

บทความวิจัย

ความสัมพันธ์ระหว่างความผูกพันต่อองค์การของพนักงาน และผลการดำเนินงานขององค์การในบริษัทอุตสาหกรรมในเขตจังหวัดชลบุรี

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บทคัดย่อ

การวิจัยครั้งนี้มีวัตถุประสงค์เพื่อศึกษาความสัมพันธ์ระหว่างความผูกพันต่อองค์การของพนักงาน และผลการดำเนินงานขององค์การในบริษัทอุตสาหกรรมในเขตจังหวัดชลบุรี โดยใช้วิธีการวิจัยเชิงบรรยาย กลุ่มตัวอย่างของการวิจัยจำนวน 400 คนเป็นพนักงานระดับผู้จัดการในบริษัทอุตสาหกรรมในเขตจังหวัดชลบุรีจำนวน 40 แห่ง วิธีการได้มาซึ่งกลุ่มตัวอย่างใช้การสุ่มตัวอย่างแบบหลายขั้นตอนเครื่องมือที่ใช้ในการเก็บรวบรวมข้อมูลเป็นแบบสอบถามแบบมาตราประมาณค่า 5 ระดับ การวิเคราะห์ข้อมูลเป็นการวิเคราะห์ค่าเฉลี่ย ส่วนเบี่ยงเบนมาตรฐาน ค่าสัมประสิทธิ์สหสัมพันธ์แบบเพียร์สัน และการวิเคราะห์การถดถอยอย่างง่าย

ผลการวิจัยพบว่าความผูกพันต่อองค์การและผลการดำเนินงานขององค์การในบริษัทอุตสาหกรรมในเขตจังหวัดชลบุรีมีความสัมพันธ์กันในระดับปานกลางในทางบวกอย่างมีนัยสำคัญทางสถิติที่ระดับ .05 โดยมีค่าสัมประสิทธิ์สหสัมพันธ์เท่ากับ .52 ผลการวิเคราะห์ความสัมพันธ์ระหว่างความผูกพันต่อองค์การและผลการดำเนินงานขององค์การความสัมพันธ์ระหว่างองค์ประกอบรายด้านของตัวแปรทั้งสองพบว่า ความสัมพันธ์ระหว่างความผูกพันต่อองค์การในด้านการคงอยู่ในองค์การ และผลการดำเนินงานขององค์การมุมมองด้านการเงินมีค่าสัมประสิทธิ์สหสัมพันธ์สูงสุด โดยมีค่าเท่ากับ .54 ซึ่งอยู่ในระดับปานกลางในทางบวกอย่างมีนัยสำคัญทางสถิติที่ระดับ .05 สมการพยากรณ์ผลการดำเนินงานขององค์การที่มีความผูกพันต่อองค์การเป็นตัวแปรพยากรณ์มีดังนี้ $\hat{Y} = 1.99 + .470x$

คำสำคัญ: ความผูกพันขององค์การ ผลการดำเนินงานขององค์การ

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RESEARCH

*The Relationship between Employee's Organizational Commitment and Organizational Performance in the Industrial Corporations, Chonburi Province.*Pekhanang Yodmanee^{*}

Abstract

The purpose of this research was to study the relationship between employees' organizational commitment and organizational performance of the industrial corporations in Chonburi area. This is the descriptive research. Multi-stage random sampling technique was used to collect the data. The samples were 400 employees working as assistant managers and managers for 40 industrial corporations in Chonburi area. The instrument was the questionnaire with 5 rating scale. The data were analyzed by mean, standard deviation, correlation coefficient a by Pearson' Product Moment Correlation, and simple regression analysis.

The result revealed that organizational commitment and organizational performance on industrial establishment in Chonburi is correlated with the average level at positive relation. Correlation coefficient is 0.52, and statistical significance at the 0.05. Next, the result of the organizational commitment and organizational performance with the relationship between each perspective of two variables showed that the association between organizational commitment in the component of continuance commitment and organizational performance in financial perspective had the maximum of correlation coefficient (= 0.54) which was in average with statistic significance (0.05) .The prediction equation of organizational performance organizational commitment can be written as; $\hat{y} = 1.99 + .47oc$

Key words: Organizational Commitment, Organizational Performance,

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Background of the study and statement of the problem

At present, business organization is facing the continuing change. The factors which have an effect on organizational change are simply composed of 2 factors: internal and external factors. As for the external factor, economic condition has an effect on human resource management in the organization. In that, it is time to downsize the number of employees and production during regressive economic growth. On the other hand, it is time to right size the production and service for increasing tasks and the number of employees during progressive economic growth. Competition, technology, politic, law, society, and population include the external factors that affect basic resource management of organization, while the internal factors refer to financial resource, permanent asset, information, and human resource, especially, human resource is the most important fact (Chompukha, 2009). Organization needs new customers in order to enhance market share and market growth.

