

CHAPTER FOUR

RESULTS

This chapter presents the results of the study. The responses received from the questionnaires were analyzed using the SPSS version 12 program and interpreted using descriptive statistics. There were 171 questionnaires completed from respondents who worked for Sahaviriya Group at the Bangkok Branches at Rama III Building and Prapawit Building. The results are presented in three parts:

- 4.1 General information of respondents
- 4.2 Employee attitude toward the factors of job satisfaction
- 4.3 Employee satisfaction in terms of company welfare and benefit

4.1 GENERAL INFORMATION OF RESPONDENTS

Table 1 Percentages of Samples Distributed by Population : Gender

GENDER	Frequency	Percent	Valid Percent	Cumulative Percent
Male	64	37.4	37.4	37.4
Female	107	62.6	62.6	100.0
Total	171	100.0	100.0	

From table 1, most of the respondents were female (62.6%) while 37.4% were male.

Table 2 Percentages of Samples Distributed by Population : Marital Status

STATUS		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	111	64.9	65.3	65.3
	Married	50	29.2	29.4	94.7
	Divorce	9	5.3	5.3	100.0
	Total	170	99.4	100.0	
Not stated		1	0.6		
Total		171	100.0		

From table 2, most of the respondents were single (64.9%) while 29.2% were married and 5.3% were divorced.

Table 3 Percentages of Samples Distributed by Population : Education

EDUCATION		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Primary School	1	0.6	0.6	0.6
	Secondary School	8	4.7	4.7	5.3
	Diploma	20	11.7	11.8	17.1
	Bachelor's Degree	119	69.6	70.0	87.1
	Higher than Bachelor Degree	22	12.9	12.9	100.0
	Total	170	99.4	100.0	
Not stated		1	0.6		
Total		171	100.0		

From table 3, most of the respondents had a Bachelor's Degree (70%), 12.9% had higher than a Bachelor's Degree, 11.8% had a diploma, 4.7% graduated from secondary school and only 0.6% graduated from primary school.

Table 4 Percentages of Samples Distributed by Population : Salary

SALARY		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below 10,000 Baht	14	8.2	8.2	8.2
	10,001-30,000 Baht	118	69.0	69.4	77.6
	30,001-50,000 Baht	31	18.1	18.2	95.9
	50,001-70,000 Baht	5	2.9	2.9	98.8
	Above 70,001 Baht	2	1.2	1.2	100.0
	Total	170	99.4	100.0	
Not stated		1	0.6		
Total		171	100.0		

From table 4, most of respondents had a salary of between 10,001-30,000 Baht (69.4%), 18.2% had a salary of between 30,001-50,000 Baht, 8.2% had a salary of less than 10,000 Baht, 2.9% had a salary of between 50,001-70,000 Baht and only 1.2% had a salary higher than 70,001 Baht.

Table 5 Percentages of Samples Distributed by Population : Company

COMPANY		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	PPD	14	8.2	8.2	8.2
	SIS	4	2.3	2.3	10.5
	BSM	18	10.5	10.5	21.1
	SSG	25	14.6	14.6	35.7
	BPP	6	3.5	3.5	39.2
	BPL	17	9.9	9.9	49.1
	LINE	27	15.8	15.8	64.9
	PPC	13	7.6	7.6	72.5
	SVPI	19	11.1	11.1	83.6
	SSI	14	8.2	8.2	91.8
	TCR	6	3.5	3.5	95.3
	TCS	8	4.7	4.7	100.0
Total	171	100.0	100.0		

1. Prachuap Pattana Development Company Limited (PPD)
2. Sahaviriya Iron and Steel Making Company Limited (SIS)
3. BS Metal Company Limited (BSM)
4. Sahaviriya Steel Group Company Limited (SSG)
5. Bangpakong Port Company Limited (BPP)
6. Bangpakong Lighter Company Limited (BPL)
7. Line Transport Company Limited (Line)
8. Prachuap Port Company Limited (PPC)
9. Sahaviriya Panich International Company Limited (SVPI)
10. Sahaviriya Steel Industries Public Company Limited (SSI)
11. Thai Cold Roll Steel Public Company Limited (TCR)
12. Thai Coated Steel Company Limited (TCS)

From table 5, the highest number of respondents (15.8%) worked at Line Transport Company Limited, 14.6% worked at Sahaviriya Steel Group Company

Limited, 11.1% worked at Sahaviriya Panich International Company Limited, while only 3.5% worked at Bangpakong Port Company Limited and at Thai Cold Roll Steel Public Company Limited. Only 2.3% of the respondents worked at Sahaviriya Iron and Steel Making Company Limited.

