

OPINIONS OF IRPC EMPLOYEES IN THE BANGKOK BRANCH TOWARDS
ORGANIZATIONAL CULTURE AND ORGANIZATIONAL COMMITMENT



Presented in Partial Fulfillment of the Requirements for the
Master of Arts Degree in Business English for International Communication
at Srinakharinwirot University

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Chanidapa Sangkoontana. (2012). *Opinions of IRPC Employees in the Bangkok Branch towards Organizational Culture and Organizational Commitment*. Master's Project, M.A. (Business English for International Communication). Bangkok: Graduate School, Srinakharinwirot University. Project Advisor: Ms. Sopin Chantakloi.

This study attempted to explore opinions of IRPC employees in the Bangkok branch towards organizational culture and organizational commitment. The instrument used for collecting data in this study was a questionnaire. The participants of the study were 228 IRPC employees permanently working for IRPC in the Bangkok branch for at least three years. The questionnaire distribution and data collection were conducted in September 2011. The data were analyzed by using percentages, mean scores, and standard deviations.

The results of the study revealed that the overall characteristics of organizational culture highly influence the organizational commitment. In sequence of means, it was found that the individualism and collectivism strongly influenced IRPC employees' organizational commitment especially in terms of teamwork and assistance among co-workers, while the power distance moderately affected their commitments. In terms of the organizational commitment, the study found that IRPC employees fit well into all models of organizational commitment including affective commitment, continuance commitment, and normative commitment.

ความคิดเห็นของพนักงานบริษัท ไออาร์พีซี จำกัด (มหาชน) ในสาขากรุงเทพฯ

ต่อวัฒนธรรมองค์กรและความผูกพันองค์กร



เสนอต่อบัณฑิตวิทยาลัย มหาวิทยาลัยศรีนครินทรวิโรฒ เพื่อเป็นส่วนหนึ่งของการศึกษา

ตามหลักสูตรปริญญาศิลปศาสตรมหาบัณฑิต

สาขาวิชาภาษาอังกฤษธุรกิจเพื่อการสื่อสารนานาชาติ

มิถุนายน 2555

ชณิตาภา สังข์คุณธนา. (2555). *ความคิดเห็นของพนักงานบริษัท ไออาร์พีซี จำกัด (มหาชน) ในสาขา
กรุงเทพฯ ต่อวัฒนธรรมองค์กรและความผูกพันองค์กร*. สารนิพนธ์ ศศ.ม. (ภาษาอังกฤษธุรกิจ
เพื่อการสื่อสารนานาชาติ). กรุงเทพฯ: บัณฑิตวิทยาลัย มหาวิทยาลัยศรีนครินทรวิโรฒ. อาจารย์
ที่ปรึกษาสารนิพนธ์: อาจารย์โสภณ จันทะคล้อย.

การวิจัยนี้มีวัตถุประสงค์เพื่อศึกษาความคิดเห็นของพนักงานบริษัท ไออาร์พีซี จำกัด (มหาชน)
ในสาขากรุงเทพฯ ต่อวัฒนธรรมองค์กรและความผูกพันองค์กร เครื่องมือที่ใช้ในงานวิจัย คือ
แบบสอบถาม กลุ่มประชากรในการวิจัย คือ พนักงานประจำของบริษัท ไออาร์พีซี จำกัด (มหาชน) ที่มี
อายุการทำงานมากกว่า 3 ปีขึ้นไป จำนวน 228 คน ผู้วิจัยได้ดำเนินการแจกแบบสอบถามพร้อมทั้งเก็บ
ข้อมูลในเดือนกันยายน 2554 และนำข้อมูลที่ได้รับมาวิเคราะห์ผลโดยใช้ค่าร้อยละ ค่าเฉลี่ย และค่าความ
เบี่ยงเบนมาตรฐาน

ผลการวิจัยพบว่า พนักงานบริษัท ไออาร์พีซี จำกัด (มหาชน) มีความคิดเห็นว่าวัฒนธรรม
องค์กรมีอิทธิพลมากต่อความผูกพันองค์กร โดยเฉพาะลักษณะความเป็นปัจเจกชนและกลุ่มนิยมมี
อิทธิพลอย่างยิ่งต่อความผูกพันองค์กรของพนักงานไออาร์พีซี และลักษณะความเหลื่อมล้ำของอำนาจมี
อิทธิพลในระดับปานกลางต่อความผูกพันองค์กรของพนักงานไออาร์พีซี ทั้งนี้ผลการศึกษาพบว่า

พนักงานไออาร์พีซีมีความผูกพันต่อองค์กรทุกด้านในระดับสูง ได้แก่ ความผูกพันด้านความรู้สึก ความ

ผูกพันด้านความต่อเนื่อง และความผูกพันด้านบรรทัดฐานทางสังคม



The Master's Project Advisor, Chair of Business English for International Communication Program, and Oral Defense Committee have approved this master's project The Influence of Organizational Culture on the Organizational Commitment of IRPC Employees in the Bangkok Branch by "Chanidapa Sangkoontana" as partial fulfillment of the requirements for the Master of Arts degree in Business English for International Communication of Srinakharinwirot University.

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May, 2012

ACKNOWLEDGEMENTS

This research was accomplished with the contributions and supports from many people. I would like to take this opportunity to express my appreciation to them.

I wish to acknowledge my indebtedness to Ms. Sopin Chantakloi, my master's project advisor, for her dedication in giving helpful advice, valuable comments and encouragement throughout the study. Without her, this success would not have been achieved.

My sincere gratitude is extended to my project committees: Dr. Wanlapa Thaijinda and Ms. Nattha Kaewcha, for their valuable guidance and helpful suggestions which added greatly to my study.

I am very grateful to Ms. Patchara Pipitkul for her kind suggestions and recommendations for SPSS program, and thanks are also given to all instructors in the Business English for International Communication Program for their teaching and advices throughout my study in this program.

I am also deeply thankful to Mr. Suchay Suksawee, Human Resources Management Department Manager of IRPC, for his permission and support to conduct the study.

Lastly, special thanks go to my beloved family and friends for their love, encouragement, and understanding during my study.

Chanidapa Sangkoontana

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CHAPTER 1

INTRODUCTION

Background of the Study

In the current business competition, many organizations have to put forth much effort to do everything possible to become or remain competitive. It is noticed that it is not only true in Thailand, but also the other South East Asian countries that face rapid changes occurring in the market place. The changing circumstances come from such factors as technological development, higher education of employees, domestic and global competition, and the worldwide economic climate. These factors also affect other aspects of organizational functioning, such as organizational commitment (Ngamchokchaichaoen, 2003).

According to Mowday, Porter, and Steers (1982), organization commitment is usually referred to an employee's psychological attachment to the organization. In terms of human resource management, organizational commitment is an important tool that can push the employees' opinions towards their organization. In addition, organizational commitment also correlates with some organization behavior (Phukaoluan, 1998). Moreover, the positive outcomes of organizational commitment reflect higher rate of attendance, employee retention, better job performance, higher quantity and quality of work, reduced tardiness and reduced the amount of employee turnover (Tan & Akhtar, 1998; Somers & Birnbaum, 1998). Angle and Perry (1981) asserted that if the employees in an organization have low organizational commitment, human resource management may face bigger problems including an increase of resignation, absenteeism, and the tardiness.

