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**PERSON-ORGANIZATION FIT (PO-FIT), PERSONALITY,  
ORGANIZATIONAL CLIMATE AND JOB  
PERFORMANCE AMONG ACADEMIC  
ADMINISTRATORS IN PUBLIC UNIVERSITIES IN  
THAILAND: JOB SATISFACTION AS THE MEDIATOR**

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**DOCTOR OF PHILOSOPHY  
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## ABSTRACT

Higher education institutions throughout the globe are under pressure to change and are currently facing daunting challenges. To meet the challenges, Thailand's higher education institutions made reform in terms of academic excellence and requisite standards and quality assurance which could ultimately affect job satisfaction and job performance of academic administrators. This study aimed at investigating the relationship between Person-Organization fit (P-O fit), proactive personality, organizational climate and job performance with the mediating role of job satisfaction. The study utilized survey questionnaires which were randomly distributed to 417 academic administrators of public universities in Southern Thailand. Out of 417 questionnaires distributed, 187 questionnaires were returned and usable, giving a 45 % of response rate. The hypotheses were tested using PLS-SEM path modeling techniques. It was found that 7 out of the 9 hypotheses were supported, while the other 2 were not supported. The results showed that there are positive and significant relationship between P-O fit, proactive personality, organizational climate and job performance. The study also found positive and significant relationship between P-O fit, organizational climate and job satisfaction but no significant relationship between personality and job satisfaction. The study also found that job satisfaction mediates the relationship between P-O fit, organizational climate and job performance. Overall, the findings of the present study provide support of Attraction-Selection-Attrition (ASA) theory and TWA theory. By implication this study contributes to the body of knowledge as well as to the policy makers to take appropriate decision on how to improve the performance of academic administrators. Finally, direction for future research and the conclusion were discussed.

**Keywords:** P-O fit, proactive personality, organizational climate, job satisfaction, job performance

## ABSTRAK

Institusi pengajian tinggi di seluruh dunia berada di bawah tekanan untuk berubah dan sedang berhadapan dengan pelbagai cabaran. Untuk menghadapi pelbagai cabaran, pendidikan tinggi di Thailand telah membuat pembaharuan dari segi kecemerlangan akademik dan keperluan piawaian dan jaminan kualiti yang akhirnya boleh mempengaruhi kepuasan kerja dan prestasi kerja pentadbir akademik. Kajian ini bertujuan untuk mengkaji hubungan antara pepadanan Manusia-Organisasi, personaliti proaktif, iklim organisasi dan prestasi kerja dengan peranan pengantara kepuasan kerja. Kajian ini menggunakan soal kaji selidik yang telah diedarkan secara rawak kepada 417 pentadbir akademik universiti awam di Selatan Thailand. Daripada 417 soal selidik yang diedarkan, 187 soal selidik telah dikembalikan dan boleh digunapakai, menjadikan 45% kadar tindak balas. Hipotesis kajian telah diuji menggunakan teknik pemodelan PLS-SEM. Hasil kajian mendapati 7 daripada 9 hipotesis telah disokong, manakala 2 yang lain tidak disokong. Hasil kajian menunjukkan bahawa terdapat hubungan yang positif dan signifikan antara pepadanan Manusia-Organisasi, personaliti proaktif, iklim organisasi dan prestasi kerja. Kajian ini juga mendapati hubungan yang positif dan signifikan antara pepadanan Manusia-Organisasi, iklim organisasi dan kepuasan kerja tetapi hubungan yang tidak signifikan antara personaliti dan kepuasan kerja. Kajian ini juga mendapati bahawa terdapat kesan pengantara kepuasan kerja dengan pepadanan Manusia-Organisasi, iklim organisasi dan prestasi kerja. Secara keseluruhan, dapatan kajian ini menyokong teori Tarikan-Pemilihan-Pergeseran (ASA) dan teori pepadanan Manusia-Organisasi. Implikasi kajian ini menyumbang kepada bidang ilmu pengetahuan dan juga kepada pembuat dasar untuk mengambil keputusan yang sesuai bagi memperbaiki prestasi pentadbir akademik. Akhirnya, arah tuju penyelidikan di masa hadapan dan kesimpulan telah dibincangkan.

