

CHAPTER FOUR

RESULTS

In order to understand the factors that influence employee job dissatisfaction, the researcher collected the data by distributing questionnaires. In the following chapter, the data has been analyzed by using the Statistical Package for Social Sciences (SPSS) version 10.0.5 to calculate the frequency, percentage, and mean illustrated in the form of tables and figures.

This chapter is divided into four parts. The first part presents respondents' general background information. The second part is the findings about job dissatisfaction.

4.1 GENERAL INFORMATION

The first part of the questionnaire sought general information of the respondents concerning position, gender, age, education, marital status, number of children, place of residence, income, length of time working with the company, frequency of overtime work, work experiences on production lines at other factories, and number of workplace changes in the past five years. All information is displayed in the form of frequency and percentage.

From 100 respondents, 75.0% worked as general employees. The majority of the respondents were male (79.0%) and the minority were female (21.0%). 26.0% of the respondents were 21-25 years old, followed by between 35-40 years old (20.0%), 26-30 years old (18%), 46 years old and over (14%), 16-20 years old (11.0%), and 30-35 years old (11%). More than half of the respondents (53.0%) were married, and 45.0% were single. Only 2.0% reported their marital status as divorced or separated. Furthermore, most of the respondents (47.0%) had 1-2 children, 42.0% of the respondents had no children, and 11.0% of the respondents had 3-4 children.

In addition, 46.0% had a primary education, followed by secondary education (43.0%), vocational education (8.0%); a few of the respondents (3.0%) did not have any education. More than half of the respondents (63.0%) earned below 5,000 Baht per month and the rest (37.0%) earned THB 5,000-10,000. The results of the demographic information are also shown in table form as follows:

Table 1. Demographic Information

Demographic Information	Frequency	Percentage
Position		
General employee	75	75.0
Staff	1	1.0
Foreman	6	6.0
Production line cleaner	1	1.0
Temporary employees	6	6.0
Employee assistant	2	2.0
Quality control employee (QC)	4	4.0
Production employee	3	3.0
Chilled room controller	1	1.0
Product grade adjustment employee	1	1.0
Total	100	100.0
Gender		
Male	79	79.0
Female	21	21.0
Total	100	100.0
Age		
16 – 20	11	11.0
21 – 25	26	26.0
26 – 30	18	18.0
30 – 35	11	11.0
35 – 40	20	20.0
46 and over	14	14.0
Total	100	100.0
Education		
Primary education	46	46.0
Secondary education	43	43.0
Vocational education	8	8.0
None	3	3.0
Total	100	100.0
Marital Status		
Single	45	45.0
Married	53	53.0
Divorced/Separated	2	2.0
Total	100	100.0
Number of your children		
1 – 2	47	47.0
3 – 4	11	11.0
None	42	42.0
Total	100	100.0
Income / Month		
Below THB 5,000	63	63.0
THB 5,000 - 10,000	37	37.0
Total	100	100.0

Table 2. Place of Residence

Place of Residence	Frequency	Percentage
Tombon Bangjakreng (the factory area)	29	29.0
Amphawa district	15	15.0
Phetchaburi province	6	6.0
Samutsakorn province	21	21.0
Other	29	29.0
Total	100	100.0

According to Table 2, most of the respondents lived in Tombon Bangjakreng (the factory area) (29.0%) and other places (29.0%), followed by Samutsakorn province (21.0%), Amphawa district (15.0%), and Phetchaburi province (6.0%).

Table 3. How Long Have You Been With the Company?

How long?	Frequency	Percentage
Less than one month	5	5.0
1 - 3 months	7	7.0
4 - 6 months	7	7.0
7 - 9 months	9	9.0
10 - 12 months	5	5.0
More than 1 year	67	67.0
Total	100	100.0

As shown in Table 3, about 67.0% of respondents had been with the company more than 1 year. 9.0% of the respondents had worked with the company for 7-9 months, 7.0% had worked for 1-3 months, 7.0% had worked for 4-6 months, 5.0% had worked with the company less than one month, and 5.0% had worked for the company for 10-12 months.

