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Effect of Social Resources, Procedural Justice, and Psychological Need Satisfaction on Organizational Commitment in Thailand Companies

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Abstract

The objective of this research is to examine the effects of social resources, procedural justice, and psychological need satisfaction on organizational commitment among employees in Thailand. The objective of this research is to examine the effects of social resources, procedural justice, and psychological need satisfaction on organizational commitment among employees in Thailand. The Conservation of Resources (COR) Theory is utilized as the theoretical framework for hypothesis development. Data were collected from employees across various industries and managerial levels in Thailand using the snowball sampling method to ensure a diverse and representative sample. This study employed Ordinary Least Squares (OLS) regression to analyze the data. This research obtained data from 63 employees of the company in Thailand. The analysis reveals that psychological need satisfaction significantly enhances organizational commitment, while social resources and procedural justice did not show statistically significant effects. The findings emphasize the importance of addressing employees' psychological needs to foster a committed and productive workforce. These results highlight that psychological need satisfaction is the strongest predictor of organizational commitment in the Thai cultural context. This research not only reinforces the relevance of the COR Theory in understanding organizational commitment but also provides practical recommendations for developing culturally aligned human resource strategies that support organizational stability and success in the competitive business landscape of Thailand.

Keywords: organizational commitment; social resources; procedural justice; psychological need satisfaction; Conservation of Resources Theory

Introduction

Organizational commitment is a vital concept that refers to the psychological attachment an employee feels towards their organization. (Meyer & Allen, 1991) It encompasses the employee's loyalty, identification with the organization's goals and values, and willingness to exert extra effort to contribute to its success. This commitment is fundamental for sustaining high productivity levels and achieving long-term viability in today's complex and competitive global business environment. (Meyer & Allen, 1991; Mathieu & Zajac, 1990). It directly impacts important business metrics such as retention, performance, and overall effectiveness (Meyer & Allen, 1991; Mathieu & Zajac, 1990). For example, companies with high organizational commitment experience lower turnover rates, which reduces recruitment costs and helps maintain institutional knowledge (Allen & Meyer, 1990). In Thailand, blending traditional values with modern economic demands presents unique challenges (Hofstede, 2001; Meyer et al., 2002). Thai companies must navigate these complexities to foster a work environment that attracts and retains skilled workers, ensuring stability and growth (Hofstede, 2001; Meyer et al., 2002).

The erosion of organizational commitment is a significant challenge (Hofstede, 2001; Meyer et al., 2002). Addressing this issue is crucial for maintaining organizational stability in a rapidly changing economic landscape (Hofstede, 2001; Meyer et al., 2002). For instance, companies that fail to address cultural expectations may face increased conflict and reduced employee morale, leading to lower productivity and higher turnover rates (Tett & Meyer, 1993). To tackle this challenge effectively, it is essential to understand the interplay between social resources, procedural justice, and psychological need satisfaction (Blau, 1964; Thibaut & Walker, 1975; Ryan & Deci, 2000).

Psychological need satisfaction is a significant influencer of organizational commitment. It enhances job satisfaction and overall life satisfaction, contributing to a happier, more resilient workforce (Garg & Rastogi, 2009; Fredrickson, 2003). For example, employees who feel their psychological needs are met are more likely to engage in positive work behaviors, such as helping colleagues and taking initiative (Deci & Ryan, 2000). These employees exhibit increased commitment, driving innovation and fostering a positive corporate culture (Garg & Rastogi, 2009; Fredrickson, 2003). Satisfying these needs is crucial for fostering deep organizational ties and commitment.

Social resources include support from colleagues and supervisors, which help mitigate job-related stress and promote a sense of belonging and loyalty to the organization (Rhoades & Eisenberger, 2002; Kahn et al., 1964). For instance, mentorship programs and team-building activities can enhance social support and collaboration among employees (Eisenberger et al., 2001). In Thailand's collectivist culture, where social cohesion is paramount, these social resources are particularly critical (Hofstede, 2001; Meyer et al., 2004). These resources contribute to a supportive and collaborative work environment that encourages employees to invest emotionally and professionally in the organization's success.

Procedural justice involves fair and transparent decision-making processes within an organization (Thibaut & Walker, 1975; Moorman, 1991). This is crucial in aligning with Thai values that deeply respect fairness and authority (Thibaut & Walker, 1975; Moorman, 1991). For example, clear and consistent communication about how decisions are made can help employees feel more secure and valued (Colquitt, 2001). Addressing procedural justice builds trust and reinforces employees' commitment to the organization, making them more willing to engage and stay loyal (Thibaut & Walker, 1975; Moorman, 1991).

