

# An Application Of Good Governance Principle Influencing Organizational Commitment Of Thai Private University Personnel

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## Abstract

The purposes of this research were: 1) to study an application of good governance principle of Thai private universities; 2) to study organizational commitment of Thai private university personnel; 3) to find a relationship between good governance principle and organizational commitment of Thai private university personnel; and 4) to analyze good governance principle influencing organizational commitment of Thai private university personnel. The samples used in this study were 321 participants who were administrators, lecturers and employees of the selected private universities in Bangkok. The research questionnaire was used as a tool to collect data. Statistics used in this study consisted of percentage, mean, standard deviation, Pearson Correlation and Multiple Regression Analysis (MRA). The research results showed that an application of good governance principle, in total, was at high level. In particular, rule of law had the highest mean value, followed by virtue, accountability, economy, transparency and participation. The organizational commitment of Thai private university personnel, in total, was at high level. In particular, confidence and acceptance of organizational goals had the highest mean value, followed by willingness to work for the organization and need for maintaining organizational membership. Good governance principle was positively related to organizational commitment of Thai private university personnel, which rule of law had the highest correlation with organizational commitment. In addition, good governance had an influence on organizational commitment, which participation was found to have the highest influence on organizational commitment of Thai private university personnel.

**Keywords:** Good governance principle, rule of law, virtue, participation, organizational commitment.

## I. INTRODUCTION

Good governance principle receives much attention from modern organizations including higher education institutions as it can be implemented to create sustainable development

and resolve conflict of each group of people in the society and make people in the society live with happiness and peace. Channuwong (2015) found in the organization, an application of good governance can increase organizational

commitment of employees. When employees feel that they are treated fairly based on rule of law without bias, they will have positive attitude toward the organization and feel of having job security. When employees have opportunities to participate in the activities of the organization, they will be proud of their organizational membership and work for the success of their organization. Moreover, they express their belongings to that organization. Siripap et al. (2021) also confirmed that good governance can be applied to increase organizational commitment of employees. Before making a decision to work in the organization, most employees consider if that organization complies with good corporate governance or not, so do employees of higher education institutions. This is because good governance application consisted of having fair and acceptable rules and enforcing them equally with transparency and accountability, which can eliminate patronage system and improve the merit system that prioritizes on fairness and justice

Each organization should apply appropriate organizational strategies to increase organizational commitment. Buchanan (1994) mentioned that organizational commitment refers a close relationship between employees and organization. It is a positive feeling of employees to work for organizational success, and a complicated attitude related to psychologies: (1) the personal feeling to be part of the organization and feeling of being membership of the organization; and (2) the feeling of participation in organizational activities, which is a psychological commitment to remain loyal and committed to the organization. Mowday et al. (1982) and Steer (1977) stated that organizational commitment is a cohesiveness, unity and harmony of each member in performing organizational activities with willingness and heartiness. Organizational commitment of employees can be evaluated through the

following aspects: (1) employees are confident and accept the goals, values and purposes of the organization; (2) employee have willingness, enthusiasm and aspiration to perform their duties and sacrifice their time and effort to work for organizational success; (3) employees have a desire to maintain organizational membership. They prefer to work in the organization forever even though some may receive a better offer from other organizations.

Employees are the most valuable assets of the organization because the continuing growth of the organization depends on knowledge, skill and expertise of employees. In this regard, Mathis and Jackson (2004) and Milkovich (2002) mentioned that each organization considers employees as their competitive advantage. If organizations are to compete with each other based on innovative creation, and excellent customer service, employees are the most important factors leading to achieve organizational goals. Therefore, organizational commitment is an important factor to encourage employees to work for the organizational growth.

One of the problems for Thai universities that leads to low efficiency and productivity is a lack of organizational commitment of employees. Some employees have less morale and aspiration to work for their organization. This is because most employees may feel that promotion to a higher position and receiving higher salary and compensation are not based on work performance, but mainly on a good relationship with the administrators. This is why some employees try to find ways to get closer to their administrators and make them favor in order to get promotion to a higher position. This study is conducted to analyze good governance application of Thai private universities and how good governance can increase organizational commitment of employees.

