

# Quality of Work Life and Organizational Climate of Schools Located along the Thai-Cambodian Borders

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## Abstract

The purpose of the study is to measure the Quality of Work Life and Organizational Climate of Schools located along the Thai-Cambodian borders. The study intended to measure the relationship between the two underlying variables quality of work life and organizational climate. Simple random sample of 384 respondents were administrators and teachers of drawn from various schools along the border area. The research instrument was constructed by the researcher and tested for reliability, which holds good reliability. The statistical tools used for the study are Mean, T-Test and Pearson's Simple Correlation. The result of the study indicates that there is an evidence for the existence of quality of work life and organizational climate in schools at high level. Whereas the items safe environment/health promotion and risk/acceptance of risks gained low scores, means it must be given more emphasis by schools. The result of correlation analysis reveals that there is strong positive association found between Quality of work life and Organizational climate at .759, but the association among the individual dimensions of QWL and organizational climate are moderate/weak. Only few dimensions have strong positive association among them. Further to probe, importance should be given to address the weak factors and eliminate the discrepancies to improve the relationship between QWL and Organizational climate.

**Keywords:** Quality of Work Life (QWL); Organizational Climate, Schools, Thai-Cambodian Borders

## 1. Introduction

Quality of Work Life reflects the relationship between personnel and work environment that encourages learning and self-development, which will leads to meet the satisfaction of employees. Walton (1973) suggested conceptual areas of QWL and first to operationalize the concept for better understanding. Also, argued that work environment can affect the work performance of employees in the organization both directly and indirectly. Litwin and Stringer (1968) constructed a questionnaire to measure organizational climate and mentioned that the sum of perceptions of employees towards the organizations' environment is regarded as organizational climate. It is very important to understand the realities based on employee perceptions. Also climate affects job satisfaction, which affects productivity of both individual and organization.

Schools in rural areas and located near the Thai-Cambodian borders lack in various factors, which are conducive to students. The most of farmers earn their incomes from agriculture, with less income, and also they are poor people. Apart from that the people who live along the border areas, still suffer because of the forces outside the country. These include the problems of illegal immigrants (Security Division in Lahansai District, 2014) and there are unfavorable factors for providing education to students live in the border provinces of Thailand that connecting with Cambodia.

There is a shortage for teachers, because the teachers move frequently from their living areas, as well as, the lack of readiness for using reliable technology and media to help implement teaching and learning process. The economic conditions in the border areas are not favorable, which are poor families, broken down families, because student parents have migrated to work in other areas, resulting in this, it is difficult to fully encourage/support the students.

The socialization process is difficult to be created for their family members, as well as, social environment is not properly created for encouraging their children to lead their way of life based on Thai cultural and social aspects. Particularly, the gambling dens along the borders are mushroomed. And there is lack of concrete policies and practices along the Thai-Cambodian border areas. (Sermsak Wisalaporn, 2009)

Management and Educational Development Studies will enhance the quality of work life and good organizational climate, which will increase capacities and productivities for organizations or educational institutions, in line with the concept of Katz and Kahn (1978) Parsons (1964), who stated that the effectiveness is the key of their work performance in the organization. In addition, Pinsuda Sirithrangsri, (2009) observed that the effectiveness of educational management institutions in the border areas must be aware of the course curriculums or programs, especially the teaching and learning process to be in line with groups of people and race. Planning for student admission, class arrangement, manpower and budgeting for various forms or models

of educational management on par with good standards.

Based on this importance, Thailand has accelerated the process in providing better problem solutions for international relations with Cambodia to manage conflicts and to set free from fighting along the Thai-Cambodian borders. And, it is interested to note that during the past two years, there was no conflict along the border.

The researcher suggested that the results from the development of educational management institutions along the border areas should monitor and study about the Quality of work life and Organizational Climate, which would be useful for developing the quality of education as well as improving the QWL of teachers. Good QWL improve the level of organizational climate of the schools along the border areas. Hence, the researcher believes, it is necessary to conduct a study at Thai-Cambodian borders.

## 2. Research purpose

- To study the level of quality of work life of the teachers in the schools located along the Thai-Cambodian borders.
- To study the level of organizational climate of schools located along the Thai – Cambodian borders.
- To measure the relationship between Quality of Work Life, and Organizational Climate of schools located along the Thai – Cambodian borders.

