

## **CHAPTER FIVE**

### **CONCLUSIONS, DISCUSSIONS AND RECOMMENDATIONS**

This chapter presents (1) a summary of the study, (2) a summary/discussion of the findings, (3) conclusions, and (4) recommendations for further research.

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

The objectives of this study were to find out job stress level, causal factors and coping strategies of the employees of the Royal Bangkok Sports Club. There were 129 respondents in this survey (81 males and 48 females), comprising employees from 3 divisions (i.e. Facility, Finance and Sports/Communications/Events) and from 7 departments (i.e. Administration, Food & Beverage, Human Resources, Membership, Security, Racing and Totalisator).

The research instrument used in the survey was a questionnaire consisting of 60 open-ended and closed-ended questions. The questionnaire was divided into 5 parts: (1) general information, (2) stress levels, (3) effects of stress, (4) stress coping strategies and (5) suggestions to help reduce stress.

The questionnaires were distributed on December 15, 2006 and the respondents were asked to return the completed questionnaires by December 31, 2006. Due to New Year holidays, the researcher collected the completed 129 questionnaires on January 5, 2007.

The data in parts 1-4 of the questionnaires were analyzed by SPSS 11.5 for Windows Program to find out frequencies and percentages. The correlation between stress level and staff in each division/department was analyzed by using the Spearman's rho Correlation Coefficients.

#### **5.2 SUMMARY/DISCUSSIONS OF THE FINDINGS**

The result of the findings can be summarized as follows:

### 5.2.1 Stress Level

The stress level was measured from 3 types of factor, i.e. factors caused by the supervisors, factors caused by co-workers in different functions, and general factors.

The findings reveal that the major causes of stress by the supervisors were poor management of consultation (50.4% sometimes and 14.0% often), lack of coordination (45.7% sometimes and 17.1% often), and teamwork trouble (41.9% sometimes and 18.6% often). The researcher has the opinion that, to remedy such stress problems, the organization should hold a meeting as a means of communication in case the solution requires cooperation among divisions/departments.

The survey also indicated that the majority of employees had never experienced stress by the supervisors from harassment (59.7%), lack of training or guidelines for the work (51.9%), unfair distribution of work (48.8%), or discrimination (45.7%). The researcher agrees with the findings, especially the outcome for lack of training, because the organization often provides training to employees. For work distribution, a job description is also prepared for each position.

The major causes of stress by co-workers in different functions were personal discontent with work issues (69.0%), poor management of planning, work-flow problem (65.9% sometimes and 17.1% often), and poor communication (61.2% sometimes and 18.6% often). The researcher is of the opinion that, as some tasks require cooperation from different divisions/departments, the employees may face the above-mentioned problems. For example, if the RBSC has a booking to hold a function, many divisions/departments have to be involved, i.e. the Food & Beverage Department has to prepare function order and banquet, the Facility Division (Grounds/House/Maintenance) has to arrange the venue (i.e. table arrangement, cleanliness of the toilets and stage/sound system set-up), the Sports/Communications/Events Division has to prepare the backdrop, the Finance

Division has to be responsible for charging the bill, etc. To remedy such problems, a meeting should be convened to discuss work that requires joint responsibility.

The survey of stress level caused by general factors significantly reveals that the majority of employees had no stress level from lack of job security (73.6%). The researcher supports this finding because all employees can enjoy working for the RBSC until their retirement age of 60 years as long as they perform their duties properly. In addition, the organization also provides long service awards to those employees who work over 10, 15, 20, 25, 30, 35 and 40 years. Therefore, the majority of the employees have been working for the RBSC for over 10 years.

### **5.2.2 Effects of Stress**

The effects of stress were measured from the employees' symptoms, behavior and feelings.

The findings show that the major effects of stress were feeling irritated or annoyed (65.1%), lack concentration (62.0%), and inability to sleep due to worry or anxiety (58.9%). The feeling of 'not wanting to meet anybody' shows 45.7% never and 45.0% sometimes. The surveys also reveal that the majority of employees never felt worthless (70.5%) or hopeless in life (65.9%). Based on these high percentages, the researcher is of the opinion that the employees can control their stress and do not allow stress to dominate their feelings.

### **5.2.3 Stress Coping Strategies**

The findings show that the majority of the respondents coped with stress through the following strategies:

- Using all efforts to find the solution and figuring out additional solutions (43.4% sometimes and 38.0% often)
- Learning to live with the problem (42.6% often and 36.4% sometimes)
- Facing the problem and solving it directly at the root cause (41.1% often and 34.9% sometimes)

The researcher is of the opinion that the employees had used appropriate strategies, because they can use their experiences to solve problems that they encounter in the future.

The findings reveal that the majority of employees had never drunk liquor or used drugs to stop thinking of the problem (65.9%), and never took pain and stress relief medicines (63.6%). The researcher is of the opinion that they were aware that these strategies are not good for them and their health. Instead, they can reduce their stress by playing certain types of sports, i.e. badminton, jogging, squash and table tennis, which the RBSC allows them to do during lunchtime.

### **5.3 CONCLUSIONS**

The staff in each division/department had different stress levels because of the difference nature of their work and their situation. The correlation between stress levels and division/department showed that the staff in the Sports/Communications/Events Division seemed to have higher stress levels because the nature of their work involved not only different divisions/departments, but also different sports committee members.

The survey of stress levels reveals that the proportion of “sometimes” and “never” in the following are quite close:

- 45.7% of the respondents “sometimes” had stress from work overload while 42.6% of the respondents “never” had stress from work overload
- 47.3% of the respondents “sometimes” had stress from their roles and duties while 41.9% of the respondents “never” had stress from their roles and duties
- 43.4% of the respondents “sometimes” had stress from lack of career stress achievement and development while 48.1% of the respondents “never” had from their roles and duties

Although the respondents had some work stress, the results showed that most of

them were able to deal with stress properly. This could be confirmed by the findings that the employees used all efforts to find the solution and to try to figure out additional solutions (43.4% sometimes and 38.0% often); learned to live with the problem (42.6% often and 36.4% sometimes); and faced the problem and solved it directly at the root cause (41.1% often and 34.9% sometimes).

## **5.4 RECOMMENDATIONS**

Although stress levels were not shown to be significant, in order to relieve the stress of the RBSC employees in each division/department (which may affect their job performance), the researcher recommends that the organization should occasionally conduct testing to monitor stress levels.

The RBSC should consider the following suggestions from the respondents so as to help its employees cope with work stress effectively:

### **5.4.1 Training Courses**

- How to reduce/solve work stress
- Teamwork synergy
- Time management
- Job related training
- Standardization of work procedures
- Meditation

### **5.4.2 Other Suggestions**

- The managers should listen to their staff's comments.
- A joint meeting to discuss problems among divisions/departments should be convened occasionally.
- Managers should try to understand their subordinates and help them solve problems.

- The organization should provide a free outing trip for the staff once a year.
- The organization should provide a reading room and a lounge for the staff to relax in at leisure time.
- A psychologist should be provided to give consultation to the staff.