

# FACTORS AFFECTING ORGANIZATIONAL COMMITMENT OF PERSONNEL AT LOCAL ADMINISTRATIVE ORGANIZATIONS OF MAHA SARAKHAM PROVINCE\*

ปัจจัยที่มีอิทธิพลต่อความผูกพันต่อองค์กรของพนักงานในองค์กรปกครองส่วนท้องถิ่น  
จังหวัดมหาสารคาม



Phra Khomkrit Kittipaño

พระคมกริช กิตติปัญโญ

Mahachulalongkornrajavidyalaya University

มหาวิทยาลัยมหาจุฬาลงกรณราชวิทยาลัย

Corresponding Author E-mail: [kkittipanyo@gmail.com](mailto:kkittipanyo@gmail.com)

## Abstract

Objectives of this research were 1 . To study the organizational commitment of personnel, 2. To study factors affecting the organizational commitment of personnel, and 3. To propose the guideline for development of the organizational commitment of personnel, conducted by the mixed research methods. The quantitative research applying survey research, using questionnaire for data collection from a sample of 348 personnel computed by Taro Yamane's formula from the population of 2,670 personnel. The collected data were analyzed by frequency, percentage, mean, standard deviation, simple linear regression, and stepwise regression analyses. The qualitative research used face-to-face in-depth interviewing 20 key informants, purposefully selected. The data collected from in-depth interviews were analyzed by descriptive interpretation.

The research findings were as follows: 1 . The overall of sampled personnel's opinion on average of organizational commitment was at the high level. When considering each component, it was also found that every component was at the high level. 2, From simple linear regression analysis, it was found that every factor; job characteristics, working motivation, Saṅgahavatthu 4 and Iddhipāda 4 had significantly affected organizational commitment. But from

\*Received November 2, 2021; Revised December 14, 2021; Accepted December 21, 2021

stepwise regression analysis, it was found that Iddhipāda 4, Saṅgahavatthu 4 and working motivation had significantly common affected organizational commitment, respectively. 3. The proposal guideline for development of organizational commitment where local personnel should apply Iddhipāda 4 and Saṅgaha vatthu 4 in working. Executives should promote working motivation and support job characteristics for local personnel.

**Keywords:** Job Characteristics; Working Motivation; Saṅgahavatthu 4; Iddhipāda 4; Organizational Commitment

### บทคัดย่อ

การวิจัยครั้งนี้มีวัตถุประสงค์ คือ 1. เพื่อศึกษาความผูกพันต่อองค์กรของพนักงาน 2. เพื่อศึกษาปัจจัยที่มีอิทธิพลต่อความผูกพันต่อองค์กรของพนักงาน 3. เพื่อเสนอแนวทางการพัฒนาความผูกพันต่อองค์กรของพนักงาน การวิจัยเป็นแบบผสมวิธี ระหว่างการวิจัยเชิงปริมาณและการวิจัยเชิงคุณภาพ สำหรับการวิจัยเชิงปริมาณเป็นการวิจัยแบบสำรวจโดยใช้แบบสอบถามในการเก็บรวบรวมข้อมูลจากกลุ่มตัวอย่างพนักงานจำนวน 348 คน ซึ่งคำนวณโดยใช้สูตรของ ทาโร ยามาเน่ จากประชากรพนักงาน จำนวน 2,670 คน สถิติที่ใช้ในการวิเคราะห์ข้อมูล ได้แก่ ความถี่ ร้อยละ ค่าเฉลี่ย ส่วนเบี่ยงเบนมาตรฐาน การถดถอยเชิงเส้นอย่างง่ายและการถดถอยแบบขั้นตอน ส่วนการวิจัยเชิงคุณภาพ ใช้การสัมภาษณ์เชิงลึกผู้ให้ข้อมูลสำคัญ จำนวน 20 คน โดยการเลือกแบบเจาะจง และทำการวิเคราะห์ข้อมูลโดยใช้การวิเคราะห์เนื้อหาเชิงพรรณนา