To build effective organizational commitment, the management philosophy, in terms of organization culture, is employed. Kotter and Heskett (1992) pointed out that organizational culture is a method of managing an organization to improve its overall effectiveness and performance. For the industrial sector, organizational culture is an influential tool used to quantify the organization functions (Gray et al., 2003).

Consequently, understanding organization culture is necessary because it affects not just particular thoughts, values, and feelings, but rather the interactions and performances in an organization (Lawson & Shen, 1998).

Statement of the Problems

In 2010s, the petrochemical industries are encountering noticeable and increased competition among the industrial sector. A competition will be affected by an increasingly intense competitive environment. Organizational achievement will come from the capability with cooperation of the community and its customers. Employees are considered to be paramount in providing sustainable accomplishments for organizations resulting in an increased competitive advantage. Phukaoluan (1998) suggested that employees are considered to become “the extremely valuable cost” (p. 20). Therefore, maintaining effective and high-performance employees should be recognized towards achieving organizational culture in terms of power distance, uncertainty avoidance, individualism and collectivism, and masculinity and femininity.

One of the leading players in petrochemical sector is IRPC Public Company Limited, previously known as Thai Petrochemical Industry Public Company Limited (TPI). The organization has participated in the petrochemical and petroleum business for more than 20 years. IRPC is a pioneer in the integrated petrochemical industry in the South East Asia. Its refinery and petrochemical complexes are situated on its own

industrial estate on the Eastern coast of Thailand in Choeng Nern District, Rayong Province. IRPC also operates another administration branch located at Energy Complex Building in Chatuchak, Bangkok. Besides its basic utilities operations, there are necessary supporting facilities to its business operation including deep-sea port, tank farm and power plant.

In terms of business, IRPC operates petrochemical and refinery businesses where petroleum products are also the source of raw materials for the petrochemical plants. With its oil refining total capacity of 215,000 barrels per day, IRPC is Thailand's 3rd largest oil refinery organization. It produces various kinds of refined oil, including diesel, gasoline, lube based oil, and asphalt.

According to the various economic stimulus plans adopted by governments around the world throughout 2011, the global economy has shown significant recovery. To sustain a positive business momentum and to become the Top Quartile Integrated Petrochemical Complex in Asia by 2014, IRPC has continuously developed its business plan and strategies. The top management administrators realize that having personnel with high commitment is an important factor to IRPC short and long term success. The organization emphasizes "human capital" or "employees" which are regarded as a vital asset that creates higher value to the organization and keeps the organization taking leadership as a fully-integrated petrochemical player. Thus, the organization should realize how to develop and improve the organization in order to motivate and encourage its employees. In addition, these motivated employees may have strong organizational commitment by accepting the organization goals, by willing to show their sincerity along with a full range of knowledge and capabilities of their work. Furthermore, the high-commitment employees will be the key drivers that enable the organization to achieve the

organization's goal of being a high performance organization, increase competitiveness and realize its vision of becoming the leader in Asia's petrochemical industry by 2014.

As mentioned above, IRPC has recently introduced the organizational commitment, and feels its necessary to learn how the organizational culture prepares the organization for taking leadership as a fully-integrated player.

Objectives of the Study

The main objectives of the study are:

1. Explore how organizational culture influences the organizational commitment of IRPC employees in the Bangkok branch.
2. Investigate three models of organizational commitment regarding affective commitment, continuance commitment, and normative commitment and determine which model the IRPC employees fit in.

Significance of the Study

This study can provide information to human resource management to develop the organization influencing organizational culture on commitment. Human resource management also could use the results of this study as a guideline to enhance strong commitment of its employees which will significantly result in reducing turnover and retaining its strong workforce.

The organization will also continuously grow and become more stable with the loyal employees. The more the employees value themselves as one of organizations' assets, the more likely they are to stay with the organization.

Research Questions

1. How does the organizational culture influence the organizational commitment of IRPC employees in the Bangkok branch?
2. Which model of organizational commitment including affective commitment, continuance commitment, and normative commitment do IRPC employees fit in?

Scope of the Study

The study focuses on how organizations process employees by creating the effective commitment that transmit beliefs, values, and norms towards employees. IRPC is selected for this study because it is a pioneer in the integrated refinery and petrochemical business in South East Asia. Moreover, IRPC has succeeded in petroleum, petrochemical and other industries with revenue in the amount of 221,611 million baht in 2010 (IRPC Annual Report, 2010).

To answer the research questions, this research aims to study the organizational culture influencing organizational commitment and the model of organizational commitment that the IRPC employees in the Bangkok branch fit in.

The target participants of the study have been working for IRPC in Bangkok branch for at least three years. This is well supported from some of employees stating that the participants with at least three-year experience with IRPC may have some commitments to the organization. The questionnaires designed to explore the organizational commitment were distributed to 228 IRPC employees regardless of gender, age, and educational level. The participants were asked to participate in this study, and complete a set of questionnaires.

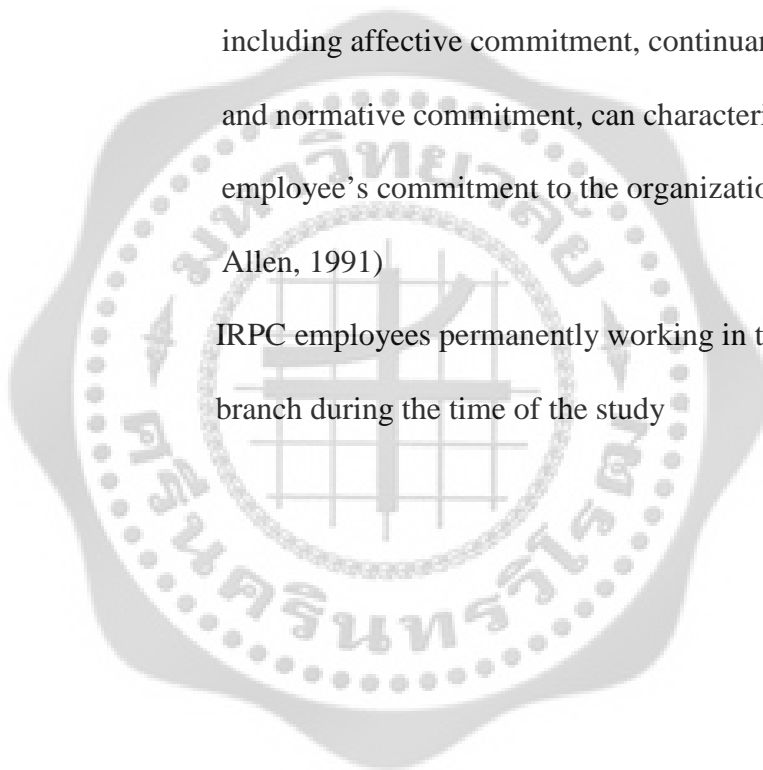
Definitions of Terms

The definitions of the terms used throughout this study are presented below:

Organizational Culture: a set of values, morals, and understanding of organization members' behavior

Organizational Commitment: an attitude that reflects the strength of the linkage between an employee and an organization, such as feeling and behavior. Three-component model of commitment, including affective commitment, continuance commitment, and normative commitment, can characterize an employee's commitment to the organization (Meyer and Allen, 1991)

Employees: IRPC employees permanently working in the Bangkok branch during the time of the study



CHAPTER 2

LITERATURE REVIEW

To understand the overall concept of this study, this chapter focuses on related literature concerning characteristics of organizational culture and models of commitment in an organization. This chapter reviews four areas including theoretical background of the concept of organizational commitment, organizational culture and characteristics of organizational culture, organizational commitment, and related studies.

