



Organizational Commitment of Officers in Nakhon Si Thammarat Provincial Governor's Office

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Abstract

Background and Aim: As a result of the reform of Thailand's civil service system, officers of the Nakhon Si Thammarat Provincial Office must act efficiently and effectively according to both agency and individual indicators. This causes some officers to perform their duties under stressful conditions. As a result, the agency's officers are frequently changed in and out. This research, therefore, aims to (1) study the level of the work environment of organizational commitment of officers in the Nakhon Si Thammarat Provincial Office. And (2) compare factors of organizational commitment among officers. Nakhon Si Thammarat Provincial Office is classified by operating environment, Quality of life at work, corporate culture, Motivation for work, and job satisfaction.

Materials and Methods: This research used quantitative research methods to study. The tool used to collect data is a questionnaire. Data analysis, according to objective 1, uses statistics on frequency distribution, percentage, mean, and standard deviation to analyze data. As for data analysis according to objective 2, one-way ANOVA test statistics were used to test statistical hypotheses. At the statistical significance level of .05

Results: The study results found that the officers' organizational commitment in the Nakhon Si Thammarat Provincial Office is at the highest level overall. To consider each aspect, it was found that organizational culture at a high level is first, followed by job satisfaction. At a high level, organizational commitment, a high level of quality of life at work at a high level, and motivation in practice are the last. The results of comparing organizational commitment factors of officers in the Nakhon Si Thammarat Provincial Office found that officers with a quality of life at work Motivation for work, and job satisfaction are different and Have ties to different organizations at the significance at 0.05 level.

Conclusion: The study emphasizes that a strong organizational culture and job satisfaction are the main factors driving the high organizational commitment among officers in the Nakhon Si Thammarat Provincial Office. Additionally, there is a strong correlation between variations in officers' organizational commitment and differences in job satisfaction, motivation, and quality of life at work.

Keywords: Operating environment; organizational commitment; Nakhon Si Thammarat Provincial Office Officers

Introduction

The situation of social change is Changing the work environment. As a result, various organizations must change their work style. To be consistent and up to date with the situation This may directly affect officers who need to adapt to be able to work under changing policies and management and it also inevitably affects human resources. The government has set a goal of bringing the country into the Thailand 4.0 model so that organizations can grow in the new context with strength and efficiency. To compete with knowledge, Creativity, and innovation, human resource development Constantly receives attention Along with using innovation to improve the organizational structure. Job description design and officers' quality development to increase the production capacity of human resources in line with market and social needs. By attracting highly potential employees, innovative information technology can be applied to management officers and human resource development. Caring and maintaining officers Creating employee engagement and change management to be consistent with changing situations (Office of the Permanent Secretary, Office of the Prime Minister, 2020)

The Government Administration Act, B.E. 2495, regarding the division of provincial government agencies, according to Section 38, has provided for the division of provincial government agencies to have general government duties. And provincial development planning of that province. The head of the provincial office commands civil servants. It is also responsible for performing the duties of the provincial





office. Provincial offices are government agencies, so they are structured and managed. In a bureaucratic organization (Ideal Type Bureaucracy), work is divided according to specialization (Specialization) based on the hierarchical chain of command (Hierarchy), adheres to laws and regulations as the basis for work (Procedures and regulations), emphasizes relationships that are not personal, not attached to the individual but adheres to the position as the primary focus (Impersonality), officers hired to work and promoted or given results and compensate according to ability (Competency) and have job security (tenure). (Office of the Information and Information Commission, 2021)

The Provincial Office is an important agency under the Office of the Permanent Secretary of the Ministry of Interior that acts as a back office for provincial governors. The duties of the Provincial Office (according to the Ministerial Regulations 2010) are (1) converting national development strategies into local, provincial development strategies, (2) developing information systems for management, Geographic Information Systems for Planning, and the provincial information network. It is the information center of the province for administration and planning for provincial development. (3) Prepare a provincial development plan. Carry out the plan. Supervise and follow up on strategic performance. Provincial development policy and plan, Including coordinating the preparation of provincial group development plans (4) preparing annual provincial operational plans or provincial budget requests. And coordinate the preparation of the provincial group's annual operational plan or the provincial group's budget request. (5) Carry out human resource management and development of the provincial government system. (6) Direct, coordinate, perform, and support the work that is the authority and responsibility. of the provincial governor (7) work with or support the work of related or assigned agencies by performing the work of officers in the Nakhon Si Thammarat Provincial Office, they must perform their duties with sacrifice. And must devote both physical and mental strength to the work (Office of the Permanent Secretary, Ministry of Interior, 2024)

