

**FACTORS AFFECTING JOB SATISFACTION OF
CORRECTIONAL OFFICERS IN THE BANGKOK REGION**



KHOMDEJ CHANSANGSAWANG

อภินันท์นาการ
จาก
บัณฑิตวิทยาลัย มหาวิทยาลัยมหิดล

**A THESIS SUBMITTED IN PARTIAL FULFILLMENT
OF THE REQUIREMENTS FOR THE
DEGREE OF MASTER OF ARTS
(CRIMINOLOGY AND CRIMINAL JUSTICE)
FACULTY OF GRADUATE STUDIES
MAHIDOL UNIVERSITY**

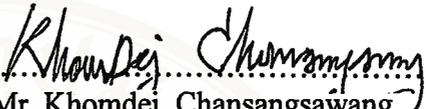
2000

ISBN 974-663-944-7

COPYRIGHT OF MAHIDOL UNIVERSITY

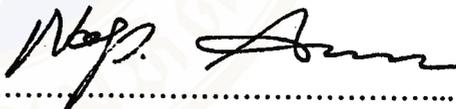
Thesis
entitled

**FACTORS AFFECTING ON JOBSATISFACTION OF
CORRECTIONAL OFFICERS IN THE PROSONIN
BANGKOK ANCIVINITY REGION**


.....
Mr. Khomdej Chansangawang
Candidate


.....
Asst. Prof. Chankanit K. Suriyamanee, M.A.
Major-advisor


.....
Asst. Prof. Juan Chaisuwan, M.S.
Co-advisor


.....
Asst. Prof. Nop Kanjanagunti, M.S.
Co-advisor


.....
Assoc. Prof. Pol. Col. Pisan Mookjang, M.A.,
Cert. in Crime Prevention
Co-advisor


.....
Prof. Liangchai Limlomwongse,
Ph.D.
Dean
Faculty of Graduate Studies


.....
Asst. Prof. Chankanit K. Suriyamanee, M.A.
Chairman
Master of Arts Programme
in Criminology and Criminal Justice
Faculty of Social Sciences and Humanities

Thesis
entitled

**FACTORS AFFECTING ON JOBSATISFACTION OF
CORRECTIONAL OFFICERS IN THE PROSONIN
BANGKOK ANCIVINITY REGION**

was submitted to Faculty of Graduate Studies, Mahidol University
for the degree of Master of Arts (Criminology and Criminal Justice)

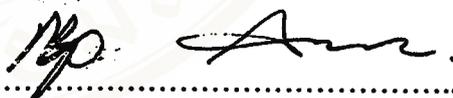
on

May 31 2000


.....
Mr. Khomdej Chansang
Candidate


.....
Asst.Prof. Chankanit K. Suriyamane, M.A.
Chairman


.....
Asst.Prof. Juan Chaisuwan, M.S.
Member


.....
Asst.Prof. Nop Kanjanagunti, M.S.
Member


.....
Asst.Prof. Lamduan Srimanee, Ph.D.
Member


.....
Prof. Liangchai Limlomwongse,
Ph.D.
Dean
Faculty of Graduate Studies
Mahidol University


.....
Assoc.Prof. Jiraporn Chuckpaiwong, M.A.
Acting Dean
Faculty of Social Sciences and Humanities
Mahidol University

4137479 SHCJ/M : MAJOR: CRIMINOLOGY AND CRIMINAL JUSTICE;
M.A. (CRIMINOLOGY AND CRIMINAL JUSTICE)

KEY WORDS : JOB SATISFACTION /CORRECTIONAL OFFICERS

KHOMDEJ CHANSANGSAWANG: FACTORS AFFECTING JOB SATISFACTION OF CORRECTIONAL OFFICERS IN THE BANGKOK REGION. THESIS ADVISORS: CHANKANIT K. SURIYAMANEE, M.A., JUAN CHAISUWAN, M.S., NOP KANJANAGUNIT, M.S., 160 p. ISBN 974-663-944-7-

The objectives of the study are to obtain the factors affecting job satisfaction of correctional officials in independent-zone prisons. The subjects were 490 correctional official working in independent-zone prisons.

The subjects were selected by simple random sampling. The data were collected via questionnaires. The results of the study are summarized as follows:

1. The social background of the subjects: most of the subjects are male, 35-47 years old, hold the secondary school or lower vocational school certificate, married, earn a salary about 9,106 baht, work as PC4 correctional officials, have been in service for less than 13 years, never had on internal transference, and did not transfer from other agencies.

2. The correctional officials had job satisfaction in different aspects as follows: relationship with immediate superiors and subordinates, relationship with colleagues, job achievement, policies and administration, job advancement, job security, fringe benefits, working conditions, and salary or remuneration. In brief the correctional officials had moderate job satisfaction on the whole.

3. The correctional officials with different social backgrounds regarding: sex, age, education, marital status, religion, salary, present position, position class, years of services and prisons had different job satisfaction.

4137479 SHCJ/M : สาขาวิชา: อาชญาวិทยาและงานยุติธรรม; สค.ม.

(อาชญาวิทยาและงานยุติธรรม)

คมเดช จันทรวงศ์สว่าง : ปัจจัยที่มีผลต่อความพึงพอใจเจ้าหน้าที่ราชทัณฑ์ในเขตอิสระ (FACTORS AFFECTING ON JOB SATISFACTION OF CORRECTIONAL OFFICERS IN THE BANGKOK REGION) คณะกรรมการควบคุมวิทยานิพนธ์ : ชาญคณิต ก. สุริยะมณี, สค.ม., จวน ไชยสุวรรณ, M.S., นภ กาญจนกันติ, M.S., 160 หน้า ISBN 974-663-9447

ในการศึกษาวิจัยครั้งนี้ มีวัตถุประสงค์เพื่อศึกษาสภาพความพึงพอใจในการปฏิบัติงานเขตเจ้าหน้าที่ราชทัณฑ์ในเขตอิสระ และเพื่อศึกษาถึงปัจจัยต่างๆ ที่มีผลต่อความพึงพอใจในการปฏิบัติงานของเจ้าหน้าที่ราชทัณฑ์ กลุ่มตัวอย่างได้แก่ เจ้าหน้าที่ราชทัณฑ์ที่ปฏิบัติหน้าที่อยู่ในเรือนจำอิสระต่างๆ ในเขตอิสระ จำนวน 7 เรือนจำ จำนวนทั้งสิ้น 490 คน เก็บข้อมูลโดยใช้แบบสอบถาม ผลการวิจัยสรุปได้ดังนี้

1. กลุ่มตัวอย่างส่วนใหญ่เป็นเพศชายมีอายุในช่วง 35-47 ปี มีการศึกษาระดับชั้นมัธยมศึกษาหรือ ปวช. สมรสแล้ว ได้รับเงินเดือนประมาณ 9,106 บาท ตำแหน่งเจ้าหน้าที่ราชทัณฑ์ระดับ 4 มีอายุราชการไม่เกิน 13 ปี ไม่เคยโยกย้ายหรือสับเปลี่ยนตำแหน่งภายในกรมราชทัณฑ์ และไม่ได้มาจากหน่วยงานอื่น
2. กลุ่มตัวอย่างมีความพึงพอใจในการปฏิบัติงานในด้านต่างๆ เรียงจากมากไปหาน้อย ดังต่อไปนี้ ด้านความสัมพันธ์กับผู้บังคับบัญชาและผู้ใต้บังคับบัญชา ด้านความสัมพันธ์กับเพื่อนร่วมงาน ด้านความสำเร็จในงาน ด้านนโยบายและการบริหาร ด้านความก้าวหน้าในงาน ด้านความมั่นคงปลอดภัยในงาน ด้านสวัสดิการ ด้านสภาพแวดล้อมในการทำงาน ด้านค่าจ้างหรือเงินเดือน โดยมีความพึงพอใจในการปฏิบัติงานโดยรวมอยู่ในระดับปานกลาง
3. เจ้าหน้าที่ราชทัณฑ์ที่มีภูมิลำเนาตั้งถิ่นฐานในด้านเพศ อายุ ระดับการศึกษา สถานภาพสมรส ศาสนา รายได้ ตำแหน่ง ระดับ (ซี) อายุราชการ เรือนจำ ต่างกัน มีความพึงพอใจในการปฏิบัติงานโดยรวมต่างกัน

Acknowledgements

I am very grateful to all that have contributed to the completion of this thesis

First of all, Assis. Chankanit K.Suriyamanee, thesis advisor, Assis. Juan Chaisuwan, Assis. Nop Kanjanagunti , Dr.Lamduan Srimanee, thesis co-advisors, and the thesis defense examination committee, who have been enormously helpful, suggesting important revisions of each chapter. I also wish to thank Deputy General Director of the Department of Corrections, Mr. Somboon Prasobnet, the expert of the Department of Correction, Mr. Nuttee Jitsawang, the commander of the Bangkok Remand Prison, Mr. Arthit Ponthong and Pol. Colonel Pisan Mookjang for their encouragement which has been a necessary condition of the thesis completion, their patience and their constructive criticisms are what I feel indebted to.

Finally, I would like to record my gratitude to Mahidol University, my parents, my professors, and friends for their generous help with this thesis.

Khomdej Chansangsawang

CONTENTS

	Page
ACKNOWLEDGEMENT	iii
ABSTRACT	iv
CONTENTS	vii
LIST OF TABLES	ix
CHAPTER	
I INTRODUCTION	
1.1 Nature of the Problems	1
1.2 Objectives of the study	3
1.3 Scope of the study	4
1.4 Definition of terms	4
1.5 Variables of the study	5
1.6 Level of measurement	5
1.7 Conceptual Framework	7
1.8 Hypothesis of the study	7
1.9 Benefits of the study	8
II LITERATURE REVIEW	
2.1 Organization Structure	9
2.2 Roles, authority, duty and responsibility of warders	10
2.3 Job Satisfaction	14
2.4 Related Research	27
III RESEARCH METHODOLOGY	
3.1 Population and sample	31
3.2 Instrument of the study	31
3.3 Questionnaire Developing Process	31
3.4 Data Collection	32
3.5 Data Analysis	32
3.6 Statistics	32

CONTENTS (cont.)

CHAPTER	Page
IV RESULTS	
4.1 Backgrounds of the samples	33
4.2 Job Satisfaction	38
4.3 Hypotheses Testing	66
V DISCUSSION	138
VI CONCLUSION AND RECOMMENDATIONS	
6.1 Population and samples	141
6.2 Objectives of the study	141
6.3 Summary of the study	141
6.4 Recommendations for further study	144
BIBIOGRAPHY	146
APPENDIX	148
BIOGRAPHY	155

LIST OF TABLES

Table	Page
1. Statistical numbers of the imprisonment throughout the country, which are categorized by types of punishment. Surveyed on Sep.30, 1999	1
2. The numbers of transference and resignations of the Correctional Department officials	3
3. Percentages of the subjects classified by personal background of the subjects	35
4. Job satisfaction in salary or remuneration	39
5. Job satisfaction in working conditions	42
6. Job satisfaction of the relationship with colleagues	45
7. Satisfaction of the relationship with immediate superiors and subordinators	47
8. Job satisfaction of job security	49
9. Job satisfaction of job advancement	51
10. Job satisfaction of fringe benefits	54
11. Job satisfaction in work achievement	58
12. Job satisfaction of policies and administrations	62
13. An analysis of variance of satisfaction of salary or remuneration	70
14. An analysis of multiple classification of satisfaction of salary or Remuneration as classified by personal backgrounds of the subjects	71
15. An analysis of variance of satisfaction of working conditions classified By personal backgrounds of the subjects	77
16. A multiple classification analysis of the satisfaction of working conditions classified by the personal background of the subjects	78
17. An analysis of variance of satisfaction of the relationship of colleagues classified by the personal background of the subjects	84
18. A multiple classification analysis of the satisfaction of the relationship With colleagues as classified by the personal background of the subjects	85

LIST OF TABLES

Table	Page
19. An analysis of variance of satisfaction of relationship with immediate superiors and subordinators	92
20. A multiple classification of satisfaction of the relationship with immediate superiors and subordinators as classified by the personal background of the subjects	93
21. An analysis of variance of satisfaction of job security classified by the personal background of the subjects	99
22. A multiple classification analysis of satisfaction of job security as classified by the personal background of the subjects	100
23. An analysis of variance of satisfaction of job advancement classified by the personal background of the subjects	106
24. A multiple classification analysis of satisfaction of job security as classified by the personal background of the subjects	107
25. An analysis of variance of satisfaction of fringe benefits classified by the personal background do of the subjects	113
26. A multiple classification analysis of satisfaction of fringe benefits classified by the personal background of the subjects	114
27. An analysis of variance of satisfaction of job achievement classified by the personal background of the subjects	120
28. A multiple classification analysis of satisfaction of job achievement as classified by the personal background of the subjects	121
29. An analysis of variance of satisfaction of policies and administration classified by the personal background of the subject	127
30. A multiple classification analysis of satisfaction of policies and administration as classified by the personal background of the subjects	128
31. A total analysis of variance of satisfaction of all aspects, classified by the personal background of the subject	134
32. The total multiple classification analysis of job satisfaction as classified by the personal background of the subjects	135

Chapter 1

Introduction

1.1 Nature of the Problems

It is widely accepted that social condition and changing economy affect crime problem in Thai society. We can see that through the year 1999, many types of crime, in total, are in their to increase both in number and severity. The statistic figures gained from the Correction Department is one of the examples showing that the number of inmates, prisoners and the incarcerations between the past September and November have been increase from 205,340, to 209,070, as show in table 1.

Table 1 Statistic numbers of those imprisoned through out the country, which are categorized by types of punishment. Surveyed on Sep.30, 1999

Type	Male	Female	Total	Percentage(%)
1. inmates	167,534	32,139	199,673	97.24
2. prisoners	33	1	34	0.02
3. incarceration	5,053	580	5,633	2.74
total	172,620	32,720	205,340	100

Survey on Oct.31,1999

Type	Male	Female	Total	Percentage(%)
4. inmates	169,172	32,824	201,996	97.43
5. prisoners	30	1	31	0.01
6. incarceration	4,768	533	5,301	2.56
total	173,970	33,358	207,328	100

surveyed on November 30,1999

Type	Male	Female	Total	Percentage(%)
7. inmates	170,557	33,280	203,837	97.50
8. prisoners	29	1	30	0.01
9. incarcerated	4,707	496	5,203	2.49
total	175,293	33,777	209,070	100

Moreover , in 1999 there was the Royal amnesty to thousands of prisoners to mark His Majesty The King's sixth cycles. The problem is many of those released prisoners will be exposed to recidivism due to the fact that they are not accepted by Thai society and cannot lead normal life and get a job. This would bring the numbers of the prisoners even higher and a heavy burden would unavoidably fall on any concerning organization to find preventive measure and possible solutions.

The Correctional Department is the last frontier to deal with the problem, according to Brantingham and Faust (Brantingham and Faust,1976:20) who considered the tertiary prevention as the last frontier of the most preventive action. There are many measures employed in this prevention stage and one thing that is not less important than others is "incarceration". This is based on control, limiting people with the opportunities to do the wrong thing and withholding them from doing anything wrong.

Nevertheless, achieving this goal depends mainly on the performance of warders or correctional authorities, so these people must be alerted in every respects ranging from their health, their standard of living, their shelters, their career prosperity, their career security as well as morale and job satisfaction. Pegors and Myers, 1972 (cited in Somkid Sappaiyoung, 1982:5) stated that job satisfaction in the organization personnel is one of the most important factors. Without the personnel's job satisfaction, the organization would meet a lot of morale difficulties which would decrease their performance and would work out the other way. In addition, this would be accompanied by the problem of the coming and leaving of employees which brings diagnostic problems to the administrators and the loss to the organization.

Although the Correction Department realizes the problems and know that the solutions to the problems can be many things : human resource development; ethic inculcate into moral consideration of promotion; providing in-service training continually. Still, there are frequent incidents of resignation, transposition, and transference, especially among those who are university graduates. The statistic figures of the Correctional Department showing the numbers of transference and resignations of the department officials from 1992-1994 which are 145,158 and 153 in that period. See table 2

Table 2 The numbers of transference and resignations of the Correctional Department officials

Year	transference	resignations	total
2535	92	53	145
2536	108	50	158
2537	102	51	153

For all of the aforementioned facts the researcher would like to study job satisfaction of warders or correctional officers and other factors affecting their job satisfaction to gain possible approaches to improve their performance concerning watching prisoners and to improve themselves in sense of efficiency and effectiveness which will later benefit their task of crime prevention in Thai society.

1.2 Objectives of the study

1.2.1 : To obtain the job satisfaction of correctional officials in the independent zone prison of the Department of Corrections

1.2.2 : To obtain the satisfaction of correctional officials in the independent zone prisons

1.3 Scope of the study

This study was managed to obtain affecting factors of job satisfaction of correctional officials (warders) working in independent zone prisons in Bangkok Metropolitan, including

- Bangkok District Prison
- Klongprem Central Prison
- Bang Khwang Central Prison
- Thanburi District Prison
- Central Correctional Institution
- Central Women Correctional Institution
- Central Rehabilitation Correctional Institution
- Central Young Men Correctional Institution

1.4 Definitions

WARDERS : C.1 – C.5 officials employed by the Department of corrections who are in charge of the prisoners in prisons including Bangkok Metropolitan District Prison, Klongprem Central Prison , Bongkwang Central Prison, Thonburi District Prison , Central Women Correctional Institution, Central Rehabilitation Correctional Institution and Central Young Men Correctional Institution.

INDEPENDENT-ZONE PRISONS : Any prisons mentioned in 1.4.1 which is directly under the jurisdiction of the Department of Corrections.

AFFECTING FACTORS : All social factors including income, job benefits, years of service, position, rank and other factors, from getting promotion, transference, relationship with colleagues, and relationship with immediate superiors, which affects the job satisfaction of the warders.

JOB SATISFACTION : Attitudes, or feelings, of the C1 to C5 warders working in all prisons or correctional institution mentioned above regarding factors of job satisfaction such as welfare and fringe benefits, working condition, remuneration and salary, relationship with colleagues, relationship

with immediate superiors, career security, career prosperity, career success, policy, and administration.

CAREER SECURITY; the guarantee to be legally protected from unfair treatment, transference, deposition or dismissal from work without sufficient reason.

CAREER PROSPERITY ; getting a raise in salary, getting higher position, getting enough in - service training, upgrade in induction, observation tours, and seminars.

WELFARE AND FRINGE BENEFITS; Salary, allowance, dividend fringe benefits provided by the employee such as : medical few, cooperation dividends, recreation, accommodation, (food and employee's canteen), holidays and leave taking, and, lastly, the outside contact.

RELATIONSHIP WITH COLLOGUES; Receiving assistance and co-operation from colleagues both in their own agency other agencies

RELATION SHIP WITH IMMEDIATE SUPERIORS; The way in which the warders are related to their immediate superior any similarity or correspondence or contrast between them

WORKING CONDITION : All office equipments and facilities which facilitate one's work, such as : surroundings, comfortable hygiene, accident precautions, inter communication, pollution – free conditions, and serenity.

CAREER ACHIEVEMENT; Success in work, with the ability to solve problems and to adopt tactful preventive measures for current and future problems.

1.5 Variables

There are 2 variables applied in this study which are

1.5.1 : Independent variable factors of the social background of correctional officials. These factors are sex, age, education, marital status, religions, salary, present, position, position class, years of services, and prison where employed

1.5.2 : Dependent variable job satisfaction concurring the following aspects :

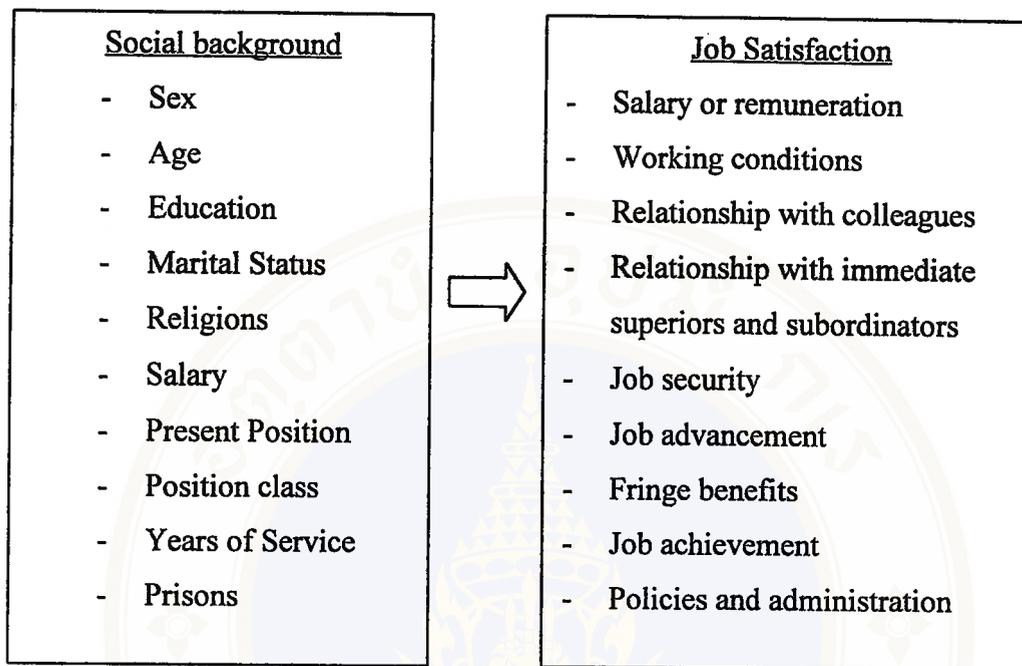
- Salary or remuneration

- Working conditions
- Relationship with colleagues
- Relationship with immediate superiors and subordinates
- Job security
- Fringe benefits
- Job achievement
- Policies and administration

1.6 Level of Measurement

Variables	Measurement Level
<u>Independent Variable</u>	
- Sex	nominal
- Age	nominal/interval
- Education	nominal
- Marital Status	nominal
- Religions	nominal
- Salary	nominal/interval
- Present Position	nominal
- Position class	nominal
- Years of Service	nominal/interval
- Prisons	nominal
<u>Dependent Variable</u>	
Job Satisfaction	interval

1.7 Conceptual Framework



1.8 Hypothesis of the Study

In this study, 10 hypotheses have been set as follows.

1.8.1 : The correctional officials with different social background have different job satisfaction concerning salary or remuneration.

1.8.2 : The correctional officials with different social background have different job satisfaction concerning working conditions.

1.8.3 : Hypothesis; that correctional officials with different social background have different job satisfaction concerning relationship with colleagues,.

1.8.4 : Hypothesis; that correctional officials with different social background have different job satisfaction concerning relationship with unmediated superiors and subordinates.

1.8.5 : Hypothesis, that correctional officials with different social background have different job satisfaction concerning job security.

1.8.6 : Hypothesis, that correction officials with different social background have different job satisfaction concerning job advancement.

1.8.7 : Hypothesis; that correctional officials with different social background have different job satisfaction concerning fringe benefits.

1.8.8 : Hypothesis; that correctional officials with different social background have different job satisfaction concerning job achievement.

1.8.9 : Hypothesis; that correctional officials with different social background have different job satisfaction concerning policies and administration.

1.8.10 : Hypothesis; that correctional officials with different social background have different job satisfaction on the whole.

1.9 Benefits of the study

1.9.1 Job satisfaction of warders working in Bangkok metropolitan correctional institution will be known.

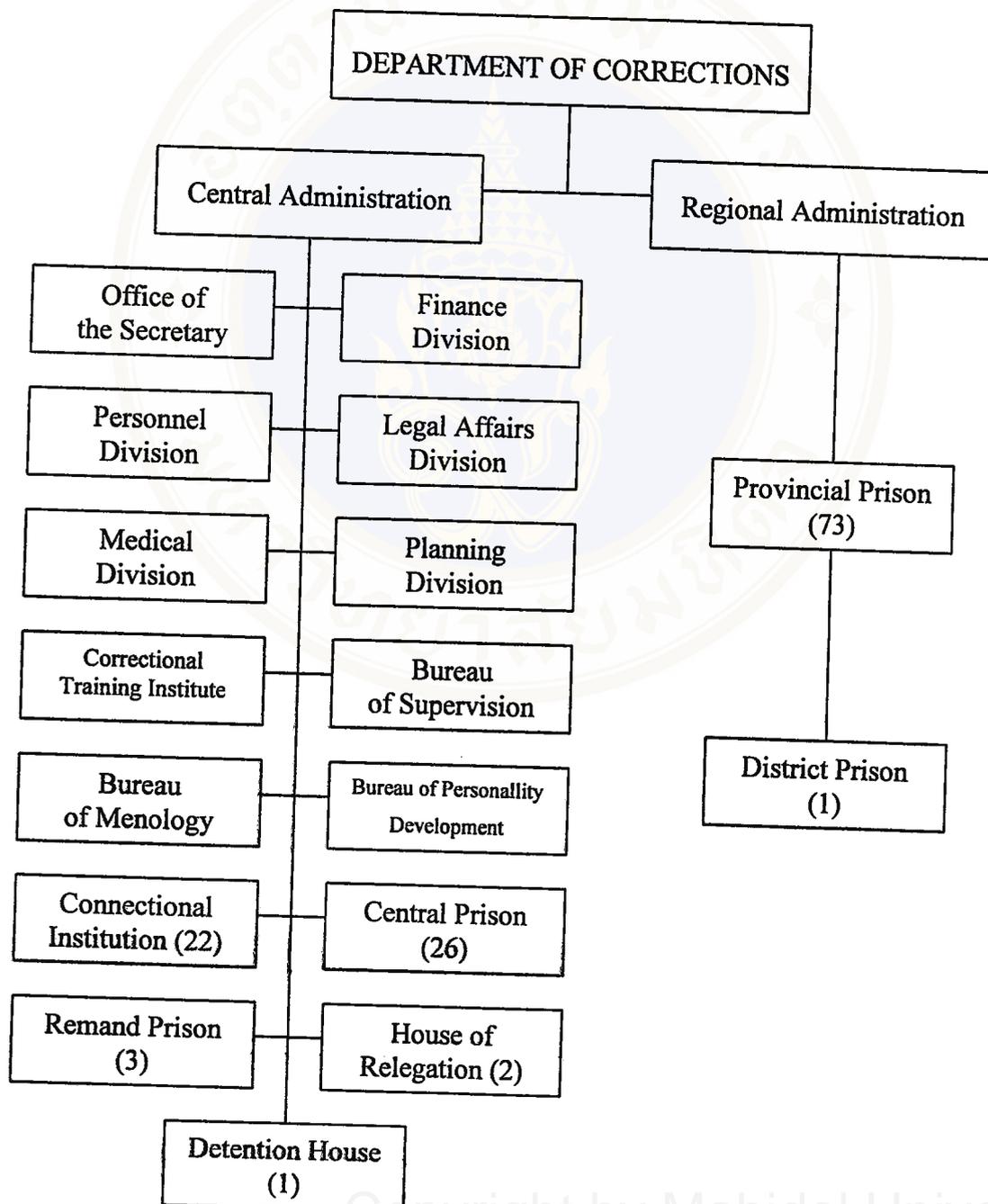
1.9.2 Factors affecting the mentioned job satisfaction will be known.

