

## **Assessing Employees' Belongingness for Long-Term Sustainability of the Company: A Case of G Company, Bangkok, Thailand**

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### **ABSTRACT**

Employees' belongingness is related to the long-term sustainability of the company and determines the core competitive talent advantage of the company. However, many companies, especially small-medium enterprises in Bangkok, have been plagued by the weak Employees' belongingness and high employees' turnover. This study examined the influencing factors on Compensation&Benefits, company culture, professional training, and career development four aspects of employees' belongingness in G company Bangkok, Thailand. The objectives of this study are first to conduct an assessment of the employee's belongingness. Second, to propose an improvement plan to enhance employees' belongingness for G company. This study employed a structured questionnaire comprises of 25 questions. The total actual participant respondents were 48. The researcher used descriptive statistics for demographic data and multiple regression analysis to test the relationship between Compensation&Benefits, company culture, professional training, career development, and employees' belongingness. The finding of this paper indicated that there a positively strong relationship between Compensation&Benefits, company culture and employees' belongingness based on the data obtained from the survey, the researcher proposed an employees' belongingness improvement plan for G Company.

**Keywords:** employees' belongingness, compensation & benefit, company culture, professional training, career development

### **Introduction**

Internet technology has broken the monopoly of a few multinational corporations, prompting thousands of SMEs and individuals to become participants in international trade and becoming a fundamental force in promoting international trade. SMEs are an important carrier for entrepreneurship and innovation, also can play a unique role in meeting customers' small or special needs for certain products. The Small and Medium Enterprise Promotion Office revealed that small and medium-sized enterprises are the main driving force for the growth of Thailand's economy. The unemployed rate in Thailand is only 1.1% (Trading Economics, 2017), which shows that employees have more opportunities to choose their employment. Besides, the demand for talents in the

market is greater than that of supply, and the situation of frequent employee turnover is becoming more and more serious.

### **Statement of Problem**

SMEs are an important part of the world's economic systems. The demand for talents in the Thailand labor market is greater than that of supply. High employees' belongingness can be highly engaged in work, have high work efficiency, and be proactive. Employee belongingness good for organizational team building and helps to reduce the cost of human resource management. The company under study is facing the problem of new employees' early departure, lack of satisfaction, role clarity, and unclear business core value. The purpose of this study is to assess the employee's belongingness of the company, determine the influencing factors of the employee's belongingness of the company, and propose an improvement plan for the employee's belongingness of the company.

### **Research Objectives**

1. To conduct an assessment on employee's belongingness.
2. To propose an improvement plan to enhance employees' belongingness.

### **Research Questions**

1. What is the current situation of the company on employees' belongingness in terms of compensation and benefit, company culture, professional training, and career development?
2. What could an improvement program be proposed for compensation and benefit, company culture, professional training, and career development?

### **Research Hypotheses**

- H1a. Compensation & Benefits has a significant influence on improving employees' belongingness.
- H1o. Compensation & Benefits has no significant influence on improving employees' belongingness.
- H2a. Company culture has a significant influence on improving employees' belongingness.
- H2o. Company culture has no significant influence on improving employees' belongingness.
- H3a. Professional development has a significant influence on improving employees' belongingness.
- H3o. Professional development has no significant influence on improving employees' belongingness.

H4a. Career development has a significant influence on improving employees' belongingness.

H4o. Career development has no significant influence on improving employees' belongingness.

## **Review of Literature**

### **Employees' Belongingness**

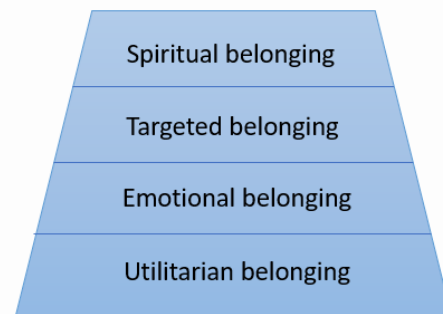
Employees' belongingness is essentially the organization's sense of organization. It is a specific statement in the enterprise to reflect the tacit understanding between employees and organizations.

Employee's belongingness refers to the sense of identity, fairness, security, value, mission, and achievement of employees after a period of work. These feelings are finally transformed into the sense of belonging of employees, which is mainly manifested in the following aspects:

- Be able to consider the unit-related issues from the perspective of organization interests and personal interests and be willing to exchange more personal efforts for fairer and reasonable personal returns at work.
- Be able to actively use their own experience to innovate and improve work efficiency
- Actively cooperate with the management of the organization.
- Have high expectations for the organization and have high self-stability.

Employees' belongingness can be reflected in job satisfaction, specifically the attitude of individuals to their work. Employees with high job satisfaction can be highly engaged in work, have high work efficiency, and be proactive. For example, be proud of the organization's achievements. Be able to help new colleagues actively and actively publicize the company's philosophy and culture.

