

**THE RELATIONSHIP BETWEEN PERSONAL FACTORS
ON WORK-LIFE QUALITY AND OPERATION FOR VISION AND MISSION
ACHIEVEMENT OF STUDENTS OF GRADUATE SCHOOL OF COMMERCE,
BURAPHA UNIVERSITY, CHON BURI, THAILAND.**

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ABSTRACT

This study was aimed to investigate the differences among personal factors related to work life quality, the relationship between work-life quality and an achievement in operation for vision and mission, that may lead to the benefit of people who are interested in furthering their studies in the part-time Master's Degree Program at the Graduate School of Commerce, Burapha University. The sample of participants consisted of 450 students studying at five study centers, i.e., Bangsaen, Rayong, Bangkok, Saraburi, and Nonthaburi. They were enrolling in the programs of Y-MBA, Ex-MBA, MBA (Marketing), MBA (Entrepreneurship), MBA (Managerial Accounting), MBA (International Business), and MBA (Public Management). Percentage, mean, standard deviation were fundamental statistics employed for the data analysis; while t-test and ANOVA were used for hypotheses testing, and Pearson's correlation coefficient was used for investigating the relationship.

The findings revealed that male students placed more importance than female students on healthy working condition. The quality of work-life for those who were over 46 years of age concentrated on the aspects of earning reasonable and sufficient compensation from their jobs, and having best opportunities for job advancement and work security. They also had higher work-life balance than any other age groups. Students with an income above 40,001 baht per month had better work-life quality in all eight aspects than any other income ranges. The participants who were working as the business owner also had better work-life quality than any other positions, followed by those who were working in the management positions. It was also found that students studying at Nonthaburi study center had the lowest level of work-life quality in the aspect of earning reasonable and sufficient compensation, whereas students at Rayong study center had the highest level for work-life quality in the aspects of healthy and safe working condition. Students at Saraburi study center had the highest level of work-life quality in the aspect of non-violation of personal right. Students in the program of MBA (Entrepreneurship) had the highest level of work-life quality in the aspect of earning reasonable and sufficient compensation from their jobs, followed by those in the Ex-MBA Program.

The relationships among visions, missions, and the eight aspects of work-life quality were correlated in the same direction at the low-medium level. The sexes of the participants were more females than males. Most of them were over 23-29 years of age, and having average compensation from 40,001 baht upward. The majority of participants, 48.22 %, were working in the operating positions, 42.00 % in the management positions, and 9.78 % in the position of business owners. 43.30 % of students' decided to study at Bangsaen center, whereas 24.00%, 15.10 % , 9.80 % , and 7.80 % selected Bangkok, Rayong, Nonthaburi, and Saraburi centers, respectively. The popular fields of studies were as follows: Ex-MBA, 34.90%; Y-MBA, 21.80 %; MBA (Public Management), 9.70 %; MBA (Managerial Accounting), 8.90 %, MBA (Marketing), 8.00 %; MBA (Entrepreneurship), 6.70 %; and MBA (International Business), 6.70 %.

Keywords : Part-time Master's Degree Program in Business Administration, work-life quality, vision and mission

INTRODUCTION

Burapha University, formerly the College of Education, Bangsaen Campus, was established on July 8, 1955. Later it was upgraded into a campus of Srinakharinwirot University on June 27, 1984. It was then established as a comprehensive university in 1990. The university had expanded into two provincial campuses, i.e., Chanthaburi Campus, located in Chanthaburi province, was established on June 20, 1995, and Sa Kaeo Campus located in Sa Kaeo province, was established on September 9, 1997 (Burapha University 2008, pp.1-10).

Owing to the impact of economic instability in 2003, public universities in Thailand were driven to become autonomous for the purpose of having flexibility and being self-supported. Consequently, Burapha University was approved to be an autonomous university, in 2007 (Royal Degree, 2007, pp. 17-21).