Theoretical Background of the Concept of Organizational Commitment

It is noticed that commitment in the workplace is continually popular in the literature on many disciplines including industrial psychology, industrial sociology, management, business administration and also public administration (Cohen, 2007).

Porter, Steers, Mowday and Boullian (1974) mentioned that the earlier studies on organizational commitment viewed the concept as a single dimension, based on an attitudinal perspective, embracing identification, involvement, and loyalty. The psychological attachment formed by employees in relation to the identification and involvement with the respective organization also represents as an attitudinal perspective (Peter et al., 1974).

In addition, Porter et al. (1974) asserted that organizational commitment is a willingness to exert extra effort on its behalf, and identification with the values and goals of the organization. Organizational commitment is further referred to an attachment to the organization characterized by an intention to remain in it. Individuals consider the

extent to which their own values and goals relate to that of the organization; as a result, it is considered to be the linkage between the individual employee and the organization.

Howard Becker's (1960) introduced "Side-bet" theory, another perspective on organizational commitment. This theory was one of the earliest attempts to study a comprehensive conceptual framework about organizational commitment from perspective on the individual's relationship with the organization. According to Side-bet theory, the relationship between employees and organization are investments or contract of economic exchange behavior. 'Side-bet' refers to the accumulation of investments valued by the individuals. It is also suggested that committed employees are committed because they have totally hidden or somewhat hidden investment. Becker also claimed that the greater the costs and investments which accrue, the more difficult a person disengages from a consistent pattern of maintaining membership in the organization.

Supporting the "side-bet" theory, Mowday, Porter and Steers (1982) described organizational commitment as a behavior relating to process by which individuals become fit into a certain organization. This behavioral aspect of organizational commitment is explained through calculative or normative commitments. This type of commitments refers to an employee's commitment to continue working for the organization based on the notion of weighting cost-benefits of leaving an organization (Hrebiniak & Alutto, 1972).

Allen and Mayer (1990) asserted that normative commitment is employee's feeling with some obligation to remain in the organization. For example, the organization may have invested resources in training an employee who then feels a moral obligation to put forth effort on the job and stay with the organization to repay the debt.

According to the study of Meyer and Allen (1991), it was viewed that organizational commitment has two dimensions; affective and continuance. The affective

commitment is a positive feeling of identification with attachment and involvement in the workplace; however, the continuance commitment is the extent which employees feel committed to their organization by virtue of the costs that they feel concerned with when leaving.

In sum, three dimensions of organizational commitment are psychological states that can characterize organizational member's relationship with the organization. Each dimension of organizational commitment relates to the employee's decision in continuing or discontinuing being a member in the certain organization.

Organizational Culture

Organizational culture has been defined according to a variety of researchers' views. Rachid et al. (2003) and Lund (2003) stated that organizational culture is a set of key values, beliefs, and behavior model especially the employees behavior, that shape the significant identity of organization. Recardo and Jolly (1997) also cited that organizational culture is generally a set of values and beliefs understood and shared by members in an organization. It can shape and determine the member's behaviors and the practices in the organization. Moreover, the organizational culture does not relate to only thoughts, values, and actions, but also, the combination of organizational employee's sharing, learning, and internalization (Lawson & Shen, 1998). It is also observed that an employee could contribute the success to the organization in various aspects such as economy, growth, and financial if the employees knows the organizational culture (Maloney & Federle, 1990).

Besides, the organizational culture can drive the workforce's behavior and more importantly influence a large-scale of productivity and operational efficiency. It can

control the members' behavior and can lead to the proper working directions. In short, organizational culture generally reflects the organization itself (Korwattanasakul, 1996).

Organizational culture is also indirectly influencing behavior by using proper managerial tools, such as strategic direction, goals, tasks, technology, structure, communication, decision making, cooperation and interpersonal relationships, and so forth, which are all designed to do things (Martins & Terblanche, 2003).

In conclusion, in order to become an efficient organization, organizational culture should be definitely emphasized since it directly affects how an organization can effectively survive. Moreover, the organizational culture can create the identity among personnel and commitment to the organization.

Characteristics of Organizational Culture

The current study is emphasizing the variables of organizational culture in accordance with the cultural framework introduced by Hofstede, an influential Dutch psychologist and anthropologist. Hofstede's cultural framework includes power distance, individualism and collectivism, masculinity and femininity, and uncertainty avoidance.

Power Distance

Power distance is defined as the extent to which the less powerful members of organizations accept and expect that power is distributed unequally (Hofstede, 2009). It expresses about working characteristics, participation, the relationship between supervisor and subordinates, and difference in rewards and salary among people who have different power and authorities.

In organizations with high power distance, the supervisor and subordinates will never have the same status and will have a high structure with a lot of executive levels.

The authorities are centralized to few core persons, the subordinates are required to report to immediate supervisors by cascading or hierarchy which reflects the existential inequality between higher-ups and lower-downs. For example, people under supervision expect to be assigned or informed what to do. Supervisors will be the ones who make the decisions, command or influence subordinates, and encourage their subordinates in managing things by offering rewards as incentives. It is observed that a big salary gap system is maintained between management and lower levels. In addition, special privileges for upper management such as parking spaces, lavatory and private elevators are provided to represent the status (Hofstede, 1997: 27-30).

For the organizations with a low power distance, supervisors and subordinates will have equal status. However, the positioning level shows the inequality of roles in order to be convenient to work with and these roles can be changed. Supervisors can get along with their subordinates well, encourage their subordinates to coordinate in managing things and let them have feelings of participation. Furthermore, the ideal of democratic management exists in the organization. These subordinates are pleased to make their own decisions by consulting with their supervisors. The final decisions will be made by the upper management levels, after subordinates obtain the results from brainstorming among them (Hofstede, 1997: 30-37).

Individualism and Collectivism

Individualism and collectivism is related to the integration of individuals into primary groups (Hofstede, 2009). It also expresses working behavior, for instance, working with a team, working alone, and working atmosphere. The relationship between individualism and working goals include personal time, freedom, and working related challenge represents the independence from an organization. Whereas, the relationship

between collectivism and working goals in training, physical condition, and use of skills represents reliance on the organization (Hofstede, 1997: 51-52).

While an organization which values a culture of individualism, the relationship between employees and employers is in the form of exchanging benefits to each other. The individualism organization will reflect its opinion in the form of encouraging employees to have working independence and containing competition among the employees. Employees behave in accordance with whatever they are interested in. The employees, as a result, are assigned to work consistent with their interests. It is believed that employees are willing to work so that they can receive some benefits, rewards, or satisfy their needs of both economy and mentality (Hofstede, 1997: 67).