The researchers consider that an application of good governance principle consisting of rule of law, virtue, transparency, participation, accountability and economy can lead to increase organizational commitment of Thai private university personnel, which encourage university personnel to accomplish the four duties: Teaching, research conduct, academic service and conservation of art and culture. Therefore, the researchers are interested in conducting this study.

## 2. LITERATURE REVIEW

Good governance principle is a concept and practical way to increase sustainable growth of the organization based on rule of law, participation, accountability, rightness and legitimation. The purpose of good governance implementation is to create efficiency and effectiveness (Channuwong, 2018; Burikul, 2003). The United Nations Development Program (1997) defined good governance as the exercise of authority on economy, politics, and administration to manage a country's affair at all levels. The core components of good governance consist of participation, rule of law, responsiveness, consensus orientation, equity, effectiveness and efficiency (United Nations Development Program, 1997).

Thailand's Prime Minister Office (2002) identified the six components of good governance as a guideline and direction for both public and private organization for creating sustainable efficiency and effectiveness. The aforementioned six components are as follows: (1) Rule of law, this refers to formulation of acceptable, fair and just laws, rules and regulations and enforce them equally without discrimination and bias. (2) Virtue, this refers to adherence to virtue and ethics such as encouraging people to be ethical, and to be comprised of honesty, patience, responsibility, perseverance and so on. (3) Transparency, this refers to improving the

working mechanism of the organization to be transparent and be able to be checked and investigated by other responsible agencies, and providing equal opportunity to all people to get access to the formation of the organization. (4) Participation, this refers to providing opportunities for people to participate in making a decision on important issues such as public hearing, and suggestions and recommendations of ideas that are useful for the development of the organization and the country. (5) Accountability, this refers to being aware of the rights, duties, and well-being of the people. (6) Economy, this refers to helping the organization to save resources and use the limited resources for the greatest benefit.

Mayer and Allen (2007) proposed the three models of organizational commitment of employees which can be presented as follows: (1) Affective commitment. This commitment refers employees' positive attitude and emotional attachment to the organization. Employees with affective commitment accept the values and goals of the organization and have a desire to maintain a membership in the organization. They have more opportunities to grow up and get promotion than other employees. They commit to the organization because they "want to." (2) Continuance commitment. This commitment refers to some of employees who have to continue working in the organization because they perceive high cost of losing organizational membership or job employment. These kinds of employees work in the organization for the purposes of receiving some compensations, benefits, welfares and other retirement pensions. Some may consider that if they are unemployed, they will have difficulties seeking for a new job. These employees maintain membership of the organization because they "have to." (3) Normative commitment. This commitment refers to the feelings of obligation of employees. The sources of these feeling may vary, for examples, some employees who receive a scholarship for

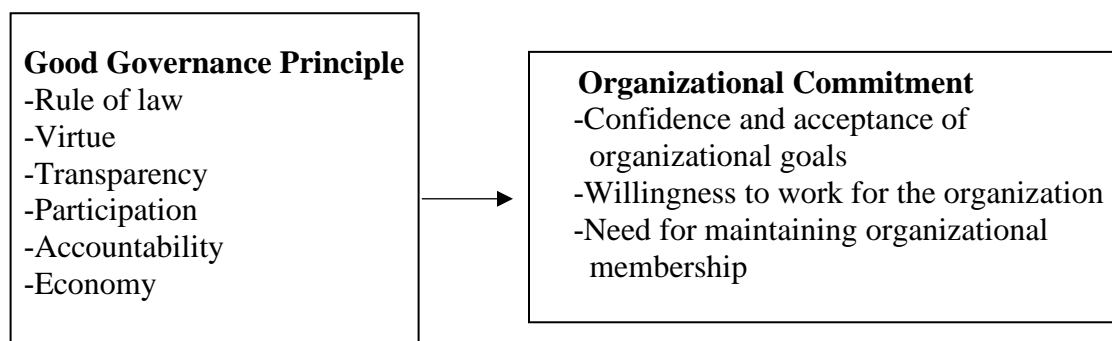
continuing their study or training course, may feel a moral obligation to continue working in the organization in order to repay the debt. This commitment may be developed and cultivated through family or socialization process that they should be grateful and loyal to their organization. These employees maintain working in the organization, because they “ought to.”

