motivation, perceptions and attitudes.

In Thai working culture, the majority of Thai people want job in which they do not have to take risks. They want work that is guaranteed and secure for example, as government officers or in government enterprises. Children are taught is not to take risks or not to take an interest in thing that give no sign of bearing fruit. Hence, they aim to be a government officer. This character can also be seen in the management level.

To take a reasonable risk is a important character of management. It generates new results and learning and leads to more employment and investment. The unwillingness of Thai people to take risks impedes the development of the economy and may lead to resistance and reluctance to accept change (Paisan Krai Sith, 1992: 84)

Kuntaya Peomphon (2000: 158-163) said that job security is a part of Thai working culture that influences working behavior.

It is comprised not only of employment and working people. There are many other related environmental factors, as well.

The following environmental factors

1. Economic and political environment. It is generally accepted that no one has the same background. Everybody is different because of environment and experience. This lead to the different attitudes and values. People come from different social, cultural economic and political environments. People always have different the perceptions about job security. Workers who come from the countryside and workers who live in town have different in economic, social, political backgrounds. Although the work objectives may be the same, the social experiences are different. Workers who live in town have experience in finding jobs and can

easily get involved in social and political activities. Such a background will cause people to have a different the perceptions of job security.

2. Career. Different careers give people different perceptions of job security. Professional such as doctors, engineers, accountants, pharmacists and others who are qualified to work in government or private organizations will have strong perceptions of job security.

3. Internal organizational environment. The internal organizational environment also effects the perceptions of job security for example, the organization structure, internal control, management decision making and problem solving and team or group work.

The following individual factors

1. Individual characteristics include age, sex and education these affect on individual's the perceptions of job security.

2. Individual ability – if an individual gets a job for which he is qualified, he will have more job security higher than one who gets a job for which he is not qualified.

Job security is comprised of economic, social and political factors and is affected by individual ability. Type of job is also another important factor affecting job security. Besides job security in the economic crisis, people must adapt in terms of work, personnel emotion, society and family life.

Farber (1996 quoted in Schmidt & Svory, 1998: 647-669) stated that job security is a guarantee people obtain from their work in an organization. Job security reflects a good quality of life at work. Job security is also a vital factor that leads people to choose a job or career.

Farber classified job security into 3 aspects:

1. Mental security: a feeling, emotion and situation in which people believe that the outcome of their performance is recognized by colleagues.

2. Income security: is people's confidence in regular payment and benefits.

3. Career security: is people's confidence in their ongoing employment in the organization

Besides, Farber mentioned the factors affecting the perceptions of job security as follows:

1. Individual factors

1.1 According to the research, work experience is related to the perceptions of job security. Someone who has worked for a long time will be skillful in such work and will therefore will more secured in the job.

1.2 Job incentive – incentive is the expression of individual want especially the incentive from doer himself will create the perceptions of job security

1.3 Job interest – one that interests in the job and has done the selected work will be happy and feel secured more than the one that does not interest in the job

1.4 Organization recognition – being recognized that his capability is meaningful to the organization.

2. Job factor

2.1 Job description is job interest, chance of learning, chance of work finishing, responsibility perception, work control and work method. When employee feels that his job is challenging and advantaging, he will feel secured in working.

2.1 Employee will feel secured in working if skill and experience are being considered together with work type, responsibility and salary.

3. Management factor

3.1 Employment security – from the research, it mainly was found that employee wants job security that is life employment. Job security is counted to be a type of welfare particularly at the retiring period and to be employee's need apart from other needs which are an interest in clever job, the job that gives an advancement and reward upon the intention.

3.2 Remuneration – the management believes that high pay will make employee feel secured in working. Referring to the research it is found that remuneration is less important than employment security.

3.3 Advancement – job advancement is important to various careers for example salesman, clerk and skillful and experienced person but job

advancement is less important to unskillful person with high education and young. This may be due to the older person has already passed that chance of job advancement.

3.4 Position means the assigned authority by position to conduct those workers under supervision and colleagues to fulfill the assigned job. Some job holds clear authority stated in its position but some does not. This causes difficulty and oppression to the doer. The authority by position effects the perceptions of job security.

3.5 Working condition – there are various different comments on the working condition. The employee working in the office regards the working condition is important and will make him feel secured in working more than salesman works.

3.6 Job responsibility – from the research it is found that employee with good morale and encouragement will be highly responsible in the work. The perceptions of job security is the relation between responsibility and other factors for example age, experience, salary and position.

3.7 Information perception – from the research it is found that employee wants to know his performance and whether it needs improvement. The internal information is important to him but he generally gets less information than his requirement.

3.8 Trust on management – the good top management results employee to have morale and encouragement and feel secured in his working. Besides the trust on the ability and intention of top management will make employee to work efficiently and feel secured in working in such division.

3.9 The understanding between management and employee – the good understanding makes employee happy in the job. Therefore the good relationship is important and a factor that creates perception of job security.

Arthur (n.d. quoted in Thongchai Suntiwong, 1995: 46) said that the basic factor of organization concerning the state of behavior of people in such organization means the various states influence to the group of people working in the organization which will effect the perceptions of job security is divided into two extents which are external and internal factors.

External factor is the status of various factors of economy, society, technology, technique knowledge and condition of surrounding for example state of location and general physical state including the cultural value of big community and their livings.

Internal factor is the type of managing in aspect of both philosophy and method including the policy, regulation, type of leader, system of reward and punishment.

Campion (1997: 769-786) said that the actions of the organization related to the perceptions of job security are as follows:

Organizational factors, organization is a complicated group concerning various factors such as coordination, work burden, instrument, role etc. These mixed variables are the particular characteristic of such organization and effect the people being in the organization. It is also included the people behavior which is divided into the factor of internal environment and external environment.

Factor of internal environment affecting the perceptions of job security is as follows:

Organizational change, either change by taking over/ merging or reorganizing, directly effects the people for example less secured in job position, uneasiness and seriousness, more hard work. These factors effect negatively the working under the climate of high competition.

Organizational policy, it is to set up the extent and guideline of various action effecting people for example wage and welfare policy, workforce policy etc. So the job insecurity will happen if organization is unable to set up the policy that meets the employee's want. That is this factor also effects work attitude.

Organizational justice, the justice which employee get it from the organization is the individual perception to the organization decision process especially on the comparison with other people. The employee will feel unjust if he knows that his earning is not reasonable upon comparison with others. This is because employee always think that everybody should get equal earning based on equal work and such earning must worth based on his ability. The perception of justice also effects the job security upon a belief that they have been treated fairly (Wright, 1990: 86). If employee learns that he does not get justice from the

organization he will show some action to get rid of that problem and one option is resignation.

Organizational climate is the perception of individual about the organization and that perception has an effect to incur an action. Each organization has its own climate which is different (Schneider, 1993: 113). Factor of the organization climate comprises of the freedom in working, internal social relation, incentive system. Besides, it is also included organization structure, risk, comfort and support, organization dispute. There are many type of organization climate for example free, disclose, control etc. The change of organization can reduce working seriousness and then leads to job security.

Organizational culture – it is the organization people's value, belief and habit which is related to the organization structure and process resulting a fundamental and behavior for people to perform including the natural working relationship and the attitude to the organization reputation (Torrington, 1994: 110-112). So people are greatly effected by the organizational culture. People are being pressed to think and act in accordance with the culture (Baron & Greenberg, 1990: 42-46). The organization also take a part in building experience that influences the job security and is an important thing in building and keeping the level of individual sacrificing to the organization. Sheridan (1992 : 1036-1056) reported that the organization culture particularly value has an important effect to employee's decision making on whether to resign or survive because people will survive with the organization that must has belief in organization goodwill.

The external factors affecting the perceptions of job security is as follows:

Cost of living is concerned the day to day expense and is also related to the standard of living. Strauss & Sayles (1980) said that employee's first want in working is a work that gives him happiness and suitable standard of living. However, if the cost of living of individual is not suitable with the standard of living, he will feel insecure in working (Lenz & Reardon, 1990: 52-56).

Socio-economic conditions – from a study of the effect of socio-economic conditions to the organization resulting an internal change of organization and such change has effected to employee (Hunt, 1979: 5-7) that will influence to employee's the perceptions of job security and living.



Organizational status and potential means the organization reliability and ability to snatch an opportunity, which is decided by the organization situation and efficiency factors. The organization prosperity is based on target, direction and policy that can utilize the existing resources efficiently. Hence the status and potential of prosperity is related to the organizational management and policy because the organization must adopt the structure, policy and technology to cope with the various situations. Consequently the successful organization will be well known and accepted by public in both security and managerial ability including chances in gaining more advantages. Therefore employee will work with those relevant organizations that can fulfill his needs which are remuneration, advancement, perception of success, and security or the perception of recognition (Penrose, n.d. quoted in Literer, 1989: 23-28).

Factor of modern technology that is to use automatic technique. Robot is now being used in many industries such as car assembly industry, machines and tools industry (Jones, 1994: 83) The robot can be placed in the dangerous area and can run continuously without healthy risk as such as human. The work quality is more stable than human. Computer also plays a role giving useful information for working which is more accurate than human even though there is a great deal of jobs. New technology with automatic system helps employee to get better quality of life, as he has not to deal with hard work with danger to his health and develop employee to get advancement from basic job to have ability in analyzing and deciding. This will bring job security for longer period (Katunyoo Hirunyasomboon, 2000: 295).

Hunt (1979: 5) said that factor or variables affecting the people behavior related to the perceptions of job security is comprising of the following:

1. Individual variables for example sex, age, education level, experience, aim, incentive and work values.
2. Organizational variables for example structure, job, technology, organization role, working group.
3. Environmental variables for example economic system, society, cultures.

5. Theories related to the perceptions of job security

5.1 Social exchange theory

The social exchange has been generated along with the human social development. It is not strange to see those exchanges in everywhere, which is not only the exchange of things, services and helping each other. The exchange has its self-explanatory that it must be giving and taking. Its meaning in view of economic concept is that giving can be defined as investment and taking is as earning. When taking is greater than giving it means a profit and on the contrary taking is less than giving it is a loss.

In the economic concept, exchange needs reinforcement theory that quoted that an exchange can be continuously happened when it gets reinforcement. The first man who took the reinforcement theory to explain an exchange meaning economically is Homans. This is to explain the human social behavior especially the micro interaction relationship behavior (Homans, 1961 quoted in Chaiyaporn Vichawuth, 1981: 451) and Homans (1961 quoted in Blau, 1964: 88) gave the definition of social relationship process that “the social relationship process is an exchange of action between two persons at least of both tangible and intangible, valuable or more or less value”. According to Homans, whichever character of the human behavior and action is being acted depends on the reason in evaluating the earned thing in both forms of reward and loss.

Blau (1964: 92-95) proposed social exchange theory is the two types of an exchange which is economic exchange and social exchange. Social exchange means a person’s action voluntarily of which action has received reinforcement from the expected remuneration and others as usual by basing on the responsibility network and the perception of being under an obligation occurred on getting benefit from another person. The responsibility of taker is not specific. Economic exchange is not far different to social exchange when considering the noticeable actions which is not only the goods exchange and services exchange particularly services exchange that is almost not different.

According to this theory the organization exchange can be divided into two types which are economic exchange for example wage, benefits that people get them

in accordance with the labour laws. Social exchange for example helping each other of people living in the society such as information sharing, sympathy, and coordination etc.

In dimension of society, the organization is a small society that having both social exchange and economic exchange. The researcher of organization behavior expresses interest in studying it by taking the concept of social exchange and study the behavior and objective of employee in the organization. The clear type of social exchange is the exchange between organization and employee as in the figure 4.

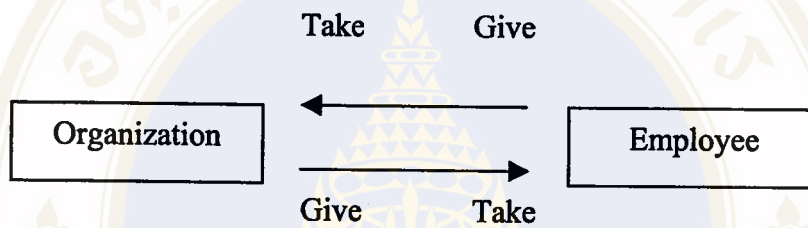


Figure 4 Organization – employee social exchanges

From the above picture the thing organization exchange may be remuneration such as salary, welfare, job advancement, trust, reputation and recognition etc. When employee gets an exchange from organization, he will feel perception of the received things and become a perception of organization support because organization gives support through the agents. Employee understands that the organization is a substance. Hence, when employee gets some thing from organization, he has to pay back by behaving and having objective suitably to reach the organization target. Employee has a belief and that belief is concerned the security level in working. The employee's perception is that the organization realizes his importance of coordination and pays fullest attention in his living or gives him a support (Eisenberger, et al., 1986: 500-507).

According to the social exchange theory working is a way to receive various benefits from organization.

More support employee gets from organization more effort he will put into his job; for example to get job security, remuneration or reward after he has put most effort to the job. The matter is in accordance with the viewpoint of Expectancy Theory. Besides, the support from organization results employee to be concerned

with organization. More effort is being put to make the organization objective successful and creates benefits to all parties concerned.

5.2 Security theory

This theory is based on the assumption that human has a trend in seeking security while thinking and use it to be the vital decision of building up the attitude of each constant belief to various things. The concept of this theory is to build a stable security and to make a trend of reducing the instability (Sobha Chupikulchai, 1979: 19).

The method of studying the stability or security proposed by Heider (1958 quoted in Sobha Chupikulchai, 1979: 20) is accepted and called Equilibrium Theory. The main objective of equilibrium theory and thinking stability is a trend of thinking system in changing or moving from unstable state to stable state. The equilibrium theory can help to know the system of changing from unstable condition to stable condition and vice versa. The balance or stable structure of thinking will occur in the unserious event. Meeting, information and advice make comfortable and easy to construct each balance thinking structure of each person.

5.3 Congruity theory

Osgood & Tannonbaun (n.d. quoted in Sobha Chupikulchai, 1979: 22-25) proposed an advantageous theory relating to the thinking security. It is an easy consideration about situation more than balancing pattern. This theory generated much anticipation about the appraisalment of a person to a thing. The result of such anticipation may have an effect of attitude change. Besides, this theory is also related to those happened events; for example in the political society we can notice several matters concerning the politician attempt in rising the competition in order to make himself to be accepted and try to defame the opponent. The anticipation based on this theory may be led to think that such event tends to happen definitely. This theory gives a guideline and the relation of the result of those events that tend to happen. The more it is anticipated the more pressure will occur. Congruity theory has been accepted on the fact that the power of evaluation is the main important factor to change the attitude to various events. The strong attitude tends to be accepted in

stable way more than neutral which will be used in measuring the stability perception to a thing.

5.4 Perception theory

There are several concepts of perception theory but the followings are being used in this study:

Brunswik (1956 quoted in Vimonsith Horayangkun, 1983: 41) proposed a concept in studying a perception that in the communication process people acknowledge only a perfect partial information in form of probabilistic, they do not always get the perfect one. People learn a probability about the environment and collect such information as a part of experience. The received news will be checked by the experience. The perception is likely as an interpretation of the information received from the surroundings and it must be probability. Each person has own environmental perception that is mostly in line with the fact.

Ames (n.d. quoted in Vimonsith Horayangkun, 1983: 42) has developed the perception theory with emphasizing on the possibility as per the principle of communicating process. People use a random selection on advisory information coming in severally from surroundings so that the perception is correct as much as possible. It is also required the interrelation of all factors. The environment of daily life effects the perception as same as the received information including the environmental affect. The environmental influence is both physical and social that effect people perception.

Bandura (1984 quoted in Thawan Neamsup, 1987: 55) said that perception theory of individual ability that it is different in people belief of ability perception in managing an activity daily. The ability perception can help solving problems and reduce fear or unpleasantness on a matter.

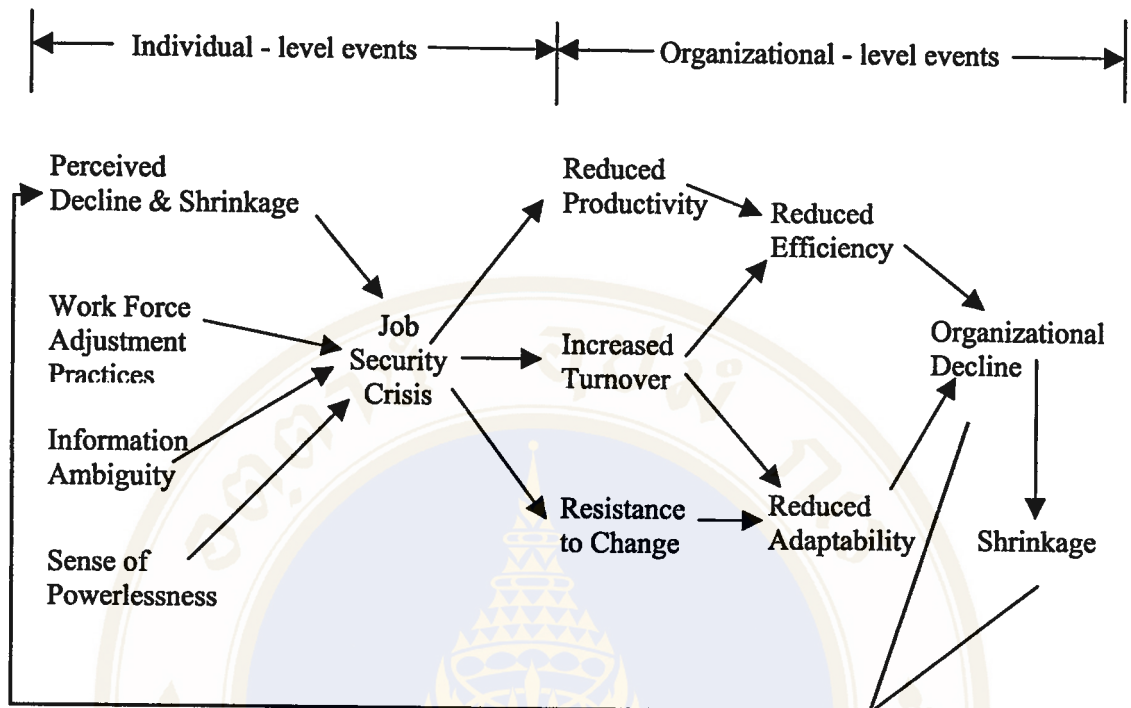
Greenhalgh (1983: 431 - 444) said that the perceptions of job insecurity is the feeling happens when employee is unable to control or keep his working condition and degree of perception depends on two perceptions as follows:

1. Harassment means the employee perception of policy or organizational change that effects to him on what cause and how serious for example

policy in reducing the number of employee, salary reduction and working time change etc.

2. Controlling means the perception of how many employees can control or correct the organization action for example policy of employee reduction. Degree of the perceptions of job security will be high if he evaluates himself to be qualified and important to the organization and will not be dismissed. On the other hand, degree of the perceptions of job security will be low if employee evaluated himself to be unqualified and will be dismissed.

The perception causes the feeling of job insecurity. At the first stage employee acknowledges the organization is deteriorating. He realizes that this deterioration will lead to organization size reduction and will then effect to his working condition and the productivity decrease, incontinuous work force and worker dispute will decrease the organization efficiency and adaptation and finally the deterioration will increase gradually. The employee knows that deterioration will result an organization size reduction. That causes degree of perception of job insecurity to be higher. It becomes a cycle and lastly the organization cannot go on unless there is a reasonable management as shown in figure 5



Source: Greenhalgh, Leonard. (1983). Managing the job insecurity crisis. Human resource management, 22(4), 433.

Figure 5 A model explaining the cause and outcome job security

The anticipation of which method the organization is going to choose in reducing the work force affecting degree of perception of job insecurity. The selected methods are as follows:

1. Protection – reducing the working time instead of dismissing.
2. Forecast is the employee’s perception of job insecurity will decrease if he knows that the organization has a plan about human resource to forecast the future need of working force.
3. Organization justice means the organization treats employee justly and on the equal basis. The unclear management on the deterioration might be caused by lacking of protection plan and the limitation of information in the period of downing situation which is found that it is the closure of information by management because they believe that to close it as a secret in the time of proceeding the reduction of organization size is the smart way. To disclose the plan will effect employee’s morale

and cause him to resign. But in fact the official closure of information will turn him to get rumor from other source, which appears more serious than the fact.

4. When employee feels he cannot control and keep his working condition, it effects his perception of job insecurity. That is if employee cannot solve or manage the organization action, it causes the degree of perception of job insecurity to be higher for example termination of department to reduce size of organization which causes a partial employee to be dismissed and the remaining to be moved to another department. Since the organization action cannot be solved or changed by employee, the degree of perception of working insecurity will be higher. The feeling of lacking the power to control or keep working condition may be due to being lack of working right and protection from labor union.

The results of the perceptions of job insecurity to production, continuous labour force and change resistance is as follows:

1. Production – the perceptions of job insecurity decreases the working intention and causes low quality of work.

2. Continuous labour force – the perceptions of job insecurity increases employee's intention to resign. Many researches found the skill worker is the first group that intends to resign as he has high chance to get a new job. This causes incontinuous working and wastes of time and expenses in recruiting and training the substitutes.

3. The perceptions of job insecurity makes employee to resist the change that becomes organization problem to reorganize because organization needs the employee's coordination in developing the organization in order to come off the crisis.

5.5 Motivation theory

The perceptions of job security in aspect of motivation can be divided into two groups that are the content theory of motivation and the process theory of motivation.

5.5.1 Content theory of motivation is an attempt to determine what is the cause that makes people to build and keep that behavior. The cause may be due to individual status or working status that relates to human needs of both physically and mentally. The theorist in this group believes these needs will be the power

pushing people to perform. That means these performances will happen when they get satisfaction as required. People have different needs, value, attitude, belief and uncertainty of human needs. It can be explained as follows:

5.5.1.1 Maslow's hierarchy of needs theory

The job security is important not only to stimulate and encourage to get good work but also to respond the people's basic needs. We can see that the need of job security is classified as people's basic need next to the physical need which Maslow (2000: 253-264) has classified human needs into five categories as follows:

a) Physiological need is a basic need and is the most important thing to living. The people's physical need must be fulfilled periodically and constantly. If they have not been done people cannot survive or can live without perfect life. Those needs are food, air, water, residence, clothes, medicine, relaxation, sexual desire etc. Every organization responds people's such needs by salary or remuneration in form of money so that worker can spend it for the basic needs.

b) Safety and security needs – once the physical needs have been fulfilled, the safety and security need become a role of human behavior. People wish to get protection from the various dangerous for example accident, crime or disease etc. People want to live in a perfect society and a safety in working and then a security or a career guarantee. So the management or supervisor has a duty in treating employee to feel secure in working. The dismissal should be considered based on an equal just basis. The system of personally relation or selectivity effects the perceptions of job security including morale and encouragement in working.

c) Social needs are ranked higher than those two categories. It is needs of recognition, friendship, loves from colleagues that is a want of being a part of that society. This recognition is an importance in deciding how good this person can work with others because the recognition from colleagues worth not less than high salary.

d) Esteem need is a want of renown, self-confidence, success, knowledge, ability, esteem and freedom. So to give a suitable admiration nurtures mentality.

e) Self-actualization need is the highest level of need. Whoever reached this need will be regarded as special person.

