

The Moderating Effects of the Perceived University Image as Change Agent on Leadership Characteristic as Change Agent of the Private University Lecturer

อิทธิพลการกำกับของการรับรู้ภาพลักษณ์ของมหาวิทยาลัยในบทบาทที่เป็นผู้นำในการเปลี่ยนแปลงที่มีต่อคุณลักษณะความเป็นผู้นำพากการเปลี่ยนแปลงของอาจารย์มหาวิทยาลัยเอกชน

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Abstract

The purposes of this study are as follows; 1) Study the role of a higher education institution (a university) as a change agent by reviewing the literature in the field of the role of higher education institutions. 2) Study the moderating effects of the perceived university image shown as a change agent on the relative effects between leadership characteristics and the innovative academic performance. This research explores the influence of perceived organization image of the university's role as a change agent, the relative effects between the characteristics as a change agent of private university's lecturers, and creation of innovative academic performance, through organizational commitment, job satisfaction, and trust in the organization. The sample group used in this study was the private university' lecturers, the data were collected using a questionnaire, which amounted to 104 respondents, after that the data sets were statistically analyzed using the regression analysis both simple and multiple method. Results showed that leadership characteristics as a change agent had a positive effect on organizational commitment which decreased when the perceived organization image was the moderating variable. Moreover, leadership characteristics as a change agent had a positive impact on innovative academic performance through organizational commitment, job satisfaction, and trust in the organization. The findings suggest the need for considering these influenced variables which can improve on innovative organizational and individual academic performance in the research and development field. Managerial and research implications are offered at the conclusion of the paper.

Key Words: change agent characteristics, perceived organization image, innovative, academic performance, organization commitment, trust in an organization

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บทคัดย่อ

การวิจัยนี้มีวัตถุประสงค์ดังนี้ 1) ศึกษาบทบาทของมหาวิทยาลัย ในฐานะผู้นำและบริหารการเปลี่ยนแปลงโดยการทบทวนวรรณกรรมในขอบเขตที่เกี่ยวกับบทบาทของสถาบันอุดมศึกษา 2) ศึกษาอิทธิพลของการรับรู้ภาพลักษณ์ของมหาวิทยาลัย ที่ว่าเป็นตัวบ่งชี้การเปลี่ยนแปลงของผลเชิงความสัมพันธ์ระหว่างคุณลักษณะการเป็นผู้นำกับการผลิตผลงานทางวิชาการที่เป็นนวัตกรรมต่อสังคม การวิจัยนี้ศึกษาอิทธิพลการกำกับของการรับรู้ภาพลักษณ์องค์กรเกี่ยวกับบทบาทของมหาวิทยาลัยในฐานะผู้นำและบริหารการเปลี่ยนแปลงที่ส่งผลต่ออิทธิพลเชิงความสัมพันธ์ระหว่างคุณลักษณะของผู้นำและบริหารการเปลี่ยนแปลงของอาจารย์มหาวิทยาลัยเอกชนกับการสร้างผลงานทางวิชาการที่เป็นนวัตกรรม โดยผ่านความมุ่งมั่นในองค์การ ความพึงพอใจในงาน และความไว้วางใจในองค์กร กลุ่มตัวอย่างที่ใช้ในการศึกษาครั้งนี้คืออาจารย์มหาวิทยาลัยเอกชน โดยใช้แบบสอบถามเก็บรวบรวมข้อมูลได้จำนวน 104 คน จำนวนนี้นำข้อมูลมาวิเคราะห์ทางสถิติโดยใช้การวิเคราะห์ทดสอบแบบง่ายและเชิงพหุมิติ ซึ่งผลการวิจัยพบว่าลักษณะการมีความเป็นผู้นำและบริหารการเปลี่ยนแปลงมีผลทิศทางบวกต่อความมุ่งมั่นขององค์กร โดยมีแนวโน้มลดลงเมื่อการรับรู้ภาพลักษณ์องค์กรเป็นตัวแปรกำกับ นอกจากนี้คุณลักษณะความเป็นผู้นำในฐานะผู้นำและบริหารการเปลี่ยนแปลงมีผลระหบในเชิงบวกต่อการสร้างสรรค์ผลงานทางวิชาการที่เป็นนวัตกรรม โดยผ่านความมุ่งมั่นขององค์กร ความพึงพอใจในงาน และความไว้วางใจในองค์กร ซึ่งผลการวิจัยที่ได้เห็นถึงความต้องการที่ครอมีการพิจารณาถึงตัวแปรที่มีอิทธิพลเหล่านี้โดยที่ตัวแปรเหล่านี้สามารถช่วยเพิ่มศักยภาพในการสร้างสรรค์ผลงานทางวิชาการที่เป็นนวัตกรรมแก่องค์กรและบุคลากรในสาขาวิชาการวิจัยและพัฒนา การนำผลการวิจัยไปประยุกต์ใช้ในเชิงการจัดการและในเชิงการทำวิจัยในอนาคตมีให้ในช่วงท้ายของบทความวิจัยนี้

