

Employee Satisfaction with a Technology Subsidiary Company in Thailand

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ABSTRACT: This research is quantitative in nature. The overall objective is to study satisfaction with the job as compared to personal factor of 286 employees at a technology company in Thailand. A structured survey questionnaire as the main instrument to collect data of which the reliability of test score is 0.95. The descriptive statistics used to analyze the data are percentage, mean and standard deviation, while inferential statistics used to test the hypotheses are t-test and One-way ANOVA.

The research finding revealed that the level of satisfaction with the job in overall was at high level. When considering each variable, it was found that: job security; acceptance; safety at work; relationship between policy and administration; wage, salary and benefit; work environment; and growth, progress and success were all at high level. For characteristics of job that promote growth and success at work, it was selected at medium level. The t-test did not show any difference. Whereas One-way ANOVA was tested for: job satisfaction; personal factor including age, marital status, number of dependents, educational level, work position, year of work, department of work and monthly compensation using LSD discovered that these influenced some differences in employees' satisfaction with the technology company at 0.01 and 0.05 respectively.

The findings from this research would be beneficial to organizational development and loyalty to the organization as well as determination to work happily. Therefore, the organization should motivate its employees so that they will be satisfied with the job. As a result, goals and objectives will be achieved as planned.

Keywords: Job satisfaction, employee, technology

1. Introduction

To do a business or involve in any industry, profit and loss have to be taken into account, while the process has to face competition in many aspects including quality of products and services, advertising and public relation, marketing as well as cost of production and others. Above all, the main problem most organizations have been facing at every era is how people work in the organization: particularly how most human resources can be optimized so that highest quality and quantity can be achieved.

Indeed, job satisfaction influences productivity. Quality of work depends largely upon job satisfaction. Therefore, the superiors or chiefs of works must understand what motivates employees to work their best. It may not be easy for employees to become satisfied. The management should know how to integrate internal and external motivational factors and (Gagne and Deci, 2005). This is because employees respond to work and work method in the organization differently.

Employee satisfaction is utmost important to the organization in terms of its efficiency and effectiveness of work all of which help the organization to achieve the organization's goals. In contrast, if personnels or staffs are not satisfied with work, it will cause some adverse effects on their attitudes towards works and related

activities and thus a lack of morale and eventually employee attrition. Failure will occur and the organization will fail to meet its goals.

Accordingly, there is a need to study employee satisfaction with a technology subsidiary company in Thailand of which the research findings can be used as a guideline for appropriate improvement or adjustment of the human resource policy of the organization.

2. Research Objectives

1. To study satisfaction level of employees at a technology subsidiary company
2. To compare the influences of personal factors on satisfaction of employees at a technology subsidiary company in Thailand.

3. Literature Review

Yoder (1958) defines job satisfaction as satisfaction with the job or work that leads to willingness to work on that job in order to meet the objective of the organization. The personnel is usually satisfied with the work when he or she receives the benefit materialistically or emotionally which satisfies his or her need. Good (1973) defines job satisfaction as quality or condition that constitutes level of satisfaction which derives from some interest in 10 aspects as follows: (1) Characteristics of work, (2) Command or Order, (3) Job security, (4) Company and its operation, (5) Work Status, (6) Financial Income, (7) Career Path, (8) Social Status, (9) Communication, and (10) Compensation from work.

And Gilmer (1975) defines job satisfaction as a combination of attitudes towards all components of works.

Herzberg et al. (1959) conducted a study in Pittsburg in Pensilvania to answer the question "Do people like their jobs? What makes people work?". Herzberg introduced two factoes which are Motivations Factors and Hygiene Factors both of which are related to dissatisfaction with work. Motivations Factors are factors that are directly related to work: they are factors that motivate people to like or love their jobs and thus make people satisfied or dissatisfied with the organization they work for. There are five components of Motivations Factors which are: (1) the work itself, (2) achievement, (3) responsibility, (4) recognition and advancement and growth in capacity. While Hygiene Factors are related to the work environment in which people must usually involve with. If people are not provided with these components, they may be dissatisfied with work. There are nine hygiene factors which are (1) Salary and benefit, (2) Opportunity to grow in the future, (3) Relationship with the superior, subordinate and colleagues, (4) Occupational status, (5) Communication technique, (6) Policy and administration, (7) Operational condition, (8) Privacy and (9) Job security.

As a matter of fact, job satisfaction does not only derive from environmental factor but also personal factor including gender, number of dependents, age, year of work, intelligence, level of education and personality.