The results show that if managers want to retain employees, they should concentrate on improving their sense of organizational belonging; this can be achieved by increasing employees' sense of identity with the organization, their importance to the organization, and the opportunities available to employees. In this way, the organization provides employees with security, clarity, and trust. Employees' response to this is loyalty to the organization. (FeiPing, 2014).

**Figure 1***Four Levels of Belongingness- Li Pin*

The utilitarian belonging is the lowest level of belonging. This tendency to belong is directly based on a material basis. It is expressed that when the group has sufficient ability to meet the material needs of its members, people tend to belong to a group; When this condition is not available or suddenly lost, this vesting tendency disappears. It should be noted that the utilitarian referred to the study includes both material interests and the reputation or status of non-material interests. Therefore, utilitarian belonging is unstable.

Participatory belonging is a high level of belonging. At this level, utilitarian influences still exist, but they are never as decisive as they were at the previous level. At this time, the individual has a further understanding of the group, and no longer simply regards the relationship between himself and the group as a relationship of interest, but closer cooperation.

Emotional belonging, the relationship between individuals and their groups has abandoned utilitarianism, showing a sense of identity. This makes the behavior of group members more normative and directional, and the motivation of this normative behavior comes from the group members' dependence and identity (Wang, 2016).

Targeted belonging, because of the individual's recognition and recognition of group goals, the psychological process of internalization of group goals into individual goals, and their external behavior, group members show a stronger tendency to belong to the group, which has strong stability (Diltz, 2015).

Spiritual belonging is a high-level form of belonging, which comes from the natural attachment, obedience, loyalty, selflessness, and even devotion to the organization to which the individual belongs due to his deep understanding of the organizational culture. It has a strong spiritual motivation.

A sense of belonging can be directly related to commitment, which is described as “the power to link individuals to goals (social or non-social) and the way they act about that goal.” (Sua, Bairda & Blair, 2009). In this study, the binding force is divided into two parts: formal and informal. Formal commitment is related to action commitment and organizational commitment (Vandenberghe, Bentein, & Stinglhamber, 2004). Informal commitment is related to interpersonal commitment.

Based on the survey of Maxwell Huppert (2017): “What would make you feel like you belong at the company where you work?” shows 59% of respondents said when being recognized for my accomplishments. 51% feel belonging to the organization when they have opportunities to express opinions freely. Moreover, 50% feel that their contributions to team meetings are valued. 48% chose transparent communication about important company developments. 46% feel that team cares about employees as a person. 37-39% chose feedback on personal growth, being assigned work deemed important for the team, and having the company values align with personal values. Being a part of important company meetings is a 24% choice of respondents.

Workplace attribution can be defined as the degree to which a person is included, supported, and integrated into a psychosocial work environment to some extent. Their research shows that the sense of belonging in the workplace is related to emotional health (depression, anxiety, stress). It should be pointed out that depressive symptoms can affect the degree of ownership of individual experiences, but generally speaking, it is suggested that the workplace as a social environment plays an important role in the subjective well-being of employees.

This chapter provides an overview of existing literature about talent, talent management, talent attracting, talent retention, and independent variables.

Corporate belonging is a special sense of organizational belonging. The sense of belonging is a term in the theory of Erich Fromm, which means psychological security and a sense of implementation.

In 1943, American psychologist Abraham Maslow put forward the theory of demand hierarchy in “A Theory of Human Motivation” and believed that “the need for belonging and love” is an important psychological need of human beings. Only when this need is met, can people “Self-realization.”

Becker (1960) proposed “Organizational Commitment,” which he believes is an increase in the “unilateral input” of members of the organization that is willing to devote himself, education, energy, time, and skills he has acquired to the organization. This concept ignores the reverse role of the organization for members. In 1970, Buchanan further explored the concept of Becker. Buchanan believes that organizational commitment is more manifested in the emotional dependence and recognition of

members of the organization. Buchanan made a strong attack on Becker's definition of organizational belonging as an economic tool.

After that, most researchers use questionnaires, establish models, analyze paths and other methods to verify the impact of various factors on organizational belonging, and use data analysis to obtain the extent and effect of the impact. These various approaches open up a new field of research on the sense of belonging of the organization: Kanter (1968) suggests that this sense of belonging can be defined as the fundamental emotional connection between the individual and the group.

In 1974, based on his research, Buchanan further concluded that the sense of belonging is an individual's emotional belief in the relationship between organizational goals and values and personal goals. From the perspective of psychology, organizational belonging is a kind of psychological attitude or tendency of individuals to the organization; this is closer to modern theory. In 1982, the model of sociology to conclude that organizational belonging is an internalized socialization process in which the concept, norms, and concepts of the organization are constantly instilled.