คำสำคัญ: คุณลักษณะของผู้นำพากการเปลี่ยนแปลง การรับรู้ภาพลักษณ์ขององค์กร นวัตกรรม ผลงานทางวิชาการ ความผูกพันในองค์กร และความเชื่อมั่นในองค์กร

1. Introduction

Many organizations seek to ensure what affects the performance of employees in their organization. Transformational leadership affects the effectiveness of the Rajabhat University administration. The composition of leaders as a change agent consists of managing change, encouraging change and influencing colleagues (Summa Rathanit, 2015). Toward this end, this study focuses on a private university that has been recognized as a positive influence from the wider society because it is an organization or institution that gives education and human development providing quality education to society. This study also focuses on the perceptions of the university lecturer providing significant contributions to the goals of the institution; concentrating on the consideration how these factors affect the potential to produce innovative academic performance provided to the surrounding society. The reference in the research of Kreitner and Kinicki (2007), job satisfaction is an evaluation that describes a person feeling of like or dislike, satisfied or not satisfied at work. Previous empirical results and theories of organizational commitment and job satisfaction identified with individual performance. A few studies provide a review of various relationships between organizational culture and job satisfaction. Riordan, Gatewood, & Bill, (1997) said a good reputation of organization image may indirectly contribute to job satisfaction and lower employee turnover by invoking positive responses from external gatherings, for example, friends and family.

Creating an organizational engagement contributes to confidence in the organization. This will be the intermediary to sustainability in the organization, also result in collaboration in the production of creative academic to society. The result is a reflection of the image and confidence of the university (Jirapa Khamta and Prasert Intarak, 2015). Therefore, this study focuses on employee perceptions of organization image as a change agent. Trust on organization is seen as significant, achievable, essential and destructible. This study focuses on trust from employee's points of view. Axtell et al., (2000) explained that the extent of innovation range from the advancement and execution of new thoughts that advance practices, theories, or products over the entire organization to much smaller-scale thoughts that are identified with upgrades in daily work process and work outlines. Therefore, Schillewaert et al., (2005) argued that Innovative performance is generally considered to be one of the important drivers of organizational achievement.

The objectives of this study are as follows:

1. Study the role of a higher education institution (a university) as a change agent by reviewing the literature in the field of the role of higher education institutions.
2. Study the moderating effects of the perceived university image shown as a change agent on the relative effects between leadership characteristics and the innovative academic performance.

2. Review of literature

Higher educational institutions' role as change agents

During the previous two decades, a few specialists have hypothesized a second academic revolution. Presently because of societal difficulties identified with human-environment sustainability, new rising requirements for experts and specialists in research are developing and there are new opportunities for universities to encourage social change (Scholz et al., 2003). According to the role of universities in naming specific aspects of learning as sufficiently important to be explored, passed on to others, and saved for future eras might be at the heart of inquiries regarding the effect of universities. Unquestionably, it has significant implications for the commitment of universities to social change (Barnett, 1994).

Change agent characteristic

“A change agent can be any individual from an association trying to advance, facilitate, bolster, support, start, execute or deliver change.” Daft (2005) defined successful change agents as those who are ready to absorb and explain values that promote adaptability, recognize and gain from possess lessons of mistake, and have vision and can portray their vision of the future in vivid terms etc. Huczynski and Buchanan (1991) suggested that essential change agency skills include self-confidence, respect for the process of change as well as the content, ability to work autonomously, without administration sanction, control and support and able to work with others across the organization.