In contrast, for the collectivism organization type, employees will express their feelings to what their groups are interested even though it conflict with their real feelings. The organizations encourage employees to work together in groups or teams and encourage an agreement. Employees rely on one another for coordination and for cooperation. Supervisors always need their subordinates to present their ideas, opinions and express agreements. The relationship between employees and employers is in the form of ethics and morals, and is similar to family relationship. Harmony should always be maintained and direct confrontations avoided (Hofstede, 1997: 166-171)

Masculinity and Femininity

Masculinity and femininity is related to the division of emotional roles between women and men (Hofstede, 2009).

The organization which follows the masculinity type prefers the achievement, heroism, assertiveness, and material success (Hofstede, 1991). Employees seem highly enthusiastic in competition and have high motivation to become successful. Employees

concern with reasons rather than feelings, and they are not afraid to make decisions. Supervisors are expected to be decisive and assertive. People show off their power and would like to be on top of everything. Employees consider salary, wealth, proficiency, and challenge to be important while at the same time stress on equity, competitions among colleagues and performance are found (Hofstede, 1997: 80-96).

In contrast to masculinity, relationships towards supervisors, cooperation, friendly working environments, quality of work life, and stability of work are considered to be important for the femininity organization. Employees feel sympathetic for others and keep good relationships with others emphasizing on correlating relationships and services. Supervisors solve problems or conflicts with compromise and negotiation, at the same time they use much endeavor to make harmony in the organization and do not pay attention to leadership and freedom. Supervisors use intuition and strive for consensus (Hofstede, 1997: 98, 1984: 200-205).

Uncertainty Avoidance

Another characteristic of organizational culture, uncertainty avoidance, expresses the characteristics that members in an organization avoid the pressure of uncertainty things or ambiguous situations. It deals with an organization's tolerance for uncertainty and ambiguity and indicates to what extent a culture programs its members to feel either uncomfortable or comfortable in unstructured situations which are novel, unknown, surprising, and different from usual (Hofstede, 2009). Organization members believe in culture and a certain system. It is unwise to go against new changes and inventions. Yet, they trust in the certification and officially accept the word from any profession in any field. They also respect elders because of their knowledge, intellectualness, age, and experience. In the organization which has strong certainty avoidance, employers set rules

and regulations in both formal and informal styles for controlling employees not to break the rules and regulations (Hofstede, 1984: 132-140).

On the other hand, for organization with weak uncertainty avoidance, employees work hard when they want to face low pressure at work, and have high motivation to become successful. Furthermore, the employees in an organization accept high risk and accept high ambition in their work progress. Conflicts in an organization may be caused from times to times (Hofstede, 1997: 111-126).

To conclude, it is essential to understand each characteristic of organizational culture if you want to make changes to how work is done, what type of work is being done, or at the broadest level, to affect the organization's standing in its industry. Understanding the organizational culture can mean the difference between attracting and retaining good employees and keep the best employees with an environment that encourage, challenge, or reward them.

Organizational commitment

Definitions of organizational commitment include the description by Miller (2003) that the organizational commitment is a state in which an employee identifies with a particular organization and its goal, and wishes to maintain membership in the organization. Therefore, the degree in which an employee is willing to maintain membership based on interest and association with organization's goals and values. Bateman and Strasser also stated that organizational commitment has been operationally defined as multidimensional in nature, involving an employee's loyalty to the organization, willingness to exert effort on behalf of the organization, degree of goal and value congruency with the organization, and desire to maintain membership (p. 95). Sheldon (1971) defined commitments as being a positive evaluation of the organization and the organizations goals.

According to Buchanan (1974), commitment is a bond between an individual (the employee) and the organization (the employer), though his own definition of commitment.

Organizational Commitment Model

According to Meyer and Allen (1997), the tri-dimensional model can be used to indicate employee's attitudes towards their organization. This model includes affective, continuance, and normative commitments, which can reflect the organizational commitment. (See Figure 1)



