

CHAPTER FOUR

RESULTS

The previous chapter explained the subjects, materials, and relevant procedure to collect and analyze the data. This chapter reports the results of the study collected from the questionnaires of 100 respondents which can be presented based on the objectives of the study.

After the SPSS Version 12.0 was used to process all the data, the results were tabulated. The analysis was divided into 4 parts:

- 4.1 Employees' Demographics
- 4.2 Employees' Satisfaction
- 4.3 Employees' Problems
- 4.4 Employees' Characteristics

4.1 EMPLOYEES' DEMOGRAPHICS

Demographic information of the respondents is presented below in the form of numbers and percentages in Table 1-5.

Gender

Table 1. Frequency Statistics for Gender

	Frequency	Percent
Male	32	32.0
Female	68	68.0
Total	100	100.0

Table 1 presents the frequency analysis of the data for gender. The ratio of male to female employees was 32% males and 68% females.

Age

Table 2. Descriptive Statistics for Age of Employees

Mean	34.36 (years)
Median	33.00
Mode	30.00
Minimum	23.00
Maximum	52.00

n = 97.

Table 2 provides descriptive statistics on the age of the employees. The mean age was 34.36 years of age.

Level of Education

Table 3. Frequency Statistics for Educational Background

	Frequency/Percent
Vocational certificate	1
Vocational diploma	2
Bachelor's degree	39
Master's degree or higher	58
Total	100

Table 3 shows the frequency analysis of the data indicating that the majority of employees held Master's degree or higher.

Position

Table 4. Frequency Statistics for Position

	Frequency/Percent
Superiors	40
Subordinates	60
Total	100

Table 4 shows the frequency analysis of the data for position and reveals that 60% of employees were subordinates.

Working Period

Table 5. Frequency Statistics for Working Period

	Frequency/Percent
<1 year	20
1-3 years	35
4-6 years	21
7-9 years	2
>9 years	22
Total	100

Table 5 provides the frequency analysis of the data for employees' working period in MSD (Thailand) Ltd. The majority had worked there between 1-3 years.

4.2 EMPLOYEES' SATISFACTION

4.2.1) Satisfaction with the quality of information

Table 6. Level of Satisfaction with the quality of information

	Strongly Agree %	Agree %	Neutral %	Disagree %	Strongly Disagree %	Mean	SD
Quality of Information							
I am able to get the information I need quickly by e-mail .	17	60	20	3	-	3.91	.698
I am able to get the information I need quickly through face-to-face communication .	25	60	11	4	-	4.06	.722
The information I receive from my supervisor(s) or subordinates by e-mail is accurate.	13	63	20	4	-	3.85	.687
The information I receive from my supervisor(s) or subordinates through face-to-face communication is accurate.	19	54	26	1	-	3.91	.698
I understand the job instructions sent from my supervisor(s) by e-mail .	9	54	31	6	-	3.66	.728
I understand the job instructions sent from my supervisor(s) through face-to-face communication .	27	62	9	2	-	4.14	.652
I can give or receive a large amount of information by e-mail .	20	36	27	15	2	3.57	1.037
I can give or receive a large amount of information through face-to-face communication .	13	55	23	9	-	3.72	.805

Table 6 shows that the average score of face-to-face communication is higher than email in each question. Therefore, employees had more satisfaction with face-to-face communication than email in terms of quality of information.

4.2.2) Satisfaction with feedback

Table 7. Level of Satisfaction with feedback

Feedback	Strongly Agree %	Agree %	Neutral %	Disagree %	Strongly Disagree %	Mean	SD
E-mail is good for brainstorming.	-	12	32	42	14	2.42	.878
Face-to-face communication is good for brainstorming.	64	28	6	2	-	4.54	.702
I can give and receive feedback immediately by e-mail .	7	38	29	23	3	3.23	.983
I can give and receive feedback immediately through face-to-face communication .	37	43	19	1	-	4.16	.762
E-mail allows me to provide feedback freely.	7	23	45	23	2	3.10	.905
Face-to-face communication allows me to provide feedback freely.	18	40	28	12	2	3.60	.985
I receive timely responses on work-related problems by e-mail .	4	37	48	9	2	3.32	.777
I receive timely responses on work-related problems through face-to-face communication .	13	54	29	4	-	3.76	.726

Table 7 shows that the average score of face-to-face communication is higher than email in each question. Therefore, employees had more satisfaction with face-to-face communication than email in terms of feedback.

4.2.3) Satisfaction with communication climate: Personal level

Table 8. Level of Satisfaction with communication climate: Personal level

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Mean	SD
<u>Communication Climate:</u>							
<u>Personal Level</u>	%	%	%	%	%		
I feel comfortable to communicate about job related problems with my supervisor(s) or subordinates by e-mail .	9	34	29	22	6	3.18	1.067
I feel comfortable to communicate about job related problem with my supervisor(s) or subordinates through face-to-face communication .	20	59	19	2	-	3.97	.688
Communicating by e-mail helps me have a better relationship with my supervisor(s) or subordinates.	4	15	35	39	7	2.70	.948
Communicating face-to-face helps me have a better relationship with my supervisor(s) or subordinates.	34	52	13	1	-	4.19	.692

Table 8 shows that the average score of face-to-face communication is higher than email in each question. Therefore, employees had more satisfaction with face-to-face communication than email in terms of communication climate: personal level.