Maslow noticed that human needs influence the behavior in two principles that are:

1. The deficit principle – the deficit in daily life will make the want of unmotivated satisfaction behave in the other side. These people satisfy the present status and think it is usual.

2. The progression principle states the five categories of human needs that it will happen from the lowest to the highest respectively. The need in each category will happen when the need of lower category has been met satisfactory. The unfulfilled need effects the shortage feeling. This perception limits human behavior not to continue seeking and bound to accept the present status, for example, when people's need has been fulfilled perfectly at a specific level the next category need will follow and if it cannot be reached people will stop seeking and will feel desperate and lastly accept where they are. On the other hand if the need of each category has been perfectly met, the need of next category will happen until the last need is reached which is self actualization (Thanaphan Rungrojdee, 1995: 27-28).

The support of job security is a basic need according to Maslow's theory. Job security is an important factor to employee's morale and encouragement. That is job security is a vital factor to increase or decrease employee's morale and encouragement because people who can fulfill their needs and family members will not be a social problem because they can support their livings.

5.5.1.2 Two-factors theory

Herzberg, Mausener and Snyderman (1959: 44-50, 113-119) proposed a theory explaining the factors affect employee's satisfaction and dissatisfaction and believe that the factors of these types are different by assuming from the research of interviewing engineers and accountant of about 200 people working in factory in Pitsbery, Pennsylvania, U.S.A. and found that factors affect the satisfaction and dissatisfaction can be sorted into two types which are:

- a) Motivation factors

Motivation leads a positive attitude because it creates work satisfaction that directly relates to the work. That is a need of being successful as expected or

self-actualization which is the highest goal of life. Human is a key subject that make employee in the organization satisfied and work efficiently. These are five main factors.

(1) Achievement means to work out successfully and feel satisfied and proud of that success.

(2) Recognition means to be accepted by supervisor or colleagues. This recognition is in form of admiration.

(3) Work itself means an interesting job, a job that needs initiative, challenging or a job that can be done alone.

(4) Responsibility means the satisfaction of being responsible and getting fullest authority in the assigned job.

(5) Advancement means to get the promotion for higher position and a chance to get additional knowledge.

b) Supporting factors or hygiene factors

Supporting factors are protection of working satisfaction that is the surroundings or work those leads to unsatisfaction in working. Its answer valuated from interviews conducted by Hersberg and his team is that the people are not happy in working due to the surroundings that are unjustness and confusion cause those people the mental sickness. This factor is also named "Hygiene factors" which is as same as a medical principle that takes a health care to be safe from environments that incurred by human activities. These do not cure the sickness but are the hygienic protections such as modern garbage disposal system, clean water, and air pollution control. Therefore supporting factors are important not less than motivation factors. There are 11 elements playing a vital role in supporting factors that are as follows:

(1) Salary means a regular income or a special income as an earning from working.

(2) Possibility of growth means a possibility of promotion and an advancement of professional skill.

(3) Interpersonal relationship subordinate means working coordination, inter-understanding, and good relationship with subordinate.

(4) Career status means an acceptable, honorable and prestigious career.

(5) Interpersonal relationship superior means a communication between individual and supervisor showing good relationship, coordination and inter-understanding.

(6) Interpersonal relationship peers means a communication between individual and colleague showing good relationship, coordination and inter-understanding.

(7) Supervision technical means a supervisor's ability or justice in managing the organization.

(8) Policy and management means managing or organization management and communication.

(9) Work conditions such as physical conditions of work for example light, sound, air, working time and other surroundings such as instruments or various tools.

(10) Personal life means a good or bad perception of results from working.

(11) Job security means an individual's perception of job security, career security and organization security.

Besides, Howthorne study of Elton Mayo and his team confirmed sharing a common concept with Hersberg's theory. Mayo found that the environment affecting working satisfaction is not resulted by external factors such as temperature, lighting or hotness and coldness but is resulted by individual's mentality such as a perception of low class job, boring, lack of job advancement etc. (Somyos Naveekarn, 1981: 84).

Somyos Naveekarn (1997: 315-316) commented on the said theory that supporting factors is not a motivation resulting an increase in the productivity but is a primary condition to protect people not to feel unsatisfied with their present works. The important finding from Hersberg's study is that supporting factor effects an unsatisfaction in a present work and motivation factor effects a satisfaction in a present work. That is support factor causes people to be unsatisfied in working if they do not have it. If support factor is a primary condition to protect people not to be unsatisfied but will be a factor stimulating or motivating people to feel satisfied in that working only. So the main assumption of Hersberg is that work satisfaction is a motivation in such work.

The management can adapt Herzberg's theory in building the working climate to make employee feel satisfied based on supporting factor such as good working environment, clear policy and managerial process, interpersonal relationship, reasonable salary, enough benefit and job security etc. So these support factors are important and necessary. As long as these factors are existed it will be easy to motivate employee to work more efficiently.

5.1.2.3 ERG theory

Alderfer (1972: 17-20) has written a theory concerning the human needs called "ERG Theory" which is similar to Maslow's concept but he divided human needs into 3 types as follows:

a) Existence needs: E – it is a need for survival such as food, water, residence, clothes, good working condition, remuneration and fringe benefits. Existence needs are as same as Maslow's physiological needs and safety needs.

b) Relationship needs: R – it is a need for having social interrelationship with colleagues, supervisors, and subordinate. It includes a want to be praised from others, a want to be a leader, a follower. Comparing to Maslow's theory the relationship needs is as same as social & love needs.

c) Growth needs: G – it is a need to develop oneself to be progressive, initiative, creative and lastly gain the highest benefits which is the highest rank of needs. This need is the same as Maslow's self-actualization needs.

There are three assumptions as the important points of ERG theory.

(1) The achieved need – that is need of which degree has been achieved less such need still maintains high, for example an officer's need for salary maintains high if he has been paid too less.

(2) The need size – if a lower type of need (for example survival need) is satisfied, a higher type of need (for example growth needs) will stay high, for example a head of workers will be recognized and respected by his colleagues (social relation) if his salary and other benefits are enough (survival need)

(3) The unachieved need – if a high rank of need has been achieved less a lower rank of need will be more important, for example a head of workers will pay attention and look for close relation with his colleagues and

subordinates (social relation) if he has no chance of getting a new challenging job or a new position (growth need).

Alderfer's ERG theory is very similar to Maslow's hierarchy of needs. That is the needs of Maslow's theory are arranged in a hierarchy. When the lowest rank of need is fairly well satisfied the next rank would emerge. But Alderfer's ERG theory is also the same in aspect of human needs from E. to R. and finally to G. Whenever which need has been achieved, it will not become a motivation.

However the concept of Alderfer and Maslow is different in the following points:

(1) Human needs may be reversible. It is unnecessary to always start from the lowest to the highest such as the process of progressive need is being pressed not to be fulfilled, it will turn back to social need or survival need instead.

(2) Man has several ranks of needs at the same time. It is not necessary to achieve it step by step such as man has a physical need for survival as well as friends and recognition etc.

5.1.2.4 Achievement motivation theory

McClelland (1961: 201-205) has studied a different human need degree of achievement and found that generally worker's motivation will result an outcome based on the three main needs.

a) Need for affiliation – it is a wish to keep and support the relationship with others which is as same as Maslow's social need. That is the need of love from friends. The characters of this person are as follows:

- (1) Need of confidence or encouragement
- (2) Need of recognition and love
- (3) Need of conformability

b) Need for power – it is a need of wanting the people to behave or act as he wants, to be responsible in controlling others, to mostly satisfy if he is able to control the environmental influences including people. The characters of this person are as follows:

- (1) A wish to have an direct influence to others
- (2) A wish to have an authorized control above others

(3) Having an interest in keeping the relationship of leader and follower.

Need for power can be classified into two types.

- Need of personal power – a person who always try to overact and like to be a winner, to command subordinated to get the superb outcome

- Need of social power - a person who is interested in organization problems and aims to lead the group and organization to be successful more than himself or individuals.

c) Need for achievement – it is a need to finish the job at the best on comparison with its standard. These people like to work and get the good result by him. The characters of this person are.

- (1) High objection and challenging
- (2) Want to know the progress of the job
- (3) Do not like sluggish and fatalistic job
- (4) Want to control his job and do not want to be under control

Manager can imply McClelland theory to build the comfortable working condition for example in the case of a workers who want success manager should assign challenging job for them, let them work freely and give them chance to show their initiative. For workers who want relationship manager should support the coordination work or teamwork. For workers who want authority manager should give them freedom in controlling.

5.5.2 Theory of motivation process – this theory gives an important to the human behavior thought. How does people do to achieve things they need? The theorist believes that the decision will be made by thinking process and then act. Those theories are as follows:

5.5.2.1 Expectancy theory

Vroom (1964 quoted in Jaruwan Chitchote, 1997: 11) is a group of theories about the human thinking process. When human is going to do something he will seek significant answers for questions of “Should I work hard?” “What will I get if I work hard?” So the vital part of this theory is about the expectancy and

perception of workers. That is to say if workers know that hard working will lead to achieve high remuneration or their personal needs will be met they will be industrious. This theory assumes that whatever people are going to do they always ask themselves that: -

a) Whether or not that outcome or remuneration is worth or is the thing they need

b) Instrumentality – that outcome will result to another outcome. It is the interrelation between performance and remuneration

c) Expectancy – how much can they expect that action will result an outcome or earning

This theory assumes people will choose perception as expected. The reward they expect to get from the work. People select to do the job giving them highest benefits. They will work hard if they expect that their attempt to earnings and higher positions

5.5.2.2 Equity theory

This equity theory is proposed by Adams (n.d. quoted in Soitakul Uttamana, 1999: 117) which derived from cognitive dissonance theory and exchange theory. Equity theory mentioned that equity (or inequity) means the utmost effort in working and satisfaction which people understand a working situation. Equity will exist when people perceive their proportion of remuneration with their attempt is the same as the others after comparing them.

$$\frac{\text{Own earning from organization}}{\text{Their effort}} = \frac{\text{Other earning from organization}}{\text{Other effort}}$$

On the contrary inequity will rise if people know their proportion is not as same as others.

$$\frac{\text{Own earning from organization}}{\text{Their effort}} < \frac{\text{Other earning from organization}}{\text{Other effort}}$$

or

$$\frac{\text{Own earning from organization}}{\text{Their effort}} > \frac{\text{Other earning from organization}}{\text{Other effort}}$$

People's evaluation of the remuneration or the effort depends upon their perceptions. The equity makes them feel secure in working and encourage to works efficiently.

Besides, there is a macro environmental factor affecting the organization to incur the change within the organization. The organization must have a suitable adaptation that is always in accordance with the changing environment that affects the people in the organization and influences the employees' job security perception. These influences are as the followings (Somjai Laksana, 1999: 303 – 306, Krengsak Kiewying, 2000: 39 – 41).

The influence of politics and law

The government policies are such as investment promotion, local production to substitute the import, local production for export, national economic and social development. The organization can get the advantage from them in making the production plan. The influence of laws are such as labor law, labor prohibition of age under 15 years, strict attention on the foreign labour, the minimum wage law for the calculation of production cost. Understanding the law will help the organization to act appropriately and have no risk of being closed down.

The influence of economy

The country measurable economic status is such as national economic growth rate, gross national product, inflation rate, bank interest rate, and financial flow. These are the statuses that indicate the people buying power. Besides, the country production and service structure are also important for example agricultural product, industrial product, and traveling service. Understanding the economic influence helps to conduct the plan of organization production and service and country workforce.

The influence of society

The character of need and social intent relating to the production and service are such as when the country is facing with economic and social crisis they will

emphasize the economy and encourage using Thai products. Understanding the social need will be an opportunity of production and service that respond the needs.

The influence of technology

The world technology change and advancement are telecommunication production, office machinery, and modern production machine. Understanding the influence of technology will help the organization and staff not to be behind the times and to be able to update the production and service.

The influence of oversea conditions

The international agreements are such as the requirement for Thai products, currency exchange rate, tax and customs duty agreement, standard certification, the production process and standard certified by international organization. The knowledge of international agreements are important in forecasting the production cost that may be imported from abroad and following those stated agreement so that the product will be accepted by foreign countries.

The influence of labour market

The country labor statuses that may be both unskilled labor for example labourer, skilled labor such as technicians, and high educational labor such as engineers, architect etc. The knowledge of labor character in the society will help to set up the business operation plan or production and service plan that require different labor qualification. The lack of some classification or career may lead to an affect of organization success.

The influence of shareholders

The domestic and abroad shareholders have an influence on the organization financial status security. The amount of cash flow and investment direction will relate to the long term production and service.

6. Components of job security

Job security is a key factor in building the organization productivity. The classifying components of job security will be a guideline for management to response to employee's requirements, to generate job security and to help employee to be able to work happily. The researcher classifies components of job security as follows:

6.1 Employment security

Praween Na Nakorn (1971: 330) said job security or employment security means how easy the employee is to be terminated or dismissed?

Pong Horadarn (1997: 47) said job security or employment security is one of the human needs because human needs job security. According to the research it is found 80% wants employment security. Employee of all divisions wants to work until they retire because job security is also counted to be one of the welfare.

According to the research of people's satisfaction in various careers in U.S.A. it is found that the majority in every groups of workers give the employment security is the most important need. The second rank is job advancement (Nangnoi Pongsamart, 1976: 261) as said by Sanoh Tiyao that career security means the certainty of career or simply means the career that gives continuous working, easy to find and is always required employee to have it done. (Sanoh Tiyao, 1988: 1)

Besides, referring to Ron's study (1998: 1) it is found that job security is very important to worker especially long-term and continuous employment because career type is related to employment.

6.2 Economic security

Praween Na Nakorn (1971: 330) said financial security or economic security means earning from career including salary and fringe benefits which is whether or not is enough for living.

Sirisopak Burapadecha (1985: 46-70) said economic security or financial security is the assurance of continuous employing and guarantee when getting an accident, illness or disability, protection from dismissal and financial shortage unreasonably, saving, life insurance or health insurance, and guarantee for pension upon retirement on schedule.

From the study regarding to work incentive the popular acceptable incentive is money. Money can fulfill human needs but to apply money as an incentive to increase works is complicated and there is nobody confirms how the money is important to the person and whether it can improve performance. Many people cannot give the definition of money but working people define it as a wage (Opsahi and Dunnette, 1966 quoted in Aree Phetpud, 1994: 191).

Thongchai Suntiwong (1997: 365-367) had given types of income security which will assure employee to be secure in economic for the following matters.

1. Unemployment compensation – in the foreign countries the compensation of this type is paid to employee who is unable to get a job according to the society insurance program. In Thailand such pattern is not available due to the limitation of government taxation together with the unreadiness and a lack of development in this campaign for long time. Actually society insurance has been initiated in Thailand long time ago but could not be enacted for more than ten years because of many obstacles and problems. This causes employee and majority not to get such welfare for better living. However there are some foreign organizations operating their business in Thailand having a good policy of employee welfare from their head offices have initiated this program. For example, in the case of down production in some season, the electronics factory has used this type without informing their employees that is due to the low production the company pays a partial wages for the employees that have to stop working temporarily by voluntarily applied among them and those employees can resume to work when the situation turns to normal. This action is determined to be philosophically right in aspect of doing business to realizing the worth of their employees and this will build a good relation between employers and employees.

2. Compensation for disability – employee gets payment in the event of illness or accident. This pattern is generally used in many organizations the compensation is paid for the period of illness or unable to work upon the doctor certificate of guarantee. In the labour law the compensation for illness or disability is called “work men’s compensation” and its aim is to protect the labour security.

3. Pension for retirement – this pattern has been used widely for the governmental organization in the form of “pension”. For the business organization it is paid in form of “provident fund: which is a lump sum being paid to the employee when he retires. The provident fund can be raised by two methods that are firstly by collecting partly from employer and employee; secondly by collecting from employer totally. There are several ways in calculating such allocations. It depends on the rate of earned profit and the allocation is calculated based on the profit sharing plan. To manage this provident fund there will be a board of committee being appointed to set up the plan to utilize such fund to gain high benefit for the employee. Practically the

concerned governmental organization has already set up all conditions in managing the fund in order that such fund can be invested reasonably and relevantly gain highest benefits for employee. Hence the fund will grow up or the allocations from employee and employer will be reduced accordingly.

Apart from the above mentioned compulsory compensations there are other benefits and services listed as follows (Thongchai Suntiwong, 1997: 361-363).

1. Health care service – generally many organizations provide primary care for their employees except the large organizations that must provide the health care and safety in accordance with the labour law and in some organizations have to provide employed doctor.

2. Insurance program – “group insurance” is the most popular program being used long time ago in many organizations. The life insurance program for individual is provided for the employee based on the earning degree. In the case of industry the sum insured for all employees in one group is set up to be single rate. In some organizations the insurance premium is absorbed by the employees or is paid in by both the employees and the employers. There is another pattern of health insurance program is also covered in such service, for example “blue cross” “blue shield” which cover the illness. Such pattern fixes the certain rate of each type of illness and gives a chance in selecting the hospital required. The rate of member fee is fixed and collected monthly. Such service covers all illnesses and also included the illness of employee’s family members.

3. Financial service – The good example for such service is the saving co-operative that encourages the employee to economize and in the other hand to enjoy the relevant earned interest or dividend.

4. Counseling service – some organizations provide specialist officer to help their employees in solving various problems especially the problems of mentality and family.

5. Legal and accounting service – provide lawyer and accountant regarding to the income tax calculation.

6. Recreations service – provide various kinds of sport equipment or sport club. Sometimes it can be travelling program, which may allow employees to bring along the family. Utilizing the spare time such as dancing contest will create a good inter-relationship among employees. The most important point that needs to be

considered is the availability and possibility of employees in joining the program. Otherwise, it will be useless and not effective to hold such recreation services.

7. Education service – the additional education program and training program of both internal and external organization enable the employee to improve and develop them to work more effectively. Sometimes organization also provides free education program for their employee's children.

8. Others – can be as follows:

- provide chance to buy cheap necessary commodities such as in the form of co-operative
- provide service for house moving and repairing facilities
- provide infant nursery
- provide food

6.3 Social security

The word “social security” holds a wide meaning that covers the activities of both public and private sector to protect people to have security in their livings or to have guarantee when facing illness, unemployment. The real meaning of “social security” is that people or members of the society hold rights to receive helps from the government when they are facing the problems. Such helps will also cover the member of family. There are two main sectors being put under considerations

1. The protection of scarcity – a firm measurement must be set up to assure people to have security in their livings directly

2. Help on scarcity

There are two main activities in social security

2.1 To help people from earned general taxes for example constructions of hospital, school, university and other places etc.

2.2 To help people from money earned by special income tax for example social insurance etc.

The above mentioned two main activities must be managed relatively. In practical the activity is separately done in the form of “social insurance” and “social assistance.”

As mentioned that the meaning of social security is very wide. It may view as individual and society. In aspect of individual it means sense of security to individual in conducting living by ensuring one to feel guarantee from those hardship. Whenever one gets problem one will receive help absolutely. In aspect of society it means society have certain measurement to help people such as hospital to cure sickness, school for studying etc. Government in term of law manages the measurement of social security and government assigns an organization to take such responsibility for example in U.S.A. A law called "Social Security Act 1935" managed by legally appointed "Social Security Board". The scope of this law is divided into 3 types which are (1) unemployed people help (2) old people help (3) disable people help (Uthai Hirunto, 1983: 234-235)

There are many government laws concerning social security such as criminal law, civil and commercial law and labour law. The objective of labour law is to provide social justice to working people so that employee getting good health and safety while working, good relationship between employee and employer. Consequently labour will be utilized to receive highest benefits to employer, employee and country.

"Labour law" defines as rules, regulations and measurements set up by government to be as a working standard for both and employee and employer in fixing working day, working time, holiday, vacation, salary, welfare, and safety. It is also as a tool to building good relation between employee and employer and conditions to reconcile the labour disputation. Simply "Labour law" is the right and relationship between employee and employer related to the employment and working (Sudasiri Vasawong, 2000: 7).

In Thailand there are many labour laws such as the civil and commercial code in title hire of services, foreign worker act, work provision act, worker protection act, labour relations law, labour court act, social insurance law. These laws are enforced to those problems of labour agreement and not to those problems of work hiring agreement (Sudasiri Vasawong, 2000: 25).

Those laws concerning job security used for this research are:

1. Worker protection law – the lowest fundamental of working conditions that are working time, holiday, vacation, salary and health care.

2. Social insurance law – a protection for employee in case of accident, illness, disability and dead on non-working time including giving birth, old age and unemployment. The help will come from the social fund.

6.4 Mental security

Sirisopak Burapadecha (1985: 46-70) said emotion security or mental security is freedom in working, perception confident in the relationship between employee and supervisor. The management must provide mental security to their employee by set up the regulations or policies that are easily understanding and effective internal communication and well-trained supervisors.

Aroon Raktham (1984: 95) said that the working life depends on the relation between supervisor and employee. Good relationship will inevitably lead the organization to success. That is everybody is important to the organization. Once anybody feels not confident in the work, the effectiveness of such outcome will become low. Naturally everybody wants the advancement in society, as one needs to be admired from all degrees in organization that one is an outstanding part of the organization.

Boonnak Saisawang (1967: 1202) said one would feel secured in one's work when one is assigned with the qualified job because it gives him a chance for job advancement. This will enable supervisor to conduct him effectively. As soon as he earns reasonable salary, enough welfare and justice, he finally will be happy with the job.

Vanida Wannacharoen (1997: 13) proposed that "need for security" is required by everyone. The uncertainty of various events happened in today world is the problems of human as people have various needs that has to be met but at the same time they feel unsure whether those needs will reach. Hence there is another need that human wants is life security. Such need will give self-confidant encouraging them to encounter with uncertainty in future. The perception of life insecurity for example afraid of being dismissed etc. will them feel worry and then lose control.

Apart from those mentioned, there is another factor commented by Sompong Kasaemsin (1980: 320-321) that is Incentive, which is classified into 2 types as the following:

1. Financial incentive – this type of incentive is easily seen and holds direct influence to employee's performance. Financial incentive can be classified into 2 types which are

1.1 Direct incentive – it directly effects to the productivity such as to pay more in case the productivity is greater than the target. This is based on the concept of “Plus pay for plus performance”

1.2 Indirect incentive – it supports and encourages employees to perform better and love their jobs such as pension and payment for illness bills etc. This type of incentive is fringe benefit.

2. Non-financial incentive – this type of incentive is commonly the mental needs such as admiration, belonging, equal opportunity and job security etc.

The job security is important because in employees' working life, each employee wishes to have and get the human needs and be treated mentally too.

The employee's first wish is to have a job and then the perceptions of job security because it is as a working guarantee which will give him various things such as remuneration, welfare and benefit, job advancement etc. Employee usually does not want to be in trouble. Everyone wants to have security of working. The most important thing that makes employee to have perception of job security is to have employment security, economic security, social security and mental security.

The synthesis of theoretical concepts about job security for researching and developing

From the above theoretical assumption regarding to factors explaining job security it determines that the perceptions of job security requires consideration in various points of aspect. Those proposed theoretical concepts are as important guidelines of giving help to get more understanding, explanation including forecasting and are also guidelines of ensuring employees' job security. The explanation of each concept has no contradiction but for encouragement and many parts of them are consistent that lead to understand the perceptions of job security more obvious and firm.

