

QUALITY OF WORK LIFE OF POLICE OFFICERS: A CASE STUDY OF A POLICE STATION IN BANGKOK METROPOLIS.

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ABSTRACT

This research aims to study 1) the level of quality of work life of police officers at the police station in Bangkok Metropolis, 2) the relationship between the personal factors, in terms of sex, age, education, work tenure, monthly income, and marital status, and the quality of work life of police officers at the police station in Bangkok metropolis. The questionnaires are used to collect data. The sample size includes 120 police officers at one of the police stations in Bangkok metropolis. The descriptive statistical data include frequency, percentage, mean, and standard deviation. The data are also analyzed by using t-Test and One-Way ANOVA.

The results revealed that most of the respondents were male (98.4 percent), aged between 31-40 years old (46.7 percent), holding a bachelor degree (72.1 percent), with work tenure of 6-10 years (45.7 percent), having a monthly income between 10,000-20,000 baht (44.8), and are married (69.1 percent). The overall quality of work life of police officers at the police station in Bangkok metropolis is at the high level ($\mu = 3.86$). The analysis also showed that police officers with differences in work tenure and monthly income have a difference in quality of work life at the statistical significant value of 0.05.

Keywords: Quality of work life, Police officer, Police station

INTRODUCTION

All walks of life regardless of his or her race or whereabouts have to work when he or she enters the appropriate working age in order to live life and to support the family. Every single man wants to have a good job, a job that pays well and perfectly suits his need and capacity. Moreover, everyone wishes to have a job that makes him happy and feel safe when performing the required duty. It is well understood that work is crucial to human life since working provides income that can be used to acquire food and some other things that are necessary for living. Besides, work still designates social status as well as duty of an individual and also creates value upon such a person. During a classical period of management, workers are viewed as a cog in a machine with no feeling. Human was seen as a raw material into the production process. Nowadays, the management realizes the important of human relations issues and begins to talk about the quality of work life [1].

As mentioned earlier, work has become one of the most important things in life. It may be argued that work is a major part of life over any other activities performed by human being especially those who work for the government [2]. It is estimated that people spend one third of their life working in the office. It is also predicted that human are going to spend even more time with work-related activities in the near future.

Based on the 12th National Economic and Social Development Plan, B.E. 2560-2564 [3], where it focuses on the result of good quality of life and happiness of workers in Thailand. At the same moment, quality of work life deems to be important issue in the contemporary workplace since human beings are considered as crucial resources and valuable

social cost. Nowadays, almost everybody must enter the work system, they have to work in order to live life and to satisfy their basic needs. Most of the people have to perform their job in the work setting therefore the workplace should be in an appropriate condition where the employees feel at ease physically and mentally, they feel secured physically, emotionally, spiritually, and socially [4]. The quality of work life has a great impact on work. It can help an employee feel good about himself, his work, as well as his organization. On top of that, it can promote the psychological perspective, enable a person to thrive for progress and to develop himself to become a high quality person for the organization. It can also reduce the rate of absenteeism, resignation, work-related accident and to promote productivity and good services both in terms of quality and quantity [5].

ELATED THEORIES

According to Martel and Dupuis [6], the concept of quality of work life has been introduced for more than 30 years ago. During this time period, there are numerous of rival definitions of such a concept in which it seems to have no consensus. Martel and Dupuis saw that the definitions together with their measuring instruments of quality of work life are derived from the quality of life conceptualization.

Dusita Kreuakhamliw [7] argued that quality of work life is important and necessary for the management in which they have to create in their organization. If the employees experience a decent quality of work life, it will lead to a job satisfaction, efficiency, quality development, creativity, and sacrifice toward the achievement of organization's goals. A good quality of work life is also believed to reduce the job transfer and turnover rate.

Nattapun Kajohnnan [8] defined that quality of work life means the assessment upon the various characteristics of work and is related with the building of balance between work and life of an individual. The quality of work life concentrates on the performance of a particular person as well as the organizational efficiency. It also refers to the employee's satisfaction toward problem solving and decision making of an organization. On top of that, quality of work life may have an influence over an individual and organization as a whole.