After the 1990s, Mathieu & Zajac used the theory of meta-analysis to summarize the five factors of personal characteristics, role status, job characteristics, team-leader relationship, and organizational characteristics.

Meyer & Allen's three-factor model of organizational belonging in 1990. This theory further subdivides the influencing factors into the degree of challenge perceived by the individual, the characteristics of the organization's management, the values of the organization, the participation rate of the members of the organization, the interaction between the members of the organization, and the fairness of the organizational system. It further raises the importance of the individual.

Maling, Wang Yu, Xing Yun, 1989 first proposed the "Research on the Organizational Commitment of Enterprise Employees." He uses classification methods to classify organizational belonging into five categories: a utilitarian sense of belonging, a participatory sense of belonging, a sense of belonging to pro-attributes, and a sense of belonging. At the same time, he particularly emphasizes that these five types are a kind of complex existence, that is, various types may be random transformations or may exist in one subject at the same time.

After the discussion on the belonging organizational system appeared in Liu changing, 1998, they used the more popular interview questionnaires, which played a good reference for the author's research. Finally, they concluded that the sense of organizational belonging includes emotional commitment, ideal commitment, normative commitment, economic commitment, and opportunity commitment. Through the

verification of second-order factor analysis, these five commitments can be divided into two second-order factors: psychological factors and social factors.

Further analysis of the factors affecting organizational belonging is Ma wenfan, (2014). In his research, he pointed out that many details are also factors in the sense of belonging of employees, including job differences, length of service, number of resignations, and number of promotions. In 2008, he conducted research and development in the context of Chinese Culture and concluded that leadership style is also an important factor influencing the formation of the employee organization.

Wang Yanming (2001) used the Yoon model and analyzed the factors of employee enterprise belonging in the context of oriental culture from the perspective of work-related variables, related organizational variables, and individual characteristic variables, and obtained the company's loyalty and occupational length. The impact of a work commitment on employee ownership or job satisfaction. Of course, they also pointed out that job satisfaction is an intermediate variable in the sense of belonging of employees. The author adopted this view in this study.

From the perspective of enterprises, Ma Wenfang (2014) concluded in the "Seven Factors Affecting the Sense of Ownership of Enterprises": the cultivation of employees' sense of belonging should be from communication, fairness, innovation, leadership demonstration, and regulation. The customs and etiquette, the good corporate image, and the harmonious interpersonal relationship and other aspects.

In general, the definition and influencing factors of organizational belonging are mainly from the study of organizational traits, personal characteristics, and job characteristics, and use of psychology, personality traits, demographics (gender, age, values), and other disciplines such as public management, organizational policy, and fairness.

## **Company Culture**

Corporate Culture refers to the beliefs and behaviors that determine how employees and management interact and handle external business transactions. Often, corporate culture is implicit, undefined, and evolves organically over time from the cumulative characteristics of employees. The company's culture will be reflected in its dress requirements, business hours, office settings, employee benefits, turnover, recruitment decisions, customer treatment, customer satisfaction, and other aspects of the operation.

By 2015, corporate culture will not only be created by the founders, managers, and employees of the company but also be influenced by national culture and traditions, economic trends, international trade, company size, and products (Ren Xinhua, 2016).

More simply, corporate culture is the way an enterprise accomplishes in an organization. It is the guidance to promote organizational action and guide employees to think, act, and feel. This is a set of systematic assumptions that define everyday work behavior. Culture can be described as circularly. Philosophy expresses value; value is embodied in behavior, and behavior gives meaning to a basic philosophy. Philosophy, values, and behavior describe an organization's Culture and Culture as the glue of the organization together. "(Sarah, & Daniel, S. J, 2000)

Corporate Culture can also be seen as a system, which includes input from the environment and output from behavior, technology, and products. It is "full of vitality and mobility and will never be static. In some cases, culture may be effective at the same time, but not at another time. There is no general good culture. However, there are general health and pathological patterns. "(Hagberg & Amp; Heifetz, 2000)

At first, corporate culture was shaped by the goals of leaders and companies. Then, it develops under the constraints of environment, technology, leadership value, and performance expectations. "The initial culture changes with company design variables, company experience, management leadership style, company structure, nature of group tasks, decision-making methods, and company size. Besides, the development culture is influenced by the company's internal integrity, climate, and the company's influence and effectiveness in the market competition. "

## **Professional Training**

Professional development refers to a variety of educational experiences related to personal work. Doctors, lawyers, educators, accountants, engineers, and personnel of various professions and enterprises participate in professional development, learn and apply new knowledge and skills to improve their performance at work. Professional training is a guided process of employee training (Davis, 2017)

