

## **CHAPTER FIVE**

### **CONCLUSION, DISCUSSION, AND RECOMMENDATION**

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

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

The summary of the study is as follows:

##### **5.1.1 Objectives of the Study**

The objectives of this study were to measure the degree of cabin crew loyalty and level of organizational commitment to Thai Airways International Public Company Limited. Moreover, the survey aimed to understand the feelings of the cabin crew toward working problems, organizational factors, company policies and compensation, so that a higher level of cabin crew loyalty could be achieved.

##### **5.1.2 Subjects, Materials, and Procedures**

The subjects of the study were 150 THAI cabin crewmembers, 75 males and 75 females. A questionnaire was used as the instrument for obtaining the data, consisting of three parts and 43 questions. Closed-ended questions were included to collect the demographic data, while a Likert scale with five responses was the tool used for measuring the degree of loyalty of the cabin crew. Lastly open-ended questions allowed the subjects to offer their opinions and suggestions on maximizing organizational loyalty.

After the data was obtained, the Statistical Package for Social Sciences for Windows (SPSS) version 16.0 was used as a tool to analyze the survey results. Percentages, mean, frequency, and standard deviation were employed to describe the data.

#### **5.2 SUMMARY OF THE FINDINGS**

The results of the survey can be summarized as follows:

##### **5.2.1 Demographic Information of the Respondents**

There were 150 respondents, 75 males and 75 females, with the

majority of them aged between 26-30 years (36.7%). Bachelor's Degree was the educational level of the majority (84.7%) and most were single (62%). The average income that most earned was 40,001-50,000 baht. All of them had different years of working experience ranging from 5 to more than 26 years, although most had been with THAI for 5-10 years (65.3%). Regarding past jobs, more had worked with other companies than those who had never worked with other organizations (60.7 % and 39.3%, respectively). Lastly, cabin crew who were assigned to work on regional routes made up the majority of the respondents (47.3%).

### **5.2.2 The Feelings of the Cabin Crew Toward the Job**

The cabin crew loved their job and their assigned responsibilities (3.73). Moreover, working as a cabin crew was a distinguished career, with the level of the mean score at the high level (3.78). However, the job fulfilled cabin crews' expectation (3.56) even though their educational background did not match the task as the mean score was at the medium level (2.69). Additionally, most of the respondents thought that being cabin crewmember was a job with high compensation (3.98).

### **5.2.3 The Feelings of Cabin Crew Towards Personal Problems**

In this part, the survey results showed that cabin crews did not face personal problems caused by job factors. They felt less concerned about family problems as the data was analyzed as a low level. Moreover, the mean scores of almost every item ranged at the moderate level. They rarely had health problems and did not think that the job was monotonous. Also, colleagues, supervisors and passengers did not create boredom. The need to change jobs was at the moderate level as well.

### **5.2.4 Perception of respondents toward organizational factors**

It was found that the overall perception of cabin crew toward company's policies was at the low level. The mean score was 2.19, which means they were not willing to work under a minimum crew system. Cabin crew also had another low level of the mean score at 2.25 in terms of being a primary resource of the company, and the crew felt that their ideas about the company were not accepted (2.14). Moreover, cabin crews also strongly disagreed with the fairness of the company policies at a low level of mean score at 2.24. On the other hand, the cabin

crew had a moderate level of agreement on the following items: the compensation matching with their responsibilities, company benefits, career advancement, training programs and working environment. Crew were not eager to work under stressful circumstances, and the level of approval of company policies was rated as low. They were uncertain about the status of the company at the moment, and they had a moderate level of trust in the company's stability.

#### **5.2.5 The measurement of the sense of loyalty**

From the data analysis, it was discovered that most of the cabin crew had a moderate level of personal attachment to the company, 56.7% of them agreed that they felt attachment to the company, and 50% thought of resigning. 40% agreed that they would encourage their family members to join THAI and 42% of them believed that their loyalty level would become stronger.

However, the degree of sense of loyalty was at a high level. It indicated that 57.4% of respondents felt part of the THAI family. Moreover, the cabin crew agreed to help the company if it was in a crisis (60.7%), and they would be upset with company rumors from outsiders (62.7%) and defend the company against the accusations (55.3%).

### **5.3 DISCUSSION**

**5.3.1** According to the research questions, it was discovered that the overall degree of THAI cabin crew loyalty was at a high level. Based on Table 9, the cabin crew were satisfied with the compensation paid and they had a deep affection for their job. They agreed that being a cabin crewmember was a distinguished career. Even though the educational background of most of the cabin crew did not match with their tasks, their expectations were still met.

**5.3.2** From Table 10, the level of problems perceived by cabin crew was at a moderate level. Since working as a cabin crew was not a routine job, each crew had to work in different conditions everyday because the crew's schedule was changed monthly; they worked in different routes, various flights and working hours. Cabin crew had to work with new colleagues and different supervisors every flight. Thus, these reasons were reflected in the survey results. The level of agreement was neutral, but it indicated that cabin crew rarely had work problems with colleagues. They were

happy to take supervisors' suggestions as well as willing to serve their passengers on board.