The Graduate School of Commerce (GSC) of Burapha University has been an autonomous faculty since 1996. A large number of students had graduated from the GSC. They have been exploited their knowledge from their studies, and applied to perform their jobs. According to a survey concerning the satisfaction of graduated students from their supervisors in the year 2009, it showed that the level of satisfaction achieved was at GSC at high level (Graduate School of Commerce, 2009). However, in order to perform their job well, the

ability to apply their knowledge is still needed to be improved because many people seem to work for longer period and harder than ever before. The performance of workers related to workplace environment and work-life balances is needed to be improved (Sturges and Guest, 2004).

The quality of work-life (QWL) or work-life quality is a philosophy, which demonstrates that people are the most important resource in the organization as they are trustworthy, responsible, and capable of making valuable contribution; therefore, they should be treated with dignity and respect (Straw and Heckscher, 1984: cited in Raduan et al., 2006). The QWL is needed in order to enhance autonomous work groups, job enrichment, and high-involvement that boosting the satisfaction and productivity of workers (Raduan et al., 2006). This study recognizes the importance of QWL of the GSC students, thus the investigation on their quality of life and work; their operations toward organization visions and missions were encouraged for those part-time graduate students. The results of the study will reflect the overall instructional provision program and marketing operation of the Graduate School of Commerce, as well as encouraging the organizations that students perform their works to recognize the essential of QWL and can utilize the knowledge from this study to enhance work performance.

Quality of work-life (QWL) or work-life quality

The evolution of the QWL began in the late 1960s emphasizing the human dimensions of work by focusing on the quality of the relationship between the worker and the working environment (Raduan et al., 2006). Several researchers defined the definitions of QWL. Heskett et al. (1997) defined QWL as the employees' feel toward their jobs, colleagues, and organizations that ignite a chain leading to the organizations' growth and profitability. The satisfaction on work environment is considered to provide better QWL. Lau et al. (2001) demonstrated that QWL was the favorable working environment that supports and promotes satisfaction by providing employees with rewards, job security, and career growth opportunities. Serey (2006: cited in Guna and Maimunah (2008, p.2)) showed that QWL was quite conclusive and matched with the contemporary work environment including

“(1) An opportunity to exercise worker’s talents and capacities when facing challenges or situations that require independent initiative and self-direction; (2) an activity thought to be worthwhile by the individuals involved; (3) an activity in which one understands the role the individual plays in the achievement of some overall goals; (4) a sense of taking pride in what one is doing and in doing it well.”

Therefore, it can be concluded that QWL was related with job satisfaction, job involvement, motivation, productivity, health, safety, balance between work and non-work life, and well-being. The employees' good quality of work-life will result in efficient teamwork, work improvement, and work participation, which, in turns, lead to high level of employees' job satisfaction and work performance (Raduan et al., 2006). Research conducted by the Canadian Council on Integrated Healthcare (2002) found that in order to fully invest in the well being of employees, organizations must have supportive policies and an enabling culture. The characteristics of organizations that should be concerned were the presence of a supportive environment or culture, referring to safe-work practices, a culture that encourages social cohesion and the balance of

work and personal time, and supportive management policies, programs, and practices. Lowe et al. (2003) determined that workers were more likely to perceive their workplace as healthy if certain working conditions exist, including having reasonable demands, high intrinsic and extrinsic rewards, good social supports, influence over workplace decisions, and available resources to do the job. Lowe et al. (2003) also stated that organizations should not only pay attention to individual health initiatives, they should also focus on employment conditions and the way in which work is organized.

Moreover, a dramatic change of workforce in currently working environment has revealed a significant amount of organization change such as downsizing, rightsizing, and outsourcing that have adversely affected employees' morale, loyalty, motivation, and perceived job security (Watson et al., 2003). Job security was one important aspects of QWL as it represented strength of the organizations to provide permanent and stable employment regardless of the changes in work environment (Organization of Economic Cooperation and Development (OECD), 1996).

Learning opportunity and skill discretion have proven to be positive relationship on job satisfaction and reduced job stress. Career development opportunity will provide essential training or education will assist workers to equip with new skills. With respect to learning, greater autonomy on job enhances the acquisition and the utilization of knowledge that can promote cognitive growth and knowledge transfer among employees (Scully et al., 1995).