From the above missions of the Nakhon Si Thammarat Provincial Office, officers in the Nakhon Si Thammarat Provincial Office Must work under pressure. They must have a great responsibility in performing duties Because they have to inspect, make recommendations, and advise the provincial governor on administration. The working behavior of officers in the Nakhon Si Thammarat Provincial Office must be responsible. Have determination to work. Have a feeling of commitment to the organization. Therefore, the work will be completed according to the set goals and objectives. Causing officers to change, go in and out often, or even transfer parties. The work environment, such as job satisfaction, attitude, and motivation, may be part of this. Corporate culture Quality of life at work This factor may lead to boredom. Lack of enthusiasm and lack of motivation to work Result in a decrease in the efficiency of officers 's work. As a result, the bond between officers and the organization also decreases.

Given the background and importance of the problems mentioned above, it is interesting to study the level of organizational commitment of **officers** in the Nakhon Si Thammarat Provincial Office. Factors affecting the organizational commitment of **officers** in the Nakhon Si Thammarat Provincial Office will be examined, and ways to develop a model of organizational commitment for **officers** in the Nakhon Si Thammarat Provincial Office will be found. The information obtained from this study is expected to be used as a guideline for further management development.

Objectives

1. To study the level of work environment and organizational commitment of officers in the Nakhon Si Thammarat Provincial Office.
2. To study the factors affecting the organizational commitment of officers in the Nakhon Si Thammarat Provincial Office.

Hypothesis

1. Officers with different working lives have different commitments to the organization.
2. Officers with different motivations have different commitments to the organization.
3. Officers with different job satisfaction have different commitments to the organization.



Literature review

Pengphak (Pengphak, 2017) studied the organizational culture and organizational commitment of Prasuk Subdistrict Administrative Organization employees, in Inburi District, Singburi Province. Objectives: (1) To study the cultural characteristics of the Prasuk Subdistrict Administrative Organization, Inburi District, Singburi Province. (2) Study the level of commitment to the organization of employees of the Prasuk Subdistrict Administrative Organization, Inburi District, Singburi Province, and (3) study the relationship between organizational culture and commitment to the Prasuk Subdistrict Administrative Organization, Inburi District, Singburi Province. The study was conducted with a population of employees of the Prasuk Subdistrict Organization, Inburi District, Singburi Province. Totaling 80 people in collecting data, questionnaires were used as data collection tools. The results of the study found that (1) the organizational culture of the Prasuk Subdistrict Administrative Organization, Inburi District, Singburi Province. A combination of 3 characteristics, arranged in order of average value, namely: creative organizational culture at a high level and Organizational culture of defensive-aggressive nature at a low level. (2) Level of commitment to the organization of employees of Prasuk Subdistrict Administrative Organization, Inburi District, Singburi Province. Overall, there is the highest level of commitment to the organization. (3) Creative organizational culture. There is a relationship between commitment and organizational commitment among Prasuk Subdistrict Administrative Organization employees, Inburi District, Singburi Province. Statistically significant at the .05 level, the defensive-passive organizational culture and the defensive-aggressive organizational culture were not related to the organizational commitment of employees of the Prasuk Subdistrict Administrative Organization, Inburi District, Singburi Province

Manowan (Manowan, D., 2017) studied the quality of work life and organizational commitment of nurses affiliated with hospitals in Bangkok, and has been certified as a JCI hospital. The objectives are: (1) To study the quality of life at work and the level of commitment to the organization of nurses affiliated with the hospital. (2) To study the relationship between quality of work quality factors and nurses' organizational commitment, and (3) To study the quality of work, including quality factors and measures of organizational engagement. The study was conducted with a population of nurses affiliated with hospitals in Bangkok which has been certified as a JCI hospital for 400 people. A quality of life at work assessment was used to collect data. An organizational engagement measurement is also a tool for collecting data. The results of the study found that factors affecting the quality of work life of nurses were rated at a high level, with the highest being beneficial to society. The workplace is safe and hygienic. In terms of good interaction with co-workers, The balance between work life and the aspect of being useful to society positively influences organizational engagement at the statistical significance level of .05.