Those theoretical concepts used for explaining the perceptions of job security include those of individual and perception of organization and context. This research has been conducted as per the above mentioned guidelines by synthesizing

factors affecting the perceptions of job security being brought from the theoretical concepts explaining such event which are both of individual factor and organizational and contextual factor. The aim of this research is to develop the theoretical concept related to the perceptions of job security and also is a practical development because it will help to understand circumstance of perception or the perceptions of job security more than ever. That means enabling to understand how/what factor or condition the individual factors and organizational and contextual factors affect employees' the perceptions of job security. It will also generate more knowledge and understanding of those happened circumstances and be as a guideline to strengthen employees' the perceptions of job security.

7. Concepts and variables used in this research

From the above mentioned theoretical concepts we can see that the perceptions of job security have been set by two main factors which are a part is individual and another is organizational and contextual factors. So in this research both two factors have been taken into study based on concept, theory and relevant researches so that we can pick the variable of each factor into study of which detail is as follow:

7.1 Independent variables

There are two main factors

1. Individual factors are divided into two sides which are demographic and psychological variables.
2. Organizational and contextual factors are divided into two sides which are internal context of organization and external context of organization.

7.2 Dependent variables

It is the perceptions of job security by considering employment security as for example a certain employment, economical security such as satisfaction of salary and welfare, social security such as working protection and mental security such as chance of job advancement.

Theoretical concepts and results related to variables used in the research.

From the study about the perceptions of job security by considering the influences of factors or variables effecting the perceptions of job security we can divide those factors into two main groups which are individual factors and organizational contextual factors

Individual factors

Porter Lawler and Hackman (1975: 38-49) have explained the individual nature as follows:

1. Human has response to work and life. People will seek way to be satisfied and fulfill their needs including their ambition.

2. Human has society. Being a member of society is the most important part of life that is concerned a group of people and organization in order to behave as a part of society.

3. Human has different kinds of needs and factors. These needs influence them to reach the target. Each person has different desires.

4. Human perceives and evaluates a thing. The perception is resulted from experience. So workers' perception is different although they are the same situation.

5. Human thinks and chooses. Human has objective, response, and idea. After evaluating a thing human must make decision to act.

6. Human has limitation in responding.

Naturally the human action is the organizational behavior. The desires of people and organization are in common. The study of individual factors is likely to be a study of human nature in the organization (Porter Lawler and Hackman, 1975: 38).

The individual factors are comprised of two characteristics that are:

1. Demographic characteristics such as sex, age, level of education, income, years of service and job position.

2. Psychological characteristics such as self esteem, job motivation, job interest and work values

Sex

From a study of Weaver (1974: 373-375) about career relationship, it is found that among the blue-collar workers, the male employees satisfies their work more than female employees do. From a study of Hrebiniak & Alutto (1972: 557)

it is found that the importance of job security is different in gender because male and female worker has different perception of losing income, investment or advantage and disadvantage of being with or leaving the organization. That means female thinks leaving the organization to find a new job is risky. So it becomes a trend that less female wants to change the job. But the studies of Nittaya Chiaranaipreeprem (1990: 131); Saitip Wongsungkha (1997: 139); Ussanee Hemwan (2000: 138) and Vikom Ussavikul (1998: 41) found that gender does not concern the perceptions of job security. Hence the researcher has brought the gender variable into a study.

Age

Hulin's study (Hulin, 1965: 195) found that the degree of job satisfaction has changed in accordance with age change. That is young people has a low degree of satisfaction and it will be higher until they are going to retire which is the highest degree. The research determined that age is related to job security because older people will feel they are not qualified for other section. So they choose to stay in the old organization or it can be explained in other viewpoint as per Becker's concept (1960: 238) which found that older worker will have high perception of job security than younger worker. Becker explained age determines worker's years of service in the organization that has accumulated a lot of investment in organization employment system. The old people feel more secure in working. Because considering that to resign causes them losing various accumulated resources while they have less alternative. According to researches of Nittaya Chiaranaipreeprem (1990: 132-133); Ussanee Hemwan (2000: 109) and Vikom Ussavikul (1998: 42) it is found that age is not related to the perceptions of job security while the research of Saitip Wongsungkha (1997: 139-140) reported that age is alterably related to the perceptions of job security. That is a young salesman will feel more secure in working than an old one. So to recheck the researcher has brought age variable into this study.

Marital status

From the study of Herbiniak & Alutto (1972: 557), it found a bachelor woman tends to change the job easier than a widow or married woman. A widow or married woman think job change will cause high loss and will affect life security. So they tend to refuse job change although there are many alternatives to do so. In

addition the Herbiniak's study (1990 quoted in Ron, 1998: 18) found a married woman has job security higher than a bachelor woman because a married woman has less chance to get a new job than a bachelor woman. The study of Nittaya Chiaranaipreprem (1990: 144) found the marital status does not relate to the perceptions of job security. Saitip Wongsungkha (1997: 90) found marital status has no influence to job security but has variable relation to job security. That is a trend that a bachelor employee will change a job easier than a married employee because a bachelor woman has less expense burden than a married woman. This cause a married woman is not willing to change a job because she is unsure whether she will face any problem of new income or new organization's financial problem. The present organization is well-being. Therefore to recheck the researcher has brought marital status variable into the study.

Level of education

Strauss (1963: 70 quoted in Saitip Wongsungkha, 1997: 39) appeared that job security is very important to industrial workers and high-educated worker. For low educated worker will satisfy with routine job more than challenging job. Education is alterably related to job security that is high educated people will have high job security and it will become low when the organization cannot fulfill their desires. This is in agreement with Narong Phetprasert (1990 quoted in Saitip Wongsungkha, 1997: 40) who studies white collar worker in Thailand. The case study of Central Department Store it is found that high educated people have better chance to get a new job than low educated people. Nittaya Chiaranaipreprem (1990: 147-149) found that education level is related to the perceptions of job security. The vocational education and high school education graduated workers will feel more secure in working than primary school education graduated workers. The primary school education graduated workers will feel more secure in working than workers graduated lower than primary school. But Saitip Wongsungkha's research (1997: 139-145) reported that level of education is alterably related to the perceptions of job security. That is low educated people will feel more secure in working than high educated people. Referring to Vikom Ussavikul (1998: 42-43) and Ussanee Hemwan (2000: 110) reported that level of education is not related to the perceptions of job security. Because people with high education has better chance of job advancement

than people with low education. At present organization gives importance to qualification. High-educated people have better chance for high position than lower educated people do. This is a reason this research has brought level of education variable into study.

Income

Salary or income is an important factor to present living. This is due to salary will enable workers to procure necessary things. Besides, people must work as they desire to get earning for living and raise their standard of living. Salary or income will have direct relation to working. If labour, strength, encouragement, brain is not related to salary it will lead to dissatisfaction and discouragement as per Gilmer (1966: 280-283) quoted that salary which is a part of income will be a factor effecting job security. Likert (1967: 74) commented that organization has to convince all employees to feel that the achievement of salary, wage, bonus and other benefits is fair and reasonable. But it does not mean that the fair rate of wage and salary is a guarantee that workers will be secure in their work because there is other reasons causing workers feel secure in working.

From the study of both domestic and oversea majority found that wage, salary or income is related to the perceptions of job security (Nittaya Chiaranaipreprem, 1990: 157-161; Saitip Wongsungkha, 1997: 142; Ussanee Hemwan, 2000: 114; Strauss & Sayles, 1960: 119-121; Hunt, 1979: 5; Farber, 1996 quoted in Schmidt and Svomy, 1998: 647-669). So, as a rechecking and reconfirmation the researcher has brought income variable into study.

Years of service

Narong Phetprasert (1990: 272-278 quoted in Saitip Wongsungkha, 1997 : 41), has studied about office employees (white collar workers in Thailand). In the case study of Central Department Store, it reported that people of age more than 5 years do not want to change the job but feel nervous in their management and feel insecure in working when getting older. In future the resignation rate will be a sign of getting a better job which is in agreement with Vikom Ussavikul's results (1998: 43-44) that years of service have an effect to the perceptions of job security. A group of worker with short and moderate working period will feel secure in working less than a



group of long period worker. So, as a rechecking and reconfirmation the researcher has brought year of service variable into study.

Job position

The result of study of Hoppock (1935 quoted in Nittaya Chiaranaipreem, 1990: 53) it found that work satisfaction would increase while a job position is higher. Locke and Whiting's study (Locke & Whiting, 1974: 59, 145-156 quoted in Saitip Wongsungkha, 1997: 41-42) reported high career people or professional for example engineer, doctor or office employee will satisfy with their job more than lower career for example unskill worker or plant labourer. Center (1948: 216) has analyzed the relation between career and need of security, safety and chance of performing and found that low career people always desire job security more than opportunity of performance while high career people want the opportunity of performance more than job security. The job position is related to job security. High job position will feel more secure in working. From Saitip Wongsungkha's study (1997: 143-145) and Ussanee Hemwan (2000: 113) reported that job position is not related to the perceptions of job security. So, as a rechecking and reconfirmation the researcher has brought job position variable into study.

Self esteem

Self esteem is the perception of recognition that an action to show that they are worth and an important person for the organization and organization give such importance to him he will feel secure in working because organization can fulfill his need resulting admiration.

Probst (1998: 46) found that the worker who is self esteem of his importance and worth to the organization has an effect to the perceptions of job security and is a vital factor resulting an organizational commitment which is in line with Buchanun's concept (n.d. quoted in Sobha Submakudom, 1990: 27) appeared that self esteem is a factor resulting a perception of being committed to the organization and from Saitip Wongsungkha's study (1997: 142) appeared that self esteem has an influence and relation in the same direction with the perceptions of job security. That is worker who perceives that he is valuable and important to the organization will feel secure in working at a high degree. It also agrees with Vikom Ussavikul's study (1998: 76) as he is confident that the organization will certainly not

dismiss him. The researcher agrees with those mentioned studies. So, self-esteem variable has been brought into study in this researcher.

Job motivation

Motivation derives from the principle moral that generally people do not always work at full stream of their ability but it results from their motivation. People with motivation will have an actual job guide line, stability and result a better job more than people without motivation do. This may mean motivation is as a power stimulating the work behavior and drive individuals to use their ability in work in order to reach the target. At present it is accepted generally that an organization success depends on the management ability in motivation employees to pay their effort to work for their job security and organization success which is the most importance.

Siriwan Serirat & Somchai Hirunkitti (n.d: 151) have divided the motivation factor that is based on the study of individual need behavior in majority into 3 types as follows:

1. Financial factor for example wage, salary, remuneration, bonus, over-time wage etc.
2. Reward factor can compute in terms of money for example salary promotion, position promotion, welfare and services
3. Reward factor cannot compute in terms of money for example skill training, admiration etc.

Ratchaneekorn Settho (1980: 122-125) found that a managerial factor that increases the motivation such as a suitable planning and work distribution, job assignment and authority. Wage and salary is properly and fairly set including job advancement opportunity and job security. Some point is in line with Teppanom Muengman & Sawing Suwan's idea (1992: 57-61) that is the managerial factor that motivates people to work such as challenging job, coordination in planning, appraisal and status, higher responsibility, authority, security and safety, working freedom, progress opportunity, job advancement, money and reward, good working conditions and competition. Savary's study (1987: 28-31 quoted in Boonlert Siripataravanich, 1998: 26) also found that various motivation factors are closely related to the job

security especially intrinsic motivators that the researcher agrees with researches. Because motivation is a way to push employees to work at their best, which it is necessary to understand the expectancy of motivations in order to, keep employees' job security. So, motivation variable has been brought into study in this researcher.

Job interest

Job is important to people lives because it defines the work value itself (Teppanom Muengman & Sawing Suwan, 1986: 99). For some people job is only a tool. That is a way to earn more money to achieve more job security and enjoy with relaxing chance. To stress job is as a tool does not mean that people will not interest whether or not their jobs result reward or challenge. But these people will like to receive higher income than interesting job (Strauss, 1974: 28).

Steers & Porter (1978: 21), said that job interest is a direction of people intention to the job. People job interest effect working behavior. People with job interest are a factor that is important to working motivation. Hoy & Miskel (1987: 405) called job interest a center of life interest and give a definition that a group of attitude which determine people like in doing satisfied activity in the selected situation. Among the diary activities there is some activity being chosen as their want. Dubin (1956 quoted in Cook, et al., 1981: 154) gave a concept about individual and an interest center of life for 2 types that are:

1. Job-oriented will have an interest center of life on the job
2. Non job-oriented will have an interest center of life which not related to job for example family, social and friends.

Dubin & Champous's research (1977: 366-377), found that people with an interest center of life on the job will have job security more than people with an interest center of on non job which is in line with Farber's concept (1996 quoted in Schmidt & Svorny, 1998: 647-669). Referring to individual factor affecting the perceptions of job security, Lortie (1976 quoted in Hoy & Miskel, 1987: 406) found that the structure of career and reward make teacher to have higher job interest. Teacher lack of job interest since they do not get promotion and it will become more and more. When teacher gets more income the perceptions of job security will become higher. The researcher agrees with those mentioned studies. So, job interest variable has been brought into study in this research.

Work values

Value is a belief that people use in deciding to do various selected activities. They use it as a guideline of living. Besides, value is a permanent belief and periodically changeable and social concept. Value also acts as a standard for acting and an indication of human needs. Value of each person is used for his job and career selection plan. Work value is a part of value that is a valuable and important belief. These beliefs are perceptions people will seek them from works.

Soontharee Komin (n.d. quoted in Kao, Singha and Ng Sek-Hong, 1995: 137), said work value is motivation in various sides that directly effect and support human behavior in working. It also included organizational motivations.

England (1975: 122), explained that work value is related to the job each person gives an importance to. It is because work value plays a vital role of being a standard that person considers about the jobs beginning at the time of selecting a job or career and after being employed. Work value also influences person's performance behavior because person will act if he believes it is worth and important to him. For instance, work value in initiative that means person believes a good interesting job must be a job that gives him a chance to use his knowledge and ability mostly and to express his idea to develop a new thing. A person of this value desires non-routine job and the popular career is scientist, engineer etc.

Krongkaew Yusuk (1990: 53), explained the type of Thai work value at the old period that is interesting and famous as follows:

1. Woman stays home; keeping a house clean, cooking, taking care of children and husband. Work is man's duty who is the head of family
2. People regard economic security as the first important need. Therefore, if that job can make them to be in good economic status, he will continuously do that job though they feel unhappy and dissatisfied in that job and colleagues.
3. The important motivations are money and job position those employee thinks it is suitable to him.

Regarding these important points more respectively has changed the present work values that is as follows:

1. To have an interested and challenging job, reasonable salary and at the equal level to other organization

2. To have an opportunity in controlling and supervising people. It is human instinct when becoming a group there will be a desire of being a leader occasionally and not being a follower all the time

3. To have a spare time for relax. That is a person's nature need that wants a rest of both physical and mental. It is not right just to work for money only. In studying value it found that the age also differentiates the work values

Dumin & Champoux (1989: 412-421), studied the relation between work value and job security of worker, bank clerk and employees of telephone factory and found that work value is related to job security which is in line with Hunt's concept (Hunt, 1979: 12) mentioning that work value variable affects employees' behavior in view of job security. So, work value variation has been brought into study in this research.

Organizational and contextual factors

All organizations are running their business under the environments of many factors or sides. Those environmental factors influence the working of the organizational group of people and also affect the organization management. Such factors are classified into internal context of organization and external context of organization (Preung Kijratporn, 2000: 63-67; Ratana Uttaphumsuwan, 1999: 9-11; Thongchai Suntiwong, 1997: 53).

Under external context of organization there are other factors affecting the organization such as shareholders, bankers, material suppliers, labour union and customer group but will not affect the working of employees including the factor of organizational characteristic such as organization size that is considered in term of number of employees in each organization and business type in this research it is assumed to be the same business. Therefore these factors have not been selected to be variables for this research.

Internal context of organization

The variables about internal context of organization such as perception of organizational change, perception of organizational policy and management, perception of clear information, perception of job description, perception of organizational relationship and perception of organizational culture.

External context of organization

The variables about external context of organization such as perception of organizational status and potential, perception of socio-economic conditions and perception of technological advance.

Perception of organizational change

A change of organizational structure; organizational structure is used for running the business to reach the target successfully. Any change in structure will lead to an effect on job and authority relation. There will be a change of job content and responsibility, resetting sections, controlling degree change, provision of advising officer, job description change, criteria of reforming and relation between managing officer and advising officer etc. Ashford, Lee and Bobko (1989 quoted in Vikom Ussavikul, 1998: 20) found that organization change is related to an increase of perception of job insecurity. The more often organizational change the more increase of perception of job insecurity because employees feel that they cannot control the various happened changes and will feel more upset. Kelly (1996: 8-42) found that employees will not only consider the working status and benefits but also perceive trend of organization size reduction. They will know how possible it can be and what change that determines the organization size reduction such as merging some division and then transfer them to another division. This causes employees to loose their confidence in employment security and increase the degree of perception job insecurity. This is in line with a study of Schweiger & Ivancevich (1985: 47-61) found that an organization change by taking over or merging would influence the perceptions of job security. Employees who come across that company possibly will take over or merge with others and have a plan to reduce work force will feel less in job security. Probst (1998: 46-51) also found that perception of job security is affected by organizational and technological change. With theoretical concept and research result, the researcher realizes organizational change causes to decrease of perception of job security. The more organizational change affects employees the less job security employees will feel. Because employees know that they cannot control such happened change. In this research we have brought organizational change variable into study.

Perception of organizational policy and management

Organizational policy and management is the factor generating job security. Manager's management by knowledge, ability, justice, understanding and solving problem is motivation and generate job security that will result worker and organization more efficiency.

Sompong Kasaemsin (1978: 243) said officer's satisfaction with main objective and management policy including managing and work system being placed effectively by organization is very important because if everybody or majority understand deeply they organization system and procedure, they will pay fullest attention in job, be encouraging in working which is in line with Vittaya Pinthong's study (1986: 83) which found that listening to subordinate's idea, giving them support, trusting each other and respecting supervisor is positively related to government officer job satisfaction. Vikom Ussavikul (1998: 77) found that perception of internal organizational factor is the justice and dismissal policy affects the perceptions of job security. While Burke (1991: 10-16) found that the dismissal and expenses reduction policies will affect the perceptions of job security and absence. Besides, Ford's concept (1969 quoted in Surapong Kongchantuk, 1995: 35) has assumed from Herzberg's study that policy and management always are the cause of negative attitude of job satisfaction. Saitip Wongsungkha's study (1997: 143) found that the manager's policy and management has no influence and relation alterably to employees' job security in department store. With concept, theory and relevant research, the researcher realizes that manager's management affects employees' performances very much because they are related to each other all the time while working. If employee perceive manager is doing his job reasonably, justly and is able to give advice it will definitely make employees feel more secure in their working. Therefore the researcher has brought organizational policy and management variable into study.

Perception of clear information

The internal communication of organization is an influence factor to job security because it comprises of four main things which are controlling, motivation, perception and information (Somyos Naveekarn, 2000: 424). These are the manager's tools that are used for management in order to achieve the required target.

Greenhalgh & Rosenblatt (1984: 438-448) studied about a hospital where has planned to reduce the maintenance budget to compensate the temporary short of cash flow. Such action leads employees to think that the hospital is going to close down soon and then they feel insecure in their working because they are afraid of being dismissed. The manager protects a crisis of perception of job insecurity by explaining the reason of such practice and lastly put employees to understand. This results the reduction of perception of job insecurity. It is as same as Vikom Ussavikul's study (1998: 83) that found that employees who get clear information will feel job security more than those with unclear information while Schweiger & Ivancevich (1985: 47-61) studied an organization where a change is going to happen and found that although manager does not show any action, employees will learn information from unofficial source and then forecast ahead about the impact rising from such change. This causes them feel insecure in their working. With concept, theory and relevant research, the researcher assumes when there is a change in the organization, employees need more information especially from management concerning the affects arisen by various changes for example clear of work force reduction policy and the strategic management plan under present economic recession. This can make employees estimate how their job security is. It also affects employees' degree of the perceptions of job security. In this research we have brought perception of clear information variable into study.

Perception of job description

Job description is an indicator of people satisfaction for example an assignment of important job (Thongchai Suntiwong, 1997: 135). The responsibility and success are important to generate job security because everybody wants to be successful in life that basically comes from the work. Higher responsibility determines high capacity. Once they are successful they will be recognized by society. When they are being respected they will be proud and put more effort. Work place condition also affects job security. If physical environments for example light, sound, air, working time and other surroundings are comfortable and suitable employees will feel secured in their job.

Maier (1946: 268 quoted in Saitip Wongsungkha, 1997: 44) has analyzed various groups of workers and found that all level of workers and careers want job

security very much and further found female workers regard working environment important more than male workers. Wannapa Na Songkla (1987: 119) found that job description is positively related to job satisfaction that is in the same opinion as Thomson and Terpening (1983 quoted in Thanaphan Rungrojdee, 1995: 37) saying job description is related to resignation because of job dissatisfaction. Cawsey's study (1973 quoted in Wannapa Na Songkla, 1987: 43) found that employees working in high success expectation condition will be more satisfied than those working in less motivation condition will. Wild & Hill (1970 quoted in Surapong Kongjuntuk, 1995: 34) found that good work place condition is important to employees' required satisfaction. Saitip Wongsungkha (1997: 143) found that work place condition does not influence and alterably relate to job security of employees working in department store. From the theoretical concept and relevant researches, the researcher sees there are various challenging types of job descriptions and it is an important motivation to have work coordination because employees can perform their utmost and feel they are worth to organization which will offer better perceptions of job security. In this research perception of job description variable has been brought into study.

Perception of organizational relationships

The organizational relationships factor is the well inter relationships between colleagues and managers in work coordination and understanding of each other. This will support organization climate of friendship. Not only it responds social side but also reduces the resignation rate, a change of job and generates perception of job security.

Zaleznik, et al., (1958: 298) has studied employees' morale and found employees will have good morale if they get good response from working group, good perception of royalty, friendship, love and recognition. Miller, et al., (1990: 300-326 quoted in Saitip Wongsungkha, 1997: 46) found that a support from supervisor and colleagues is playing a vital role in reducing seriousness of work environment and also increase work satisfaction. It is in line with Vittaya Pinthong (1984:83) found that perception of supporting each other is related to job satisfaction of civil servants. Saitip Wongsungkha (1997: 141) found that good relation with supervisor has an influence and a positive relation with perception of job security. The researcher agrees with the above said study that the climate of trust, comfort and help, good relation with colleagues and supervisors makes employees feel more secure in their

working. Thus, in this research perception of organizational relationship has been brought into study.

Perception of organizational culture

The assumption of Soonthorn Wongwaisayawan (1997: 14-20) regarding to the importance of organization culture is as follows:

1. It is thought, belief and value that a majority of organization is in common acceptance enabling them to forecast the colleagues' behaviors.
2. It is a sharing experience with a certain period of a working group. That is a thought, belief, value and guidelines which need time, test and proof until it is mutually accepted that it can help solving problems and fulfill organization requirement.
3. It is the thing member of organization learns through the communication with others of which process is called organizational socialization.
4. It is an instinct of organization member who will usually think and act automatically
5. It is a communication through symbols for example language, ceremony, and tale because its main content of organization culture is intangible.
6. It is movable and adaptable to changes of environment and situation because organizational culture is in line with solving problem and organization requirement

The main duty of organizational culture is to solve problems, to fulfill organization basic needs, to arrange organization discipline, to arrange organization work regulation and to generate unity. Organization is comprised of many small sections such as work division for example production division, marketing division, authority division for example top management and staff. These organizational divisions have their own cultures that very much differ from the central organizational culture. This will lead to dispute and make managerial problem.