Another major component of QWL for both employees and the employers was the relationship between work and home-life. In competitive environment, it is too difficult to separate home and work-life. Workers tried to harmonious balance among work in office, family life, and leisure activities. Therefore, organizations should help employees to balance their activities at work and non-work demand (Lewis, 1997). There has been extensive research done which suggested that leisure could be an effective means of coping with stress, particularly

work-related stress (Coleman, 1993; Heintzman and Mannell, 2003; Iwasaki et al., 2005). Work has also been found to provide people with enjoyable flow experiences. The opportunities to socialize with co-workers have been linked to enhance quality of work-life (Requena, 2003) and better self-related

health among employees (Luikkonen et al., 2004). Thus, the indicators used for the assessment of QWL in this study were Walton's concept (1973) as it was clear and easily measured in quantitative and behavior. Walton (1973) determined QWL in eight dimensions, as shown in Table 1.

Table 1. Conceptual category in QWL.

Criteria	Indicators of QWL
1. Adequate and fair compensation	<ul style="list-style-type: none"> - internal and external fairness - justice in the compensation - allotment of productivity profits - proportionality between wages
2. Safe and healthy working conditions	<ul style="list-style-type: none"> - reasonable hours of working - safe and healthful physical environment - absence of unhealthy
3. The opportunity in developing capacity	<ul style="list-style-type: none"> - autonomy - relative self-control - multiple qualities - information on the total process
4. Opportunity of growth and security in organization	<ul style="list-style-type: none"> - possibility of career - perspective of wage advance - personal growth - job security
5. Social integration or team work	<ul style="list-style-type: none"> - absence of prejudice - relationship - equality - communitarian sense - mobility
6. Constitutionalism	<ul style="list-style-type: none"> - rights of protection to the worker - freedom of expression - personal privacy - impartial treatment - labors laws
7. Total life space	<ul style="list-style-type: none"> - balanced paper in the work - few geographic changes - stability of schedules - time for leisure of the family
8. Social relevance	<ul style="list-style-type: none"> - image of the company - responsibility for the products - social responsibility of the company - job practices

Source: Walton (1973)

Organization's vision and mission

According to both private and public organizations, it is important that vision and mission are explicitly indicated in order to lead and align employees to work for the same organization's goal. Vision is written in accordance with the strengths and opportunities of the organization. It is a concise (typically 1-2 lines) paragraph having the following characteristics, i.e., the organization's potential, direction, and goal are demonstrated, it is feasible; it can be adjusted following company's changing potential; and it is created from the opinions from every department in the firm. Mission is the main activities and functions that the organization must perform in order to achieve its vision. Thus, all the employees should work following the organization's vision and mission, so that the organization's goal can be achieved (Encyclopedia of Business, 2010).

Psychologists have long interested the relationship between people and their working activities. Three assumptions related to human motivation are consisting of (1) motivation which is related to how personal task and environmental characteristics influence behavior and job performance, (2) motivation which is not a fixed trait where it is a dynamic internal state occurring from the influence of personal and situational factors such as changes in personal and social factors, and (3) motivation which affects behavior rather than performance. The accomplishment was impossible to occur if it was a weak link between job performance and an employees' effort (Wiley, 1997).

According to Kanfer (1992: cited in Wiley, 1997, p.264), modern approaches to motivation can be organized into three related clusters. Personality-based views, the cluster that is based on the influence of enduring personal characteristics related to person's goal choice and striving. This cluster concerns models based on broad theories of personality, such as Abraham Maslow's Hierarchy of Needs theory, the perspective focused on the role of individual differences in the strength of achievement motives from Clayton Aldefer's ERG theory, the arousal

of the justice motive when employees compared their inputs and outcomes with other persons from J. Stacey Adams' Equity theory. Cognitive choice/decision approaches, the cluster that emphasizes two determinants of choice and action consisting of expectations and subjective valuations of the outcomes associated with each alternative. This cluster related to Expectancy Value theory (EV), i.e., expectancy-value theories hold that people are goal-oriented beings. The behaviors they perform in response to their beliefs and values are undertaken to achieve some end. Goal/self-regulation, the cluster that emphasizes on the factors, which influence goal striving that based on the relationship between goals and work behavior described by Locke and Latham in 1990. Goals are directed people's thought and actions. Moreover, task demands, self-efficacy, goal commitment, and task orientations are important determinants of the effectiveness of goal setting methods (Nicholson et al., 1995, p.334: cited in Wiley, 1997, p.264).

