

# Factors Affecting Organizational Commitment of Employees of Autonomous University

*Nuanluk Sangperm*

Faculty of Management Sciences, Kasetsart University, Sriracha Campus, Thailand

E-mail: [disneys\\_toon@hotmail.com](mailto:disneys_toon@hotmail.com)

## Abstract

The purposes of this research were: 1) to study the degree of organizational commitment of employees of the autonomous university and 2) to study the factors affecting organizational commitment of the employees working for an autonomous university. The samples were included with 384 persons of the employees of state's supervised university by stratified proportional sampling method. The data collected by using questionnaire, estimation. The statistics used in this research were percentage, mean, standard deviation, coefficient correlation and stepwise multiple regression analysis. The result shows that, 1) the degree of organizational commitment of employees of an autonomous university is overall found to be high and 2) there was a positive relationship between the organization justice, job satisfaction and organizational commitment whereas the job burnout was negative relationship on organizational commitment. Considering the factors affecting organizational commitment of employees of autonomous university, there are 2 variables of organization justice (compensation, information) that could predict organization commitment at 20.1 percent with statistics significance at 0.01, 5 variables of job satisfaction (mastery, job description, environment, interpersonal and salary) could predict organizational commitment at 35.7 with statistics significance at 0.01 and 3 variables of job burnout could predict organizational commitment as cynicism, decrease personal accomplishment with statistics 0.01 and emotion exhaustion with statistics 0.05. All 3 variables could predict organizational commitment at 30 percent.

**Keywords:** Organizational Commitment, Employee, University

## Introduction

There are various contributory factors that lead to a success for certain organizations, human resource is also considered to be a major part towards gearing an organization to its goal effectively and efficiently. Thus, it is of great importance that an organization must highlight and apprehend the significance of an effective human resources management as human resources are arguably the most valuable fundamental assets of a particular organization. Considering human is a living organism with feelings, capabilities, and abilities to perform and work, it can also employ other relevant resources and put them to good uses. Regarding human resources management, such notion is not limited or restricted to the issue of selecting and recruiting competent personnel to join the team. That is to say, such management must also include the embedding of core values onto its personnel and staffs, allowing and enabling them to grow senses of loyalty and satisfactions towards the organization, of which would allow and guide them to cooperate and perform well while working together under such organization.

None the less, the aforementioned aspiration of human resources management requires several contributing and supporting factors to encourage and instigate the desired results of obtaining loyalties from the working employee. It is suggested that once the employee are loyal and dedicated to their organization, this drive would bring about work incentives and

encouragements for the staffs to work together towards the organization's aimed achievement.

For an organization, either in public or private sector, to continue attracting valuable employee to stay with them, such organization would need to provide certain incentives including building employee's loyalty towards their own organization. Provided that the staff members are given the right incentives and motivations to work, it is argued that their performances would be highly efficient and effective. What is more, such drives would lead to an enhancement regarding organization's loyalty and commitment also. (Nillawan, 2011)

With reference to relevant literature reviews, it is discovered that the study of organization commitment nowadays aims to examine the level and degree of commitment within the organization together with the factors affecting such commitments. Several studies have found that the notion of organizational commitment is a result stemming from the interactions between the employee and other relevant variables across different contexts. It is pointed out that when the personnel perceive the fair and just system established within the organization (Baron, 1986; Mottaz, 1987), this has resulted in high level of work satisfactions amongst the employee (Pisanpattakul, 2011; Rungruang, 2012; Baron, 1986; Allen and Meyer, 1990; Dunham, Grube and Castance, 1994; Mathebura: 2004). The staff would also show less signs of boredom towards performing their work tasks (Boonmeun, 2014). Arguably, it is established that such type of personnel would hold high level of commitment and loyalty towards their organization.

The management of academic personnel under an autonomous university is subject to certain policy changes, and changes in management strategy and organization structure. Such alterations have effectively and directly resulted in the working of the organization's personnel in which all of them need to adjust and adapt in order to work well under the changes in policies and management strategies. The event would normally tend to generate both positive and negative impacts. That is to say, if the employee can readjust to the new working environment, positive results can be found and it would be beneficial to the organization. However, on the contrary, if the changes are fast and unanticipated, negative impacts might occur i.e. the personnel may found themselves less attached and committed towards their organization, leading to a lower level of work satisfaction. Provided that better opportunities to work elsewhere arise, it is considerably likely that the employee would leave to work for other organizations, where better chances of brighter career path and the work environment are superior and more inviting. Accordingly, this study purports to gather the relevant and necessary information to come up with suitable guidelines and strategies upon improving and enhancing the level of organization commitment and loyalty shared between the staffs and members as well as highlighting the awareness of changes and development that must be heighten so as to reach the desired goals and achievement.