Table 4. How Often Do You Work Overtime?

How often?	Frequency	Percentage
2 days / week	2	2.0
3 days / week	3	3.0
more than 3 days / week	95	95.0
Total	100	100.0

According to Table 4, most of the respondents worked overtime more than three days a week (95.0%), followed by three days a week (3.0%) and 2 days a week (2.0%).

Table 5. Have You Ever Work On a Production Line For Any Other Factory?

Worked at other factories?	Frequency	Percentage
Yes	42	42.0
No	58	58.0
Total	100	100.0

As shown in Table 5, more than half of the respondents (58.0%) had never worked on a production line at other factories and the rest (42.0%) had worked on a production line for another factory.

Table 6. How Many Times Have You Changed Workplaces In the Past 5 Years?

How many times?	Frequency	Percentage
None	54	54.0
1	22	22.0
2	18	18.0
3	6	6.0
Total	100	100.0

According to Table 6, most of the respondents preferred working with the same company (54.0%), followed by changing once in the past five years (22.0%), twice (18.0%), and three times (6.0%).

4.2 OPINIONS ABOUT WORKING SYSTEM

The second part sought employee's opinion about the working system. All information was measured in terms of dissatisfaction with the benefits the company provides to them, dissatisfaction with the atmosphere and environment at the workplace, dissatisfaction with the leadership at Maeklong Food Company, dissatisfaction with their supervisors, dissatisfaction with Maeklong Food Company, and dissatisfaction about the duration of working time. Close-ended questions with the Likert 5-point scale were used to measure the degree of employee's dissatisfaction. The findings are shown in the form of frequency distribution, mean, and standard deviation.

Table 7. Opinion About Working System

Topic	\bar{x}	S.D.	Satisfaction Level
Dissatisfaction with benefits the company provides to them	3.35	1.07	Neither satisfied nor dissatisfied
Dissatisfaction with the atmosphere and environment at the workplace	2.94	0.81	Neither satisfied nor dissatisfied
Dissatisfaction with the leadership at Maeklong Food Company	2.80	0.86	Neither satisfied nor dissatisfied
Dissatisfaction with their supervisors	2.80	0.88	Neither satisfied nor dissatisfied
Dissatisfaction with Maeklong Food Company	2.70	0.71	Neither satisfied nor dissatisfied
Dissatisfaction with working hours	2.59	0.80	Satisfied
Opinion on working system	2.85	0.67	Neither satisfied nor dissatisfied

According to Table 7, most of the employees felt moderately satisfied with the working system ($\bar{x} = 2.85$). They felt neither satisfied nor dissatisfied with the benefits the company provides to them as well as the working atmosphere, the leadership, the supervisors, and the company overall. However, most of them seem to satisfy with the working time system.

Table 8. Opinions About Job Dissatisfaction At Maeklong Food Company

Topic	Opinion					\bar{x}	S.D	Satisfaction Level
	Very dissatisfied (5)	Dissatisfied (4)	Neither satisfied nor dissatisfied (3)	Satisfied (2)	very satisfied (1)			
<u>Job dissatisfaction at Maeklong Food Company</u>								
With the performance evaluation	4 (4.3)	16 (17.0)	35 (37.2)	35 (37.2)	4 (4.3)	2.80	0.92	Neither satisfied nor dissatisfied

(table continues)

Table 8. (continued)

Topic	Opinion					\bar{x}	S.D.	Satisfaction Level
	Very dissatisfied (5)	Dissatisfied (4)	Neither satisfied nor dissatisfied (3)	Satisfied (2)	very satisfied (1)			
With opportunities for Job advancement	5 (5.2)	14 (14.6)	35 (36.5)	38 (39.6)	4 (4.2)	2.77	0.93	Neither satisfied nor dissatisfied
With opportunities for personal development	4 (4.0)	13 (13.0)	31 (31.0)	47 (47.0)	5 (5.0)	2.64	.92	Neither satisfied nor dissatisfied
With my present job at Maeklong Foods company	4 (4.0)	9 (9.1)	40 (40.4)	38 (38.4)	8 (8.1)	2.63	.91	Neither satisfied nor dissatisfied
Overall						2.70	0.71	Neither satisfied nor dissatisfied

As shown in Table 8, the employees' overall job dissatisfaction at Maeklong Food Company was neither satisfied nor dissatisfied ($\bar{x} = 2.70$). They seemed uncertain or they were neither satisfied nor dissatisfied with the performance evaluation. Furthermore, the opportunities for job advancement, personal development, and the present job at Maeklong Foods Company were at the moderately satisfied level.

