

Factors Affecting the Organizational Commitment of Personnel of The Faculty of Education, Suan Sunandha Rajabhat University

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Abstract

This research aimed to investigate the factors affecting the organizational commitment of personnel of the Faculty of Education, Suan Sunandha Rajabhat University; to examine the level of organizational commitment; and to study the relationship between the influencing factors and the level of organizational commitment.

The population consisted of 56 personnel from the Faculty of Education. Data were collected using questionnaires and analyzed through mean, standard deviation, and Pearson's correlation coefficient.

The findings revealed that:

1. Most of the respondents were female, aged between 41–50 years, held doctoral degrees, were university employees (government budget), served primarily in academic rather than supporting positions, and had worked at the Faculty of Education for over 10 years.

2. Factors influencing organizational commitment-including work environment, management, organizational culture, compensation and welfare, and job security and career advancement-were rated at the highest level overall ($\bar{X}=4.80$). Among these, management had the highest mean score ($\bar{X}=4.86$), followed by organizational culture ($\bar{X}=4.82$) and job security and career advancement ($\bar{X}=4.80$).

3. The overall organizational commitment level was also rated at the highest level ($\bar{X}=4.86$), indicating that most personnel felt proud and willing to continue working with the organization.

4. Correlation analysis showed that work environment, management, organizational culture, compensation and welfare, and job security and career advancement had significant positive relationships with the level of organizational commitment.

Recommendations:

1. **Management:** Administrators should set clear goals and guidelines while encouraging personnel participation in decision-making.

2. **Organizational Communication:** Promote two-way communication by increasing opportunities for exchanging opinions and providing platforms for suggestions.

3. **Organizational Culture:** Develop activities that enhance cooperation, trust, and shared pride within the organization.

4. **Compensation and Welfare:** Improve welfare systems to align with economic conditions and the diverse needs of personnel across different age groups.

Keywords: Organizational Commitment; Personnel; Faculty of Education; Suan Sunandha Rajabhat University

1. Introduction

The Office of the Permanent Secretary, Ministry of Higher Education, Science, Research and Innovation, plays a crucial role in setting the direction for the development of higher education management, strengthening the foundation for the country's human resource development, and promoting education management that responds to the National Strategy, the Master Plan, the National Economic and Social Development Plan, the National Education Plan, and the Higher Education Plan. These efforts will lead to economic and social progress, drive Thailand's higher education towards quality and standards, increase competitiveness, and elevate the quality of Thai higher education to be on par with international standards and gain international recognition (Higher Education Quality Enhancement Division, 2024). As a result, the Office has adopted a globally recognized and effective quality development tool for organizational excellence: the Education Criteria for Performance Excellence (EdPEX). These criteria have been used as a framework for the management of higher education institutions to achieve quality and rapid development towards excellence for some time now (Bureau of Higher Education Standards and Evaluation, Online).

The Education Criteria for Performance Excellence (EdPEX) adapts the Baldrige Excellence Framework for Education to suit the context of Thai higher education. Institutions use this framework for continuous management improvement towards excellence, which elevates the quality of education development for both the institution and the country to be comparable to international standards. EdPEX consists of 7 categories that are vital for institutional management: Category 1 Leadership, Category 2 Strategy, Category 3 Customers, Category 4 Measurement, Analysis, and Knowledge Management, Category 5 Workforce, Category 6 Operations, and Category 7 Results (Higher Education Quality Enhancement Division, 2024).

The Faculty of Education, an agency under the supervision of Suan Sunandha Rajabhat University, adopted the internal quality assurance guidelines based on the Education Criteria for Performance Excellence (EdPEX) in the 2023 academic year. This framework is used as a management tool for organizational operations towards excellence in an era where education faces rapid challenges and changes. Understanding the factors that influence employee engagement is crucial for the development and sustainability of the organization (Chumphol Rodchaem, 2025). Therefore, the Faculty focuses on Human Resource Management (Category 5 Workforce), specifically on Organizational Commitment. Organizational commitment is an important part of successful organizational development; it motivates and encourages employees to perform to the best of their abilities for the organization's success. If an organization can create and develop organizational commitment among all employees at every level, it will efficiently and sustainably achieve its set goals. Thus, employee commitment is very important for an organization's business operations. Quality of Work Life is another factor that is equally important in fostering employee commitment to the organization, helping employees to feel happy, love the organization, and thus be satisfied to continue working together within the organization (Tarika Sratongkham, 2020).

