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How to Establish Quality of Worklife in Workplace

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Abstract

In current situations, it will see that most organizations are small and large. What makes the organization further is a human resource, so what management needs to solve the problem. Do not let the minions quit elsewhere, because it is now visible. The role of the executive has changed to the commander. It's like a heart, because the staff do nothing. To take into account the staff of the happiness (happy work place), that is the creation of the quality of life of the work, because the quality of life affects the current organization as a reality. People are working to live and meet the basic needs. Therefore, the workplace must be appropriate, with the balance of work and personal life to result in happiness. Security a good sense of work will be beneficial to both the person and the organization. Because of this, it is the source of the article that the authors will bring the technique to, so this article focuses on bringing techniques including: 1. Adequate and fair compensation 2. Safe and healthy environment 3. human resource development 4. growth and career development 5. social integration, it is based on the current academic guidelines and practices, and other techniques come to the organization to bring the modern organizations to a far more efficient way.

Key Words: Quality of Worklife, Workplace
1. Introduction

Currently, there are many organizations confronting high-competitive situation which was affected by both controlled factors and uncontrolled factors. The uncontrolled factors are the external factors such as economy, society, political, rivals, and law. The controlled factors are the internal factors such as manpower, fund, equipment, and the management under the responsibility of every manager from the lowest to highest, which requires them to plan and adapt their management for the development of their organization. The first thing a manager has to consider is the management of human resources, which is a great burden as humans are living beings with their own mind. In order to manage, a manager has to find something to attract their attention toward the organization. The attractions are including money, welfare, bonuses, holidays, and other things to make employees content. However, while these are attractive, they are still the external factors for a person. A manager has to buy their heart in order to attract them to stay with the organization as the external factors would only gain the work, not the heart. Thus, this particular matter was the reason why this article was made, as any manager in every level have to think of how to gain QWL (Quality of Work Life) for their employees. The thought was focus on how to make their staffs content and not wanting to change their workplace, which including good colleagues, good environment, and good work policy. The reason behind this is because QWL is very important in working as humans work to live and respond their needs and the balance of personal life and work life must be maintained to make them want to work or want to stay at their workplace. The effective QWL not only positively affected the personnel, but also positively affected the organization as their benefit gain, sales, and other would increase too, as the saying goes “win-win situation” or “make cooperation and victory together”

2. Literature Review

The quality of work life in present organizations is the responsibility of the manager to find method and strategy to adapt and there are many of them that most organizations use such as Two-Factor Theory by Frederick Herzberg and Maslow's Hierarchy of Needs. These concepts have many difference and similarities. The prominent similarity is that they are all the method that would positively strengthen the moral of employees. There are also many differences which the author of this article has listed below.

1. The Theory of Frederick Herzberg

The theory uses Motivator Factors and Hygiene Factors as follows:
Motivator Factors are the factors or elements that directly connected with the intrinsic aspects of the job, which is the motivator that makes each personnel content.
1. Achievement is the success of goals or objectives.
2. Advancement is the development in hierarchy.
3. Recognition is the acceptance of the leader or the colleagues in work.
4. Possibility of growth is the possibility of progression.
5. Work itself would bring challenge and keep things interesting.
6. Responsibility is the dedication of employees to success their order.

Hygiene Factors are the factors or elements that is indirectly affected the work but is related to extrinsic factors, which is not a motivation but would make the employees content or discontent. There are 10 of these factors.
1. Supervision is the method of governance by the directors or managers of each organizations such as autocracy, democracy, or liberalism.
2. Policy and administration is how the organization would match with ideal of the employees.
3. Working condition is the good environment of work such as appropriate temperature, security, or appropriate sound level.
4. Relation with superiors is a good relationship with the superiors.
5. Relation with subordinates is a good relationship with the subordinates.
6. Relation with peers is a good relationship with the colleagues both internal and external.
7. Status within the organization should be vary and matched with the educational background.
8. Job security is the stable of job.
9. Salary should be balanced with the assigned works and educational background.
10. Personal life should be balanced with work life.

2. Maslow's Hierarchy of Needs

Maslow's theory has described the needs of humans in the thesis “A theory of human motivation” in year 1943, which classified the needs of each person into 5 levels sort by low need to high need as followed:

Level 1: Psychological Needs is the basic requirements of human life, especially four basic needs including food, clothing, shelter, and medicines; in present time, there is a possibility that cars and mobile phones would also be included. There are other related needs such as environmental needs, excretion needs, and reproduction needs. If humans have achieved these needs, they would have higher needs. This level could be also called “sufficient level”.

