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CREATING ORGANIZATIONAL COMMITMENT OF THE EDUCATIONAL PERSONNELS IN PRIVATE SCHOOLS

Siriluk Wanasatit

Student of Master in Educational Administration, Suan Sunandha Rajabhat University

E-mail: s66561802004@ssru.ac.th

Thada Siththada

Graduate school, Suan Sunandha Rajabhat University

E-mail: thada.si@ssru.ac.th

Abstract

This article aims to present about creating organizational commitment of the educational personnels in private schools. With the objective of knowing about creating organizational commitment of the educational personnels in private schools and to increase efficiency in further developing human resources management of educational administrators. Because of teachers and personnel in private schools receive little government care in terms of financial support and other benefits that the government should provide to those providing national education services, such as child tuition, fees medical expenses for themselves and their family. When retiring from government school, teachers will receive a pension. Private school teachers therefore try to take the entrance exam in order to receive benefits from the state as mentioned above. Due to the frequent entry and exit problems of teachers and personnel in private schools, affect the provision of teaching and learning to students, lack of continuity in the work of teachers and personnel, schools must recruit new teachers in order to maintain the work force and teachers with unqualified degrees must be assigned to teach various subjects. The private school administrators should be aware of creating organizational commitment. From collecting information through searching, it was found that creating organizational commitment of the educational personnels in private schools must create three aspects: creating physical characteristics of the educational institution to make it pleasant to work in (Physical), creating good feeling of teachers and personnel (Psychological) and building good relationships in the organization (Relationship)

Keywords: organizational commitment, educational personnel, private school

Introduction

In educational institutions, one of the most important resources is teachers or personnel. There are two ways to pursue a teaching career: taking the government school teacher examination or applying to private schools. Both options have their own pros and cons. It is evident that government school teachers receive additional compensation based on academic standing, such as expertise allowances, special expertise allowances, pensions, the Government Pension Fund (GPF) after retirement, healthcare and dental benefits covering spouses, children and parents. However, private school teachers do not receive these welfare benefits from the government. This raises an important issue where private school teachers decide to take the government school entrance exam in order to have job security, take good care of themselves and their families. This leads to high turnover rates among private school teachers, impacting teaching and learning continuity as schools have to recruit new teachers to meet personnel demands. Sometimes teachers without relevant qualifications have to be assigned to teach various subjects. One solution is to increase organizational commitment among private school personnel. Building organizational commitment among private school personnel is crucial in enabling schools to develop and thrive in the education sector. The first thing administrators

should understand is what organizational commitment means. To foster commitment, they need to understand what their staff expect from a teaching career. In general, private school teachers expect job security, fair compensation, recognition within the organization, good colleagues, good benefits, opportunities for advancement, a positive work environment, good leadership, and a reasonable workload. Therefore, focusing on organizational commitment in private schools helps administrators understand staff behavior and develop strategies for growth and sustainability, as well as achieving established goals.

Building organizational commitment among personnel in private schools is crucial for the sustainable development and growth of these institutions in the education sector. The first step for school administrators is to understand what organizational commitment truly means. To effectively foster this commitment, administrators of private schools must first grasp the expectations of their staff. Generally, personnel in private schools aspire to career stability, fair compensation, recognition from colleagues, positive work relationships, comprehensive benefits, opportunities for professional development and advancement, a conducive work environment, effective leadership, and a manageable workload. By prioritizing organizational commitment, administrators can better understand the behaviors of their staff, develop effective organizational strategies for growth and sustainability, and ultimately achieve the school's set objectives.

Organizational Commitment

Given the significant interest and research in organizational commitment among scholars, there have been numerous definitions proposed. A brief summary is as follows:

Backer (1960) : Defined organizational commitment as a state in which an individual becomes involved and invested in something. These investments can include education, age, marital status, and work experience. Ultimately, individuals expect a return on their investment from the organization. Therefore, the level of commitment is determined by the intensity and quality of these investments.

Steers (1997) : Suggested that organizational commitment refers to an employee's feeling of belonging to an organization, their willingness to sacrifice personal interests for the organization, and their desire to remain a member of that organization.

Kanter (1968) : Explained organizational commitment as an employee's willingness to demonstrate dedication and loyalty to the organization through their efforts.

Marsh & Mannari (1977) : Defined organizational commitment as the degree of a sense of ownership or loyalty towards an organization, acceptance of organizational goals and values, and a feeling of belonging.

Meyer, Allen, and Smith (1993) : Characterized organizational commitment as the nature of the relationship between an individual and an organization, leading to decisions about staying or leaving the organization.

Herbiniak & Alutto (1972) : Organizational commitment is a result of the relationship or interaction between an individual and an organization, involving investments of time and effort. This leads to a reluctance to leave the organization, even when offered higher salaries, better positions, more professional freedom, or superior relationships with colleagues from other organizations.

Mowday et al. (1982) : Organizational commitment is more than just ordinary loyalty. It's a deep-seated relationship that drives individuals to willingly dedicate themselves to improving the organization. It consists of three components:

- Acceptance of organizational goals
- Willingness to exert effort for the organization
- Loyalty to the organization

Sheldon (1971) : Organizational commitment is a positive attitude or feeling that employees have towards their organization. This creates a sense of connection between the individual and the organization, and a willingness to work towards organizational goals.

