

Chapter 5 Conclusion, Discussion And Recommendations

5.0 Introduction

This chapter presents conclusions, discussions and recommendations. The discussion is based around the objective of the research aims. The aims and objectives of the study were: 1) to assess managerial efficiency of NGOs in Chiang Mai to determine which type of organization is most efficient and 2) to assess and compare current levels of job satisfaction in mixed and paid staff in NGOs in Chiang Mai. This chapter firstly provides conclusions then followed by discussion and recommendations.

5.1 Conclusion

As mentioned earlier, DEA was used to measure the efficiency levels of the 7 organizations in the study. This approach is based on a comparison of organizations within the study and therefore organizations which are deemed technically efficient are so in relation to others in the data set.

The results from the study indicate that there is no relationship between technical efficiency and type of employees an organization has. For example: of the 2 organizations (NGOCM2 and NGOCM5) which are both technically efficient, NGOCM2 is a mixed organizations and NGOCM5 is an organization that employs only paid staff. This result indicates that there is no direct relationship between efficiency of an organization and the type of its employees.

The main question being asked in objective 2 is whether or not organizations with higher levels of job satisfaction are more efficient than those with lower levels of job satisfaction or vice-versa. The results for this seem to indicate that those organizations which ranked higher in job satisfaction also performed better in terms of efficiency. The following table explains this in more detail.

Table 5.1 Comparison of DEA and JSS with Type of Organization

Organization	DEA Score CRSTE	JSS Score (Average)	Type of Organization
NGOCM1	0.523	147.24	Mixed
NGOCM2	1	145.19	Mixed
NGOCM6	0.021	129.43	Mixed
	0.515	140.62	Averages for Mixed
NGOCM3	0.155	144.91	Paid
NGOCM4	0.02	126.63	Paid
NGOCM5	1	164.22	Paid
NGOCM7	0.845	147.4	Paid
	0.505	145.79	Averages for Paid

As table 5.1 indicates; NGOCM5 which was technically efficient had the highest job satisfaction score and in addition to this NGOCM2 which was also technically efficient had a score of 145.19 which is also on the higher side in comparison with other organizations in the study. Another organization to take note of is NGOCM7, although this organization did not get a perfect DEA score it was fairly close to being technically efficient with a score of 0.845. NGOCM7 also had the second highest job satisfaction score. On the other hand, the 2 organizations with the lowest job satisfaction scores were also the 2 organizations that were the least efficient with DEA scores of 0.020 and 0.021.

However, despite the fact that there does seem to be a slight relationship between efficiency and job satisfaction it is important to note that the researcher set out to compare organizations with mixed staff and paid staff. Keeping this in mind it is evident from the results that there is no distinct relationship between mixed or paid staff and their JSS and DEA scores. For example; the results show that of the technically efficient organizations, 1 had paid staff and the other had mixed staff. Similarly, of the 2 organizations which ranked lowest in terms of their DEA score 1

was a mixed organization and the other was a paid organization. In addition to this if we take a closer look at NGOCM4 and NGOCM5 which have paid staff we can see that NGOCM4 has the lowest job satisfaction score whereas NGOCM5 ranked the highest.

5.2 Discussion

Job Satisfaction Survey (JSS)

One of the main strengths of the JSS is that since its development it has been used by numerous organizations to best assess job satisfaction in their employees. Given that the JSS is made up of perceptual and attitudinal variables, the pattern of scoring of the JSS subscales is unique to each organization (Spector, 1985).

However, the JSS or a similar job satisfaction questionnaire has not previously been conducted in NGOs in Chiang Mai and for this reason it was difficult to find comparable data. The JSS proved easy to administer, complete and analyze.

Reliability of the data collected from the NGOs can be argued to have been threatened by "participant error" (Saunders, 2003). It is possible that the particular day and time that the participants were feeling especially low or especially high when they responded to the questionnaire. In order to control this Saunders (2003) suggests the researcher select a neutral time when participants are feeling neither overly low nor overly high. In this particular situation it was difficult to ascertain what would have been a neutral time to distribute the questionnaires. Based on personal motivation each individual in these NGOs had different perspectives and reactions to the ongoing situation within their organization. Some were wary of redundancy, others of being placed in less-desirable roles. Undoubtedly these attitudes will have been reflected in their responses to the JSS. In addition to this, there were a few NGOs that had

recently had internal surveys that were similar to the JSS and this may have caused these employees to be disinterested in taking part in the JSS.

