

A Training Program for Enhancing Organizational Commitment of Autonomous University Personnel

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Abstract- The objective of this research are to study the factors influencing organization commitment of the staff in autonomous universities; to develop a training for strengthening organization commitment of these staff members; to examine and evaluate the training program; and to study comments and suggestions for the program. The samples included 400 staff members from 5 autonomous universities. The survey questionnaire was employed while statistics used included percentage, mean, standard deviation, multiple regression, t-test and E1/E2 analysis. As results, the top 5 significant factors affecting organizational commitment of the samples include: 1) getting involved in developing the corporate vision; 2) having relative in the same organization; 3) accepting strategic objective of the organization in good faith; 4) acknowledging the organization's goals and values; and 5) the feeling of reliability characteristics of the organization. As a result, a 3-unit course, 9 hours per week training program was recommended. The suggested 2-day program should consist of these topics: Human Relations in Organization; Learning; and Building a Positive Attitude. Following the program assessment by 5 experts, the training course and its units turn out to be appropriate, considering the appropriateness index between 4.20-4.64, with the IOC value between 0.80-1.00. Correspondingly, the suitability scores of the training units were revealed at 3.80-4.60, with the IOC index between 0.66-1.00. Taking into account the results of the trial program, average per-training knowledge score was 19, SD = 2.18. After the experiment, the average post-test score was 25.27, SD = 2.39. Overall, the average post test score were significantly higher than their pre-test counterparts in each unit. Furthermore, the overall average score efficiency was 86.58/84.65 which was above 80/80 set criterion.

Keyword : Training program, Commitment, Autonomous University

I. INTRODUCTION

At the present time, the world is going into Industry 4.0 in full form. Thai government has declared the Policy of moving Thailand to Industry 4.0. And this model will be successful or not, It depends on the cooperation of every government organization, of private sector and of the population. In the process of the duty in the responsibility of men which is regarded as main shares in moving model Thailand 4.0 [1]. Since autonomous universities emphasize the graduate production to serve the need of the government and the industrial sector, it is then expected that the lecturers and the staff of the

autonomous universities will combine to give scientific and technological knowledge and skill to the students, to answer the questions of industry 4.0. However, the knowledge and the ability of the lecturers and the staff in the autonomous universities will be brought out to use for co-moving model Thailand 4.0, to reach the success according to the university duty completely and reach the target of model Thailand 4.0 or not, depends on the morale, courage and the commitment of the lecturers and staff to their universities. Since the commitment of the staff to the organization has importance to its effectiveness the member with high commitment to the organization can work better than the one with low commitment, since it is the push to make the staff work with full potentiality. Since they feel like the owner of the organization, they are willing and intend to work fully. Therefore, if the autonomous university has staff with high commitment the reach of the objectives and determined targets is easily possible with the commitment easily to the organization as the link between the staff and the university. It helps to stimulate the university staff to work efficiently, conformed with Steers [2] who said about the importance of the commitment to the organization that it was an idea with the covering characteristic more than the satisfaction in the work. It can reflect the general result the personal respond to the organization in an overview and has move stability than the satisfaction. Although, there is slow Progress, it will be stable and a good pointer to the efficiency of the organization.

For the organization administration to be successful, it is very necessary to get much cooperation from every person to practice according to the mission in the graduate production, the research, the academic service to the society and the preservation of Arts and Culture, to make the working process of the university to reach as the vision and the duty in tougher moving Thailand 4.0. One of the main factors indicating the cooperation of the staff was the commitment in the organization which the autonomous university should study and finish as the image, for leading to the development strategies of building commitment in the organization of the staff in the autonomous university to be further sustainable.

II. PURPOSES OF THE RESEARCH

1(To study the factors affecting the commitment in the organization of the staff in the autonomous university.

2 (To develop Training Program for strengthening love and commitment in the organization of the staff in the autonomous university.

3(To inspect and assess the Training Program for strengthening love and commitment in the organization of the staff in the autonomous university.

4(To study the suggestion and the improvement of the Training Program for strengthening love and commitment in the organization of the staff in the autonomous university.

III. RELATED LITERATURES

The meaning of “commitment ”in the idea of the academic [3] gave the meaning of the commitment to the organization that it means attitudes, thoughtfulness and behavior a person expresses to organization, in the condition which feels as one part of the organization, accepting the target and the popularity of organization, having willingness to put in the working power for its success, with the loyalty to it and the need to further work with it.