Organizational culture is a pattern of coordinating behavior including value, idea, and belief that lead to employees' performances. So a key role of organization culture is an influence driving employees to work and achieve the organization objective. This success will result an organization to be survival under the present environment and it is certain that the goal will not be successful if every organization groups do not coordinate each other. It is because to be successful depends on the coordination of every division (Sitthichoke Varanusantikul, 1997: 15).

Besides, another important role of organizational culture under the comment of Smircich (1983 quoted in Sitthichoke Varanusantikul, 1997: 18) is organizational culture must establish the commitment that is everybody and every division must do their best with the assigned jobs. Their result will mean the organization's success. Organizational culture will develop employees to feel secure in their working, to be committed with organization, to be sacrificed. These are the important qualifications that bring an organization a success. Champion's concept (1997: 769-786) is that organizational culture also has a part in making experience that affects job security and is important in building and keeping employees' sacrificial degree to an organization. Sheridan's study (1992: 1036-1056) found that organizational culture especially value affects employees' job decisions on whether to stay or to leave the organization because people will be committed or stay with an organization must believe in organizational values. To check the concept theoretically the researcher has brought organizational culture variable into the study.

Perception of organizational status and potential

Penrose (n.d. quoted in Literer, 1989: 114) said that organizational prosperous potential depends on reliability, stability and efficient managerial ability. Burke (1991: 10-16) has studied the trust company employees' perception to the condition of financial and stock market which are under economic recession at that time and found that employees who perceive working status with trust company is uncertain and is likely to be unemployed. This causes them feel insecure in their workings. But from the Vikom Ussavikul's study (1998: 78-79) found that a person's perception to the business status does not affect job security. To recheck the concept the researcher has brought perception of organizational status and potential variable into the study.

Perception of socio-economic conditions

Factors or various conditions of economic and social environment as a whole influence people's ways of living and managing an organization such as economic recession, unemployment etc. Champion's concept (1997: 769-786) found that the result of socio-economic conditions changes influence employees' perceptions of job security and their livings. The researcher agrees with such study and believes economic and social status affect directly the perceptions of job security particularly the employment.

So to recheck the researcher has brought perception of socio-economic conditions variable into the study.

Perception of technological advance

At present we all accept the technology factor is more and more important and becomes a vital problem that management must always get involved in making decision for two matters which are firstly, selecting a suitable technology and secondly, a procedure of bringing in those new technologies for using effectively and there is a procedure of doing so that is an attempt in rising the change more faster while being able to reduce the resistance to a lowest level.

However all the time of considering in bringing in new technology, management must consider deliberately based on both aspects that are firstly, an aspect of investment cost; whether or not it is worth of using new technology and secondly, an aspect of suitability as the user is employees. New technology may affect employees' benefits and their quality of life may become inferior. This is because some group of employees may not be able to adapt themselves to these new technologies. At last these effects may cause them to resign or being unemployed (Thongchai Suntiwong, 1997: 57). It is in line with a study of Schwartz & Davis (1981: 36-48) found many employees feel nervous about new technology as it can cause them to lose their jobs because technology can replace workforce better and more economically. Some employee agrees presently it is essential to use technology because job becomes more complicated. Technology can help in the work and make it more comfortable. Robbins' study (2000: 565-568) found technology change can cause seriousness for example when organization replaces workforce with new technology, some employee will be dismissed and the remaining will be serious because they have to improve themselves to catch the technology. Besides, employees may feel worry in their job security if they cannot improve themselves. These employees will be a targeted group of dismissal later on. So in this research, the researcher has brought perception of technological advance variable into a study.

CHAPTER III

RESEARCH METHODOLOGY

This research describes the relationships of individual, organizational and contextual factors with the perceptions of job security of employees in the electronics industry in Bangkok. Its objective is to study the degree of the perceptions of job security of employees in the electronic industry. Individual, organizational and contextual factors have different affect on the perceptions of job security. These factors play different roles in strengthening the perceptions of job security of employees in the electronics industry. Conditions in various workplaces differ in terms of business type, size, organizer's background and individual background of each employee. This research was carried out by the following procedures:

1. Population and sample

The population studied in this research is employees working in the electronics firms in Bangkok with operating licenses under the Factory Act B.E. 2535. The electronics industry includes manufacturers of the following products:

1. Electrical appliances and parts.
2. Office machinery and parts.
3. Communication machinery and parts.
4. Assembling tools and other electrical machinery.
5. Electrical parts.

There are a total of 1,100 factories and 42,022 employees (The Information Center of Industrial Works Department, Ministry of Industry as at the end of 2000).

According to the Factory Act B.E. 2535 factories are categorized into 3 types, based on engineering criteria. The law also takes into consideration the degree

to which the quality of the environment in general and quality of life of the people living nearby is compromised. Each category can be precisely determined as follows:

Category 1 – These factories listed in the schedule annexed to ministerial regulations are allowed to operate without a license. (Normally, these are small factories).

Category 2 – These factories listed in the schedule annexed to ministerial regulations must inform the proper state officer before starting operations. (Normally, these are medium-size factories).

Category 3 – These factories listed in the schedule annexed to ministerial regulations must apply for an operating license. Their operations can begin after they receive their license. (Normally, these are large factories).

Table 3 The number of factories and their employees classified in the three categories

Category	Number of factories	Number of employees
1	287	3,775
2	400	5,773
3	413	32,474
Total	1,100	42,022

Sampling method – due to the limited size of the population and to the limitation of the method of study and analysis, as well as to constraints of acceptable errors, budget and timing, the sampling method has been conducted as follows:

1. Setting the size of the sampling – in this research the number of the population is fixed. A certain size of sampling was required group in order to collect data for the population estimation. Therefore the calculation for the size of the sampling has been made by considering the size of the targeted population. The criteria in setting up the sampling is as follows (Nipa Sripairoj, 1984: 29; Phenkhae Sangkaew, 1998: 53).

If the number of population is in the hundreds, the number of samples is set at 15 – 30 %

If the number of population is in the thousands, the number of samples is set at 10 – 15 %

If the number of population is in the ten thousands, the number of samples is set at 5 –10 %

If the number of population is in the hundred thousands, the sampling is set at 1 – 5 %

In this research the population is taken from 1,100 factories resulting in a sampling size of 110 – 165 factories. Due to the limitation of the population, variables, budget, time and acceptable errors, the size of the sampling in this research is 110 factories.

2. Sample selection method – since the population is classified by category of factory, the sampling method is proportional as shown in table 4

Table 4 Number of factories sampled, classified by category

Category of Factory	Number of factories Sampled
1	29
2	40
3	41
Total	110

3. Sampling – this research required samples in all 3 categories. The sampling method was simple random sampling and with procedures as follows:

3.1 Employees from each selected factory were sampled. In category 1, the sampling size was 10 persons per factory. Therefore, the total sampling for category 1 is 290 persons.

3.2 In category 2, 20 persons were sampled at each of the 40 factories selected. Therefore, the total sampling for category 2 is 800 persons.

3.3 In category 3, 20 persons were sampled at each of the 41 factories selected. Therefore, the total sampling for category 3 is 820 persons.

The above procedure gives a grand total of 1,910 factory workers sampled.

Table 5 Number of factories and employees sampled classified by category

Category	Number of Factories sampled	Number of Employees	Number of Employees sampled
1	29	715	290
2	40	1,685	800
3	41	11,159	820
Total	110	13,559	1,910

The number of workers per factory varied among factories in the same category. Therefore, the number of employees sampled is not proportional to the number employed.

2. Research instrument

The data collection instruments of this research comprise of 1 set of questionnaire and 1 set of interview sheets.

The questionnaire was used to ask employees about their perceptions of job security. The interview sheet was used to sample the opinion of factory management concerning their perceptions and the perceptions of employees about job security. The researcher developed these tools as a result of study, concepts, theories, relevant research and related documents in accordance with the objectives, assumptions and concepts of this research.

The questionnaires and interview sheets contain the following details:

Set 1: The questionnaire applied to employees is comprised of:

Part 1. This concerns information about individual factors such as demographic variables, for example sex, age, marital status, education, income, years of service and job position. The answers to the questions are selected or filed in. Psychological variables covered on the questionnaires include, for example self esteem, job motivation, job interest and work values.

The questions regarding self esteem address the perception that one is recognized by the organization, which determines that person valuable and important in the organization. The evaluation of self esteem has been adapted from the concept of Buchanan (1974: 533-534); Saitip Wongsungkha (1997: 173) and Ussavikul (1998: 93). The evaluation is made on the following points:

1. Knowledge and working ability are judged by the recognition of the organization in view of the worker's performance.
2. Job quality is considered to be recognized by the organization as a result of speed, accuracy, and standard of performance.

The questionnaire regarding job motivation addresses the employee's perception of being motivated to work. This measure was developed from the Intrinsic Job Motivation of Cook, Warr and Wall (1981: 126) it measures the following points:

1. Pride in work is judged by the admiration and trust of the supervisor in assigning the employee responsibility for handling vital tasks making decisions.
2. Job success is judged by the individual employee's intention to work and by the employee's satisfaction with his or her success.

The questionnaire regarding job interest addresses employee's idea of his or her central interest in his or her job. This measure was developed from the Central Life Interest of Hoy & Miskel (1987: 406) based on his or her attention and effort in performing the task at hand.

The questionnaire regarding work values was adapted from a combination of the evaluating instruments of Super (1970: 240-241) and Wollack (1971: 331-338) with the following set of premises:

1. Altruism values the job which provides welfare and help and which generates benefits to other people. This means that the person has interest in and values social service.
2. Economic return values the job which gives sufficient income for needs and wants. People who have such values wish to earn enough income to achieving a comfortable material life.
3. Independence values the job which provides freedom in working.

This kind of person wants personal satisfaction.

1. Prestige values the job which provides fame and good reputation. Such a person wishes to be respected by other people rather than to have authority over them. The person with this value is interested in jobs connected with people in various kinds of careers.

2. Achievement values the job that leads to success and work satisfaction. The desire to achieve also leads people to pay more attention to their work. The person with this value is likely to be energetic and to aim for success.

The questions based on the Likert scale measurement are divided into 5 degree: strongly agree, agree, uncertain, disagree and strongly disagree. These marking criteria depend on questions which have positive or negative terms.

Rating scale	Marking criteria	
	Positive question	Negative question
Strongly agree	5	1
Agree	4	2
Uncertain	3	3
Disagree	2	4
Strongly disagree	1	5

To compute the marks from the questionnaires measuring self esteem, job motivation, job interest and work values, all the marks from every question on each factor were summed up. A high mark means the respondent perceives those factors positively. A low mark indicates a negative perception.

Part 2. The questionnaire regarding organizational and contextual factors.

Variables relating to the internal context of the organization include perception of organizational change, perception of organizational policy and management, perception of clear information, perception of job description, perception of organizational relationships and perception of organizational culture.

Variables relating to the external context of the organization include perception of organizational potential, perception of socio-economic conditions and perception of technological advance.

This instrument measures the ideas of employees. The test pattern has been adapted from the concept of Campion (1997: 769-786); Farber (1996 quoted in Schmidt & Svory, 1998: 647-669); Vikom Ussavikul (1998: 93-96) and Saitip Wongsungkha (1997: 170-175)

Perception of organizational change is the general perception of a change in organizational size and a perception that reorganization has occurred.

Perception of organizational policy and management is the perception about a manager's managerial works and decision making.

Perception of clear information is the employee's acknowledgement of information considered accurate and clear.

Perception of job description is measured by the responsibility and challenge of the work.

Perception of organizational relationships is measured by interrelationships and the coordination of work among colleagues and supervisors.

Perception of organizational culture is measured by the staff's confidence in various dimensions of their work, their group and their individual situation.

Perception of organizational status and potential is measured by the employee's the perceptions about the organization and his or her response to various information.

Perception of socio-economic conditions is measured in the problems of employees in their lives and in their work.

Perception of technological advance is measured in the use of modern machinery to substitute for manpower and by the provision of training programs for new technology.

On the Likert scale measurement questionnaire, marking criteria depend on positive or negative questions.

Rating scale	Marking criteria	
	Positive question	Negative question
Strongly agree	5	1
Agree	4	2
Uncertain	3	3
Disagree	2	4
Strongly disagree	1	5

To compute the marks from the questionnaires on organizational and contextual factors, all the marks from every question on each factor were summed up. A high mark indicates that the respondent perceives these factors positively. A low mark indicates a negative perception, meaning there is a problem in organizational and contextual factors which are obstacles to the perceptions of job security.

To explain the perceptions of organizational and contextual factors the degree of perceptions are divided into 5 degrees i.e. high, rather high, uncertain, rather low, and low. The researcher divides marking degrees by using mean from the data as a criteria in consideration.

$$\frac{\text{Highest mark} - \text{lowest mark}}{\text{Class interval of mark}} = \frac{5 - 1}{5} = 0.8$$

Using the said criteria, the researcher interprets the degree of perceptions of organizational and contextual factors as follows:

Mean between 4.21 - 5.00 indicates that high degree of perceptions.

Mean between 3.41 - 4.20 indicates that rather high degree of perceptions.

Mean between 2.61 - 3.40 indicates that uncertain degree of perceptions.

Mean between 1.81 - 2.60 indicates that rather low degree of perceptions.

Mean between 1.00 - 1.80 indicates that low degree of perceptions.

Part 3. The questionnaire about the perceptions of job security.

The questionnaire about the perceptions of job security was based on ideas coming from the perception and estimation of various factors concerning people

working in organizations. This instrument has been adapted from the concept of Farber (1996 quoted in Schmidt & Svory, 1998: 644-645) and Campion (1997: 761-763). It measures by degree, based on the following points:

1. Employment security is identified by certain and continuous employment and minimal chances of being dismissed in the absence of gross misconduct.
2. Economic security is identified by income and welfare satisfaction.
3. Social security is identified by the achievement of the working protection and fringe benefits under the Labor Act.
4. Mental security is identified by job advancement.

The pattern of the questionnaire follows part 2 of the Likert Scale measurement form, as does the mark interpretation.

Part 4. The questionnaire concerns encouragement of employees' the perceptions of job security, including comments and suggestions related to organizational and government management which encourages job security. The questionnaire uses open-ended questions

Set 2: The interview form for organizational management

The interview form for organizational management was created by the researcher to study organizational data and information by interviewing management. Detailed questions cover the following:

Part 1. General organizational data: the interview form requires respondents to fill in the blanks and complete a checklist.

Part 2. Data about encouraging the perceptions of job security in employees: the interview form is a checklist and has open-ended questions.

The researcher has made a trial test of the interview form and has improved it twice, along with the trial test of an interview form for use with management.

3. Developing and quality testing of research instrument

The process of developing and quality testing research instruments is as follows:

3.1 Study documents and researches related to the various variables used. Consult with relevant experts in order to set the definitions of variables and to identify guidelines to designate the type of content.

3.2 Make a questionnaire in accordance with the frame of study use the definition of determined variables as a basis for building up a variety of questions covering all variables. The questionnaire must measure all the variables as specified in order to be valid.

3.3 The completed questionnaires and the definition of “the perception of job security” should be perused by advisors and experts capable of judging if the definition is correct and if the questions on each point are quantifiable, based on theory. The instrument should reflect the validity of the construct, and should consider whether or not the wording used in setting up the questions is in line with the required patterns. The instrument must also be in line with content validity. Later on, it needs to be improved before making a trial test.

3.4 A trial test of the improved questionnaire was carried out with 30 employees working in the electronics industry in Muang district, Samutprakarn province. This group is not the sample group, but were qualified. Later another improvement takes an another trial test with 50 employees who are not the sample group too working in the factory in Phasicharoen, Bangkok. Then find out the reliability value from those answered questionnaires by Cronbach’s Coefficient Alpha. The result of the reliability value of the questionnaire is 0.766.

3.5 To make final improvement regarding the wording of those questions to be easily understanding before making use of it with the sample.

4. Data collection

Researcher and assistants collected data by two methods. The first involved giving the employee the questionnaire to fill out by themselves. This method assumes that the respondent can read and write fluently. The second method was to ask questions directly of the employees whose education did not exceed primary school

level. This was a faster and easier means of collecting the information. For questionnaires requiring an interview with an administrator, the researcher collected the information in a structural interview. The strategy and process involved:

4.1 Applying for a researcher's introduction certificate and a statement of the objectives of the Faculty of Social Sciences and Humanities, Mahidol University. By presenting these documents to the management of the electronics firms, along with an official letter from the faculty requesting the help and cooperation of the Ministry of Industry, collecting the data from those firms was more comfortable.

4.2 The researcher received the support of the Director of the Information Center and an officer of the Works Inspection Division; Industrial Works Department in coordinating with and contacting the relevant persons in the electronics industry in order to make appointments for data collection.

4.3 The researcher selected 10 assistants from among the master's degree students at Kasetsart University, Thammasart University and Mahidol University. The selected assistants have experience in collecting data as a result of their course work. Some were already acting as assistants to university researchers. A training course then provided the assistants with the details of the questionnaires and the methods of questioning used in order to ensure standard practice.

4.4 The researcher set a plan of data collection in cooperation with the Director of the Information Center and an officer from the Works Inspection Division; Industrial Works Department. Permission was obtained from the relevant firms for meetings with the respondents and appointment were set for the researcher's assistants.

4.5 Researcher and assistants had numerous meeting with the scheduled firms between March 4th, 2002 and May 3rd, 2002.

The data collection process with employees

1. The researcher introduced the assistants and himself to the authorized person in the organization or to the chief of the section/division and informed them of the objective of this research, i.e. that it was intended for study and that all data would be analyzed as a block.

2. Researcher and assistants received permission from the authorized person, management, or chief of section/division to conduct the employee sampling.

The sampling was carried out in the straightforward manner, covered all sections/divisions and obtained the targeted numbers.

3. After completing the sampling, researcher and assistants checked the educational level of the sample group in order to select the proper method of data collection for each group.

4. Researcher and assistants collected the data.

5. Researcher and assistants checked to ensure that the questionnaires were completely filled in before taking them back from individual employees.

The data collection with organizational management

The researcher introduced himself to the representative or manager from the organization, explaining the objective of the research as part of a course of study and assure the respondent that all obtained data would be analyzed as a block. The data to be collected concerned very general characteristics of the organization, but especially trends toward strengthening security for the organization, labour skill development for employees and job security for employees.

For small firms or factories in the first category, the owner answered the questions directly. The managerial character of these small firms was typical for family businesses with small groups of employees. The interviewing time was about 20-45 minutes.

In case of medium-size firms or factories in the second category and in large organizations or factories in the third category questions were mostly answered by representative such as the general manager, personnel manager or purchasing manager etc. In some places the members from the top management such as deputy managing director answered the questions. Most firms had very clear managerial systems with working structure and processes by section/division. The interview time was about 20-45 minutes.

5. Data analysis

The data was analyzed by SPSS computer program for Windows. The aims of the analysis were as follows:

5.1 To analyze general data regarding to individual, organizational and contextual factors and the perceptions of job security by using descriptive statistics.

5.2 To analyze the relationships of various factors with the perceptions of job security by Multiple Regression Analysis.



CHAPTER IV

RESULTS

This research studies the degree of the perceptions of job security and the many other factors which related to the perceptions of job security of employees in the electronics industry in Bangkok. The research results will offer the following:

1. The characteristics of the sample.
2. The general condition of factors which related to the perceptions of job security of employees in the electronics industry.
3. The perceptions of job security of employees in the electronics industry.
4. Factors which related to the perceptions of job security of employees in the electronics industry.
5. Method for strengthening the perceptions of job security of employees in the electronics industry.
6. The opinion about job security of management in the electronics industry.

1. The characteristics of the sample

Data on these employees was collected from 94 factories sampled (85.45%). The total number of employees was 1,680 persons (87.96%), derived from factory category 1 of 200 persons (68.97%), factory category 2 of 720 persons (90.00%), and factory category 3 of 760 persons (92.68%) as shown in table 6.

Not all the specified data was collected due to the following obstacles:

1. Some factory names and addresses were incorrect.
2. Some of the factories had closed.
3. The factory's address had changed and they could not be contacted
4. The factory had changed production
5. The factory had stopped production temporarily
6. The factory refused to reveal the information

Table 6 Factory samples by category

Factory	Number of population		Target sample size		Obtained sample size	
	Factories	Employees	Factories	Employees	Factories	Employees
Category 1	287	3,775	29	290	20	200
Category 2	400	5,773	40	800	36	720
Category 3	413	32,474	41	820	38	760
Total	1,100	42,022	110	1,910	94	1,680

An analysis of the characteristics of individual factors in terms of demographic variables for example sex, age, marital status, education, position, years of service and income gave the following results. The majority of the sample group was female, i.e. 59.82%, with 40.18% male. The average age was 26.87 years. The majority was 25-29 years (47.50%). The next largest groups were aged respectively 20-24 years (37.30%); 30-34 years (8.93%); 35-39 years (4.29%); under 19 years (3.15%) and over 40 years (1.67%).

In terms of marital status, the majority was unmarried (82.38%); followed by married (16.79%) and divorcees or widows (0.83%).

Most of the respondents had completed their secondary education (75.66%), followed by those with a primary education (17.02%), vocational education (4.46%), bachelor's degree (1.55%), diploma (1.19%). The smallest group (0.12%) had a higher than bachelor degree education.

Most of the respondents (90.00%) worked in production. This department is generally the largest in electronics industry.

The average number of years of service was 5.08. Most of the respondents had worked from 4-6 years (81.31%). The other had worked less than 3 years (9.88%), 7-9 years (6.07%), 10-12 years (1.96%) and over 12 years (0.77%).

The average monthly income was Baht 8,387.43. The longest single group earned Baht 5,001-7,500 per month (37.80%), followed by Baht 7,501-10,000 per month (37.44%), and less than Baht 5,000 (22.50%). The highest income earned was over Baht 20,001 (0.83%).

Details of the above are shown in table 7.

Table 7 Number and percentage of the sample by individual factors

Individual factors	Number	Percentage
Sex		
Male	675	40.18
Female	1,005	59.82
Total	1,680	100.00
Age		
Under 19 years	53	3.15
20 – 24 years	579	34.46
25 – 29 years	798	47.50
30 – 34 years	150	8.93
35 – 39 years	72	4.29
40 years over	28	1.67
Total	1,680	100.00
Mean 26.87 Standard deviation 4.40		
Marital status		
Single	1,384	82.38
Married	282	16.79
Divorcee / Widow	14	0.83
Total	1,680	100.00
Level of education		
Primary school	286	17.02
Secondary school	196	11.67
High school	1,075	63.99
Vocational certificate	43	2.56
High vocational certificate	32	1.90
Diploma	20	1.19
Bachelor degree	26	1.55
Higher bachelor degree	2	0.12
Total	1,680	100.00

Table 7 Number and percentage of the sample by individual factors (Cont.)

