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## Enhancing the Quality of Work Life of Production Line Workers in Automotive Parts Industry in Thailand

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**Abstract.** This research aims to (1) study the meaning of quality of work life of workers in the production line of automotive parts industry in Thailand; (2) study the quality of work life of workers in the production line of the industry; (3) study the ways of enhancing the quality of work life in the production line of automotive parts industry in Thailand. This research is a qualitative research study of social phenomena by using phenomenological methods. The Phenomenological approach is based on in-depth interviews with key informants who are working in the part of the production line of the automotive parts manufacturing industry in Thailand. The tools used in the research were interview questions. Analysis of data by inductive analysis and presented in descriptive form. The results show that the labor force in the automotive industry defines the meaning of quality of work life in four groups of meaning; (1) Satisfaction and happiness in work life; (2) Organization provides a good working environments for their employees; (3) Organization pays attention to employees and takes a good care of their employees; and (4) The balance between work life and personal life. Considering the quality of work life in the automotive industry by using theoretical concepts of Walton (1973) and Huse and Cummings (1985) found that the components and quality of work life are as follows; 1) Fair income and compensation 2) Safe working environment 3) Opportunities for development 4) Stability and progress in work 5) Good relationship with colleagues 6) Balance between work life and personal life 7) Rights and equality in work. Moreover, the guidelines to enhance the ways to improve the quality of work life are as follows; 1) Balance work and personal life. 2) Health care and work safety. 3) Management of personal and family expenses.

*Keywords*— Quality Of Work Life, Work Life Balance, Labor Force In Production Line, Automotive Parts Industry.

### INTRODUCTION

Thailand is a country that is the base for the production of many of the world's major industrialized economies due to the availability of labor force, government policy, the economic, trade and investment growth in Asia is adversely affected. Automotive industry is one of the main industries in the country with continuous growth due to the demand of both domestic and foreign automotive market (Department of Skill Development, 2013). The automotive industry has helped propel the country's economy, resulting in employment and make money in the country. The automotive industry also helps other industries that develop and grow together including the supply chain industry and especially the automotive parts industry. According to the 2012 Industrial Census, which surveyed the manufacturing industry over the 10-year period, it was found that in 2011, there were 3,035 motorbike manufacturing establishments, most of them manufacturing establishments. There are 2,658 automotive parts and accessories (National Bureau of Statistics, 2012). The data show that Thailand is a major producer of motor vehicles and automotive parts as one of the largest in the world and it is likely to grow steadily.

The growth and development of the automotive and related industries are dependent on significant human resources, which are the major labor force in the production line. Comparing the share of workers in the automotive and automotive parts industry to total employment from 2001 to 2010, the automotive and parts industries had the largest share of employment compared to employment in the other sectors (Department of Skill Development, 2013). Therefore, there are a large number of workers in the automotive and automotive parts production line in Thailand. However, the changing demographics of Thailand will result in structural problems that are not consistent with long-term supply and demand of young labor force. The manufacturing sector will be more severely affected and tougher than the other sectors especially the industrial sector as there is a need for young workers who ages between 20-30 years. (Saowanee Chantapong and Kornwit Tonsri, 2013). Managing the labor force in the production line to handle the changing circumstances is very necessary. However, the management of labor force in the manufacturing sector must not only be a costly resource. It also has to take into account the development of labor capacity and quality of life. The measurements of quality of work life and the measurement of quality of life should be separated because working life has overlapping working hours and personal moments. (Institute for Population and Social Research Mahidol University, 2008). Work is a key factor in the quality of life because work brings revenue to spend and it also serves the satisfaction of the person. Quality of work life has an inevitable impact on overall quality of life. The quality of work life is related to the physical, mental, family, working environment including social activities of a worker.

As the importance of quality of work life, therefore, the researchers are interested to study the ways to enhance the quality of work life of workers in the automotive parts industry in Thailand. It recognizes the importance of improving the quality of life in the labor force in such industries that are constantly growing. However, there are some previous researches aimed to study the quality of work life of operational staff in the automotive parts industry in terms of quantitative research. They have studied the influence and importance of quality of work life on satisfaction, motivation and performance. This research is different from other related researches as we focus on the understanding of phenomenon, workers' opinion on the quality of work life in the production line of the automotive parts industry. This will lead to the establishment of guidelines for the management of manufacturing organizations to improve the quality of life in the workplace.

