

Innovative Administration following the security guard business law affects the organizational commitment of security personnel in Bangkok

Sunhapat Sinsab^{1*} and Boonnisa Songsaeng²

Received: August 29, 2022; Revised: September 1, 2022;

Accepted: September 21, 2022; Published online: September 30, 2022

Abstract

This study of “ the administration following security guard business laws affects the organizational commitment of security personnel in Bangkok “ aims to study the administration following the security guard business law of security personnel and to find the relationship between personal characteristics and administration following security guard business laws and the organizational commitment of security personnel in Bangkok. This is a quantitative research using a questionnaire by collecting data from a sample of 495 security guards working in the Bangkok area. The data were analyzed using descriptive statistics like frequency, percentage, mean, and standard deviation, and the research hypothesis was tested using t-test statistics and One-way Analysis of Variance including Pearson’s Correlation Coefficient test. The results indicate that 1) the overall opinion on the administration following the Security Guard Business Act is at the highest level. When considering each aspect, it was found that the coordination with officials is at the highest level, followed by employee development, retaining standards, and the aspect with the least management is the administration with the increasing cost 2) in the relationship between personal characteristics and administration following the security guard business law, it was found that security personnel with different ages, education levels, and average monthly incomes had different organizational commitment level at 0.05, and it was found that the administration under the security guard business law is related to the organizational commitment of the guard personnel in Bangkok at a very high level. And it was found that the administration under the security guard business law had a very high correlation with the organizational commitment of security personnel in Bangkok.

Keywords: administration, security guard business law, organizational commitment, security personnel

¹ Student of Master of Public Administration Program in Security Management Faculty of Police Science, Royal Police Cadet Academy.

² Police Colonel Dr. Police Cadet

*Corresponding Author Email : sunhapatsinsab@gmail.com

Introduction

Employee organizational commitment is an indication of good human resource management. It is a relationship between an individual and an organization and it is the main factor that leads to the success of the organization in all dimensions. It is also a fundamental factor that motivates performance at the executive or operational level covering all types of organizations (Phichit Pitakthepsombat, 2009) The importance of developing employees for knowledge, and skills and increasing their expertise to increase practical efficiency including motivation for employees to be dedicated, having loyal, and committed to the organization, therefore, is a guideline that should be followed for the organization to succeed following the established strategies (Sasiwimol Tumwan, 2017)

Security guard business has security guards to provide security service, protection, and security task for the life and property of customers of the business which requires strict attention to the safety of life and property of customers (Krairung Rabiab Oat, 2015) Therefore, it is important that security organizations pay attention to their employees including relevant laws, namely the Security Guard Business Act B.E. 2558, which came into force since the government deems it appropriate in defining the standards of security guard businesses and the standards of security personnel, which will raise the standards of security guard businesses and strengthen the potential of security personnel that will benefit the service users and helps promote social order. As a result, security guard businesses must adapt and conduct the administration following the law both on safety personnel and maintaining business security standards.

According to the information on security guard business license applications in Bangkok, as of May 2019, there were 492 businesses and 94,890 security personnel applied for permission to be security personnel (Metropolitan Police Bureau, 2020), which are located in all areas. And there are many problems and obstacles regarding security employees. According to the information of the administrative department of the Saphan Sung Subdistrict Office, Saphan Sung District, Bangkok (2017), there are statistics of resignations

of 104 security guards from 2015 to 2017 without prior notice out of 505 people. The types of problem found includes resignation, absence from work, and recruiting appropriate staff to perform the duty of security. As a result, the organization spends the budget on the cost of recruiting and developing more new staff, which inevitably affects the duty of security. According to such problems, the researcher is interested in studying the current state of administration under the laws of security guard business and the organizational commitment of security personnel to find information and guidelines for administration following the laws including maintaining security personnel to remain working with the organization, to develop the efficiency or operation system of the organization to meet the needs of public and to bring the greatest benefit to the people as well.

Objectives

- 1) To study the administration following the laws of the security guard business of security personnel and the organizational commitment of security personnel in Bangkok
- 2) To find the relationship between personal characteristics and administration following the laws of business security and the organizational commitment of security personnel in Bangkok

Research Hypothesis

- 1) Security personnel with different personal characteristics have different commitments to the organization.
- 2) The administration following the security guard business law is related to the organizational commitment of security personnel in Bangkok.