Kanter (1998) found that organizational commitment is important to the success of business in the following aspects: (1) Organizational commitment is an indicator used to predict working duration and retirement from jobs of employees. (2) Organizational commitment is a driving force pushing employees to work for the organization. This is because when employees have organizational commitment, they will feel they are participated in the ownership of the organization. They feel that the organization belongs to them and they belong to the organization as well. (3) Organizational commitment is a connection between individual needs and organizational objectives. Employees work for the organization and organization pays compensation and benefits to employees in exchange for their sacrifice of time and effort to work for the organization. (4) Organizational commitment helps to improve the morale of employees to work for organizational efficiency and effectiveness. (5) Organizational commitment helps to increase employee loyalty

towards their organization. Employees who are strongly committed to the organization will work with great effort and help to create organizational reputation. Puewbuakam (2003) and Salansick (1993) stated that organizational commitment is positive attitude of employees towards their organization. Employees with organizational commitment always feel that they are part of their organization and devote their time, effort, physical and mental strength to work for the growth and success of their organization.

At present, the concept of good governance is highly accepted as a tool to solve problems in the organization such as conflict of interest, corruption and other illegal conducts. Good governance can also be implemented to create harmony and unity among people in the society (Nomnian et al., 2018). Katola (2014) found that good governance can be implemented to increase organizational commitment of employees. In order to conform to the principle of good governance, each organization should formulate fair and acceptable rules and regulations and enforced them with transparency, fairness and equity. Employees should be encouraged to participate in making decision on the important issues that have direct impact on their jobs, compensations and benefits.

Based on the literature survey, the researchers proposed the research framework (Figure 1)



**Figure 1** Research Framework

### Research Purposes

1. To study an application of good governance principle of Thai private universities
2. To study organizational commitment of Thai private university personnel
3. To find a relationship between good governance principle and organizational commitment of Thai private university personnel
4. To analyze good governance principle influencing organizational commitment of Thai private university personnel

### Research Hypotheses

Ha1: There is a relationship between good governance principle and organizational commitment of Thai private university personnel

Ha2: Good governance principle has an influence on organizational commitment of Thai private university personnel

## 3. METHODS

### Populations and Samples

Populations used in this research were administrators, lecturers and employees of the selected Thai private universities consisting of Bangkok University, Rangsit University, Sripatum University, Assumption University, and Siam University with a total amount of 2,571 persons. The researchers used the formula of Taro Yamane to calculate a number of the sample sizes and 350 samples were obtained.

### Variables Used in this Study

The variables used in this study consisted of independent variable and dependent variable. Independent variable was good governance including rule of law (LAW), virtue (VIR), transparency (TRA), participation (PAR), accountability (ACC), and economy (ECO).

Dependent variable was organizational commitment (OC) including confidence and acceptance of organizational goals, willingness to work for the organization, and need for maintaining organizational membership.

### Research Instrument Used to Collect Data

The researchers studied concepts and theories related to good governance and organizational commitment from books, texts, researches, research articles and academic articles in order to develop the conceptual framework and research questionnaire. The research questionnaire was divided into three parts: Part 1 consisted of six questions with regard to demographic profile including gender, age, marital status, educational level, monthly income and work experience of participants. Part 2 consisted of 24 questions with regard to governance principle application of the selected Thai private universities. Part 3 consisted of 10 questions with regard to organizational commitment of Thai private university personnel.

