Monetary Welfare Affecting Nonmonetary Welfare For Sustenance Of Private Employees During The COVID-19 Pandemic

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Abstract

This study aimed to provide private companies with information for policymaking related with welfare, management, welfare management in private companies to optimize efficiency. This study examined monetary welfare that affected non-monetary welfare in sustenance of private employees during the COVID-19 pandemic. This study was quantitative and studied 400 private employees in Songkhla Provinces using multiple regression statistics and found that:

1) Monetary welfare for private company employees in Songkhla Province overall was rated average (1.90)

2) Non-Monetary welfare for private company employees in Songkhla Province overall was rated average (2.07)

3) Increase in monetary welfare such as health, economic, future security, and education also lead to increase in non-monetary welfare.

Keywords: Welfare, Private Companies, Songkhla Province, Monetary Welfare, Non-Monetary Welfare

Introduction

Songkhla Province's economic structure in 2017 depended mostly on industry and had the largest size and highest potential in Southern Thailand per Fig.1

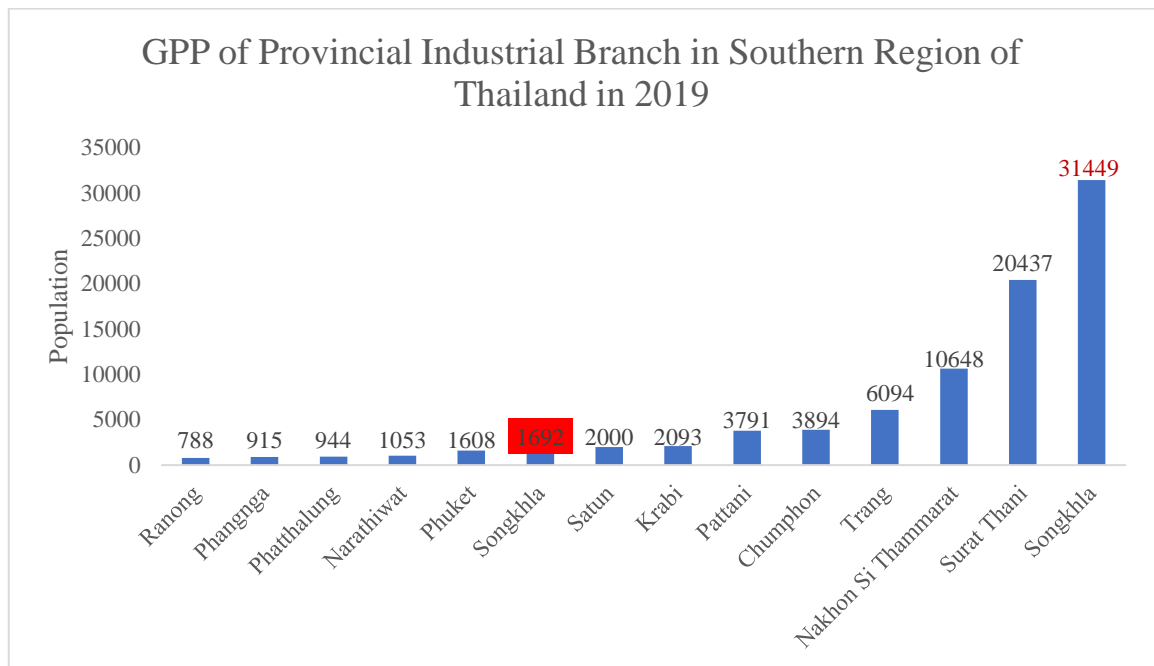## GPP of Provincial Industrial Branch in Southern Region of Thailand in 2019

Fig 1. GPP of Industry Sector in Southern Thailand in 2019. Source: (Integrated Provincial Administration Committee, Songkhla Province, 2019; Songkhla Provincial Development Plan 2018-2022)

Along with readiness in many aspects, consisting of three border crossing points with Malaysia that had the highest economic value in the country, along with deep-water ports, international railway, and international airport. The industrial sector was influential for the provincial economy (Integrated Provincial Administration Committee, Songkhla Province, 2019; Songkhla Provincial Development Plan 2018-2022). In addition, information now had important role in life whether in education, economic, social, or even administrative factors. Information was the heart of national development that drove social changes. All the science, all the sectors, all used information for benefit, decision-making, problem solving. Information could be used to indicate success or failure of the organization, leading to sustainability development.