#### *Research Objectives*

1. To study the meaning of quality of work life of workers in the automotive parts industry in Thailand.



2. To study the quality of work life of workers in the automotive parts industry in Thailand.
3. To study the ways of enhancing the quality of work life in view of the labor force in the manufacturing line of the automotive parts industry in Thailand

#### *Quality Of Life Concept*

The concept of quality of life is a concept that emerged in 1970 in the West. The original quality of life was narrow, it was a concept that focused on the economy, wealth, wellbeing that leads to happiness and satisfaction. After that the concept of quality of life has a broader perspective. It covers the consideration of the health of people in society and the preservation of the natural environment (Songsak Thongpun, 2012). It emphasizes the coexistence between people and the environment that causes balance. Individuals and families with good quality of life have a goal to live better in all aspects of their career, education, health, morals and ethics. In addition, people with good quality of life will be ready to improve and develop themselves in harmony with society and the environment. (Natapong Namvongsa, 2009). Good quality of life is desirable for everyone. For Thailand, the concept of quality of life has been mentioned for the first time in the National Economic and Social Development Plan No.3 (1972-1976), which focuses on enhancing the quality of life for people in society. Particularly, farmers, laborers, the elderly and the handicapped emphasize the spread of prosperity to the countryside especially in education, health and public health and making a fair distribution of income. Until the National Economic and Social Development Plan No. 12 (2017-2022), the government encourages green growth and quality of life. It aims to promote the development of the quality of life of all groups in society. Quality of life is at the heart of Thailand's economic and social development.

The United Nations Educational, Scientific and Cultural Organization (UNESCO, 1981) describes the quality of life as a feeling or perception of satisfaction and happiness in life or satisfaction with things in life. This is consistent with the definition of the World Health Organization (1997), which states that quality of life is a personal recognition of the position of life in the context of the individual's cultural system and value. It correlated with goals, expectations, standards and concerns. Quality of life is a complex concept based on physical and mental health, degree of freedom, social relationship, personal belief and the relationship with the environment. Similarly, Shackman et al. (2005) cited Thanawit Butr-Udom (2007) as saying that quality of life is complex due to satisfaction, personal and individual needs (Hancock, 2000), both physically, mentally and socially. Lewis et al. (2001) also categorized that quality of life can be divided into five groups; (1) the meaning of quality of life as a normal life; (2) the meaning of quality of life as happiness and satisfaction; (3) the meaning of quality of life as the success of the individual; (4) the meaning of quality of life as the physical and mental capacity from nature and (5) the meaning of quality of life as a social ability. It can be concluded that the quality of life is the perception and satisfaction and happiness of both the body and mind of the individual. That's because the person has a good life. It can maintain the level of being a part of society and the environment and having a proper life and balance.

#### *Quality of Work Life Concept*

Quality of work life is an important dimension of quality of life, which has emerged and widespread in industrialized countries. Quality of work life is a different perception of the individual. The meaning of quality of life in work is defined by the time and evolution of society and organization in each period. It includes the concept of determining the quality of life in the workplace to use to measure the quality of work life. However, the concept of quality of work life has gained a lot of attention and acceptance due to the change of environment and society. Based on the modern concept, many organizations have turned their attention to the importance of promoting employees to work well, pay attention to human capital, work-life balance policy or family friendly policy in the workplace (Suwimol Buaphan, 2011). Quality of work life is about satisfaction (Carlson, 1980; Sirgy et al., 2001; Brooks and Anderson, 2005), employee motivation (Hackman and Oldham, 1975) for individuals and organizations (Nadler and Lawler, 1983). It is the employee's perception of the organization's environment that responds to the needs of its employees, thus creating good working conditions (Cascio, 1998), which differ from one person to another (Kiernan and Knutson, 1990), and it is a situation where the person receives from work in order to achieve the objectives of the organization. This reduces the gap between the individual and the organization (Martel and Dupuis, 2006). Huse and Cummings (1985) outlined the meaning of quality of work life as a correlation between achievement and individual satisfaction with organizational proficiency which corresponds to Walton (1973), that quality of work life is the nature of work that fulfills the desire, want, and satisfaction of the person. The effectiveness of the organization is the result of the well-being of the employees, which contributes to the quality of life in the workplace. This is due to the perception of the work experience that makes employees feel satisfied in the job. Walton (1973) and Huse and Cummings (1985) identify the components and quality of work life as follows; 1) fair income and compensation 2) safe working environment 3) opportunities for development 4) stability and progress in work 5) good relationship with colleagues 6) balance between work and personal life 7) rights and equality in work.