### Content Validity and Reliability Test

The research questionnaire which had been developed was checked by three research specialists in order to find a consistency between the questions and research objectives, using Item Objective Congruence Index (IOC), and the IOC value of 0.92 was obtained. The researchers had conducted a try-out of the questionnaire with 30 persons who have the same characteristics but were not the samples in this study in order to find the reliability of the research questionnaire, and reliability value of 0.93 was obtained.

### Data Collection

The researchers distributed the research questionnaires to 350 samples with 70 questionnaires per each university, using convenience sampling, during May 1, 2022 to

June 30, 2022, and 321 questionnaires were returned, which can be calculated as 91.71 percent. Then, the researchers had checked the completion and rightness of the returned questionnaires before conducting statistical analysis.

### Criteria Used to Interpret Data

In analysis of quantitative data, the researchers analyzed the collected data using Statistical Package for the Social Sciences for Windows (SPSS). The criteria used to interpret are as follows: 5 = very strongly agree, 4 = strongly agree, 3 = moderately agree, 2 = less agree, and 1 = least agree. The criteria used to interpret the mean score are as follows: 4.21-5.00 = very strongly agree, 3.41-4.20 = strongly agree, 2.61-3.40 = moderately agree, 1.81-2.60 = less agree, 1.00-1.80 = least agree.

### Statistics Used to Analyze data

Descriptive statistics consisting of frequency, percentage, mean and stand deviation and inferential statistics consisting of Pearson Correlation and Multiple Regression Analysis (MRA) were used in this study. Frequency and percentage were used to analyze the demographic profiles of participants. Mean and standard deviation were used to analyze good governance application and organizational commitment of

Thai private university personnel. Pearson Correlation was used to analyze a relationship between good governance principle and organizational commitment of Thai private university personnel. Multiple Regression Analysis (MRA) was used to analyze good governance principle influencing organizational commitment of Thai private university personnel.

## 4. RESULTS

### Part I: An Application of Good Governance Principle of Thai Private Universities

In this section, the researchers analyzed good governance principle of Thai private universities consisting of rule of law, virtue, transparency, participation, accountability and economy using mean and standard deviation. The research findings showed that the opinions of participants regarding an application of good governance principle, in total, were at high level ( $\bar{x} = 3.46$ , S.D. = 0.83). In particular, rule of law had the highest mean value ( $\bar{x} = 3.54$ , S.D. = 0.86), followed by virtue ( $\bar{x} = 3.51$ , S.D. = 0.94), accountability ( $\bar{x} = 3.48$ , S.D. = 0.91), economy ( $\bar{x} = 3.43$ , S.D. = 0.91), transparency ( $\bar{x} = 3.42$ , S.D. = 0.92), and participation ( $\bar{x} = 3.41$ , S.D. = 0.92) (Table 1).

**Table 1** An Application of Good Governance Principle in Total and Particular

Good Governance Principle	$\bar{x}$	S.D.	Interpretation	Ranking
1. Rule of law	3.54	0.86	High	1
2. Virtue	3.51	0.94	High	2
3. Transparency	3.42	0.92	High	5
4. Participation	3.41	0.92	High	6
5. Accountability	3.48	0.91	High	3
6. Economy	3.43	0.91	High	4
Total	3.46	0.83	High	

### Part 2: Organizational Commitment of Thai Private University Personnel

In this section, the researchers analyzed organizational commitment of Thai private

university personnel consisting of confidence and acceptance of organizational goals, willingness to work for the organization, and need for maintaining organizational membership using mean and standard deviation. The research findings showed that the opinions of participants regarding organizational commitment of Thai private university personnel, in total, were at high

level ( $\bar{x} = 3.41$ , S.D. = 0.83). In particular, confidence and acceptance of organizational goals had the highest mean value ( $\bar{x} = 3.46$ , S.D. = 0.91), followed by willingness to work for the organization ( $\bar{x} = 3.45$ , S.D. = 0.92), ( $\bar{x} = 3.43$ , S.D. = 0.93), and need for maintaining organizational membership ( $\bar{x} = 3.37$ , S.D. = 0.92) (Table 2).