Table 9. Opinions About Dissatisfaction With Working Hours

Topic	Opinion					\bar{x}	S.D.	Satisfaction Level
	Very dissatisfied (5)	Dissatisfied (4)	Neither satisfied nor dissatisfied (3)	Satisfied (2)	very satisfied (1)			
<u>Dissatisfaction with Working hours</u>								
The finishing time for overtime work each day	9 (9.3)	16 (16.5)	17 (17.5)	49 (50.5)	6 (6.2)	2.72	1.11	Neither satisfied nor dissatisfied

(table continues)

Table 9. (continued)

Topic	Opinion					\bar{x}	S.D.	Satisfaction Level
	Very dissatisfied (5)	Dissatisfied (4)	Neither satisfied nor dissatisfied (3)	Satisfied (2)	very satisfied (1)			
The ability to maintain a balance between family and work time	8 (8.3)	18 (18.8)	14 (14.6)	45 (46.9)	11 (11.5)	2.66	1.16	Neither satisfied nor dissatisfied
Period of overtime working hours	1 (1.0)	17 (17.5)	18 (18.6)	55 (56.7)	6 (6.2)	2.51	0.89	Satisfied
Working hours	1 (1.0)	12 (12.4)	21 (21.6)	56 (57.7)	7 (7.2)	2.42	.84	Satisfied
Overall						2.59	0.80	Satisfied

According to Table 9, most of employee felt satisfied with working hours in terms of the period for overtime working hours and working hours. The employees were neither satisfied nor dissatisfied with finishing time for overtime work each day and the ability to maintain a balance between family and work time ($\bar{x} = 2.66$). However, they were satisfied with the period of overtime working hours ($\bar{x} = 2.51$) and working hours ($\bar{x} = 2.42$).

Table 10. Opinions About Dissatisfaction With the Leadership At Maeklong Food Company

Topic	Opinion					\bar{X}	S.D.	Satisfaction Level
	Very dissatisfied (5)	Dissatisfied (4)	Neither satisfied nor dissatisfied (3)	Satisfied (2)	very satisfied (1)			
<u>Dissatisfaction with the leadership at Maeklong Food Company</u>								
Care about Employees	12 (12.0)	14 (14.0)	32 (32.0)	37 (37.0)	5 (5.0)	2.91	1.09	Neither satisfied nor dissatisfied
Keep them Informed	10 (10.1)	14 (14.1)	31 (31.3)	35 (35.4)	9 (9.1)	2.81	1.11	Neither satisfied nor dissatisfied
Are ethical	3 (3.1)	14 (14.3)	39 (39.8)	32 (32.7)	10 (10.2)	2.67	.95	Neither satisfied nor dissatisfied
Overall						2.80	0.86	Neither satisfied nor dissatisfied

As shown in Table 10, most of the employees were satisfied with the leadership at Maeklong Foods Company at a moderate level regarding caring about employees, keeping employees informed, and having ethics.

