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# CULTIVATING ACADEMIC SUPPORT STAFF ENGAGEMENT IN AN INNOVATIVE COLLEGE OF MANAGEMENT

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## ABSTRACT

This research aims to explore the factors influencing organizational commitment among academic support staff at the College of Innovation and Management, and to identify strategies for fostering this commitment. Utilizing a stratified random sampling method, the study surveyed 28 academic support staff members from Rajabhat University Suan Sunandha, with a 5% margin of error and 95% confidence level. The majority of respondents are female (68.79%), primarily aged 31-40 years (46.4%), with most holding a master's degree (70.8%) and being single (58.4%). Notably, 40.4% are operational-level employees, with the majority having 6-10 years of service. The study identifies key strategies for creating organizational commitment, which include developing a stable and progressive organizational atmosphere, enhancing efficient work environments and systems, and promoting opportunities for personal and professional growth. These strategies aim to cultivate a sense of security and stability, motivate long-term commitment, and foster workplace satisfaction through a supportive atmosphere and continuous improvement. Furthermore, the study emphasizes the importance of nurturing a culture of organizational commitment by leveraging knowledge from internal and external learning opportunities, adhering to organizational policies, and encouraging ongoing innovation in work practices.

**Keywords:** Organization, Organizational Commitment, Personnel, Employee Engagement

## INTRODUCTION

Currently, technology plays a significant role in organizations, leading to rapid changes in the organizational environment (Wilson, 2010). As a result, organizations need to adapt policies, management styles, and organizational structures to align with and respond to these rapidly changing circumstances (Natthaphan, 2008; Kaewsaiha, 2020). Organizational commitment refers to the employees' feelings towards the organization, characterized by a strong and positive relationship (Mowday, Porter, and Steers, 1982). This commitment is demonstrated through actions that contribute to the organization's benefit, driven by confidence in the organization's goals and values (Steers, 1991).

Employees who are committed to the organization take pride in their affiliation and foster positive relationships with colleagues. Their behaviors align with the organizational goals and requirements consistently (Lockwood, 2007). Many organizations recognize the importance of investing in creating a positive work environment to foster employee commitment (Woodruffe, 2006). In essence, fostering employee commitment involves creating happiness and a conducive atmosphere for work. When employees understand the organization's direction and realize their importance in contributing to its success, it leads to positive outcomes for both the individuals and the organization in the long run (Herscovitch & Meyer, 2002). Steers' concept of organizational commitment involves the voluntary dedication of physical and emotional

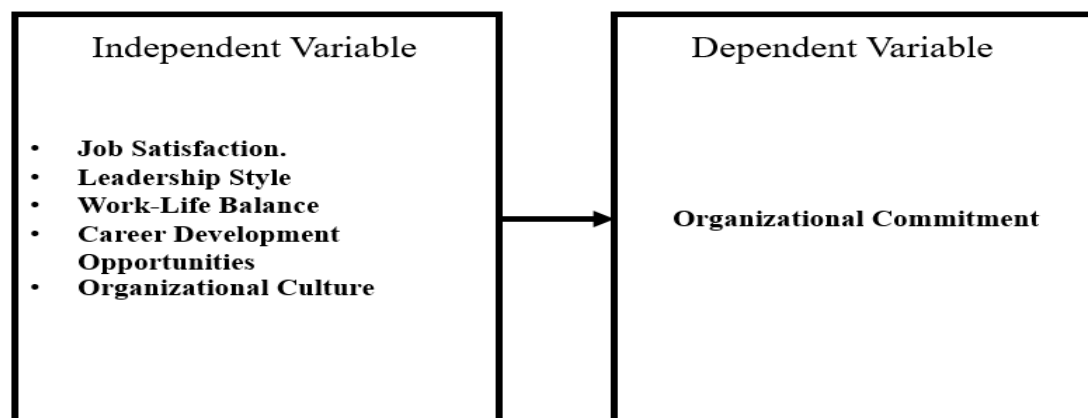
energy to the organization. This commitment comprises strong beliefs, acceptance of the organization's goals and values, a willingness to invest considerable effort for the organization, and a strong desire to maintain membership in the organization (Steers, 1991). Therefore, it is crucial for managers to establish their own organizational commitment to serve as a key driver in binding employees to the organization for an extended period (Dunham, Grube, & Castañeda, 1994). Slowly but consistently, commitment persists, acting as a compelling force and motivation for employees to devote themselves to the organization. Conversely, if employees feel stressed or dissatisfied with their tasks and lack commitment to the organization, they may easily resign, leading to negative impacts such as delayed work, work discontinuity, and increased costs for hiring new personnel (Thanawnee, 2017).

Given the above importance, this research aims to explore the strategies for creating organizational commitment among academic support staff in the College of Innovation and Management. The goal is to understand the factors influencing organizational commitment and provide valuable insights for effective management practices in the context of the rapidly changing societal landscape, ensuring consistent adaptability and operational efficiency for the College of Innovation and Management.

## RESEARCH OBJECTIVES

- 1) To identify the factors influencing the organizational commitment of academic support staff in the College of Innovation and Management.
- 2) To determine strategies for enhancing organizational commitment among academic support staff in the College of Innovation and Management.

## CONCEPTUAL FRAMEWORK



**Figure 1:** Relationship between job satisfaction and organizational commitment

This figure shows the relationship between job satisfaction and organizational commitment. The independent variables are the factors that can influence job satisfaction, such as leadership style, work-life balance, career development opportunities, and organizational culture. The dependent variable is organizational commitment, which is the degree to which an employee feels attached to and identifies with their organization.