Despite the well-documented impact of these factors, there remains a notable gap in research exploring their collective influence on organizational commitment within the Thai context (Meyer & Herscovitch, 2001; Kuusio et al., 2010). Existing literature often focuses on Western environments and may not fully capture the unique influences of Thai cultural values on organizational behaviors (Hofstede, 2001; Meyer et al., 2004). For instance, the Thai value of 'Kreng Jai,' which emphasizes respect for authority and social harmony, can lead to a reluctance among employees to voice their concerns or challenge decisions, potentially affecting their commitment to the organization (Komin, 1990; Meyer & Herscovitch, 2001).

The Conservation of Resources (COR) Theory provides a valuable framework for understanding how employees' personal and job-related resources impact their organizational commitment (Hobfoll, 1989; Hobfoll et al., 2018). The theory posits that individuals strive to acquire, retain, and protect valuable resources, and organizational contexts that enhance or deplete these resources can significantly influence commitment levels (Hobfoll, 1989; Hobfoll et al., 2018). For example, organizations that offer professional development opportunities and recognition programs help employees build and protect their valuable resources, thereby enhancing their commitment (Hobfoll et al., 2018). This study aims to examine the effect of social resources, procedural justice, and psychological need satisfaction on organizational commitment among employees in Thailand. Using the COR theory, this research hypothesizes that increased social resources, fair procedural justice, and satisfied psychological needs will positively impact organizational commitment. The insights gained from this study are expected to provide actionable strategies for developing culturally aligned human resource practices that enhance organizational commitment, supporting sustainable business practices and organizational success in the region (Hobfoll, 1989; Hobfoll et al., 2018). Despite the importance of these constructs, no prior study in Thailand has simultaneously examined social resources, procedural justice, and psychological need satisfaction under the Conservation of Resources (COR) framework. This gap limits our understanding of how multiple resource-related factors interact to shape organizational commitment in the Thai cultural context. Therefore, this study addresses this gap and contributes new empirical insights.

Concepts and Related Theories

Organizational Commitment

Organizational commitment encompasses an employee's psychological attachment and loyalty to their organization, a concept central to understanding workplace dynamics

(Meyer & Allen, 1991; Mowday et al., 1979). Characteristically, committed employees are eager to remain with their organization, actively advocate for it, and consistently perform beyond the basic job requirements (Meyer & Allen, 1991; Mowday et al., 1979). These individuals typically display a proactive approach to work, a deep alignment with organizational values, and a readiness to contribute to organizational success (Meyer & Allen, 1991; Mowday et al., 1979). The benefits of robust organizational commitment are multifaceted, leading to increased job satisfaction, lower turnover rates, and elevated performance levels (Allen & Meyer, 1990; Mathieu & Zajac, 1990). Such commitment enhances organizational stability, fosters long-term employment relationships, and minimizes the necessity for extensive monitoring, creating a more efficient and harmonious work environment (Allen & Meyer, 1990; Mathieu & Zajac, 1990).

Social Resources

Social resources within an organization refer to the networks of support, information, and interpersonal relationships available to employees (Rhoades & Eisenberger, 2002). Employees rich in social resources are often more communicative, collaborative, and resilient in workplace challenges (Rhoades & Eisenberger, 2002). These attributes contribute to a workplace where knowledge sharing, emotional support, and mutual assistance are prevalent (Rhoades & Eisenberger, 2002). Enhanced job satisfaction and collective efficacy are common outcomes (Rhoades & Eisenberger, 2002). The benefits of substantial social resources include improved workplace communication, heightened employee morale, and more effective conflict-resolution strategies (Kahn et al., 1964; Eisenberger et al., 2001). Ultimately, solid social resources cultivate a supportive and positive organizational culture, encouraging increased employee commitment and productivity (Rhoades & Eisenberger, 2002; Kahn et al., 1964).

