

## CHAPTER FOUR

### RESULTS

The previous chapter described the research methodology that was used to study the level of loyalty of THAI cabin crew toward their organization. This chapter discusses the research results that were obtained from the distributed questionnaires including: (1) demographic information of respondents, (2) measurement of crews' sense of loyalty, and (3) suggestions and opinions of the cabin crew.

#### 4.1 DEMOGRAPHIC INFORMATION OF RESPONDENTS

In this part, the variables used to measure the results of study were the personal information of the respondents: gender, age, educational level, marital status, total income, length of employment, working background, and working position.

In Table 2: In this study, the number of both genders was equal at 75 males and 75 females.

*Table 2. Gender*

Gender	Frequency	Percent
Male	75	50
Female	75	50
<b>Total</b>	150	100.0

From Table 3, the majority of respondents were between 26-30 years (36.7%) followed by 36.0 % of respondents who were 31-35 years. Cabin crew aged 36-40 years were 8.7% and 13.3% were 41-45 years old. Moreover, there were only a few (5.3%) who were older than 46 years of age.

**Table 3. Age**

<b>Age</b>	<b>Frequency</b>	<b>Percent</b>
26-30 years	55	36.7
31-35 years	54	36.0
36-40 years	13	8.7
41-45 years	20	13.3
More than 46 years	8	5.3
<b>Total</b>	<b>150</b>	<b>100.0</b>

Table 4 shows the educational level of the cabin crew. Most had finished a Bachelor's Degree (84.7%) followed by a Master's Degree (13.3%). However, out of 150 respondents, there were two respondents who had graduated with a Doctoral Degree (1.3 %) and one respondent (0.7%) who had only completed the high school level.

**Table 4. Educational Level**

<b>Educational Level</b>	<b>Frequency</b>	<b>Percent</b>
High school	1	.7
Bachelor's Degree	127	84.7
Master's Degree	20	13.3
Doctoral Degree	2	1.3
<b>Total</b>	<b>150</b>	<b>100.0</b>

Table 5 represents the marital status of the cabin crewmembers. Most of them were single (62%) and 37.3% were married. However, there was one respondent (0.7%) who was divorced.

*Table 5. Marital Status*

<b>Marital Status</b>	<b>Frequency</b>	<b>Percent</b>
Single	93	62.0
Married	56	37.3
Divorced	1	.7
<b>Total</b>	150	100.0

According to Table 6, there were four ranges of the respondents' income. 30.7% received more than 60,001 baht and 30% of them earned 40,001-50,000 baht. In addition, 25.3 % received 50,001-60,000 baht and only 14% received 30,000-40,000 baht.

*Table 6. Salary*

<b>Salary</b>	<b>Frequency</b>	<b>Percent</b>
30,000-40,000 baht	21	14.0
40,001-50,000 baht	45	30.0
50,001-60,000 baht	38	25.3
More than 60,001 baht	46	30.7
<b>Total</b>	150	100.0

Table 7 indicates the length of employment at the company. The majority of respondents or 65.3% had been working for 5-10 years. However, those who had worked for 11-15 years accounted for 14% and 11.3% had been with the company for 16-20 years. A few respondents had worked for more than 20 years, 6% for 21-25 years and only 3.3 % had worked for more than 36 years.

**Table 7. Length of employment with THAI**

<b>Duration/years</b>	<b>Frequency</b>	<b>Percent</b>
5-10	98	65.3
11-15	21	14.0
16-20	17	11.3
21-25	9	6.0
More than 26	5	3.3
<b>Total</b>	<b>150</b>	<b>100.0</b>

Table 8 shows the information on the past working experience of the respondents. From the research, 60.7% of cabin crew had worked with other companies before, while another 39.3% worked with THAI as their first company.

**Table 8. Have you ever worked with another company**

<b>Working with others</b>	<b>Frequency</b>	<b>Percent</b>
No	59	39.3
Yes	91	60.7
<b>Total</b>	<b>150</b>	<b>100.0</b>

Table 9 shows the number of cabin crew in different working positions. Those who were responsible for regional business class (ASR/AHR) made up the highest percent at 47.3%, followed by 28% for intercontinental cabin crew (ASE/AHE). The third ranked was respondents who worked in the first class area (ASF/AHF), accounting for 16%. Nevertheless, there were not many in supervisory positions: 7.3% were air pursers and 1.3% were in-flight managers.

**Table 9. Working positions**

<b>Position</b>	<b>Frequency</b>	<b>Percent</b>
ASR/AHR	71	47.3
ASE/AHE	42	28.0
ASF/AHF	24	16.0
Air Purser	11	7.3
In-flight manager	2	1.3
<b>Total</b>	<b>150</b>	<b>100.0</b>

#### **4.2 MEASUREMENT OF CREW'S SENSE OF LOYALTY**

In this part, not only are frequency and percentages shown, but also the mean values and standard deviation of each item. The perspectives of cabin crews toward the perception of their job, their personal problems, organizational factors, and sense of loyalty were analyzed. Thus, the level of loyalty can be described according to the following analysis. Table 10 shows that the majority of the cabin crew were most satisfied with the compensation and benefits given by the company (mean 3.98). Moreover, they mostly agreed that cabin crew is a distinguished career (mean 3.78). Meanwhile, most of the respondents reported that they loved their job (mean 3.73). They thought that their expectations had been fulfilled when working as a cabin crewmember (mean 3.56). However, the results show that the respondents moderately agreed that their educational background was not suitable with their career (2.69).

