

A Study of Employee Participation in the Workplace: A Case of Personnel of the Revenue Department Area 3, Thailand

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This research aimed to examine the level of employee participation in the workplace and how the demographic factors affect their participation. This study used a case of personnel of the revenue department Area 3 in Bangkok as a case. The period of study was between March and December 2017. A quantitative research approach was employed in this study. The sample included 160 personnel of the revenue department, obtained by simple random sampling. The data were collected via a use of a questionnaire and then were analyzed with descriptive and inferential statistics including percentage, mean, standard deviation, t-test, and F-test. The research results showed that overall, employee participation at the workplace was rated at a medium level. Each of the four aspects of employee participation, including working based on their duties and responsibilities, gaining benefits arising from their works; taking parts in the decision-making process of the organization, and taking parts in the evaluation process was also rated at a high level. Among these, the most aspect of employee participation that was ranked the highest was the aspect of working based on their duties and responsibilities. Moreover, it was found that the personnel educational background had an effect on their participation at the workplace.

Keywords: Employee participation; Workplace; Personnel; Demographic factors Field of research: Management

1. Introduction

In public sector, promoting participation in administrative organization is considered to be a condition and an important key of success in development in bureaucracy in order to meet demand of citizen and benefit them. Due to the process of participation is an important factor that supports and promotes the bureaucracy to have power in creatively developing the country. Hence, it is the main goal of the public sector in development of modern time, which is an open system. Participation in working of the public sector from every part of society, particularly, the citizens and local community who are the interested people will help bringing government officer closer to the citizens to be aware of requirement and actual problem, conflict, as well as, it

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would be a way to create a learning society that encourages the citizens to be a part in voicing their opinions and making decision.

Public issue is a role that a government agency must implement to make it happen (Administrative System Development Unit, 2006) Participation in operation has significance in many organizations' operation, which can cause a good outcome in national policy, economy, society, politics and new science such as (Likit Tiravekin, 2002) 1. National policy aspect can lead to competition with each other. It is an improvement in backwardness. The competition will lead to creation of creativity, which is a thing to develop the country. 2. Economic aspect will help operational expense efficiently and carefully. Due to everyone feels that the outcome is a common benefit, as well as, the existing resources. 3. Social aspect can be seen from the feeling of ownership of locality that one has the right to speak up and managing the locality. It causes the feeling of being as one and willingness to take care of them. 4. Political aspect refers to encouragement of feeling that self-governance manifests being oneself. It can relate abstract object into concrete object. Basically, the local development policy is for local benefits, which is building the feeling in terms of participation and self-governance, as well as, political culture in participating style. 5. Scientific aspect refers to an attempt in various scientific learning in project planning management, budgeting system, environment and so on. It also affects in social aspect where it can lead to following up news, particularly, news about science. Due to it has a direct effect and relationship in creating awareness sand understanding problems.

Royal decree 1995 (Revenue Department, 2009) divided the public sector of ministry of finance 1995 by enforcing since 5th, January 1995 into two division, central administration and provincial administration. In the central administration, it determined to have regional revenue office and power in being responsible in the region in order for the revenue department to efficiency process in taxation. Hence, the revenue department issued an order in 26th July 1996 to have the revenue department area 3 to be responsible for collecting taxation in Bangkok in the area of revenue office 12-16. Therefore, it was 12-16 for the area of revenue office and 19 branches for the area of branch revenue office.

The following year of 2008, Minister of Ministry of Finance declared about determination and division of the revenue department 2008, in 25th January 2008 to regulate and share responsibilities in the region for regional revenue office, area revenue office and area revenue of branch office. These are all central administration of the revenue department by letting the revenue department area 3 to be responsible in taking care of in the area of Bangkok. It has authority in the area revenue office in Bangkok 22-30, which makes the total 9 locations and another 19 locations for the area of branch revenue office.

From the statement and reasons above, it made the researcher had an interest in the study of employee participation of the personnel in the revenue department area 3 in order to know the level of employee participation of the revenue department area 3 and to use the information to further develop work performance of the personnel here.

