

## **The Relationship between Quality of Working Life and Commitment to the Organization of Employees: A Case of Mitrshiam Fishing Products Co., Ltd., Thailand**

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*This research aimed to examine the levels of employees' quality of working life and their commitment to organization. It also looks at the relationship between these two factors, or in other words, it investigated the influence of employees' quality of work on their commitment to organization. This study used a case of employees of Mitrshiam Fishing Products, Thailand. The study was conducted between May 2015 and January 2016. A quantitative research approach was used in this study. The research sample consisted of 173 employees, obtained by simple random sampling. A questionnaire was used as a data collection method and data were then analyzed with descriptive statistics and Pearson Correlation. The results of the research showed that in terms of the employees' quality of work, the overall quality of life was rated at a very high level, and when considering each factor, relationship with colleagues, super ordinates, and subordinates ranked the highest, followed by work atmosphere and environment, and job characteristics. As for the employees' commitment to organization, overall, it was also rated at a high level with their desire to be the members of the organization was ranked the highest, followed by their strong trust on the organization' goals and values; and their willingness to devote themselves to the benefits of the organization. Moreover, it was also found that the employees' quality of life had an influence on their committee to organization.*

**Keywords:** Quality of work; Commitment to organization; employees

**Field of research:** Management

### **1. Research Background and Significances**

Employees of any organization are likely to work with their full potential when they realize that they have good quality of working life. Therefore, the enhancement of the employees' quality of working life has affected directly to work performance of the employees. Employees are often regarded as significant resources of the organization. Not only is their quality of working life, their commitment and loyalty to work at the organization is also considered as an important factor for the success of the organization. If the organization can make their employee be loyal and feel that they are parts of the organization, these employees are likely to be willing to work at that organization and devote their knowledge and capabilities in working with full potential. With this reasons, the executives of the company must emphasize the roles of their employees' quality of working life and their commitment to the organization (Somjai, 2017).

With the significant roles of the employees' quality of working life and their commitment to work at the organization in improving and enhancing their work performance. The researchers were interested to study the relationship between the employees' quality of working life and their commitment to work at the organization by

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using a case of the employees at Mitsiam Fishing Products Co., Ltd., Thailand. This is because the company has been facing with problems concerning their employees such as employees taking leaves very often, and high turnover rate of employees. The researchers expected that the findings from this research can provide a useful insight and guidelines for the executives of the company to improve and develop its human resource management system more effectively so that its employees can enjoy good quality of working like and be happy to work at the company. This can in turn help the company to retain high performance employees.

## **2. The Objectives of the Research**

This research looked at the issues of the employees' quality of working life and their commitment to the organization. Specifically, it aimed:

2.1 To investigate the level of the quality of working life of the employees of Mitsiam Fishing Products Co., Ltd., Thailand;

2.2 To study the level of their commitment to the organization; and

2.3 To examine the relationship between their quality of working life and their commitment to the organization. Or other words, to study whether the quality of working life of the employees has an influence on their committee to the organization.

## **3. The Scope of the Study**

The scope of the study can be divided into three parts as follows:

3.1 The scope in terms of the topics being studied.

This research focused on the following issues:

3.1.1 The employees' quality of working life which include the aspects of job characteristics, compensation and benefits; career progression; relationship with colleagues, super ordinates, and subordinates, and work atmosphere and environment;

3.1.2 The employees' commitment to the organization which consists of the aspects of a strong trust on the organization' goals and values; a willingness to devote themselves to the benefits of the organization, and a desire to be the members of the organization; and

3.1.3 The relationship between the employees' quality of working life and their commitment to the organization.

3.2 The scope in terms of the research population

Population of this study were employees of Mitsiam Fishing Products Co., Ltd., Thailand. Based on the record of the company, there were a total of 305 employees at the time of study. The sample size was determined by using Taro Yamane formula. As a result, 173 employees were selected as the research sample.

