

Working Life Quality of Suan Sunandha Rajabhat University Personnel

Anantachai Aeka, Terada Pinyo, and Wanussanath Prapala

Abstract—This is a survey research aiming to study and compare the working life quality of personnel at Suan Sunandha Rajabhat University. A questionnaire is used for getting data from 294 samples, being selected by stratified random sampling method classified by position. The data is analyzed and processed by instant program, and the statistical tools used are frequency, percentage, mean, standard deviation, t-test and One Way ANOVA. The research results are that: 1) The working life of personnel overall and individual aspects, regarding working environment, ability development, advancement, team working, democracy in work place, balance between work and personal life and social benefits are at high level; meanwhile, payment is at moderate level. 2) Educational background and length of service make a difference on working life quality at the level of .05 statistical significances. 3) The personnel with Ph.D. have the working life quality differently from the personnel with Bachelor's at the level of .05 statistical significances. 4) The personnel with a length of service between 11 – 15 years have the working life quality differently from the personnel with a length of service between 1 – 10 years at the level of .05 statistical significances.

Index Terms—Quality, working life, personnel.

I. INTRODUCTION

The economic crisis of Thailand has made both public and private organizations adjusted themselves to become the organization in globalization era. High technology is introduced to save and reduce cost of resources; and to use those resources with utmost worthiness and benefits. Em-orn Piewlueng quoted that "...Working life is a working style responding to serve the need and ambition of individual under the criterion of personal condition and social context of that organization..." [1]. Klinsuda Sritham, on the other hand, also suggested "... working life quality focuses on an increase of satisfaction for personnel, in terms of humanity, progression and participation, leading to effectiveness of organization with good quality of work..." [2].

The mission of SSRU is based on five themes: producing graduates; constructing and developing knowledge and innovation; providing academic services to society; promoting and conserving arts and culture; and promoting teacher career [3]. In addition, the university is responsible for leading and solving problems of the society. Due to those duties, the efficiency and effectiveness are required. Therefore, personnel are the key for success. Practically, personnel must be fulfilled with basic needs of life so that they

can concentrate their work without any worrying. It can be said that the quality of life is directly affected the quality of work. What the university can do is to promote and develop the personnel's potential; and enhance them to realize how their work performance can make them have a better living. This motivation certainly creates loyalty, happiness and satisfaction. As a result, the flexibility and freedom in terms of academic, budget and resource management; the exploration of new knowledge and innovation for communities and societies; and the increase of competitive potential of the country, can become more efficient and effective.

As discussed, the better working life is, the more enthusiasm, sacrifice and commitment the personnel are. Various kinds of factors are raised to study: payment; working environment; ability development; advancement; team working; democracy in work place; balance between working and personal life; and social benefits. The research outcome will be used for working life development or improvement; and will be a guideline for solving problems and decrease difficulties found in working.

II. OBJECTIVE

To study and compare the level of working life quality of SSRU personnel, classified by demographic characteristics.

III. DEFINITION OF TERMS IN THIS STUDY

Working life quality means the opinion of personnel towards working which create good quality for their lives and respond to basic needs under 8 factors: payment; working environment; ability development; advancement; team working; democracy in work place; balance between working and personal life; and social benefits. Payment means the opinion towards the sufficiency and fairness of salary and/or other benefits. Working environment means the opinion towards the operation, regarding regulations, proper work place, and working tools and equipment. Ability development means opinions on knowledge and skills development for work and present to work place. Advancement means opinions on promotion and work security. Team working means opinions on relationship establishment, or working with others. Democracy in work place means opinions towards the respect to others, and the openness for free decision and expression. Balance between working and personal life means opinions towards time management without any barriers. Social benefit means opinions on benefit construction for society and the acceptance via cultural promotion.

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IV. THEORY AND RELATED OFFICIAL PAPER

The research employs five theories: Two-factor of Herzberg; Hierarchy of needs of Maslow; ERG of Alderfer; Motivation of McClelland; Expectancy of Vroom; and concept of Adisai Thovichai in Work Happiness [4].