**Kata kunci:** Pepadanan Manusia-Organisasi, personaliti proaktif, iklim organisasi, kepuasan kerja, prestasi kerja

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## LIST OF ABBREVIATIONS

ASEAN	Association of South East Asian Nations
ASA	Attraction-Selection-Attrition Theory
AVE	Average Variance Extracted
CMV	Common Method Variance
CR	Composite Reliability (CR)
DV	Dependent Variable
F <sup>2</sup>	F-Square
GOF	Goodness of Fit
HOC	Higher Order Component
HRM	Human Resource Management
LOC	Lower Order Component
OHEC	Offices of the Higher Education Commission
PLS-SEM	Partial Least Squares Structural Equation Modeling
PNU	Princess of Naradhiwas University
P-O Fit	Person-Organization fit
PSU	Prince of Songkla University
Q <sup>2</sup>	Q-Square R <sup>2</sup> R-Square
RMUTRV	Rajamangala University of Technology Srivijaya
SE	Standard Error
SKRU	Songkhla Rajabhat University
SPSS	Statistical Package for Social Science
Std.	Standard Deviation
TSU	Thaksin University
YRU	Yala Rajabhat University
VAF	Variance Accounted For
VIF	Variance Inflation Factor

# **CAPTER ONE**

## **INTRODUCTION**

### **1.0 Introduction**

This chapter presents the background of the study, the problem statement, research questions, research objectives, significance of the study, and scope of the study as well as operational definitions of key terms used in this study.

### **1.1 Background of the Study**

Throughout the globe, higher education institutions are under pressure to change and are currently facing with daunting challenges. This observation holds true not only in developed countries, but also in developing countries like Thailand. In this more competitive environment, direct management by governments is no longer appropriate and it requires new ways of managing and organizing universities. Offices of the Higher Education Commission (OHEC) (2014) have reformed the Thai higher education system in response to the emerging needs of the society and economy. OHEC changed the higher education system because it believed that it would serve national priorities as well as address global, national, regional and local demands with the goals to enhance the country competitiveness. It is believed that the change will serve as prime-movers for the development of real sector workforce, manufacturing and service sectors.

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## APPENDIX A

### English Version Questionnaire



### QUESTIONNAIRE

*"Person-Organization Fit (PO fit), Personality, Organization Climate and Job Performance Among Academic Administrators in public Universities in Thailand: Job Satisfaction as the Mediator"*

Dear Participant,

Thank you for agreeing to participate in this study.

I would appreciate it if you could answer the questions carefully as the information you provide will influence the accuracy and the success of the research. I hope you will take approximately 20 minutes to answer these questions. Thank you for your time in participating in this research.

If you have any questions regarding this research, you may address them to me at the contact details below.

Yours sincerely

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## SECTION 1: Personal Information

Please tick ☒ to the appropriate responses for questions 1-7:

No.	Data
1	What is your gender? <input type="checkbox"/> Male <input type="checkbox"/> Female
2	Where is your workplace? (department/faculty/Center/Unit) <input type="checkbox"/> Department..... <input type="checkbox"/> Faculty..... <input type="checkbox"/> Center..... <input type="checkbox"/> Unit..... <input type="checkbox"/> Others please specify.....
3	What is your highest academic qualification? <input type="checkbox"/> Bachelor's Degree <input type="checkbox"/> Master's Degree <input type="checkbox"/> Doctoral Degree <input type="checkbox"/> Others please specify.....
4	Which university do you work currently? <input type="checkbox"/> Prince of Songkla University( songkla campus) <input type="checkbox"/> Prince of Songkla University( Pattani campus) <input type="checkbox"/> Rajamangala University of Technology Srivijaya <input type="checkbox"/> Thaksin University <input type="checkbox"/> Songkhla Rajabhat University <input type="checkbox"/> Yala Rajabhat University <input type="checkbox"/> Princess of Naradhiwas University
5	What is your current administrative job position? <input type="checkbox"/> Dean <input type="checkbox"/> Director <input type="checkbox"/> Head of Department <input type="checkbox"/> Others please specify.....
6	How many years have you work with this university? <input type="checkbox"/> <5 years <input type="checkbox"/> 6-10 years <input type="checkbox"/> 11-15 years <input type="checkbox"/> 16-20 years <input type="checkbox"/> >21 years
7	How many years have you been in the administrative job position? <input type="checkbox"/> <5 years <input type="checkbox"/> 6-10 years <input type="checkbox"/> 11-15 years <input type="checkbox"/> 16-20 years <input type="checkbox"/> >21 years

## SECTION 2: Adaptive Performance

**Instructions:** Indicate your agreement from 1 to 5 where 1 equals strongly disagree and 5 equals strongly agree. Tick one box for each question.