The researcher chose not to add any further questions (such as age and the number of years in service) to the original questionnaire in order to focus the respondents' thoughts on the important issues. Given this could have added depth to the overall analysis of current levels of job satisfaction in the HR personnel, the researcher chose to ensure the questionnaire's face validity: Having said this, the researcher did provide a separate sheet of questions which were important to know for this particular study such as, gender, nationality and whether or not they were paid or volunteer staff.

Given the nature of work that NGOs are involved in, the researcher found it difficult to be able to meet with each and every employee involved in the NGOs in the study. On many occasions employees were out of the country or where in the field. This meant that administering the JSS questionnaires took a lot of time and also influenced the response rate of respondents. Despite these challenges the researcher was satisfied with the relatively high response rate (68.13%)

5.3 Data Envelopment Analysis (DEA)

Data Envelopment Analysis is a very useful technique in determining which organizations are efficient and which ones are not. The researcher thoroughly enjoyed the experience of researching this technique and applying it to this particular study. Given that the researcher was unable to find any previous research on a similar topic it became quite a challenge to use at times as there was nothing to fall back on.

The inputs and outputs that were finally decided upon seemed to be most pertinent in terms of indentifying the levels of efficiency among NGOs in Chiang Mai. By using the inputs; *number of staff and expenses/budget for a particular period* the researcher felt that any inefficiency that could occur in an NGO would most-likely stem from these two factors. For example, an organization could be inefficient if it has employees that are not fully being utilized which in turn could mean that the organization may have too many employees than are needed. The reasoning behind

using expenses/budget on the other hand was because sometimes organizations may not be utilizing their budget most efficiently. For example, there may be too much money going into administration costs and not enough on actual projects. This would clearly mean that fewer lives are being impacted (output) than could be if the budget was used properly.

It is important to remember that “DEA is primarily a diagnostic tool and does not prescribe any reengineering strategies to make inefficient units efficient. Such improvement strategies must be studied and implemented by managers by understanding the operations of the efficient units” (Talluri, 2000). This is definitely a drawback of using this technique however it is very useful in identifying areas where improvements can be made by managers in order to improve efficiency.

Ultimately, the DEA data collection was easy as all of the information required was obtained from the structured interviews or from the NGOs annual reports.

5.4 Recommendations

In order to provide recommendations the researcher focused on the averages of the DEA and JSS scores for each type of organization. Table 5.2 below shows these averages.

Table 5.2 JSS Average per Type of Organization

DEA Score CRSTE	JSS Score (Average)	Type of Organization
0.515	140.62	Mixed
0.505	145.79	Paid

The DEA scores for mixed and paid organizations are almost identical with a difference of only 0.01. This is a clear indication that the type of employees; whether they are paid or volunteers makes no difference to the efficiency of the organization.

5.4.1 Recommendation One

In order for these organizations to improve with respect to efficiency the researcher observed that these organizations must decrease their inputs while maintaining their current outputs. Given that only 2 organizations have DEA scores of 1 (fully efficient) it is evident that the majority of these organizations have the need to decrease their inputs. For example; organizations that are not fully efficient can either decrease the number of employees they currently have or can better manage their budgets for their given projects. Only by decreasing their inputs can these organizations operate at an optimal level like organizations NGOCM2 and NGOCM5.

The researcher recommends that managers of organizations NGOCM1, NGOCM3, NGOCM4, NGOCM6 and NGOCM7 take some time to identify areas where their inputs can be better utilized.

5.4.2 Recommendation Two

Regarding the JSS averages for the 2 types of organizations it is clear that those organizations which have paid staff have a better job satisfaction score than those which are mixed. Once again this is only marginal (5 point difference) but this result may not portray an accurate picture of the differences of job satisfaction between paid and mixed organizations due to a small sample size in this study.

As mentioned earlier in chapter 4, organizations which had a job satisfaction score between 108 and 144 were deemed to be ambivalent in regards to their job satisfaction. Organizations which had a score of 145 to 216 were perceived to be satisfied. Table 5.2 clearly shows that the mixed organizations fall under the ambivalent category whereas paid organizations are in the satisfaction category.

The researcher recommends that all organizations need to reassess their employees job satisfaction levels as there were no organizations that achieved particularly high scores. Organizations NGOCM4 and NGOCM6 in particular need to work harder on lifting the motivation and satisfaction levels of their employees.

5.4.3 Recommendations for Further Study

It would be useful for any future study on this topic to get access to more organizations to take part in the study. If this means looking at all of Thailand as opposed to only Chiang Mai then despite the difficulties that may occur in gathering the necessary data the researcher believes the study would become more comprehensive.

Additionally, a comparison could be made between NGOs and Government organizations that do similar humanitarian work to assess whether there is a difference in levels of job satisfaction as well as technical efficiency.

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