Institute for Population and Social Research, Mahidol University [9] claimed that quality of work life includes a set of components of work life in an establishment of workers, such as a number of working day, an appropriate compensation, over-time payment, and other special income obtained from work in forms of service fees, tips, diligent allowance, heavy premiums, including holidays, and leave of absence with pay. It also includes completed welfares as specified by the Ministry of Labor, for instance, work protection and safety, job security, career advancement, membership of labor union, as well as the liability and savings.

Human Capacity Building Institute, the Federation of Thai Industries [10] discussed that quality of work life means to lead a normal life based on a complete well-being and stability of a worker working in an organization. This complete well-being includes physical, emotional, social, and spiritual well-being.

- Physical well-being means the state of awareness and maintenance of a healthy body without an ailment and to be able to lead a normal life and to perform activities in order to promote and maintain a physical fitness.

- Emotional well-being means the perception of emotional condition, both of self-emotion and the emotion of others, and to be able to manage self-emotion as well as others' emotion appropriately and creatively.

- Social well-being means the state of realization toward relationship between oneself and the other and among group members and members of the public.

- Spiritual well-being means the state of complacency, a satisfaction of life with a purpose, to understand the nature, fact of life, including a spiritual attachment with highest meaning in life.

From the above discussion of definition of quality of work life, it can be plausible to categorize the meaning of quality of work life into 2 dimensions. The first dimension concerns with the employee. On the personnel perspective, the quality of work life refers to the employee's feelings toward work condition and work experience in an organization as a response from expectation or need of an employee in order to work happily and physically healthy. The other dimension deals with organizational perspective. In this respect, quality of work life means the process established by an organization to support employees to work happily by trying to meet with the expectation and need of employees. The positivity is expected both in terms of attitude and behavior of workers in the workplace, for example, job satisfaction and work enthusiasm.

It can be concluded that quality of work life means worker's satisfaction obtained from performing and experiencing his or her duty in an organization. The feelings can satisfy the expectation and need both in terms of physical and emotional issues via the process set by an organization with the hope that an employee will perform his job happily and with emotionally sound [11].

Key Indicators or Components of Quality of Work Life

Pochamarn Tearwattananarattikal [12] mentioned that quality of work life is a satisfaction derived from being responded from the followings:

1. The necessity. This means the employee's job.
2. The expectation. In general, an employee expects 4 issues in the work process as follows:
 - 2.1 Safety. This means a safe working environment.
 - 2.2 Security. There is a job security, there is a fearlessness of losing the job, being laid-off, or being punished.
 - 2.3 Morale. The working atmosphere concerning of fraternity and being respected.
 - 2.4 Labor productivity. The equipment and tools that facilitate the work process.

Based on the above conception concerning the components of quality of work life prescribed by the academicians and researchers, the researcher of this research also applies the concept of quality of work life argued by Richard E. Walton [13] in order to come up with the following 8 dimensions on the particular subject.

1. Adequate and fair compensation. The income is appropriate and being responded to a well established standard. An employee feels that his payment is just when compared with payment paid by other similar organizations. Wichai Tohsuwanjinda [14] argued that an effective compensation management will enable an appropriate wages and salary payment system in relevance of the work performed and help an organization to keep talented people to willingly continue to work within organization. The designation of employee compensation is depended on the knowledge and skills of employee, responsibility, working condition, productivity, profit, organizational cost and other related factors. In general, the compensation contains the following characteristics; 1) Legitimacy: the compensation must be obliged by the law and the agreement between an employee and employer, 2) Adequateness: the compensation should be enough for an employee to live his/her life comfortably, 3) Justification, 4) Motivation, and 5) the ability of organization to pay.

2. Safe and healthy environment. An employee work in an appropriate work environment that is not harmful to health and is not dangerous. Tanya Phonanan [15] proposed that working environment is very important issue and it directly affects happiness and satisfaction of the personnel. Working environment can be understood in terms of

temperature, light, sound, cleanliness in which they are all needed in order to create a good working condition that provides a physical comfortableness.