The change of industrial technology makes business organization adjust own technology in order to get it worked efficiently, and effectively. The competitive advantage of business organization should be as efficiently and effectively as others or be better than other organization; otherwise, it is going to be beaten by business rivals. Several technologies should be diversified, such as Information Technology, Production and Operations Technology, Management Technology, Computer System, and Internet System are the tools for enhancing efficiency and making organizational agility through proper data management system which helps enable administrators to make a decision correctly and properly.

The modification of using modern technology in machinery for production helps employees work more conveniently and quickly. It brings about productivity improvement, and improves the production efficiently. In additions, the technology in work administration makes work organization efficiently including planning, implementing, and controlling, such as Knowledge Management, Total Quality Management: TQM, and Benchmarking. These technologies help boost competitive advantage beyond the competitors.

In addition to modern technology, political change and law has an influence on changing in work policy and administrative system of the organization. For example, revision of taxpaying rates issued by new law results in the price of manufactured products. Value change in the society of product consumption causes the organization to change product lines. Production system and service for meeting the customer's need, and demographic change affect product formats, sale strategy, and organizational marketing. The external factor, Physical Infrastructure such as, transport construction, road expansion, public utilities including the infrastructure focusing on science and information system, influence the cost of production in the organization.

For the internal factor, the organizational structure which is unresponsive to working in the changing era makes changes both macro and micro level. In that, for the macro level, organizational change is done by corporate restructuring division collapses, dissolving each division into one division. In contrast, the change in micro level is the structural change of individual relation in different divisions. It

enables employees to work more coordinately, efficiently, and help minimize work delay. The change of staff's evaluation, power distributions creates organization to get flat structure, and build team work.

The result of organizational structure's change brings about the organization solving the problems more efficiently. Besides structure, organizational strategy is determiner of work directions in order to achieve the goal, vision, and mission statement. Strategic change is the important key to make organizational work's direction change. Different levels of administrators or participation of employees may be involved in change. Thus, the change in organizational strategy may conducive to the change in organizational structure. The important strategies are production, marketing. A customer may focus on service and price in priority, so organizational structure should emphasize the low price with high quality of the products.

The other internal factors are decision– making, work process, corporate culture, and employees. Decision–making of the participatory organization will give authority to employees for innovative creation, will change production system which help reduce cost and increase high quality of the products. In corporate culture, if there is the change of working value, the organization needs to change work process. The most important factor is employees in term of quantitative and qualitative with workers downsizing and rightsizing.

The effect on external change which affects organizational work may impact all perspectives although financial perspective is a perspective which every organization gives an importance on. However, most organizations evaluate working outcome in all perspectives, the profit of financial growth, customer relation on their satisfaction in products and services. The industrial corporations still get an effect on organizational change. As a result, balanced scorecard is the tool for measuring the organizational success. It is the integration between management and measurement of work performance. Balance scorecards are used extensively as the model of work performance's measurement (Mengel & Lewis, 2012).

The effect which results from the change is the effect on the employees in the organization. It is important to take Human resource management into consideration. Keeping employees who are expert and have a sense of organizational commitment will help organizations adapt them into the change. It will help to achieve the goal in order to get work performance in each aspect, such as profit, customer, learning, and social responsibility. There are many methods for changing organization, such as, Reengineering, downsizing, or even organizational structure change. All methods are very popular, but it is easy to destroy psychological contract of employees. Hence, the lack of commitment and trust of employees in the organization will be done (Ruengkul, 2013).