Since most of the samples were between 26-30 years, health problems were not considered job barriers. The level of health problem showed in the study was also rated as moderate. However, it was surprising that none of cabin crew strongly disagreed that they were had family problems. The level of this problem was shown at the low level because most of them were single, so family problems rarely occurred in their lives. While Austom, Baldwin and Macy (1988) stated that the level of loyalty increases with married employees, the level of loyalty of unmarried THAI crew was rated as high.

**5.3.3** According to table 11, the results of the perceptions of respondents toward organizational factors are discussed in terms of money, working conditions, and company policies. For the matter of salary and compensation, most of the respondents moderately agreed that the compensation matched their responsibilities and were also satisfied with the benefits given by the company.

Even though the study showed that cabin crew were satisfied with their income, comments were made that increasing employees' salary and flight per diem could increase their level of commitment. The rate of the per diem for each flight has been the same for almost a decade and needed to be adjusted. On the other hand, the respondents revealed that they were more than ready to work under stressful circumstances and they felt that the working environment was friendly. However, in terms of supervision, respondents had a low degree of satisfaction. Syptak, Marsland, and Ulmer (1999) suggested that organizational policies can be a great source of motivation for employees. Thus, the results of this study confirmed their theory as cabin crew did not believe in the fairness of the company's policies and they strongly disagreed with working under a minimal crew system. They felt that it was unfair to them since the management decided to cut the company budget by reducing the crew workforce on each flight. Therefore, cabin crew showed that their willingness to follow company policies was ranked at a moderate level, although they accepted that the policies were quite understandable. This study complied with

Rossukon Luechakeaittikul (รสสุคนธ์ ฤชาเกษียรติกุล, 2550)'s recommendation that companies should set policies that encourage the abilities and efficiency of employees.

Nevertheless, according to Maslow's Hierarchy of needs (1943), affiliation is something that one needs to be fulfilled in their lives. People are social animals and they need to be accepted by others. However, cabin crew felt that their ideas were not accepted and heard by the management team. Also, they indicated that the management did not count them as the company's primary resource. Thus, the level of company policy acceptance ranged at the low level.

Career advancement was also a factor keeping the cabin crew at the company. This aspect echoes Mitchell and Larson (1987)'s suggestion that employees will contribute more toward reaching a goal and will be more loyal to the organization. In this case, cabin crew moderately agreed with the opportunity for advancement at their job. Furthermore, Getchell (1975) stated that employees that were stimulated by challenging work were more loyal. Half of the respondents revealed that their duties were monotonous, although the level of loyalty was rated at a high level. At the same time, the crew was very satisfied with the training program provided; the result was ranked at a high level, which complied with Gomez-Meija, Balkin and Candy (2001)'s finding that training can improve job satisfaction and loyalty. Thus, management could improve this policy to suit their employees' needs. Lastly, Maslow (1943) said that human beings need to be secure in every way, including job security. From the research, cabin crew expressed that they were uncertain with the company's competency at present. They did not really believe that THAI was in a good position to compete with other airlines in the market. This can be considered an important issue; management should encourage and build trust in their crew to increase the level of organizational loyalty.

**5.3.4** The overall sense of loyalty of THAI crew was ranked at a high level. Most of them had never had the idea of resigning and would like to remain with THAI until retirement. The level of personal attachment to the company was also highly ranked and cabin crew loved the company as if it was their family member. At the same time, they were uncertain that their loyalty level would grow in the future and

moderately supported their family members to work with THAI.

However, in the case of some rumor happening, most of the cabin crew would be dissatisfied and be willing to defend THAI against the accusations. Lastly, the cabin crew agreed to lend the company a hand in order to rescue it from an economic crisis even if it would affect their monthly income.

#### **5.4 CONCLUSION**

From the discussion, it can be concluded that the degree of THAI cabin crew loyalty was ranked at a high level. They loved doing their job and never got bored with working with different colleagues, supervisors, or passengers. They had a high level of personal attachment to the company and did not have thoughts of resigning from THAI. Moreover, in case of a problem happening to the company, the cabin crew was ready to help.

In addition, the level of perception of personal problems caused by working factors was not outstanding. Most of them were rated at the moderate level, which included health problems, family problems and boredom. On the other hand, company policies and the management team were factors that cabin crew identified as needing adjustment. They felt that policies were unfair and that management should be more sincere with their employees. Even though they were satisfied with the present compensation rate, increasing the flight per diem and monthly salary would increase the level of their loyalty. To maximize the degree of loyalty, most of the respondents suggested that the management team should come up with more practical strategies. They did not have faith in the performance of management and wanted them to stop being corrupt. A trustworthy management team was something that cabin crew expected to see.

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

Based on the findings and conclusions of the study, the following recommendations are made for further research:

**5.5.1** The loyalty study could be done in other departments of THAI, such as with ground staff, ticketing and reservations, maintenance or the engineering division. Therefore, the overall loyalty of THAI employees could be measured more

accurately.

**5.5.2** Further study is suggested to find the relationship between the level of loyalty and subjects' demographic data, which was not included in this study.

**5.5.3** To measure the degree of loyalty in different periods, further studies should be done in different periods of time and the results should then be compared. This process would allow the organization to maintain a satisfactory loyalty level.