Human Resources Management was a very important mission for business. Currently, human resources management in Thailand was highly advanced in both public and private sectors. Most successful organizations saw importance of human resources as valuable and capable of allowing the organization to be successful. Still, many organizations did not adhere to fair treatment, mainly stuck with the management's own idea and attitude, without adequate welfare, leading to high turnover and ignorance of employees' demands. This led to low morale, loyalty, and productivity. Human resources management thus was so important no organization could afford to avoid or overlook in their own operations and care of basic blocks, that also affected company image.

Human resources management comprised work analysis, recruitment, selection, induction, appointment, training, assessment, compensation, welfare, health and safety, labor relations, etc. (Shalini, 2020). Welfare was a major mechanism in human resource management to attract

capable and smart person to the company, and keep them with the company in short and long terms. There were two types of welfare (1) monetary welfare such as bonus, health insurance, life insurance, healthcare fee, education find, paid leave (Srimanta, 2017), incentive, annual pay rise, accommodation, allowance, fuel, telephone, marriage pay, ordaining fee, funeral pay, best worker prize, emergency fund, provident fund, etc, and (2) non-monetary welfare such as desirable assignments, uniforms, safety gear, buses, accommodation, free laptop, annual health checkup, health checkup base on risk, flexible work hours, language classes (English, Chinese), lunch, visits, birth money, parties, sport event, gym, meditation room, first-aid room, special leave, and special discount for company products, etc.

Welfare was found to vary from one company to another and usually were insufficient for the employees' needs, so there were following demands (1) Bonus, (2) lawful holiday and leaves, (3) social security, (4) health insurance, (5) overtime pay, (6) special saving, (7) healthcare pay for family members (8) flexible working time, (9) life insurance, (10) incentive (JobThai.com, 2018) (11) life insurance (12) healthcare pay (13) education fund (Srimanta, 2017).

It was found that during the COVID-19 pandemic from 2019 to today, pay rise was seldom or none. Overtime work was almost not paid in private companies, but most employees did not quit the job, possibly due to available welfare that kept the employees with the company (Milkovich, Newman and Gerhart, 2011, p.11-14).

Therefore, the researcher thought that study for minimal, appropriate welfare for private companies that was affordable during the crisis such as the COVID-19 pandemic so that it could be a guideline for private companies to apply. This study used Songkhla Province as a case for study due to it being the largest industry-dependent economy in Southern Region with future growth (Ministry of Industry, 2021). This study aimed to examine monetary welfare that affected non-monetary welfare of companies in Songkhla Province, called the Southern Industrial Center of Thailand that could keep employees with them.

Research Hypothesis

Monetary welfare did affect non-monetary welfare of private companies in Songkhla Province.

Literature review

Welfare

Welfare means benefit granted to employees by employer as services, objects, money, or activities provided by the organization to the members regardless of performance (Mikovich and Newman, 2011, p.660). Kendong (2014) stated that welfare provided by Ananda Development PCL to its employees could be divided into seven main groups 1) Healthcare welfare such as annual health checkup, patient gift, medicine, and group health insurance. There were three plans based on job positions: life insurance, accident insurance, IPD, OD and dental work. 2) Economic welfare such as work uniform, provident fund, telephone pay, shuttle buses, parking lot, work allowance, transportation allowance, position allowance, and condolence gift, 3) Motivational welfare such as discount/special privileges in buying houses and condominiums and Long Service Award, 4) Educational welfare such as training and development, 5) recreational welfare such as newspaper, team building, new year's party, club activity, and traditional festivals, 6) environmental incentive such as kitchen, refreshments, restroom, workroom, and equipment, 7)

Holidays such as annual holidays, traditional holidays and leave.

