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RESEARCH ARTICLE

Comprehensive Analysis of Factors Influencing Organizational Commitment Among Local Government Officers: The Role of Pay and Benefits, Work Environment, Job Advancement, Career Development, Interpersonal Relationships, and Job Autonomy

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Abstract

This study examines factors influencing organizational commitment (OC) among 204 local government officials in Pathumthani, Thailand, through surveys and multiple regression analysis using JAMOWI software. Key findings indicate that the work environment and career development opportunities significantly impact OC, whereas job advancement has a negative correlation, suggesting a misalignment with organizational loyalty. Job autonomy's positive effect on OC was not statistically significant, while interpersonal relationships positively influence OC. The study recommends enhancing work environments, reevaluating job advancement processes, and tailoring job autonomy approaches. This research provides insights into OC determinants in the public sector, offering guidance for local government management and suggesting directions for future academic investigation.

Keywords: job advancement; organizational commitment; pay and benefits; work environment



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1. Introduction

Organizational commitment is a multifaceted psychological state that describes an employee's relationship with their organization, characterized by their emotional attachment, identification with, and involvement in the organization. Scholars have contributed various perspectives, notably the Organizational Commitment Questionnaire (OCQ) by Porter and colleagues (Mowday, Steers, & Porter, 1979), which emphasizes belief in the organization's goals and values; Meyer and Allen's Three-Component Model, distinguishing between affective, continuance, and normative commitment (Meyer & Allen, 1991); Angle and Perry's comparison of member-based and organization-based models (Angle & Perry, 1983); McElroy, Morrow, and Lacznia's concept of External Organizational Commitment (EOC), which extends commitment to include external organizations (McElroy, Morrow, & Lacznia, 2001); and Benkhoff's critique, advocating for a nuanced understanding that differentiates between identification, desire to stay, and extra effort (Benkhoff, 1997). These perspectives highlight the complexity of organizational commitment and underscore its significance in influencing key organizational outcomes such as turnover, performance, and employee engagement.

The importance of organizational commitment extends beyond individual outcomes, playing a pivotal role in driving organizational success. High levels of commitment among employees are linked to significant improvements in organizational performance, underscoring the criticality of understanding the factors that influence commitment. Suryani (2018) emphasizes the role of both employer and employee perspectives in shaping organizational commitment, highlighting factors such as job control, role ambiguity, and employee engagement as key determinants. Furthermore, the study by Devece, Palacios-Marqués, and Alguacil (2016) illustrates how organizational commitment influences organizational citizenship behavior, particularly in contexts of high unemployment, shedding light on the complex interplay between economic conditions and commitment levels. Moreover, Faisal and Al-Esmael (2014) discuss the enablers of organizational commitment, presenting a model that outlines the dynamics between various factors that can enhance commitment in organizations. This study provides actionable insights for human resource managers to develop strategies that foster a committed workforce. Additionally, the relationship between organizational health and commitment is explored by Yücel, Doğanalp, and Kaya (2013), who argue that organizational health is a holistic indicator of employee welfare and effectiveness, significantly impacting organizational commitment. These studies collectively underscore the multifaceted nature of organizational commitment and its critical role in enhancing organizational effectiveness and employee well-being in various contexts.

The exploration of organizational commitment within the public sector reveals nuanced insights and strategic imperatives for enhancing employee engagement and

performance. Notably, Goulet & Frank (2002) highlight that organizational commitment levels significantly differ across sectors, pinpointing the public sector employees as exhibiting the lowest levels of commitment compared to their counterparts in the for-profit and non-profit sectors. This variance underscores an urgent need for targeted strategies aimed at elevating commitment within public sector organizations. Further analysis by Steijn & Leisink (2006) underscores the pivotal role of job satisfaction and Human Resource Management (HRM) practices in fostering organizational commitment among public sector employees. Their research delineates the critical impact of job characteristics and the perception of HRM practices on commitment, presenting a roadmap for management actions to positively influence these dynamics. Additionally, the study conducted by Awan, Ahmed, & Shahid (2011) on Information Technology (IT) professionals within the public sector identifies key factors such as salary, interpersonal conflicts, job satisfaction, and organizational culture as influential in shaping organizational commitment. This research offers actionable insights for public sector managers on improving commitment, suggesting that addressing these areas could lead to enhanced performance and retention. Collectively, these studies underscore the complexity of cultivating organizational commitment in the public sector, highlighting the necessity for strategic HRM interventions that are specifically tailored to address its unique challenges. This body of work points towards the critical need for developing a committed, satisfied, and high-performing workforce within public sector organizations to effectively meet broader organizational and societal objectives.