3.3 The scope in terms of variables to be examined

There are two groups of variables which are independent variables and dependent variables. The details of each group of variable are as follows:

3.3.1 Independent variables are the aspects of the employees' quality of working life which include:

- 3.3.1.1 Job characteristics
- 3.3.1.2 Compensation and benefits;
- 3.3.1.3 Career progression;
- 3.3.1.4 Relationship with colleagues, super ordinates, and subordinates;
- 3.3.1.5 Work atmosphere and environment;

3.3.2 Dependent variables which are the aspects of the employees' commitment to organization which are:

- 3.3.2.1 A strong trust on the organization' goals and values;
- 3.3.2.2 A willingness to devote themselves to the benefits of the organization; and
- 3.3.2.3 A desire to be the members of the organization

## **4. Research Hypothesis**

Based on the research problem and research objectives, the following research hypothesis was formed.

Hypothesis: the employees' quality of working life had an influence on their commitment to the organization. Review of Literature

## **5. Review of Literature**

### 5.1 Concepts and theories on the employees' quality of working life

Walton (1973) proposes the concepts on the employees' quality of working life in the book titles 'Criteria for Quality of Working life' by arguing that the employees' quality of working life depend on the following factors.

5.1.1 Adequate and fair compensation: normally the employees work because they want to have salary, compensation, and benefits that are perceived to be fair and sufficient for their daily life based on a normal standard of the society. These compensation and benefits have to fair when comparing to those offered to employees of other companies.

5.1.2 Safe and healthy environment: work environment sought by the employees include physical environment and psychological environment. Generally, employees want to work in a work place where they feel safe and do not have to face with any risks, especially risks for their health.

5.1.3 Having an opportunity for the employees to develop their work performance and capabilities: the organizations must provide their employees with an opportunity to use their knowledge, skills, and capabilities to work on the tasks of their interest and for the benefits of the organization. Moreover, the organization should also provide an opportunity for their employees to attend related training programs and/or to develop themselves on an on-going basis.

5.1.4 Job characteristics that enable the employees to achieve growth and gain a feeling of security at work: not only should working help enhance the employees' skills and knowledge, it should also provide them with growth and security in their work as well as recognition from colleagues and their family members.

5) Job characteristics that enable the employees to be included in the society: this means that the company should provide their employees with job characteristics that enable them to

develop good relationship with other members of the society as well as to have an equal opportunity for career progression.

5.1.5 Job characteristics and organization culture that are designed based on the standard laws: this means that job characteristics of the employees as well as organization culture have to promote equal human rights among the employees. The employees have to be ensured that they will gain an equal and fair compensations and rewards, as well as fair treatment based on the country laws and regulations. Moreover, they have to be given an opportunity to express their opinion freely.

5.1.6 Balance in working life and private life: the employees have to ensured that they will be given an opportunity to have their normal life which is balanced with their working life. This meant that the company should not allow too much stress or anxiety to occur to their employees. Moreover, they should not assign too much works to their employees. They have to set appropriate working hours for their employees so that the employees can have sufficient time for their private life.

5.1.7 Job characteristics should be related to the society as a whole: this means that the organization should design job characteristics of each position to benefit the whole society in some ways. It is believed that if the employees feel that the organization they are working for and/or their duties and responsibilities can provide any benefits or be useful to the whole society, for example, the company has a good system for waste management and has a campaign for environment, they will be proud of themselves.

## 5.2 Concepts and theories on the employees' commitment to the organization

Porter, Crampon, & Smith, (1976) argue that the employees' commitment to the organization can be defined into three terms as follows:

5.2.1 Strong trust on the organization' goals and values: this is a specific characteristics or personal belief that is positive to the organization. It represents real commitment and bonding of the employees to the value and goals of the organization. This belief also represents that the employees are willing to support all the affairs of the organization and take these affairs as well as the goals of the organizations as their own affairs and goals. It also refers to the employees' belief on the organization that it is the best organization for them and it is also a place where they can work with proud.

5.2.2 Willingness to devote themselves to the benefits of the organization: this is also personal characteristics of employees. It refers to that the employees will be willing to devote themselves to work with their full potential in order to help the organization achieve its goals and enjoy the highest success in its business. It also refer to the employees' care toward the operation and survival of the organization.

5.2.3 A desire to be the members of the organization: This is personal characteristics of the employees that represent their willingness and intention to work for the organization forever. Moreover, it refers to the employees' loyalty to the organization and their proud to be a member of the organization and to tell other that they are a part of the organization. It also represent the employees' willingness and intension to support the organization and drive it to achieve its goals.

