

**IMPACTS OF CANTEEN SERVICE ON WORK PERFORMANCE IN
PRODUCTION LINE: A CASE STUDY OF TOYOTA MOTOR THAILAND**



**A INDEPENDENT REPORT SUBMITTED IN PARTIAL FULFILLMENT
OF THE REQUIREMENTS FOR THE DEGREE OF
MASTER OF SCIENCE IN LOGISTICS AND SUPPLY CHAIN MANAGEMENT
INTERNATIONAL COLLEGE
KING MONGKUT'S INSTITUTE OF TECHNOLOGY LADKRABANG
2017
KMITL-2017-IC-M-002-011**

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SASIKAN CHAROENSAPTHAVORN

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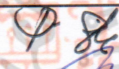


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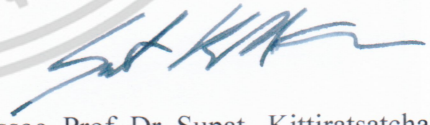
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ABSTRACT

As food service provided by manufacturers for their employees is an important factor that may impact work performance of the employees in the production line. Workers that are provided with quality food service are likely to have better work performance and, therefore, deliver better quality products. This will provide positive impact to the supply chain. Therefore, this study investigated consumer behavior of a canteen service provided by Toyota Motor Thailand as a case study to learn the factors that impact employee's satisfaction on food service provided by manufacturing plants. The study collected 375 responses from the study population with 95% confidence level. The results show that food service is indeed important for employees and workers. Chi square analysis indicated significant relationship between work performance and quality of canteen service.

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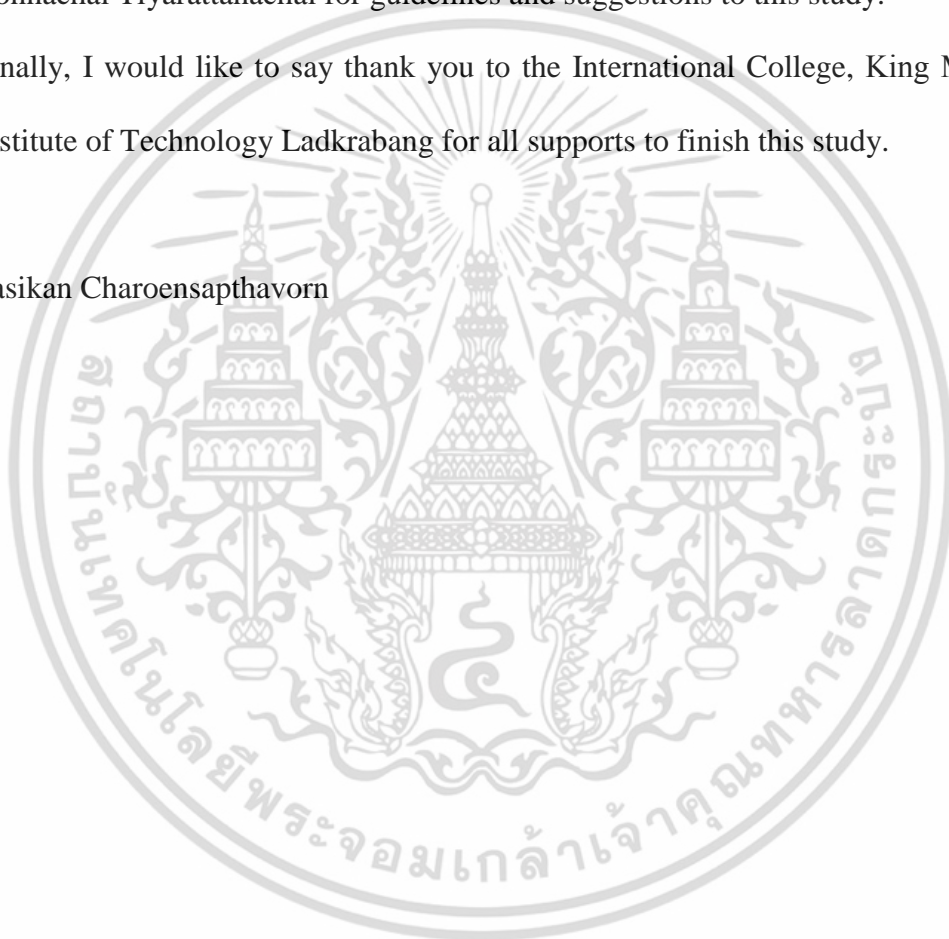
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The independent study has been succeeded as the result from study of researcher. Moreover, the study has been succeeded completely from guidelines and suggestions of Asst. Prof. Dr. Ronnchai Tiyarattanachai.

I would like to express my sincere thanks and deep appreciation to Asst. Prof. Dr. Ronnchai Tiyarattanachai for guidelines and suggestions to this study.

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Sasikan Charoensapthavorn



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CHAPTER 1

INTRODUCTION

1.1 Background

Food service or cafeteria is an important component of an organization that affects quality of life at workplace. The larger number of employees, the more important of cafeteria is. More employees require more extensive food service from the cafeteria. Without sufficient food service provided, the employees may be forced to find food service outside the company. It may result in some undesirable consequences. For example, employees may have to spend time and money for the trips to outside food shops. They may also encounter some accidents from the commute.

Toyota Motor Thailand Co., Ltd (TMT), a company producing Toyota cars, has the main production plant in Samrong, Samut Pakran (Figure 1). The main products produced from this plant are pick-up trucks such as Toyota Vigo. This Samrong plant, hereinafter referred to as the “Plant”, has approximately 6,000 employees, some of them have to use company’s cafeteria for their meals during the days. The Plant consists of two operation lines including 1) Production Line and 2) Organization Line. The Production Line start its operation at 7:30 am to 16:30 pm daily. Employees in this line has a lunch break from 11:30 am to 12:30 pm. The Organization Line operates from 8:00 am to 16:30 pm. Their lunch break runs between 12:00 pm to 1:00 pm. These overlapped lunch breaks are designed to avoid overcrowding the cafeteria. Unlike Gateway and Ban Po plants, this Samrong Plant is the only TMT’s plant that allows employees to have lunch outside of the plant’s area without having to obtain a permission slip. This is one the reasons why Samrong Plant’s employees sometimes have their meals outside of the Plant’s area (Toyota Motor Guide Book, 2016).

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Figure 1 Toyota Motor Thailand Co. ,Ltd (Samrong Plant)

Source: <http://periodicocorreo.com.mx/>

TMT's Samrong Plant has a policy to continuously improve its cafeteria with the aim to allow its employees to conveniently consume their meals, most of which are breakfast and lunch. Plant directed food sellers in the cafeteria to provide affordable menus that are in good quality. The company also implemented the standard price policy that control food price in the cafeteria to be lower than outside places. To compensate for the reduced food price, cafeteria food sellers are supplied with free utilities including electricity, water, and gases.

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Figure 2 Cafeteria of Toyota Motor Thailand Co.,Ltd (Samrong Plant)

However, due to only a small number of Plant's employees in the past, there were only a few food providers in the cafeteria leading to non-competitive business environment. As a result, food provided in the cafeteria did not meet employees' expectations. Demand for qualified standard cafeteria was risen rapidly. It was observed that many employees were dissatisfied and do not desire to use cafeteria's services. These employees rather opted to use food services outside the Plant.

It was unfortunate that this problem has not been paid enough attention even though it has led to some subsequent short-term effect For example, those employees who decided to eat outside has to unnecessarily spend time on the road. Not only have to face risks of road accidents, they also sometimes came back late for work even when they were not involved by the accidents by themselves. Long-term effect includes health issues due to the unhealthy and non-hygienic food provided by street food kiosks.

These short and long-term effects posed negative impacts to the company. For example, the company has to pay the hospital bills when its employees are sick due to the unhealthy food. Work performance may not as productive due to employees' poor physical and mental conditions. Therefore, these cafeteria-related problems may

eventually affect work performance of employees of the Plant.

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1.2 Statement of the Problem

Information about existing condition and customer satisfaction of the cafeteria is important for improving the cafeteria. There was a study about customer satisfaction with existing services on university campus by Klassen et al in 2005. However, a study focusing on factory cafeteria was unfound (Klassen, Trybus, & Kumar, 2005). As mentioned above, there may be some relationship between work performance and cafeteria's conditions. This relationship may eventually affect subsequent supply chain. Therefore, there is a need for a study to investigate employees' behavior that use Plant's cafeteria. The study should also investigate the factors that affect the demand to use cafeteria.

1.3 Objectives of the Study

The objectives of the study are as follows:

- 1) To learn the behavior of consumers who use cafeteria of the Plant
- 2) To understand individual factors that affect consumer behavior to use cafeteria's services.
- 3) To find relationship between quality of corporate cafeteria and work performance

Results of the study can be used to solve cafeteria-related problems. Company's management could also use the results to improve the cafeteria's conditions.

1.4 Scope of the Study

The study focuses on the employees of Toyota Motor Thailand Co., Ltd in Samrong Plant, which is located at 186/1 Village No. 1, Old Train Road. There are approximately 6,000 employees working at the Plant that are considered as study population. The sample size will be calculated using the Taro Yamane's method (Yamane, 1976).