Recent studies emphasize the complex interplay of factors influencing organizational commitment in the public sector, highlighting the critical roles of pay and benefits, work environment, career development, job advancement, interpersonal relationships, and job autonomy. Saha (2016) underscores the importance of working conditions, compensation management, and transformational leadership in enhancing job satisfaction and organizational commitment. Okyere-Kwakye and Otibu (2016) propose a framework linking organizational culture, structure, and leadership style to commitment, while Alkahtani (2015) identifies emotional intelligence as a key enhancer of the impact of leadership styles on commitment. Furthermore, Fahmy and Priyono (2023) note the moderating effect of the work environment on the relationship between compensation, job characteristics, and organizational commitment. These findings suggest that a multifaceted approach focusing on both structural and interpersonal elements is essential for fostering a committed workforce in the public sector.

This study undertakes an in-depth investigation to uncover the influence of several key factors on the organizational commitment of local government officials. It specifically examines how pay and benefits, the work environment, opportunities for career development, prospects for job advancement, the quality of interpersonal relationships, and the degree of job autonomy each uniquely contribute to an official's dedication to their organization. The insights gained from this research are anticipated

to provide valuable implications not only for local government entities but also for the fields of academia and organizational behavior.

2. Literature Reviews

2.1 Pay and Benefits and Organizational Commitment

Current research highlights the critical importance of remuneration and benefits in cultivating commitment within organizations across different industries. Baird, Tung, and Yu (2017) illustrate a clear link between the level of employee commitment to an organization (EOC) and improved performance in hospitals, emphasizing that competitive salaries and extensive benefits are crucial in fostering EOC. Devece, Palacios-Marqués, and Alguacil (2016) explore the role of consistent employment and adequate compensation in preserving commitment levels amidst environments of high unemployment, underlining the significance of dependable compensation packages for ensuring the stability of affective and normative commitment. Moreover, Okyere-Kwakye and Otibu (2016) introduce a framework suggesting that financial rewards, including wages and benefits, are key drivers of employee fidelity, indicating that well-considered compensation policies are vital for enhancing employee engagement and loyalty. Collectively, these findings confirm that well-designed pay and benefits plans are essential for developing a dedicated workforce, serving as a vital approach for organizations seeking to improve employee commitment and performance. Consequently, the first hypothesis is formulated as follows:

H1: Pay and benefits positively influence organizational commitment.

2.2 Work Environment and Organizational Commitment

Recent research from 2015 onwards has consistently underscored the significant impact of the work environment on organizational commitment across various sectors. For instance, Escobar et al. (2022) discovered a direct relationship between the work environment and organizational commitment among workers, highlighting the importance of interpersonal relationships and working conditions for institutional growth and development. Similarly, Hanaysha (2016) confirmed that both the work environment and employee engagement have substantial positive effects on organizational commitment within the higher education sector. Moreover, Fahmy and Priyono (2023) emphasized that compensation and job characteristics influence organizational commitment, with the work environment acting as a critical moderating variable, enhancing the relationship between compensation, job characteristics, and organizational commitment. These studies collectively illustrate the crucial role of a supportive and positive work environment in fostering a high level of commitment among employees, suggesting that organizations should focus on

improving the work environment to enhance employee loyalty and dedication. Consequently, the second hypothesis is formulated as follows:

H2: Work environment positively influences organizational commitment.

2.3 Career Development and Organizational Commitment

Recent research has significantly contributed to our understanding of the relationship between career development and organizational commitment. For instance, Ok and Vandenberghe (2016) explored how both (affective) organizational and career-oriented commitments are formed, showing that perceived organizational support (POS) and proactive personality are key predictors of competence development activities and feedback-seeking behavior, with organizational commitment serving as a mediating factor. Similarly, Yuesti and Adnyana (2022) found that career development, alongside the quality of work life, positively influences organizational commitment, which in turn significantly affects employee performance. Kiran et al. (2019) highlighted the dual impact of professional stress and career development on organizational commitment among nurses, indicating that while stress negatively impacts commitment, career development opportunities positively contribute to it. Alonderienė and Šimkevičiūtė (2018) investigated contemporary career attitudes like protean and boundaryless careers and their effect on organizational commitment among young adults in the finance sector, suggesting a nuanced relationship where certain attitudes predict higher commitment levels. Collectively, these studies affirm the critical role of career development in enhancing organizational commitment, suggesting that organizations that invest in career development programs and support proactive career management can foster a more committed workforce. Consequently, the third hypothesis is formulated as follows:

H3: Career development positively influences organizational commitment.

