

# **Economic Stability of Group of Workers Who Are Employees in the Cleaning Business: Case Study of Roys Services Co., Ltd.**

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## **Article History**

**Received:** 2 October 2018

**Revised:** 6 November 2018

**Accepted:** 6 November 2018

## **Abstract**

The objectives of this study are (1) to study the factors that affect the economic stability of the worker group, (2) to study the process of creating economic stability to the worker group in the business organization, (3) to propose the approaches in creating the stability to the worker group in the business organizations. This is the qualitative research. The sample group is divided into 2 groups; (1) employees of operational level of Roys Services Co, Ltd., (2) Entrepreneurs, namely, the executives of Roys Services Co, Ltd., and service sector business operators. The data collection methods are; (1) In-depth interviews, (2) Focus Group Discussion, and (3) Participant observation. The research result reveals that (1) the factor affecting economic stability of worker groups in the sense and the needs of the worker group is money for having enough money to spend without debts. The money is derived from working with a stable organization or having a secure career. (2) The process of creating economic stability of the worker group is divided into 3 steps; segregation of problems of employees, employee grouping according to behaviour, and giving proper returns. (3) The approaches in creating economic stability of the worker group are systematic management of the organizations, provision of appropriate welfares, accepting, honouring, and caring the employees as family members. In addition, the researcher finds new knowledge that the art of human resource management that makes the organization successful is "sharing sufferance and happiness as well as not abandoning one another" including being the model of good living for the employees. These things can create economic stability of the worker group sustainably. The researcher would like to suggest the ways to create economic stability of the worker group as follows: (1) The integration of cleaning business operators in the form of associations or clubs to perform the concrete actions, (2) The government sector should provide support and promote the development of skilled labour and the improvement of the welfares of the public to be equal and thorough, (3) The business strategies and policies for entrepreneurs to accept the elderly workers.

**Keywords:** Economic Stability, Group of Workers, Cleaning Business

## **Introduction**

According to the Human Security Situation Report of 2013 presented under the standard framework and indicators of human security, there are 12 dimensions of elements including housing, health, food, education, employment and income, family, community, and social

support, religion and culture, safety in life and properties, rights and fairness, politics, and environmental, resources/energy. The results of the Human Security Index for all 12 dimensions reveal that the overall human security index in the country in 2013 was 69.48%. The highest value was 91.39% and the lowest value was 15.29%. When compared to the overall human security index in the country in 2012, it appeared to have similar average. But the highest value of 2012 was lower and the lowest value of 2012 was slightly higher than that in 2012 with the average of 69.14%. The highest value was 88.81% and the lowest value was 18.66%. For the human security index of Thailand in each dimension of the year 2013, it is found that the dimension with the highest human security index is housing dimension with the average value of 70.32% followed by the right dimension and fairness dimension with the average value of 70.31%. The dimension with the lowest human security index is employment and income dimension. This dimension will look at getting a job that generates enough income and does not make the debts that do not have value for themselves and their family, sufficient savings for life, satisfied with income and work. The consideration is on 5 indicators; employment rate, unemployment rate, average income per household, average expenses per household, and average amount of debts per household. The overall picture of the country has the average of 69.53% (the highest value is 90.35% and the lowest value is 32.09%). When compared to the index of 2012, it appears that the index is slightly lower than that in 2012 with an average of 69.66%. The highest value was 90.25% and the lowest value was 29.44% (Office of Social Development and Human Security Standards, 2015). The worker group can be divided into 2 big groups; formal workers and non-formal workers. Based on the results of the non-formal worker survey of the National Statistical Office in 2016, it was found that the total number of employed workers was 38.3 million being the “non-formal workers” for 21.3 million persons calculated as 55.6%. The rest was the “formal workers” for 17.0 million people accounting for 44.4%. It can be seen that more than half of Thai workers are non-formal workers who are the workers not being protected and without social security from work. They are also known as informal workers commonly found, for examples, taxi, taxi motorcycles, vendors, agricultural labourers including those with small commercial businesses on their own (National Statistical Office, 2016).