Buchanan (1974) : Organizational commitment is a sense of belonging, alignment with organizational goals and values, and the fulfillment of one's role to achieve these goals and values. It consists of three components:

- Identification with the organization's goals and values
- Involvement in the organization through role performance
- Loyalty to the organization

Vronuch Thongpaiboon (2000) : defined organizational commitment as a sense of belonging, pride, acceptance, and adherence to the goals and ideals of an organization. This results in an individual's willingness to work for the organization's progress and benefit, and a desire to remain a member of the organization. Organizational commitment consists of three components:

- Identification: This refers to pride in the organization and acceptance of its goals.
- Involvement: This refers to the willingness to work for the organization's progress and benefit.
- Loyalty: This refers to the adherence to the organization and a desire to remain a member.

In summary, organizational commitment refers to an individual's relationship and feelings towards an organization. It involves belief in and acceptance of the organization's goals and values, pride in being a part of the organization, willingness to sacrifice personal interests for the organization, a willingness to exert maximum effort for the organization, and a desire to remain a member of the organization for an extended period.

Concepts and Theories Related to Organizational Commitment

Maslow's hierarchy of needs theory categorizes human needs into five levels, represented as a pyramid. Starting from the base, these needs include: physiological needs, safety needs, love and belonging needs, esteem needs, and self-actualization needs. As one level of need is fulfilled, individuals tend to move on to the next higher level.

- **Physiological needs:** In an organizational context, this includes basic needs such as a fair wage, comfortable working conditions, and job security. If these needs are not met, employees will be less likely to be committed to their organization.

- **Safety needs:** These relate to job security, health insurance, and a safe working environment. When employees feel secure in their jobs, they are more likely to be committed.

- **Love and belonging needs:** This level involves social interactions, a sense of belonging to a team, and positive relationships with colleagues. A strong sense of community within an organization can foster commitment.

- **Esteem needs:** These include recognition, status, and a sense of achievement. Organizations can foster commitment by providing opportunities for advancement, recognition for a job well done, and a sense of accomplishment.

- **Self-actualization needs:** This highest level relates to personal growth, realizing one's full potential, and making a meaningful contribution. Organizations can support self-actualization by providing opportunities for learning and development, and by aligning employees' work with their personal values.

Herzberg's Two-Factor Theory explains an individual's motivation and job satisfaction. It comprises two factors:

- Hygiene factors include working conditions, salary, job security, relationships with supervisors and peers, and the nature of the work itself. These factors can lead to job dissatisfaction and are often related to the work environment.

- Motivators include opportunities for advancement, recognition, the nature of the work assigned, and achievement in work. These factors contribute to job satisfaction and make individuals want to work.

Herzberg's theory suggests that:

- To prevent job dissatisfaction, focus on improving hygiene factors.
- To motivate employees and increase job satisfaction, focus on providing opportunities for growth and achievement.

Becker's side-bet Theory examines the decision-making process of employees when they consider whether to stay with an organization or leave. The theory suggests that individuals weigh the potential gains and losses associated with their continued membership in the organization.

Over time, individuals make various "side-bets" in their organizations. These side-bets include investments of time, physical energy, intellectual capacity, and the sacrifice of certain opportunities. As a result of these investments, employees expect a long-term return beyond their salary. If they were to leave or transfer prematurely, these investments would be wasted, making the continued membership in the organization more worthwhile.

The longer an individual remains with an organization, the greater their investment and, consequently, their commitment to the organization. This increased commitment over time makes it more difficult for the individual to leave or transfer.

In conclusion, organizational commitment stems from employees' positive feelings towards their organization. This is influenced by the satisfaction of their basic human needs. Human needs are hierarchical, with self-actualization being the ultimate goal. However, individuals must first have their lower-level needs met to progress towards higher-level ones. Within an organization, employees have diverse needs. When these needs are fully met, employees will be satisfied and more willing to work diligently and enthusiastically. When individuals feel that their investments of time, effort, and intellect are worthwhile, they develop a sense of commitment to the organization. Moreover, the longer an individual remains a member, the stronger their organizational commitment becomes.

Therefore, to cultivate a high level of organizational commitment, managers should understand the specific needs and motivators of their employees. By addressing these needs effectively, organizations can create a more positive and productive work environment.

Conclusion

This article explores strategies to foster organizational commitment among employees in private schools. Given the high turnover rates in private schools, which can disrupt the learning process and necessitate constant recruitment, it is imperative to cultivate a strong sense of commitment among staff members. Factors influencing organizational commitment include working conditions, salary, job security, relationships with supervisors and peers, opportunities for advancement, recognition, the nature of work, and achievement. To enhance commitment, it is crucial to foster a shared understanding among employees about their collective role in the school's development. Creating a family-oriented organizational culture that emphasizes support and mutual respect is essential. Additionally, implementing programs and activities that encourage employee participation can significantly boost commitment. Team-building and collaborative projects can help employees feel valued and empowered. Investing in employee development through training and professional growth opportunities is another effective

strategy. By providing opportunities for growth and recognizing their contributions, schools can foster a strong sense of loyalty and dedication among their staff. In essence, to mitigate the issue of high turnover and ensure the continuity of education, private schools should prioritize strategies that enhance organizational commitment. By addressing employees' needs, fostering a positive work environment, and providing opportunities for growth, schools can create a more stable and productive workforce.

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