

# Relationship Between Human Capital Management and Organizational Commitment of Academic Employee

Chutikarn Sriviboon

*Suan Sunandha Rajabhat University, 1-U-Thong Nok, Dusit, Bangkok, Thailand,*

*E-Mail: Chutikarn.sr@ssru.ac.th*

## ABSTRACT

Abstract— The objectives of this research were to study the level of human capital and the level of organizational commitment among academic employees, and to study the relationship between human capital and commitment of academic supporting personnel. The research approach uses quantitative research. The sample group used in this research was 300 representatives of one government organization with using a simple random sampling method. The data collection used questionnaires that were tested for the validity and reliability of the questionnaires. Statistics used in the analysis were frequency, percentage, mean, standard deviation, and correlation analysis. The results revealed that the level of human capital, overall was at a high level. The human capital in the aspects of knowledge capital was the most importance, followed by cultural capital, innovation capital, creativity capital, and emotional capital, respectively. As well as the level of organizational commitment was at the high level. The results revealed that human capital was positively correlated with organizational commitment of academic employees was a moderately positive correlation ( $r=0.587$ ) with statistical significance at the 0.01 level. When considering the relationship of overall human capital and organizational commitment in each aspect, it was found that human capital was positively correlated with organizational commitment in the aspect of Continuity ( $r=0.587$ ) at the most with moderate level, followed by Affective ( $r=0.448$ ) and Normative ( $r = 0.363$ ), respectively.

Keywords—Academic employee, Human capital, Organizational commitment

## INTRODUCTION

In the 21st century, human capital is the most important resource. It is important to compete in the modern trade world that transforms production bases into human capital bases to achieve maximum value. Accelerating the development of the new generation to have international potential and being a good person as a social capital is therefore essential to elevate the country to an international level. The government system has given importance in the administration of state affairs because government officials are the real drivers of the bureaucratic system. The bureaucratic system will be efficient and effective, able to perform the mission of the agency for how successful and beneficial to the country and the people depends on the quality and honesty of the government officials. This can only be achieved through an efficient human resource management system based on academic principles.

Human capital is recognized as a key factor contributing to the success of an organization. Effective human capital management services can support intellectual capital. This is an excellent ability of an organization to build competitiveness through the knowledge of its personnel and outstanding talent produces excellent performance and drives innovation (Rastogi, 2000). Therefore, the management of human capital is an investment in the individual to increase the individual's potential in order to increase the value of productivity in the form of creating value for the organization (). The success of the organization is caused by human beings which is an important resource to the organization. Humans are different from other types of resources because human beings are a living resource, having a mind and unable to command. When humans have a good feeling towards the leader and the organization, he will be determined to complete the tasks assigned to the best to achieve the goals. Today's organization is human-driven and human beings are the strengths of the organization by using human beings as the driving force for the organization to be successful (Vejanon, 2008). It is accepted that people are the heart of the organization. It is valuable and can be developed into a "Capital" by creating added value by sending people to higher level training or specialized education to add value to human resources. This will enable the organization to develop the organization sustainably.

In organizational management, “Human Resources” is a resource that is extremely important because it is the resource that is the source of the effectiveness and efficiency of the organization. It is a very important resource for the organization from the past to the present. Because it is a resource that helps create value that is beneficial to society, having intelligence, skills and abilities, and human creativity. It can be seen that in the past, there have been a lot of research studies on human resource management in various fields, whether it is a study on recruitment, selection, human resource development or the study of factors affecting performance including maintaining quality personnel to remain with the organization. For the benefit of effective and successful organization management have the ability to compete with business competitors under ever-changing economic and social conditions.

However, human resource management methods are needed to incentivize government employees to work more efficiently and effectively and to maintain quality personnel to be with the organization (Prugsarporn & Suphuan, 2022). This will require the ability to build relationships with the organization and motivate employees to feel satisfied in their work, have good working behavior and work efficiently. As a result, personnel have a feeling of willingness to work to the best of their ability to achieve the goals of the organization and want to be with the organization willingly as long as possible. Organizational commitment is related to the loyalty of a member's organization. Organizational commitment according to Allen and Meyer's concept can be divided into three components: affective commitment, continuance commitment and normative commitment. This results in the willingness to work for the organization to achieve its goals and to make them feel that they are valuable to the organization and the need to maintain membership of the organization (Allen & Meyer, 1990).