### RESEARCH METHODOLOGY

This research is qualitative research study of social phenomena by using phenomenological methods. The Phenomenological Approach aims to study and understand the phenomena and life experiences experienced by individuals (Holloway, 1997; Chai Bodhisattva, 2016), how does the person actually perceive and give meaning to the experience. The research method is as follows.

#### *Research Scope*

The study is a research-based approach. The researchers have defined the scope of the study as an aim to study the concept of quality of work life consisting of the definition of quality of work life, consideration of quality of work life, guidelines for enhancing the quality of work life of the production line workers of automotive parts industry in Thailand. The key informants were the workers in the production line of the automotive parts industry. The area used in the research is



a factory producing automotive parts in Samutprakran area, Thailand. Duration of study and data collection from March to June 2017.

The research includes the questionnaire which was divided into two parts. Part 1 is a question about the personal information of the key informants consisting of name, gender, age, employment status, marital status, number of children, highest education level, and level of income. Part 2 is a question of quality of work life, meaning of quality of work life, the work life of the workers and ways to enhance the quality of work life in the views of the workforce in the production line in the automotive parts industry. The questionnaire was developed by reviewing the document, concepts and theories about quality of work life as well as related research. The researcher has become an important tool in qualitative research. The researchers chose in-depth interview method in the form of semi-structured conversation. Discuss with key informants who are laborers in the automotive parts industry with duration of work for one year or more, using a selective approach based on the intended purposes of research. This is accompanied by observation to obtain complete information and meet the objectives of the research. By conclusion, the research tools are as follows.

- 1) Researcher as an important tool in qualitative research.
- 2) Questionnaire for interview to cover the objectives of the research. It was divided into four issues; (2.1) information of key informants; (2.2) meaning of quality of work life; (2.3) the quality of work life of the production line workers and; (2.4) how to enhance the quality of work life in the perspectives of production line workers.
- 3) Note taking devices such as pencils, pens, erasers and notepads.
- 4) Voice Recorder

#### *Data Collection*

This research is a qualitative research which investigates the social phenomena from the real environment, considering the relationship of the phenomenon to the environment. The emphasis is on the information in the mind of the people. (Supang Chantawanich, 2016). The researcher collected the data by semi-structured in-depth interview method to gain in-depth information and to acknowledge thoughts and attitudes, awareness of the experience and information from the data provider clearly. Key informants were the labor force in the production line of the automotive parts industry. The researcher collected data both primary and secondary data as follows.

Primary data obtained from interviews with workers in the automotive parts production line, who provided the main information by using open-ended questions in interviews. Secondary data obtained from the study of texts, textbooks, academic articles and previous researches. In field of data collection, researcher has contacted the key informants for interview and make appointment in advance for interviews after work and on weekends, most of which are Sundays. The researcher explained the background and purpose of data collection, details of the data, and data using. It was important to emphasize the concealment of the name and surname of the place of work and the position of the information provider. This was in order to make the key informants feel comfortable and be willing to provide information to us. The researcher interviewed until data saturation, then completed the interview. During the interview, the researchers created an atmosphere where key informants could trust and cooperate in disclosure. This included dress, poses, use of words, use of personal pronouns, and informal conversation in order to get acquainted with the researcher and the contributor and the atmosphere of mutual trust. The researcher took note of important issues including observation, facial expressions, and tone that key informants express during questioning. However, due to issues of education and monthly income of key informants, this is a relatively sensitive issue, but it is important for research. The researcher asked the key informants to provide voluntary information. About the monthly income, the researcher asked the key informants to answer the range of income levels in terms of their estimates.