Increased participation: According to the International Survey on Teaching and Learning (TALIS) of OECD (2008), the concept of school as a learning organization is becoming more and more popular in education. Teachers who use more diverse teaching practices and participate more actively in professional learning communities also report higher levels of self-efficacy, receive more feedback and evaluation of their guidance, and report more participation in PD activities outside schools. However, it is not clear from these correlations what the causes are and what the effects are. (Retrieved from Cambridge Assessment Retry: <http://www.oecd.org/education/talis/>)



## **Career Development**

Education and training. The power of informal learning should not be underestimated, as much as 90% of organizational learning is done through informal work networks (O'Reilly, & Chatman.,1986)

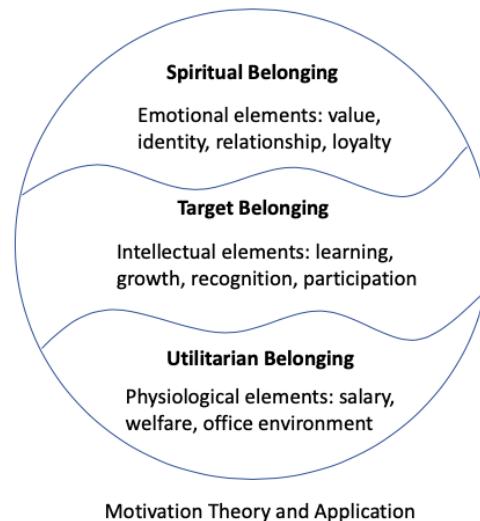
Great changes have taken place in the workplace over the past few decades, and today's changes are continuing. These changes have reduced the universality of traditional career patterns; on the contrary, a very different career pattern has developed.

Career management is increasingly seen as a self-directed activity to increase career options within and across companies. (Zhou, 2013). Company training is a new term used in various self-directed career management plans.

The career development process has changed from one in which employees assumed they would remain in one company and move up through a progression of mandatory career development training programs and activities.

## **Theoretical Framework**

The theoretical framework of this study combined the Maslow Hierarchy of needs and Four levels of belongingness. Maslow first proposed his concept of a hierarchy of needs in his book "Motivation and Personality" in 1943. This hierarchy shows that people have the motivation to meet basic needs before moving to other higher-level needs. Four-level of belongingness was proposed in 2010 by LuPin; it shows four different levels of belongingness and different performance.

**Figure 2***Theoretical framework of this study*

Source: Developed by the researcher

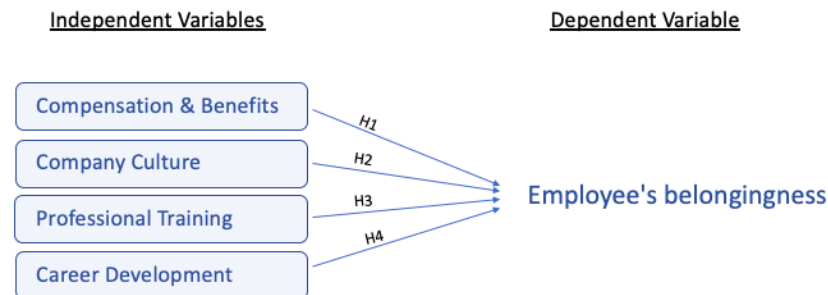
Based on the four-level of belonging, the formation of belonging is utilitarian. People need to survive, and the organization can provide the basic physiological element (the elements of survival) like food, living space, community to people. For the people working for a company, the basic need is salary, welfare, insurance, office environment, and holiday. These elements are visible elements that can feel, touch, and can immediately effect on employees' belongingness.

Then the utilitarian belongingness will transform into the target belongingness. In this level, the reason for belonging is not only for survival but also for the goal of a vision. When people settle down in a working environment, they will seek a way to improve and achieve their goals, esteem, and self-actualization. Learning and growth are intellectual elements that can lead people to achieve their goals, and during this improving process, employees build a strong connection with the company.

Belongingness to a family is a spiritual belonging. Emotional elements build this kind of belongingness. Emotional belonging, the relationship between individuals and their groups has abandoned utilitarianism, showing a sense of identity. This makes the behavior of group members more normative and directional, and the motivation of this normative behavior comes from the group members' dependence and identity.

**Figure 3**

*The conceptual framework for this study*



Source: Developed by the researcher

The conceptual framework of this study is based on the Motivation theory and Maslow's hierarchy of needs theory. Thus, the researcher comes up with four influencing factors of employees' belongingness as four independent variables for this study: compensation & benefits, company culture, professional training, and career development. The dependent variable is the employee's belongingness.

### **Compensation & Benefits**

Compensation pays more attention to attracting talents in the short term, whereas welfare reflects the long-term commitment between enterprises and employees.