Related Concepts and Theories

1. Security Guard Business Act B.E. 2558

Security Guard Business Act B.E. 2558 is the law that raises the security guard businesses to be in equal standards as well as to create standards and build the potential of licensed security personnel for the benefit of service users and to promote peace and order in the society. The Act defines the definition of the security

guard business as a security service business by providing a licensed security guard to protect the safety of a person's life, body or property by receiving money or any other benefits but does not include providing security services by government agencies as prescribed by the Prime Minister in the Government Gazette and by the licensed security personnel. And the Act also stipulates security standards in Section 26 that security guard companies must comply with the security standards as defined by the Board, which consists of 1) supervision and inspection of the duty of security personnel 2) system to record daily security incidents within the area or premise of security responsibilities 3) the liaison center provided by the security guard company in supporting guidance on the performance of the authorized security personnel during their duties 4) communication equipment provided by the security guard company for the benefit of communication between the liaison center and authorized security personnel during their duties 5) security knowledge and review on training to authorized security personnel, which must be provided by the security company on a regular basis.

In coordinating with the officials, security guard companies are obliged to cooperate with the police assigned to the locality where the security company is located, or where the security company is responsible for security, for the benefit of public order planning, and for the safety of life, body or property (Section 28) And that assigned security guards must be licensed as security guards by the registrar. The application for a license and the issuance of such license must be in accordance with the rules, procedures, and conditions prescribed in the Ministerial Regulation (Section 33). And the duty of a security officer (section 41) in the performance of security duties under this Act is stipulated as follows; a licensed security officer has to assist the administrative or police officers in arresting offenders, securing the life, body, and property of a person including to suppress the incident and maintain good order. When a crime is committed or believed to have occurred within the area or premise responsible for security, the incident must be reported to the local administrative or police officer immediately. And blocking and maintaining the accident site in its original state must be implemented until

an administrative or police officer arrives at the scene.

Therefore, in this study, the Security Guard Business Act B.E. 2558 was adopted as a conceptual framework for research consisting of maintaining standards, employee development, coordination with staff, and management of increasing cost.

2. Theoretical concepts of organizational commitment

Organizational commitment refers to the density of good relationships of each employee with and relates to the organization. Buchanan (1974) provided the viewpoint that organizational commitment is a sense of partisan, and engagement toward the goals and values of the organization.

And Marsh and Mannari (1977) see organizational commitment as a degree of belonging or loyalty to the organization, acknowledging the goals of the organization, and evaluating the organization in a good way including characteristic of employees' willingness to use their best efforts for the benefit of the organization, having a desire to be with the organization forever. Pramin Naowakarn (2010) studied organizational commitment as the meaning of the feelings of personnel who treat the organization with an attitude, values, and behaviors to work for the organization to be successful. This is in line with Saitarn Thong Aram (2007), which defined that it is a positive feeling of a good relationship that occurs with members of the organization which brings benefits to the organization, having confidence in the goals of the organization, becoming loyal to the organization and staying with the organization forever, not quitting to work elsewhere thus helping the goals of the organization to be achieved.

Elements of organizational commitment, Steers (1977) stated that organizational commitment consists of three characteristics: 1) strong confidence and acceptance of the goals and values of the organization 2) willingness to make the best effort for the benefit of the organization; and 3) desire to retain or maintain membership of an organization while Buchanan (Buchanan, 1974: 533) refers to organizational commitment consisting of 1) unity with the organization as expressed from the goals and organizational values of the operators. 2) relevance to the organization by fully

performing the roles of each person, and 3) loyalty to the organization and a feeling of attachment.

Allen and Meyer (1997) suggested that organizational commitment consists of psychological commitment, existence, and norms, that is, 1) psychological commitment is the desire to be with the organization, a sense of unity with the organization caused by the operators gaining experience from various activities. The psychological commitment to the organization can be divided into the characteristics of the worker, job features, operational experience, and structural features 2) commitment in existence, workers need to be in the organization due to the need to stay working with the organization as arising from evaluating and comparing the benefits that will be gained from retaining their membership with the organization with the benefits they will lose if they leave the organization. This arises from obtaining satisfactory returns for staying with the organization or the perception that there is no choice to go with another organization, etc. This factor is the variable of age, employment status, career satisfaction, and the intention to resign; and 3) normative commitment, maintaining membership in the organization is appropriate and a good thing to do. It may be due to values that workers who rotate frequently are persons who lack loyalty and are unreliable. These factors include relationships with colleagues, the dependability of the organization and participation in management, etc. From the aforementioned, it can be concluded that the elements of organizational commitment include psychological, existence, and norm aspects. The organizational commitment will be the bond between the operator and the organization which helps operators stay loyal and be with the organization.

In this study, organizational commitment will be considered in terms of the psychological, norms, participation in the organization, loyalty to the organization, and existence.