Table 6 Percentages of Samples Distributed by Population : Age and Length of Employment

	N	Minimum	Maximum	Mean	Std. Deviation
Age	171	23.00	56.00	32.20	6.27
Length of Employment	171	0.50	30.00	4.82	4.55

From table 6, the average age of respondents was 32.2 years; the oldest respondent was 56 years old and the youngest respondent was 23 years old. The average length of employment of respondents was 4.82 years, the shortest length of employment of respondent was 0.5 years and the longest length of employment was 30 years.

4.2 EMPLOYEE ATTITUDE TOWARDS MOTIVATING FACTORS AT WORK

Table 7 The Important Level of Factor Toward the Working

Rank	Items	Score	No.of Employees consider to				
		Weighted	Most	More		Less	Least
		Average	Important 5	Important 4	Important 3	Important 2	Important 1
1	Job Interest	4.04	36	105	30	0	0
2	Job Security	3.97	46	76	47	2	0
3	Knowledge and Skills	3.88	27	98	44	2	0
4	Team Work	3.83	30	91	41	9	0
5	Job Pride	3.81	33	81	49	8	0
6	Salary	3.68	43	51	60	14	3
7	Career Path	3.68	39	65	43	21	3
8	Company's Reputation	3.63	16	82	67	6	0
9	Bonus	3.61	30	60	65	14	1
10	Welfare	3.53	29	61	58	15	7
11	Training Program	3.28	11	64	63	28	5

The Likert scale was used to measure levels of consideration for motivating factors at work as follows:

Most important	=	5
More important	=	4
Important	=	3
Less important	=	2
Least important	=	1

From table 7, the three most important factors affecting the respondents' attitudes are job interest (4.04), security (3.97), and knowledge and skills (3.88). The

factors that affected the respondents' attitude towards working the least were the training programs (3.28).

4.3 EMPLOYEE SATISFACTION LEVELS IN TERMS OF COMPANY WELFARE AND BENEFITS

Table 8 Uniform

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not obtained	45	26.3	26.3	26.3
	Extremely dissatisfied	14	8.2	8.2	34.5
	Dissatisfied	22	12.9	12.9	47.4
	Satisfied	66	38.6	38.6	86.0
	Very satisfied	19	11.1	11.1	97.1
	Extremely satisfied	5	2.9	2.9	100.0
	Total	171	100.0	100.0	

From table 8, 38.6% of the respondents were satisfied, 26.3% of the respondents did not get the uniform from the company, 12.9% were dissatisfied, 11.1% were very satisfied, 8.2% of the respondents were extremely dissatisfied, and 2.9% were extremely satisfied.

Table 9 Shirt

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not obtained	38	22.2	22.2	22.2
	Extremely dissatisfied	0	0	0	22.2
	Dissatisfied	6	3.5	3.5	25.7
	Satisfied	60	35.1	35.1	60.8
	Very satisfied	48	28.1	28.1	88.9
	Extremely satisfied	19	11.1	11.1	100.0
	Total	171	100.0	100.0	

From table 9, 35.1% of the respondents were satisfied, 28.1% were very satisfied, 22.2% of the respondents did not get the shirt from the company, 11.1% were extremely satisfied, and 3.5 % of the respondents were dissatisfied.