Individual factors	Number	Percentage	
Job position			
Production staff	1,512	90.00	
Maintenance staff	36	2.14	
Technician	62	3.69	
Scientist	9	0.54	
Programmer	9	0.54	
Engineer	11	0.65	
Accounting staff	9	0.54	
Finance officer	8	0.48	
Personnel officer	5	0.30	
Purchasing officer	9	0.54	
Marketing staff	10	0.60	
Total	1,680	100.00	
Years of service			
Under 3 years	166	9.88	
4 – 6 years	1,366	81.31	
7 – 9 years	102	6.07	
10 – 12 years	33	1.96	
Over 12 years	13	0.77	
Total	1,680	100.00	
Mean	5.08	Standard deviation	1.60
Income			
Less than 5,000 baht	378	22.50	
5,001 – 7,500 baht	635	37.80	
7,501 – 10,000 baht	629	37.44	
10,001 – 12,500 baht	13	0.77	
12,501 – 15,000 baht	4	0.24	

Table 7 Number and percentage of the sample by individual factors (Cont.)

Individual factors	Number	Percentage
15,001 – 17,500 baht	4	0.24
17,501 – 20,000 baht	3	0.18
More than 20,001 baht	14	0.83
Total	1,680	100.00
Mean 8,387.43 Standard deviation 4,221.63		

2. The general condition of factors which related to the perceptions of job security of employees in the electronics industry

There were 13 key variables selected in this study to discover what related to the perceptions of job security of employees in the electronics industry.

- 2.1 Self esteem
- 2.2 Job motivation
- 2.3 Job interest
- 2.4 Work values
- 2.5 Perception of organizational change
- 2.6 Perception of organizational policy and management
- 2.7 Perception of clear information
- 2.8 Perception of job description
- 2.9 Perception of organizational relationships
- 2.10 Perception of organizational culture
- 2.11 Perception of organizational status and potential
- 2.12 Perception of socio-economic conditions
- 2.13 Perception of technological advance

To see the general condition of each variable, the mean (\bar{X}), standard deviation (S.D.), minimum value and maximum value have been proposed. Details are shown in the table 8



Table 8 Mean, standard deviation, minimum value and maximum value

Variable	\bar{X}	S.D.	Minimum	Maximum
2.1 Self esteem	3.84	0.80	15	23
2.2 Job motivation	3.58	1.04	12	22
2.3 Job interest	3.04	1.51	10	23
2.4 Work values	3.73	0.58	10	23
2.5 Perception of organizational change	3.38	0.54	10	25
2.6 Perception of organizational policy and management	3.27	0.42	10	25
2.7 Perception of clear information	3.40	0.62	7	25
2.8 Perception of job description	3.09	1.34	7	22
2.9 Perception of organizational relationships	3.72	0.58	7	25
2.10 Perception of organizational culture	3.20	0.46	7	25
2.11 Perception of organizational status and potential	3.21	0.59	10	23
2.12 Perception of socio-economic conditions	3.20	0.71	7	22
2.13 Perception of technological advance	3.39	1.02	7	25

After analyzing the data in table 8, the following results were found:

2.1 Self esteem

The self esteem of this group of employees shows mean of 3.84, standard deviation at 0.80, with minimum value of 15 and maximum value of 3.84. The analysis is based on a possible highest value of 25 units. The self esteem indicated by the respondents was ranked as follows:

Self esteem to a high degree 121 people (7.20%)

Self esteem to a rather high degree 1,519 people (90.42%)

Self esteem to an uncertain degree 30 people (1.78%)

Self esteem to a rather low degree 8 people (0.48%)

Self esteem to a low degree 2 people (0.12%)

From the above mean, standard deviation and ranking of self esteem, it can be seen that this group of employees indicated a rather high degree of self esteem.

Upon considering the relevant points regarding self esteem the followings are noteworthy:

2.1.1 The majority of this group of employees commented that they are qualified to part of the organization (96.20%), can successfully finish the job (90.80%) and can perform in accordance with the determined standard (86.30%).

2.1.2 This group of employees (26.60%) can work fast enough to meet their supervisor's satisfaction. The majority (73.20%) feels uncertain.

The details related to self esteem are shown in appendix, table 23 and 24.

2.2 Job motivation

Job motivation in this group of employees shows mean of 3.58, standard deviation of 1.04, with minimum value of 12 and maximum value of 22. The analysis is based on a possible highest value of 25 units. Job motivation can be ranked by degree as follows:

Job motivation to a high degree 31 people (1.85%)

Job motivation to a rather high degree 1,481 people (88.15%)

Job motivation to an uncertain degree 151 people (8.99%)

Job motivation to a rather low degree 12 people or (0.71%)

Job motivation to a low degree 5 people or (0.30%)

From the above mean, standard deviation and degree grouping of job motivation, it can be seen that this group of employees has a high degree of working motivation.

Upon considering the relevant points concerning job motivation, the following indicated:

2.2.1 The majority of this group of employees commented that they are proud of their job (84.20%), most intend to work by their own abilities (91.10%). (96.00%) are trusted to work alone and feel highly satisfied when they can fulfill the assigned job (90.50%).

2.2.2 Only 9.50% of this group of employees reported receiving frequent praise from their supervisor. The majority (86.10%) did not.

Details related to job motivation are shown in appendix, table 25 and 26.

2.3 Job interest

The job interest of this group of employees shows mean of 3.04, standard deviation of 1.51, with minimum value of 10 and maximum value of 23. The analysis is based on a possible highest value of 25 units. Job interest is grouped by degree as follows:

Job interest to a high degree 3 people (0.17%)

Job interest to a rather high degree 156 people (9.29%)

Job interest to an uncertain degree 1,488 people (88.57%)

Job interest to a rather low degree 24 people (1.43%)

Job interest to a low degree 9 people (0.54%)

From the above mean, standard deviation and degree grouping of job interest, it can be seen that this group of employees has an uncertain degree of job interest.

Upon considering the relevant points concerning job interest, the followings are indicated:

2.3.1 The majority of this group of employees (86.90%) commented that their present job is interesting to them. Most of them (88.20%) try to fully use their knowledge and ability to fulfill their tasks.

2.3.2 However, only 8.70% of this group of employees said that they have paid their fullest effort to the present job. The majority (89.50) felt uncertain about this.

2.3.3 Some 3.10% of this group of employees said they were willing to work over time, though the remuneration was not worth it. The majority (85.00%) disagreed.

Details related to job interest are shown in appendix, table 27 and 28.

2.4 Work values

Work values of this group of employees show mean of 3.73, standard deviation of 0.58, with minimum value of 10 and maximum value of 23. The analysis is based on a possible highest value of 25 units. Work values can be grouped by degree as follows:

Work values to a high degree 18 people (1.07%)

Work values to a rather high degree 1,048 people (62.38%)

Work values to an uncertain degree 592 people (35.24%)

Work values to a rather low degree 17 people (1.01%)

Work values to a low degree 5 people (0.30%)

The above mean, standard deviation and ranking, it can be seen that this group of employees has a rather high degree of the work values.

Upon considering the relevant points of the work values, the following is indicated:

The majority (92.20%) of this group of employees commented that they think their present job helps other people to have a better life. Many (92.10%) think their present job gives them reasonable pay, that it allows them to make decisions (87.10%), and improves their ability (93.80%).

The details related to work values are shown in appendix, table 29 and 30.

2.5. Perception of organizational change

Perception of organizational change in this group of employees shows mean of 3.38, standard deviation of 0.54, with minimum value of 10 and maximum value of 25. The analysis is based on a possible highest value of 25 units. Perception of organizational is ranked by degree as follows:

Perception of organizational change at a high degree 6 people (0.36%)

Perception of organizational change at a rather high degree 737 people (43.87%)

Perception of organizational change at an uncertain degree 900 people (53.57%)

Perception of organizational change at a rather low degree 27 people (1.61%)

Perception of organizational change at a low degree 10 people (0.59%)

The above mean, standard deviation and ranking, it can be seen that this group of employee has an uncertain degree of perception of organizational change. Upon considering the relevant points of the perception of organizational change the followings are indicated:

2.5.1 The majority of this group of employees (93.90%) commented that their organization has a good plan for their work force so there is no problem in increasing or decreasing number of employees.

2.5.2 This group of employees (8.40%) commented that there have been strategic changes in the structure or in other aspects of their organization several times in order to compete in the market. The majority (89.50%) expressed uncertainty about these changes.

2.5.3 This group of employees (4.80%) commented that they did not expect their division to close. The majority (92.40%) expressed uncertainty about the possible closing.

2.5.4 This group of employees (8.60%) commented that any change in the division would affect the employees. The majority (89.00%) expressed uncertainty.

Details related to the perception of organizational change are shown in appendix, table 31 and 32.

2.6 Perception of organizational policy and management

The perception of organization policy and management of this group of employee shows mean of 3.27, the standard deviation of 0.42, with minimum value of 10 and maximum value of 25. The analysis is based on a possible highest value of 25 units. The perception of organizational policy and management can be ranked as follows:

Perception of organizational policy and management to a high degree 10 people (0.60%)

Perception of organizational policy and management to a rather high degree 567 people (33.75%)

Perception of organizational policy and management to an uncertain degree 1,059 people (63.03%)

Perception of organizational policy and management to a rather low degree
30 people (1.79%)

Perception of organizational policy and management to a low degree 14
people (0.83%)

The above mean, standard deviation and ranking of perception of organizational policy and management, it can be seen that this group of employees has an uncertain degree of perception of organizational policy and management.

Upon considering the relevant points of the perception of organizational policy and management, the following indicated:

2.6.1 The majority of this group of employees (96.40%) commented that the management's operations could solve problems effectively.

2.6.2 This group of employees (11.90%) commented that they are being fairly treated.

2.6.3 This group of employees (2.90%) perceived no policy of work force reduction. The majority (96.20%) expressed uncertainty.

Details related to the perception of organizational policy and management are shown in appendix, table 33 and 34.

2.7 Perception of clear information

The perception of clear information of this group of employees shows mean of 3.40, the standard deviation of 0.62, with minimum value of 7 and maximum value of 25. The analysis is based on a possible highest value of 25 units. The perception of clear information can be ranked as follows:

Perception of clear information to a high degree 13 people (0.77%)

Perception of clear information to a rather high degree 603 people (35.90%)

Perception of clear information to an uncertain degree 1,045 people (62.20%)

Perception of clear information to a rather low degree 14 people (0.83%)

Perception of clear information to a low degree 5 people (0.30%)

The above mean, standard deviation and ranking of perception of clear information, it can be seen that this group of employees has the perception of clear information is at an uncertain degree.

Upon considering the relevant points of the perception of clear information the following indicated:

2.7.1 The majority of this group of employees (96.60%) commented that management always informs them whenever there is a change in their organization that may affect them.

2.7.2 This group of employees (3.20%) commented that they always get information about their job in the organization. The majority (95.10%) expressed uncertainty.

2.7.3 This group of employees (12.00%) commented that they get information. The majority (86.30%) expressed uncertainty.

Details related to the perception of clear information are shown in appendix, table 35 and 36.

2.8 Perception of job description

The perception of job description of this group of employees shows mean of 3.09, standard deviation of 1.34, with minimum value of 7 and maximum value of 22. The analysis is based on a possible highest value of 25 units. The perception of job description can be ranked as follows:

Perception of job description to a high degree 4 people (0.24%)

Perception of job description to a rather high degree 245 people (14.58%)

Perception of job description to an uncertain degree 1,304 people (77.62%)

Perception of job description to a rather low degree 96 people (5.71%)

Perception of job description to a low degree 31 people (1.85%)

The above mean, standard deviation and ranking of perception of job description, it can be seen that this group of employees were uncertain about their perception of job description.

Upon considering the relevant points of the perception of job description, the following indicated:

2.8.1 Some of this group of employees (12.90%) commented that their present jobs are interesting and challenging. Most (85.50%) expressed uncertainty.

2.8.2 This group of employees (3.10%) commented that their present jobs stimulate them and that they feel enthusiastic. The majority (94.50%) expressed uncertainty.

2.8.3 This group of employees (19.00%) expressed satisfaction with their assigned role. The majority (77.80%) expressed uncertainty.

2.8.4 The percentage of employees who expressed boredom (41.10%) was quite similar to the percentage of those who did not feel bored (46.90%).

Details related to the perception of job description are shown in appendix, table 37 and 38.

2.9 Perception of organizational relationships

The perception of organizational relationships of this group of employees shows the mean of 3.72, standard deviation of 0.58, with minimum value of 7 and maximum value of 25. The analysis is based on a possible highest value of 25 units. The perception of organizational relationships can be ranked as follows:

Perception of organizational relationships to a high degree 58 people (3.45%)

Perception of organizational relationships to a rather high degree 1,513 people (90.06%)

Perception of organizational relationships to an uncertain degree 97 people (5.77%)

Perception of organizational relationships at a rather low degree 8 people (0.48%)

Perception of organizational relationships to a low degree 4 people (0.24%)

The above mean, standard deviation and ranking of perception of organizational relationships, it can be seen that this group of employees has a rather degree of perception of organizational relationships.

Upon considering the relevant points of the perception of organizational relationships the following indicated:

2.9.1 The majority of this group of employees (90.10%) commented that they feel happy to work in this organization.

2.9.2 This group of employees (84.90%) stated that their supervisor takes good care of them and pays attention to their needs.

2.9.3 This group of employees (87.70%) commented that their colleagues are good and friendly.

2.9.4 This group of employees (9.30%) commented that their supervisor can give them advice and help solve problems either the job or in private matters. The majority (87.70) expressed uncertainty.

Details related to perception of organizational relationships are shown in appendix, table 39 and 40.

2.10 Perception of organizational culture

The perception of organizational culture of this group of employees shows mean of 3.20, standard deviation of 0.46, with minimum value of 7 and maximum value of 25. The analysis is based on a possible highest value of 25 units. The perception of organizational culture can be ranked as follows:

Perception of organizational culture to a high degree 30 people (1.79%)

Perception of organizational culture to a rather high degree 109 people (6.49%)

Perception of organizational culture to an uncertain degree 1,479 people (88.03%)

Perception of organizational culture to a rather low degree 40 people (2.38%)

Perception of organizational culture to a low degree 22 people (1.31%)

The above mean, standard deviation and ranking of perception of organizational culture, it can be seen that this group of employees perceives organizational culture with uncertainty.

Upon considering the relevant points of the perception of organizational culture the following indicated:

2.10.1 The majority of this group of employees (86.80%) believes that they must work in order to get promotion.

2.10.2 This group of employees (4.00%) believes that persons with many capabilities will be the ones who realize many benefits for the organization. The majority (85.90%) expressed uncertainty.

2.10.3 This group of employees (9.50%) commented that the job can be fulfilled but depends on the performances of others. The majority (87.00%) expressed uncertainty.

2.10.4 This group of employees (10.60%) emphasized the success of the job more than the working procedure. The majority (86.70%) expressed uncertainty.

Details related to the perception of organizational culture are shown in appendix, table 41 and 42.

2.11 Perception of organizational status and potential

The perception of organizational status and potential of this group of employees shows mean of 3.21, standard deviation of 0.59, with minimum value of 10 and maximum value of 23. The analysis is based on a possible highest value of 25 units. The perception of organizational status and potential can be ranked as follows:

Perception of organizational status and potential to a high degree 8 people (0.48%)

Perception of organizational status and potential to a rather high degree 102 people (6.07%)

Perception of organizational status and potential to an uncertain degree 1,018 people (60.59%)

Perception of organizational status and potential to a rather low degree 530 people (31.55%)

Perception of organizational status and potential to a low degree 22 people (1.31%)

The above mean, standard deviation and ranking of perception of organizational status and potential, it can be seen that this group of employees perceives organizational status and potential with uncertainty.

Upon considering the relevant points of the perception of organizational status and potential it can be concluded that:

Most of the respondents (89.90%) agree on almost all points in their uncertainty about their perceptions of organizational status, potential and future prospects of the electronics industry. Most (83.20%) agree that the electronics

industry has been affected by the economic recession less than other industries. Most (94.90%) were aware that there are some other electronics firms being closed. Most (95.20%) agree that their organization has a potential of prosperity.

Details related to the perception of organizational status and potential are shown in appendix, table 43 and 44.

2.12 Perception of socio-economic conditions

The perception of socio-economic conditions of this group of employees shows mean of 3.20, standard deviation of 0.71, with minimum value of 7 and maximum value of 22. The analysis is based on a possible highest value of 25 units. The perception of socio-economic conditions can be ranked as follows:

Perception of socio-economic conditions to a high degree 14 people (0.83%)

Perception of socio-economic conditions to a rather high degree 479 people (28.51%)

Perception of socio-economic conditions to an uncertain degree 989 people (58.87%)

Perception of socio-economic conditions to a rather low degree 171 people (10.18%)

Perceptions of socio-economic conditions to a low degree 27 people (1.61%)

The above mean, standard deviation and ranking of perception of socio-economic conditions, it can be seen that this group of employees has uncertain perceptions of socio-economic conditions.

Considering these perceptions of the economy and society, the followings are indicated:

2.12.1 The majority of this group of employees (95.30%) thinks the present socioeconomic conditions affect their employment.

2.12.2 This group of employees (89.80%) can adapt themselves to the present socioeconomic conditions.

2.12.3 This group of employees (4.40%) stated that the present socioeconomic conditions do not much affect their living.

2.12.4 This group of employees (3.40%) faces problems under the present socioeconomic conditions. The majority (69.00%) expressed uncertainty.

Details related to the perception of socio-economic conditions are shown in appendix, table 45 and 46.

2.13 Perception of technological advance

The perception of technological advance of this group of employees shows mean of 3.39, standard deviation of 1.02, with minimum value of 7 and maximum value of 25. The analysis is based on a possible highest value of 25 units. The perception of technological advance can be ranked as follows:

Perception of technological advance to a high degree 15 people (0.89%)

Perception of technological advance to a rather high degree 987 people (58.75%)

Perception of technological advance to an uncertain degree 646 people (38.45%)

Perception of technological advance to a rather low degree 25 people (1.49%)

Perception of technological advance to a low degree 7 people (0.42%)

The above mean, standard deviation and ranking of the perception of technological advance, indicating that this group of employees has an uncertain degree of perception of technological advance.

Upon considering the relevant points of the perception of technological advance the following are indicated:

2.13.1 The majority of this group of employees (89.80%) thinks they will have more chance of promotion if they understand new technology.

2.13.2 This group of employees (57.30%) accepts the introduction of new technology in order to raise working efficiency.

2.13.3 This group of employees (8.30%) thinks their employment will be more secure if they can operate the new modern technology. The majority (90.00%) expressed uncertainty.

Details related to the perception of technological advance are shown in appendix, table 47 and 48.

As a whole, the employees in the electronics industry have self-esteem, job motivation, work values and perceive organizational relationships to a rather high

degree but are uncertain about job interest, perception of organizational change, perception of organizational policy and management, perception of clear information, perception of job description, perception of organizational culture, perception of organizational status and potential, perception of socio-economic conditions and perception of technological advance.

3. The perceptions of job security of employees in the electronics industry

In this study of the perceptions of job security of the sampled employees, this group was found to have perceptions of job security to an uncertain degree. The mean is equal to 3.17 with standard deviation of 0.38.

Table 9 Number and percentage of employees classified by degree of perceptions of job security

Degree of perceptions of job security		Number	Percentage
High	(\bar{X} = 4.21-5.00)	9	0.54
Rather high	(\bar{X} = 3.41-4.20)	104	6.19
Uncertain	(\bar{X} = 2.61-3.40)	1,563	93.03
Rather low	(\bar{X} = 1.81-2.60)	4	0.24
Low	(\bar{X} = 1.00-1.80)	0	0
Total		1,680	100.00

As a whole, this group of employees expressed perceptions of job security to a medium degree. The following internal points are factors of perceptions of job security.

3.1 Employment security

3.1.1 Only 1.60% of this group feels secure in their present job. The majority (93.70%) expressed uncertainty.

3.1.2 Most (87.20%) of this group expressed confidence that as long as they perform well they will be able to keep their jobs.

3.2.3 Some (3.80%) think there is a chance of dismissal without reason. While (4.40%) disagree with this. The majority (91.80%) was uncertain.

3.2 Economic security

3.2.1 Most of the respondents (85.00%) were satisfied with their present earnings, though 4.30% were not satisfied.

3.2.2 Although 9.90% accepted their present remuneration as reasonable, 13.60% did not. The majority (76.50%) was uncertain.

3.2.3 Only 2.20% expressed satisfaction with the welfare provided, while 81.70% were satisfied.

3.3 Social security

3.3.1 Almost half of the respondents (48.00%) agreed that they were well protected by the Labour Act while 17.10% disagreed.

3.3.2 The majority (82.70%) was satisfied with their working conditions e.g. lighting, ventilation and temperature etc. Only 8.30% expressed dissatisfaction.

3.3.3 Regarding other benefits, those in agreement and disagreement were in equal groups of 34.10%

3.4 Mental security

3.4.1 The majority (61.30%) agreed that the organization provides support and chances for job advancement, for example, for additional education and skill training; 22.70% disagreed.

3.4.2 Asked if there were opportunities for promotion, only 5.10% agreed; 56.80% did not agree.

3.4.3 While 28.80% believe that job advancement depends on performance and ability, others (14.60%) did not agree. Most (56.60%) expressed uncertainty. Details are shown in table 10.

Table 10 Percentage, mean and standard deviation, classified by perceptions of job security of employees in the electronics industry

The perceptions of job security	Strongly agree	Agree	Un certain	Dis agree	Strongly disagree	\bar{X}	S.D.
Employment security							
1. You feel that the present job is secure, so you don't want to find a new one	9 (0.5)	19 (1.1)	1574 (93.7)	74 (4.4)	4 (0.2)	3.21	0.42
2. You are sure that as long as your performance is good your career will be secure	19 (1.1)	1446 (86.1)	179 (10.7)	33 (2.0)	3 (0.2)	3.68	0.66
3. There is little chance of being dismissed without reasonable cause.	4 (0.2)	60 (3.6)	1542 (91.8)	44 (2.6)	30 (1.8)	3.24	0.44
4. This organization gives firm guarantees for you	11 (0.7)	36 (2.1)	1413 (84.1)	218 (13.0)	2 (0.1)	3.16	0.36
The perceptions of job security							
5. In general, you feel very secure in your employment	13 (0.8)	56 (3.3)	1533 (91.3)	66 (3.9)	12 (0.7)	3.23	0.42
Economic security							
6. You are satisfied with your present earning	59 (3.5)	1370 (81.5)	179 (10.7)	66 (3.9)	6 (0.4)	3.68	0.67
7. You receive enough income to live on	6 (0.4)	58 (3.5)	201 (12.0)	1363 (81.1)	52 (3.1)	2.37	0.19
8. The earnings are reasonable	13 (0.8)	153 (9.1)	1285 (76.5)	222 (13.2)	7 (0.4)	3.05	0.31
9. Welfare is a factor assuring your sense of well-being	4 (0.2)	34 (2.0)	269 (16.0)	1296 (77.1)	77 (4.6)	3.22	0.41
10. You are ready to change jobs if a new job gives you higher earnings	41 (2.4)	208 (12.4)	1322 (78.7)	102 (6.1)	7 (0.4)	3.21	0.39
Social security							
11. You get good treatment according to the Labor Protection Act	10 (0.6)	796 (47.4)	586 (34.9)	196 (11.6)	92 (5.5)	3.42	0.54
12. The working conditions e.g. light, ventilation, temperature etc. are good and allow you to work comfortably	110 (6.5)	1279 (76.2)	151 (9.0)	135 (8.0)	5 (0.3)	3.46	0.58

Table 10 Percentage, mean and standard deviation, classified by perceptions of job security of employees in the electronics industry (Cont.)