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CHAPTER 2

LITERATURE REVIEW

Related researches and documents have been reviewed to understand the knowledge necessary for conducting this study. The literature is summarized into six (6) sections including:

- 1) Consumer behavior
- 2) Persuasive theories
- 3) Marketing theories
- 4) Standard acts of sanitation in cafeteria
- 5) Happiness and satisfaction of employees
- 6) Related researches

2.1 Consumer Behavior

The theory of consumer behavior was developed by Philip Kotler in 1994 as the Consumer Behavior Model. It is a study about the root-cause that leads to decision before buying services and products. The decision begins with stimulus that causes the feelings of desire for the products. These feelings pass into customer's thoughts, so-called 'Buyer's Black Box'. It is varied by what stimulate it, which make it unpredictable by sellers and makers of the products. This model is also called 'S-R Theory' as summarized below (Kotler, 1994):

2.1.1 Stimulus

Stimulus is also known as persuasion or influence in buying the products (Buying Motive) which can be both of logical reason of purchasing or psychological reason to purchase. Stimulus is occurred either from the inside (inside stimulus) or

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from the outside (outside stimulus). Inside stimulus is created by consumers themselves. Therefore, it is a job of marketer to create outside stimulus to attract consumers to buy their products.

Outside stimulus can be classified into two groups:

1) Marketing Stimulus

This is a stimulus that can be controlled and created by marketers. Examples of marketing stimulus are:

- Designing eye appealing products
- Setting an appropriate price for product by collecting and listening to consumer voices
- Managing and distributing the products for consumer's convenience
- Making appropriate advertisement and promotion

2) Other Stimulus

This kind of stimulus is generated from the outside, which the sellers and marketers have no control on including:

- Economic stimulus such as consumer's financial status
- Technological stimulus such as change in technologies
- Legal and political stimulus such as tax decrease
- Cultural stimulus such as product in high demand in a particular cultural event

2.1.2 Buyer's Black Box

Feelings and thoughts of buyers can be referred to as black box, since the producers will not promptly know this information. Feelings and thoughts of a consumer are influenced from buyer characteristics and buyer decision progress. The followings are some explanations about the two components:

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- Buyer characteristic is influenced by many factors, for instance, culture, society, psychology, and personal factor.

- Buyer decision progress consists of steps such as acknowledging the issues, searching for information/details, evaluating the solutions, deciding to purchase, and after-purchasing behavior.

2.1.3 Buyer's Purchase Decision

Buyer's purchase decision usually put the following factors into consideration:

- Product choice
- Brand choice
- Dealer choice
- Purchasing time
- Purchase amount

2.2 Persuasive Theory

Persuasive theory by A.H. Maslow (1943) indicated that behaviors are directed and controlled by motivational things. These motivational things differ from one person to another. In addition, these motivational factors follow an orderly manner of wants. The sequences of want are known as "Hierarchy of Needs," which consists of 5 relevant points (Maslow, A Theory of Human Motivation, 1943):

- Psychological Need is the desire based on health, food and sleep, which contributes to survival.

- Security of Safety Needs is a desire after our body reveals a response.

- Social or Belongingness Need is a covet for being a part of an organization, such as having a healthy communication and a relationship among the others. These include friendship and sympathy.

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- Esteem or Status Need is self-confidence, which occurred from being respected, honored, and complimented.

- Self-actualization or Self Realization is considered the most significant covet.

Recently, motivation research is the method that analyzes consumer behavior that is widely known and respected. This can be factorized into two main motivations points:

1) Types of Buying Motives (separated into points)

- Product Motives is an influence that makes customers decided to purchase a certain product than the other product. This kind of motive has a desire for wanting to purchase a product without having to considered specificity. On the other hand, selective motives must consider a specific brand product and type.

- Patronage Motive is a decision of consumer related to places/shops to buy the products. This decision progress contains many logical reasons to consider being buying such as price, quality, and convenience.

2) Emotional and Rational Motives

- Emotional Motive is a characteristic of decision that occurs when purchasing an item does not require reasons or critical thoughts. This decision is often made immediately, which is related to a competition or to mimic another person in order to win them, to lead, to gain fame, to gain ambition, and to be convenience

- Rational Motive is a motivation with a different characteristic as listed in the following:

- Conserve and reserve in terms of purchasing a product

- Products must be in a guaranteed with high quality

- Decisions when purchasing depend on the usage of products, quality, endurance, and consumers' salary.

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- Convenience to purchase and to use.

2.3 Marketing Mix

Marketing mix consists of all things that influence the feeling of desire to buy a certain product, but in general, product is separated into parts: products, price, place, and promotion. The four parts are called “4Ps” (The Four Ps of The Marketing Mix) that has the components of the following (McCarthy, 1960):

1. Product is a thing that satisfies wants and needs. Products can be identified as the thing that you can touch or cannot touch. It contains the item, name of the product, package, and satisfaction of seller. The sample of product also includes, for instance, equipment, services for consumers, and company’s location.

2. Price is a variable that prescribe the value/cost of a product or service in a form of money. It is related to the policy of prescribing product’s value and all different kinds of methods to stipulate the cost of product.

3. Place or distribution is the act of delivering a product into a market. The components do not only focus on the place to sell, but also thoroughly specify the ways that the products can be transferred to the market. For example, is it necessary to have a middle person to sell the products? Transferring a product into the market composes of 2 parts, which are distribution channel and physical distribution.

4. Promotion is a communication/connection between the seller and the market’s aim about the products. This part always contains a purpose to expose the news and a persuasion that changes consumer’s perspective into viewing the products with positive thoughts. This definitely results in more and more consumers buying the products due to the convey and changes of consumers’ behavior. Contributing to marketing mix can be differentiated into 4 parts in the criteria of promotion mix and

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communication mix.

The followings are the four parts of promotion mix and communication mix.

- Advertising is a non-personal communication that involves shareholders who must pay for the cost of this activity through magazines, radio, television, posters, cinema, etc.

- Personal Selling is a direct communication between seller and customer.

- Sales Promotion is a marketing activity that involves advertisement and public relation. Other than above, it includes contributing of sales that stimulates more purchasing from customers and efficiency of sellers. The efficiency of sellers depends on selling method, exchanging of items, handling sample items, setting up lucky draw, and giving out coupons.

- Publicity and Public Relations mean an announcement made publicly to reveal opinions about the products or services. The organization of the product does not need to pay any expenses to make an announcement. On the other hand, public relation is a determination that is arranged by the organization to persuade the publics to have good perspectives about their organization.

2.4 Standard Acts of Sanitation in Cafeteria

Food sanitation means making an arrangement and controlling to produce clean food. Clean food should be free of bacteria, parasites, and all kinds of chemicals that may lead blockage in healing of our body, illness, and our function system (Sanitation, 2016).

Cafeteria is known to be a place to prepare and provide food services for members of an organization. Proper arrangement of the cafeteria is essential to meet good sanitation due to the following reasons:

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- Protection from germs that rooted from the meals and drinks
- Contribute and support the healthy options for consumers
- A role model for other organizations
- Keeping a healthy environment for organizations and communities

Controlling the management of cafeteria in a qualified standard offer clean/safe meal, it can be accomplished by following the basic cafeteria's sanitation set up by Bureau of Food and Water Sanitation. This follow the form of exploring the cafeteria based on form number 7, which is commonly used in public cafeterias with an exception to the hospital's cafeteria. This standard is divided into 7 significant components. Each of the following components consists of 30 different instructions:

1. Food consumption area and normal area

1.1 The area must be clean and arranged properly. Area must be made of hard materials, smooth texture, non-absorbing liquids, and easily cleaned. In addition, it should not have any sewage and garbage.

1.2 Tables and chairs are clean, neat, and in a proper manner. Surfaces of the tables are made of smooth and fine materials, which are undemanding to clean and non-absorbing liquids. After consuming the meals, it is very essential to keep the area tidy by cleaning up and make sure there are no leftover particles on the tables.

1.3 There is ventilation in food consuming area. The area is a little exposed, bright, dustless, and smokeless from cooking all kinds of food. In addition, pet caring should not be allowed in the area of the cafeteria. There should not be any leftovers on the areas, so animals would not come after that area.

2. Food Preparation Area

2.1 Food preparation area should be clean and arranged in a proper manner. The floor should be made of materials that are hard, smooth, good quality,

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and fine scale. It must be easy to clean thoroughly including areas on the wall, ceiling, and floor. The equipment used should wipe away particles easily; materials used are in white color or light color in order to see dirt easier.

2.2 Ventilation must be enabling, including ventilations of smells and smoke, which resulted from cooking. In a particular area with smokes from cooking, that area needs to be exposed and available for ventilation of many hazards- smoke, smells, and hot air. Alternatively, using the absorbing fan to release the smokes makes a great difference, but it should not interrupt the connected areas and daily cleansing is required.

2.3 Food preparation on the floor is not allowed because the floor contributes to easily being dirty and damage. So, placing the food on the floor, placing the trays, or any kinds of food preparation is forbidden.

2.4 Tables for food preparation and area of fireplace should be made of easily cleaned materials such as stainless and a tile. These materials should be high quality and 60 centimeters above the ground floor.

3. Food, Water, Ice, Beverages

3.1 Food and all kinds of drinks that are loaded in a container must have a logo that gives off permission from Food and Drug Organizations. Hence, before buying those drinks, people are recommended to see the information on the back of each utensils that stated about kind of food, ingredients, capacity, name, location, date of production, expire date, record number, and food system number.

3.2 Raw food (meat, fresh vegetables, and fruits) and dry food should have a qualified quality and keep in a proper proportion without mixing with other categories. It should also be at least 60 centimeters above the ground. Vegetables and fruits must be fresh and does not contain any toxics used in agriculture, processed

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meats, damage, smells, or any unusual reddish tone. Dry food should have any fungus, discoloration, and keep in exposure. Raw food should be washed thoroughly and keep in a separated utensil without mixing in other meat or vegetables. Fruits and vegetables should be kept in a temperature of 7-10 Celsius, while meat should be keep below 5 Celsius.