For the country's economic situation in the past, Winassaya (2015) wrote in the Bank of Thailand report on the service sector and the new driving force of the Thai economy that the overall service sector of Thailand has continuously played an important role in the Thai economy. In 2014, the service sector accounted for 52% of GDP and employment in that sector was as high as 49% of the entire employment. However, Thailand is still unable to increase the service sector to GDP at a high level compared to the developed countries that use the service sector as the main driving force of the economic data system. According to the data of 2012, it was found that Thailand had the index value at the 74<sup>th</sup> rank which was almost the last index indicating that Thailand had fairly high limitations in entering the service sector operation of new operators making the proportion of foreign direct investment in the service sector and the inflow of capital and technology limited. Therefore, it is unable to upgrade the service sector and labour productivity.

In addition, the quality of Thai workers in the service sector is still low as most of the workers in the service sector have graduated lower than higher educational level and has major weaknesses which are English language, IT skills and knowledge, and creativity. These are the important skills to help elevating the level of Thai labour productivity. From this reason, the service sector of Thailand is mostly Traditional Service not focusing on employing technology but using the low-skilled labours in servicing, for example, the service sector in wholesale-retail, hotels and restaurants, tourism, etc. This type of service rarely generates much added value to the economy. Meanwhile, in the developed countries, most service branches are modern services providing services that focus on using information

technology and advanced labour skills such as financial and banking services, intellectual copyright, and IT services. Therefore, it can generate more added value to the service sector so that the service sector of Thailand can grow with potential to drive the economy and help cushion the impact of various crisis sustainably. Technology development, increase of labour productivity to the service sector including the reform of the education system and the development of labour skills to have high knowledge and meet the market demand remain the most important points in raising the service sector of Thailand to have potential sustainably.

Based on the above information, the researcher is the cleaning service business operator of Roys Services Company Limited having a lot of employees who are the worker group in operational level. With the attention paid to the economic stability of employees, the concept of this research is originated. It is also the preparation for the labor groups in the cleaning business and the service sector to be alert and cope with the changes that occur appropriately and can help developing the country's economy to drive forward sustainably.

### **Research methodology**

As the researcher is the service sector operator operating the cleaning business for more than 24 years with experience in management and responsibility for the economic stability of employees and a large number of labour group consisting of operational employees of Roys Services Company Limited is selected as the case study to be used as a reflection of the study of economic stability of the cleaning worker group. The qualitative research methodology is used with the Purposive Sampling divided into 2 groups; (1) 18 operational level employees of Roys Services Company Limited which are the representatives of the group of workers to be studied, (2) 3 entrepreneurs including the executives of Roys Services Company Limited and service business operators. The data collected is in 3 forms; (1) In-Depth Interview on the operational employees of Roys Services Company Limited, (2) Focus Group Discussion with 3 executives of Roys Services Company Limited and the operator of the business services sector (cleaning business and security business), and (3) Participant Observation by closely observing the behaviour of employees and talking about the stories in life of 1 employee.

The researcher has compiled relevant theoretical concepts for result analysis and discussion as follows:

**Human security concept:** The United Nations has prepared a comprehensive manual on the concept of "Human security" in 2009. According to the report of Commission on Human Security (CHS), the human security is defined as the protection on fundamental freedom which is the essence of life and the protection on people from threats serious and widespread situation (CHS, 2003: 3). The two important parts in achieving human security policy framework is the protection defined as strategy established to prevent people from harm. The government agencies, international organizations, NGOs and the private sector (CHS, 2003: 10) will be the norm institutions that create processes to protect or prevent people from major threats. The empowerment is defined by CHS as the strategy that allows people to develop their abilities and be flexible to difficult situations. This does not only help them to fully develop their potential but it also helps them find a way to participate in problems solving in order to stabilize oneself including the others. Human security is the wide scope subject. Ministry of Social Development and Human Security has identified 12 dimensions of human security and has created the indicators and criteria for each dimension including housing, health, food, education, employment and income, family, community and social support, religion and culture, safety in life and properties, rights and fairness, politics and environment, resources / energy. When considering these dimensions, it is found that human security is not a matter of any agency. As the main agency responsible for driving human security, Ministry of Social Development and Human Security has analysed the risk trends of Thai society following the human security strategy plan (Office of the National Economic

and Social Development Board, 2013) as follows; (1) Economic volatility under the globalization system, (2) Entering the ASEAN Economic Community, (3) Expansion of elderly population in Thailand, (4) Uncertainty of politics and the tendency of intense protracted conflicts (5) Changes in natural resources and the environment, (6) Global warming and climate change.