Antecedents distal → Process proximal → Commitment → Consequences

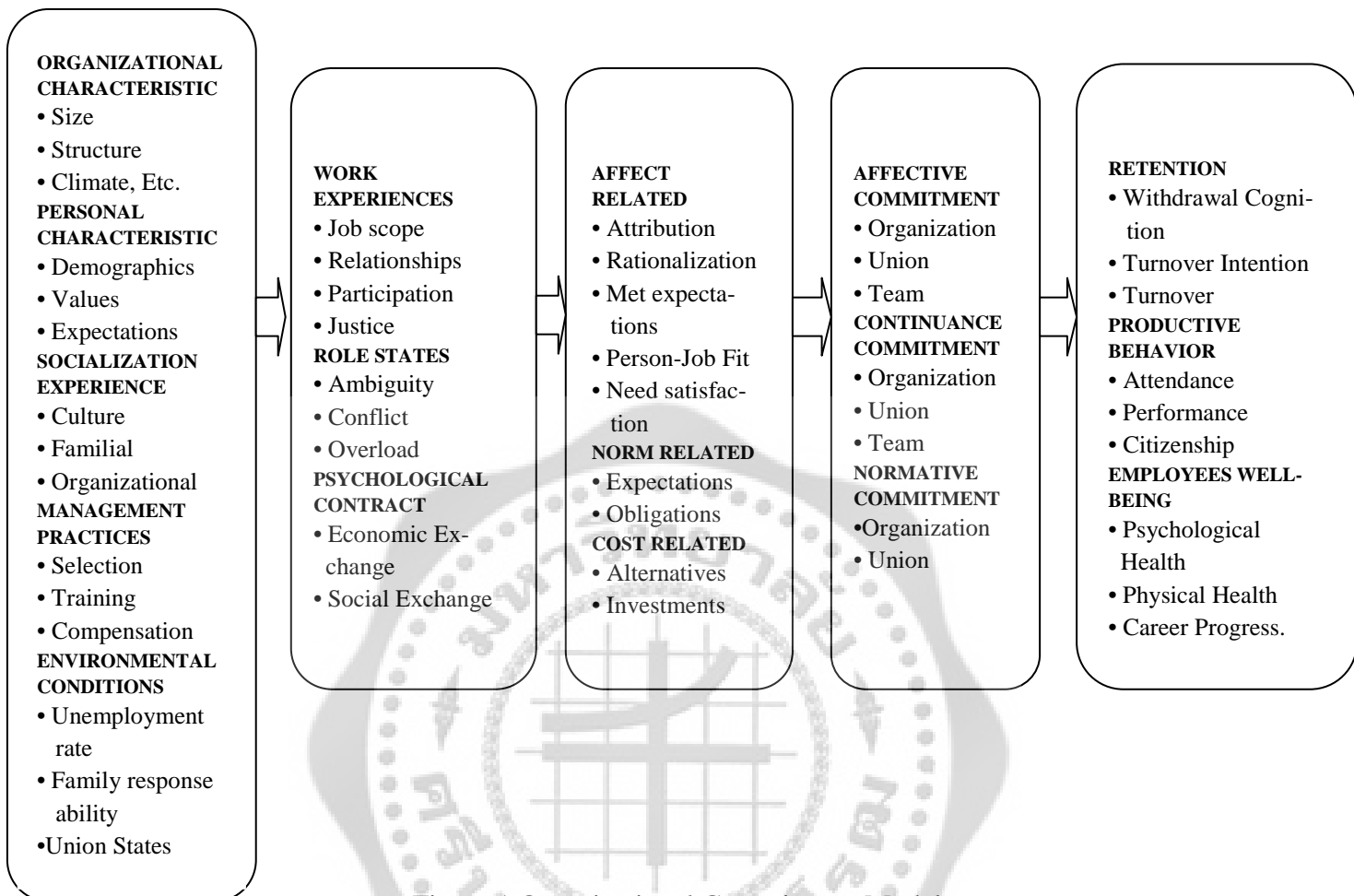


Figure 1 Organizational Commitment Model

Source: Meyer, J.P., & Allen, N.J. (1997). *Commitment in the workplace: Theory, research, and application*. Thousand Oaks, CA: Sage Publishing, Inc, p. 107.

Affective commitment

Affective commitment involve with emotional attachment, involvement in, and identification with the organization. The commitment exists when employees feel happy to be member of an organization, believe in the organization, and focus on the goal of the organization (Kanter, 1968 & Mowday et al., 1982).

Role clarity, goal difficulty, goal clarity, job challenge, personal importance, feedback, dependability and participation are considered to influence the affective

commitment. Some employees exhibit a strong belief in and an acceptance of the new organization's goals and value. This group of employees also exhibits a strong desire to maintain membership.

It is observed that members in an organization, who is committed to an organization on affective basis, continue working for the organization because they want to (Meyer & Allen, 1991). This group of members will stay with organization because of their personal employment relationship as similar to the goals and values of the organization (Beck & Wilson, 2000). Affective commitment is also seen to create "favorable intentions that help preserve and reinforce the relationship" and therefore plays an important role in the longevity of the relationship (Evanschitzky et al., 2006).

The strength of affective commitment is affected by extending to which the individual's expectations and needs about the organization are matched by their actual experience (Storey, 1995). Whereas, Beck and Wilson (2000) stated that affective commitment involves with identification and internalization. Individuals' affective attachment to their organization is firstly based on identification with their desire to establish a rewarding relationship with an organization.

Continuance commitment

The characteristic of continuance commitment is induced as a willingness to remain in an organization not out of loyalty or innate beliefs (Baker, 1960). The continuance commitment exists when employees are committed to the organization because of personal investment such as relationship with co-workers and pension accrual. The employees will perceive that it is costly to lose organizational membership or abandon the respective entity such as aborting a project (Meyer & Allen, 1991). Costs

may be both financial and non-financial (Becker, 1960), lack of alternatives (Hrebiniak & Alutto, 1972), or binding organizational arrangement (Hartmann & Bambacas, 2000).

The continuance commitment can be defined as an instrument attachment to the organization, where the individual's involvement with the organization is based on an assessment of economic benefits gained. Members in the organization develop the commitment to the organization because they gain the positive rewards (Beck & Wilson, 2000).

Tetrick (1995) also supported that the profit notion by defining a concept of the continuance organizational commitment as an exchange framework, whereby loyalty and performance are offered in return such as material reward and benefits. The need to stay is profit or return involved with continued participation; however, the termination of service is a cost associated with leaving.

The strength of continuance commitment, which implies the need to stay, is determined by the perceived cost of leaving (Meyer & Allen, 1984). Moreover, Best (1994) described that continuance commitment will be the strongest when availability of alternatives are few and the number of investments are high. This argument supports the view that when given better alternatives, employees may leave the organization.

Normative commitment

Finally, a third form of organizational commitment is normative commitment. Wiener (1982) argued that normative commitment should be viewed as the totality of internalized normative pressure to act in a way that meets organizational goals and interests. It can be explained by other commitment, for instance, marriage, family, and religion. Such perceived feelings generally motivate individuals to behave appropriately and do what is right for the organization (Meyer & Allen, 1991). Employees with a high

level of normative commitment remain in the organization because they feel that they 'ought to' do so (Meyer & Allen, 1990).

Wiener and Vardi (1980) asserted that the normative commitment is working behaviors of individuals, obligations guided by a sense of duty and loyalty towards the organization. In addition, organization members are committed to an organization based on moral reasons. This group of employees does not develop as strong an emotional attachment to the organization (Iverson & Buttigieg, 1999: 307-333). However, employees who possess high level of this form of commitment continue to work productivity as a result of cultural, familial, and organizational ethics that direct their behavior (Wiener, 1982).

The strength of normative commitment is affected by accepted rules about reciprocal obligation between organization and its members (Suliman & Lies, 2000). The reciprocal obligation based on the social exchange theory suggested that a person obtaining benefits is under a strong normative obligation or rule to repay the benefits in some way (McDonalds & Makin, 2000). It implies that individuals often feel an obligation to repay the organization for investing in them such as through development and training.

Three of these different characteristics can reflect different effects on workplace behavior. Zain, Ishak and Ghani (2009) mentioned that employees' commitment profile could be influenced by many factors, one of them being organizational culture.

Moreover, these three different characteristics are a psychological state that either characterize the employees' relationship with the organization or has the implications to affect whether they will continue to work with the organization (Meyer, Allen, & Smith, 1993).

To sum up, these three factors of commitment (-affective, continuance, and normative-) definitely affect each employee's behavior: employees' with strong affective

commitment will stay with an organization because of the preference; employees with strong continuance commitment will remain with an organization because of some benefits; and employees with strong normative commitment will stay with an organization because of reciprocation.

Related Study

Several studies have been conducted to explore the organizational commitment, accordingly, research relevant to this study in Thailand is revised and summarized as follows:

Sangudompaisan (2008) explored the factors affecting organizational commitment of Thanachart Bank (TBANK) employees and the level of their organizational commitment towards five aspects including the importance of work, compensation and fringe benefit, attitude with co-workers, recognition, and career advancement. The results of the study showed that TBANK employee's organizational commitment was at a high level and the two most influential factors influencing their organizational commitment were the importance of work and attitude towards co-workers.

Another research was conducted to investigate the perception of corporate culture and organizational commitment of employees in hotel business in Pattaya, Chonburi Province by Aungkanurakphan (2003). The study revealed that employees had their organizational commitment at a high level concerning the characteristics of affective commitment and continuance commitment.

In addition, Phakapongphan (2006) carried out a research regarding a perception of organizational culture and commitment of 382 operation officers in electronic industry in Rodjana Industrial Park. The findings revealed that those operation officers had a high level of organizational commitment. Employees with different of gender, education level,

marital status had no different perception of organizational commitment. However, age and period of working were factors affecting their organizational commitment.

The relationship between perception of organizational culture, organizational commitment and work absence of employees in instrument trading company was explored by Toyai (2007). The samples of the study were 178 employees chosen by random sampling. The result from this study showed that employees had perception of organizational culture at high level, had organizational commitment at high level, and had work absences at low level. Employees with different gender, age, period of working time and education level had no different organizational commitment. The perception of organizational culture was associated with organizational commitment which could be defined four characteristics consisting of power distance, uncertainty avoidance, individualism and collectivism, and masculinity and femininity. All characteristics were positive to organizational commitment.