3.3 Food and drinks should be kept in a closed utensils and at least 30 centimeters above the floor. Before any usage, checking the date of production, expire date, types of containers, and any unusual characteristic, is essential. Furthermore, it should not be keep near any chemicals other than food.

3.4 Processed food should be keep in a container that are assuredly closed properly and above the ground at least 60 centimeters. Prepared food or processed food should have good coverage using the cover of utensil and should not be openly exposed to other things. Yet, it should be served immediately in order to instantly close the cover. In addition, using a towel to cover is never recommended because of its uncleanliness and can bring dirt to the food. It should not be placed near the raw meat or any dirt.

3.5 It is necessary to have a cabinet for placing a well-prepared food. In front of a cabinet, there should be a mirror for the cafeteria for each purchasing shops. A cabinet should cover food from any dirt and should not be too high, since passing the food from the top of cabinet must be available. This is an exception to any shop that sells noodles because noodles are served instantly. As for noodles shop, the cabinet should not be too wide or too high; there should be a spare space to pass the food on a side way of cabinet. This goes to cafeteria that has a shop that do the self-service act such as having a lunch organization. This lunch organization should be served immediately after cooked properly. In the case of having to use a tray, cover of

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utensils is required in order to protect food from any flies or dust.

3.6 Water, beverages and juice should be clean and accommodate in a well-washed container. The coverage and a sink to pour water is needed as well as materials that required to be draw. All of these must be placed at least 60 centimeters above the ground. Most of all, it should support the idea of drinking juice that are checked properly such as Roselle, pineapple drinks, truffle drinks, and Look Tan drinks. Drawing these drinks should draw by using an outside utensils, and immediately after drawing, the cover must be closed instantly. As for drinks, it should always be clean; if the service comes in a cold-water trunk form, there should always be a water tap for cleanliness. Furthermore, using utensils with other people and using your hands for water are not allowed. Everybody should have their own cup or use a water tap that allows water to push up from the front side.

3.7 The ice used to consume must always be free from dirt. Ices must be place in a utensil that has a good cover and must have an equipment to grip or scoop. In addition, it should be placed 60 centimeters above the ground floor; it should not be mixed with other materials. Soaking food and other ingredients together with the ice for consumption is clearly forbidden. However, if the soaking must be done, make sure to place it in a different cask. Consumption ices come in variety of different kinds such as tube and flake. When delivering the ice, it should be packed in a bag or a clean unprocessed material. To serve ices, using a grip and a scoop is the best option.

4. Equipment and Materials

4.1 Equipment such as plate, bowl, fork, and spoon must be make from non-toxic ingredients such as stainless, white tile, glass, aluminum, white melanin, and galvanized iron. For chopstick, it should be made from non-colored wood or a

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white plastic. Other than this, the best thing to do is to use an equipment with smooth characteristic without any design, no spaces for easy cleaning, and no coloring of the equipment. Coloring of this material outside and inside can cause the color to mix with the food you consume. In the cases of restaurant, using a different kind of equipment or the public material is an option.

4.2 Material with vinegar, fish sauce, and other sauces must come in glass form or a tile, while the spoon for scooping should come in a tile or stainless. (Type 18-8) As for other cooking items, it should be pack in an easily cleaned material, has a cover, and clean. Seasoning should be prepared day by day and any leftover should not be utilized again. Equipment such as seasoning equipment, spoon, and a cover should be washed daily without leaving overnight.

4.3 Washing these materials come in two steps:

First step: Wash by using the soap

Second step: Wash with clean water for two times or wash with flowing water with that equipment above the floor at last 60 centimeters.

The equipment must be wash with the soap specifically for dishwashing and never the powdered detergent. Changing the dish washes soap is necessary.

4.4 Always use the dish washing machine that can release the water professionally. There should be at least 2 sink, one for a large material that would provide a suitable sink, and the second sink should contain a flowing water. If a material will not be wash by constantly flowing water, it should have at least 3 sinks.

4.5 A plate, bowl, glasses, all-purpose tray, etc. should be placed inversely in an exposed to air and a clean place. It should be placed in a tray that is at least 60 centimeters above ground floor or keep in a place with good coverage. After

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washing, wiping those materials should not be done because wiping the clean materials can transfer dirt onto the clean ones.

However, it should be kept inversely for it to dry or keep exposed to sunlight in an area without dust and flies.

4.6 Spoon, fork, and chopstick should be placed upward in a clean basket or placed in an orderly manner in a clean good coverage basket. These baskets should be 60 centimeters above the ground. Touching or picking this equipment should occur only at the tip to prevent any dirt to spread to other parts. Constantly cleaning inside and outside of these materials is very essential.

4.7 Chopping plate should be in a good condition, not damaged, or has any holes. Separation of the chopping plate for raw food and cooked food is very important. Each chopping plate must have a cover. Knives must be separated for different kinds of food such as for raw meat, cooked meat, unwashed vegetable, washed vegetable, fruits, and bread. Washing the chopping plate before and after using should always be done; it should be kept in a dry place and not humid place.

5. Collecting Garbage and Releasing of Dirty Water

5.1 Using a disseminate garbage bag that has a cover should be done as well as separation of different kinds of garbage. Some leftover goes to animal food, and while some becomes a nutrition for plants/trees (for company that has enough space). In order to properly seal these garbage, you must use the plastic bag to cover the garbage on the inside.

5.2 Having a ventilation hole or a waterspout with high quality is necessary. It should not be damaged and has an ability to release water from the kitchen. After washing, this water is expected to make benefits for other purposes. It should not become a dirt water that flow into public water system. The partition of the

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ventilation hole should be clean easily and capture leftover in order for it to be scoop out eventually.

5.3 Having a water-well to scoop out leftovers and has ability that capture good fats is much needed. Before releasing the dirt, water fats should be capture, since they contain organic substances that contaminate the water and clog the water. Blockage pond of fats can be created by using the theory of floating of fats. Fats capturing pond that is publicly use come in 2 following forms:

- Underground buried pond can come in many forms such as large, small, or many ponds.
- Floating pond is set up on the ground and is widely utilized in many restaurants

These two should have a sieve to filter leftover before releasing it into a fat capturing pond. The set up area must be capable of receiving the sewage and easily to clean or scoop out leftover particles.

6. Toilet Bathroom

6.1 Toilet and bathroom must always be clean without any smells. There should be enough amount of water. Toilet is a place that contains many bacteria so caring and maintaining the toilet is a very important thing to do. The trunk used to collect stools must be in a good condition, not damage, and has a good cover. In the women's toilet, there should be a sanitary napkin trunk with a good cover that has plastic bag sticking on the inwards. It should be placed outside the toilet.

6.2 The bathroom is separated into different proportions. Doors should not be opened to the area close to cooking area, cleaning area, and equipment area. There must be a hand-washing sink in the toilet area. The bathroom must be located far from the cafeteria as much as possible. Nevertheless, in the case of narrowed area,

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there should be a wall separating the two areas. Hand washing sink must be located inside the toilet for people to wash their hands instantly with soap.

7. Cooker and Server

7.1 Cooker and server must dress neatly with long sleeves

7.2 Cooker and server must wear an apron or uniform. Cooker must wear a hat or hair net to prevent hair fall into the food. Cooker and server must care for their properness and cleanliness of body and clothes especially before doing their duty. They must wear an apron and a hair net throughout their working period. Wearing a white apron is recommended, since they will be able to easily see the dirt.

7.3 Cooker and server must be healthy without any contaminated diseases and skin infections. As for cooks, they must have a statement declaring a health check. In a year, all members should get a health check at least once a year. They should not have any skin diseases and contaminated diseases. To prevent any contamination to the consumers, all cooks and servers must get check and be prevent from staying near the food or drinks if they are ill.

7.4 Cookers and servers must have a good personal hygiene such as the followings:

- They must cut their nails short and maintain the cleanliness. They should not wear accessories or paint their nails.

- They should constantly wash their hands especially after using the bathroom, after touching dirty things, and before participating in their duty every time.

Using hands directly to touch the food is not allowed. Hence, you need to use a material to scoop or touch the cooked food and prepared food; using a specific glove

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to touch a certain food without using the glove to touch other things. The significant act is to always wash or change the materials eventually. In conclusion, the Act describes the best practices of cafeteria management, which any cafeteria should comply.

2.5 The Happiness and Satisfaction of Employees

The happiness and satisfaction of employees influence work performance and organization. When the employees are happy, it results in a positive work result. Therefore, it leads to better quality work. For this reason, the head of the organization gives this as the major matter in creating happiness in work place (Ponanan, 2004).

On the other hand, if the employees in the organization are unhappy and unsatisfied in their work, they may not be willing to work for the organization and may eventually quit from the job earlier than it should be. Happiness in workplace depends on the following factors:

- 1) Workplace environment
- 2) Activities related to management and improvement in workplace's environment
- 3) Supporting and satisfaction of officers
- 4) Organizations must considered the followings to create employees' satisfaction
- 5) Activities that support the satisfaction of employees

As cafeteria is the one of factor that can impact level of employee's happiness, it is important to make sure that cafeteria is well designed and managed to satisfy employees of an organization.