Table 11. Opinions About Dissatisfaction With the Benefits the Company Provides To Them

Topic	Opinion					\bar{X}	S.D.	Satisfaction Level
	Very dissatisfied (5)	Dissatisfied (4)	Neither satisfied nor dissatisfied (3)	Satisfied (2)	very satisfied (1)			
<u>Dissatisfaction with the benefits the company provides to them</u>								
The rate of the wage	24 (24.0)	34 (34.0)	17 (17.0)	16 (16.0)	9 (9.0)	3.48	1.27	Dissatisfied

(table continues)

Table 11. (continued)

Topic	Opinion					\bar{X}	S.D.	Satisfaction Level
	Very dissatisfied (5)	Dissatisfied (4)	Neither satisfied nor dissatisfied (3)	Satisfied (2)	very satisfied (1)			
The type of benefits they have received compared with other companies in the same industry.	13 (13.4)	38 (39.2)	20 (20.6)	19 (19.6)	7 (7.2)	3.32	1.15	Neither satisfied nor dissatisfied
The company's Fringe benefits	12 (12.1)	39 (39.4)	16 (16.2)	27 (27.3)	5 (5.1)	3.26	1.14	Neither satisfied nor dissatisfied
Overall						3.35	1.07	Neither satisfied nor dissatisfied

According to Table 11, regarding to the overall opinions about benefits the company provides to them, the majority of the respondents were dissatisfied with the rate of the wage. However, they felt neither satisfied nor dissatisfied with the type of benefits received from the company and the company's fringe benefit options.

Table 12. Opinions About Dissatisfaction With Their Supervisors

Topic	Opinion					\bar{X}	S.D.	Satisfaction Level
	Very dissatisfied (5)	Dissatisfied (4)	Neither satisfied nor dissatisfied (3)	Satisfied (2)	very satisfied (1)			
<u>Dissatisfaction with their supervisors</u>								
Feel free to say what they think.	6 (6.1)	25 (25.3)	28 (28.3)	35 (35.4)	5 (5.1)	2.92	1.03	Neither satisfied nor dissatisfied
Direct supervisor's working style	7 (7.1)	23 (23.5)	27 (27.6)	35 (35.7)	6 (6.1)	2.90	1.06	Neither satisfied nor dissatisfied

(table continues)

Table 12. (continued)

Topic	Opinion					\bar{x}	S.D.	Satisfaction Level
	Very dissatisfied (5)	Dissatisfied (4)	Neither satisfied nor dissatisfied (3)	Satisfied (2)	very satisfied (1)			
Interference while I am doing my job.	6 (6.3)	15 (15.6)	35 (36.5)	33 (34.4)	7 (7.3)	2.79	1.00	Neither satisfied nor dissatisfied
Listen to my problems and opinions.	8 (8.2)	20 (20.6)	20 (20.6)	40 (41.2)	9 (9.3)	2.77	1.13	Neither satisfied nor dissatisfied
Instructions on work assignments.	5 (5.1)	21 (21.2)	23 (23.2)	44 (44.4)	6 (6.1)	2.75	1.02	Neither satisfied nor dissatisfied
Supervisors know their job well	5 (5.2)	19 (19.6)	27 (27.8)	38 (39.2)	8 (8.2)	2.74	1.03	Neither satisfied nor dissatisfied
Addressing their concerns.	5 (5.1)	17 (17.3)	31 (31.6)	37 (37.8)	8 (8.2)	2.73	1.01	Neither satisfied nor dissatisfied
Their presence (being there) when needed.	5 (5.1)	16 (16.3)	26 (26.5)	44 (44.9)	7 (7.1)	2.67	1.00	Neither satisfied nor dissatisfied
Overall						2.80	0.88	Neither satisfied nor dissatisfied

As shown in Table 12, most of employees felt neither satisfied nor dissatisfied with their freedom to say what they thought without interference by their supervisors. Moreover, it is interesting to find out that most of them felt moderately satisfied with the supervisors' working styles, the supervisors' interaction with them, and the clarity of job instructions from supervisors.