1.9.3 The preventive approaches and the solutions to the problem can be obtained.

Chapter II

Literature Review

2.1 Organization Structure



2.2 Roles, authority, duty and responsibility of warders

1. Meaning of “authority”, “duty”, “responsibility” and warders.

According to 2525 B.E. Rajbanditsatan Thai Dictionary, “Authority” means the ability, power, or right to control and command. “Duty” mean the right thing to do, or cycles of business responsibility.

Warders

Previously, the Correctional Department had issued the edit numbered 950/2523, on Sep 15, 1980, that spirant grade 1, 2, and 3 regular civil officials and irregular civil officials and irregular officials to hold position of “warders” however. The edit was abolished later, and replaced by the 735/2535 edit issued on September 16, 1992 promoting grade 1-4 regular civil officials and irregular civil official servicing in prisons or correctional institutions only to bold the position of “warder”. Those other serving in other sections of the department are not “warders”. In addition to these warders”, who are appointed by the correctional Department, there are “special worker” who are not subject to the department but promoted by the prison commander on the basis of the correctional department’s rules and regulations holding full authority over the department appointed or regular warders, as defined in the ministerial regulations issued accordingly to measure 58 of 2479 Correctional Acts, item 22. Apart from these 2 types of warders, item 24 of ministerial regulations has stated that accountants, other specialists, accountants, general subjects, can be obtained through recruitment process organized by the department to meet the need of the department.

The successful candidates will be filled in the prison staff to serve in their area they are knowledgeable. However, they can be assigned to hold extra responsibility if necessary.

2. Warder's duty

According to the ministerial regulations of The Interior Ministry, Section 58 of 2479 BE Correctional Act, item 21, warders are prison staff next to the governments of a jail and hold the following responsibilities:

1. The responsibility defined in the ministerial regulation numbered 6-11 based on 2479 B.E Correctional Acts section 58, Warders are responsible for :

- 1.1 : To keep in mates in custody and discipline them.
- 1.2 : To prevent the inanities, rules infractions, and escape.
- 1.3 : To take responsibility of the inmates 'work force'
- 1.4 : To provide education and traning programs for to the inmates.
- 1.5 : Take case of inmate hygiene and sanitary conditions.
- 1.6 : To provide the inmates with the opportunity to make complaints.
- 1.7 : To take orders of the immediate superior.
- 1.8 : To Give assistance to other warders when there are inmate revolt against them, or crimes commited, and to report the event to other warders

3. Warders on Duty

Warders are assigned to accede to the ministerial rules of the Ministry of Interior issued on section 58 of 2479 BE. Correction Acts. There are 8 items all together : The aforementioned job comes together with the sense of responsibility. To attain the effectiveness, warders must be knowledgeable enough of what they have to do as discussed further.

1. The warders have to treat any inmates equally, without favoritism, and may not partially treat anyone because of unproven reward. Warders should make themselves respectable to all inmates and talk to the inmates with suitable language.

(or they will be considered guilty according to 2482 B.E. Correctional official Disciplinary rules, section 7) Warders cam be sympathetic to the inmates on the basis of being human, but not enough to be considered friends. The most important thing is that warders must not unjustly treat the inmates for fear of the revenge that will ruin the good relationship.

To keep order among the inmates, warders must thoroughly understand rules and regulation and the punishment when those rules and regulations have been broken. The punishment for disciplinary offences are defined in 2479 B.E. Correction Acts and the ministerial rules issued. in accordance with 58 section of 2479 B.E. Correctional Acts as follows:

Section 35 : If anyone has violated the disciplinary rules, the warders are to thoroughly consider most suitable, as listed:-

- (1) Probation
- (2) Deferring promotion of classes for a certain period of time.
- (3) Degrading of class
- (4) Deprivation of permission to be visited, except those cases mentioned in section 8 of the original code.
- (5) Reduction or suspension of a whole or partial benefit
- (6) Solitary confinement not exceeding 3 months.

Solitary confinement :

- (7) Dark solitary, not exceeding 2 days a week under medical approval.
- (8) Whipping, not exceeding 20 times; once under medical supervision with 30 days interval before the next whipping
- (9) Reduction of good time allowance.

All cases and conditions for the above punishments have been defined in the ministerial rules, item 104, as follows:

Probation is the punishment for

1. misdemeanor offence, and
2. inmates who feel guilty for what they have done and show contrite expression.

Item 106. Deprivation of permission to be visited, or to receive communication is the punishment for :

1. Violating rules and regulation concerning getting visited or communication
2. Attempting to escape or escaping but retrieved later
3. Bringing in the prison or possession of a forbidden thing.

Item 107 : Deferring promotion of classes is the punishment for,

- (1) the offence mentioned is (2) (3) and (4)
- (2) Carelessly bringing state's or other people's possession to destruction
- (3) Carelessly obstructing other inmate's job performance.

Item 108: Degrading of classes is the punishment for the following cases

- (1) Committing offences mentioned before number (2), (3) and (4).
- (2) Revolt against immediate superior.
- (3) Non – violent quarrel.
- (4) Gambling.
- (5) Taking drugs and alcoholic drinks.
- (6) Trading forbidden goods.

Item 109 Suspension of the whole or part of benefit is the punishment for :-

- (1) Bringing other people's property to destruction.
- (2) Quarreling at work.
- (3) Ignoring job assignments.

All benefit is cut in commensurable to offences

Item 110. Suspension of the whole or part of benefit is applied to the offence when that offence is deliberately done to cause destruction.

Item 111 Isolation is the punishment for the following cases:-

- (1) Revolt against the commanding official.
- (2) Quarrelling with other inmates more than twice.
- (3) Being a dealer in a game or getting involved in gambling games with other inmates more than twice.
- (4) Taking alcoholic drinks and drugs more than twice.
- (5) Possessing forbidden things cauterized as tools for escaping.
- (6) Trading forbidden goods.

Item 112. Dark-room isolation is the punishment following cases:

- (1) Frequent quarells with other inmates.
- (2) Attempting to attack officials.
- (3) Causing non-violent incidents.
- (4) Intentionally avoiding work.
- (5) Intentionally disobeying immediate superiors.
- (6) Attempting to escape.

Item 113. Whippings is the punishment for the following cases:-

- (1) Causing troublesome incidents.
- (2) Attempting to attack warders.
- (3) Attempting to escape.
- (4) Revolting against immediate superiors.
- (5) Intentionally causeing trouble both to other people or to prison's business (whipping has long been abolished).

Item 114. For other disciplinary offence apart from those discussed in this section, punishment is under the consideration of the prison's commander and no whipping for any reasons.

Item 116. For any offence that meets more than one set of punishment is limited not to exceed 3 sets. In addition , there is also the reduction of days of good time allowance, the imprisonment defined according to 2521 B.E. ministerial rules of The Ministry of Interior.

2.3 Job Satisfaction

2.3.1 Definition of Job Satisfaction

Actually, the term **job satisfaction** was not considered until fairly recently. In the management literature published before 1950, the more common word was **morale**. The concept of morale, "a condition of physical and emotional well-being in the individual that makes it possible for him to work and to live hopefully and effectively" (Organ 1986 : 336).

During the 1950s, **job attitudes** replaced it, probably because the instruments used to measure morale come from the techniques of attitude scale construction as

developed in psychology. Job attitudes are a function of the extent to which a person's needs are satisfied by the job experience. Thus, the phrase 'job satisfaction' and 'job attitudes' became roughly synonymous (Organ : 336).

Therefore, job satisfaction represents "a person's attitudes towards or about the job". In general, job satisfaction is the attitudes toward the job as the whole (Organ : 340). Locke (1976 : 297) defined job satisfaction as a pleasurable or positive emotional state resulting from the appraisal of one's or job experiences.

Miner (1992 : 114) measured job satisfaction in terms of the gratification of strong needs in workplace. He also defined it as the degree of discrepancy between what a person expected to receive from work and what that person perceives is actually received.

Halloran and Benton (1987 L 89) defined job satisfaction as a personal perception based on each individual's value system and attitudes about the job. In brief, job satisfaction is what one expects to get from the job. And they also suggested the holistic concept that work is not the whole source of job satisfaction. Dissatisfaction, family, and social satisfactions as well as other quality of life satisfactions also influence job satisfaction. Nevertheless, work itself is still the most important determinant of job satisfaction.

Individuals who hold mainly positive attitudes towards their jobs will often behave very differently from those who have negative views in these aspects (Baron 1991 : 336). Nevertheless, job satisfaction is dynamic, acquired over a period of time as one gains more and more information about work place; but it can decline even more quickly than it developed. Therefore, the administrators should study job satisfaction of their employees and seek the ways to improve it. Job satisfaction surveys will produce a number of benefits, such as general job satisfaction, improved communication, and improved attitudes, etc. These benefits are shown as follows:- (Newstrom 1993 : 193 – 217).

1. **General job satisfaction.** One benefit of surveys is that they give an indication of general levels of satisfaction in an organization. Surveys also indicate specific areas of satisfaction or dissatisfaction and particular groups of employees. The survey is a powerful diagnostic instrument for assessing employee problems.
2. **Improved communication.** Upward communication is very useful when employees are encouraged to comment about what is in their minds.
3. **Improved attitudes.** The survey is a safety valve for emotional release, a chance to get things off their chests. For others, the survey is a tangible expression of management's interest in employee welfare, which makes employees feel better towards management.
4. **Training needs.** Job satisfaction survey is a useful way to determine certain training needs of supervisor. Since employees report how well they feel their supervisor performs, their perceptions may provide useful data about the training needs of their supervisor.
5. **Planning and monitoring changes.** Alert managers are always aware of employee needs and to assess employee reactions to major changes in policies and programs. Advance surveys are useful to identify the problems that may raise.

2.3.2 Major Theories of Job Satisfaction

Two major theories of human needs which related to job satisfaction are Maslow's need hierarchy theory and Herzberg's motivator – hygiene theory.

2.3.2.1 Maslow's hierarchy of needs theory (Plunkett 1994 : 384 – 386)

In 1935, Abraham Maslow developed the first and the most well-known need theory. The theory described a hierarchy of needs which an individual desires to fulfill. This theory is base on 4 premises, which are:

1. only unsatisfied need can influence behavior,
2. a person needs are arranged in a priority order of importance, from the most basic needs to the most complex needs,
3. a person will at least minimally satisfy each level of need before feeling the need at the next level, and
4. if needed satisfaction is not maintained at any level the lower need will become a first priority again.

There are 2 other possibilities to be considered. First, although the needs of most people are arranged in the sequence, differences in sequence can occur, depending on an individual's learning experience, culture, social, and numerous other personality aspects. Second, the strength or potency of person's needs may shift back or forth under different situations. For instance, during bad economic times, physiological and safety needs might tend to dominate an individual's behavior, in good economic times; higher-order needs might dominate individual's behavior.

There are five levels of human needs. The first level in **physical needs** including food, water, clothing, shelter, and comfort. In the work environment, manager could satisfy these needs by providing salaries and wages that allow employees to buy these basic necessities, water fountains, clean air, no objective odors or noises, comfortable temperature, and lunch breaks.

The second level is **safety needs**, these kind of needs come after the physical needs which are met to one's satisfaction. The safety needs are the needs to security, the freedom from risk or danger, and also freedom from threats to physical and emotional sense of security. Managers satisfy safety needs by providing salaries, benefits, safety work conditions (both physical and emotional safety), health insurance, and job security.

After safety needs are satisfied, the next priority is **social needs** or **belonging needs**. People desire friendship, companionship, and involvement in the group. Managers could support this needs by providing work groups, sport teams, lunch, and parties.

The next priority, **esteem needs**, includes the desire for self-respect and recognition of one's abilities by others. Satisfaction of these needs gives pride, self-confidence, and sense of importance. Lack of satisfaction of these needs can result in feelings of inferiority, weakness, and helplessness. Work-related activities that help individual meet esteem needs are successfully completing projects, being recognized by peers and supervisors, and providing organization titles.

The highest needs level, **self-actualization**, represents the need to maximize the use of one's skills, abilities, and potential. Managers could help employees meet their needs by providing flexible work schedule, appropriate automation, and opportunity for training. These kind of needs are never completely fulfilled, because while one works to achieve self-actualization needs, his skills and abilities will grow stronger.

Maslow did not develop a specific theory of work motivation, that could applied to all environment, workplace also. These needs present a motivation framework for management by analyzing employees' attitudes and identifying the need level of employees, then providing the work environments which allows employees to satisfy their needs.

2.3.2.2 Herzberg's motivation-hygiene theory (Plunkett 1994 : 420 – 426)

Frederick Herzberg developed motivation-hygiene, or the two-factor theory in 1975. This theory specifically describes human needs at work. The two-factor theory defines hygiene factors as factors which lead to job dissatisfaction, and motivation factors as factors which produce job satisfaction.

Hygiene factors, or **extrinsic factors**, are extrinsic to the job, and they are parts of job environment. When hygiene factors that an employer provides are of low quality, employees feel job dissatisfaction. High quality hygiene factors are not necessarily stimuli for growth or greater effort. They lead only to employees' lack of job satisfaction. These followings are some examples of extrinsic factors.

1. **Salary.** To prevent job dissatisfaction, a manager should provide adequate wages, salaries, and fringe benefits.
2. **Working conditions.** Manager should ensure adequate heat, light, ventilation, and hour of work to prevent job satisfaction.
3. **Status.** Managers who are mindful of the importance of hygiene factors will provide privileges, job titles, and other symbols of rank and position.
4. **Company policies.** To prevent job dissatisfaction, manager should provide policies and guidelines to administer the organization fairly.
5. **Quality of technical supervision.** When employees do not receive answers to job-related questions, they become frustrated. Providing high-quality of technical supervision for employees prevent frustration.
6. **Quality of interpersonal relations** among peers, supervisors, and subordinates. In an organization with a high quality of social support, the employees will enjoy working, and produce good quality work.

Motivation factors, or intrinsic factors, are the primary cause of job satisfaction. They are intrinsic to the job and relate directly to the real nature of the work people performed. Different people require different kinds and degrees of motivation factors. Lack of motivation factors does not lead to job dissatisfaction, but an increase of these factors causes job satisfaction. These are the examples of intrinsic factors.

1. **Achievement.** The opportunity to accomplish something or contribute something of value can serve as a source of job satisfaction.
2. **Recognition.** Wise managers would let employees know that their manager appreciated them.
3. **Responsibility.** The potential for acquiring new duties and responsibilities can be a powerful motivation for some workers.

4. **Advancement.** The opportunity to improve one's position as a result of job performance gives employees a clear reason for high performance.
5. **The work itself.** When a task offers the opportunity for self-expression and meaningful challenge, employees are likely to perform the task with enthusiasm.
6. **Possibility of growth.** The opportunity to increase knowledge and personal development is likely to lead to job satisfaction.

Providing intrinsic factors could prevent employees' job dissatisfaction, but does not improve their job satisfaction. Conversely, extrinsic factors are important, because providing these factors could cut turnover problems among employees. Extrinsic factors do not motivate employees because they do not encourage individuals to expand their roles. On the other hand, lacking of these kind of factors would lead to job dissatisfaction. But while extrinsic factors are satisfied, it would effect the intrinsic factors. In other words, it would be easier to motivate employees. For example, offering autonomy and responsibilities, while working conditions and other extrinsic factors are already satisfied, would be a better way to improve quality of employees' satisfaction.

Anyway, there is a strong relationship between Herzberg's and Maslow's theory. Herzberg's hygiene factors coincide with Maslow's lower needs, and motivation factors coincide with Maslow's higher needs. This study is based on Herzberg's two-factors theory, because this theory directly related to the needs in workplace.

2.3.3 Factors Contribute to Job Satisfaction

Many different factors seem to contribute to job satisfaction or dissatisfaction among employees. Most researches on the causes of job satisfaction have focused on various aspects of work conditions faced by employees. The major causal factors in job satisfaction could be identified as follows :

1. Work (Locke (1976), Baron (1991)). Work which satisfies the needs of employees is work providing opportunity to use one's value skills and abilities, creativity, and variety. Also, work which has just sufficient difficulty, amount of work, responsibility, autonomy, and complexity.

2. Salary (Organ (1986), Locke (1976)). Pay satisfaction depends on the difference between obtained pay and valued pay. The most satisfied groups typically earn higher salaries than others. Insufficient pay is a more decisive determinant of dissatisfaction than sufficient of fair pay. This does not mean that money is the most important source of job satisfaction. But money is a complex symbol, it represents far more than the material goods and services it can command. Income level is associated with social status, lifestyle, and independence.

3. Promotion (Locke, 1976). Satisfaction with promotion can be viewed as a function of the frequency of promotion in relation to what is desired and the importance of promotion to the individual. The root of desire for promotion includes, the desire for psychological growth, justice (if one has earned the promotion), higher earning, and social status.

4. Recognition (Locke (1976) , Baron (1991)). All employees enjoy being accepted for their works and being given credits when credit are due. Most employees are disappointed when do not get credits for their work accomplishments. Recognition is one of the most frequently mentioned events causing job satisfaction and dissatisfaction.

5. Working conditions (Locke (1976) , Baron (1991)). Generally, employees are satisfied with physical surroundings which are not dangerous or uncomfortable. Moderate rather than extreme degrees are preferred, since extremes cause physical comfort and reduce ability of work. Most employees also value a location close to home, new buildings, cleanliness, and adequate tools and equipment as working conditions.

6. **The self, or self-esteem** (Locke (1976) , Baron (1991). One of the subjects in the area of job attitudes is the individual's view of himself and how various job experiences and conditions affect him. Persons who are high in self-esteem or who have a positive self-image appear to be more satisfied with their jobs.

7. **Company policy and management** (Locke, 1976). The organization has more ultimate control over these factors than the employee's immediate supervisor. The organization policies which are incomplete, unclear, or undefined have been found to be associated with job dissatisfaction.

8. **Supervisors, coworkers, and subordinates** (Locke, 1976). It has been found that subordinates like supervisors who are considerate and employee-centered. The term "considerate" and "employee-centered" are the similar meaning. It involves the supervisory actions such as friendliness, praising good performance, listening to subordinate's opinions, and taking a personal interest in them.

9. **Intrinsic rewards** (Organ, 1986). Professionals derive greater intrinsic rewards from works, including the challenge of their works, the use of the skills and knowledge, the opportunity for self-development, learning, and growth.

10. **Interpersonal relations** (Baron, 1991). Friendly and positive relation with coworkers, subordinates, and supervisors contribute to high level of job satisfaction.

2.3.4 Work Attitudes and Stages of Life Affecting Job Satisfaction (Hepler, 1986, 43 : 2759 – 63)

Some workers view work as punishment. They believe that truly successful people do have not to work, but some believe work itself is good. Therefore, understanding work attitudes is important because these attitudes affect career management. A knowledge of work attitudes can assist managers in understanding employee's work behaviors. Stages of life also fulfill the understanding to employee behavior.

2.3.4.1 Work attitudes

Some people view work as punishment. They believe that truly successful people do not work. This perspective is presented in the “*Old Testament*” that suggests the reason why man must work on earth is as a punishment for the sin of Adam and Eve. Those who take this attitude toward working would quit their jobs if their financial status were able. These individuals work only to satisfy their financial needs. If they had enough money to live comfortably, they would not continue working in any job. It is necessary to satisfy physiological and security needs. Individuals in this group frequently change jobs even unrelated field.

Another group of people feel that work itself is good. This attitude is stated in the “*Protestant Work Ethics*” , which suggests that a man or a woman at work not only makes a contribution to his fellow man, but becomes a better person by the act of working. They may or may not enjoy their jobs but they still continue to work because they believe they should. These individuals are committed to their present jobs and are excellent workers, but usually do not exhibit a strong commitment toward their career or profession. They are able to accept problems occurring in the workplace because they use usually not try to change the situation. Their hobbies outside of work are usually a primary source of professional satisfaction. Even, then if they could live comfortably without job, they would continue to work.

A wide range of need physical necessities, social satisfaction, esteem, competence, and achievement in a career is a means of satisfaction. These individuals would continue to work as long as their specific purpose is being satisfied by working. If all their needs cannot be met through their jobs, they will seek employment in other places.

2.3.4.2 Stages of work life

There are five stage of life that concern a person’s active productive career. The first stage is *individualization*, which is the process of establishing oneself as an autonomous human being. This stage usually occurs when a person in

between 10 and 20 year of age. This stage occurs during pharmacy school for pharmacists.

The next stage is *mastery*. Mastery usually takes place between 20 and 30 years of age. It is a stage during which a person has graduated and want to establish himself in profession. People in this stage tend to accept the world and try to find their little places in it. The Protestant work ethic is common in this group. These individuals have not yet begun questioning the purpose of work.

The next stage in *struggle*. Struggle is the time from 30 to 40 years of age during which a person really work to satisfy his needs. Life begins to appear more difficult than expected. Through this stage, the person begins to question the importance of work and how it related to his needs. Their needs are more than financial need. They are able to create jobs that will meet their needs for affiliation, esteem, challenge, or power.

The next stage is *crisis*. This stage usually occurs between 40 and 50 years of age. After the individual has begun to question the purpose of working, it become more desperate in this crisis stage. Individuals wonder whether this is the last chance to succeed in his career.

The last stage in *plateau*, which begins at 50 or 60 years of age. The person in the stage is the mature seasoned worker who has come to terms with himself and knows how to use himself. Few lift or career changes occur during this stage. Professional growth may be limited.

2.3.5 Measurement of Job Satisfaction

Gathering data for job satisfaction study can be done either by survey questionnaires or by interviews. Whichever method is used, careful attention should be paid to the form of questions asked and the nature of the response allowed. In

survey questionnaire, they are divided into two types, objective surveys and descriptive surveys.

2.3.5.1 Objective survey. Objective survey presents both questions and choices of answers in such a way that respondents simply select and mark the answers that best represent their own feelings. There are various kinds of objective survey. One popular type used is multiple-choice questions, not only questions with “true or false” or “agree or disagree” answers. The most widely used in **Job Descriptive Index (JDI)**. It provides respondents with five separated statements, including the work itself, pay, promotion, supervision, and co-workers, and then asks them to indicate whether the term describes their satisfaction by checking either “yes”, “no”, “or” “?” (I cannot decide) responses (Nesstrom, 1993 : 193-217).

Enter “yes”, “no”, “or” “?” for each description or word below.

Work itself : _____ Routine.

_____ Satisfactory.

_____ Good.

Promotion : _____ Dead-end job.

_____ Few promotions.

_____ Good opportunity to promotion.

Another widely used questionnaire determined job satisfaction is the **Minnesota Satisfaction Questionnaire (MSQ)**. In MSQ survey, individuals rate the extent to which they are satisfied with various aspects of their present jobs (e.g., work environment, pay degree of responsibility, and opportunity for advancement). Rating range varies from 1(minimum) to 5 (maximum); 1 = not at all satisfied; 2 = not satisfied; 3 = neither satisfied nor dissatisfied; 4 = satisfied; and 5 = extremely satisfied. Obviously, the higher the ratings individuals report, the greater their degree of satisfaction with various aspects of their jobs.

Indicate the extent to which you are satisfied with each aspect of your present job. Enter one number next to each aspect.

- | | |
|---|--------------------|
| 1 = not at all satisfied, | 2 = not satisfied, |
| 3 = neither satisfied nor dissatisfied, | 4 = satisfied, and |
| 5 = extremely satisfied | |

- _____ Work conditions.
 _____ Utilization of your abilities.
 _____ Company policies.

Objective surveys of job satisfaction frequently uses two different types of job satisfaction measures; facet-free and facet specific measures (Kozam, 1993 : 25 – 40).

2.3.5.1.1 Facet-free measure. This type of measure reflects the overall satisfaction of individual with his job. The questions do not directly refer to specific dimensions of the job satisfaction, but cover such topics as satisfaction with the life, (and recommendations to younger persons about whether or not to choose pharmacy as a profession), that would present the overall satisfaction with the job, in a direct way. Facet-free satisfaction with one's current state of affairs and well-being would be assessed on questions of the University of Michigan Survey of Working Conditions. These are two samples of facet-free measures of job satisfaction.

1. If you son/daughter told you he/she was interested in becoming a pharmacist, what would you tell him/her?
 - _____ Strongly recommend pharmacy.
 - _____ Have doubts about recommending pharmacy.
 - _____ Strongly advise against pharmacy.

2. If you had to decided all over again whether to go into pharmacy, what would you decided?
 - _____ Decide without hesitation to go into pharmacy.

_____ Have second thoughts about going into pharmacy.

_____ Definitely not go into pharmacy.

2.3.5.1.2 Fact-specific measure. Facet-specific job satisfaction measurement asks a person to indicate one's satisfaction with respect to some specific facets or dimensions of the job and the job environment, either intrinsic factors or extrinsic factors. The surveys used could be JDI, MSQ, or other kinds of job satisfaction surveys.

The chief advantage of objective surveys is that they are easy to administer and to analyze statistically. Much of the analysis can be performed by computer, which minimized time, costs, and errors when large numbers of employees are surveyed. The chief disadvantage of objective surveys is that the objective approach does not really give employees a full opportunity to express themselves.

2.3.5.2 Descriptive surveys. In contrast to objective surveys, descriptive surveys seek responses from employees in their own words. Descriptive surveys present questions on a variety of topics but let the employees answer in their own words. This unstructured approach permits employees to express their feelings, thoughts, and intentions. These personal comments usually make a strong impression on management, especially if large number of employees agree and state their feelings in powerful language.