Steer [2] had the idea that the strong commitment to the organization was a tough commitment of the organization numbers and was the behavior the member had the value harmonious with the other member, showing himself as the only one with the organization, willing to devote body strength and mind strength to join organization activities.

These can show. 1) The strong belief and the acceptance the organization target 2) The willingness to lavish the effort for the organization 3) The strong wish to maintain the membership in the organization

Allen and Meyer [4] said that it was the employees feeling had to the organization, pulling them to stay in it. It was divided in 3 aspects 1) The affective commitment, i. e. the employees had mindful commitment since to they want be in the organization 2) The continuance commitment, i.e. the employees had it since they need to be in the organization

3) The Normative commitment i.e. the employees had commitment in this aspect since they feel that they should be in in the organization

Mathieu and Fars [5] had an idea that the organization commitment was the variation related to the satisfaction in the work doing, making the member had more job Involvement.

Jennifer and Gareth [6] gave that it was the front of all feelings. The commitment levels can be from the highest

to the lowest, and organization members can have attitudes in many aspects about their organization.

In conclusion, the organization commitment is the feeling, the idea, and the attitude a person has to the organization and expresses in the feature of the acceptance of the target policy and the effort lavish for the benefit of, the devotion for and the loyalty to the organization, the strong wish for being member of the organization, including self – practice in full ability for the organization to reach the target true to the set objective.

IV. RESEARCH METHODOLOGY

1) The population used in this research was the staff of 5 autonomous Universities – King Mongkut’s University of Technology North Bangkok, Taksin, Naresuan , Payao and Suranaree Universities.

2) The sampling group used in this research was obtained from the opening of Taro Yamane Table, with significance.0.5, error 5% ,making the most sample group quail to 400 personal.

3) The tools consist of the questionnaire with the content validity, using Index of Item – Objective congruent (IOC), obtaining the congruent values between 0.80 – 1.00. The tool experimented with a group, not a real sample, of 30 persons, obtaining the overview confidence equal to.956. When considered in each topic, it was found that the questionnaire asking for the organization commitment got.952 and for the factors affecting the organization commitment equal to.955

4) This research was analyzed with Mean \bar{x} and the Standard Deviation (S.D.), and the Stepwise Multiple Regression Analysis. The finding of the program efficiency, complaining the achievement before and often the training, with the test of

T-test dependent type. And the finding of Program efficiency with the test of each subject the achievement of the knowledge Test of the trainees after the training in each subject, with the Formula E1/E2.

V. RESEARCH RESULT

From the analysis of the data, the research result had the following details.

1) The study result of the factor importance levels affecting the organization commitment of the staff in the autonomous universities found the first ‘10 factors affecting the commitment to the organization consist of (1) the participation in determining the vision of the organization (2) having relatives working in the same workplace (3) the trust by accepting the organization target (4) recognition of the organization target (5) the feeling that organization is dependable (6) the assignment

work/projects/new responsibilities (7) experience from work (8) policies and administration of the organization (9) the feeling that himself is important for organization and (10) Method of Administration by the superior

2)The study result of the commitment in organization found that the questionnaire answerers had the commitment totally in the “Much” level (\bar{x} = 4.10). When considering in every aspect, it was found that the answerers gave the average marks in the “Much” level in every aspect, ordering according to the average marks–willingness, lavishing, devoting time for organization (\bar{x} = 4.27), the need of staying the organization member (\bar{x} = 4.03), the acceptance of organization target (\bar{x} = 3.99) For the importance level of the factors affecting the commitment, it was found that the factors with the first five average marks consisted of (1) the organization stability (\bar{x} = 4.33) (2) good attitude towards the work doing (\bar{x} = 4.27) (3) the pride to be one part of the organization (\bar{x} = 4.23) (4) the stability in the work (\bar{x} = 4.22) and (5) atmosphere in the workplace (\bar{x} = 4.20)

3)The analytical result of the factor affecting the commitment in the organization, of the staff in the autonomous universities, divided according to the main factors of commitment

(1)The main factor of organization target acceptance, from the Stepwise Multiple Regression Analysis, was found that there were factors affecting the commitment, consisting of the pride to be one part of the organization, good attitude to the working doing, method of administration of superiors, the support to have opportunity to improve and solve the problem of working method to be better, and good attitude to the co-workers. It can forecast the commitment in the organization about the acceptance of the organization target with the statistical significance at the level .05, with all five variations co-forecast the commitment in the organization in the organization target acceptance 44.4%, with the standard deviation of the forecast (SE_{est}).59501