#### *Data Validation*

After the researcher has collected data, the researcher has checked the accuracy and reliability of the data. Using triangular data validation (Denzin, 1970) It is divided into data triangulation, methodological triangulation and theory triangulation. Data validation is to prove that the data that the researcher has acquired is correct. The source of the data was three sources: time, place and person. For time source, the researcher examined the reliability of interview data from different time periods, and compared them between the interview after work and interview on weekends. For place source, the researcher examined the reliability of data from interviews with key informants located at different locations, both at and near the workplace. For person source, the researcher examined the credibility of the data from interviews with key informants with different information and personal characteristics. To check the triangulation on how to collect data, the researcher used the same questionnaire to collect the same information using the interview, along with the observation of the key informant's behavior. Including additional information on each of the documents and the triangulation check, the researcher uses more than one concept and theory to analyze data.

#### *Data Analysis*

The researcher analyzed data during data collection by using methods of observation and in-depth interviews. Detailed recordings and audio recordings are provided covering all topics studied. Then organize the data by removing the data from the voice recorder in verbatim. Print interviews and read interviews of all key informants by interpretation. Bring the data collected to the data code and classify the data with the same characteristics in order to refine the information only to the purposes of the research. Then process the causal link between concept and empirical data. Then create an abstract summary of the phenomenon found and describe the results of the research in terms of descriptive analysis.



## RESEARCH RESULTS

The research of the quality of work life of production line workers in automotive parts industry was in-depth interview method and used semi-structured conversation. The results of this study are as follows:

(1) The key informants are 13 people consisting of 10 males, 3 females who are 21-36 years of age. The average duration of work is 1 year and the maximum duration of work is 6 years. Married (11 persons) with 2-3 children (8 persons). Most of them graduated of upper secondary school and vocational certificate (high school). Most of them are domiciled in Samutprakarn and neighboring provinces (8 persons). The rest are domiciled in the Northeast (5 people). Monthly income is from 7,000 to 16,000 Thai Baht (US\$ 230-530). In-depth interviews revealed that all 13 of the key informants had both their own and their family's financial obligations. Mostly, they rent housing in the form of rented rooms and small rental houses that are crowded together. They use the motorcycle as the travel vehicles. Five key informants have children but they were sent back to their home country to stay with their parents and relatives. They send money back home and return to visit them occasionally.

(2) The meaning of quality of work life of workers in the production line of the automotive parts industry. The study found that the key informants provided the definition of quality of work life which can be divided into 4 groups: 1) Satisfaction and happiness in working life 2) Good working environment 3) Organization pays attention to employees and takes care of their employees 4) the balance between work life and personal life.

2.1 Satisfaction and happiness in working life. The study found that key informants had the idea that quality of work is the opportunity to have a good and secured job that match to their needs. What they want in their personal life and family life is fulfilled by the fact that they work for the organization especially high income to spend for their families, buying missing things in their life, also paying for their existing debts.

2.2 Good working environment. The study found that key informants had the idea that quality of work life is due to the fact that they were working in a good environment. Have good colleagues and supervisors, well understanding, friendly and helpful working condition. Safety in work.

2.3 Organization pays attention to employees and takes care of their employees. The study found that some key informants had the idea that quality of work life is the way that organization pays attention and taking cares to their employees. If the organization pays attention to the workers, especially in the production line, the organization will take care of their livelihood.

2.4 The balance between work and personal life. The study found that one of the key informants had the idea that quality of working life is work life and personal life are balanced such as working hours, holidays, vacations that help them keep the body relaxed from burnout and stress. Having time with their families and returning their home towns.

(3) *Quality of working life of workers in production line of automotive parts industry.*

3.1 Fair income and compensation. From interviews, all key informants provided their compensation data in terms of estimated monthly income. It found that all of them received daily compensation. The wage is not less than the minimum wage prescribed by the law is 310 Thai Baht (US\$ 10) per day for the establishment located in Samutprakarn province. (Announced by the Wage Commission on Minimum Wage, No. 8, 2016). Workers with previous working experience and more education and age, will be paid higher. They receive compensation from the company once a month by transfer to their bank accounts. No advance payment. Most key informants are working overtime and worked as a shift due to continuous production. Therefore, they make extra income from overtime (OT) and shift fee. The company has welfare as lunch, uniform but no shuttle bus transfers. Most informants drive motorcycles to work. From the interviews with the observation of tone and expression, some respondents felt dissatisfied and stressed about compensation. They said that including additional income from shift or overtime, but sometimes it is still not enough to spend as compared to the cost of living, expenses incurred on a daily basis, rental house expense, family expenses and existing liabilities.