Table 13. The Atmosphere And Environment At the Workplace

Topic	Opinion					\bar{x}	S.D.	Satisfaction Level
	Very dissatisfied (5)	Dissatisfied (4)	Neither satisfied nor dissatisfied (3)	Satisfied (2)	very satisfied (1)			
<u>Dissatisfaction with the atmosphere and environment at the work place</u>								
Place for relaxation when taking a break	22 (22.4)	25 (25.5)	24 (24.5)	20 (20.4)	7 (7.1)	3.36	1.24	Neither satisfied nor dissatisfied
The environment around the plant	11 (11.3)	17 (17.5)	32 (33.0)	31 (32.0)	6 (6.2)	2.96	1.10	Neither satisfied nor dissatisfied
The air ventilation system on the production line	8 (8.1)	21 (21.2)	33 (33.3)	31 (31.3)	6 (6.1)	2.94	1.05	Neither satisfied nor dissatisfied
The working atmosphere within my department	10 (10.3)	18 (18.6)	29 (29.9)	36 (37.1)	4 (4.1)	2.94	1.07	Neither satisfied nor dissatisfied
The overall security	8 (8.1)	20 (20.2)	31 (31.3)	35 (35.4)	5 (5.1)	2.91	1.04	Neither satisfied nor dissatisfied
Sufficient light on production line	3 (3.0)	21 (21.2)	34 (34.3)	33 (33.3)	8 (8.1)	2.78	.97	Neither satisfied nor dissatisfied
The coworkers within My department	8 (8.0)	11 (11.0)	35 (35.0)	40 (40.0)	6 (6.0)	2.75	1.01	Neither satisfied nor dissatisfied
Overall						2.94	0.81	Neither satisfied nor dissatisfied

As shown in Table 13, the overall opinion level with atmosphere and environment at the workplace was found to be neither satisfied nor dissatisfied. The components of atmosphere and environment, which included a place for relaxation when taking a break, the environment around the plant, the air ventilation system on the production line, the working atmosphere of each department, the overall security, the sufficient light on the production line, and the coworkers within their department, were all found to be at the moderate level of dissatisfaction.

4.3 OPINION AND SUGGESTION

The third part sought employee's opinions and suggestions. All information is displayed in the form of frequency and percentage.

Table 14. How Committed Are You To a Long-Term Career At Maeklong Foods Company?

How committed?	Frequency	Percentage
They are somewhat committed to a long-term career at Maeklong Food Company	41	41.0
They are fully committed to a long-term career at Maeklong Foods Company	30	30.0
They are not sure how long they plan to stay at Maeklong Foods Company	29	29.0
Total	100	100.0

Most of the employee felt uncertain about working with the company for a long-term period. However, 30% of the employees who intended to work with the company in the long term.

Table 15. What Are the Best Things About Working At Maeklong Foods Company?

Best things about working at Maeklong Foods	Frequency	Percentage
Maeklong Foods Company is close to my house and the company is like my second home.	14	28.6
Corporation, morale, having good relation with colleagues	17	34.7
Finishing time, receiving wages	1	2.0
Having a good head of the division	5	10.2
Rest and relaxation	1	2.0
Rewards, pay, income, money, and satisfaction of employees	3	6.1
Committed to a long term career with Maeklong Foods Company	1	2.0
Kindness and warmth of the President and other executives	2	4.1
Cleanliness, having work discipline	1	2.0
Good transportation	1	2.0
Having a job, feeling about job security	3	6.1
Total	49	100.0

From the opinions about the best things about working with the company, most of the employees liked the corporation, had positive morale, and good relationships with their colleagues.

Table 16. What Kind Of Changes Would You Like To See At Maeklong Foods Company?

Kind of changes	Frequency	Percentage
Working equipment	1	1.7
Wage, Cost of living, Pay increased, Bonus	24	40.7
Want to see company progress and prosper.	12	20.3
Having positive changes		
Having better welfare	1	1.7
Allow employees to express their opinion	2	3.4
Change the working system	2	3.4
Change time to get the wages to morning	1	1.7
Want to know if employees will have overtime work beforehand and inform employee about finishing time for O.T	4	6.8
Having more food stores and canteens	7	11.9
Changing mindset of the board; Having unity among executives	3	5.1
Having more toilets	1	1.7
Holding the annual company party every year	1	1.7
Total	59	100.0

As shown in Table 16, the majority of employees suggested that the wage rate, and bonus should be increased. Furthermore, some employees wanted to see the company progress and prosper and have positive changes.