The figure shows that job satisfaction is positively correlated with organizational commitment. This means that employees who are more satisfied with their jobs are more likely to be committed to their organizations.

## METHODOLOGY

Research on the topic of "Strategies for Creating Organizational Commitment among Academic Support Staff at the College of Innovation and Management, Suan Sunandha Rajabhat University" was conducted using a mixed-methods approach, involving both quantitative and qualitative data collection. The study followed a systematic process, incorporating literature review, theoretical frameworks, relevant documents, and related research works. The following outlines the key steps of the research:

### 1. Population and Sample

The population for this research comprised academic support staff at the College of Innovation and Management, Suan Sunandha Rajabhat University.

The sample group consisted of 32 randomly selected academic support staff members, chosen using non-probability purposive sampling with a 5% margin of error and 95% confidence level.

### 2. Key Informants

Key informants, important sources of information, were identified and interviewed through in-depth interviews. The sample included administrators, faculty members, and staff members, selected purposively.

### 3. Research Tools

The research utilized qualitative methods, specifically in-depth interviews. The interview structure included four sections covering personal factors, factors influencing organizational commitment, strategies for creating organizational commitment, and recommendations.

The tools used in the research were qualitative, consisting of in-depth interviews with a structured format. The interview had four sections:

1. *Personal factors affecting respondents.*
2. *Factors influencing organizational commitment among academic support staff.*
3. *Strategies for creating organizational commitment among academic support staff.*
4. *Recommendations.*

The creation and validation of the interview tool involved a five-step process, including literature review, data compilation, tool creation, expert review, and final adjustments.

### 4. Data Collection

Data collection occurred in two stages:

A review of concepts related to organizational coordination efficiency at the College of Innovation and Management, Suan Sunandha Rajabhat University, using sources such as books, journals, theses, and research reports.

In-depth interviews with key informants, focusing on academic support staff at the College of Innovation and Management.

### 5. Data Analysis

The collected data underwent analysis using content analysis for qualitative research and descriptive analysis. The research findings were presented descriptively.

## RESULT

Research on “Strategies for Creating Organizational Commitment among Academic Support Staff at the College of Innovation and Management, Suan Sunandha Rajabhat University” was presented with findings separated based on objectives:

Objective 1: Study factors influencing organizational commitment among academic support staff at the College of Innovation and Management. General Information: The majority of respondents were female (81.25%), aged 31-40 years (53.1%), holding a master's degree (90.6%), single (59%), working in operational positions (78.1%), and with work experience ranging from 6-10 years (65.6%). Comments on Factors: Respondents perceived that the organization highly supports career advancement, values and aims to retain its employees, provides stability, is progressive and growing, and currently fosters openness and camaraderie among staff. The areas with slightly lower averages included relationships with colleagues, which were described as friendly and supportive. Additionally, workload responsibilities did not pose significant problems, and respondents reported maintaining physical and mental health well. Work-life balance was achieved with sufficient time for family, relaxation, and health care.

Objective 2: Study strategies for creating organizational commitment among academic support staff at the College of Innovation and Management. General Information: Respondents' characteristics remained consistent with the overall demographic profile mentioned earlier. Comments on Strategies: The overall perception of strategies for creating organizational commitment was highly favorable. The College of Innovation and Management at Suan Sunandha Rajabhat University was considered stable, and the respondents expressed a strong commitment to their work. They acknowledged the institution's support for growth, motivation provided, and the intention to continue working until retirement. The staff actively sought new ways to improve their efficiency and found the organization receptive to their feedback. Areas with slightly lower averages included providing opportunities for staff to express opinions and receive assistance from supervisors.

## CONCLUSION

In conclusion, the research on "Strategies for Creating Organizational Commitment among Academic Support Staff at the College of Innovation and Management, Suan Sunandha Rajabhat University" provides valuable insights into the factors influencing organizational commitment and the effectiveness of strategies employed in an academic setting. The study revealed a positive and supportive work environment, fostering high levels of commitment among the academic support staff.

The first objective focused on identifying factors affecting organizational commitment. The findings underscored that factors such as career advancement opportunities, organizational stability, and supportive workplace relationships contribute significantly to the commitment of academic support staff. The demographic profile of respondents, including predominantly female, master's degree holders, and those with operational positions and work experience ranging from 6-10 years, provided a clear understanding of the study population.

The second objective delved into strategies for creating organizational commitment. The overall positive perception among respondents emphasized the institution's stability, commitment to growth, and support for staff motivation. The active pursuit of self-improvement and a receptive organizational culture were highlighted as key contributors to maintaining a high level of commitment. However, areas for potential improvement were identified, such as providing more opportunities for staff to express opinions and ensuring consistent assistance from supervisors.

These research findings contribute to the broader discourse on organizational commitment in academic institutions. The College of Innovation and Management, Suan Sunandha Rajabhat University, can leverage these insights to further enhance organizational practices, strengthen existing strategies, and address specific areas that require attention. The study not only provides a snapshot of the current organizational commitment landscape but also offers a foundation for ongoing dialogue and continuous improvement within the academic community.

As the academic landscape continues to evolve, understanding and nurturing organizational commitment are pivotal for sustaining a motivated and engaged workforce. This research serves as a stepping stone for future investigations, encouraging a comprehensive exploration of organizational dynamics and strategies to foster commitment among diverse staff members. Ultimately, the commitment of academic support staff is integral to the overall success and reputation of the institution.

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