ผลการวิจัยพบว่า 1. พนักงานที่เป็นกลุ่มตัวอย่างมีความคิดเห็นเกี่ยวกับความผูกพันต่อองค์กรโดยรวมเฉลี่ยอยู่ในระดับมาก และเมื่อพิจารณารายด้าน ปรากฏว่า พนักงานที่เป็นกลุ่มตัวอย่างมีความคิดเห็นเกี่ยวกับความผูกพันต่อองค์กรรายด้านทุกด้าน โดยเฉลี่ยอยู่ในระดับมาก เช่นเดียวกัน 2. จากการวิเคราะห์การถดถอยเชิงเส้นอย่างง่าย ปรากฏว่า แต่ละปัจจัย คือ คุณลักษณะงาน แรงจูงใจในการปฏิบัติงาน หลักสังคหวัตถุ 4 และหลักอิทธิบาท 4 ต่างก็มีอิทธิพลต่อความผูกพันต่อองค์กรของพนักงาน และจากการวิเคราะห์การถดถอยแบบขั้นตอน ปรากฏว่า หลักอิทธิบาท 4 หลักสังคหวัตถุ 4 และแรงจูงใจในการปฏิบัติงาน มีอิทธิพลร่วมกันต่อความผูกพันต่อองค์กรของพนักงาน 3. ข้อเสนอสำหรับการพัฒนาความผูกพันต่อองค์กรของพนักงานคือ พนักงานควรประยุกต์ใช้หลักอิทธิบาท 4 และหลักสังคหวัตถุ 4 ในการปฏิบัติงาน และผู้บริหารควรส่งเสริมแรงจูงใจในการปฏิบัติงานของพนักงานและสนับสนุนคุณลักษณะงานของพนักงาน

**คำสำคัญ:** คุณลักษณะงาน; แรงจูงใจในการปฏิบัติงาน; หลักสังคหวัตถุ 4; หลักอิทธิบาท 4; ความผูกพันต่อองค์กร

## Introduction

The world is facing with many crises. Whether it is a political, economic, or social problem, they all have affected the management of both public and private organizations. These organizations must adapt themselves to survival and success. These organizations are committed to high performance organizations. That is, these organizations must produce high-performance. While the staff must satisfy and focus on the success, too. But to be like that, organizations need qualified human resources. Organizations with high qualified human resources are likely to achieve better and faster results than competitors. (Smithikrai, 2013)

Whether it is a public or private organization, the human resource management would focus on the management of personnel in the organizations to perform the appropriate performance. The resource must be of value although it is rare. The resource must be difficult to imitate but it must be organized. (Wright, 2001)

Organizational commitment may be defined as the relative strength of an individual's identification with an involvement in a particular organization. It can be characterized by at least three factors; a strong belief in and acceptance of the organizational goals and values, willingness to exert considerable effort on behalf of the organization, and definite desire to maintain organizational membership. (Steers & Porter, 1979)

Organizational commitment affects the behavior of a person, such as the absence of a job. Personnel with job satisfaction would be good members of the organization. Public organizations currently focus on engaging personnel in the organization or finding tools to lead to the creation and management of organizational engagement. It is important to find out the answer the question of "How do personnel stay with the organization well and happily, and at least, the personnel must talk about the organization in a good way." (Attanit, 2011)

The local administrative organizations were established to decrease central government's mission and increase power to the community and local administration. The local administrative organizations were assigned to be the main organizations to provide public services according to the Thai Constitution B.E. 2560 Article 249. The local administrative organizations must process the

visions and strategies to provide public services by creating innovation that serve the need of people with efficiency through the process of public participation.

Local administration is very important as a foundation for the administration of the country. Local administrative organizations are more closely related to the public than the central and regional administrations. It requires an agency. Local administrative organizations have responsibility for operation and provision of public services that meet the needs of the local community and truly solve the problems of the community. (Puangam, 2016)

Maha Sarakham is one province in the northeastern part of Thailand. This province composed of 13 districts, 133 sub-districts and 1,944 villages. The population was 962,665 persons. (Office of Maha Sarakham Province, 2021) There are 143 local administrative organizations in Maha Sarakham Province. There are 2,670 local personnel within these organizations.