## **Research Objectives**

- 1) To study the degree of organizational commitment of employees of the autonomous university.
- 2) To study the factors affecting organizational commitment of employees working under the autonomous university.

## **Research Methodology**

For the quantitative analysis, the author choses to employ rating scale questionnaires following the rating system laid out by the Likert Scale in order to capture and gather relevant data regarding the organization commitment of those working under the autonomous university. There are 5 elements involved in the study, namely, 1) personal qualities of the

employee, 2) the perception toward justice within the organization, 3) the employee's working satisfaction, 4) the job burnout of the employee and, lastly, 5) the organization commitment, all of which contain the credibility, constituted from determining the overall correlation of 0.96. The statistic tools for analysis are namely, Percentage, Mean, Standard Deviation (SD), Correlation, Stepwise Multiple Regression.

### Research Findings

1) The questionnaire subjects are 62.24 percent female, of which 30.21 percent are aged between 34-38 years old. Approximately, 28.65 percent have the working experiences of 12 years or higher. It is also found that 36.46 percent of them undergo an undergraduate degree education or similar and 40.36 percent have an income level between 15,000-20,000 THB.

2) With regards to the perception towards justice within the organization, overall, it is ranked as moderate ( $\bar{x} = 3.16$ ). The aspect that contain the highest mean concerns the relationship between the organization's personnel ( $\bar{x} = 3.47$ ), whereas the lowest can be found in the aspect of information awareness ( $\bar{x} = 2.87$ ). As table 1

**Table 1** The level of perception of justice in the organization

perception of justice in the organization	$\bar{x}$	S.D.	Level
Compensation	3.1281	.62984	moderate
Procedural matters	3.1568	.82272	moderate
Relationship between the organization's personnel	3.4703	.67414	high
Information awareness	2.8737	.80468	moderate
<b>Overall</b>	<b>3.1572</b>	<b>.60086</b>	<b>moderate</b>

3) Job satisfaction is ranked as moderate ( $\bar{x} = 3.32$ ) with the organization personnel's relationship containing the highest mean ( $\bar{x} = 3.64$ ) whilst the lowest mean goes to the aspect of monthly salary and other relevant work benefits ( $\bar{x} = 2.99$ ). As table 2

**Table 2** The level of perception of job satisfaction

Job satisfaction	$\bar{x}$	S.D.	Level
Respectable status	3.3521	.57083	moderate
Job description	3.6185	.60913	high
Career advancement opportunities	3.2101	.78229	moderate
Matter of administration	3.0384	.80691	moderate
Organization personnel's relationship	3.6406	.58779	high
Monthly salary and other relevant work benefits	2.9896	.74436	moderate
Policy and management	3.1204	.72577	moderate
Work responsibility	3.4954	.61990	high
Work environment	3.3958	.70649	moderate
<b>Overall</b>	<b>3.3179</b>	<b>.47862</b>	<b>moderate</b>

4) Job burnout is ranked as low ( $\bar{x} = 2.40$ ). The aspect that contains the highest mean lies with the issue of emotional weariness ( $\bar{x} = 2.66$ ) where the lowest mean concerns the aspect of depreciation of individualism ( $\bar{x} = 2.05$ ). As table 3

**Table 3** The level of job burnout

<b>Job burnout</b>	$\bar{x}$	<b>S.D.</b>	<b>level</b>
Emotional weariness	2.6560	.73837	moderate
Depreciation of individualism	2.0490	.79391	Low
Diminishing of personal achievement	2.4902	.50308	Low
<b>Overall</b>	<b>2.3984</b>	<b>.54309</b>	<b>Low</b>

5) With respect to the commitment to the organization, it is ranked as high ( $\bar{x} = 3.46$ ) with the highest mean found in a mentality element ( $\bar{x} = 3.61$ ) whereas the aspect concerning staying loyal to the organization holds the lowest mean ( $\bar{x} = 3.29$ ). As table 4

**Table 4** The level of commitment to the organization

<b>Commitment to the organization</b>	$\bar{x}$	<b>S.D.</b>	<b>Level</b>
Mentality element	3.6098	.54573	high
Concerning staying loyal to the organization	3.2891	.69889	moderate
Norm of Society	3.4703	.71854	high
<b>Overall</b>	<b>3.4564</b>	<b>.57860</b>	<b>high</b>

6) Concerning the correlation analysis, justice within the organization, job satisfaction, and job burnout against the organizational commitment, it is discovered that:

6.1) The justice perceptions within all organizations contain a positive correlation towards the organizational commitment, with a statistic significance of 0.01. In other words, with the issue of compensation, procedural matters, intra-organization relationship between the staffs, and the aspect of information awareness, they all share the same moderate degree of correlation and level of commitment, of which are represented in the value of 0.417, 0.348, 0.328, and 0.327 respectively. As table 5

**Table 5** The correlation coefficient between perceived organizational justice and organizational commitment

<b>Perceived organizational justice</b>	<b>Compensation</b>	<b>Procedural matters</b>	<b>Intra-organization relationship between the staffs</b>	<b>Information awareness</b>	<b>Organizational justice Overview</b>	<b>Organizational commitment Overview</b>
<b>Compensation</b>	-	0.567**	0.523**	0.426**	0.745**	0.417**
<b>Procedural matters</b>	-	-	0.625**	0.685**	0.896**	0.348**
<b>Intra-organization relationship between the staffs</b>	-	-	-	0.495**	0.797**	0.328**
<b>Information awareness</b>	-	-	-	-	0.820**	0.327**
<b>Organizational justice Overview</b>	-	-	-	-	-	0.430**
<b>Organizational commitment Overview</b>	-	-	-	-	-	-

\*\* Correlation is significant at level 0.01

6.2) Across the board, the level of satisfaction of all elements contains a positive correlation towards the organizational commitment, with a statistic significance value of 0.01. To elaborate, with respect to the matter of administration, policy and management, salary and other work benefits, career advancement opportunities, respectable status, personal relationship, job description, and the issue of work environment all contain similar moderate degree of correlation value and level of organizational commitment with the average mean of 0.479, 0.465, 0.418, 0.417, 0.411, 0.391, 0.386 and 0.357 accordingly. With reference to the matter of work responsibility, the correlation towards the organizational commitment is ranked fairly low with the figure of 0.212. As Table 6

**Table 6** The correlation coefficient between job satisfaction and organizational commitment

<b>Job satisfaction</b>	<b>Organizational commitment.</b>
	<b>r</b>
Respectable status	0.411**
Job description	0.386**
Career advancement opportunities	0.417**
Matter of administration	0.479**
Personal relationship	0.391**
Salary and other work benefits	0.418**
Policy and management	0.465**
Work responsibility	0.212**
Work environment	0.357**

\*\* Correlation is significant at level 0.01

6.3) It is found that job burnout generates a positive correlation towards the organizational commitment with the statistic significance of 0.01. That is, the diminishing of personal achievement, depreciation of individualism, and emotional weariness all contain a moderate correlation towards the organizational commitment with the figure of -0.539, -0.376 and -0.327. As table 7

**Table 7** The correlation coefficient between job burnout and organizational commitment

<b>Job burnout</b>		<b>Emotional weariness</b>	<b>Depreciation of individualism</b>	<b>Diminishing of personal achievement</b>	<b>Job burnout Overview</b>	<b>Organizational commitment Overview</b>
<b>Emotional weariness</b>	-		0.587**	0.310**	0.835**	-0.327**
<b>Depreciation of individualism</b>	-	-		0.385**	0.872**	-0.376**
<b>Diminishing of personal achievement</b>	-	-	-		0.637**	-0.539**
<b>Job burnout Overview</b>	-	-	-	-		-0.497**
<b>Organizational commitment Overview</b>	-	-	-	-	-	

\*\* Correlation is significant at level 0.01

7) The analysis of factors affecting the correlation towards an organizational commitment employs the method of Stepwise Multiple Regression Analysis and it is discovered that:

7.1) The justice perception within the organization towards the organizational commitment reveals that for a good prediction indicator, there are 2 variables, ranging from the highest to lowest, namely, a factor of compensation ( $X_1$ ) and the information awareness ( $X_4$ ), with a statistic significance of 0.01. Both variables can be brought into the equation to explain relevant variations, which are the level of organizational commitment (20.1 percent), and the deviation of the predictions (0.518 percent). The correlation between the 2 independent variables are concerning procedural matters ( $X_2$ ) and the inter-personal relationship of the working employee ( $X_3$ ). The dependent variable that concerns the level of organizational commitment does not bare a statistic significance correlation and therefore is not brought into the prediction equation analysis.