Effects of characteristics as a change agent on organizational commitment

Mullins (2002) claimed that management is about completing work through the efforts of other individuals. Schein (1996) argued that exceptional levels of perception about the outer environment and their own particular beliefs, inspirations and motivation and high level of self-inspiration and self-motivation to see them through times of change's progress. People who characterize themselves as change leaders instead of individuals who need to keep up existing conditions (Daft, 2005). As indicated by Blau (1964), social exchange is "the intentional activities of people that are motivated by the return they are relied upon to acquire and commonly do certainty bring from other. The involvement in an organization of the relative quality of a person's relationship is a meaning of organization commitment. This study focuses on characteristic as a change agent that is a feature of leadership which is the key to change or development in the organization. All changes require time and resources at a high level. Then an organization needs human resources with skills of leadership, changes management and feels commitment to the organization in order to contribute a change that the organization can accomplish. Therefore, this study hypothesizes:

H1. Characteristics as a change agent will have a direct and positive effect on organizational commitment.

The moderating effects of perceived organization image

Organization Image enhances positive relationship inside the organization which helps to increase positive attitude towards the organization. Research additionally exhibits that employee recognitions with respect to the level of fairness company's activities and actions reflect intensely impacts employee attitudes and practices (Cropanzano, Byrne, Bobocel, & Rupp, 2001). Employees regularly depend on their own views of equity in deciding whether management is reliable and non-biased. Burmann and Zeplin (2005) have characterized organization image commitment as "the degree of mental connection of employees to the organization image, which impacts their readiness to apply additional exertion towards achieving the organization image goals. Employee helps both building and keeping up organization image through their administration practices. In this manner, it emphasizes the capacity to communicate a vision, combined with the political and social aptitudes important to realize change, including through systems administration. Obviously, a positive relationship likely happens between perceived organization image and employee connection. Therefore, this study hypothesizes:

H1a. The effect of characteristics as a change agent has positive effects on organizational commitment when perceived organization image is the moderating variable (moderator).

Effects of characteristics as a change agent on trust in an organization

The leadership as a change agent should be considered consisting of giving an opportunity to show the ability to work fully, creating a communication atmosphere that can be talked freely, and focusing on the importance and interest of all participants. These factors help create a collaborative organizational climate, which result in an increased cooperation, confidence and trust each other, and the increased personal trusts to the organization as well (Summa Rathanit, 2015). Trust is based on relationships between employees and employers which plays an essential part in acting for the achievement of organizational objectives in collaboration, expanding productivity and effectiveness in the whole organization (Brower et al., 2009). Trust in organization is shown as a major factor in an increase of organizational commitment and acknowledgment of organization aims. Trust is especially imperative in organization described by instability and change (Currall and Judge, 1995). Schein (1996) argued that emotional quality and minding to mentor themselves as well as other people through steady change, and confidence to build up this aptitude in colleagues and control to others and to share power. Daft (2005) defined successful change agents as those who be able to demonstrate courage, believe in employee's ability to accept responsibility, and be able to handle complexity, instability & ambiguity. This study aims to find the correlation between the influence of leadership characteristics as a change agent on organizational trust because the feature with great personnel characteristics can help create an atmosphere in the workplace; more confidence and trust in each other in the organization. Therefore, this study hypothesizes:

H2. Characteristics as a change agent will have a direct and positive effect on affective trust in an organization.

Effects of organizational commitment on job satisfaction

Robbins (2007) claimed that job satisfaction is a general mentality towards someone work as divergence between the measure of prizes received and reward workers trusted that ought to get job satisfaction is a positive emotional state to assess someone's work understanding and experience. The pleasurable emotional state coming about because of the examination of one's occupation as accomplishing or facilitating the accomplishment of one's employment value is a definition of job satisfaction. Positive attitude toward one's job is a definition of job satisfaction (Daft and Marcic, 2013). Job satisfaction influences organization commitment (Gunlu et al., 2010). Therefore, this study hypothesizes:

H3. Organizational commitment will have a direct and positive effect on job satisfaction.