	Items	Level				
		1	2	3	4	5
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<b>Creativity</b>						
1	I do not hesitate to go against established ideas and propose an innovative solution.	1	2	3	4	5
2	Within my department, people rely on me to suggest new solutions.	1	2	3	4	5
3	I use a variety of sources /types of information to come up with an innovative solution.	1	2	3	4	5
4	I develop new tools and methods to resolve new problems.	1	2	3	4	5
<b>Reactivity in the face of emergencies</b>						
1	I am able to achieve total focus on the situation to act quickly.	1	2	3	4	5
2	I quickly decide on the actions to take to resolve problem.	1	2	3	4	5
3	I analyse possible solutions and their ramifications quickly to select the most appropriate one.	1	2	3	4	5
4	I easily reorganize my work to adapt to the new circumstances.	1	2	3	4	5
<b>Interpersonal Adaptability</b>						
1	I develop good relationships with all my counterparts to improve my interaction with them.	1	2	3	4	5
2	I try to understand the viewpoints of my counterparts to improve my interaction with them.	1	2	3	4	5
3	I learn new ways to do my job better in order to collaborate with such people.	1	2	3	4	5
4	I willingly adapt my behavior whenever I need to in order to work well with others	1	2	3	4	5
<b>Training &amp; Learning Effort</b>						
1	I undergo training on a regular basis at or outside of work to keep my competencies up to date.	1	2	3	4	5

2	I am on the lookout for the latest innovations in my job to improve the way I work.	1	2	3	4	5
3	I look for every opportunity that enables me to improve my performance.	1	2	3	4	5
4	I prepare for change by participating in every project or assignment that enables me to do so.	1	2	3	4	5
<b>Managing work stress</b>						
1	I keep my cool in situations where I am required to make many decisions	1	2	3	4	5
2	I look for solutions by having a calm discussion with colleagues.	1	2	3	4	5
3	My colleagues ask for my advice regularly when situations are difficult because of my self-control.	1	2	3	4	5

### SECTION 3: PO Fit

**Instructions:** Describe the fit between “your values and the organization’s values”.

Tick one box for each question.

	Items	Level				
		1	2	3	4	5
		Very Poor Fit	Poor Fit	Neutral	Good Fit	Very Good Fit
1	My values match or fit the values of this organization.	1	2	3	4	5
2	I am able to maintain my values at this company.	1	2	3	4	5
3	My values prevent me from fitting in at this company because they are different from the company’s values.	1	2	3	4	5
4	I feel that my personal values are a good fit with this organization.	1	2	3	4	5
5	This organization has the same values as I do with regard to concern about others.	1	2	3	4	5
6	This organization has the same values as I do with regard to honesty.	1	2	3	4	5
7	This organization has the same values as I do with regard to fairness.	1	2	3	4	5

#### SECTION 4: Proactive Personality

**Instructions:** Indicate your agreement from 1 to 5 where 1 equals strongly disagree and 5 equals strongly agree. Tick one box for each question.

	Items	Level				
		1	2	3	4	5
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	I am consistently on the lookout for new ways to improve my life.	1	2	3	4	5
2	Wherever I have been. I have been a powerful force for constructive change.	1	2	3	4	5
3	Nothing is more exciting than seeing my ideas turn into reality.	1	2	3	4	5
4	If I see something I don't like, I fix it.	1	2	3	4	5
5	No matter what the odds, if I believe in something I will make it happen.	1	2	3	4	5
6	I love being a champion for my ideas, even against others' opposition.	1	2	3	4	5
7	I excel at identifying opportunities.	1	2	3	4	5
8	I am always looking for better ways of doing things.	1	2	3	4	5
9	If I believe in an idea, no obstacle will prevent me from making it happen.	1	2	3	4	5
10	I can spot a good opportunity long before others can.	1	2	3	4	5

## SECTION 5: Organizational Climate

**Instructions:** Indicate your agreement from 1 to 5 where 1 equals strongly disagree and 5 equals strongly agree. Tick one box for each question.

	Items	Level				
		1	2	3	4	5
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	In this university, I often have been encouraged to propose new ideas.	1	2	3	4	5
2	In this university, I have been praised for my innovation behavior.	1	2	3	4	5
3	In this university, I can challenge other's ideas through positive thinking.	1	2	3	4	5
4	In this university, I was expected to work in a more creative way.	1	2	3	4	5
5	In this university, sufficient budget is provided to support development of an innovative project.	1	2	3	4	5
6	In this university, it is acceptable for staff member like me to fail to achieve the expected outcome while carrying out an innovative learning plan.	1	2	3	4	5
7	In this university, my superior value the contribution I made.	1	2	3	4	5
8	In this university, I can freely exchange ideas.	1	2	3	4	5