3. Concepts of factors affecting organizational commitment

Factors contributing to the psychological or organizational commitment that Mowday et al. (1982) outlined are personal attributes, job characteristics,

organizational characteristics, and work experience, as follows:

Personal characteristics, including age, length of service, gender, marital status, education, and advancement needs, in which, when considering the age, the older people are more committed to the organization than the younger people. Gender: females are more committed to the organization than men since females tend to work at a lower position than men. Marital status: individuals having family obligations are more committed to the organization than single people since their burdens need more stability, therefore, they rarely change jobs. As for education, the study found that highly educated people had low organizational commitment because of high expectations for what they would obtain. As for the length of service: workers who have worked for a long time have a high commitment to the organization since they devoted themselves, to applying intelligence, accumulating experience, skills, and proficiency on the job over a longer period of time, resulting in more attraction to the work. And for the need for success or progress: an organization that allows people to figure out that they can work towards their goals will make employees feel committed to the organization. This is because a successful job will represent an opportunity for advancement of work.

However, many researchers have studied factors related to organizations such as Saowaluk, Saengchan, and Kittiphan, Khongsawatkiat (2011) found that the incentives for security and benefits contributed to employee commitment to the organization. And in the study by Sasithorn Saengsong (2016), found that employees aged 31–40 years having 6–9 service years, with an average income of 12,000–14,000 baht and having the highest quality of life in environmental conditions that are conducive to work, have a higher engagement in the organization than employees in other groups. And Twich Usama (2017) also found that employees aged 41–50 years and over, having an income of more than 20,000 baht with 6–10 years of work experience have the highest level of commitment to the organization. Thitima Lakthong (2014) found that the factors related to organizational commitment were income, working

period, nature of work, and work experience. Similarly, the research by Jiraporn Chanthaphaso (2014) found that personal factors with different levels of education, age of employment, job position, and income affect organizational commitment. Therefore, in this study, 6

personal characteristics were identified, namely gender, age, status, and educational level, working period and an average monthly income as variables in the study of personal characteristics and organizational commitment of security guard personnel in Bangkok.

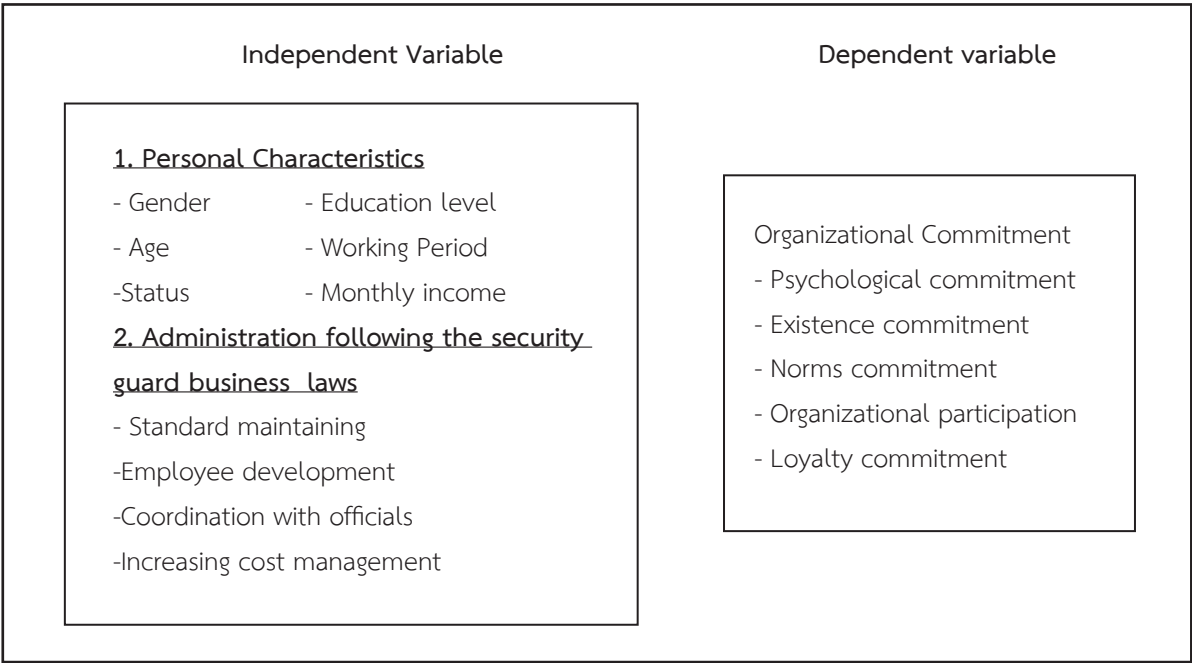


Figure 1. Research Conceptual Framework

Research Methodology

This study is quantitative research, and the researcher collected data using questionnaires. The population used in the study was 495 company security guards working in the Bangkok area who applied for security guard permission with the Metropolitan Police Headquarters. A sampling method used is simple random sampling and the calculation for the sample size is the Taro Yamane formula (Taro Yamane, 1967) with a confidence level of 95% for selection of sampling and an error level of 5%. Then stratified sampling was conducted in 50 districts in Bangkok and defined to collect data in every district for 1 company and collect data from a sample group of 8 persons per company.