Effects of job satisfaction on innovative academic performance

Robbins (2007) claimed that job satisfaction is a general mentality towards someone work as divergence between measures of prizes got and reward who workers trusted that ought to received. Job satisfaction is a positive emotional state to assess someone work, understanding, and experience. Judge et al., (2001) demonstrated the relationship amongst job

satisfaction and performance, empirically experimentally examining the relationship and also look specifically at the potential moderators and mediators of relationship job satisfaction with job performance. Significant theoretical and experimental confirmation proposes that performance is an antecedent to job satisfaction (Karatepe and Tekinkus, 2006). This study focuses on the influence of job satisfaction on innovative academic performance of the private university lecturer with leadership characteristic as a change agent. Therefore, this study hypothesizes:

H4. Job satisfaction will have a direct and positive effect on innovative academic performance.

Effects of organizational commitment on innovative academic performance

Robbins (2007) explained that as an event an individual exceptionally interested in objectives, values and goals of organization is referred as natural characteristics of organizational commitment. In this manner, organizational commitment is more than only enrollment in organization, additionally an ability to look for all the best for organization, works the best for organization to accomplish goal. Usef (2000) recommends that an employee with an increased level of commitment is willing to give more effort to an organization and tries to give advantages to the organization, will more likely to change in accordance with values and goals of the organization. Employees with a high commitment will absolutely have the capacity to show a great level of performance. This study focuses on the influence of organizational commitment on innovative academic performance of the private university's lecturer with leadership characteristic as a change agent. Therefore, this study hypothesizes:

H5. Organizational commitment will have a direct and positive effect on innovative academic performance.

H5a. The effect of organizational commitment has positive effects on innovative academic performance when job satisfaction is the mediating variable (mediator).

Effects of trust in organization on innovative academic performance

Rousseau et al., (1998) suggested that trust refers to the mental state involving the aim to acknowledge vulnerability based upon positive desires of the expected conduct of another. This study characterizes trust in an organization as a trustor's readiness to depend on trustee's goals and actions, have positive desires in indeterminate and unsafe circumstance. Organ et al., (1988) also found that followers in a trusting relationship respond as increased job attitude and performance. Another objective of this study is to discover how academic staff trusts their organization's encouragement or influences. Therefore, this study hypothesizes:

H6. Affective trust in an organization will have a direct and positive effect on innovative academic performance.

Effects of characteristics as a change agent on innovative academic performance

Judge et al., (2001) found that effectiveness and a number of important organizational results crosswise over a wide range of types of organizations, circumstances, levels of examinations, and cultures, for example, productivity and turnover have positively relative with charismatic/transformational leadership. Social exchange theory (Blau, 1964) has been generally used to clarify the impact of transformational leadership on follower work outcomes. Experimental studies and meta-examinations have ordinarily announced critical connections between transformational leadership and the work outcomes of followers in various geographic and industrial locations (Avilio et al., 2004). Then, this study focuses on the influence of leadership characteristics as a change agent of a private university's lecturer with innovative academic performance of these lecturers, the academic works can be creative and innovative and contribute to the social benefits. Therefore, this study hypothesizes:

H7. Characteristics as a change agent will have a direct and positive effect on innovative academic performance.

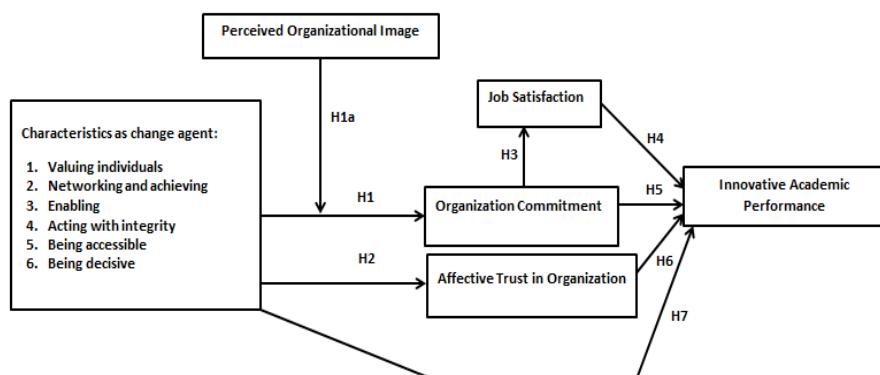


Figure 1: Framework of this research on the relative effects between leadership characteristic as change agent of the university lecturers and the innovative academic performance

