

ORGANIZATIONAL CLIMATE AFFECTING ORGANIZATIONAL COMMITMENT OF EMPLOYEES IN AN AUTOMOTIVE PARTS MANUFACTURING FACTORY IN AMATANAKORN INDUSTRIAL ESTATE IN CHONBURI PROVINCE

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Abstract: *The objectives of the research were to study the level of organizational commitment and organizational climate that affect the organizational commitment of employees in an automotive parts manufacturing factory in Amatanakorn industrial estate in Chonburi province of Thailand. 161 employees were randomly selected by using questionnaires as research instrument. Data were analyzed by using statistical program. The statistics used in this research were percentage, arithmetic mean, and standard deviation. Multiple linear regression analysis was used to test the hypothesis. The results were founded that the organizational commitment of employees in an automotive parts manufacturing factory was in the moderate level. For the organizational climate, work environment and teamwork could affect the organizational commitment of employees in an automotive parts manufacturing factory at statistical significant level of 0.01 and 0.05, respectively.*

Keywords: *Organizational climate, Organizational commitment, Work environment, Teamwork, Automotive Parts*

1. Introduction

At present, automotive industries trend are still grow up continuously. Data from the Organization International des Constructeurs des Automobiles (OICA) demonstrated the volume of the world's automotive manufacturing are continuously increasing from 2005 to 2015.

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Look back to the many previous year ago of Thailand. A categories of vehicle which very popular used in Thailand was motorcycles. Data from the Department of land transport of Thailand has showed a percentage of motorcycles market which still grow up from 2009 to 2013 around 22 percent.

Overall information in previous times have made Thailand to be a base of the world's automotive manufacturing country and a supply chain that can make the value in country including a green manufacturing. These were defined in the third automotive industries model scheme of Thailand in 2012 to 2016.

Therefore, Motorcycles manufacturing industries in Thailand has expand with more rate of employment that directly affect to each of related organization to be a successful in business and can compete with the other.

An information from National Economic and Social Development Plan number 11 from the Office of the National Economics and Social Development Board of Thailand are defined “People centered, Improve the potential, knowledge and quality of people to be a major force for developing countries and can competitive in the global.

To improve the potential, knowledge and quality of employee are used many training process and spend a lot of cost. Initially, find a candidates to interview until the finally process by training a new comers to be an expert in work. Employees will grow up with their organization together. In addition, be an agent on behalf of their organization in future.

Organization is a social system that including a many persons who have a common goal. In fact, working are included a many level of employees such as leader, colleagues and subordinates. A variant of personal factors are affect to the work. Because, each people has different goals in their life. The one important factor which made employees to work with their organization for a long time is organizational climate that can made employees feel committed with their organization

From the overall reasons, the organization where researcher concentrated is the one of automotive parts manufacturing factory in Thailand that still expanding and not only has a many available position for work but also high turned over rate. It has direct effect to every employees. If employees committed with their organization, they will use their knowledge and power in work including a positive thinking. In vise versa, if employees do not committed with their organization, leaving or resignation will be occurred. Then, organization cannot compete with the other and not grow up. Therefore, a study of the organizational climate that affect to organizational commitment of employees in automotive parts manufacturing factory in Amatanakorn industrial estate in Chonburi province of Thailand is the important things for researcher to study.

2. Research Objectives

1. To study the level of organizational commitment of employees in automotive parts manufacturing factory in Amatanakorn industrial estate in Chonburi province.
2. To study the organizational climate that affected to organizational commitment of employees in automotive parts manufacturing factory in Amatanakorn industrial estate in Chonburi province.

3. Hypothesis

Organization structure, Communication, Leadership, Teamwork and Work environment could affect organizational commitment.

4. The conceptual framework used in research.

There are two major components of the research that have embraced the following concepts. Independent variables from Fauziah Noordin et al (2010) that research into the study of "Organizational climate and its influence on organizational commitment". The researchers reviewed the concept of Allen and Meyer (1990) that have included in the dependent variable framework of this research as following,

Independent Variable

Dependent Variable

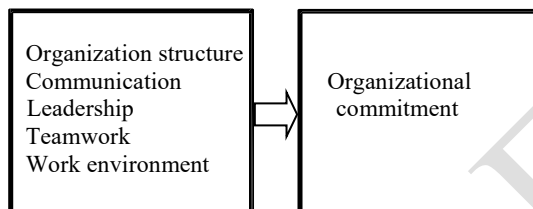


Figure 1.1 The conceptual framework

5. Scope of research

Researcher focused on overall of employees who worked in an automotive parts manufacturing factory in Amatanakorn industrial estate in Chonburi province.