Research variables consisted of 2 independent variables and 1 dependent variable;

- Independent variable, there are 2 variables: (1) personal characteristics such as gender, age, status, education level, working period, and average monthly income, and (2) administration in complying with the

security guard business law which includes maintaining standards, employee development, coordination with staff and increasing cost management.

- Dependent variable: there is one variable, which is the commitment to the organization including the psychological commitment, existence commitment, norms commitment, participation commitment, and loyalty to the organization.

Research Tools

Tools used in quantitative research consisted of questionnaires, which were divided into 3 parts: personal factors, administration following security guard business law, and organizational commitment.

Data Analysis

The quantitative data analysis consisted of ;

1) Analysis of information on personal factors by using descriptive statistics such as frequency, and percentage, presented in tabular form.

2) Analysis to describe the characteristics of the administration variables following the Security Guard

Business Act. and organizational commitment using descriptive statistics such as frequency, percentage, mean and standard deviation and then interpreting the results by comparing with the criteria using the formula in calculating rates (Interval Scale) by determining the administration score level according to the Security Guard Business Act., and organizational commitment as follows:

Scores from 1.00–1.80 means the lowest

Scores from 1.81–2.60 means low

Scores from 2.61–3.40 means moderate

Scores from 3.41–4.20 means high

Scores from 4.21–5.00 means the highest

3) An analysis to compare the differences between independent and dependent variables using the Independent-Samples t-test and one-way analysis of variance (ANOVA) statistical tests for differences between groups; and

4) An analysis to find the correlation between variables. In the case of personal characteristics and organizational commitment, a one-way analysis of variance (ANOVA) was used. In the case of the correlation between administration following the Security Guard Business Act and organizational commitment, Pearson's product-moment correlation test was used with a statistical significance level of 0.05. The interpretation of the correlation coefficient of Davis's Descriptors (cited in Pongphan Traimongkolkul and Supap Chatraporn, 1998) was defined as follows:

A correlation coefficient of 0.70 or higher means a very high level of correlation

A correlation coefficient of 0.50 – 0.69 means a high level of correlation

A correlation coefficient of 0.30 – 0.49 means a moderate level of correlation

A correlation coefficient of 0.10 – 0.29 means a low level of correlation

A correlation coefficient of 0.01 – 0.09 means a very low level of correlation

Results

The administration following the security guard business law affecting the organizational commitment of security personnel in Bangkok, by studying only (1) administration following the Security Guard Business Act relating to standard retention, employee development, coordination with staff increasing cost management, and (2) organizational commitment i.e. psychological commitment, existence commitment, norms commitment, participation in the organization, and loyalty to the organization, with details as follows:

In collecting personal information using questionnaires, there were a total of 495 respondents, most of which were male, accounting for 85.50%, and the age range was 21-30 years mostly or 51.10%. The marital status of the respondents was mostly single accounting for 62.00%. Most of the samples had an educational level of secondary school accounting for 71.50% with the highest income of 9,001–15,000 baht accounting for 67.90%.

1. The results of a study on the administration following the security guard business law of security personnel in Bangkok, it was found that the overall level of opinion about the administration under the Security Business Act was at the highest level with an average of 4.31. If considering each aspect, it was found that the aspect of coordinating with staff had the highest average of 4.48, followed by employee development with the mean of 4.42, standard retention with an average of 4.38. As for the increasing cost management, it had a high level of opinion with a mean of 3.97, as shown in Table 1.

Table 1 Overview of administration following the Security Guard Business Act

No.	Security Administration	\bar{X}	SD	Interpretation
1.	Coordinating with Officials	4.48	0.617	highest
2.	Employee Development	4.42	0.614	highest
3.	Standard Maintaining	4.38	0.696	highest
4.	Increasing Cost Management	3.97	0.814	high
Overall		4.31	0.595	highest

However, if considering the administration following the security guard business law of security guards on a case-by-case basis, it was found that; 1) **coordinating with officials**; in the aspect of cooperating with local affairs officers in inspecting daily incident records and in the notification for the company in case of an accident or misconduct in the place of responsibility, the sample group had the opinions on the most level with the same highest mean of 4.52 2) **employee development**; it was found that the sample group had the opinions at the highest level with a mean value of 4.47 on the issues of whether the company completed 40 hours of training or whether they had a certificate indicating they passed the training when joining the work for the first time 3) **maintaining standards**; it was found that the sample group had opinions at the highest level with the same mean value of 4.41 on the issues that the company oversaw the performance of security personnel and the company reviewed the record system for daily security incidents at the premises of responsibility and 4) **increasing cost management**; it was found that

the sample group had opinions at a high level with the highest mean of 4.18 on the issue that the company pays prior expenses of training and then gradually deducts from the employees.

