The Effect of Quality of Working Life on Employee Loyalty: A Case of Academic Supporting Staff of Suan Sunandha Rajabhat University, Thailand

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This research aimed to study the effect of quality of working life on employee loyalty towards the organization. It used a case of academic supporting staff of Suan Sunandha Rajabhat University. This study employed a quantitative research approach. The study was carried out between July and September 2017. The research samples consisted of 275 academic supporting staff of Suan Sunandha Rajabhat University. They were selected by simple random sampling. A questionnaire was used to collect the data. The statistics used for data analysis were frequency, percentage, mean and standard deviation, t-test, one-way analysis of variance, and Pearson correlation coefficient. The research results revealed that the quality of working life affected the employee loyalty to the organization, with the statistical significance of .01. From this result, it can be concluded that if the academic supporting staff has good quality of working life, they are most likely to be loyal to the university. Such result provides a guideline for the executives of the university to determine their policies and direction in personnel management. This study also suggests that the quality of working life of employees is not stable, but will change according to changing situations and time, therefore, the university needs to conduct a new survey in every 4 years to gain an updated information regarding the perception and behavior of their employees.

Keywords: Quality of working life; Employee loyalty; organization; academic supporting staff

Field of research: Management

Introduction

Suan Sunandha Rajabhat University has been a smart archetype university of the society that has produced graduates with front row quality. It provides academic services and transfers technology to communities and international society. It conserves and develops services provision as the center for arts and culture service center, as well as, conducts research, creates innovation and develops knowledge for society. It has established network with several outstanding universities in ASEAN community and has employed modern management system for versatility. These are all main roles of Suan Sunandha Rajabhat University.

Producing graduates with front row quality is what communities and society of knowledge-based economy needs, in order to be a global citizen. Hence, working process of personnel has become a driver to get organization to achieve its success. In the present time, the executive university has changed a policy in organizational structure where it adjusted to increase amount of salary and recruitment of staff members of the university. This is for security and progress of the personnel, which is considered to be important for developing the personnel. Due to human resource in the organization is a very important driver to make the organization progressive and successful in a current environment of
competition (meeting document of Academic Supporting Staff of Suan Sunandha Rajabhat University, 2016). Providing variety of courses is a way to respond the need of ASEAN level. As a result, it needs to increase the number of the personnel. Therefore, the organization has to find the best way to hire quality and efficient personnel for the organization in the current competitive environment and a way to maintain the human resource. Thus, studying about the quality of working life of the personnel is an important thing for the organization to acknowledge the important characteristics of the quality of working life in order to have loyalty to the organization. It is an important factor on existence of the organization and a path that leads to efficiency of the organization, as well as, creating good quality of working life of the university staff members. If the staff members had no loyalty to their organization, there could be several problems followed by such as resistance on their executive and the organization. It would eventually result in lack of efficiency in work performance.

From the reasons mentioned above, the researcher saw the importance of relationship between the quality of working life and loyalty of the personnel. They are the determinants of working behavior of the personnel that can result in positive attitude to their work and the organization, as well as, willingness to put more efforts and no desire to leave the organization. Therefore, the data will be used for improvement and development of decision-making of the executive in making a new policy and strategic plan for managing the personnel efficiently, as well as, being ready to enter ASEAN as a number one Rajabhat University of the country.

**Literature Review**

The researcher applied related concepts, theories and research documents as a way to determine a conceptual research and hypothesis. It can be concluded and presented in order as follows.

1. **Concept and theory about demographic factors**

Demographic factors include age, sex, size of family, marital status, income, occupation and education. These things are the common criteria for demographic segmentation. Demographic factors are important factors and statistics to measure population in order to help determining a targeting market. Demographic data will be able to access and have more efficiency to easily determine the targeting market than other measurement of variables. The important demographic variables are as follows (Sirivarn Seireerat, 1995).

1) **Age** –Due to a product can meet demand of a group of consumers with different age, hence, a marketer utilizes the age to be a different demographic variable. The marketer further seeks demand of niche market by focusing on the importance of the market of a certain age.

2) **Sex** –It is an important variable in segmentation. The marketer needs to study about this variable deliberately. Due to there is a currently changing in consumer behavior of this variable. The changing could be from women, who now have to work harder, which
can have quite an effect in the process of the product in this segment. The workingwomen usually do not have time to watch television, shopping or listening to radio. Advertiser may use a magazine as a way to get to this segment. Another changing in behavior is men; now go shopping at a supermarket, instead.

3) Marital status –Family has always been a marketing target since the past to the present and it is likely to become more and more important. The marketer is interested in number and characteristics of an individual in a household, who is using a product. The marketer is also interested in considering demographic factors and communication structure about a decision maker in the household in order to develop marketing mechanism appropriately.