The Planning and Quality Assurance Department is a section within the Faculty of Education, Suan Sunandha Rajabhat University, that has the key mission or task of driving the

Faculty's strategy to achieve success according to the Education Criteria for Performance Excellence (EdPEX). The EdPEX assessment in the 2023 academic year revealed that the Faculty should analyze and review the factors contributing to personnel commitment and key workforce changes. Furthermore, the Faculty did not demonstrate a systematic method for assessing commitment, nor did it show the metrics used to evaluate personnel satisfaction, dissatisfaction, and commitment. Therefore, the researcher is interested in studying the factors affecting organizational commitment among personnel at the Faculty of Education, Suan Sunandha Rajabhat University, in accordance with the Education Criteria for Performance Excellence (EdPEX), including an analysis of the relationship to find the connection between various factors and the level of commitment. Systematically assessing commitment will provide the Faculty with data and information that can be used to improve and promote personnel commitment to the organization and increase the efficiency of personnel performance.

2. Objective

1. To study the factors affecting the organizational commitment of personnel at the Faculty of Education, Suan Sunandha Rajabhat University.
2. To study the level of organizational commitment among personnel at the Faculty of Education, Suan Sunandha Rajabhat University.
3. To study the relationship between the factors affecting commitment and the level of organizational commitment among personnel at the Faculty of Education, Suan Sunandha Rajabhat University.

3. Methodology

This research is a Qualitative Research study that aims to investigate the factors affecting the organizational commitment of personnel at the Faculty of Education, Suan Sunandha Rajabhat University. The researcher studied and collected data from the target population in the Faculty of Education, Suan Sunandha Rajabhat University, following these steps:

1. Population and Sample

The population used in this research consisted of the personnel of the Faculty of Education, Suan Sunandha Rajabhat University, working in the 2025 fiscal year. This included 54 academic staff and 15 supporting staff, totaling 69 individuals (Personnel Management Division, 2025).

The sample group used in this research were personnel of the Faculty of Education, Suan Sunandha Rajabhat University, working in the 2025 fiscal year. The sample size was determined using the Krejcie & Morgan table, resulting in 56 individuals. Simple Random Sampling was used to obtain a good representation of the population for this study.

2. Research Instruments and Quality Assessment

The instrument used in this research was a questionnaire. The researcher created the data collection instrument as follows:

- 2.1) The researcher studied concepts, theories, and literature related to the research topic.
- 2.2) The researcher created a 5-level Rating Scale questionnaire, administered via Google Forms.

2.3) The researcher submitted the questionnaire to 3 experts to verify the quality of the instrument and determine the IOC (Index of Item-Objective Congruence) value.

2.4) The researcher revised the instrument based on the suggestions from the quality check to ensure greater accuracy and suitability.

2.5) The researcher administered the questionnaire for data collection according to the planned schedule.

2.6) The researcher analyzed and summarized the collected data.

3. Data Collection

3.1) A formal letter was sent to the Faculty of Education, Suan Sunandha Rajabhat University, requesting permission to conduct the research with the sample personnel.

3.2) The researcher personally collected the data, informing the sample personnel about the data collection process and how to answer the questionnaire.

3.3) The sample personnel completed the questionnaire on the factors affecting organizational commitment at the Faculty of Education, Suan Sunandha Rajabhat University.

3.4) The researcher collected the data and checked for completeness for subsequent data analysis

4. Data Analysis

The researcher analyzed the data using statistical software, calculating the mean ($\bar{X}$), standard deviation (S.D.), and Pearson Product-Moment Correlation Coefficient (r).

4. Results

The study on the factors affecting the organizational commitment of personnel at the Faculty of Education, Suan Sunandha Rajabhat University, with the objectives of studying the factors affecting personnel organizational commitment, the level of organizational commitment, and the relationship between the factors affecting commitment and the level of organizational commitment of personnel at the Faculty of Education, Suan Sunandha Rajabhat University, was conducted by the researcher. The data analysis was divided into 4 parts as follows:

Part 1: Analysis of General Information of the Sample Group.

Table 1 shows the number and percentage of staff categorized by gender, age, education level, personnel type, field of study, academic position, supporting staff position, type of employment, and duration of employment at the Faculty of Education.

