

JOB SATISFACTION AND EMPLOYEE WELFARE: A CASE STUDY OF REGISTERED MEMBERS IN THE PROVIDENT FUND OF SUAN SUNANDHA RAJABHAT UNIVERSITY

Rungnapa Ruangrit¹, Sittichai Pintuma², Chutima Klaysung³

^{1,2,3}*Suan Sunandha Rajabhat University, Thailand*

Email: rungnapa.ru@ssru.ac.th¹; sittichai.pi@ssru.ac.th²; chutima.kl@ssru.ac.th³

ABSTRACT

This research focuses on assessing job satisfaction levels concerning welfare benefits among registered members of the Provident Fund at Suan Sunandha Rajabhat University. It compares satisfaction levels based on various individual factors. The study found a high overall satisfaction score (Mean = 4.16), with specific satisfaction areas including service providers (Mean = 4.49), information received (Mean = 4.10), benefits received (Mean = 4.03), and public relations regarding the fund (Mean = 4.00). The research sample consisted predominantly of female respondents (59.21%), with the highest representation from the 36-40 age group (48.38%). The majority earned a monthly income in the range of 25,001-35,000 Baht (48.38%), and the largest group was affiliated with the Faculty of Management Science (11.55%). Most respondents had 7-9 years of work experience (41.16%). A detailed analysis revealed no significant gender-based differences in satisfaction levels ($p=0.522$). However, age, income, department affiliation, and work experience showed significant variations in satisfaction (age: $p=0.009$, income: $p=0.000$, department: $p=0.002$, work experience: $p=0.000$). These findings offer valuable insights for enhancing employee welfare programs, suggesting that specific attention should be given to age, income, departmental affiliation, and work experience when considering improvements in welfare benefits.

Keywords: Satisfaction, Welfare, Suan Sunandha Rajabhat University Provident Fund.

INTRODUCTION

In the ever-evolving landscape of organizational well-being, understanding the nuanced interplay between job satisfaction and employee welfare remains a crucial pursuit (Alfes et al., 2018). This research embarks on a comprehensive investigation aimed at illuminating these complexities within the specific context of the Provident Fund at Suan Sunandha Rajabhat University. Building upon the work of Nantida Otkamon and Sawitree Suwannano (2020), who explored student website utilization and satisfaction levels, this study extends the focus to the organizational realm, specifically examining the levels of job satisfaction, particularly concerning the impact of welfare benefits, among active participants in the Provident Fund (Otkamon & Suwannano, 2020).

Our primary objectives are twofold. Firstly, we seek to delve into the intricate fabric of job satisfaction within the Provident Fund framework, aiming to discern the multifaceted threads that contribute to the overall well-being of active participants. Secondly, we endeavor to undertake a comparative analysis, dissecting the layers of job satisfaction based on individual factors unique to each member, building upon the concept of demographic-based variations in satisfaction highlighted by Otkamon and Suwannano's study (Otkamon & Suwannano, 2020).

As organizations navigate the ever-increasing complexities of fostering optimal work environments, understanding the specific factors influencing job satisfaction within the Provident Fund's unique structure and offerings becomes paramount (Wright & Cropanzano,

2000). This research, therefore, utilizes the Provident Fund as a distinct lens through which we can glean valuable insights into the dynamics of employee welfare and its influence on job satisfaction.

Through meticulous analysis, this study delves into the overarching satisfaction levels of Provident Fund members, offering a comprehensive understanding of the intricate relationship between job satisfaction, welfare benefits, and the professional experience within this specific organizational setting. Ultimately, we aim to contribute meaningful knowledge to the broader discourse on organizational well-being and human resource management, informing strategies for fostering more conducive and gratifying work environments in diverse organizational contexts.

RESEARCH OBJECTIVES

This research study was aimed to

- 1) To investigate the level of job satisfaction regarding welfare benefits among employees who are registered members of the Provident Fund at Suan Sunandha Rajabhat University.
- 2) To compare the job satisfaction levels based on individual factors among employees who are members of the Provident Fund at Suan Sunandha Rajabhat University, all of whom are registered members.