2.4 Related researches

Smith, et al (1993, 42 : 2, 160 – 172) conducted the study on increasing employee productivity, job satisfaction and organizational commitment. The result indicated with the analysis of variance performed separately for managers and for employee to determine if the demographic difference were related to outcomes. The only significant difference found was interns of gender ($P < 0.001$). The finding also indicated correlation between productivity and job satisfaction $r = 0.25$ ($P = 0.001$), productivity and organizational commitment $r = 0.31$ ($P = 0.001$)

Federiuk, C.S. et. Al (1993 : 22, 657 – 662) in Oregon conducted a cohort analysis study on specific factors important in paramedic job satisfaction and job performance. The study population were private and public agency paramedics with sample size of 194. The result indicated type of agency and gender affect job satisfaction. Male public paramedics are most satisfied, and female private agency paramedics and least satisfied with their jobs. Analysis of the attitudes toward paramedic job performance scale suggested that male paramedics are more likely to believe that female paramedics are not as capable of performing certain job functions. However age and length of time on job were not significant determinants of job satisfaction in the analysis of covariance.

Blegan (1993 : 42, 37 – 41) studied the magnitude of the relationships between nurses job satisfaction and the variable frequently associated with it. This meta analysis of data from 48 studies with a total of 15048 subjects wear conducted in Canada. The result revealed variables like communicating with supervisor (0.446) and recognition (0.415) had moderate correlation with job satisfaction. Among some of the variables with small relationship with job satisfaction were age (0.133) and year of experience (0.086).

Analysis of demographic variables provided evidence for small but stable relationship between age and job satisfaction. Nurses who were older were more satisfied and those with more education were less satisfied with their work. No relationship between years of service and satisfaction was found.

Preung Sri-In studied Job satisfaction of the correctional officers serving at Klongpleam Central Prison in 1997 by collecting data from 234 prison officers serving in that prison. The findings are as follows:

1. there is moderate satisfaction in the job, which is at means of 1.949,
2. there is moderate satisfaction in welfare and fringe benefits, which is at means of 2.013,
3. there is moderate satisfaction in working groups, which is at means of 2.090,

4. there is moderate satisfaction in working condition, which is at means of 1.594,
5. there is moderate satisfaction in all 4 aspects above, which is at the means of 1.991,

Results of Hypotheses test.

The first hypothesis: Age is related to the job satisfaction of Klongpleam Prison officers

Finding: Age is related to the job satisfaction of Klongpleam Prison officers

The second hypothesis: education level is related to the satisfaction of Klongpleam Prison officers

Findings: Level of education is related to job satisfaction of Klongpleam Prison officers

The third hypothesis: Marital status is related to job satisfaction of Klongpleam Prison officers

Finding: Marital status is not related to job satisfaction of Klongpleam Prison officers

The fifth hypothesis; working section is related job satisfaction of Klongpleam Prison officers

Finding; working section is not related to job satisfaction of Klongpleam Prison officers

The sixth hypothesis; class or related to job satisfaction of Klongpleam Prison officers

Finding; class level is related to job satisfaction of Klongpleam Prison officers

The seven hypothesis: Field of study is related to job satisfaction of Klongpleam Prison officers

Finding; Field of study is related to job satisfaction of Klongpleam Prison officers

From the study of Watanasak Surumpai about the job satisfaction of the correctional officers in the East in 1997, by collecting data from 150 officers from 10 different prisons in 7 provinces, it was found that the job satisfaction of the officers as

a whole is at a fairly low level. While considering each factor of satisfaction, concerning the prosperity of the job, on the policy and job management, the least satisfaction goes to job security, welfare, and working condition, respectively

The variances concerning personal background of the subjects which are related to job satisfaction of the correctional officers in the East are age, marital status and domicile. It is found that the officers who are older than 36 years of age have more job satisfaction than those who are under 36. The married officers who either live with the family, live in different place from the family, become widow(er)s or divorced have more job satisfaction than the unmarried officers. The officers serving in their own domiciles have less job satisfaction than those who work in other officers serving in their own domiciles have job satisfaction than those who work in other places which are not their domiciles.

Chapter III

Methodology

3.1 Population and Samples

The population of this study is correctional officers serving at the following prisons and correctional institutions : Klongpleam Central Prison, Bang Kwang Central, Bangkok Metropolitan District Prison, Thonburi District Prison, Central Correctional Institution, Women Correctional Institution and Central Correctional Institution for Young Male Offenders.

The samples were selected by simple random sampling. The total subject were 490

3.2 Instrument of the study

The instrument of the study is the questionnaires as the following details:

1. Questions about the social backgrounds of the subjects.
2. Questionnaire about job satisfaction.

3.3 Questionnaire Developing Procures

To construct questionnaires, the researcher worked on the following steps:

1. Reviewed the literature relates to the study from texts, Journals, documentary and researchers both in Thai and foreign publications.
2. Studied the research methodology in social science, together with the questionnaire designing technique.
3. Constructed questionnaires that cover all aspects of the study.
4. Get the constructed and corrected questionnaires checked for content validity by experts.

5. Had all the questionnaires tried out for further application with the whole population.

3.4 Data Collection

Distributed 490 questionnaires to the correction officials in 4 Prisons and 3 correction institution then collected all the questionnaires for further analysis.

3.5 Data Analysis

After the questionnaires were collected, the complete ones were used in data coding according to coding instruction :

Instruction : The data were transferred to the personal computer and further statistical method.

Was done : The statistical analysis was used in the program of Statistical Package for the Social Sciences/Personal Computer for Windows

3.6 Statistics used

1. The Percentage, Mean, and Standard Deviation.
2. The Analysis of Variances

Chapter IV

Results



All data collected from responders was analyzed and presented in tables which consisted of three main topics as follows :

4.1 Back grounds of the samples.

4.2 Job satisfaction.

4.3 Hypotheses testing.

4.1 Back grounds of the samples (Table 1)

4.1.1 85.9% of the samples were male while 14.1% were female.

4.1.2 44.5% of the samples were between 35 – 47 years of age, 42% of the samples were 34 years of age or under. 13.3% of the samples were 48 years of age or above. The average age of the group was 37.04 .

4.1.3 46.3% of the samples held high school and vocational school certificate, 41.2% of the samples were bachelor / master degree graduates and 12.4% of the samples held higher vocational school or diploma.

4.1.4 66.9% of the samples were married, 30% were single and 31% were widowers (widowers), divorced or separated.

4.1.5 17.3% of the samples were Buddhist, 1.2% were Muslim, and 0.4% were Christianity.

4.1.6 46.5% of the samples earned more than 9,106 baht per month, 36.1% of the samples earned 5,007 – 9,105 baht per month, and 17.3% of the samples earned less than 5,007 baht per month.

4.1.7 49% of the samples were correctional officer, 26.9% of the samples were warders, and 24.1% of the were penologists.

4.1.8 29.2% of the samples held position classification level (PC) 4, 28.4% of the samples held pc 5, 16.1% of the sample held PC. 1, 15.5% of the samples held PC 3, and 10.8% of the samples held PC 2.

4.1.9 58.8% of the samples had less than 13 years in service, 34.2% had 14 – 26 years in service, and 11% had more than 27 years in service. The average years in service of the group was 12.35 years.

4.1.10 43.7% of the samples never got double promotion, 20.4% of the samples got double promotion once, 15.5% of the samples got double promotion twice, while 80% , 5.3% and 7.2% got double promotion 3 times 4 times and five times respectively.

4.1.11 91% of the sample never got distinction awards, 6.5% got the awards once, and 2.4% got the awards twice.

4.1.12 71.4% of the samples never had internal reshuffle, 6.5% of the samples had internal reshuffle once - twice and 2.4% had internal reshuffle three times.

4.1.13 0.2% of the samples transferred from other agencies once, 1.6% of the samples transferred from other agencies twice, 1% of the samples transferred from other agencies 3 – 4 times, while 96.9% never transferred from other agencies.

4.1.14 106% of the samples who transferred from other agencies thought that the present agency promised more advancement, 0.6% of the samples transferred because they thought that the present agency was more preferable (and because of other reasons), while 0.2% of the samples who transferred did that because they disliked their former agency.

4.1.15 74.3% of the samples had good relationships with colleagues, 24.1% of the samples had very good relationships with colleagues, while 1% and 0.6% and fairly poor relationships respectively.

4.1.16 76.3% of the samples had good relationships with immediate superiors, 21.2% had very good relationships with immediate superiors, and 1.2% had fairly poor and quite poor relationships.

4.1.17 78.8% of the samples had good relationships with higher superiors.

4.1 Backgrounds of the Subjects.

Table 3 Percentages of the subjects classified by personal back ground of the subjects.

Data	Numbers	Percentages
Sex		
Male	421	85.9
Female	69	14.1
Age		
34 year old and below	207	42.2
35 year old – 47 years old	218	44.5
48 year old above	65	13.3
Education		
Secondary School and lower vocation school	227	46.3
Higher Vocational school	61	12.4
Bachelor degree / Master degree	204	41.2
Marital Status		
Single	147	30.0
Married	328	66.9
Widowed / divorced / separated	15	3.1
Religion		
Buddhism	482	98.4
Christianity	2	.4
Muslim	6	1.2
Salary		
5,006 baht or below	85	17.3
5,007 baht – 9,105 baht	177	36.1
above 9,106 baht	228	46.5

Table 3 (Continued)

Data	Numbers	Percentages
Present Position.		
Correctional officers	240	49.0
Warders	132	26.9
Penologists	118	24.1
Position Class.		
Class 1	79	16.1
Class 2	53	10.8
Class 3	76	15.5
Class 4	143	29.2
Class 5	139	28.4
Years of service.		
13 years and below	228	58.8
14 years – 26 years	148	30.2
above 27 years	54	11.0
Getting double promotion.		
Never	214	43.7
Once	100	20.4
Twice	76	15.5
three times	39	8.0
four times and above	26	5.3
five times and above	25	7.2
Getting any distinction awards.		
Never	446	91.0
Once	32	6.5
Twice	12	2.4

Table 3 (Continued)

Data	Numbers	Percentages
Internal Transference.		
Never	350	71.4
once / twice	79	16.1
more than twice	61	12.5
Transferring from another agency.		
Never	475	96.9
Once	1	.2
Twice	8	1.6
Three to four times	5	1.0
Reasons for transferring.		
Never	475	96.9
Dislike former agency	1	.2
The present job promises more prosperity	8	1.6
Prefer job of the present agency	3	.6
Others	3	.6
Relationship with colleagues.		
Excellent	118	24.1
Good	364	74.3
Fairly poor	3	.6
Quite poor	5	1.0
Relationship with immediate superiors.		
Excellent	104	21.2
Good	374	76.3
Fairly poor	6	1.2
Quite poor	6	1.2

Table 3 (Continued)

Data	Numbers	Percentages
Relationship with senior superiors.		
Excellent	60	12.2
Good	386	78.8
Fairly poor	23	4.7
Quite poor	21	4.2

4.2 Job satisfaction.

4.2.1 Job satisfaction of salary or remuneration (Table 2).

4.2.1.1 2.4% of the subjects felt very satisfied with the point that their salary is commensurate with their ability, 23.3% , the subjects felt satisfied with this point while 58.2% , 11.4% and 4.5% felt moderately satisfied, fairly dissatisfied, and quite dissatisfied respectively.

4.2.1.2 1.6% of the subjects felt very satisfied with the point that their salary is commensurate with job responsibility, 20.4% of the subjects felt satisfied with this point, while 57.3%, 15.7% and 4.7% felt moderately satisfied, fairly dissatisfied and quite dissatisfied, respectively.

4.2.1.3 2.2% of the subjects felt very satisfied with the point that their salary is commensurate with years of service, 17.3% of the subjects felt satisfied with this point, while 50.2%, 20.2% and 8.0% felt moderately satisfied, fairly dissatisfied, and quite dissatisfied, respectively.

4.2.1.4 0.4% of the subjects felt satisfied with the point that their salary is commensurate with the risk at work, 6.5% of the subjects felt satisfied with this point, while 36.9%, 32.2% and 23.7% felt moderately satisfied, fairly dissatisfied, and quite dissatisfied, respectively.

4.2.1.5 0.8% of the subjects felt very satisfied with the point that their salary is commensurate with their daily expenses, 6.7% felt satisfied

with this point while 43.9%, 33.7% and 14.3% felt moderately satisfied, fairly dissatisfied, and quite dissatisfied, respectively.

4.2.1.6 1.8% of the felt very satisfied with the point that their allowance is commensurate with their work load, 17.1 felt satisfied with this point, while 51.8, 19.2 and 9.4 felt moderately satisfied, fairly dissatisfied, and quite dissatisfied, respectively.

4.2 Job satisfaction.

Table 4 Job Satisfaction in Salary or Remuneration.

Satisfaction	numbers	Percentage	\bar{X}	SD
Salary or Remuneration				
1. Salary is commensurate with your ability.			3.08	.79
Very satisfied	12	2.4		
Satisfied	114	23.3		
Moderately satisfied	285	58.2		
Dissatisfied	56	11.4		
Very dissatisfied	22	4.5		
No answer	1	.2		
2. Salary is commensurate with job.			2.99	.79
Very satisfied	8	1.6		
Satisfied	100	20.4		
Moderately satisfied	281	57.3		
Dissatisfied	77	15.7		
Very dissatisfied	23	4.7		
No answer	1	.2		

Table 4 (continued)

Satisfaction	numbers	Percentage	\bar{X}	SD
3. Salary is commensurate with years of service.				
Very satisfied	11	2.2	2.86	.88
Satisfied	85	17.3		
Moderately satisfied	255	52.0		
Dissatisfied	99	20.2		
Very dissatisfied	39	8.0		
No answer	1	.2		
4. Salary is commensurate with the risk you take at work				
			2.28	.91
Very satisfied	2	0.4		
Satisfied	32	6.5		
Moderately satisfied	181	36.9		
Dissatisfied	158	32.2		
Very dissatisfied	116	23.7		
No answer	1	.2		
5. Salary is commensurate with your Daily expenses.				
			2.46	.85
Very satisfied	4	.8		
Satisfied	33	6.7		
Moderately satisfied	215	43.9		
Dissatisfied	165	33.7		
Very dissatisfied	70	14.3		
No answer	3	.6		

Table 4 (continued)

Satisfaction	numbers	Percentage	\bar{X}	SD
6. Salary is commensurate with your work load.			2.83	.89
Very satisfied	9	1.8		
Satisfied	84	17.1		
Moderately satisfied	254	51.8		
Dissatisfied	94	19.2		
Very dissatisfied	46	9.4		
No answer	3	.6		
$\bar{X} = 2.75$ SD = .66				

4.2.2 Job satisfaction of working conditions (Table 3)

4.2.2.1 1.0% of the subjects felt very satisfied with the basic working conditions, 11.4% of the subjects felt satisfied with this point while 55.5%, 21.8% and 10% felt moderately satisfied, fairly dissatisfied, and quite dissatisfied, respectively.

4.2.2.2 0.8% of the subjects felt very satisfied with the official houses surrounding, 18.0%, of the subjects felt satisfied with this point while 47.1%, 21.2% and 11.6% felt moderately satisfied, fairly dissatisfied and quite dissatisfied, respectively.

4.2.2.3 of the subjects felt very satisfied with the office toilets, 12.9% of the subjects felt satisfied with this point, while 55.9%, 22.0% and 7.6% felt moderately satisfied, fairly dissatisfied, and quite dissatisfied, respectively.

4.2.2.4 0.8% of the subjects felt satisfied with the nature of a job that is tiring, exhausting, and unpleasant; 9% of the subjects felt satisfied with this point, while 54.9%, 25.1% and 9.6% felt moderately satisfied, fairly dissatisfied, and quite dissatisfied, respectively.

4.2.2.5 0.8% of the subjects felt very satisfied with the office equipment and office supplies, such as desks, chair, pencils, pens, etc, 10.2% felt satisfied with this point, while 51.8%, 26.3% and 10.0% felt moderately satisfied, fairly dissatisfied, and quite dissatisfied, respectively.

4.2.2.6 0.4% of the subjects felt very satisfied with necessities for job performance - scubas uniforms, pistols, flash light, walkie – talkie etc. 8.0% felt satisfied with this point, while 45.1%, 28.4% and 17.3% felt moderately satisfied, fairly dissatisfied, and quite dissatisfied, respectively.

Table 5 Job Satisfaction in Working Conditions.

Satisfaction	numbers	Percentage	\bar{X}	SD
Working Condition				
1. Satisfaction of basic working conditions such as temperature, light, ventilation etc.				
			2.72	.83
Very satisfied	5	1.0		
Satisfied	56	11.4		
Moderately satisfied	272	55.5		
Dissatisfied	107	21.8		
Very dissatisfied	49	10.0		
No answer	1	.2		
2. Satisfaction in the surroundings of your official houses such as temperature, light, ventilation, cleanses the room size etc.				
			2.75	.92
Very satisfied	4	.8		
Satisfied	88	18.0		
Moderately satisfied	231	47.1		
Dissatisfied	104	21.2		
Very dissatisfied	57	11.6		
No answer	6	1.2		

Table 5 (continued)

Satisfaction	numbers	Percentage	\bar{X}	SD
3. Satisfaction of the surroundings of the work place such as the office toilets in terms of hygiene.			2.79	.82
Very satisfied	7	1.4		
Satisfied	63	12.9		
Moderately satisfied	274	55.9		
Dissatisfied	108	22.0		
Very dissatisfied	37	7.6		
No answer	1	.2		
4. Satisfaction of the nature of job which is tiring, exhausting and unpleasant.			2.66	.81
Very satisfied	4	0.8		
Satisfied	44	9.0		
Moderately satisfied	269	54.9		
Dissatisfied	123	25.1		
Very dissatisfied	47	9.6		
No answer	3	.6		
5. Satisfaction of the office equipment and office supplies such as desks, chairs, pens and pencils.			2.65	.83
Very satisfied	4	.8		
Satisfied	50	10.2		
Moderately satisfied	254	51.8		
Dissatisfied	129	26.3		
Very dissatisfied	49	10.0		
No answer	4	.8		

Table 5 (continued)

Satisfaction	numbers	Percentage	\bar{X}	SD
6. Satisfaction of necessities for Job performance such as uniforms pistols, flashlight, warlike – talkie etc.			2.45	.89
Very satisfied	2	0.4		
Satisfied	39	8.0		
Moderately satisfied	221	45.1		
Dissatisfied	139	28.4		
Very dissatisfied	85	17.3		
No answer	4	.8		
			$\bar{X} = 2.67$	SD = .60

4.2.3 Job satisfaction of relationship with colloquies (Table 4)

4.2.3.1 4.9% of the subjects felt very satisfied with the friendliness among colloquies, 39.8% of the subjects felt satisfied with this point, while 48.2%, 5.9% and 1% feel moderately satisfied, fairly dissatisfied, and quite dissatisfied, respectively.

4.2.3.2 2.9% of the subjects felt very satisfied with the assistance, co – operation, and the non – favoritism system of the colleagues; 20.2% of the subjects felt satisfied with this point while 52%, 16.5% and 8.2% felt moderately satisfied, fairly dissatisfied, and quite dissatisfied, respectively.

4.2.3.3 2.9% of the subjects felt very satisfied with sincerity and dependability of the colleagues. 22.7% of the subjects felt satisfied with this point, while 55.3%, 14.1% and 4.7% felt moderately satisfied, fairly dissatisfied, and quite dissatisfied, respectively.

4.2.3.4 2.9% of the subjects felt satisfied with the fairness and the willingness to be substituted in work for them. 22.4% of the subjects felt satisfied with this point, while 59%, 11.6% and 3.5% felt moderately satisfied, fairly dissatisfied, and quite dissatisfied, respectively.

Table 6 Job satisfaction of the relationship with colleagues

Satisfaction	numbers	Percentage	\bar{X}	SD
Friendship with colleagues				
1. Friendliness among colleagues.			3.42	.72
Very satisfied	24	4.9		
Satisfied	195	39.8		
Moderately satisfied	236	48.2		
Dissatisfied	29	5.9		
Very dissatisfied	5	1.0		
No answer	1	.2		
2. The assistance,co-operation, and the non favoritism system of your colleagues.			2.93	.90
Very satisfied	14	2.9		
Satisfied	99	20.2		
Moderately satisfied	255	52.0		
Dissatisfied	81	16.5		
Very dissatisfied	40	8.2		
No answer	1	.2		
3. The sincerity and dependability of your colleagues.			3.05	.82
Very satisfied	14	2.9		
Satisfied	111	22.7		
Moderately satisfied	271	55.3		
Dissatisfied	69	14.1		
Very dissatisfied	23	4.7		
No answer	2	.4		

Table 6 (continued)

Satisfaction	numbers	Percentage	\bar{X}	SD
4. The fairness and the willingness to be substituted in work for you.			3.10	.77
Very satisfied	14	2.9		
Satisfied	110	22.4		
Moderately satisfied	289	59.0		
Dissatisfied	57	11.6		
Very dissatisfied	17	3.5		
No answer	3	.6		
$\bar{X} = 3.12$ $SD = .66$				

4.2.4 Job satisfaction of relationship with immediate superiors (Table 5)

4.2.4.1 5.5% of the subjects felt very satisfied with the friendliness and accessibility of immediate superiors. 36.7% of the subjects felt satisfied with this point, while 47.6%, 8.6% and 1% felt moderately satisfied, fairly dissatisfied, and quite dissatisfied, respectively.

4.2.4.2 6.3% of the subjects felt very satisfied with the mercy, morality and non – favoritism system of immediate superiors, 31.4% of the subjects felt satisfied with this point, while 41.8%, 15.3% and 4.7% felt moderately satisfied, fairly dissatisfied, and quite dissatisfied, respectively.

4.2.4.3 7.1% of the subjects felt very satisfied with the assistance and support in time of trouble. 31.6% of the subjects felt satisfied with this point, while 45.1%, 12.2% and 3.5% felt moderately satisfied, fairly dissatisfied, and quite dissatisfied, respectively.

4.2.4.4 4.3% of the subjects felt satisfied with the participation in activities from immediate superiors. 31.4% of the subjects felt satisfied with this point, while 49.2%, 12.9% and 1.8% felt moderately satisfied, fairly dissatisfied, and quite dissatisfied, respectively.

4.2.4.5 5.7% of the subjects felt very satisfied with the relationship with subordinates. 33.5% felt satisfied with this point while 48.6%, 8.8% and 1.4% felt moderately satisfied, fairly dissatisfied, and quite dissatisfied, respectively.

Table 7 Satisfaction of the relationship with immediate superiors and subordinates.

Satisfaction	numbers	Percentage	\bar{X}	SD
Relationship with immediate superiors and subordinates.				
1. The friendliness and accessibility of your immediate superior.				
Very satisfied	27	5.5	3.37	.76
Satisfied	180	36.7		
Moderately satisfied	233	47.6		
Dissatisfied	42	8.6		
Very dissatisfied	5	1.0		
No answer	3	.6		
2. The mercy morality and non-favoritism Favoritism system of your immediate Superiors.				
Very satisfied	31	6.3	3.20	.94
Satisfied	154	31.4		
Moderately satisfied	205	41.8		
Dissatisfied	75	15.3		
Very dissatisfied	23	4.7		
No answer	2	.4		

Table 7 (continued)

Satisfaction	numbers	Percentage	\bar{X}	SD
3. The assistance and support in time of trouble both with personal life and at work.			3.27	.89
Very satisfied	35	7.1		
Satisfied	155	31.6		
Moderately satisfied	221	45.1		
Dissatisfied	60	12.2		
Very dissatisfied	17	3.5		
No answer	2	.4		
4. The participation in activities from the immediate superiors.			3.24	.80
Very satisfied	21	4.3		
Satisfied	154	31.4		
Moderately satisfied	241	49.2		
Dissatisfied	63	12.9		
Very dissatisfied	9	1.8		
No answer	2	.4		
5. The relationship with the subordinates			3.34	.78
Very satisfied	28	5.7		
Satisfied	164	33.5		
Moderately satisfied	238	48.6		
Dissatisfied	43	8.8		
Very dissatisfied	7	1.4		
No answer	10	2.0		
$\bar{X} = 3.28$ $SD = .70$				

4.2.5 Job satisfaction of job security (Table 6)

4.2.5.1 9.8% of the subjects felt very satisfied with the stability and security at work. 21.6% of the subjects felt satisfied with this point while 44.7%, 13.5% and 5.7% felt moderately satisfied, fairly dissatisfied, and quite dissatisfied, respectively.

4.2.5.2 1.4% of the subjects felt very satisfied with the protective and preventive measures of danger at work 9.0% of the subjects felt satisfied with this point, while 43.3%, 30.4% and 15.7% felt moderately satisfied, fairly dissatisfied, and quite dissatisfied, respectively.

4.2.5.3 37% of the subjects felt very satisfied with certainty and justice at work. 22.7% of the subjects felt satisfied with this point, while 50%, 17.3% and 5.9% felt moderately satisfied, fairly dissatisfied, and quite dissatisfied, respectively.

Table 8 Job Satisfaction of Job Security.

Satisfaction	numbers	Percentage	\bar{X}	SD
Job security				
1. The stability and security at work.			3.21	.99
Very satisfied	48	9.8		
Satisfied	128	26.1		
Moderately satisfied	219	44.7		
Dissatisfied	66	13.5		
Very dissatisfied	28	5.7		
No answer	1	.2		
2. The protective and preventive measures of danger at work.			2.50	.91
Very satisfied	7	1.4		
Satisfied	44	9.0		
Moderately satisfied	212	43.3		
Dissatisfied	149	30.4		
Very dissatisfied	77	15.7		
No answer	1	.2		

Table 8 (continued)

Satisfaction	numbers	Percentage	\bar{X}	SD
3. The certainty and justice at work.			3.01	.89
Very satisfied	18	3.7		
Satisfied	111	22.7		
Moderately satisfied	245	50.0		
Dissatisfied	85	17.3		
Very dissatisfied	29	5.9		
No answer	2	.4		
	$\bar{X} = 2.90$	$SD = .74$		

4.2.6 Job satisfaction of job advancement (Table 7)

4.2.6.1 10.2% of the subjects felt very satisfied with the promotion to higher education's and training. 31.1% of the subjects felt satisfied with this point, while 42%, 11.6% and 4.1% felt moderately satisfied, fairly dissatisfied, and quite dissatisfied, respectively.