Yodyimsiri (2009) investigated organizational culture and employees organizational commitment of the Stock Exchange of Thailand (SET). Three hundred officers of SET were as samples. The researcher used questionnaires as an instrument for the study. The result of the research shows that the majority of sample is female, aged between 28 to 40 years, held a bachelor degree or equivalent, had working experience more than seven years. Most of the sample had organizational culture at low level in term of power distance and uncertainty avoidance. On the individualism and collectivism characteristic, it is at high collectivism level. Organizational culture in characteristic of masculinity and femininity was at high level on femininity. The level of employees' commitment was at high level.

In conclusion, the organizational commitment in various business areas has been studied and revealed some significant results beneficial to some certain business.

However, based on the researcher's knowledge, a study concerning organizational culture and organizational commitment in the petrochemical industry has not been yet carried out. Since the petrochemical industry currently takes shape as a significant force for country economy and society, organizational commitment is focused as one of instrument to drive its workforce to reach the goals. As well as the organizational commitment also reflects the success of the organization itself. Consequently, this study is attempted to explore the influence of organizational culture on the organizational commitment of IRPC employees in the Bangkok branch.



CHAPTER 3

RESEARCH METHODOLOGY

This chapter presents the methodology of the research. It contains three sections: participants of the study, instrument of the study, and procedures of the study. The details are as follows:

Participants of the Study

The researcher interviewed a manager in the IRPC human resources management department for information regarding the current number of IRPC employees working in the Bangkok branch. It is revealed that there were 547 permanent employees working in the selected area during the time of the study. In order to obtain the proper sample size, the researcher employed Yamane's principle in the study. According to Yamane's sample size, the proper sample size of the study should be at least 222. In order to evenly distribute questionnaire to twelve departments at IRPC in the Bangkok branch, the participants of the study were 228.

The participants of this study, both male and female regardless of their ages, must be permanently employed and they must have at least three-years of employment at IRPC.

Nineteen participants were asked to complete questionnaires for each department. The convenience sampling method was used to select the participants who were willing to participate in the study.

Research Instrument

A set of questionnaires were used to collect the data for the study. The questionnaire employed in this research consisted of three parts as follows:

Part I: Demographic information of the participants

The first part focuses on demographic information including gender, ages, educational level, and total years of working as an IRPC employee.

Part II: The participants' opinion towards four characteristics of organization culture influencing organizational commitment

In answer to the first research question, the questionnaire was designed based on the model introduced by Lau and Idris (2001) with some modifications to suit the context of this study. The model solicited participants to explicitly identify their opinions towards each characteristic of organizational culture influencing organizational commitment regarding power distance, uncertainty avoidance, individualism and collectivism, and masculinity and femininity. Five statements were provided in each characteristic, so there were twenty statements for this part.

Part III: The participants' opinion towards organizational commitment

Based on the second research question, the questionnaire was adapted from the organizational commitment questionnaire or OCQ (Mowday et al., 1979). Nine statements used in the study explored the employees' opinions towards three models of organizational commitment including affective commitment, continuance commitment, and normative commitment. They also aimed to remain within the organization and employees' willingness to put forth more effort on behalf of the organization.

In part II and Part III, the participants were asked to provide their responses in the form of a five-point Likert scale ranged from: 5 (Strongly agree), 4 (Agree), 3 (Moderate), 2 (Disagree), to 1 (Strongly disagree). Five-point-scale of Likert Scale was designed to use in the questionnaire because it was believed that the odd-numbered scale provided an option for indecision or neutrality (Markusic, 2009). Therefore, the researcher designed the questionnaire with a five-point scale.

Since the target participants of this study were Thai IRPC employees and to ensure the respondents' clear understanding of the entire questionnaire, the questionnaire was in Thai language. The questionnaire including a cover letter explained the purpose of this study and assured the confidentiality of the employees' responses. The master project advisor and human resource department managers of IRPC in Bangkok branch were asked to examine the questionnaire content validity. Accordingly, their comments and suggestions on the questionnaire were used to revise and develop the research instrument.

According to Leedy and Ormrod (2005), a pilot test is essential because it can find out the questionnaire's validity used for collecting the needed information. Therefore, the researcher conducted a pilot test before conducting the survey in order to standardize, to test the quality and efficiency of the questionnaire before it was used in the main study. For this pilot test, the questionnaires were distributed to 23 employees who were willing to participate in the test. Participants in the pilot test, representing 10% of the research target group, were recruited from IRPC in Rayong which was not included in the selected area in this study. These pilot participants had at least three-years of employment. After responding to the questionnaire, the twenty-three participants were individually interviewed for their opinions regarding the comprehension of the statements in the questionnaires. Accordingly, awkward questions and ambiguous wording were

identified and revised. Finally, the final revised draft was used for gathering data. The final draft of the questionnaire used in the study was in Thai because the participants of the study were Thai employees. Furthermore, the English questionnaire was included in the Appendices according to the requirement of the study program.

Procedures of the Study

Data Collection

The researcher distributed questionnaires to twelve Bangkok department managers at IRPC in the beginning of the first week in September 2011. These department managers also distributed the questionnaires to their employees who were willing to participate in this study on the same day. The data of the study was collected from 228 participants, currently permanent employed and worked for IRPC in the Bangkok branch for at least three-years of employment. The voluntary participants were asked to complete and return the questionnaire to their department managers at the end of the week. After all questionnaires were collected, the data derived from the questionnaires were verified and analyzed.

Data Analysis

The researcher used the Statistical Package for Social Sciences (SPSS) to analyze the data gathered from 228 respondents. The outcomes were presented through descriptive statistics: percentage, standard deviation, and mean. Percentage was used to calculate and analyze the general information of the participants. The standard deviation was used to measure the variability of the distribution of a random variable. In addition,

the value of mean introduced by Pisarnbut (2007) was used for interpretation as follows:

1.00 – 1.80 = Very low

1.81 – 2.60 = Low

2.61 – 3.40 = Moderate

3.41 – 4.20 = High

4.21 – 5.00 = Very high



CHAPTER 4

FINDINGS

This chapter presents the findings of the study. The questionnaire collected demographic information of the participants, four characteristics of organizational culture influencing organizational commitment, and the participants' opinions towards organizational commitment.