3. Development of human capacities. An employee can develop his skills out of work he performs. To be able to work with a job that requires special skills, multi-talents, and the job that is challenging. The employee feels that he is the genuine owner of the job, the job that is important, and the work performance that can be assessed. According to Khamnai Apiprachayasakul [16], employee development based on training is crucial because; 1) it promotes knowledge, understanding and skills needed in order to increase work effectiveness, 2) it helps the personnel to be able to work under a new and modern environment and technology, 3) it reduce the cost incurred by the misuse of materials, and tools and equipment, 4) it helps to promote unity among co-workers, 5) it promotes career advancement, 6) it increases job motivation, and 7) it builds a good relationship between supervisors and subordinates.

4. Growth and security. This refers to an employee's opportunity to be promoted based on his career path and to rest assure that he will be able to work as long as he wants. Wirawan Rapeephisal [17] suggested that the change in the status and responsibility of an employee into a higher position represents a much more prestige and higher social status. The work promotion is treated as an assumption by the organization toward the wider scope of duty and accountability bestowed on an employee. It is a way to increase a compensation into a higher level, to build security on the job, and to promote advancement toward career path, family, and organizational loyalty.

5. Social integration. The feeling of being accepted by the colleagues, enjoying an amicable work environment, experiencing no social segregation, and being able to enjoy social contact. Krittaya Arayasiri [18] mentioned that relationship among people is very necessary for organization. Since organization is a place for a group of people working together, it needs cooperation and assistance among each other in order to carry out the work. This atmosphere will be able to flourish unless members of the organization provide a good relationship among them. They to love each other, understand each other, to be happy and satisfied within the group. They are committed to each other in which it becomes an important motivation for the employees to dedicate their maximum potential toward the success of work. Good relationship produces a positive effect on co-workers as well as organization. It can be said that: 1) a good working environment truly promotes the execution of work because the employees have an opportunity to carry out their assignment with good friends, they understand each other, helping out each other, loving and harmonizing each other, and as a result they feel happy and warm, 2) a good working relationship eliminates tediousness, fatigue, and stress resulted from work, workers are enthusiastic and relaxant, they work in a compromising manner with no conflict, it actually enhances both physical and mental fitness, 3) a good relationship increases confidence in work performance by knowing that there always are people waiting around to help and suggest when need arises, 4) a good relationship increases capability or potentiality in performing work since these workers are getting along well with each other, kindly support and encourage each other, and accept the role of each other, 5) a relationship increases work motivation, workers see the possibility of success that is near, they receive spiritual support and assistance from their colleagues, 6) team-work or working group becomes effective since there are acceptance, understanding, cooperation, sacrifice, and group-decision-making among co-workers to overcome any obstacles, 7) a good relationship boosts up morale in a way that it creates a positive attitude toward work, co-workers, and work related environment, this yields a strong determination and eagerness on work, and finally, 8) an organization can achieve a designated work goal with effectiveness and efficiency, as a result, the organization progresses and becomes successful.

6. Constitutionalism. There is a justice in performing one's own work, an appropriate social interaction, respect and right as an individual, and equality. Natepanna Yawiraj [19] claimed that firm should provide an opportunity for employees to express their opinion and to participate in decision-making process pertaining to the designation of company's policy. For example, there should be employee representatives in the policy-making committee and an acceptance of employee's suggestion and put it into operation. These efforts can boost up morale toward work operation and lead to high efficient and militant performance.

7. The total life space. There is a certain period that an employee can be free from work and to fulfill his personal desire as he wishes. Jamnean Jungtrakul [20] mentioned that the balance of life and work is an important and necessary factor in modern organization. It can be used to modify management and work pattern in an organization in order to satisfy need and want of employees in undertaking their responsibility with efficiency. The total life space would enable an appropriate balance between life and work that promotes performance, employee's retention, and organizational commitment in which it will reduce the turnover.