(2) The main factor of willingness, lavish, devotion of time to the organization from the Stepwise Multiple Regression Analysis) found that the factors affecting the commitment consisted of good attitude towards the work, surroundings helping the working, the pride to be one part of the organization, atmosphere in the workplace and the workplace nears the living place. There can forecast the commitment in the organization, the willingness, lavish, devotion of time to the organization in the statistical significance at the level .05, with the fire variations co-forecast the bonding in the organization, in the willingness, devotion of time to the organization 38.5% with the Standard Deviation of the forecast (SE_{est}).41743

(3) The main factor of the need to stay being on organization member, from the Stepwise Multiple Regression Analysis found that the factor affecting the commitment consisted of the pride to be one part of organization, the policy and the administration of organization, having opportunity to show the knowledge and the ability fully, the stability of work, the support to have the chance to improve and solve the problem of working method better, surroundings helping for the working and the administration method of the superior. These can forecast the commitment in organization, willingness, lavishing devoting time to organization, with the statistical significance at the level .05. The 7 variables forecast the commitment in organization, willingness, lavishing, devoting time to the organization for 41.0% with the Standard Deviation of the forecast (SE_{est}) .51409

4)The result of the training program development, from the data analytical result for the development as the training program, found that the structure of the training program consisted of 3 Learning Units. The determination of the training units came from the discoveries the main factors in each aspect of commitment. The time in the training was 9 hours for 7 days. The details of each unit were as follows.

Unit 1 : Human Relation in organization (3 hours) study the meaning of human relation, The objectives of building human relation at work, Factors of building human relation, Technique in building human relation, Method of building human relation between the staff in the teamwork and the Group Discussion.

Unit 2 : Learning (3 hours) study the meaning of Learning, Steps of Learning, Process of Learning, Learning Conducts in 5 Aspects and the Group Discussion

Unit 3 : Attitude Building (3 hours) study the importance of Attitude, Attitude towards and Group Discussion.

5)The result of the Training Program Assessment by 5 experts found that the training program and training units were suitable, with the suitability between 4.20 - 4.64, the IOC was between 0.80 – 1.00, the result of the Unit Suitability Assessment had the suitability value between

3.80 – 4.60, and the IOC 0.66 – 1.00. The Assessment result found that the most suitable Program factor was the content of each training unit (\bar{x} = 4.64) Principle and Reasons of the Training Program (\bar{x} = 4.62) and Objective of each unit (\bar{x} = 4.56). For the rest the suitability was in the “Much” level, consisting of the objectives of the training program (\bar{x} = 4.20), Structure of the Program (\bar{x} = 4.40) Media of Training and Content in each Unit (\bar{x} = 4.20) Measurement, and assessment of training in each unit (\bar{x}

= 4.20) the time duration in the training (\bar{x} = 4.24) and the arrangement of the content in each unit (\bar{x} = 4.42)

6) The result of finding the Program efficiency, in this process, the developed Program was experimented with the sample of the staff in autonomous university, to find the efficiency by comparing with the knowledge and understanding tests about the strengthening of the organization commitment of the trainees, both before and after the use of the training program. It was found that the trainees had the average marks before the training Equal to 19, the Standard Deviation equal to 2.18 and after the experiment, the average marks were equal to 25.27, the Standard Deviation equal to 2.39. The average marks after the experiment were higher than those of before the experiment with the statistical significance at the level .01. And the efficiency assessment of each Program unit according to the criteria showing commitment between the Teaching/Learning Process and the achievement 80/80 (E1/E2) found that every Learning Unit had the average value higher than the set criteria and the total result was also higher than the criteria with the value 86.58/84.65.

VI. CONCLUSION AND THE RESEARCH DISCUSSION

From the data analysis and it was brought to build the form of strengthening the organization commitment of the staff in the autonomous university, obtaining the form which consisted of main and minor factors of the form strengthening the organization commitment of the staff in the autonomous University, as follows.

1)The main factor of organization target acceptance aspect consisted of minor factors (1) the pride to be one part of organization (2) good attitude towards the work doing (3) methods of the superior administration (4) the support to have chance to improve and solve the working problem better and (5) good attitude to the colleague, conformed with the research of Benjamaporn [7] studying the staff commitment to organization. Case Study : Thai Commercial Bank (Public), Samutsongkram Branch, it was found that the commitment to organization resulted from the feeling that oneself is important to organization, the feeling that organization was dependable, the expectation to get response from organization and attitudes towards co-workers and organization.

