

## **CHAPTER FIVE**

### **CONCLUSIONS, DISCUSSION AND RECOMMENDATIONS**

This chapter presents (1) a summary of the study, (2) a summary of the findings, (3) a discussion of the findings, (4) conclusions, and (5) recommendations for further research.

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

The purpose of this study was to investigate the causes of employees' job dissatisfaction at Maeklong Foods Company. The study also sought to measure the overall job dissatisfaction and the influence of each component's affect the turnover problem as well as to find out ways to improve employees' job satisfaction. A Likert scale system consisting of a five category continuum of very dissatisfied – very satisfied was employed in this study.

The data from the questionnaires were 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.

The subjects involved in this study were 100 employees on the production lines of Maeklong Foods Company. The results obtained showed the majority of the respondents were general employee. Most of them were male. Furthermore, the majority of them were in the age group of 21-25 years old. Most of them had a primary education, and were married with 1-2 children. Regarding income per month, the findings revealed that most of them earned THB 5,000.

It was also found that most of the employees live in Tombon Bangjakreng (the factory area). Most of the respondents worked overtime more than 3 days/week. Most had been with the company for more than 1 year and had not changed their job in the past five years. Moreover, most of employees had never worked on a production line for any other factory.

## 5.2 SUMMARY OF THE FINDINGS

The results show that the employees were neither satisfied nor dissatisfied with working system at Maeklong Foods Company. The employees were neither satisfied nor dissatisfied with benefits the company provides to them, the atmosphere and environment at the work place, the leadership at Maeklong Foods Company, their supervisors, Maeklong Foods Company and the working system. Nevertheless, they were satisfied with working hours.

For the overall job dissatisfaction at Maeklong Foods Company, the results show that employees were neither satisfied nor dissatisfied with the performance evaluation, opportunities for job advancement, opportunities for personal development, or their present job at Maeklong Foods Company.

Additionally, they felt satisfied with working hours. The components with which the employees were neither satisfied nor dissatisfied were the finished time for overtime each day, and the ability to maintain a balance between family and working time; however, they were satisfied with the period of overtime working hours and working hours.

The employees' overall opinion about the leadership at Maeklong Foods Company was neither satisfied nor dissatisfied. They were neither satisfied nor dissatisfied in terms of caring about employees, keeping them informed and having ethics.

Moreover, the overall opinion about benefits the company provides to them was found to be at a neither satisfied nor dissatisfied level. The benefits the company provides to them, which included the rate of the wage, was dissatisfying. Nevertheless, they were neither satisfied nor dissatisfied with the type of benefits they received compared with other companies in the same industry and the company's fringe benefit options.

Most of employee felt neither satisfied nor dissatisfied with their supervisors. They were neither satisfied nor dissatisfied with the freedom to say what they think, their direct supervisor's working style, interference while they are doing their job, listening to their problems and opinions, their instructions about work assignments, their supervisors knowledge of their work, addressing their concerns and their supervisors' presence (being there) when needed.

The overall level regarding atmosphere and environment at the work place was found to be neither satisfied nor dissatisfied. The level of components of the atmosphere and environment, which included the place for relaxation when having a break, the environment around the plant, the air ventilation system on the production line, the working atmosphere within their department, the overall security, the light within the production line, the coworkers within their department, all were found to be neither satisfied nor dissatisfied.

In addition, regarding the opinions and suggestions, most of the employee were somewhat committed to a long-term career at Maeklong Foods company, followed by fully committed to a long-term career at Maeklong Foods Company; they were not sure how long they planned to stay at Maeklong Foods Company.

### **5.3 DISCUSSION**

At the beginning of the research, the researcher presumed the causes of employee's dissatisfaction would probably result from the amount of overtime working hours. Surprisingly, after the study, the researcher found that the results of the study differed from the prior assumption.

The findings of the level of job dissatisfaction towards working hours shows that most of the respondents were satisfied with the overtime hours and the working hours, which differs from the researcher's prior assumption. From this outcome, the researcher was not able find any related studies which had similar result.

However, the results suggest that most of the respondents were dissatisfied with the rate of the wage which is relevant to Price's Model referred to the review of the literature (see Figure 3). In Price's Model, pay, or the rate of the wage, is the most important factor that can increase employees' satisfaction. From this model, it was found that when pay, relationship, instrumental communication, and formal communication are at a high level, they can increase the job satisfaction of employees.

Furthermore, Suda Wilairatanaporn (2003) in "Job Satisfaction of The Academic Staff and The Non-Academic staff at the Faculty of Tropical Medicine, Mahidol University" also found that pay rate is one of the three facets related to the causes of employees' dissatisfaction.

#### **5.4 CONCLUSIONS**

According to the objectives of the study which tried to investigate the causes of employees' job dissatisfaction, to identify the overall job dissatisfaction and its influence on the turnover problem, and to find out ways to improve employees' job satisfaction, the researcher came to the conclusion that most of the employees were neither satisfied nor dissatisfied with their present job in terms of the working system, the leadership, the benefits the company provided to them, the supervisors, and the atmosphere and environment at the workplace. Furthermore, the study found that most of the employees were satisfied with the working hours. However, the findings from this study show that most of the employees were not satisfied with their present rate of wage.

#### **5.5 RECOMMENDATIONS FOR FURTHER RESEARCH**

Based on the findings and conclusions of this study, there should be more research conducted to investigate job dissatisfaction regarding these six aspects: the working system of the organization, the working hours, the leadership, the benefits, the supervisors, and the atmosphere and environment at the workplace. However, in order to have more valid results, future research should be focused more on the psychological aspects which include the respondents' personality, age, the relationships among coworkers, and the pressure from family problems, such as financial problems, having too many children, having a broken family and so on.