Local personnel were important factor for local administrations. Success or failure of the works for public services of the local administrations would be mainly based on local personnel. Local personnel who have high level of organizational commitment would intend and sacrifice using their knowledge and abilities to work with the organizations until their retirement.

As the above mentioned, it was an interesting to study the organizational commitment of personnel and to study also the factors affected the organizational commitment of personnel in local administrative organizations of Maha Sarakham Province. The results from this research would be used as a proposal guideline for development of the organizational commitment of personnel. If the organizational commitment of local personnel improved, the local organizational works for public services and community development would also be improved with effectiveness and efficiency.

## Research Objectives

1. To study the organizational commitment of personnel in local administrative organizations of Maha Sarakham Province.
2. To study factors affecting the organizational commitment of personnel in local administrative organizations of Maha Sarakham province.

3. To propose the guideline for development the organizational commitment of personnel in local administrative organizations of Maha Sarakham province.

## Methodology

In this study, the research format was mixed methods research among quantitative research and qualitative research. The quantitative research applying survey research, using questionnaire for data collection from a sample of 348 operational personnel computed by Taro Yamane's formula from the population of 2,670 operational personnel in local administrative organizations of Maha Sarakham Province. The collected data were analyzed by statistical methods; frequency, percentage, mean, standard deviation, simple linear regression and stepwise regression analyses. The qualitative research was face-to-face in-depth interviews of 20 key informants by purposive selection. The data collected from in-depth interviews were analyzed by analytical induction.

## Research Results

1. From the study of the organizational commitment, it was found that the overall sampled personnel's opinion on average of organizational commitment of local administrative organizations was at the high level. When considering each component, it was also found that every component (a willingness to exert considerable effort on behalf of the organization, a definite desire to remain organizational membership, and a strong belief in and acceptance of organizational goals and values) was at the high level, respectively.

2. From the study of factors affected the organizational commitment, by simple linear regression analysis, it was found that job characteristics ( $X_1$ ), working motivation ( $X_2$ ), Saṅgaha vatthu 4 ( $X_3$ ) and Iddhipāda 4 ( $X_4$ ) had significantly individual affected the organizational commitment of personnel in local administrative organizations. Among these four variables, Iddhipāda 4 ( $X_4$ ) had highest individual affected the organizational commitment of personnel ( $Y$ ). Saṅgaha vatthu 4 ( $X_3$ ) and working motivation ( $X_2$ ) had the next high individual affected the organizational commitment of personnel ( $Y$ ), respectively. While job

characteristics had lowest individual affected the organizational commitment of personnel (Y).

By stepwise regression analysis, it was found that Iddhipāda 4 ( $X_4$ ), Saṅgha vatthu 4 ( $X_3$ ) and working motivation ( $X_2$ ) had significantly common affected the organizational commitment of personnel in local administrative organizations Among these three variables, Iddhipāda 4 ( $X_4$ ) had highest affected the organizational commitment of personnel (Y). While Saṅgha vatthu 4 ( $X_3$ ), and working motivation ( $X_2$ ), had the next high affected the organizational commitment of personnel (Y), respectively.

3. The research proposes the guideline for development the organizational commitment in local administrative organizations of Maha Sarakham Province as following details.

### 3.1 Encouragement the Application of Principle of Iddhipāda 4

3.1.1 Chanda: (satisfaction in work assigned); Local personnel should satisfy and happy with the works under their responsibilities. They should intend to work until arriving the target. They should sacrifice their knowledge and life to do the works for communities.

3.1.2 Viriya: (doing with effort); Local personnel should do their duties with effort, patient and tolerant until arriving the targets. Some kinds of works, personnel should have high effort and patient to do because it would take long time.

3.1.3 Citta: (active thought); Local personnel should have active thought, intend, and try hard to improve the works until finish. They should commit to work, perceive on duty, do not negligent the responsibility.

3.1.4 Vīmaṃsā: (investigation); Local personnel should use intelligence to consider and analyze the appropriate worthiness of works before doing. They should use investigation principle to consider and analyze the steps in operations.

