

LEADERSHIP, PERCEIVED ORGANIZATIONAL SUPPORT, AND ORGANIZATIONAL CULTURE AFFECTING ON JOB EFFICIENCY THROUGH ORGANIZATIONAL COMMITMENT: A CASE STUDY OF EMPLOYEES OF MASS RAPID TRANSIT AUTHORITY OF THAILAND

Phawat Uthenrat*, Chattawat Limpsurapong
and Nattanan Saksamrit****

**Graduate Student of Kasetsart University, Thailand*

E-mail Address: P.uthenrat@gmail.com

***Department of Business Management, Faculty of Liberal Arts and Management Science
Kasetsart University, Thailand*

E-mail Address: Chattawat.l@ku.th , Nattanan.sak@ku.th

ABSTRACT

The purposes of the research were to study; 1) The effects of leadership on organizational commitment, 2) The effects of perceived organizational support on organizational commitment, 3) The effects of organizational culture on organizational commitment, and 4) The effects of organizational commitment on job efficiency. This research study was a quantitative research method. The sample of this research was employees of Mass Rapid Transit Authority of Thailand with the simples of 220 respondents determined by using simple random sampling. The instrument used within the study was a questionnaire. The statistical tools used included frequency, percentage, mean, standard deviation, Pearson's Correlation, and Multiple Regression Analysis.

The hypothesis testing found that transformation leadership wasn't influence on continuance commitment, affective commitment, and normative commitment; transaction leadership was statistically significant positive influence on affective commitment by the standardized coefficients (β) was .208; laissez-fair leadership wasn't influence on continuance commitment, affective commitment, and normative commitment; perceived organizational support was statistically significant positive influence on affective commitment by the standardized coefficients (β) was .236 and normative commitment by the standardized coefficients (β) was .480; organizational culture was statistically significant positive influence on continuance commitment by the standardized coefficients (β) was .465 and affective commitment by the standardized coefficients (β) was .446; affective commitment was statistically significant positive influence on job efficiency by the standardized coefficients (β) was .265 and normative commitment was statistically significant positive influence on job efficiency by the standardized coefficients (β) was .439.

In conclusion, leadership is partially supported on the hypotheses, perceived organizational support is partially supported on the hypotheses, organizational culture s partially supported on the hypotheses, and organizational commitment is partially supported on the hypotheses.

Keywords –Leadership, Perceived Organizational Support, Organizational Culture, Organizational Commitment, Job Efficiency.

INTRODUCTION

Background

In the present, human resources are vital to organizations and serve as a mechanism which helps propel businesses towards success. Given that humans possess skills and knowledge and can enhance their capacity without limits, there exist no technologies which can replace humans [16]. Hence, organizations should place emphasis on human resource management and retention of skilled and experienced staff.

Mass Rapid Transit Authority of Thailand (MRTA) is an agency which operates the rapid transit systems in Bangkok Metropolitan Region. In 2021, MRTA is planning to expand its network and coverage of rapid transit

services so as to respond to people's needs and the government's policy [17]. With the goal, MRTA must prepare their staff in terms of training for improving their knowledge as well as of retention of skilled and experienced staff to prepare for business expansion. Thus, in retaining the staff, organizations must promote staff's organizational commitment. In fact, leadership serves to enable organizations to induce the staff to accomplish the organizational goals and to enhance motivation and work exertion, which would in turn promote organizational loyalty and commitment [6]. Meanwhile, "perception of organizational support" is influenced by recognition and praising from organizations or agents, along with awards, compensation and promotion. If the staff perceives organizational support, they will provide positive feedback and become committed to organizations [3]. In addition, "organizational culture" serves as an important element in stimulating staff's feelings, commitment and self-sacrifice for organizations. The culture which can facilitate operation will promote their sense of membership and devotion to organizations [12].

Therefore, the present study investigated leadership, perception of organizational support and culture affecting staff's operation through organizational commitment, specifically focusing on the staff of Mass Rapid Transit Authority of Thailand. The results could be employed as a guideline to improvement personnel management to promote staff's organizational commitment and capacity.

The purpose of this study

The purpose of this research are to 1) The effects of leadership on organizational commitment, 2) The effects of perceived organizational support on organizational commitment, 3) The effects of organizational culture on organizational commitment, and 4) The effects of organizational commitment on job efficiency.

LITERATURE REVIEW

The literature search in this research study was from five theories of researchers that were leadership, perceived organizational support, organizational culture, organizational commitment and job efficiency.

Leadership

Leadership is a social influence process in which the leader seeks the voluntary participation of subordinates in an effort to reach organization goals [10].