Level 2: Safety & Security Needs is the needs human wish to have to protect themselves to be able to live on and able to continue their work. Any professions would have their safety come first such as prevention of harassment and anxiety and have their life stabilized. This is the higher level of needs next to psychological needs. This could be also called “living level”
Level 3: Love & Belonging Needs is the social needs or any part related to humans, or relationships. Because human is a social animal, they would feel love and want to be the owner of a person or a society. In the same time, they also want to respond to the feeling of love and feeling of wanting to own from a person or a society as in work, if no one has recognized or support, that work would not be able to process or process badly. This level therefore is very important as people who would achieve this level would also achieve the previous levels too. This level of needs is not only the needs of survival, but also the mental needs. This level could be also called “wealthy level”.

Level 4: Self-esteem Needs is a high level of need which every human wants to have value in themselves by doing anything beneficial to others in clear result until others have recognized them. They would feel proud of their beneficial works and create self-esteem. They would feel that they have value which others see. Many people who have well-being have developed into this level. This level could be also called “value level”.

Level 5: Self-actualization Needs is the type of needs which human would achieve when they have fulfilled other levels. This need is the urge of wanting to be beneficial to others as human would see the value in themselves and could be beneficial to other according to their ideal regardless of being recognized or if the others would realize that action. This level of needs would truly respond the humanity. This level could be also called “success level”.

In sum, most human needs are at level 1 - 2, which are the basic needs of every human. If they have achieved those needs, they would see themselves in higher level. Humans would achieve level 3 - 5 to respond to some others or some groups to increase their value.

3. ERG Theory

ERG theory is the theory of Clayton Alderfer (cited in Phimolchan Namwat, 2001, page 51) which he has study about the needs of human according to Maslow’s theory and rearrange them into 3 groups as follows.

- Existence Needs: This group is about the psychological and security needs, which are the basic needs according to Maslow’s theory and would be achieved by objects such as air, food, water, money, and work status.

- Relatedness Needs: This group is about love and participation in the society, which would be achieved with good relationship and sincere exchange of opinion between individual within the organization. In the other word, it would be achieved with good society and individual relationship.

- Growth: This group is about success and responsibility according to pride and acceptance according to Maslow’s theory. Alderfer had commented that this need would be achieved with creativity and cooperation that would benefit the organization of each individual. The growth and relatedness needs are high level of needs.
4. McClelland's Needs Theory

Phimolchan Namwat (2001, page 53) has mentioned that the Needs Theory is a technique to measure human needs from the attributes of each person, which the success does not mean a reward but it is the needs of being able to work their best and achieve the target, which includes 3 factors.

-Need for Achievement is the needs that related to excellence, competition, challenge and problem solving. People who want to be successful and want to be able to response their responsibility. They would search for excellence in their challenging goals, but not impossible objectives. Therefore, the objectives should be appropriated and practical. It could be said that the actions that would respond to the success is the reward itself. McClelland found that those who have high needs would be able to work better than others, and this kind of needs could be learned and developed by studying.

-Need for Affiliation is the need of acceptance from others, be a part of the group, or acceptance from colleagues. This kind of people would success by the support of their ally, good relationship with others, comfortable for cooperation rather than competition, and these people would not cause disunity.

-Need for Power is the need con authority over others. This kind of people would find a way to make dominance. This also included seizing of power of those below them. There are 2 kinds of power usage.

1. Using power positively as a way find benefits for the entire organization, which is necessary for the director who needs support from their subordinates to make success.

2. Using power negatively, only finding benefits for themselves. In sum, McClelland sees that people have 3 kinds of needs, only that each person’s level of needs is different of others according to themselves and their culture, which is usually seen from their personality that would affect the work. Overall, these 3 kinds of need would be called Manifest Needs. McClelland theorized that these needs are from each person’s study of needs. Adjusting environment in response to the needs of employees would motivate them to increase performance. Moreover, he has found that the ambitious employees would do 3 kinds of works.

1. Works that give individual responsibility and freedom to make decision.

2. Works that has appropriate difficulty, which is not too easy or too hard.

3. Stable and continuous works that would also create the feat, has growth, and would prove their value.
3. Methodology

3.1 Data

Content Definition of Quality of Life

There are many people who have defined quality of life, but this article would only mention 2 interesting people as followed. Quality of life is a set of criteria, which is independent from any principles but belongs to each individual in any community or society in order to increase the quality of organization (Sirinan Kittisuksatid, et al., 2014). Quality of life, if defined word by word, quality means the good and prominent property of a person or an object (Royal Society of Thailand, 2017), and life means a being (Royal Society of Thailand, 2017), existing, and living (NECTEC’s Lexitron Dictionary, 2017). Combining these two words together, the meaning of quality of life means good being of a person or the existing of a person.