Thus, the purposes of this study were aimed to investigate the differences among students' personal factors on work-life quality, the relationship between work-life quality and operation for vision and mission achievement, which will result in the beneficial of people who will decide to further their studies in the part-time Master's Degree Program at the Graduate School of Commerce, Burapha University.

Research hypotheses

The hypotheses are based on the significant difference of GSC part-time graduate students' personal factors on work-life quality, and that of Quality of Work-Life, which has relationship with operation for vision and mission achievement.

Limitation of the study

The sample of this study was selected by convenience sampling, which did not include students who conducting independent study (IS) projects and students in Mae Hong Son Study Center.

Conceptual framework

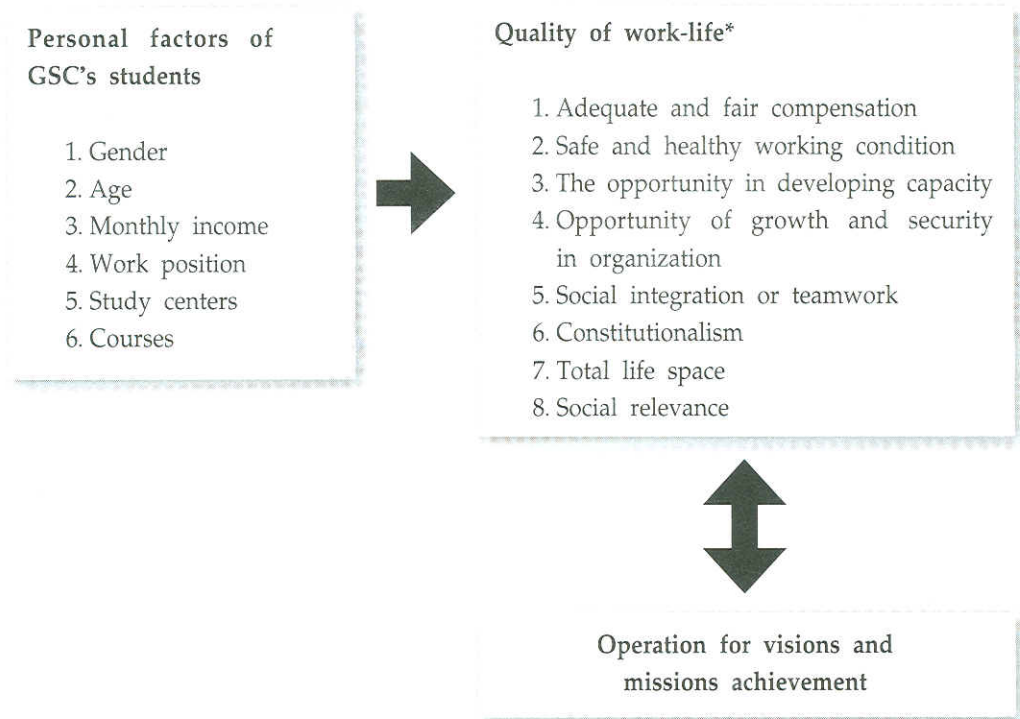


Figure 1. The schematic diagram demonstrates the conceptual framework of this study (Modified from Walton, 1973).

METHODOLOGY

Both of the population and the sample were part-time graduate students studying at Rayong, Bangsaen, Bangkok, Nonthaburi, and Saraburi Study Centers, who were taking their course works (not including those who were in the process of doing their thesis or independent study) in the programs of Ex-MBA, Y-MBA, MBA (Marketing), MBA (International Business), MBA (Managerial Accounting), MBA (Public Management), and MBA (Entrepreneurship). The participants were consisted of 1,235 GSC part-time graduate students from five study centers, i.e., 542 from Bangsaen, 298 from Bangkok, 182 from Rayong, 95 from Saraburi, and 118 from Nonthaburi.

