

# THE ANTECEDENT FACTORS ON ORGANIZATIONAL COMMITMENT: A CASE OF COMFORT GROUP BEIJING INTERNATIONAL CONVENTION AND EXHIBITION CO., LTD.

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## ABSTRACT

The objective of this study was to determine the difference in personal factors, job characteristics, and work experiences that affect the organizational commitment of employees at Comfort Group Beijing International Convention and Exhibition Co., Ltd. The sample used in the research were 204 employees of the company, with the Yamane's formula used to calculate the sample size by non-probability convenience sampling method. The instrument used for data collection was a set of questionnaires. Statistics used for data analysis were frequency, percentage, mean, standard deviation, and multiple regression analysis. The study found that: 1) different personal factors, including gender, had affected the organizational commitment of employees in terms of loyalty to the organization differently with a statistical significance at 0.05 level; 2) job characteristics, including job diversity and participation in the administration, had affected the organizational commitment of employees differently with a statistical significance at 0.05 level, with a predictive power of 50.70%; and 3) work experiences, including stability, reliability, and expectations had affected the organizational commitment of employees differently with a statistical significance at 0.05 level, with a predictive power of 95.10%.

**Keywords:** Job Characteristics, Work Experience, Organizational Commitment

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## INTRODUCTION

In the present era, the business organization's executives must be competent and have highly skilled for the cooperate operations. As business constantly changes, executives must find and develop new management methods to increase operational efficiency to achieve organizational objectives. But one thing that executives must concern according to management principles and administrative psychology is human resource management. Human resources are significant factors that drive management and operation to the organization's success; that is their employees are knowledgeable, competent, and intellectually able to develop their potential without limitations, resulting in increasing changes in both economic and social aspects (Augusto Felício, Couto, & Caiado, 2014).

Organizational commitment is one of the factors that affect the efficiency of individual's performance. The engagement of the personnel in the organization depends on the ability of the management or supervisors to convince the personnel to be engaged in leading to better performance or increase productivity (De Araújo, & Lopes, 2014). However, rewarding or motivating provided by the organization alone is not enough to make employees feel committed to the organization and have positive feelings toward work (Lamba, & Choudhary, 2013). Not only do many organizations recruit qualified employees, but also keeping those personnel to stay longer in the organization is crucial by developing value to create a positive attitude towards the organization.

Comfort Group Beijing International Convention and Exhibition Co., Ltd. or CMS, therefore, attaches importance to human resource management putting that the personnel are the ones who drive business operations to achieve the vision and goals set. It has also been recognized by service recipients and various quality assurance agencies. This is determined by having a highly regarded by its best practice and passes under various international standard evaluations.

The researcher was interested in determining the antecedent factors affecting organizational commitment: A case of Comfort Group Beijing International Convention and Exhibition Co., Ltd. was, therefore, pinpointed in order to generalize the research findings to the executives to improve and develop a more effective human resource management, strengthen engagement to the corporate, and retain its employees who are valuable to the organization as long as possible.

## LITERATURE REVIEW

### **Concept and theory about job characteristics**

Job characteristics refers to nature of work the operator is responsible for; such as challenging tasks, job advancement, job feedback, participation in decision-making, and relationships with decentralized associates (Towler, 2020). Job characteristics theory, also known as the core characteristics model, is a work design theory developed by Oldham, Hackman, Smith, and Hitt (2005) in the late 1970s and early 1980s. It is widely used as a framework to study job outcomes, including job satisfaction and characteristics.

Work design, also known as job design, is an arrangement in the workplace that aims to overcome worker alienation and job dissatisfaction from mechanical and repetitive tasks in the workplace, such as boring jobs. The goal of work design is to boost productivity by offering workers non-monetary rewards such as satisfaction derived from a sense of greater personal achievement. In job characteristics theory, the five cores include skill variety, task identity, task significance, autonomy, and feedback (Boonzaier, Ficker, & Rust, 2001).

### **Concept and theory about work experience factors**

Work experience factor refers to things that a person has learned when working in an organization; such as relationships within the organization, credibility, the stability of the organization, and a feeling that the organization can be trusted (Putri, 2020). Expectations to

be met by the organization, for instance, will make the level of organizational commitment high if the organization has a known credible image, fairness, and equality can always meet the needs of employees and vice versa. If the organization is unknown to outsiders, pride in the organization among employees cannot be relied upon because employees' organizational commitment is low (Jones, Bromley, Creegan, Kinsella, Dobbie, & Ormston, 2010).