1. Transformational leadership is the leader who has exchange process with his followers. They will trade success in performance for the prize as reward. This kind of leadership will focus on current organization situation and attempt to manage the firm smoothly and effectively. Moreover, it aims at providing clear expectation and responding followers demand [5].

2. Transactional leadership is the leader who represents that organizational goal is above personal benefit. The leader also demonstrates the importance of their follower ability and welfare to change expectation, demand mind and consciousness of the followers. Thus, it could be concluded that the leader can make effect on their followers profoundly [2].

3. Laissez-faire leadership is a situation when followers are in trouble or need help. The leader will act like avoiding being responsible for it, giving no comment to that problem, letting time fly without thinking of what the result will be. It makes atmosphere like ones' life ones should take care themselves [5].

Organizational commitment is defined as Defined perceived organizational support as

Perceived Organizational Support

Perceived organizational support is defined as "employees in an organization from global beliefs concerning the extent to which the organization values their contributions and area about their well-being" [3].

Organizational support theory also addresses the psychological processes underlying consequences of POS. First, on the basis of the reciprocity norm, POS should produce a felt obligation to care about the organization's welfare and to help the organization reach its objectives. Second, the caring, approval, and respect connote by POS should fulfill socioemotional needs, leading workers to incorporate organizational membership and role status into their social identity. Third, POS should strengthen employees' beliefs that the organization recognizes and rewards increased performance (i.e., performance-reward expectancies). These processes should

have favorable outcomes both for employees (e.g., increased job satisfaction and heightened positive mood) and for the organization (e.g., increased affective commitment and performance, reduced turnover) [3]. From above theory, [8] had adjusted perceived organizational support into Thai's context. And then he had divided "perceived organizational support" into 5 dimensions such as, wage incentive, job security, opportunity for advancement, working condition, social psychology.

Organizational Culture

Organizational culture as a system of shared meaning held by the members of the organization that distinguishes the organization with other organizations [11].

Organizational Culture can be differed in 7 major types [15].

1. Innovation and risk taking is the degree to which employees are encouraged to be innovative and take risks.

2. Attention to detail is the degree to which employees are expected to exhibit precision, analysis, and attention to detail.

3. Outcome orientation is the degree to which management focuses on results or outcomes rather than on the techniques and processes used to achieve them.

4. People orientation is the degree to which management decisions take into consideration the effect of outcomes on people within the organization.

5. Team orientation is the degree to which work activities are organized around teams rather than individuals.

6. Aggressiveness is the degree to which people are aggressive and competitive rather than easygoing.

7. Stability is the degree to which organizational activities emphasize maintaining the status quo in contrast to growth.

Organizational Commitment

Organizational commitment is defined as the employee's feelings of obligation to stay with the organization: feelings resulting from the internalization of normative pressures exerted on an individual prior to entry or following entry [4].

Organizational commitment is an emotional response that can be measured through people's behaviors, beliefs, and attitudes and can range anywhere from very low to very high. Organizational commitment was divided into three type such as, affective, continuance, and normative [7].

1. Continuance commitment occurs when individuals base their relationship with the organization on what they are receiving in return for their efforts and what would be lost if they were to leave (i.e., pay, benefits, associations). These individuals put forth their best effort only when the rewards match their expectations.

2. Affective commitment occurs when individuals fully embrace the goals and values of the organization. They become emotionally involved with the organization and feel personally responsible for the organization's level of success. These individuals usually demonstrate high levels of performance, positive work attitudes, and a desire to remain with the organization.

3. Normative commitment occurs when individuals remain with an organization based on expected standards of behavior or social norms. These individuals value obedience, cautiousness, and formality. Research suggests that they tend to display the same attitudes and behaviors as those who have affective commitment.

Job Efficiency

Efficiency refers to obtaining the most output from the least amount of input [13].There are 4 dimensions of "Job Efficiency" [1].

1. Quality is refer to quality of work, between sellers and buyers should get benefit both and product satisfaction

2. Quantity is refer to the amount of work which is right to the expectation

3. Time is refer to how long do we need to finish work in the right time and modernize

4. Cost should be matched work. Totally, should produce much and down the cost

CONCEPTUAL MODEL AND HYPOTHESES

The research was mainly aimed to investigate the influence of leadership, perceived organizational support, and organizational culture affecting on job efficiency through organizational commitment.