**Table 10. Frequency, percentage, mean, and standard deviation of cabin crew's opinions toward their job**

Opinions toward job	Level of Agreement					Mean
	Strongly	Agree	Neutral	Disagree	Strongly	
	Agree				Disagree	
<b>High</b>	36	80	30	3	1	3.98
<b>compensation</b>	24%	53.3%	20.0%	2.0%	.7%	High
<b>Love their</b>	19	79	47	3	2	3.73
<b>job</b>	12.7%	52.7%	31.3%	2.0%	1.3%	High
<b>Career of</b>	26	77	38	6	3	3.78
<b>distinction</b>	17.3%	51.3%	25.3%	4.0%	2.0%	High
<b>Educational</b>	10	30	42	40	28	2.69
<b>background</b>	6.7%	20%	28%	26.7%	18.7%	Medium
<b>Fulfills their</b>	19	60	60	8	3	3.56
<b>expectations</b>	12.7%	40.0%	40.0%	5.3%	2.0%	High

Table 11 indicates that the respondents moderately agreed that they had health problems (33.3%) and 26.7% agreed with this point. 34.7% respondents remained neutral about having family problems and 32.7% didn't have this problem. However, 42% felt neutral about the job being monotonous, while 28% agreed. 42.7% of respondents disagreed that they were tired of colleagues, and 33.3% of them were neutral. Moreover, 28.7% disagreed that they were tired of their supervisors, 40.7% felt neutral about this, and 30.7% of respondents were neutral about the need to change their job.

**Table 11. Frequency, percentage, mean, and standard deviation of the problem that cabin crews faced**

Problems	Level of Agreement					Mean
	Strongly	Agree	Neutral	Disagree	Strongly	
	Agree				Disagree	
<b>Health</b>	25	40	50	30	5	3.33
<b>problems</b>	16.7%	26.7%	33.3%	20.0%	3.3%	Medium
<b>Family</b>		14	52	49	35	2.30
<b>problems</b>		9.3%	34.7%	32.7%	23.3%	Low
<b>Monotonous</b>	12	42	63	29	4	3.19
<b>job</b>	8.0%	28.0%	42.0%	19.3%	2.7%	Medium
<b>Tired of</b>	7	15	50	64	14	2.58
<b>colleagues</b>	4.7%	10.0%	33.3%	42.7%	9.3%	Medium
<b>Tired of</b>	17	26	52	43	12	2.95
<b>supervisors</b>	11.3%	17.3%	34.7%	28.7%	8.0%	Medium
<b>Tired of</b>	4	16	61	53	16	2.59
<b>passengers</b>	2.7%	10.7%	40.7%	35.3%	10.7%	Medium
<b>Need to</b>	10	24	46	42	28	2.64
<b>change job</b>	6.7%	16.0%	30.7%	28.0%	18.7%	Medium

Table 12 shows the cabin crews' satisfaction with organizational factors such as company benefits and policies. 42.0% of the respondents felt neutral about the compensation and benefits matching their responsibility, while 36% of them were satisfied with this. Also, most (46.0%) had a neutral opinion about the benefits given by the company. However, in terms of working conditions, the respondents were neutral about the friendliness of the working environment (52.7%), as well as the willingness to work under stressful circumstances (39.3%). Nevertheless, cabin crew

were not willing to work with a minimal crew with 31% of them strongly disagreeing. The majority of respondents (36.7%) disagreed that the crew was treated as the primary resource of the company, and another 24.0% strongly disagreed. Only 42.0% disagreed that company accepts crew's ideas and 24.7% of them strongly disagreed with this point. Nevertheless, 46.7% of respondents disagreed with the fairness of the company's policies, whereas 52% had a neutral feeling about understanding the policies clearly and 32% agreed that they were willing to follow the policies. However, most of them felt neutral about information accessibility (38.0%). There were 47.3% of the respondents who had a neutral feeling toward career advancement policies and only 1.3% who strongly agreed with this policy. Also, 49.3% felt neutral about the sufficiency of the training programs.