Compensation

Compensation means expenses paid by the company o employees, whether in monetary form or not to promote efficient work per the employee's duties and responsibilities, along with morale, status and wealth (Soonthorndecha, 2018).

Components of compensation

Soonthorndecha (2018) laid out concept on components of compensation, in monetary and non-monetary form as follows:

1) Financial compensation: 1.1) direct monetary payment which is paid directly by the employer according to laws such as pay, salary, overtime and those paid by the organization such as bonus and commission (based on performance), experience pay, qualification pay, shift pay, and transportation allowance, 1.2) indirect monetary payment that was required by law such as social security, unemployment pay, including compensation provided by the organization during traditional holidays, leaves, sick leaves, and other benefits such as healthcare, life insurance, retirement pension, lunch, clothing, residence and child support.

2) Non-financial compensation was 2.1) Job description that appealed to the employees such as being interesting, challenging, prosperous, free, respectful, and proud, 2.2) Job environment such as good work environment, policy, and compensation, along with fair assessment, good command and control, good team, job security, good health and safety, flexible work time and being able to comment, for example. (Milkovich, Newman and Gerhart, 2011, p.11-14) explained payment of diverse compensation to the employee (Total Returns) in two parts (Total compensation and relational returns): 1) Total compensation was divided into two types: 1.1) cash compensation such as base pay, merit/cost of living, short-term incentive, and long-term incentive, 1.2) non-monetary compensation in terms of benefits such as income protection, work/life balance pay, allowance, 2) relational returns were proportional to performance such as recognition and status, employment security, challenging work and learning opportunity. Therefore, it could be concluded that compensation meant every form of reward handed out by the company to its employees whether in monetary or non-monetary form for their performance to motivate them to work, build morale and their own wealth. Compensation could be split into two types: monetary and non-monetary. In this work, the researcher examined welfare and split them into two types: monetary and non-monetary.

Concept of satisfaction

This work brought the concept of pay satisfaction mentioned by Heneman and Schwab (1985). The concept or theory of satisfaction meant deep feelings of the person that compared what they got with what they expected to get. There were two types of expressions related with that feeling: positive and negative (Jamjumrat, 2014). Therefore, when the person's needs were met, they would be satisfied (Williams, Brower, Ford, Williams and Carraher, 2008). There were studies in four factors:

1. Pay level satisfaction – overall feeling (positive and negative) of the employee towards monetary and non-monetary welfare paid by the employer.

2. Benefit satisfaction - overall feeling (positive and negative) of the employee towards changes in welfare type and budget paid by the employer.

3. Raise Satisfaction is the overall positive and negative perceptions of an employee regarding a change in the type of benefits

and the budget of the benefits provided by the employer.

4. Structure and Administration Satisfaction - overall feeling (positive and negative) of the employee towards welfare management and budget issued by the employer.

Related works

Kendong (2014) examined the needs of welfare in employees of Ananda Development PCL and found that most wanted flexible welfare as "The Unlimited Choice Plan" that had main welfare and limit so the employee could "shop" for their own benefit according to the provided limit. Differences in generation, status and work experience led to different welfare management satisfaction level, along with usefulness and performance per welfare.

Irarat (2016) examined the needs and satisfaction toward personnel welfare in Department of Student Affairs, Khon Kaen University to make guideline for solving problems in welfare service. It was found that the needs and satisfaction toward personnel welfare came from healthcare, education, social and recreational activities, while the student affair staff wanted safety, education, and welfare.

Nagrugsa (2016) examined satisfaction toward welfare and welfare management that affected fatigue and career commitment of professional nurses. The work found ability to predict fatigue and career commitment using satisfaction of welfare and welfare management, which could mildly predict. That meant welfare and welfare management could only nominally increase career commitment and alleviate fatigue.

Ranguppai (2017) examined relationship between satisfaction of welfare and loyalty to the organization in employees of Sirikarn Intertrade Co., Ltd. and found that company loyalty was very high when factors like desire, willfulness and confidence were considered. Safety, recreation and bonus or support pay were highly rated.