**Concept of political economy and capitalism:** Karl Heinrich Marx is a German philosopher, politician, economist, historian, socialist, communist and revolutionaries divided the society into two parts; (1) the lower structure or economic system consisting of production methods and, (2) the upper structure which consists of politics, governance, systems of ideas, beliefs and social values. Marx believed that Economic structure that was determined by production methods would cause class separation and history is process of change or evolution caused by conflicts between classes and class consciousness that arises because (1) human value is reduced to only products for the profits of the capitalist, (2) the separation of jobs causing the manufacturer to be reduced to only a small component of the machine and the satisfaction on the created work has been destroyed, and (3) the wages that the labour class receives are only the small shares compared to the profits that the capitalists receive. It can be seen that there is the remaining surplus value. The working class must work hard to get paid at the fair rate for daily survival (Santasombat, 1995: 7-8). However, the ideas and theories hidden in the writings of Marx and Hengels often contain the hidden political purposes. For Marx, the theory of evolution helps human abandoning the superstitious beliefs caused by the dominance of the ruling class and religious institutes that are tools of the ruling class (Santasombat, 1995: 14). Moreover, the family and kinship system in the capitalist society is also studied to be different from Morgan's traditional social system that the production relationship is in the manner of mutual dependence while family and kinship system in the capitalist society is defined by capitalist production relations with the nature of competition and exploitation. That the capitalist can exploit the labor is because the capitalists can monopolize the production tools that are private property of the capitalists. In addition, Marx also used the theoretical ideas about Morgan's original communist system. The traditional communist system was the system in which properties are public. The concept of private property had not happened. Therefore, the concept of private properties that occurs in the capitalist society is closely related to the exploitation.

**Theory of Motivation:** Kidd (1973: 101) stated that the Motivation means the thing that is persuasive or often induce people to act or perform. Lovell (1980: 109) gives the meaning of motivation that is an induction process persuading people to try to fulfill certain requirements for the achievement. Beach (1976: 379) gives the meaning of motivation that is the willingness to use power to achieve goals or reward. The Motivation is important for human actions with the purpose of having promises about rewards to be received. Justin Wolfers and Jan Zilinsky (2015) explain the higher wages paid to produce higher productivity. The economists have long argued that the increase in workers' wages can lead to improved productivity. The capitalists will be able to make more profits with higher wages for workers. Alfred Marshall, the father of modern economics, had had this debate for nearly 125 years. "Any change in the distribution of wealth and the increasing returns of workers and capitalists will be in the same direction as the production." Since then, the economists have compiled data that confirms the validity of Marshall's hypothesis that paying higher wages will make capitalists more economical. Janet Yellen (1984) explained that paying higher wages would help motivating the employees to work harder, reducing employee avoidance as well as creating the conditions for workers to be more productive and create better morale and work.

**Maslow' Hierarchy of Needs Theory:** Maslow studied how human behaviour is rooted in needs. When human beings meet the initial needs, then there will be a desire in the advanced

stages respectively. However, if that need has not yet been met, it will lead to stress leading to motivation in driving, finding ways or behaviour that lead to the desired results to reduce tension or respond to the satisfaction. The 5 steps for human needs are; (Chanaim, 2001: 45) Step 1 Physiological Needs which is a basic requirement for the survival of life, namely, the need for four factors, demand for praising, and sexual demand, etc. Step 2 Safety Needs: Human needs to increase the demands at a higher level such as working stability, needs to be protected, needs for safety from various dangers, etc. The persons who are not responded at this stage will feel frightened and feel insecure in their own lives. Step 3 is Social needs or Belongingness and Love needs, needs to be part of the group, needs of recognition, etc. Step 4: Esteem needs from society is the attempt to have high level of relationship with other people such as the needs for respect, success, knowledge, dignity, ability, good status and reputation in society. Step 5: Self-actualization need is the highest individual requirement. Any person achieves this requirement will be regarded as special person to be able to do everything successfully.