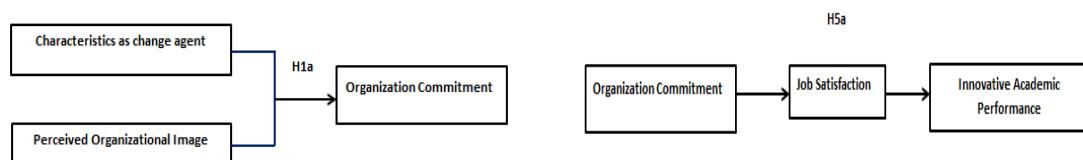


Figure 2: The conceptual model when the perceived organizational image is the moderating variable.

Figure 3: The conceptual model when the job satisfaction is the mediating variable.

3. Method

3.1. Sample and data collection

Questionnaire was conducted to gather data to test the research hypotheses. The sampling group was the private university's lecturers located in Bangkok which amounted to a total of 104 samples, and used the random sampling method.

3.2. Measurements

The tool used in this study was a questionnaire (Questionnaire), this questionnaire is divided into two parts. The first part is an introduction of respondents, the second part is a questionnaire of the perceived organization image of private university lecturers as a change agent; characteristic as a change agent, organization commitment, job satisfaction, trust in organization, and innovative academic performance. The questionnaire was made from a literature review of documents, books and journals related to the topic of this study in order to being a framework for conducting research. Questionnaire is considered the accuracy of the content and language. Key develops in this research were measured by existing scales. Items estimation comprised of a five-point Likert-sort scale extending from strongly agree to strongly disagree. To find the content validity generated by the questionnaire, experts determined and verified the correct manner whether the contents of each question met the objectives of this research, then the amendment must be clear and easy to understand. Determination of reliability is worth pointing out that the questionnaire is reliable by bringing the questionnaire to test before actual by collecting data with sample collection and data acquisition test of confidence by the alpha coefficient (Chonbach's Alpha) by means of (Cronbach) calculation as followed have confidence the alpha coefficient of 0.957, which is considered as standard on the basis of the questionnaire which should be over 0.7 (Prasopchai Pasunon, 2553). The questionnaire is validated for accuracy by experts who checked the reliability and accuracy of the statistical sample to test and develop the actual questionnaire. Then the actual questionnaires are distributed to a sample group, which are the lecturers in a private university. Measurement on variables used in this research divided into the independent variable, the mediating variables, the moderating variable, and the dependent variable. The tests of the hypothesis of the research used Simple Regression Analysis and Multiple Regression Analysis to examine the effects of various factors.

3.3. Results of hypothesis testing

The study was divided into two parts: Part 1 is the correlation coefficient in Table 1 and Part 2 presents about testing hypotheses in Table 2. The sample comprised fundamentally of men (approximately 48.1%). Approximately 52.9% of the respondents were between 31 and 40 years of age, and approximately 47.1% of the respondents were between 1 to 4 years of teaching experience, and 72.1% of the respondents completed master degree.

Table 1. Shows the correlation coefficient of framework of this research

Variables	CHA	ORCO	TR	JS	PI	INPER
X	3.6373	3.6192	3.5529	3.6385	3.5750	3.6394
SD	0.4367	0.5829	0.6448	0.5354	0.4602	0.5337
CHA						
ORCO	0.977*					
TR	0.781*	0.842*				
JS	0.842*	0.793*	0.461*			
INPER	0.962*	0.944*	0.775*	0.875*		

*P<0.05, CHA=characteristics as change agent, ORCO=Organizational commitment, TR=trust in organization, JS=job satisfaction, PI=perceived organization image, INPER=innovative academic performance