At the same time, well-designed welfare plays a positive role in cultivating employees belongingness, because it also reflects the concern and respect for employees. Thus, many employees seeking long-term development in the enterprise are more likely to agree with welfare than a simple high salary.

Employees' feelings towards the company also need a material basis, which is determined by natural attributes because we need to survive. Salary can improve the basic security for the life of employees, so it is the most direct and realistic return, and can most effectively meet the basic requirements of employees. Thus, compensation and benefits are a basic influencing factor in employee belongingness.

## **Company Culture**

American psychologist Maslow mentioned in The Theory of Human Motivation that when a person's physiological needs are met, he will turn to the need for higher respect and self-realization. Not only the material benefits, company values like trust, care, respect, and harmonious relationship between employees can make employees feel like a family, full of belongingness.

If a company does not have the value identity in employees and employer, then it is difficult for individuals of the company to have strong cohesion.

Company culture is a set of values, behavior habits, and a company quality advocated by management and practiced by each employee. Generally, the goal of company culture is to integrate employee values and corporate values, and ultimately transform them into productivity to serve the company. It is a key step to build a company "society." Company culture is an influencing factor in employees' belongingness is their spiritual level.

## **Professional Training**

For employees' belongingness, the utilitarian belonging is realized by material, while the spiritual belonging is realized by emotion. However, the transition from utilitarian belonging to spiritual belonging can be promoted through learning and growth.

Provide a training program not only to improve employee's professional skills but also to the core competencies of the company and built around between company and employee. Professional training includes hard skill working skills like installation, Microsoft Office, products, and soft skills, for example, communication(language), teamwork, and work ethic.

## **Career Development**

When individuals and organizations have the same goal, individuals have a clear identification of organization, are more willing to work with organizations to find their self-value while working and improving with the organization. Draw the career path for employees of the organization is a way to let employees follow the company and set a goal with the organization. In this study, the researcher tries to understand how this variable influent employee's belongingness.

## **Research Method**

The researcher designed a "Employees' Belongingness Questionnaire" to conduct a sample survey. The questionnaire of this thesis adopts a Likert self-evaluation four-point scale investigation method. According to the five research variables, the researcher comes up with 25 survey questions. Items are arranged according to four psychological

levels with a score of 1(strongly disagree); 2 (disagree); 3 (agree); 4(strongly agree). The total population of G company is 51, and the sample size is 48.

For the validity of the questionnaire, the researcher plan to invited three experts to estimate the content validity and calculated the index of item objective congruence.

**Table 1**

*Reliability Statistics*

Variables	Cronbach's Coefficient Alpha
Compensation & Benefit	0.714
Employee Belongingness	0.759
Company Culture	0.703
Professional Training	0.628
Career Development	0.799

Based on the results above, all the questions the Alpha Co-efficient test is greater than 0.6. Thus, all the questions from 5 variables are reliable to apply.

## Results and Discussion

The researcher examined the relationship between variables in this study by using Person Correlation analysis. The correlation coefficient was employed to testing the relationship of compensation & benefit, company culture, professional training, career development with employees' belongingness. Multiple Linear Regression analysis was used to examine the relationship between compensation & benefit, company culture, professional training, career development, and employees' belongingness. Moreover, examine the effects of independent variables (compensation & benefit, company culture, professional training, career development) on dependent variables (employees' belongingness).

**Table 2.**

*Pearson Correlation Analysis*

		Correlations				
		CB	CC	PT	CD	EB
CB	Pearson Correlation	1	.726**	.321*	.430**	.944**
	Sig. (2-tailed)		.000	.026	.002	.000
	N	48	48	48	48	48
CC	Pearson Correlation	.726**	1	.489**	.510**	.812**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	48	48	48	48	48
PT	Pearson Correlation	.321*	.489**	1	.450**	.419**

	Sig. (2-tailed)	.026	.000		.001	.003
	N	48	48	48	48	48
CD	Pearson Correlation	.430**	.510**	.450**	1	.473**
	Sig. (2-tailed)	.002	.000	.001		.001
	N	48	48	48	48	48
EB	Pearson Correlation	.944**	.812**	.419**	.473**	1
	Sig. (2-tailed)	.000	.000	.003	.001	
	N	48	48	48	48	48

\*\* . Correlation is significant at the 0.01 level (2-tailed).

\* . Correlation is significant at the 0.05 level (2-tailed).

Remarks: CB=compensation & benefits, PT=professional training, CD=career development, CC=company culture, EB=employee's belongingness

Pearson correlation analysis was used to examine the relationship between the dependent variable and independent variables. From the table above, we observe that the correlation coefficient (r) between variable compensation & benefit, and employee belongingness is 0.944. This shows that there is a very strong positive correlation between compensation & benefit and employee belongingness with statically significant at level .000. It was found that the correlation coefficient (r) between variable company culture and employee belongingness is .812. This shows that company culture has a strong positive correlation with employee's belongingness with statically significant at level .000. It was also found that the correlation coefficient (r) between professional training and employee belongingness is .419. This shows that professional training has a moderate positive correlation with employee belongingness. The correlation coefficient (r) between variable career development and employee belongingness is .473, which means there is a moderate positive correlation between career development and employees' belongingness.