**McClelland's achievement motivation theory** is the motivation that exists in every human being. It is the mental need of human beings to overcome obstacles and difficult things to succeed. This is the desire or tendency to accomplish anything as soon as possible and get best results. McClelland (1961: 96) defines that achievement motivation means the desire to accomplish something well and compete with excellent standards or make it better than others including trying to overcome various obstacles, having peace of mind when succeeding, and having anxiety when failing. In the 1940s, McClelland used Thematic Apperception Test (TAT) to measure human demands. This test was used as the technic in presenting the pictures for people to write the stories about what they had seen. The 3 characteristics of people with high achievement motivations can be summarized as follows; (1) Need for Achievement (Nach) is the need to do things for the best and for the success. According to the research, it is found that people who want high success will have competitive nature, like challenging job, and want to receive feedback to evaluate their work, to have expertise in planning, to have high responsibility, and to dare to face failure. (2) Need for Affiliation (Naff) is the need for acceptance from the others. They want to be part of the group and want to have good relationship with other people. The persons who want a higher bond will prefer a collaborative situation rather than a competitive situation. They will try to create and maintain good relationships with the others. (3) Need for Power is the need for power to influence over the others. People with high power needs will seek the ways to influence oneself over others. They want to be accepted or praised by the others. They need leadership and want to work superior to the others. They will worry about power rather than working effectively.

## **Research results**

From studying and collecting the data to be processed, the results of study can be discussed according to the research objectives as follows.

### **Factors affecting economic stability of worker group**

1. Regarding the income, it is found that operational level employees have regular income from salary. However, the salary of most employees is calculated from the daily wage rate. In addition, there are other income such as overtime, vehicle expenses, travel expenses, position allowance, administrative fees, etc., depending on the position and responsibilities of each individual. Nevertheless, the employees still have insufficient income to spend causing the employees to earn more from extra work during the after-work hours and holidays. The extra jobs that the employees do are different according to each person's aptitude. According to the definition of the United Nations Development Program (UNDP), the human security is explained as the public's ability to express their choices safely and independently. People

should have the potential and gain enough power to take responsibility for themselves. They should have the opportunity to seek their own needs and have sufficient income to live. From this study, even though employees have income in the form of salaries, extra money and personal special work, the researcher also finds that in terms of income, labour group do not have economic stability because most employees have inadequate income for living. There are only few employees who have sufficient income to live. This research results are consistent with the research of Satsin Lamaisi (2012) on "Security of Thai industrial labour: a case study of Samut Prakan Province". The research results show that Thai industrial workers have economic stability only for 57.70% indicating that Thai industrial workers still lack economic stability because there is only income from work not enough to spend on daily life. They cannot save money and have to stay until the next salary payment. The factor that affects the insecurity of Thai industrial workers is the insufficient labour compensation.

2. Regarding the income, it is found that when prioritizing the costs after receiving the salary, most employees choose to pay their own debts first such as house installment, car installment, motorcycle installment, credit card debt, cooperative loan, followed by house rental cost and household expenses such as water, electricity, etc. For personal expenses, they are ranked in the last order such as food costs, travelling costs, petrol costs, personal essentials. The reason why the employees pay attention to the debts first and the personal expenses in the last order such as food expenses, travel expenses, fuel costs, personal items is in the 1<sup>st</sup> step according to Maslow's Hierarchy of Needs Theory. This is because human needs are hierarchical. The debt-related expenses which are house installment, car installment, motorcycle installment, credit card debt are the expenses derived from the purchase of properties that represents human needs in the 3<sup>rd</sup> step; the need for social acceptance, and the 4<sup>th</sup> step; the need for respect. For social status, Thai people always respect the objects that can be easily seen such as large houses, new cars, expensive ornaments, new mobile phones, etc. Another reason is that if being unable to pay for the debts, the debts will be collected from the financial institutes or the product will be seized back causing shame in the society. From this reason, this debt burden is the most important expense.

3. Regarding the welfares, it is found that the welfares provided by the entrepreneurs to the employees for creating economic stability and helping reducing the cost burden of employees include social security, employee uniforms, provident funds, accommodation, advance payment of wages, and lunch. For the employees who do not have debts, they need economic security. There are the demands of housing loan project, savings and credit cooperatives, training seminar arrangement to improve knowledge and skills including annual travel activities. The welfares provided by each entrepreneur to their employees are slightly different depending on the types of business such as accommodation, advance payment of wages, lunch, etc. For Roys Service Co., Ltd, we provide the welfares to make employees more secure in life different from other entrepreneurs namely housing loan project with the Government Housing Bank (GHB), Savings and Credit Cooperatives, training seminar arrangement to improve knowledge and skills as well as organizing annual travel activities. Roys Service Co., Ltd. views that the benefits given to these employees will help motivating them to work for the best with more work efficiency and can create employee engagement with the organization.

