The Effects of Strategic and Cultural Satisfaction, and Justice on Organizational Commitment

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Abstract

Purpose: This research aimed to study the impact of strategic satisfaction and cultural satisfaction on employees' organizational commitment level and other various organizational factors: perceived organizational support (POS), distributive and procedural justice, age and job positions.

Methodology: 400 questionnaires were collected from current employees of 12 companies from five industries: banking, retail, service, energy and, food and beverage. Multiple regression analysis was used to assess findings incorporated with in-depth interviews.

Findings: Strategic satisfaction, cultural satisfaction, procedural justice, interaction effect of distributive and procedural justice, perceived organizational support and age significantly affected commitment level of employees in a positive direction.

Originality: This is the very first time a research explored on the concept of satisfaction on factors which have an impact on commitment level.

Practical implications: Private sectors are able to use the insights from this research to improve their employees' commitment level by aligning their perceived performance and employees' expectation.

Keywords: Organizational commitment, strategic satisfaction, cultural satisfaction, distributive justice, procedural justice, interaction effect between procedural and distributive justice.

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ผลลัพธ์ของความพึงพอใจด้านยุทธศาสตร์และวัฒนธรรมและความยุติธรรมในองค์การที่มีผลต่อความผูกพันองค์การของพนักงาน

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บทคัดย่อ

       งานวิจัยชิ้นนี้มีจุดประสงค์เพื่อศึกษาผลลัพธ์ของความพึงพอใจด้านยุทธศาสตร์และวัฒนธรรมที่มีผลต่อระดับความผูกพันองค์การของพนักงาน รวมไปถึงการศึกษาผลลัพธ์ที่เกิดขึ้นจากตัวแปรอื่น ๆ ได้แก่ การสนับสนุนขององค์การ ความยุติธรรมในด้านผลตอบแทนและด้านกระบวนการประเมินผล รวมไปถึงอายุและตำแหน่งในองค์การ โดยงานวิจัยชิ้นนี้ได้ใช้วิธีเก็บแบบสอบถาม 400 ชุด จากพนักงานปัจจุบันของ 12 องค์การ จากอุตสาหกรรมต่าง ๆ ได้แก่ ธนาคาร ค้าปลีก บริการ พลังงาน และอาหารและเครื่องดื่ม โดยประมวลผลที่ได้ด้วยวิธีการวิเคราะห์ถดถอยพหุ รวมไปถึงการสัมภาษณ์เชิงลึก ผลที่ได้จากการวิเคราะห์พบว่า ความพึงพอใจด้านยุทธศาสตร์ ความพึงพอใจด้านวัฒนธรรม ความยุติธรรมในด้านกระบวนการประเมินผล ผลปฏิสัมพันธ์ระหว่างความยุติธรรมในด้านผลตอบแทนและด้านกระบวนการประเมินผล การสนับสนุนขององค์การ และอายุ มีผลเชิงบวกต่อระดับความผูกพันองค์การของพนักงานอย่างมีนัยสำคัญ ซึ่งความสำคัญของงานวิจัยชิ้นนี้คือ การได้ริเริ่มศึกษาแนวคิดด้านความพึงพอใจโดยนำมาปรับใช้กับตัวแปรที่มีผลต่อความผูกพันองค์การ ซึ่งผลวิเคราะห์จากงานวิจัยชิ้นนี้นั้น องค์กรเอกชนสามารถนำไปปรับใช้เพื่อเพิ่มระดับความผูกพันองค์การของพนักงานได้ โดยการปรับสภาพที่องค์กรเป็นอยู่และสิ่งที่พนักงานคาดหวังให้เป็นไปในทิศทางเดียวกัน

คำสำคัญ: ความผูกพันองค์การ ความพึงพอใจด้านยุทธศาสตร์ ความพึงพอใจด้านวัฒนธรรม ความยุติธรรมด้านผลตอบแทน ความยุติธรรมด้านกระบวนการประเมินผล ผลปฏิสัมพันธ์ระหว่างความยุติธรรมในด้านผลตอบแทนและด้านกระบวนการประเมินผล

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Background

Organizational commitment is undeniably an important factor for any organization in order to retain their valuable employees, which would eventually reflect in the performance of the organization itself. It has been proved that committed employees are less likely to leave an organization than those who are uncommitted (Porter et al., 1974; Angle & Perry, 1981), therefore committed employees are considered to be valuable assets for every organization. The researcher finds it crucial for an organization to study on factors which have impacts to increase the organizational commitment of its employees and how to achieve the highest level of the organizational commitment.

High employee turnover in Thailand costs the country in terms of human resource development and reduce the nation's global competitiveness. Thailand has seen more than a 10 percent average turnover rate for several years. The country lacks consistent human resource development practices to maintain knowledge capital, making it difficult for Thai companies to compete in regional or global markets.

Many of the previous research studies identified various antecedents of organizational commitment. The most interesting antecedents include the organizational strategy and culture (Tziner, 1987; Meglino, Ravlin & Adkins, 1989; Boxx, Odom & Dunn, 1991; O'Reilly III et al., 1991; Vancouver & Schmitt, 1991; Cable & Judge, 1996; Silverthorne, 2004; Ostroff, Shin & Kinicki, 2005; Nazir, 2005). In order to fully assess the effect of strategy and culture on commitment, the researcher explored the satisfaction between the existing strategy and culture with the preferred ones. As organizational commitment derived from employees' mind, therefore, the strategy and culture should be assessed in terms of employees' perceptions.

