

## Abstract

The study on “Organizational Welfare Management and Needs Development of Employees : A Test Under Human Security Margin” is a quantitative study aiming at exploring the needs for organizational welfare to create employees' life security, the employees' recognition of their life security, and the development of organizational welfare needs under human security margin by collecting data from 236 employees in 2 enterprises namely Enterprise A (an outstanding enterprise for labor relations and welfare) and Enterprise B (a general enterprise).

The study finds that the employees have the needs for supportive-factor welfare at the highest level, followed at high level by motivated-factor organizational welfare. The respondents list the first 3 necessities of life security as employment and income, health, and living quarter respectively. The study on employees needs for organizational welfare under the frame of human security through a test on the difference between independent and dependent variables reveals that employees in the outstanding Enterprise need both supportive-factor and motivated-factor organizational welfare higher than the employees in general Enterprise. Operational-level employees need both supportive-factor and motivated-factor organizational welfare higher than supervisory-level employees. Employees with monthly income below 20,001 baht need organizational welfare higher than those with monthly income above 20,001 baht. Employees with educational attainment below bachelor's degree need supportive-factor organizational welfare higher than those with educational attainment higher than bachelor's degree and bachelor's degree. However, employees with educational attainment below bachelor's degree have the need for motivated-factor organizational welfare higher than those with bachelor's degree and those with educational attainment higher than bachelor's degree respectively.

Recommendations from the study include that the government sector should adjust the national development paradigm by cutting down the roles related to mainstream development paradigm and introducing new development paradigm

Instead, promote the quality of human resources development, supervise and encourage employers to provide necessary organizational welfare that facilitate employees' living, and utilize social/environmental responsibility concepts in organizational welfare management. Employer's organizations should realize the importance of human security concepts, principles of welfare management, and surveys on the actual needs of employees in the process of welfare provision. The employees themselves should realize the importance of non-cash welfare, participation in consultancy and advice giving in different forms of organizational welfare provision, as well as appropriate utilization of welfare for living security, and fairness in making demand for welfare from the Organization.