**Table 2** Organizational Commitment of Thai Private University Personnel

Organizational Commitment	$\bar{x}$	S.D.	Interpretation	Ranking
1. Confidence and acceptance of organizational goals	3.46	0.91	High	1
2. Willingness to work for the organization	3.45	0.92	High	2
3. Need for maintaining organizational membership	3.37	0.92	Moderate	3
Total	3.41	0.83	High	

### Part 3: A Relationship between Good Governance Principle and Organizational Commitment of Thai Private University Personnel

In this section, the researchers analyzed a relationship between good governance principle and organizational commitment of Thai university personnel. The research results showed that good governance principle consisting of rule of law, virtue, transparency, participation, accountability and economy was positively related to organizational commitment of Thai private university personnel at

the statistical significance of 0.01 level. The internal correlation among each variable of good governance was positive, which means each variable had a relationship in the same direction with statistical significance at .01 and correlation value between .693 and .883. The correlation coefficient between good governance and organizational commitment ranged from .782 to .822 with statistical significance at .01, which the highest correlation was a relationship between rule of law (LAW) and organizational commitment (OC) (Table 3).

**Table 3** Correlation Coefficient between Good Governance Principle and Organizational Commitment of Thai Private University Personnel

Variables	LAW	VIR	TRA	PAR	ACC	ECO	OC
LAW	1	.810**	.883**	.808**	.824**	.718**	.822**
VIR		1	.833**	.781**	.833**	.765**	.793**
TRA			1	.803**	.826**	.703**	.796**
PAR				1	.814**	.693**	.803**
ACC					1	.773**	.795**
ECO						1	.782**
OC							1

\*\* Statistically significant at .01 ( $p < .01$ )

#### Part 4: An Application of Good Governance Principle Influencing Organizational Commitment of Thai Private University Personnel

In this section, the researchers analyzed good governance principle influencing organizational commitment of Thai private university personnel using Multiple Regression Analysis with Enter Method. The research results showed that each variable of good governance principle had an influence on organizational commitment with statistical significance at .01 ( $F = 186.784$ ,  $p = .000$ ). The variable of good governance principle

which had the highest influence on organizational commitment was participation ( $Beta = .485$ ,  $p < .01$ ), followed by virtue ( $Beta = .228$ ,  $p < .01$ ), accountability ( $Beta = .179$ ,  $p < .01$ ), transparency ( $Beta = .165$ ,  $p < .01$ ), rule of law ( $Beta = .129$ ,  $p < .05$ ), and economy ( $Beta = .124$ ,  $p < .05$ ). The forecasting equation from the results of Multiple Regression Analysis can describe the influence of good governance principle on organizational commitment at 78.60 percent ( $Adjusted R^2 = .786$ ), whereas the rest 21.4 percent was the results of other variables which were not taken into account in this research (Table 4).

**Table 4** Multiple Regression Analysis of Good Governance Influencing Organizational Commitment of Thai Private University Personnel

Variables	Human Resource Management				p
	b	SE	$\beta$	T	
Constant	.337	.098		3.478*	.001
Rule of law	.124	.061	.129	2.044**	.042
Virtue	.205	.059	.228	.155**	.000
Transparency	.149	.051	.165	2.948**	.003
Participation	.448	.048	.485	4.353**	.000
Accountability	.163	.056	.179	2.971**	.003
Economy	.120	.041	.124	6.113*	.043
$R^2 =$	.780			F =	185.784*
Adjust $R^2 =$	.776	SE =	.392	P =	.000

\*\* Statistically significant at .01

\* Statistically significant.05

The forecasting equation of good governance principle that had an influence on organizational commitment can be written in the form of unstandardized and standardized scores from higher to lower as follows:

Unstandardized Scores

Organizational commitment = .337  
(Constant) + .448 Participation + .205 Virtue+  
.163 Accountability + .149 Transparency + .124  
Rule of Law + .120 Economy

Standardized Scores

Organizational commitment = .485  
Participation + .228 Virtue+ .179 Accountability  
+ .165 Transparency + .129 Rule of Law + .109  
Economy

## 5. CONCLUSION AND DISCUSSION

The research finding showed that an application of good governance principle of Thai private universities, in total, was at high level. In particular, rule of law had the highest mean value, followed by virtue, accountability, economy,



transparency and participation. The results of this study can be discussed that the selected Thai private universities pay attention and give importance on good governance properly. The university administrators, lecturers and employees apply good governance principle in order to increase efficiency and effectiveness by adhering to laws, virtue and accountability respectively. The results of this study are relevant to a study of Kawanmuang (2008) which found that good governance is a tool for creating efficiency and effectiveness of the organization. An application of good governance principle leads to sustainable growth and development of the organization. Formulation of laws, rules and regulations should be fair and just, and they should be enforced equally among each group of people. The results of this study are also relevant to a study of Uwanno (2003) which found that employees are satisfied and committed to the organization if the organization has an equal treatment and treats them with respect to human right and dignity. In addition, Channuwong (2018) found that in order to support the rule of law, people should be encouraged to adhere to some important virtues such honesty, integrity, perseverance, patience and well discipline.

The research findings showed that the opinions of participants regarding organizational commitment of Thai private university personnel, in total, were at high level. In particular, confidence and acceptance of organizational goals had the highest mean value, followed by willingness to work for the organization, and need for maintaining organizational membership. Confidence and acceptance of organizational goals is very important for employees to work for the organization. It is a positive psychological state of employees to be part of the organization. The results of this study are relevant to a study of Mayer and Allen (2007) which found affective commitment is an employees' positive attitude and emotional attachment to the organization.

Employees with such commitment fully accept the goals and values of the organization and have more opportunities to grow up and get promotion to higher positions than employees with low affective commitment. In this regard, Buchanan (1994) also confirmed that organizational commitment is a positive feeling of employees to work in the organization, which leads to a willingness to be organizational membership and participation in organizational activities.

The research results showed that good governance principle consisting of rule of law, virtue, transparency, participation, accountability and economy was positively related to organizational commitment of Thai private university personnel at the statistical significance of 0.01 level. The internal correlation among each variable of good governance was positive, which means each variable had a relationship in the same direction with statistical significance at .01. The correlation coefficient between good governance principle and organizational commitment ranged from .782 to .822 with statistical significance at .01, which the highest correlation was a relationship between rule of law (LAW) and organizational commitment (OC). The results of this study are relevant to a study of Tansiri (2009) which found that rule of law is a foundation of righteousness, security, justice, fairness, right and freedom of the people. In the organization, people will be loyal and committed to the organization if they found that their organization employ equal treatment by enforcing rules and regulations with equality. It can be said that the more organizations apply rule of law, the more organizational commitment of employees increases.

The research results showed that each variable of good governance principle had an influence on organizational commitment of Thai private university personnel. The principle of good governance which had the highest influence on

organizational commitment was participation followed by virtue, accountability, transparency, rule of law, and economy. Participation is very important for organization to build a good relationship between employees and organization. The results of this study are relevant to a study of Cohen and Uphoff (1981) which found that employees are committed to the organization if they have opportunities to participate in organizational activities. The components of participation are comprised of four aspects i.e. participation in making a decision, participation in working, participation in receiving compensation and benefits, and participation in assessment and evaluation of work performance.

### Recommendations

The results of this study should be implemented by Thai universities in order to increase organizational commitment of Thai university personnel. There should be a study on factors influencing organizational commitment of Thai private university personnel. There should be a comparative study between good governance application of Thai private and public university personnel in order to find the ways to improve good governance application of Thai higher education institutions.

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