4) Income, education and occupation – These are important variables in determining the market. In general, the marketer is interested in wealthy consumers. However, family with medium and low income are the big market. The important problem of market segmentation by only income is income will be an indicator of whether it has ability to purchase a product or not. At the same time, purchasing the product could reply on the criteria of lifestyle, preference, value, occupation, education and so on. Although, income is a commonly used variable, the marketer will relate income with other demographic variables in order to clearly determine the targeting market such as a group of high income with various age. It is considered to be using the criteria between income and age together. It is very common these days. Income could be related with age and occupation such as a group of business yuppies considered to be the high influential group.

2. Concept and theory about the quality of working life

Delamotte (Yves & Takezawa, Shin-Ichi, 1984, pp.2-3 quoted in Chalerm Sarn Article, 1997, pp. 6) stated that the quality of working life had meaning in various aspects as follows.

1. The quality of working life in a broad term can mean that various things that are related to working life including compensation, hours of working, working environment, benefits, career progression and relationship with colleagues. All of these things have an effect on satisfaction and motivation for worker.

2. The quality of working life in a very narrow term can mean that positive effect of work that would have an effect on the worker. It means that improvement in the organization and job characteristics, particularly; the worker should receive special consideration for promoting the level of the quality of working life of each individual. Also, the need of the work in terms of satisfaction in the work and participation in decision making, which has an effect to working environment.

3. The quality of working life means humanization of work, improvement of working condition or working environment where the definition of the quality of working life covers operational procedure or technology that supports working environment to cause more satisfaction.

1. Adequate and fair compensation is one thing that can imply the quality of working life. Due to everyone has their economic demand and they have to work to meet their economic demand. Thus, this demand is a necessary thing for survival. Besides of creating their own expectation of their compensation, they will also compare with other people with the same type of job.

2. Safe and healthy working condition refers to the worker should be in an environment where there is protection for accident and things that could harm health and security.

3. Immediate opportunity to use and develop human capacities refers to assigned work that can maintain and develop their ability in terms of new knowledge and skills for the possibility in promotion.

4. Future opportunity for continued growth and security is development of ability of the individual in work through education like training. It is a determinant of the quality of working life that it allows the individual to use their full potential, to have self-confidence and to be able to solve a problem in an appropriate way that can them succeed in their life.

5. Social integration in the work organization refers to working together. It shows the worker sees their own value that they can succeed in their task. They can also be accepted and well cooperated with others. This is about social organization where it is the nature of having relationship between people in the organization, which it can have an impact on the working environment.

6. Constitutionalism in the work organization means management for officers/staff members to have their right to work in the scope of their assignment and expression to each other. It is also a way of working together where the individual’s right must be respected. It is another element to determine the quality of working life.

7. Work and the total life space refers to appropriate time management of the individual to balance between their work and their personal life with family and other activities.

8. The social relevance of working life is a working activity that is in a way to be for social responsibility. It will add value on the importance of the work and job of the worker such as the feeling of knowing that their own organization is a part of being responsible in conserving the environment like pollution, as well as, political campaign and so on.

3. Concept and theory about loyalty to the organization

Liza Beach (Pachanonth Chanaravee 2013, quoted from Lisa Beach, 2008) studied and presented 7 factors that could increase loyalty of staff members to their organization besides money, were as follows.

1. Communication that opens an opportunity to communication two ways in the organization.
2. Make the staff members realize their value and respect that they have from the organization.
3. Satisfaction of working in terms of adding work challenges as a way to give a learning opportunity.
4. Do not make the staff members feel they are being too much in control.
5. An efficient leader.
6. Understand both personal and working factors of the staff members.
7. Promote an opportunity for progression and efficiency in work of the staff members.

There are 3 dimensions of theory of loyalty by Hoy and Rees (Hoy & Rees, 1974, pp. 274-275).

1. Behavioral aspect – The feeling of wanting to leave or staying in the organization.
2. Affective aspect – Love for the work and satisfaction to the organization.
3. Cognitive aspect – Confidence, trust and faith in the organization and the leader.

Despite, other people will have interaction in decision-making of the organization, but the feeling to the organization and the leader makes the individual accept their mistake when they make one. It is a direct feeling of loyalty to the organization.

4. Related research

Nisachol Ruengchoo (2014) studied about the relationship between the quality of working life and loyalty to the organization of the staff members of a foreign bank in Thailand. The result of the research was found as follows.

1. Different demographic factors of the foreign bank staff members such as sex, age, marital status, level of education, work position, average income per month and duration of work had different kinds of loyalty relationship with their organization.
2. The quality of working life factors including appropriate and fair compensation, good hygiene and safe environment, opportunity to develop ability in security and career progression, social integration, democracy of the organization, work-life balance, and social responsibility, which had relationship with loyalty to their organization.