The study of the relationship between human capital and organizational commitment is therefore important in order to use the results of the study as a preliminary information to encourage university personnel having commitment with the organization. This will be a factor that motivates personnel to work efficiently and effectively, and is a guideline for the development of human resource management in the organization to be effective and help retain knowledgeable employees remain with the organization.

## LITERATURE REVIEWS

### *Human Capital Management*

Human Capital Management is a process that involves planning and implementing improvements in the performance of employees that play a key role in the success of an organization's operations. They will be employees who have the core competency as required by the organization competitive advantage first and employing human capital management, which is a strategy that is composed of Human Capital Theory, Human Capital Vision and Strategic Component. Hongladarom (2012) proposes that Human capital management is the process of planning and implementing the development of knowledge, skills and attitudes of personnel that are required to have key competencies in creating competitive advantages for the organization. He developed the 5K's Theory which addresses the quality building of human capital for competitiveness in the free ASEAN era. In conclusion, the 5K's Theory consists of:

1. Creativity Capital means applying existing knowledge and skills to create value-added products or services to meet the needs of customers in a timely manner ready to accept changes that occur both now and in the future.

2. Knowledge Capital means knowledge and ability to learn specific expertise, analytical thinking, skills, action and experience that is accumulated in yourself.

3. Innovation Capital means knowledge and ability to expand knowledge and develop new things that are beneficial to the operation of the organization both in terms of how to develop product and service development including management that is appropriate to the current situation and situation.

4. Cultural Capital means creating positive interactions between people in the organization through what everyone in the organization agrees to be good and appropriate. Everyone has mutual trust as well as being willing to work together to achieve the objectives of the organization and ready to exchange opinions on the development of the organization to move forward together.

5. Emotional Capital refers to the process of adjusting opinions, understandings, awareness, or even character traits of individuals to perform good and appropriate work according to the needs of the organization. Until being diligent and honest to work and the organization have a strong bond and trust in the organization with sacrifice, unity, being sincere and respecting the rights of colleagues.

### ***Organizational commitment***

Porter & Steer (1977) defined organizational commitment as the relationship that expresses all connections between employees and the organization. Job eligibility is the intensity that characterizes the individual involved in performing tasks for the organization. This commitment will have three characteristics as follows: 1) Confidence and acceptance of the goals of the organization, 2) The willingness to use the best efforts for the benefit of the organization, and 3) the need to continue to be a member of the organization.

Allen and Meyer (1990) argue that organizational commitment is how employees feel about the organization by being a sticky thing for a person to stay in the partner. The idea of organizational commitment had been given as a state of mind of a person towards the organization and define organizational commitment as a commitment to goals, the values of the organization and the performance of their own roles to achieve the goals and values of the organization. The commitment to the organization consists of 3 parts: 1) Unity with the organization identification is the expression of the goals and values of the worker's organization, thinking of the organization in a positive way, proud to work with the organization and have satisfaction in their work, 2) Relationship with the organization by performing duties according to their roles fully, desire to stay with the organization, dedicated efforts to the organization willingly enthusiastic about work and use their best efforts to create productivity for the organization, and 3) Loyalty with the feelings of love and commitment to the organization, protecting the reputation and image of the organization, awareness of the future of the organization and faith in the goals and values of the organization.