4.2.4) Satisfaction with communication climate: Organizational level

Table 9. Level of Satisfaction with communication climate: Organizational level

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Mean	SD
<u>Communication Climate:</u>							
<u>Organizational Level</u>	%	%	%	%	%		
I am able to receive updated organizational information by e-mail .	15	69	14	2	-	3.97	.611
I am able to receive updated organizational information through face-to-face communication .	8	37	40	15	-	3.38	.838
I feel motivated when receiving e-mail messages from top management.	7	37	48	7	1	3.42	.768
I feel motivated when receiving messages from top management through face-to-face communication .	21	52	23	3	1	3.89	.803

Table 9 shows that 69% of employees agreed that they were able to receive the updated organizational information by e-mail. However, employees felt more motivated when receiving messages from top management through face-to-face communication (with the average score at 3.89) than via e-mail (with the average score at 3.42).

4.3 EMPLOYEES' PROBLEMS

E-mail problems

Table 10. Frequency Statistic for E-mail Problems

	Yes	No	Total
Computer technical problems	33	67	100
Speed of getting information	47	53	100
Internet server	37	63	100
Junk e-mail	31	69	100
Other	26	74	100

Table 10 presents the frequency analysis of the data for e-mail problems. 47% of the respondents had problems with the speed of getting information. 26% of the respondents had other problems which are shown as follows:

- Unclear email: employees didn't understand or misunderstood the messages in the e-mail.
- English language barrier in terms of writing and reading skills of the senders and receivers.
- Spam e-mail
- E-mail is not suitable for confidential or sensitive issues.
- Late responses
- Information overload
- The limitations in the size of mail boxes. If the mail box is over its size limitation, the employee needs to take time to delete the old e-mail before sending out new ones.

Face-to-Face communication problems

Table 11. Frequency Statistic for FTF Communication Problems

	Yes	No	Total
Time consuming	60	40	100
Speed of getting information	23	77	100
Culture (Confrontation)	54	46	100
Other	11	89	100

Table 11 presents the frequency analysis of the data for face-to-face communication problems. 60% of the respondents had problems with it being time consuming. 11% of the respondents had other problems which are shown as follows:

- Busy schedule of the employees
- Communication skills of each person
- Required records from the discussion such as minutes, notes or reports from discussions
- Unable to get a large amount of information at one time
- Too shy to speak out or participate
- Difficulties in communicating or giving feedback about sensitive issues

4.4 EMPLOYEES' CHARACTERISTICS

Table 12. Gender

	N	Extremely dissatisfied		Dissatisfied		Neutral		Satisfied		Extremely satisfied	
		email	FTF	email	FTF	email	FTF	email	FTF	email	FTF
Males	32	-	-	15.6	-	34.4	6.3	37.5	62.5	12.5	31.3
Females	68	-	-	2.9	-	48.5	5.9	45.6	66.2	2.9	27.9

Table 12 shows that gender did not result in significant differences regarding employees' satisfaction with e-mail and face-to-face communication.

Table 13. Age

	N	Extremely dissatisfied		Dissatisfied		Neutral		Satisfied		Extremely satisfied	
		%		%		%		%		%	
		email	FTF	email	FTF	email	FTF	email	FTF	email	FTF
20-30 yrs	32	-	-	-	-	53.1	6.3	40.6	65.6	6.3	28.1
31-40 yrs	47	-	-	6.4	-	42.6	6.4	51.1	66.0	-	27.7
41-50 yrs	16	-	-	18.8	-	25.0	-	37.5	62.5	18.8	37.5
51-60 yrs	2	-	-	-	-	50.0	-	-	50.0	50.0	50.0

Table 13 reveals that age did not result in significant differences regarding employees' satisfaction with e-mail and face-to-face communication.

Table 14. Education level

	N	Extremely dissatisfied		Dissatisfied		Neutral		Satisfied		Extremely satisfied	
		%		%		%		%		%	
		email	FTF	email	FTF	email	FTF	email	FTF	email	FTF
Vocational Certificate	1	-	-	-	-	-	-	100	100	-	-
Vocational Diploma	2	-	-	-	-	100	-	-	100	-	-
Bachelor's degree	39	-	-	7.7	-	59.0	12.8	28.2	53.8	5.1	33.3
Master's degree or higher	58	-	-	6.9	-	32.8	1.7	53.4	70.7	6.9	27.6

Table 14 reveals that education level did not result in significant differences regarding employees' satisfaction with e-mail and face-to-face communication.

Table 15. Position

	N	Extremely dissatisfied		Dissatisfied		Neutral		Satisfied		Extremely satisfied	
		%		%		%		%		%	
		email	FTF	email	FTF	email	FTF	email	FTF	email	FTF
Superior	40	-	-	5.0	-	42.5	7.5	40.0	57.5	12.5	35.0
Subordinate	60	-	-	8.3	-	45.0	5.0	45.0	70.0	1.7	25.0

Table 15 reveals that position did not result in significant differences regarding employees' satisfaction with e-mail and face-to-face communication.

Table 16. Length of Employment

	N	Extremely dissatisfied		Dissatisfied		Neutral		Satisfied		Extremely satisfied	
		email	FTF	email	FTF	email	FTF	email	FTF	email	FTF
<1 year	20	-	-	-	-	50.0	10.0	45.0	70.0	5.0	20.0
1-3 years	35	-	-	5.7	-	45.7	2.9	40.0	57.1	8.6	40.0
4-6 years	21	-	-	9.5	-	38.1	4.8	47.6	61.9	4.8	33.3
7-9 years	2	-	-	-	-	-	50.0	100	-	-	50.0
>9 years	22	-	-	13.6	-	45.5	4.5	36.4	81.8	4.5	13.6

Table 16 reveals that length of employment did not result in significant differences regarding employees' satisfaction with e-mail and face-to-face communication.

The findings of the study will be summarized and discussed in the next chapter.