In this research, only respondents from private-sector organizations were focused. The reasons were: concern on stability of strategy, diversity in culture, the exclusion of other impactful independent variables and the usefulness of research implications.

This research aimed to study the impact of various organizational factors: perceived organizational support (POS), distributive and procedural justice, age and job positions on employees' organizational commitment level. The focus would be the impact of strategic satisfaction and cultural satisfaction on employees' organizational commitment. Lastly, the study on interaction effect between distributive and procedural justice on organizational commitment was addressed.

Literature Review

Organizational Commitment

Organizational commitment was defined as the strong attachment between employees and their organization which could be shown in the way that employees showed strong desires to remain in the organization by portraying desired behavior and effort to maintain their membership (Hall et al., 1970; Sheldon, 1971; Porter et al., 1976). Meyer and Allen (1991) reviewed organizational commitment theories and research, and developed a model of commitment called a three-component model. Although there were various definitions of commitment, however, they reflected on three general themes, which were affective attachment to the organization, perceived cost in leaving the organization and obligation to remain with the organization. They also developed a framework from these three general themes of commitment and described them as affective, continuance and normative commitment where they treated these factors as components rather than types of commitment because it was possible for an individual to experience all three forms of commitment at the same time with varying degrees. *Affective commitment* referred to the employee's emotional attachment to, identification with, and involvement in the organization. These employees would continue their employment because they wanted to do so. *Continuance commitment* referred to the employee's awareness of the cost in leaving the organization. These employees decided to remain with the organization because they needed to do so. *Normative commitment* referred to employee's feeling of obligation to continue their employment. These employees decided to remain with the organization because they feel that they should have done so.

Satisfaction

Engel et al. (1969) introduced a concept of satisfaction where the satisfaction increased as the performance/expectation ratio increased. Oliver (1980) also suggested that the effects of expectation and discrepancy perceptions were a greater measurement of objective constructs. Expectations created a frame of reference for comparative judgment. Therefore, the outcomes poorer than expected created a negative disconfirmation and those better than expected created a positive disconfirmation. Satisfaction was, as a result, a combination of expectation effects and disconfirmation effects. Churchill and Surprenant (1982) introduced the full disconfirmation paradigm, which consisted of four constructs: expectations, performance, disconfirmation and satisfaction. Expectations referred to anticipated performance, performance referred to the actual results, which occurred by the perception of evaluators, or what we may call the perceived values. Disconfirmation arose from discrepancies between prior expectations and actual or perceived performance. It was concluded that the magnitude of disconfirmation generates satisfaction and dissatisfaction.

Strategic Satisfaction

Strategic satisfaction referred to the compatibility between employees' expectation of their organization's direction and actual organizations' objectives and its stream of important decisions. Strategic satisfaction therefore could be displayed in terms of the compatibility of ideas between those of employees and the management team (Mintzberg, 1978; Snow & Hambrick, 1980; Chandler, 1990; Porter, 1996; de Wit & Meyer, 1998). Organizations differed in strategic types in which they adopted to remain competitive in their environment. Some strategies were found to be more successful than others and since organizational strategies directly impacted to organization's performance and the well-being of its employees. There was a significant reason for employees to seek for organizations with high-performing strategies.

In order to measure on strategic satisfaction, dimensions of organizational strategies were created to seek for the difference gap of perceived level and expected level of each strategic dimension to determine if the samples were satisfied with their organizational strategies. Components of organizational strategy can be displayed in terms of dimensions with bipolar characteristics and were derived out of well-known organizational strategy typology, for example, Miles et al.'s innovative strategy (Miles et al., 1978) and Porter's competitive advantage strategy (Porter & Millar, 1985). The researcher extracted the relevant dimensions out of these famous typologies into five dimensions:

- **Narrow target vs. Broad target** defined the scope of business, which organizations aimed for, ranging from the market to the provision of products and services (Porter & Millar, 1985).

- **Slow response vs. Fast response** defined speed to market, which signified the rate in which organizations responded to the change in environment (Miles et al., 1978).

- **Tight control vs. Loose control** defined the level of flexibility of organizations (Miles et al., 1978).

- **Cost focus vs. Differentiation** defined the focus of organizations whether they were interested in the management of cost or the development of products and services (Porter & Millar, 1985).

- **Dynamic vs. Stable** defined characteristics of market environment where organizations were located (Miles et al., 1978).

Silva et al. identified the strategic satisfaction as a dimension of the person-organization fit concept and its impact on commitment and intention to stay. The relationship of strategic satisfaction and employees' commitment was found to be positive with moderation of employees' perceptions of other job alternatives. The study confirmed that employees assessed their organization's strategy for the purpose of adaptation and this assessment directly affected employees' attitudes toward their organization.

Silva et al. stated an assumption that employees had preferences for the type of strategy their organization adopted. It was found that the greater the fit or congruence between the organization's actual strategy and the employee's ideal or preferred strategy, the more committed the employees would be. Therefore, one can assume that high satisfaction in strategy would also result in high level of commitment.