## 5.3 Related Research

Noinakorn (2008) studies on the relationship between the employees' quality of working life and their commitment to the organization by using the case of the employees of the companies in Rojana industrial estate, in Phra Nakhonsri Ayutthaya province. This research found that the overall quality of working life of the employees in all size of the companies was at a very high level. As for their commitment to the organization, it was also found that this was at a very high level in overall as well. Moreover, it was also found that the employees' quality of working life had relationship with their commitment to the organization in all aspects.

The study of Krungplee, P., Suvannin, W. & Rengpian, R. (2010) which examines the same topic by using a case of the workers at the royal Thai mint revealed that overall the workers' quality of working life and their commitment to the organization were both at a moderate level. It also reported that these two factors had relationship with each other, with statistics significance of .05.

## **6. Research Methodology**

The nature of this study is to investigate casual relationship between two groups of variables. Therefore, a quantitative research methodology is an appropriate approach that can achieve the research objectives. This study was carried out over a nine-month period between May 2015 and January 2016.

The population of this research were the employees of Mitsiam Fishing Products Co., Ltd., Thailand. The sample size was calculated by using Taro Yamane formula. As a result, 173 employees were selected as the research sample. These employees were selected by simple random sampling.

As for the data collection, this research employed a self-administered questionnaire as a data collection tool. The questionnaire was designed by the researchers based on a review of related literature and previous research. The questionnaire is divided into three main parts which are:

The first part contains checklist questions on the demographic background of the respondents including gender, age, education background, duration of working at the company, and positions and characteristics of jobs.

The second part consists of questions on the employees' quality of working life at the company by focusing on their perception on the following aspects.

- Job characteristics
- Compensation and benefits;
- Career progression;
- Relationship with colleagues, superordinates, and subordinates;
- Work atmosphere and environment;

The third part of the questionnaire contains a list of questions concerning the employees' working behavior in the following aspects:

- A strong trust on the organization' goals and values;
- A willingness to devote themselves to the benefits of the organization; and
- A desire to be the members of the organization

The researchers began with sending a letter to Mitsiam Fishing Products Co., Ltd., Thailand for requesting for a permission to use it as a case study for the research and to collect the data from its employees. Upon gaining the permission from the company, the researchers collected the data by themselves.

As for the data analysis, this study employed descriptive statistics and inferential statistics. The descriptive statistics including frequency and percentage were used to analyze the data on the employees' demographic background including their gender, age, education level, working period, and positions and job characteristics. Means and standard deviation were used to analyze the employees' perception on the level of their satisfaction upon the quality of working life at the company. The interpretation of data was based on the criteria of Best (1981)

In examining the relationship between the employees' quality of working life and their commitment to the organization, this research used Pearson correlation analysis.

As for the details of the case study: Mitsiam Fishing Products Co., Ltd., Thailand, the company was first established on 16 April 2005. It produces fishnet and various kinds of ropes including nylon ropes, plastic ropes, giant fiber ropes, and wire ropes. It is also an intermediary that imports and sells all kinds of fishing equipment. The target customers of

the company is a group of fishermen in Mahachai-Maekhlung, Samut Songkhram province, Trang province, and Chumphon province. The other target market was a group of fishermen and those who work in the agricultural area in every region of the country. The company is located in Nong Khaem, Bangkok. At the time of conducting this study, the company had 305 employees in total.

## **7. The Research Findings**

The analysis of the data gained from the use of questionnaire reported the following findings:

7.1 The majority of the respondents were male, accounting for 96 percent, had primary school background (37.60 percent), aged between 31 and 40 years old (53.80 percent) and had been working at the company for seven years or above (37 percent).

7.2 Based on the respondents' perception, the overall quality of working life was at a very high level. When considering each factor, relationship with colleagues, superordinates, and subordinates ranked the highest, with  $\bar{X} = 4.33$  out of 5, followed by work atmosphere and environment ( $\bar{X} = 4.28$ ), and job characteristics ( $\bar{X} = 4.23$ ).

7.3 In terms of the employees' commitment to the organization, the overall commitment was rated at a high level. When considering each aspect of the employees' commitment, a desire to be the members of the organization was ranked the highest ( $\bar{X} = 3.95$ ), followed by their strong trust on the organization's goals and values ( $\bar{X} = 3.92$ ); and their willingness to devote themselves to the benefits of the organization ( $\bar{X} = 3.89$ ) respectively.