### **Concept and theory about organizational commitment**

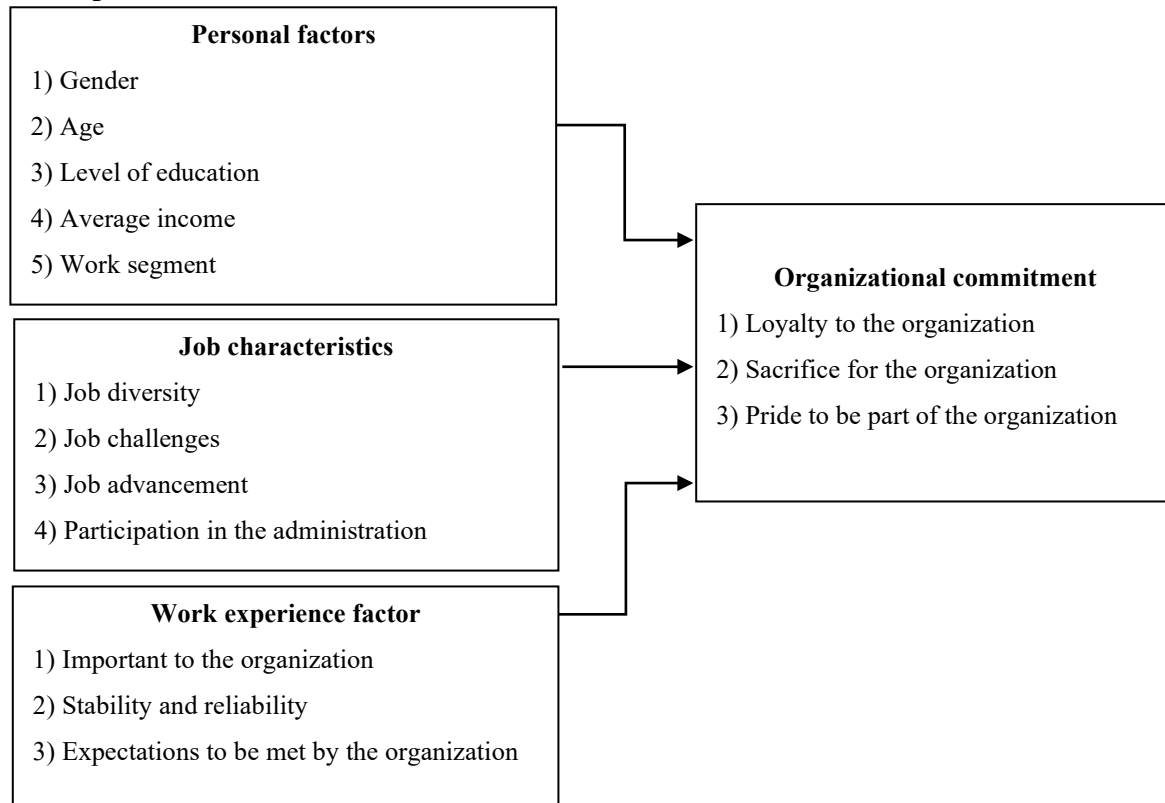
Organizational commitment is a feeling of wanting to stay and not leave the organization even if another organization increases salary, income, or other incentives, and being willing to work for the organization in which they work (Trofimov, Bondar, Trofimova, Miliutina, & Riabchych, 2017). The organizational commitment includes (1) loyalty to the organization; that is, the employees have a feeling of affection and not wanting to leave the organization may be because the organization has an incentive that makes them regret leaving it; such as compensation in the form of salary, welfare, advancement, and stability. (2) Sacrifice for the organization; that is, the employees feel related to work, including satisfaction in the work done and want the work to be accomplished to get the job done. And (3) pride in being a part of the organization; that is unity with the agency works when workers are committed to the organization and feel one with it, acting according to corporate values to achieve its goals (Jaros, 2007).