Demographic Information of the Participants

This part provides the demographic information of 228 participants regarding gender, age, educational level, and total years of working as an IRPC employee. The demographic information data collected are presented as percentages (%) and followed by a descriptive data. The findings are presented in Table 1 as follows:

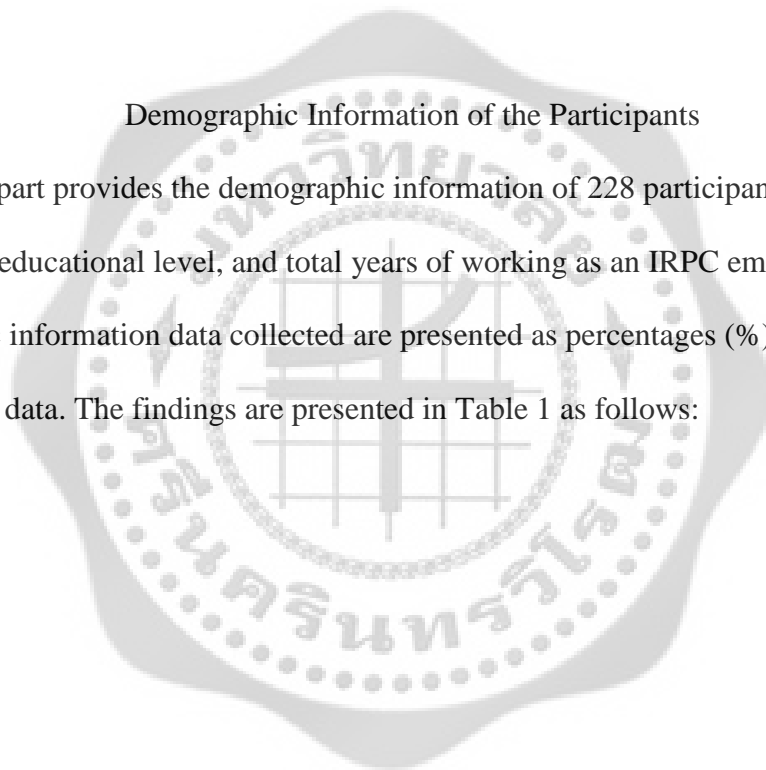


Table 1

Demographic Information of the Participants

General Information	N	%
Gender:		
Male	90	39.47
Female	138	60.53
Age:		
21-30 years old	34	14.90
31-40 years old	110	48.25
41-50 years old	81	35.53
Over 50 years old	3	1.32
Educational Level:		
Bachelor's degree or equivalent	190	83.33
Master's degree	30	13.16
Others	8	3.51
Total Years of Working as an IRPC Employee:		
0-3 years	4	1.75
More than 3 years	224	98.25
Total	228	100.00

Table 1 provides the demographic information of the participants as follows:

In terms of gender, the majority or 60.53% of the participants in this study were female. The remaining 39.47% of the participants in the study were male.

The data gathered on age and educational level revealed that most of the participants (48.25%) were between the ages of 31-40 years old, while only 1.32% of them were over 50. Additionally, 83.33% of the participants graduated with a Bachelor's degree, while 13.16% of them hold a Master's degree, and the remaining 3.51% of the participants in the study graduated at a diploma level.

In regard to the number of years of working as an IRPC employee, almost all of the participants (98.25%) have been working as IRPC employees for more than three years.

The Participants' Opinion towards Organizational Culture

This part explores the opinions of IRPC employees in the Bangkok branch towards the organizational culture including power distance, uncertainty avoidance, individualism and collectivism, and masculinity and femininity on organizational commitment. The standard five-point Likert scale was employed to measure each aspect. The data gathered in this part were presented in means (\bar{x}) and standard deviations (S.D.) followed by brief descriptions of the findings. Means (\bar{x}) were used to describe the average degree of the participants' opinions on the influence of organizational culture on organizational commitment. The mean score was interpreted according to the mean range introduced by Pisarnbut (2007). The standard deviation (S.D.) indicated the variation in the distribution of the data. The results are demonstrated in Tables 2 and 3.

Table 2

Characteristics of Organizational Culture Influencing Organizational Commitment

Characteristics of Organizational Culture Influencing Organizational Commitment	\bar{x}	S.D.	Meaning
1. Power distance	3.32	0.64	Moderate
2. Uncertainty avoidance	3.64	0.53	High
3. Individualism and collectivism	4.07	0.53	High
4. Masculinity and femininity	3.91	0.60	High
Total	3.73	0.47	High

Table 2 presents the mean score of IRPC employees' opinions towards the influence of organizational culture on organizational commitment. The findings reveal that mean score for all characteristics were rated between 3.32 and 4.07. From the study, the employees revealed that the overall characteristics of organizational culture influenced the organizational commitment at high level ($\bar{x} = 3.73$). The table shows that among the four characteristics, individualism and collectivism rated at the highest level ($\bar{x} = 4.07$), followed by masculinity and femininity ($\bar{x} = 3.91$), uncertainty avoidance ($\bar{x} = 3.64$), and power distance ($\bar{x} = 3.32$).

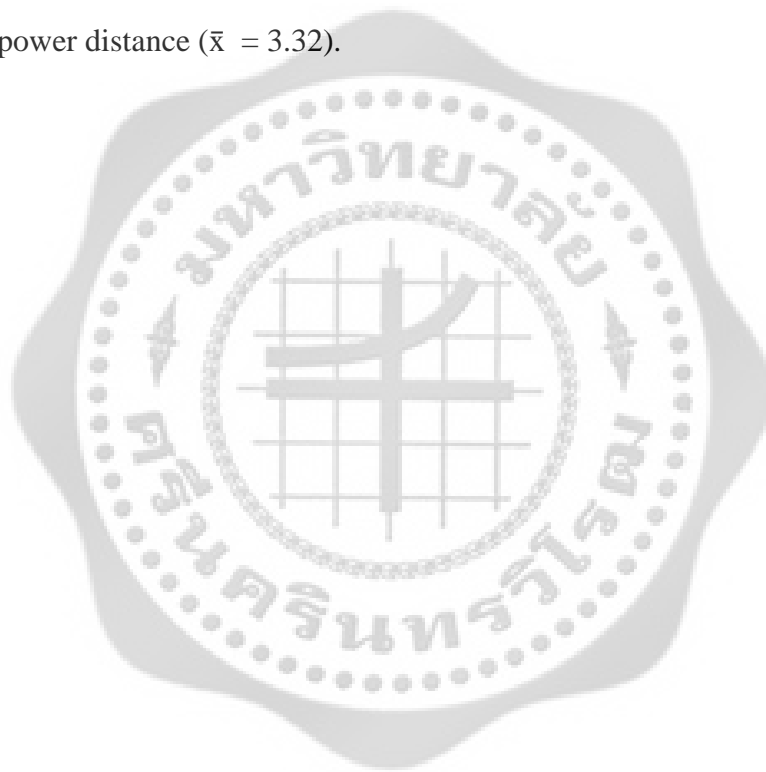


Table 3

The Participants' Opinion towards the Influence of Organizational Culture on Organizational Commitment

Power Distance	\bar{x}	S.D.	Meaning
1. Management properly assigns work to employees	3.46	0.72	High
2. Management fully gives employees the right to their own work.	3.67	0.79	High
3. Management and employees receive the same benefits with no differences, for example, vacation leaves and training courses.	3.14	0.98	Moderate
4. Management is fair with all employees at work.	3.09	0.97	Moderate
5. Decentralization of the organizational structure spreads over - every employee is responsible for their work.	3.24	0.72	Moderate
Total	3.32	0.64	Moderate
Uncertainty Avoidance			
6. Your organization is stable and sustainable.	4.13	0.67	High
7. Management has the responsibility to help solve problems in the workplace.	3.60	0.64	High
8. Employees are allowed to work without restraint.	3.65	0.67	High
9. Management encourages employees to have the right in making decisions by themselves.	3.41	0.79	High
10. Management listens to different opinion at work.	3.43	0.84	High
Total	3.64	0.53	High