Procedural Justice

Procedural justice deals with the perceived fairness of the processes that govern decision-making within an organization (Thibaut & Walker, 1975). Employees who perceive high procedural justice believe that processes are transparent, outcomes are fair, and all employees are treated equally (Thibaut & Walker, 1975; Colquitt, 2001). Such perceptions foster a sense of fairness and trust toward the organization, motivating employees to engage more fully with their work and the company (Thibaut & Walker, 1975; Colquitt, 2001). The resulting benefits of procedural justice are significant, including enhanced trust between employees and management, greater organizational loyalty, decreased turnover intentions, and an increased willingness to accept and support organizational decisions (Colquitt, 2001; Moorman, 1991). Procedural justice strengthens the organizational fabric and contributes to a stable, committed workforce (Thibaut & Walker, 1975; Colquitt, 2001).

Psychological Need Satisfaction

Psychological need satisfaction in the workplace, encompassing autonomy, competence, and relatedness, is crucial for employee motivation and well-being (Deci & Ryan, 2000). Employees who feel their work environment meets these needs often demonstrate higher job satisfaction, creativity, and willingness to engage in extra-role behaviors (Gagné & Deci, 2005). For instance,

when employees are given the autonomy to make decisions about their work, they tend to be more innovative and committed (Ryan & Deci, 2000). Those who feel competent in their job roles are generally more confident and productive (Gagné & Deci, 2005). Additionally, employees who experience a sense of relatedness with their coworkers and the organization are more likely to feel loyal and motivated (Baard et al., 2004). The benefits of meeting these psychological needs are extensive, leading to improved mental health, enhanced job performance, reduced workplace stress, and decreased employee turnover (Van den Broeck et al., 2010). Effectively addressing these needs results in a workforce that is more productive, committed, and satisfied with their work (Meyer et al., 2004; Deci et al., 2001). Furthermore, psychological need satisfaction can be viewed as a personal resource within the COR Theory. When autonomy, competence, and relatedness are fulfilled, employees accumulate psychological resources that protect against strain and enhance organizational commitment, integrating SDT and COR perspectives.

Theory and hypotheses development

Conservation of Resources Theory.

Regarding the Conservation of Resources (COR) Theory, individuals strive to obtain, retain, and protect resources they value, with stress resulting from resource loss (Hobfoll, 1989). In an organizational context, employees who perceive that their resources, such as skills, social support, or autonomy, are being protected or enhanced are likelier to exhibit lower stress levels and higher organizational commitment (Hobfoll, 2001). These employees typically exhibit resilience, adaptability, and a proactive approach to resource management (Hobfoll et al., 2018). The application of COR theory in organizational settings illuminates the critical link between resource management and employee well-being, emphasizing the importance of maintaining and enhancing employee resources (Halbesleben et al., 2014). The benefits of applying COR theory include reduced employee burnout, improved job satisfaction, and more significant organizational commitment, all contributing to a more productive and stable organizational environment (Hobfoll et al., 2018). These theoretical frameworks and their attributes highlight the importance of a well-managed, supportive, and fair workplace in fostering committed, satisfied, and productive employees (Hobfoll, 2011).

Effect of Social resources on organizational commitment.

Social resources within an organization, which encompass the support, guidance, and camaraderie provided by colleagues and supervisors, play a critical role in shaping organizational commitment (Rhoades & Eisenberger, 2002). According to the Conservation of Resources (COR) Theory, individuals strive to obtain, retain, and protect resources they value, and the presence of social resources significantly impacts their organizational commitment (Hobfoll, 1989). When employees perceive that their peers and leaders support them, they are more likely to experience a sense of belonging and intrinsic motivation, which are crucial for fostering deep organizational ties (Hobfoll, 2001). This support mitigates workplace stress and enhances job satisfaction and loyalty, thereby increasing the likelihood that employees will commit to the organization long-term (Halbesleben et al., 2014). The presence of robust

social resources cultivates a supportive and collaborative work environment that encourages employees to invest emotionally and professionally in the organization's success (Hobfoll et al., 2018). Given the significant role of social resources in enhancing employee satisfaction and engagement, it is hypothesized that:

H1. Social resources are positively associated with organizational commitment.

Effect of procedural justice on organizational commitment.

Procedural justice, referring to the fairness and transparency of processes used for decision-making within an organization, significantly influences employees' organizational commitment (Thibaut & Walker, 1975). According to the Conservation of Resources (COR) Theory, employees strive to obtain, retain, and protect valuable resources, and perceptions of procedural justice play a critical role in this process (Hobfoll, 1989). When procedural justice is perceived as high, employees tend to believe they are being treated fairly, which enhances their trust in the organization and subsequently strengthens their loyalty (Colquitt, 2001). This sense of fairness is essential because it fosters an organizational climate where employees feel respected and valued, which is a critical determinant of their commitment (Thibaut & Walker, 1975).

