

## RESEARCH ABSTRACT

### **Review and synthesis of research studies relating to work outcomes**

by

**Preteep Jinnge**

**Dusadee Yolao**

**Usa Srigindarat**

The objectives of this research study were to summarize the progress and development of research results relating to work outcomes, and to look for variables affecting work outcomes using the meta-analysis method to compute and combine effect sizes. The sample consisted of 222 researches published during 1987 - 1995. Data coding form, developed by researchers, was used as tool to collect research results. The data was then analyzed and synthesized using qualitative and quantitative methods of research integration.

#### **The following findings are found :**

1. Work outcomes from research findings can be grouped into 3 categories as work behavior, work performance, and work efficiency.
2. Samples used in most researches were government officials (81.47%), and the rest remainders were from private organizations (18.53%).
3. According to research problems content, researches on work outcomes are divided into the following proportions : 54.06% of them studied work problems and level of work outcomes, 22.52 % compares work outcomes, 3.60 % correlated variables with work outcomes, 18.02% studied effect of variables on work outcomes and 1.80% used training to improve work outcomes.

4. Results of qualitative research integration are as follows:

4.1 The integration shows moderate level of work problems. The important work problems are: lack of ability and knowledge to perform work (23.91%), lack of personnel (19.56%), lack of work cooperation (17.39%), irresponsibility of personnel (13.04%), lack of cooperation from others (10.87%), lack of monitoring and evaluation of work outcomes(10.87%), lack of work role understanding (8.69%), and lack of internal and external relations.

4.2 The integration shows high level of work outcomes.

4.3 Independent variables found in studies that compared work problems are: position at work, educational level, work experience, time at work, age, marital status, gender, salary, etc. However the only one variable that showed significant result is status at work.

4.4 Independent variables found in studies comparing level of work outcomes are: status at work, educational level, work experience, age, gender, training, etc. The results from these comparisons are not significant.

4.5 When researches are grouped into correlation study, the following results are found.

4.5.1 External variables related to work outcomes are : physical environment, leadership behavior, relationship in workgroup, work hours per day, support, work experience,number of personnel, cooperation among workers, work coordination, housing, personality of coworkers, and professional relationship.

4.5.2 Internal variables found related to work outcomes are : knowledge of work understanding of work role, attitude toward work, and ethics.

4.5.3 Bio-social variables found related to work are : age, work experience , position at work, time in position, and educational level.

4.6 When researches are grouped into multivariate correlational study, the following results are found.

4.6.1 External variables found affecting work outcomes are : social support, leadership, inservice training , empowerment, physical environment, relationship among workers, communication, supervision, management policy, work participation, opportunity to show ability, management scope, work atmosphere, job characteristics, cooperation, administrative behaviors, receiving information related to work, working resources, quality of supervision, database accessibility, available time on job, work strategy, justice, personnel preparation, applying psychological knowledge, work appraisal, social and economic status, transportation, efficiency of work unit, work stability, opportunity for advancement, conflict in work, structure of teamwork, reward from work, accomplishment, respectfulness, work discipline, specialization, role performance, diffuse of power, problem of local politic, human resources in area and society, information management, local culture.

4.6.2 Internal variables found affecting work outcomes are : work attitude, knowledge and ability of work, job satisfaction, achievement motivation, work perception, work motivation, internal locus of control, understanding of work role and duty, personality, Buddhist characteristics, future orientation, outcome expectation, morale, human relationship, limitation of work related knowledge, responsibility, self control, energetically work, moral reasoning, mental health, and organization culture.

4.6.3 Bio-social variables found affecting work outcomes are : age, educational level, gender, work experiences, income, time in work, job position, marital status, occupation, salary, special ability, childcare responsibility , work load, household neighborhood.

4.7 Studies of work outcomes improvement suggested that training in areas relating to work behaviors and psychological traits can improve work outcomes. Use of modeling techniques to improve work behaviors is one example.

4.8 The quantitative synthesis of research results using vote counting method as proposed by Hedges found that the estimate effect size for bio-social variables is 0.01 where as the effect size for the internal variables is between 0.02-0.05, and the effect size for the external variables is between 0.01-0.10. Variables that have positive effect on work outcomes are: pay, work knowledge, job satisfaction, work attitude, motivation to work, role understanding, and locus of control, achievement motivation. The important external variables are social supports, leader behaviors, relationship among workers, communication, physical environment, management policy, and work atmosphere.