Kaewka (Kaewka, 2018) studied the transformational leadership of executives that affects commitment to the organization of officers of local government organizations in Phanna Nikhom District, Sakon Nakhon Province Objectives: (1) study the level of transformational leadership of administrators of local government organizations in Phannanikhom District, Sakon Nakhon Province (2) Commitment to the organization of officers of local government organizations in Phanna Nikhom District, Sakon Nakhon Province and (3) the influence of executives' transformational leadership that affects commitment to the organization of officers of local government organizations in Phanna Nikhom District, Sakon Nakhon Province The study was conducted with the population of local government organization officers in Phanna Nikhom District, Sakon Nakhon Province, a total of 380 people. A questionnaire was used to collect data. The results of the study found that Transformational leadership of local administrative organization executives in Phanna Nikhom District, Sakon Nakhon Province. According to the opinions of local government organization officers in Phanna Nikhom District, Sakon Nakhon Province Overall, was at a high level ($\bar{X} = 3.50$, S.D. = 0.25). When considering each aspect, it was found that the aspect with the highest average value was the consideration of individuality ($\bar{X} = 3.80$, S.D. = 0.36), followed by inspiration. ($\bar{X} = 3.51$, S.D. = 0.39), the aspect with the lowest average was intellectual stimulation ($\bar{X} =$



3.23, S.D. = 0.50) respectively. Organizational commitment of officers of local government organizations in Phanna Nikhom District, Sakon Nakhon Province. Overall, it was at a high level ($\bar{X} = 3.62$, S.D. = 0.25). When considering each aspect, it was found that the aspect with the highest average value was dedication and effort to work ($\bar{X} = 3.91$, S.D. = 0.52), followed by acceptance of goals, policies, and management of the organization ($\bar{X} = 3.62$, S.D. = 0.27), followed by the aspect with the least value is the desire to maintain membership of the organization ($\bar{X} = 3.34$, S.D. = 0.38) respectively. Transformational leadership of executives influences commitment to the organization of officers of local government organizations in Phanna Nikhom District, Sakon Nakhon Province. With a correlation value (R) equal to .431, it can predict the level of commitment to the organization. Local government officers in Phanna Nikhom District, Sakon Nakhon Province received 18.50 percent, while the other 81.50 percent was due to the influence of other variables.

Prachansit (Prachansit & Ngernprasertsri, 2018) studied the impact of organizational culture on organizational commitment: A case study in the Office of the National Anti-Corruption Commission. Objectives: (1) to study organizational culture in the Office of the National Anti-Corruption Commission (2) to study organizational commitment in the Office of the National Anti-Corruption Commission (3) to compare organizational engagement in the offices of the National Anti-Corruption Commission based on personal factors and (4) to study the relationship between organizational culture and organizational commitment in the Office of the National Anti-Corruption Commission. The study was conducted with a population of 285 civil servants from the Office of the National Anti-Corruption Commission. Questionnaires were used to collect data. It is a tool for collecting data. The study results found that civil servants in the Office of the National Anti-Corruption Commission have opinions on organizational culture. And opinions regarding overall commitment to the organization were in agreement. The results of the hypothesis found that personal factors such as gender, age, status, educational level, period of work, job level, mission-based agencies, and the number of job changes since graduation were different in committing to the organization is no different. It is statistically significant at the .05 level, and overall organizational culture has a low level of positive relationship with organizational commitment.

Hongsuwankul (Hongsuwankul, 2019) studied relationships between organizations and job satisfaction among employees of private companies. The objective is to study organizational culture and job satisfaction levels of employees of private companies, including the relationship between organizational cultures. And job satisfaction of employees of private companies. The study was conducted with a population of private company employees who work in the Silom area, which is classified as a business area with 384 people in trade and services. In collecting data, questionnaires were used as data collection tools. The study results found that organizational culture, especially a creative organizational culture, has a high opinion of success. The second level is the defensive-passive organizational culture, with the organization setting goals and plans together. Overall, they will work together according to the rules. They rarely dare to make decisions or be creative in their work. And the last level is an organizational culture that is defensive-aggressive. There will be a moderate opinion that it takes time to be productive or work toward a goal. Including competition in work, emphasis is placed on results rather than personal relationships, with high job satisfaction among private company employees.