2. Literature Review

Jewell (Jewell, 1998 quoted from Varattara Kaewvichit, 2001) stated that participation referred to relation between participation of an individual by being aware of emotion of each other in a certain situation and giving information appropriately. Cotton (Cotton, 1997 quoted from Ajchari Jantanajulka, 2001) defined participation as the process of participation in order to bring our ability of an individual to apply, which resulted in making the individual put an effort to bring organization to success. Yuttasil Panon (2003) concluded the definition of participation as participation of an individual with a group of individuals that had common opinions gathered to willingly brainstorm, plan, develop, solve a problem, give compliment, assess and report together in order to achieve their goal. Cohen and Uphoff (1980 quoted from Mitr Charoenkarn, 2008) say that participation in action Implementation is the implementation of the project plan. This is a great way to create a sense of ownership.

1) Participation in resource sharing: participation, sacrifice, donation, material supply and advice these resources will be willingly provided.

2) Participation in management and coordination Administration and Coordination are involved by employing people to engage in action. Training participants who will participate in the project or advising on the project. and coordinates the project.

3) Programmer Enlistment Activities are involved. by joining the project. It is mandatory for most projects. Participation by enforcement is different from co-operation. Benefit is not important. if it is willing to participate. The benefits will be realized after the engagement.

Suchart Arunwutwong (1998) That said, participation in the work. Implementation refers to the participation in decision-making along the way and approach to the project and the plan. Apinya Kangsanarak (2001) Say that participation in the project process means benefiting the project. contributing material, equipment and labor. Apiwadee Sooksangdao (2003) That said, participation in the operation. The staff has been involved in the practice. Resource mobilization, coordination, and co-operation. Sansanee Nijapanich (1999) states that participation in evaluation means the use of annual meeting activities. Presentation of performance It also offers ideas for improvement and improvement.

From the study above, it can conclude that participation is when an individual participates in a group that is responsible for their work, brainstorming, planning, developing and solving problems with each other in order to achieve their goal.

Theories about participation

Theories about participation, it explains an action of taking part in something of a situation and goal or objective. These theories also explain about dedication of members and various demands. There are 4 well-known and accepted theories about participation as follows.

1. Structural and role theory. Chanita Rakpolmueng (1989) often considered this to be one of the most powerful theories of all in terms of its longevity from past and value of sociology. In U.S.A., this theory was highly popular during 1940-1965 and started to decline ever since then. However, its influence still exists in the present time.

2. Leadership theory. Keith Devis, 1984 quoted from Nipon Nupan, (2004) classified the theory into 2 groups as follows.

2.1 Trait theory of leadership refers to the study of traits in terms of physics, mentality and personality.

2.2 Situational theory refers the concept of some situation can make leadership. A successful leader is someone who is able to adapt well into changing of every situation. This theory also believes that there is no specific personality or trait that can automatically make a person become a leader.

3. Group result theory. Stogdill (Stogdill, 1995 quoted from Tasna Kaemane & Yaovapa Techakom, 1979) stated that there were 3 elements of group result theory as follows.

3.1 Dedication of members refers to expression, interaction and expectation, which are considered to be an investment of the members in order to have an outcome from group gathering.

3.2 Medium of the investment of the members refers to 2 types of structures of the group such as official structure means expectation from interaction of members and role of member structure means structure that believes to be in each member. The role refers to responsibility and power in working according to their position and assigned task.

3.3 Group result means the result of the investment of the members from expression, interaction and expectation though the structure and action in order to achieve to their goal.

4. Motivation theory. According to Maslow's hierarchy of needs (Maslow, 1954 quoted from Pairach Jiambanjong, 1979) explained that human behavior that was related to basic needs caused from satisfaction, these needs were put in order from least to most, when the needs had happened.

3. The Methodology and Model

1. This study, it was conducted by survey of population who were the personnel of the revenue department area 3 from 4 departments such as Information Technology, General Administration, Law and Taxation and Planning and Assessment. There were 160 people. Krejcie and Morgan's formula of determining sample size was applied.

The researcher chose the group sample by stratified random sampling with determining various departments in the revenue department area 3. The random sampling followed portion of the population as it can be seen in table 2.