3.2 Safe working environment. Based on interviews, all key informants are protected from workplace safety by the Company and in accordance with the Occupational Safety, Health and Working Environment Act. All accidents prevention equipment is fully allocated. There is also a nursing room and they also receive training in various occupational safety and annual health programs. However, the majority of respondents expressed concern, saying that although the company provides protection and awareness of work safety. However, the daily workload is quite risky for long-term health problems and accidents. Especially the temperature, sound, odor and chemicals, as well as accidents, 8 out of 13 respondents had experienced work-related accidents such as sharp cuts, broken bones, chemical defects, the fire was splashed into the eyes, stumbling, falling objects, electric shock. 6 people were experiencing temporary and chronic health problems and symptoms, such as poor vision, tinnitus, headache, numbness, muscular aches and pains, sleepy and yawning all the time.

3.3 Opportunities for potential development. In interviews, 9 out of 13 key informants felt that they were not being able to develop their potentials because of the lack of training. They did not get the opportunity to learn new jobs. Five informants said they had no chance to learn new technologies. It's just a job done by the supervisor. Most of the work is routine, nothing new and is the same every day. In addition, six informants said that if they have the opportunity and have enough money, they want to study higher to adjust their qualifications and positions.



3.4 Stability and progress in work. According to the interview, 10 out of 13 informants felt that their work in the company was stable because the company has a year-round production order as the demand of cars both domestic and export still high. They do not feel anxious about being laid off by the company. Meanwhile, when asked about their career progression line, 7 out of 13 informants they paid more attention to the security and compensation the company provided them.

3.5 Good relationship with colleagues. In interviews, the majority of male informants commented on the relationship with their peers, most of whom had a good friendship because the company is not very big. Most of the employees in the factory know each other. Live near to each other. The duties of the work are clearly divided, but they must be coordinated. Most importantly, there is no interest to compete. Some informants said that they are close to each other, they work and live together and drink together regularly. However, the female informants reported that most of them had good friendships with their co-workers because there are so many male employees, it is hardly a problem. But the relationship with the supervisor is not good at all.

3.6 The balance between work and personal life. 11 of 13 informants said that the life of the workforce in the automotive parts industry is almost unbalanced between work and personal life. Work 6 days a week, 7-8 hours a day. There is a shift work and having overtime. Many people have to work hard to get enough compensation each month, resulting to stress and burnout. More than 10 people have been drinking energy drinks. In addition, the stressful job is due to the daily production goals set by the company and the standard set of work. Most informants said that more than half of their time and their lives are in the factory. They will spend time with my family just one day a week or on long holidays. After work, most of them will work overtime but they were happy because they made more money. The five informants provided information that most of them worked overtime and work as a shift. They need their relatives or parents to raise their children.

3.7 Rights and equality in work. In the interviews, most of the informants stated that they often did not have the right to express their views or opinions. If necessary, notify to their supervisors. The informants indicate that there are rules and regulations in the factory. And in the department, there will always be meetings but most are meetings to summarize and assign tasks. Supervisors will ask and give some feedback, but not much.

(4) Guidelines for enhancing the quality of work life in view of labor in the production line of the automotive parts industry. The interviews focused on the importance and quality of work life. It was found that informants were aware of the importance of quality of life in their work. All informants said that quality of work is important because most of their time is spent working in the factory. There are 4 approaches for organizations from the essence of in-depth interviews as follows; 1) Good compensation and welfare 2) Health and safety in work 3) Right and freedom in work 4) Opportunity to work in progress. There also are 3 ways to improve the quality of life in their work; 1) Balance work and personal life. 2) Health care and work safety. 3) Management of personal and family expenses.