CONCEPTUAL FRAMEWORK

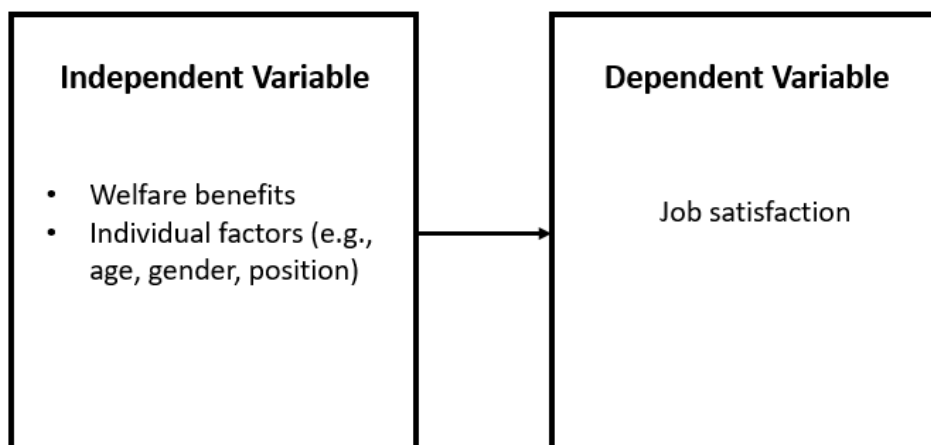


Figure 1. Conceptual Model of the Relationship Between Welfare Benefits and Job Satisfaction

This conceptual model depicts the hypothesized connection between welfare benefits and job satisfaction. The independent variable, welfare benefits, is indicated by the arrow pointing towards the dependent variable, job satisfaction. The model suggests a positive impact of welfare benefits on job satisfaction.

Additionally, the model incorporates individual factors as potential moderators influencing the relationship between welfare benefits and job satisfaction. These factors may encompass age, gender, position, and other individual characteristics. The model proposes that the association between welfare benefits and job satisfaction may vary based on these individual factors.

METHODOLOGY

The research utilized a quantitative approach, employing a structured questionnaire to investigate the job satisfaction of employees registered in the Provident Fund at Suan Sunandha Rajabhat University for the fiscal year 2023. The survey instrument consisted of three sections, each serving specific purposes.

Section 1: General Information

This part focused on gathering general information about the respondents, encompassing personal factors such as gender, age, job category, education level, marital status, years of employment, average monthly income, and department. Questions were presented in a checklist format.

Section 2: Satisfaction Assessment

In this section, the Likert Scale was employed to gauge employees' satisfaction with welfare benefits. Each question offered five response options, ranging from "Least Satisfied" to "Most Satisfied." The Likert Scale was accompanied by importance ratings:

- 1: Least Important
- 2: Less Important
- 3: Moderately Important
- 4: Important
- 5: Most Important

Mean scores were interpreted based on absolute criteria, classifying them into different levels of importance.

Scoring Criteria for Mean Values:

- 4.51 – 5.00: Extremely High
- 3.51 – 4.50: High
- 2.51 – 3.50: Moderate
- 1.51 – 2.50: Low
- 1.00 – 1.50: Extremely Low

Section 3: Personal Factors Comparison

This segment aimed to compare the satisfaction levels regarding personal factors among employees registered in the Provident Fund. Questions followed a checklist format and were designed to assess individual characteristics.

Data Collection:

Primary data were collected through an online questionnaire distributed to a sample of 277 participants. Secondary data were sourced from academic literature, journals, books, and internet resources to inform and refine the questionnaire. The study was conducted at Suan Sunandha Rajabhat University, with data collection spanning from October 1, 2022, to August 20, 2023.

Data were analyzed using the Statistical Package for the Social Sciences (SPSS). Descriptive statistics, including frequencies, percentages, Means, and standard deviations, were employed. The analysis focused on personal factors and satisfaction levels, presenting results in the form of percentages, Means, and standard deviations. Comparative analyses, such as T-Tests and F-Tests, were conducted to compare satisfaction levels based on personal factors.

RESULT

The analysis of personal data from the survey respondents, who formed the sample group for this research, revealed the following findings:

Regarding gender, the majority of the respondents were female, accounting for 164 individuals or 59.21%, while there were 113 male respondents, also representing 59.21%. In terms of age distribution, the largest group was in the 36-40 age bracket, with 134 individuals making up 48.38% of the respondents. This was followed by those aged 41-45 years, numbering 64 and comprising 23.10%, and the 46-50 age group, with 22 respondents accounting for 7.94%.