### 3.2 Encouragement the Application of Principle of Saṅgha vatthu 4

3.2.1 Dāna: (giving, generosity); Local personnel should be provided welfare and benefit according to organizational rules and regulations. Local personnel should have generosity to each other in which it would be mental binding and make them unity.

3.2.2 Piyavācā: (kindly speech); Local personnel should use kindly, benefit and creative speech with colleagues and people. Local personnel should be sincerely in their speech and should not use naughty speech.

3.2.3 Atthacariyā: (helpful action); Local personnel should behave as good and right examples to others without illusive behave. They should perform useful activities for their colleagues and subordinates.

3.2.4 Samānattatā: (participation); Local personnel should behave appropriately with their positions and responsible works. They should behave according to the organizational rules and regulations.

### 3.3 Promotion of Working Motivation of Local Personnel

3.3.1 Achievement; Local personnel who were success in work performance would receive promotion in position and salary. Local personnel should be proud to solve community problems and the results were accepted by the people.

3.3.2 Recognition; Executives should accept and command according to knowledge and abilities of local personnel. Local personnel should have confidence and work hard until arrive succession in work performances.

3.3.3 Work Itself; Works of local organizations should agree with knowledges and abilities of local personnel. Works of local organizations should originate from the need of people themselves.

3.3.4 Responsibility; Local personnel should be clearly assigned work responsibilities and authorities. They should work with full capacities to finish the works with efficiency. They should pay higher attention in solving various kinds of important problems occurred.

3.3.5 Advancement; Local personnel should have the chance in position progressing, changing of work line and salary increasing. They should have equal chance to be promoted to higher position and increase the salary.

3.3.6 Growth; Local organizations should have the committee to set the standard of personnel management. Executives should promote local personnel to have higher study and training. Local personnel should be progress in their positions from increasing of education and experience.

### 3.4 Supporting of Job Characteristics of Local Personnel

3.4.1 Skill variety; The works of local organizations consisted of many activities because they served many public services. The appointment of local personnel should be based on their knowledge and abilities which would be appropriate to the job description.

3.4.2 Task identity; Local personnel should be given the opportunity to participate in decision making. They should have the freedom to perform their duties from beginning until finishing. They should make their own decision in finding the way to solve the problems in working by themselves.

3.4.3 Task significance; The works of local organizations relied on specific needs of the communities. Local personnel should work with public participation and past experiences from communities.

3.4.4 Autonomy; Local personnel should have freedom in working under the organizational rules and regulations. They should have more freedom in working when they were assigned higher responsibilities.

3.4.5 Feedback; There should be performance evaluation two times a year and the evaluation results should be reported to local personnel. There should be continuously evaluated of working performances of local organizations.

## Discussion

1. From the study of the organizational commitment, it was found that the overall average of sampled personnel's opinion on organizational commitment of local administrative organizations was at the high level. This finding might be because local personnel intended and tried hard to work in the local organizations. They had dedicated knowledge and capacities for assigned responsibilities. They had spent their physical and mental strength for working until achieving the organizational goals.

This finding corresponds to the research work of Natchawan Kosaiyakanont and Srirath Gohwong which conducted research on "Organizational Commitment of the Employees in the Department of Science Service". The research concluded that the organizational commitment of the employee in the department of science service was at the high level. (Natchawan & Srirath, 22020)



2. From the study of factors affected the organizational commitment, it was founded the following results.

2.1 For individual effect, it was found that.

2.1.1 Job characteristics had statistical significantly affected the organizational commitment of personnel. This finding might be because the works of local organizations consisted of many activities for serving many public services. These works used skill variety to achieve the goals with efficiency and effectiveness. Local personnel had to utilize many kinds of knowledge and abilities. They had been given the opportunity to participate in decision making. They had the freedom to perform their duties from beginning until finishing.