Hypotheses are:

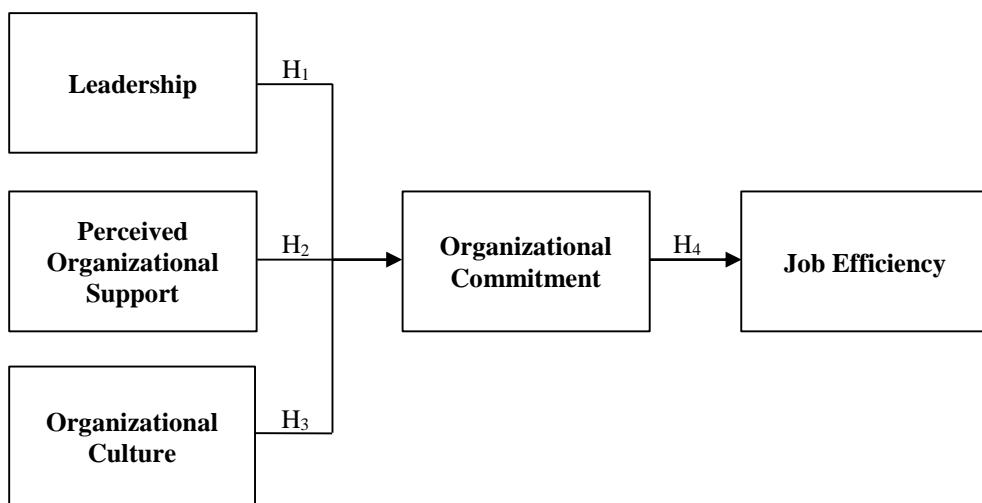
H₁: Leadership had a significantly positive influenced on organizational commitment.

H₂: Perceived organizational support had a significantly positive influenced on organizational commitment.

H₃: Organizational culture had a significantly positive influenced on organizational commitment.

H₄: Organizational commitment had a significantly positive influenced on job efficiency.

Figure 1
Conceptual Model



This research is a quantitative study. The data was collected from a sample of 220 employees who have worked in Mass Rapid Transit Authority of Thailand. Questionnaire was developed and checked for content validity and reliability. Correlation Analysis and Multiple Regression Analysis were employed to analyze the data. Questionnaire was developed and Cronbach alpha was used for reliability of measurement. Reliability scale of Cronbach alpha is higher than 0.6 [9]. As show in table 1, Multiple Regression Analysis were employed to assess all hypothesizes.

Table 1
Result of measure validation

Items	Cronbach Alpha
Transformational leadership	.872
Transactional leadership	.685
Laissez-faire leadership	.923
Perceived organizational support	.885
Organizational culture	.862
Continuance commitment	.847
Affective commitment	.938
Normative commitment	.870
Job efficiency	.808

RESULTS

The descriptive statistics

The descriptive statistics of demographic data of the respondents revealed that the respondents were 23.6% of male and 76.4% of female. Mostly of them, which are 70.9%, age was between 25-35 years. In terms of the marital status were single of 82.7%. Average age of work is 1 to 3 years (45.5%). The highest % of education level is Doctor in Philosophy (.9 %). Average income per month is 15,001 to 25,000 baht (45.5%).

Hypothesis testing

The statistical analysis for hypothesis testing to study the effect of research variables were used Pearson's Product Moment Correlation Coefficient to determine the relationship of the independent variables, and the multiple regression analysis to study leadership, perceived organizational support, and organizational culture on job efficiency through organizational commitment. The symbols used to analyze were as follows.

TFL	Represent	Transformational leadership
TSL	Represent	Transactional leadership
LFL	Represent	Laissez-faire leadership
POS	Represent	Perceived organizational support
OC	Represent	Organizational culture
CC	Represent	Continuance commitment
AC	Represent	Affective commitment
NC	Represent	Normative commitment
JE	Represent	Job efficiency

Table 2
Correlation analysis between independent variable

	TFL	TSL	LFL	POS	OC	CC	AC	NC	JE
Mean	3.86	3.38	2.44	3.71	3.63	3.51	3.90	4.17	3.96
S.D.	.73	.73	1.15	.73	.64	.84	.74	.62	.55
TFL	1								
TSL	.425**	1							
LFL	.035	.464**	1						
POS	.455**	.526**	.168	1					
OC	.576**	.546**	.210*	.697**	1				
CC	.334**	.482**	.262**	.518**	.619**	1			
AC	.406**	.461**	.018	.603**	.657**	.664**	1		
NC	.369**	.358**	.093	.555**	.417**	.353**	.591**	1	
JE	.426**	.406**	.199*	.633**	.538**	.312**	.512**	.589**	1

Table 2 showed that the relationship between the variables that are related not exceed 0.80 [14]. The table described the relationship between the variables must be less than 0.80, which is more than 0.80 may cause of Multicollinearity. The research found the relationship between the independent variables the highest value was 0.697, it was not exceed 0.80. Multicollinearity problem was not found. Therefore it can be tested by using multiple regression analysis to the next.