The sample was derived on the basis of Yamane's method (1967). The sample was calculated by using $n = N/1 + N(e)^2$, with statistical error = 0.05, the sample derived = $1,235/1+1,235 (0.05)^2 = 302$ students.

Four hundred and fifty more students were added up to the sample in order to gain more reliability and convenience to manage. The samples were selected by using stratified sampling classified by the study centers and then using non-probability sampling by convenience sampling technique to distribute questionnaires to each respondent. The questionnaire comprised three parts, i.e., (1) respondent's personal factors using checklist questions, (2) QWL, and (3) operation for vision and mission achievement. The second and third parts used five rating scales: 1.00-1.80 = lowest level, 1.81-2.60 = low level, 2.61-3.40 = moderate level, 3.41-4.20 = high level, and 4.21-5.00 = highest level. The data were analyzed through the SPSS for Window Version 11.5 by means of arithmetic mean (\bar{X}), standard deviation (SD), independent sample t-test, One-way Analysis of Variance, and Pearson's Product Moment Correlation Coefficient.

RESULTS

Personal factors of respondents of this study are summarized in Table 2.

The finding indicated that the majority of respondents was female, about 60.00%. Their main age was between 23-29 years old, about 39.60%.

Those who had monthly income more than 40,000 baht per month was 31.80%, working at operation level was 48.22%, studying at Bangsaen center was 43.30%, and studying Ex-MBA program was 34.90%.

Table 2. The characteristics of personal factors of respondents.

Gender	Amount (%)	Age (years)	Amount (%)
Male	40.00	Between 18-23	1.33
Female	60.00	>23-29	39.60
		>29-35	26.22
		>35-41	16.00
		>41-46	11.11
		>46	5.74
Monthly income (baht)		Work position:	
<10,000	2.22	Managers/Management level	42.00
10,000-20,000	29.10	Operation level	48.22
20,001-30,000	20.88	Business owners	9.78
30,001-40,000	16.00		
>40,000	31.80		
Study centers		Program	
Bangsaen	43.30	MBA	6.70
Bangkok	24.00	Y-MBA	21.80
Rayong	15.10	Ex-MBA	34.90
Saraburi	7.80	MBA major marketing	8.00
Nonthaburi	9.80	MBA major entrepreneurship	6.70
		MBA major accounting management	8.90
		MBA major international management	3.30
		MBA major public management	9.70

Regarding the perception of respondents toward QWL in eight aspects, the results revealed that the high level was QWL concerning the aspect of adequate and fair compensation with $\bar{x}=4.14$, while the social integration or tea work with $\bar{x}=3.78$. The opportunity of growth and security in the organization was $\bar{x}=3.65$, the constitutionalism was

$\bar{x}=3.64$, the safe and healthy working condition was $\bar{x}=3.63$, the opportunity in developing capacity was $\bar{x}=3.41$, the total life space was $\bar{x}=3.34$, and the social relevance was $\bar{x}=3.28$, with moderate level of the QWL. The results of operation for vision and mission achievement were at high level, with $\bar{x}=3.77$ in vision and $\bar{x}=3.71$ in mission.

Hypotheses testing:

Hypothesis 1: There is a significant difference of GSC part-time graduate students' personal factors on QWL.

There was no significant difference in QWL between males and females, while there were significant differences of QWL in age, monthly

income, work position, study center, and programs. The results showed that there were significant differences at the level of 0.05 among respondents who were differed in age, monthly income, work position, study centers, and programs (Table 3).

Table 3. Results of hypothesis 1 testing.

Personal factors		
Gender	T=1.40	Sig (2-tailed) = 0.16
Age	F=3.90	Sig (2-tailed) = 0.02*
Monthly income	F=5.89	Sig (2-tailed) = 0.00*
Work position	F=11.73	Sig (2-tailed) = 0.00*
Study centers	F=2.98	Sig (2-tailed) = 0.02*
Courses	F=2.98	Sig (2-tailed) = 0.00*

*Significant difference (2-tailed) \leq 0.05

Table 4. Comparing of QWL among group of different age, monthly income, work position, study centers, and courses.

