

## **The Quality of Working Life of Personnel of the Graduate School, Suan Sunandha Rajabhat University**

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*This research aimed to investigate the quality of working life of personnel of the Graduate School, Suan Sunandha Rajabhat University, Bangkok, Thailand and to examine how demographic factors affected their quality of working. This study was conducted between January and August 2017. A quantitative research approach was employed in this study. Data were collected from 30 personnel of the Graduate School, obtained by simple random sampling. A questionnaire was used to collect the data. The data were then analyzed by descriptive and inferential statistics including frequency, percentage, mean, standard deviation, t-test, and one-way ANOVA. The results of the research showed that overall the quality of working life of the personnel was rated at a medium level. When considering at each aspect of the quality of working life, the most rated aspect was being aware of benefits for the whole society. This was followed by work-life balance, relationships and cooperation with colleagues, personal right, and opportunity to develop work performance. In terms of the influence of demographic factors, it was found that the only the factor of salary that affect their perception on the quality of working life – those who had salary between 10,000-15,000 Baht per month were likely to have lower quality of working life lower than other groups.*

**Key Words:** Quality of working life; demographic factors; Personnel, the Graduate School

**Field of research:** Management

### **1. Introduction**

Valuable human resource is an important element in management. Due to it contributes in pushing management to achieve goal of organization efficiently. Furthermore, good quality working life of people in the organization would be a main driver to get the organization to progress. Thus, when it comes to personnel management, a manager must be able to access to needs of human resource in the organization and meet the needs concordant with the organization's goal. This is in order to satisfy the personnel in the organization to feel willing, enthusiastic and focused on their work in order to achieve the goal of the organization.

In the era of globalization where there is an intense competition in terms of merchandise, investment and management, as well as quickly spread of information technology. Hence, Thailand has made some changing in order to develop into become progressive in terms of economy, society and politics equally to international countries. The top goal of development is to make people in the society have good life and no sickness. In the development plan in economy and national society copy 10 between 2007-2013, determined vision of the country development as "Green and Happiness Society". It means Thai people have morality to bring knowledge around them, get to keep up with the world, happy family, strong community, happy society, quality economy and justice for

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quality environment and natural resources. This is under the country management of good governance with using democratic form of government with the King as head of State and lives as global community with dignity. In the period of the development plan copy 10 (2007-2013) stated that Thailand still had a lot to face with the changing in various contexts that could be an opportunity and limitation on the country development. Therefore, there should be preparation of the people and immunity in the system, as well as, handling with the changing and effects that could happen. However, it still applies the "Philosophy of Sufficiency Economy" as a way in development in integration of the organization as "People are the center of Development", following from the development plan copy and 9. It also sees the importance of joint forces of society from all parts of the country in participation of every step of the plan's operation, as well as to build network of strategy-driven into development and constantly result of operation according to the plan. In the globalization era with high completion like this, people who enter the competition must be ready with not only in terms of knowledge and skills but also readiness of good quality of life. This is for not to have any concern that could barriers in working and be able to work very well.

The quality of working is a basic factor in human survival. The elements of good quality of working life are benefits to work, as well as to feeling that comes satisfaction in working and support of the worker. Improvement in the quality of working life has a direct effect on the personnel in the organization. Due to they are the important resource of the organization and the reason to achieve their goal or objective. Therefore, in order to have the personnel work efficiently, an important thing to do is to give support to the personnel, as well as, satisfaction in their work. It needs to manage things to meet the needs of the personnel because responding to needs of these personnel is a way to build the quality of working life. Once, they have the good quality of working life, they will be able to perform their work with full potential and effort for the organization, as a result, it would lead to effectiveness of the organization to be better (Bunlert Pairin, 1996, 471). Thus, a strategic plan for improving in the quality of working life of the personnel of Graduate School Suan Sunandha Rajabhat University in order to create highest benefit is something that needs to do immediately. This is to develop the personnel to be knowledgeable, ethical, service mind and promote them to have the good quality of working life. Eventually, it would lead to efficiency in work performance, as well as, dedication, support and intellectual effort in their work. Hence, the quality of working life is an important factor in making the personnel perform their work efficiently and creating good outcome for the people and nation.