4. Regarding the savings, it is found that most employees have inadequate income for expenses. Therefore, they cannot have savings. Only few employees talk about savings. Every employee has common opinion on the importance and benefits of saving money. The savings cooperative project of Roys is a very good project for stabilizing the future life. This corresponds to the Maslow's Hierarchy of Needs Theory in Step 2: Safety Needs which is the demand that exceeds the needs of survival and Step 3: Social Needs. Therefore, saving is one way to meet the security and financial safety needs of employees in the future. In addition,

having sufficient savings without debts will allow the employees to be respected in society. At present, there are more employees joining the savings program of the savings cooperatives. This is because the heads help instilling the team staffs to change their behaviour of spending. The heads behave as good models in living resulting in the money sufficient to be saved. Apart from saving money with savings cooperatives, some employees also have money left for other forms of savings such as depositing money with banks, buying land or real estate, purchasing personal life insurance, etc.

5. Regarding the debts, it is found that every employee has passed the loan experience whether it is formal loan or non-formal loan. It is mainly due to insufficient funds or income for spending and individual spending behaviour. Most of them have debts from non-formal loan because the employees are not qualified for borrowing formal loan. The non-formal loan is a quick and easy way to borrow money but the debtors must accept interest at a rate that is higher than as prescribed by law as well. Most of the liabilities that arise from their money spending behaviours such as being extravagant, gambling, gambling in lotteries, drinking alcohol, etc. These behaviours affect the employees themselves and the family to be unhappy. They also affect the organization in the work as well. For example, the ability and efficiency of work reduce, the lower quality of life, the problem of corruption, taking advantage in working, exploitation on the working time, not being punctual. If these problems spread to the service provided to the customers or the treatment of customers, it will cause damage to the image and reputation of the organization as well as affecting the performance and profits of the organization.

6. Regarding the living, it is found that most employees live based on the sufficiency economy philosophy of King Rama IX. For the employees who have had problems with debts or borrowing of non-formal loans, when the burden of debt is terminated, they swear that they will not create more debts. For the employees who still have non-formal debts, they use the services of the savings cooperatives of the Company to pay debts to the non-formal creditors in order to reduce the interest burden. The Company has provided training to educate employees on how to live a good quality life enabling them to change their attitudes and ways of life to achieve economic stability. The stability in life of the employees is money. The employees think that having enough money for spending will make life not difficult when they grow old. This includes having stable job or career because the work will make money with income to spend. The researcher finds that every employee do not want to have the debt burden. They want to have economic stability, to be provided with accurate knowledge to allow the employees to understand the guidelines and methods of living the right lifestyle. Having the career and work will make them earn money which allows the employees to have good living and stability in life. The role models of most employees are their father and mother. This is what the employees have been taught since childhood. Each family has different methods. As a result, the employees have different behaviours such as working style, how to solve problems, money spending behaviour, money saving behaviour, life planning, etc. At the organizational level, if wanting employees to behave well, the executives or entrepreneurs who are influential people in the organization should behave as a good role model for employees. If wanting the employees to come to work on time, the executives must not come to work late. If wanting the employees to be honest, apart from the rules and regulations of the Company, the executives must be honest with the employees both verbally and non-verbally. If wanting the employees to give polite customer service, the executives must be polite to the employees with smiling, etc. The things that the executives behave will be conveyed to the behavioural changes of the employees smoothly.

(7) Regarding the living plan to stabilize the economic in the future, it is found that the employees who are over 50 years have planned for their retirement. They want to go back to live at hometown with their family after retirement by adhering to the principle of sufficiency

economy in life. Therefore, they want to manage all liabilities before retirement and want to have money to be saved for repairing or building the house as well as for spending in the end of life without difficulty. Some employees still want to work with Roys until the Company does not employ. For the employees who are still young, they plan to study at a higher level such as in bachelor's degree and master's degree because higher education will give them a chance to work in higher or better positions resulting in higher income including being accepted and honoured by society more than those with less education. They want to develop the extra work that is currently done to be self-supporting occupation including being consultant or lecturer to train employees in the cleaning business for various companies by applying the knowledge and experience gained from working with Roys.