## SECTION 6: Job Satisfaction

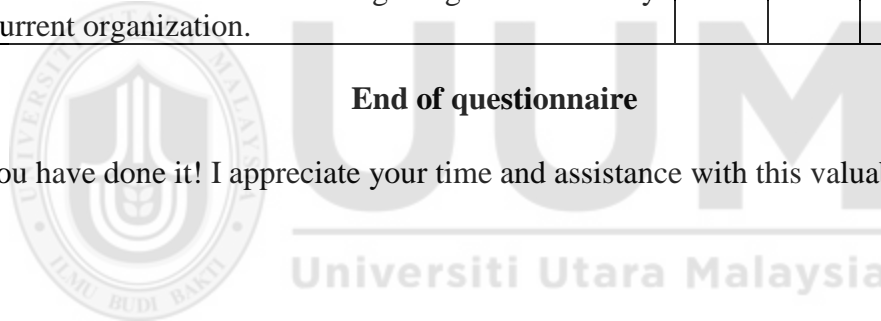
**Instructions:** Indicate your agreement from 1 to 5 where 1 equals strongly disagree and 5 equals strongly agree. Tick one box for each question.

	Items	Level				
		1	2	3	4	5

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	I am satisfied with every individual in my work group.	1	2	3	4	5
2	I am satisfied with my supervisor.	1	2	3	4	5
3	I am satisfied with my job.	1	2	3	4	5
4	I am satisfied with my current workplace.	1	2	3	4	5
5	I am satisfied with my pay, as regards to my efforts and my skills.	1	2	3	4	5
6	I am satisfied with the progress I have made in this organization so far.	1	2	3	4	5
7	I am satisfied with chance for getting ahead with my current organization.	1	2	3	4	5

**End of questionnaire**

Thank you, you have done it! I appreciate your time and assistance with this valuable research.



## APPENDIX B

### Thai Version Questionnaire



#### เรียน ผู้ตอบแบบสอบถาม

ดิฉัน เป็นนักศึกษาปริญญาเอก สาขาวิชาการจัดการทรัพยากรมนุษย์ (Doctor of Philosophy in Human Resource Management) ณ Universiti Utara Malaysia ได้จัดทำวิทยานิพนธ์เรื่อง “ Person-Organization Fit (PO fit), Personality, Organization Climate and Job Performance Among Academic Administrators in Public Universities in Southern Thailand: Job Satisfaction as the Mediator” เพื่อให้การศึกษาวิจัยสำเร็จลุล่วง จึงจำเป็นต้องได้รับร่วมมือจากท่าน ในการตอบแบบสอบถามซึ่งเกี่ยวข้องกับประสบการณ์ และการทำงานในตำแหน่งปัจจุบันของท่าน โดยแบบสอบถามจะแบ่งเป็น 2 ตอน ได้แก่ ตอนที่ 1 ข้อมูลทั่วไปของผู้ตอบแบบสอบถาม และ ตอนที่ 2 ข้อคำถามเกี่ยวกับการปฏิบัติงาน

ในการนี้ ขอขอบคุณสำหรับการอนุเคราะห์การตอบแบบสอบถามในครั้งนี้

Rungrudee Dittavichai

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## แบบสอบถาม

เรื่อง การกำหนดคุณสมบัติด้านบุคลิกภาพและสภาพแวดล้อมในองค์กรของผู้บริหารมหาวิทยาลัยรัฐฯ กับสมรรถนะการปฏิบัติงาน