Pursuant to the analysis findings, the prediction equation can be seen as shown below.

$$\hat{Y} = 0.339 (X_1) + 0.183 (X_4)$$

7.2) As to the job satisfaction towards the level of organizational commitment, it is found that a good prediction indicator contains 5 variables, from highest to lowest respectively, an aspect of supervision and administration ( $X_4$ ), types of work ( $X_2$ ), work environment ( $X_9$ ) inter-personal relationship ( $X_5$ ), salary and work benefits ( $X_6$ ), with statistic significance of 0.01. All 5 variables can be brought into the equation analysis explaining the variations of the dependent variables. Regarding the level of organizational commitment, it is ranked 35.7 percent, with 0.467 per cent goes to deviations in the predictions. As to the correlations between the 4 independent variables namely respectability( $X_1$ ), career advancement opportunity ( $X_3$ ) policy and management strategy ( $X_7$ ) and work responsibility ( $X_8$ ). The dependent variable is identified as the organizational commitment that has no statistic significance and therefore will not be brought into the prediction equation analysis.

Following the findings, the prediction equation can be seen as shown below.

$$\hat{Y} = 0.248(X_4) + 0.241 (X_2) + 0.127 (X_9) + 0.117(X_5) + 0.129(X_6)$$

7.3) With respect to the boredom arising out of work burn out against the level of organizational commitment, it is discovered that a good prediction indicator contains 3 variables, ranging from highest to lowest as follow: the diminishing of personal achievement ( $X_3$ ), and the diminishing of individualism ( $X_2$ ), with a statistic significance of 0.01. As to the aspect of emotional weariness ( $X_1$ ), it contains a statistic significant value of 0.05. All 3 variables can be taken into the equation analysis explaining the variations of the dependent variables. It shows that the level of organizational commitment represents 30.0 percent with a deviation on the predictions of 0.475.

With reference to the study findings, the prediction equation can be seen accordingly.

$$\hat{Y} = -0.452 (X_3) - 0.140 (X_2) - 0.104 (X_1)$$

## Discussion

From the analysis concerning the correlations of the employee's organizational commitment, it is found that the perception of justice contains positive correlations towards the organizational commitment in question. This is in consistent with Baron (1986) who mentions that the level of commitment projected by the employee depends upon their satisfaction regarding their supervisors, the satisfaction of their perceived level of justice and fairness when accessing and evaluation their work performances, and the perception that the organization they work for care for them. Such notions are found to be in accordance with Mottaz (1987) of which it is discovered that the employee who can feel that their organization is just and fair would tend to generate higher level of commitment and loyalty towards their organization. The study reveals that the perception of organization justice is

ranked moderately with the lowest average mean found in the area of information awareness ( $\bar{x} = 2.87$ ). Such case may have arisen from the event where the supervisors lack adequate information in order to explain the decision making process and procedure that might as well affected the employee and leave them clueless and filled with questions as to what happen to them. As a result, such circumstances would potentially lead to a decrease in the employee's organizational commitment.

It is also discovered that with respect to the perception of organization justice, there are 2 good prediction variables that could determine and deliver the prediction concerning level of organizational commitment, namely, work benefits and compensations and information awareness. Both variables contain the statistic significance level of 0.01 and they also provide us an explanation as to the deviation of organizational commitment at 20.1 percent. This is because the work benefits and compensations given to the employee so that they can live and happily sustain their lives together with enough information acknowledged regarding their jobs would ultimately make them feel more committed to their organization.

All job satisfaction contains a positive correlation toward the organizational commitment. In the study conducted by Yommana Pisanpattanasakul (2014) on the factors affecting the employee's organization commitment: the case of the college of sport sciences and technology, Mahidol University, the study reveals that a positive job satisfaction create a positive level of organization commitment. Accordingly, in the research of job satisfaction that affects the employee's commitment working in a structure steel fabrication industry conducted by Utumporn Rungrueng (2012), the findings show that job satisfaction regarding career advancement opportunity and the organization's management policies both have an impact on the employee's commitment. This is in consistent with Allen and Meyer (1990) where it is stated that the components of organizational commitment are namely work experiences such as the ability to work well with others, the clarity of the aimed goal, the employee's importance to his or her organization, the ability to cooperate with other organizations, the dedication to work, work compensation, social relationship, new career opportunity, and the standards on organizational commitment. The aforementioned is also in harmony with the study concluded by Dunham, Grube and Castaneda (1994) where it is indicated that the contributing factors towards organizational commitment are as follow. The factors affecting emotional commitment are concerning the job's description awareness, organization dependency, and the perception of employee's involvement in the organization management. The factors contributing to the loyalty towards the organization are listed as age, number of years of the work experiences, job satisfaction, and the determination to leave the organization. Concerning the factors affecting standards commitment, these are namely relationship with their colleagues, dependency of the organization, and the involvement in organization management. According to the research findings, it shows that the satisfaction upon salary and work benefits are ranked with the lowest average mean ( $\bar{x} = 2.99$ ). Provided that the organization provide salary adjustment and other relevant benefits that would suit the employee's needs, this would help increase the employee's organizational commitment. This can be elaborated by Laka Mathebula's study (2004) of which it presents that there are 3 compositions comprising towards the organizational commitment namely the component of supports and encouragement, for example, having the employee's goal consistent with the organization's. The other component also include the factor concerning wok compensation, for instance, having the compensation provided that suits and match the employee's capabilities and skills. Lastly, the relative and related factors of choices such as when the employee are not happy with the organization but do not have other options but to stay with the organization, which ultimately generate a negative impacts upon the employee's organizational commitment.