#### GUIDELINES FOR ORGANIZATION

1) Compensation and welfare. The organization should pay attractive compensation that is in line with economic and social conditions and cost of living. In addition, the organization should consider allocating some additional benefits to help ease the burden on the workers and it also enhances the quality of working life of the workers, such as shuttle bus, emergency loan, tuition fee, child allowance etc.

2) Health and safety in work. The organization should have health care and work safety of workers, more specialized health check-up, nursing homes with regular doctors. The factory environment should be clean and hygienic, prevention of work-related accidents including training to educate the work and use of machine tools correctly.

3) Right and freedom in work. The organization should decentralize decision making to work for employees. Employees have the right to decide on matters within the scope of their responsibilities. The supervisor takes care of counseling. The management of the organization listen to opinions and problems of employees. It also established a labor union to be an intermediary between the executive and the labor.

4) Opportunities in work progress. The organization should focus on the potential development of the workforce. Encourages workers to improve their skills and knowledge especially the technological development. Determining career progress and informing staff. This also include job rotation.

#### GUIDELINES FOR EMPLOYEES

1) Balancing work and personal life by not overdoing too much work. Know yourself and find free time to relax and spend more time with your family by using your vacation leave. Rewarding yourself and your family, enjoy favorite hobbies, buy something you want and visit home town.

2) Taking care your health and safety at work by not overdoing too much work. Increased precision in working with machine tools. Wear safety goggles. Study the use of equipment in detail, strictly follow the plant safety regulations and reduce drinking and smoking.

3) Managing personal and family expenses by reducing unnecessary expenses such as alcohol, cigarettes, gambling (lottery), nightlife. Try to save money for paying debt and supporting your children.



## RESULTS DISCUSSION

1) The definition of quality of work life in the automotive industry is defined as: 1) satisfaction of the person and the enjoyment of a work life that corresponds to Carlson (1980); Sirgy et al. (2001); Brooks and Anderson (2005) and Preethi Vijaimadhavan and Venkatarama Raju (2013), who said quality of working life is the level of happiness or satisfaction or dissatisfaction in one's job. It is also consistent with the research results of Thiparat Jiravatananant and Suthinan Pomsuwan (2011). It was found that the quality of work life had an influence on the satisfaction of working people in the automobile assembly industry. To work in accordance with knowledge and ability is based on two factors of Herzberg's (1957). He said that the quality of work life is defined as: 1) Job satisfaction that results from working to meet their needs and abilities, which results in performance and motivator factors. 2) Having a good working environment. According to the research of Kowit Saadkaew and Jiraporn Rahothon (2012) who found that the working environment was a factor in the quality of work life which was related to the satisfaction of working at high level. 3) Organization pays attention to employees and takes care of their employees. It is in accordance with Newstrom & Davis (2002), which said that care is a vital component of quality of life. 4) Balance between work life and personal life. It is according to Natiluck Lesawanich et al. (2014), finding a balance of work and family life is one of the most important aspects of quality of work life.

2) Quality of work life of workers in the automotive parts industry in Thailand. The results of the study show that labor in the automotive parts industry still has poor quality of life. The quality of work life according to the WHOQOL Group's 1995 Quality of Life Index (WHOQOL Group). It consists of 1) physical health dimension 2) mental health dimension (3) Social dimension and (4) Environmental dimension (Sirinun Kittisuksathit, 2013). It is seen that the labor force in the automotive parts production line is still not up to the index. This shows the quality of life in 4 dimensions.

2.1) Physical health dimension. The research found that workers in the automotive parts production line had to work on health and risk of accident. Hard work in exchange for high enough pay, effect on the health of the body inevitable. This is consistent with the findings of the study on the quality of life of workers in various industries (Kamonwan, Phowittayakarn, et al., 2016; Phensri Chirinan, 2016)

2.2) Mental health dimension. The research found that workers in the automotive parts production line face stress especially the stress from the tired job. The goal is always set and standardized. It is in accordance with the research results of Thapanee Wangkanont (2013) She found that the job description, working relationship and the success of the job has influenced the stress of the employees in the automotive industry. In addition, the quality of life in mental health is due to high debt and expenses. Insufficient revenue per expenditure.