Hypothesis 1: The Greater Level of Strategic Satisfaction Results in the Greater Level of Employees' Organizational Commitment

Cultural Satisfaction

Organizational cultural satisfaction referred to the extent of compatibility between a set of cognitions, which includes values, norms, and assumptions that employees and their organizations portrayed. Cultural satisfaction could be displayed in a way that organizations' values were yielding positive impact to employees in relation to their expected values (Geertz, 1973; Deal & Kennedy, 1982; Meir & Hasson, 1982; Holland, 1985; Schneider, 1987; Ashforth & Mael, 1989; Chatman, 1989; O'reilly III et al., 1991; Schein, 1992; Rowe et al., 1994)

Many previous research studies suggested that cultural satisfaction increased commitment, satisfaction, and performance (Mount & Muchinsky, 1978; Meir & Hasson, 1982; Holland, 1997). To assess cultural satisfaction, it was suggested that certain dimensions of culture should be used to measure in quantitative methods, which helped to understand the systematic effects of culture on individual behaviors. This could be done by focusing on the central values relevant to individual's self-concept and organization's value system (Wiener, 1988).

Hofstede et al. (1990) developed a research with unit of analysis at organization level. The survey items included the national culture dimensions, but added items on perceptions of daily practices beyond basic facts such as nationality, education, gender and age group. He therefore described six independent dimensions to identify the variety of organizational practices, which could be used to identify organizational cultures:

- **Process-oriented vs. Results-oriented**: process-oriented cultures focused on routines whereas results-oriented type focused on the outcomes (Harrison, 1972; Peters & Waterman, 1982; Hofstede et al., 1990).

- **Job-oriented vs. Employee-oriented**: job-oriented cultures focused on the employees' performance whereas employee-oriented cultures focused more on employees' well-being (Hofstede et al., 1990; Rowe et al., 1994).

- **Professional vs. Parochial:** professional culture existed in organizations which members identified themselves with their profession, usually were those with higher education (Harrison, 1972; Hofstede et al., 1990).

- **Open systems vs. Close systems**: reflected the communication style resided in organizations, whether they preferred the information be internal or external, and how difficult it was for outsiders to witness the organizations' information (Hellriegel et al., 1983; Hofstede et al., 1990).

- **Tight vs. loose control**: involved with the degree of formality and punctuality within the organization, including organizations' functional technology (Hellriegel et al., 1983; Hofstede et al., 1990).

- **Pragmatic vs. normative:** described how an organization dealt (flexible or rigid) with its external environment, particularly its customers (Hofstede et al., 1990).

As stated earlier about the concept of satisfaction (Engel et al., 1969; Oliver, 1980; Churchill & Surprenant, 1982; Parasuraman et al., 1988), it was hypothesized that when the perceived level of culture exceeded the expected level, employees would be more satisfied with the company than vice versa. Lofquist and Dawis (1969) proposed that satisfaction resulted from "a harmonious relationship between the individual and his environment, suitability of the individual to the environment and vice versa". Tom (1971) found that the greater the similarity between an individual's self-concept and his or her image of an organization, the more that individual preferred that organization. Therefore, it is assumed that high level of cultural satisfaction would result in high level of commitment.

Hypothesis 2: The Greater Level of Cultural Satisfaction Results in the Greater Level of Employees' Organizational Commitment

Distributive and Procedural Justice

Distributive justice referred to the perceived fairness in the outcomes an employee received. The perception of fairness was in proportionate with inputs into and outcomes derived from their effort and also in relation to relevant others (Adams, 1965; Walster et al., 1978; Greenberg, 1987; Folger & Konovsky, 1989). Procedural justice referred to the perceived fairness of means, methods and procedures used to determine outcomes for employees. It was considered as a process control and decision control that made sure the decisions have sufficient evidence and open to opinions (Thibaut & Walker, 1975; Folger & Greenberg, 1985; Folger & Konovsky, 1989).

Greenberg (1990) suggested that the concept of organizational justice could explain many organizational behavior outcome variables. Organizational justice by itself referred to the role of fairness, which directly related to the workplace. It concerned with the ways employees perceived if they were treated fairly in their jobs and if those perceptions affected other work-related variables. Two sources of organizational justice were distributive justice, which explained the fairness of the outcomes an employee received; and procedural justice, which explained the fairness of the procedures used to determine those outcomes (Folger & Greenberg, 1985).

Cropanzano and Folger asserted that distributive justice was more influential than procedural justice in terms of determining individual's satisfaction with the results of decisions such as satisfaction in pay level, while procedural justice was more important when determining individuals' evaluation of the system or institution that enacted the decision, such as organizational commitment and trust in supervisor. However, these individual satisfactions were considered to be antecedents of organizational commitment. One must not overlook the impact of distributive justice on organizational commitment. Therefore, it is assumed that perceived procedural justice and perceived distributive justice are positively related to organizational commitment.

Hypothesis 3: Perceived Procedural Justice is Positively Related to Organizational Commitment

Hypothesis 4: Perceived Distributive Justice is Positively Related to Organizational Commitment

Interaction Effects of Distributive and Procedural Justice on Organizational Commitment

Brockner and Wiesenfeld (1996) suggested that fairness in outcome and fairness in procedures could not be studied separately to one another because the effects of procedural justice on individual's reactions to a decision depended largely on the level of outcome favorability and vice versa. Cropanzano and Folger also confirmed that to fully understand fairness, one must consider the interaction effect between outcomes and procedures. Greenberg (1987) found an interaction of distributive and procedural justice in a pattern that individual saw high pay levels as fair regardless of procedures, but saw low pay level as fair only when procedural justice was used.