According to the research results, in the future, the Company must prepare a long-term strategic plan and personnel management plan to support the situation of future personnel changes. This information is also consistent with the research of Darunee Potjananukulkit (2007) on strategies and approaches for preparing elderly workers to solve the crisis problem of the Thai labour force in the future. The study results indicated that the approaches for preparing the elderly workers are in 2 areas, namely, the development of the elderly, the flexibility and preparation of regulations, laws and practices to enable the elderly to return to labour. The important suggestion is that before the education management for elderly development, there must be a survey of interest, needs, and abilities of the elderly in line with the labour market. The curriculum must be flexible and be the short course. There are various forms to match the interest and the needs of the elderly. For the preparation of the government sector, the laws must be amended to facilitate the extension of working life such as the Elderly Act, Social Security Act, etc.

### **Process in creating economic stability for worker groups**

According to the study, the researcher has found that the problems and obstacles that have direct impact on the process of creating economic stability for workers in the service sector are; (1) labour shortage which is caused by economic growth causing labour migration back to the hometown. There is also hijacking workers from other business groups such as retail businesses, industrial factories, etc. (2) Risk from unstable employment and volatility due to the nature of the business. It is the job nature that customers often make a year-to-year contract or hire by auction resulting in the need to hire some workers in the form of year-to-year employment contract. (3) For the operating costs, in the job offer, sometimes it must be offered at the lowest price in order to be able to bid for the job. (4) For personal behaviour, it is regardless whether it is a crime that is related to the rules and regulations of the Company or may violate the law such as punctuality, provision of wrong services, wrong procedures, theft, quarrels, gambling and addiction, etc. Applying technology instead of hiring workers is another method that the operators use to solve behavioural problems of workers such as using CCTV to work instead of hiring a security guard, the use of modern machine tools for cleaning, using alien workers to work instead of Thai workers, etc.

In creating economic stability for the worker group, it can be summarized into 3 processes as follows:

1. In identifying the problems, the researcher has found that the problem of most employees is the indebtedness caused by the non-formal loan, family responsibility burden, gambling, lottery, alcohol and beer addiction, and personal habits or behaviour in spending money extravagantly. These problems occur and can be seen with the employees at all levels of the organization. When the employees have problems with the lack of economic security, it will affect work such as unpunctuality, dishonesty, taking advantage of colleagues. Therefore, all parties in the organization must cooperate to solve problems and help changing the bad behaviours of employees.



2. The employees should be grouped by behaviours. The personnel management principles should be adopted to help grouping the employees leading to problem solving, giving rewards, or developing the employees to meet the needs of employees in each group.

3. In giving appropriate rewards, the researcher has found that giving appropriate and sufficient rewards can respond to the employee's demands. If what the Company gives is something that employees do not want, it will not benefit or create economic stability for the employees. The process of creating economic stability to this worker group will help reducing the cost burden and create economic stability and stability in life for the employees. It also helps reducing the resignation rate of employees as well as creating love and engagement with the organization. The employees have more skills, knowledge and competence in working. They can be developed to become skilled workers as the quality workforce for the service sector in the future.

From the process of creating economic stability to the worker group, it can be seen that all 3 processes are interconnected from the discrimination of staff problems. It is found that the problems of most employees are not different. The problem is related to debts. After sorting the employees according to their behaviours, the behaviours of the employees can be observed more clearly. When linked to appropriate compensation for the employee of each behaviour group, it will be found that for the group of employees with insolvent debt problems, the rewards in the form of money will be what the employees want most. Earning more income will make them able to repay for their debts. The entrepreneurs must assign appropriate tasks to them. The loan benefits at low interest rates will help alleviating the burdens of interest and principal expenses. The training should be arranged to provide knowledge as the approaches for the correct quality of life. For the employees with good behaviours, have competence in working, and have no problem on debt burden, the welfares will be considered to suit each person. The method of surveying needs may be used with questionnaires or individual interviews to help them know the real needs of employees. The researcher has found that the process of creating economic stability of this worker group is the process that will help reducing the cost burden, creating economic stability and stability in the lives of employees. It also helps reducing the resignation rate of employees. The employees have love and commitment to the organization, have more skills, knowledge and competence in working. They can be developed to become skilled workers as the quality workforce for the service sector.