QWL	Age	Monthly income	Work position	Study centers	Courses
1. Adequate and fair compensation	4.99*	15.54*	20.02*	3.25*	6.02*
2. Safe and healthy working conditions	1.82	5.58*	13.54*	2.83*	1.99
3. The opportunity in developing capacity	2.15	2.94*	5.87*	2.47*	1.99
4. Opportunity of growth and security in organization	2.43*	4.69*	9.66*	1.68	1.55
5. Social integration or team work	1.15	1.15	3.41*	0.04	1.71
6. Constitutionalism	1.67	3.44*	2.21	4.89*	0.75
7. Total life space	4.06*	0.32	3.69*	1.71	2.20*
8. Social relevance	1.63	0.67	2.05	2.17	3.95*

*Significant difference (2-tailed) \leq 0.05

The comparison among groups of different age showed that respondents who were over 46 years old had better QWL regarding the adequate and fair compensation from their jobs than any other age groups. Those who were above 46 years of age had better QWL regarding the opportunity of growth and security than any other aspects. Those who were over 46 years had better QWL concerning the work and the total space of life than any other age groups (Table 4).

The comparison among groups of different monthly income showed that respondents who earned 40,001 baht upward had better QWL regarding the adequate and fair compensation than any other income ranges. Those who earned 40,001 baht upward had better QWL concerning the safe and healthy working condition than any other income ranges. There were no differences found in QWL in the aspect of opportunity of growth and security between those who earned 40,001 baht upward and those who were in the 30,001-40,000 baht income range, but they had better opportunities than any other income ranges. Those who earned 40,001 baht upward had better QWL in the aspect of opportunity of growth and security than any other income ranges, but it was not different from the 20,001-30,000 baht income group. There were no differences found in QWL in the aspect of constitutionalism between those who earned 40,001 baht upward and those who were in the 20,001-30,000 baht income range; however, it was found being higher than any other income range (Table 4).

The comparison among groups of different work position showed that no differences were found in QWL for those who worked as business owners and those working in the management positions in the aspects of opportunity of growth and security, and social relevance of the work in the life and social integration in the organization, while any other aspects were found being higher than both the management positions and the operating positions (Table 4).

The comparison among groups of different study center showed that the work-life quality of the students studying at Nonthaburi study center

was found at the lowest level in the aspect of adequate and fair compensation when compared to those in other study centers. QWL of the students studying at Rayong study center was found at a higher level in the aspect of safe and healthy working condition than those in any other study centers. QWL of the students studying at Rayong study center was found at a higher level in the aspect of opportunity in developing capacity than those in any other study centers. QWL of the students studying at Saraburi study center was found at a higher level in the aspect of constitutionalism than those in any other study centers (Table 4).

The comparison among groups of different courses showed that QWL of the students studying in the MBA (Entrepreneurship) program was found at a higher level in the aspect of adequate and fair compensation than those in any other courses. The students studying in the MBA (International Management) program was found at higher level in total life space and social relevance than those in any other courses (Table 4).

Hypothesis 2: There is a significant relationship between QWL and operation for vision and mission achievement. The results indicated that QWL and operation of vision as well as mission showed positive relationship at a statistical significant level of 0.01, but the values of correlation coefficient showed a low and a medium level, respectively (Table 5).

DISCUSSION

The results of this study revealed no differences in QWL between males and females. This is congruent with Bruning's study (Bruning, 2005, pp.7-16), which stated that both males and females in the USA had equality at home and at workplaces. However, in the case of the study in Thailand, it showed that males had better working condition in the aspect of healthiness and safety than females, which is quite contradicted to the Act of Labor Relations of B.E.2518, which prohibits women to do hard job, e.g., working in a tunnel, but it does not prohibit men to do so.

Table 5. The relationship between QWL and operation for vision and mission achievement.