### ***Related works***

Related research was used to define the conceptual framework and research hypothesis. Yotlert (2003) defined that human capital management is the process of developing knowledge, skills, and attitudes of personnel in an organization to enhance the personnel's potential to work effectively. In line with the goals set by the organization and in order to motivate personnel to show their maximum potential in their own operations. It should consist of knowledge management, skill management and attitude management. Vejyanon (2008) defined that human capital refers to various characteristics, including the abilities that are included in human beings, such as knowledge, skills, abilities, which are largely inherent to that human being or spend money and time to build and maintain it. The research of Chomkaew (2017) showed that the analysis of the relationship between human resources management and organizational commitment of the staff showed a strong positive correlation, while the analysis of the relationship between human resources management and work efficiency of the staff showed a weak positive correlation. The comparison of the difference on human capital development found that different age, different staff, different working time, and different income and salary were found to be statistically significant. The relationship between internal and external factors on the development of human capital found factors the leadership of the executive, culture organization for work, training and develop for staff, smart worker management in the organization, organizational commitment, technology and economics that every aspect was related with human capital development in a positive way at a moderate level. Moreover, Meyer & Herscovitch (2001) proposed that commitment is a force that binds an individual to a course of action of relevance to one or more targets. Employees are theorized to experience this force in the form of three bases, or mindsets: affective, normative, and continuance, which reflect emotional ties, perceived obligation, and perceived sunk costs in relation to a target, respectively.

## **METHODS**

The target population used in this research was academic employees who work in government agencies located in Bangkok. The researcher determined the sample size using Taro Yamane's formula (Yamane, 1970). The sample of 300 people was conduct to collect data by using a simple random sampling method.

Tools used in this research is a questionnaire divided into 3 parts, consisting of personal data, human capital management opinions and organizational commitments opinions. The estimation scale type of questionnaire was 5-level Likert's scale. The generated questionnaires were tested for validity and the reliability of the questionnaire. in order to obtain accurate research results and achieve the stated objectives. The results of the confidence check of 40 samples were between 0.7-1.00 and got the total confidence of 0.828, which passed the reliability criteria (Hair et al., 2010). Therefore, it was concluded that the questionnaires could be used to collect data.

Statistics used in data analysis, the researcher used descriptive statistics to describe the demographic characteristics such as frequency, percentage, mean and standard deviation. As well as the inferential statistical analysis was used to test research hypotheses by using Pearson correlation coefficient analysis.

## RESULTS

### *Descriptive results*

The personal information of the samples group consisted of 300 samples found that most of the respondents were female, single, aged between 31-40 years of age with a bachelor's degree, salary between 15,001-30,000 baht, are operational employees, working periods are less than 5 years.

The level of human capital management that affects the organizational commitment of academic employees as a whole is at a high level. If considered separately by components, human capital in the aspect of knowledge capital is the most important, followed by cultural capital, innovation capital, creative capital and emotional capital, respectively, at a high level in all aspects.

The overall opinions of organizational commitment of academic employees is at a high level. If considering each items, the sample group agreed with the pride and felt part of the organization the most, followed by satisfaction in being academic employees, dedication to the organization, faith in goals and values, always think of the organization in a positive way, awareness of the good future of the organization, readiness to protect the reputation and image of the organization, and desire to stay with the organization forever, respectively, were at a high level in every items.

### *Hypothesis testing results*

An analyzing of the relationship between the work motivation and the commitment to the organization of academic employees as a whole to test the hypothesis by using the correlation coefficient Pearson's coefficient as shown in the Table 1.

**Table 1**  
**The Correlation Coefficient Between Human Capital Management and Organizational Commitment of Academic Employee**

Relation	Huma	Crea	Know	Inno	Cult	Emot	Comm	Affe	Cont	Norm
Human Capital	1									
Creativity	.650**	1								
Knowledge	.237**	.266**	1							
Innovation	.355**	.395**	.256**	1						
Cultural	.601**	.677**	.579**	.523**	1					
Emotional	.789**	.601**	.350**	.381**	.570**	1				
Commitment	.587**	.726**	.308**	.523**	.472**	.559**	1			
Affective	.448**	.473**	.400**	.806**	.585**	.559**	.439**	1		
Continuity	.587**	.723**	.607**	.631**	.922**	.565**	.626**	.685**	1	
Normative	.363**	.488**	.923**	.311**	.534**	.233**	.276**	.287**	.566**	1