Based on the literature review, the researcher adopted the concept of Towler (2020) in job characteristics consisting of 1) job diversity, 2) job challenges, 3) job advancement, and (4) participation in the administration; concept of Putri (2020) in the aspects of work experience including 1) important to the organization, 2) stability and reliability, 3) expectations to be met by the organization; and the concept of Trofimov, Bondar, Trofimova, Miliutina, & Riabchych (2017) in the aspect of organizational commitment consisting of 1) loyalty to the organization, 2) sacrifice for the organization, and 3) pride to be part of the organization, to define research hypothesis and conceptual framework showing as follows:

### **Research hypothesis**

- 1) Difference in personal factors affect the organizational commitment of the employees at Comfort Group Beijing International Convention and Exhibition Co., Ltd.
- 2) Job characteristics affect the organizational commitment of the employees at Comfort Group Beijing International Convention and Exhibition Co., Ltd.
- 3) Work experience factors affects the organizational commitment of the employees at Comfort Group Beijing International Convention and Exhibition Co., Ltd.

### Conceptual framework



**Figure 1** the conceptual framework

### RESEARCH METHODOLOGY

The population was 415 employees working in Beijing International Convention and Exhibition Co., Ltd., and the sample were 204 employees randomly obtained by non-probability convenience sampling method using the Yamane's formula (1973).

The research instrument used for data collection in this study was a questionnaire developed by the researcher under the literature review and related research findings. The defined scopes of the questions to match the research objectives were divided into 5 parts:

Part 1 questionnaire on personal factors

Part 2 questionnaire about the job characteristics

Part 3 questionnaire about the work experience factors

Part 4 questionnaire about organizational commitment

Part 5 other suggestions and comments

The data analysis includes; 1) descriptive statistics such as frequency, percentage, mean, and standard deviation to explain the preliminary data, and 2) inferential statistics utilized for testing the research hypothesis with a statistical significance level of .05 with the multiple regression analysis.

### RESEARCH RESULTS

The results from the analysis of data received from the respondents reveal that the majority of respondents were female (55.88%), age was over 30 years old (32.35%), education was mainly a bachelor's degree (50.49%), monthly income was an average of 2,001 - 4,000 yuan (41.18%), and most worked in the operation department (44.12%).

**Table 1** the average and standard deviation of the employees' status

<b>Job characteristics</b>	<b><math>\bar{X}</math></b>	<b>SD</b>	<b>Level of opinion</b>
- Job diversity	3.83	0.70	High
- Job challenges	3.74	0.71	High
- Job advancement	3.70	0.77	High
- Participation in the administration	3.69	0.84	High
<b>Work experience factors</b>	<b><math>\bar{X}</math></b>	<b>SD</b>	<b>Level of opinion</b>
- Important to the organization	3.75	0.69	High
- Stability and reliability	3.68	0.72	High
- Expectations to be met by the organization	3.74	0.63	High
<b>Organizational commitment</b>	<b><math>\bar{X}</math></b>	<b>SD</b>	<b>Level of opinion</b>
- Loyalty to the organization	3.72	0.65	High
- Sacrifice for the organization	3.71	0.71	High
- Pride to be part of the organization	3.70	0.68	High

From table 1, the statistical analysis shows that all three major factors in job characteristics, work experience, and organizational commitment and all of their sub-factors were at a high level obtained from the respondents.

### Hypothesis testing results

**Table 2** the hypothesis testing results of personal factors on organizational commitment

<b>Personal factors</b>	<b>Statistics</b>	<b>Statistical values</b>	<b>Sig.</b>
- Gender	t-test	-1.827	0.069
- Age	F-test	0.493	0.688
- Education level	F-test	0.712	0.492
- Average monthly income	F-test	1.155	0.328
- Segment	F-test	5.422	0.000*

\* Statistically significant at the level of 0.05

From table 2, it was found that different personal factors in work segment terms affected employee different organizational commitment significantly at .05 level.

**Table 3** the hypothesis testing results of job characteristics on employee organizational commitment

<b>Job characteristics</b>	<b>b</b>	<b>Std. Error</b>	<b><math>\beta</math></b>	<b>t</b>	<b>Sig.</b>
Constant	1.310	0.179		7.314	0.000*
- Job diversity	0.181	0.076	0.206	2.374	0.019*
- Job challenges	0.115	0.082	0.131	1.391	0.166
- Job advancement	0.139	0.074	0.173	1.874	0.062
- Participation in the administration	0.207	0.073	0.279	2.831	0.005*

$R = 0.719$ ,  $R^2 = 0.517$ , Adjusted  $R^2 = 0.507$ ,  $SE_{EST} = 0.436$ ,  $F = 53.232$ ,  $Sig. = 0.000^*$

\* Statistically significant at the level of 0.05

From table 3, it was found that job characteristics, including job diversity and participation in the administration had affected the organizational commitment of employees with a statistical significance at .05 level and a predictive power of 50.70%.

