

# HUMAN RESOURCE MANAGEMENT AFFECTING ORGANIZATIONAL COMMITMENT VIA QUALITY OF WORK LIFE AMONG EMPLOYEES OF THE SIAM COMMERCIAL BANK PUBLIC COMPANY LIMITED, THAILAND.

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## ABSTRACT

The present study sought to shed some light on the following issues: 1) human resource management affecting the quality of working life among employees of the Siam Commercial Bank Public Company Limited, Thailand; 2) the quality of working life influencing organizational commitment among the employees; and 3) human resource management influencing organizational commitment among the employees. The samples in this study were 400 employees of the Siam Commercial Bank Public Company Limited, Thailand. The independent variable was human resource management, including recruitment and selection, training and development, performance appraisal, and remuneration and benefits, whereas the dependent variables were the quality of working life and organizational commitment. Statistics used in data analysis included descriptive statistics and inferential statistics as in multiple regression.

The results demonstrated that human resource management as in training and development and remuneration and benefits have positively related to the quality of working life among the employees of the Siam Commercial Bank. In addition, the quality of working life had the positive relationship to the employees' organizational commitment. In addition, human resource management as in remuneration and benefits has positive relationship to the employees' organizational commitment.

**Keywords:** Human Resource Management, Quality of Work Life, Organizational Commitment

## INTRODUCTION

Human resource management is a concept that has been developed from human resource management. Personnel management has limited meaning, which focuses on work, lack of leave, late in and out of employees. Welfare management is a specific job or function of one's own the concept of human resource management causes changes in the scope of roles. And the mission to have more coverage. Workers must have higher capabilities. And there is a management system that covers all parts related to human resource management. The transition from human resource management to human resource management will focus on being a source of information. Give advice and develop personnel. Greater involvement in corporate strategy setting which is more extensive than before. Sakon Bunsin [3] At present, human resource management is a work that is very important to the organization. Regardless of that organization will be a small or large organization. Small organizations may not have a distinct human resources department. But large organizations are clearly separated to perform duties in human resource management in the organization Hutadilok-Towatana, Nongporn, Suyanee Kongkachuay, and Wilawan Mahabusarakam., [1]. Human resources are

important factors that will lead the organization to success. Because if people in the department lack knowledge, ability, and lack good management then other resources are useless and may lead to organizational failure therefore, paying attention to human resources. Therefore, it is a matter for top executives to give importance to in order to reach the needs of personnel at all levels. In accordance with the goals of the organization at the same time, able to make personnel within the organization to achieve job satisfaction have a good working life quality which affects organizational commitment happiness at work enthusiasm determined to work with efficiency and maximum effectiveness for the organization.

Quality of work life is a living condition that indicates everyone's work whether they have a good quality of life or not. Because in the daily life of a person must still live by work therefore, in working, the personnel must have a good quality of life as well Supawadee Intapan, [2] which the quality of working life will result in personnel to be attached to the organization. Which is something that executives should make happen in the organization. Because employees are the main factor that leads the organization to success Steers, [4]. Organizational attachment can be used to predict the entry and exit of members in an organization. Which will be a reflection of the effectiveness of the organization when personnel are bound to the organization and have a better quality of working life. So that, the people who are the foundation of that organization can perform well.

From the above reasons, the researcher is interested in studying human resource management that affects organizational commitment through the quality of work life of Siam Commercial Bank Public Company Limited employees in Thailand in order to see the importance of the quality of working life of SCB staff in Thailand, which will be beneficial to support the improvement and the projector comes as a guideline planning operations and human resource management to increase the potential of employees. And the result of the effective operation of the organization also allowing the organization to develop steadily and sustainably.

## **LITERATURE REVIEW**

### **Human resource management definition**

Many scholars have provided the definition of human resource management as follows.

Dassler [11] gives the meaning of human resource management means using effort knowledge and the behavior that a person makes to an organization in order to achieve success in a way that helps the organization to proceed. Human resource management refers to policies and processes related to all aspects that connect personnel in the organization. In terms of management, it consists of selecting personnel. Personnel development, rewarding and evaluation

Therefore, human resource management refers to the process of managing personnel in an organization to achieve organizational objectives. The organization has 4 main duties as follows: recruitment and selection, development, preservation and maximum utilization.

### **Definition of recruitment and selection**

Mondy [7] Recruitment is a process that makes organizations have the right number of personnel have personnel with skills, knowledge, and capabilities that are appropriate for the job. According to need at the desired time in order to work towards achieving the objectives of the organization. For containing in the current vacant position or the position which is expected to be vacant ensures that the organization can continue to work more efficiently. That recruitment is an organization that has expressed its intention to recruit people to work in the vacancy of the organization through advertisements in many ways.