McFarlin and Sweeney (1992) also confirmed Greenberg's statement as they found that employees who felt procedures were fair tended to have higher levels of organizational commitment than those who perceived otherwise, and this specific gap of commitment level was larger when distributive justice was low. When procedural justice was low, organizational commitment varied significantly as a function of distributive justice. When procedural justice was high, organizational commitment varied little as a function of distributive justice. Therefore, it is assumed that procedural justice and distributive justice have interactive effects on organizational commitment.

Hypothesis 5: Procedural Justice and Distributive Justice have Interactive Effects on Organizational Commitment

Perceived Organizational Support

Perceived organizational support referred to the perception of employees whether their organizations committed to them as an individual by valuing their contribution and caring about their well-being (Eisenberger & Adornetto, 1986; Graen & Scandura, 1987). The concept of POS was to help explain the development of employees' commitment to an organization. According to the social exchange framework, high levels of POS created feelings of obligation, which did not only result in the commitment to their employer but also developed behaviors, which supported organizational goals.

Eisenberger and Adornetto (1986) suggested that in order for employees to meet the needs for approval, affiliation, esteem, and to determine the company's readiness to compensate the increased effort with better rewards and remuneration, they would form a perception concerning the extent to which the organization valued their contributions and cared about their well-being. Eisenberger stated that perceived organizational support should strengthen affective attachment to the organization. Therefore, employees with high-perceived support were predicted to express stronger feelings of affiliation and loyalty to the organization and eventually resulted in high commitment level.

Hypothesis 6: Perceived Organizational Support is Positively Related to Organizational Commitment

Job Position and Age

According to O'Malley (2000) and Karrash, commitment antecedents were studied in the form of personal characteristics or employees' contribution to the organization. Mowday, Porter and Steers (1982) investigated the role of personal characteristics, for example, a range of demographic factors which could predict their commitment to the organization.

Dex, Scheibl and Smith (2000) stated that employees at high job level generally had higher level of commitment than those at low levels in organizations. Earlier study conducted by Sommer, Bae, and Luthans (1996) found that length of service and job rank of employees were significantly related to employee commitment at work. Olukayode (2013) confirmed the empirical evidence, which revealed significant association between job status and employee commitment. This meant the classification of employees according to grade and distinction was an important correlate in determining employees' commitment level to the organization. Therefore, it is hypothesized that high job position results in high commitment level.

Hypothesis 7: Job Position is Positively Related with Organizational Commitment Level, Where Managers have Higher Commitment Level than Staff

There were three explanations for the relationship between age/tenure and commitment. First, older and more tenured workers had more access to positive work experiences, explaining their higher levels of commitment (Mowday, Porter & Steers, 1982, Meyer, Allen & Smith, 1993). A second explanation for the differences in commitment between older and younger workers relied on a generational explanation. Meyer, Allen and Smith (1993) examined the relationship between commitment and career stages based on age and job tenure using a sample of library employees and a sample of clerical, supervisory, and management personnel in a hospital. They found that affective commitment was more strongly associated with age than tenure. Therefore, one can assume that age is positively related to commitment level.

Hypothesis 8: Age is Positively Related with Organizational Commitment Level

According to the literature reviews explored earlier, the conceptual framework of organizational commitment is developed in Figure 1. Total seven independent variables were hypothesized to have an impact on one dependent variable: organizational commitment. The test variables included the strategic satisfaction and cultural satisfaction, distributive and procedural justice, where distributive and procedural justices were also hypothesized to have interaction effect on commitment level. Other control variables included perceived organizational support, job position and age.
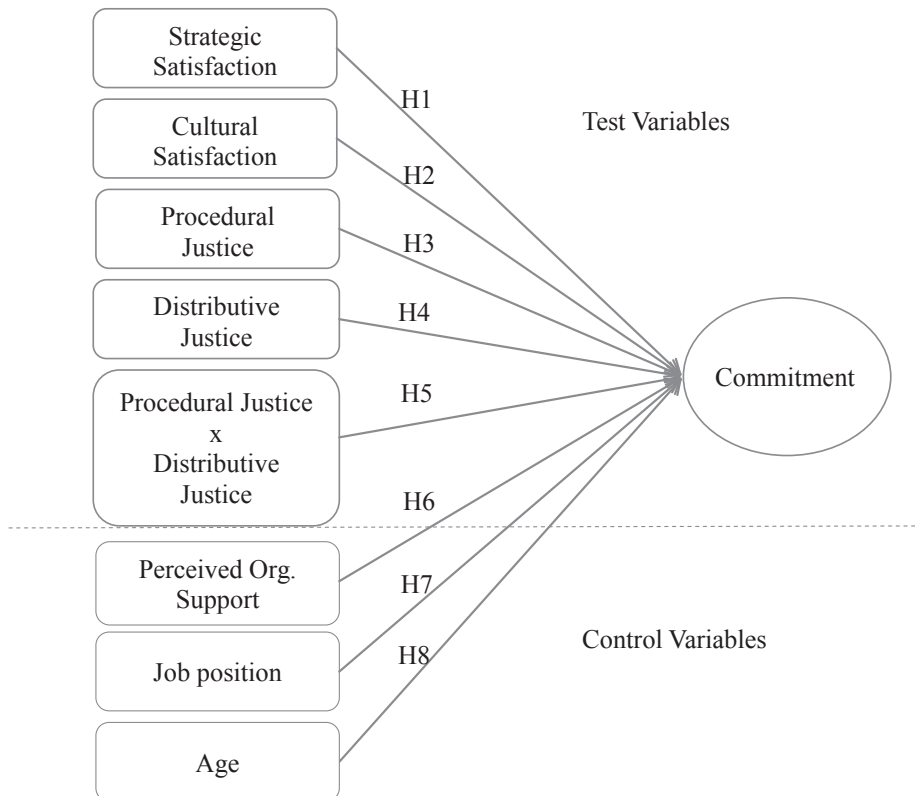