French (1982) describes that employees or staffs who work in an organization will be satisfied with work when different aspects of their needs. This is in in line with Kotler and Armstrong (2002) who premise that human behavior occurs on motive or drive which are mechanizes strongly enough to strive to satisfy himself or herself. And people have different needs and wants. Aloisio, Coughlin and Squires (2021) also describe that factors relevant to satisfcation can be divided into two types: personal and organization. The personal factor that is significantly related to job satisfaction consists of age, health condition, freedom to make decision, morale, part of the team, work fatigue and stress. Sainju, Hartwell and Edwards (2021) describe that the most important thing for human resource management is to understand the value, motivation and factors that determine employee satisfaction. It was found that factors that influenced motivation were policy and administration, work environment, interpersonal relationship, wage, salary and benefit, job security, acceptance, the nature of the job and career path and success. While factors related to motivation were gender, age, marital status, number of dependents, level of education, work position, year of work, department of work and rate of compensation. If the organization can provide its employees with these factors, the employees will work effectively and efficiently. Furthermore, the employees will stay loyal and engaged with the organization in a sustainable manner.

The review of related literatures and researches helped the study establish the Conceptual Framework as follows.

4. Conceptual Framework

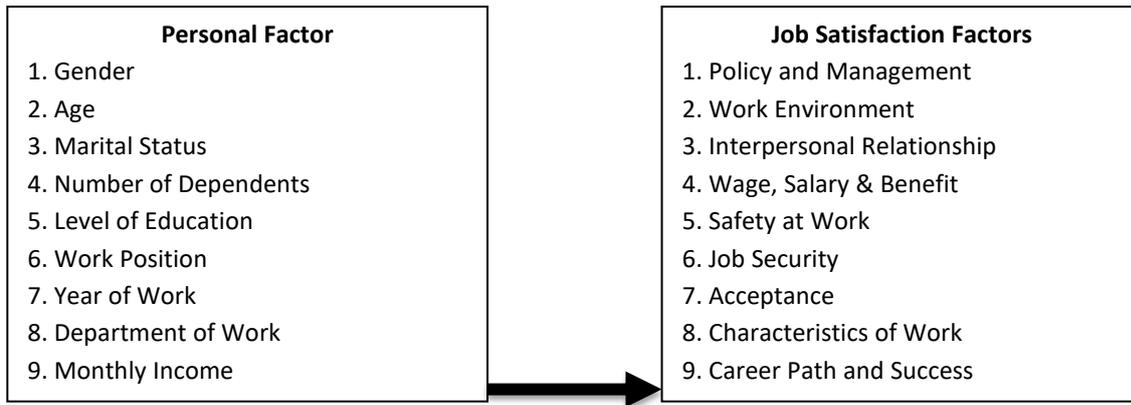


Figure 1 Conceptual Framework

5. Research Methodology

5.1 Population of the Study

This research is quantitative in nature. The population used in the study was 275 employees of a technology subsidiary company in Thailand using Taro Yamane (1973) formula with the level of confidence of 95%. Non-probability sample was used and convenience sampling was drawn from the population.

5.2 Research Instrument

The instrument used to collect data was a structured survey questionnaire in accordance with the standard of Herzberg et al. (1959) which can be divided into two parts. The first part consists of Personal Factor including gender, age, marital status, number of dependents, level of education, work position, year of work and monthly compensation. The other part consists of Motivation Factor that influenced employee satisfaction with a technology subsidiary company in Thailand including 9 components which are policy and management, work environment, interpersonal relationship, wage, salary & benefit, safety at work, job security, acceptance, characteristics of work and career path and success. The raking criteria was formatted with 5 point Likert Scale (Srisaard, 2010) with the range as follows: 4.51-5.00 = Best; 3.51-4.50 = Good; 2.51-3.50 = Moderate; 1.51-2.50 = Poor; and 1.00-1.50 = Least. A pilot sample of 30 respondents was tried out to test the reliability and it was significant at 0.97 (Alpha = 0.95) which was higher than 0.7 (Taveerat, 1997).

6. Data Analysis

1. **Descriptive statistics** used to analyze data include frequency, percentage, Mean and Standard Deviation.
2. **Inferential statistics** used to test the hypotheses include t-test, One-way ANOVA and LSD (Lest Significant Difference) at significant level of 0.05.