4.2.6.2 5.7% of the subjects felt very satisfied with the opportunities to attend training, observational and seminars 22.2% of the subjects felt satisfied with this point, while 46.3%, 19.2% and 6.1% felt moderately satisfied, fairly dissatisfied, and quite dissatisfied, respectively.

4.2.6.3 4.1% of the subjects felt very satisfied with the job reshuffle for personal development at work. 15.9% of the subjects felt satisfied with this point, while 51.4%, 19.0% and 9.2% felt moderately satisfied, fairly dissatisfied, and quite dissatisfied, respectively.

4.2.6.4 2.9% of the subjects felt very satisfied with promotion for progress and transference at work. 15.3%, of the subjects felt satisfied with this point, while 54.3%, 18.2% and 8.2% felt moderately satisfied, fairly dissatisfied, and quite dissatisfied, respectively.

4.2.6.5 2.9% of the subjects felt very satisfied with the justice in promotion examination system at work. 16.5% felt satisfied with this point

while 46.7%, 21.6% and 10.8% felt moderately satisfied, fairly dissatisfied, and quite dissatisfied respectively.

4.2.6.6 1.2% of the subjects felt very satisfied with the justice in the consideration on double promotion at work. 12.2% felt satisfied with this point, while 51.6%, 19.2% and 14.3% felt moderately satisfied, fairly dissatisfied, and quite dissatisfied, respectively.

Table 9 Job Satisfaction of job advancement.

Satisfaction	numbers	Percentage	\bar{X}	SD
Job advancement				
1. Promotion to higher education and training at work.				
			3.33	.95
Very satisfied	50	10.2		
Satisfied	156	31.8		
Moderately satisfied	206	42.0		
Dissatisfied	57	11.6		
Very dissatisfied	20	4.1		
No answer	1	.2		
2. The opportunities to attend training, observation, seminars				
			3.02	.95
Very satisfied	28	5.7		
Satisfied	109	22.2		
Moderately satisfied	227	46.3		
Dissatisfied	94	19.2		
Very dissatisfied	30	6.1		
No answer	2	.4		

Table 9 (continued)

Satisfaction	numbers	Percentage	\bar{X}	SD
3. The job reshuffle for personal development at work.			2.87	.93
Very satisfied	20	4.1		
Satisfied	78	15.9		
Moderately satisfied	252	51.4		
Dissatisfied	93	19.0		
Very dissatisfied	45	9.2		
No answer	2	.4		
4. The promotion for progress and transference at work.			2.86	.88
Very satisfied	14	2.9		
Satisfied	75	15.3		
Moderately satisfied	266	54.3		
Dissatisfied	89	18.2		
Very dissatisfied	40	8.2		
No answer	6	1.2		
5. The justice in promotion examination system at work.			2.79	.95
Very satisfied	14	2.9		
Satisfied	81	16.5		
Moderately satisfied	229	46.7		
Dissatisfied	106	21.6		
Very dissatisfied	53	10.8		
No answer	7	1.4		

Table 9 (continued)

Satisfaction	numbers	Percentage	\bar{X}	SD
6. The justice in the consideration on double promotions at work.				
Very satisfied				
Satisfied				
Moderately satisfied				
Dissatisfied				
Very dissatisfied				
No answer				
$\bar{X} = 2.91$ $SD = .70$				

4.2.7 Job satisfaction of fringe benefits (Table 8)

4.2.7.1 3.1% of the subjects felt very satisfied with the allowance, remuneration, and overtime payment at work. 21% of the subjects felt satisfied with this point, while 48.6%, 18% and 8.4% felt moderately satisfied, fairly dissatisfied, and quite dissatisfied, respectively.

4.2.7.2 2.4% of the subjects felt very satisfied with the financial fringe benefit, such as, emergency money from financial co-operative, 20% of the subjects felt satisfied with this point, while 47.8%, 23.7% and 5.3% felt moderately satisfied, fairly dissatisfied, and quite dissatisfied, respectively.

4.2.7.3 2.9% of the subjects felt very satisfied with the operation of official housing staff on housing allocation. 19.0% of the subjects felt satisfied with this point, while 45.9%, 18.8% and 12% felt moderately satisfied, fairly dissatisfied, and quite dissatisfied, respectively.

4.2.7.4 1.0% of the subjects felt very satisfied with the operation of official housing staff on cleaning and order keeping. 12.4% of the subjects felt satisfied with this point, while 14.3%, 26.3% and 14.3% felt moderately satisfied, fairly dissatisfied, and quite dissatisfied, respectively.

4.2.7.5 2.0% of the subjects felt very satisfied with the supply of drinking water. 14.1% of the subjects feel satisfied with this point while 45.5%, 25.7% and 11.8% felt moderately satisfied, fairly dissatisfied, and quite dissatisfied, respectively.

4.2.7.6 3.9% of the subjects felt very satisfied with the application process for allowance, accommodation, medical fee, house rent etc. 23.7% felt satisfied with this point while 51.8%, 15.7% and 4.1% felt moderately satisfied, fairly dissatisfied, and quite dissatisfied, respectively.

4.2.7.7 1.6% of the subjects felt very satisfied with the procedure of applying for holiday leave, as well as sick leave and personal business leave. 23.5% felt satisfied with this point, while 48%, 16.7% and 9.4% felt moderately satisfied, fairly dissatisfied, and quite dissatisfied, respectively.

4.2.7.8 1.6% of the subjects felt very satisfied with the convenience to use telecommunication equipment such as walkie-talkie, telephones, and intercommunication machines. 16.7% felt satisfied with this point while 48.6%, 18% and 8.4% felt moderately satisfied, fairly dissatisfied, and quite dissatisfied, respectively.

Table 10 Job Satisfaction of fringe benefits.

Satisfaction	numbers	Percentage	\bar{X}	SD
Fringe Benefits				
1. Allowance, remuneration, overtime payment at work.				
Very satisfied	15	3.1	2.92	.92
Satisfied	103	21.0		
Moderately satisfied	238	48.6		
Dissatisfied	88	18.0		
Very dissatisfied	41	8.4		
No answer	5	1.0		

Table 10 (continued)

Satisfaction	numbers	Percentage	\bar{X}	SD
2. The financial fringe benefit such as emergency money from financial co – operative.			2.91	.92
Very satisfied	12	2.4		
Satisfied	98	20.0		
Moderately satisfied	234	47.8		
Dissatisfied	116	23.7		
Very dissatisfied	26	5.3		
No answer	4	.8		
3. The operation of official housing staff on housing allocation.			2.82	.98
Very satisfied	14	2.9		
Satisfied	93	19.0		
Moderately satisfied	225	45.9		
Dissatisfied	92	18.8		
Very dissatisfied	59	12.0		
No answer	7	1.4		
4. The operation of official housing staff on cleaning and order keeping.			2.59	.92
Very satisfied	5	1.0		
Satisfied	61	12.4		
Moderately satisfied	217	44.3		
Dissatisfied	129	26.3		
Very dissatisfied	70	14.3		
No answer	8	1.6		

Table 10 (continued)

Satisfaction	numbers	Percentage	\bar{X}	SD
5. The supply of drinking water.			2.69	.93
Very satisfied	10	2.0		
Satisfied	69	14.1		
Moderately satisfied	223	45.5		
Dissatisfied	126	25.7		
Very dissatisfied	58	11.8		
No answer	4	.8		
6. The application process for allowance, accommodation, medical fee, house rent etc.			3.08	.85
Very satisfied	19	3.9		
Satisfied	116	23.7		
Moderately satisfied	254	51.8		
Dissatisfied	77	15.7		
Very dissatisfied	20	4.1		
No answer	4	.8		
7. The procedure of applying for holiday leave as well as sick leave and personal business leave.			2.91	.92
Very satisfied	8	1.6		
Satisfied	115	23.5		
Moderately satisfied	235	48.0		
Dissatisfied	82	16.7		
Very dissatisfied	46	9.4		
No answer	4	.8		

Table 10 (continued)

Satisfaction	numbers	Percentage	\bar{X}	SD
8. The convenience to use telecommunication equipment such as walkie-talkie, telephones and inter communication machine.			2.78	.91
Very satisfied	8	1.6		
Satisfied	82	16.7		
Moderately satisfied	243	49.6		
Dissatisfied	99	20.2		
Very dissatisfied	53	10.8		
No answer	5	1.0		
$\bar{X} = 2.83$ SD = .64				

4.2.8 Job satisfaction of job achievement (Table 9).

4.2.8.1 2.9% of the subjects felt very satisfied with the respect and recognition of job performance from the colleagues. 26.1% of the subjects felt satisfied with this point, while 56.9%, 11.6% and 1.2% felt moderately satisfied, fairly dissatisfied, and quite dissatisfied, respectively.

4.2.8.2 3.7% of the subjects felt very satisfied with the respect and recognition of job performance from immediate superiors. 27.1% of the subjects felt satisfied with this point, while 58.6%, 8.6% and 1.2% felt moderately satisfied, fairly dissatisfied, and quite dissatisfied, respectively.

4.2.8.3 2.0% of the subjects felt very satisfied with the awards and praises on job performance from colleagues. 23.7% of the subjects felt satisfied with this point, while 59.8%, 11.6% and 2% felt moderately satisfied, fairly dissatisfied, and quite dissatisfied, respectively.

4.2.8.4 2.4% of the subjects felt very satisfied with the awards and praises on job performance from immediate superiors. 21.0% of the

subjects felt satisfied with this point, while 61%, 10.6% and 2.0% felt moderately satisfied, fairly dissatisfied, and quite dissatisfied, respectively.

4.2.8.5 2.2% of the subjects felt very satisfied with the awards on job performance as a special case from the organization. 16.5% felt satisfied with this point, while 56.7%, 17.1% and 5.9% felt moderately satisfied, fairly dissatisfied, and quite dissatisfied, respectively.

Table 11 Job Satisfaction in work achievement.

Satisfaction	numbers	Percentage	\bar{X}	SD
Work Achievement				
1. The respect and recognition of your job performance from your colleagues.			3.18	.72
Very satisfied	14	2.9		
Satisfied	128	26.1		
Moderately satisfied	249	56.9		
Dissatisfied	57	11.6		
Very dissatisfied	6	1.2		
No answer	6	1.2		
2. The respect and recognition of your job performance from your immediate superiors.			3.24	.71
Very satisfied	18	3.7		
Satisfied	133	27.1		
Moderately satisfied	287	58.6		
Dissatisfied	42	8.6		
Very dissatisfied	6	1.2		
No answer	4	0.8		

Table 11 (continued)

Satisfaction	numbers	Percentage	\bar{X}	SD
3. Awards and praises on your job performance from your colleagues.			3.12	.71
Very satisfied	10	2.0		
Satisfied	116	23.7		
Moderately satisfied	293	59.8		
Dissatisfied	57	11.6		
Very dissatisfied	10	2.0		
No answer	4	0.8		
4. Awards and praises on your job performance from your immediate superiors.			3.12	.71
Very satisfied	12	2.4		
Satisfied	103	21.0		
Moderately satisfied	299	61.0		
Dissatisfied	52	10.6		
Very dissatisfied	10	2.0		
No answer	14	2.9		
5. Awards on your job performance as a special case from your organization.			2.92	.82
Very satisfied	11	2.2		
Satisfied	81	16.5		
Moderately satisfied	278	56.7		
Dissatisfied	84	17.1		
Very dissatisfied	29	5.9		
No answer	7	1.4		
$\bar{X} = 3.11$ SD = .61				

4.2.9 Job satisfaction of policy and administration (Table 10).

4.2.9.1 1.8% of the subjects felt very satisfied with the flexibility of rules and regulation of the organization. 17.1% of the subjects felt satisfied with this point, while 52.2%, 21.8% and 6.1% felt moderately satisfied, fairly dissatisfied, and quite dissatisfied, respectively.

4.2.9.2 2.4% of the subjects felt very satisfied with the moral – based administration of the organization. 17.6% of the subjects felt satisfied with this point, while 53.9%, 19.2% and 6.3% felt moderately satisfied, fairly dissatisfied, and quite dissatisfied, respectively.

4.2.9.3 2.9% of the subjects felt very satisfied with suitability of the job assignment to the official position. 23.7% of the subjects felt satisfied with this point, while 50.4%, 14.5% and 7.8% felt moderately satisfied, fairly dissatisfied, and quite dissatisfied, respectively.

4.2.9.4 3.9% of the subjects felt very satisfied with the delegation of power on decision making to the subordinates. 18.6% of the subjects felt satisfied with this point, while 50.2%, 20.8% and 6.1% felt moderately satisfied, fairly dissatisfied, and quite dissatisfied, respectively.

4.2.9.5 1% of the subjects felt very satisfied with the proportion between the amount of job and the number of officers. 8.8% felt satisfied with this point, while 48.2%, 26.1% and 15.1% felt moderately satisfied, fairly dissatisfied, and quite dissatisfied, respectively.

4.2.9.6 2.9% of the subjects felt very satisfied with the suitability of job assignment to the ability of the officers. 23.9% satisfied with this point, while 49.8%, 16.5% and 6.3% felt moderately satisfied, fairly dissatisfied, and quite dissatisfied, respectively.

4.2.9.7 6.3% of the subjects felt very satisfied with the approve on education leave, sick leave, ordination leave and holiday leave. 26.5% of the subjects felt satisfied with this point, while 50.6%, 11.8% and 4.1% felt moderately satisfied, fairly dissatisfied, and quite dissatisfied, respectively.

4.2.9.8 5.7% of the subjects felt very satisfied with the broad-mindedness and willingness to accept other people's ideas of the immediate superiors. 25.1% of the subjects felt satisfied with this point, while 47.1%,

13.5% and 5.9% felt moderately satisfied, fairly dissatisfied, and quite dissatisfied, respectively.

4.2.9.9 3.5% of the subjects felt very satisfied with the justice-based consideration on position reshuffle of immediate superiors. 19.8% of the subjects felt satisfied with this point, while 51.6%, 15.3% and 9.4% felt moderately satisfied, fairly dissatisfied, and quite dissatisfied, respectively.

4.2.9.10 3.1% of the subjects felt very satisfied with the justice-based consideration on job promotion of immediate superiors. 16.7% of the subjects felt satisfied with this point, while 52.7%, 18.8% and 8.4% felt moderately satisfied, fairly dissatisfied, and quite dissatisfied, respectively.

4.2.9.11 2.4% of the subjects felt very satisfied with the convenience in making contact with other organizations. 14.7% felt satisfied with this point, while 58.6%, 19.0% and 4.4% felt moderately satisfied, fairly dissatisfied, and quite dissatisfied, respectively.

4.2.9.12 3.3% of the subjects felt very satisfied with the clearness of the policy directions of the organization. 19% felt satisfied with this point while 57.6%, 15.9% and 3.9% felt moderately satisfied, fairly dissatisfied, and quite dissatisfied, respectively.

Table 12 Job Satisfaction of policies and administration

Satisfaction	numbers	Percentage	\bar{X}	SD
Policies and Administration				
1. The flexibility of rules and regulation of your organization.				
			2.87	.84
Very satisfied	9	1.8		
Satisfied	84	17.1		
Moderately satisfied	256	52.2		
Dissatisfied	107	21.8		
Very dissatisfied	30	6.1		
No answer	4	.8		
2. The moral-based administration of your organization.				
			2.91	.85
Very satisfied	12	2.4		
Satisfied	86	17.6		
Moderately satisfied	264	53.9		
Dissatisfied	94	19.2		
Very dissatisfied	31	6.3		
No answer	3	0.6		
3. The suitability of your job assignment to your official position.				
			2.99	.90
Very satisfied	14	2.9		
Satisfied	116	23.7		
Moderately satisfied	247	50.4		
Dissatisfied	71	14.5		
Very dissatisfied	38	7.8		
No answer	4	.8		

Table 12 (continued)

Satisfaction	numbers	Percentage	\bar{X}	SD
4. The delegation of power on decision making to the subordinates.			2.93	.89
Very satisfied	19	3.9		
Satisfied	91	18.6		
Moderately satisfied	245	50.0		
Dissatisfied	102	20.8		
Very dissatisfied	30	6.1		
No answer	3	0.6		
5. The proportion between the amount of and the number of officers at works.			2.54	.89
Very satisfied	5	1.0		
Satisfied	43	8.8		
Moderately satisfied	236	48.2		
Dissatisfied	128	26.1		
Very dissatisfied	76	15.5		
No answer	2	0.4		
6. The suitability of your job assignment to your ability.			3.00	.88
Very satisfied	14	2.9		
Satisfied	117	23.9		
Moderately satisfied	244	49.8		
Dissatisfied	81	16.5		
Very dissatisfied	31	6.3		
No answer	3	0.6		



Table 12 (continued)

Satisfaction	numbers	Percentage	\bar{X}	SD
7. The approve on education leave, sick leave, ordination leave and holiday leave etc.			3.19	.88
Very satisfied	31	6.3		
Satisfied	130	26.5		
Moderately satisfied	248	50.6		
Dissatisfied	58	11.8		
Very dissatisfied	20	4.1		
No answer	3	0.6		
8. The broad-mindedness and willingness to accept other people's ideas of your immediate superiors.			3.12	.93
Very satisfied	28	5.7		
Satisfied	123	25.1		
Moderately satisfied	231	47.1		
Dissatisfied	66	13.5		
Very dissatisfied	29	5.9		
No answer	13	2.7		
9. The justice-based consideration on position reshuffle of your immediate superiors.			2.93	.93
Very satisfied	17	3.5		
Satisfied	97	19.8		
Moderately satisfied	253	51.6		
Dissatisfied	75	15.3		
Very dissatisfied	46	9.4		
No answer	2	.4		

Table 12 (continued)

Satisfaction	numbers	Percentage	\bar{X}	SD
10. The justice-based consideration on job promotion of your immediate superiors.			2.87	.90
Very satisfied	15	3.1		
Satisfied	82	16.7		
Moderately satisfied	258	52.7		
Dissatisfied	92	18.8		
Very dissatisfied	41	8.4		
No answer	2	.4		
11. The convenience in making contact with other organization.			2.92	.78
Very satisfied	12	2.4		
Satisfied	72	14.7		
Moderately satisfied	287	58.6		
Dissatisfied	93	19.0		
Very dissatisfied	22	4.5		
No answer	4	0.8		
12. The clearness of the policy directions of your organization.			3.02	.80
Very satisfied	16	3.3		
Satisfied	93	19.0		
Moderately satisfied	282	57.6		
Dissatisfied	78	15.9		
Very dissatisfied	19	3.9		
No answer	2	0.4		
			$\bar{X} = 2.93$	SD = 51

4.3 Hypotheses Testing

In this study, 10 hypotheses have been set as follows.

Hypothesis 1: The correctional officers with different social backgrounds have different job satisfaction concerning salary or remuneration.

Hypothesis 2: The correctional officers with different social backgrounds have different job satisfaction concerning working conditions.

Hypothesis 3: The correctional officers with different social backgrounds have different job satisfaction concerning relationship with colleagues.

Hypothesis 4: The correctional officers with different social backgrounds have different job satisfaction concerning relationship with immediate superiors and subordinates.

Hypothesis 5: The correctional officers with different social backgrounds have different job satisfaction concerning job security.

Hypothesis 6: The correctional officers with different social backgrounds have different job satisfaction concerning job advancement.

Hypothesis 7: The correctional officers with different social backgrounds have different job satisfaction concerning fringe benefits.

Hypothesis 8: The correctional officers with different social backgrounds have different job satisfaction concerning job achievement.

Hypothesis 9: The correctional officers with different social backgrounds have different job satisfaction concerning policies and administration.

Hypothesis 10: The correctional officers with different social backgrounds have different job satisfaction on the whole.

4.3.1 Hypothesis 1: The correctional officers with different social background have different job satisfaction concerning salary or remuneration.

In the hypothesis testing, the statistics used are an analysis of variance and a multiple classification analysis. The variables are divided into 2 groups as follows.

A. Independent variables including sex, age, education, marital status, religion, income, position, position classification level (PC), years in service, and prison (working place).

B. Dependent variables including job satisfaction concerning salary or remuneration.

From the analysis of variance and the multiple classification analysis (Table 11 and Table 12) it was concluded that the correctional officers of different sexes had insignificant difference in job satisfaction level concerning salary and remuneration. It was found that male officers had job satisfaction level at .13 under average (Grand Mean = 16.498) while female officers had job satisfaction level at .78 above average. It was also found that sex was related to job satisfaction concerning salary and remuneration at the level of 8% (Beta = 0.08).

The correctional officers of different ages had insignificant difference in job satisfaction level concerning salary and remuneration. It was found that the correctional officers whose ages were above 34 years of age had job satisfaction level at .32 above average (Grand Mean = 16.498), the officers who were 35–47 years of age had job satisfaction level at -.49 under average, the officers who were above 48 years of age had job satisfaction level at .66 above average. It was also found that age variables were related to job satisfaction concerning salary and remuneration at the level of 12% (Beta = 0.12).

The correctional officers with different education levels had significant difference in job satisfaction level concerning salary and remuneration at .05. It was found that the correctional officers holding high school or vocational school certificate had job satisfaction level at .52 above average (Grand Mean = 16.498), the officers holding higher vocational school certificate had job satisfaction level at .51 above average and the officers holding bachelor or master degree had job satisfaction level at -.73 below average. It was also found that educational level was related to job satisfaction concerning salary and remuneration at the level of 16% (Beta = 0.16).

The correctional officers with different marital statuses had insignificant different in job satisfaction concerning salary and remuneration. It was found that the correctional officers who were single had job satisfaction level at -.13 below average. (Grand Mean = 16.489), the officers who were married had job satisfaction level at .01 above average, the officers who were widowers, divorced and separated had job satisfaction level at 1.01 above average. It was also found that marital status was related to job satisfaction concerning salary and remuneration at the level of 5%. (Beta = 0.05)

The correctional officers with different religions had significant difference in job satisfaction concerning salary and remuneration at .05. It was found that the correctional officers who were Buddhist had job satisfaction level of .06 above average. (Grand Mean = 16.489), the officers who were Christian had job satisfaction level of -7.58 below average, the officers who were Muslim had job, satisfaction level of -2.27 below average. It was also found that religion was related to job satisfaction concerning salary and remuneration at the level of 14%. (Beta = .14)

The correctional officers with different income had insignificant different in job satisfaction concerning salary and remuneration. It was found that the correctional officers whose salary was 5,007 – 9,105 baht had job satisfaction level at was 5,006 baht and below had job satisfaction level at -.52 below average, the officers whose salary -.36 below average and the officers whose salary was 9,106 baht and above had job satisfaction level at -.08 below average. It was also found that income was related to job satisfaction concerning salary and remuneration at the level of 8%. (Beta = 0.8)

The correctional officers with different positions had significant different in job satisfaction concerning salary and remuneration at .05. It was found that the correctional officers who were “officers” had job satisfaction level at -.33 below average, the officers who were “warders” had job satisfaction level of -.43 below average (Grand Mean = 16.498), the officers who were “penologists” had job satisfaction level of .15 above average. It was also found that position was related to job satisfaction concerning salary and remuneration at the level of 16%. (Beta = 1.6)

The correctional officers with difference position classification levels (PC) had insignificant difference in job satisfaction concerning salary and remuneration. It was found that the correction officers holding PC 1 had job satisfaction level of $-.81$ below average (Grand Mean = 16.489), the officers holding PC 2 had job satisfaction level of $-.70$ below average, the officers holding PC 3 had job satisfaction level of $-.26$ below average, the officers holding PC 4 had job satisfaction level of $-.09$ below average, the officers holding PC 5 had job satisfaction level of $.94$ above average. It was also found that position classification level was related to job satisfaction concerning salary and remuneration at the level of 16% (Beta = .16)

The correctional officers with difference length of years in service had insignificant difference in job satisfaction concerning salary and remuneration. It was found that officers who were in service below 13 years had job satisfaction level of $-.37$ below average (Grand Mean = 16.489), the officers who were in service for 14 – 26 years had job satisfaction level of $.46$ above average and the officers who were in service for over 27 years had job satisfaction level of $.68$ above average. It was also found that length of years in related to job satisfaction at the level of 11% (Beta = .11)

The correctional officers working at different prisons had insignificant difference in job satisfaction concerning daily and remuneration. It was found that the officers working at the Central Correctional Institution for women had job satisfaction level of -1.20 below average (Grand Mean = 16.489), the officers working at the Central Correctional Institution for Young Men had job satisfaction level of $.99$ above average, the officers working at Thonburi District Prison had job satisfaction level of 1.08 above average, the officers working at Central Rehabilitation Institution had job satisfaction level of $-.46$ below average, the officers working at Bangkok District Prison had job satisfaction level of $.15$ above average, the officers working at Bangkwang Central Prison had job satisfaction level of $-.03$ below average. It was also found that working place was related to job satisfaction at the level of 16% (Beta = .16)

All of the independent variables were related to the dependent variable at the percentage of 12.1 (Multiple R = .121) and were able to predict dependent variable at the percentage of .348 (Multiple R = .348) Hypothesis 1 accepted.