QWL	Operation for vision and mission achievement			
	Vision (r)	Sig. (2-tailed)	Mission (r)	Sig. (2-tailed)
1. Fair and appropriate compensation	0.28	0.00**	0.29	0.00**
2. Work conditions	0.36	0.00**	0.35	0.00**
3. Use and development of capacities	0.45	0.00**	0.44	0.00**
4. Chance of growth and security	0.44	0.00**	0.46	0.00**
5. Social integration in the organization	0.41	0.00**	0.41	0.00**
6. Constitutionalism	0.48	0.00**	0.47	0.00**
7. Work and the total space of life	0.25	0.00**	0.26	0.00**
8. Social relevance of the work in the life	0.39	0.00**	0.36	0.00**

**Significant difference (2-tailed) ≤ 0.01

As for those in the sample group who were over 46 years of age, their work-life quality was better than those in any other age groups in all aspects. This is in line with the detailed information in the MBA Student Record Handbook, which states that students can choose to study the Ex-MBA (MBA for Executives) program when coming at this age range. In addition, it supports Jermkao's study (Jermkao, 2006), which indicates that the instructors of Thonburi College of Commerce who had the highest income of 25,000 baht had better work-life quality than those having less income than this. It also agrees with Wiroonratch (2009) who stated that employees who worked in higher positions with higher incomes would have better work-life quality in the aspect of opportunities for training and developing. This is also in agreement with the modern approaches to motivation of Kanfer (1992) who states that when people have passed all certain stages of life, their ultimate need is the need of inner growth for self-development in order to be able to seek new opportunities for fame. In addition, students who earn income higher than 40,001 baht/month and work in front-line positions have good quality of work-life, which is consistent

with Dafne (2004) who showed that salespeople who respect individual rights have good quality of work-life and are able to deal consciously and effectively with work related stress.

The QWL of students who were business owners were found having no difference from that of the students working in the managing positions in the aspect of opportunities for knowledge development and things gained from the society or good interpersonal relationship at workplaces. Furthermore, they had better work-life quality than those working in the management and operating positions. The result is in accordance with Weber's Theory of Organizational Management, (Weber, 1969 cited in Robbins and Coulter, 1999, pp.44-45), which stated that those who work in the position of having higher authority usually have more compensation and other fringe benefits. Moreover, it supports Wiroonratch's study in 2009 (Wiroonratch, 2009) which indicated that business owners or business executives must have training and must be assessed in three factors: competency, potential, and performance; while those who work in operating positions are assessed only in performance and competency.

The QWL of students studying at Nonthaburi

Study Center, in the aspect of earning reasonable and sufficient compensation, was found to be lower than those in any other study centers. This is because most of the students studying in this study center are mostly government officials; while those studying at other study centers are mostly from the private sector and earn more compensation. However, those working in both public and private sectors have to bear the same burdens of costs of living and other expenses.

The QWL of the students studying in the MBA program in Entrepreneurship, in the aspect of earning reasonable and sufficient compensation, was found to be higher than those studying in any other programs because most of them are business owners. Business owners usually have authority in financial approval and decision-making. Finally, the relationships between work-life quality and visions as well as missions were in the same direction at a low and medium level, respectively, but not yet reaching a high or the highest level. This may be because both visions and missions are focused on directions and performance principles to achieve the goals. Most of them are written on the basis of work goals not on work-life quality goals.

The findings of this study may be used in the application of marketing planning, i.e., in order to get more interested people to study, the tuition fee for the MBA program in Public Management should be reduced from the existing tuition fee to less than 195,000 baht because most of the students in this program are government officials who earn lower monthly income than those who work in the private sector. All study centers must provide facilities required by the standard of setting up a study center. However, Rayong Study Center should have better facilities than any other study centers. Public relations should be more emphasized on the application for Ex-MBA program and MBA in Entrepreneurship program than any other programs. The target age groups for public relations should be the 41-46 years of age and 46 years upward for any MBA programs. Only Y-MBA program is suitable for those who are in the age group of 23-26 years.

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