2.6 Related Researches

Krundachacop et al (1985) conducted a research about characteristics of restaurant service by collecting opinions of foreign tourists. The characteristics are categorized into three main groups:

Place - This is the main factor that foreign tourists defined as cleanliness of place/utensils, safety and cleanliness of the equipment. It also consists of cleanliness in the toilet, pleasing environment, modernize equipment, and easy parking.

Services – Example such as honesty in determining the appropriate prices of food, fast services in an orderly manner, and having service mind. The employees should be in uniform and can speak English. Lastly, the menu must have a price next to the food for clearness.

Food - Factors about food include cleanliness of food, taste, carefulness of using chemicals, decoration, safe seasoning, and variety of food options are essential in this factor.

Lapanupit (2002) conducted a study to find influential factors in decision making of tourists in Chiang Mai to choose for a restaurant. Influential factors of this are appropriate prices, tastes, cleanliness, and the atmosphere. Majority of tourists preferred to visit the restaurant near their hotel. Having an attractive environment and clean delicious food often can attract more visitors.

Pojsiri (2003) studied about satisfaction of customers who utilize the Rayong Assumption School's diet. He concluded that elementary students, high school students, teachers, and guardians are satisfied with the service. Later, the results were taken to the Head of Department to make further improvement in diets.

Jiranan Jeanneam (2007) did a research about influential factors of decision-making in a group of customers at a cafeteria of the Faculty of Social Science

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Department, Chiang Mai University. The conclusion was that the two most important factors consisted of location and production, respectively. Factors such as employees' service, promotion, prices, and marketing factor also influence the decision-making process.

El-Said and Fathy (2015) studied insights of different service qualities that have an influence on university students' overall satisfaction. Student using different university cafeterias were surveyed. A total 543 questionnaires were collected for statistical analysis. The results showed that overall satisfaction of service quality was below average. Based on the results of the study, numerous recommendations such as factor that influence to students' satisfaction were obtained for university management to increase student satisfaction with beverage and food service offer at different university cafeterias.

Lederer et al (2014) surveyed cafeteria managers of hospitals affiliated with the New York City Department of Health and the Mental Hygiene's Healthy Hospital Food Initiative. The survey evaluated attitudes and nutrition knowledge, hospital cafeteria policies and nutrition standards. The results indicated that nutrition knowledge, characteristics and attitudes of hospital cafeteria managers vary. Communication with customers and education of staff who lack knowledge and training in nutrition are important focus areas for the hospitals to develop their food environment.

Kottke et al (2013) studied the impact of price discount on salad bar in a corporate cafeteria. They reduced the price of salad bar by 50% during March 2012 and investigated sales data by month from February to June 2012. They also arranged an anonymous survey food price. Salad bar sales by weight increased triple times during the price discount and returned to baseline afterward. Surveyed respondents

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stated that the high price of salad relative to other selections is an obstacle to their purchases. Policies that make the price of salads equal to other selections in cafeterias may significantly increase healthful food consumption.

Andaleeb and Caskey (2007) investigated college students' satisfaction with their food service establishments. A model was made from obtainable information and verified using data from a survey arranged at a college in northwestern Pennsylvania. The results suggested that the three most important variables that clarify student satisfaction consist of staff behavior, price quality, and food. Other important variables consist of cleanliness, atmosphere and responsiveness. Consideration of these variables could enable those in charge of food services to bring better satisfaction and value to improve students' overall educational experience.

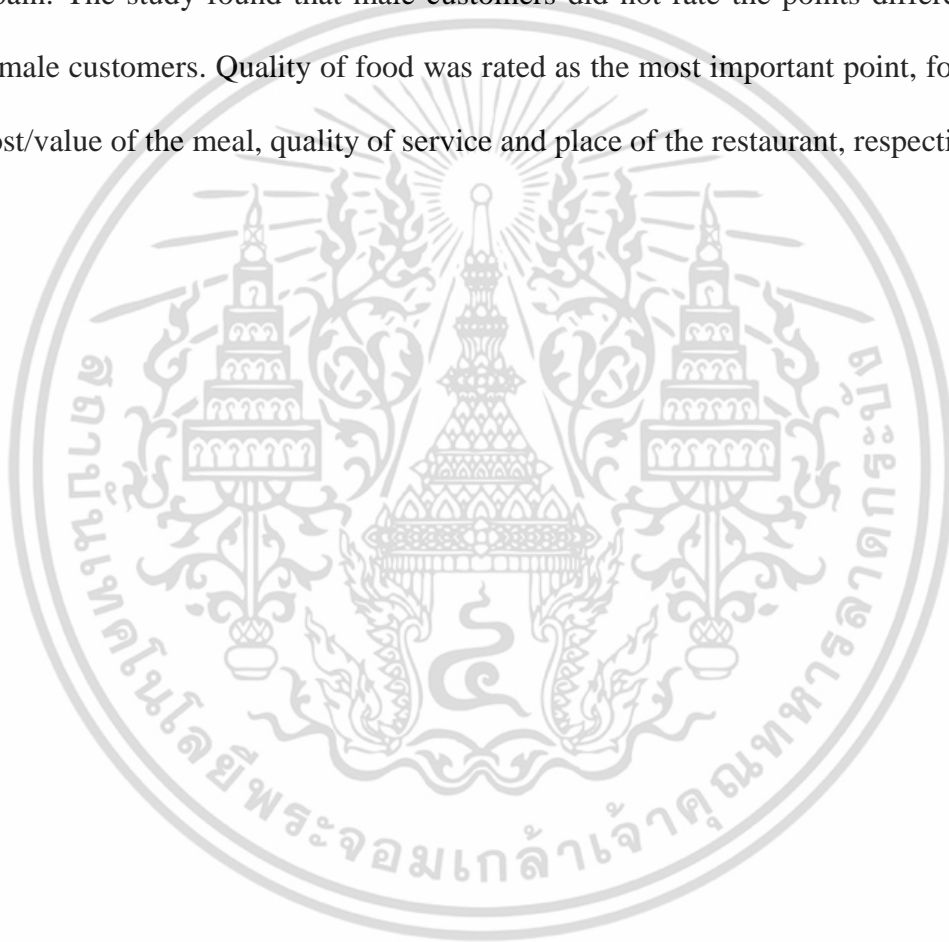
Nadzirah et al (2013) aimed to uncover specific issues that inspire undergraduate students to dine-in at university foodservice facilities using Profile Accumulation Technique (PAT). PAT is a semi-quantitative technique that offers freedom for informants to response in their own words and terms, alternatively the data could be examined statistically. A total of 115 questionnaires were dispersed to staff members and students of a local university. Findings consist of a list of issues (expectations, positive perception and negative perception) that the students considered to be important in determining their option of food outlet. These issues are then descriptively examined to determine qualities influencing university customer favorites. This research provided a deeper vision into issues that effects dining option of university foodservice's customers in Malaysia.

Pettijohn et al (1997) surveyed 300 customers of a fast food restaurant. The respondents indicated that value, quality, and cleanliness are the three most significant points of a fast food restaurant. The study stated the respondents' ratings of

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competitive brands. Cross-tabulations of satisfaction rating by various customer traits are offered.

Zoriano (2002) studied the issue, which effect customers' decisions to revisit a restaurant. During the time when the study was conducted, restaurant business was one of the fastest growing business sector in Spanish economy. The implementation of Total Quality (TQ) systems in the tourist industry was still a recent phenomenon in Spain. The study found that male customers did not rate the points differently from female customers. Quality of food was rated as the most important point, followed by cost/value of the meal, quality of service and place of the restaurant, respectively.



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CHAPTER 3

METHODOLOGY

In responding to the objectives of the study, a questionnaire was used as the main tool to collect data for research's study population. This chapter describes how the questionnaire was developed and how the data was collected and analyzed.

3.1 Questionnaire Development

Questionnaire was designed from literature review in related research in order to find key questions and factor, which relate and influence to cafeteria service using, which can be defined as following below.

Part 1 Demographic of respondents

- Sex
- Age
- Personal status
- Level of education
- Average monthly salary

Part 2 Consumer behavior such as time consumption, frequency, favorite food, etc.

Part 3 Marketing factors and place such as food price, cleanliness, etc. This part, the question will be provided the answer which similar to Likert scale as following below:-

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| | | |
|--------|---|-------|
| Most | 5 | Score |
| More | 4 | Score |
| Medium | 3 | Score |
| Less | 2 | Score |
| Least | 1 | Score |

These factors were used into questionnaire in order to develop question because in different of demographic of people, consumer behavior, even though marker factors can be affected into their decision to use service.

3.2 Testing questionnaire quality

There are two terms (Content validity and Reliability) that are necessary to consider for quality of questionnaire:-

- Content validity provides clearness of each questionnaire in order to get correct result from respondents. Content validity will be checked and clarified of clearness by expert
- Reliability provides correctness of result in each question. Reliability was tested by Chronbach method. The test was conducted with 22 employees at plant and results of Alpha Coefficient = 0.96 that can meet the standard confident.

3.3 Data collection and sample group

Date was collected from 15 Feb to 3 Mar 2017 at Toyota Motor Thailand, Samrong plant that consist of employee estimate around 6,000.

The data collection was conducted by questionnaire with sample group that was determined by methods of Taro Yamane.

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To find the size of population, or sample group, the methods of Taro Yamane will used and was cooping as following below:-

$$n = \frac{N}{1 + N(e^2)}$$

n = Sample size

N = Number of population

e =Tolerance value

From the formula, the confidence level is at 95 percent and tolerance level is at 5 percent. Result came up with the following cooping method:

$$\begin{aligned} n &= \frac{6000}{1 + 6000(0.05^2)} \\ &= \frac{6000}{11} \\ &= 375 \end{aligned}$$

From resulted of conducted method to find sample group from targeted population, questionnaire will be conduction with sample size 375 employees at plant.