2.4 Job Advancement and Organizational Commitment

Recent studies have highlighted the significant relationship between job advancement and organizational commitment, demonstrating how career progression opportunities can impact employees' dedication to their organizations. For example, Suryani (2018) found that career advancement, among other factors, significantly affects organizational commitment from both the employer and employee perspectives, with aspects like job control, performance appraisal, and positive team experience playing crucial roles. Similarly, research by Ok and Vandenberghe (2016) explored the mediating role of organizational commitment between perceived organizational support and competence development activities, indicating that opportunities for career advancement strengthen employees' commitment to their organization. These findings suggest that facilitating job advancement not only benefits individual career growth but also enhances overall organizational

commitment, underscoring the importance of providing clear pathways for advancement within organizations. Consequently, the fourth hypothesis is formulated as follows:

H4: Job advancement positively influences organizational commitment.

2.5 Interpersonal Relationships and Organizational Commitment

Recent studies have elucidated the importance of interpersonal relationships in fostering organizational commitment, highlighting the intricate ways in which social interactions within the workplace influence employees' dedication and loyalty to their organizations. For example, Ramaditya, Liana, and Maronrong (2020) found that both interpersonal relationships and work incentives have a significant and positive effect on work motivation and organizational commitment, indicating that strong interpersonal connections among employees can enhance their commitment levels. Shaoxi Li (2023) discussed employee relationship management from the perspective of organizational commitment, emphasizing the establishment of a people-oriented organizational culture and the importance of organizational support and effective communication in cultivating strong relationships and commitment. These studies collectively suggest that nurturing positive interpersonal relationships within the workplace is crucial for enhancing organizational commitment, thereby highlighting the need for organizations to foster a supportive and communicative work environment to boost employee loyalty and engagement. Consequently, the fifth hypothesis is formulated as follows:

H5: Interpersonal relationships positively influence organizational commitment.

2.6 Job Autonomy and Organizational Commitment

Recent studies have highlighted the significant relationship between job autonomy and organizational commitment, underscoring the crucial role that autonomy plays in enhancing employees' dedication to their organizations. For instance, Jain and Duggal (2018) explored the mediating role of job autonomy in the relationship between transformational leadership and organizational commitment, finding that emotional intelligence strengthens the impact of job autonomy on commitment. Similarly, Rahmadani and Sarianti (2022) discovered that while job autonomy had a positive, albeit not significant, effect on organizational commitment directly, factors such as organizational learning and the work environment played a significant and positive role in fostering commitment. Furthermore, Fitriana (2022) demonstrated that autonomy significantly impacts job satisfaction, which in turn significantly affects organizational commitment, highlighting the importance of job autonomy in cultivating a committed workforce. These studies collectively emphasize that providing employees with autonomy in their roles not only boosts their job satisfaction but also significantly enhances their commitment to the organization,

suggesting that autonomy is a key factor in developing a dedicated and engaged workforce. Consequently, the sixth hypothesis is formulated as follows:

H6: Job autonomy positively influences organizational commitment.

3. Methods

3.1 Participants

In this study, 204 officials from a local government organization in Pathumthani, Thailand, were randomly selected to participate. Before taking part, the officials were informed about the goals of the research and assured that their responses would be kept confidential. After providing their informed consent, they were asked to fill out questionnaires. Research assistants collected the completed questionnaires on the same day they were completed.

Table 1. Demographic characteristics (n = 204)

Demographic characteristics	Frequency	Percentage
Gender		
Male	125	61.3
Female	79	38.7
Marital status		
Single	99	48.5
Married	80	39.2
Widowed/Divorced	25	12.3
Educational background		
Primary school	13	6.4
High school or equivalent	65	31.9
Bachelor degree	84	41.2
Master's degree or higher	42	20.6
Tenure		
<5 years	62	30.4
5-10 years	53	26.0
>10 years	89	43.6
Other characteristics	Mean	SD
Age	40.7745	8.78580
Income	21148.5539	9144.64189

Table 1 presents the demographic characteristics of 204 local government officials from Pathumthani, Thailand, who participated in the study. The majority of respondents are male (61.3%), and nearly half are single (48.5%), with 39.2% married and 12.3% either widowed or divorced. Regarding educational background, the largest group holds a Bachelor's degree (41.2%), followed by high school or equivalent

(31.9%), with a smaller proportion having a Master's degree or higher (20.6%) or just primary school education (6.4%). Tenure within the organization varies, with 43.6% having more than 10 years of service, 26% between 5 to 10 years, and 30.4% with less than 5 years. Additionally, the average age of participants is approximately 41 years, with a standard deviation of 8.79, indicating variability in age. The mean income is reported to be 21,148.55 Thai Baht, with a standard deviation of 9,144.64, reflecting a wide range in income levels among the officials.

