

CHAPTER FIVE

CONCLUSIONS, DISCUSSIONS AND RECOMMENDATIONS

This chapter presents (1) the summary of the study, (2) a summary of the findings, (3) discussion the employee satisfaction with company welfare and benefits, (4) conclusions, and (5) recommendations for further studies.

5.1 SUMMARY OF THE STUDY

5.1.1 Objectives of the Study

This study attempted to measure the level of employee satisfaction in terms of company welfare and benefits and determine the important factors which employees were concerned with their work with the company.

5.1.2 Subjects, Materials, and Procedures

The subjects in this study were 171 employees who work for Sahaviriya Group at the Bangkok Branches of both Rama III Building and Prapawit Building. The questionnaires were used as an instrument to collect data and distributed to employees. The questionnaires consisted of three main parts:

Part 1 : Asking for the general information of respondents

Part 2 : Asking about respondents' attitudes toward the factors of job satisfaction

Part 3 : Asking about respondents' satisfaction levels in terms of company welfare and benefits

The data obtained from the questionnaires as analyzed by using the SPSS program version 12 and interpreted using descriptive statistics.

5.2 SUMMARY OF THE FINDINGS

5.2.1 General Information of Respondents

Most of the respondents were females. The average age of respondents was 32.2 years old and the average duration of employment was 4.82 years. Most of them held at least a Bachelor's Degree with salaries of 10,001 – 30,000 Baht.

5.2.2 The Factors Affecting Job Satisfaction

The most important factor which respondents were concerned with in working with the company was job interest (score 4.04). However, the respondents rated most factors at the more important level (score 3.53-3.97). There was only one factor which the respondents rated at the important level (score 3.28).

5.2.3 Employee Satisfaction with Company Welfare and Benefits

In terms of the percentage of satisfaction with welfare and benefits, sick leave can be ranked as most satisfying (97.6%), and then business leave (94.7%), annual checkup (89.3%), health insurance (89.8%), accidental insurance (85.9%), company shirt (74.3%), parking lot (64.1%), holiday leave (56.5%), price of food (55.4%), uniform (52.6%), canteen locations (50.3%), and taste of food (50.1%) respectively.

5.2.4 Overall Employee Satisfaction in terms of Company Welfare and Benefits

Most of the respondents (65.3%) were moderately satisfied with the company welfare and benefits overall (score 3.15).

5.3 DISCUSSIONS

5.3.1 General Information of Respondents

According to the findings, most of the respondents were female. The respondents were working at the Bangkok office and most of them worked in the accounting and marketing department which is located in the head office.

5.3.2 Motivating Factors at Work

From Herzberg's theory, there are two factors which motivate employees to work. One was called a motivator factor, such as the job itself. The other was the hygiene factor, such as salary or benefits. From the research, the most important factors that affected job satisfaction for the respondents were motivator factors such as job interest, job security, and the knowledge and skills of employees themselves. The respondents were not concerned much about the hygiene factors such as company welfare and benefits. They considered content of work more important than the benefits.

This research result was similar to that of a study called "The Maintenance of Employees at Thonburi Hospital Public Company Limited" by Supranee Ake-U (สุปราณี เอกอุ, 2550), and the study of the "Attitudes of Staff at Nidek Shiba-ura Electronics Company Limited (Thailand) Towards Performance Incentives" by Nattakran Mheumvichain (ณัฐกรกานต์ หมั่นวิเชียร, 2549) where the respondents were concerned with motivator factors such as their company's reputation, their job, their relationship with other employees and career advancement opportunities.

However, the research result was different from that of the research called "Job Satisfaction of Auditors at PriceWaterhouseCoopers ABAS Limited" by Ranchana Kaewrithidej (2007) where the respondents were more concerned about hygiene factors such as company's pay than motivator factors such as work content.

In conclusion, Herzberg's theory can be used to explain why the employees determined that the important factors for their job satisfaction were motivator factors and hygiene factors.

5.3.3 Satisfaction with Welfare and Benefits

From Maslow's Hierarchy of Needs theory, every employee would be glad to work with a company which offers good working conditions that attend to our five basic needs. Firstly, our physiological needs would be satisfied with canteen facilities. Secondly, our safety and security needs would be satisfied with the provision of insurance. The third need is belongingness and love and this would be attended to through company activities. The fourth need, esteem and factors such as office area, would be sources of contentment. Lastly, our need for self actualization would be satisfied by factors such as career path.

1. Physiological Level

From the research result, most of the respondents were dissatisfied with their company's uniform. The main reason might be that the uniform color was red and blue. They are quite a contrast to each other. In the past, the uniform color would be voted for by the employees, but this year it came from the top management level. This was the cause of the employees' dissatisfaction.

The percentage of respondents not getting the uniform from the company consisted of male respondents because the males who work in the Bangkok branch do not get their uniform from the company.

2. Safety and security

The respondents were satisfied the most with company welfare and benefits to a high degree in terms of sick leave, business leave, annual check-ups, health insurance, and accident insurance because the company offered fair allowance for sick leave and annual check-ups for all employees equally. However, most respondents

were not satisfied with their holiday leave allowance because the company will not allow their employees to choose their holiday period by themselves. The company will only allow holiday leave during the Chinese New Year holiday. This was one main point of dissatisfaction.

3. Esteem

The percentage of dissatisfaction with parking space is quite high because there is only a limited amount of space for the parking lot at the Prapawit Building office. Thus, the respondents who worked at Prapawit Building office were dissatisfied with this point.

4. Overall Satisfaction

In terms of the research result concerning overall satisfaction, most of the respondents were satisfied with company welfare and benefits to a moderate degree which is quite similar to the findings of the study “Employee Satisfaction with Social Relations : A Case Study of Thai Unions Manufacturing Company Limited” by Jiraporn Paiboolwiput (2007), the research “Job Satisfaction of Auditors at PriceWaterhouseCoopers ABAS Limited” by Ranchana Kaewrithidej (2007), and the research “Police Officers’ Satisfaction on Welfare Benefits : A Case Study of General Staff Division Provincial Police Region 2” by Chanan Premplumjitt (ชานันท์ เปรมปลื้มจิตต์, 2549).

5.4 CONCLUSIONS

Even though most respondents were satisfied with the company welfare and benefits, there were some respondents who were not satisfied. Therefore, the company and its Human Resources Department should use this result to improve the levels of employee satisfaction in order to maintain a workforce of good quality people to work with the company and to reduce the rate of turnover.

5.5 RECOMMENDATIONS FOR FURTHER RESEARCH

1. Since this study was conducted at only the Bangkok branches at Rama III and Prapawit Building, the results may not be representative of all Sahaviriya Group's employees. Further research should be done throughout the whole company, in all sites such as those in Prachuap Khiri Khan Province, Chacheongsao Province, Samut Prakarn Province and in Bangkok.

2. In order to compare the level of employee satisfaction with the welfare and benefits to other companies, further study should be done in each individual company using a large number of the same questionnaire in order to compare each company.