Hypothesis H1– H4 was analyzed by the method of multiple linear regression.

**Table 3**

*Coefficients of multiple regression analysis*

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.258	.178		-1.447	.155
	Career development	.002	.043	.002	.036	.971
	Professional training	.072	.057	.061	1.259	.215
	Company culture	.221	.062	.234	3.558	.001
	Compensation & benefit	.806	.064	.754	12.617	.000

a. Dependent Variable: EB

Table 3 shows that the signification of variable career development is .971, greater than .05 means career development is not signification. The signification of variable professional training is .215, greater than .05 means professional training is not signification. The signification of variable company culture is .001, less than .05 means company culture signification. The signification of variable compensation & benefit is .000, less than .05 means compensation & benefit explained a significant amount variance uniquely in employee belongingness.

Based on the data obtained from the survey, the hypothesis of this study is discussed as follows:

### **Hypothesis 1:**

H1a. Compensation & Benefits has a significant influence on improving employees' belongingness.

H1o.Compensation&Benefits has no significant influence on improving employees' belongingness.

The results from correlation analysis showed that there is a statistical relationship between Compensation & Benefits and Employees' belongingness. The Correlation(R) is .944, which means Compensation & Benefits has a very strong positive relationship with employees' belongingness. From the data of coefficients of regression analysis, the signification of variable compensation & benefit is .000 less than .05 means compensation & benefit explained a significant amount variance uniquely in employee belongingness. Thus, null hypothesis 1 was rejected, and H1a was accepted. Therefore, Compensation & Benefits has a significant influence on improving employee belongingness for G company.

### **Hypothesis 2**

H2a. Company culture has a significant influence on improving employees' belongingness.

H2o. Company culture has no significant influence on improving employees' belongingness.

The results from correlation analysis showed that there is a statistical relationship between Company culture and Employees' belongingness. The Correlation(R) is .812, which means company culture has a very strong positive relationship with employees' belongingness. From the data of coefficients of regression analysis, the signification of variable company culture is .002 less than .05 means company culture explained a significant amount variance uniquely in employee belongingness. Thus, null hypothesis 2 was rejected, and H2a was accepted. Therefore, company culture has a significant influence on improving employee belongingness for G company.

### Hypothesis 3

H3a. Professional training has a significant influence on improving employees' belongingness.

H3o. Professional training has no significant influence on improving employees' belongingness.

The results from correlation analysis showed that there is a statistical relationship between professional training and Employees' belongingness. The Correlation(R) is .419, which means professional development has a moderate relationship with employees' belongingness. From the data of coefficients of regression analysis, the signification of variable professional training is .215, greater than .05 means professional training is not signification. Thus, null hypothesis 3 was failed to reject. Therefore, professional training has no significant influence on improving employee belongingness for G company.

### Hypothesis 4

H4a. Career development has a significant influence on improving employees' belongingness.

H4o. Career development has no significant influence on improving employees' belongingness.

The results from correlation analysis showed that there is a statistical relationship between training and career development. The Correlation(R) is .473, which means career development has a moderate relationship with employees' belongingness. From the data of coefficients of regression analysis, the signification of variable career development is .971, greater than .05 means career development is not signification. Thus, null hypothesis 4 was failed to reject. Therefore, career development has no significant influence on improving employee belongingness for G company.

### Conclusion

According to the data that indicated in chapter 4, the means of variable Compensation & Benefits is 3.09, which means the 48 respondents were relatively agreed with their current company Compensation & Benefits in G company. Among the five questions for this variable, the respondents mentioned *"My working environment is not comfortable for me"*; The means of variable company culture is 2.88, show that 48 respondents disagreed with the company culture, the respondent mentioned disagreed on *"I can communicate effectively with my leader," "I understand my company's value," "I involve in the decision making"*; The means of that variable professional training is 3.07 which means the 48 respondents were relatively agreed with their current company



professional training. Respondent mentioned agreed on *“I can communicate effectively with my leader,” “I regularly receive feedback from my organization,”* and *“My job fits my personal goal”*; The mean of career development is 2.92, which means the 48 respondents disagreed with their current company career development.

