Independent Study Title	An Examination of Job Resources and Demands as Antecedent of Employee Satisfaction, Loyalty, and Job Performance for the Construction Businesses in Chiang Rai, Thailand
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ABSTRACT

Construction industry contributes around 62 billion Baht of revenues or more to the growth of the Thailand's GDP (National Economic & Social Development Board of Thailand, 2015). As construction industry is still extensively labor-intensive in Thailand (Makulsawatudom & Emsley, 2001), it is important to study how the labor workforce perceive the job and personal resources they have that are capable to help them deliver quality works and construction on-time. As the nature and pattern of the interrelationship between the different job and personal resources and job demands are still lacking the research works as evidenced in the extant literature, this research thus sets forth the objective to prioritize on this understanding, by exploiting the advantages of mixed method, namely interviewing the supervisors at the construction sites for themes which then become the thematic bases for literature reviews.

As no available data are found in the areas of job characteristics for workers at the construction industry in Thailand, many of the limitations of the research would only be revealed at post-data analysis levels, which then become the entry points for

further research. In addition, the patterns and nature of relationship between the different job and personal resources and job demand, made possible through exploratory factor analysis and multivariate regression analysis, would then become the bases for further hypotheses validation efforts, in an attempt to bridge their continuing relationships to establish job satisfaction, worker loyalty and perceived performances.

Data obtained reflect the perceptions of the workers currently working at the three construction sites in Chiang Rai, of small, medium and large scale, in which the nature of the scales chosen reflects the nature of the construction industry in Thailand (cf. Mc Kenzie, Betts, & Jensen, 2011). Besides, by the use of interviews in helping the researcher to identify the themes of concerns prior to questionnaire survey design, the statistical evidences show higher relative strength of R-squared, and thus, according to Cohen (1992), it is sufficiently robust to use lower sample size provided there is a robust theoretical framework that matches the application context of sampling population.

Numerous aspects of implication to both theories and construction companies are discussed. For instance, this research provides the statistical evidences to chart a route of procedures for systematic studies and uses of operational definitions to the various variables or constructs involved in this research. In other words, this research helps one to see that both antecedents and consequences to a construct, such as worker loyalty, actually share the similar domains of characteristics. For instance, judging from the nature of the predictors, namely colleague relationship and job satisfaction, which is feeling in the former and evaluative in the latter, thus, worker loyalty is a psychological inclination that contains "feeling" (Boroff & Lewin, 1997) as well as evaluative consequences including attachment (Leck & Saunders, 1992) and commitment to the organization (Sverke & Goslinga, 2003).

Lastly, this research also touches upon numerous suggestions for further research, for instance, if the sample size can be significantly improved, such as to systematically incorporate cases of works that involve high-high, high-low, low-high, and low-low aspects of job demand and job resources, perhaps by the use of interviews based case studies, the research could systematically identify factors that are antecedents to job satisfaction and employee loyalty.

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