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**MAJOR FACTORS AFFECTING PERFORMANCE OF FRONTLINE
EMPLOYEES OF THAI AIRWAYS INTERNATIONAL**

By

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**A Dissertation Submitted in Partial
Fulfillment of The Requirements for The Degree of
Doctor of Philosophy (Development Administration)
School of Public Administration
National Institute of Development Administration**

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The Examining Committee Approved This Dissertation
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ABSTRACT

Title of Dissertation : Major Factors Affecting
Performance of Frontline
Employees of Thai Airways
International

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This research aims at studying major factors affecting performance of frontline employees of Thai Airways International (Public) Company. The objectives of this study are threefold: first, to examine the influence of major factors which include organization climate, participativeness, perceptions of organizational politics, autonomy, organization commitment and group performance on the two facets of performance (work performance and contextual performance); second, to explain the interrelations among these variables; and third, to explore the difference in all relationships among the above set of variables in passenger contact and non-passenger contact frontline employees.

This research is a single organization case study. The conceptual model is developed on the basis of management theories, in which perceived organization behavior and motivation factors have great influence on individual performance.

Research methodology uses an integration of quantitative and qualitative analysis through a survey study and interviews of key informants who are immediate managers of frontline employees.

The research results indicate that there are differences in effects of organization behavior and management factors on performance of different groups of frontline employees. There are four factors which directly affect performance of passenger-contact frontline employees: participativeness, perceptions of organizational politics, autonomy, and organization commitment. In the non-passenger contact group, only two factors have strong influence on performance: autonomy and organization commitment. Essentially, organization commitment has the most significant power in predicting performance in both passenger contact and non-passenger contact frontline employees.

This research suggests that organization commitment of frontline employees should be taken as the organization strength. It should be elevated together with other influential factors such as participativeness and autonomy.

At the same time, management and executives should also put some efforts into trying to minimize the employees' perceptions of organizational politics and instead try to promote their morale in order that they be encouraged to perform to their utmost capability. Decentralization and empowerment can serve as useful tools to promote trust and confidence, prompting frontline employees to perform at international standards.

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Sasicha Suebsaeng

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