The perceptions of job security	Strongly agree	Agree	Un certain	Dis agree	Strongly disagree	\bar{X}	S.D.
13. You feel the present job might cause you danger arising from accident or put you at risk from infections disease	65 (3.9)	856 (51.0)	418 (24.9)	278 (16.5)	63 (3.7)	3.16	0.36
14. You are well informed regarding your own benefits	24 (1.4)	550 (32.7)	533 (31.8)	556 (33.1)	17 (1.0)	3.02	0.30
15. You are highly satisfied with working protection	34 (2.0)	108 (6.4)	1321 (78.6)	193 (11.5)	24 (1.4)	3.10	0.32
Mental security							
16. This organization supports your job advancement with continuing education, training courses etc.	39 (2.3)	992 (59.0)	269 (16.0)	290 (17.3)	90 (5.4)	3.16	0.36
17. You get a chance of promotion	13 (0.8)	72 (4.3)	641 (38.2)	872 (51.9)	82 (4.9)	2.86	0.22
18. Job advancement mainly depends on performance	12 (0.7)	234 (13.9)	951 (56.6)	408 (24.3)	75 (4.5)	3.14	0.34
19. You think the present job will enable you to enjoy more well-being	26 (1.6)	203 (12.1)	543 (32.3)	894 (53.2)	14 (0.8)	2.85	0.22
20. You are satisfied with the progress of this job	20 (1.2)	223 (13.3)	1408 (83.8)	29 (1.7)	0 (0)	3.16	0.37

$\bar{X} = 3.17$, S.D. = 0.38, Min = 46, Max = 98

Upon considering the degree of the perceptions of job security of employees in the electronics industry it becomes apparent that this group is uncertain about their employment security at $\bar{X} = 3.30$; about their economic security at $\bar{X} = 3.11$; about their social security at $\bar{X} = 3.23$ and metal security at $\bar{X} = 3.03$. Details are shown in table 11.

Table 11 Percentage value, mean and standard deviation of the perceptions of job security of employees in the electronics industry

The perceptions of job security	Degree of the perceptions of job security					\bar{X}	S.D.
	High	Rather high	Uncertain	Rather low	Low		
Employment security	0.48	7.20	92.13	0.19	0	3.30	0.50
Economic security	0.22	3.04	87.04	9.68	0.02	3.11	0.41
Social security	0.67	12.66	78.40	8.27	0	3.23	0.48
Mental security	0.39	8.45	75.65	14.23	1.28	3.03	0.40
The perceptions of job security as a whole	0.54	6.19	93.03	0.24	0	3.17	0.38

4. Factors which related to the perceptions of job security of employees in the electronics industry

Individual, organizational and contextual factors which related to the perceptions of job security of employees in the electronics industry were analyzed. The process and the results of the multiple regression analysis are as follows:

4.1 The characteristics of independent and dependent variables

There are one dependent variable and 11 independent variables that are ranked in the following scale:

- Y = the perceptions of job security
- X1 = level of education
- X2 = years of service
- X3 = income
- X4 = self esteem
- X5 = work values
- X6 = perception of organizational change
- X7 = perception of organizational policy and management
- X8 = perception of clear information

X9 = perception of organizational status and potential

X10 = perception of socio-economic conditions

X11 = perception of technological advance

On considering the remaining 9 independent variables with the logical principle and the descriptive analysis value, it is found that they are not much at variance or are highly homogeneous. This is why they have not been brought into the multiple regression analysis. The 9 independent variables are sex, age, marital status, job position, job motivation, job interest, perception of job description, perception of organizational relationships and perception of organizational culture.

4.2 Correlation analysis

After considering their value, the researcher has brought eleven independent variables into the multicollinearity analysis. This is an important condition of multiple regression analysis. It points out that they are independent of each other and have a multicollinearity of more than 0.7 (Suchat Prasitrathasin, 1994: 84). This research makes a collinearity analysis of independent variables. If two independent variables have high collinearity, this research will select only one of them. However a simple correlation analysis shows that there are no two independent variables with a correlation higher than 0.7 Therefore, this study has brought eleven independent variables into the multiple regression analysis.

Table 12 Correlation matrix among variables used in the analysis

Variables	Y	X1	X2	X3	X4	X5	X6	X7	X8	X9	X10	X11
Y	1.000											
X1	0.144	1.000										
X2	0.278	-0.196	1.000									
X3	0.072	0.414	0.138	1.000								
X4	0.017**	0.237*	0.115*	0.016**	1.000							
X5	0.106**	0.186**	0.069**	0.113**	0.157**	1.000						
X6	-0.047	0.081	0.268	-0.126	0.158	0.072	1.000					
X7	-0.019	0.102	0.085	-0.046	0.089	0.083	0.237*	1.000				
X8	0.178**	0.161**	0.129**	0.112**	0.098*	0.032**	0.168**	0.415**	1.000			
X9	0.576**	0.092**	0.084**	0.094**	0.148*	0.062**	-0.086*	0.241	0.217**	1.000		
X10	0.528**	0.086*	0.097*	0.106**	0.074	0.135**	0.138**	0.148**	0.233**	0.527**	1.000	
X11	0.183**	0.043**	0.086**	0.098**	0.066**	0.101**	0.069**	-0.002	0.025**	0.257**	0.189	1.000

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

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

4.3 Multiple Regression Analysis of factors which related to the perceptions of job security of employees in the electronics industry

All 11 independent variables (factors) and dependent variables (the marked results of the survey of the perceptions of job security of employees in the electronics industry have been analyzed in order to study the independent variables that influence the perceptions of job security of these workers. The result is that all the independent variables together account for the perceptions of job security at 48.50% ($R^2 = 0.485$). There are only 6 statistically significant independent variables that positively relate to the perceptions of job security. They are self esteem, work values, perception of clear information, perception of organizational status and potential, perception of socio-economic conditions and perception of technological advance. Details are shown in table 12.

On considering the coefficient of regression value with the adjustable measurement (Beta), there are 6 statistically significant variables were found to affect the perceptions of job security of employees in the electronics industry. The values can be explained as follows:

Perception of organizational status and potential; the beta value equals 0.327.

Perception of socioeconomic conditions; the beta value equals 0.224.

Perception of clear information; the beta value equals 0.133.

Perception of technological advance; the beta value equals 0.056

Self esteem; the beta value equals 0.047.

Work values; the beta value equals 0.029.

From the analysis of these 11 independent variables can account for and approximate the perceptions of job security of employees in the electronics industry at 48.50%. This is to say, these employees in the electronics industry feel a high degree job security when they have a high degree perception of organizational status and potential, socio-economic conditions, clear information, technological advance; high self esteem and good work values. The relationships are positive and in accordance with theoretical concepts. The importance and relevance of the variables affecting the perceptions of job security of employees in the electronics industry can be ranked. That is the perception of organizational status and potential is very influential. Perception of socio-economic conditions, the perception of clear information,

perception of technological advance, self esteem and work values can be explained, respectively. The details are shown in table 13.

Table 13 Results of multiple regression analysis of factors which related to the perceptions of job security of employees in the electronics industry

Variables	B	Beta	T	Sig T
X1 level of education	0.058	0.025	1.016	1.047
X2 years of service	0.004	0.008	0.421	0.674
X3 income	0.001	0.004	0.163	0.870
X4 self esteem	0.045	0.047	2.328	0.026
X5 work values	0.039	0.029	2.214	0.004
X6 perception of organizational change	0.017	0.018	0.852	0.092
X7 perception of organizational policy and management	0.038	0.030	2.229	0.187
X8 perception of clear information	0.130	0.133	5.953	0.000
X9 perception of organizational status and potential	0.292	0.327	8.475	0.000
X10 perception of socio-economic conditions	0.202	0.224	7.214	0.000
X11 perception of technological advance	0.031	0.056	2.533	0.011
Constant	0.811		3.243	0.001
Multiple R = 0.636, R² = 0.485, SEE = 0.220, F = 31.029, Sig = 0.000				

The multiple regression analysis of the relationships of individual, organizational, and contextual factors with the perceptions of job security of employees in the electronics industry indicates that all 11 independent variables are relevant or can account for the perceptions of job security of employees in the electronics industry at a value of 48.50%. There are 6 independent variables statistically significant independent variables in positive relationships. They can be ranked in order of the importance as perception of organizational status and potential,

perception of socio-economic conditions, perception of clear information, perception of technological advance, self esteem and work values.

5. Method for strengthening the perceptions of job security of employees in the electronics industry

The comments of employees about encouraging perceptions of job security show that the majority (85.00%) have themselves taken action to improve their own situation. However, 15.00% replied that they had not taken action. Details are given in table 14

Table 14 Number and percentage of employees taking and not taking action to improve their own job security

Employee attempts to improve own job security	Number	Percentage
Have taken action	1,428	85.00
Have taken no action	252	15.00
Total	1,680	100.00

Among those who took action to gain better job security, 18.39% tried to get a new, more stable job; 5.54% looked for an additional sideline; 54.41% saved their money; 1.13% studied to gain more knowledge; 1.90 took outside training to get more skills; 11.13% paid full and honest attention to their work; 7.50% were punctual and avoided being absent. Details are given in table 15.

Table 15 Number and percentage of employees classified by their method of improving their own job security

Employee's method to improving own job security	Number	Percentage
Try to get a new, more stable job	309	18.39
Look for a sideline	93	5.54
Save money	914	54.41
Study to get more knowledge	19	1.13
Take outside training to get more skills	32	1.90
Pay full attention and be honest	187	11.13
Be punctual and avoid being absent	126	7.50
Total	1,680	100.00

The majority (59.13%) who took no action to improve their own job security explained that getting a new job is very difficult nowadays because they have low education and they are too old. The others (40.87%) who had taken no such action said they were satisfied with the present job. Details are given in table 16.

Table 16 Number and percentage of employees classified by their reasons for not taking any action to improve their own job security

Reason for not taking any action to improve employee's own job security	Number	Percentage
Too difficult to find new job, low education, too old	149	59.13
Security of present job	103	40.87
Total	252	100.00

Employees' suggestions about management role in support of job security

The following are comments received from employees concerning the role of management in supporting job security for employees.

1. Management should provide additional welfare apart from that specified in the Labor Act. Management should provide more economic security and a better life for employees by providing help for their families, special loans, a provident

fund, pensions and other supports. This will bring up morale and encourage employees to work more effectively.

2. Management should try to create good relations with employees by taking an interest in their affairs or by holding some activity programs between management and employees such as a sports day, an annual party or a company trip.

3. Management must treat all employees fairly, especially those who get dismissed, transferred, or promoted. These judgements must be based on the ability and performance of the individual, not on the personal preference of the one in charge.

4. Management should give workers more opportunities to get involved in operations. Workers should have the right to express ideas concerning work and policy. This will make everyone realize that workers also have a stake in the company.

5. Management must strictly observe the labour law, especially regarding minimum wage, welfare and absence with pay.

6. Management must be capable and have moral principles in running the business. They should not think only of the organization's benefit while ignoring the employees' needs.

7. Management must provide employees with reasonable wages and salary rates.

8. Management must show concern for the health and safety of employees on the job.

9. Management must have a good attitude toward labour unions which now exist or which may someday exist.

Employees' suggestions regarding the government's role

There were many different comments about this issue:

1. Government must treat labour as a very importance sector in the life of the nation.

2. Government must immediately solve the economic crisis.

3. Government must take into consideration the adjustment of minimum wage to reflect the present economic conditions.

4. Government must supervise and take control of commodity prices to be in line with the minimum wages especially for food, medicine and housing.

5. Government should ensure that employers strictly adhere to the Labour Act and should inspect factories conscientiously.
6. Government must pay attention to various labour problems and the needs of workers.
7. Government should legislate unemployment benefits and should take action when unemployment is severe and widespread.
8. Government should issue prevent employers from taking advantage of employees. Government should mediate to ensure fair treatment for both parties.
9. Government should accept labor unions.
10. Government should encourage career promotion
11. Government should make it legally mandatory for every organization to set up a provident fund for their employees.

6. The opinion about job security of management in the electronics industry

These interviews, which concern general workplace conditions, competitive ability and improving employees' job security, reflect the particular character of this type of industry.

Legal framework

The majority of these firms (95.74%) are established as limited companies. The remainders are partnerships or limited partnerships (2.13%) and personal establishments (2.13%), as shown in table 17.

Table 17 Type of legal registration

Type of legal establishment	Number	Percentage
Personal	2	2.13
Partnership / Limited partnership	2	2.13
Company limited	90	95.74
Total	94	100.00

Joint venture/share holder status

The majority of these joint ventures (71.28%) are owned by Thai. The remainders are owned by foreigner; or are subsidiaries (9.57%); of, or Thai-foreign joint ventures (19.15%) with Japanese, American, Taiwanese, British or Singapore interest. The foreign partners hold 40-50% of the shares, as shown in table 18.

Table 18 Joint ventures

Joint ventures	Number	Percentage
Thai owned	67	71.28
Foreign owned or foreign subsidiary	9	9.57
Joint venture with foreign company	18	19.15
Total	94	100.00

Registered capital

About 31.91% of these firms had registered capital of less than Baht 5 million. The others had Baht 6-10 million (18.09%) and more than Baht 10 million (50.00%) as shown in table 19.

Table 19 Registered capital

Registered capital	Number	Percentage
Less than 5 million baht	30	31.91
6-10 million baht	17	18.09
More than 10 million baht	47	50.00
Total	94	100.00

Operating period

Some 41.49% of these establishments had been operating for 6-10 years. They began operations in 1990-1996 when the Thai economy and this industry were rapidly expanding. Others (28.72%) have been in operation for 11-20 years; for more than 20 years (24.47%) and for less than 5 years (5.32%) as shown in table 20.

Table 20 Operating period

Operating period	Number	Percentage
Less than 5 years	5	5.32
6-10 years	39	41.49
11-20 years	27	28.72
More than 20 years	23	24.47
Total	94	100.00

Investment promotion privileges

The majority of these firms (62.77%) have never received investment promotion privileges. Some (37.23%) once received these privileges but are no longer eligible for them as shown in table 21.

Table 21 Investment promotion privileges

Investment promotion privileges	Number	Percentage
Never received	59	62.77
Received in the past but now ineligible	35	37.23
Total	94	100.00

Exports

The majority (59.57%) of these establishments produces goods for export. Nearly one quarter (23.40%) export more than 50% of their production, while 36.17% export less than half of their production. About 40.43% are not exporters as shown in table 22.

Table 22 Exporting factories

Exports	Number	Percentage
No exports	38	40.43
Exporters	56	59.57
Less than 50% of production exported	34	36.17
More than 50% of production exported	22	23.40
Total	94	100.00

Method for strengthening the security of organizations

Management has common procedures for strengthening organizational security, i.e. improving production efficiency, quality control and product distribution. As Thailand is now facing an economic crisis, each organization operates as economically as possible. There are no plans to expand. No new workforce is hired. Managerial expenses are cut. All unnecessary expenses are reduced. Production costs are trimmed by reducing product types or models.

Method for strengthening the skills of employees

Patterns of skill development are classified in 4 types:

1. The organization holds its own skill training courses. This is done by assigning an experienced supervisor to teach or by inviting a lecturer from outside to arrange a training course for the employees. Normally, the training course provides general knowledge such as computer training, planning, managing, quality control and safety etc. Special skill training such as planning a production process, product design technique, machine maintenance etc. usually takes 1-2 days and is held once or twice a year.

2. Many organizations send employees out to take training courses.

Such training occurs at:

2.1 Training institutes

2.1.1 Government sector

- Ministry of industry (The Electrical and Electronics Institute, the Thailand Productivity Institute, the Department of Industrial Promotion)
- Ministry of Labour and Social Welfare (National Institute for Labour Skill Development, National Institute for the Improvement of Working Conditions and the Environment)
- Ministry of Commerce (Department of Export Promotion)
- Other educational institutes (Thamasat University, Chulalongkorn University, King Mongkut Institute of Technology ,Latkrabang and King Mongkut Institute of Technology, North Bangkok)

2.1.2 Private sector

- Federation of Thai Industries
- The Board of Trade of Thailand
- Company selling machinery and equipment that have after sales service.
- Other associations and clubs (Technology Promotion Association (Thailand-Japan), Business Management Association of Thailand)
- Other training institutes (Dhamniti Institute of Training and Seminar)

2.2 Training courses

2.2.1 General skills such as computer program operating, Internet, accounting, duty and taxation, personnel management, ISO regulations, product code, export management, factory pollution management, quality control systems and work safety

2.2.2 Specific skill training covers, for example, production planning process, product design technique, machine maintenance, quality improvement and inspection.

2.3 Training time – A short course may take one day, while longer courses may take up to six months. Some organizations arrange training 4-6 times a year. This is being done by factories in categories 2 and 3 or by medium-size and large manufacturers. As for factories in category 1, courses may be arranged 2-3 times a year.

3. Outside study programs are normally done in foreign organizations or foreign subsidiaries and foreign joint ventures. Such programs send employees for training abroad in Germany, Japan, U.S.A. etc. The qualified staff are mainly engineers and technicians. Such programs are usually arranged once a year.

4. Support for study abroad – Most organizations give employees support in doing additional study. They allow employees to stop work one hour early in order to take twilight courses. They give permission to be absent when an employee is taking an examination, but there is no financial support for study fees.

Strengthening job security for employees

Organizations provide employees common job security guarantees as follows:

Employment security

- Maintain the existing number of employees
- No employee is dismissed unless guilty of gross misconduct
- Conform to the Labour Act

Economic security

- No cut in salary if an employee is functioning normally
- Annual salary adjustment based on performance
- Bonus

Social security

- The organizations conform to the Labour protection Act and to the Social Insurance Act. Employees enjoy seasonal holidays, welfare (drinking water, toilet, primary equipment for health care, compensation payments and social insurance payments)

Mental security

- Job advancement opportunities and promotions based on performance
- Arrangement for training courses related to work
- Outside training programs with government and private sector
- Additional study support

Besides strengthening job security, The concept of welfare differs among organizations and depends upon the type and size of the organization:

Factories in category 1 or small factories will provide employees with welfare such as uniforms and free rice.

Factories in category 2 or medium-size factories will provide employees with welfare such as uniforms, lunch and free lodging.

Factories in category 3 or large factories will provide the following welfare:

- Provident fund
- Life and accident insurance (some organizations)
- Bonuses or tips

- Overtime pay
- Uniforms
- Free lunch (some organizations)
- Canteens with cheap food
- Annual health check-up
- Free lodging
- Transportation (some organizations)
- Dispensary with doctor (some organizations)
- Annual rewards
- Annual party
- Nursing expenses
- Retirement aid
- Funeral expenses

Suggestions for government or state enterprises in strengthening job security for employees and private organizations

- Improving economic aspects
- Reduction of import duties for electronic parts. (Presently the import duty rate is too high, causing high production costs compared with competitors. Import duties on raw materials for producing electronic parts are higher than the cost of finished product. Hence the imported electronic part is cheaper than the locally produced one. Local manufacturers cannot sell these products domestically. They therefore export them in order to get a tax exemption.)
- Reduce red tape and speed up tax rebates.
- Set up product standards that acknowledge the situation of domestic manufacturers.
- Support research on technology and development.
- Providing help in developing manpower for medium-sized and small factories which lack modern technology.
- Upgrading vocational education (certificate and diploma) gradually and continuously in line with the changing employment market and technology, which also changes rapidly.

- Providing support in basic mathematics, science and English studies in order to more rapidly gain knowledge of new technology.



CHAPTER V

DISCUSSION

From the analysis of the relationships of individual, organizational and contextual factors with the perceptions of job security of employees in the electronics industry in Bangkok, the researcher proposes the following main points of the research results:

1. The perceptions of job security of employees in the electronics industry
2. The individual, organizational and contextual factors which related to the perceptions of job security of employees in the electronics industry
3. Method for strengthening the perceptions of job security of employees in the electronics industry.

1. The perceptions of job security of employees in the electronics industry

The study found that employees in this industry are uncertain about their job security, perhaps for the following reasons:

The economic crisis has directly affected the employees. It causes problems of dismissal from the troubled organization which is unable to continue with business as usual. Employees working in other organizations are also affected. When employees get news of dismissal or change such as downsizing, decreases in salary, wages or welfare etc., workers everywhere feel tremulous, nervous and uncertain. They fear that they also may be affected. These are likely reasons why employees in the electronics industry feel uncertain about their job security.

The problem also concerns the concepts and working behavior of people in Thai society. Thai people generally have the perception that everything is uncertain. They do not think that career success is very important for everyone. This makes Thai people very relaxed about their work and rather indifferent to job security. The character of Thai people is calm and passive, not enthusiastic or seeking self-satisfaction. This is the character of

people in an agricultural society. Labour coming from the countryside is not prepared for the demands of work in industry and the service society in the globalizing era. This could be another reason why employees in the electronics industry now have a perception of job insecurity.

All employees want security in their working life, but not all workers enjoy the same perception of certainty about their job. The social learning process and the experience of each employee differs. Other factors at home and abroad such as the state of the nation's economy and news of international conflict also affect the perceptions of job security. The finding in minor factors which could impact in a positive way the perceptions of job security of employees in the electronics industry are:

The belief of employees in this industry that as long as they perform well, they can keep their job.

The satisfaction of employees in this industry with their present remuneration.

The effective protection of workers by labour laws in working, environments with adequate lighting, ventilation, and temperature control.

The opportunities of employees in this industry to work for promotion by on-going study and training.

2. The individual, organizational and contextual factors which related to the perceptions of job security of employees in the electronics industry

Factors which related to the perceptions of job security of employees in the electronics industry

The results identify the statistically significance factors related to the perceptions of job security of employees in the electronics industry. They include perception of organizational status and potential, perception of socio-economic conditions, perception of clear information, perception of technological advance, self esteem and work values. The followings are interesting points which should be taken into consideration.

Perception of organizational status and potential

The study found that perception of organizational status and potential has an affect and a positive related to the perceptions of job security of employees in the

electronics industry. The more they know about their organizational status and potential, the more they feel secure in their work. This is in accordance with the research assumption. When the organization appears secure with a good future, although other firms have been affected by the slowing economy and some have already closed down, the employees appraise the status and potential of their electronics firm as a whole. If the organization seems secure, the employees will also feel secure in working. This finding is in accordance with the theoretical concept of Champion, that employees work to fulfill their needs for remuneration, advancement, perception of success and security or the perception of recognition.

This study suggests that the organization status and potential must be reliable and stable with capable management. The employees will feel secure in their work if they perceive the secure status and potential of their organization.

Perception of socio-economic conditions

The study found that perception of socio-economic conditions affects and positively relates to their perceptions of job security. The more they know about the socio-economic conditions, the more they feel secure in their work. This is in accordance with the research assumption. Present socio-economic conditions directly affect employment status. The conditions are not good, the business system is tight, the flow of income is tight, and workers have problems. People have to work more for the same salary or less, or they may be dismissed. This causes all kinds of problems. When employees perceive trends in the economic and social situation which may affect them badly, they will feel insecure in their job. On the other hand if they see positive trends, they will feel more secure. Therefore, the degree of the perception of job security depends on their perception of socio-economic conditions. This is in line with the research assumption and with Champion's concept (1997: 769-786) stating that changes in socio-economic conditions affect on the perceptions of job security and well being. Therefore, the perception of socio-economic conditions helps explain very well the perceptions of job security of employees. This is true not only in socio-economic conditions of like Thai society but also in developed countries like U.S.A. Nowadays, any economic activity or career must take into account the socio-economic conditions of the society and the country. All are affected by the capitalist system in the era of globalization.