Therefore, from the definitions above, it could be concluded that quality of life means the set of criteria for the employees within the organization to make them content and have well-being. When a person realized what they have received, they will put everything into work and would improve overall performance of the organization.

Importance of Quality of Work Life

The quality of work life of employees is very important as it would bring many successes to the organization no matter if the said organization is big or small. Therefore, the managers should aware of the importance of it and would bring balance to work and personal life as their employees would have better performance when their mind and emotion is good. With this, managers should learn how to make their men happy and it must be according to the needs of the organization and the personnel too. There are many incidents in the past that happened because of discontent of the employees such as many protests because of employers have crippled the rights of their employees, worsen their quality of life, resulting in the halt of production, the exportation did not meet with the target, lost high amount of profit, the employees did not received enough payment, and would negatively affected the country too. Therefore, if the managers are aware of the quality of work life of their employees and put it in action, they would erase those incidents and would success the goal of their organization.

Summary

The improvement of quality of work life of the employees is very crucial for the organization as it would affect the performance of personnel and work, and it would lead the goal of the organization. If every organization has considered the making of good quality of work life, the overall economy of the country would surely be

4. Results and Discussion

Approaches and techniques towards QWL

1. Adequate and fair compensation
2. Safe and healthy environment
3. Human resource development
4. Growth and career development
5. Social integration
6. Constitutionalism
7. Total Free Space
8. Organizational Pride

4.1 Adequate and Fair Compensation

Persuasion with money would only gain works, but persuasion with heart would gain loyalty. Welfare is counted as encouragement and comfort in work for the employee’s happiness. Therefore, the organization must make their employees feel comfortable without only stressing them with deadlines. Not only that, the organization must not forget to give happiness to their employees as happiness of employees is one of the drivers to organization’s success. There are many factors of happiness including:

1.1 Bonus and Overtime Payment: The remuneration for works throughout each year apart from the salary, which would encourage the employees to work as they would gain happiness from extra payment.

1.2 Provident Fund: The fund which every entrepreneur must reserve for future stability of their employees to ensure them they would have fund for their retirement.

1.3 Medical Fees: The medical fees for employees and their family is an essential to gain loyalty from the employees, so the organization must prepare this type of reserve fund too. If this fund extends to their family, this would make them love their organization more.

1.4 Training Support: The support of employee’s training is important, especially in education. Both specified training and general education would increase the performance quality of the employees, which will then become the strength of the organization.

1.5 Company Trip: The trip which the organization annually holds. This trip is not only for relieving stress of the employees, but also to deepen the bond between them and their organization. A good trip is important to make the employees active and feel happy at work. Other than what have mentioned above, there are many more welfare such as uniform, employee transit, and allowance. Because the employees work to their hardest, this will be their reward for their hard work and to encourage them to do quality works. The criteria to set the remuneration are as followed:

1.5.1 Adequacy: Because the remuneration is a social duty, the employer should set the minimum payment above or equal to the lowest appropriate payment the employees should have.
1.5.2 Equity: The remuneration should be fair. That is to say, should be equal among those with same level of knowledge, qualification, and experience which also work in the same difficulty. The equity could be divided into 3 parts:

1.5.2.1 Internal Equity: The equity within the same organization, or “Equal Pay for Work of Equal Value”

1.5.2.2 External Equity: The payment should be in accordance with the employment of the labor market.

1.5.2.3 Individual Equity: The fair remuneration should consider individual aspects such as academic background, knowledge, ability, experience, duty, and difficulty of the positioned work too.

1.6 Balance: The balance of salary and welfare and the balance of payment and work.

1.7 Security: The remuneration should consider the stability of life, which including health and security and also risk in work too.

1.8 Incentive: The remuneration should encourage better performance in both quality and quantity, which the employee should work as best as they can too, as the saying goes “Persuasion with money would only gain works, but persuasion with heart would gain loyalty”

1.9 Control: The remuneration must be under control within the budget and the ability to pay of the organization.

In summary, the appropriate remuneration which sufficient for personal welfare is an important thing the manager of the organization should consider, which consists the total of 9 factors including bonus and overtime payment, provident fund, medical fee, training support, company trip, balance, stability, incentive, and control.

4.2 Safe and Healthy Environment

Other than the remuneration management, the safety of work and environment is equally important, as the word “Safety First”. Therefore, first basic requirements the manager must consider include:

2.1 Risk Assessment
2.2 Safety Management, which is the standard to protect their employees from harm.
2.3 Safety Behavior
2.4 Health Care
2.5 Work Place Hygiene
2.6 Safety Audit

Apart from 6 lists to create safe work environment, other thing the manager must pay attention is 5S, which are sort, set, shine, standardize, and sustain.