Figure 1. Conceptual Framework

Methodology

This research was conducted by a quantitative research method using multiple regression tool to test the eight hypotheses. The main method of data collection was a paper-based questionnaire sent to 400 current employees in 12 companies, which were selectively drawn from large-scale companies to gain the sufficient size of business. The landscape of this research aimed to cover the major industries in Thailand to obtain variations in strategies and cultures; for example, banking, retail, service, energy, and food &beverage. The questionnaire targeted on both managerial-level employees and staff level, and consisted of 61 items, 10-point Likert scales.

The researcher divided the questionnaire items into 5 sections; the first section included demographic details of respondents ranging from gender, age, position, monthly income, tenure and education level. The second section measured the level of organizational commitment with the set of questionnaire items developed by Mowday and Steers (1979). The third section measured the strategic satisfaction focusing on the perceived strategies currently used in the organizations and the preferred scales of each strategic item. The questionnaire items in this section were developed based on the study adapted from Miles et al. (1978) and Porter and Millar (1985). The fourth section measured the cultural satisfaction focusing on the perceived culture in the organizations and the preferred scale of each cultural item. The questionnaire items in this section were developed based on the study of Hofstede et al. (1990). One can calculate the satisfaction briefly by putting in the scales for each dimension of strategies and cultures for both perceived and expected ones. For example, the scale of perceived strategy minus the scale of expected strategy would result in a gap in each questionnaire item. As the survey level ranged from 1 to 10 for both perceived and expected level, therefore; one could expect the range of gap from -9 to 9. However, to decrease confusion over the meaning of plus and minus sign; the researcher simply assigned the representative numbers. For instance, -9 gap was assigned with 1 and +9 gap was assigned with 19. In this way, the higher number of gap meant that respondents' perceived level of strategy or culture was higher than they expected and would result in higher commitment level to their organizations.

The last section measured other related variables ranging from distributive and procedural justice, perceived organizational support. This part of questionnaire was developed from the original survey items of Price and Mueller (1986) and Wayne, Shore and Liden (1997). All questionnaire items contributed to 61 items in total and were measured by the 10-point Likert scale ranging from "Strongly disagree" (1) to "Strongly agree" (10).

In the next stage, we reduced numbers of items by maintaining the significant ones that truly represent each variable by means of Exploratory Factor Analysis (EFA). Questionnaire items which showed values of factor loading <0.4 were reduced from the further regression analysis. Furthermore, the reliability of each item was tested. As a result, every set of items showed Cronbach's Alpha value beyond 0.7, which signified that they pertained reliability to represent each variable.

Table 1. Factor Loading & Reliability Test

Variables	No. of Items	Cronbach's Alpha	Factor loading
Commitment	11	0.95	0.61-0.90
Perceived strategy	9	0.95	0.65-0.86
Expected strategy	9	0.92	0.52-0.87
Perceived culture	13	0.94	0.60-0.81
Expected culture	13	0.94	0.61-0.82
Organizational support	4	0.93	0.87-0.92
Procedural justice	7	0.91	0.75-0.89
Distributive justice	3	0.96	0.94-0.98

In the quantitative part, this research explored on insights from respondents across different industries by means of in-depth interviews. The researcher selectively chose two interviewees from each industry. One from managerial level and another from staff level. In summary, total ten respondents were interviewed qualitatively to get the complete insights of the study.

Findings

Multiple Regression Analysis

This research tested on regression analysis by mean of stepwise. The regression model showed R Square value of .36 with adjusted R Square of .35. This signified that independent variables according to our framework could explain the dependent variable for 35 percent.