Variable	Category	Number of people	Percentage
Gender	Male	14	25
	Female	42	75
	Total	56	100
Age	20-30 years	2	3.57
	31-40 years	17	30.36
	41-50 years	24	42.86
	51 years and over	13	23.21
	Total	56	100
Education Level	Lower than Bachelor's	5	8.93
	Bachelor's Degree	9	16.07
	Master's Degree	17	30.36

Variable	Category	Number of people	Percentage
	Doctoral Degree	25	44.64
	Total	56	100
Personnel Type	Academic Staff	40	71.43
	Supporting Staff	16	28.57
	Total	56	100
Field of Study	Thai Language	4	10
	English Language	3	7.5
	Mathematics	4	10
	General Science	4	10
	Early Childhood Education	5	12.5
	Social Studies	5	12.5
	Digital Technology for Education	6	15
	Teacher Professional Program	9	22.5
	Total	40	100
Academic Position	Lecturer	22	55
	Assistant Professor	14	35
	Associate Professor	4	10
	Total	40	100
Supporting Staff Position	Practitioner	8	50
	Experienced	3	18.75
	Operative	5	31.25
	Total	16	100
Type of Employment	Civil Servant	7	12.5
	University Employee (Government Budget)	35	62.5
	University Employee (Revenue Budget)	8	14.28
	Government Employee	1	1.79
	Temporary Employee	5	8.93
	Total	56	100
Duration of Employment at the Faculty of Education	Less than 1 year	3	5.36
	1-5 years	8	14.29
	6-10 years	15	26.78
	More than 10 years	30	53.57
	Total	56	100

From Table 1, the sample personnel categorized by gender were mostly female, accounting for 42 individuals (75.00%), while males accounted for 14 individuals (25.00%).

Categorized by age, the largest group of personnel was aged 41-50 years, totaling 24 individuals (42.86%), followed by 31-40 years with 17 individuals (30.36%), 51 years and over with 13 individuals (23.21%), and 20-30 years with 2 individuals (3.57%), respectively.

Categorized by education level, the largest group of personnel had a Doctoral Degree, totaling 25 individuals (44.64%), followed by a Master's Degree with 17 individuals (30.36%), a Bachelor's Degree with 9 individuals (16.07%), and lower than a Bachelor's Degree with 5 individuals (8.93%), respectively.

Categorized by personnel type, the largest group was Academic Staff, totaling 40 individuals (71.43%), followed by Supporting Staff with 16 individuals (28.57%), respectively.

Categorized by field of study, the largest group of academic staff was from the Teacher Professional Program field of study, totaling 9 individuals (22.50%). This was followed by the Digital Technology for Education field of study with 6 individuals (15.00%), Early Childhood Education with 5 individuals (12.50%) (the same number as Social Studies), Thai Language with 4 individuals (10.00%) (the same number as Mathematics and General Science), and English Language with 3 individuals (7.50%), respectively.

Categorized by academic position, the largest group of academic staff held the position of Lecturer, totaling 22 individuals (55.00%). This was followed by Assistant Professor with 14 individuals (35.00%), and Associate Professor with 4 individuals (10.00%), respectively.

Categorized by supporting staff position, the largest group held the position of Practitioner, totaling 8 individuals (50.00%). This was followed by Operative with 5 individuals (31.25%), and Experienced with 3 individuals (18.75%), respectively.

Categorized by type of employment, the largest group of personnel was University Employees (Government Budget), totaling 35 individuals (62.50%). This was followed by University Employees (Revenue Budget) with 8 individuals (14.28%), Civil Servants with 7 individuals (12.50%), Temporary Employees with 5 individuals (8.93%), and Government Employees with 1 individual (1.79%), respectively.

Categorized by duration of employment at the Faculty of Education, the largest group of personnel had worked at the Faculty of Education for more than 10 years, totaling 30 individuals (53.57%). This was followed by 6-10 years of employment at the Faculty of Education with 15 individuals (26.78%), 1-5 years with 8 individuals (14.29%), and less than 1 year with 3 individuals (5.36%), respectively.

Part 2: Analysis of Factors Affecting Organizational Commitment at the Faculty of Education, Suan Sunandha Rajabhat University.