In order to have the personnel of Graduate School Suan Sunandha Rajabhat University's work performance go as planned, which leads to efficient work performance, value and result in emphasizing on receiving benefits, thus, the improvement in the quality of working life of the personnel of Graduate School Suan Sunandha Rajabhat University is an important issue. Due to the personnel is the foundation of development in every aspect; hence, from the statement above, the researcher had an interest in the study of the quality of working life of the personnel of Graduate School Suan Sunandha Rajabhat University. The result of the research would be beneficial in further making the quality of working life of the personnel of Graduate School Suan Sunandha Rajabhat University better.

## **2. Literature Review**

### **Concept about the quality of working life**

The concept about the quality of working life has been spread everywhere in industrialized countries where English is the main spoken language. At the same time, there is the

concept about the quality of working life other countries such as “Humanization of Work”, which similarly means “Quality of Work Life” or “Quality of Working Life”. It is also the same meaning with “Improvement of Working Condition”, which is used in France or “Workers-Protection”, which is used in socialism countries. “Working Environment” is used in Scandinavian countries and “Hatarakigai” is used in Japan (Poovanai, 1998)

The concept of the quality of working life has made an effect in the changing of work system. During 1930-1940, the quality of working life still depended on job security and economic environment of a worker. Followed by in 1950-1960, the concept was expanded more by a psychologist, who added the topic of positive relationship between support in work and production that promoted human relations in the workplace. This is another thing that represents the quality of working life. 1960-1970, there was an additional study regarding opportunity in equal work and work plan that are satisfactory to employees. Ever since 1970, there has a serious study about this, where it focuses on efficiency of organization and spontaneously adding experience of personnel physically and mentally (Poovanai, 1998).

Thongchai (1987) explained that in order to work to achieve an organization’s goal, the work must be quality and efficient. This concept has evolved from the concept of management in the past, respectively. The continuously important concept is management that emphasizes on the importance of work. Taylor was the person with this concept, who emphasized on work regulation like how to add more efficiency to the work. Besides that, Fayol focused on a manager and management. A very famous theory is general management where Mayo studied about stories of an individual to finally understand it deeply. It was found that the individual was a factor that varied and was a heart of adding efficiency to work. Hence, there is management of human relations. It needs to have an interest in acknowledging that the individual is satisfied with his work and can stay in the organization happily.

Pornsuk (1998) explained that the need of an individual was a reason of motivating his work. It was widely accepted that job is an important thing to life. Some people work because their job allows expressing and seeing their values. However, for some people, job is just a tool to find more money or an interesting and challenging thing for their ability to achieve the goal of their work. Hence, it varies depending on each individual. However, staff members, worker or officers from various departments, they all have an attempt to have their own success and quality of their life.

Pattara (1999 quoted from Somwang and Board, 1997) stated that the concept of the quality of working life belonged to modern behavioral science that had made an attempt to study in order to create and develop the quality of working life of employees in organization along with development in their work. This is in order to have the employees and the organization to grow with the quality of working life, which started in the late 1960 in U.S.A. and had made a movement in 1970. It could say that the quality of working life is a power of changing in elements and values of labor in the organization.

Hickman & Suttle (1997 quoted from Tipwarn, 1999: 18) mentioned about benefits of the quality of working life as it created self-good feeling, good feeling on work and good feeling on organization. Besides that, it also promoted good mental health with progression and self-development to be a good quality employee in the organization. Furthermore, it helped reducing problems in missing or leaving work, accident and further promotes production and good service with efficiency and quantity.

The easiest definition to understand about the quality of working life, it is the feeling of staff members on their work and everything that is related with their work. If the staff members' needs are responded, it will create satisfaction in their work and happiness in working. This will eventually lead to efficiency in work performance of the staff member and also organization. The efficiency in the organization can happen from vision and leadership of administrator on the process of work and management clearly along with friendly environment that can motivate and satisfy the work and belief in the organization (Banthit Pungnirund, 2007). The definition of satisfaction of the staff members means the satisfaction of employees with their compensation, fringe benefits, employment condition, hours of working, security, health and being fairly treated and respected. However, the employees must not be taken advantage, hence, they have to freedom in their work and also participation in decision making and problem solving in their work (Supanna Pratumwan, 2001, 14).