Empirical research suggests that perceptions of procedural justice are strongly linked to increased job satisfaction, reduced turnover intentions, and higher levels of organizational commitment (Moorman, 1991). According to COR theory, when employees perceive procedural justice, they are less likely to experience resource loss and more likely to feel secure in their roles, thereby enhancing their organizational commitment (Hobfoll et al., 2018). By ensuring that decision-making processes are just and transparent, organizations can cultivate a sense of security and equity among employees, encouraging them to commit more deeply to their roles and the organization (Halbesleben et al., 2014).

Based on the influential role of procedural justice in enhancing trust and commitment within the workplace, the following hypothesis is proposed:

H2. Procedural justice is positively associated with organizational commitment.

Effect of Psychological need satisfaction on organizational commitment.

Psychological need satisfaction in the workplace, encompassing autonomy, competence, and relatedness, is crucial for employee motivation and well-being (Deci & Ryan, 2000). Employees who feel their work environment meets these needs often demonstrate higher levels of motivation and overall job satisfaction, which are vital for fostering a sense of commitment to the organization (Gagné & Deci, 2005). For example, when employees are given autonomy, they feel a sense of control over their work tasks and environment, which boosts their intrinsic motivation (Olafsen et al., 2017). Competence involves feeling effective and skilled in their roles, and when employees feel competent, they are more likely to take on challenges and show resilience (Bard et al., 2004). Relatedness pertains to feeling

connected and valued within the workplace, which fosters loyalty and collaboration among colleagues (Van den Broeck et al., 2016).

The benefits of meeting these psychological needs are extensive. Employees who experience autonomy, competence, and relatedness at work report improved mental health, enhanced job performance, reduced workplace stress, and decreased employee turnover (Deci et al., 2017). For instance, satisfaction of these needs is linked to greater job satisfaction and lower levels of burnout (Olafsen et al., 2017). When psychological needs are met, employees feel more fulfilled and are more likely to exhibit positive work behaviors, such as increased productivity and engagement (Ryan & Deci, 2017).

According to the Conservation of Resources (COR) Theory, individuals strive to obtain, retain, and protect resources they value, and the satisfaction of psychological needs constitutes a critical resource (Hobfoll, 1989). In an organizational context, ensuring that employees' psychological needs are met helps protect these valuable resources, leading to lower stress levels and higher organizational commitment (Hobfoll et al., 2018). This theory suggests that when organizations foster environments that satisfy psychological needs, they contribute to the resilience, adaptability, and overall well-being of their employees, further strengthening their commitment to the organization (Halbesleben et al., 2014).

Given the profound impact of psychological need satisfaction on employee attitudes and behaviors, the following hypothesis is articulated:

H3. Psychological need satisfaction is positively associated with organizational commitment.

All hypotheses are summarized in the conceptual model, as shown in Figure 1.