5.1 Sample of populations

The populations used in this research were 267 employees who worked in automotive parts manufacturing factory in Amatanakorn industrial estate in Chonburi province. (Data from department of human resource in March 2016). The sample size was 161 employees who work in this company.

5.2 Research Design

Researchers have determined the independent variables and the dependent variables. Independent Variable are Organization structure,

Communication, Leadership, Teamwork and Work environment. Dependent Variable is Organizational commitment.

5.3 Period of study

Data were collected by simple random sampling method during March 2016 – April 2016.

6. Research methodology

The research instrument was questionnaire with the following interval scale that included 5 level

- Strongly agree 5 Score
- Agree 4 Score
- Neither agrees nor disagrees 3 Score
- Disagree 2 Score
- Strongly disagree 1 Score

7. Data analysis

Researchers analyze the data by the statistical program. Statistics for data analysis included percentage, arithmetic, and standard deviation. Multiple linear regression analysis was used for hypothesis testing.

Criteria for the interpretation of the average level of organizational commitment was following criteria:

4.201 – 5.000	Very high
3.401 – 4.200	High
2.601 – 3.400	Moderate
1.801 – 2.600	Low
1.000 – 1.800	Very low

8. Result

Table 1: Personal factors

Personal factors	Frequency	Percentage
1. Gender		
Male	145	90.1
Female	16	9.9
Total	161	100
2. Age		
More than 20 years- 30 years	83	51.6
More than 30 years- 40 years	69	42.9
More than 40 years- 50 years	9	5.6
Total	161	100
3. Income		
More than 10,000 THB- 20,000 THB	73	45.3
More than 20,000 THB- 30,000 THB	57	35.4
More than 30,000 THB- 40,000 THB	24	14.9
More than 40,000 THB	7	4.3
Total	161	100

4. Education		
Equal or less than High school	46	28.6
Diploma	54	33.5
Bachelor's degree	50	31.1
Higher than Bachelor's degree	11	6.8
Total	161	100
5. Division		
Production	99	61.5
Manufacturing Support	48	29.8
Chemical	11	6.8
Administration	3	1.9
Total	161	100
6. Work experience		
Equal or less than 1 years	4	2.5
More than 1-5 years	73	45.3
More than 5-10 years	52	32.3
More than 10-15 years	28	17.4
More than 15 years	4	2.4
Total	161	100

Table 1 shown the majority of the employees in this factory is male, aged more than 20-30 years-old. Education level is Diploma level, Majority division is Production and work experience is more than 1-5 years.

Table 2: The average, standard deviation (S.D.) and level of the organizational commitment.

Variable	X	S.D.	Level
Organizational Commitment	3.188	0.455	Moderate

Table 2 shown the results that the level of the

Factors	X	S.D.	Level	Order
Organization	3.39	0.50	Moderate	4
Structure				
Communication	3.93	0.48	High	2
Leadership	3.76	0.62	High	3
Teamwork	4.34	0.45	Very High	1
Work Environment	2.81	0.46	Moderate	5

organizational commitment is within the moderate level.

Table 3: Mean, Standard deviation (S.D.) and level of Organizational climate.

Table 3 shown the first order of the Organizational climate was teamwork at the very high level followed by the communication and Leadership at the high level. Lastly, organizational structure and work environment at the moderate level respectively.

Table 4: Study the factors of the organizational climate.

Organizational climate	Bj	t	p-value
Constant	0.935	2.110	0.036**
Structure	0.139	1.774	0.078
Communication	0.034	0.486	0.628
Leadership	-	-	0.469
	0.043	0.726	
Teamwork	0.167	2.152	0.033**
Work Environment	0.386	4.667	0.000*
R = 0.485; R ² = 0.235 ; F = 9.536 ; p-value = 0.000**			

Remark * P-value \leq 0.01

** P-value \leq 0.05

Table 4 shown that $R^2 = 0.235$, this can explain that all independent variables can explain the variation of organizational commitment of employees in an automotive parts manufacturing factory at 23.5 percent.

The most influenced variable are organizational climate, work environment and teamwork that could affect to the organizational commitment of employees in an automotive parts manufacturing factory at statistical significant level of 0.01 and 0.05, respectively.

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