Nattayapach Likitpiiriya (2014) studied about the relationship between relationship with culture of the organization and the quality of working life of staff members at Toshiba Carrier (Thailand) Co. Ltd around 300 of them. It was found that the level of the quality of working life on culture and relationship with the organization was medium. There were 2 aspects of the quality of working life factors such as pride in the organization and social relationship. There was 1 aspect of culture of the organization such as focusing on long term in working together. The relationship on relationship to the organization had a significant statistical level at 0.05.

Banthit Pungnirund and Board (2016) studied about ethics in the organization and satisfaction in working, which had an influence in the relationship to the organization of the staff members at PTT Exploration and Production Public Company Limited in Thailand. A sample group used in the research was Thai staff members around 345 of them. It was found that satisfaction in working in terms of responsibility, policy, relationship with a leader, security, job characteristics, career progression and relationship with colleagues had an impact on the relationship to the organization of the staff members. All of the variables can be predicted at 50.6%

Rungtip Nganrungchachval (2013) studied about the relationship between the quality of working life and relationship to the organization of the staff members at Charn Paiboon Trading (1972) Ltd. By using all of a sample group of population in the study around 315 people. The research result found that 1) The staff members at Charn Paiboon Trading (192) Ltd had the overall quality of working life at a medium level ($\chi = 3.24$) and the level of relationship to their organization was medium ($\chi = 3.31$)2). When classifying...
by different demographic factors, it was found that sex, age, marital status, level of education and work position did not have the different quality of working life. Except, income and duration of work in working had a significant difference at the statistical level at 0.05. On the other hand, the level of relationship to the organization was not different either. Except, duration of work in working had a significant difference at the statistical level at 0.05 and 3) The relationship between the quality of working life and relationship to the organization of the staff members at Charn Paiboon Trading (1972) Ltd had relationship at a significant level of statistics at 0.05.

Methodology

In this study, it was conducted by quantitative research by using survey method and questionnaire, statistically. It was developed to find data information from theories, academic documents and related research that the researcher have done before.

Population used in the research

There were about 275 people of the population used in the research who were academic support staff. It used stratified random sampling and using proportional stratified random sampling in each work where it would have complete number of sample group's representatives.

Research Instrument

The researcher used questionnaire as the research instrument for data collection by duration of data collection and analysis between July-September 2017. The procedure went on as follows.
1. Studied from books, documents, journals, theories and related research paper in order to determine the scope of research and created the research instrument in order to cover everything of the research’s purpose.
2. Took the data to create the questionnaire.
3. Let the designed questionnaire checked its validity, content validity and wording for accuracy by an expert. The checking used the index of particular definitions by having the value of IOC (Index of item –Objective Congruence) in the questionnaire of more than 0.5 before actually using it.

Data analysis

The researcher implemented the data analysis by using statistics package software a follows.
1. Descriptive statistics
   1.1 Questionnaire data analysis in the 1st part of an individual’s characteristics of respondent. It was used to distinguish frequency and percentage in order to study about general characteristics of the group sample of the research.
   1.2 Questionnaire data analysis in the 2nd and 3rd part by using mean and standard deviation. It had criteria for assessment from measuring the data with interval scale.
2. Inferential statistics

It easily used the Pearson Product Moment Correlation cient for testing the relationship of 2 independent variables in order to find relationship value between the quality of working life and loyalty of the personnel. The correlation coefficient would be between -1 < r < 1 (Kalya Vanichbancha, 2003, pp. 351).

Findings/Discussion

The result of the research of “The Effect of Quality of Working Life on Employee Loyalty: A Case of Academic Supporting Staff of Suan Sunandha Rajabhat University” can be concluded as follows.

The quality of working life of the personnel in Suan Sunandha Rajabhat University factors include appropriate and fair compensation, good hygiene and safe environment, opportunity to develop ability, security and career progression, social integration, democracy of the organization, work-life balance, and social responsibility.

From the result of the research, it was found that the personnel in Suan Sunandha Rajabhat University had the overall level of the quality of working life at a good level. To consider each aspect, it was found:

**Appropriate and fair compensation**

The highest value of mean in Appropriate and fair compensation was whenever, there was a task to do outside of working hour or special task, the personnel usually received appropriate amount of compensation. The lowest value of mean was current compensation that was enough for expense in the current economic environment.

**Good hygiene and safe environment**

The highest value of mean in good hygiene and safe environment was location of work had good protection and security. The lowest value of mean was the organization had appropriate protection in working on something risky or dangerous.

**Security and career progression**

The highest value of mean in security and career progression was being assigned to do work that is according to ability and skill. The lowest value of mean was consideration in getting promotion fairly.