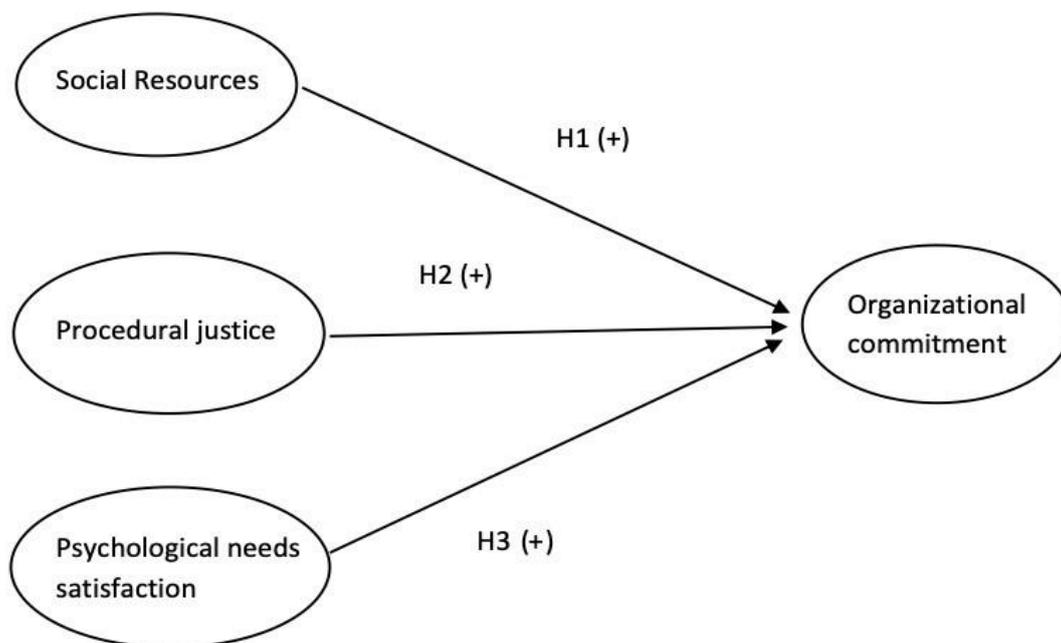


Figure 1: Conceptual Model

Research Methodology

Sample selection and data collection procedures

This research collected data from employees working in companies in Thailand. The participants are employees from various managerial levels and with different job experiences. Given the diverse nature of these industries and business environments, I employed the snowball sampling method. This method is particularly effective for reaching populations that are difficult to access directly (Biernacki & Waldorf, 1981).

The study targeted employees from different sectors, including sales, services, and general administration. Using the snowball sampling method, a flexible and adaptable approach enabled the researcher to access employees who might otherwise be difficult to reach due to their varied workplaces, levels of management, and industry-specific constraints. This approach also helps gather a more comprehensive and representative sample of the employee population (Noy, 2008).

The initial sample was obtained through the personal contacts of our co-author within the industry. An online questionnaire survey was created using Google Forms. The URL and QR code for the survey were distributed through social media platforms, such as LINE and LinkedIn, which employees commonly use to communicate with their colleagues (Noy, 2008).

The initial respondents were asked to complete the online survey and then forward the URL and QR code to other colleagues in their networks. This approach helped to increase the reach of our survey beyond the initial sample. Data collection was conducted over a month, during which 63 completed surveys were obtained (Nardi, 2018). Table 1 shows the demographic information of the participants. Although the sample size ($n = 63$) is modest, it satisfies the recommended guideline of 10–15 observations per predictor (Green, 1991), supporting its adequacy for OLS regression analysis. A summary of the sample characteristics is presented in Table 1.

Table 1: Descriptive Statistics of the Respondents

Demographic Factors	Descriptive Statistics
Age (in years)	Mean: 41.30 S.D.: 7.502
Gender	Male: 15 (23.8%) Female: 48 (76.2%)
Marital status	Single: 25 (39.7%) Married: 38 (60.3%)
Educational Level	Below Bachelor's degree: 2 (3.2%) Bachelor's degree: 22 (34.9%) Master's degree: 36 (57.1%) Doctoral Degree: 3 (4.8%)

Demographic Factors	Descriptive Statistics
Year of service (in years)	Mean:16.60years S.D.: 7.623
Managerial level	Junior staff: 11 (17.5%) Senior staff: 7 (11.1%) Junior manager: 19 (30.2%) Middle-level manager: 13 (20.6%) Senior-level manager: 13 (20.6%)

Source : Supsomwong (2024)

Measures

Social Resources are measured by the scale developed by Vfarğa, D., Witteb, H.D., & Cifre, E. (2017). The scale consists of 3 questions. These items were rated on a five-point Likert scale that ranged from 1 (strongly disagree) to 5 (strongly agree). These questions include:

1. Are you allowed to decide by yourself how to perform your work
2. If necessary, can you ask your superior for help
3. Can you count on your colleagues when you encounter difficulties in your work.

Procedural justice is measured by the scale developed by Colquitt, J.A. (2001). The scale consists of 7 questions. These items were rated on a five-point Likert scale that ranged from 1 (strongly disagree) to 5 (strongly agree). These questions include:

1. Have you been able to express your views and feelings during those procedures
2. Have you had influence over the (outcome) arrived at by those procedures
3. Have those procedures been applied consistently
4. Have those procedures been free of bias
5. Have those procedures been based on accurate information
6. Have you been able to appeal the (outcome) arrived at by those procedures
7. Have those procedures upheld ethical and moral standards.