**Table 12. Frequency, percentage, mean, and standard deviation of the perception of respondents toward organizational factors**

Factors	Level of Agreement					Mean
	Strongly	Agree	Neutral	Disagree	Strongly	
	Agree				Disagree	
<b>Compensation</b>	7	54	63	21	5	3.25
<b>matches</b>	4.7%	36.0%	42.0%	14.0%	3.3%	Medium
<b>responsibility</b>						
<b>Satisfied with</b>	10	41	69	26	4	3.18
<b>benefits</b>	6.7%	27.3%	46.0%	17.3%	2.7%	Medium
<b>Friendly</b>	7	37	79	19	8	3.11
<b>environment</b>	4.7%	24.7%	52.7%	12.7%	5.3%	Medium
<b>Stressful</b>	16	55	59	15	5	3.41
<b>circumstances</b>	10.7%	36.7%	39.3%	10.0%	3.3%	Medium
<b>Minimum</b>	3	15	36	49	47	2.19
<b>crew system</b>	2.0%	10.0%	24.0%	32.7%	31.3%	Low

*(Table continues)*



*Table 12. (continued)*

Factors	Level of Agreement					Mean
	Strongly	Agree	Neutral	Disagree	Strongly	
	Agree				Disagree	
<b>Crews are</b>	2	11	46	55	36	2.25
<b>Primary</b>	1.3%	7.3%	30.7%	36.7%	24.0%	Low
<b>Resources</b>						
<b>Accept</b>		8	42	63	47	2.14
<b>Crews' ideas</b>		5.3%	28.0%	42.0%	24.7%	Low
<b>Fair</b>		10	43	70	27	2.24
<b>Policy</b>		6.7%	28.7%	46.7%	18.0%	Low
<b>Understandable</b>	6	21	78	36	9	2.86
<b>Policy</b>	4.0%	14.0%	52.0%	24.0%	6.0%	Medium
<b>Willingness to</b>	9	48	73	16	4	3.28
<b>Follow policy</b>	6.0%	32.0%	48.7%	10.7%	2.7%	Medium

Table 13 shows the sense of loyalty of the respondents. The majority of the respondents felt attached to the organization, with 42.7% agreeing with this statement and 14.0% strongly disagreeing. However, some had thought of resigning (29.3%) and they mostly agreed that they thought of THAI as their own family (44.7%). Nevertheless, most felt neutral about the increase in the degree of their loyalty. However, when rumors happened, 42.0% agreed that they would feel upset, although 39.3% of them had a neutral opinion about defending the company against accusations. Furthermore, the neutral opinion of the majority of the respondents (42.7%) revealed that they would support their family members joining THAI. 38.7% of respondents agreed to help the company in a crisis even though it may affect their total income.

**Table 13. Frequency, percentage, mean, and standard deviation about sense of loyalty**

Feeling	Level of Agreement					Mean
	Strongly	Agree	Neutral	Disagree	Strongly	
	Agree				Disagree	
<b>Personal</b>	21	64	51	12	2	3.60
<b>attachment</b>	14.0%	42.7%	34.0%	8.0%	1.3%	Medium
<b>Thoughts of</b>	31	44	42	22	11	3.41
<b>resignation</b>	20.7%	29.3%	28.0%	14.7%	7.3%	Medium
<b>Part of</b>	19	67	50	12	2	3.59
<b>family</b>	12.7%	44.7%	33.3%	8.0%	1.3%	Medium
<b>Loyalty grows</b>	13	50	67	17	3	3.35
<b>stronger</b>	8.7%	33.3%	44.7%	11.3%	2.0%	Medium
<b>Upset about</b>	34	63	47	3	3	3.81
<b>rumors</b>	22.7%	42.0%	31.3%	2.0%	2.0%	High
<b>Defend the</b>	26	57	59	7	1	3.67
<b>accusations</b>	17.3%	38.0%	39.3%	4.7%	.7%	High
<b>Support</b>	13	47	64	22	4	3.29
<b>family members</b>	8.7%	31.3%	42.7%	14.7%	2.7%	Medium
<b>Willing to</b>	33	58	42	14	3	3.69
<b>help in crisis</b>	22.0%	38.7%	28.0%	9.3%	2.0%	High

#### 4.3 SUGGESTIONS AND OPINIONS GIVEN BY THE RESPONDENTS

From the total of 150 questionnaires, there were 66 suggestions given by the respondents. The opinions and suggestions were quite similar and are categorized into three main topics as follows:

#### **4.3.1 The Board of Directors**

The respondents suggested that the Board of Directors should have more managerial ability. They need to show their sincerity to employees, drive the company to improve, especially during the economic crisis, while management should come up with efficient strategies and be fair to the cabin crew department.

#### **4.3.2 Ending corruption**

Corruption was regarded as a severe problem at THAI. Respondents believed that corruption and bribery occurred in every department, in terms of both small and big issues. This problem reduced employees' effectiveness. In addition, there were conflicts between employees in each department and employees in each department need to work together as a team.

#### **4.3.3 Improvement of remuneration scheme**

From the collected questionnaires, most of the respondents suggested that increasing the compensation and benefits would maximize the loyalty of the cabin crew. Moreover, the respondents also revealed that they were willing to help the company in an economic crisis; for example, the company could reduce their salary or lessen their monthly income. However, as soon as the company recovered from the crisis, management should compensate the employees.