Risk management consideration for some questionnaire that may not be completed by respondent. Thus questionnaires were handed out at 400 sets at plant.

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Figure 3 Survey a questionnaire at Samrong plant

3.4 Data analysis

This research used the Statistical Package for Social Science (SPSS for Windows) in the following methods:

- Descriptive Statistic uses the primary statistic to explain the characteristic of sample group's behavior in using the cafeteria and level of importance of marketing factor. They composed of frequency, percentage, mean, and standard deviation.
- Inferential statistic uses the hypothesis about the individual factor and level of importance of marketing factor, which greatly contribute or relate to employees' behavior in the cafeteria. These can be done by using Chi-Square test.

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CHAPTER 4

RESULTS AND DISCUSSION

Researcher divides the information about influential factor of employee' behavior in the cafeteria (Samrong plant) into the 5 following parts:

Part 1 – 4.1 Analysis result of demographic of respondent from sample group

Part 2 - 4.2 Analysis result of information based on employees' behavior in cafeteria

Part 3 – 4.3 Analysis result of marketing factors and place (location) of cafeteria

Part 4 – 4.4 Analysis result of impact cafeteria service to work performance

Part 5 – 4.5 Hypothesis testing

Symbols and acronyms used in research

N means amount of sample

\bar{x} means mean

SD means standard Deviation

P-value means importance level of statistic

χ^2 means Chi-Square value

* Have relationship at significant level < 0.05

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4.1 Analysis result of demographic of respondent from sample group

Table 1 Amount and percentage of each gender-differing group

| Gender | Amount (person) | Percentage |
|--------|-----------------|------------|
| Male | 250 | 62.50 |
| Female | 150 | 37.50 |
| Total | 400 | 100.00 |

From Table 1, the majority is male with 62.5%, while female is at 37.5%.

Table 2 Demographic age-differing groups

| Age | Amount (person) | Percentage |
|----------------|-----------------|------------|
| 20-24 | 99 | 24.75 |
| 25-29 | 127 | 31.75 |
| 30-34 | 62 | 15.50 |
| 35-39 | 55 | 13.75 |
| 40-44 | 51 | 12.75 |
| 45-49 | 0 | 0.00 |
| Higher than 50 | 6 | 1.50 |
| Total | 400 | 100.00 |

From Table 2, the result show that people at the age of 25-29, 20-24, and above 50 are at 31.75%, 24.75%, and 1.5%, respectively.

Table 3 Amount, percentage, and status of a sample group

| Status | Amount (person) | Percentage |
|----------------------|-----------------|------------|
| Single | 186 | 46.50 |
| Married | 176 | 44.00 |
| Divorced / Separated | 38 | 9.50 |
| Total | 400 | 100.00 |

From Table 3, it can be seen that people with single status are at 46.5%, while married people and divorcees are at 44% and 9.5%, respectively.

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Table 4 Amount and percentage of sample groups based on level of education

| Level of Education | Amount (person) | Percentage |
|-----------------------------|-----------------|------------|
| Below bachelor degree | 140 | 35.00 |
| Bachelor degree | 192 | 48.00 |
| Higher than bachelor degree | 68 | 17.00 |
| Total | 400 | 100.00 |

From Table 4, it can be concluded that people with bachelor degree are at 48%, while people with lower than bachelor degree are at 35%. People with a degree higher than bachelor degree are at 17%.

Table 5 Amount and percent of a sample groups based on monthly salary

| Monthly salary | Amount (person) | Percentage |
|-------------------------|-----------------|------------|
| ≤10,000 baht | 81 | 20.25 |
| 10,001 – 25,000 baht | 192 | 48.00 |
| 25,001 – 40,000 baht | 103 | 25.75 |
| 40,001 – 65,000 baht | 23 | 5.75 |
| 65,000 – 80,000 baht | 0 | 0.00 |
| Higher than 80,000 baht | 1 | 0.25 |
| Total | 400 | 100.00 |

From Table 5, people with average monthly salary of 10,001-25,001, 25,001-40,000 baht, and more than 80,000 baht are at 48%, 25.75%, and 0.25%, respectively.

4.2 Analysis result of information based on employees' behavior in cafeteria

Table 6 Amount and percent of sample group based on the amount of times food consumption per day

| Number of times spent in cafeteria | Amount (person) | Percentage |
|------------------------------------|-----------------|------------|
| 1 time/day | 99 | 24.75 |
| 2 times/day | 230 | 57.50 |
| 3 times/day | 71 | 17.75 |
| Above 3 times/day | 0 | 0.00 |
| No use | 0 | 0.00 |
| Total | 400 | 100.00 |

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From Table 6, more than half of the sample group consumes food in the cafeteria 2 times a day, which is 57.50%. Below that, consumption was made frequently by 1 time per day, which is 24.75%.

Table 7 Amount and percent of the sample group based on choices that affect their decision to use cafeteria

| Factors determined before utilizing cafeteria | Amount (person) | Percentage |
|---|-----------------|------------|
| Food prices | 107 | 26.75 |
| Food taste | 202 | 50.50 |
| Service | 0 | 0.00 |
| Cleanliness | 31 | 7.75 |
| Fastness | 60 | 15.00 |
| Other | 0 | 0.00 |
| Total | 400 | 100.00 |

From Table 7, factor determined by employees, the most is the taste of food (50.50%). Next is the price (26.75%) and the least is cleanliness (7.75%).

Table 8 Amount and percent of sample group based on the period of consumption

| Period of food consumption | Amount (person) | Percentage |
|----------------------------|-----------------|------------|
| Morning | 159 | 39.75 |
| Noon | 241 | 60.25 |
| Evening | 0 | 0.00 |
| Total | 400 | 100.00 |

From Table 8, the majority of the sample group consume food at noon (60.25%) and minority consume food in the morning (39.75%).

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Table 9 Amount and percent of sample group based on the amount of money spent

| Amount of money spent in cafeteria per times | Amount (person) | Percentage |
|--|-----------------|------------|
| Not over 50 baht/time | 154 | 38.50 |
| Not over 75 baht/time | 137 | 34.25 |
| Not over 100 baht/time | 109 | 27.25 |
| Total | 400 | 100.00 |

From Table 9, the result shows that the majority of the people spent at on average of not over 50 baht per time (38.50%). Below that, people choose not over 75 baht per time (34.25%). The least among the three choose not over 100 baht per time (27.25%).

Table 10 Amount and percent of sample group based on kinds of food

| Kind of food | Amount (person) | Percentage |
|--------------|-----------------|------------|
| Thai | 166 | 41.50 |
| Indian | 0 | 0.00 |
| Chinese | 104 | 26.00 |
| Japanese | 130 | 32.50 |
| Other | 0 | 0.00 |
| Total | 400 | 100.00 |

From Table 10, the majority Thai food (41.50%). Below that, employees ordered Japanese food (32.50%), while Chinese food is the least (26.00%).

4.3 Analysis result of marketing factors and place (location) of cafeteria

Table 11 The overall average and variance / standard of these factors in cafeteria

| Marketing factor | \bar{x} | S.D. | Level of Importance |
|----------------------------|-----------|------|---------------------|
| Production | 3.11 | 0.55 | Medium |
| - Merchants / Service | 3.28 | 0.56 | Medium |
| - Drinks / Dessert / Fruit | 3.12 | 0.57 | Medium |
| - Food | 2.93 | 0.53 | Medium |
| Place | 2.88 | 0.49 | Medium |
| - Cafeteria | 2.88 | 0.49 | Medium |
| Total | 3.06 | 0.43 | Medium |

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From Table 11, the level of importance of marketing factor and location is at the medium level with an average of 3.06. By analyzing the marketing factors of production, the average is equal to 3.11 and importance of services is highest. Level of importance of location is at the same level with an average of 2.88.

Table 12 The overall average and variance / standard of marketing factors:

merchants / services

| Production: merchants / services | \bar{x} | S.D. | Level of Importance |
|----------------------------------|-----------|------|---------------------|
| - Good relationship | 3.49 | 0.82 | High |
| - Proper speaking | 3.32 | 0.70 | Medium |
| - Enthusiasm | 3.27 | 0.63 | Medium |
| - Proper dressing | 3.25 | 0.53 | Medium |
| - Swiftness | 3.09 | 0.69 | Medium |
| Total | 3.28 | 0.56 | Medium |

From Table 12, the importance of marketing production factor: merchant, services, is at medium level with an average of 3.28. The most importance is clearly a having a friend / good connection with customer. Below that at medium level, are using proper words, having enthusiasm, dressing properly, and being swift.

Table 13 Average and variance / standard of importance on marketing factor: food and services in cafeteria

| Production: food | \bar{x} | S.D. | Level of Importance |
|-------------------------|-----------|------|---------------------|
| - Taste | 3.43 | 0.77 | High |
| - Appropriate quantity | 3.06 | 0.64 | Medium |
| - Cleanliness | 2.82 | 0.72 | Medium |
| - Food variation | 2.79 | 0.74 | Medium |
| - Quality certification | 2.58 | 0.65 | Low |
| Total | 2.93 | 0.53 | Medium |

From Table 13, the majority of the sample groups give the food production a medium level of importance. The overall average value is at 2.93. The most important factor is

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the taste. On the other hand, prices, cleanliness, and food variation is on medium level. The least factor to be determined is quality certification.