Table 2: Mean ($\bar{X}$) and Standard Deviation (S.D.) of Factors Affecting Organizational Commitment of Personnel at the Faculty of Education, Suan Sunandha Rajabhat University (Overall)

Factor	$\bar{X}$	S.D.	Interpretation
1. Work Environment Factor	4.74	0.4729	Highest
2. Management Factor	4.86	0.3184	Highest
3. Organizational Culture Factor	4.82	0.3644	Highest
4. Compensation and Welfare Factor	4.76	0.3971	Highest
5. Job Security and Career Advancement Factor	4.80	0.3707	Highest
Overall	4.80	0.3564	Highest

From Table 2, it was found that the factors affecting the organizational commitment of personnel at the Faculty of Education, Suan Sunandha Rajabhat University, were at the **Highest**

level overall ($\bar{X}=4.80$). When considering each factor individually, the Management Factor had the highest mean ($\bar{X}=4.86$), followed by the Organizational Culture Factor ($\bar{X}=4.82$), and the Job Security and Career Advancement Factor ($\bar{X}=4.80$), respectively.

Part 3: Analysis of the Level of Organizational Commitment of Personnel at the Faculty of Education, Suan Sunandha Rajabhat University.

Table 3: Mean ($\bar{X}$) and Standard Deviation (S.D.) of the Level of Organizational Commitment of Personnel at the Faculty of Education, Suan Sunandha Rajabhat University (Overall)

Organizational Commitment	$\bar{X}$	S.D.	Interpretation
1. You accept the leadership of the organization's executives.	4.84	0.3706	Highest
2. You have confidence in the leadership of the organization's executives.	4.89	0.3121	Highest
3. You are willing and ready to strictly comply with the organization's policies.	4.88	0.3844	Highest
4. You perform duties beyond your responsibilities to help the organization succeed.	4.91	0.2877	Highest
5. You regularly participate in the Faculty's various activities.	4.84	0.4964	Highest
6. You have the initiative to continuously improve performance.	4.8	0.4832	Highest
7. You consistently behave as a good role model that promotes the organization's image.	4.84	0.3706	Highest
8. You are proud to be a part of this organization.	4.88	0.3337	Highest
9. You are happy to tell others that you work for this organization.	4.91	0.2877	Highest
10. You intend to work for this organization until retirement.	4.82	0.4713	Highest
Overall	4.86	0.2846	Highest

From Table 3, it was found that the level of organizational commitment of personnel at the Faculty of Education, Suan Sunandha Rajabhat University, was at the **Highest** level overall ($\bar{X}=4.86$). When considering each item of organizational commitment, the item "Personnel perform duties beyond their responsibilities to help the organization succeed" and "Personnel are happy to tell others that they work for this organization" had the highest mean ($\bar{X}=4.91$). This was followed by the items "Personnel have confidence in the leadership of the organization's executives" ($\bar{X}=4.89$), and "Personnel are willing and ready to strictly comply with the organization's policies" and "Personnel are proud to be a part of this organization" ($\bar{X}=4.88$), respectively.

Part 4: Results of the Study of the Relationship between Work Environment Factor (X_1), Management Factor (X_2), Organizational Culture Factor (X_3), Compensation and Welfare Factor (X_4), Job Security and Career Advancement Factor

(X₅) and the Level of Organizational Commitment (Y) using Pearson Product Moment Correlation.

Table 4: Correlation Coefficient between Work Environment Factor (X₁), Management Factor (X₂), Organizational Culture Factor (X₃), Compensation and Welfare Factor (X₄), and Job Security and Career Advancement Factor (X₅)

Predictor	X ₁	X ₂	X ₃	X ₄	X ₅
X ₁	1	.756**	.711**	.863**	.858**
X ₂	.756**	1	.837**	.748**	.895**
X ₃	.711**	.837**	1	.809**	.873**
X ₄	.863**	.748**	.809**	1	.883**
X ₅	.858**	.895**	.873**	.883**	1

P<0.05, **P<0.01

From Table 4, the correlation coefficients of the Work Environment Factor (X₁), Management Factor (X₂), Organizational Culture Factor (X₃), Compensation and Welfare Factor (X₄), and Job Security and Career Advancement Factor (X₅) were examined. It was found that all factors (X₁, X₂, X₃, X₄, and X₅) were positively correlated with each other, with correlation values ranging from 0.711 to 0.895, which was statistically significant at the 0.05 level.