From table 1, the results show that the correlation coefficient of characteristics on a change agent significantly correlate organizational commitment and trust in an organization; organizational commitment is related to job satisfaction; and also found that characteristics on a change agent, job satisfaction, organizational commitment, and trust in an organization are in the correlation with the innovative academic performance. In addition, the partial correlation coefficient between variables included characteristics on a change agent and organizational commitment, which the moderating variable is perceived organization image, partially associated with each other. And the partial correlation coefficient of the variables between organizational commitment and innovative academic performance are controlled by job satisfaction. Then the researcher conducted multiple regression analysis, as followed in table 2, to verify the hypothesis of this study. Table 1 showed the correlation coefficient between 0.461-0.977 (*P<0.05) and there is the partial correlation coefficient between 0.849-0.952 (2-tailed; *P<0.05) when considering the relative effects between the independent variables themselves, it was found a significant correlation at the level of 0.05 and the VIF of the independent variables between 0-10 which is less than 10, which indicated that there is no issue of correlation between the independent variables (Multicollinearity) (Belsley, 1991).

Table 2. Shows the results of the regression analysis

Independent Variables	Assumption/Dependent Variables						
	H1	H2	H3	H4	H5	H6	H7
	ORCO	TR	JS	INPER	INPER	INPER	INPER
CHA	1.304* (0.028)	1.153* (0.091)					1.176* (0.033)
ORCO			0.725* (0.055)		0.864* (0.030)		
JS				0.872* (0.048)			
TR						0.642* (0.052)	
Adjust R ²	0.954	0.606	0.625	0.763	0.890	0.597	0.925

*P<0.05, **P>0.05

Table 3. Shows the result of MRA

Moderating Variable(H1a)	Dependent Variable: ORCO
CHAxPI	0.172* (0.008)
Adjust R ²	0.824

Table 4. Shows the result of MRA

Mediating Variable(H5a)	Dependent Variable: INPER
ORCO & JS	0.957* (0.080)
Adjust R ²	0.933

Table 2, shows the result of multiple regression analysis of characteristics as a change agent influence on the organizational commitment with statistically significance at the level of 0.05 ($\beta=1.304$, adjust $R^2=0.954$). Thus, H1 is supported. From table 3, examining the analysis of perceived organization image, which was a moderating variable, used multiple regression analysis following the test of Baron and Kenny (1986), when controlling the moderating variable was perceived organization image, this enable the positive effects of characteristics on a change agent on organizational commitment which decreased 0.07 but it is still significant. Considering the partial correlation coefficient is equal to 0.952 (2-tailed, $p<0.05$, adjust $R^2=0.824$). Thus, H1a is supported, that is, leadership characteristics as a change agent have influence on the organizational commitment when controlling the moderating variable (Perceived Organization Image). As shown in table 2, the results of the multiple regression analysis of characteristics as a change agent has significant effect on trust in an organization with statistically significance at the level of 0.05 ($\beta=1.153$, adjust $R^2=0.606$). Thus, H2 is supported. With regard to H3, table 2 indicates that the relative effect between organizational commitment and job satisfaction is significant at the level of 0.05 ($\beta=0.725$, adjust $R^2=0.625$). Thus, H3 is supported. Table 2 shows the results of the multiple regression analysis of job satisfaction has significant impact on innovative academic performance with statistical significance at the level of 0.05 ($\beta=0.872$, adjust $R^2=0.763$). Thus, H4 is supported. Regarding H5, table 2 indicates that the relative effect between organizational commitment and innovative academic performance is significant at the level of 0.05 ($\beta=0.864$, adjust $R^2=0.890$).

Thus, H5 is supported. Table 4, examining the analysis of job satisfaction as the mediating variable, used multiple regression analysis by following the test of Baron and Kenny (1986), when controlling the mediating variable was job satisfaction, this has a positive influence on the relative effects between organizational commitment and innovative academic performance which increased 0.023 but it is still significant. Considering the partial correlation coefficient is equal to 0.849 (2-tailed, $p<0.05$, adjust $R^2=0.933$), therefore, job satisfaction was the partial mediating variable (partial mediator). With regard to H6, table 2 indicates that the relative effect between trust in organization and innovative academic performance is significant at the level of 0.05 ($\beta=0.642$, adjust $R^2=0.597$). Thus, H6 is supported. Finally, the results of the multiple regression analysis of characteristics on a change agent has significance effect on innovative academic performance with statistically significant at the level of 0.05 ($\beta=1.176$, adjust $R^2=0.925$). Therefore, H7 is supported.