Table 14 Average and variance / standard of importance in marketing factor: drinks, dessert, and fruit utilized in the cafeteria

| Production: drinks, dessert, fruit | \bar{x} | S.D. | Level of Importance |
|------------------------------------|-----------|------|---------------------|
| - Cleanliness | 3.36 | 0.63 | Medium |
| - Variation | 3.04 | 0.69 | Medium |
| - Quantity and prices | 2.98 | 0.68 | Medium |
| Total | 3.12 | 0.57 | Medium |

From Table 14, the majority of level of importance is at medium with an average value of 3.12. The highest factor with an average of 3.36 is cleanliness. Below that is variation and quantity and prices with on average of 3.04 and 2.98, respectively.

Table 15 Average and variance / standard of importance in marketing factor: cafeteria

| Place: cafeteria | \bar{x} | S.D. | Level of Importance |
|----------------------------|-----------|------|---------------------|
| - Amount of equipment | 3.24 | 0.62 | Medium |
| - Cleanliness of cafeteria | 3.15 | 0.64 | Medium |
| - Available seats | 3.12 | 0.62 | Medium |
| - Condition of equipment | 3.11 | 0.73 | Medium |
| - Convenience of seats | 3.03 | 0.70 | Medium |
| - Air ventilation | 2.98 | 0.74 | Medium |
| - Number of shops | 2.35 | 0.69 | Low |
| - Toilet | 1.84 | 0.78 | Low |
| Total | 2.88 | 0.49 | Medium |

From Table 15, majority of level of importance is at medium with an average of 2.88. Amount of equipment, cleanliness of equipment, cleanliness at cafeteria, available seats, convenience of seats, condition of equipment, and air ventilation is at medium.

While, shops and toilets are at least level of importance.

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4.4 Analysis result of impact cafeteria service to work performance

Table 16 Amount and percent of sample group base on good cafeteria service to positive performance

| Impact | Amount (person) | Percentage |
|--------|-----------------|------------|
| Yes | 400 | 100.00 |
| No | 0 | 0.00 |
| Total | 400 | 100.00 |

From Table 16, the majority good cafeteria service affect to positive performance (100.00%).

Table 17 Amount and percent of sample group base on poor cafeteria service to negative performance

| Impact | Amount (person) | Percentage |
|--------|-----------------|------------|
| Yes | 400 | 100.00 |
| No | 0 | 0.00 |
| Total | 400 | 100.00 |

From Table 17, the majority poor cafeteria service affect to negative performance (100.00%).

4.5 Hypothesis testing

Hypothesis: Ho: The variables are not related to each other

H1: The variables are related to each other

Reject Ho if p-value $< \alpha$, $\alpha = 0.05$

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ไม่ว่ากรณีใดๆ ทั้งสิ้น อีกทั้งห้ามมิให้ดัดแปลงเนื้อหา และต้องอ้างอิงถึงเจ้าของเอกสารทุกครั้งที่มีการนำไปใช้

Table 18 Result of relationship between individual factor and number of times spent per day in the cafeteria

| Individual factor | Number of times spent in cafeteria (time/day) | | | Total | χ^2 | p-value |
|-------------------------------|---|-----|----|-------|----------|---------|
| | 1 | 2 | 3 | | | |
| Gender | | | | | 21.118 | 0.000* |
| - Male | 53 | 136 | 61 | 250 | | |
| - Female | 46 | 94 | 10 | 150 | | |
| Age | | | | | 22.002 | 0.005* |
| - 20-24 | 23 | 49 | 27 | 99 | | |
| - 25-29 | 25 | 86 | 16 | 127 | | |
| - 30-34 | 17 | 32 | 13 | 62 | | |
| - 35-39 | 11 | 34 | 10 | 55 | | |
| - Higher than 40 | 23 | 29 | 5 | 57 | | |
| Status | | | | | 13.178 | 0.010* |
| - Single | 40 | 101 | 45 | 186 | | |
| - Married | 48 | 110 | 18 | 176 | | |
| - Divorce / Separated | 11 | 19 | 8 | 38 | | |
| Level of Education | | | | | 92.159 | 0.000* |
| - Below bachelor degree | 24 | 65 | 51 | 140 | | |
| - Bachelor degree | 36 | 137 | 19 | 192 | | |
| - Higher than bachelor degree | 39 | 28 | 1 | 68 | | |
| Monthly salary | | | | | 52.043 | 0.000* |
| - ≤10,000 baht | 17 | 40 | 24 | 81 | | |
| - 10,001 – 25,000 baht | 35 | 114 | 43 | 192 | | |
| - 25,001 – 40,000 baht | 31 | 69 | 3 | 103 | | |
| - Higher than 40,000 baht | 16 | 7 | 1 | 24 | | |

* Have relationship at significant level < 0.05

From Table 18, gender, age, status, level of education and average salary per day has a relationship with number of times spent per day in the cafeteria with statistical significance at 0.05.

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Table 19 Result of analysis from relationship between individual factor and amount of money used to buy meal per day in the cafeteria

| Individual factor | Amount of money spent in cafeteria per times (Baht/time) | | | Total | χ^2 | p-value |
|-------------------------------|--|------|-------|-------|----------|---------|
| | < 50 | < 75 | < 100 | | | |
| Gender | | | | | 2.054 | 0.358 |
| - Male | 103 | 82 | 65 | 250 | | |
| - Female | 51 | 55 | 44 | 150 | | |
| Age | | | | | 99.146 | 0.000* |
| - 20-24 | 68 | 22 | 9 | 99 | | |
| - 25-29 | 53 | 55 | 19 | 127 | | |
| - 30-34 | 15 | 24 | 23 | 62 | | |
| - 35-39 | 12 | 19 | 24 | 55 | | |
| - Higher than 40 | 6 | 17 | 34 | 57 | | |
| Status | | | | | 66.545 | 0.000* |
| - Single | 107 | 56 | 23 | 186 | | |
| - Married | 40 | 70 | 66 | 176 | | |
| - Divorce / Separated | 7 | 11 | 20 | 38 | | |
| Level of Education | | | | | 133.680 | 0.000* |
| - Below bachelor degree | 98 | 38 | 4 | 140 | | |
| - Bachelor degree | 48 | 83 | 61 | 192 | | |
| - Higher than bachelor degree | 8 | 16 | 44 | 68 | | |
| Monthly salary | | | | | 184.806 | 0.000* |
| - ≤10,000 Baht | 68 | 13 | 0 | 81 | | |
| - 10,001 – 25,000 baht | 74 | 88 | 30 | 192 | | |
| - 25,001 – 40,000 baht | 10 | 34 | 59 | 103 | | |
| - Higher than 40,000 baht | 2 | 2 | 20 | 24 | | |

* Have relationship at significant level < 0.05

From Table 19, age, status, level of education and average salary per month has a relationship with amount of money utilized in food consumption per time in cafeteria with significant of statistic at 0.05. However, relationship between gender and amount of money spent for meal per time does not contribute to static significance at 0.05.

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Table 20 Result from analysis of relationship between individual factor and determined factor before utilizing cafeteria service

| Individual factor | Factors determined before utilizing cafeteria | | | | Total | χ^2 | p-value |
|-------------------------------|---|------------|-------------|----------|-------|----------|---------|
| | Food prices | Food taste | Cleanliness | Fastness | | | |
| Gender | | | | | | 10.580 | 0.014* |
| - Male | 73 | 114 | 17 | 46 | 250 | | |
| - Female | 34 | 88 | 14 | 14 | 150 | | |
| Age | | | | | | 61.572 | 0.014* |
| - 20-24 | 48 | 28 | 1 | 22 | 99 | | |
| - 25-29 | 33 | 67 | 10 | 17 | 127 | | |
| - 30-34 | 13 | 40 | 4 | 5 | 62 | | |
| - 35-39 | 7 | 31 | 7 | 10 | 55 | | |
| - Higher than 40 | 6 | 36 | 9 | 6 | 57 | | |
| Status | | | | | | 42.442 | 0.000* |
| - Single | 68 | 76 | 5 | 37 | 186 | | |
| - Married | 37 | 102 | 22 | 15 | 176 | | |
| - Divorce / Separated | 2 | 24 | 4 | 8 | 38 | | |
| Level of Education | | | | | | 91.497 | 0.000* |
| - Below bachelor degree | 61 | 41 | 1 | 37 | 140 | | |
| - Bachelor degree | 41 | 120 | 15 | 16 | 192 | | |
| - Higher than bachelor degree | 2 | 41 | 15 | 7 | 68 | | |
| Monthly salary | | | | | | 115.561 | 0.000* |
| - ≤10,000 baht | 45 | 15 | 1 | 20 | 81 | | |
| - 10,001 – 25,000 baht | 54 | 107 | 5 | 26 | 192 | | |
| - 25,001 – 40,000 baht | 8 | 67 | 17 | 11 | 103 | | |
| - Higher than 40,000 baht | 0 | 13 | 8 | 3 | 24 | | |

* Have relationship at significant level < 0.05

From Table 20, gender, age, status, level of education and average salary per month has a relationship with factor determined before using cafeteria service with

เอกสารนี้ significance level at 0.05.การใช้งานเพื่อการศึกษาเท่านั้น ไม่นอญญาตให้นำไปใช้ประโยชน์ด้านการค้า ไม่ว่าจะกรณีใดๆ ทั้งสิ้น อีกทั้งห้ามมิให้ดัดแปลงเนื้อหา และต้องอ้างอิงถึงเจ้าของเอกสารทุกครั้งที่มีการนำไปใช้