Psychological needs satisfaction is measured by the scale developed by Broeck, A.V.D., Vansteenkiste, M., Witte, H.D., Soenens, B., & Lens, W. (2010). The scale consists of 18 questions. These items were rated on a five-point Likert scale that ranged from 1 (strongly disagree) to 5 (strongly agree). These questions include:

1. I do not really feel connected with other people at my job *
2. At work, I feel part of a group
3. I do not really mix with other people at my job *
4. At work, I can talk with people about things that really matter to me
5. I often feel alone when I am with my colleagues *
6. Some people I work with are close friends of mine
7. I do not really feel competent in my job *
8. I really master my tasks at my job

9. I feel competent at my job
10. I doubt whether I am able to execute my job properly *
11. I am good at the things I do in my job
12. I have the feeling that I can even accomplish the most difficult tasks at work
13. I feel like I can be myself at my job
14. At work, I often feel like I have to follow other people's commands *
15. If I could choose, I would do things at work differently *
16. The tasks I have to do at work are in line with what I really want to do
17. I feel free to do my job the way I think it could best be done
18. In my job, I feel forced to do things I do not want to do *.

Organizational commitment is measured by the scale developed by Meyer, J.P., & Herscovitch, L. (2001). The scale consists of 7 questions. These items were rated on a five-point Likert scale that ranged from 1 (strongly disagree) to 5 (strongly agree). These questions include:

1. Working toward this organization's success is important to me
2. I am willing to do whether is asked of me by this organization
3. I feel as if I have little choice but to do what is asked of me by organization
4. I cannot risk putting in less than the required effort for this organization
5. I owe it to this organization to do what is needed to achieve its objectives
6. I feel an obligation to put in a good day's work for this organization

Control Variables

This study controlled the factors that may influence organizational commitment of employees. These control variables included gender (measured by a categorical variable whereby male=1 and female=0), age (measured by actual age in years), Marital status (measured by a categorical variable whereby married=1 and single=0), Educational level (measured by a categorical variable whereby Below Bachelor's degree =1, Bachelor's degree=2, Master's degree=3 and Doctoral Degree =4) Work experience (measured by actual work experience in years), and Managerial Level (measured by a categorical variable whereby Junior staff=1, Senior staff=2, Junior manager=3, Middle-level manager=4, Senior-level manager=5).

Statistical Analysis

Ordinary Least Squares (OLS) regression is a statistical method for analyzing data. It allows researchers to estimate the linear relationship between a set of independent variables and the dependent variable. The analysis was performed using IBM SPSS Statistics version 27. OLS regression was selected because the goal was to estimate direct effects among observed variables rather than perform latent variable modeling. Additionally, OLS regression is more suitable for the available sample size, whereas SEM typically requires larger samples for stable estimation.

Summary of Findings and Discussion

Results

The analysis began by ensuring that the scales reliability met the standard requirements. Cronbach's alpha coefficient is used to test construct reliability. According to Nunnally (1978), these coefficients' minimum value should be higher than .7. The results in Table 2 show that almost all constructs' reliability indicators meet this requirement.

Table 2: Results from reliability test

Variables	Social resources	Procedural justice	Psychological needs satisfaction	Organizational commitment
Cronbach alphas (α) coefficient	0.209	0.906	0.820	0.845

Source : Supsomwong (2024)

The correlations among the variables in the model are presented in Table 3.

Table 3: Correlations among variables

Variables	ORC	SOR	JUS	PSC	GEN	AGE	MAR	EDU	SER	MAN
ORC	(1)	.141	.361**	.373**	.075	.149	-.067	-.182	.071	.065
SOR		(1)	.489**	.332**	-.210	-.035	-.142	.114	-.112	.081
JUS			(1)	.406**	.033	.061	-.004	-.031	-.044	.035
PSC				(1)	-.026	.130	.182	.077	.113	.049
GEN					(1)	-.003	.073	-.210	-.010	.128
AGE						(1)	.469**	-.058	.812**	.483**
MAR							(1)	-.162	.386**	.360**
EDU								(1)	-.037	.107
SER									(1)	.389**
MAN										(1)

Notes: * p -value < .05, ** p -value < .01

ORC=Organizational commitment, SOR=Social resources,
JUS=Procedural justice, PSC=Psychological need satisfaction,
GEN=Gender, AGE=Age, MAR=Marital status, EDU=Education level
SER=Year of services, MAN=Managerial level.