2. In the study results on the **organizational commitment of security personnel in Bangkok**, it was found that the opinions of overall levels of organizational commitment are at the highest level with a mean value of 4.38, including the opinions in each aspect which was found to be at the highest average in all aspects. The highest mean of psychological commitment is 4.49, followed by norms commitment with the mean value of 4.44 As for the commitment for organizational participation, the average is 4.37 and for loyalty to the organization, the mean is 4.34 and for existence commitment, the mean is 4.28 as shown in Table 2.

When considering the organizational commitment of security personnel in Bangkok in each aspect, it was found that; 1) psychological commitment; it was found that the sample group had an opinion on the issue of devoting knowledge and ability to work for the

Table 2. Overview of Organizational commitment ratings

No.	Security Administration	\bar{X}	SD	Interpretation
1.	Psychological commitment	4.49	0.654	highest
2.	Norms commitment	4.44	0.657	highest
3.	Organizational participation	4.37	0.660	highest
4.	Loyalty commitment	4.34	0.705	
5	Existence commitment	3.28	0.735	high
Overall		4.38	0.682	highest

company at the highest level with a maximum mean of 4.54 2) existence commitment; it was found that the sample group had the opinion that the company is the best company to work with at the high level with the highest mean of 4.43 3) norms commitment; it was found that the sample group had the opinion that supervisors took good care of them at the highest level with the highest mean of 4.48 4) organizational participation commitment; it was found that the sample group had the opinion that the devotion to the work for the advancement and benefits of the company is at a high level with the highest mean of 4.45 and 5) loyalty commitment to the organization; it was found that the sample group had the opinion that they were happy to perform their assigned duties and delighted and being proud in the progress of the company at the highest level with the same highest mean value of 4.43.

3. The results of a study on the correlation between personal characteristics and administration following the security guard business law and the organizational commitment of security personnel in Bangkok

From 6 personal factors, namely gender, age, status, educational level, working period, and average monthly income which were used to analyze the correlation between personal characteristics and administration following security guard business law and the organizational commitment of security personnel in Bangkok, it was found that ; the comparison results of

engagement management in organizations of different genders indicate that males and females had no differences in organizational commitments. And comparison results between working status and length of service indicate no differences in organizational commitment. However, it was found that age, education level, and different average monthly incomes have different organizational commitments with a statistical significance level of 0.05, as shown in Table 3.

Due to personal factors of age, education level, and different average monthly incomes have different organizational commitments. Therefore, a multiple comparison test was used and it was found that the samples aged 21–30 years were committed to the organization differently from all other age groups. That is, samples aged 31–40 years, 41–50 years, and 51–60 years, including samples aged between 31–40 years, are committed to the organization differently from samples in the age group of 51–60 years old. As for comparison results of the average pairs of organizational engagement classified by educational level, it was found that the secondary education level was committed to the organization differently from those in the bachelor's degree. And the comparison results of the average pairs of organizational commitments classified by average monthly income, it was found that income less than 9,000 baht had organizational commitments differently from those in the 9,001–15,000 baht group. And samples with incomes of 9,001–15,000 baht had organizational

Table 3. The comparison results of the average personal factors affecting organizational commitment

Persona factors	F-Test	Sig
Gender	2.689**	0.694***
Age	3.791	0.005*
Status	0.714	0.490
Education level	3.973	0.019*
Length of service	0.757	0.518
Average monthly incomes	4.697	0.003*

* a statistical significance level of 0.05 (Sig < 0.05)

** analyzed with statistics Independent-Samples T-test showing T value

*** p-value

commitment differently from those in the income of 15,001 – 20,000 baht group with a statistical significance level of 0.05.

4. **The correlation between administration under the Security Guard Business Act and organizational commitment** using Pearson’s product-moment correlation test and the interpretation of the correlation

coefficient of Davis’s Descriptors revealed that the administration under the security guard business law has a very high correlation with the organizational commitment of security personnel in Bangkok. This is consistent with the hypothesis that the administration following the security guard business law is related to the organizational commitment of security personnel in Bangkok.