From the definition of the said recruitment. Therefore, summarize the meaning of recruiting that is the process of finding and attracting candidates. That meets the requirements and suitable for the organization to come to apply for a job with the organization.

Dessler [11] Selection is the selection of effective employees, which is at the heart of the organization. Due to selection and the hiring of staff is the expense and cost of the company such as advertising expenses, waste of interview time examination of references for applicants and travel all of which are expenses

From the definition of the said selection. Therefore, summarize the meaning of the selection that is the process of selecting personnel that the organization has selected and decide to select applicants with qualifications that match the job and the organization

### **Training and development definition**

Raymond [18] said that training refers to the process organized by the organization. To enable employees to have knowledge, competency, skills and important behaviors that are necessary for the operation.

Lvancevich [6] training refers to efforts to improve current operations.

Dessler [11] The definition of training as activities that are designed to provide learners with the knowledge and skills necessary for their current work. That training and learning are essential in the learning process, and the results show that we are able to improve learning.

From the definition of the said training. Therefore, can summarize the meaning of training. Training is a process for the development of personnel to have knowledge, understanding, expertise to be capable, have a good attitude to work. In order to solve the problems of the work that is currently done in order for the organization to be successful by using appropriate strategies to create experience from real practice of the participants. Training for self-improvement and departments to make progress.

Noe and Michael [13] Employee development means development through learning activities, which are developed from the work experience of the employees themselves. Causing the employees to understand to have knowledge, ability and working skills at present

Mondy and Mondy [16] says that human resource development is a primary function of human resource management, not just training. But also includes the planning of an individual's career activity development and performance evaluation

From the meaning of the said development. Therefore, it can be summarized that the definition of development means that development means the development of skills, competencies and attitudes of personnel so that the personnel have better performance. And is ready for work which is a plan for the future performance development of personnel

### **Definition of Performance Evaluation**

Mondy [7] defines the meaning of performance appraisal as the official system for review and evaluation of individuals or teams in relation to work. Performance evaluation is the evaluation of the performance of employees. By providing information about assessment results to enhance the ability to work including information about training awards and incentive.

Raymond [8] defines performance evaluation as a process that considers how much work value in an organization is worth compared to other tasks, with the main objective of the performance appraisal system work is looking for a relationship between that value and compensation.

From the definition of the evaluation of the said performance therefore, it can be concluded that it is a system for evaluating the performance of personnel within the organization, which is measured based on past performance so that the personnel can know their performance level.

### **The definition of compensation**

Mondy [7] Compensation means all awards that employers give employees. In return for working. The definition of compensation as referring to all forms of financial compensation, services, or benefits that employees receive which is considered as part of establishing employment relations. That compensation management is a combination of the various forms of compensation available to personnel. The compensation management is one tool in human resource management that the organization uses to attract and retain valuable personnel to the organization.

From the definition of said remuneration therefore, it can be concluded that compensation means what the organization gives to employees. Which is both money and not myself. In return for the performance of employees and is to maintain staff to remain with the organization.

### **The meaning of quality of work life**

Hasle et al, [12] Meaning the quality of work life that it means being satisfied, feeling happy at work stable in work. There is progress in work including the suitable working environment and working atmosphere that can meet both physical and mental needs. Which produces good results for yourself and to achieve the objectives efficiently. the meaning of quality of work life as the work of a person with the full capacity of the organization. By receiving benefits and facilities and physical, social, and emotional happiness, as well as caring for personnel regarding safety working environment until the work was accomplished well.

Shen et al., [15] defines quality of life at work as a means of improvement in organization and work. In particular, employees should be given special consideration for the promotion of the quality of work life of an individual. And including the needs of the staff in about job satisfaction participation in decisions that will affect his working conditions too

From the study of the meaning of quality of working life, all of the above can be concluded that quality of working life means working happily within the organization. Satisfied with the work done. Satisfied with the environment of the organization. And resulting in effective outcomes.

### **Meaning about organizational commitment**

Rivenbark [9] defines the meaning of organizational commitment, which is the nature of personnel that is linked to the organization and the work that personnel do every day and personnel have the intention to stay with the organization forever. The meaning of organizational commitment, which is the commitment that an individual has to the organization. Which consists of accepting organization goals. Intention to work to the best of one's ability for the organization and the desire to continue working with the organization of the person.