V. RESEARCH FRAMEWORK

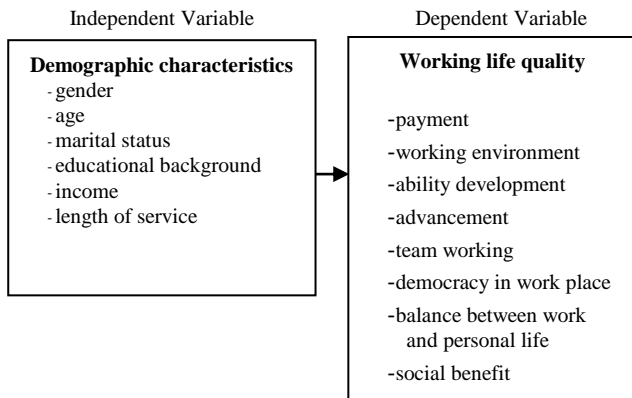


Fig. 1. Variables identified for research framework.

According to the research framework, two variables are focused: independent variable – demographic characteristics, such as gender, age, marital status, educational background; dependent variable – working life quality, such as working life quality, working environment, ability development.

VI. METHODOLOGY

The research is a survey study. The population is 1,103 personnel of SSRU and is calculated for the size of sample by Yamane's formula at .05 significances. The 294 samples are selected via Stratified Random Sampling, classified by position, and dispersed by demographic ratio [5].

Variables used are divided into two: independent variable is demographic characteristics; and dependent variable is working life quality - payment; working environment; ability development; advancement; team working; democracy in work place; balance between working and personal life; and social benefits.

The tool for collecting data is a questionnaire, consisting of 2 parts: part 1 is demographic characteristics; and part 2 is opinions towards working environment based on 5-level Likert's scale:

- Average score from 4.21 - 5.00 means working life quality is at the highest level
- Average score from 3.41 - 4.20 means working life quality is at the high level
- Average score from 2.61 - 3.40 means working life quality is at the fair level
- Average score from 1.81 - 2.60 means working life quality is at the poor level
- Average score from 1.00 - 1.80 means working life quality is at the very poor level

The content validity is used for checking validity by 3 experts – Asst. Prof. Dr. Anat Tapinta, Asst. Prof. Dr. Phaiboon Champong and Dr. Vichan Lertlop; meanwhile the

reliability is also checked by the similar-sized group of 30, having the value at .9735.

The 294 questionnaires are distributed to personnel.

The data is analyzed by instant program with a focus on dispersion of a random variable according to demographic characteristics. The statistical tools are also employed – frequency and percentage; meanwhile, the comparison between the 2 groups employs t-test, and among 3 groups employs One Way ANOVA. Then, each pair is tested via LSD (Least Significant Difference.)

VII. RESULT

The majority of the respondents are female, with ages from 26 - 30, are single, holding Bachelor's, earn a monthly income of 15,000–19,999 baht, are temporary employed, and has been in service for less than 5 years (Table I).

TABLE I: FREQUENCY AND PERCENTAGE OF DEMOGRAPHIC UNIVERSITY PERSONNEL

Demographic Characteristics	Frequency (n = 294)	Percentage
1. Gender		
Male	96	32.7
Female	198	67.3
2. Age		
Less than 25 years	100	34.0
26 – 30 years	126	42.9
31 – 35 years	45	15.3
35 years and above	23	7.8
3. Marital Status		
Single	195	66.3
Marry	90	30.6
Widowed / Divorced	9	3.1
4. Educational Background		
Less than Bachelor's	83	28.2
Bachelor's Degree	66	22.5
Master's Degree	65	22.1
Ph.D.	80	27.2
5. Income		
Less than 14,999 Bath	67	22.8
15,000 – 19,999 Bath	110	37.4
20,000 – 24,999 Bath	53	18.0
Over 25,000 Bath	64	21.8
6. Length of Service		
Less than 5 years	83	28.2
5 – 10 years	60	20.4
11 – 15 years	79	26.9
16 years and above	72	24.5

TABLE II: QUALITY OF WORKING LIFE IN TERMS OF PAYMENT

Payment	\bar{X}	S.D.	Meaning
1. Appropriateness of salary versus responsibility	3.40	.947	fair
2. Sufficient salary for survival	3.18	1.066	fair
3. Satisfaction on current salary	3.21	1.026	fair
4. Appropriateness to welfare accessibility	3.17	1.049	fair
5. Fairness salary comparing to similar job	3.18	1.027	fair
Overview	3.23	.917	fair

The working life quality overall and individual aspects regarding working environment; ability development; advancement; team working; democracy in work place; balance between working and personal life; and social benefits are at high level; meanwhile, payment is at the

moderate level (Tables II-IX).