## 3. Research Methodology

The target population of the study was 100,000 administrators and teachers in schools located along the Thai-Cambodian borders. The simple random sample of respondents was chosen based on Krejcie and Morgan Table, of which the estimated sample size is 384. Variables used for the research: 1) the Quality of Work Life, based on the concept of (Walton, 1973) that consists of the fair compensation, safe environment and health promotion, opportunity to develop a person's ability, stability and progress in work, social integration in work, Democracy in organization, the balance of work and private life, the social relations and 2) Organizational Climate concept based on Litwin and Stringer (1968) that consists of the structure of the work, challenges and responsibilities, warmth and support, reward and punishment, conflict, standards and expectations from work performance, risk and acceptance of risk. The questionnaire was constructed by the researcher and tested for reliability with the discrimination value at .45-.87, and Cronbach alpha value at .90. The statistical tools used for the study are mean and Pearson's simple correlation moment.

## 4. Data Analysis and Interpretation

### 4.1 Basic information

The respondents were classified based on gender and size of schools as follows.

Table 1 shows the basic profile of the respondents

	Group	Number	Percentage
Gender	Male	123	32.0
	Female	261	68.0
Size of school	Small	159	41.4
	Medium	225	58.6

Table 1 reveals that majority of the respondents were female and contributed for 68 percent and major group of respondents were from medium-sized school accounted for 58.6 percent.

### 4.2 To study the level of Quality of Work Life

The level of quality of working life of teachers in schools located along Thai-Cambodian borders is shown in Table 2

Table 2 shows the level of Quality of Work Life of teachers (N = 384).

Item	Mean	S.D.	Level of Quality of Life
Proper and fair compensation	4.261	.5490	High
Safe environment and health promotion	3.872	.3305	High
To develop opportunities and improve the capabilities of individuals	4.303	.6062	High
Stability and progress in work	4.374	.5764	High
Social Integration with work	4.342	.5941	High
Democracy in organization	4.266	.5918	High
The balance between work and private life	4.303	.6512	High
Social relations	4.488	.5209	High
Quality of Work Life	4.276	.4344	High

From the table 2, it is found that the quality of work life of teachers in schools located along the Thai –

Cambodian borders is in high level at an average of 4.276. While considering each dimension, it is found that the quality of work life is high for all aspects, exclusively for social relations, followed by stability and progress in work and social integration with work respectively. But the item safe environment and health promotion need to be given more importance.

#### 4.3 Study the level of Organizational Climate

Organizational Climate of schools located along the Thai-Cambodian borders is shown in Table 2

Table 3 shows the level of Organizational Climate of schools located along the Thai-Cambodian borders (N = 384).

Item	Mean	S.D.	Level of atmosphere
Structure of work	4.326	.6494	High
Challenges and responsibilities	4.425	.5020	High
Warmth and support	4.238	.6295	High
Reward and punishment	4.301	.5231	High
Conflict	4.251	.6370	High
Job performance standards and expectations	4.337	.5246	High
Risks and Acceptance of Risks	3.851	.3469	High
Organizational Climate	4.247	.4393	High

From the Table 3, it is understood that the Organizational Climate of schools along the Thai-Cambodian borders is in high level (average 4.247). While considering each aspect, it is found that the organizational climate is at high level. Moreover it is clear that, the item challenge and responsibility is at high level means the teachers agree that there is lot of challenges and responsibilities in their job. And followed by other aspects like job performance standards and structure of work respectively. While the item risks and acceptance of risks scores low, means teachers are not willing to accept risks easily.

#### 4.4 The relationship between Quality of Work Life and Organizational Climate

The Correlation between Quality of Work Life and Organizational Climate of schools located along the Thai – Cambodian borders is shown in Table 4