### ตอนที่ 1 ข้อมูลทั่วไปของผู้ตอบแบบสอบถาม

คำชี้แจง โปรดทำเครื่องหมาย✓ลงในช่อง ☐ ตามข้อมูลของท่าน

1	เพศ <input type="checkbox"/> ชาย <input type="checkbox"/> หญิง
2	หน่วยงานที่สังกัด คณะ/ศูนย์/สำนักฯ <input type="checkbox"/> แผนก/ภาควิชา..... <input type="checkbox"/> คณะฯ..... <input type="checkbox"/> ศูนย์ฯ/สำนักฯ..... <input type="checkbox"/> หน่วยงาน..... <input type="checkbox"/> อื่นๆ โปรดระบุ.....
3	การศึกษา <input type="checkbox"/> ปริญญาตรี <input type="checkbox"/> ปริญญาโท <input type="checkbox"/> ปริญญาเอก <input type="checkbox"/> อื่นๆ โปรดระบุ.....
4	มหาวิทยาลัยที่สังกัดปัจจุบัน <input type="checkbox"/> มหาวิทยาลัยสงขลานครินทร์ (วิทยาเขตหาดใหญ่) <input type="checkbox"/> มหาวิทยาลัยสงขลานครินทร์ (วิทยาเขตปัตตานี) <input type="checkbox"/> มหาวิทยาลัยเทคโนโลยีราชมงคลศรีวิชัย(จังหวัดสงขลา) <input type="checkbox"/> มหาวิทยาลัยทักษิณ <input checked="" type="checkbox"/> มหาวิทยาลัยราชภัฏสงขลา <input type="checkbox"/> มหาวิทยาลัยราชภัฏยะลา <input type="checkbox"/> มหาวิทยาลัยนราธิวาสราชนครินทร์
5	ตำแหน่งงานปัจจุบัน <input type="checkbox"/> คณบดี <input type="checkbox"/> รองคณบดี/ผู้ช่วยคณบดี <input type="checkbox"/> หัวหน้าภาค/สาขาวิชา <input type="checkbox"/> ผู้อำนวยการ <input type="checkbox"/> รองผู้อำนวยการ <input type="checkbox"/> หัวหน้าสำนักงาน <input type="checkbox"/> รองหัวหน้าสำนักงาน
6	รวมระยะเวลาในการปฏิบัติงานกับมหาวิทยาลัยที่สังกัด <input type="checkbox"/> น้อยกว่า 5 ปี <input type="checkbox"/> 6-10 ปี <input type="checkbox"/> 11-15 ปี <input type="checkbox"/> 16-20 ปี <input type="checkbox"/> มากกว่า 20 ปี
7	รวมระยะเวลาในการปฏิบัติงานในตำแหน่งการบริหาร <input type="checkbox"/> น้อยกว่า 5 ปี <input type="checkbox"/> 6-10 ปี <input type="checkbox"/> 11-15 ปี <input type="checkbox"/> 16-20 ปี <input type="checkbox"/> มากกว่า 20 ปี

### ตอนที่ 2 ข้อคำถามเกี่ยวกับการปฏิบัติงาน

คำชี้แจง โปรดทำเครื่องหมาย ✓ ลงในช่องหมายเลข ที่ตรงกับความคิดเห็นของท่านมากที่สุด

ข้อ	รายละเอียด	ระดับความคิดเห็น				
		1	2	3	4	5
		เห็นด้วยมากที่สุด	เห็นด้วยน้อย	เห็นด้วยปานกลาง	เห็นด้วยเล็กน้อย	ไม่เห็นด้วยมากที่สุด
<b>ความคิดสร้างสรรค์</b>						
1	ท่านมั่นใจในการแสดงความคิดเห็นต่อแนวทางที่มีอยู่เดิม และนำเสนอแนวทางที่เป็นนวัตกรรมใหม่	1	2	3	4	5
2	เพื่อนร่วมงานไว้วางใจในตัวท่านที่จะให้คำแนะนำวิธีการใหม่ๆ ในการแก้ปัญหา	1	2	3	4	5
3	ท่านใช้แหล่งที่มาของข้อมูลที่หลากหลายชนิด เพื่อให้เกิดนวัตกรรมใหม่	1	2	3	4	5
4	ท่านพัฒนาเครื่องมือและวิธีการใหม่ในการแก้ไขปัญหา	1	2	3	4	5
<b>ปฏิริยาการตอบสนองต่อการเผชิญปัญหาเฉพาะหน้า</b>						
1	ท่านสามารถปฏิบัติงานให้บรรลุตามเป้าหมายที่วางไว้ได้อย่างรวดเร็ว	1	2	3	4	5
2	ท่านสามารถตัดสินใจแก้ไขปัญหาได้ทันทั้งที่ขณะปฏิบัติงาน	1	2	3	4	5
3	ท่านสามารถวิเคราะห์ เชื่อมโยงปัญหาและ เลือกวิธีการที่ดีที่สุดในการแก้ไขปัญหาได้อย่างรวดเร็ว	1	2	3	4	5
4	ท่านสามารถปรับปรุงระบบงานให้ง่ายต่อการปรับตัวและเข้ากับสถานการณ์ใหม่ๆ	1	2	3	4	5
<b>การปรับตัวให้เข้ากับเพื่อนร่วมงาน</b>						
1	ท่านสร้างความสัมพันธ์ที่ดีกับเพื่อนร่วมงานเพื่อปรับปรุงการทำงานร่วมกัน	1	2	3	4	5
2	ท่านยอมรับความคิดเห็นของเพื่อนร่วมงานเพื่อการปรับปรุงและทำงานร่วมกัน	1	2	3	4	5
3	ท่านเรียนรู้วิธีการใหม่ๆ เพื่อการพัฒนางานให้ดีขึ้น ให้ทำงานร่วมกับเพื่อนร่วมงานในระดับเดียวกัน	1	2	3	4	5
4	ท่านพร้อมที่จะปรับพฤติกรรมของตนเอง ในการทำงานร่วมกับผู้อื่นได้เป็นอย่างดี	1	2	3	4	5
<b>การฝึกอบรมและความพยายามเรียนรู้</b>						
1	ท่านผ่านการฝึกอบรมทั้งในและนอกสถานที่อย่างต่อเนื่อง เพื่อพัฒนาศักยภาพของตนเองให้ทันต่อสถานการณ์ปัจจุบัน	1	2	3	4	5
2	ท่านแสวงหานวัตกรรมใหม่ๆ เพื่อที่จะปรับปรุงวิธีการทำงาน	1	2	3	4	5
3	ท่านแสวงหาโอกาสที่ช่วยพัฒนาสมรรถนะในการทำงานของท่าน	1	2	3	4	5
4	ท่านมีความพร้อมสำหรับการเปลี่ยนแปลงโดยการมีส่วนร่วมในทุกโครงการหรืองานที่ได้รับมอบหมาย	1	2	3	4	5
<b>การจัดการความเครียดจากการทำงาน</b>						