Table 13 An analysis of Variance of satisfaction of salary or remuneration

Source of Variation	Sum of Squared	DF	Mean Square	F	Signif of F
Main Effects	916.350	25	36.654	2.523	.000
Sex	7.532	1	7.532	.518	.472
Age	60.826	2	30.413	2.093	.124
Education	117.230	2	58.615	4.034	0.18
Marital Status	15.351	2	7.675	.528	.590
Religion	133.480	2	66.740	4.593	0.11
Income	14.069	2	7.048	.485	.616
Position	130.035	2	65.017	4.475	0.12
Position Class	56.278	4	14.069	.968	.425
Years in Service	27.052	2	13.526	.931	.395
Prison	113.774	6	18.962	1.035	.253
Explained	916.350	25	36.654	2.523	.000
Residual	6654.648	458	14.530		
Total	7570.998	483	15.675		

Table 14 An analysis of multiple classification of satisfaction of salary or remuneration as classified by personal backgrounds of the subjects

Grand Mean = 16.498		Adjusted for		
Variable + Category	N	Unadjusted	Adjusted for	Independents
		Dev'n Eta	Independents	+Covariates
			Dev'n Bta	Dev'n Bta
Sex				
Male	416	.11	-.13	
Female	68	-.69	.78	
			.07	.08
Age				
Under 34 years old	202	-.40	.32	
35-4 years old	218	-.09	-.49	
over 48 years old	64	1.58	.66	
			.16	.12
Education				
Secondary School and Lower				
Vocational School	226	.36	.52	
Higher vocational School	57	-.25	.51	
Bachelor degree/Master degree	201	-.34	-.73	
			.09	.16
Marital Status				
Single	143	-.57	-.13	
Married	326	.23	.01	
Widowed/Divorced/Separated	15	.50	1.01	
			.09	.05

Table 14 (continued)

Grand Mean = 16.498		Adjusted for		
Variable + Category	N	Unadjusted	Adjusted for	Independents
		Dev'n Eta	Independents	+Covariates
			Dev'n Bta	Dev'n Bta
Religions				
Buddhism	476	.05	.06	
Christianity	2	-7.00	-7.57	
Muslim	6	-1.83	-2.27	
			.13	.14
Salary				
5,006 baht and below	84	-1.44	-.52	
5,007-9,150 baht	173	-.05	-.36	
Above 9,106 baht	227	.57	-.08	
			.18	.08
Present Position				
Correctional officers	235	-.56	-.33	
Warders	132	.43	-.43	
Penologists	117	.14	.15	
			.14	.16
Position Class				
Class 1	79	-1.24	-.81	
Class 2	51	-.64	-.70	
Class 3	73	-.07	-.26	
Class 4	142	.20	-.90	
Class 5	139	.88	-.94	
			.20	.16

Table 14 (continued)

Grand Mean = 16.498				Adjusted for
Variable + Category	N	Unadjusted	Adjusted for	Independents
		Dev'n Eta	Independents	+Covariates
				Dev'n Bta
Years in service				
13 years and below	283	-.47	-.37	
14 years – 26 years	148	.38	.46	
above 27 years	54	1.45	.68	
				.16
				.11
Prisons				
The Central Correctional Institution for Women	58	-1.07	-1.20	
The Central Correctional Institution for Young offenders	47	.46	.99	
Thonburi Distric Prison	46	.89	1.08	
The Central Rehabilitation Correctional Institution	55	-.55	-.46	
Bankok Distric Prison	112	.28	.15	
Bangkwang Central Prison	117	.20	-.03	
Klongprem Central Prison	49	-.52	-.30	
				.14
				.16
Multiple R Squared				.121
Multiple R				.348

4.3.2 Hypothesis 2: The correctional officers with different social backgrounds have different job satisfaction concerning working conditions.

In the hypothesis testing, the statistics used are an analysis of variance and a multiple classification analysis. The variables are divided into 2 groups as follows.

A. Independent variables including sex, age, education, marital status, religion, income, position, position classification level (PC), years in service and prison (working place).

B. Dependent variables including job satisfaction and concerning working conditions.

From the analysis of variance and the multiple classification analysis (Table 13 and Table 14), it was concluded that the correctional officers of different sexes had insignificant difference in job satisfaction level concerning working conditions. It was found that male officers had job satisfaction level at .01 over average (Grand Mean = 16.021) while female officers had job satisfaction level at -.70 below average. It was also found that sex was related to job satisfaction concerning working condition at the level of 1% (Beta = 0.01).

The correctional officers of different ages had insignificant difference in job satisfaction level concerning working conditions. It was found that the correctional officers whose ages were above 34 years of age had job satisfaction level at .26 above average (Grand Mean = 16.021), the officers who were 35–47 years of age had job satisfaction level at -.30 below average, the officers who were above 48 years of age had job satisfaction level at .18 above average. It was also found that age variables were related to job satisfaction concerning working conditions at the level of 7% (Beta = 0.07).

The correctional officers with different education level had insignificant difference in job satisfaction level concerning working condition. It was found that the correctional officers holding high school or vocational school certificate had job satisfaction level of .28 above average (Grand Mean = 16.021), the officers holding higher vocational school certificate had job satisfaction level of .08 above average and the officers holding bachelor or

master degree had job satisfaction level of $-.34$ below average. It was also found that educational level was related to job satisfaction concerning working conditions at the level of 8% ($\text{Beta} = 0.08$).

The correctional officers with different marital status had insignificant difference in job satisfaction concerning working conditions. It was found that the correctional officers who were single had job satisfaction level at $-.13$ below average. (Grand Mean = 16.021), the officers who were married had job satisfaction level of $-.01$ below average, the officers who were widowers, divorced and separated had job satisfaction level at 1.01 above average. It was also found that marital status was related to job satisfaction concerning working condition at the level of 8%. ($\text{Beta} = 0.08$)

The correctional officers with different religions had insignificant difference in job satisfaction concerning working conditions. It was found that the correctional officers who were Buddhist had job satisfaction level average. (Grand Mean = 16.021), the officers who were Christian had job satisfaction level of $.55$ above average, the officers who were Muslim had job satisfaction level of $.45$ above average. It was also found that religion was related to job satisfaction concerning working condition at the level of 2%. ($\text{Beta} = .02$)

The correctional officers with different monthly income had insignificant difference in job satisfaction concerning working condition. It was found that the correctional officers whose salary was 5,006 baht and below had job satisfaction level at $-.89$ below average (Grand Mean = 16.021), The officers whose salary was 5,007 –9,105 baht had job satisfaction level at $.67$ above average and the officers whose salary was 9,106 baht and above had job satisfaction level at below average. It was also found that income was related to job satisfaction concerning working condition at the level of 15%. ($\text{Beta} = .15$)

The correctional officers with different positions had insignificant difference in job satisfaction concerning working condition. It was found that the correctional officers who were “officers” had job satisfaction level of $-.02$ below average, the officers who were “warders” had job satisfaction level of $.11$ above the officers who were “penologists” had job

satisfaction level of $-.16$ below average. It was also found that positions was related to job satisfaction concerning working condition at the level of 3% (Beta = $.03$).

The correctional officers with difference position classification levels (PC) had insignificant difference in job satisfaction concerning working condition. It was found that the correction officers holding PC 1 had job satisfaction level of $.36$ above average (Grand Mean = 16.489), the officers holding PC 2 had job satisfaction level of $-.22$ below average, the officers holding PC 3 had job satisfaction level of $-.73$ below average, the officers holding PC 4 had job satisfaction level of $-.06$ below average, the officers holding PC 5 had job satisfaction level of $.33$ above average. It was also found that position classification level was related to job satisfaction concerning working conditions at the level of 10% (Beta = $.10$).

The correctional officers with difference length of years in service had insignificant difference in job satisfaction concerning working conditions. It was found that officers who were in service below 13 years had job satisfaction level of $-.34$ below average (Grand Mean = 16.021), the officers who were in service for 14 – 26 years had job satisfaction level of $.29$ above average and the officers who were in service for over 27 years had job satisfaction level of $.95$ above average. It was also found that length of years in service is related to job satisfaction concerning working condition at the level of 12% (Beta = $.12$).

The correctional officers working at different prisons had significant difference in job satisfaction concerning working conditions at $.05$. It was found that the officers working at the Central Correctional Institution for Women had job satisfaction level of -1.01 below average (Grand Mean = 16.021), the officers working at the Central Correctional Institution for Young Men had job satisfaction level of $.78$ above average, the officers working at Thonburi District Prison had job satisfaction level of 1.38 above average, the officers working at Central Rehabilitation Institution had job satisfaction level of $-.01$ below average, the officers working at Bangkok District Prison had job satisfaction level of $.49$ above average, the officers working at Bangkok University

Central Prison had job satisfaction level of .57 below average. The officers working at KlongPrem Central Prison had job satisfaction level of -.68 below average. It was also found that working place was related to job satisfaction at the level of 20% (Beta = .20).

All of the independent variables were related to the dependent variable at the percentage of 8.3 (Multiple R = .083) and were able to predict dependent variable at the percentage of 28.8 (Multiple R = .288) Hypothesis 2 accepted.

Table 15 An analysis of variance of satisfaction of working conditions classified by personal backgrounds of the subjects.

Source of Variation	Sum of Squared	DF	Mean Square	Signif. F	of F
Main Effects	518.528	25	20.741	1.637	.025
Sex	.063	1	.063	.005	.944
Age	19.427	2	9.713	.767	.465
Education	25.345	2	12.672	1.000	.369
Marital Status	32.068	2	16.034	1.266	.283
Religion	1.387	2	.694	.055	.947
Income	43.845	2	21.922	1.731	.178
Position	3.319	2	1.660	.131	.877
Position Class	31.844	4	7.961	.628	.642
Years in Service	24.829	2	12.415	.980	.376
Prison	195.336	6	32.556	2.570	.019
Explained	518.528	25	20.741	1.637	.028
Residual	5713.262	451	12.668		
Total	6231.790	476	13.092		

Table 16 A multiple classification analysis of the satisfaction of working conditions as classified by the personal background of the subjects.

Variable + Category	N	Unadjusted Dev'n Eta	Adjusted for Independents Dev'n Bta	Adjusted for
				Independents +Covariates Dev'n Bta
Grand Mean = 16.021				
Sex				
Male	412	.17	.01	
Female	65	-1.07	-.07	
			.12	.01
Age				
Under 34 years old	201	-.18	.26	
35-4 years old	212	-.15	-.30	
over 48 years old	64	1.06	.18	
			.12	.07
Education				
Secondary School and Lower Vocational School	224	.42	.28	
Higher vocational School	57	-.02	.08	
Bachelor degree/Master degree	196	-.47	-.34	
			.11	.08
Marital Status				
Single	142	-.31	-.13	
Married	321	.09	-.01	
Widowed/Divorced/Separated	14	1.05	1.60	
			.07	.08

Table 16 (continued)

Grand Mean = 16.498				
Variable + Category	N	Unadjusted Dev'n Eta	Adjusted for	Adjusted for
			Independents Dev'n Bta	Independents +Covariates Dev'n Bta
Religion				
Buddhism	470	.00	.00	
Christianity	1	.98	.55	
Muslim	6	-.35	.45	
			.02	.02
Salary				
5,006 baht and below	82	-.70	-.89	
5,007-9,150 baht	169	.04	.67	
Above 9,106 baht	226	.22	-.18	
			.09	.15
Present Position				
Correctional officers	232	-.10	-.02	
Warders	132	.50	.11	
Penologists	113	-.37	-.16	
			.09	.03
Position Class				
Class 1	76	-.59	.36	
Class 2	50	.12	-.22	
Class 3	74	-.29	-.73	
Class 4	139	.20	-.06	
Class 5	138	.23	.33	
			.09	.10

Table 16 (continued)

Grand Mean = 16.498		Adjusted for	
Variable + Category	N	Unadjusted	Independents
		Dev'n Eta	Dev'n Bta
		Adjusted for	
		Independents	
		+Covariates	
		Dev'n Bta	
Years in service			
13 years and below	277	-.24	-.34
14 years – 26 years	147	.05	.29
above 27 years	53	1.15	.95
		.12	.12
Prisons			
The Central Correctional Institution for Women	55	-1.31	-1.01
The Central Correctional Institution for Young Offenders	45	.65	.78
Thonburi Distric Prison	47	1.28	
The Central Rehabilitation Correctional Institution	55		1.38
Bankok Distric Prison	112	.61	.49
Bangkwang Central Prison	114	-.34	-.57
Klongprem Central Prison	49	-.80	.68
		.21	.20
Multiple R Squared			.083
Multiple R			.288

4.3.3 Hypothesis 3: The correctional officers with different social backgrounds have different job satisfaction concerning relationship with colleagues.

In the hypothesis testing, the statistics used are an analysis of variance and a multiple classification analysis. The variables are divided into 2 groups as follows.

A. Independent variables including sex, age, education, marital status, religion, income, position, position classification level (PC), years in service and prison (working place).

B. Dependent variables including job satisfaction concerning relationship with colleagues.

From the analysis of variance and the multiple classification analysis (Table 15 and Table 16), it was concluded that the correctional officers of different sexes had insignificant difference in job satisfaction level concerning relation with colleagues. It was found that male officers had job satisfaction at average (Grand Mean = 12.497) while female officers had job satisfaction level of .03 above average and it was also found that sex was not related to job satisfaction concerning relation with colleagues (Beta = 0.00).

The correctional officers of different ages had significant difference in job satisfaction level concerning relationship with colleagues at 0.5. It was found that the correctional officers whose ages were above 34 years of age had job satisfaction level of .15 above average (Grand Mean = 12.497), the officers who were 35 – 47 years of age had job satisfaction level at -.39 below average, the officers who were above 48 years of age had job satisfaction level of .87 above average. It was also found that age variables were related to job satisfaction concerning relationship with colleagues at the level of 16% (Beta = 0.16).

The correctional officers with different education level had insignificant difference in job satisfaction level concerning relationship with colleagues. It was found that the correctional officers holding high school or vocational school certificate had job satisfaction level of .01 above average (Grand Mean = 12.497), the officers holding higher vocational school certificate had job satisfaction level of .08 above average and the officers holding bachelor or master degree had job satisfaction level of -.26 above average and the officers holding bachelor or master degree had job satisfaction level of 0.09

below average. It was also found that educational level was related to job satisfaction concerning relationship with colleagues at the level of 4% (Beta = 0.04).

The correctional officers with different marital statuses had insignificant different in job satisfaction concerning relationship with colleagues. It was found that the correctional officers who were single had job satisfaction level at of -.08 below average. (Grand Mean = 12.497), the officers who were married had job satisfaction level at .02 above average, the officers who were widowers, divorced and separated had job satisfaction level at .38 above average. It was also found that marital status was related to job satisfaction concerning relationship with colleagues at the level of 3%. (Beta = 0.03)

The correctional officers with different religions had insignificant difference in job satisfaction concerning relationship with colleagues. It was found that the correctional officers who were Buddhist had job satisfaction level of .02 below average. (Grand Mean = 12.497), the officers who were Christian had job satisfaction level of 1.99 above average, the officers who were Muslim had job, satisfaction level of 1.34 above average. It was also found that religion was related to job satisfaction concerning relationship with colleagues at the level of 7%. (Beta = .07)

The correctional officers with different monthly income had insignificant different in job satisfaction concerning relationship with colleagues. It was found that the correctional officers whose salary was 5,006 baht and below had job satisfaction level of .60 above (Grand Mean = 12.497) average, the officers whose salary was 5,007 – 9,105 baht had job satisfaction level of -.54 above average the officers whose salary was 9,106 baht and above had job satisfaction level of -.64 below average. It was also found that income was related to job satisfaction concerning relationship with colleagues at the level of 23%. (Beta = .23)

The correctional officers with different positions had insignificant different in job satisfaction concerning relationship with colleagues. It was found that the correctional officers who were “officers” had job satisfaction level of .11 above average (Grand Mean = 12.497), the officers who

were “warders” had job satisfaction level of .21 below average the officers who were “penologists” had job satisfaction level of .02 above average. It was also found that positions was related to job satisfaction concerning relationship with colleagues at the level of 5% (Beta = .05).

The correctional officers with different position classification levels (PC) had insignificant difference in job satisfaction concerning relationship with colleagues. It was found that the correction officers holding PC 1 had job satisfaction level of 0.70 below average (Grand Mean = 12.497), the officers holding PC 2 had job satisfaction level of .79 below average, the officers holding PC 3 had job satisfaction level of .47 below average, the officers holding PC 4 had job satisfaction level of .09 below average, the officers holding PC 5 had job satisfaction level of .86 above average. It was also found that position classification level was related to job satisfaction concerning relationship with colleagues at the level of 24% (Beta = .24).

The correctional officers with difference length of years in service had insignificant difference in job satisfaction concerning relationship with colleagues. It was found that officers who were in service below 13 years had job satisfaction level of .04 below average (Grand Mean = 12.497), the officers who were in service for 14 – 26 years had job satisfaction level of .02 above average and the officers who were in service for more than 27 years had job satisfaction level of .18 above average. It was also found that length of years in service is related to job satisfaction relationship with colleagues condition at the level of 3% (Beta = .03).

The correctional officers working at different prisons had insignificant difference in job satisfaction concerning relationship with colleagues. It was found that the officers working at the Central Correctional Institution for Women had job satisfaction level of .32 below average (Grand Mean = 12.497), the officers working at the Central Correctional Institution for Young Men had job satisfaction level of .12 above average, the officers working at Thonburi District Prison had job satisfaction level of .10 above average, the officers working at Central Rehabilitation Institution had job satisfaction level of -.82 below average, the officers working at Bangkok District Prison had job

satisfaction level of .59 above average, the officers working at Bangkwang Central Prison had job satisfaction level of .05 below average. The officers working at KlongPrem Central Prison had job satisfaction level of .11 above average. It was also found that working place was related to job satisfaction at the level of 16% (Beta = .16).

All of the independent variables were related to the dependent variable at the percentage of 8.2 (Multiple R = .082) and were able to explain dependent variable at the percentage of 28.6 (Multiple R = .286). Hypothesis 2 accepted.

Table 17 An analysis of variance of satisfaction of the relationship of colleagues classified by the personal backgrounds of the subjects.

Source of Variation	Sum of Squared	DF	Mean Square	F	Signif. of F
Main Effects	278.350	25	11.134	1.640	.028
Sex	.008	1	.008	.001	.973
Age	47.945	2	23.973	3.530	.030
Education	4.601	2	2.300	.339	.713
Marital Status	2.486	2	1.243	.183	.833
Religion	13.533	2	6.676	.996	.370
Income	36.494	2	18.247	2.687	.069
Position	4.847	2	2.424	.357	.700
Position Class	47.334	4	11.834	1.743	.139
Years in Service	.724	2	.362	.053	.948
Prison	71.920	6	11.987	1.765	.105
Explained	287.350	25	11.134	1.640	.028
Residual	3116.896	459	6.791		
Total	3395.245	484	7.015		

Table 18 A multiple classification analysis of the satisfaction of the relationship with colleagues as classified by the personal backgrounds of the subjects.

Grand Mean = 12.497				
Variable + Category	N	Unadjusted		Adjusted for
		Dev'n	Eta	Independents
				Adjusted for
				Independents
				+Covariates
				Dev'n
				Bta
Sex				
Male	417	.03		.00
Female	68	-.17		.03
			.03	.00
Age				
under 34 years old	205	.18		.15
35-4 years old	217	-.39		-.39
over 48 years old	63	.74		.87
			.15	.16
Education				
Secondary School and Lower				
Vocational School	225	.00		.01
Higher vocational School	61	.29		.26
Bachelor degree/Master degree	199	-.08		-.09
			.04	.04
Marital Status				
Single	144	-.05		-.08
Married	326	.00		.02
Widowed/Divorced/Separated	15	.44		.38
			.03	.03

Table 18 (continued)

Grand Mean = 12.497				
Variable + Category	N	Unadjusted Dev'n Eta	Adjusted for	Adjusted for
			Independents Dev'n Bta	Independents +Covariates Dev'n Bta
Religion				
Buddhism	478	-.025	-.02	
Christianity	1	3.50	1.99	
Muslim	6	1.00	1.34	
			.07	.07
Salary				
5,006 baht and below	85	.02	.60	
5,007-9,150 baht	174	.12	.54	
Above 9,106 baht	226	-.10	-.64	
			.04	.23
Present Position				
Correctional officers	238	-.38	.11	
Warders	131	-.01	-.21	
Penologists	116	.07	.02	
			.02	.05
Position Class				
Class 1	79	-.13	-.70	
Class 2	53	-.25	-.79	
Class 3	75	-.04	-.47	
Class 4	140	.00	.09	
Class 5	138	.19	.86	
			.05	.24

Table 18 (continued)

Grand Mean = 12.497				Adjusted for
Variable + Category	N	Unadjusted Dev'n Eta	Adjusted for Independents Dev'n Bta	Independents
				+Covariates Dev'n Bta
Years in service				
13 years and below	286	.04	-.04	
14 years – 26 years	146	-.31	.02	
above 27 years	53	.62	.18	
			.10	.03
Prisons				
The Central Correctional Institution for Women	58	-.27	-.32	
The Central Correctional Institution for Young Offenders	47	-.11	-.12	
Thonburi Distric Prison	46	.00	.10	
The Central Rehabilitation Correctional Institution	56	-1.09	-.82	
Bankok Distric Prison	112	.71	.59	
Bangkwang Central Prison	117	-.01	-.05	
Klongprem Central Prison	49	.07	.11	
			.19	.16
Multiple R Squared				0.82
Multiple R				.286

4.3.4 Hypothesis 4 : The correctional officers with different social backgrounds have different job satisfaction concerning relationship with immediate superiors and subordinates.

In the hypothesis testing, the statistics used are an analysis of variance and a multiple classification analysis. The variables are divided into 2 groups as follows.

A. Independent variables including sex, age, education, marital status, religion, income, position, position classification level (PC), years in service and prison (working place).

B. Dependent variables including job satisfaction concerning relationship with immediate superiors and subordinates.

From the analysis of variance and the multiple classification analysis (Table 17 and Table 18), it was concluded that the correctional officers of different sexes had insignificant difference in job satisfaction level concerning relationship with immediate superiors and subordinates. It was found that male officers had job satisfaction at average level (Grand Mean = 16.427) while female officers had job satisfaction level at .03 above average and it was also found that sexes were not related to job satisfaction concerning relationship with immediate superiors or subordinates (Beta = 0.00).

The correctional officers of different ages had insignificant difference at .05 in job satisfaction level concerning relationship with immediate superiors and subordinates. It was found that the correctional officers whose ages were above 34 years of age had job satisfaction level of .22 below average (Grand Mean = 16.427), the officers who were 35 – 47 years of age had job satisfaction level of .28 below average, the officers who were above 48 years of age had job satisfaction level of 1.68 above average. It was also found that age variables were related to job satisfaction concerning relationship with immediate superiors and subordinates at the level of 19% (Beta = 0.19).

The correctional officers with different education level had insignificant difference in job satisfaction level concerning relationship with colleagues and subordinates. It was found that the correctional officers holding high school or vocational school certificate had job satisfaction level of .32 below average (Grand Mean = 16.427), the officers holding higher vocational school certificate had job satisfaction level at .62 above average and the

officers holding bachelor or master degree had job satisfaction level of .18 above average. It was also found that educational level was related to job satisfaction concerning relationship with immediate superiors and subordinates at the level of 9% (Beta = 0.09).

The correctional officers with different marital statuses had insignificant difference in job satisfaction concerning relationship with immediate superiors and subordinates. It was found that the correctional officers who were single had job satisfaction level at of .58 below average. (Grand Mean = 16.427), the officers who were married had job satisfaction level of .16 above average, the officers who were widowers, divorced and separated had job satisfaction level of 2.01 above average. It was also found that marital status was related to job satisfaction concerning relationship with immediate superiors and subordinates at the level of 14%. (Beta = 0.14)

The correctional officers with different religions had insignificant difference in job satisfaction concerning relationship with immediate superiors and subordinates. It was found that the correctional officers who were Buddhist had job satisfaction level of .01 above average. (Grand Mean = 16.427), the officers who were Christian had job satisfaction level of 3.68 below average, the officers who were Muslim had job, satisfaction level of 1.57 above average. It was also found that religion was related to job satisfaction concerning relationship with immediate superiors and subordinates at the level of 7%. (Beta = .07)

The correctional officers with different monthly income had insignificant difference in job satisfaction concerning relationship with immediate superiors and subordinates. It was found that the correctional officers whose salary was 5,006 baht and below had job satisfaction level of .02 above average (Grand Mean = 16.427), the officers whose salary was 5,007 – 9,105 baht had job satisfaction level of .90 above average and the officers whose salary was 9,106 baht and above had job satisfaction level of .68 below average. It was also found that income was related to job satisfaction concerning relationship with immediate superiors and subordinates at the level of 20% (Beta = .20).

The correctional officers with different positions had insignificant different in job satisfaction concerning relationship with immediate superiors and subordinates. It was found that the correctional officers who were “officers” had job satisfaction level of .34 above average, the officers who were “warders” had job satisfaction level of .35 below average the officers who were “penologists” had job satisfaction level of .31 below average. It was also found that position was related to job satisfaction concerning relationship with immediate superiors and subordinates at the level of 10% (Beta = .10).

The correctional official with different position classification levels (PC) had significant different in job satisfaction concerning relationship with immediate superiors and subordinates at .05. It was found that the correction officers holding PC 1 had job satisfaction level of .08 above average (Grand Mean = 16.427), the officers holding PC 2 had job satisfaction level of 1.01 below average, the officers holding PC 3 had job satisfaction level of 1.00 below average, the officers holding PC 4 had job satisfaction level of .38 below average, the officers holding PC 5 had job satisfaction level of 1.25 above average. It was also found that position classification level was related to job satisfaction concerning relationship with immediate superiors and subordinates at the level of 25% (Beta = .25).

The correctional officers with difference length of years in service had insignificant difference in job satisfaction concerning relationship with immediate superiors and subordinates. It was found that officers who were in service below 13 years had job satisfaction level of .20 above average (Grand Mean = 16.421), the officers who were in service for 14 – 26 years had job satisfaction level of -.42 below average and the officers who were in service for over 27 years had job satisfaction level of .11 above average. It was also found that length of years in service is related to job satisfaction concerning relationship with immediate superiors and subordinates at the level of 8% (Beta = .08).

The correctional officers working at different prisons had insignificant difference in job satisfaction concerning relationship with immediate superiors and subordinators. It was found that the officers working at the Central Correctional Institution for Women had job satisfaction level of -.34 below average (Grand Mean = 16.427), the officers working at the Central Correctional Institution for Young Men had job satisfaction level of .02 above average, the officers working at Thonburi District Prison had job satisfaction level of .14 above average, the officers working at Central Rehabilitation Institution had job satisfaction level of .90 below average, the officers working at Bangkok District Prison had job satisfaction level of .40 above average, the officers working at Bangkwang Central Prison had job satisfaction level of .24 above average. The officers working at KlongPrem Central Prison had job satisfaction level of .23 below average. It was also found that working place was related to job satisfaction at the level of 12% (Beta = .12).

All of the independent variables were related to the dependent variable at the percentage of 10 (Multiple R = .100) and were able to predict dependent variable at the percentage of 31.7 (Multiple R = .317). Hypothesis 4 accepted.

Table 19 An analysis of variance of satisfaction of relationship with immediate superiors and subordinates.