Regarding job security and relationships with co-workers, the rewards received, and the opinions were moderate for the opportunity to be an important person in the organization. As for the relationship between organizational culture and job satisfaction among private company employees, it was found that different organizational cultures lead to different job satisfaction. Whether it is a creative corporate culture or an organizational culture characterized by a defensive-passive nature or a defensive-aggressive organizational culture, each gives different job satisfaction.

Jesama (Chesama, 2019) studied factors of quality of work life that affect work engagement: A case study of employees of Sateng Nok Municipality, Mueang District, Yala Province. The objective was to study the quality of work life, the work engagement level of employees of local government organizations, and factors of quality of work life that affect work engagement of Sateng Nok Municipality,



Mueang District, Yala Province. This is a study with the population from local government organization officers, Sateng Nok Municipality, Yala District, Yala Province, consisting of municipal employees, regular employees, and employees hired on missions. There were 103 general employees. A questionnaire was used to collect data. It is a tool for collecting data. The study results found that local government organization employees in Sateng Nok Municipality, Mueang District, Yala Province, have a high level of work engagement, as the quality of work life affects employees' work engagement in local administrative organizations. Sateng Nok Municipality, Mueang District, Yala Province, found that only one factor in ability development opportunities had a significant effect on employee work engagement at the 0.05 level. The recommendations are that There is research. Agencies should develop challenging work styles and provide opportunities for officers to practice new skills. In work to increase work engagement even more.

Buddachan (Buddachan, K., 2020) studied the quality of working life that affects the organizational commitment of support officers at Nakhon Phanom Hospital Objectives: (1) study the quality of working life and organizational commitment of support officers under Nakhon Phanom Hospital (2) study the influence of quality of work life on organizational commitment of support officers. Under Nakhon Phanom Hospital and (3) to study guidelines for developing organizational commitment of support officers under Nakhon Phanom Hospital. The study was conducted with a population of support officers. There were 216 people in Nakhon Phanom Hospital. In collecting data, questionnaires were used as data collection tools. The study's results found that 1) the quality of working life of support staff Under Nakhon Phanom Hospital Overall was at a high level ($\bar{x} = 3.71$). When considering each aspect, it was found that the aspect with the greatest average value was working conditions, which took into account the safety, hygiene, and health of employees ($\bar{x} = 3.99$), followed by the aspect of work that is beneficial to society ($\bar{x} = 3.89$), while the aspect with the least average value is receiving adequate and fair compensation ($\bar{x} = 3.15$). 2) Organizational commitment of support officers. Under Nakhon Phanom Hospital, it was at a high level ($\bar{x} = 3.89$). When considering each aspect, it was found that there was a high level of commitment to the organization in every aspect, with the aspect with the highest average being dedication and effort to work ($\bar{x} = 4.17$), followed by the need to maintain membership in the organization ($\bar{x} = 3.77$), the aspect with the least value is Acceptance of goals, policies, and management of the organization ($\bar{x} = 3.68$) 3) Quality of working life of support officers Under Nakhon Phanom Hospital In terms of working conditions, safety, hygiene and health of employees are taken into account. Opportunity to develop one's own abilities social integration or working together Democracy in the organization The balance between work and personal life and the nature of work that benefits society Influences the organizational commitment of support officers. Affiliated with Nakhon Phanom Hospital, which is statistically significant at the .05 level, they can jointly predict the organizational commitment of support officers 56.50% under Nakhon Phanom Hospital. 4) Guidelines for developing organizational commitment of support officers. Under Nakhon Phanom Hospital's jurisdiction, policies and administration should have guidelines for improving operational efficiency. Provide opportunities for officers to provide knowledge and skills in information technology. In evaluating performance, the moral system should be based on merit rather than patronage. Emphasis is placed on the work's quality and the work's results. And have standards used in the evaluation and should provide facilities, both materials and equipment, in quantity and quality sufficient for the work