Cullinane [14] defined the commitment to the organization, which is the nature of work related to the mental state that consists of the enthusiasm of the personnel, with positive thoughts on the job, wanting to accomplish the job.

Valdiserri and Wilson [10] defines organizational commitment as a form of dedication to work. And is linked to the performance and organizational goals of personnel.

Having studied all the implications of organizational commitment, it can be concluded that organizational commitment means having a positive attitude about work. About the organization acting to benefit the organization. Because of having confidence in the goals of the organization and ready to devote physical and mental strength for the organization to develop

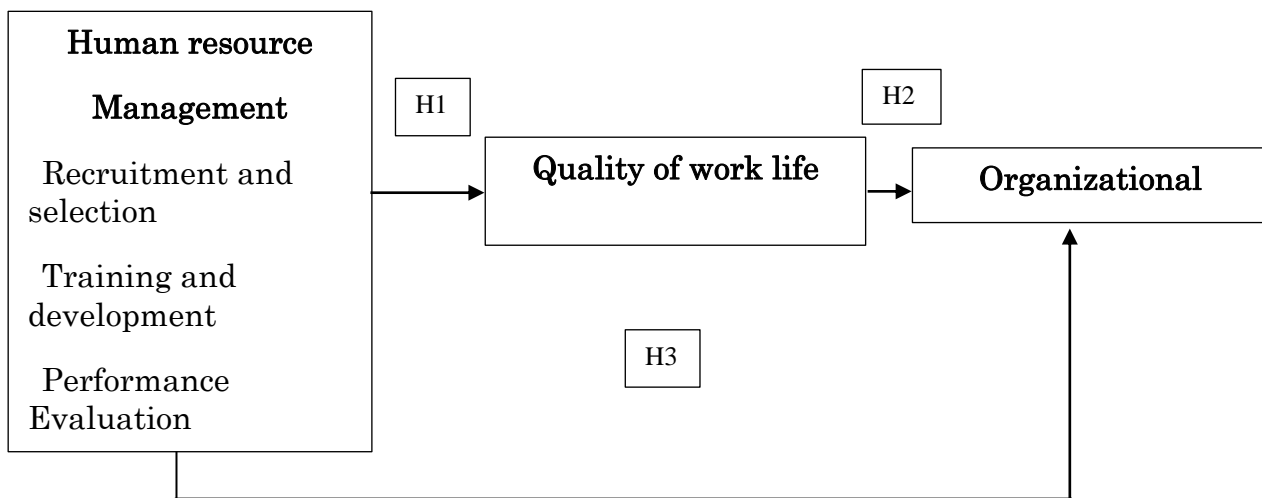
## CONCEPTUAL FRAMEWORK AND HYPOTHESES

H1: Human resource management, including recruitment and selection, training and development, performance evaluation, and compensation and benefits have a positive influence on quality of work life

H2: Quality of work life has a positive influence on commitment to the organization

H3: Human resource management, including recruitment and selection, training and development, performance evaluation, and compensation and benefits have a positive influence on commitment to the organization

### Conceptual framework of research



## RESEARCH METHODOLOGY

The population used in this study is 27,000 Siam Commercial Bank Public Company Limited employees in Thailand (www.scb.co.th 2017, data as of 2 October 2017). By calculating the Yamane method (1967) at 95% confidence level, not more than 5% error, sampling method in this study Using the method of selecting the sample group in landscape with the sampling procedure as follows: 1. Divide the population into hierarchy. By staff the Siam Commercial Bank Public Company Limited in Thailand is a stratification divider. 2. Specify the size of the sample in each stratum proportionally. 3. Randomization of each stratified number. The sample size was 400 people. The researcher used the questionnaire as a tool to collect. There is a collection of data created from document research. Related research in order to get a questionnaire covering the research objectives. And using the revised questionnaire to test the try-out amount of 30 sets with the Siam Commercial Bank Public Company Limited staff in Thailand in order to find the confidence value. By using the Cronbach's Coefficient Alpha coefficient alpha coefficient, Hair et al. [5] explains that acceptable confidence values are not less than 0.70, as detailed in Table 1, as follows:

**Table 1**  
**Result of measure validation**

Items	Cronbach's Alpha
MHR1	.855
MHR2	.813
MHR3	.861
MHR4	.870
MQ	.981
MC	.924

**ANALYSIS OF DATA AND RESULTS OF THE STUDY**

**Table 2**

N = 400

Demographic Information		Numbers of Respondents (NR)	Percentage of NR to Number of TR
<b>Gender</b>	Male	78	19.5
	Female	321	80.3
	Unknow	1	0.3
<b>Age</b>	Not over 25 years	0	0.0
	25-30 years	10	2.5
	31-35 years	101	25.3
	36-40 years	110	27.5
	41-45 years	144	36.0
	46-50years	33	8.3
	More than 50 years	0	0.0
	Unknow	2	0.5
<b>Education</b>	Bachelor Degree	25	6.3
	Master's Degree	361	90.3
	PhD	3	0.8
	Unknow	11	2.8
<b>Lifetime</b>	Under 5 years	2	0.5
	years	108	27.0
	11-15 years	102	25.5
	16-20 years	136	34.0
	Over 20 years	50	12.5
	Unknow	11	5.0
<b>Monthly Income</b>	Lower 15,000 baht	0	0.0
	15,000-20,000 baht	5	1.3
	25,001-25,000 baht	104	26.0
	35,001-45,000 baht	136	34.0
	45,001-55,000 baht	130	32.5
	More than 55,000 baht	25	6.3
<b>Marital Status</b>	Single	20	5.0
	Marry	363	90.8
	Widowed/Don't be deserted	9	2.3
	Unknow	8	2.0

**Description of the Respondents**

From the study of human resource management that affects organizational commitment through quality of work life of employees, Siam Commercial Bank Public Company Limited found that most of the respondents found that there are 321 women, representing a hundred. 80.30 per try, down to 78 males, accounting for 19.50 per cent, and lastly, unidentified 1 person, representing 0.3 per cent. Age of respondents Most of the respondents aged 41-45

years, 144 people, accounting for 36.0%, followed by 36-40 years, 110 people accounting for 27.50%, followed by 31-35 years old, 101 people, representing 25.30% 33-50 people are aged between 46-50 years, representing 8.30%, followed by 25-30 years of age, 10 people, accounting for 2.50%, not over 25 years and over 50 years. No respondents, most respondents have studied at the master's degree level, 361 people, representing 90.30%, followed by ruling 25 bachelor degree graduates, representing 6.30 percent, 3 doctorate degrees, representing 0.80 percent and unidentified, 11 people accounting for 2.80 percent. Most respondents have 16-20 years of working age, mostly 136 people. Is 34.00, below 5-10 years, 108 people are 27.00%, followed by 11-15 years, 102 people, representing 25.50%, have over 20 years of work, 50 people, accounting for 12.50% and under 5 years, 2 People accounting for 0.50 percent and unidentified 11 people 11.00% of the respondents, most of them have income 35000-45000 baht, 136 people, representing 34.00%, followed by 45001-55000, 130 people, representing 32.50%, followed by 25001-35000 baht, 104 people. More than 55000, 25 people, equivalent to 6.30 percent, amount 15000-25000, 5 people, equal to 1.30 percent and less than 15000. There are no final respondents, most of the respondents are married, 363 people, representing 90.80 percent, followed by single status, amount of 20 c 5.00 percent are widowed / divorced men and 9 percent of 2.30 and 8 unspecified number of people accounted for 2.00 percent.

### Hypothesis testing

In this research, the researcher analyzed correlation analysis in order to find the relationship between variables and multiple regression analysis to test the hypothesis. Therefore, to make it easier to remember when testing the hypothesis. The researcher has defined abbreviations for the following variables

MHR1: Recruitment and selection

MHR2: Training and Development

MHR3: Performance Evaluation

MHR4: Compensation and Benefits

MQ: Quality of work life

MC: Commitment to the organization

**Table 3**  
**Correlation Analysis between Independent variables**

	MHR1	MHR2	MHR3	MHR4	MQ	MC
$\bar{x}$	4.16	4.23	4.19	4.02	4.23	4.35
S.D.	.761	.674	.740	.818	.749	.715
<b>MHR1</b>	1					
<b>MHR2</b>	.742**	1				
<b>MHR3</b>	.702**	.600**	1			
<b>MHR4</b>	.739*	.779**	.665**	1		
<b>MQ</b>	.717**	.755**	.783**	.907**	1	
<b>MC</b>	.624**	.613**	.554**	.651**	.874**	1

\*P< 0.05, \*\*P<0.01

Correlation analysis, which can explain the relationship between co-variables Hair et al, [5] explains that the co-relationship between independent variables should not exceed .80. If exceeding .80, it is assumed that was born multicollinearity. Therefore, from the research, it is found that the relationship between the initial variables has the highest value of .779 which is less than .80 is considered to not occur.

