JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT OF ACADEMIC STAFF IN HIGHER EDUCATION INSTITUTION

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ABSTRACT

Abstract— The purposes of this research were to study job satisfaction and organizational commitment of academic staff in Higher Education Institution and to study the relationship between job satisfaction and organizational commitment of academic personnel. The sample group in this research was 385 academic staff of Suan Sunandha Rajabhat University. The research tool for collecting data was a questionnaire and the collected data was analyzed by using a statistical package. The statistics used were frequency, percentage, mean, standard deviation. and Pearson product moment correlation coefficient. The research results showed that academic staff were satisfied with their work, overall average was at a high level. When considering each aspect, it was found that all aspects had a high average level of satisfaction except salary and benefits and working conditions, the average is at the moderate level. For organizational commitment among academic staff, it was found that academic staff had a commitment to the organization, overall average was at a high level. When considering each aspect, it was found that all aspects had a high average level of engagement except for continuity, the average level of commitment was at a moderate level. In addition, the research results showed that the job satisfaction of university personnel was positively correlated with organizational commitment, both in overall and in each aspect at a statistical significance of 0.01.

Keywords— Higher education institution, Job satisfaction, Organizational commitment

INTRODUCTION

In organizational management, "Human Resource" is considered a resource that is extremely important because it is the source of the most effective and efficient work and development to achieve organization goals. It is an extremely important resource for organizations from the past to the present. Because it is a resource that helps create value that is beneficial to society, having wisdom, skills and abilities, and human creativity. Therefore, it can be seen that in the past, there have been many research studies on human resource management in various areas, whether it is a study on recruitment, selection, personnel development and the study of factors affecting performance including maintaining quality personnel to remain with the organization for the benefit of managing the organization to be efficient and successful, and have the ability to compete with business competitors under the ever-changing economic and social conditions.

Job satisfaction is an important factor that makes people feel good about their work including being a motivation that helps people to be determined to perform their duties to their fullest potential, resulting in efficiency in performance according to the goals set. If educational personnel are satisfied with their work, they will sacrifice, dedicate themselves physically, mentally and intellectually to their work. Conversely, if a person has negative feelings or attitudes toward performance will cause dissatisfaction with the job resulting in lack of enthusiasm for work, lack of operational responsibility and make personnel more likely to resign or change jobs. The management will convince the personnel to be satisfied and have a good attitude towards work. It is very important to analyze the problem and make improvements to the cause that will affect the negative satisfaction of the personnel. Whether it's an administrative system process and personnel development to be ready for changes. If the organizational atmosphere cannot create satisfaction for employees. It may result in employees feeling dissatisfied with their work, frequent absenteeism, and mental health deterioration.

In addition to the above, the organization will maintain quality personnel to stay with the organization. It also requires the ability to create a relationship with the organization of employees. This will motivate employees to feel satisfied with their work, have good working behavior and work efficiently. As a result, personnel are motivated to work with their full potential to achieve the organization's goals, want to stay with the organization willingly as long as possible. The organization's commitment is their commitment to the organization which

related to the member's loyalty to the organization (Pongpeng & Pongpeng, 2022). This results in a willingness to work for the organization to achieve its goals and to make them feel that they are valuable to the organization. Employees will have feelings or desires to continue being members of the organization. It can be seen that there are a number of studies that support the idea that organizational commitment was negatively correlated with intention to leave. It can be divided into 3 components according to Allen and Meyer's concept (1990), namely Affective commitment, Continuance commitment, and Normative Commitment.

The university is an organization that plays an important role in the country's economic and social development. Because it is a source of production and development of human resources to society. Nowadays, universities cannot avoid competition which is increasing in terms of the quality of educational services which challenges the development of management to survive in this competitive. Nowadays, the social trend has changed including the problem of decreasing students at present results in universities having to work harder because of the limited administrative budget. The transition to a higher education institution will be successful in accordance with the roles and responsibilities of the higher education institution. In addition to giving importance to the organization of a quality teaching and learning system, management should pay attention to the quality of personnel and should be aware of the performance satisfaction of personnel. This is a factor that makes personnel work with willingness to dedicate their hearts and minds to the organization's success and love for the organization itself.