Piayura (Piayura, 2022) Study of organizational culture and officers' engagement at Sarasas Witaed Chiang Mai School. The objectives are to study organizational culture and officers' engagement, including the relationship between organizational culture and officers' engagement. Organizational culture that affects officers' engagement. Comparing officer's engagement classified by individual factors. Different people. The study was conducted with 240 people at Sarasas Witaed Chiang Mai School. In collecting data, questionnaires were used as data collection tools. The study results found that (1) organizational culture is related to officers' engagement in the same direction, namely long-term focus. Femininity and uncertainty avoidance with correlation coefficients equal 0.228, 0.153, and 0.131, respectively. (2) The results of the analysis of organizational culture that affects overall officers' engagement is the aspect of focusing on long-term results. It can predict officers' engagement with organizational culture statistically at the .01 level and (3) results by comparing officers' engagement classified by gender, age, and salary rate. The duration of

work and nationality are different. As for status, Education level, and position, no significant differences were found at the .05 level.

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Conceptual Framework

From the study of concepts, theories, and related work, it was found that four variables directly affect organizational commitment. The first variable is job satisfaction. The officers were satisfied with their work, which will result in commitment to the organization. The second variable is organizational culture. Yodyimsiri (Yodyimsiri, 2009) when officers work under an organizational culture conducive to work. It will result in increased commitment to the organization. The third variable is motivation for work performance. When officers are motivated to perform at work, they will feel like they want to work and become more committed to the organization. This will cause increased commitment to the organization. In addition, it was found that organizational culture variables. Chaembunsri (Jamboonsri, 2009), work motivation, and the quality of life at work also have a direct effect on job satisfaction as well, meaning when officers work under an organizational culture that Facilitates work and gives the motivation to work and has a good quality of life at work It will result in higher job satisfaction. This will lead to increased feelings of commitment to the organization as well.

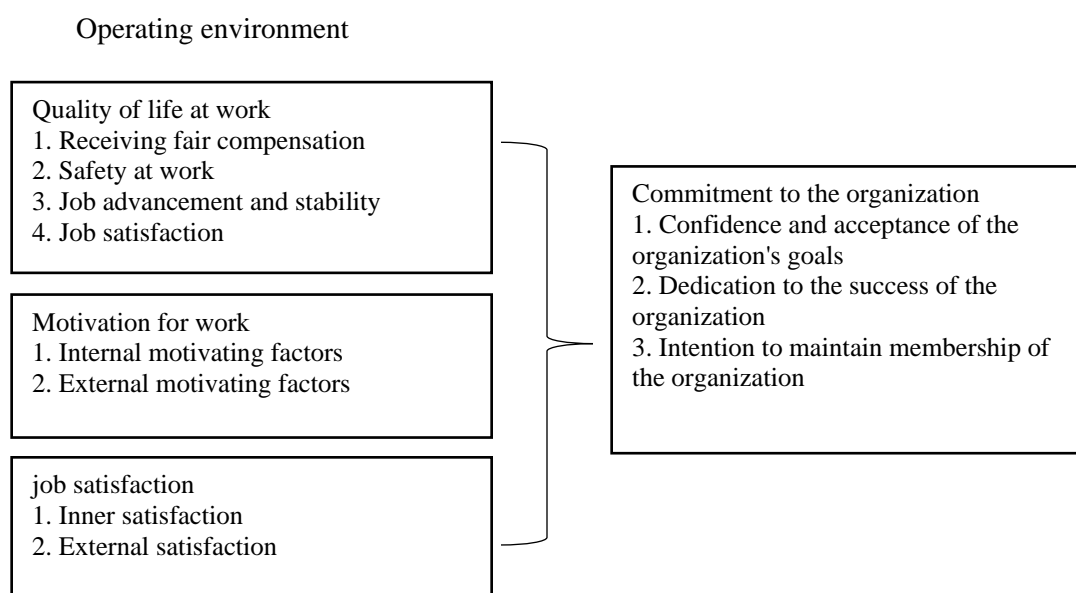


Figure 1 Research Conceptual Framework



Methodology

This research is quantitative. (Quantitative Research) which has the following details:

1. Population

The population for this study consists of 62 Nakhon Si Thammarat Provincial Office (Human Resource Management Department Nakhon Si Thammarat Provincial Office, December 2023): 38 civil servants, six government employees, five permanent employees, and 13 temporary employees.