Table 4. Analysis results of the correlation between administration following the Security Guard Business Act and organizational commitment

		Organizational Commitment
Administration under the Security Guard Business Act	Correlation	0.766**
	P	0.001
	Correlation level	highest

** a statistical significance level of 0.05 (Sig < 0.05)

Summary and Discussion

The researcher summarized and discussed the results according to the research objectives as follows:

Administration following the security guard business law of security personnel and the organizational commitment of security personnel in Bangkok

1) In the administration following the security guard business law, the findings reveal that The respondents had the highest level of opinion on the administration of the Security Guard Business Law on liaison with authorities in cooperating with the Administrative Officers in daily visits to inspect the incident records and to notify the company when an accident or wrongdoing occurs in the place of responsibility. This is in line with the security standards under the Security Guard Business Act B.E 2558, which stipulates that security companies must have a system for recording daily security incidents within the area or premise they are responsible for and must have communication devices for the benefit of communication between the liaison center and the authorized security personnel during the performance of duties under Section 28. Security companies are obliged to cooperate with police officers from the local police station who request access to daily incident records for the purpose of planning in maintaining public order and for the safety of life,

body, or property, and secondly for employee development that the company provides 40 hour training or for the purpose to verify if any certificate of training is provided when joining the work for the first time. This is consistent with the POSDC theory by Henri Fayol (Fayol, 1964), which describes the administration that requires the organization to take care of its personnel in human resource development using quality human resource management to ensure flawless work and to allow the operation to proceed according to the plan and schedule resulting in excellent work efficiency and building potential for the organization as well.

In addition, the administration according to the security guard business law for maintaining security standards on the issues that the company supervises and monitors the performance of security personnel, and the company reviews the system that records daily security incidents in the place of responsibility, is in line with the study of Krairung Rabiab Oat (2015) who found that factors affecting standard maintaining and employee training influence the cost factor and also affect the management strategy in employee performance. This indicates that even though cost does not directly affect employee performance management strategies, it still has an indirect effect on the administrative process. From the background and the importance, it shows that

the resignation of a security guard is a high cost and retaining security personnel to remain working with the organization is very important due to the reasons for reducing the cost of quitting a security guard job. And for security personnel who have been with the organization for a long time, when considering the expenses and cost of quitting a security guard job, there are three costs involved: 1) direct expenses, including costs incurred related to recruiting, selection, interview, training, uniform cost, cost of tools and relevant equipment 2) indirect costs such as the impact of increased workloads, loss of security personnel in service, the loss of morale and courage of staff due to knowing that a colleague quit the job result in decreased satisfaction for work 3) opportunity cost, which consists of knowledge that the organization has lost in recruiting new staff, and time consumption in training which results in slow personnel development (Nunnaphat Saengkaew, 2016) Therefore, maintaining standards with employee training is the factor that executives should be aware of, as raised in the issue of management of increasing costs where the company pays prior training expenses and then gradually deducts from the salary of employees. This is consistent with a study by Sasiwimol Tumwan (2017) which found that one of the variables that predict organizational commitment is training and development. The agency must provide all workers the opportunity to receive training to make them realize that they are important to the organization which will help the organization establish standards and training for security personnel.

2) Organizational commitment; the results of the study revealed that the sample group had the highest level of opinion about organizational commitment in terms of psychological commitment in devoting knowledge and ability to work for the company. This is in line with the concept of Twitch Usama (2017) with a perspective about organizational commitment as an attitude or feeling of the operators towards the organization, having a sense of unity, and being willing to use their knowledge and skills to the fullest for the unity with the organization. This is also similar to the concept of Wararak Leelertphan (2014) that organizational

commitment is the employee's relationship with the organization which is a good feeling, acceptance, willingness, and dedication to work for the organization to the fullest and endeavor to maintain the organization's membership forever. And it is the commitment in terms of normative obligations where the supervisors have taken good care of. This is in line with Frederick Herzberg's two-factor theory that one of the factors that motivate people to like and love their work is to be respected by their supervisors as well as behavior or verbal that show a good relationship between supervisors, subordinates, and colleagues. This can be said that the elements of organizational commitment can be divided into two aspects: the attitude or feelings of the person who has confidence, accepting the goals and values of the organization including the unity and loyalty to the organization. The second aspect is behavior which refers to the continuity of working with the organization with strong dedication and effort in working in the organization. And organizational commitment is an essential factor that will enable the organization to achieve its objectives as defined. Since employees have a high commitment to the organization, it affects their ability to work at full competency. These will be the same objectives for members of the organization and drive the organization to be successful. Therefore, it is the duty of the executives in enabling members to have a positive attitude towards the organization. Similarly to many scholars (Steers 1977, Salvana Hasani 2007, Nuttaphan Ketcharanan, 2008), Steers (1977: pp 46) stated that organizational commitment includes three characteristics: 1) strong confidence and acceptance of the goals and values of the organization 2) willingness to make the best effort for the benefit of the organization; and 3) desire to retain or maintain membership in the organization. While Buchanan (1974) refers to organizational commitment as related to the oneness with the organization, relationship with the organization by performing the roles of each person fully, and loyalty to the organization. As for existence commitments, the sample reflects that this company is the best company to work for which is in line with the notion of Allen and Meyer (1997), who proposed that existence commitment aris-

es from evaluating and comparing the benefits gained from retaining membership in an organization with the benefits lost if leaving the organization. The existence commitment arises from obtaining satisfactory returns for staying with the organization or the perception that there is no choice to go with another organization including the perception of difficulty in performing new tasks and that makes workers need to retain working with the organization. This factor belongs to age, employment status, career satisfaction, and intention to quit factors. Similarly, a study by Sasiwimol Tumwan (2017) found that practitioners had a high level of opinions about human resource management regarding existence commitments.