7.4 The employees' quality of working life had relationship with their commitment to the organization. In other words, the employees' quality of working life had an influence on their commitment to the organization in all aspects. Specifically, it was found that the employees' desire to be the members of the organization had relationship with their quality of working life in the aspect of their relationship with colleagues, superordinates, and subordinates at a moderate level; the employees' strong trust on the organization's goals and values had relationship with their relationship with colleagues, superordinates, and subordinates at a moderate level; and their willingness to devote themselves to the benefits of the organization had relationship with their relationship with colleagues, superordinates, and subordinates at a moderate level.

## **8. Discussion of the Research Findings**

8.1 The research results showed that all of the five aspects of the employees' quality of working life including job characteristics, compensation and benefits, career progression, relationship with colleagues, superordinates, and subordinates, and work atmosphere and environment were rated at a very high level. These were results of the company's management and marketing operation. The company was an intermediary which imports and distribute all kinds of fishing equipment. Their main target market was a group of fishermen in Mahachai-Maekhlung, Samut Songkhram province, Trang province, and Chumphon province. The other target market was a group of fishermen and those who work in the agricultural area in every region of the country. With a large group of customers in every region of Thailand, the company had enjoyed high profits. Moreover, there were not too many employees working at the company and the company had an appropriate organizational structure and job characteristics assigned to each employee. It also provided appropriate compensation and benefits and good working atmosphere and environment for the employees. All of these factors satisfied the employees of the company.

8.2 The results of the analysis on the employees' commitment on the organization showed that overall, it was rated at a high level. The first aspect that was rated the highest was a desire to be the members of the organization. This was a result of a combination of factors. As the majority of the employees were around 31 and 40 years old, had primary school background and had been working at the company for seven years or above, they were not likely to change their normal lives or working place because they thought that they had limitations regarding their age and education background which made them have limited choices of working. Because if they wanted to leave the company and apply for the jobs at other companies, they had to face with high competition with other applicants who were younger or had high education background. Apart from that, as they had been working at the company for quite a long time, they felt that they had been satisfied with compensation and benefits, and had been offered with an opportunity to use their knowledge, skills, and capabilities in working for the company. These factors had led them to be loyal to the company and had high commitment to the organization in this aspect. As for the other aspects of employee commitment (a strong trust on the organization' goals and values, and a willingness to devote themselves to the benefits of the organization), these above-mentioned factors had also played a role in these aspects.

8.3 The result of the research which reported that the employees' quality of working life had an influence on their commitment to the organization has confirmed the research hypothesis. It is consistent with the findings of (Krungplee, P., Suvannin, W. & Rengpian, R., 2010) study which examines the relationship between the quality of working life and the commitment to the organization by using the case of employees of the royal Thai mint and found that the workers' quality of working life had a positive relationship with their commitment to the organization.

## **9. Suggestions of the Research**

The results of this study offer suggestions both in terms of the study's implication and for the future research.

### **9.1 Suggestions for the implication of the research**

9.1.1 For job characteristics: the study showed that the majority of the respondents thought that freedom at works was at a moderate level. Therefore, it suggests that the company should adjust its system in assigning tasks and duties to the employees and emphasize on allowing more flexibility in working for the employees so that they could have more freedom at works. This will in turn help reduce stress and anxiety of working on repetitive tasks.

9.1.2 For the career progression: the study reported that in the opinion of the respondents, technology used for working provided by the company was still rated at a moderate level. Therefore, it suggests that the company should improve on the technology by employing more modern and effective technology that can facilitate employees to work more effectively and conveniently.

9.1.3 The analysis of the relationship between the career progression and the employees' willingness to devote themselves to the benefits of the organization showed that such relationship was at a low level. Therefore, it suggests that the company should consider promoting the employees to work at the higher position based on their working experiences and duration of work at the company. This will serve as an important and strong motivation for the employees to devote themselves to work for the benefits of the company.

## 9.2 Suggestions for future research

9.2.1 It is suggested that other researchers or future research should conduct a study on other factors influencing the employees' commitment to the organization. This will help the administrators of the company to have a complete picture of all important factors that lead to the employees' commitment to the organization.

9.2.2 A study on how to develop the employees' working performance should also be conducted in order to provide effective guidelines for the company to arrange trainings and other development programs for their employees.

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