



Factors Influencing Organizational Commitment of Employees at Police

Education Bureau, Royal Thai Police

ปัจจัยที่มีอิทธิพลต่อความผูกพันในองค์การของบุคลากร
กองบัญชาการศึกษา สำนักงานตำรวจแห่งชาติ

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Abstract

In this research, the researcher studies (1) the levels at which employees of the Police Education Bureau opinions of factors governing organizational commitment and the organizational commitment of these employees. In addition, the researcher examines (2) the relationships between these factors and the organizational commitment of the employees. Finally, furthermore, the researcher (3) determines the influence of these factors as they exert effects on the organizational commitment of the employees.

The sample population consisted of 300 employees of the Police Education Bureau. A questionnaire was used as a research instrument to collect germane data.

Using techniques of descriptive statistics, the researcher analyzed the data collected in terms of frequency, percentage, mean, and standard deviation. Pearson's product moment correlation coefficient (PPMCC) method and stepwise multiple regression analysis were also employed by the researcher.

Findings are as follows:

1. The employees exhibited the opinions toward factors exerting effects on organizational commitment overall at a high level. When considered in each aspect, it was found that the mean was at a high level for four aspects: First were work relationships and job satisfaction. Next in descending order were job characteristics and leadership. The mean was at a moderate level in two aspects: having the opportunity for advancement and professional development and total compensation. The organizational commitment of the employees overall was evinced at a moderate level. Furthermore, the aspects—viz.,

normative commitment, affective commitment, and continuous commitment—were also displayed at a moderate level.

2. Factors exerting effects on organizational commitment in the aspect of leadership exhibited positive relationships at a high level with the organizational commitment of the employees at the statistically significant level of .05. The factors exerting effects on organizational commitment—viz., job satisfaction, having the opportunity for advancement and professional development, job characteristics, and total compensation—showed moderate positive relationships with organizational commitment at the statistically significant level of .05. The factor qua aspect of work relationships showed a positive relationship with organizational commitment at the statistically significant level of .05.

3. The five variables that were explanatory of factors influencing the organizational commitment of the employees at the statistically significant level of .05 were leadership, having the opportunity for advancement and professional development, job satisfaction, total compensation, and job characteristics. All of these factors displayed the multiple correlation coefficient at (R) = 0.840 and were explanatory at 70.10 percent (R^2 Adjusted = 0.701). The factor of work relationship did not influence the organizational commitment of the employees. The explanatory equation can be framed as follows:

$$Z'y = 0.266Z_{x5} + 0.164Z_{x3} + 0.242Z_{x2} + 0.257Z_{x6} + 0.123Z_{x4}$$

Keywords: Organizational Commitment; Policed Education Bureau

Introduction

There is now a substantial body of evidence demonstrating the benefits to organizations of having a strongly committed workforce. Indeed, meta-analytic reviews of this research demonstrate that employees who are committed to an organization are less likely to leave (Mathieu & Zajac, 1990; Tett & Meyer, 1993) and more likely to attend regularly (Meyer, Stanley, Herscovitch, & Topolnytsky, 2002), perform effectively (Cooper-Hakim & Viswesvaran, 2005; Riketta, 2002), and be good organizational citizens (Meyer et al., 2002; Riketta, 2002). Commitments to other work-relevant foci, such as occupations (e.g., Meyer, Allen, & Smith, 1993), supervisors (e.g., Stinglhamber & Vandenberghe, 2003), work



teams (e.g., Becker & Kernan, 2003), and customers (e.g., Siders, George, & Dharwadkar, 2001), have also been linked to retention and other indices of effective performance of benefit to employers. One caveat, however, is that some forms of commitment are more beneficial than others. Commitments reflecting an affective attachment and involvement with the target have been shown to have greater benefit for that target than those based on concerns over social or economic costs (Cooper-Hakim & Viswesvaran, 2005; Meyer et al., 2002).