**Table 4**  
**Results of simple Regression Analysis**

Variable	Dependent Variable			
	MQ		MC	
	$\beta$	S.E.	$\beta$	S.E.
MHR1	-.301	.172	-.137	.248
MHR2	.312*	.185	.162	.267
MHR3	-.075	.230	-.227	.331
MHR4	.983**	.136	.989**	.196
MQ			.874**	.082
MC				

\*P< 0.05, \*\*P<0.01

H1: Human resource management, including recruitment and selection, training and development, performance evaluation, compensation and benefits have a positive influence on quality of work life

From Table 4, it is found that compensation, and benefits has a positive influence on the quality of work life ( $\beta = .983$ ) with a statistical significance of 0.01, which is consistent with the work of Mondy [7] said that all forms of financial compensation, services, or benefits that employees receive. Which is considered as part of establishing employment relations

However, training and development have a positive influence on the quality of work life ( $\beta = .312$ ) with a statistically significant level of 0.05 which is consistent with Noe and Michael [13] work, which states that training and development through learning activities available in various organizations, based on the work experience of the employees themselves.

H2: Quality of work life has a positive influence on commitment to the organization

From table 4, it is found that the quality of work life has a positive influence on organizational commitment ( $\beta = .874$ ) with a statistical significance of 0.01, which is consistent with the work of Hasle et al, [12] that says satisfied is to feel happy at work. There is progress in work including the suitable working environment and working atmosphere that can meet both physical and mental needs which produces good results for yourself. Make yourself attached to the organization. And to achieve the objectives efficiently.

H3: Human resource management, including recruitment and selection, training and development, performance evaluation, compensation and benefits have a positive influence on commitment to the organization

From Table 4, it is found that compensation and benefits has a positive influence on commitment to the organization ( $\beta = .989$ ) has a statistical significance of 0.01, which is consistent with the work of Mondy [7]. Compensation management is a combination of various forms of compensation that has for personnel. The compensation management is one tool in human resource management that the organization uses to attract and retain valuable personnel to the organization.

**Table 5**  
**The hypotheses testing**

Hypotheses	Hypothesis test results
H1	Partial support
H2	support
H3	Partial support



## CONCLUSION AND FUTURE WORK

From the study of Human Resource Management Affecting Organizational Commitment Via Quality of Work Life among Employees of the Siam Commercial Bank Public Company Limited, Thailand.

### **The research found that**

H1: Human resource management, including recruitment and selection, training and development, performance evaluation, compensation and benefits have a positive influence on quality of working life, found that compensation and benefits, and training and development have a relationship to the quality of work life. Make some part of the hypothesis 1 accepted

H2: Quality of work life has a positive influence on commitment to the organization found that the quality of work life has a positive influence on organizational commitment. Accept the hypothesis 2

H3: Human resource management, including recruitment and selection, training and development, performance evaluation, compensation and benefits have a positive influence on commitment to the organization found that compensation and benefits have a positive influence on organizational commitment. Make some part of the hypothesis acceptance 3

From the research on human resource management that affects organizational commitment through the quality of working life of employees of Siam Commercial Bank Public Company Limited in Thailand.

The researcher has suggested to be a guideline for improving work environment factors and work experience factors. In accordance with the commitment to the organization of employees as follows

1.Executives should maintain the level of employee engagement with the organization as well as maintain the quality of compensation and benefits in the operation. And the level of engagement between employees and supervisors in order to keep employees to stay with the organization for longer by allowing employees to be proud of their work. Therefore, employees should be given the opportunity to participate in expressing their opinions and feel that they are part of the organization. So employees can work at full efficiency

2. Executives should plan the career path to be transparent, fair and clear. To provide employees with the opportunity to promote security positions in motivating people to work willingly and full capacity

3. Executives should organize training seminars both inside and outside the organization. In order to be a human resource development and build good relations in the attitude towards colleagues. It can also reduce the work gap between the management and employees. By establishing a policy to support teamwork in order to create unity and create morale in the operation

Since this research is only a research study, only the data of Siam Commercial Bank Public Company Limited in Thailand, the researcher can conduct a comprehensive research. Therefore, for the next study, should study further as follows

1.Since this research is a survey research, data should be collected through in-depth interviews about the reasons for employee turnover. In order to know the true reason and can find ways and improve human resource management of the organization to reduce the rate of resignation to be lower

2.There should be a study of factors that may affect the commitment to other organizations such as the quality of working life Organizational culture In order to get a comprehensive research of many factors And be able to use the results of the study as a guideline for strengthening and developing organizational commitment in the future

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