In the aspect of average monthly income, the most common income range was between 25,001 to 35,000 Baht, with 134 respondents or 48.38%. The next most common income bracket was between 45,001 to 55,000 Baht, accounting for 64 individuals or 23.10%, followed by those earning above 55,001 Baht, representing 29 respondents or 10.47%.

Regarding the affiliated departments, the highest number of respondents were from the Faculty of Management Science, totaling 32 individuals or 11.55%. The Faculty of Science and Technology followed with 25 respondents (9.03%), and the College of Industrial Management and Service with 24 individuals (8.66%).

In terms of work experience, the largest group had 7-9 years of experience, with 114 individuals representing 41.16%. This was followed by those with more than 9 years of experience, totaling 82 respondents or 29.60%, and those with 3-6 years of experience, comprising 53 individuals or 19.13%.

Table 1 Level of Importance of Employee Satisfaction with Welfare Benefits as Registered Members of the Provident Fund at Suan Sunandha Rajabhat University

| No. | Aspect of Satisfaction | Mean | S.D. | Level of Opinion | Rank |
|-----|-------------------------------------------|------|--------|------------------|------|
| 1. | Benefits Received | 4.03 | 0.1218 | High | 3 |
| 2. | Information Received | 4.10 | 0.3132 | High | 2 |
| 3. | Public Relations about the Provident Fund | 4.00 | 0.2483 | High | 4 |
| 4. | Service Providers | 4.49 | 0.1651 | High | 1 |
| | Overall | 4.16 | 0.2121 | High | |

From Table 1 shows a generally high level of satisfaction among employees who are registered members of the Provident Fund at Suan Sunandha Rajabhat University. Service providers received the highest satisfaction rating, followed by information received, benefits received, and public relations regarding the fund.

Table 2 Comparative Analysis of the Satisfaction Levels of Provident Fund Members, Categorized by Gender

| Gender | N | Mean | S.D. | t-Value | Significance |
|--------|-----|-------|-------|---------|--------------|
| Male | 113 | 40.79 | 0.835 | 0.641 | 0.522 |
| Female | 164 | 59.21 | 0.778 | | |

*Significant at the .05 level

Table 2 presents a comparison of the satisfaction levels regarding the welfare benefits among employees who are registered members of the Provident Fund at Suan Sunandha Rajabhat University, categorized by gender. The analysis indicates that there is no significant

difference in satisfaction levels between male and female members, with a significance value (Sig) of .522, which is greater than the .05 threshold.

CONCLUSION

This research delves into the intricate dynamics of job satisfaction and employee welfare within the context of the Provident Fund at Suan Sunandha Rajabhat University. A meticulous examination of the demographic landscape, comprising 277 respondents, unravels a narrative where the majority, constituting 59.21%, are women, while 40.79% are men. The age spectrum paints a nuanced picture, with the zenith in the 36-40 age bracket at 48.38%, followed by 41-45 years (23.10%) and 46-50 years (7.94%). The financial tapestry reveals that 48.38% fall within the income bracket of 25,001-35,000 Baht.

A spotlight on departmental participation highlights the Faculty of Management Science at the forefront with 11.55%. As the sands of professional tenure settle, the preeminence lies with members boasting 7-9 years of work experience, comprising 41.16% of the respondent pool.

The overarching sentiment echoes a symphony of contentment among Provident Fund members. A panoramic view reveals a resounding endorsement of satisfaction, with particular accolades showered upon service providers and the quality of information disbursed.

However, the narrative weaves itself into a tapestry of diversity when individual factors are meticulously examined. Gender, age, income, departmental affiliation, and job tenure emerge as the orchestrators of a nuanced melody of satisfaction. It is in these subtleties that the richness of the narrative is uncovered.

In conclusion, the research distills the essence of a remarkably high level of job satisfaction among Provident Fund members. Yet, this symphony is not homogenous; it resonates differently in the cadence of age, income, and work experience.

The epilogue of recommendations delineates a path forward. Continuous knowledge transfer programs and the crafting of a bespoke handbook stand as pillars to fortify and elevate the Provident Fund experience. This research, akin to an ardent conductor, underscores the necessity of tailoring welfare initiatives to the individual, orchestrating a harmonious blend that ensures sustained satisfaction among Provident Fund members.

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