3.2 Measures

For each measure, participants were requested to assess their opinions on a scale ranging from strongly disagree (1) to strongly agree (5). The specifics of each measure are displayed in Table 2 as follows:

Table 2. Measure reliability

Measure	Items	Reliability (α)
Pay and benefits (PB)	5	.806
Work environment (WE)	4	.770
Career development (CD)	5	.756
Job advancement (JAD)	4	.768
Interpersonal relationships (IR)	4	.737
Job autonomy (JAU)	5	.733
Organizational commitment (OC)	14	.820

Table 2 presents the reliability of various measures assessing different dimensions of the workplace environment and employee perceptions. Each measure, such as "Pay and benefits," "Work environment," "Career development," "Job advancement," "Interpersonal relationships," "Job autonomy," and "Organizational commitment," is accompanied by the number of items used for assessment and its reliability coefficient (α). For instance, "Pay and benefits" is evaluated through 5 items with a reliability coefficient of .806, indicating a high level of internal consistency among the items. Similarly, "Work environment," "Career development," "Job advancement," "Interpersonal relationships," "Job autonomy," and "Organizational commitment" measures exhibit varying levels of reliability coefficients (.770, .756, .768, .737, .733, and .820, respectively), suggesting the extent to which the items within each measure reliably capture their intended constructs.

3.3 Data Collection

In October 2023, a team of proficient research aides took on the responsibility of distributing surveys to Pathumthani's local government officials. These aides received thorough training to effectively convey to each participant the study's precise goals, the benefits of participation ensuring privacy, and the unequivocal right of participants to opt out of the survey at any time. The distribution of questionnaires

was made possible through the collaboration of local politicians, who played a vital role in connecting the research aides with potential participants for the study.

3.4 Data Analysis

The collected data were analyzed using multiple regression analysis through JAMOWI software (Henderson, 2018). Multiple regression analysis is a statistical technique employed to explore the relationship between a dependent variable and two or more independent variables (Field, 2013). In this study, it involved examining how various factors or predictors, such as pay and benefits, work environment, career development, job advancement, interpersonal relationships, and job autonomy, influence organizational commitment. JAMOWI is a statistical software package that provides tools for data analysis, including regression analysis, hypothesis testing, and data visualization (The Jamovi Project, 2020), making it suitable for conducting complex statistical analyses like multiple regression. This analytical approach enables researchers to assess the combined impact of multiple factors on a particular outcome, offering valuable insights into the relationships within the data and informing decision-making processes within organizations or academic research contexts.

4. Results

The findings from a multiple regression analysis conducted in JAMOWI software, aimed at assessing how factors such as Pay and Benefits, Work Environment, Career Development, Job Advancement, Interpersonal Relationships, and Job Autonomy impact Organizational Commitment, are summarized in Tables 3 and 4.

Table 3. Model fit measures.

Model	R	R ²	Adjusted R ²
1	.830	.689	.680

Table 3 presents the fit measures for a single statistical model, indicating how well the model explains the variability of the dependent variable. Model 1 exhibits a correlation coefficient (R) of .830, suggesting a strong positive linear relationship between observed and predicted values. The coefficient of determination (R²) is .689, meaning that approximately 68.9% of the variance in the outcome can be accounted for by the model. The adjusted R² value of .680, slightly lower than R², adjusts for the number of predictors in the model, indicating that while the model is effective in explaining the variance, the addition of more predictors does not significantly increase the model's explanatory power. This table efficiently encapsulates the model's performance, highlighting its strengths in prediction and the balance between complexity and explanatory capability.

Table 4. Model coefficients.

Predictor	Estimate	SE	t	p	Stand. Estimate
Intercept	1.2106	0.1690	7.16	< .001	
PB	0.2315	0.0526	4.40	< .001	0.3224
WE	0.2808	0.0444	6.33	< .001	0.4152
CD	0.2718	0.1325	2.05	0.042	0.3955
JAD	-0.3170	0.1203	-2.63	0.009	-0.4884
IR	0.1421	0.0410	3.46	< .001	0.2231
JAU	0.0712	0.0542	1.31	0.190	0.0688

Table 4 from the multiple regression analysis reveals how various factors – Pay and Benefits, Work Environment, Career Development, Job Advancement, Interpersonal Relationships, and Job Autonomy – affect Organizational Commitment. The analysis indicates that Work Environment, with a coefficient of 0.2808, and Career Development, with 0.2718, are the strongest positive predictors of Organizational Commitment, suggesting that improvements in these areas are likely to significantly enhance commitment levels. Pay and Benefits also positively influence commitment, albeit to a slightly lesser extent, with a coefficient of 0.2315. Interestingly, Job Advancement shows a negative relationship with Organizational Commitment (-0.3170), implying that advancement opportunities might be associated with factors that diminish commitment. Interpersonal Relationships contribute positively (0.1421), highlighting their role in fostering commitment, while the influence of Job Autonomy is positive but not statistically significant (0.0712), suggesting a weaker or more variable relationship with Organizational Commitment. This comprehensive analysis underscores the multifaceted nature of factors influencing employee commitment and the complex dynamics within organizational settings.