Table 21 Result of analysis of a relationship between individual factor and kinds of food preferred in the cafeteria

| Individual factor | Kind of food | | | Total | χ^2 | p-value |
|-------------------------------|--------------|---------|------|-------|----------|---------|
| | Japanese | Chinese | Thai | | | |
| Gender | | | | | 3.848 | 0.146 |
| - Male | 90 | 63 | 97 | 250 | | |
| - Female | 40 | 41 | 69 | 150 | | |
| Age | | | | | 76.808 | 0.000* |
| - 20-24 | 58 | 24 | 17 | 99 | | |
| - 25-29 | 47 | 28 | 52 | 127 | | |
| - 30-34 | 11 | 24 | 27 | 62 | | |
| - 35-39 | 9 | 18 | 28 | 55 | | |
| - Higher than 40 | 5 | 10 | 42 | 57 | | |
| Status | | | | | 43.777 | 0.000* |
| - Single | 87 | 51 | 48 | 186 | | |
| - Married | 38 | 42 | 96 | 176 | | |
| - Divorce / Separated | 5 | 11 | 22 | 38 | | |
| Level of Education | | | | | 87.653 | 0.000* |
| - Below bachelor degree | 78 | 40 | 22 | 140 | | |
| - Bachelor degree | 46 | 54 | 92 | 192 | | |
| - Higher than bachelor degree | 6 | 10 | 52 | 68 | | |
| Monthly salary | | | | | 115.155 | 0.000* |
| - ≤10,000 baht | 59 | 15 | 7 | 81 | | |
| - 10,001 – 25,000 baht | 56 | 64 | 72 | 192 | | |
| - 25,001 – 40,000 baht | 13 | 24 | 66 | 103 | | |
| - Higher than 40,000 baht | 2 | 1 | 21 | 24 | | |

* Have relationship at significant level < 0.05

From Table 21, age, status, level of education and average salary per month has a relationship with kinds of food preferred at significant level 0.05. The relationship between gender and kinds of food are not related to significance level 0.05.

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ไม่ว่ากรณีใดๆ ทั้งสิ้น อีกทั้งห้ามมิให้ดัดแปลงเนื้อหา และต้องอ้างอิงถึงเจ้าของเอกสารทุกครั้งที่มีการนำไปใช้

Table 22 Result of analysis of relationship between importance of marketing factor of production and place and number of times spent per day in cafeteria

| Marketing factor | Number of times spent in cafeteria (time/day) | | | Total | χ^2 | p-value |
|----------------------------------|---|-----|----|-------|----------|---------|
| | 1 | 2 | 3 | | | |
| Product - Merchants / Service | | | | | 1.248 | 0.974 |
| Low | 14 | 27 | 7 | 48 | | |
| Middle | 52 | 129 | 39 | 220 | | |
| High | 33 | 74 | 25 | 132 | | |
| - Food | | | | | 2.906 | 0.574 |
| Low | 39 | 89 | 31 | 159 | | |
| Middle | 39 | 106 | 30 | 175 | | |
| High | 21 | 35 | 10 | 66 | | |
| - Drinks / Dessert / Fruit | | | | | 10.819 | 0.029* |
| Low | 10 | 23 | 17 | 50 | | |
| Middle | 61 | 144 | 40 | 245 | | |
| High | 28 | 63 | 14 | 105 | | |
| Place - Cafeteria | | | | | 4.739 | 0.315 |
| Low | 28 | 60 | 27 | 115 | | |
| Middle | 56 | 137 | 38 | 231 | | |
| High | 15 | 33 | 6 | 54 | | |
| Total | | | | | 4.867 | 0.301 |
| Low | 10 | 21 | 13 | 44 | | |
| Middle | 68 | 162 | 44 | 274 | | |
| High | 21 | 47 | 14 | 82 | | |

* Have relationship at significant level < 0.05

Based on Table 22, the relationship between importance level of marketing factor (production) and location of the cafeteria does not contribute to significant level 0.05.

When determined and apprehend the result it can be concluded that:

Production factor: Drink, dessert, and fruits have a strong relation to times of consumption per day with a significant level 0.05. The relationship merchants and number of consumption per day does not contribute to significant at level 0.05.

Place factor: The relationship between cafeteria and number of consumption per day has no effect on significant at level 0.05.

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ไม่ว่ากรณีใดๆ ทั้งสิ้น อีกทั้งห้ามมิให้ดัดแปลงเนื้อหา และต้องอ้างอิงถึงเจ้าของเอกสารทุกครั้งที่มีการนำไปใช้

Table 23 Result of analysis from relationship between marketing factor of production and place (location) and amount of money spend per times

| Marketing factor | Amount of money spent in cafeteria per times (Baht/time) | | | Total | χ^2 | p-value |
|----------------------------------|--|------|-------|-------|----------|---------|
| | < 50 | < 75 | < 100 | | | |
| Product - Merchants / Service | | | | | 12.467 | 0.052 |
| Low | 18 | 22 | 8 | 48 | | |
| Middle | 83 | 81 | 56 | 220 | | |
| High | 53 | 34 | 45 | 132 | | |
| - Food | | | | | 10.667 | 0.031* |
| Low | 59 | 66 | 34 | 159 | | |
| Middle | 72 | 54 | 49 | 175 | | |
| High | 23 | 17 | 26 | 66 | | |
| - Drinks / Dessert / Fruit | | | | | 19.920 | 0.001* |
| Low | 23 | 22 | 5 | 50 | | |
| Middle | 89 | 93 | 63 | 245 | | |
| High | 42 | 22 | 41 | 105 | | |
| Place - Cafeteria | | | | | 11.717 | 0.020* |
| Low | 47 | 42 | 26 | 115 | | |
| Middle | 91 | 82 | 58 | 231 | | |
| High | 16 | 13 | 25 | 54 | | |
| Total | | | | | 15.524 | 0.004* |
| Low | 18 | 21 | 5 | 44 | | |
| Middle | 103 | 99 | 72 | 274 | | |
| High | 33 | 17 | 32 | 82 | | |

* Have relationship at significant level < 0.05

From Table 23, marketing factor of production and place have a relation to amount of cash spent for consumption per time in the cafeteria with significant at level 0.05.

Production factor : Food and drinks, dessert, and fruits have a relationship with amount of cash spent for consumption per time with significant at level 0.05, while merchants and amount of cash spent for consumption per time have no contribution to significant of level 0.05.

Place factor: Cafeteria has a relationship with amount of cash spent with contribution to significant at level 0.05.

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ไม่ว่ากรณีใดๆ ทั้งสิ้น อีกทั้งห้ามมิให้ดัดแปลงเนื้อหา และต้องอ้างอิงถึงเจ้าของเอกสารทุกครั้งที่มีการนำไปใช้

Table 24 Result of analyzation between the relationship of marketing factor of production and place (location) and determined factors

| Marketing factor | Factors determined before utilizing cafeteria | | | | Total | χ^2 | p-value |
|-------------------------------|---|------------|-------------|----------|-------|----------|---------|
| | Food prices | Food taste | Cleanliness | Fastness | | | |
| Product - Merchants / Service | | | | | | 9.423 | 0.399 |
| Low | 13 | 22 | 5 | 8 | 48 | | |
| Middle | 58 | 112 | 15 | 35 | 220 | | |
| High | 36 | 68 | 11 | 17 | 132 | | |
| - Food | | | | | | 3.452 | 0.750 |
| Low | 40 | 83 | 9 | 27 | 159 | | |
| Middle | 48 | 86 | 15 | 26 | 175 | | |
| High | 19 | 33 | 7 | 7 | 66 | | |
| - Drinks / Dessert / Fruit | | | | | | 4.069 | 0.667 |
| Low | 14 | 22 | 4 | 10 | 50 | | |
| Middle | 62 | 127 | 17 | 39 | 245 | | |
| High | 31 | 53 | 10 | 11 | 105 | | |
| Place - Cafeteria | | | | | | 5.116 | 0.529 |
| Low | 27 | 61 | 9 | 18 | 115 | | |
| Middle | 69 | 112 | 15 | 35 | 231 | | |
| High | 11 | 29 | 7 | 7 | 54 | | |
| Total | | | | | | 7.454 | 0.281 |
| Low | 13 | 17 | 4 | 10 | 44 | | |
| Middle | 71 | 142 | 18 | 43 | 274 | | |
| High | 23 | 43 | 9 | 7 | 82 | | |

* Have relationship at significant level < 0.05

From Table 24, it can be concluded that relationship between importance of marketing factor of production and place, inclusion with determined factor before utilizing cafeteria's service did not contribute to statistic at significant level 0.05.