2.3) Social relationships dimension. The research found that workers in the automotive parts production line were socialized with colleagues and community members. Activities related to alcohol, cigarettes, and gambling. They were consistent with the research conducted by Pensri Chirinan (2016) who found that occupational activity in leisure time was associated with poor quality of life, both physically, mentally and socially. It is consistent with the study of the Institute for Population and Social Research, Mahidol University (2008). The study found that almost one in four of the working men had regular smoking habits.

2.4) Environmental Dimension. The research found that most of the workers in the automotive parts production line were in an environment that affected the quality of life, such as the housing condition, habitation, the density of working and residential communities, working environment and habitat with pollution. This is consistent with the findings of the Institute for Population and Social Research, Mahidol University (2008). Nearly one in five people in the industry face environmental problems such as mosquitoes and insects, noise and dust problems, waste and odor problems.

2.5 Guidelines for enhancing the quality of working life. The results of the study show that the labor force in the automotive parts industry in Thailand considers that the organization should enhance the quality of work life by focusing on compensation and welfare, health and safety at work, rights and freedoms and opportunities to progress in the work. Therefore, the automotive industry executives and the agencies involved should give priority to support and improve the quality of life in the workplace by paying compensation, welfare and benefits from work in accordance with the cost of living and the economy of the community. In addition to compensation, welfare and benefits are important for improving the quality of life for workers (Takezawa, 1982), as well as encouraging workers to feel confident and loyal to the organization (Supachai Rungjaroensooksri, 2016). Workers' safe working conditions. In addition, industrial organizations must comply with occupational health and safety regulations. Organizations should be aware of the importance of educating, training and organizing safety-enhancing activities, rights and freedoms. Management should give the rights, equal and fair labor to make the workers feel equal and to recognize that they are important to the organization. In addition, the organization may give workers the freedom to work. Give empowerment in the decision to the appropriate extent. Sisodia & Das (2013) has found that the degree of job autonomy allows employees to engage in organizational commitment at a different level. Lastly, there is the opportunity for growth and progress in the workforce for workers at all levels of the organization, in order for workers to develop themselves consistently and in line with the changes in the automotive industry, which has grown steadily.

## RECOMMENDATIONS FROM RESEARCH

Based on the research on the quality of working life of production line workers in automotive parts industry, researchers have suggestions as follows.

1.1 Industrial organizations in the automotive parts industry should focus on enhancing the quality of work life in the workplace. 1) Allocation of welfare that is suitable for economic and social conditions and living expenses. 2) Promoting and supporting activities to enhance safety in the workplace, such as organizing activities in the field of labor safety,

bringing the principles into practice, training of labor to understand and work with machinery, provision of work facilities and creating a good working environment. 3) Prioritize human resource support in both HRM and HRD, especially human resources management in the field of labor relations, such as support for the establishment of a labor union as intermediary between management and labor. Promote good working relationships. It also helps in the implementation of human resources management of the organization, career progression and career opportunities to promote skill development and improve labor skills. Plan for the life and career of the workforce through the cooperation of all sectors.

1.2 Labor in the automotive parts industry should focus on enhancing the quality of life in their work, pay attention to health and safety in work carefully. Follow the instructions strictly. Relax and avoid drinking alcohol. In terms of spending, it should allocate monthly income and expenses appropriately by eliminating unnecessary expenses, increasing savings, making accounts, earning money for themselves and their families. The balance between work and personal life. Labor should allocate time to work and personal life appropriately and should always find opportunities to improve their skills and knowledge.

#### RECOMMENDATIONS FOR FUTURE RESEARCH

1.1 This research is a study of the quality of work life of workers in the automotive parts industry in Samutprakan province, Thailand. For further study, the researcher may study the quality of work life of the workers in the automotive parts industry in other areas. Using qualitative research to obtain comparable quality of life in the work of the same type of work, but different areas or industry Zone.

1.2 This research is a study of the quality of work life of the workers in the automotive parts industry in terms of meaning, quality of work life and ways to enhance the quality of life in the workplace in the view of the workforce in the production line. The researcher suggested to study the issues of work life balance in the production line to understand the view and how to enhance the workforce balance in the production line of industrial plants. This will be useful for creating concepts and methods for human resource management in industrial plants.



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