**Table 4** the hypothesis testing results of work experience factor on employee organizational commitment

<b>Work experience factor</b>	<b>b</b>	<b>Std. Error</b>	<b>B</b>	<b>t</b>	<b>Sig.</b>
Constant	0.089	0.059		1.488	0.138
- Important to the organization	-0.046	0.029	-0.051	-1.551	0.123
- Stability and reliability	0.434	0.019	0.506	23.143	0.000*
- Expectations to be met by the organization	0.588	0.037	0.595	15.960	0.000*

$R = 0.976$ ,  $R^2 = 0.952$ , Adjusted  $R^2 = 0.951$ ,  $SE_{EST} = 0.137$ ,  $F = 1328.328$ ,  $Sig. = 0.000^*$

\* Statistically significant at the level of 0.05

From table 4, it was found that work experience factors, including stability and reliability, and expectations to be met by the organization had affected the organizational commitment of employees with a statistical significance at .05 level and a predictive power of 95.10%.

## SUMMARY AND DISCUSSION

The research results on the antecedent factors on organizational commitment in the case study at Comfort Group Beijing International Convention and Exhibition Co., Ltd. demonstrate the significant impact on organizational commitment of the corporate.

1) Different personal factors had affected the employees' organizational commitment differently, both overall and individually, with a statistical significance at .05 level and different personal factors in work segment had affected employees' different organizational commitment in terms of loyalty to the organization with a statistical significance at .05 level. Due to the heterogeneous nature of personal factors of the employees, the study shows the diversity had affected the organizational commitment. Specifically, this research has found that gender is the most important variable in building organizational commitment; females feel more attached to the organization than males, and with sensitive feelings and emotions, females are most likely to remain working longer in the corporate. Therefore, this research result is consistent with the results found by Vo (2015) who studied the demographic factors affecting organizational commitment of lecturers. The results showed the difference of position affecting organizational commitment in affective commitment term significantly. And it is also consistent with the findings studied by Avci and Erdem (2022) on the role of demographic factors in predicting organizational commitment among security employees, which showed the difference of working status affecting organizational commitment significantly in normative commitment term.

2) Job characteristics, including job diversity and participation in the administration, affect employees' organizational commitment significantly since job characteristics are an important factor in determining the quality of work in an organization. This implies that employees must be prepared to suit in different segments of work. This research has found that diversity in the profession is an important factor in keeping employees engaged with the organization. Employees can work in a variety of positions as well. In addition, improvement of employees by human resource management also directly affects organizational commitment significantly. This research finding is consistent with the study conducted by Saud (2020) on the effect of job characteristics on organizational commitment in Nepali IT companies, which found that job characteristics including task identity, task significance, autonomy, and feedback had an effect on the organizational commitment significantly. Also, it is consistent with the research conducted by Ozturk, Hancer, and Im (2014) on job characteristics, job satisfaction, and organizational commitment for hotel workers in Turkey, which showed job characteristics including autonomy, and feedback had effect over the organizational commitment significantly.

3) Work experience factor including stability and reliability, and expectations to be met by the organization, affect employees' organizational commitment significantly at .05 level with a predictive power of 95.10%. Because work experience indicates the ability to work from the past, the experience with high work efficiency increases the level of organizational commitment. However, it has a cross-sectional effect if the employees' past experience is considered low. Therefore, this research result is consistent with the study conducted by Kozák and Krajcsák (2018), who examined the effect of wages and work experiences on the commitment of Hungarian employees. They found that work experience affecting organizational commitment significant at .05 level. Also, Saywaew, Ruetragul, and Seedee (2023) had studied job characteristics and work experience over the organizational commitment of a company's employees in Thailand and found that work experience including the expectations to be met by the organization, the importance of the organization, attitudes of colleagues and organizations respectively affecting organizational commitment significantly at .05 level.

### **Implications of the study**

- 1) The research findings on different personal factors would allow executives to formulate strategies for building their employees' organizational commitment based on personal characteristics. In particular, the work segment is required to retain employees and increase the level of human resource intervention of employees.
- 2) The research findings on the job characteristics would allow management departments to formulate policies and strategies for effective planning and work operation.
- 3) The research findings on the work experience factor would allow cooperate executives to bring the employees' past experience of work into account as one of the motivating factors to maintain the employees' organizational commitment.

### **Future research**

Subsequent research should be conducted using qualitative in-depth research methods or classified research by different departments in an organization to find ways to improve their organizations with effective strategy in the future.

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