Production factor: Relationship between merchants, provider food, beverage, dessert and fruit, including determined factor did not contribute to statistic of significant at lever 0.05

Place factor: The relationship between cafeteria and determined factor before utilizing cafeteria's shop and service did not contribute to statistic of significant at lever 0.05

เอกสารนี้เป็นเอกสารที่สงวนไว้สำหรับการใช้งานเพื่อการศึกษาเท่านั้น ไม่อนุญาตให้นำไปใช้ประโยชน์ด้านการค้า
ไม่ว่ากรณีใดๆ ทั้งสิ้น อีกทั้งห้ามมิให้ดัดแปลงเนื้อหา และต้องอ้างอิงถึงเจ้าของเอกสารทุกครั้งที่มีการนำไปใช้

Table 25 Analysis result from relationship between importance level of marketing production and place inclusion with types of food preferred in the cafeteria

| Marketing factor | Kind of food | | | Total | χ^2 | p-value |
|----------------------------------|--------------|---------|------|-------|----------|---------|
| | Japanese | Chinese | Thai | | | |
| Product - Merchants / Service | | | | | 13.432 | 0.037* |
| Low | 22 | 12 | 14 | 48 | | |
| Middle | 67 | 53 | 100 | 220 | | |
| High | 41 | 39 | 52 | 132 | | |
| - Food | | | | | 7.821 | 0.098 |
| Low | 50 | 41 | 68 | 159 | | |
| Middle | 59 | 53 | 63 | 175 | | |
| High | 21 | 10 | 35 | 66 | | |
| - Drinks / Dessert / Fruit | | | | | 1.166 | 0.884 |
| Low | 18 | 14 | 18 | 50 | | |
| Middle | 79 | 65 | 101 | 245 | | |
| High | 33 | 25 | 47 | 105 | | |
| Place - Cafeteria | | | | | 6.436 | 0.169 |
| Low | 33 | 36 | 46 | 115 | | |
| Middle | 81 | 59 | 91 | 231 | | |
| High | 16 | 9 | 29 | 54 | | |
| Total | | | | | 5.904 | 0.206 |
| Low | 15 | 17 | 12 | 44 | | |
| Middle | 90 | 68 | 116 | 274 | | |
| High | 25 | 19 | 38 | 82 | | |

* Have relationship at significant level < 0.05

From Table 25, the conclusion is that the relationship between importance level of marketing factor of production and types of food preferred did not contribute significantly to statistic level 0.05

Production factor: Merchants and services have relationship with the food choices in the cafeteria, since both contribute to statistic level 0.05. However, the relationship between food and beverage or dessert inclusion with preferred food choices did not contribute to statistic level 0.05

Place factor: The relationship of cafeteria and preferred food choice does not have any effect on statistic level 0.05

เอกสารนี้เป็นเอกสารที่สงวนไว้สำหรับการใช้งานเพื่อการศึกษาเท่านั้น ไม่อนุญาตให้นำไปใช้ประโยชน์ด้านการค้า
ไม่ว่ากรณีใดๆ ทั้งสิ้น อีกทั้งห้ามมิให้ดัดแปลงเนื้อหา และต้องอ้างอิงถึงเจ้าของเอกสารทุกครั้งที่มีการนำไปใช้

CHAPTER 5

CONCLUSION AND RECOMMENDATION

5.1 Conclusion

Research result can conclude that:-

1. Majority of employee spend cash on consumption on average not exceeding 50 Baht per time, meanwhile, spend less than 100 Baht per time of 27.25 percent, which reveals the inclusion to consumer behavior mentioned as stimulation factor of economic. On average, the sample group has an average monthly salary of 10,001 – 25,000 Baht composed on economic condition, which lead to lesser spending for those with low income.

2. Individual factors contribute buyers' decision such as average monthly salary, which affect the consumers' decision for food preference. Based on the research, employees with high salary prefer Thai Food than employees with low salary, which is inclusion to consumer behavior theory. The theory stated that consumer decision is based on individual factors.

3. Production factor, merchants, have an importance to having friendly connection to consumer, which is inclusion to persuasive theory of economic needs, an associate with others individuals.

Furthermore, it is inclusion with consumer behavior theory, which reveals that creating a strong connection with individuals is a stimulant for selling.

4. Production factor (food), taste is the most important factor, which is related to persuasive theory of emotional needs, meanwhile, certificates of quality is the least determined factor that does not affect persuasive theory.

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ไม่ว่ากรณีใดๆ ทั้งสิ้น อีกทั้งห้ามมิให้ดัดแปลงเนื้อหา และต้องอ้างอิงถึงเจ้าของเอกสารทุกครั้งที่มีการนำไปใช้

5. Both gender (male or female) spend not much of variation to their meal. Besides, both genders have a similar taste in food, which does not contribute to consumer behavior theory.

5.2 Recommendation

1. Recommendations from research

The firm must endorse the strong points of cafeteria to satisfy employees and ameliorate medium point to another extend.

- Must train and stimulate the selling and service of merchants more
- Cafeteria and equipment must be clean and good quality systematically
- Must train for a good seasoning of food
- Increase Thai food due to high demand
- Increase quantity and quality of beverage
- Control food prices continuously
- Evaluate shop service every 6 months

2. Recommendations for the next research

- Should determine marketing factors such as price as selling promotion
- Should determine individual factors such as position or duration of employment

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APPENDIX: QUESTIONNAIRE

Impacts of canteen service on work performance in production line:

a case study of Toyota Motor Thailand

Remark:

1. "Impacts of canteen service on work performance in production line : a case study of Toyota Motor Thailand" research is a part of independent study by Ms. Sasikan Charoensapthavorn, Logistics & Supply Chain Management (International Program), King Mongkut's Institute of Technology Ladkrabang.

2. Research targets to employees of Toyota Motor Thailand under study of the sample group

Instruction:

1. There are 3 parts of survey
2. Part 1 & 2 contain 11 questions, please mark \checkmark sign on number before the answer or fill it in the blank space
3. Part 3 is the question similar to likert scale of determining importance. Please rate the importance level of your preference (Likert scale is already determined and assigned in part 3)
4. Part 4, the most significant part. There are 2 questions. Please mark \checkmark sign on the number before answer

Any question or suggestion, please feel free to contact:

Ms. Sasikan Charoensapthavorn

Tel: 081-9843605

Email address: 58610030@kmitl.ac.th

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Part 1: Demographic of respondent

Please mark \surd sign on number before the answer or fill it in the blank space

1. Gender

- (1) Male (2) Female

2. Age

- (1) 20-24 year-old (2) 25-29 year-old (3) 30-34 year-old (4) 35-39 year-old
(5) 40-44 year-old (6) 45-49 year-old (7) 50 above

3. Status

- (1) Single (2) Married (3) Divorced / Separated

4. Level of Education

- (1) Below bachelor degree (2) Bachelor degree (3) Higher than bachelor degree

5. Monthly salary

- (1) $\leq 10,000$ baht (2) 10,001 – 25,000 baht (3) 25,001 – 40,000 baht
(4) 40,001 – 65,000 baht (5) 65,000 – 80,000 baht (6) Higher than 80,000 baht

Part 2: Information of respondent based on employees' behavior in cafeteria

Please mark \surd sign on number before the answer or fill it in the blank space

1. On average per day, how many times do you consume meal in cafeteria?

- (1) 1 time/day (2) 2 times/day (3) 3 times/day (4) Above 3 times/day

2. Based on question 1, if you have never consumed meal in cafeteria.

Please rate the factor that contribute to your decision

- (1) Price (2) Taste
(3) Service (4) Cleanliness
(5) Conveniences / Swiftiness (6) Other (Please specify.....)

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3. Based on question 2, if you have consumed meal in cafeteria before.

Please rate the factors that contribute to your decision

- | | |
|------------------------------|---------------------------------|
| (1) Price | (2) Taste |
| (3) Service | (4) Cleanliness |
| (5) conveniences / Swiftness | (6) Other (Please specify.....) |

4. What time of day that you most likely consume your meal?

- | | | |
|-------------|----------|-------------|
| (1) Morning | (2) Noon | (3) Evening |
|-------------|----------|-------------|

5. If quality of food increase, price will also increase.

At what price would you be willing to pay (spent/meal or time)?

- | | |
|----------------------------|---------------------------|
| (1) Not over 50 baht/time | (2) Not over 75 baht/time |
| (3) Not over 100 baht/time | |

6. What kind of food do you think cafeteria should add up based on your preference or most prefer?

- | | | |
|--------------|---------------------------------|-------------|
| (1) Thai | (2) Indian | (3) Chinese |
| (4) Japanese | (5) Other (Please specify.....) | |

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Part 3: Question similar to likert scale of determining importance factor toward cafeteria utilization

Please rate the importance level based on your preference
(5= Most, 4= More, 3= Medium, 2= Less, 1= Least)

| Marketing factors | Level of Importance | | | | |
|-----------------------------|---------------------|-----------|-------------|-----------|------------|
| | 5 Most | 4 More | 3 Medium | 2 Less | 1 Least |
| - Merchants / Service | | | | | |
| 1. Proper dressing | | | | | |
| 2. Good relationship | | | | | |
| 3. Enthusiasm | | | | | |
| 4. Proper speaking | | | | | |
| 5. Swiftmess | | | | | |
| - Food | | | | | |
| 1. Cleanliness | | | | | |
| 2. Food variation | | | | | |
| 3. Taste | | | | | |
| 4. Appropriate quantity | | | | | |
| 5. Quality certification | | | | | |
| - Drinks, dessert, fruit | | | | | |
| 1. Cleanliness | | | | | |
| 2. Variation | | | | | |
| 3. Quantity and prices | | | | | |
| - Cafeteria | | | | | |
| 1. Number of shops | | | | | |
| 2. Amount of equipment | | | | | |
| 3. Condition of equipment | | | | | |
| 4. Toilet | | | | | |
| 5. Air ventilation | | | | | |
| 6. Available seats | | | | | |
| 7. Convenience of seats | | | | | |
| 8. Cleanliness of cafeteria | | | | | |

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Part 4: Factors determining, cafeteria service impact to work performance

Please mark \surd sign on number before the answer

1. Do you thing a **good cafeteria** service affects to positive of work performance?

(1) Yes

(2) No

1. Do you thing a **poor cafeteria** service affects to negative of work performance?

(1) Yes

(2) No



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