**Opportunity to develop ability**

The highest value of mean in opportunity to develop ability was being a part of planning and assessment. The lowest value of mean was getting advice from the leader when facing a problem or an obstacle in work.
Social integration

The highest value of mean in social integration was receiving cooperation and help from a supervisor or colleagues all the time. The lowest value of mean was the personnel from every level had a chance to know problems happening in their division and was able to express their opinions to solve the problem.

Democracy of the organization

The highest value of mean in democracy of the organization was your work was always considered equally and fairly. The lowest value of mean was being a part of decision making in the division of your work, respectively.

Work-life balance

The highest value of mean in work-life balance was you could manage your time for work and personal life appropriately and could make personal plans in advance. The lowest value of mean was your current work was not an issue in living your life with family and you got to have free time to rest and take care of your health.

Loyalty to the organization of the academic supporting personnel of Suan Sunandha Rajabhat University dimensions include behavioral, affective and cognitive aspects. It was found that the overall level of loyalty to the organization of Suan Sunandha Rajabhat University was at a good level. To consider each aspect, it was found:

Behavioral aspect

The highest value of mean in behavioral aspect was you always maintained benefits and reputation of the organization. The lowest value of mean you were satisfied with the increasing rate of salary and bonus.

Affective aspect

The highest value of mean in affective aspect was you were happy working in the organization and felt proud to be an employee here. The lowest value of mean was you felt you were as equally important as other personnel.

Cognitive aspect

The highest value of mean in cognitive aspect was you had confidence and trust in the organization and your leader. The lowest value of mean was your leader helped and was willing to take your mistake when you made one and your leader always respected you.
The result of inferential data

1. Different demographic factors such as sex, age, marital status, level of education, work position, average income per month and duration of work had different loyalty to the organization of the personnel at Suan Sunandha Rajabhat University.

From the research result, it can be concluded as follows.

1) Different sex of academic supporting staff had the overall loyalty to the organization and behavioral, affective and cognitive aspects differently with a significant statistical level at .05.

2) Different age of academic supporting staff had the overall loyalty to the organization and behavioral, affective and cognitive aspects differently with a significant statistical level at .01.

3) Different marital status of academic supporting staff had the overall loyalty to the organization and behavioral, affective and cognitive aspects indifferently.

4) Different level of education of academic supporting staff had the overall loyalty to the organization and behavioral, affective and cognitive aspects indifferently.

5) Different work position of academic supporting staff had the overall loyalty to the organization and both affective and cognitive aspects indifferently.

6) Different average income per month of academic supporting staff had the overall loyalty to the organization and both behavioral and cognitive aspects indifferently. And the academic supporting staff with different average income per month had overall different loyalty to the organization and behavioral aspect differently.

7) Different duration of work of academic supporting staff had the overall loyalty to the organization and affective aspect indifferently. Different duration of work of academic supporting staff had the overall loyalty to the organization and both affective and cognitive aspects differently with a significant statistical level at .05.

2. The relationship between the quality of working life and loyalty to the organization of the personnel at Suan Sunandha Rajabhat University.

The quality of working life with loyalty to the organization of the personnel at Suan Sunandha Rajabhat University was found that it had Sig. value (2 – tailed) equals to .000 in every aspect. It was lower than .01. It means that the overall quality of working life and the aspects had relationship with loyalty to the organization with a significant statistical level at .01. The total correlation coefficient equals to .828. It shows that it has high level of relationship and is going in the same direction. This can be explained that if the personnel of Suan Sunandha Rajabhat University had the better overall quality of working life, the more loyalty will have to the organization.
Conclusion/Implication

1. To use the information for decision making by the executive of Suan Sunandha Rajabhat University in terms of setting a policy and managing the personnel to be more efficient.

2. To be the basic information for every level of manager to acknowledge the quality of working life of the personnel and to use it for consideration in managing human resource in order to develop in supporting the quality of working life and maintaining the university personnel at good level.

Suggestion for following research

1. There should be a study about other variables that could have relationship with loyalty to the organization. This is the case for finding the variable that can improve work performance and developing the personnel to be more loyal to the organization by 5 important factors that need to apply for strategic planning in developing the quality of working life. 1) Development in compensation system to be effective in paying and giving fringe benefits fairly by being widely accepted from the majority of the personnel in every division 2) Development in human resource management by following good governance principles 3) Development in assigning appropriate amount of work fairly 4) Changing values and culture of the organization in order to reduce the feeling of being different among the environment by supporting building relationship and increasing in generosity in working environment and 5) Supporting each division to assess itself in various dimensions for the members of a certain division to be a part of finding balance in improving and developing welfare in working-together environment.

2. Factors affecting satisfaction on the quality of working life the personnel were unstable. It can vary depending on environment and time. Therefore, it needs to assess every 4-year in order to set out a strategic plan for development in the quality of working life in the university to have an appropriate standard with real situation that the personnel will accept and feel satisfied.

References


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