\*\* Significant level at .01, \* Significant level at .05

Results of a study on the relationship between human capital and organizational commitment, it was found that human capital was positively correlated with organizational commitment of academic employees was a moderately positive correlation ( $r=0.587$ ) with statistical significance at the 0.01 level. When considering the relationship of overall human capital and organizational commitment in each aspect, it was found that human capital was positively correlated with organizational commitment in the aspect of Continuity ( $r=0.587$ ) at the most with moderate level, followed by Affective ( $r=0.448$ ) and Normative ( $r = 0.363$ ), respectively. Moreover, the relationship of overall organizational commitment and human capital in each aspect, it was found that organizational commitment was positively correlated with human capital in the aspect of Creativity ( $r=0.726$ ) at the most with high level, followed by Emotional ( $r=0.559$ ), Innovation ( $r = 0.523$ ), Cultural ( $r = 0.472$ ) and Knowledge ( $r = 0.308$ ), respectively.

## CONCLUSION AND FUTURE WORK

### *Conclusion and discussion*

The results of a study on the relationship between human capital and organizational commitment, it was found that human capital was positively correlated with organizational commitment of academic employees was a moderately positive correlation with statistical significance at the 0.01 level. The results are in line with the research of Chomkaew (2017) showed that the analysis of the relationship between human resources management and organizational commitment of the staff showed a strong positive correlation, while the analysis of the relationship between human resources management and work efficiency of the staff showed a weak positive correlation. This is in accordance with Pairojwoottipong (2017) found that human capital management has an influence as a mediator link between knowledge management and performance of the organization where human capital management is one of the strategies for building employee engagement with organizations. As well as in a study by Bassi & McMurrer (2004) found that human capital management create employee engagement with the organization by accessing knowledge making and learning ability of employee which will be a key driver to lead the organization to increase organizational performance.

When considering the relationship of overall human capital and organizational commitment in each aspect, it was found that human capital was positively correlated with organizational commitment in the aspect of Continuity at the most with moderate level, followed by Affective and Normative, respectively. As well as in accordance with the study of Yotlert (2009) revealed that human capital management is a process of knowledge management, skill management and attitude management of personnel in the organization to increase the potential of personnel to work effectively and incentivize personnel to show their highest potential in their own operations. This may be due to emotional capital being attributes to individuals such as self-perception, dignity and flexibility. This will be the basis for personnel to have the opportunity to grow in their line of work appropriately and fairly, never give up on obstacles or problems, and resulting in effective teamwork which the organization must promote and develop to occur in the organization.

Moreover, the relationship of overall organizational commitment and human capital in each aspect, it was found that organizational commitment was positively correlated with human capital in the aspect of Creativity at the most with high level, followed by Emotional, Innovation, Cultural and Knowledge, respectively. This is consistent with the study by Ployhart and Moilterno (2011) found that potential talent with good human capital arises from the human capital that resides in them because emotional capital management creates good interactions between people in the organization including mutual trust willingness to work together and are ready to exchange ideas to develop the organization to move forward together. Moreover, the study of Vejyanon (2011) stated that emotional capital or emotional intelligence in performing tasks other than knowledge, skills, and attitudes. Emotional control will help employees be more able to perceive stories that are contrary to their thinking and continue to strengthen the relationship and expand the scope in a way that promotes each other. By taking the human capital concept that prioritizes networks of social relationships and emotional regulation in addition to cognitive capital competence, human capital can be enhanced.

### *Recommendations and future work*

Government agencies should focus on human capital management by focusing on the creation of human capital in all aspects. It should be defined as vision, mission, strategy and human capital management operation planning in all aspects to continually arise in order to build the potential in human capital and commitment with the organization. As well as, government agencies should focus on managing emotional capital of human capital. Government agencies should develop techniques to encourage personnel to participate willingly to express their opinions by focus on diverse ideas and continually being creative. Moreover, government agencies should focus on maintaining valuable personnel in the organization to stay with the organization in the long term with a way to build a relationship with the organization.

Further research recommendations should explore other factors or variables that are relevant or expected to affect organizational commitment to obtain comprehensive information in all dimensions. Including qualitative research approach should be applied to analyze data in depth or support quantitative research results by using qualitative techniques such as in-depth interviews, focus group interviews, etc.

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