Srimanta (2017) examined welfare management that affected performance of civil servants in Public Disaster Prevention and Mitigation staff in Bangkok and found that management of monetary compensation such as pay, special pay, annual bonus, welfare and benefits, and non-monetary compensation such as career opportunities, pride, respect, and work environment motivated the staff, and affected their performance.

Research framework

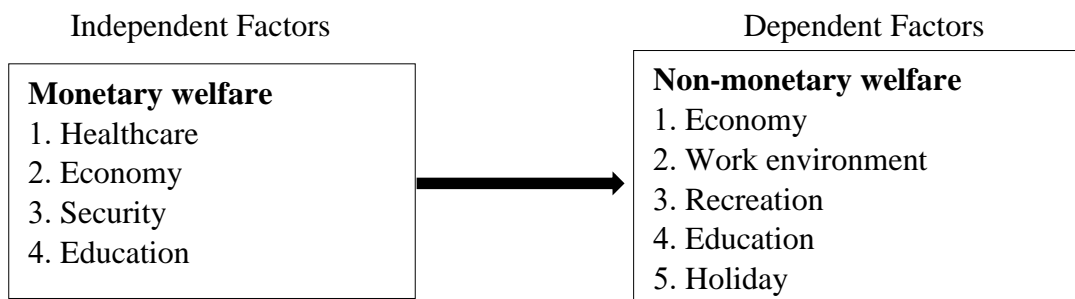Examination of related concepts, theories and works led to the research scope in Fig. 2.

Independent Factors   Dependent Factors

Monetary welfare
1. Healthcare
2. Economy
3. Security
4. Education

Non-monetary welfare
1. Economy
2. Work environment
3. Recreation
4. Education
5. Holiday

Fig 2. Research framework

Research Method

This work was quantitative study using survey, with following method:

1.Population were 61,259 private employees. Data was obtained from Department of Industrial Works on 3 December 2020 (Department of Industrial Works, 2020)

2.Sample were 400 private employees in Songkhla Province. The sample size was calculated using Yamane's formula (Yamane, 1973, p. 286) with 0.05 error being factored in. The sample was selected by accidental random sampling.

3.The research tool was a survey form with close-ended, rating-scale questions with 5-level interval scale.

4.The research tool was validated by three experts. Correctness, language and validity of the tool were checked, and the IOC was 1.00. then, 30 copies of the survey form were tried on non-sample employees. Cronbach's Alpha Coefficient was .963 compared with the minimal acceptance score of 0.70, and thus was deemed excellent (Nunnally, 1978).

5.Data collection was done by handing online survey forms to sample group in Songkhla province and waiting until all the forms were returned.

6.Data analysis was done through descriptive statistics such as mean, frequency, percentage, and standard deviation. Inferential statistics like multiple regression analysis was used to test the hypothesis.

7.Importance rating was done in five levels, four meant highest, three meant high, two meant averages, one meant low, and zero meant none. The result was interpreted by average of 0-4 rating. Average of 0.00 – 0.80 meant no benefit, 0.81-1.60 meant low benefit, 1.61 – 2.40 meant average benefit, 2.41 – 3.20 meant high benefit and 3.32 – 4.00 meant very high benefit.

Research Result

Personal information

The result found that most of the sample group were female (89%) and 31% were male, aged between 26-33 years (36%), 34-41 years (29%), 18-25 years (16.8%), 42-49 years (14.5%) and over 50 (3.8%). Over half of the sample group had lower than bachelor's degree in education (62.3%), 35% had a bachelor's degree, and 2.8% had higher than bachelor's degree. Most of the employees had worked for 1-3 years (28%), 24.5% had worked for 4-6 years, 17.8% had worked for more than 10 years, 17.3% had worked for 7-9 years and 12.5% had worked for less than a year. 42% earned less than 10,000 a month, 38.8% earned between 10,001 – 20,000 baht a month, 38.8% earned 20,001 – 30,000 baht a month and 6.8% earned more than 30,000 baht a month. 50.7% were single, 44.3% were married, and 5% were divorced or widowed.