Source of Variation	Sum of Squared	DF	Mean Square	Signif F	of F
Main Effects	584.596	25	23.384	.003	
Sex	.010	1	.010	.977	
Age	81.148	2	40.574	.032	
Education	40.002	2	20.001	.181	
Marital Status	89.291	2	44.646	.022	
Religion	25.176	2	12.588	.341	
Income	63.633	2	31.816	.066	
Position	28.221	2	14.110	.299	
Position Class	142.161	4	35.540	.017	
Years of Service	18.463	2	9.232	.454	
Prison	65.322	6	10.887	.471	
Explained	584.596	25	23.384	.003	
Residual	5237.648	449	11.665		
Total	5822.244	474	12.283		

Table 20 A multiple classification of satisfaction of the relationship with immediate superiors and subordinators asclassified by the personal background of the subjects.

Grand Mean = 16.427		Unadjusted		Adjusted for Independents	
				Adjusted for Independents +Covariates	
Variable + Category	N	Dev'n Eta	Dev'n Bta	Dev'n Bta	Dev'n Bta
Sex					
Male	408	.03	.00		
Female	67	-.20	.03		
			.02		.00
Age					
under 34 years old	199	-.02	-.22		
35-4 years old	214	-.30	-.28		
over 48 years old	62	1.07	1.68		
			.12		.19
Education					
Secondary School and Lower	221	-.13	-.32		
Vacational School	57	.54	.62		
Higher vocational School					
Bachelor degree/Master degree	197	-.01	.18		
			.06		.09
Marital Status					
Single	142	-.52	-.58		
Married	318	.16	.16		
Widowed/Divorced/Separated	15	1.57	2.01		
			.12		.14



Table 20 (continued)

Grand Mean = 16.427				Adjusted for
Variable + Category	N	Unadjusted	Adjusted for	Independents
		Dev'n Eta	Dev'n Bta	+Covariates
				Dev'n Bta
Religion				
Buddhism	468	-.01	-.01	
Christianity	1	-1.43	-3.68	
Muslim	6	1.07	1.57	
				.04
				.07
Salary				
5,006 baht and below	79	-.10	.02	
5,007-9,150 baht	170	.10	.90	
Above 9,106 baht	226	-.04	-.68	
				.02
				.20
Present Position				
Correctional officers	232	.06	.34	
Warders	130	-.08	-.35	
Penologists	113	-.04	-.31	
				.02
				.10
Position Class				
Class 1	75	.05	.08	
Class 2	51	-.17	-1.01	
Class 3	73	-.29	-1.00	
Class 4	139	-.28	-.38	
Class 5	137	.47	1.25	
				.09
				.25

Table 20 (continued)

Grand Mean = 16.427		Adjusted for		
		Unadjusted	Adjusted for	Independents
Variable + Category	N	Dev'n Eta	Independents	+Covariates
			Dev'n Bta	Dev'n Bta
Years in service				
13 years and below	276	.11	.20	
14 years – 26 years	147	-.54	-.42	
above 27 years	52	.96	.11	
			.13	.08
Prisons				
The Central Correctional Institution for Women				
	57	-.34	-.34	
The Central Correctional Institution for Young Offenders				
	44	.25	.02	
Thonburi Distric Prison				
	46	-.17	.14	
The Central Rehabilitation Correctional Institution				
	109	.57	.40	
Bangkwang Central Prison				
	117	.32	.24	
Klongprem Central Prison				
	49	-.12	-.23	
			.17	.12
Multiple R Squared				.100
				.317
Multiple R				

4.3.5 Hypothesis 5 : The correctional officers with different social backgrounds have different job satisfaction concerning job security.

In the hypothesis testing, the statistics used are an analysis of variance and a multiple classification analysis. The variables are divided into 2 groups as follows.

A. Independent variables including sex, age, education, marital status, religion, income, position, position classification level (PC), years in service and prison (working place)

B. Dependent variables including job satisfaction concerning job security.

From the analysis of variance and the multiple classification analysis (Table 19 and Table 20), it was concluded that the correctional officers of different sexes had insignificant difference in job satisfaction level concerning job security. It was found that male officers had job satisfaction at average level of .12 below average (Grand Mean = 8.719) while female officers had job satisfaction level at .03 above average and it was also found that sexes were not related to job satisfaction concerning job security the level of 13% (Beta = 0.13).

The correctional officers of different ages had insignificant difference at .05 in job satisfaction level concerning job security. It was found that the correctional officers whose ages were above 34 years of age had job satisfaction level of -.07 below average (Grand Mean = 8.719); The officers who were 35–47 years of age had job satisfaction level of .02 below average. The officers who were above 48 years of age had job satisfaction level of .28 above average. It was also found that age variables were related to job satisfaction concerning job security at the level of 5% (Beta = 0.05).

The correctional officers with different education levels had insignificant difference in job satisfaction level job security. It was found that the correctional officers holding high school or vocational school certificate had job satisfaction average level (Grand Mean = 8.719); The officers holding higher vocational school certificate had job satisfaction level at .17 above average and officers holding bachelor or master degree had job satisfaction level of -.06 below average; It was also found that educational level was related to job satisfaction job security at the level of 3% (Beta = 0.03).

The correctional officers with different marital statuses had insignificant different in job satisfaction concerning job security. It was found that the correctional officers who were single had job satisfaction level of .02

below average. (Grand Mean = 8.719); officers who were married had job satisfaction level of .05 above average; officers who were widowers, divorced and separated had job satisfaction level of .91 above average. It was also found that marital status was related to job satisfaction concerning job security at the level of 9%. (Beta = 0.09)

The correctional officers with different religions had insignificant difference in job satisfaction concerning job security. It was found that the correctional officers who were Buddhist had job satisfaction at average level. (Grand Mean = 8.719); The officers who were Christian had job satisfaction level of -3.79 below average; officers who were Muslim had job satisfaction level of .05 above average. It was also found that religion was related to job satisfaction job security at the level of 8%. (Beta = .08)

The correctional officers with different monthly income had insignificant different in job satisfaction concerning job security. It was found that the correctional officers whose salary was 5,006 baht and below had job satisfaction level of .10 above average (Grand Mean = 8.719); officers whose salary was 5,007 – 9,105 baht had job satisfaction level of .58 above average and the officers whose salary was 9,106 baht and above had job satisfaction level of -.49 below average. It was also found that marital status was related to job satisfaction concerning job security at the level of 22% (Beta = .22)

The correctional officers with different positions had insignificant different in job satisfaction concerning job security. It was found that the correctional officers who were “officers” had job satisfaction level of .05 below average (Grand Mean = 8.719); officers who were “warders” had job satisfaction level of .08 below average; officers who were “penologists” had job satisfaction divorced level of .19 above average. It was also found that position was related to job satisfaction concerning job security at the level of 5% (Beta = .05)

The correctional officers with difference position classification levels (PC) had significant difference in job satisfaction concerning job security. It was found that the correction officers holding PC 1 had job satisfaction level of .39 above average (Grand Mean = 8.719). The officers holding PC 2 had

job satisfaction level of -.35 below average. The officers holding PC 3 had job satisfaction level of -.28 below average. The officers holding PC 4 had job satisfaction level of -.19 below average. The officers holding PC 5 had job satisfaction level of .26 above average. It was also found that position classification level was related to job satisfaction concerning job security at the level of 13% (Beta = .13).

The correctional officers with difference length of years in service had insignificant difference in job satisfaction concerning job security. It was found that officers who were in service below 13 years had job satisfaction level of .27 below average (Grand Mean = 8.719); officers who were in service for 14 – 26 years had job satisfaction level of .14 above average and the officers who were in service for more than 27 years had job satisfaction level of 1.05 above average. It was also found that length of years in service is related to job satisfaction concerning job security at the level of 19% (Beta = .19).

The correctional officers working at different prisons had insignificant difference in job satisfaction concerning job security. It was found that the officers working at the Central Correctional Institution for Women had job satisfaction level of 1.09 below average (Grand Mean = 8.719). The officers working at the Central Correctional Institution for Young Men had job satisfaction level of .33 above average; officers working at Thonburi District Prison had job satisfaction level of .26 above average; officers working at Central Rehabilitation Institution had job satisfaction level of .14 below average, the officers working at Bangkok District Prison had job satisfaction level of .29 above average; officers working at Bangkwang Central Prison had job satisfaction level of .08 above average. The officers working at KlongPrem Central Prison had job satisfaction at average level. It was also found that working place was related to job satisfaction at the level of 19% (Beta = .19).

All of the independent variables were related to the dependent variable at the percentage of 6.0 (Multiple R = .060) and were able to predict dependent variable at the percentage of 24.4 (Multiple R = .244). Hypothesis 5 accepted.

**Table 21 An analysis of variance of satisfaction of job security classified by
The personal backgrounds of the subjects.**

Source of Variation	Sum of Squared	DF	Mean Square	F	Signif. of F
Main Effects	143.656	25	5.746	1.172	.259
Sex	6.466	1	6.466	1.319	.251
Age	2.100	2	1.050	.214	.807
Education	1.990	2	.995	.203	.816
Marital Status	14.871	2	7.435	1.517	.221
Religion	13.650	2	6.825	1.392	.250
Income	29.328	2	14.664	2.991	.051
Position	3.821	2	1.910	.390	.678
Position Class	15.527	4	3.882	.792	.513
Years in Service	23.715	2	11.858	2.419	.090
Prison	21.935	6	3.656	.746	.613
Explained	143.656	25	5.746	1.172	.259
Residual	2264.883	462	4.902		
Total	2408.539	487	4.946		

Table 22 A multiple classification analysis of satisfaction of job security as classified by the the personal backgrounds of the subjects.

Grand Mean = 16.427				
Variable + Category	N	Unadjusted Dev'n Eta	Adjusted for Independents Dev'n Bta	Adjusted for Independents +Covariates Dev'n Bta
Sex				
Male	420	.03	-.12	
Female	68	-.19	.72	
			.03	.13
Age				
under 34 years old	206	-.10	-.07	
35-4 years old	218	-.08	-.02	
over 48 years old	64	.61	.28	
			.11	.05
Education				
Secondary School and Lower	226	.11	.00	
Vocational School				
Higher vocational School	61	-.03	.17	
Bachelor degree/Master degree	201	-.12	-.06	
			.05	.03
Marital Status				
Single	146	-.24	-.20	
Married	327	.08	.05	
Widowed/Divorced/Separated	15	.61	.91	
			.08	.09

Table 22 (continued)

Grand Mean = 16.427

Variable + Category	N	Unadjusted Dev'n Eta	Adjusted for Independents Dev'n Bta	Adjusted for Independents +Covariates Dev'n Bta
Religion				
Buddhism	418	.00	.00	
Christianity	1	-2.72	-3.79	
Muslim	6	.45	.50	
			.06	.08
Salary				
5,006 baht and below	85	-.01	.10	
5,007-9,150 baht	176	.04	.58	
Above 9,106 baht	227	-.03	-.49	
			.01	.22
Present Position				
Correctional officers	240	-.05	-.05	
Warders	131	.03	-.08	
Penologists	117	.08	.19	
			.02	.05
Position Class				
Class 1	79	.09	.39	
Class 2	53	-.23	-.35	
Class 3	75	.01	-.28	
Class 4	142	-.07	-.19	
Class 5	139	.10	.26	
			.05	.13

Table 22 (continued)

Grand Mean = 16.427				
Variable + Category	N	Unadjusted Dev'n Eta	Adjusted for Independents Dev'n Bta	Adjusted for Independents +Covariates Dev'n Bta
Years in service				
13 years and below	287	-.08	-.27	
14 years – 26 years	147	-.13	.14	
above 27 years	54	.80	1.05	
			.13	.19
Prisons				
The Central Correctional Institution for Women	58	-.41	-1.09	
The Central Correctional Institution for Young Offenders	48	.36	.33	
Thonburi Distric Prison	47	.00	.26	
The Central Rehabilitation Correctional Institution	56	-.40	-.14	
Bankok Distric Prison	113	.21	.29	
Bangkwang Central Prison	117	.07	.08	
Klongprem Central Prison	49	-.07	.00	
			.11	.19
Multiple R Squared				.060
Multiple R				.244

4.3.6 Hypothesis 6, the correctional officers with different social backgrounds have different job satisfaction concerning job advancement.

In the hypothesis testing, the statistics used are an analysis of variance and a multiple classification analysis. The variables are divided into 2 groups as follows.

A. Independent variables in clouding sex, age, education, marital status, religion, income position, position classification level (PC), years in service, and prison (working place).

B. Dependent variables including job satisfaction concerning job advancement

From the analysis of variance and the multiple classification analysis (Table 21 and Table 22), it was concluded that the correctional officers of different sexes had insignificant difference in a job advancement satisfaction level. It was found that male officers had job satisfaction level of 13 below average (Grand Mean = 17.513), while female officers had job satisfaction level of .82 above average and it was also found that sexes were related to job satisfaction concerning job advancement at the level of 8% (Beta = 0.08).

The correctional officers of different ages had significant difference in job satisfaction level concerning job advancement .05 It was found that the correctional officers whose ages were above 34 years of age had job satisfaction level of .037 below average (Grand Mean = 17.513); the officers who were 35-47 years of age had job satisfaction level of -.30 below average, the officers who were above 48 years of age had job satisfaction level of 2.14 above average; It was also found that age variables were related to job satisfaction concerning job advancement at the level of 20% (Beta 0.20).

The correctional officers with different education levels had insignificant different in job satisfaction level concerning job advancement. It was found that the correctional officers holding high school or vocational school certificate had job satisfaction level of .05 above a average (Grand Mean = 17.513); the officers holding higher vocational school certificate had job satisfaction level of .91 above average and the officers holding bachelor or master degree had job satisfaction level of .34 below average. It was also

found that educational level was related to job satisfaction concerning job advancement at the level of 9% (Beta = 0.09).

The correctional officers with different marital statuses had insignificant difference in job satisfaction concerning job advancement. It was found that the correctional officers who were single had job satisfaction level of .11 above average. (Grand Mean = 17.513); the officers who were married had job satisfaction level of - .12 below average; the officers who were widowers, divorced and separated had job satisfaction level of 1.57 above average. It was also found that marital status was related to job satisfaction concerning job advancement at the level of 7% (Beta = 0.07).

The correctional officers with different religions had insignificant difference in job satisfaction concerning job advancement. It was found that the correctional officers who were Buddhist had job satisfaction level of .06 above average (Grand Mean = 17.513); the officers who were Christian had job satisfaction level of 6.24 below average; the officers who were Muslim had job satisfaction level of .36 above average. It was also found that religion was related to job satisfaction concerning job advancement at the level of 7% (Beta = .07).

The correctional officers with different monthly income had insignificant difference in job satisfaction concerning job advancement. It was found that the correctional officers whose salary was 5,006 bath and below had job satisfaction level of .33 above average (Grand Mean = 17.513); the officers whose salary was 5,007 - 9,105 bath had job satisfaction level of .87 above average and the officers whose salary was 9,106 bath and above had job satisfaction level of .77 below average. It was also found that income was related to job satisfaction concerning job advancement at the level of 18% (Beta = .18).

The correctional official with different positions had insignificant difference in job satisfaction concerning job advancement. It was found that the correctional officers who were "officers" had job satisfaction level of .12 below average (Grand Mean = 17.153); the officers who were "warders" had job satisfaction level of .22 below average; the officers who

were "penologists" had job satisfaction level of .50 above average. It was also found that positions were related to job satisfaction concerning job advancement at the level of 7% (Beta = .07)

The correctional officers with difference position classification levels (PC) had insignificant difference in job satisfaction concerning job advancement. It was found that the correction officers holding PC 1 had job satisfaction level of .27 above average (Grand Mean = 17.513). The officers holding PC 2 had job satisfaction level of .42 below average; the officers holding PC 3 had job satisfaction level of 1.15 below average; the officers holding PC 4 had job satisfaction level of .01 above average; the officers holding PC 5 had job satisfaction level of .62 above average. It was also found that position classification level was related to job satisfaction concerning job advancement at the level of 14% (Beta = .14).

The correctional officers with difference length of years in service had insignificant difference in job satisfaction concerning job advancement. It was found that officers who were in service less than 13 years had job satisfaction level of .08 below average (Grand Mean = 17.513); the officers who were in service for 14-26 years had job satisfaction level of .21 above average and the officers who were in service for more than 27 years had job satisfaction level of .14 below average, was also found that length of years in service was related to job satisfaction concerning job advancement at the level of 37. (Beta = .03)

The correctional officers working at different prisons had in significant difference in job satisfaction concerning job advancement. It was found that the officers working at the central correctional Institution for women had job satisfaction level of 1.96 below average (Grand Mean 17.513); the officers working at the Central Correctional Institution for Young Men had job satisfaction level of .13 above average; the officers working at Thonbusi District Prison had job satisfaction level of .50 above average; the officers working at Central Rehabilitation Institution had job satisfaction level of .46 below average; the officers working at Bangkok District Prison had job satisfaction level of .92 above average; the officers working at Bangkwang

Central Prison had job satisfaction level of .33 above average. The officers working at Klongprem Central Prison had job satisfaction level of .68 below average. It was also found that working place was related to job satisfaction at the level of 21 (Beta =.21).

All of the independent variables were related to the dependent variable at the percentage of 7.3 (Multiple R = .073), and were able to predict dependent variable at the percentage of 27 (multiple R = .270). Hypothesis 6 accepted.

Table 23 An analysis of variance of satisfaction of job advancement classified by the personal backgrounds of the subjects.

Source of Variation	Sum of Squared	DF	Mean Square	F	Signif. of F
Main Effects	627.77	25	25.111	1.426	.085
Sex	8.492	1	8.492	.482	.488
Age	131.100	2	65.550	3.721	.025
Education	58.120	2	29.060	1.650	.193
Marital Status	37.504	2	18.752	1.065	.346
Religion	33.941	2	16.971	.963	.382
Income	67.964	2	33.982	1.929	.146
Position	25.787	2	12.893	.732	.482
Position Class	80.751	4	20.143	1.144	.335
Year of Service	5.303	2	2.651	.151	.860
Prison	151.200	6	25.200	1.431	.201
Explained	627.777	25	25.111	1.426	.085
Residual	7961.647	42	17.614		
Total	8589.425	477	18.007		

Table 24 A multiple classification analysis of satisfaction of job security as classified by the the personal backgrounds of the subjects.

Grand Mean = 17.513			Adjusted for	Adjusted for
Variable + Category	N	Unadjusted Dev'n Eta	Independents Dev'n Bta	Independents +Covariates Dev'n Bta
Sex				
Male	411	.12	-.13	
Female	67	-.17	.82	
			.07	.08
Age				
under 34 years old	199	-.14	-.37	
35-4 years old	215	-.13	-.30	
over 48 years old	64	1.55	2.14	
			.15	.20
Education				
Secondary School and Lower Vocational School	211	.18	.05	
Higher Vocational School	61	.44	.91	
Bachelor degree/Master degree	196	-.34	-.34	
			.07	.09
Marital Status				
Single	142	-.09	.11	
Married	321	-.01	-.12	
Widowed/Divorced/Separated	15	1.15	1.57	
			.05	.07

Table 24 (continued)

Grand Mean = 17.513				
Variable + Category	N	Unadjusted Dev'n Eta	Adjusted for Independents Dev'n Bta	Adjusted for Independents +Covariates Dev'n Bta
Religion				
Buddhism		.00	.01	
Christianity		-2.51	-6.24	
Muslim		-.15	.36	
			.03	.07
Salary				
5,006 baht and below		-.06	.33	
5,007-9,150 baht		.03	.87	
Above 9,106 baht		.00	-.77	
			.01	.18
Present Position				
Correctional officers		-.10	-.12	
Warders		.06	-.22	
Penologists		.14	.50	
			.02	.07
Position Class				
Class 1		-.05	.27	
Class 2		-.12	-.42	
Class 3		-.63	-1.15	
Class 4		.23	.01	
Class 5		.18	.62	
			.07	.14

Table 24 (continued)

Grand Mean = 16.427		Adjusted for		
Variable + Category	N	Unadjusted Dev'n Eta	Adjusted for	Independents
			Independents Dev'n Bta	+Covariates Dev'n Bta
Years in service				
13 years and below	277	-.08	-.80	
14 years – 26 years	148	-.24	.21	
above 27 years	53	1.09	-.14	
			.09	.03
Prisons				
The Central Correctional Institution for Women	57	-1.11	-1.96	
The Central Correctional Institution for Young Offenders	46	.31	.13	
Thonburi Distric Prison	44	.21	.50	
The Central Rehabilitation Correctional Institution	54	-.86	-.46	
Bankok Distric Prison	112	.78	.92	
Bangkwang Central Prison	116	.30	.33	
Klongprem Central Prison	49	-.74	-.68	
			.16	.21
Multiple R Squared				.073
Multiple R				.270

4.3.7 Hypothesis 7 : The correctional officers with different social background have different job satisfaction concerning fringe benefits.

In the hypothesis testing, the statistics used are an analysis of valiance and a multiple classification analysis. The variables are divided into 2 groups as follow.

A. Independent variables including sex, age, education, marital status, religion, income, position, position classification level (PC), years in service and prison (working place).

B. Dependent variables including job satisfaction concerning fringe benefits.

From the analysis of variance and the multiple classification analysis (Table 23 and Table 24), it was concluded that the correctional officers of different sexes had insignificant difference in job satisfaction level concerning fringe benefits. It was found that male officers had job satisfaction level of .27 below average (Grand Mean = 22.665), while female officers had job satisfaction level of 1.61 above average and it was also found that sexes were related to job satisfaction concerning fringe benefits at the level of 13% (Beta = 0.13).

The correctional officers of different ages had insignificant difference in job satisfaction level concerning fringe benefits. It was found that the correctional officers whose ages were above 34 years of age had job satisfaction level of .28 below average. (Grand Mean = 22.665); the officers who were 35-47 years of age had job satisfaction level of .28 below average, the officers who were above 48 years of age had job satisfaction level of 1.8 above average. It was also found that age variables were related to job satisfaction concerning fringe benefits to the level of 14% (Beta = 0.14).

The correctional officers with different education level had insignificant difference in job satisfaction level concerning fringe benefits. It was found that the correctional officers holding high school or vocational school certificate had job satisfaction level of .41 above average (Grand Mean = 22.665), the officers holding lighter vocational school certificate had job satisfaction level of .32 above average and the officers holding bachelor or master degree had job satisfaction level of .55 below average. It was also found that educational level was related to job satisfaction concerning fringe benefits at the level of 9% (Beta = 0.09).

The correctional officers with different marital statuses had insignificant difference in job satisfaction concerning fringe benefits. It was

found that the correctional officers who were single had job satisfaction level of .52 below average (Grand Mean = 22.665). The officers who were married had job satisfaction level of .16 above average; the officers who were widowed, divorced and separated had job satisfaction level of 1.4 above average. It was also found that marital status was related to job satisfaction concerning fringe benefits at the level of 8% (Beta = 0.08).

The correctional officers with different religions had insignificant difference in job satisfaction concerning fringe benefits. It was found that the correctional officers who were Buddhist had job satisfaction at average level (Grand Mean = 22.665); the officers who were Christian had job satisfaction level of .55 below average, the officers who were Muslim had job satisfaction level of .30 above average. It was also found that religions were related to job satisfaction concerning fringe benefits at the level of 1% (Beta = .01).

The correctional officers with different monthly income had insignificant difference in job satisfaction concerning fringe benefits. It was found that the correctional officers where salary was 5,006 bath and below had job satisfaction level of .11 below average, the officers whose salary was 5,007 – 9,105 bath had job satisfaction level of .94 above average and the officers whose salary was 9,106 bath and above had job satisfaction level of .69 above average. It was also found that income was related to job satisfaction concerning fringe benefits at the bevel of 14% (Beta = .14).

The correctional officers with different positions had insignificant different in job satisfaction concerning fringe benefits. It was found that the correctional officers who were “officers” had job satisfaction level of .40 below average; the officers who were “warders” had job satisfaction level of .08 above average the officers who were “penologists” had job satisfaction level of .72 above average. It was also found that positions was related to job satisfaction concerning fringe benefits at the level of 9% (Beta = .09).

The correctional officers with difference position classification levels (PC) had insignificant difference in job satisfaction concerning fringe benefits. It was found that the correction officers holding PC 1 had job satisfaction level of .22 above average (Grand Mean = 22.665); the officers holding PC 2 had job

satisfaction level of .32 below average; the officers holding PC 3 had job satisfaction level of .122 below average; the officers holding PC 4 had job satisfaction level of .10 above average; the officers holding PC 5 had job satisfaction level of .58 above average. It was also found that position classification levels were related to job satisfaction concerning fringe benefits at the level of 11% (Beta = .11).

The correctional officers with difference length of years in service had insignificant difference in job satisfaction concerning fringe benefits. It was found that officers who were in service less than 13 years had job satisfaction level of .31 below average (Grand Mean 22.665); the officers who were in service for 14-26 years had job satisfaction level of .33 above average and the officers who were in service for more than 27 years had job satisfaction level of .70 above average. It was also found that length of years in related to job satisfaction at the level of 7% (Beta = .07).

The correctional officers working at different prisons had significant difference in job satisfaction concerning fringe benefits. It was found that the officers working at the Central Correctional Institution for women had job satisfaction level of 1.97 average (Grand Mean = 22.665); the officers working at the central Correctional Institution for Young Men had job satisfaction level of .97 average; the officers working at Thonburi District Prison had job satisfaction level of 2.93 above average; the officers working at Central Rehabilitation Institution had job satisfaction level of .68 below average; the officers working at Bangkok District Prison had job satisfaction level of 1.80 above average, the officers working at Bangkwang Central prison had job satisfaction level of .70 below average. The officers working at Klong Prem Central Prison had job satisfaction level of 1.06 above average. It was also found that working place was related to job satisfaction at the level of 30 % (Beta = .30).

All of the independent variables were related to the dependent variable at the percentage of 13.2 (Multiple R = .132) and were able to predict dependent variable at the percentage of 36.4 (multiple R = .364).

Hypothesis 7 accepted.