7. Research Findings

It was discovered that the majority of employees: were female (62.94%); aged 26-30 years (24.48%) and 31-35 years (22.03%); married (66.08%); had 3-4 dependents (76.92%); educated at secondary or vocational school (59.09%); worked at the operational level for 1-2 years (91.96%) in the production department (75.52%); and earned wages between 13,001 – 15,000 Baht (50.70%).

Satisfaction level of the employees was high in overall. When considering each variable, it was found that: job security had highest mean scores; acceptance came the second; safety at work; interpersonal relationship;

policy and management; wage, salary and benefit; and work environment were selected at high level. Whereas career path and success and characteristics of work were selected at medium level.

Table 1 Findings of a Comparison of Personal Factor and Satisfaction of Employees of a Technology Subsidiary Company in Thailand using t-test and One-way ANOVA with LSD

Satisfaction of Employees of a Technology Subsidiary Company in Thailand	Gender	Age	Marital Status	No. of Dependents	Education	Work Position	Year of Work	Work Department	Monthly Income
1. Policy and Management	2.680**	3.150**	3.591*	0.633	5.783*	2.680**	3.447**	0.382	17.679**
2. Work Environment	2.220*	4.776**	1.242	0.127	7.586*	2.220*	3.137*	1.574	15.477**
3. Interpersonal Relationship	1.434	0.873	0.942	0.446	3.526*	1.434	1.745	0.038	8.598*
4. Wage, Salary & Benefit	1.630	1.803	0.576	52.163**	3.045*	1.630	2.635*	0.737	10.849**
5. Safety at Work	3.075**	1.746	1.167	0.921	5.131*	3.075**	1.441	0.288	7.153*
6. Job Security	2.097*	2.742**	1.467	0.515	1.374	2.097*	1.597	0.518	4.332*
7. Acceptance	1.307	3.700**	4.056*	0.924	3.439*	1.307	1.339	1.266	8.389*
8. Characteristics of Work	3.368**	1.534	0.396	0.086	10.726**	3.368**	7.906**	4.589**	46.737**
9. Career Path & Work Success	1.252	1.175	2.347	0.094	9.161*	1.252	2.546*	1.066	20.719**

P<0.05*, P<0.01**

According to Table 1, the comparison of personal factor and satisfaction of employees of a technology subsidiary company in Thailand using t-test and One-way ANOVA with LSD method revealed that there were differences in every factor at significant level of 0.01 and 0.05 respectively.

8. Conclusion, Discussion and Recommendation

Satisfaction level of employees of a technology subsidiary company in Thailand was selected at high level for all seven items from nine items except career path and work success and characteristics of work that were selected at medium level.

9. Results of Test of Hypotheses

As for personal factor, it was found that different gender, age, status, number of dependent, level of education, work position, department of work and monthly income were related to satisfaction of employees of a technology subsidiary company differently at significant level of 0.01 and 0.05 respectively. This is in congruence with the established hypotheses and in line with research findings of Goretzki, Reuter, Sandberg and Thulin (2021) that measuring employee satisfaction was an important component of appropriate management. Also, there may be differences in employee satisfaction in accordance with differences in social background as described by Jaworski, Ravichandran, Karpinski and Singh (2018). They found that training in service organization was related with different aspects of benefits. This included consistency of work and work satisfaction which was in line with Raziq and Maulabakhsh (2015) in the sense that work environment and employee satisfaction were positively correlated. To run a business properly depends largely on goodworking

environment which will lead to positive employee satisfaction. This is to help achieve success and stay in the competition; to increase the effectiveness, efficiency productivity and determination of the employees.

10. Discussion

Policy and Management A company plans on work process regularly and assigns work according to skills, knowledge and competencies.

Work Environment A company should ensure unity between the personnel. There shall be no nepotism in the workplace. The workforce should separate personal from work matters.

Wage, Salary and Benefit Rate of compensation should match with the type of work and nursing room to provide remedy while working and getting sick.

Safety at workThe place of work should be free from the risk of accidents and free from toxic pollution that may cause various diseases.

Job Security The job position should be stable. The company must be able to pay compensation for working on a regular basis and the company should be reliable, famous and recognized.

Acceptance Personnel expects acceptance from colleagues and superiors as such gain trust from them to perform different duties and responsibilities.

Characteristic of Work Each employee should be able to complete the work assigned on his or her own right without any help from anybody. The work assigned must be suitable with knowledge and ability.

Career Path and Success Employees should be provided with opportunity to develop their competence by acquiring new knowledge and skill for work and work on the position they wish to perform.

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