This finding correspondents to the research work of Kritpak Panthanom which conducted research on “Influence of Job Characteristics, Social Support, and Organizational Socialization on Organizational Commitment of Employees in a Private Company, Nonthaburi Province.” The research found that organizational socialization and job characteristics could jointly predict the employees’ organizational commitment. (Kritpak Panthanom, 2014)

2.1.2 Working motivation had statistically significantly affected the organizational commitment of personnel. This finding might be because local personnel who were success in working performance would receive promotion in position and salary. Local personnel were proud to solve community problems and the results were accepted by the people. Local personnel had satisfied with the promotion to higher position and salary increasing. Thus, local personnel had the feeling of organizational commitment.

This finding correspondents to the research work of Parichat Ritsongmuang which conducted research on “The Relationship between Work Motivation and Organizational Commitment of Government Officials in the Department of Agricultural Extension, Ministry of Agriculture and Cooperatives.” The research found that the work motivation had significant positive relationship with organizational commitment of government officials. (Parichat Ritsongmuang, 2015)

2.1.3 Saṅgaha vatthu 4 had statistical significantly affected the organizational commitment of personnel. This finding might be because local personnel were provided welfare and benefit according to organizational rules and regulations. Local personnel used kindly, benefit and creative speech with

colleagues and people. Local personnel behaved appropriately with their positions and responsible works. Thus, local personnel were happy and had commitment to their organizations.

This finding corresponds to the research work of Chananchida Ketkomol et al. (2020) which conducted research on “A study of the Result of the Commitment to the Organization according to Saṅgaha vatthu 4 in the Office of the Welfare Promotion Commission for Teacher and Educational Personnel.” The research found that Sangahavatthu 4 should be used as a criterion for enhancing the organizational commitment of personnel in the office.

2.1.4 Iddhipāda 4 had statistical significantly affected the organizational commitment of local administrative organizations. This finding might be because local personnel had satisfied with works assigned. They had done their duties with effort, patient and tolerant until arriving the targets. They had active thought, intend, and try hard to improve the works until finishing. They had used intelligence to consider and analyzed the appropriate worthiness of works and the steps in operations before doing.

This finding corresponds to the research work of Surin Niyamangkoon et al. (2021), which conducted the research on “Effect of Working Motivation, Self Esteem, and Iddhipata Principle on Joy at Work of Supporting Personnel of Mahachulalongkornrajavidyalaya University.” The research found that the Iddhipata Principle had statistically affected on joy at work of supporting personnel.

2.2 For common effect, it was found that.

Iddhipāda 4, Saṅgaha vatthu 4 and working motivation had statistical significantly common affected the organizational commitment. This finding might be because local personnel had applied Iddhipata 4 in performing their works. They had satisfied and intended to work. They had done their duties with effort, patient and tolerant. They had active thought, intend, and try hard to improve the works until finishing. They had used intelligence to consider and analyzed the appropriate worthiness of works and the steps in operations before doing.

Local personnel had also applied Saṅgaha vatthu 4 for their works. The executives gave useful things to colleagues and subordinates. Local personnel

used kindly, benefit and creative speech with colleagues and people. Local personnel worked in beneficial activities behaved appropriately with their positions and responsible works.

Similarly, local personnel who were success in working performance had received promotion in position, salary, and benefit. Local personnel were proud to solve community problems and the results were accepted by the people. Local personnel had satisfied with the promotion to higher position and salary increasing. Thus, these three factors, Iddhipāda 4, Saṅgaha vatthu 4 and working motivation had significant common affected on organizational commitment.

This finding corresponds to the research work of Nittaya Jitrumpun (2016) which conducted research on “Iddhipāda Principles for Success and Happiness in Work Performance of Personnel Primary Care Unit of Mueang District, Surat Thani Province.” The research found that the application of Iddhipāda principles in working would make personnel satisfy, love, and appreciate their responsibilities, personnel had respected the organization’s team, and personnel were also proud and need to work in the organizations.