Perception of clear information

The study found that perception of clear information affects and positively relates to the perceptions of job security of employees in the electronics industry. The more clear information they have, the more secure they feel in their work. This is in accordance with the research assumption. Employees perceive the economic status of their country. Explanations and reasons about change in the organization flow continually from the management. This reassures employees about how secure their work is. When no information is forthcoming from management, employees may get news or rumors from other sources, confusion and doubt cause the perceptions of job insecurity. This research confirms the need for clear information the communication process is a tool which can help management bring activities more successfully to their targets.

Perception of technological advance

The study found that perception of technological advance positively influences perceptions of job security of employees in the electronics industry. The more they know about technological advances, the more secure they feel in their work. This is in accordance with the research assumption. Modern technology often replaces human labour. Technology more quickly accomplishes long, dangerous operations without any of the risks faced by human workers. The quality of work is also more consistent than work done by humans. Hence, human labour needs to adapt and improve to cope with modern technology. Therefore, the perception of technological advance also affects the perceptions of job security. This is in line with the research of Schwartz & Davis (1981: 36-48) who said that many employees feel nervous about new technology because machines work more efficiently and economically and can replace them in the workforce. Some employees agree that it is essential to use technology because the work is more complicated. Technology helps their work and is more convenient. Robbins's study (2000: 565-568) found that technological change can cause tension. For example, when an organization replaces part of the workforce with new technology, some employees will be dismissed. Those who remain will feel tense because they have to hurry to catch up with the new technology. Some employees may feel worried about their job security if they cannot adjust rapidly. These employees will be targeted for group dismissal later on. The

perception of technological advance can explain perceptions of job security (or insecurity). Human resources can be developed in the organization by encouraging employees to continually gain more knowledge of new modern technology.

Self esteem

The study found that self esteem affects and positively relates to the perceptions of job security of employees in the electronics industry. The more self esteem they have, the more secure they feel in their work. This accords with the research assumption and is in line with Farber's concept (1996 quoted in Schmidt & Svory, 1998: 647-669) and Probst's research (1998: 46) which says that employees who feel that they are important and valuable to the organization will perceive themselves as having a high degree of job security. Employees feel that when they are recognized by the organization, they are valuable and are a vital part of the organization. Self esteem helps explain the perceptions of job security of employees in this study in the context of Thai society.

Work values

The study found that work values affect and positively relate to the perceptions of job security of employees in the electronics industry. The more work values they have, the more secure in their job they feel. This is in accordance with the research assumption and is in line with Hunt's concept (1979: 12) which says that work values affect employee behavior in view of job security because work values are fundamental beliefs that influence an individual's work. Work values have a vital role as criteria used by individuals in considering various matters relating to their work, including the job or career they select and how they began to work. Work values also influence individual work behavior and individual perceptions of job security. This is because individuals act on their assessments of the worth and importance of things to them personally. Work values help explain perceptions of job security and can be a concept useful in improving the work behavior of employees in the context of Thai society.

Factors which do not relate to the perceptions of job security of employees in the electronics industry

The research found that some factors have no statistically significance relate to perceptions of job security of employees in the electronics industry. These include level of education, income, years of service, perception of organizational change and perception of organizational policy and management. This lack of influence could be explained as follows:

Level of education

The research found that level of education has no relate to perceptions of job security of employees in the electronics industry. This is in accordance with Hunt's theoretical concept (1979: 5) stating that individual variables such as level of education affect individual behavior in the organization in terms of the perception of the degree of job security. The majority of these employees have high school education, or less. They are prepared to do routine jobs, have less chance of changing jobs and have fewer options in getting other careers. The years of service are longer than those with higher education who have more chance in selecting jobs. Besides, people with more education are needed in other industries. Hence, lever of education has little or no statistical significance relate to the perceptions of job security of employees in this industry.

Income

Income is generally known to be related to job security. In this research, however, income had no discernable influence on the perceptions of job security these workers, perhaps because of the spreading of data in each group. The single biggest income group in this study (37.80%) earned Baht 5,001-7,500 or 37.80%, followed by those earning Baht 7,501-10,000 (37.44%), less than Baht 5,000 (22.50%) and over Baht 10,001 (2.26%). The obtained values are rather at variance. Therefore, the influence on perceptions of job security cannot be determined. The study cannot clearly conclude whether or not income has influence on perceptions of job security. Likert (1967: 74) commented that remuneration which is fair may not be a reasonable wage. It may not be sufficient to guarantee that employees feel secure in their work because there are other factors which impact that feeling or lack of it. Hence, it is not surprising that income has no statistically significant relate to the perceptions of job security of employees in the electronics industry.

Years of service

The research found that years of service have no relate to the perceptions of job security of employees in the electronics industry because the years of service of the respondents did not differ much. Most (81.31%) had 4-6 years of service. The obtained value was not much at variance and could not determine any variation in relate to the perceptions of job security. Therefore, this factor showed no statistically significant influence on the perceptions of job security of employees in the electronics industry.

Perception of organizational change

The study found that the perception of organizational change has no relate to the perceptions of job security of employees in the electronics industry. This is not in accordance with Campion's theoretical concept (1997: 769 –786) which stated that organizational change is a factor of the internal context of the organization that has a relate to the perceptions of job security. It might be a change of the organization, a merger or down-sizing of the firms. These directly affect people in the organization, for example, those who are less secure in their job position with more tension and more job burdens etc. This may be because organizations generally run similar risks. Organizations change in attempts to increase their working efficiency so that they can survive. However, Thai people tend to be passive. They are not eager to acknowledge change and to embrace it. So the perception of organizational change has no statistically significant influence on the perceptions of job security of these employees in the electronics industry.

Perception of organizational policy and management

The study found that the perception of organizational policy and management has no relate to the perceptions of job security of employees in the electronics industry. This is not in line with Arthur's theoretical concept (n.d. quoted in Thongchai Suntiwong, 1995: 46) which stated that procedures of management, including organizational policy, regulation and leadership are factors affecting the perceptions of job security. However, if management operations and procedures do not affect employees very much, or if the majority of employees do not know very much about management policy and operation, they will not feel much concern. Thai people by culture tend to obey and respect authorities. They prefer to receive orders rather

than to take the initiative. Therefore, the perception of organizational policy and management has little if any statistically significant relate to their perceptions of job security.

3. Method for strengthening the perceptions of job security of employees in the electronics industry

The majority of the sample tried on their own, to improve their own job (85.00%) by the following methods: trying to get a new job that is more stable (18.39%); looking for a sideline (5.54%); saving money (54.41%); seeking more knowledge (1.13%); getting more skill training outside (1.90%); paying full and honest attention to their duty (11.13%); being punctual and avoiding unnecessary absences (7.50%).

Some workers took no action to improve their situation (15.00%), citing the following reasons: difficulty in getting a new job, lack of knowledge, too old (59.13%); satisfaction with the present job (40.87%)

Organizations have methods for strengthening the perceptions of job security of their employees:

Employment security

- No plan to reduce their number of employees
- No dismissal unless guilty of gross misconduct
- Conformity to the Labour Act

Economic security

- No decrease in salary unless found guilty or gross misconduct
- Annual salary adjustment based on appraisal of individual employee performance
- Annual extra payment or bonus

Social security

Conformity with the Labour Protection Act and Social Insurance Act, providing holidays for important festivals, welfare (drinking water, toilet, health



care, compensation, and social insurance payments)

Mental security

- Opportunity for job advancement and promotion
- Training courses
- External training and study with government and private institutes
- Support of additional study

Organizations have their own methods and welfare, depending on each category. That is:

Factories in category 1 or small organizations provide uniforms and free rice.

Factories in category 2 or medium-size organizations provide uniforms, lunches and free lodging

Factories in category 3 or large organizations provide the following:

- Provident fund
- Life/accident insurance (some organizations)
- Productivity bonus
- Over time pays
- Uniforms
- Free lunches (some organizations)
- Canteens with cheap food
- Annual health check-up
- Free lodging
- Transportation (some organizations)
- Dispensary with doctors (some organizations)
- Annual rewards
- Annual party
- Nursing expenses
- Retirement aid
- Funeral expense

CHAPTER VI

CONCLUSION AND RECOMMENDATION

1. Conclusion

The objective of this research was to study the degree of the perceptions of job security, the relationships of individual, organizational and contextual factors with the perceptions of job security of employees in the electronics industry in Bangkok, including method for strengthening their perceptions of job security.

The population for this research was taken from among the 42,022 employees who work in the electronics industry in Bangkok in factories licensed under the Factory Act of B.E. 2535. The sample size was a total of 1,910 persons, but data was collected from only 1,680 persons.

This research used a questionnaire to interview employees about their perceptions of job security. An interview was used with management in regard to the strengthening of job security for their employees.

Data collection was done with good cooperation from the relevant organization management and from the staff of the Industrial Works Department, Ministry of Industry. Both researcher and assistants carried out the data collection.

The data analysis was carried out by computer with SPSS/PC software for Windows in order to explain the frequency, percentage, mean and standard diversion values. A computer analyzed the characteristics of the sample of organizational and contextual factors together with the perceptions of job security. The relationships of the various factors to the perceptions of job security are analyzed by Multiple Regression Analysis. The research summary is as follows:

1.1 The characteristics of the sample

Most of the employees are female (59.80%) aged 26-30 years (45.90%); with bachelors degree (82.40%); or secondary school education (75.70%). They are employed

in the production division (90.00%); with 4-6 years of service (81.30%); and a monthly salary of Baht 5,001-7,500 (37.80%).

1.1.1 The characteristics of individual, organizational and contextual factors

The majority of the sample has a rather high degree of self esteem ($\bar{X} = 3.84$); and a rather high degree of job motivation ($\bar{X} = 3.58$); with uncertain job interest ($\bar{X} = 3.04$). Their work values are rather high ($\bar{X} = 3.73$); with uncertain perception of organizational change ($\bar{X} = 3.38$). Their perception of policy and management is uncertain ($\bar{X} = 3.27$). Their perception of clear information is at medium degree ($\bar{X} = 3.40$). Their perception of job description is uncertain ($\bar{X} = 3.09$). Their perception of organizational relationships is rather high ($\bar{X} = 3.72$). Their perception of organizational culture is uncertain ($\bar{X} = 3.20$), as is their perception of organizational status and potential ($\bar{X} = 3.21$); and their perception of socio-economic conditions ($\bar{X} = 3.04$) and technological advance ($\bar{X} = 3.39$).

1.1.2 The perceptions of job security of employees in the electronics industry

The majority of the respondents are uncertain about their job security perceptions ($\bar{X} = 3.17$). The degree of uncertainty in employment security is equal to $\bar{X} = 3.30$; in economic security $\bar{X} = 3.11$; in social security $\bar{X} = 3.23$; and in mental security $\bar{X} = 3.03$. In considering the total sample of 1,680 persons, the degree of perceptions of job security can be ranked as high (0.54%); rather high (6.19%); uncertain (93.03%) and rather low (0.24%).

1.1.3 The relationships of factors with the perceptions of job security of employees in the electronics industry

The analysis found that among 11 independent variables, only 6 independent variables were statistically significant with a positive relation to perceptions of job security. They are the perception of organizational status and potential, perception of socio-economic conditions, perception of clear information, perception of technological advance, self esteem and work values. These 6 independent variables could account for 48.50% ($R^2 = 0.485$) of the variance.

1.1.4 Method for strengthening the perceptions of job security of employees in the electronics industry

The majority of the respondents used the following methods for strengthen their own job security. They seek new, more stable jobs, look for a sideline, save their money, get more education, get outside training, pay full and honest attention to their work, are punctual and avoid unnecessary absences.

Each organization has its own means of strengthening job security for their employees. For example, they have no plan to reduce their payroll, have no dismissal unless guilty or gross misconduct, have no decrease in salary without serious cause, maintain an annual salary adjustment and an annual bonus, conform to the Labour Act, provide job promotion and training courses, including outside training and study with the government or with private institutes, and the continuing education of workers. Welfare provided by factories and organizations varies with size and category.

2. Recommendation

The research results suggest that the statistically significant factors which influence the perceptions of job security of employees in the electronics industry: perception organizational status and potential, perception of socio-economic conditions, perception of clear information, perception of technological advance, self esteem and work values. Therefore, to strengthen the perceptions of job security of employees in the electronics industry, the following suggestions:

2.1 Suggestions for organizations:

2.1.1 In view of the employees' perception of the status and potential of the organization, the organization ought to increase internal communications and should inform employees about the progress and stability of the company, to assure workers of the firms' operational capability.

2.1.2 The present socio-economic conditions influence the lives of employees. Organizational operations should be monitored whether the economic cycle is up or down. The organization ought to be prepared, analyzing the economic and social situation so that policy can be mapped out in accordance with economic conditions. When

employees perceive that the organization has long term plans for their business operations and workforce, employees will feel more secure from layoffs.

2.1.3 The organization should always clearly inform employees about the state of the organization, including any problems the firm is encountering. Communication should be straightforward and should be from both the top-down and the bottom-up. The organization should give employees a chance to ask questions about doubtful matters in order to maintain right understanding and good relation between workers and management.

2.1.4 The organization ought to continually promote and develop the working skills of their employees. In the electronics industry new technology develops very quickly. The organization must prepare their people with training both inside and outside the organization in order to keep their workforce well informed and well trained.

2.1.5 Self esteem is generated from a sense of personal worth and from being recognized by other people in the organization such as the board of directors, managers and colleagues. The organization ought to design jobs that are worthwhile and meaningful to the employees. They should have a part in setting targets and working processes including decentralization of decision making. The organization should also have a remuneration system for employees whom successfully and effectively complete their jobs. Remunerations can take the form of an extra bonus, an announcement praising the outstanding work of a particular worker, or a job promotion, for example.

2.1.6 Work values are people's beliefs about the importance of their work. It is the satisfying feeling which people seek from their job or the satisfaction they get from their job. The organization ought to promote work values such as pride in achievement. Positive work values encourage people to aim for success and help them find satisfaction on the job.

2.2 Suggestions for employees

The research found that the majority of these employees were high school graduates. They need to improve themselves by gaining more knowledge or training in order to be more skillful in their work.

2.3 Recommendations for future research

2.3.1 This research is a study of the variables affecting the perceptions of job security of employees in the electronics industry. The research focused on employees in the electronics industry in Bangkok. There are employees in other industries, including management staff, worthy of similar study in order to make more comparisons. This would help determine whether or not the situations are the same or different, and in what ways. Research can be done when the economy is normal in order to compare the results with the situation of the recovering. This method will reveal changes in the economy.

2.3.2 The variables used in this research could account for the perceptions of job security is at 48.50%, which means that there are other variables that can also explain the perceptions of job security. Other variables should be studied in order to strengthen the explanation of this research

2.3.3 The affect of the perceptions of job security on work behavior should be studied and guidelines or standards for unemployment guarantees developed. The relevant concepts can be expanded. This would be useful in developing the organization.

2.3.4 The size of the sample which is the unit of analysis should be completely collected as targeted and should be the correct sample for the analysis. In this research, the sample for analysis was the employees in each organization. In collecting the data, the researcher attempted to get various sorts of information, but collection was incomplete.

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สยามอีสเทิร์น: ศึกษากรณีบริษัทผลิตชิ้นส่วนรถยนต์. วิทยานิพนธ์ศึกษาศาสตรมหาบัณฑิต,
สาขาวิชาประชากรศึกษา บัณฑิตวิทยาลัย มหาวิทยาลัยมหิดล.



Appendix A

Specialist

1. **Assoc. Prof. Dr. Kusol Soonthornhada** Institute for Population and
Social Research
Mahidol University
2. **Assoc. Prof. Dr. Piyanush Ngernklay** Faculty of Political Science
Ramkhamhaeng University
3. **Asst. Prof. Dr. Jirawat Wongswadiwat** Vice President for Research
Assumption University
4. **Asst. Prof. Dr. Suchada Ratchukul** Faculty of Nursing
Chulalongkorn University
5. **Lect. Dr. Wanne Gamgate** Faculty of Education
Chulalongkorn University

Appendix B

Table 23 Number and percentage of employees classified by self esteem

Degree of self esteem		Number	Percentage
High	(\bar{X} = 4.21-5.00)	121	7.20
Rather high	(\bar{X} = 3.41-4.20)	1,519	90.42
Uncertain	(\bar{X} = 2.61-3.40)	8	1.78
Rather low	(\bar{X} = 1.81-2.60)	30	0.48
Low	(\bar{X} = 1.00-1.80)	2	0.12
Total		1,680	100.00
$\bar{X} = 4.05$		S.D. = 0.29	

Table 24 Number, percentage mean and standard deviation classified by self esteem

Self esteem	Strongly agree	Agree	Un certain	Dis agree	Strongly disagree	\bar{X}	S.D.
1. You are a capable person in this organization	120 (7.2)	1,495 (89.0)	61 (3.6)	4 (0.2)	1 (0)	4.03	0.34
2. You are an important person that leads this organization to be successful	184 (11.0)	1,341 (79.8)	154 (9.2)	1 (0.1)	0 (0)	4.02	0.45
3. Your performance is important and meaningful to this organization	142 (8.5)	1,380 (82.1)	156 (9.3)	2 (0.1)	0 (0)	3.99	0.43
4. Your performance is fast and satisfy the supervisor	41 (2.4)	407 (24.2)	1,230 (73.2)	1 (0.1)	1 (0.1)	3.29	0.51
5. Your performance gets the standard	25 (1.5)	1,425 (84.8)	200 (11.9)	30 (1.8)	0 (0)	3.86	0.43
$\bar{X} = 3.84$		S.D. = 0.80	Min. = 15	Max. = 23			

Table 25 Number and percentage of employees classified by job motivation

Degree of job motivation		Number	Percentage
High	(\bar{X} = 4.21-5.00)	31	1.85
Rather high	(\bar{X} = 3.41-4.20)	1,481	88.15
Uncertain	(\bar{X} = 2.61-3.40)	151	8.99
Rather low	(\bar{X} = 1.81-2.60)	12	0.71
Low	(\bar{X} = 1.00-1.80)	5	0.30
Total		1,680	100.00
\bar{X} = 4.0		S.D. = 1.10	

Table 26 Number, percentage mean and standard deviation classified by job motivation

Job motivation	Strongly agree	Agree	Un certain	Dis agree	Strongly disagree	\bar{X}	S.D.
1. You are proud of your job	28 (1.7)	1,386 (82.5)	245 (14.6)	18 (1.1)	3 (0.2)	3.84	0.44
2. You intend to work by yourself	19 (1.1)	1,512 (90.0)	141 (8.4)	7 (0.4)	1 (0.1)	3.92	0.33
3. You often get admiration from the supervisor	1 (0.1)	158 (9.4)	74 (4.4)	1,435 (85.4)	12 (0.7)	2.23	0.62
4. You are being trusted to work alone	7 (0.4)	1,606 (95.6)	54 (3.2)	12 (0.7)	1 (0.1)	3.98	0.75
5. You feel very satisfactory with your success	32 (1.9)	1,489 (88.6)	145 (8.6)	14 (0.8)	0 (0)	3.92	0.36
\bar{X} = 3.58		S.D. = 1.04	Min. = 12	Max. = 22			

Table 27 Number and percentage of employees classified by job interest

Degree of job interest		Number	Percentage
High	(\bar{X} = 4.21-5.00)	3	0.17
Rather high	(\bar{X} = 3.41-4.20)	156	9.29
Uncertain	(\bar{X} = 2.61-3.40)	1,488	88.57
Rather low	(\bar{X} = 1.81-2.60)	24	1.43
Low	(\bar{X} = 1.00-1.80)	9	0.54
Total		1,680	100.00
\bar{X} = 3.12		S.D. = 1.05	

Table 28 Number, percentage mean and standard deviation classified by job interest

Job interest	Strongly agree	Agree	Un certain	Dis agree	Strongly disagree	\bar{X}	S.D.
1. The present job is interesting	7 (0.4)	1,454 (86.5)	210 (12.5)	7 (0.4)	2 (0.2)	3.89	0.8
2. You are working with your whole heartedly	8 (0.5)	137 (8.2)	1,504 (89.5)	29 (1.7)	2 (0.1)	3.07	0.34
3. The thing that causes you to be nervous comes from the present job	1 (0.7)	142 (8.5)	109 (6.5)	1,423 (84.7)	5 (0.3)	2.23	0.6
4. You pay fullest effort to obtain a success	24 (1.4)	1,459 (86.8)	163 (9.7)	33 (2.0)	1 (0.1)	3.88	0.42
5. You are willing to work over time even though the payment is not worth	2 (0.1)	51 (3.0)	165 (9.8)	1,430 (85.1)	32 (1.9)	2.14	0.48
\bar{X} = 3.04		S.D. = 1.51		Min. = 10		Max. = 23	

Table 29 Number and percentage of employees classified by work values

Degree of work values		Number	Percentage
High	(\bar{X} = 4.21-5.00)	18	1.07
Rather high	(\bar{X} = 3.41-4.20)	1,048	62.38
Uncertain	(\bar{X} = 2.61-3.40)	592	35.24
Rather low	(\bar{X} = 1.81-2.60)	17	1.01
Low	(\bar{X} = 1.00-1.80)	5	0.30
Total		1,680	100.00
$\bar{X} = 3.95$		S.D. = 0.28	

Table 30 Number, percentage mean and standard deviation classified by work values

Work values	Strongly agree	Agree	Un certain	Dis agree	Strongly disagree	\bar{X}	S.D.
1. The present job helps other people to have better livings	24 (1.4)	1,525 (90.8)	112 (6.7)	15 (0.9)	4 (0.2)	3.92	0.36
2. The present payment is reasonable	11 (0.7)	1,535 (91.4)	97 (5.8)	32 (1.9)	5 (0.3)	3.90	0.4
3. The present job is allowing you to make your own decision	14 (0.8)	1,450 (86.3)	194 (11.5)	21 (1.3)	1 (0.1)	3.87	0.4
4. You fell the present job is developing your potentiality	8 (0.5)	56 (3.3)	1,571 (93.5)	35 (2.1)	10 (0.6)	3.01	0.31
5. You fell the present job is developing your potentiality	30 (1.8)	1,546 (92.0)	81 (4.8)	23 (1.4)	0 (0)	3.94	0.34
$\bar{X} = 3.73$		S.D. = 0.58	Min. = 10	Max. = 23			

Table 31 Number and percentage of employees classified by perception of organizational change

Degree of perception of organizational change		Number	Percentage
High	(\bar{X} = 4.21-5.00)	6	0.36
Rather high	(\bar{X} = 3.41-4.20)	737	43.87
Uncertain	(\bar{X} = 2.61-3.40)	900	53.57
Rather low	(\bar{X} = 1.81-2.60)	27	1.61
Low	(\bar{X} = 1.00-1.80)	10	0.59
Total		1,680	100.00
\bar{X} = 3.40		S.D. = 0.31	

Table 32 Number, percentage mean and standard deviation classified by perception of organizational change