2)The main factor of willingness, lavishing and devoting time to organization consisted of the following main factors as follows. (1) good attitude to the work doing

(2) the surrounding good for working (3) the pride to be one part of the organization (4) atmosphere in the working place and

(5) the workplace near the accommodation, conformed with the research result of Phirom [8] the commitment of the willingness, lavishing and devoting time to organization. The research result found that the factors leading to the strengthening the maintenance of the staff of operation level consisted of the lavishing and devoting time to organization were the pride to be one part of organization, rule and duty at work, trust of organization, chances to be developed – training /visiting/further studying good attitude to the colleague, the importance of the work in the responsibilities and the convenience in travelling to work.

3) The main factors of the need to stay as organization member aspect consisted of the minor factors as follows.

(1) The pride to be one past of organization (2) Policy and the administration of organization (3) Having chance to show the knowledge and the ability fully (4) the stability of work (5) the support to have chance to improve and solve the problem of work method to be better (6) the surrounding helping the work and (7) methods of administration of the superior, conformed with the idea of Steers [1] said that the feeling of the staff who appeared to be one with the org or, in the other words, the commitment to the org world consist of important features, i.e. the serene wish to maintain the membership of the org, conformed with the idea of March and Mannari [9] who said that the commitment to the org was the feature of the staff to use the effort, to make benefit to organization, the wish to stay with organization forever, and the loyalty, good attitude, including the acceptance if the target and the value of organization, conformed with the idea of Jex [10] who said that the commitment to the organization was the way the staff devoted themselves for organization and willing to work with full capacity.

4) For the assessment of the training program of the activity and the training method, most experts saw that although the staff of the autonomous university had the knowledge about the training subject, for the teaching with lecture it was necessary to have training since the learning with the lecture was the learning process the trainer transferred knowledge to the trainees with lecture, explaining the content the trainer had preparation by the study and research Suwit and Orathai [11]. Moreover, in this training, experts with specialization were invited to give knowledge to the trainees. The learning management with lecture was regarded to be suitable. The experts also emphasized the participation in showing the ideas of the trainees by making activities in the form of small group discussion, then sending representative to present the idea of each group. The activity management for the trainees to exchange the experience with the friends in the group, conformed with Burnard [12] said that only having the experience was not enough to make sure the learning

occurred. The importance was at the integrated of the new experience with the old experience by passion the revision process, which might occur in the learners alone or from the group process from the discussion. Moreover, the recurring of the feedback data from the people around was the strengthening of the self recalling to the trainees passing the others' ideas, which Betts [13] said that the Self-Understanding was important and was the basic of understanding the other. Self-Recalling was the main heart of the interpersonal relation skill. The self-recalling was made with the learning from reflection and the receiving of the feedback, both from the intrinsic feedback, i.e. from the people directly related, and from the extrinsic feedback, i.e. criticism of the people related with the reaction as the increase the diversity of the choices, from having more data in new perception Moreover, it was the strengthening the trainees to express more of the required behavior.

VII. SUGGESTION

From the research result, the researchers had the following suggestion.

1) The suggestion to bring the result for use.

(1) From the data analysis, it could be seen that there were many factors with influence or affecting organization commitment of the staff in the autonomous university. Accordingly, the university executives, when wanted to make the staff satisfied and have commitment to organization, must study each factor in details, to lead to the efficient process.

(2) There should be people directly in charge of and administered the development and the strengthening of the existence if the main staff in the process-the human resources division, which would help pushing the process planning in strengthening the commitment in organization to be efficient, by building the system and various activities, to make the process move smoothly.

(3) The executives of each university or the people in charge, should evaluate the occurring result after the form of strengthening the commitment had been adjusted and used, to know the obstruction which might occur, with the solving guideline, for developing the form to be more suitable. And in the process there should be the assessment of the satisfaction along with it.

2) The suggestion for the further research.

(1) There should be the study, research of the development of the form for string thinning the commitment to be specified in each group of the staff in the university. Since the satisfaction and the commitment of the staff in each work group of every position were different.

(2) There should be the study of other variations which might affect the commitment to organization and the building of attraction in working, which excluded this research, to study increasingly, such as the leadership condition, working condition, the development of human resources etc. This will increase the knowledge which is useful leading to the building of satisfaction and commitment of the staff in organization to be more and more.

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