2. Research tools

The research instrument was a questionnaire (Questionnaire) created by the researcher to collect data on the research objectives. The questionnaire's content is divided into two parts.

Part 1: General information of the respondents. Contains questions about the Types of respondents: gender, age, education, job position, and length of service.

Part 2: Work environment level of organizational commitment of officers in the Nakhon Si Thammarat Provincial Office consists of 5 areas: quality of working life, corporate culture, Motivation for work job satisfaction, and commitment to the organization.

Results

Research on “Study of organizational commitment of officers in the Nakhon Si Thammarat Provincial Office” aims to study the level of work environment and factors affecting the officer's organization in the Nakhon Si Thammarat Provincial Office. The results of the study are as follows.

1. Results of the study of the work environment level of organizational commitment of Personnel in the Nakhon Si Thammarat Provincial Office.

The study found that Personnel in the Nakhon Si Thammarat Provincial Office's operating environment are committed to the organization, organizational culture, job satisfaction, quality of life, organizational commitment, and motivation to work at the highest level.

Table 1. Work environment level of organizational commitment of officers in the Nakhon Si Thammarat Provincial Office.

Organizational commitment to the Nakhon Si Thammarat Provincial Office	\bar{X}	SD	level	rating
1. Quality of working life	4.62	0.37	Commitment to the organization	4
2. Organizational culture	4.74	0.27	the most	1
3. Motivation aspect of work	4.62	0.41	the most	5
4. Job satisfaction	4.66	0.37	the most	2
5. Organizational commitment	4.65	0.38	the most	3
Overview	4.65	0.35	a lot	

The mean and standard deviation of the personnel's participation level of organizational commitment in the Nakhon Si Thammarat Provincial Office revealed that personnel were involved in decision-making at a high level ($\bar{X} = 4.65$, $SD = 0.36$). When considering the details, Organizational culture is high ($\bar{X} = 4.15$, $SD = 0.27$) and ranked first, followed by job satisfaction. It is at a high level ($\bar{X} = 3.94$, $SD = 0.37$) regarding organizational commitment. It is at a high level ($\bar{X} = 3.79$, $SD = 0.37$) in terms of quality of work life. It is at a high level ($\bar{X} = 3.93$, $SD = 0.37$), and the aspect of motivation to act ($\bar{X} = 3.78$, $SD = 0.41$) is ranked last. If considering each aspect as follows:

1. Quality of working life



Table 2. Work environment level of organizational commitment of personnel in Nakhon Si Thammarat Provincial Office. Quality of life at work

Quality of working life	\bar{X}	<i>SD</i>	Level Commitment to the organization
1. Receiving fair compensation	4.55	0.72	the most
2. safety at work	4.62	0.59	the most
3. progress in work	4.59	0.61	the most
4. work-life balance	4.80	0.42	the most

Table 2 shows that the quality of working life work-life balance has the highest average, followed by occupational safety.

2. Organizational culture

Table 3. Work environment level of organizational commitment of personnel in Nakhon Si Thammarat Provincial Office. Organizational culture

Organizational culture	\bar{X}	<i>SD</i>	Level Commitment to the organization
1. Supervisor's control	4.70	0.52	the most
2. Participation in work	4.80	0.41	the most

From Table 3 Organizational culture Participation in work had the highest average, followed by supervisor control.

3. Motivation aspect of work

Table 4. Work environment level of organizational commitment of personnel in Nakhon Si Thammarat Provincial Office. Motivation aspect of work

Motivation aspect of work	\bar{X}	<i>SD</i>	Level Commitment to the organization
1. Intrinsic motivating factors	4.60	0.65	the most
2. External motivating factors	4.64	0.63	the most

From Table 4 Motivation aspect of work, External motivating factors had the highest mean values, followed by internal motivating factors.

4. Job satisfaction

Table 5. Work environment level of organizational commitment of personnel in Nakhon Si Thammarat Provincial Office. Job satisfaction

Job satisfaction	\bar{X}	<i>SD</i>	Level Commitment to the organization
1. inner satisfaction	4.70	0.52	the most
2. external satisfaction	4.58	0.64	the most

From table 5 Motivation aspect of work Internal satisfaction had the highest average, followed by external satisfaction.