4. Discussion

This research explores the relative effect between leadership characteristics as a change agent of the lecturers in a private university and the innovative academic performance, the result of this research as the role of higher education (university) as a change agent influenced the perceived organization image as a change agent and the concept of characteristics as a change agent of lecturers in a private university. As the result of this study, it is shown that leadership characteristics as a change agent will have a direct and positive effect on organization commitment. The feature with the highest level was the feature of Networking and Achieving ($\beta=0.377$, $p<0.05$): inspirational communicator, networker and achiever. The survey conducted by the lecturers who have the ability to communicate and to build networks. There are key features of the teaching staff in higher education institutions, this requires the teaching staff who have the distinctive and confidence and are willing to do anything to succeed (Schein, 1996). Discussion on the result of this research on the effect of characteristics as a change agent has relative effects on organization commitment which decreased when perceived organization image is the moderating variable. These higher educational institutions which are seen and recognized by the surrounding society and is one of the social institutions made contributions to the society and the nation. From the research of Burmann and Zeplin (2005), they mentioned that organizational commitment is about “the extent of psychological attachment of employees to the organizational image, employees has a positive influence on the sense of trust and confidence in their organization.” Moreover, this study can be concluded that characteristics as a change agent will have a direct and positive effect on trust in an organization. The feature with the highest level was the aspect of valuing individuals ($\beta=1.435$, $p<0.05$). With regard to H3, it is shown that organization commitment will have a direct and positive effect on job satisfaction. Employees are proud to tell others that they have worked for the organization and show a willingness to make the effort and commitment which is greater than others expected. Regarding to H4, this study found that job

satisfaction will have a direct and positive effect on innovative academic performance. This is a collective responsibility for higher impact positivity on the production of academic quality. This is based on expectations of a higher education institution which influenced the development and changes in the context of society. This is consistent with several studies which found that performance is an antecedent to job satisfaction. With regard to H5, the result showed that organization commitment has a direct and positive effect on innovative academic performance. The organization provides full support for encouraging lecturers to produce innovative academic work to benefit society. This is consistent with research of Meyer et., al (1989), who argued that research discoveries keep on showing that larger amounts of commitment are identified with higher job performance. As the result of analysis of H6, Chenhall and Smith (2003) recommended that trust in organization encourages achieving the goals both individual and organizational. Finally, regarding to H7, this study found that characteristics as change agent will have a direct and positive effect on innovative academic performance. This makes clear that with a specific goal to innovate; organization ought to have innovative workers. Building up the innovative capability of an employee is imperative, as it is specifically identified with organizational profitability and effectiveness.

Theoretical and Managerial Implications

Theoretical Implication

This study has led theories to create variables in order to test the hypotheses on the antecedents and consequences of the innovative academic performance. This study has also taken the social theory and social identity theory to be a key part of the conceptual consideration on creating the important variables in this study especially the perceived organization image. Job satisfaction that is reflected by supervision does not directly affect the improvement of lecturer's performance of private universities that is reflected primarily in research and organizational field. Commitment is capable to improve lecturer performance, especially in the research and development field.

Managerial implications

This study provides important implications for executive boards in any university. Generally, this study reveals that desirable characteristics of human resources (academic staffs) who create academic performance, which is important to the organization and functions. The findings could help to create the strategy of human resource development in order to develop leadership that contributes to change, because these leadership characteristics can help facilitate changes in the organization, and achieved more. This study challenges management to move forward with more evaluation on concerning how and why the perception of organization members affects the employee's innovative performance and employee attachment toward the organization.

Limitations and future research directions

First, the study uses a sample from a single source (a private university), this is a limitation because of its restrictive generalizability. Second, this study does not concentrate on the impact of the mediating variable when trust in an organization is a mediator. Third, among the 104 samples, some lecturers were not sure considering individual innovative performance. Fourth, the study uses only a sample from a private university. Future research may also seek to explore how different the results will be when focusing on the divergent types of universities between private universities and public universities. This should be studied with more diverse samples, including samples of public university's lecturers; it may have different perspectives because the public university will be available for almost every aspect.

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