3) Comparison of 6 personal factors (gender, age, status, education level, working period, and average monthly income) with organizational commitment, it was found that age, education level, and average monthly income factors have different organizational commitments. Whereas, the sample group aged between 21-30 years old has organizational commitment differently from all age groups, i.e. 31-40, 41-50, and 51-60 years old, including the sample group aged 31-40 years has organizational commitment differently from the age group of 51-60 years old. This is consistent with a study by Mowday et al. (1982) which found that older people were more committed to organization than younger people. As for the comparison of the average pairs of organizational commitments classified by educational level, it was found that the secondary level has organizational commitment differently from the bachelor's degree. And for the results of comparing the average pairs of organizational commitments classified by average monthly income, it was found that incomes less than 9,000 baht had organizational commitments differently from those with income of 9,001-15,000 baht and the group of 9,001-15,000 baht has organizational commitment differently from those with income of 15,001 – 20,000 baht with a statistical significance level of 0.05. This is consistent with the study by Saowaluck, Saengchan, and Kittiphan Kongsawatkiat (2011) which found that the incentives for security and benefits contributed to employee engagement with

the organization. And in the study by Sasithorn Saengsong (2016) found that the organizational commitment of employees was at a moderate level. Whereas, the employees aged between 31–40 years with a working period of 6–9 years with an average income of 12,000–14,000 baht and having the highest quality of life in a conducive working environment, has a higher organizational commitment than employees in other groups. In addition, Twit Usama (2017) also found that employees aged 41–50 years, with earning more than 20,000 baht and having 6–10 years of work experience have the highest level of organizational commitment, confidence, and acceptance of goals including corporate values and the desire to maintain membership of the organization including an understanding to use their best efforts for the benefit of the organization more than any other group. This is from the assumption that personal characteristics in terms of age, education level, and different average monthly income had statistically different organizational commitments. However, this is inconsistent with the study of Thitima Lakthong, Jiraporn Chanthaphaso, Suthassa Wilaicharoentrakul, and Kulthanida Pholvej (2014; 2014; 2011; 2013) found that the factors related to organizational commitment including income, period of operations, nature of work and work experience, gender, age, educational level, marital status, and different positions, have no relationship with organizational commitment. Therefore, the guidelines for strengthening the organizational commitment of personnel is to consider more the compensation and welfare of the personnel.

Relationship of management under security business law and organizational commitment of security personnel in Bangkok.

From the study of the relationship of management under security business law and organizational commitment of security personnel in Bangkok, it was found that there is a very high correlation. This is different from considering the overall human resource management factors such as human resource planning, recruiting, selection, training and development, performance assessment, safety and health, and compensation with benefits which are related to overall organizational commitment in the same direction

at a relatively high level with a statistically significance of 0.05. Moreover, the variable that can predict organizational commitment is the human resource management factor- while performance assessment, compensation with benefits, selection, safety and health, training, and development can predict the overall organizational commitment in the same direction with a statistically significant level at 0.05. The safety in workplace should be paid in attention as well as the physical and mental health, equal compensation and benefits of the workers in actual daily life.. In accordance with the study of Theeraphat Khatiyala (2012) proposed approaches to enhance the working quality of life to create commitment in the organization that agencies need to provide more welfare and consider the fairly salary adjustment including organizing exercise activities to promote health and unity of personnel in order to enhance the quality of working life,,creating organizational commitment with compensation and benefits. In addition, equality and suitability of the daily life of the workers should be provided to engage employee with organizational commitment.

Recommendations

Policy recommendations

Security guard company or organization should provide a human resource management policy that enhances loyalty and dedication to the organization covering all dimensions both in terms of recruitment and recruiting potential personnel, recruiting and appointing personnel according to their expertise and aptitude, continuous development to increase the potential of personnel, equal assessment of the performance of personnel, and fair morale building. In addition, the study found that the relationship between the administration following the security guard business law and the organizational commitment of security personnel in

Bangkok was highly correlated. Therefore, administration guideline according to security guard business law is regarded as a security approach that will support the organizational commitment of security personnel.