Payment overall and individual aspects make an effect on the quality of working life at the fair level, having appropriateness of salary versus responsibility aspect at the highest level. This means that salary and responsibility plays the most important role for this aspect.

TABLE III: QUALITY OF WORKING LIFE IN TERMS OF WORKING ENVIRONMENT

Working Environment	\bar{X}	S.D.	Meaning
1. Convenience	3.48	.911	high
2. Up-to-date tools and equipment	3.52	.904	high
3. Ventilation	3.47	.952	high
4. Safety	3.59	.871	high
5. Mental health promotion	3.51	.880	high
Overview	3.51	.782	high

Working environment overall and individual aspects make an effect on the quality of working life at the high level, having safety aspect at the highest level. This means that safety plays the most important role for this aspect.

TABLE IV: QUALITY OF WORKING LIFE IN TERMS OF ABILITY DEVELOPMENT

Ability Development	\bar{X}	S.D.	Interpretation
1. Further study promotion	3.59	.925	high
2. Opportunity to presenting work	3.54	.853	high
3. Work development participation	3.70	.782	high
4. Knowledge and skill application	3.83	.800	high
5. Job-based training	3.77	.814	high
Overview	3.69	.703	high

Ability development overall and individual aspects make an effect on the quality of working life at the high level, having knowledge and skill application aspect at the highest level. This means that knowledge and skill application plays the most important role for this aspect.

TABLE V: QUALITY OF WORKING LIFE IN TERMS OF ADVANCEMENT

Advancement	\bar{X}	S.D.	Meaning
1. Work security	3.60	.939	high
2. Career path advancement	3.54	.935	high
3. Promotion	3.36	1.032	high
4. Superior job assignment	3.68	.858	high
5. Advancement promotion	3.52	.948	high
Overview	3.54	.808	high

TABLE VI: QUALITY OF WORKING LIFE IN TERMS OF TEAM WORKING

Team Working	\bar{X}	S.D.	Meaning
1. Satisfaction on working with co-workers	3.73	.797	high
2. Acceptance by co-workers	3.77	.800	high
3. Human relations and generosity	3.96	.733	high
4. Participation in activities	3.93	.740	high
5. Cooperation from co-workers	3.86	.802	high
Overview	3.85	.657	high

Advancement overall and individual aspects make an effect on the quality of working life at the high level, having superior job assignment at the highest level. This means that superior job assignment plays the most important role for this aspect.

Team working overall and individual aspects make an effect on the quality of working life at the high level, having participation in activities aspect at the highest level. This means that participation in activities plays the most important role for this aspect.

TABLE VII: QUALITY OF WORKING LIFE IN TERMS OF DEMOCRACY IN WORK PLACE

Democracy in work place	\bar{X}	S.D.	Meaning
1. Equality	3.65	.937	high
2. Individual right and respect from co-workers	3.89	.800	high
3. Opportunity for opinion sharing	3.83	.798	high
4. Rules and regulations	3.79	.786	high
5. Privacy	3.89	.816	high
Overview	3.81	.677	high

Democracy in work place overall and individual aspects make an effect on the quality of working life at the high level, having individual right and respect from co-workers aspect at the highest level. This means that individual right and respect from co-workers plays the most important role for this aspect.

TABLE VIII: WORKING LIFE IN TERMS OF BALANCE BETWEEN WORK AND PERSONAL LIFE

Balance between Work and Personal Life	\bar{X}	S.D.	Meaning
1. Time management on assignment	3.79	.856	high
2. Time management on personal	3.78	.815	high
3. Satisfaction on work / personal time	3.71	.912	high
4. Daily relaxation	3.64	.919	high
5. Difficulty of work and life	3.79	.832	high
Overview	3.74	.762	high

Work and personal life overall and individual aspects make an effect on the quality of working life at the high level, having time and arrangement; and difficulty of work and life aspects at the highest level. The individual aspect in this category is very closed regarding the number; therefore, it can be assumed that each aspect equally plays the role.