Table 25 An analysis of variance of satisfaction of fringe benefits classified by the personal backgrounds of the subjects

Source of Variation	Sum of Squared	DF	Mean Square	F	Significant of F
Main Effects	1703.771	25.1	68.151	2.765	.000
Sex	32.462	2	32.462	1.317	.252
Age	96.168	2	48.084	1.951	.143
Education	65.590	2	32.795	1.331	.265
Marital Status	56.823	2	28.411	1.153	.317
Religion	1.061	2	.531	.022	.979
Income	70.884	2	35.442	1.438	.238
Position	54.729	2	27.365	1.110	.330
Position Class	90.323	4	22.581	.916	.454
Year of Service	18.090	2	9.045	.367	.693
Prison	876.413	6	146.06	5.927	.000
Explained	1703.771	25	68.151	2.765	.000
Residual	11189.227	454	24.646		
Total	12892.998	479	26.916		

Table 26 A multiple classification analysis of satisfaction of fringe benefits classified by the personal backgrounds of the subjects.

Grand Mean = 17.513				
Variable + Category	N	Unadjusted Dev'n Eta	Adjusted for Independents Dev'n Bta	Adjusted for Independents +Covariates Dev'n Bta
Sex				
Male	412	.07	-.27	
Female	68	-.40	1.61	
			.03	.13
Age				
under 34 years old	203	-.61	-.28	
35-4 years old	212	-.12	-.28	
over 48 years old	65	2.30	1.80	
			.18	.14
Education				
Secondary School and Lower Vocational School	221	.49	.41	
Higher Vocational School	61	-.34	.32	
Bachelor degree/Master degree	198	-.44	-.55	
			.09	.09
Marital Status				
Single	142	-.89	-.52	
Married	323	.35	.16	
Widower/Divorced/Separated	15	.94	1.40	
			.11	.08

Table 26 (continued)

Grand Mean = 22.665				
Variable + Category	N	Unadjusted Dev's Eta	Adjusted for Independents Dev'n Bta	Adjusted for Independents + Covariates Dev'n Bta
Religions				
Buddhism	472	-.01	.00	
Christianity	2	.34	-.55	
Muslim	6	.50	.30	
			.01	
Salary				
5,006 baht and below	79	-1.17	-.11	.01
5,007-9,150 baht	176	-.14	.94	
Above 9,106 baht	225	.52	-.69	
			.12	
Present Position				
Correction Officers	234	-.60	-.40	.14
Warders	130	.92	.08	
Penologists	116	.19	.72	
			.12	
Position Class				
Class 1	73	-1.29	.22	.09
Class 2	53	-.27	-.32	
Class 3	76	-.81	-1.22	
Class 4	141	.48	.10	
Class 5	137	.75	.58	
			.15	.11

Table 26 (continued)

Grand Mean = 22.665				Adjusted for
Variable + Category	N	Unadjusted Dev's Eta	Adjusted for Independents Dev'n Bta	Independents
				+ Covariates Dev'n Bta
Years of service				
13 years and below	279	-.50	-.31	
14 years – 26 years	147	.20	.33	
above 27 years	54	2.06	.70	
			.15	.07
Prisons				
The Central Correctional Institution for Women	58	-.91	-1.97	
The Central Correctional Institution for Young Offenders	46	-1.27	-.97	
Thonburi Distric Prison	45	2.38	2.93	
The Central Rehabilitation Correctional Institution	56	-1.11	-.68	
110	110	1.85	1.80	
Bankok Distric Prison				
Bangkwang Central Prison	116	-.55	-.70	
Klongprem Central Prison	49	-1.50	-1.06	
			.27	.30
Multiple R Squared				.132
Multiple R				.364

4.3.8 Hypothesis 8 : the correctional officers with different social backgrounds have different job satisfaction concerning job achievement.

In the hypothesis testing, the statistics used are an analysis of variance and a multiple classification analysis. The variables are divided into 2 groups as follows.

A. Independent variables including sex, age, education, marital status, religion, income, position, position classification level (PC), years in service and prison (working place).

B. Dependent variables including job satisfaction concerning job achievement.

From the analysis of variance and the multiple classification analysis (Table 25 and table 26) it was concluded that the officers of different sexes had insignificant difference in Job satisfaction level concerning job achievement. It was found that male officers had job satisfaction level of .12 below average (Grand Mean = 15.549), while female officers had job satisfaction level of .69 above average and it was also found that sex were related to job satisfaction concerning job achievement at the level of 9% (Beta = 0.09).

The correctional officers of different ages had insignificant difference in job satisfaction level concerning job achievement. It was found that the correctional officers whose ages were above 34 years of age had job satisfaction level of .06 below average (Grand Mean = 15.549); the officers who were 35 – 47 years of age had job satisfaction level of -.14 below average, the officers who were above 48 years of age had job satisfaction level of .68 above average. It was also found that age variables were related to job satisfaction concerning job achievement at the level of 9% (Beta 0.09).

The correctional officers with different education level had insignificant difference in job satisfaction level concerning job achievement. It was found that the correctional officers holding high school or vocational school certificate had job satisfaction level of .12 below average (Grand Mean = 15.549); the officers holding higher vocational school certificate had job satisfaction level of .14 above average and the officers holding bachelor or master degree had job satisfaction level of .09 above average. It was also found that educational level was related to job satisfaction concerning job achievement at the level of 4% (Beta = 0.04).

The correctional officers with different marital statuses had insignificant difference in job satisfaction concerning job achievement. It was found that the correctional officers who were single had job satisfaction level of .41 below average. (Grand Mean = 15.549); the officers who were married had job satisfaction level of .13 above average; the officers who were widowed, divorced and separated had job satisfaction level of 1.08 above average. It was also found that marital status was related to job satisfaction concerning job achievement at the level of 10% (Beta = 0.10).

The correctional officers with different religions had insignificant difference in job satisfaction concerning job achievement. It was found that the correctional officers who were Buddhist had job satisfaction level of .01 above average (Grand Mean = 15.549); the officers who were Christian had job satisfaction level of 3.12 below average; the officers who were Muslim had job satisfaction level of .38 above average. It was also found that religions were related to job satisfaction concerning job achievement at the level of 7% (Beta = .07).

The correctional officers with different income had insignificant difference in job satisfaction concerning job achievement. It was found that the correctional officers whose salary was 5,006 bath and below had job satisfaction level of .42 below average (Grand Mean = 15.549); the officers whose salary was 5,007 - 9,105 bath had job satisfaction level of .45 above average and the officers whose salary was 9,106 bath and above had job satisfaction level of .18 below average. It was also found that income was related to job satisfaction concerning job achievement at the level of 11% (Beta = .11).

The correctional official with different positions had insignificant difference in job satisfaction concerning job achievement. It was found that the correctional officers who were "officers" had job satisfaction level of .21 below average, (Grand Mean = 15.549); the officers who were "warders" had job satisfaction level of .02 below average; the officers who were "penologists" had job satisfaction level of .46 above average. It was also found that positions

was related to job satisfaction concerning job achievement at the level of 9% (Beta = .09).

The correctional officers with difference position classification levels (PC) had insignificant difference in job satisfaction concerning job achievement. It was found that the correction officers holding PC 1 had job satisfaction level of .75 above average (Grand Mean = 15.549), the officers holding PC 2 had job satisfaction level of .57 above average; the officers holding PC 3 had job satisfaction level of .53 below average; the officers holding PC 4 had job satisfaction level of .37 below average; the officers holding PC 5 had job satisfaction level of .02 above average. It was also found that position classification level was related to job satisfaction concerning job achievement at the level of 15% (Beta = .15).

The correctional officers with difference length of years in service had insignificant difference in job satisfaction concerning job achievement. It was found that officers who were in service less than 13 years had job satisfaction level of -.07 below average (Grand Mean = 15.549); the officers who were in service for 14-26 years had job satisfaction level of .09 below average and the officers who were in service for more than 27 years had job satisfaction level of .61 above average. It was also found that length of years in service is related to job satisfaction concerning job achievement at the level of 7% (Beta = .07).

The correctional officers working at different prisons had significant difference in job satisfaction concerning job achievement at .05. It was found that the officers working at the Control Correctional Institution for Women had job satisfaction level of 1.37 below average (Grand Mean = 15.549); the officers working at the Central Correctional Institution for Young Men had job satisfaction level of .37 below average; the officers working at Thanburi District Prison had job satisfaction level of .92 above average, the officers working at Central Rehabilitation Institution had job satisfaction level of 1.03 below average; the officers working at Bangkok District Prison had job satisfaction level of .32 above average, the officers working at Bangkwang Central Prison had job satisfaction level of .21 above average. The officers working at Klong

Prem Central Prison had job satisfaction level of .17 below average . It was also found that working place was related to job satisfaction at the level of 24% (Beta = .24).

All of the independent variables were related to the dependent variable at the percentage of 8.5 (multiple R = .085) and were able to predict dependent variable at the percentage of 29.2 (multiple R = .292). Hypothesis 8 accepted.

Table 27 An analysis of variance of satisfaction of job achievement classified by the personal backgrounds of the subjects.

Source of Variation	Sum of Squares	DF	Mean Square	F	Signif Of F
Main Effects	373.422	25	14.937	1.649	.026
Sex	6.014	1	6.014	.664	.416
Age	13.345	2	6.673	.737	.479
Education	3.979	2	1.990	.220	.803
Marital Status	33.956	2	16.978	1.874	.155
Religion	18.566	2	9.283	1.025	.360
Income	16.699	2	8.350	.922	.399
Position	20.232	2	10.116	1.117	.328
Position Class	48.626	4	12.157	1.342	.254
Years in Service	8.907	2	4.544	.492	.162
Prison	139.773	6	23.295	2.571	.019
Explained	373.422	25	14.937	1.649	.026
Residual	4004.448	442	9.060		
Total	4377.870	467	9.374		

Table 28 A multiple classification analysis of satisfaction of job achievement as classified by the personal backgrounds of the subjects

Grand Mean = 15.549				
Variable + Category	N	Unadjusted Dev's Eta	Adjusted for	Adjusted for
			Independents Dev'n Bta	Independents + Covariates Dev'n Bta
Sex				
Male	399	.07	-.12	
Female	69	-.39	.69	
			.05	.09
Age				
under 34 years old	198	-.08	-.06	
35-4 years old	218	-.12	-.14	
over 48 years old	59	.71	.69	
			.09	.09
Education				
Secondary School and Lower			-.12	
Vocational School	217	.03		
Higher vocational School	58	-.05	.14	
Bachelor degree/Master degree	193	-.02	.09	
			.01	.04
Marital Status				
Single	140	-.41	-.41	
Married	314	.15	.13	
Widower/Divorced/Separated	14	.81	1.08	
			.10	.10

Table 28 (Continued)

Grand Mean = 15.549				
Variable + Category	N	Unadjusted Dev's Eta	Adjusted for Independents Dev'n Bta	Adjusted for Independents + Covariates Dev'n Bta
Religions				
Buddhism	460	.01	.01	
Christianity	2	-3.05	-3.12	
Muslim	6	.28	.38	
			.07	.07
Salary				
5,006 baht and below	79	-.19	-.42	
5,007-9,150 baht	169	.15	.45	
Above 9,106 baht	220	-.05	-.18	
			.04	.11
Present Position				
Correctional Officers	232	-.12	-.21	
Warders	125	-.04	-.02	
Penologists	111	.29	.46	
			.05	.09
Position Class				
Class 1	76	-.04	.75	
Class 2	50	.47	.57	
Class 3	73	-.33	-.53	
Class 4	137	-.17	-.37	
Class 5	132	.20	.02	
			.08	.15

Table 28 (Continued)

Grand Mean = 15.549		Adjusted for		
Variable + Category	N	Unadjusted	Adjusted for	Independents
		Dev's Eta	Independents	+ Covariates
			Dev'n Bta	Dev'n Bta
Years in service				
13 years and below	272	.02	-.07	
14 years – 26 years	145	-.28	-.09	
above 27 years	51	.69	.61	
			.09	.07
Prisons				
The Central Correctional Institution for Women	59	-.67	-1.37	
The Central Correctional Institution for Young Offenders	45	.94	.97	
Thonburi Distric Prison	43	.71	.94	
The Central Rehabilitation Correctional Institution	50	-1.33	-1.03	
Bankok Distric Prison	107	.25	.32	
Bangkwang Central Prison	115	.13	.21	
Klongprem Central Prison	49	-.18	-.17	
			.21	.24
Multiple R Squared				.085
Multiple R				.292

4.3.9 Hypothesis 9 : The correctional officers with different social backgrounds have different job satisfaction concerning policy and administration.

In the hypothesis testing, the statistics used are an analysis of variance and a multiple classification analysis. The variables are divided into 2 groups as follows.

A .Independent variables including sex, age, education, marital status, religion, income, position, position classification level (PC), years in service and prison (working place).

B .Dependent variables including job satisfaction concerning policy and administration.

From the analysis of variance and the multiple classification analysis (Table 27 and Table 28), it was concluded that the correctional officers of different sexes had insignificant difference in job satisfaction level concerning policy and administration. It was found that male officers had job satisfaction level of .04 below average (Grand Mean = 35.243), while female officers had job satisfaction level of .22 below average and it was also found that sexes were related to job satisfaction concerning policy and administration at the level of 1% (Beta = 0.01).

The correctional officers of different ages had insignificant difference in job satisfaction level concerning policy and administration at .05 . It was found that the correctional officers whose ages were above 34 years of age had job satisfaction level of 1.34 below average. (Grand Mean = 35.243); the officers who were 35-47 years of age had job satisfaction level of .26 below average, the officers who were above 48 years of age had job satisfaction level of 5.23 above average. It was also found that age variables were related to job satisfaction concerning policy and administration at the level of 27% (Beta = 0.27).

The correctional officers with different education level had insignificant difference in job satisfaction level concerning policy and administration. It was found that the correctional officers holding high school or vocational school certificate had job satisfaction level of .23 above average (Grand Mean = 35.243), the officers holding higher vocational school certificate

had job satisfaction level of 1.17 above average and the officers holding bachelor or master degree had job satisfaction level to .58 below average. It was also found that educational level was related to job satisfaction concerning policy and administration at the level of 7% (Beta = 0.07).

The correctional officers with different marital statuses had insignificant difference in job satisfaction concerning policy and administration. It was found that the correctional officers who were single had job satisfaction level of .03 above average. (Grand Mean = 35.243). The officers who were married had job satisfaction level of .14 below average, the officers who were widowed, divorced and separated had job satisfaction level of 2.77 above average. It was also found that marital status was related to job satisfaction concerning policy administration at the level of 7% (Beta = 0.07).

The correctional officers with different religions had insignificant difference in job satisfaction concerning policy and administration. It was found that the correctional officers who were Buddhist had job satisfaction level of .01 below average (Grand Mean = 35.246), the officers who were Christian had job satisfaction level of 5.05 below average, the officers who were Muslim had job satisfaction level of 2.35 above average. It was also found that religion was related to job satisfaction concerning policy and administration at the level of 6% (Beta = .06).

The correctional officers with different monthly income had insignificant difference in job satisfaction concerning policy and administration. It was found that the correctional officers whose salary was 5,006 bath and below had job satisfaction level of -1.37 below average (Grand Mean = 35.243); the officers whose salary was 5,007 – 9,105 bath had job satisfaction level of 1.34 above average and the officers whose salary was 9,106 bath and above had job satisfaction level of .49 above average. It was also found that income was related to job satisfaction concerning policy and administration at the level of 14% (Beta = .14).

The correctional official with different positions had insignificant difference in job satisfaction concerning policy and administration. It was found that the correctional officers who were “officers” had job satisfaction level of

.22 above average (Grand Mean = 35.243); the officers who were “warders” had job satisfaction level of .39 below average; the officers who were “penologists” had job satisfaction level of .90 above average. It was also found that positions was related to job satisfaction concerning policy and administration at the level of 7% (Beta = .07).

The correctional officers with difference position classification levels (PC) had insignificant difference in job satisfaction concerning policy and administration. It was found that the correction officers holding PC 1 had job satisfaction level of 1.92 above average (Grand Mean = 35.243); the officers holding PC 2 had job satisfaction level of .16 above average; the officers holding PC 3 had job satisfaction level of 2.04 below average; the officers holding PC 4 had job satisfaction level of .48 below average; the officers holding PC 5 had job satisfaction level of .44 above average. It was also found that position classification levels was related to job satisfaction concerning policy and administration at the level of 15% (Beta = .15).

The correctional officers with difference length of years in service had insignificant difference in job satisfaction concerning policy and administration. It was found that officers who were in service for less than 13 years had job satisfaction level of .14 above average (Grand Mean 35.243); the officers who were in service for 14-26 years had job satisfaction level of .02 above average and the officers who were in service for more than 27 years had job satisfaction level of .84 below average. It was also found that length of years in service is related to job satisfaction at the level of 4% (Beta = .04).

The correctional officers working at different prisons had significant difference in job satisfaction concerning policy and administration at .05. It was found that the officers working at the Central Correctional Institution for Women had job satisfaction level of 1.32 below (Grand Mean = 35.243); the officers working at the Central Correctional Institution for Young Men had job satisfaction level of 1.09 below average, the officers working at Thonburi District Prison had job satisfaction level of .07 above average, the officers working at central Rehabilitation Institution had job satisfaction level of -2.09 below average; the officers working at Bangkok District Prison had job

satisfaction level of 1.79 above average; the officers working at Bangkwang Central Prison had job satisfaction level of .64 above average. The officers working at Klong Prem Central Prison had job satisfaction level of .74 below average. It was also found that working place was related to job satisfaction at the level of 17 % (Beta = .17).

All of the independent variables were related to the dependent variable at the percentage of 10.4 (Multiple R = .104) and were able to explain dependent variable at the percentage of 324 (multiple R = .324). Hypothesis 9 accepted.

Table 29 An analysis of variance of satisfaction of Policies and administration classified by the personal backgrounds of the subject.

Source of Variation	Sum of	DF	Mean	Signif	
	Squares		Square	F	Of F
Main Effects	2846.309	25	113.852	2.067	.002
Sex	.593	1	.593	.001	.917
Age	700.840	2	350.420	6.361	.002
Education	112.914	2	56.457	1.025	.360
Marital Status	108.591	2	54.295	.986	.374
Religion	77.604	2	38.802	.704	.495
Income	185.100	2	79.050	1.435	.239
Position	79.068	2	39.534	.718	.488
Position Class	296.221	4	74.055	1.344	.253
Years in Service	15.387	2	7.693	.140	.870
Prison	638.860	6	106.477	1.933	.074
Explained	2846.309	25	113.852	2.067	.002
Residual	24403.981	443	55.088		
Total	27250.290	468	58.227		

Table 30 A multiple classification analysis of satisfaction of policies and administration as classified by the personal backgrounds of the subjects.

Grand Mean = 35.243				
Variable + Category	N	Unadjusted Dev's Eta	Adjusted for Independents Dev'n Bta	Adjusted for Independents + Covariates Dev'n Bta
Sex				
Male	404	.25	.04	
Female	65	-1.54	-.22	
			.08	.01
Age				
under 34 years old	198	-1.03	-1.34	
35-4 years old	210	-.26	-.26	
over 48 years old	61	4.23	5.23	
			.22	.27
Education				
Secondary School and Lower Vocational School	219	.65	.23	
Higher Vocational School	55	.16	1.17	
Bachelor degree/Master degree	195	-.78	-.58	
			.09	.07
Marital Status				
Single	139	-.93	.03	
Married	315	.29	-.14	
Widower/Divorced/Separated	15	2.49	2.77	
			.09	.07

Table 30 (Continued)

Grand Mean = 35.243				
Variable + Category	N	Unadjusted Dev's Eta	Adjusted for	Adjusted for
			Independents Dev'n Bta	Independents + Covariates Dev'n Bta
Religion				
Buddhism	461	-.02	-.01	
Christianity	2	-4.24	-5.05	
Muslim	6	2.76	2.35	
			.05	.06
Salary				
5,006 baht and below	82	-1.23	-1.37	
5,007-9,150 baht	165	-.35	1.34	
Above 9,106 baht	222	.71	-.49	
			.10	.14
Present Position				
Correctional Officers	229	-.32	-.22	
Warders	128	.52	-.39	
Penologists	112	.05	.90	
			.05	.07
Position Class				
Class 1	76	-.84	1.92	
Class 2	50	.00	.16	
Class 3	73	-1.54	-2.04	
Class 4	135	.48	-.48	
Class 5	135	.83	.44	
			.11	.15

Table 30 (Continued)

Grand Mean = 35.243				
Variable + Category	N	Unadjusted Dev's Eta	Adjusted for	Adjusted for
			Independents Dev'n Bta	Independents + Covariates Dev'n Bta
Years in service				
13 years and below	273	-.57	.14	
14 years – 26 years	145	-.06	.02	
above 27 years	51	3.21	-.84	
			.15	.04
Prisons				
The Central Correctional Institution for Women	55	-2.01	-1.32	
The Central Correctional Institution for Young Offenders	42	-.70	-1.09	
Thonburi Distric Prison	44	-.42	.07	
The Central Rehabilitation Correctional Institution	55	-2.46	-2.09	
Bankok Distric Prison	107	1.94	1.79	
Bangkwang Central Prison	117	1.06	.64	
Klongprem Central Prison	49	-.79	-.74	
			.21	.17
Multiple R Squared				.104
Multiple R				.324

4.3.10 Hypothesis 10 : The correctional officers with different social backgrounds have different job satisfaction on the whole.

In the hypothesis testing, the statistics used are an analysis of variance and a multiple classification analysis. The variables are divided into 2 groups as follows.

A. Independent variables including sex, age, education, marital status, religion, income, position, position classification level (PE), years in service and prison (working place).

B. Dependent variables including job satisfaction on the whole.

From the analysis of variance and the multiple classification analysis (Table 29) it was concluded that the correctional officers of different sexes had insignificant difference in Job satisfaction level on the whole. It was found the male officers had job satisfaction level of 46 below average (Grand Mean = 161.249), while female officers had job satisfaction level of 2.84 above average and it was also found that sexes were related to job satisfaction as the whole at the level of 4% (Beta = 0.04).

The correctional officers of different ages 139 had insignificant difference in job satisfaction level as the whole. It was found that the correctional officers whose ages were above 34 years of age had job satisfaction level of .78 above average (Grand Mean = 161.249); the officers who were 35-47 years of age had job satisfaction level of 5.3 above average; the officers who were above 48 years of age had job satisfaction level of 2.26 below average. It was also found that age variables were related to job satisfaction as the whole at the level of 8% (Beta = 0.08).

The correctional officers with different education level had insignificant difference in job satisfaction level as the whole. It was found that the correctional officers holding high school or vocational school certificate had job satisfaction level of 3.27 below average (Grand Mean = 161.249); the officers holding higher vocational school certificate had job satisfaction level of .67 above average and the officers holding bachelor or master degree had job satisfaction level of 15.91 above average. It was also found that educational level was related to job satisfaction as the whole at the level of 12% (Beta = 0.12).

The correctional officers with different marital status had 140 insignificant difference in job satisfaction as the whole. It was found that the

correctional officers who were single had job satisfaction level of .05 above average (Grand Mean = 161.249); the officers who were married had job satisfaction level of 53.07 below average, the officers who were widowers, divorced and separated had job satisfaction level of 5.31 above average. It was also found that marital status was related to job satisfaction as the whole at the level of 9% (Beta = .09).

The correctional officers with different religions had insignificant difference in job satisfaction as the whole. It was found that the correctional officers who were Buddhist had job satisfaction level of 4.97 above average (Grand Mean = 161.249); the officers who were Christian had job satisfaction level of 5.78 above average, the officers who were Muslim had job satisfaction level of 5.59 below average. It was also found the religion was related to job satisfaction as the whole at the level 20% (Beta = .20).

The correctional officers with different monthly income had insignificant difference in job satisfaction as the whose salary was 5,006 baht and below had job satisfaction level of 1.61 below average (Grand Mean = 161.249); the officers whose salary was 5,007-9, 105 bath had job satisfaction level of 1.58 below average and the officers whose salary was 9,106 bath and above had job satisfaction level of 5.33 above average. It was also found that in come was related to job satisfaction concerning as the whole at the level of 10% (Beta = .10).

The correctional official with different positions had insignificant difference in job satisfaction as the whole. It was found that the correctional officers who were "officers" had job satisfaction level of 1.61 below average (Grand Mean = 161.249), the officers who were "warders" had job satisfaction level of 1.58 below average the officers who were "penologists" had job satisfaction level of 5.33 above average. It was also found that positions was related to job satisfaction as the whole at the level of 10% (Beta = .10).

The correctional officers with different position classification levels (PC) had insignificant difference in job satisfaction level of 3.21 below average (Grand Mean = 161.249); the officers holding PE 2 had job officers holding PE 3 had job satisfaction level of 4.55 below average; the officers holding PC 4 had job satisfaction level of .32 above average, the officers holding PC 5 had job satisfaction level of .11

above average. It was also found that position classification level was related to job satisfaction as the whole at the level of 11% (Beta = .11).

The correctional officers with different length of years in service had insignificant difference in job satisfaction as the whole. It was found that officers who were in service for less than 13 years had job satisfaction level of -.63 below average (Grand Mean = 161.249); the officers who were in service for 14-26 years had job satisfaction level of .64 above average and the officers who were in service for more than 27 years had job satisfaction level of 1.26 above average. It was also found that length of years in service is related to job satisfaction as the whole at the level of 3% (Beta = .03).

The correctional officers working at different prisons had insignificant difference in job satisfaction as the whole. It was found that the officers working at the Central Correctional Institution for Women had job satisfaction level of 10.21 below average (Grand Mean = 161.249); the officers working at the Central Correctional Institution for young Men had job satisfaction level of .74 above average, the officers working at Thonburi District Prison had job satisfaction level of 6.32 above average, the officers working at Central Rehabilitation Institution had job satisfaction level of -2.82 below average; the officers working at Bangkok District Prison had job satisfaction level of 6.04 above average; the officers working at Bangkok Central Prison had job satisfaction level of .03 below average. The officers working at Klong Prem Central Prison had job satisfaction level of 4.59 below average. It was also found that working place was related to job satisfaction at the level of 19% (Beta = .19).

All of the independent variables were related to the dependent variable at the percentage of 10.5 (Multiple R = .105) and were able to predict dependent variable at the percentage of 32.5 (Multiple R = .325); hypotheses is accepted

Table 31 A total analysis of variance of satisfaction of all aspects, classified by the personal backgrounds of the subjects.