ข้อ	รายละเอียด	ระดับความคิดเห็น				
		1	2	3	4	5
		เห็นด้วยน้อยที่สุด	เห็นด้วยน้อย	เห็นด้วยปานกลาง	เห็นด้วยมาก	เห็นด้วยมากที่สุด
1	ท่านสามารถเก็บความรู้สึกรายได้สถานการณ์ที่ต้องตัดสินใจในหลายประเด็น	1	2	3	4	5
2	ท่านมองหาวิธีการแก้ไขปัญหาโดยสันติ โดยการมีส่วนร่วมของบุคลากร	1	2	3	4	5
3	บุคลากรที่อยู่ภายใต้การดูแลของท่านจะขอคำแนะนำในการแก้ไขปัญหาที่ซับซ้อนจากท่าน	1	2	3	4	5
<b>ค่านิยมของท่านต่อองค์กร</b>						
1	ท่านมีค่านิยมร่วมที่สอดคล้องกับค่านิยมขององค์กร	1	2	3	4	5
2	ท่านสามารถรักษาค่านิยมร่วมขององค์กร	1	2	3	4	5
3	ท่านสามารถดำเนินงานในองค์กรนี้ภายใต้ค่านิยมร่วมของท่าน	1	2	3	4	5
4	ท่านมีค่านิยมส่วนบุคคลที่เหมาะสมกับองค์กร	1	2	3	4	5
5	การทำงานของท่านสอดคล้องกับค่านิยมร่วมขององค์กร เมื่อเปรียบเทียบกับเพื่อนร่วมงานอื่นๆ	1	2	3	4	5
6	องค์กรมีค่านิยมร่วมเหมือนกับท่านในเรื่องเกี่ยวกับความซื่อสัตย์สุจริต	1	2	3	4	5
7	องค์กรมีค่านิยมเหมือนกับท่านในเรื่องเกี่ยวกับความเป็นธรรม	1	2	3	4	5
<b>บุคลิกภาพเชิงรุก</b>						
1	ท่านมองหาวิธีการใหม่ๆ อย่างต่อเนื่องในการปรับปรุงการใช้ชีวิต	1	2	3	4	5
2	จากที่ท่านเคยไปทำงาน ท่านจะเป็นแรงผลักดันในการเปลี่ยนแปลงที่สร้างสรรค์	1	2	3	4	5
3	ท่านมีความตื่นตัวเมื่อเห็นความคิดเห็นของท่านได้รับการนำไปปฏิบัติจริง	1	2	3	4	5
4	เมื่อท่านเห็นบางสิ่งบางอย่างที่ไม่ถูกต้อง ท่านจะแก้ไขปัญหานั้น	1	2	3	4	5
5	เมื่อมีความเชื่อในสิ่งนั้นท่านจะทำให้มันเกิดขึ้น	1	2	3	4	5
6	ท่านต้องการเป็นผู้ชนะในการแสดงความคิดเห็น ถึงแม้ว่าจะขัดแย้งกับคนอื่น	1	2	3	4	5
7	ท่านฉลาดในการแสวงหาโอกาสที่ดีกว่า	1	2	3	4	5
8	ท่านมักหาวิธีการที่ดีกว่าในการกระทำสิ่งต่างๆ	1	2	3	4	5
9	ท่านเชื่อในความคิดเห็น และจะผ่านพ้นอุปสรรคที่กีดขวางการทำงานของ ท่านได้	1	2	3	4	5
10	ท่านสามารถมองเห็นโอกาสที่ดีกว่าผู้อื่น	1	2	3	4	5
<b>สภาพแวดล้อมภายในองค์กร</b>						
1	ท่านมักจะได้รับการสนับสนุนให้เสนอแนวความคิดใหม่ๆ	1	2	3	4	5
2	ท่านได้รับการยกย่องในเรื่องการเป็นผู้นำนวัตกรรมใหม่ๆ อยู่เสมอ	1	2	3	4	5
3	ท่านมีความคิดที่ท้าทายกว่าผู้อื่น ในความคิดเห็นเชิงบวก	1	2	3	4	5