Table 2 Represents the number of personnel and the group sample of the revenue department area 3.

No.	Departments	Population	Group Sample
1	Information Technology	78	46
2	General Administration	59	35
3	Law and Taxation	96	57
4	Planning and Assessment	38	22
Total		271	160

2. From the concept above, it can classify variables into 2 types as follows.

Independent variables are demographic factors including sex, duration of work, level of education and work position. Dependent variables are participation in work of the personnel including participation in decision-making, participation in working, participation in receiving work benefits and participation in assessment.

3. Research instrument was quantitative research by using questionnaire with close-ended questions. The questionnaire was divided into 2 parts.

Part 1:4 questions about demographic factors of respondents like sex, level of education, duration of work and work position.

Part 2:20 questions about employee participation of the personnel of the revenue department area 3 from 4 departments.

4. In the process of checking quality of the research instrument, the researcher had 3 experts/lecturers such as Chukiart Pudpromrach, Siriyupa Athisuk and Nangsamaporn Sivapornchai check for its content validity and reliability by using related group sample to the one that was used in the study for try-out around 30 people. The confidence level was .726.

5. Data collection was made by the researcher used 160 copies of collected questionnaire from the group sample of the personnel of the revenue department area 3.

6. The researcher used the received questionnaire to check for its completeness and statistically analyzed it by a computer using statistics package software as follows.

6.1 Descriptive statistics explained demographic factors of the personnel of the revenue department area 3 by using frequency and percentage. On the other hand, analysis of the level of employee participation of the personnel of the revenue department area 3 used mean and standard deviation.

6.2 Inferential statistics used for hypothesis testing as follows.

1) Analytical comparison of the level of employee participation of the personnel of the revenue department area 3 used analysis of the difference

between mean of the 2 group samples with t-test (Independent t-test). It was a testing of the population of the 2 groups by random sampling from each independent group sample. The first step of the testing of the difference of variance of the 2 group samples were used statistical testing of Levene, which, if the result was there was no difference in variance of the 2 group samples, then the testing of Equal Variance Assumed would be applied. If the variance of the 2 group samples were different, it would use the testing of Equal Variances Not Assumed, instead.

2) Analytical comparison of the level of employee participation of the personnel of the revenue department area 3 used analysis of the difference between mean of more than 2 group samples. The first step was to have the testing on the difference between variance of more than 2 group samples by using statistical testing of Levene. If the result of variance was not different, then it would use statistical analysis of One Way Analysis of Variance: One Way ANOV. Subsequently, if the result of the analysis found that there was the difference between the group samples, it would test each pair of the group samples by LSD (Least Significant Difference). But if the result found that there was the slightly difference in the variance at least 1 pair, it would use the statistical testing of Brown-Forsythe. Later, if the analytical result were found that there was the difference between the group samples, then it would use the testing by pair with statistical method of Dunnett T3.

4. The Findings

1. The overall level of work Participation of the personnel of the revenue department area 3 and 4 aspects were all medium. It started from working, followed by receiving work benefits, decision-making and assessment, respectively as seen in the table 3.

Table 3: Mean and standard deviation of the level of work participation of the personnel of the revenue department area 3 with aspects and total.

Participation in Work	Level of Participation			Order
	\bar{x}	S.D.	Result	
.1Decision-Making Aspect	2.860	.727	Medium	3
2. Working Aspect	3.080	.806	Medium	1
.3Receiving Work Benefits Aspect	3.078	.720	Medium	2
4. Assessment Aspect	2.783	.739	Medium	4
Total	2.950	.631	Medium	

2. The personnel with different level of education had different work participation of in receiving work benefits aspect. The personnel with level of education higher than bachelor degree had level of work participation in receiving work benefits higher than the personnel with bachelor level of education as the table shows.

Table 4: Comparison of the level of work participation of the personnel of the revenue department area 3 distinguished by level of education.

Demographic Factors	Level of Education	
	Statistical value	p-value
Decision-Making Aspect	.455	.635
Aspect Working	1.139	.323
Aspect Receiving	3.250*	.041
Benefits	1.017	.364

* There was significant statistical level at .05

5. Summary and Conclusions

From what was found by this research, the researcher took all of the important issues to debate by various details as follows.