The organizational commitment is the important role in organizational performance, especially, Thailand 4.0 which all business organization will get an impact on policy change as mentioned earlier. For the development of theoretical concept in organization, according to Shaw, Delery, and Abdulla (2003) the organization is dynamic change all time. The study of the relationship between organizational

commitment and performance should be studied continuously. Consequently, the researcher focused on the study of relationship between organizational commitment and organizational performance by exploring with the organization in industrial sectors in the city of Chonburi.

Purpose of the study

The purpose of the study is to explore the relationship between organizational commitment of employees and organizational performance of industrial corporations in Chonburi

Hypothesis

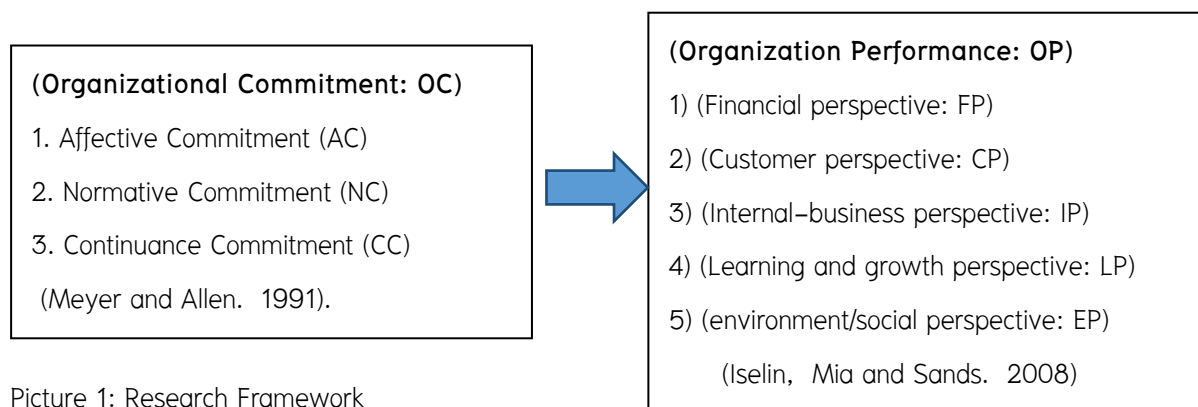
The employee engagement is related to organizational performance of industrial corporations in Chonburi Province.

Research Framework

This research attempts to investigate the relationship between employee engagement and organizational performance of industrial corporations in Chonburi as adopted by theoretical framework as follows.

1) A Three–Component Model Conceptualization of Organizational Commitment theory proposed by Meyer and Allen (Meyer & Allen, 1991) was used to explain. There are at least three separable components reflecting (a) a desire (affective commitment), (b) an obligation (normative commitment) (c) a need (continuance commitment) to maintain employment in an organization. Each component is considered to develop as a function of different antecedents and to have different implications for on–the–job behavior.

2) Organizational Performance: OP. It was measured by balance scorecard (BSC) (Kaplan & Norton, 1996) as Key Performance Indicator (KPI) with the integration of strategy mapping framework(Iselin, Mia, & Sands, 2008) as followings; 1) Financial Perspective 2) Customer Perspective 3) Internal – business perspective 4) Learning and growth perspective 5) Environment / social Perspective



Picture 1: Research Framework

Methodology

Population and sample group

This descriptive research was collected data by self-administered from the population who were employees holding the position in assistant managers and managers in each department and working for industrial corporations in Chonburi. The total numbers of industrial corporations were 3,476, based on data information in 2016 compiled by Chonburi Provincial Industry Office.

The total of sample group was 400. They were employees working as assistant managers and managers for industrial corporations in Chonburi area. Yamane sampling method (Yamane, 1973) was used to determine sample size with multi stage random sampling from the list of industrial companies in Chonburi. 40 companies were drawn randomly to collect the data. The employees working as assistant managers and managers in 40 randomly – drawn companies were chosen by the total number of 10 per each company. The data collections self-administered after the researcher gave the questionnaire directly to the sampling companies with their cooperation for answering the questionnaire.

The questionnaire was divided into three parts. The first part was demographic questions with open-ended questions. Next, part two was an organizational commitment with rating scale questions. The last part was the questionnaire in organizational performance which was the same rating scale as the second part. The quality of questionnaire including validity and reliability was checked. It is calculated by dividing content analysis. The questionnaires were distributed to get them checked by 5 experts. The researcher analyzed Indexes of Item –Objective Congruence (IOC) which should be more than 50 in both the questions on organizational commitment and performance. However, internal consistency reliability was analyzed by Cronbach's Alpha. The liability is 0.60 for the questions on organizational commitment. The liability is 0.75 for the questions on organizational performance.