It can be concluded that the quality of working life means the working condition of an individual being responded to their needs physically and mentally. It satisfies the individual to be happy and has the ability to live as they like. Eventually, it will create beneficial impacts to the individual and work performance that can achieve its goal efficiently, as well as, better life of the individual.

### **3. The Methodology and Model**

This study was a descriptive research where the population used in the research was personnel of Graduate School Suan Sunandha Rajabhat University around 30 people. Research instrument for data collection was questionnaire, which it was divided into 3 parts. Data analysis was run through statistics package software. The statistics used were frequency, percentage, mean and standard deviation. It later made a comparison of the difference of level of the quality of working life by distinguishing personal factors with t-test method for 2 groups of variables and one-way ANOVA for more than 2 groups of variables.

### **4. The Findings**

1. 67% of the university personnel were female, age between 30-39 years old and had level of education of bachelor degree. 68.5% were single. The majority of them had income more than 18,000 baht and had more than 5-year working experience.

2. The overall quality of working life of the university personnel was at a medium level. To consider each aspect, it was found that the highest value of mean was social benefits, followed by work-life balance. The lowest value of mean was safe work environment and health promotion. All of these aspects were at the medium level.

3. Comparison of average level of the quality of working life of the university personnel had results separately according to each factor as follows.

3.1 Male and female personnel had the overall level the quality of working life indifferently in all of the 8 aspects.

3.2 Personnel with different age had the overall level of the quality of working life indifferently. To consider each aspect, it was found that the personnel who were above 30 years old had the level of the quality of working life in appropriate and fair amount of salary, opportunity in development of an individual capacity, job security and career progression higher than every group. The personnel who were below 30 years old had the

level of the quality of working life in safe work environment and health promotion higher than every group. The personnel who were between 40-49 years old had the level of the quality of working life in work-life balance lower than the personnel who were below 30 years old and the personnel who were above 50 years old.

3.3 Personnel with different level of education had the level of the quality of working life indifferently in the overall aspects. To consider each aspect, it was found that the personnel with level of education lower than bachelor degree had the level of the quality of working life in opportunity in development of an individual capacity higher than the personnel with level of education higher than bachelor degree.

3.4 Personnel with different income had the overall level of the quality of working life differently. The personnel with income between 15,000-20,000 baht had the level of the quality of working life lower than the one who had income lower than 25,000 baht and more than 25,000 baht. To consider each aspect, it was found that the personnel with income between 15,000-20,000 baht had the level of the quality of working life in job security and career progression lower than the personnel with income lower than 25,000 baht and the one who had more than 25,000 baht. The personnel with income lower than 25,000 baht had the level of the quality of working life in individual right higher than the personnel with income between 15,000-20,000 baht and the one who had between 15,001-20,000 baht.

3.5 Personnel with different work position had the overall level of the quality of working life in 8 aspects indifferently.

3.6 Personnel with different work experience had the overall level of the quality of working life in 8 aspects indifferently.

3.7 Personnel with different marital status had the overall level of the quality of working life in 8 aspects indifferently.

## **5. Conclusions**

The result of the research was found that the overall quality of working life of the university personnel was at the medium level. To consider each aspect, the highest value of mean was social benefits, followed by work-life balance. The lowest value of mean was safe work environment and health promotion. The overall of these aspects were at the medium level. From the study of elements of the quality of working life, it was found that there were many elements and determinants. The researcher determined the elements of the quality of working life in 8 aspects. Each aspect had its difference and it covered every dimension of work environment. However, due to the personnel had limitation in various aspects, therefore there was an acknowledgement in various factors either consideration of what was good, work arrangement, policy, regulation, ability in development of the personnel, career progression and stability, economic and social background and work system. These things contributed in affecting work performance and living of the university personnel. From the mentioned reason, it made the personnel had different perspectives in each of the quality of working life aspect. However, this depended on the needs of an individual. Hence, the overall mean of the quality of working life was at the medium level from taking all of the various statistical values. This was concordant with the research of Sudsakorn Ngion (2001), which was found that department of agricultural extension in central division had the overall quality of working life at a medium level.