Source : Supsomwong (2024)

The results from the model estimation using OLS regression are summarized in Table 4. The results from hypotheses testing are shown as follows:

Table 4: Multiple regression results

Independent Variables	Beta coefficients and the level of significance	VIF
<i>Main independent variables</i>		
Social resources	-.122	1.583
Procedural justice	.241	1.519
Psychological needs satisfaction	.364**	1.352
<i>Control variables</i>		
Gender	.010	1.169
Age	.244	3.543
Marital status	-.300*	1.482
Education level	-.236	1.148
Year of service	-.104	3.065
Managerial Level	.103	1.508
R-square	.305	

Notes: *** <.001, ** <.01, * <.05

Standardized beta coefficients are reported

Source : Supsomwong (2024)

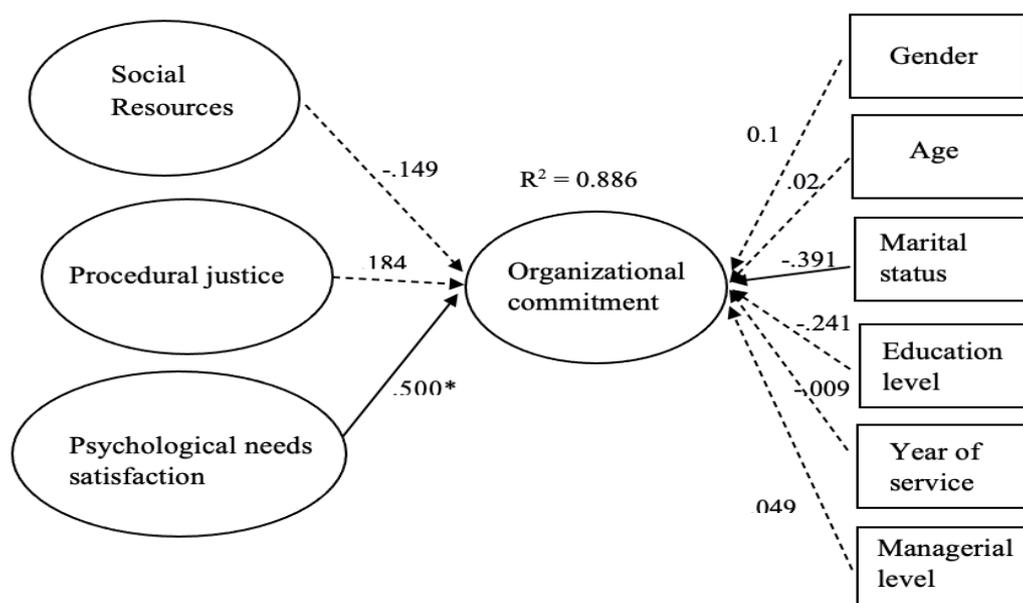


Figure 2: Results from OLS regression

Hypothesis 1: There is a positive relationship between social resources and organizational commitment. The results show a negative beta coefficient for social resources ($\beta = -.122$; $p = .400$). This indicates that increased social resources does not significantly predict higher organizational commitment. Therefore, Hypothesis 1 is not supported.

Hypothesis 2: There is a positive relationship between procedural justice and organizational commitment. The results demonstrate a positive beta coefficient for procedural justice ($\beta = .241$; $p = .094$). This suggests that higher procedural justice is associated with higher organizational commitment, but this result is not statistically significant at the 0.05 level. Therefore, Hypothesis 2 is not supported.

Hypothesis 3: There is a positive relationship between psychological needs satisfaction and organizational commitment. A positive beta coefficient for psychological needs satisfaction is obtained ($\beta = .364$; $p = .009$). This indicates that employees who experience higher psychological needs satisfaction tend to show higher organizational commitment. This result is statistically significant. Thus, Hypothesis 3 is supported.

Regarding the control variables, the results show that marital status is negatively related to organizational commitment ($\beta = -.300$; $p = .036$). This means married employees tend to show lower organizational commitment than single employees. The result is also statistically significant. Therefore, the effect of marital status is supported. Similarly, the beta coefficients of education level ($\beta = -.236$; $p = .060$) and years of service ($\beta = -.104$; $p = .606$) are negative; however, because their p-values are not statistically significant, the negative effect of education level and years of service cannot be supported.

Multicollinearity is detected by the variance inflation factor (VIF), which must be lower than 10. The results show that the highest VIF is 3.543 for age, which is less than that criterion. This provides sufficient evidence that multicollinearity is not a major concern in the study.

The model summary indicates that the regression model has an R-square value of 0.305, which means that approximately 30.5% of the variance in organizational commitment is explained by the independent variables included in the model (managerial level, procedural justice, education level, gender, years of service, psychological needs satisfaction, marital status, social resources, and age). The adjusted R-square is 0.186, accounting for the number of predictors in the model.