1. It was found that the level of employee participation of the personnel of the revenue department area 3 in decision-making, working, receiving work benefits and assessment aspects was medium. It shows that the personnel of the revenue department area 3 had knowledge, various skills in working, as well as, participation in work to some extent. Due to the personnel of the revenue department area 3 had different roles and responsibilities of their own and they understood theirs appropriately. This could be a reason why the level of work participation was medium. This was concordant with the concept of Sutep Sothaisong (1990 quoted from Nipon Nupan, 2004) stated that living life with other people in a society; everyone must have their own status and role. Due to the necessity in learning on how to interact with other people efficiently and express their role appropriately. Therefore an individual must learn their own role and also others. The individual should learn about expectation such as thought, feeling, value and behavioral trait. As the society expected these things to be whether appropriate or not. Furthermore, the individual must learn about expectation in their role and others as well. This was concordant with the research of Apiradee Suksangdao (2003), which was found that the level of participation in management following awareness of nursing professors of a Nursing College in the Northeast in terms of decision-making, working, receiving work benefits and assessment aspects was all medium. It was accordant with the research of Samrang Kampirapaeng (2006), which was found that the level of participation of agricultural housewives in meeting, working and assessment aspects was all medium. This was also concordant with the research of Attapol Sueatae & Pannilai Nitiroj (2017), which was found that the level of role of citizens in participation of management was medium. When considering by each question, it was found that the issue of following checking work operation and behavior of sub district staff had lowest level. This was due to the people did not quite understand about the process of following, assessment and limitation of time, therefore, they did not have any role in this part.

2. It was found that the personnel with sex, duration of work and work position had indifferent work participation. It shows that the personnel of the revenue department area 3 made a plan and assessed the result for taxation management,

operational control, directing, following the area revenue office and controlling work of division that they were responsible for all the time. They did it without thinking of their sex, duration of work and work position. Hence, it made the work flow according to the policy, plan and goal of the revenue department. This was accordant with the research of Somyos Fukool (2003), which was found that student inspectors with sex and work position had participation in their work indifferently. This was concordant with the research of Lerlak Opassatavorn (2006), which was found that government officers with sex and work position had work participation in Office of the Permanent Secretary indifferently. This was concordant with the research of Sujin Kladprasit (2007), which was found that committee with sex, work position and working experience had participation in working of Community Learning Center indifferently. This was also concordant with the research of Prasit Dujda (2003), which was found that teachers with sex and working experience had participation in their work in high school indifferently.

3. It was found that the personnel with different level of education had participation in their work with receiving work benefits aspect differently. It turned out that the personnel with higher education than bachelor degree had higher level of work participation in receiving work benefits aspect than the personnel with bachelor degree. This was probably due to the personnel of the revenue department area 3 with higher education than bachelor degree had higher level of knowledge and understanding. Hence, they had more readiness and roles than the personnel with bachelor degree. Therefore, it made participation in attending various projects of either internal or external activities of the revenue department area 3 and participation development in knowledge and skills better. This was concordant with the theory of Parsons (Parsons, 1992 quoted from Nipon Nupan, 2004) stated that an action of an individual in a society must have volunteering trait in order to achieve a goal with various methods. Therefore, the individual must have a belief in value, which was a path to the goal. Besides that, various circumstances could be a measurement on what behavior that the individual would be, role and situation of various individual had done to eventually turn to social system. This was concordant with the research of Abdullah Ihalo (2009), which was found that committee with different degrees of education, had work participation in a basic educational institute of educational service area of Yala, area 1 differently. However, it was a contradiction to the research of Sujin Kladprasit (2007), which was found that committee with different degrees of education, had work participation in community learning center of Samut Songkhram Province indifferently.

Suggestions

The received suggestions from the research

1. There should be a continuously activity or project in development of knowledge and ability to work for the personnel of the revenue department area 3. This is for adding new knowledge and working skill as a team.

2. It should encourage work participation in decision-making and assessment aspects by using skill and working as a team or various committee members.

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