H₁: Leadership had a significantly positive influenced on organizational commitment.

Figure 2

A multiple regression analysis affect the three leadership on three organizational commitment

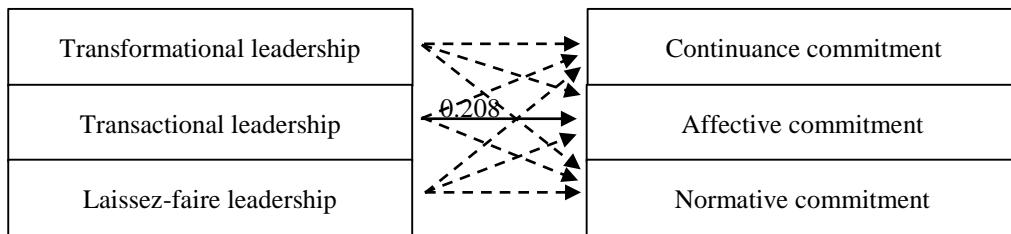


Figure 2 presented the result by using multiple regression method. It showed that affective commitment was statistically significant affected by transactional leadership ($\beta = 0.208$, $t = 2.172$, $p < 0.05$). There is therefore, partial support for H₁.

H₂: Perceived organizational support had a significantly positive influenced on organizational commitment.

Figure 3

A multiple regression analysis affect of perceived organizational support on three organizational commitment

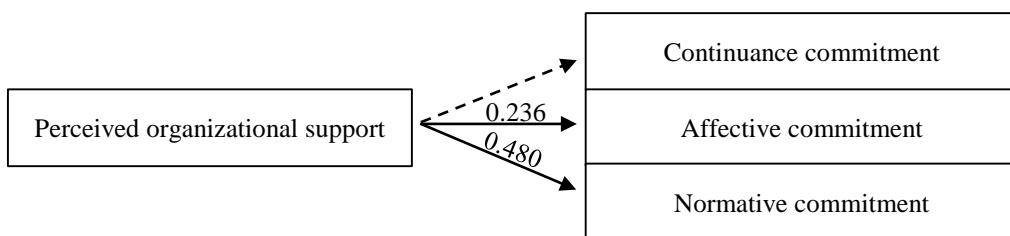


Figure 3 presented the result by using multiple regression method. It showed that affective commitment was statistically significant affected by perceived organizational support ($\beta = 0.236$, $t = 2.390$, $p < 0.05$). Normative commitment was statistically significant affected by perceived organizational support ($\beta = 0.480$, $t = 4.140$, $p < 0.01$). There is therefore, partial support for H₂.

H₃: Organizational culture had a significantly positive influenced on organizational commitment.

Figure 4

A multiple regression analysis of affect organizational culture on three organizational commitment

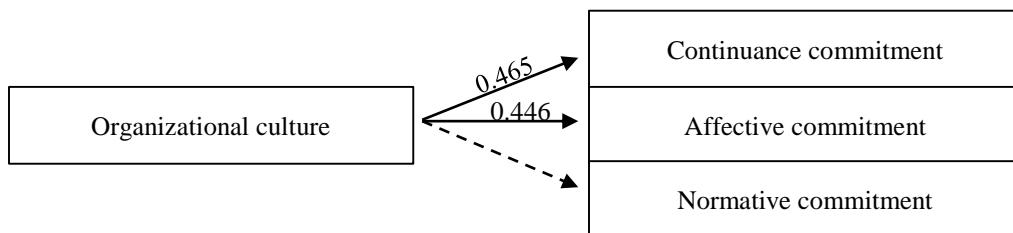


Figure 4 presented the result by using multiple regression method. It showed that continuance commitment was statistically significant affected by organizational culture ($\beta = 0.465$, $t = 3.999$, $p <$

0.01). Affective commitment was statistically significant affected by perceived organizational support ($\beta = 0.446$, $t = 4.156$, $p < 0.01$). There is therefore, partial support for H₃.

H₄: Organizational commitment had a significantly positive influenced on job efficiency.