TABLE IX: QUALITY OF WORKING LIFE IN TERMS OF SOCIAL BENEFIT

Social Benefit	\bar{X}	S.D.	Meaning
1. Cooperation among work units for social responsibility	3.79	.856	high
2. CSR activities	3.78	.815	high
3. Satisfactory works	3.71	.912	high
4. Responsibility for society / overall	3.64	.919	high
5. Cultural and nature conservation	3.79	.832	high
Overview	3.74	.762	high

Social benefit overall and individual aspects make an effect on the quality of working life at the high level, having cooperation among work units for social responsibility; and cultural and nature conservation aspects at the highest level. The individual aspect in this category is much closed regarding the number; therefore, it can be assumed that each aspect equally plays the role.

In addition, the educational background and length of service are also considered. Both factors make a difference on working life quality at the level of .05 statistical

significances (Tables X-XI).

TABLE X: COMPARISON OF THE QUALITY OF WORKING LIFE WITH EDUCATIONAL BACKGROUND

Quality of Working Life	df	SS	MS	F	p-value
Between Groups	3	3.696	1.232	3.562*	.015
Within Groups	290	100.308	.346		
Total	293	104.004			

* Significance at .05

The personnel with Ph.D. have the working life quality differently from the Bachelor's personnel at the level of .05 statistical significances.

TABLE XI: COMPARISON OF THE QUALITY OF WORKING LIFE WITH LENGTH OF SERVICE

Quality of Working Life	df	SS	MS	F	p-value
Between Groups	3	3.951	1.317	3.817*	.010
Within Groups	290	100.053	.345		
Total	293	104.004			

* Significance at .05

The personnel with a length of service between 11-15 years have the working life quality differently from the personnel with a length of service between 1-10 years at the level of .05 statistical significances.

VIII. DISCUSSION

According to the findings, the working life quality of personnel overall and 7 individual aspects (except the payment): ability development; advancement; team working; democracy in work place; balance between working and personal life; and social benefits, which are at high level, reveals that working with strong intention to develop oneself will consequently make an effect to career advancement. The basic needs provision, the space openness for discussion and participation, and the appropriateness of work place are all factors that help stimulate the passion in working. What the organization gets is the efficiency of work. Therefore, factors affecting working life quality are proper and fair payment; working environment; ability development; advancement and security; team working; individual rights, time management and social benefits. It is in line with Lakhana Sirathirakul, who has mentioned that "...hygienic and safety environment; ability development; advancement and security; social relations; management style; work freedom and individual pride are factors that make the working life quality..." [6].

Furthermore, the finding concerning the educational background factor reveals that the personnel with Ph.D. always employ their knowledge and skill for career advancement; meanwhile, they are more open for listening than personnel with Bachelor's. This is in line with motivation theory of McClelland in which Sanya Rodphothong mentioned and Hierarchy of needs of Maslow "... people need love and want to associate with others / or being accepted by peers... to achieve the goal with utmost attempt, intention and reason... these will make them get a fast track promotion and the company will also receive a positive effect as well..." [7]. Moreover, Noi Thairat has employed the idea of Harper and noted that "... Personnel factors concerning educational background have an effect on

quality of work life..." Maslow's Hierarchy of Needs Theory has also supported that "...the basic needs of individuals can create the motivation in using one's utmost ability to acquire what one needs and satisfies with..." [8]. Mullika Mekla also found in her study that "...personnel of Kasikorn Bank (Plc.) with different educational background have got working life quality differently at the level of .05 statistical significances..." [9].

The finding concerning length of service factor reveals that personnel who have been working for 11 – 15 years focus on knowledge application for work, human relation construction, and other's right respect more than personnel with the duration less than 5 years, 6 – 10 years and over 16 years. ERG theory of Alderfer being employed by Anong Atcharyavanich, suggests that "...the need for survival is the physical need, the desire for appliance is the desire to keep relationship with others in that organization – co-workers, boss and family members, including advancement which is the desire concerning self-development, creativity, efficient work outcome and being acceptance..." [10]. Thitiya Chaiyawut has concluded in her study found that "...personnel of Krung Thai Bank (Plc.) with different length of service have different working life quality the level of .05 statistical significances..." [11].

IX. SUGGESTION

A. Suggestion for Outcome Usage

- 1) Personnel development and team working should be carried out continuously.
- 2) Payment should be allocated appropriately by considering on responsibility and economic condition, etc.

B. Suggestion for Future Study

1. Some other factors affecting working life quality should be added, such as atmosphere factor.
2. Working life quality should be further studied in order to get in-depth information and cover all aspects via qualitative research technique: in-depth interview and focus group interview.

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