It also corresponds to the research work of Universe Suksamaitri (2016) which conducted research on “Organizational Culture Based on Saṅgaha vatthu 4.” The research found that the Saṅgaha vatthu 4 was recommended to use for solving the problems in the organizations; the problem of (1) scarcity of giving, sharing and forgiveness to each other, (2) speak impolitely, not nicely, not sweetly, not pleasantly to coworkers, (3) lacking public will or service mindedness and doing for the whole, and (4) appropriate behavior and fair shares.

Similarly, it also corresponds to the research work Sunisa Nopparat (2014) which conducted research on “The Relationship between Working Motivation and Organizational Commitment of Polices at Wang Noi Police Station, Pra Nokhon Sri Ayuthya Province.” The research found that there was significant relationship between working motivation and organizational commitment of polices at Wang Noi Police Station.

## Body of Knoeledge

The research has the following recommendations.

1) Local administrative organizations should have the plan to promote the application of Iddhipāda 4 and Saṅgaha vatthu 4 for local personnel use in working.

2) Local organizational should have a concrete plan for human resource management. The plan should clearly define the recruitment, compensation, and development of local personnel.

3) Executives should give local personnel the chance in making comment and suggestion for the organizational operation.

4) Local administrative organizations should have people participation because the people will know the real situation of the communities. Succession of the organizations will be known by response of people.

5) The promotion of local personnel should be based on their work performances. Evaluation for personnel promotion should clearly and fairly operate.

## Reference

- Ketkomol, et al. (2020). A Study of the Result of the Commitment to the Organization according to Sangaha vatthu 4 Office of the Welfare Promotion Commission for Teacher and Educational Personnel. *Journal of Graduate Study Review Nakhonsawan Buddhist College*, 8(2), 95-120.
- Chuchai Smithikrai. (2013). *Recruitment, Selection and Evaluation Personnel Performance* (4th ed). Bangkok: Chula Press.
- Kovit Puangam. (2016). *Thai Local Governance* (9th ed.). Bangkok: Winyuchon Publication House.
- Kritpak Panthanom. (2014). Influence of Job Characteristics, Social Support, and Organizational Socialization on Organizational Commitment of Employees in a Private Company, Nonthaburi Province. *Journal of Social Sciences and Humanities*, 40(1), 194-207.
- Natchawan Kosaiyakanont & Srirath Gohwong. (2020). Organizational Commitment of the Employees in the Department of Science Service. *Research and Development Journal Loey Rajabhat University*, 15(53), 32-40.

- Nittaya Jitrumpun (2016). Iddhipada Principles for Success and Happiness in Work Performance of Personnel Primary Care Unit of Mueang District, Surat Thani Province. *Region 11 Medical Journal*, 30(3), 169-177.
- Office of Maha Sarakham Province. (2021). *The Development Plan of Maha Sarakham Province B.E. 2561-2565*.
- Parichat Ritsongmuang, "The Relationship between Work Motivation and Organizational Commitment of Government Officials in the Department of Agricultural Extension, Ministry of Agriculture and Cooperatives," *Journal of College of Innovative Management, Valaya Alongkorn Rajabhat University*, Vol. 3 No. 1 October 2014 – January 2015, pp. 79-86.
- Rungroj Attanit. (2011). *Employee Engagement* Bangkok: Hr. Center Co., Ltd.
- Steers & Porter, L. W. (1979). *Motivation and Work Behavior* (2nd ed.). New York: McGraw-Hill.
- Sunisa Nopparat. (2015). The Relationship between Work Motivation and Organizational Commitment of Polices at Wang Noi Police Station, Pra Nokhon Sri Ayuthya. *Journal of College of Innovative Management Valaya Alongkorn Rajabhat University*, 3(1), 167-173.
- Surin Niyamangkoon et al. (2021). Effect of Working Motivation, Self Esteem, and Iddhipata Principle on Joy at Work of Supporting Personnel of MCU. *Journal of MCU Social Review*, 10(2), 114-125.
- Universe Suksamaitri. (2016). Organizational Culture Based on Sangkaha vattu 4. *Journal of MCU Social Sciences Review*, 5(2), 139-152.
- Wright, P., et al. Human Resources and the Resource-based View of the Firm. *Journal of Management*, 6(1), 701-721.

