

**Thesis Title** Supervisor's Roles as Perceived and Expected by Subordinates  
and Their Satisfaction with Supervision.

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## ABSTRACT

The present research had 3 objectives, namely, to study (1) Supervisor's roles as perceived and expected by subordinates, (2) The relationship between the discrepancy of supervisor's roles as perceived and expected by subordinates, (3) The relationship between satisfaction with supervision and employee job satisfaction.

The sample were 155 employees of Chiangmai and Lampang Telephone Service Organization. The research materials consisted of 4 measures : (1) Demographic data questionnaire, (2) Scale for measuring supervisor's roles, (3) Scale for measuring satisfaction with supervision, (4) Employee job satisfaction scale.

Four hypotheses were proposed, the results were as follows.

**Hypothesis 1.** Employee who have different demographic characteristics perceive and expect supervisor's roles differently.

This hypothesis was partially accepted. That is employees who had different sex and occupational duties had significant difference of perceived supervisor's roles at .05 level. However, employees who had different age, educational level, and job tenure had no significant difference of perceived supervisor's roles. In addition, employees who had different sex, age, educational level, occupational duties, and job tenure had no significant difference of expected supervisor's roles.

**Hypothesis 2.** Supervisor's roles as perceived and expected by subordinates are different in all four areas.

This hypothesis was accepted. Supervisor's roles as perceived and expected by subordinates in all four areas differed significantly at .001 level.

**Hypothesis 3.** There is a negative relationship between the discrepancy of supervisor's roles as perceived and expected by subordinates.

This hypothesis was confirmed. The significant negative relationship between these two variables was found at .001 level (  $r = - 0.64$  ).

**Hypothesis 4.** There is a positive relationship between satisfaction with supervision and employee job satisfaction.

This hypothesis was supported. The significant positive relationship between these two variables was found at .001 level (  $r = 0.60$  ).