Table 2. Regression Analysis According to Framework

Variables		b	Beta	t	Sig.
Control	Age	0.55	0.34	7.38	0.00***
	Job position	1.86	0.05	1.17	0.24
	Perceived org. support	1.01	0.45	10.31	0.00***
R^2		0.29			
Test	Strategic satisfaction	0.07	0.12	2.01	0.04**
	Cultural satisfaction	0.08	0.14	2.18	0.03**
	Procedural justice	0.24	0.16	2.55	0.01**
	Distributive justice	0.28	0.10	1.62	0.11
ΔR^2		0.04			
R^2		0.33			
Product term	Procedural justice x Distributive justice	0.03	0.81	4.16	0.00***
ΔR^2		0.03			
R^2		0.36			

* $p < 0.1$

** $p < 0.05$

*** $p < 0.01$

In the first stage, the control variables were tested. Age, job position and perceived organizational support were taken into account to see the main effect on organizational commitment. The R square was .29, which meant that the effects of age, job position and perceived organizational support could explain 29 percent of the commitment level. In the second stage, test variables were put into the regression model. Strategic satisfaction, cultural satisfaction, procedural justice and distributive justice were taken into account to see the main effect on organizational commitment. The R square was increased by .04, which meant that these four test variables could further explain four percent of the commitment level. In the final stage, the product term of procedural justice and distributive justice was added to the regression model and this contributed to the increase in R square by three percent. By adding all the test variables into the model, additional seven percent was gained, which could better explain the commitment level further than control variables.

According to the three-component model of organizational commitment (Meyer & Allen, 1991). Age fell under the category of personal characteristics, which directly affected the affective commitment. Perceived organization support could be interpreted in two aspects. Firstly, it could be viewed as comfort and fell under category of work experience, which directly affected affective commitment. Secondly, it could be viewed as organizational investments and directly affected normative commitment. These were the reasons why these two control variables could explain on organizational commitment at a greater extent.

When looking at satisfaction in strategy and culture, as well as justice, they were not addressed directly in the three-component model. However, satisfaction could be viewed as a part of comfort in work experience and justice could be interpreted as a part of formalization of policy and procedures, which fell under structural characteristics (O'Driscoll, 1987). Both of work experience and structural characteristics contributed to affective commitment. As mentioned, the lack of direct explorations in those two terms might be the reasons why satisfaction and justice could explain commitment level in lesser extent than age and perceived organizational support.

The results of the regression analysis showed that strategic satisfaction positively affected commitment level ($p < 0.05$). Therefore, Hypothesis 1 is accepted. The concept of satisfaction told us that the greater the magnitude of perceived level minus expectation level resulted in the higher level of commitment which resulted in a positive value of beta (.12). Insights from interviewees told us that their satisfaction in the selection of organizational strategies used by management team highly affected their commitment level to stay further in the organization. Employees who were satisfied with their organizational strategies were proud and confident of their organizations' positions and direction. They were able to point out the specific strategies they were fond of and how they personally related to those strategies. Most of the respondents also stated that they could do their jobs well only if they believed in what they did, or in another word, when they were satisfied with the strategies involving their works. Being forced to do the tasks that they were against in principles resulted in low commitment level to the company.

Cultural satisfaction also positively affected commitment level ($p < 0.05$). Therefore, Hypothesis 2 is accepted. Positive beta of .14 was observed and it can be concluded that cultural satisfaction affected commitment level with higher impact than strategic satisfaction. The insights showed that any organizational culture that acts as an obstacle for employees to achieve their works effectively would result in dissatisfaction towards those cultures and eventually resulted in low commitment level to the organizations. From the interview, there was stronger connection between organizational culture and commitment rather than between organizational strategy and commitment. This might be because of organizational culture was more rooting to the organizations and could not be changed easily. In order to find satisfaction in cultures, it might take too long for the organization

to adjust. Therefore, the motivation to leave the company was stronger when employees were dissatisfied with the organizational culture.

Procedural justice was another contributing factor, which positively affected commitment level ($p < 0.05$) with the beta of .16. Thus, Hypothesis 3 is accepted. First thing that came to mind of interviewees was the fairness in setting up of key performance index (KPI). From the in-depth interview, insights showed us that employees tended to see things comparatively with other employees. Key output of the interview was that in a situation when everyone got what he or she deserved, commitment level would rise. Distributive justice was found to insignificantly affected commitment level from the regression result, thus Hypothesis 4 is rejected. It might be a predictor that caused a huge swing in satisfaction level of employees but did not contribute to long-term construct like commitment level. When the rewards were satisfying, employees gave credits to the fairness of procedural justice in order to justify that they deserved such rewards. On the other hand, when the rewards were not satisfying, they blamed the bias of procedural justice and did not admit they might have performed poorly.

The interaction effect between distributive and procedural justice, positively affected commitment level ($p < 0.01$) with the high beta of .81. Therefore, Hypothesis 5 is accepted. The result could be interpreted in the way that when distributive justice was low, commitment level was consequently low and the gap varied very little regardless of procedural justice level. However, when distributive justice level was high, higher level of procedural justice resulted in even higher commitment level. In short, procedural justice acted as a moderator of distributive justice to commitment according to Figure 2.
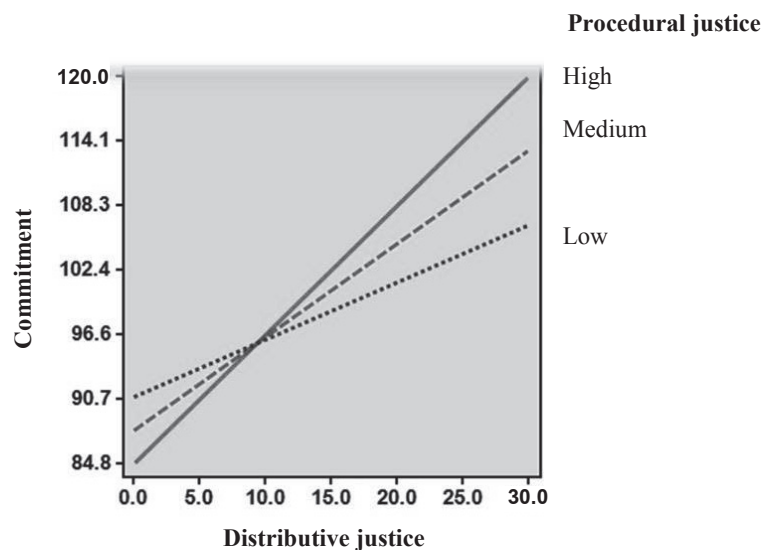