5. Organizational commitment of personnel in the organization



Table 6. Work environment level of organizational commitment of personnel in Nakhon Si Thammarat Provincial Office. Organizational commitment of personnel in the organization

Organizational commitment of personnel in the organization	\bar{X}	SD	Level Commitment to the organization
1. Confidence and acceptance of organizational goals	4.83	0.38	the most
2. Dedication to organizational success	4.55	0.71	the most
3. Intent to maintain membership of the organization	4.58	0.63	the most

From table 6 The highest score was for the motivation aspect of work, followed by the intention to maintain the organization's membership. The highest scores also included confidence in the organization and acceptance of the organization's goals.

2. Results of comparing organizational commitment factors of officers in Nakhon Si Thammarat Provincial Office. Classified according to quality of life at work Motivation for work and job satisfaction

Table 7 Results of analysis of factors affecting organizational commitment of personnel in the Nakhon Si Thammarat Provincial Office. Classified according to quality of life at work

source of variation	SS	df	MS	F	Sig.
between groups	7.781	14	.556	35.390	.000
within the group	.738	47	.016		
Total	1.104	61			

Note: Statistically significant at the .05 level.

From table 7 Results of analysis of factors affecting organizational commitment of personnel in the Nakhon Si Thammarat Provincial Office. Classifying the quality of work life, it was found that personnel in the Nakhon Si Thammarat Provincial Office Committed to the organization. In terms of organizational culture, they were different at the statistical significance level of .05.

Table 8 Results of analysis of factors affecting organizational commitment of personnel in the Nakhon Si Thammarat Provincial Office. Classified by organizational culture

source of variation	SS	df	MS	F	Sig.
between groups	3.807	14	.272	24.873	.000
within the group	0.514	47	.011		
Total	4.321	61			

Note: Statistically significant at the .05 level.

From table 8 Factors affecting organizational commitment of personnel in the Nakhon Si Thammarat Provincial Office Classified according to organizational culture, it was found that Personnel in the Nakhon Si Thammarat Provincial Office Have a commitment to the organization in terms of organizational culture, they were different at the statistical significance level of .05.

Table 9 Results of analysis of factors affecting organizational commitment of personnel in the Nakhon Si Thammarat Provincial Office. Classified according to motivation for work performance

source of variation	SS	df	MS	F	Sig.
between groups	9.343	14	0.667	46.651	.000
within the group	0.672	47	0.14		
Total	10.015	61			

Note: Statistically significant at the .05 level.

From table 9 Factors affecting organizational commitment of personnel in the Nakhon Si Thammarat Provincial Office Categorized according to their motivation to work, it was found that personnel in the Nakhon Si Thammarat Provincial Office Have a commitment to the organization in terms of work motivation, they were different at the statistical significance level of .05



Table 10 Results of analysis of factors affecting organizational commitment of personnel in the Nakhon Si Thammarat Provincial Office. Classified according to job satisfaction

source of variation	SS	df	MS	F	Sig.
between groups	7.882	14		.563	41.370
within the group	.640	47		.014	
Total	8.522	61			

Note: Statistically significant at the .05 level.

From table 10 Results of analysis of factors affecting organizational commitment of personnel in the Nakhon Si Thammarat Provincial Office. Categorized by the duration of work, it was found that personnel in the Nakhon Si Thammarat Provincial Office Committed to the organization. Regarding job satisfaction, they were different at the statistical significance level of .05.

Summary of hypothesis testing results at the statistical significance level of .05, it was found that

1. Officers in the Nakhon Si Thammarat Provincial Office have different working qualities and commitments to the organization.
2. Officers in the Nakhon Si Thammarat Provincial Office who have different motivations for their work have different commitments to the organization.
3. Officers in the Nakhon Si Thammarat Provincial Office have different job satisfaction and different commitments to the organization.

