

## **CHAPTER FIVE**

### **DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS**

This chapter presents a summary of the study, a summary of the findings, discussion, conclusions and recommendations for further research.

#### **5.1 SUMMARY OF THE STUDY**

This study aimed to find out the causal factors that are related to stress of the employees at the particular telecommunication company in 2 offices: Nonthaburi and Pathumthani. In addition, the company can develop its policy from the analyzed result of this study in order to reduce employee stress and increase their performance.

The research instrument used in this study was the questionnaire which consisted of two parts: demographic profile and measurement of employee attitudes towards the causal workplace factors related to stress in the workplace. All 125 questions were close-ended and distributed to employees in both offices in four departments: Finance and Accounting Department, Marketing and Sales Department, Engineering and Operation Department, and Administration Support Department. After data gathering, the researcher used SPSS program to analyze the data in percentage and average mean, and also used tables to illustrate and compare the respondents' answers.

#### **5.2 SUMMARY OF THE FINDINGS**

The results of the study can be summarized as follows:

##### **5.2.1 Demographic Result**

The results showed that the number of male (50.4%) were a little higher than female (49.6%). All the respondents were aged between 20-30 (49.6%), followed by 31-40 (39.2%), and those between 41-60 (11.2%). In addition, the respondents were married (65.6%) and single (33.6%).

In the educational field, most respondents received a Bachelor's degree (62.4%), a Master's degree (33.6%), lower than a Bachelor's degree (3.2%) and a Ph.D. (0.8%)

For the work period, the respondents who have worked between 1-5 years were the most (36%), followed by 6-10 years (27.2%), more than 10 years (23.2%) , and less than 1 year (13.6%).

## **5.2.2 The employees' attitudes towards the causal workplace factors related to stress at the particular telecommunication company**

### **5.2.2.1 The intrinsic aspects to work**

The top three scores in this subject were “being responsible for jobs that need great responsibility” (mean score was 3.82), “Always having urgent orders” (mean score was 3.68), and “having too many bosses or procedures for document approval” (mean score was 3.36). The findings showed that the employees were always confronted with these above-mentioned situations which made them feel stressed.

It is implied from the factor, “being responsible for jobs that need great responsibility” that job offered to the employees maybe have uncontrollable factors with them, resulting in that they were unable or may not achieve the target by themselves.

“Always having urgent orders” it can be implied that the employees worked urgently all the time but they still lacked the skill of any adaptation technique suited to the job.

“Having too many bosses or procedures for document approval” implied that everything in a big company depends on the hierarchy of power or can be audited all the time to reduce errors or mistakes.

### **5.2.2.2 The relationship in the workplace**

The top three factors related to stress in the workplace relationship in the particular telecommunication company were:

The first factor about “lacking a clear job assignment from the boss”. (mean score was 2.78) it can be assumed that different attitudes towards the communication problems between the boss and the subordinate caused the employees to work with doubt when they did not understand their assignment.

It is implied in the second factor, “receiving no compliment from the boss when doing a good job” (mean score was 2.67), that the morale of the staff was

down when they achieved the goal or did the good work without any feedback from the boss.

The last factor “Sometimes feeling neglected” (mean score was 2.65) it can be implied there is a major problem of teamwork in the organization. The employees were unable to find someone to help when they found the problem.

#### **5.2.2.3 The organizational structure and atmosphere**

“Having different ideas between executives and officers” (mean score was 3.25) was the most important factor that caused stress in the work place of this criteria.

“Having less care about the organizational culture” (mean score was 2.85) was the second stress factor where can be assumed that the employees did not understand or did not know the true pattern of the organization’s culture and were unable to adapt themselves appropriately to the culture.

“Lacking communication” (mean score was 2.84) implies that the employees realized that communication was another factor to make them stressful.

#### **5.2.2.4 The career achievement and advancement**

“Getting a low salary when compared with heavy workload” (mean score was 3.27) was the most important attitude that created stress towards employees. “Lacking progress in career” (mean score was 2.91) was the second stressor, and “lacking opportunity to be promoted” (mean score was 2.89) was the third cause of stress.

From this path, the result exhibited that the employees were not satisfied with the compensation and opportunity in their working conditions.

### **5.3 DISCUSSION**

This section concerns 3 criteria from the results.

5.3.1 Adaptation and responsibility that the employees lacked were the key factors of the intrinsic aspects to work. Consequently, they have fought for work that was inappropriate and also got depressed all the time. This is consistent with Selye (1950, 1956) who claimed that stress was the physiological response or the “diseases of adaptation”. It could be confirmed by Cartwright and Cooper (1997) who explained that responsibility for people have been found stressful.

5.3.2 Communication was the main problem in many criteria particularly in the factors of the relationship in the workplace and the organizational structure and environment. In this part, communication was the key factor that made the relationship in the workplace terrible. The employees did not understand the policy, or any assignment from the executive who did not share the problem with a colleague. This is supported by George (1994) that miscommunication was the main reason for a problem in most organizations. Abboth (1996) also argued that the cause of stress towards the employees would affect their performances, and the firm which lacked communication could fail in every path.

5.3.3. Compensation and opportunity in career were the problems in the career achievement and advancement. In the employees' opinion, they worked hard or had many tasks to do all the time; moreover, the jobs they received needed great responsibility. As a result, they needed to consider about the salary as the first consideration to support their future security in the job. Additionally, the majority of employees did not understand or care much about the organizational culture, so their attitude about progress in career or opportunities to be promoted were difficult to achieve as Cartwright and Cooper (1997) mentioned that employees wanted to think in career development, job security, and job performance to be successful in their jobs.

## **5.4 CONCLUSIONS**

According to the results from the study, the employees faced rather high stress as the mean scores mostly ranged from 3.36-3.82. The 3 most important factors caused extensive stress to the employees in a particular telecommunication company in Nonthaburi and Pathumthani were "being responsible for jobs that need great responsibility", followed by "always have urgent orders"; and lastly, "having too many bosses or procedures for document approval".

## **5.5 RECOMMENDATIONS**

There are four points that the company should pay attention to according to the findings and conclusions of the study.

5.5.1 Since the employees lacked skill of adaptation and responsibility, the company should focus on training in order to improve their capacities and relieve their stress.

5.5.2 The company should introduce the employees to a clear working process to reduce the lack of communication among colleagues.

5.5.3 Compensation policy and promotion process should be adjustable to match employee demand and the process of this policy should be transparent to give confidence to employees.

5.5.4 Descriptive analysis in this study explained only the factors which the concerned employees but there was no investigation of the relationships among the factor of stress, the outcome of stress in terms of health concerns, and how the employees cope with the job stress. Further in-depth study on the above-mentioned should be conducted.