Figure 2. Interaction Effect

This finding was confirmed by the qualitative part where interviewees perceived that rewards and remuneration reflected their values to the organizations. Therefore, when the fairness of distributing rewards was low (distributive justice), the commitment level was consequently low. On the contrary, when the fairness of distributing rewards was high, the commitment level was consequently high. However, the fairness of evaluation process (procedural justice) could even increase the already-high commitment level. Many employees viewed the fairness of rewards comparatively. They would compare themselves to others around them by comparing the ratio of output/input and evaluated if the organization was fair to them. In the case that their personal evaluation of organizational justice was satisfying, the commitment level rose.

Perceived organization support (POS) positively affected commitment level ($p < 0.01$) with the beta of .45. Thus, Hypothesis 6 is accepted. In the eyes of interviewees, organizational support reflected how much an organization valued its employees. This support could be perceived in both business and personal angles, for example, caring for their troubling personal or health issues or being supportive for the work environment.

Position insignificantly affected commitment level, which reject Hypothesis 7. This can be confirmed from qualitative findings that in present time, managers did not stick to their status quo in the organizations like they used to in the past. Due to easy access of opportunities such as headhunters or social media recruitment, it turned out that managers got higher chance to better opportunities than was before. The commitment level in this sense revolved around the satisfaction of employees regardless of their status or positions in the company unless they were in top management level or board of directors, which this research did not include in the list of participants.

Age, is another factor, which positively affected commitment level ($p < 0.01$) with the beta of .34. Thus, Hypothesis 8 is accepted. The insights showed that age involved with the high level of toleration to dissatisfying factors. The mean of respondents' age was 37 years old with the minimum age of 19 and the maximum age of 60. The results showed that the older employees were, led to more willingness to stay at the current organization. Another reason was that the motivation to seek for something better faded away when employees were getting older. The more mature employees were, they wanted their lives to be at slow-paced and be more settled.

Discussion and Implications

To begin with, this research's contribution to organizational theory is addressed. Morgan (1997) described the main ideas underlying contingency theory which stated that organizations were open systems and needed careful management to satisfy and balance internal needs and to adapt

to environmental circumstances. There was no one best way of organizing. Therefore, management must be concerned with achieving alignments and good fits. This research compliments the basis of contingency theory in the way that organizations must align their internal contexts with their environments in order to keep the organizations going. The congruence concept between these two elements is being emphasized again according to this theory. In this sense, the internal contexts could be referred to as organizational strategy, culture and justice, while the environments of the organizations were reflected in perception and expectation of employees.

Another organizational theory worth addressing is agency theory. Agency Theory explained how to best organize relationships in which one party determined the work while another party did the work. In this relationship, the principal hired an agent to do the work, or to perform a task the principal was unable or unwilling to do. Agency theory assumed both the principal and the agent were motivated by self-interest, which inevitable caused conflicts. Thus, agents were likely to pursue self-interested objectives that deviated and even conflicted with the goals of the principal (Bruce et al., 2005). This research helps explain in the way that when agents' expectations exceeded current level of important aspects of the organization, satisfaction of employees would increase. Satisfaction eventually turned into high commitment level which led to even better aligned objectives between organizations and employees.

The findings of this research were also compared with those of other previous research on organizational commitment conducted in Thailand setting. Colignon et al. (2007) examined the extent and determinants of organizational commitment among 959 Thai employees in 10 Japanese and American transplant corporations in Bangkok through a questionnaire survey. It was assumed that the closeness to a fit between the job and the personnel filling the job affected organizational commitment. That is, the better an employee fits the job, the higher his/her commitment. Colignon found higher average levels of both identification and behavioral commitment of Thai employees in US firms despite extensive cultural contrasts between Thais and Americans. Factors that distinguished the employees of U.S. and Japanese firms involved differences in social and cultural features of employee relationships, which included managerial aloofness and confiding with supervisors.

In Colignon's research, the concept of fitness in job characteristics, structural characteristics, work experience, personal characteristics and the importance of organizational cultures to employees' commitment in Thailand settings were explored and discussed. This research also included the concept of satisfaction with areas closely related to factors mentioned earlier, together with the exploration of satisfaction with organizational strategy and the perception in organizational justice. As witnessed in Colignon's research, the implication of commitment therefore was suggested that in order to apply any solution or improvement, organizational culture in a particular company should

be taken into account because what worked for one company might not work for another. Thus, the assessment of satisfaction before applying any implications should reward companies in terms of yielding expected results.