Far less attention has been given to the implications of commitment for employees themselves. Do employees benefit from having strong commitments at work, or do these commitments add to the stresses and strains that appear to be ubiquitous in the modern workplace? Do the implications of commitment for employees depend on the nature of the commitment as they do for organizations? What are the mechanisms by which commitment exerts its influence and what can organizations do to optimize their own and employee outcomes? Our objective is to address these important questions. We begin by identifying what we mean by commitment and well-being, and then review a diverse body of research to discover what we know about their connection. Based on this review, we develop a theoretical model to help explain both consistencies and inconsistencies in the research findings, and offer a set of propositions to guide future research. We also provide recommendations for ways to address some of the limitations in existing research. We conclude with a discussion of how our model can help to guide the development of policies and practices designed to foster commitments of benefit to both employers and employees.

The Police Education Bureau is a part of Royal Thai Police. Police Education Bureau is an education strategy entity for training police officers. The responsibilities of this bureau are to develop management, set up systems for personnel recruitment, set up standards and assurance of education quality, develop courses for a training system, provide pre-service training for new recruits and arrange training courses for police officers to enhance their knowledge and efficiency in accordance with the Royal Thai Police policy.

Literature Reviews

Concepts and theory to related organizational commitment in this research;



- Concept and theory of commitment
- Concept and theory of motivation
- Concept and theory of well-being

These can define factors that influencing organizational commitment etc.

factors	scholar				
	Byars and Rue (1997)	Burke (2006)	Lockwood (2007)	Mercer (2007)	Gallop (2008)
Relationship for Work	✓	✓	✓		
Job Satisfaction	✓	✓	✓		✓
Career Opportunities		✓	✓	✓	✓
Personnel Traits	✓	✓			
Work Experience	✓				
Structure and Culture	✓				✓
Job Description	✓	✓		✓	✓
Interdependency		✓			
Participation	✓				
Leadership			✓	✓	✓
Compensation			✓	✓	✓
Quality of Work Life			✓		
Customer Focus				✓	
Good Communication					✓

Research Methodology

This Study is survey research. The sample population consisted of 300 employees of the Police Education Bureau. Calculation sample size from population by Taro Yamane's method. (Yamane, 1973) A questionnaire was used as a research instrument to collect germane data.

The data collected by questionnaire, that passed to test of Index of Item-Objective Congruence-IOC and reliability test. The Questionnaire has three parts.



Using techniques of descriptive statistics, the researcher analyzed the data collected in terms of frequency, percentage, mean, and standard deviation. Pearson's product moment correlation coefficient (PPMCC) method and stepwise multiple regression analysis were also employed by the researcher.

Research Result

The employees exhibited the opinions toward factors exerting effects on organizational commitment overall at a high level. When considered in each aspect, it was found that the mean was at a high level for four aspects: First were work relationships and job satisfaction. Next in descending order were job characteristics and leadership. The mean was at a moderate level in two aspects: having the opportunity for advancement and professional development and total compensation. The organizational commitment of the employees overall was evinced at a moderate level. Furthermore, the aspects—*viz.*, normative commitment, affective commitment, and continuous commitment—were also displayed at a moderate level.

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Factors exerting effects on organizational commitment in the aspect of leadership exhibited positive relationships at a high level with the organizational commitment of the employees at the statistically significant level of .05. The factors exerting effects on organizational commitment—*viz.*, job satisfaction, having the opportunity for advancement and professional development, job characteristics, and total compensation—showed moderate positive relationships with organizational commitment at the statistically significant level of .05. The factor qua aspect of work relationships showed a positive relationship with organizational commitment at the statistically significant level of .05.

Final

The five variables that were explanatory of factors influencing the organizational commitment of the employees at the statistically significant level of .05 were leadership, having the opportunity for advancement and professional development, job satisfaction, total compensation, and job characteristics. All of these factors displayed the multiple correlation coefficient at (R) = 0.840 and were explanatory at 70.10 percent (R^2 Adjusted =

0.701). The factor of work relationship did not influence the organizational commitment of the employees. The explanatory equation can be framed as follows:

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