Figure 5

A multiple regression analysis affect three organizational commitment on job efficiency

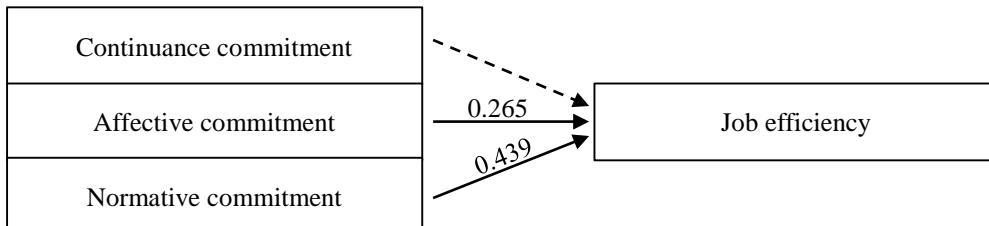


Figure 5 presented the result by using multiple regression method. It showed that job efficiency was statistically significant affected by affective commitment ($\beta = 0.265$, $t = 2.242$, $p < 0.05$). Job efficiency was statistically significant affected by normative commitment ($\beta = 0.439$, $t = 4.656$, $p < 0.01$). There is therefore, partial support for H₄.

CONCLUSION

In conclusion, leadership is partially supported on the hypotheses, perceived organizational support is partially supported on the hypotheses, organizational culture is partially supported on the hypotheses, and organizational commitment is partially supported on the hypotheses. Suggestions for executives, if organization wants to focus on job efficiency, it should focus on normative commitment. In the creating normative commitment, the organization has to make employees perceive organizational support for example salary, welfare, career path, esteem needs, and facilities. However, this study utilized only a quantitative approach, so further studies may employ a qualitative approach to elicit data from real situations and environment, and their attention should be paid to other variables, such as motivation or quality of work life, which may influence job efficiency.

REFERENCES

- [1] Peterson, E. and Plwman, G. E. (1953), “Business Organization and Management”, *Illinois: Irwin*.
- [2] Bass, B. M. (1986), “Leadership and Performance Beyond Expectation”, *The Free Press*, New York.
- [3] Eisenberger, R., Huntington, R., Hutchison, S., and Sowa, D. (1986) “Perceived Organizational Support”, *Journal of applied psychology*, Vol. 3, Pp. 500-507.
- [4] Allen, N. J., and Meyer, J. P. (1990), “The measurement and antecedents of affective, continuance and normative commitment to the organization”, *Journal of Occupational Psychology*, Vol. 63, 1–18.
- [5] Bass, B. M. and Avolio, B. J. (1994), “Improving Organizational through Transformational Leadership”, *Sage Publication Ltd*, California.
- [6] Kouze, J. M., and Posnor, B. Z. (1995), “The leadership challenge”, *Jossey-Bass*. 2nd ed, SanFrancisco, CA.
- [7] Meyer, J. & Allen, N. (1997), “Commitment in the workplace: Theory, research, and application”, *Sage Publications*, Thousand Oaks, CA.
- [8] Thadphutorn, J. (2000), “The effect of Perceived Organizational Support and leader-member exchanges on employees’ reciprocity: A Case Study of professional nurses in operational level of two hospitals under the ministry of University Affairs in the Bangkok metropolitan area”, *Thammasat University*, Thailand.
- [9] Hair, J. F. et al. (2006), “Multivariate data analysis”, *Pearson Education International*, New Jersey.

- [10] Omolayo, B. (2007), “Effect of Leadership Style on Job-Related Tension and Psychological Sense of Community in Work Organizations: A Case Study of Four Organizations in Lagos State”, *Bangladesh e-Journal of Sociology*, Vol. 4, No. 2, Pp. 30-37.
- [11] Robbins, S. P. and Judge, T. A. (2007), “Organizational Behavior”, *Pearson Prentice Hall*, New Jersey.
- [12] Rotpitak, K. (2008), “Organizational Culture Affecting of Organization Commitment Employee's the Government savings bank, regional 3 Siriraj zonal branch”, *DhonburiRajabhat University*, Thailand.
- [13] Taormina, R. J. and Gao, J. H. (2009), “Identifying acceptable performance appraisal criteria: An international perspective”, *Asia Pacific Journal of Human Resources*, Vol. 47, 102-125.
- [14] Hair, J. F. et al. (2010), “Multivariate Data Analysis”, *Pearson Education International*, 6th ed, USA.
- [15] Robbins, S. P. and Judge, T. A. (2013), “Organizational Behavior”, *Pearson*, 15th ed, New Jersey.
- [16] Tonwimonrat, S. (2014), “Human Resource Management in Education : Concept Theory and Education Laws”, *Veridian E - Journal, Silpakorn University*, Vol. 7, No. 3, Pp. 845-862.
- [17] Mass Rapid Transit Authority of Thailand. (2019), “Corporate Plan fiscal years2017-2021”, URL: www.mrta.co.th/th/about_mrta/mission.