The data were analyzed by mean, standard deviation on the variable between organizational commitment and organizational performance, correlation coefficient analysis between organizational commitment and organizational performance by Pearson' Product Moment Correlation, simple regression

analysis with organizational commitment as one predictor and organizational performance as an criterion variable.

The result

As it can be seen in Table 1, the result of statistical analysis of variable on organizational commitment and organizational performance was analyzed. The results revealed that there was the average on organizational commitment (Mean = 3.31) with the maximum in Affective component (Mean = 3.53) in comparison with other components. Meanwhile, there was the average on organizational performance (Mean=3.54) with the maximum in Financial, Learning, and Growth perspective in comparison with other perspectives (Mean= 3.59)

Table 1 Mean, and standard deviation on the variable of organizational commitment and organizational performance.

| Variable | Mean | Standard deviation |
|-----------------------------------|------|--------------------|
| Organizational Commitment | 3.31 | .57 |
| Affective Commitment | 3.53 | .59 |
| Normative Commitment | 3.23 | .75 |
| Continuance Commitment | 3.17 | .71 |
| Organizational Performance | 3.54 | .51 |
| Financial Perspective | 3.59 | .67 |
| Customer Perspective | 3.54 | .65 |
| Internal Business Perspective | 3.57 | .71 |
| Learning and Growth Perspective | 3.59 | .71 |
| Environment Social Perspective | 3.42 | .67 |

The result was also shown that organizational commitment and organizational performance of industrial establishment in Chonburi with the association in the average level at positive relation. Correlation coefficient is 0.52, and statistical significance at the 0.05 level which was in accordance with research hypothesis shown in Table 2

To consider the relationship between each component and both variables, the result indicated clearly that the association between organizational commitment in the component of continuance commitment and organizational performance in financial perspective had the maximum of correlation coefficient (= 0.54) which was in average with statistic significance (0.05) . Besides, the association between organizational commitment in the component of continuance commitment and organizational performance in internal – business perspective had the maximum of correlation coefficient (= 0.52) which was in average with statistic significance (0.05). Additionally, the association between organizational commitment in the component of affective commitment and organizational performance in

financial perspective has the maximum of correlation coefficient (= 0.48) which was in average with statistic significance (= 0.05) as shown in Table 2

Table 2: Correlation coefficient between the organizational commitment and organizational performance

| Variable | OC | AC | NC | CC | OP | FP | CP | IP | LP | EP |
|-----------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|----|
| OC | 1 | | | | | | | | | |
| AC | .80 [*] | 1 | | | | | | | | |
| NC | .84 [*] | .53 [*] | 1 | | | | | | | |
| CC | .84 [*] | .54 [*] | .53 [*] | 1 | | | | | | |
| OP | .52 [*] | .43 [*] | .35 [*] | .51 [*] | 1 | | | | | |
| FP | .51 [*] | .48 [*] | .26 [*] | .54 [*] | .77 [*] | 1 | | | | |
| CP | .30 [*] | .21 [*] | .23 [*] | .31 [*] | .76 [*] | .48 [*] | 1 | | | |
| IP | .48 [*] | .42 [*] | .27 [*] | .52 [*] | .79 [*] | .62 [*] | .51 [*] | 1 | | |
| LP | .23 [*] | .15 [*] | .21 [*] | .20 [*] | .72 [*] | .41 [*] | .46 [*] | .42 [*] | 1 | |
| EP | .43 [*] | .37 [*] | .33 [*] | .37 [*] | .74 [*] | .42 [*] | .45 [*] | .44 [*] | .42 [*] | 1 |

As it can be seen in Table 3, simple regression was analyzed to formulate prediction equation which organizational commitment was predictor. The findings of the study showed that Regression coefficient had statistically significance at the level of 0.05. The prediction equation can be written as;

$$\hat{y} = 1.99 + .47oc$$

Table 3: Simple regression of predictive variable in organizational commitment and dependent variable in organizational performance

| Predictive Variable | | Standard Error | B | T |
|---------------------------|------|----------------|-----|--------------------|
| Constant | 1.99 | .13 | | 15.22 [*] |
| Organizational Commitment | .47 | .04 | .52 | 12.07 [*] |

