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THE IMPACT OF LEADERSHIP STYLES, ORGANIZATIONAL LEARNING AND EMPLOYEE RELATIONSHIP FACTORS TOWARDS QUALITY OF WORK LIFE IN THE HUMAN RESOURCES MANAGEMENT OF MULTINATIONAL COMPANIES IN THAILAND

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Abstract

Human Resource Management (HRM) is crucial in creating a positive organizational environment, improving performance, and ensuring employee well-being. Effective HRM practices help attract and retain top talent, build a positive workplace culture, and align business strategies. This study examines the impact of leadership styles, organizational learning, and employee relationships on the Quality of Work Life (QWL) in multinational companies. It suggests that different leadership styles transformational, supportive, and ethical along with organizational learning factors like training, skill development, and mentoring programs, and employee relationship factors such as effective communication, team dynamics, and conflict resolution, significantly affect QWL. The research uses online surveys to collect data from employees in various multinational companies in Thailand. Statistical tools like regression analysis and correlation coefficients will be used to analyze the data. The findings are expected to provide insights on how these factors enhance QWL, helping HRM practices to improve employee satisfaction, engagement, and overall organizational performance. Limitations include potential biases in survey responses. This study aims to contribute to HRM literature by offering strategies to improve employee experiences and organizational outcomes.

Keywords: Leadership Styles, Organizational Learning, Employee Relationship And Quality Of Work Life.

Introduction

In multinational companies in Thailand, Human Resource Management (HRM) plays a critical role in navigating diverse workforces, ensuring compliance with local and global standards, and fostering a positive organizational culture. Effective HR strategies are essential for attracting top talent, promoting employee engagement, and enhancing the quality of work life. Price (2023) suggests that human resource management influences the attraction and retention of top talent, fosters a positive workplace culture, manages risks, aligns with business strategies, and enhances overall organizational performance. Kumar (2023) highlights that effective HR management is key to building strong teams, fostering a positive workplace, and enhancing organizational performance. By focusing on leadership, employee relations, and organizational learning, HRM can significantly contribute to the success and growth of these companies in a competitive global market. Prime Consulting Inc. (2023) highlights that effective HR leadership, encompassing vision, talent development, trust-building, conflict resolution, employee well-being, change management, and diversity advocacy, is essential for fostering a motivated, engaged, and high-performing workforce, driving organizational success and growth. Organizational learning is essential in HRM, fostering adaptability, employee growth, and innovation for overall success. According to Hermes Consulting (2023), it involves

employees sharing insights from work experiences, yielding benefits like increased job satisfaction, loyalty, efficiency, and leadership development, which collectively strengthen organizational resilience and success. According to Brooks (2021), employee relations are a crucial part of HRM, fostering strong employer-employee connections, preventing conflicts, and creating a positive workplace culture that supports well-being and organizational success. HRM practices play a vital role in shaping a company to provide the best quality of work life for employees. Carlson (1983) defines Quality of Work Life (QWL) as an organization’s commitment to enhancing the work environment through meaningful, engaging opportunities that involve all employees. HRM improves QWL by promoting participatory management, balanced job design, work-life balance, healthy workplaces, and equitable compensation, leading to a more satisfied and productive workforce that benefits both employees and the organization.

Objective of the study

1. To study the impact of Leadership Styles factor Transformational Leadership, Supportive Leadership and Ethical Leadership on Quality of Work Life.
2. To study the impact of Organizational learning factor Training and Skill Development, Career Advancement Opportunities and Mentoring Programs on Quality of Work Life.
3. To study the impact of Employee relationship factor Communication Effectiveness, Team Dynamics and Collaboration and Conflict Resolution Mechanisms on Quality of Work Life.

Scope of the study

Conceptual Framework



Hypotheses Test

1. H1, Leadership impacts the quality of worklife in the human resource management in multinational companies.
2. H2, Organizational learning style impacts the quality of worklife in the human resource management in multinational companies.
3. H3, Employee relationships impact the quality of worklife in the human resource management in multinational companies.

Literature Review

Item no.	Authors (Year)	Finding	Variables
1	Sirisawadwattana, 2023a	A survey revealed that 78% of Thai employees thrive in collaborative environments, where clear roles and effective communication are emphasized. This type of teamwork fosters a sense of belonging and mutual support, contributing to a positive work environment that enhances productivity and employee well-being.	Employee relationships, teamwork
2	Sirisawadwattana, 2023b	A study highlighted a significant shift in employee preferences, with over 75% of respondents prioritizing work-life balance, flexible working arrangements, and well-being services when considering new job opportunities. This shift indicates a growing emphasis on personal well-being in the workplace.	Work-life balance, flexible working arrangements, well-being
3	Sirisawadwattana, 2023c	In light of evolving employee expectations, multinational companies in Thailand need to align their recruitment strategies to include flexible work arrangements, mental health support, learning and development opportunities, and a commitment to diversity and inclusion. Adapting to these dynamics is crucial for attracting and retaining top talent.	Recruitment strategies, employee expectations

Item no.	Authors (Year)	Finding	Variables
4	Boesen, 2023	The research emphasizes that maintaining a consistent employee experience is critical for organizational success. Companies that align their policies with changing employee expectations tend to see greater financial performance and higher customer satisfaction, illustrating the link between employee experience and business outcomes.	Employee experience, organizational success

Research Methodology

Population and Sample

The population under study consists of employees from various multinational corporations in Thailand, representing diverse roles, departments, and organizational levels. This broad inclusion ensures a comprehensive understanding of employee experiences within these companies. According to Yamane's table for sample size, a population of over 100,000 requires a sample size of 400 for a precision level of $\pm 5\%$, ensuring data reliability.