Monetary welfare of private employees in Songkhla Province

Table 1 Mean, standard deviation, and quantity of overall welfare for the employees, representing monetary welfare for private companies in Songkhla Province.

monetary welfare of private companies	$\bar{x}$	S.D.	Quantity
Health insurance	2.75	1.257	High
Accident insurance	2.43	1.280	High
Bonus	2.42	1.083	High
Dental allowance	2.39	1.234	Moderate
Incentive	2.29	1.153	Moderate
Life insurance	2.26	1.221	Moderate
Shift pay	2.09	1.211	Moderate
Provident Fund	1.94	1.190	Moderate
Condolence gift	1.91	1.099	Moderate
Off-site work commuting allowance	1.89	1.219	Moderate

Childbirth gift	1.89	1.083	Moderate
Food allowance	1.88	1.138	Moderate
Position pay	1.80	1.199	Moderate
Exercise pay	1.76	1.099	Moderate
Marriage gift	1.73	1.037	Moderate
Monthly telephone pay	1.72	1.087	Moderate
Healthcare for family members	1.70	1.058	Moderate
Power and water support	1.69	1.021	Moderate
Fuel allowance	1.65	1.037	Moderate
Ordaining gift	1.63	0.949	Moderate
Child education support	1.58	0.957	Low
Housing loan support	1.51	0.947	Low
Discount for the company's house and condominium	1.45	0.894	Low
Master's degree scholarship	1.32	0.724	Low
Overall	**1.90**	**0.737**	**Moderate**

Table 1 showed that overall quantity of monetary welfare was average with the score of 1.90. It was found that three factors were rated as high: health insurance, accident insurance and bonus with the mean of 2.75, 2.43 and 2.42 respectively. There were 17 factors rated average: Dental allowance, Incentive, Life insurance, Shift pay, Provident Fund, Condolence gift, Off-site work commuting allowance, Childbirth gift, Food allowance, Position pay, Exercise pay, Marriage gift, Monthly telephone pay, Healthcare for family members, Power and water support, Fuel allowance, Ordaining gift with the mean of 2.39 ,2.29 ,2.26 ,2.09 ,1.94 ,1.91 ,1.89 ,1.89 ,1.88 ,1.80 ,1.76 ,1.73 ,1.72 ,1.70 ,1.69 ,1.65, and 1.63 respectively. There were four factors that were rated low: Child education support, Housing loan support, Discount for the company's house and condominium, and Master's degree scholarship with the mean of 1.58, 1.51, 1.45, and 1.32 respectively.

Non-monetary welfare of private employees in Songkhla Province

Table 2 Mean, standard deviation, and quantity of overall welfare for the employees, representing non-monetary welfare for private companies in Songkhla Province.

Non-monetary welfare of private companies	$\bar{x}$	S.D.	Quantity
Annual leave	2.89	1.117	High
Funeral leave (for death of parent(s) and family members)	2.68	1.211	High
Employee parking lot	2.58	1.212	High
Uniform and safety gear	2.51	1.228	High
Availability of workplace and tools	2.51	1.203	High
Training	2.50	1.057	High
Canteen	2.48	1.146	High
Traditional activities	2.34	1.154	Moderate
Marriage leave	2.22	1.246	Moderate
Graduation leave	2.13	1.243	Moderate
Flexible Hour	2.12	1.174	Moderate

Paternity leave	2.08	1.153	Moderate
Refreshments	2.06	1.117	Moderate
Annual sports event	2.06	1.057	Moderate
Examination leave	1.97	1.167	Moderate
Post Exchange	1.86	1.071	Moderate
Library or reading corner	1.82	0.963	Moderate
Dormitory	1.79	1.132	Moderate
Shuttle bus	1.78	1.135	Moderate
Lactation room	1.78	0.997	Moderate
Lunch	1.77	1.184	Moderate
Exercise room and gear	1.75	0.955	Moderate
Club activity	1.71	0.977	Moderate
Company stock ownership	1.52	0.983	Low
Company car	1.43	0.901	Low
Nursery	1.43	0.823	Low
Overall	2.07	0.727	Moderate