ข้อ	รายละเอียด	ระดับความคิดเห็น				
		1	2	3	4	5
		เห็นด้วยน้อยที่สุด	เห็นด้วยน้อย	เห็นด้วยปานกลาง	เห็นด้วยดีมาก	เห็นด้วยมากที่สุด
4	ท่านได้รับการคาดหวังในการทำงานให้มีความสร้างสรรค์มากขึ้น	1	2	3	4	5
5	องค์กรมีงบประมาณที่เพียงพอ เพื่อสนับสนุนและพัฒนาโครงการนวัตกรรม	1	2	3	4	5
6	องค์กรยอมรับได้ถ้าบุคลากรทำงานล้มเหลวและไม่บรรลุผลตามที่คาดไว้ ในขณะที่การดำเนินการนั้นเป็นไปตามแผนนวัตกรรมการเรียนรู้	1	2	3	4	5
7	ผู้บังคับบัญชาของท่านให้คุณค่ากับสิ่งที่ท่านได้สร้างสรรค์ให้แก่องค์กร	1	2	3	4	5
8	องค์กรให้อิสระในการแลกเปลี่ยนความคิดเห็น	1	2	3	4	5
<b>ความพึงพอใจ</b>						
1	ท่านมีความพึงพอใจกับบุคลากรทุกคนในกลุ่มงานของท่าน	1	2	3	4	5
2	ท่านมีความพึงพอใจในหัวหน้างาน	1	2	3	4	5
3	ท่านมีความพึงพอใจในงานที่ทำ	1	2	3	4	5
4	ท่านมีความพึงพอใจกับสถานที่ทำงานปัจจุบัน	1	2	3	4	5
5	ท่านมีความพึงพอใจกับค่าตอบแทนเมื่อเทียบกับความพยายาม ทักษะและความสามารถ	1	2	3	4	5
6	ท่านมีความพึงพอใจกับความก้าวหน้าในการทำงานปัจจุบัน	1	2	3	4	5
7	ท่านมีความพึงพอใจกับโอกาสที่ดีขึ้นขององค์กรปัจจุบัน	1	2	3	4	5

ขอขอบพระคุณที่กรุณาตอบแบบสอบถาม

## APPENDIX C

### Letter of Recommendation for Data Collection and Research Work



OTHMAN YEOP ABDULLAH  
GRADUATE SCHOOL OF BUSINESS  
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KEDAH AMAN MAKMUR • BERSAMA MEMACU TRANSFORMASI

UUM/OYAGSB/R-4/4/1  
8 May 2016

Dean / Director  
(In Thailand University)

Dear Sir/Madam,

#### LETTER OF RECOMMENDATION FOR DATA COLLECTION AND RESEARCH WORK

This is to certify that **Rungrudee Dittarichai (Matric No: 92325)** is a student of Othman Yeop Abdullah Graduate School of Business, Universiti Utara Malaysia pursuing her Doctor of Philosophy (PhD). She is conducting a research entitled **"Person-Organization Fit (PO-FIT) Personality, Organizational Climate and Job Performance Among Academic Administrators in Public Universities in Thailand : Job Satisfaction as the Mediator"** under the supervision of Assoc. Prof. Dr. Norsiah Bt Mat.

In this regard, we hope that you could kindly provide assistance and cooperation for her to successfully complete the research. All the information gathered will be strictly used for academic purposes only.

Your cooperation and assistance is very much appreciated.

Thank you.

**"KNOWLEDGE, VIRTUE, SERVICE"**

Yours faithfully

**ROZITA BINTI RAMLI**  
Assistant Registrar  
for Dean  
Othman Yeop Abdullah Graduate School of Business

c.c - Supervisor  
- Student's File (92325)