Discussion

1. Data analysis at the work environment level of organizational Commitment of officers in the Nakhon Si Thammarat Provincial Office. The study results found that Overall, it is at the highest level. When considering each aspect, it was found that the aspect with the highest average at the highest level was Consistent with the research as follows:

1.1 In terms of quality of work life, it was found that officers in the Nakhon Si Thammarat Provincial Office had a Quality of life at work at the highest level. The results of the said study are consistent with the research results of Wongsawan & Sanont (2020), who found that the quality of working life has a positive relationship with commitment to the organization, an important component of a good quality of working life, includes receiving fair compensation. A safe working environment When officers receive responses to the quality of work life in various aspects, there will also be a greater commitment to the organization. Therefore, quality of work is considered an important factor influencing officers' commitment to the organization. Organizations should pay attention to and develop this factor to create engagement and retain officers to remain with the organization in the long term.

1.2 In terms of organizational culture, it was found that officers in the Nakhon Si Thammarat Provincial Office had Organizational culture at the highest level. The organizational culture is conducive to work. There will be an increased commitment to the organization when officers work under an organizational culture with care and attention from executives. There is participatory work. Moreover, receive help from co-workers. It will create more love and commitment to the organization. Therefore, organizational culture is an important factor influencing officers' commitment. The organization should create and maintain an organizational culture that is conducive to the work of its employees, stimulating love and Commitment to the organization. This will lead to efficient operations and the long-term existence of the organization.

1.3 In terms of job satisfaction, it was found that officers in the Nakhon Si Thammarat Provincial Office had Job satisfaction at the highest level. The results of this study are consistent with the findings of Kulsawat (Kunsawat, et al, 2022) who stated that job satisfaction is related to organizational commitment. That is when officers feel satisfied with their work performance. There will be an increased feeling of Commitment to the organization. Therefore, when officers are satisfied with their work, arising from the agency's policy and the conduct of supervisors and external satisfaction internally resulting from working independently, discretion is used in performing that duty in a manner that does not conflict with responsibilities. Moreover, feel successful at work. Officers, therefore, feel that they are part of the



organization. This will result in increased Commitment to the organization. Job satisfaction, therefore, influences organizational Commitment.

1.4 In terms of work motivation, it was found that officers in the Nakhon Si Thammarat Provincial Office were motivated to work at the highest level. The work motivation is related to engagement. The organization is when officers receive increased motivation to perform their jobs. There will be an increased feeling of Commitment to the organization. Therefore, when officers were motivated to perform their jobs, feel that they are important to the organization, do work that they are good at and are interested in, and received praise from co-workers for completing tasks. Together with receiving support from the organization in developing knowledge, abilities, and work skills, support participation in planning and development, including receiving the opportunity to take on more responsibility. This is an incentive that positively affects the feelings of officers. It will result in officers feeling connected to the organization. Work motivation, therefore, influences organizational commitment.

Two factors affecting organizational commitment of officers in the Nakhon Si Thammarat Provincial Office Arranged in order: organizational culture (Yodyimsiri, 2009)

Recommendation

The study of officer's organizational commitment in the Nakhon Si Thammarat Provincial Office found that officer's commitment in the Nakhon Si Thammarat Provincial Office is at the highest level. Especially in terms of participation in evaluation. The researcher, therefore, has the following suggestions:

1. Policy recommendations

1.1 Nakhon Si Thammarat Provincial Office It should be promoted to create an organizational culture by creating an atmosphere that promotes collaboration between teams. This will enhance understanding and cooperation in the team. There will also be an opportunity to develop skills in training, which will Build confidence in officers that the organization cares for their growth and success. There is a clear agreement regarding job details and clear responsibilities.

1.2 Nakhon Si Thammarat Provincial Office Should promote job satisfaction by promoting policies that emphasize increasing job satisfaction among officers . Emphasis is placed on creating an understanding of the organization's working policies. The performance of supervisors and supervisors should provide opportunities for officers to demonstrate their work abilities. Working for the public and having the freedom to use discretion in work will help create satisfaction in work performance. And results in increased commitment to the organization

2. Operational suggestions

2.1 Nakhon Si Thammarat Provincial Office The quality of working life for officers should be promoted. Promote appropriate remuneration progress in work safety and allow officers to have a balance of time for work and personal life. This will help improve the quality of working life. And results in increased commitment to the organization

2.2 Nakhon Si Thammarat Provincial Office Should find ways to enhance motivation for work. By allowing officers to take responsibility for the work that they are good at. Freedom to work will allow officers to feel important and valuable to the organization. This will help result in increased motivation to work. And leads to increased commitment to the organization

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