The ANOVA table shows that the regression model is statistically significant ($F(9, 53) = 2.579$, $p = .015$). This indicates that the combination of predictors significantly explains the variance in organizational commitment.

Discussion

This research was designed to analyze the effects of social resources, procedural justice, and psychological needs satisfaction on organizational commitment among employees in Thailand. The results obtained from the model estimation provide mixed support for the hypothesized relationships.

The result for Hypothesis 1 indicated a negative beta coefficient for social resources

($\beta = -.122$; $p = .400$), suggesting that an increase in social resources does not significantly predict higher organizational commitment. Therefore, Hypothesis 1 is not supported. This finding contrasts with prior studies that emphasized the positive role of social resources in fostering organizational commitment (Rhoades & Eisenberger, 2002), suggesting that in the Thai context, other factors may be more critical in influencing organizational commitment. One possible explanation for this non-significant result is the influence of Thai cultural norms such as “kreng jai” (do not want to bother), which may reduce employees’ tendency to rely on peer-based social support. Consequently, social resources may play a weaker role in predicting commitment compared to hierarchical or psychological factors.

The result for Hypothesis 2 showed a positive beta coefficient for procedural justice ($\beta = .241$; $p = .094$), indicating that higher procedural justice is associated with higher organizational commitment, although this result is not statistically significant at the 0.05 level. Therefore, Hypothesis 2 is not supported. Previous research has highlighted the importance of procedural justice in building trust and loyalty within organizations (Thibaut & Walker, 1975; Colquitt, 2001). Our findings suggest that while procedural justice may positively influence commitment, its effect may be less pronounced in the Thai context.

The result for Hypothesis 3 confirmed a positive beta coefficient for psychological needs satisfaction ($\beta = .364$; $p = .009$), indicating that employees who experience higher psychological needs satisfaction tend to show higher organizational commitment. This result is statistically significant, thus supporting Hypothesis 3. This aligns with the Self-Determination Theory, which posits that fulfilling employees’ needs for autonomy, competence, and relatedness enhances their intrinsic motivation and organizational commitment (Deci & Ryan, 2000; Gagné & Deci, 2005).

For the theoretical contribution, this research offered a better understanding of the role of psychological needs satisfaction in enhancing organizational commitment within the Thai context. In line with the Conservation of Resources (COR) Theory (Hobfoll, 1989; Hobfoll et al., 2018), this research confirmed that protecting and enhancing employees’ psychological resources are crucial for maintaining organizational commitment. This finding emphasizes the importance of addressing employees’ psychological needs to foster a committed workforce, consistent with prior studies’ findings (Deci & Ryan, 2000; Gagné & Deci, 2005). These insights provide valuable guidance for developing effective human resource strategies that promote organizational success by supporting employees’ well-being and commitment.

Recommendations for Future Research

The practical implications of this study suggest that organizations should prioritize strategies that enhance employees’ psychological needs satisfaction to improve organizational commitment. Managers should focus on creating work environments that promote autonomy, competence, and relatedness. This can be achieved through professional development opportunities, recognition programs, and fostering a supportive and inclusive workplace culture. Additionally, while the direct impact of social resources

and procedural justice was not found to be significant, these elements should not be neglected as they contribute to the overall workplace environment and indirectly influence employee attitudes and behaviors. By addressing these factors, organizations can create a more committed and productive workforce.

Limitations

Despite the contributions, this study has several limitations that need to be acknowledged. The cross-sectional design limits the ability to make causal inferences. Future research should consider longitudinal designs to better understand the causal relationships between the variables. Additionally, the use of self-reported data may introduce bias, and future studies could benefit from incorporating multiple data sources. Due to time constraints, the sample size was limited, and a larger sample could provide more robust results. Another key limitation is the low reliability of the social resources scale ($\alpha = .209$). This suggests that the measurement may not fully capture how Thai employees perceive social support at work. Future research should refine or expand the scale to improve internal consistency. The focus on Thai employees may limit the generalizability of the findings to other cultural contexts. Therefore, future research should explore these relationships in different cultural settings to validate and extend the findings. Furthermore, additional research should investigate other factors that may influence organizational commitment to provide a more comprehensive understanding of the dynamics involved. Overall, this study provides new evidence that psychological need satisfaction is the strongest predictor of organizational commitment in the Thai context, offering a practical direction for HR policies aimed at strengthening employee well-being and retention.

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