Universiti Pengurusan Terkemuka  
The Eminent Management University



## APPENDIX D

### Name of Expert

No.	Name	position	Work place
1	Dr. Onuma Suphattanakul	Lecturer	Faculty of Commerce and Management, Prince of Songkla University, Trang Campus, Trang Province, Thailand
2	Dr.Khanungnit Hnuchek	Director	Student Career Development Center ,125/502 Polpichai Rd. Hatyai Songkhla,Thailand 90110
3	Dr. Patcharee Scheb-Buenner	Deputy Dean	Didyasarin international college, 125/502 Polpichai Rd. Hatyai Songkhla,Thailand 90110
4	Dr.Phathraon Wesarat	Lecturer	Faculty of Humanities and Social Sciences, Prince of Songkla University (Pattani Campus), Pattani 94000, Thailand
5	Dr.Thammayantee Phayoonpun	Lecturer	Faculty of Management Science , 99 Moo.8 T.Khok Khian,Muang,Narathiwat 96000,Thailand
6	Tawan Rattanaprasert	Head of Foreign Language Program	Faculty of Humanities and social Sciences, Songkhla Rajabhat University, 160 , Moo 4 , Tambon Khoa-Roob-Chang , Muang District , Songkhla 90000
7	Rongdara Rochanahasadin	Lecturer	Centre for International Languages(CIL) Universiti Malaysia Perlis Asrama Pekerja,Jln Ulu Pauh, Kampung Tengab,Ulu Pauh, 02600,Pauh,Arau Perlis,Malaysia

## APPENDIX E

### Descriptive Statistics for Demographic Variables

#### 1. Gender

##### Gender

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid male	91	48.7	48.7	48.7
female	96	51.3	51.3	100.0
Total	187	100.0	100.0	

#### 2. Workplace

##### Workplace

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid department	21	11.2	11.2	11.2
faculty	133	71.1	71.1	82.4
center	23	12.3	12.3	94.7
Unit	9	4.8	4.8	99.5
other	1	.5	.5	100.0
Total	187	100.0	100.0	

#### 3. Education

##### Education

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Bachelor	19	10.2	10.2	10.2
Master	99	52.9	52.9	63.1
Doctoral	69	36.9	36.9	100.0
Total	187	100.0	100.0	

## Appendix E cont...

### 4. Work Currently

#### University

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid psu(Songkla )	21	11.2	11.2	11.2
psu(pattani)	22	11.8	11.8	23.0
Rajamangal a	31	16.6	16.6	39.6
tsu	22	11.8	11.8	51.3
skru	45	24.1	24.1	75.4
yr	29	15.5	15.5	90.9
pnu	17	9.1	9.1	100.0
Total	187	100.0	100.0	

### 5. Administrative job position

#### Position

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid dean	16	8.6	8.6	8.6
deputy dean	73	39.0	39.0	47.6
head of program	38	20.3	20.3	67.9
director	11	5.9	5.9	73.8
deputy director	21	11.2	11.2	85.0
head of department	24	12.8	12.8	97.9
deputy of department	4	2.1	2.1	100.0
Total	187	100.0	100.0	



## Appendix E cont...

### 6. Year of work with University

#### Time U

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid <5	27	14.4	14.4	14.4
6-10	48	25.7	25.7	40.1
11-15	37	19.8	19.8	59.9
16-20	26	13.9	13.9	73.8
>20	49	26.2	26.2	100.0
Total	187	100.0	100.0	

### 7. Year of work in administrative

#### Time admin.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid <5	109	58.3	58.3	58.3
6-11	58	31.0	31.0	89.3
11-15	14	7.5	7.5	96.8
16-20	5	2.7	2.7	99.5
>20	1	.5	.5	100.0
Total	187	100.0	100.0	

## APPENDIX F

### List of Participants for Preliminary Interview

No.	Name	position	Work place
1	Dr.A	Head of Department	Faculty of Commerce and Management, Prince of Songkla University, Trang Campus, Trang Province, Thailand
2	Dr.B	Director	Student Career Development Center ,125/502 Polpichai Rd. Hatyai Songkhla,Thailand 90110
3	Dr.C	Deputy Dean	Didyasarin international college, 125/502 Polpichai Rd. Hatyai Songkhla,Thailand 90110
4	Dr.D	Deputy Dean	Faculty of Humanities and Social Sciences, Prince of Songkla University (Pattani Campus), Pattani 94000, Thailand
5	Dr.E	Deputy Dean	Faculty of Management Science , 99 Moo.8 T.Khok Khian,Muang,Narathiwat 96000,Thailand

## APPENDIX G

### Interview Protocol Questions

These questions asked aspects of the job surprised YOU the most when taking their first appointment as an academic administrator.

Please answer the question bellow:

1. You position might require you to evaluate your colleagues. Do you prepare for the evaluation of your colleagues?

.....  
.....  
.....  
.....

2. Can you control the time of your day according to the schedule?

.....  
.....  
.....  
.....

3. Do you find it is hard to maintain friendships and to be fair at the same time?

.....  
.....  
.....  
.....

4. What is the toughest part when you need to come out with a decision?

.....  
.....  
.....  
.....

5. Do you involve in documentation for the purpose of accreditation?

.....  
.....  
.....  
.....

6. Do you find that your roles as academic administrator hinder you from devoted to teaching, research and publication?

.....

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.....

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Thank you



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