Type of Research and Tool

Quantitative data was collected from 410 respondents using a closed-ended questionnaire distributed through Google Forms.

Validity Test

The online questionnaire was checked for validity and approved by the advisor.

Reliability Test

The reliability test was conducted with a volunteer sample group of 30 respondents. The data from the questionnaires were analyzed by using Cronbach's Alpha in the statistical software, with total reliability of 0.95. The required value to be accepted is 0.5.

Statistics

1. Descriptive statistics consisted of frequency, mean, and standard deviation.
2. Inferential statistics consisted of multiple regression analysis tests.

Research Result

Demographic Data

The demographic data of the 410 respondents reveals important insights about the participants. The majority of participants (59%) are male, while 41% are female. In terms of age, most respondents (76.8%) fall within the 18-28 age range, with 17.3% aged 29-39 years. Regarding educational attainment, 57.8% hold a Bachelor's degree, and 27.1% have a high school diploma or equivalent. In terms of employment status, 61.7% are employed full-time, while 32.9% work part-time. Most respondents (72%) hold entry-level positions, and 70.7% have 1-5 years of experience in their current industry. Income-wise, 38.8% earn under 25,000 baht per month, and 30.5% earn between 25,001-50,000 baht. A significant portion (89.3%)

work in operations departments. Regarding company size, 47.8% are employed by medium-sized companies (51-500 employees), while 44.4% work in large companies with over 500 employees. Lastly, the primary language spoken at work is a mix of English and Thai for 88% of respondents.

Mean and Standard Deviation

1. Leadership style (\bar{x} = 4.02, SD= 0.56), Agree
2. Organizational learning (\bar{x} = 4.02, SD= 0.49), Agree
3. Employee Relationships (\bar{x} = 4.03, SD= 0.49), Agree
4. Quality of Work Life (\bar{x} = 4.03, SD= 0.47), Agree

Multiple linear regression

1. Leadership style towards quality of work life, Accepted with Adjusted R-square =0.850, F = 773.517 *P<0.05

2. Organizational learning towards quality of work life, Accepted with R-square =0.865, F = 876.873 *P<0.05

3. Employee relationship towards quality of work life, Accepted with Adjusted R-square =0.837, F = 703.253 *P<0.05

Conclusion

Demographic Data

This study collected data from 410 respondents employed in multinational companies in Thailand. The majority of respondents (76.8%) were aged between 18 and 28 years, indicating a predominantly young workforce. Most respondents were full-time employees (61.7%) and held entry-level positions (72%). Educationally, 57.8% of respondents held a Bachelor's degree, while 27.1% had a high school diploma. Regarding income, 38.8% earned less than 25,000 baht per month, and 89.3% worked in operational roles. Most respondents (47.8%) were employed in medium-sized companies, and 88% used both English and Thai for workplace communication.

Attitudes towards variables

Independent Variable 1: Transformational, Supportive, and Ethical Leadership were all viewed positively by respondents.

Independent Variable 2: Respondents valued Training and Skill Development, Career Advancement Opportunities, and Mentoring Programs.

Independent Variable 3: Communication Effectiveness and Team Dynamics were positively associated with the Quality of Work Life, but Conflict Resolution Mechanisms showed no significant impact.

Hypotheses

H1: Leadership style factors impact the quality of worklife in the human resource management in multinational companies.

H2: Organizational learning style factors impact the quality of worklife in the human resource management in multinational companies.

H3: Employee relationships factor impact the quality of worklife in the human resource management in multinational companies.

Recommendation

This study on Quality of Work Life (QWL) in multinational companies in Thailand provides valuable insights but has some limitations that future research should address for a better understanding of QWL. First, the study primarily includes young, entry-level employees, which may limit the applicability of the findings to other demographics. According to Maslow's (1943) Hierarchy of Needs, older employees often value job security and meaningful work more than skill development alone. Therefore, future research should include a more diverse sample that encompasses various age groups, job levels (entry, mid, and senior), and educational backgrounds to capture the differing QWL needs of these groups. Second, while this study examines QWL across several industries, focusing on specific industries may yield more useful results. Human Capital Theory (Becker, 1993) suggests that sector-specific skills and career development opportunities significantly affect employee satisfaction, so future research should explore how QWL factors vary across different sectors, such as technology, finance, and healthcare. Additionally, the study does not consider the impact of digital tools, remote work, or virtual collaboration on QWL, which is increasingly relevant in multinational companies. Shannon and Weaver's (1949) Communication Theory emphasizes the need for effective communication to enhance employee satisfaction, so future research should investigate how digital communication and hybrid work models affect QWL, particularly regarding teamwork and leadership. Moreover, although this study is set in a multinational context, it does not analyze the cultural differences that may influence QWL. Social Exchange Theory (Blau, 1964) suggests that employee satisfaction improves when workplace interactions respect cultural differences, so future research should conduct cross-cultural studies to explore how QWL factors differ in various regions or countries. Furthermore, the study finds that conflict resolution mechanisms have little impact on QWL. Conflict Resolution Theory (Deutsch, 1973) indicates that effective conflict management requires culturally appropriate and clear practices, so future research should examine why current conflict resolution methods are perceived as ineffective. Lastly, employee mental health is crucial for engagement and productivity; Maslow's (1943) Hierarchy of Needs indicates that employees must feel safe and supported to focus on growth. Future research should investigate how mental health and well-being programs, such as stress management and work-life balance initiatives, impact QWL in multinational companies, providing insights into how such programs can enhance employee satisfaction and productivity.

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