In summary, safe and healthy environment is the thing the manager must pay attention for their employees’ welfare, which could be started from 5S and other methods such as risk
assessment, safety management, safe behavior, safety audit, workplace hygiene, and health care.

4.3 Human Resource Development

Human resource development is an important aspect which would increase the quality of the organization performance as their employees are the most important driver of the organization.

Pisit Pipatphokagul (2009) mentioned that there are many aspects of the employee that could be developed such as the view of work and training, which would increase the knowledge and experience of the employees from experts; this would also to view the opinions of the employees too. Therefore, the methods which the manager could use to develop the quality of the employees are as followed:

3.1 Coaching: The employee would be able to review their mindset and work until finding their suitable and practical work style.

3.2 Follow Up: When the development of employees’ quality has been done, the follow-up would make a clear improvement and would set beneficial aim for both the organization and their employees too. Moreover, Dr. Pot Potchanapanichkul (2007) mentioned that those who always develop themselves would be ready for compilation and changes; any department or organization that has their employees develop themselves continuously would be able to improve their work performance, which would bring upon success too. Other than the development of employees, individual development would also affect the success in profession too. The individual development have methods as followed: self-analysis, determination to change, optimism, pursuit of knowledge, goal of work, planning, good communication, good personality, will, and good health.

In summary, the development of employees is an essential of work for both employees and manager, which the manager should pay attention to. It consists of many methods including self-analysis, determination to change, optimism, pursuit of knowledge, goal of work, planning, good communication, good personality, will, good health, coaching, and follow up.

4.4 Growth and Career Development

The encouragement of growth and career development of the employees is to create systematically clear opportunity including the rise of salary, promotion, and scholarship. This also includes the shifting in position to match performance and ability of the individual. The support must always be maintained.

In summary, the encouragement of growth and career development of the employees is an important aspect which the manager should consider and do continuously, which have many methods such as the rise of salary, promotion, scholarship, and suitable position shifting.
4.5 Social Integration

Knowing how to share, do activities together, and working in team both in the same area and different area would deepen the relationship between each personnel and would create good working environment in both big and small organization. In summary, social integration is what anyone could do, which is to deepen the relationship and cooperate with each other including helping, giving, and sharing.

4.6 Constitutionalism

It involves with having clear work system, procedure, and plan for everyone to correctly follow, which also allow appeal and suggestion as seen appropriate too. In summary, good and fair system is what an organization ought to have including work system, procedure, and plan. This also includes appeal and suggestion too, as it would encourage the employees to express their opinion in both their thought and action.

4.7 Total Free Space

It is allowing free time for the employees to relieve stress and spend time with their family would improve their quality of life and open the opportunity to serve the society. In summary, total free space is not to abandon work but to balance out between work and personal life, which is to relieve the stress and free of intervention. Therefore, the leader should give their subordinate the freedom of personal life such as holiday leave and annual holiday.

4.8. Organizational Pride

Organizational pride is an important aspect to pull employees back from distraction and proud of their organization regardless of what position they are in. In summary, the prevention of distraction is to make the employees feel satisfied in many parts such as the place or the position. It would create bond and pride with the organization. Other than what have mentioned, there are many more technique for employees to have QWL. Richard R. Walton has explained the quality of work life (QWL) in the following diagram:
1. Adequate and fair compensation
2. Safe and healthy working conditions
3. Opportunity to use and develop human capacities
4. Opportunity to growth and security
5. Social integration in the work organization
6. Constitution in the work organization
7. Work and total life span
8. Social relevance of work life

5. Conclusions and Recommendations

Conclusion

From the article of “Techniques to enhance employee’s QWL”, it could be said whether an organization would progress or degrees, it is up to the personnel within the organization itself. Therefore, in order to prevent distraction, the persuasion techniques are required. These techniques are the QWL, which its aim is balance work life and personal life. Therefore, the manager must find techniques to adapt within the organization in order to accomplish the goal, which are:

1. Adequate and fair compensation
2. Safe and healthy environment
3. Human resource development
4. Growth and career development
5. Social integration
6. Constitutionalism
7. Total Free Space
8. Organizational Pride

Several techniques that enhance QWL developed by Richard E. Walton include:

1. Adequate and fair compensation
2. Safe and healthy working conditions
3. Opportunity to use and develop human capacities
4. Opportunity to growth and security
5. Social integration in the work organization
6. Constitution in the work organization
7. Work and total life span
8. Social relevance of work life

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