Table 4 Relationship between Quality of Work Life and Organizational Climate

	Structure of work	Challenges and responsibilities	Warmth and support	Reward and punishment	Conflicts	Job performance standards and expectations	Risks and acceptance of risks	Organizational Climate
Proper and fair compensation	.324**	.368**	.410**	.432**	.468**	.486**	.193**	.489**
Safe environment and health promotion	.466**	.447**	.390**	.480**	.415**	.486**	.349**	.543**
To develop opportunities and improve capabilities of individuals	.320**	.414**	.401**	.439**	.434**	.490**	.249**	.491**
Stability and progress in work	.778**	.486**	.290**	.512**	.312**	.504**	.334**	.581**
Social Integration with work	.782**	.550**	.426**	.617**	.465**	.651**	.312**	.692**
Democracy in organization	.579**	.496**	.461**	.567**	.481**	.606**	.327**	.636**
The balance between work and private life	.928**	.723**	.259**	.716**	.291**	.684**	.297**	.703**
Social relations	.751**	.653**	.241**	.525**	.293**	.500**	.331**	.590**
Quality of Work Life	.798**	.666**	.456**	.692**	.501**	.711**	.378**	.759**

\*\* p < .01

From Table 8, it is understood that the relationship between Quality of Work Life and Organizational Climate is at high level with statistical significance at P<0.01 and the correlation coefficient at .759 respectively. The result indicates that few dimensions of QWL have high positive correlation with organizational climate dimensions, whereas most of other dimensions are moderately correlated or least correlated. The dimensions that

have high positive correlation are (balance between work and private life with structure of work, .928) and all other dimensions of QWL are highly correlated with structure of work, except proper and fair compensation, safe environment and health promotion and developing opportunities and capabilities of individuals, which are moderately correlated. Moreover while considering other aspects, (The balance between work and private life and Challenges & responsibilities are highly correlated at .723); (Social relations with challenges and responsibilities at .653); (The balance between work and private life with reward and punishment at .716); (Social integration with work and reward & punishment at .617); (The balance between work and private life with job performance standards and expectations at .684); (Democracy in organization with job performance standards and expectations at .606); (Social integration with work and job performance standards and expectations at .651) respectively. While other aspects of QWL and organizational climate are moderately/least correlated. And the most least correlated item is proper and fair compensation with risks and acceptance of risks at .193.

## 5. Research Findings

The Quality of Work Life of teachers in schools located along the Thai-Cambodian borders is in high level. Also it indicates that all dimensions of QWL scored high, means there is an evidence of QWL at schools. Similarly, Organizational Climate of schools is in high level. All the climate dimensions revealed high scores i.e. there is an evidence of existence of good organizational climate at schools along Thai-Cambodian borders. The result of correlation analysis indicates that there is a high positive correlation between Quality of Work life and Organizational climate at .759 with the statistical significance at .01. In overall strong positive association is found. But the individual dimensions of QWL and Organizational climate are moderately/least correlated, except few dimensions (balance between work and private life Vs structure of work at .928; The balance between work and private life Vs Challenges & responsibilities; Social relations Vs challenges and responsibilities; The balance between work and private life Vs reward and punishment; Social integration with work Vs reward & punishment; The balance between work and private life Vs job performance standards and expectations; Democracy in organization Vs job performance standards and expectations; Social integration with work Vs job performance standards and expectations) are highly correlated. The structure of work is well defined and the balance between work and private also yielded positive results. The item warmth & support and risk are least associated with all dimensions of QWL. The point to ponder out here is Quality of work life at schools is good at border areas and it is obvious from results, that good QWL create better organizational climate. Besides this, the association among the individual dimensions must be given more emphasis to improve the quality of work life and organizational climate of schools located along the Thai-Cambodian border areas.

## 6. Conclusion

The study probes the existence of Quality of Work Life and Organization Climate of the schools along the Thailand-Cambodia border areas with positive results. But the individual dimensions of both QWL and Organizational climate should be given more emphasis for improvement. Moreover it is obvious from the study, the structure of the organization/job is well defined, which facilitates to achieve the goals of the institution. But there is only less support for teachers to develop their capabilities. It must be given more consideration for good organizational climate. And teachers are not ready to take risks, they fear of collide between two governments may happen anytime and which may affect their compensation benefits. Hence the study concludes that evidence of QWL and Organizational climate is present at schools along Thai-Cambodian Borders, however various issues need proper attention.

## 7. Suggestion

The schools located at border areas should be given more consideration, as the huge population lives in those areas. To serve them with better education, it is important to maintain good Quality of work life of teachers and Organizational climate at schools. The governments and schools need to support the teachers to develop themselves to teach the students better. The two governments can solve problems in border areas without conducting any battle, which will have greater impact in border areas. In future, more studies can be conducted for studying various factors of QWL and Organizational climate along the border areas of Thailand.

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