#### **Approaches for creating economic stability for worker group**

What the researcher has found is that this group has no ego. Working with the employees at the operational level or worker group without ego can, therefore, access the identity of the group. According to Maslow's Hierarchy of Needs Theory in Step 3 and Step 4, the demand of human in Step 3 is Social Needs which is Belongingness and Love Needs. With the nature of work and occupation, this group of workers are those who have poor education and poor living conditions. They are rural people. The truth is that no matter in which status each person is, in what kind of society is, or what work they do, they all want to receive acceptance from the society as well. Step 4 is Esteem Needs which is the Self-esteem, Recognition, and Status from the society as well as trying to have high-level relationship with other people such as the needs for respect, success, knowledge, dignity, ability, good status, and reputation in the society. The need for respect is divided into 2 types; self-esteem and respect from the others. The executives in the organization or the entrepreneurs can help creating the respect and self-esteem to the employees. In the opinion of the researcher, in making the employees to be accepted and have self-esteem from the society, the problem that causes employees to feel humiliated and not accepted by society is partly from the uniforms that employees wear. Therefore, using the method of creating an identity or creating a new identity of the cleaning employees can make the employees have the same dignity as those

who work in other service sector businesses that have been accepted by society such as hotel employees and airline employees. In addition, the use of technology in the operation also helps developing the competences and professionalism for employees. These things can create pride for the employees and make them more confident and self-esteem. Being the cleaning employees can also be successful in life. Moreover, the researcher also finds that the executives and people in the organization can create respect from others to be able to work at the operational level. What the executives do to the employees at all levels is to consider that the employees are colleagues and do not divide the class as boss or employees, giving value to the work that everyone does including giving the employees the opportunity to express their talents or opinions freely as well as listening to problems and comments of employees without discrimination and giving trust in work.

The researcher has found that the approaches in creating stability for worker group can be summarized as follows:

1. The systematic organization management in terms of production, marketing, service and systems to be the most important is personnel management because people are an important resource in the service sector which must be managed systematically starting from the first process which is recruiting and selecting employees to work. The qualifications of the employees must be determined to be accurate in accordance with the nature of the work and the position of the job. In checking the profiles of the employees before coming to work and the interview can make known of the attitudes and the personality of the employees whether they are suitable for the service or not can help reducing the problems that may arise from bad behaviours of the employees. After having recruited the employees to work, the orientation is another important part as it will allow employees to understand the rules and regulations of the Company, desirable and undesirable behaviour, values, and corporate culture Teaching will make the employees have knowledge and skills in working allowing them to work correctly and accurately. Apart from the employees to be taught and trained in technical duties as assigned and responsible, the training should be arranged to develop the skills to educate the employees in other areas that are not related to work but will affect the engagement with the organization, create stability in life, and increase productivity for the organization such as the Buddhist mind development program, communication, coordination, team work, etc. This may be used to ask questions from the needs of most employees. The performance evaluation is another way to improve employees' skills and competences. The fair evaluation will relate to the rewards for promotion and growth in the career of employees. The good personnel management processes or systems will ensure that employees to have stability in their lives. For organizations, it will help reducing the costs because each employee has costs from the recruitment process to the compensation. When the employee resigns, there is an impact and damage in terms of job, colleagues, organizations, and customers. Thus, having a systematic organizational management system is one way that is related to the economic stability of both employees and organizations.

2. Providing appropriate welfares: The welfares provided by the entrepreneurs to the employees can help reducing the burden of expenses and increase income for employees such as accommodation for employees. However, it must also be considered that this welfare must not be a burden to the organization in the future such as having a building of the company itself. Having to rent or buy something will be the costs and expenses in accounting, employee safety in living, utilities, building maintenance. Most importantly, it must be fair for employees who have the right to live with the criteria to consider selecting employees to stay fairly and equally. If the employees feel the inequality of the rights received, it may result in more disadvantages than good results and may create other problems for the organization.