The researcher therefore realized that knowing job satisfaction and the organizational commitment of the university personnel is considered very important to the management of the organization. It will help to create an organizational climate that is conducive to the working conditions of the members of the organization. It will help employees to achieve spiritual development, resulting in people working happily, have job satisfaction and the freedom to make decisions which will lead to creativity sacrifice to the organization and eventually became committed to the organization. It will also help prevent the loss of effective and valuable personnel of the organization and reduce the damage to the organization that may be caused by the employee's turnover or from the intention of the employee to leave. It will be a factor that will help the university achieve its goals which will help create a competitive advantage over other universities.

LITERATURE & THEORY

The use of incentives to make employees satisfied in their work. It is necessary to rely on various related theories to help determine guidelines. There are many theories related to job satisfaction. The researcher has chosen the main theory used to define the conceptual framework, which is Herzberg's Theory of Motivation. Smith et al. (1969) suggested that satisfaction has five components: Nature of work, Compensation, Opportunity and Advancement, Supervisor, and Colleagues. Nature of work means satisfaction with the nature of the work for which they are responsible and saw that the work that was done was interesting as well as being a job that achieves the goals. The nature of the work they are responsible for include responsibility difficulty of the job use of knowledge job challenges pride in work opening up opportunities for learning and job-related decisions. Compensation means satisfaction with the compensation received per month or other benefits that are appropriate to the ability and are equal and fair to other people within the organization such as compensation or other benefits. Compensation received will be compared between compensation and effort or may be compared with other persons who deem appropriate and justice. Opportunity and Advancement refers to the satisfaction arising from the opportunity to train, increase knowledge and people have the opportunity to advance in the job hierarchically, considering the ability and fairness. Supervisor means satisfaction with supervisors who are directly supervisors. Supervisors must be competent and have the ability to provide assist to subordinates and command appropriately. Colleagues means satisfaction in the atmosphere of working together as a team, accepted by colleagues, get help from colleagues to give advice to each other and consult each other.

Organizational commitment is a very important factor in driving the organization towards success. When personnel in the organization have a high commitment to the organization, it will make the operation within the organization run smoothly. Because everyone knows the job, knows their responsibilities, has experience, and clearly sees the organization's goals, which will easily lead the organization to success. But if the employees in the organization have a low commitment to the organization. Of course, the employee turnover rate will be very high, which will directly affect the operating in the organization and may result in the failure of the organization

to achieve its goals. Allen & Meyer (1990) stated that organizational commitment is the feelings or attitudes and behaviors of employees in an organization who work with commitment and determination to the goals and values of the organization, dedicated physically and mentally to work as well as being involved in the organization and having a sense of belonging to the organization and want to continue with the organization. Allen & Meyer's concept (1993) explained that organizational commitment has three aspects: Affective Commitment, Continuance Commitment, Normative Commitment. Affective Commitment represents the spiritual commitment that a person has to an organization that a person can be part of an organization and shows that he must be willing and want to be in that organization. It may be because that organization provide the experience of having a job at a level that the person is satisfied with and may receive good basic needs from that organization. As well it also depends on the nature of the organization is a decentralized organization to make decisions or some in-person attributes, such as beliefs, power within oneself, opportunity to develop skills on the job getting involved in work. Social support will play a part in helping to develop engagement in this area as well. Continuance commitment refers to the persistence of the organization or the commitment to the organization of the employee arising from compensation paid in exchange for the employee's stay with the organization. The employee's presence in the organization will result from the benefits rather than the disadvantages. Employees who are engaged in this field will express the need to stay within the organization. Normative Commitment refers to the employee's feeling that when he becomes a member of the organization. There must be a commitment to the organization because that is the correctness and appropriateness to do. The commitment to the organization is a duty or obligation that the members must have to perform duties in the organization. Employees who are engaged in this field are expressing the idea that they will be in the organization as something that should be done for accuracy and appropriateness.