According to Table 2, overall non-monetary welfare was rated average at the mean of 2.07. Examination of factors showed that seven were rated high: Annual leave, Funeral leave (for death of parent(s) and family members), Employee parking lot, Uniform and safety gearι, Availability of workplace and tools, Training, Canteen with the mean score of 2.89, 2.68, 2.58, 2.51, 2.51, 2.50, and 2.48 respectively. 16 were rated moderate: Traditional activities, Marriage leave, Graduation leave, Flexible Hour, Paternity leave, Refreshments, Annual sports event, Examination leave, Post Exchange, Library or reading corner, Dormitory, Shuttle bus, Lactation room, Lunch, Exercise room and gear, and Club activity with the mean score of 2.34, 2.22, 2.13, 2.12, 2.08, 2.06, 2.06, 1.97, 1.86, 1.82, 1.79, 1.78, 1.78, 1.77, 1.75 and 1.71 respectively. Three factors were rated low:

Company stock ownership, Company car, and Nursery with the mean score of 1.52,1.43 and 1.43 respectively.

Hypothesis test result
Hypothesis test used multiple regression analysis to calculate coefficient of the variable. The multiple regression analysis examined relationship between independent and dependent variables to examine the former's effect on the latter. The hypothesis was as follows:

Hypothesis Monetary welfare did affect non-monetary welfare of private companies in Songkhla Province.
The researcher compared differences between monetary and non-monetary welfare in Songkhla Province-based private companies. At least one factor affected non-monetary welfare with statistical significance of .05 as shown in Table 3.

Table 3 comparison of differences between monetary and non-monetary welfare in Songkhla Province-based private companies.

Variance source	SS	Df	MS	F	p-value
Regression	146.945	4	36.736	226.037	.000**
Residual	64.197	395	.163		

Total	211.141	399			

Note: n = 400 *p-value < .05, **p-value < .01

The researcher used regression analysis by entering. In this study, factors were defined and the dependent factor was non-monetary welfare in Songkhla Province-based private companies (Y) and independent variable which was the average of health (X1) economy (X2) security (X3) and education (X4). The result is shown in Table 4.

Table 4 Factors affecting non-monetary welfare in Songkhla Province-based private companies

Model	Unstandardized Coefficients		Standardized Coefficients	t-test	p-value
	B	Std. Error	Beta		
Constant	.564	.057		9.934	.000**
Healthcare (X1)	.175	.031	.222	5.699	.000**
Economy (X2)	.310	.037	.330	8.355	.000**
Security (X3)	.159	.022	.260	7.136	.000**
Education(X4)	.136	.022	.212	6.284	.000**
R = 0.834 R^2 = 0.696 Adjusted R^2 = 0.693 Durbin-Watson = 1.883					

Note p-value < .05, **p-value < .01

Table 4 showed the Durbin-Watson value as 1.883 and four monetary welfare factors that affected non-monetary welfare in Songkhla Province-based private companies: of health (X1) economy (X2) security (X3) and education (X4) with statistical significance of .05. Predictive factors were then built into the following formula:

$$Y = 0.564 + 0.175 \ X1^* + 0.310 \ X2^* + 0.159 \ X3^* + 0.136 \ X4^*$$

According to the regression formula, the monetary welfare as predictive factors were healthcare (X1) economy (X2) security (X3) and education (X4) that could predict 69.60% of non-monetary welfare in Songkhla Province-based private companies. The rest were factors other than those studied and could be explained as follows:

Healthcare (X1) had coefficient of 0.175 which meant adding one unit of healthcare welfare would lead to addition of 1.175 unit to non-monetary welfare in Songkhla Province-based private companies.

Economy (X2) had coefficient of 0.310 which meant adding one unit of economy welfare would lead to addition of 0.310 unit to non-monetary welfare in Songkhla Province-based private companies.