3. Accepting and honouring the employees is very important for the worker group in the service sector that is the cleaning and security business. Accepting and honouring the employees is difficult but able to create changes in the society. For example, most people called security guards as guards. But nowadays, we often hear most people call security guards as security guards which are the matters of change about acceptance and honour of people in today's society. For the organization and the chief or executive, they may create acceptance and honour of the employee such as giving the opportunity for employees to express their opinions or suggestions rather than ordering to follow. They may allow finding new methods or good approaches that can be adapted and beneficial to the organization like the use of polite words and do not insult whether personal or work with employees such as using pronouns to call employees, communication with language that is easy to be understood, saying sorry and thank, praising both in front and back. These things represent the acceptance and honour of employees to make employees see their own value, be equal in the society, and have pride in their career.

4. Caring for employees like family members: The operational level workers are the largest number of employees in each organization. They also distribute in various work areas that each organization provides services in both the central and regional areas causing this group of employees to be far away from the management which is sometimes not taken care of thoroughly. Some employees have never seen or met with the executives or Company's owners. Those who are close to the operational level are mostly supervisors or team leaders up to the chief level. Communication in various matters between the management and the owners of most companies will be conveyed and communicated by the supervising employees. In fact, every employee wants to have an identity in their own society, would like to receive care from the management. The executives can access the operational level employees such as signing up to visit the employees in each work area, talking about life, living with concern both in work or in illness, listening to problems arising from real workers in each area apart from listening to the reports from the chief only. Recognition of face or names of the employees and dining in a small group of people together make the employees feel close and friendly as well as congratulating and expressing regret over important events in the lives of employees. Apart from creating stability for the lives and economy of employees, it also creates stability for the organization as well.

## Conclusion

In this research study, the researcher has found that the economic stability of worker group from the study and analysis of data from the perspective of those involved in creating economic security for the worker group can be summarized as follows. (1) The labor group or the group of operational level employees of Roys Co, Ltd. has the economic stability of the worker group in the sense and the needs of the labor group that has enough money to spend without liability. The money must be derived from working with stable organization or having stable career. (2) For the executives of Roys and service sector operators, the researcher has found that the process of creating economic stability of the worker group is divided into 3 steps; discriminating the problems of employees, employee grouping according to behaviors, and providing appropriate compensation. For the approaches in creating economic stability of worker groups, they are systematic management of the organization, provision of appropriate welfares, acceptance and honoring the employees, and caring the employees as family members. The executives of Roys have adhered to and used this approach to treat employees at all levels in the organization throughout the duration of business operation. Moreover, the researcher also discovers that the employees with economic stability are employees who work with Roys for more than 10 years. There are also employees who have retired and wish to continue working with Roys. The reason is due to

the approaches for creating economic stability of the Company especially in recognition, honoring, and caring for the employees as family members.

The researcher also discovers new knowledge obtained from in-depth interviews with operational employees and in the role of the executives of Roys Services Co., Ltd., who have operated the cleaning business for 24 years. This made the researcher discover that the human resource management approaches are different from the concepts and theories that have been studied from this research. It is the art of human resource management which is a specific approach for the management of Roys that has been operated since the day that there were only a few employees until there are currently more than 3,000 employees being the model to show good behaviors that the executives want to happen in the organization to create economic stability for the workforce including the view that employees are colleagues, do not insult, do not divide the class as a boss or employee, pay attention to problems and help solving the problems. This includes caring for employees like family members. This behavior and approach is evident until creating the corporate values and culture. The researcher defines the art of human resource management as "Sharing sufferance and happiness. Do not neglect one another." These behaviors are a model and a good example for employees in their lives to create economic stability of the worker group sustainably.

## Recommendations

The researcher would like to suggest the ways to create economic stability of the worker group as follows.

1. Grouping of cleaning business operators in the form of association or club that conduct concrete actions for exchanging the information, sharing the experience in business operations, developing knowledge and competence to raise the working standard of the worker group.
2. The government agencies should provide support and promotion of skill development in the cleaning business group as well as improving the welfares of the government to provide the rights and protection for each group of workers equally and thoroughly.
3. Strategic planning and business policy of entrepreneurs for supporting elderly workers In the future that each organization will have an increasing number of elderly workers.

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