Thus, the compensation & benefits and company culture variables have the strongest correlation with the increase in the employee's belonging for the G company's employees. Therefore, the G company's improvement program of an employee belonging should focus on the compensation & benefit and company culture. The cultivation of employee's belongingness is a dynamic, complex, and long process. Employees' belongingness in a company refers to the sense of identity and dependence on their thoughts, psychology, feelings, and values after they have worked in the company for a period. Its definition is mainly reflected in the following aspects:

- To consider issues from the perspective of corporate interests and personal interests.
- Be able to actively use their own experience to innovate to improve work efficiency.
- Be able to cooperate with the management of enterprises actively. High expectations and have a long-term plan with the company.

## **Recommendations**

According to the survey result of G company on five variables, the researcher proposed an improvement plan for G company. In this improvement program, the researcher focused on compensation & benefit, and company culture plan to improve the employees' belongingness of G company, because these two variables have a strong influence on employees' belongingness.

## **Compensation & Benefit**

According to the hierarchy of needs theory proposed by American psychologist Maslow in The Theory of Human Motivation, physiological safety needs are the most basic needs of human beings. Other needs are based on material needs. If the material needs of employees are not met, the others are meaningless. The results of the survey confirm that Compensation & Benefits have a great influence on employees' belongingness. Therefore, G company should constantly improve and optimize the Compensation & Benefits system. Take advantage of the internal incentives and external competitiveness of the Compensation & Benefits system can lead employees to see the future and share the results of company development.

A reasonable compensation system includes the following aspects:

Ensure the fairness of salary setting. Only a compensation system based on equity can be effective in motivating employees. According to the size of the responsibility, the

level of knowledge required, and the nature of the job, the difference in the value of the different levels, different grades, and positions in the enterprise is reasonably reflected in the salary. Specifically, the basic compensation of the construction worker needs to be competitive. Most of the workers are living under pressure from family and society. So that stability is an important factor in their consideration.

The market sector needs to be highly incentive, focus on performance for the engineering staff to set the basic compensation according to the function and technical ability. Also, according to the length of service, the performance evaluation of the previous year determines the basic salary and links the completion of the construction site with the bonus.

For other supporting departments, such as the financial department and HR, the basic compensation and post compensation are mainly used to provide their work contribution. Benefit plan. Under the premise of ensuring the basic benefits in the Labor Contract Law, a more flexible and personalized form of welfare is used to meet the needs of employees to enhance their sense of belonging. For G company, the majority of construction workers come from a foreign country like Myanmar. Provide workers' quarters can ensure the living quality and their sense of safety of the company. Annual medical examinations and fitness cards for office staff who are working in front of the computer for a long time.

## **Professional Training**

### ***Position and Employee Matching***

One of the reasons why G company employees leave their jobs is because positions do not match their characteristics. If the job does not match the characteristics, the employees will feel their job is not fits their personal goal so that they lose their work passion and could not see their career path. Before going to the work position, personnel recruitment and training should be carried out systematically. To make the best use of their talents and capacity, the company improves employees' self-identity in work and their understanding and recognition of company value. For example, always challenge with rewards. Challenging jobs are assigned to employees who are outgoing, thoughtful, and ambitious. Assign technical jobs to introverted and stable employees.

### ***Training and Education for Employees***

Company training employees is a win-win choice. Company pay workforce and financial resources, employees acquire skills at the same time to obtain a sense of psychological satisfaction, and this sense of satisfaction is undoubtedly an essential factor for the development of employees' belongingness. On the other hand, with the enhancement of skills and a sense of belonging, enterprises can face the market

competition calmly and serve customers better, which lays a solid foundation for enterprises to win the competition. Whether the staff training system is perfect or not is an important indicator of whether an enterprise has sustained competitiveness.

As far as G company is concerned, staff training can be carried out mainly from two aspects: construction technology and department management. Specifically, the main points are as follows:

For the workers in the construction site, they should be trained in their professional skills, including safety awareness, work efficiency, technical difficulties, and other aspects of training.

The training of managers mainly lies in the improvement of their professional skills. For this training, the use of rotation enables managers to learn the nature of the work of different positions to better understand the development of the company and the needs of employees. Secondly, language training for non-Thai employees is also an effective way to promote integration into the company.

In a modern company, caring for employees is increasingly reflected in caring for their personal development. On the one hand, the company should try their best to find jobs that can give full play to their potential. On the other hand, they should provide employees with various training and continuing education opportunities. In this way, it not only improves the performance of employees but also greatly improves the job satisfaction and loyalty of employees. This concern is not only reflected in the return of material benefits but, more importantly, to enable employees to play their expertise, so that positions and abilities are consistent.

### **Career Development Plan**

Survey data shows that only Chinese employees have long-term career plans with the company, while site workers and some of Thai employees have no long-term career development plans with the company.