Security (X3) had coefficient of 0.159 which meant adding one unit of security welfare would lead to addition of 0.159 unit to non-monetary welfare in Songkhla Province-based private companies.

Education (X4) had coefficient of 0.136 which meant adding one unit of education welfare would lead to addition of 0.136 unit to non-monetary welfare in Songkhla Province-based private companies.

Conclusion and Discussion
From the conclusion, it could be discussed as follows:
1. Most of the sample group were female (69%), aged between 26 -33 years (36%) had education lower than bachelor's degree

(62.3%) had work experience between 1-3 years (28%), earned less than 10,000 baht a month (42%) and were single (50.7%).

2. Monetary welfare in Songkhla Province-based private companies' mean and standard deviation analysis revealed that overall, the level of welfare received by the employees were moderate with the mean of 1.90. Closer analysis showed that three factors had high rating: health insurance, accident insurance, and bonus respectively. 17 factors were rated moderate: Dental allowance, Incentive, Life insurance, Shift pay, Provident Fund, Condolence gift, Off-site work commuting allowance, Childbirth gift, Food allowance, Position pay, Exercise pay, Marriage gift, Monthly telephone pay, Healthcare for family members, Power and water support, Fuel allowance, and Ordaining gift. There were four factors that were rated low: Child education support, Housing loan support, Discount for the company's house and condominium, and Master's degree scholarship respectively.

3. Non-monetary welfare in Songkhla Province-based private companies' mean and standard deviation analysis revealed that overall, the level of welfare received by the employees were moderate with the mean of 2.07. Closer analysis showed that seven factors were rated high: Annual leave, Funeral leave (for death of parent(s) and family members), Employee parking lot, Uniform and safety geart, Availability of workplace and tools, Training, and Canteen. 16 were rated moderate: Traditional activities, Marriage leave, Graduation leave, Flexible Hour, Paternity leave, Refreshments, Annual sports event, Examination leave, Post Exchange, Library or reading corner, Dormitory, Shuttle bus, Lactation room, Lunch, Exercise room and gear. Three factors were rated low: Company stock ownership, Nursery and company car respectively.

4. Study of effect of monetary on non-monetary welfare of companies in Songkhla Province revealed that four types of monetary welfare affected non-monetary welfare of companies in Songkhla Province: Economy, security, healthcare and education respectively with statistical significance of 0.05 that could predict 69.60% of non-monetary welfare of companies in Songkhla Province. That meant in case of future crisis such as COVID-19 pandemic, if welfare had to be reduced, at least four non-monetary (economy, security, healthcare and education) should not be cut. This concurred with Irarat (2016) which found that the needs and satisfaction toward personnel welfare came from healthcare, education, social and recreational activities were important for staff welfare development. In addition, Srimanta (2017) found that management of monetary compensation such as pay, special pay, annual bonus, welfare and benefits, and non-monetary compensation such as career opportunities, pride, respect, and work environment motivated the staff, and affected their performance.

Recommendation:

1) State management related with labor protection and company board should enact policy during financial crisis for every company that retain at least four types of welfare: economy, security, healthcare and education.

2) About non-essential welfare that could be suspended during financial crises were monetary such as company car, fuel allowance, marriage gift, ordaining gift, exercise pay, healthcare for family members, while non-monetary welfare such as dormitory, lactation room, shuttle bus, lunch, exercise room and gear, club activity, stock

ownership, nursery and company car could be done away with.

3) After the crises and recovery, the company should quickly reinstate the welfare for welfare and human dignity.

Suggestions for future research

The employees should be aware that in time of national and worldwide crises, income would be so severely affected that companies are forced to suspend welfare to keep the companies afloat. The employees thus should cooperate with the companies to survive the crises together. Therefore, demand of additional welfare during such precarious time would be counterproductive and might result in companies being shut down altogether, resulting in unemployment. It is recommended that the employees should accept this event.

Implications

Limitation

Acknowledgement

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