Table 5: Correlation Coefficient between Work Environment Factor (X₁), Management Factor (X₂), Organizational Culture Factor (X₃), Compensation and Welfare Factor (X₄), Job Security and Career Advancement Factor (X₅) and the Level of Organizational Commitment (Y)

Predictor	Y
X ₁	.678**
X ₂	.655**
X ₃	.659**
X ₄	.678**
X ₅	.788**

P<0.05, **P<0.01

From Table 5, it was found that the level of organizational commitment (Y) was positively correlated with the Work Environment Factor (X₁), Management Factor (X₂), Organizational Culture Factor (X₃), Compensation and Welfare Factor (X₄), and Job Security and Career Advancement Factor (X₅). The correlation values ranged from 0.655 to 0.788, which was statistically significant at the 0.05 level.

5. Conclusion And Future Work

The study on the factors affecting the organizational commitment of personnel at the Faculty of Education, Suan Sunandha Rajabhat University, aimed to examine the factors affecting personnel organizational commitment, the level of organizational commitment, and the relationship between the factors affecting commitment and the level of organizational

commitment of personnel at the Faculty of Education, Suan Sunandha Rajabhat University. The researcher conducted a Qualitative Research study, using a questionnaire as the data collection instrument. The population or sample group for this study consisted of personnel at the Faculty of Education, Suan Sunandha Rajabhat University, working in the 2025 fiscal year. The sample size was determined using the Krejcie & Morgan table, resulting in 56 individuals, and Simple Random Sampling was used. The data was processed using the Statistical Package for the Social Sciences (SPSS) software. The research findings are summarized as follows:

1. Research Findings Summary

This research focused on studying the factors affecting the organizational commitment of personnel at the Faculty of Education, Suan Sunandha Rajabhat University, using a sample of 56 academic and supporting staff. The results are summarized as follows:

1.1 General Information of the Sample: The majority were female, aged 41–50 years, held a Doctoral Degree, were University Employees (Government Budget), worked in an academic staff position more than a supporting staff position, and had been employed at the Faculty of Education for more than 10 years.

1.2 Factors Affecting Organizational Commitment: The factors studied (Work Environment, Management, Organizational Culture, Compensation and Welfare, and Job Security and Career Advancement) were at the Highest level overall (). The Management Factor had the highest mean (), followed by the Organizational Culture Factor (), and the Job Security and Career Advancement Factor (), respectively.

1.3 Level of Organizational Commitment: The overall level of organizational commitment was at the Highest level (), indicating that the majority of personnel were proud and willing to continue working for the organization.

1.4 Relationship Analysis: The analysis of the relationship found that the Work Environment Factor, Management Factor, Organizational Culture Factor, Compensation and Welfare Factor, and Job Security and Career Advancement Factor all had a statistically significant positive correlation with the level of organizational commitment.

2. Discussion

The results of the research on the factors affecting the organizational commitment of personnel at the Faculty of Education, Suan Sunandha Rajabhat University, align with the study by Wettaya Faichaidee et al. (2023), which indicated that supervisor factors and organizational culture significantly influence organizational commitment and work effectiveness. It also aligns with Tarika Sratongkham et al. (2020), who found a positive relationship between quality of work life and organizational commitment. The finding that personnel have the highest level of organizational commitment reflects that the Faculty of Education has good human resource management, covering welfare care, clear management, and the creation of an environment that promotes collaboration. Furthermore, job security and clear career advancement paths help motivate personnel to remain with the organization.

However, even though the research results indicate the highest level of commitment, consideration should be given to promoting two-way communication and providing more opportunities for personnel participation to build sustainable commitment and enhance work efficiency in the future.

3. Recommendations for Applying the Research Findings

1. Management: Administrators should establish clear goals and operational guidelines while encouraging personnel participation in the decision-making process.

2. Organizational Communication: Promote two-way communication, increase channels for exchanging opinions, and create platforms for presenting suggestions.

3. Organizational Culture: Develop activities that foster collaboration, trust, and shared pride within the organization.

4. Compensation and Welfare: Improve the welfare system to be appropriate to the economic conditions and the needs of personnel across different age groups.

4. Recommendations for Future Research

Future studies should expand the sample group to include other departments within the university in order to compare and identify common factors influencing organizational engagement at the institutional level.

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