All these indicate that G company has not done enough in employee career development. Employees' career development should be the interaction between individuals and companies. What the company should do is to provide a platform for employees to take advantage of their strength, and employees themselves should make full efforts to prove their abilities and expectations. The company should lead employees to have a correct assessment of themselves. Only when employees fully explore their strengths and weaknesses, as well as their future direction of development, and in the continuous positive feedback of business managers, can they accumulate more job satisfaction and eventually increased employees' belongingness.

G company provides different career development plans for employees according to their different job nature. For site workers assessment in terms of the working period, technical level (hard skill), working attitude, communication skills (soft skill) to promote team managers. The assessment score is 2 points for the working period, 3 points for technical level, 2 points for working attitude, and 3 points for communicating ability. The assessment score is related to compensation and bonus.

Contractor award. Most of the job of workers is installation, carpentry, or whitewash. The contractor award is to set a standard for them. For example, provide a standard cash award for completed one wardrobe installation. The worker can perceive the incentive of hard-working to achieve their personal goal and how they can achieve it instead of having the same daily salary working with aimlessness and motivation.

Fair working environment. When employees feel that their organization is a fair world, they will have a high degree of trust in the organization and show strong dedication. This kind of trust and dedication is naturally conducive to improving the performance of the organization.

## **Company Culture**

### ***Positive Leadership***

Business managers put the interests of the company and employees first in their work, through the establishment of a reasonable system to ensure the division of labor and staff post allocation, and to achieve coordination in work, efforts to establish smooth communication at all levels, respect for the personality and rights of employees. Let employees feel the humanistic care of the company at all times.

Respect employees is a good way to show their leadership. First of all, in daily work communication with employees, it is necessary to pay attention to discussing problems with employees, rather than ordering employees to do what.

Secondly, when deciding the duties, rewards, and punishments of employees, they should seek the opinions of employees as much as possible and give employees more choices.

Finally, the company should make employees understand the development plan and goals of the company as much as possible, let employees identify their responsibilities, and make employees realize how much they can influence the success of the company. Such practices will make employees feel respected and trusted, which will help employees to enhance their sense of belonging and actively perform their duties.

Trust employees. If an employee does not feel the trust of his organization, he cannot trust it. After the organization determines the candidate, it must empower him and let him work freely. Of course, this kind of empowerment is based on the understanding of employees. Otherwise, it will inevitably lead to management confusion and performance decline.

### ***Embedded Values***

Survey's results of chapter 4 show that G company having a low score on the company's value, decision-making involvement, and communicate effectively with the leader. Based on this issue, the researcher composed the following suggestion:

Regular meetings are organized every month. The seminar should be open, free, and equal so that employees can speak freely and fully put forward their ideas and opinions.

Make a variety of real business stories that are easy for employees to understand and accept. These stories mainly include the history of the company, the story of the founder or team, and the excellent employees in the company. These stories are easy for employees to understand, and the company's value can be a touch from company stories.

Setting the categories of excellent awards such as setting various awards around the promotion of oneself and the essence of others in G company: Technology Star (encouraging employees to improve their working skills and efficiency), Harmonious Award (encouraging employees to cooperate), Experience award (encouraging employees to serve the company for a long time). These incentives are presented publicly at the end of each year's summary meeting to guide the behavior of other employees.

Corporate uniforms, the logo is also an important part of corporate culture, help employee's self-identity. Decoration of the office can give employees a sense of comfort and pride, which is one of the premises of the employee's belongingness. A clean and tidy office environment can also create a suitable working environment for employees to enhance employee's belongingness. For G company, the working environment of construction site workers needs to be improved. However, due to their nature of work, G company can provide the on-site temporary office with fans, air-condition, and water, which can offer a place of rest.

Encourage the employee to make a career plan by sharing company developing path and strategy. The survey's data show that most of the construction site workers do not have a long-term plan with G company. Because they are far from the power center, they were arranged to do their work. The company needs to be a guider and show the future path for them.

### ***Spiritual Incentive***

This study refers to the use of various methods to enable employees to obtain a sense of spiritual satisfaction. It can take many forms. For example, a birthday gift for employees, a sincere compliment, and a touching detail. After the basic survival needs have been met, people are eager to be further satisfied in the spirit. According to the theory of modern management, the ultimate spiritual needs of employees are the recognition of self-worth.

Therefore, G company can start from the spiritual incentive to cultivate and shape the backbone employees in many aspects and levels. The fairness of physiological conditions is to provide employees with a safe and reliable working environment and a suitable amount of healthy workload. The fairness of psychological conditions is that company deals fairly with the rationalization opinions from employees and ensures that employees and their families have a quality of life. G company can send birthday wishes to the staff and their families and have holiday gifts. The staff can get feedback from the organization in time for every progress in their work. Especially for foreign employees, all these details can make them feel care from the company and a part of the organization.

Care employees with their families. The company can provide some family support, such as spiritual comfort and money donations to employees who have suddenly changed their homes.

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