8. Social relevance. The feeling of an employee in which he is proud of his organization. The realization to work in an organization that is useful and responsible for the society. Employees are proud of working in a reputed organization where they are learnt that their organization is useful and responsive to the society [21]. Cascio [22] said that work that benefits the society creating pride for the personnel. In the same token, Somkid Bangmo [23] saw that the employee's feeling of having participation in making the company become famous will create morale among employees. It leads to employee's loyalty toward organization.

The following figure represents Walton's categorization of quality-of-work-life programs.

Figure 1
Walton's Categorization of Quality-of-Work-Life Programs



Adapted from Richard E. Walton [24], "Quality of Work Life: What is it?"
Sloan Management Review, Fall 1973, pp. 11-21.

RESEARCH OBJECTIVES

1. To study the personal factors of police officers at the police station located in Bangkok metropolis.
2. To study the level of quality of work life of police officers at the police station located in Bangkok metropolis.
3. To study the relationship between the personal factors and the quality of work life of police officers at the police station located in Bangkok metropolis.

RESEARCH METHODOLOGY

1. This is a quantitative research.
2. The sample size includes 120 police officer in one of the police stations in Bangkok metropolis.
3. The descriptive statistical data includes percentage, mean, and standard deviation. The data is analyzed by using t-Test and One-way ANOVA.

RESEARCH RESULTS

1. To study the personal factors of police officers at the police station located in Bangkok metropolis

The results revealed that most of the respondents were male with a number of 118 persons (98.3 percent) and the number of female is 2 persons (1.7 percent), those who have age of less than 30 years old are 31 persons (25.8 percent), those who have age between 30-40 years old are 53 persons (45.8 percent), those who have age between 41-50 years old are 23 persons (19.2 percent), and those who are 51 years old and over are 11 persons (9.2 percent). There are 27 persons (22.5 percent) who have lower than a bachelor degree, while 85 persons (70.8 percent) are holding a bachelor degree, and the rest of 8 persons are having higher than a bachelor degree (6.7 percent). There are 3 police officers (2.5 percent), the other 33 persons (27.5 percent) have work between 1-5 years, 54 persons (45.0 percent) have worked between 6-10 years, and those officers who work for more than 10 years are 30 persons (25.0 percent). There are 41 officers who earn between 10,000-20,000 baht per month, 55 officers earn between 20,001-30,000 baht per month, 24 officers earn 30,001 and over per month. There is no police officer working at this police station who earns the monthly income of less than 10,000 baht. There are 37 police officers who are single, 81 officers have married (67.5 percent), and 2 of them (1.7 percent) get divorce.

2. To study the level of quality of work life of police officers at the police station located in Bangkok metropolis.

The overall quality of life of police officers at the police station in Bangkok metropolis is at the high level ($\mu = 3.86$). When consider each dimension separately, it was found that the social relevance dimension is at the highest value with the mean value of 3.99, and then following by safe and healthy environment ($\mu = 3.98$), social integration ($\mu = 3.86$), development of human capacities ($\mu = 3.85$), growth and security ($\mu = 3.83$), constitutionalism ($\mu = 3.81$), total life space ($\mu = 3.80$), and then finally adequate and fair compensation dimension ($\mu = 3.76$).

The following table shows the value of the quality of work life of police officers at the police station located in Bangkok metropolis.

Table 1
The quality of work life of police officers

N=120

The Quality of Work Life of Police Officers: A Case Study of a Police Station in Bangkok Metropolis	Value		Interpretation
	μ	Σ	
1. Adequate and fair compensation	3.76	.518	High
2. Safe and healthy environment	3.98	.481	High
3. Development of human capacities	3.85	.450	High
4. Growth and security	3.83	.464	High
5. Social integration	3.86	.463	High
6. Constitutionalism	3.81	.472	High
7. The total life space	3.80	.410	High
8. Social relevance	3.99	.551	High
Total	3.86	.374	High

3. To study the relationship between the personal factors and the quality of work life of police officers in the police station located in Bangkok metropolis.