Many studies indicate that job satisfaction is a significant factor in how people work with enthusiasm and directly affects the organization's level of success. If the employee's satisfaction with the job is high, it will make the operation work to the fullest and become more serious about that work, be more enthusiastic and determined in the success of the work, dedicated to working to the best of one's ability. Job satisfaction will lead to effective work, increase productivity and make the organization more profitable as well (Raymond & Mjoli, 2013).). On the other hand, if the personnel in the organization are not satisfied with the work, it will be one of the reasons for the effectiveness and efficiency of work, job declines, the quality of work deteriorates, lack of work, and it can eventually lead to resignation. But on the other hand, if people in the organization have high job satisfaction, it will have a positive effect on their work performance. If employees have low morale or job satisfaction, they will cause a lack of commitment to work, lack of willingness to work, lack of dedication and time to work for the organization. This will inevitably result in a lack of cooperation and unity which will lead to the achievement of the objectives of the organization that will be more difficult (Raymond & Mjoli, 2013). Muanpho et al. (2018) study satisfaction and employee engagement a case study at Dhanarak Asset Development co., ltd., the result of hypothesis testing shows that the demographical factor regarding different job and gender description can differently affect the Employee Engagement to DAD as well as; communication procedure, evaluation system, human resource development, employment and work development, work environment, information system, staff remuneration and welfare. In addition, proactive working of human resource division can also affect the satisfaction and Employee Engagement to DAD that can make staff recognize their significance to the company. DAD's credibility and reputation as well as attitude of executive staff, colleagues and company can influence the level of satisfaction and Employee Engagement to DAD. As well as Wongsrisupakul (2014) study the perception of organizational support. Job satisfaction and organizational commitment, case study, Provincial Waterworks Authority. The results showed that satisfaction in working in various fields. There is a relationship with overall job satisfaction and each aspect had a positive relationship with the overall organizational commitment. In addition, Eaknarong (2012) studied motivation and job satisfaction related to employee's organizational commitment (Operational level) of Crown Property Bureau in Bangkok. The results of the study found that overall job satisfaction of the employees was related to the organizational commitment in terms of feelings with a statistically significant correlation in the same direction, and overall job satisfaction of employees was associated with organizational commitment at a moderate level.

A review of the literature on the effect of job satisfaction and organizational commitment. The results showed that job satisfaction and organizational commitment were in the same direction. It is that job satisfaction effecting the organizational commitment.

METHODS

The target population is personnel of Suan Sunandha Rajabhat University. The sample size was 385 people divided into 200 teachers and 185 staffs. The sampling method was a Simple Random Sampling by creating a sampling framework from the list of all personnel and bring the name list randomly with a random number table to randomize personnel who are a sample group to complete the total of 385 people. The tool used in this study was a questionnaire based on concepts and related research divided into 3 parts. Part 1 is the questionnaire on general information and organizational information of the respondents. Part 2 is the questionnaire on job satisfaction which is a questionnaire with a Likert Scale, classified into 5 levels and built according to the concept of Herzberg's theory of Motivation. Part 3 is the questionnaire on the organizational commitment which is a questionnaire with a Likert Scale, classified into 5 levels and built according to the concept of Allen and Mayer's concept of commitment. The generated questionnaires were used to test the validity and reliability of the questionnaires before collecting data in order to obtain accurate research results and achieve the stated objectives. In this regard, the researcher will arrange for a pre-test with preliminary questionnaire of 40 sets. The results of the confidence check were the confidence values of each question were between 0.721-0.914 and got the total confidence of 0.875, which passed the reliability criteria (Hair et al., 2010). Therefore, it was concluded that the questionnaires could be used to collect data. For data analysis, the researcher analyzed the data by descriptive statistics to describe the general characteristics of the data, job satisfaction, and organizational commitment. Including the inferential statistic was used to determine the relationship of job satisfaction on organizational commitment using Pearson product moment correlation coefficient.