Table 10 Sick Leave

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not obtained	3	1.8	1.8	1.8
	Extremely dissatisfied	1	0.6	0.6	2.4
	Dissatisfied	0	0	0	2.4
	Satisfied	106	62.0	63.9	66.3
	Very satisfied	41	24.0	24.7	91.0
	Extremely satisfied	15	8.8	9.0	100.0
	Total	166	97.1	100.0	
Not stated		5	2.9		
Total		171	100.0		

From table 10, most of the respondents were satisfied (63.9%), 24.7% were very satisfied, 9.0% were extremely satisfied, 1.8% of the respondents did not get sick leave from the company, and 0.6% of the respondents were extremely dissatisfied.

Table 11 Business Leave

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Extremely dissatisfied	2	1.2	1.2	1.2
	Dissatisfied	7	4.1	4.2	5.4
	Satisfied	105	61.4	62.9	68.3
	Very satisfied	41	24.0	24.6	92.8
	Extremely satisfied	12	7.0	7.2	100.0
	Total	167	97.7	100.0	
Not stated		4	2.3		
Total		171	100.0		

From table 11, most of the respondents were satisfied (62.9%), 24.6% were very satisfied, 7.2% were extremely satisfied, 4.2% were dissatisfied, and 1.2% of the respondents were extremely dissatisfied.

Table 12 Holiday Leave

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not obtained	15	8.8	8.8	8.8
	Extremely dissatisfied	23	13.5	13.5	22.4
	Dissatisfied	36	21.1	21.2	43.5
	Satisfied	61	35.7	35.9	79.4
	Very satisfied	23	13.5	13.5	92.9
	Extremely satisfied	12	7.0	7.1	100.0
	Total	170	99.4	100.0	
Not stated		1	0.6		
Total		171	100.0		

From table 12, 35.9% of the respondents were satisfied, 21.2% were dissatisfied, 13.5% of the respondents were extremely dissatisfied, 13.5% were very satisfied, 8.8% of the respondents did not get holiday leave from the company, and 7.1% were extremely satisfied.

Table 13 Canteen Location

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not utilized	49	28.7	28.7	28.7
	Extremely dissatisfied	5	2.9	2.9	31.6
	Dissatisfied	31	18.1	18.1	49.7
	Satisfied	70	40.9	40.9	90.6
	Very satisfied	14	8.2	8.2	98.8
	Extremely satisfied	2	1.2	1.2	100.0
	Total	171	100.0	100.0	

From table 13, 40.9% of the respondents were satisfied, 28.7% of the respondents did not utilize the canteen facility from the company, 18.1% were dissatisfied, 8.2% were very satisfied, 2.9% of the respondents were extremely dissatisfied, and 1.2% were extremely satisfied.

Table 14 Taste of Food

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not utilized	51	29.8	30.0	30.0
	Extremely dissatisfied	3	1.8	1.8	31.8
	Dissatisfied	31	18.1	18.2	50.0
	Satisfied	71	41.5	41.8	91.8
	Very satisfied	12	7.0	7.1	98.8
	Extremely satisfied	2	1.2	1.2	100.0
	Total	170	99.4	100.0	
Not stated		1	0.6		
Total		171	100.0		

From table 14, 41.8% of the respondents were satisfied, 30.0% of the respondents did not utilize the canteen facility from the company, 18.2% were dissatisfied, 7.1% were very satisfied, 1.8% of the respondents were extremely dissatisfied, and 1.2% were extremely satisfied.

Table 15 Price of Food

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not utilized	55	32.2	32.2	32.2
	Extremely dissatisfied	2	1.2	1.2	33.3
	Dissatisfied	19	11.1	11.1	44.4
	Satisfied	79	46.2	46.2	90.6
	Very satisfied	13	7.6	7.6	98.2
	Extremely satisfied	3	1.8	1.8	100.0
	Total	171	100.0	100.0	

From table 15, 46.2% of the respondents were satisfied, 32.2% of the respondents did not utilize the canteen facility from the company, 11.1% were dissatisfied, 7.6% were very satisfied, and 1.8% were extremely satisfied, and 1.2% of the respondents were extremely dissatisfied.