From the analysis, it was found that the differences of the police officers in terms of work tenure and monthly income have a relationship with the quality of work life of police officers in the police station located in Bangkok metropolis at the statistical significant value of 0.05 while the differences of the police officers in terms of sex, age, educational level, and marital status produce no difference in the quality of work life of police officers working in the police station located in Bangkok metropolis.

DISCUSSION

The study of Quality of Work Life of Police Officers: A Case Study of a Police Station in Bangkok Metropolis is in the same direction with the research conducted by Kuntalee Hadsaphak and Araya Sirimai [25] on “The Study of Quality of Work Life: A Case Study of 5 Leading Private Companies in Thailand” in which the top 5 selected companies are: Thai Airways International Public Company Limited, Charoen Pokphand Group, Siam Cement Group, Advanced Info Services Public Company Limited, and Petroleum Authority of Thailand (PTT) Public Company Limited. The research employed a qualitative research style where the interview is conducted with the HRM administrators in those 5 mentioned Thai companies. The findings revealed that quality of work life is a concept dealing with humanity, work and organization with the main purpose aiming at satisfaction and increased work productivity. It is a mutual obligation between the employees and the organization or it can be referred as a balance exchange of value. Therefore, in the human resources and organization management, it is important that the organization must manage work process structure, working environment, as well as the opportunity for participation especially in decision making by the employees. On top of that, the human dignity, nature of work, and a decent quality of work life must be emphasized in the hope that every single employee will dedicate all of his or her effort toward the accomplishment of organizational objectives that will definitely bring success to both the employees and the organization.

This study is also in the same direction of the study entitled “Quality of Work Life and Organizational Commitment: A Case Study of Police Commissioners at Saimai Police Station” conducted by Adundath Wannasri [26] who concluded that the quality of work life of the police commissioners at Saimai police station is at the high level (mean = 4.27) and the

organizational commitment is also at the high level (mean = 4.31). The hypothesis testing confirmed that there is a relationship between the quality of work life and the organizational commitment of police officers at the Saimai police station at the statistical significant value of 0.01. These relationships are shown as follows, starting from organization pride ($r= 0.638$), balance of work life ($r= 0.522$), safe and sanitary environment ($r= 0.494$), potential development opportunity ($r= 0.415$), career advancement and security ($r= 0.375$), adequate and fair income ($r= 0.307$), and work administration (0.220). Another study undertaken by Chompunuch Sripong [27] on Quality of Work Life of Business Sector's Employees in Yala Province indicated that employees with different educational level, work tenure, and work characteristics in terms of type, pattern, and size have a difference in quality of work life.

CONCLUSION AND FUTURE RESEARCH

A good quality of work life will make the personnel feel at ease and happy, are satisfied with their job, and lead a decent and happy life. It is plausible to argue that a good quality of work life also causes an effectiveness in work performance and it becomes one of the most important factors in an organization in which it is required by employees to be existed in their organization. An average person may spend at least one-third of his life-time working in an office. If this major time in human life is spent with what he loves, it will definitely produce a positive effect on his mind and emotion and finally on the overall quality of life of such a person. Happiness derived from work and working environment includes many aspects, such as working condition, management policy, work success, position and career advancement including appropriate compensation and welfares. These elements reflect a good quality of work life that is a major goal in the development of the country concerning human resources management since an individual or a person is the most valuable resources.

For future research, there may be a study of quality of work life in another settings especially in other governmental units. The results of the study could be used to compare the differences in the perceptions of the quality of work life concept. The future research should also focus on assessment of employee satisfaction level over each individual component of quality of work life [28]. The vast of empirical data may enable the researcher to come closer to the understanding of the said concept together with its associated variables. Besides, the quality of work life could be studied in relation with various related factors such as organizational commitment, leadership style, and organization's effectiveness to name just a few. These relationships will help the management to come up with an innovative tool to effectively and efficiently manage the organization in pursuing its goals.

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