In an aspect of strategic satisfaction, the quantitative and qualitative insights confirmed that high positive gap between perceived and expected strategies led to high commitment level to the company, whereas organizations which portrayed high negative gap would portray as irrational-behaved organizations in the eyes of employees, which caused insecurity and led to employees seeking for new job opportunity. This was also in line with the findings of Silva et al. and Wheeler et al. (2007). As for the implication, this might look like an uncontrollable factor for an organization to align their strategies and direction to match expectation of their employee. However, the communication is the key to help cope with this problem. One often sees the visions or missions displayed in the hall of fame or published in annual reports or business magazines. This is a step to help communicate an organization's strategy to those who wish to join the company. So, they will have the opportunity to know the standpoint of the company beforehand and should prevent the strategic gap and disappointment for newcomers. Another question is, what to do with the already-joined employees who did not satisfy with the current strategy. This time the communication must be carried out two-way. It can be managed by having a session of management team meeting with staff from all levels or job satisfaction questionnaires to improve the ways of working together. An interviewee from the energy and chemicals industry outlined his own experience in accumulating satisfaction with organizational strategies over time and how it helped him to be committed to the company.

"When we join a company, we must commit to the organization's strategies as well, basically because we are the ones who have to carry on such strategies. If the strategies turn out to be ones that we are against in principle or do not see the benefits of using them, then it must be hard to use them wholeheartedly. The level of commitment surely sinks as a consequence." –Guy, Energy & Chemicals Industry.

As for cultural satisfaction, O'reilly III et al. (1991) stated that an individual was attracted to organizations with similar values with their own and would pertain higher commitment level. However, similarity could explain to some extent; this research chose to evaluate on the concept of satisfaction in cultures with the concept developed by Parasuraman et al. (1988), of which his measure could best describe the objective construct. However, in order to measure satisfaction, the concept of gap by Rowe et al. (1994) and Bourantas and Papalexandris (1992) were useful in constructing the study when high positive gap between perceived and expected cultures led to high commitment level to the company. An implication to shape the common desired organizational culture is to consistently build one. Culture is something that adaptive through times. Some organizations chose the quick

way to instantly shape new cultures by hiring new employees from well-known international organizations to keep the company modern, dynamic and get rid of old bloods and bureaucracy. While other companies might choose the softer way such as gradually communicate the desired values in the company or set behavioral KPIs to match the preferred cultures.

In an aspect of organizational justice, respondents were more concerned with fairness in an evaluation process more than the amount of rewards itself. This was in line with the study by McFarlin and Sweeney (1992) and Cropanzano and Folger that procedural justice was related more to organizational commitment than distributive justice, whereas distributive justice was related more to individuals' personal goals. This showed us that employees tended to see things comparatively with other employees. Key output of the interview was that in a situation when everyone got what they deserved, commitment level would rise. From HR point of view, the important thing that a company can do at least is to set the fair KPIs among the same job function because mostly we often see employees compare themselves with others in the same job functions. For example, a salesperson in modern trade channel should bear approximately the same weighted KPIs of sales and profit as salesperson in traditional trade. Furthermore, any significant promotions should be placed upon a committee, which consists of managers from various teams to help justify if a person from team A deserved to be promoted rather than another person from team B, in order to get rid of own team's bias. These examples of procedural justice should be able to lift up employees' level of commitment to some extent.

From our test of multiple regression, we found that distributive justice alone did not significantly affect the organizational commitment level. However, the moderation effect of procedural justice on distributive justice was found to significantly affect organizational commitment level. In short, procedural justice acted as a moderator of distributive justice to commitment, thus confirmed the statement of Greenberg (1987) and McFarlin and Sweeney (1992). According to interviews, justice or fairness in evaluation process could help increase the level of commitment further when the distributive justice was high. An interviewee from the energy and chemicals industry gave his opinion on how he compared himself with other colleagues and how the comparisons affected his commitment level.

"It does not matter if I get a below-average or above-average reward. But if I happen to see that other employees who seemed to performed more poorly than I did got something better, my commitment level will surely sink to the floor. My perspective of justice is comparative to others that surround me." – Willy, Energy & Chemicals Industry

Another control factor, which positively affected commitment level, was perceived organizational support (POS). According to Wayne Shore and Liden (1997) who developed integrated model of social exchange, this research could confirm that the impact of perceived organizational support to commitment did exist even without leader-member exchange in the framework. Moreover, this research extended itself beyond existing findings of Eisenberger, which stated that perceived organizational support affected only affective commitment. This research's questionnaire items of commitment included all three types of commitment altogether as explained by Meyer and Allen (1991). An implication for an organization to increase organizational support is that management team should put effort to listen more to individuals. In a job-oriented workplace, personal issues or small benefits to help employees work better might be overlooked. The concept of Organizational Support has been widely used through large labor union or smaller welfare committee. An example of Organizational Support includes small gifts when employees are admitted in hospital, financial support on families' funerals, and discounted company's goods for employees or free supplies of stationery.

The last point to address is that, respondents stated that age is directly involved with toleration to dissatisfying factors. This led to more willingness to stay at the current organization. In short, the older the employee was, the more commitment level they showed. The results aligned with the statement of Super (1957) and Wang et al. (2012). The implication of age does not necessarily mean that organizations should keep only aged employees to maintain high level of commitment. However, this factor is given by default. An organization might use this benefit by appoint senior staff to me a coach to help new generation gets through frustration in the early period of joining the company.

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