RESULTS

General information of Suan Sunandha Rajabhat University personnel who answered the questionnaire found that most of the personnel were female, age between 20 - 32 years, income per month between 30000-40000 baht. The results of the study of personnel satisfaction variables showed that personnel were satisfied with their performance, the overall average was at a high level. When considering each aspect, it was found that all aspects had an average satisfaction level at a high level except job satisfaction in term of compensation and colleagues. The average is at the moderate level. The results of the organizational commitment of personnel showed that overall mean was at a high level and each aspect of organizational commitment was at a high level except for organizational commitment in term of continuance commitment was at a moderate level.

The results of finding the relationship between job satisfaction of Suan Sunandha Rajabhat University personnel in the overall aspect and in each aspect and their commitment to the organization found that the overall job satisfaction and each aspect had a positive relationship with organizational commitment as a whole and each aspect significantly at the 0.01 level as shown in Table 1.
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Table 1
Table 1 Correlation coefficient between Job satisfaction and Organizational commitment

Job satisfaction	Organizational commitment			
	Affective Commitment	Continuance Commitment	Normative Commitment	Total
Nature of work	0.416**	0.325**	0.402**	0.405**
Compensation	0.535**	0.603**	0.527**	0.556**
Opportunity and Advancement	0.412**	0.478**	0.395**	0.436**
Supervisor	0.419**	0.456**	0.407**	0.422**
Colleagues	0.395**	0.477**	0.546**	0.447**
Total	0.515**	0.526**	0.523**	0.589**

CONCLUSION AND FUTURE WORK

The results revealed that job satisfaction of personnel in overall and each aspect correlated with organizational commitment. Overall job satisfaction, there was a positive relationship with organizational commitment as a whole. When considering each aspect, it was found that the satisfaction in all aspects of work was a positive relationship with organizational commitment in all aspects. This is in line with the research of Shore and Wayne (1993), which found that psychological attachment and recognition of support from the organization. There was a positive correlation with organizational membership and the continuity commitment was negatively correlated with organizational membership. This is also consistent with the research of Markovits et al., (2007), which found that mental organizational commitment had the greatest influence on the level of job satisfaction and the research of Lizote et al., (2017) found that organizational commitment was positively correlated with job satisfaction. But satisfaction was negatively associated with normative attachment. It was also found that employees were more satisfied with their jobs if they were mentally commitment. If employees have normative commitment, there may be job dissatisfaction. Meyer et al., (1990) stated that perceptions of advancement opportunities had a positive correlation with organizational commitment and in accordance with the research of Niramo & Anuntachai (2020) found that factors affecting organizational commitment respectively, were organizational culture, job satisfaction, quality of work life and motivation to work which all factors influenced organizational commitment at the level of 0.01. In addition, the research of Wikranthanakul & Avakiat (2016) found that the key factors influencing organizational commitment of Central Shopping Center business personnel were consistent with all aspects except quality of work life and executive leadership.

Suggestions for applying the research results were that universities should set policies or strategic plans to enhance satisfaction in terms of working conditions, salaries and benefits, for example, setting policies on salary welfare to be more suitable according to educational qualifications and work experience including various welfare arrangements to facilitate work and transparency and fairness in salary increments. In addition, universities should give importance to building a positive attitude towards employees by building pride among employees. Let employees feel that they are like family members who work like their own homes to retain quality personnel. Moreover, university administrators should give importance to giving freedom of thought and privacy to personnel, such as the participation of their subordinates in setting the vision, mission, and goals of the organization. In addition, giving personnel the opportunity to participate in various activities of the organization has offered suggestions and opinions. This will help the personnel to be satisfied and have more commitment to the organization as well. University administrators should formulate a policy to encourage personnel to recognize the benefits or disadvantages that may arise if they decide to leave the organization's membership so that the personnel will feel attached to the organization. more persistence.

Suggestions for further research should study other factors that may affect organizational commitment, for example, in relation to the behavior or personal characteristics of administrators who are desirable to Suan Sunandha Rajabhat University personnel. Including, there should be a study of causes, factors, effects, and methods for solving the job satisfaction of Suan Sunandha Rajabhat University personnel. In addition, this research is a collection of data using a questionnaire. If other methods of data collection are also involved, such as interviews or focus groups. It will help to get information that covers important issues and clearer.

ACKNOWLEDGMENTS

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