R=.52 R square = .27 F. = 145.69^{*}

Discussion

From the result of study the relationship between organizational commitment and performance in industrial corporations of Chonburi area, the result has been followed the hypothesis having been set at the beginning. It was clear that Organizational commitment is associated with organizational performance on industrial establishment in Chonburi with statistical significance at the 0.05 which was in accordance with several studies indication the association between organizational commitment and

performance, such as Brett, Cron, & Slocum Jr. (1995) and Yousef (2000). Brett, Cron, and Slocum Jr. (1995) studied the relationship between organizational commitment and performance by having financial requirement as the moderating variable.

Yousef (2000) explored the relationship between leader's behavior with organizational satisfaction and performance by having organizational commitment as the moderating variable. The findings showed that the relationship between variable leader's behavior with organizational satisfaction and organizational commitment and performance with statistical significance ($=0.05$). Although Yousef (2000)'s research study was carried out in business organization which was in the international context, not in the Western, the result was followed by hypothesis which was determined by the same organizational commitment relation to performance.

This research study was to emphasize industrial corporations in Thailand owned by Eastern and Western investing in production plant' setting and services in Thailand. The result showed that the relationship between organizational commitment in continuance commitment and performance in financial perspective had the maximum of correlation coefficient. It was expressed that the organizational commitment are correlated with organizational performance clearly, especially, financial return is in accordance with Rashid, Sambasivan, and Johari (2003) study. From Rashid, and group researchers Rashid, Sambasivan, & Johari (2003), the employees working as manager in Malaysia private sector were collected as data. It was found that the variables in corporate culture and employee's organizational commitment affect organizational performance in financial perspective.

The correlation coefficient between the organizational commitment and performance in learning and growth perspective was the minimum. It was found that the correlate coefficient was also minimum in separation of each organizational commitment with performance in learning-growth perspective. It was indicated that other variables might affect performance variable in learning-growth perspective more than organizational commitment.

The formulation of prediction equation with the variable of organizational commitment as predictive variable was in accordance with other studies which were found that OC was an antecedent variable and could be used as Commitment -performance model (C-P model). It was considered to be the basic theoretical concept of organization Putterill and Rohrer (1995). Therefore, the organizational commitment was connected with employees' work performance variable as antecedent variable. It resulted in individual work performance and organizational performance.

Mean of performance in each perspective was considered and it was found that mean of performance in environment/social perspective is the minimum. It was stated that environment and social perspective in the corporations centers on the basic concept on balance scorecards created by Kaplan and Norton (Kaplan & Norton, 1992). The balance scorecard is strategic management system with strategic goals and performance report through 4 perspectives, financial, customer, internal business, and

learning and growth perspectives. Most of researches determined the study of perspectives in performance measurement only 4 perspectives: financial, customer, internal business, and learning growth perspective. Environment/Social perspective was not focused. However, environment/ social perspective is the perspective which was not engaged in finance. This perspective is very popular perspective for industrial sector to focus on. Environment/ social perspective became the new trend and it was gradually incorporated this perspective into each organization. The new trend of focusing on environment/ social perspective was emphasized because business running would take Corporate Social Responsibility (CSR) into prior consideration.

The stated mentioned above can be applied as follows;

1. Industrial corporations will be able to apply the result into individual development according to organizational performance. With the result of research, It can be determined the point of development based on the study, such as the association between financial perspective and employee's commitment. Organizations should give an importance to keep employees in working for the companies continuously. It is necessary to avoid employees' job resignation for making organizations move forward.

2. It is crucial for corporations to give an importance to certain perspectives especially, environment / social perspective. The reason that should focus on environment perspective is the minimum of Mean in this perspective compare with other perspectives. Corporate social responsibility, such as community development project, education, and environment is focused to make the people in the society love the organizations. As a result, environment / social perspective should be done positively.

The suggestion for the further research

It should be studied continuously on the study of relationship between organizational commitment and performance with individual or organizational performance because the organization is changing dynamically. The further study should be focused on moderating or mediating variables in order to apply the concept of the association between organizational commitment and performance into organizational performance plan more clearly.

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