In the comparison of the level of mean of the quality of working life of the university personnel, it was found that the personnel with different sex, work position, work experience and marital status factors had the overall quality of working life indifferently in 8 aspects. This was concordant with the research of Kukiart Poomana (2002) that studied about the quality of working life of Municipal teacher staff in Chachoengsao Province; it was found the municipal teacher staff with different sex had no effect with the quality of their working life.

From the issue about age, this research found that the personnel with different age had the overall quality of working life indifferently. To consider each aspect, it was found that the personnel who were above 30 years old had the quality of working life in appropriate and fair amount of salary, opportunity in development of an individual capacity and job security and career higher than every group. This was probably due to the majority of the personnel who were above 30 years old were at a medium or high level of their division, experienced and responsible for main task of the division. Therefore, the personnel in this group had the level of the quality of working life in appropriate and fair amount of salary, opportunity in development of personnel groups of other ages. The personnel who were below 30 years had the quality of working life in safe work environment and health promotion higher than every group. This was probably due to the majority of the personnel who were below 30 years old were recently hired staff. Thus, they did not have complicated responsibilities and many years of working experience. With this reason, it caused to have the feeling of safety, physically and mentally good health to work and a perspective on the quality of working life in safe work environment and health promotion higher than every group. The personnel who were between 40-49 years old had the quality of working life in work-life balance lower than every group. This was probably due to the personnel who were between 40-49 years old was the age period that put a lot of efforts in their work in order to grow in their work position. Hence, other aspects were reduced, which made the quality of working life in work-life balance lower than every group.

In the level of education, it was found that the personnel with different level of education had the overall level of the quality of working life indifferently. To consider each aspect, it was found that the offices with level of education that was lower than bachelor degree had the quality of working life in opportunity in development of an individual capacity higher than the personnel with level of education higher than bachelor degree. This was probably due to the majority of the personnel with level of education lower than bachelor degree had work position that was supporting operational division. Therefore, the group of these personnel had opportunity in development of an individual capacity higher than other groups by having the division sent them for additional training in developing working skill. As a result, it made the quality of their working life in opportunity in development of an individual capacity higher than other groups of personnel.

In income aspect, it was found that the personnel with different income had the overall quality of working live differently. The personnel with income between 15,000-20,000 baht had the level of the quality of working life lower than every group. This was probably due

to the personnel with income between 15,000-20,000 baht was the period that they had increasing rate of expense from building stability for themselves and family. Hence, they had debt of loan from buying a house, car, other facilities or personal loan for family like tuition fees for their children. With this reason, it caused the overall quality of working life to be at a low level for every group. To consider each aspect, the personnel with income lower than 15,000 baht and the one with income lower than 25,000 baht had the quality of working life in job security and career progression higher than the personnel with income between 15,000-20,000 baht. This was due to the personnel with income between 15,000-20,000 baht had high expectation on the quality of working life in job security and career progression because it was the period of building stability for themselves and family and putting a lot of efforts in their work for the sake of career position. From this expectation, it was the reason that the personnel with income between 15,000-20,000 baht had a perspective on the quality of working life in job security and career progression lower than the 2 mentioned groups. The personnel with income lower than 15,000 baht had the quality of working life in personal right higher than every group. This was probably due to the majority of the personnel with income lower than 15,000 baht were recently hired employees and had ideas and courage to express themselves and improve in their work. Hence, the personnel with income lower than 15,000 baht had a perspective on the quality of working life in personal right higher than every group. This was concordant with the research of Kukiart Poomana (2002) that studied about the quality of working life of municipal teacher staff in Chachoengsao Province; it was found the municipal teacher staff with different sex had no effect with the quality of their working life.

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