Moreover, it is found that with regards to job satisfaction, it contains 5 good prediction variables towards the prediction of organizational commitment which are namely a factor of supervision and administration, job description, work environment, personal relationship between the employee, and the factor of salary and work benefits, of which hold a statistic significance of 0.01. All the 5 variables can be taken into the equation analysis explaining the deviation of the level of organization commitment, representing 35.7 per cent. This is due to a challenging work tasks, a job that needs creativity, good work environment, good personal relationship between the workers, friendliness, and work dependency and supports between the employee should there be any obstacles, all of which essentially provide an impact on the employee's job satisfaction and his or her commitment to the organization.

Job burnout contains a negative correlation towards the organization. This is to be consistent with the study conducted by Saibua Boonmuen (2014) titled 'The Structural relationship of influential factors toward turnover intention of professional nurses in public hospitals'. The study reveals that job burnout effectively affects the level of organizational commitment. Should there are work pressure projected upon the employee, this would ultimately produces adverse impacts on the level of job satisfaction and the employee's commitment to the organization. The study also points out that the Job burnout arising out of emotional weariness contain the highest average mean ( $\bar{x} = 2.66$ ) and this could happen as working within the autonomous university tends to be faced with a lot of pressure rendering the staff to be more tired and bored, lacking an incentive to work which essentially reduces their commitment to the universities.

Furthermore, boredom arising from performing their work tasks contains 3 good prediction variables, namely, a factor of personal achievement and the diminishing of individualism with the statistic significance of 0.01. With regards to the emotional weariness, the statistic significance level is placed at 0.05. All 3 variables can be taken into the analysis equation explaining the deviation of the level of organizational commitment, which represents 30.0 percent. This is because when the employee feel that they are not qualified or being efficient when working as well as having a negative perception toward the supervisors or their work colleagues would potentially lead to the employee not feeling ready to work, lack their incentives to work and the motivation to work, of which has essentially resulted in a decrease in the level of organizational commitment in general.

## Recommendations

- 1) Executives should provide clear and accurate information to employees so that they will have an understanding of the information that is relevant to themselves, should pay fair compensation in accordance with the suitability of the employees and provide new incentives for employees to work so that employees will feel like working contributes to organizational commitment.
- 2) It should study the comparison of organizational commitment between the personnel of public university and the autonomous university.

## References

- Allen, N. and Meyer, J. 1990. "The measurement and antecedents of affective, continuance and normative commitment to the organizational." **Journal of Occupational Psychology** 63 (1): 1-18.
- Baron, R. 1986. **Understanding and managing the human side of work behavior in organization**. 3<sup>rd</sup> ed. Boston: Allyn and Bacon.
- Dunham, R., Grube, J. and Castañeda, M. 1994. "Organizational commitment: The utility of an integrative definition." **Journal of Applied Psychology** 79 (3): 370-380.



- Laka-Mathebula, M. 2004. **Modeling the Relationship between Organizational Commitment Leadership Style, Human Resource Management Practices and Organizational Trust**. Unpublished Ph.D. Thesis, University of Pretoria.
- Mattaz, C. 1987. "An analysis of the relationship between work satisfaction and organizational commitment." **The Sociological Quarterly** 28 (4): 541-558.
- Boonmuen, S., Khunthanapha, N., Piriyaikul, M. and Mejaisue, P. 2014. "The Structural relationship of influential factors toward turnover intention of professional nurses in public hospitals." **Journal of Modern Management Science** 7 (1): 125-138.
- Rungrueng, U. 2012. **Employee Satisfaction Affecting Employee Engagement of Steel Processing Company**. M.B.A. Thesis, Srinakharinwirot University.
- Nillawan, W. 2011. **Organization Commitment of Teachers and Education and Personnel of Suratthani Vocational College, Suratthani**. Bangkok: Rajamangala University of Technology Thanyaburi.
- Phisanpatthanasakul, Y., Kaewsahong, P. and Laroenphon, O. 2014. "The factors affecting the employee's organization commitment: the case of the college of sport sciences and technology, Mahidol University." **Journal of Sports Science and Technolog** 12 (2): 45-87.