5. Discussion

The findings from our analysis offer insightful contributions to the existing body of literature on organizational commitment, particularly in the context of how various workplace factors influence it. Our results corroborate and extend the findings from previous research in several important ways. Firstly, consistent with the hypotheses derived from the literature, our analysis confirms that Pay and Benefits (PB) have a positive impact on Organizational Commitment (OC), albeit with a slightly lesser effect than Work Environment (WE) and Career Development (CD). This supports Baird, Tung, and Yu's (2017) assertion about the critical role of competitive remuneration and benefits in fostering employee organizational commitment. Our findings suggest that while financial rewards remain important, their relative influence might be nuanced within the broader spectrum of factors contributing to commitment. Secondly, the significant positive influence of the Work Environment on OC, as highlighted by our results, echoes the findings of Escobar et al. (2022) and Hanaysha (2016), emphasizing the critical nature of interpersonal relationships and

conducive working conditions. This underlines the importance of a supportive work environment as a cornerstone for cultivating organizational loyalty, suggesting that physical and emotional aspects of the work environment are crucial for commitment. Thirdly, the strong positive relationship between Career Development and OC found in our study aligns with the perspectives of Ok and Vandenberghe (2016), reinforcing the idea that opportunities for personal and professional growth are key drivers of commitment. This suggests that organizations should prioritize career development initiatives to boost employee engagement and loyalty. Conversely, our analysis revealed a negative relationship between Job Advancement (JAD) and OC, which presents an interesting divergence from some previous studies, such as that by Suryani (2018), who found career progression opportunities to be positively linked with commitment. This discrepancy may indicate that the perceived value or implications of job advancement vary across different contexts or that there are underlying factors, such as the fear of increased responsibility without adequate support, that may diminish its positive impact. Additionally, the positive but statistically nonsignificant relationship between Job Autonomy (JAU) and OC in our study suggests a more complex dynamic than previously understood, hinting at the possibility that too much autonomy without proper support or guidance could lead to feelings of isolation or stress, thereby not significantly enhancing commitment. Finally, our findings concerning Interpersonal Relationships (IR) reinforce the notion brought forward by researchers like Ramaditya, Liana, and Maronrong (2020), highlighting the pivotal role of social bonds within the workplace in fostering a sense of belonging and commitment. In sum, our study not only supports existing theories on the determinants of organizational commitment but also provides a nuanced understanding of how these factors interact within the organizational setting. The negative relationship between job advancement and organizational commitment, in particular, invites further investigation into the conditions under which career progression impacts employee loyalty. Our research underscores the multifaceted nature of organizational commitment and highlights the importance of a holistic approach in management practices aimed at enhancing employee commitment.

6. Conclusion

This research, examining the influence of various workplace factors on Organizational Commitment (OC) among 204 local government officials, offers insightful conclusions and recommendations. The analysis confirmed Work Environment and Career Development as the strongest predictors of OC, emphasizing the necessity of nurturing a positive work environment and providing ample career development opportunities. Interestingly, a negative relationship between Job Advancement and OC was revealed, suggesting that perceptions of career progression in the public sector might not always align with increased organizational loyalty. Furthermore, the study noted a positive but statistically non-significant impact of Job Autonomy on OC, indicating that autonomy's effect on commitment might depend on

other contextual factors. Interpersonal Relationships were underscored as crucial for enhancing OC, highlighting the importance of positive social interactions within the workplace. Based on these findings, it is recommended that local government organizations focus on improving the work environment and career development pathways to foster employee commitment. Given the unique context of the public sector, reassessing the criteria and processes for job advancement could address the observed negative correlation with OC. Additionally, a balanced approach to job autonomy, tailored to the specific needs of public sector roles, could potentially enhance its positive impact on commitment. In summary, this study sheds light on the complex dynamics influencing organizational commitment among local government officials and suggests a multifaceted approach to management practices. Future research should explore the specific challenges and opportunities in the public sector, particularly the nuanced impacts of job advancement and the conditions under which autonomy contributes positively to organizational commitment.

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