Table 16 Parking Lot

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not obtained	42	24.6	26.4	26.4
	Extremely dissatisfied	9	5.3	5.7	32.1
	Dissatisfied	6	3.5	3.8	35.8
	Satisfied	57	33.3	35.8	71.7
	Very satisfied	33	19.3	20.8	92.5
	Extremely satisfied	12	7.0	7.5	100.0
	Total	159	93.0	100.0	
Not stated		12	7.0		
Total		171	100.0		

From table 16, 35.8% of the respondents were satisfied, 26.4% of the respondents did not the parking lot from the company, 20.8% were very satisfied, 7.5% were extremely satisfied, 5.7% of the respondents were extremely dissatisfied, and 3.8% were dissatisfied.

Table 17 Coffee and Tea

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not obtained	59	34.5	34.7	34.7
	Extremely dissatisfied	3	1.8	1.8	36.5
	Dissatisfied	9	5.3	5.3	41.8
	Satisfied	68	39.8	40.0	81.8
	Very satisfied	20	11.7	11.8	93.5
	Extremely satisfied	11	6.4	6.5	100.0
	Total	170	99.4	100.0	
Not stated		1	0.6		
Total		171	100.0		

From table 17, 40.0% of the respondents were satisfied, 34.7% of the respondents did not get coffee and tea from the company, 11.8% were very satisfied, and 6.5% were extremely satisfied, 5.3% were dissatisfied, and 1.8% of the respondents were extremely dissatisfied.

Table 18 Annual Check up

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not obtained	10	5.8	6.0	6.0
	Extremely dissatisfied	2	1.2	1.2	7.1
	Dissatisfied	6	3.5	3.6	10.7
	Satisfied	92	53.8	54.8	65.5
	Very satisfied	40	23.4	23.8	89.3
	Extremely satisfied	18	10.5	10.7	100.0
	Total	168	98.2	100.0	
Not stated		3	1.8		
Total		171	100.0		

From table 18, most of the respondents were satisfied (54.8%), 23.8% were very satisfied, and 10.7% were extremely satisfied, 6.0% of the respondents did not get the annual check-up from the company, 3.6% were dissatisfied, and 1.2% of the respondents were extremely dissatisfied.

Table 19 Health Insurance

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not obtained	1	0.6	0.6	0.6
	Extremely dissatisfied	2	1.2	1.2	1.8
	Dissatisfied	14	8.2	8.3	10.1
	Satisfied	98	57.3	58.3	68.5
	Very satisfied	35	20.5	20.8	89.3
	Extremely satisfied	18	10.5	10.7	100.0
	Total	168	98.2	100.0	
Not stated		3	1.8		
Total		171	100.0		

From table 19, most of the respondents were satisfied (58.3%), 20.8% were very satisfied, 10.7% were extremely satisfied, 8.3% were dissatisfied, 1.2% of the respondents were extremely dissatisfied, and 0.6% of the respondents did not get health insurance from the company.

Table 20 Accident Insurance

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not obtained	14	8.2	8.5	8.5
	Dissatisfied	9	5.3	5.5	14.0
	Satisfied	97	56.7	59.1	73.2
	Very satisfied	29	17.0	17.7	90.9
	Extremely satisfied	15	8.8	9.1	100.0
	Total	164	95.9	100.0	
Not stated		7	4.1		
Total		171	100.0		

From table 20, most of the respondents were satisfied (59.1%), 17.7% were very satisfied, 9.1% were extremely satisfied, 8.5% of the respondents did not get the accident insurance from the company, and 5.5% of the respondents were dissatisfied.

Table 21 Overall Satisfaction Levels

	Overall Satisfaction Level					Total	Average Score (1-5)
	Extremely dissatisfied	Dissatisfied	Satisfied	Very satisfied	Extremely satisfied		
	<u>Score = 1</u>	<u>Score = 2</u>	<u>Score = 3</u>	<u>Score = 4</u>	<u>Score = 5</u>		
Total Count	5	13	109	32	8	167	3.15
% of Total	3.0%	7.8%	65.3%	19.2%	4.8%	100.0%	

From table 21, most of the respondents were satisfied with company welfare and benefits (65.3%), 19.2% were very satisfied, 7.8% were dissatisfied, 4.8% were extremely satisfied, and 3.0% of the respondents were extremely dissatisfied. The average score of overall satisfaction was 3.15.