Source of Variation	Sum of	DF	Mean	Signif.	
	Squares		Square	F	Of F
Main Effects	35077.615	25	1403.105	1.863	.008
Sex	99.489	1	99.489	.132	.716
Age	6759.518	2	3379.759	4.488	.012
Education	1771.247	2	885.624	1.176	.310
Marital Status	3681.547	2	1840.774	2.445	.088
Religion	2477.995	2	1238.977	1.645	.194
Income	2801.100	2	1400.550	1.860	.157
Position	2397.748	2	1198.874	1.592	.205
Position Class	1518.504	4	397.626	.504	.733
Year of Service	63.342	2	31.671	.042	.959
Prison	6474.092	6	1079.015	1.433	.201
Explained	35077.615	25	1403.105	1.863	.008
Residual	297435.197	395	753.000		
Total	332512.812	420	791.697		

Table 32 The total multiple classification analysis of job satisfaction as classified by the personal backgrounds of the subjects.

Grand Mean = 161.249		Adjusted for		
Variable + Category	N	Unadjusted	Adjusted for	Independents
		Dev's Eta	Independents	+ Covariates
			Dev'n Bta	Dev'n Bta
Sex				
Male	362	.90	-46	
Female	59	-5.54	2.84	
			.08	.04
Age				
under 34 years old	178	-1.43	-1.43	
35-4 years old	189	-	-2.95	
over 48 years old	54	1.273	16.56	
		14.25	.20	.23
Education				
Secondary School and Lower	201	1.74	-78	
Vocational School	45	1.91	5.30	
Higher Vocational School	175	-2.48	-2.26	
Bachelor degree/Master degree				
			.07	.08
Marital Status				
Single	122	-4.16	-3.27	
Married	286	1.22	.67	
Widower/Divorced/Separated	13	12.29	15.91	
			.12	.12

Table 32 (Continued)

Grand Mean = 161.249				
Variable + Category	N	Unadjusted Dev's Eta	Adjusted for	
			Independents Dev'n Bta	Independents + Covariates Dev'n Bta
Religion				
Buddhism	414	-.01	.05	
Christianity	1	-	-	
Muslim	6	19.25	53.07	
		3.92	.04	5.31 .09
Salary				
5,006 baht and below	69			
5,007-9,150 baht	143	-3.86	4.97	
Above 9,106 baht	209	.90	5.78	
		.66	.06	-5.59 .20
Present Position				
Correctional ficers	206			
Warders	118	-1.71	-1.61	
Penologists	97	.74	-1.58	
		2.73	.06	5.33 .10
Position class				
Class 1	64			
Class 2	45	-4.56	-3.21	
Class 3	63	.13	-.68	
Class 4	124	-1.87	-4.55	
Class 5	125	1.80	.32	
		1.45	.08	.11 .11

Table 32 (Continued)

Grand Mean = 161.249		Adjusted for		
		Unadjusted	Adjusted for	Independents
		Dev's Eta	Independents	+ Covariates
Variable + Category	N		Dev'n Bta	Dev'n Bta
Years in service				
13 years and below	235	-.97	-.63	
14 years – 26 years	138	-2.39	.64	
above 27 years	48	11.63	1.26	
			.15	.03
Prisons				
The Central Correctional Institution for Women	49	-8.74	-10.21	
The Central Correctional Institution for Young Offenders	31	1.36	.74	
Thonburi Distric Prison	39	3.72	6.32	
The Central Rehabilitation Correctional Institution	45	-6.03	-2.82	
Bankok Distric Prison	97	6.16	6.04	
Bangkwan Central Prison	111	1.330	-.30	
Klongprem Central Prison	49	-4.76	-4.59	
			.18	.19
Multiple R Squared				.105
Multiple R				.325

Chapter V

Discussion

In this chapter will be the discussion on the results of research obtained from hypothesis verification of substances in chapter 4. From the verification of hypothesis, it was found that

5.1 The correction officers with different education level had different job satisfaction concerning salary remuneration. The correctional officers who finished at secondary school had higher satisfaction on their salary than those who got Bachelor degree and Master degree.

The correctional officers a with lower level of education may understand the real situation better than those who had low education and will get low salary in proportion to their qualifications. They may believe in social value that they should satisfy only what they got and spend only what they had. However, there were also other factors supporting this issue such as allowance, residential service, medical fee, tuition fee. This belief was different from the belief of those who got higher education. In fact, these officers got very low remuneration compared to their duties and responsibilities. Therefore, they get less satisfaction than those of low education level.

5.2 The correctional officers with difference in marital status had different job satisfaction concerning working condition. The correctional officers who were married had more satisfaction on working conditions or environment of work place those who were single. This may be because most of the married officers generally resided in the area nearby their work place (prison) or in other words, they lived in the official house near their work place or near the prison. They were accustomed to environment of work place such as lights of walkways, ventilation system and cleanness of place. So, they may get more satisfaction on the working conditions than those who were single and lived far away from work place.

5.3 The correctional officers with difference in age had different job satisfaction concerning relationship with colleagues. That is to say, officers of over 48 years old will get higher satisfaction than those of age between 35-47 years old. This may be because the old aged officers usually get long length of work. They can adapt themselves to get along with the colleagues easier than those who got shorter length of work. As a result, the officers of over 48 years old will get more satisfaction concerning relationship with colleagues than those of lower age at 35-47 years old.

5.4 The correctional officers with difference in age and different job satisfaction concerning relationship with superiors than those who were under years old (35-47 years old). The reason of this may be in the same as that of item 5.3. The old age officers can adapt themselves to get along with superior easier than the younger ones. They knew how to make close relation with the superior, so they may get more satisfaction on this matter than the younger ones.

5.5 The correctional officers with different levels of education had different job satisfaction concerning security in work. That is to say, those who got education at primary school level 1-6 and vocational level got more satisfaction concerning more than those who got education at Bachelor degree up to Master degree. This may be because low educated officers may consider that their level of education was suitable to their duties and responsibilities. Their chance of being laid off or discharged was less because bureaucratic system has accurate rules and procedures. But officers who had higher education will get high responsibilities which might risk their lives and properties. They may think that the risk was not worth enough to their knowledge, and the chance to be rotated or moved to other position was rather difficult as well. So they have less satisfaction on this matter than those of lower education level.

5.6 The correctional officers with different education levels had the difference in job satisfaction concerning advancement. Those who got education at higher vocational school had more satisfaction on their work advancement than those who got education at secondary school level and vocational level. This may be because the officers who obtained education at high vocational level or lower than this may have

enough time to develop themselves and have better chance to be promoted to higher positions. They can be supported by lots of positions. Meanwhile, only few positions as well as merit system that are not enough would support officers of high education. As a result, their satisfaction on work advancement will be less than those of lower education levels.



Chapter VI

Conclusion and Recommendation

In this study, the results of the study may be summarized and recommended as follows;

6.1 Population and samples.

The population of this is the correctional officers working in the independent-zone prisons including Kkongpleam Central Prison, Bang Kwang Central Prisson, Bangkok Metropolitan, District Prison, Thonburi District Prison, Central Correctional Institution, Woman Correctional Institution and Central Correctional Institution for Young Male Offenders. The samples were 490 correctional officers.

6.2 Objectives of the study

6.2.1 To obtain the job satisfaction of correctional officers in the independent -zone Prisons.

6.2.2 To obtain the factors affecting Job satisfaction of correctional officers in the independent-zone prisons.

6.3 Summary of the study

6.3.1 Backgrounds of the subjects :

Most of the subjects are male with the age of 35-47 years old, hold a secondary school or lower vocational school certificate, are married, and earn a salary about 9,106 baht. Most of the subjects are working as PC 4 correctional officers and

have been in service for less than 13 years, and never had internal transference and did not transfer from other agencies.

6.3.2 Opinion on job satisfaction

6.3.2.1 Job satisfaction of salary or remuneration. It was found that the subjects had job satisfaction of salary and remuneration concerning the following aspects in the degree, ranging from the most to the least like this: satisfaction of the salary that is commensurate with their ability, their workload, their years of service; satisfaction of allowance or overtime money that is commensurate with their responsibility; satisfaction of salary that is commensurate with daily expenses and the risk at work. On the whole the subjects feel satisfied with their salary and remuneration.

6.3.2.2 Job satisfaction of working conditions. It was found that the subjects had job satisfaction of working conditions concerning the following aspects in the degree, ranging from the most to the least like this: satisfaction of office toilets, official houses; the nature of the job that is tiring, exhausting and unpleasant; the office equipment and office supplies such as desks, chairs, pencils, pens etc,- necessities for job performance.

6.3.2.3 Job satisfaction of the relationship with colleagues. It was found that the subjects had job satisfaction of the relationship with colleagues concerning the following aspects in the degree, ranging from the most to the least like this; satisfaction of the friendliness among colleagues; the fairness and the willingness to be substituted in work for the subjects; sincerity and dependability of the colleagues; the cooperation the colleagues.

6.3.2.4 Job satisfaction of the relationship with immediate superiors. It was found that the subjects had job satisfaction of the relationship with immediate superiors concerning the following aspects in the degree, ranging from the most to the least like this: job satisfaction of the friendliness and accessibility of immediate superiors, and the nonfavoritism system of the immediate superiors.

6.3.2.5 Job satisfaction of job security. It was found that the subjects had job satisfaction of job security concerning the following aspects in the degree ranging from the most the least like this: job satisfaction of stability and security and

security in work; the certainty and justice at work; and the protective and preventive measures of dangers at work.

6.3.2.6 Job satisfaction of job advancement. It was found that the subjects had job satisfaction of job advancement concerning the following aspects in the degree, ranging from the most to the least like this: job satisfaction of the promotion to higher education; the opportunity to attend training; the job reshuffle; the promotion for progress and transference at work; the justice in promotion on double promotions at work.

6.3.2.7 Job satisfaction of fringe benefits. It was found that the subjects had job satisfaction of fringe benefits concerning the following aspects in the degree ranging from the most to the least like this: job satisfaction of allowance and medical fee; overtime payment; the procedure of applying for holiday leave; financial houses; telecommunication equipment; drinking water; and house keeping.

6.3.2.8 Job satisfaction of job achievement. It was found that the subjects had job satisfaction of job achievement concerning the following aspects in the degree, ranging from the most to the least like this: job satisfaction of the respect and recognition of job performance from the immediate superiors; the respect and recognition from colleagues; the awards and praises from colleagues; and the awards on the job performance as a special case.

6.3.2.9 Job satisfaction of policy and administration. It was found that the subjects had job satisfaction of policy and administration concerning the following aspects in the degree, ranging of the most to the least like this: job satisfaction of the approve on education leave; sick leave; ordination leave and holiday leave, the broad-minded and willing ness to accept other people's ideas of the immediate superiors, the suitability of the job assignment to the ability; the suitability of the job assignment to the official position; the justice-based consideration on position reshuffle of immediate superiors; the delegation of power on decision making to the subordinates, the moral based administration of the organization; the flexibility of rules and regulation of the organization; the justice-based consideration on job promotion of the immediate superiors; and the proportion between the amount of job and the number of officers

In brief, the correctional officers had moderate job satisfaction on the whole.

6.4 Recommendation from the study.

6.4.1 From the study on job satisfaction of the correctional officers, it was found that overall satisfaction of the officers were at a moderate level with satisfaction concerning relationship with the superiors, subordinates and colleagues at the highest rate. Meanwhile, their satisfaction on working conditions, salary, remuneration and fringe benefit were at the lowest rate. Consequently, the Department of Corrections should pay more attention to working conditions as well as the improvement of work place, such as better ventilation and more lights; as well as enough equipment necessary for performance of officers, such as office automation, tables, computers, batons; as well as high technology such as electric batons.

6.4.2 It was found that the correctional officers got moderate to low level of satisfaction concerning salary, remuneration and fringe benefits they obtained. Thus, the government and Department of Corrections should realize on roles and duties of officers, which is a part of criminal justice process. Their salary and remuneration should be revised to appropriate rate or similar to those of different units in order to be commensurate with their duties. Also, allowance given to officers should be at appropriate rate consistent with the economic situation and cost of living nowadays. This may lead to more satisfaction to the officers and also lead to job achievement as well.

6.4.3 Besides, the improvement of fringe benefits, especially on residence provided for officers who have to be on duty as wander at night-time, should be made. In addition, service on food and another necessary things that should be conducted. This may ease the burden of low level officers and also help to increase working hours of officers without wasting their time to have meal outside.

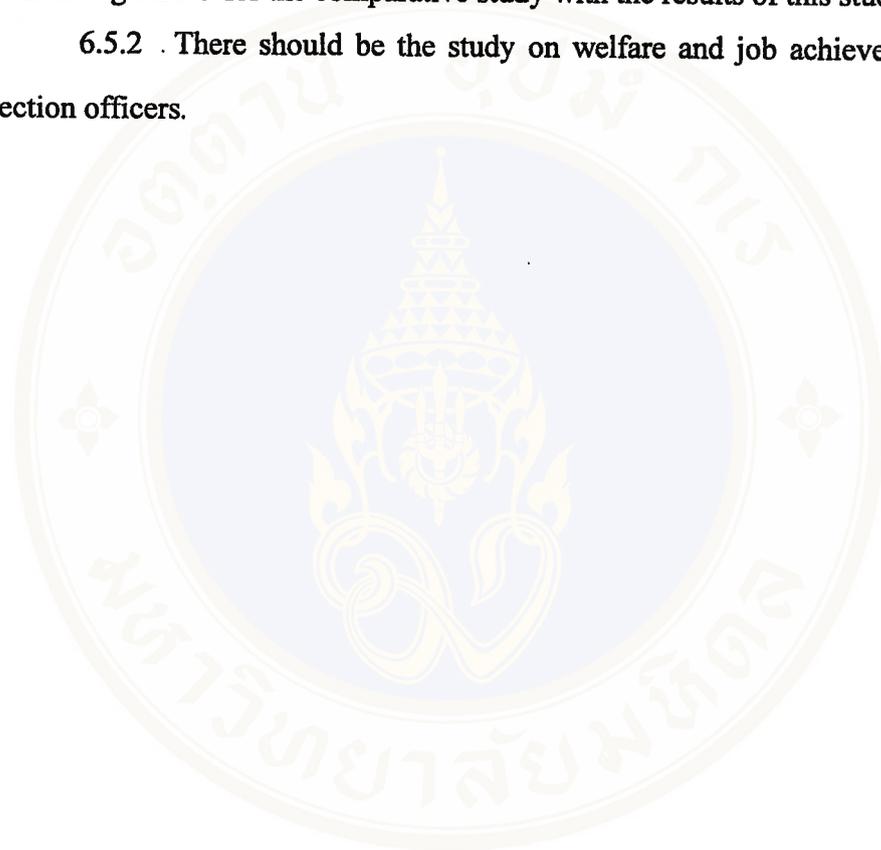
6.4.4 The Department of Corrections should provide training courses on vocational education and new technologies, as well as progressions of corrections work to officers of every level for continuous development on human resource.

Moreover, officers should have chances to take an examination in upgrading their position conducted in merit system.

6.5 Recommendations for further study

6.5.1 There should be the study on job satisfaction of the correctional officers in region 1-9 for the comparative study with the results of this study.

6.5.2 . There should be the study on welfare and job achievement of the correction officers.



BIBLIOGRAPHY

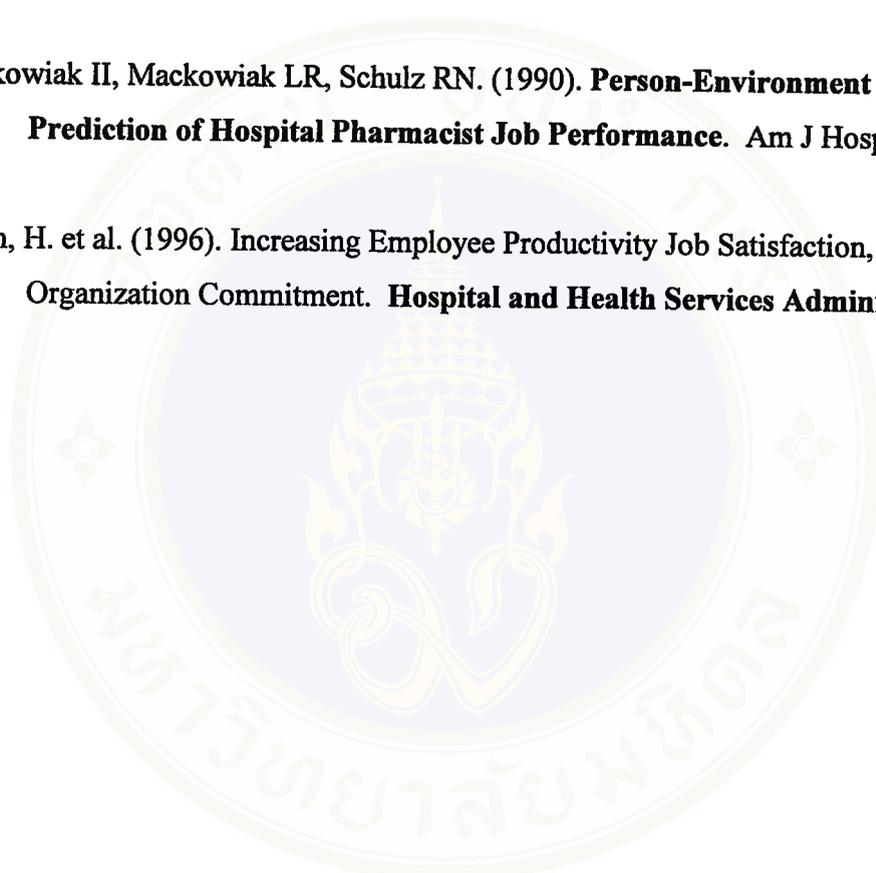
- Belgen, M.A. Nurses' Job Satisfaction : (1993). A Meta Analysis of Related Variable. **Nursing Research**.
- Federiuk, C.S. et al. (1993). Specific Factors Important in Paramedic Job Satisfaction and Performance. **Annals of Emergency Medicine J**.
- Plukett WR, Attner RF. (1994). **Introduction to Management**. 5th ed. California : Wadsworth.
- Newstrom JW, Davis K.(1993). **Human Behavior at Work : Organizational Behavior**. 9th ed. United State of America : McGraw – Hill.
- Organ Dw, Bateman T. (1986). **Organizational Behavior**. 3rd ed. Illinois : Business Publication.
- Locke EA. (1976). **Handbook of Industrial and Organizational Psychology**. Chicago : Rand Mc Nally.
- Halloran J, Benton D. (1897). **Applied Human Relation**. 3rd ed. New Jersey : Prentice-Hall,
- Miner JB. (1992). **Industrial-Organizational Psychology**. Singapore : McGraw-Hill.
- Baron RA, Paulus PB. (1991). **Understanding Human Relation : a practical guide to people at work**. MA, United States of America : Allyn and Bacon.
- Hepler CD. (1986). **Perspectives from Research in The Social and Behavioral Sciences**. Am J Hos Pharm.

Johnson CA, Hammel RJ, Helnen JS. (1977). **Level of Satisfaction Among F. Pharmacists.** Am J Hosp Pharm.

Kozam CM, Hirsch JD, Mackowiak J, Bloise A, (1993). Gagnon JP. **Implementing a pharmacy services program : Impact on pharmacist's job satisfaction.** J Pharm Mark Manage.

Mackowiak II, Mackowiak LR, Schulz RN. (1990). **Person-Environment Fit as a Prediction of Hospital Pharmacist Job Performance.** Am J Hosp Pharm.

Smith, H. et al. (1996). Increasing Employee Productivity Job Satisfaction, and Organization Commitment. **Hospital and Health Services Administration.**





Questionnaire

Factors Affecting job satisfaction of correctional officers in the Bangkok
Region

Please mark in the box

Part A Social Background

1. Sex Male Female
2. ageyears
3. Education

<input type="checkbox"/> m, 1-m3	<input type="checkbox"/> m4-m6
<input type="checkbox"/> certificate of vocational school	<input type="checkbox"/> Higher certificate of vocational school
<input type="checkbox"/> Bachelor degree	<input type="checkbox"/> Master degree
<input type="checkbox"/> Others (please specify)	
4. Marital Status

<input type="checkbox"/> Single	<input type="checkbox"/> married
<input type="checkbox"/> Divorced/separated	<input type="checkbox"/> widow/widower
<input type="checkbox"/> Others (please specify).....	
5. Religion

<input type="checkbox"/> Buddhism	<input type="checkbox"/> Christianity
<input type="checkbox"/> Muslim	<input type="checkbox"/> Others (Please Specify).....
6. Salary(income) Bath/month
7. Current position

<input type="checkbox"/> Correctional officers	<input type="checkbox"/> Prison officers
<input type="checkbox"/> Penologist	<input type="checkbox"/> Others (please specify).....
8. Position Classification Level (PC).....
9. Years in serviceyears.....months
10. Getting Double promotion times
11. Getting any distinction awardstimes
12. Internal transference.....times

13. Transferring other agencies

.....YesNo Others(please specify).....

14. Reasons for transference

- Dislike the former agency
- Prefer job of the present agency
- Others (please specify).....
- the present job promises more prosperity

15. Relationship with colleagues

- Excellent
- Fairly poor
- Other (Please specify).....
- good
- quite poor

16. Relationship with immediate superiors

- Excellent
- Fairly poor
- good
- quite poor

17. Relationship with senior superiors

- Excellent
- Fairly poor
- good
- quite poor

Part B Job satisfaction

Factors of satisfaction	Very satisfied	Satisfied	Moderately satisfied	Fairly dissatisfied	Quite dissatisfied
Satisfaction of Salary or remuneration					
1. Salary is commensurate with your ability.					
2. Salary is commensurate with job responsibility.					
3. Salary is commensurate with years in service.					
4. Salary is commensurate with the risk you take at work.					
5. Salary is commensurate with your daily expenses.					
6. Allowance is commensurate with your work load					

Factors of satisfaction	Very satisfied	Satisfied	Moderately satisfied	Fairly dissatisfied	Quite dissatisfied
Satisfaction of working condition					
<p>How satisfied are you with</p> <ol style="list-style-type: none"> 1. basic working condition such as temperature ,light , ventilation etc. 2. the surroundings of your official residence such as temperature, light, ventilation, cleanness the room size etc. 3. the surroundings of the work place such as the office toilet, is it hygenitic 4. the nature of your job which is tiring, exhausting and unpleasant 5. the office equipment and office supplies such as desks, chairs, pens and pencils 6. necessities of job performance such as uniforms, pistols, flashlight, walkie-talkie etc. 					
Satisfaction of the relationship with colleagues					
<p>How are you satisfied with</p> <ol style="list-style-type: none"> 1. the friendliness among colleagues 2. the assistance, co-operation, and the non-favoritism system of your colleagues. 3. the sincerity and dependability of your colleagues 4. the fairness and the willingness to be substituted in work for you 					

Factors of satisfaction	Very satisfied	Satisfied	Moderately satisfied	Fairly dissatisfied	Quite dissatisfied
<u>Satisfaction of the relationship with immediate superiors and subordinates</u>					
How are you satisfied with <ol style="list-style-type: none"> 1. the friendliness and accessibility of your immediate superiors 2. the mercy morality and non-favoritism system of your immediate superiors 3. the assistance and support given when you are in trouble both with personal life and at work 4. the participation in activities from your immediate superiors 5. the relationship with your immediate superior 					
<u>Satisfaction of job security</u>					
How are you satisfied with <ol style="list-style-type: none"> 1. the stability and security in work 2. the protective and preventive measures from danger at work 3. the certainty and justice at work 					
<u>Satisfaction of prosperity at work</u>					
How are you satisfied with <ol style="list-style-type: none"> 1. the promotion to higher education and training at work 2. the opportunities to attend training observation seminars etc. 					
<ol style="list-style-type: none"> 3. the job reshuffle for personnel development at work 					
<ol style="list-style-type: none"> 4. the promotion for progress and transference at work 					
<ol style="list-style-type: none"> 5. the justice in promotion examination at work 					
<ol style="list-style-type: none"> 6. the justice in the consideration on the double promotion at work 					

Factors of satisfaction	Very satisfied	Satisfied	Moderately satisfied	Fairly dissatisfied	Quite dissatisfied
Satisfaction of fringe benefits					
<p>How are you satisfied with</p> <ol style="list-style-type: none"> 1. allowance, remuneration, overtime money at work 2. the financial fringe benefits such as financial cooperative for emergency 3. the operation of official residence committee on housing allocation 4. the operation of state residence committee cleaning and order keeping 5. the supply of drinking water 6. the application process for allowance, accommodation medical fee, house rent etc. 7. the procedure of applying for holiday leave as well as sick leave and personal business leave 8. the convenience to use telecommunication equipment such as walkie-talkie, telephones and inter-communication machine 					
Satisfaction of work achievement					
<p>How are you satisfied with</p> <ol style="list-style-type: none"> 1. the respect and recognition on your job performance from your colleagues 2. the respect and recognition on your job performance from your immediate superiors 3. awards and praises on your job performance from your colleagues 					

Factors of satisfaction	Very satisfied	Satisfied	Moderately satisfied	Fairly dissatisfied	Quite dissatisfied
4. awards and praises on your job performance from your immediate superiors 5. awards on your job performance as a special case from your agency					
<u>Satisfaction of policies and administration</u>					
How are you satisfied with 1. the flexibility of rules and regulation of your organization 2. the moral-based administration of your organization 3. the suitability of your job assignment to your official position 4. the delegation of power on decision making to the subordinates at work 5. the proportion between job and officials at work 6. the suitability of your job assignment to your ability 7. the approve on education leave, sick leave, ordination leave, holiday leave etc. 8. the broad-mindedness and willingness to accept other people's ideas of your immediate superiors 9. the justice-based consideration on transference of your immediate superiors 10. the justice-based consideration on job promotion of your immediate superiors 11. the convenience in making contact with other organizations 12. the clearness of the policy directions of your organization					

BIOGRAPHY



NAME	Mr. Khomdej Chansangsawang
DATE OF BIRTH	26 July, 1966
PLACE OF BIRTH	Ayuthaya
INSTITUTIONS ATTENDED	Rajchapat Chankaseam Institution, 1900 Bachelor of Education Mahidol University, 1998-2000 Degree of Master of Arts. (Criminology and Criminal Justice)
POSITION AND OFFICE	Correctional official, The Bangkok Remand Prison, Department of Corrections Interior Ministry 1987- now