Perception of organizational change	Strongly agree	Agree	Un certain	Dis agree	Strongly disagree	\bar{X}	S.D.
1. There is structure change or other many time in your organization in order to compete with competitors	7 (0.4)	135 (8.0)	1,504 (89.5)	28 (1.7)	6 (0.4)	3.06	0.35
2. There will not be any section to be closed	17 (1.0)	63 (3.8)	1,553 (92.4)	37 (2.2)	10 (0.6)	3.02	0.35
3. There is less chance your organization will be merged with another	8 (0.5)	1,451 (86.4)	184 (11.0)	23 (1.4)	14 (0.8)	3.84	0.47
4. The internal change always affects the staff	5 (0.3)	139 (8.3)	1,496 (89.0)	36 (2.1)	4 (0.2)	3.06	0.35
5. There is no plan to increase or decrease the staff in this organization because of well planned	11 (0.7)	1,565 (93.2)	84 (5.0)	19 (1.1)	1 (0.1)	3.93	0.32
\bar{X} = 3.38		S.D. = 0.54		Min. = 10		Max. = 25	

Table 33 Number and percentage of employees classified by perception of organizational policy and management

Degree of perception of Organizational policy and management		Number	Percentage
High	(\bar{X} = 4.21-5.00)	10	0.60
Rather high	(\bar{X} = 3.41-4.20)	567	33.75
Uncertain	(\bar{X} = 2.61-3.40)	1,059	63.03
Rather low	(\bar{X} = 1.81-2.60)	30	1.79
Low	(\bar{X} = 1.00-1.81)	14	0.83
Total		1,680	100.00
$\bar{X} = 3.37$		S.D. = 0.72	

Table 34 Number, percentage mean and standard deviation classified by perception of organizational policy and management

Perception of organizational policy and management	Strongly agree	Agree	Un certain	Dis agree	Strongly disagree	\bar{X}	S.D.
1. This organization has clear regulation and rules	17 (1.0)	47 (2.8)	1,599 (95.2)	16 (1.0)	1 (0.1)	3.14	0.28
2. There is no policy of decreasing staff in this organization	5 (0.3)	44 (2.6)	1,616 (96.2)	13 (0.8)	2 (0.1)	3.02	0.22
3. The management can solve the problems effectively	15 (0.9)	1,605 (95.5)	51 (3.0)	8 (0.5)	1 (0.1)	3.97	0.25
4. The management fairly treats all staff	3 (0.2)	196 (11.7)	1,469 (87.4)	9 (0.5)	34 (2.1)	3.11	0.35
5. You do not like the management policy of this organization	10 (0.6)	203 (12.1)	1,452 (86.4)	13 (0.8)	2 (0.1)	3.22	0.39
$\bar{X} = 3.27$		S.D. = 0.42		Min. = 10		Max. = 25	

Table 35 Number and percentage of employees classified by perception of clear information

Degree of perception of clear information		Number	Percentage
High	(\bar{X} = 4.21-5.00)	13	0.77
Rather high	(\bar{X} = 3.41-4.20)	603	35.90
Uncertain	(\bar{X} = 2.61-3.40)	1,045	62.20
Rather low	(\bar{X} = 1.81-2.60)	14	0.83
Low	(\bar{X} = 1.00-1.80)	5	0.30
Total		1,680	100.00
\bar{X} = 3.45		S.D. = 0.69	

Table 36 Number, percentage mean and standard deviation classified by perception of clear information

Perception of clear information	Strongly agree	Agree	Un certain	Dis agree	Strongly disagree	\bar{X}	S.D.
1. You always receive job information	18 (1.1)	3.5 (2.1)	1,597 (95.1)	20 (1.2)	10 (0.6)	3.02	0.31
2. The information is clear and correct	20 (1.2)	181 (10.8)	1,449 (86.3)	27 (1.6)	3 (0.2)	3.11	0.41
3. Whenever there is any change affecting the staff in this organization the management always keeps informed	37 (2.2)	1,586 (94.4)	36 (2.1)	21 (1.3)	0 (0)	3.98	0.3
4. The information is always updated and interesting	19 (1.1)	41 (2.4)	1,596 (95.0)	21 (1.3)	3 (0.2)	3.03	0.3
5. You often feel confused with the information from this organization	9 (0.5)	1,427 (84.9)	226 (13.5)	17 (1.0)	1 (0.1)	3.85	0.4
\bar{X} = 3.40		S.D. = 0.62		Min. = 7		Max. = 25	

Table 37 Number and percentage of employees classified by perception of job description

Degree of perception of job description		Number	Percentage
High	(\bar{X} = 4.21-5.00)	4	0.24
Rather high	(\bar{X} = 3.41-4.20)	245	14.58
Uncertain	(\bar{X} = 2.61-3.40)	1,304	77.62
Rather low	(\bar{X} = 1.81-2.60)	96	5.71
Low	(\bar{X} = 1.00-1.80)	31	1.85
Total		1,680	100.00
\bar{X} = 3.19		S.D. = 0.43	

Table 38 Number, percentage mean and standard deviation classified by perception of job description

Perception of job description	Strongly agree	Agree	Un certain	Dis agree	Strongly disagree	\bar{X}	S.D.
1. The present job is challenging	10 (0.6)	206 (12.3)	1,436 (85.5)	23 (1.4)	5 (0.3)	3.11	0.4
2. You feel boring with the present job	1 (0.1)	689 (41.0)	201 (12.0)	756 (45.0)	33 (1.9)	2.31	0.69
3. The present job is giving you chance of expressing new initiative	6 (0.4)	1,457 (86.7)	195 (11.6)	22 (1.3)	0 (0)	3.86	0.39
4. The present job makes you to be enthusiastic	1 (0.1)	50 (3.0)	1,588 (94.5)	30 (1.8)	11 (0.7)	3.00	0.28
5. You satisfy with the present job assignment	1 (0.7)	307 (18.3)	1,307 (77.8)	42 (2.5)	13 (0.8)	3.16	0.49

\bar{X} = 3.09

S.D. = 1.34

Min. = 7

Max. = 22

Table 39 Number and percentage of employees classified by perception of organizational relationship

Degree of perception of organizational relationships	Number	Percentage
High ($\bar{X} = 4.21-5.00$)	58	3.45
Rather high ($\bar{X} = 3.41-4.20$)	1,513	90.06
Uncertain ($\bar{X} = 2.61-3.40$)	97	5.77
Rather low ($\bar{X} = 1.81-2.60$)	8	0.48
Low ($\bar{X} = 1.00-1.80$)	4	0.24
Total	1,680	100.00
$\bar{X} = 3.92$		S.D. = 0.54

Table 40 Number, percentage mean and standard deviation of employees classified By perception of organizational relationships

Perception of organizational relationships	Strongly agree	Agree	Un certain	Dis agree	Strongly disagree	\bar{X}	S.D.
1. You are happy with this organization	22 (1.3)	1,491 (88.8)	137 (8.2)	30 (1.8)	0 (0)	3.90	0.39
2. The supervisor treats you well	13 (0.8)	1,413 (84.1)	186 (11.1)	65 (3.9)	3 (0.2)	3.81	0.5
3. Your colleagues treat you well	39 (2.3)	1,435 (85.4)	171 (10.2)	35 (2.1)	0 (0)	3.88	0.44
4. Whenever you face a problem of either job or personnel your supervisor can solve and give advice	14 (0.8)	142 (8.5)	1,473 (87.7)	43 (2.6)	8 (0.5)	3.07	0.4
5. You can coordinate with your colleagues	38 (2.3)	1,511 (89.9)	91 (5.4)	40 (2.4)	0 (0)	3.92	0.41
$\bar{X} = 3.72$		S.D. = 0.58	Min. = 7	Max. = 25			

Table 41 Number and percentage of employees classified by perception of organizational culture

Degree of perception of organizational culture		Number	Percentage
High	(\bar{X} = 4.21-5.00)	30	1.79
Rather high	(\bar{X} = 3.41-4.20)	109	6.49
Uncertain	(\bar{X} = 2.61-3.40)	1,479	88.03
Rather low	(\bar{X} = 1.81-2.60)	40	2.38
Low	(\bar{X} = 1.00-1.80)	22	1.31
Total		1,680	100.00
\bar{X} = 3.12		S.D. = 0.40	

Table 42 Number, percentage mean and standard deviation of employees classified by perception of organizational culture

Perception of organizational culture	Strongly agree	Agree	Un certain	Dis agree	Strongly disagree	\bar{X}	S.D.
1. You colleagues believe only working people will get success	25 (1.5)	27 (1.6)	1,579 (94.0)	48 (2.9)	1 (0.1)	3.02	0.33
2. Your colleagues believe working aims for job advancement	23 (1.4)	1,434 (85.4)	170 (10.1)	50 (3.0)	3 (0.2)	3.85	0.48
3. Your colleagues comment job can be carried out successfully also depends on other people	34 (2.0)	126 (7.5)	1,462 (87.0)	55 (3.3)	3 (0.2)	3.08	0.44
4. Your organization gives importance to the outcome more than working process	17 (1.0)	161 (9.6)	1,457 (86.7)	39 (2.3)	6 (0.4)	3.09	0.41
5. Your colleagues believe capable people can generate	27 (1.6)	41 (2.4)	1,443 (85.9)	166 (9.9)	3 (0.2)	2.95	0.44

\bar{X} = 3.20

S.D. = 0.46

Min. = 7

Max. = 25

Table 43 Number and percentage of employees classified by perception of organizational status and potential

Degree of perception of Organizational status and potential		Number	Percentage
High	(\bar{X} = 4.21-5.00)	8	0.48
Rather high	(\bar{X} = 3.41-4.20)	102	6.07
Uncertain	(\bar{X} = 2.61-3.40)	1,018	60.59
Rather low	(\bar{X} = 1.81-2.60)	530	31.55
Low	(\bar{X} = 1.00-1.80)	22	1.31
Total		1,680	100.00
\bar{X} = 3.10		S.D. = 0.32	

Table 44 Number, percentage mean and standard deviation of employees classified by perception of organizational status and potential

Perception of organizational status and potential	Strongly Agree	Agree	Un certain	Dis agree	Strongly disagree	\bar{X}	S.D.
1. You think at present the status of electronic industry is stable	17 (1.0)	1,509 (89.8)	148 (8.8)	6 (0.4)	0 (0)	3.91	0.32
2. You think the business of electronic industry is good	12 (0.7)	135 (8.0)	1,511 (89.9)	21 (1.3)	1 (0.1)	3.08	0.34
3. Your think electronic industry business has got less affect than other businesses because of economic recession	14 (0.8)	123 (7.3)	1,381 (83.2)	160 (9.5)	2 (0.1)	2.99	0.45
4. You believe some organization in another electronic industry is closed	11 (0.7)	34 (2.0)	1,595 (94.9)	40 (2.4)	0 (0)	3.01	0.26
5. You think this organization still has potentiality of growing	14 (0.8)	53 (3.2)	1,600 (95.2)	13 (0.8)	0 (0)	3.04	0.37

 \bar{X} = 3.21

S.D. = 0.59

Min. = 10

Max. = 23

Table 45 Number and percentage of employees classified by perception of socio-economic conditions

Degree of perception of Socio-economic conditions		Number	Percentage
High	(\bar{X} = 4.21-5.00)	14	0.83
Rather high	(\bar{X} = 3.41-4.20)	479	28.51
Uncertain	(\bar{X} = 2.61-3.40)	989	58.87
Rather low	(\bar{X} = 1.81-2.60)	171	10.18
Low	(\bar{X} = 1.00-1.80)	27	1.61
Total		1,680	100.00
\bar{X} = 3.30		S.D. = 0.37	

Table 46 Number, percentage mean and standard deviation of employees classified by perception of socio-economic conditions

Perception of socio-economic conditions	Strongly agree	Agree	Un certain	Dis agree	Strongly disagree	\bar{X}	S.D.
1. The present economic situation has seriously affected the operation of this organization	1 (0.1)	123 (7.3)	84 (5.0)	1,468 (87.4)	4 (0.2)	2.20	0.36
2. You think the present socio-economic condition has an affect to your employment	4 (0.2)	1,598 (95.1)	43 (2.6)	30 (1.8)	5 (0.3)	3.93	0.85
3. The present socio-economic condition does not much affect to your living	4 (0.2)	70 (4.2)	1,583 (94.2)	19 (1.1)	4 (0.2)	2.03	0.47
4. You are facing with living problem under the present socio-economic condition	6 (0.4)	48 (2.9)	1,160 (69.0)	465 (27.6)	1 (0.1)	2.96	0.46
5. You can adopt yourself to get along with the present socio-economic condition	3 (0.2)	1,509 (89.6)	153 (9.1)	16 (1.0)	2 (0.1)	3.89	0.86
\bar{X} = 3.20		S.D. = 0.71		Min. = 7	Max. = 22		

Table 47 Number and percentage of employees classified by perception of technological advance

Degree of perception of technological advance		Number	Percentage
High	(\bar{X} = 4.21-5.00)	15	0.89
Rather high	(\bar{X} = 3.41-4.20)	987	58.75
Uncertain	(\bar{X} = 2.61-3.40)	646	38.45
Rather low	(\bar{X} = 1.81-2.60)	25	1.49
Low	(\bar{X} = 1.00-1.80)	7	0.42
Total		1,680	100.00
\bar{X} = 3.57		S.D. = 0.52	

Table 48 Number, percentage mean and standard deviation of employees classified by perception of technological advance

Perception of technological Advancement	Strongly agree	Agree	Un certain	Dis agree	Strongly disagree	\bar{X}	S.D.
1. In this organization the management always brings in new technology to replace the workforce	4 (0.2)	142 (8.5)	1,511 (89.9)	20 (1.2)	3 (0.2)	3.07	0.38
2. Training course for employees in this organization will be arranged whenever new technology has been brought in	11 (0.7)	1,362 (81.1)	140 (8.3)	166 (9.9)	1 (0.1)	3.72	0.64
3. You think you have job advancement if you have knowledge of new technology	22 (1.3)	1,486 (88.5)	146 (8.7)	26 (1.5)	0 (0)	3.90	0.69
4. You think you will get protection of being dismissed if you have ability of handling the new technology	6 (0.4)	132 (7.9)	1,512 (90.0)	27 (1.6)	3 (0.4)	3.07	0.33
5. You accept of using new technology in order to increase working effectiveness	34 (2.0)	925 (55.1)	62 (3.7)	659 (39.2)	0 (0)	3.20	0.99

 $\bar{X} = 3.39$

S.D. = 1.02

Min. = 7

Max. = 25

Appendix C

Questionnaire

Subject

The perceptions of job security of employees in the electronics industry in Bangkok

Part 1: General information

Instruction: Please mark ✓ into or fill in the blank your true information as much as possible

1. Sex male female
2. Age.....years
3. Marital status single married divorce/widow
4. Level of Education

<input type="checkbox"/> primary school	<input type="checkbox"/> secondary school
<input type="checkbox"/> high school	<input type="checkbox"/> vocational certificate
<input type="checkbox"/> high vocational certificate	<input type="checkbox"/> diploma
<input type="checkbox"/> bachelor degree	<input type="checkbox"/> others (specify).....
5. Years of service in this organization till now.....years.
6. The present job

Position.....

Section/department.....

Duty.....
7. The present income including salary, over time, extra earning and others amount
.....baht per month.

Instruction: Please mark ✓ into the blank corresponding with your opinion or feeling as much as possible.

Item	Strongly agree	Agree	Un certain	Dis agree	Strongly disagree
Self esteem					
1. You are a capable person in This organization
2. You are a capable person in This organization
3. Your performance is important and meaningful to this organization
4. Your performance is fast and satisfy the supervisor
5. Your performance gets the standard
Job motivation					
6. You are proud of your job
7. You intend to work by yourself
8. You often get admiration from the supervisor
9. You are being trusted to work alone
10. You feel very satisfactory with your success
Job interest					
11. The present job is interesting
12. You are working with your whole heartedly
13. The thing that causes you to be nervous comes from the present job
14. You pay full effort to obtain a success					

Item	Strongly agree	Agree	Un certain	Dis agree	Strongly disagree
15. You are willing to work over time even though the payment is not worth
Work values					
16. The present job helps other people to have better livings
17. The present payment is reasonable
18. The present job is allowing you to make your own decision
19. The present job makes you to feel importance
20. You feel the present job is developing your potentiality					

Part 2: Organizational and contextual information

Instruction: Please mark ✓ into the blank corresponding with your opinion or feeling as much as possible.

Item	Strongly agree	Agree	Un certain	Dis agree	Strongly disagree
Perception of organizational change					
1. There is a structure change or others many time in your Organization in order to compete with competitors
2. There will not be any section to be closed
3. There is less chance your organization will be merged with another
4. The internal change always affects the staff
5. There is no plan to increase or decrease the staff in this organization because of well planned
Perception of organizational policy and management					
6. This organization has clear regulation and rules
7. There is no policy of decreasing staff in this organization
8. The management can solve the problems effectively
9. The management fairly treats all staff

Item	Strongly agree	Agree	Un certain	Dis agree	Strongly disagree
10. You do not like the management policy of this organization
Perception of clear information					
11. You always receive job information
12. The information is clear and correct
13. Whenever there is any change affecting the staff in this organization the management always keeps informed
14. The information is always updated and interesting
15. You often feel confused with the information from this organization
Perception of job description					
16. The present job is challenging
17. You feel boring with the present job
18. The present job is giving you chance of expressing new initiative
19. The present job makes you to be enthusiastic
20. You satisfy with the present job assignment

Item	Strongly agree	Agree	Un certain	Dis agree	Strongly disagree
Perception of organizational relationships					
21. You are happy with this organization
22. The supervisor treats you well
23. Your colleagues treat you ell
24. Whenever you face a problem of either job or personnel your supervisor can solve and give advice
25. You can coordinate with your colleagues
Perception of organizational culture					
26. Your colleagues believe only working people will get success
27. Your colleagues believe working aims for job advancement
28. Your colleagues comment job can be carried out successfully also depends on other people
29. Your organization gives importance to the outcome more than working process
30. Your colleagues believe capable people can generate					

Item	Strongly agree	Agree	Un certain	Dis agree	Strongly disagree
Perception of organizational status and potential					
31. You think at present the status of electronic industry is stable
32. You think the business of electronic industry is good
33. Your think electronic industry business has got less affect than other businesses because of economic recession
34. You believe some organization in another electronic industry is closed
35. You think this organization still has potentiality of growing
Perception of socio-economic conditions					
36. The present economic situation has seriously affected the operation of this organization
37. You think the present socio-economic conditions have an affect to your employment
38. The present socio-economic conditions does not much affect to your living
39. You are facing with living problem under the present socio-economic conditions					

Item	Strongly agree	Agree	Un certain	Dis agree	Strongly disagree
40. You can adopt yourself to get along with the present socio-economic conditions
Perception of technological advance					
41. In this organization the management always brings in new technology to replace the workforce
42. Training course for employees in this organization will be arranged whenever new technology has been brought in
43. You think you have job advancement if you have knowledge of new technology
44. You think you will get protection of being dismissed if you have ability of handling the new technology
45. You accept of using new technology in order to increase working effectiveness					

Part 3: The perceptions of job security

Instruction : Please mark ✓ into the blank corresponding with your opinion or feeling as much as possible.

Item	Strongly agree	Agree	Un certain	Dis agree	Strongly disagree
Employment security					
1. You feel the present job is secured. So you don't want to find a new one
2. You are sure as long as your performance is good your career will maintain
3. There is less chance of being dismissed without guilty
4. This organization gives firm guarantee for you
5. In general you feel very much secured in your employment
Economic security					
6. You are satisfied with the present earning
7. You receive enough income for living
8. The earning is reasonable
9. Welfare is a factor assuring you of living security feeling
10. You are ready to change the job if the new job give you higher earning					

Item	Strongly agree	Agree	Un certain	Dis agree	Strongly disagree
Social security					
11. You get a good treatment according to the Labor Protection Act
12. The working conditions e.g. light, ventilation, temperature etc. are good and make you work comfortably
13. You feel the present job might cause you danger arising from accident or easily infect a disease
14. You are well informed regarding to your own benefits
15. You are highly satisfied with Working protection
Mental security					
16. This organization supports you to get job advancement such as continuing education, training courses
17. You get a chance of promotion
18. Job advancement mainly depends on performance
19. You think the present job will enable you to be more well-being
20. You are satisfied with the progress of this job					

Part 4: Information of strengthening the perceptions of job security

1. Do you presently take any action in strengthening the perceptions of job security for yourself? If yes, how?

No action because

Yes by

try to get a new more stable job

look for a sideline

save money

study to get more knowledge

take outside training to get more skills

others (specify)

2. How does the organization management take a role in strengthening the perceptions of job security for the employees in such organization ?

.....
.....
.....
.....

3. How does the government or government organization take a role in strengthening the perceptions of job security for the private employees?

.....
.....
.....
.....

Interviewing of management

Subject

The perceptions of job security

- Instruction :**
1. The object to this interview is to study the perceptions of job security of private sector employees in the electronics industry in Bangkok. The obtained data are for arranging the thesis of doctoral degree at Mahidol University and the result of study will be used as a method to support the perceptions of job security of employees go on.
 2. The result of interview will be generally analyzed.

Part 1. General data

1. Organization name.....
 Location.....

2. Business type (product)

3. Legal registration
 - Individual
 - Partnership/Limited partnership
 - Company Limited
 - Others (specify)
4. Joint venture / share holding status
 - Completely Thai
 - Foreign company or foreign subsidiary
 - Foreign joint venture
5. Registered capital.....Baht.
6. Operating period.....Years.

7. Investment promotion privilege

- Never
- Ever but invalid
- Still valid

8. Exportation

- None
- Yes

9. Number of employees.....persons

Male.....Persons Female.....persons

10. Employees education

- Primary graduation.....persons
- Secondary graduation.....persons
- Vocational graduation.....persons
- High vocational graduation/Diploma.....persons
- Bachelor degree.....persons
- Higher bachelor degree.....persons

Part 2. Data about job security

1. How does your organization conduct to support the business security?

- No action because.....
- Yes action by (more than one answer is possible)
 - To develop the production effectiveness
 - To develop the product quality
 - To seek more new distribution channel
 - To joint with foreign company
 - To support more skill development for employees
 - To economize/reduce unnecessary expenses
 - Others (specify).....

2. Does your organization conduct to support the skill development for the employees?

- Yes
- No

If yes what method do you use

- Arrange in house training course.....times a year

What are about training courses / substances / period?

.....

.....

.....

.....

- To send employees to outside training / skill training with government institute.....times a year

What are about training courses / details / period / institute?

.....

.....

.....

.....

To send employees to outside training / skill training with private institute
.....times a year

What are about training courses / details / period / institute?

.....
.....
.....
.....

To send employees to visit both domestic and abroad.....times a
year Where?

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.....
.....
.....

To support employees to continue education

Others (specify).....

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3. How does your organization conduct to support job security for the employees?

Employment security

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Economic security

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Social security

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Mental security

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.....
.....
.....

4. Do you think how government take a role to support job security for the employees and private organization?

.....
.....
.....
.....

BIOGRAPHY



NAME	Mr. Chet Ratchadapunnathikul
DATE OF BIRTH	15 March 1968
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INSTITUTIONS ATTENDED	Ramkhamhaeng University Bachelor of Arts (Political Science) Thammasat University Bachelor of Laws National Institute of Development Administration Master of Public Administration (Human Resource Management) Mahidol University Doctor of Education (Population Education)
POSITION & OFFICE	Legal Counsellor & Business