Operational recommendations

1) Security guard companies or organizations should be provided a human resource development by dividing the action plan into 3 phases according to the urgency: (1) short-term plans for immediate action for a period of not more than 1 year; (2) a medium-term plan to continue from the urgent issues for 2-3 years and (3) a long-term plan for building stability and strength of the personnel management process which will take not more than 5 years

2) Security guard companies or organizations should provide a plan to promote the commitment of personnel in the company or organization to provide standards for career growth, receiving benefits, and having a good quality of life, such as job promotion and fair salary considerations

3) Security guard companies or organizations should consider maintaining standards, and should support the training of security personnel that will help raise standards in accordance with the Security Guard Business Act. including supporting the budget for training expenses which will help create organizational commitment.

Suggestions for future research

1) Lessons from agencies or organizations with best practices in the administration following the security guard business law should be studied as a guideline for managing other organizations.

2) Should study the motivation that affects loyalty and dedication to work for the organization to the fullest potential using as government agencies as the target group.

References

- Allen, N and Meyer, J. (1997). *Commitment in the Workplace: Theory, Research and Application*. Sage Publications.
- Buchanan, B. (1974). Building Organizational Commitment: The Socialization of Managers in Work Organization. *Administrative Science Quarterly*.
- Krairung Rabiab Oat (2015). *Security guard business management strategies following the Security Guard Business Act. (Master's Thesis)*. Department of General Management. Rajamangala University of Technology Thanyaburi, Pathum Thani.

- Kulthanida Pholvej. (2013). *Organizational commitment of employees of the Thai-German Institute*. (Master's Thesis). Department of General Management. Graduate School of Public Administration. Burapha University, Chonburi.
- Marsh, R. M. and Mannari, H. (1977). Organizational Commitment and Turnover: a Prediction Study. *Administrative Science Quarterly*, 22, 1 (March), 57-75.
- Metropolitan Police Bureau. (2020) Report form for a security guard permission.
- Mowday, R.T.; Steers, R.M. and Porter, L.W. (1979). The Measure of Organization Commitment. *Journal of Vocational Behavior*, 14, 2 (April), 224-227.
- Nutthaphan Ketcharanan. (2008). *Organizational Behaviors*. Bangkok: V.Print Co., Ltd.
- Nunnaphat Saengkaew. *Maintaining security guards to remain working with the company in the extent of the Ministry of Labor (Thailand)*. (Master's Thesis). Department of Public Enterprise Management. Burapha University, Chonburi.
- Pramin Naowakarn. (2010). *Organizational commitment of employees of Yala City Municipality*. (Master's Thesis). Social Development Department. Faculty of Social and Environmental Development. National Institute of Development Administration, Bangkok.
- Saitarn Thong Aram.(2007) *Organizational Commitment: A Case Study of The Mall Group Company Limited, Ramkhamhaeng Branch*. (Thesis of the Faculty of Social and Environment Development). National Institute of Development Administration, Bangkok.
- Salvana Hasani. (2007). *Employee Commitment to the Organization. A case study of employees at a natural gas separation plant, Rayong Province, PTT Public Company Limited*. (Master's degree thesis). Department of Human Resources and Organization Development. Faculty of Human Resource Development. The National Institute of Development Administration, Bangkok.
- Saowaluk Saengchan and Kittiphan Kongsawatkiat. (2011). *Factors Influencing Organizational Commitment of Operations Employees, Yum Restaurants Thailand Co., Ltd*. *Journal of Finance, Investment, Market and Business Administration*, Vol. 1, Issue 4 (October-December 2011).
- Sasiwimol Tumwan. (2017). *Factors in Human Resource Management Affecting Organizational Commitment of Bangkok General Practitioners*. (Master's Thesis). Mahasarakham: Maha Sarakham Rajabhat University, Maha Sarakham.
- Steers, R.M. (1977). *Antecedents and outcomes of organization commitment to the organization*. *Administrative Science Quarterly*.
- Tawich Usama. (2017). *Organizational commitment of employees of Tawee Farm Company Limited, La-ngu District, Satun Province*. (Master's Thesis). Hat Yai University, Songkhla.
- Theeraphat Khatiyala. (2012). *Quality of working life and organizational commitment of personnel. Pa Sak Subdistrict Administrative Organization*. (Master's Thesis). North-Chiang Mai University, Chiang Mai.
- Thitima Lakthong. (2014). *Organizational commitment of employees of an automotive parts manufacturing company in Amata Nakorn Industrial Estate. Chonburi Province*. (Master's Thesis). Department of Public and Private Management. Graduate School of Public Administration. Burapha University, Chonburi.
- Yamane. (1967). *Taro Statistic: An Introductory Analysis*. New York: Harper & Row.
- Wararak Leelertphan. (2014). *Factors affecting the level of organizational commitment of employees of Nation Broadcasting Corporation Public Company Limited*. (Master's Thesis). Nation University, Lampang.