Table 3 (continued)

Individualism and Collectivism	\bar{x}	S.D.	Meaning
11. The organization encourages employees to work in teams.	4.15	0.69	High
12. Employees can share their opinions when working in groups.	3.99	0.64	High
13. Management and employees realize the organization benefits rather than the individual's.	4.11	0.64	High
14. Regardless of what department employees work for, assistance among them is performed.	4.11	0.59	High
15. Employees work happily with others.	3.98	0.71	High
Total	4.07	0.53	High
Masculinity and Femininity			
16. Employees are satisfied with a better work life.	4.07	0.71	High
17. Employees can balance their private lives and working lives.	3.91	0.74	High
18. The organization takes care of you well in terms of well fare such as visiting employees when admitted in a hospital, and providing medical benefits for families.	4.04	0.64	High
19. Employees fully have the right to express opinions to the organization.	3.64	0.76	High
20. Employees are happy in work and have good mental health.	3.87	0.80	High
Total	3.91	0.60	High
Total of opinions towards organizational culture influencing organizational commitment	3.73	0.47	High

Table 3 reveals the results of the influence of organizational culture on organizational commitment in each of four characteristic including power distance, uncertainty avoidance, individualism and collectivism, and masculinity and femininity.

Regarding the power distance, participants expressed that the power distance influenced the organizational commitment at a moderate level ($\bar{x} = 3.32$). With regard to the five aspects within power distance, only two aspects were rated at a high level. The first one explored whether the management fully gave employees the right to plan their own work ($\bar{x} = 3.67$) and the second one investigated if the management properly assigned work to employees ($\bar{x} = 3.46$). Additionally, the participants rated the other three aspects at a moderate level. In terms of decentralization, the participants were asked if the decentralization of the organizational structure spreads over-every employee responsible for their work ($\bar{x} = 3.24$). Additionally, in terms of benefits, the participants were asked if the management and employees received the same fringe benefits with no differences. ($\bar{x} = 3.14$). The last aspect, focusing on the fairness, asked the participants whether the management was fair with all employees at work ($\bar{x} = 3.09$).

With respect to uncertainty avoidance, it was found that the uncertainty avoidance highly affected the organizational commitment ($\bar{x} = 3.64$). With the highest mean score, the participants thought that a stable and sustainable organization could influence their commitment greatly ($\bar{x} = 4.13$). Also, in terms of independence of work, the participants were asked whether they were allowed to work without restraint ($\bar{x} = 3.60$). While concerning the supervision, the participants were asked if the management had the responsibility to help solve problems in their workplace ($\bar{x} = 3.65$). Additionally, the employees also rated the other two aspects at a high level in terms of differentiation of opinions ($\bar{x} = 3.43$) and decision making ($\bar{x} = 3.41$). As previously mentioned, the participants were asked whether the management listened to different opinions at work as well as whether the management encouraged employees to make decisions themselves.

With regard to individualism and collectivism, the participants expressed the view that the individualism and collectivism influenced their organizational commitment at a

high level ($\bar{x} = 4.07$). Among five aspects within this characteristic, it was found that the organization encouraging employees to work in teams was rated with the highest mean score ($\bar{x} = 4.15$). Furthermore, two aspects in terms of organizational benefits and assistance among employees were equally rated with a high level ($\bar{x} = 4.11$). To support the mentioned findings, the participants were asked if the management and employees realized the organization benefits rather than the individual's. Moreover, the participants were asked if assistance was performed regardless of what department employees work for. The participants, additionally, revealed that sharing opinions and working happily highly influence the organizational commitment. The participants were asked whether employees could share their opinions when working in groups ($\bar{x} = 3.99$), and whether employees worked happily with others ($\bar{x} = 3.98$).

Finally, according to the masculinity and femininity characteristics, the overall IRPC employees felt that the masculinity and femininity highly affected their commitment ($\bar{x} = 3.91$). It was found that IRPC employees were extremely satisfied with their better work life ($\bar{x} = 4.07$). Besides, in terms of well-fare, the participants were asked if the organization took care of them well ($\bar{x} = 4.04$). Moreover, the participants thought that employees could balance their private life and working life ($\bar{x} = 3.91$), were happy in work and had good mental health ($\bar{x} = 3.87$), and fully had the right to express opinions to the organization ($\bar{x} = 3.64$).

The Participants' Opinion towards Organizational Commitment

This part presents which models of organizational commitment regarding affective commitment, continuance commitment, and normative commitment the IRPC employees fit in. Based on a five-point Likert scale, the participants were asked to rate their commitment according to each aspect. The results are shown in Table 4.

Table 4

The Participants' Opinion towards Organizational Commitment

Affective Commitment	\bar{x}	S.D.	Meaning
1. I realize myself to be an asset of the organization.	4.11	0.61	High
2. IRPC is the best organization to work for.	3.97	0.74	High
3. I have a strong commitment to IRPC and would like to stay with IRPC for the long term.	4.14	0.70	High
Total	4.07	0.57	High
Continuance Commitment			
4. I would like to be an IRPC employee until retirement.	4.14	0.70	High
5. I have received many benefits from being an IRPC employee.	4.07	0.72	High
6. There is a sustainable opportunity as well as stability in working for IRPC.	3.89	0.80	High
Total	4.03	0.66	High
Normative Commitment			
7. I am willing to dedicate yourself to IRPC.	3.97	0.75	High
8. I am willing to work hard in order to give great value back to IRPC.	4.00	0.71	High
9. If over-time is necessary then I am willing to do it.	3.81	0.90	High
Total	3.92	0.72	High
Total of opinion towards organizational commitment	4.01	0.57	High

As presented in Table 4, the findings reveal that opinions of IRPC employees towards the organizational commitment were at a high level. The total mean score on all aspects was 4.01. One noteworthy observation is that the highest mean score was affective commitment ($\bar{x} = 4.07$), followed by continuance commitment ($\bar{x} = 4.03$), and normative commitment ($\bar{x} = 3.92$).

In terms of affective commitment, it is found that the attitude of the majority of the participants towards the organizational commitment was a high level with the mean score from 3.97 to 4.14. The findings show that among the three aspects regarding affective commitment, the participants showed a strong preference to stay with IRPC for the long term ($\bar{x} = 4.14$). The employees also expressed that they also strongly recognized themselves to be an asset to the organization ($\bar{x} = 4.11$) and thought that IRPC was the best organization to work for ($\bar{x} = 3.97$).

With regard to continuance commitment, the overall IRPC employees' commitment was at a high level ($\bar{x} = 4.03$). With the highest mean score, the employees revealed that they wished to be an IRPC employee until retirement ($\bar{x} = 4.14$). Furthermore, the employees agreed that they had received many benefits from being IRPC employees, and there was a sustainable opportunity as well as stability in working for IRPC with the means of 4.07 and 3.89 respectively.

Finally, according to normative commitment, the overall IRPC employees revealed that they were willing to work hard in order to give great value back to IRPC with the highest level ($\bar{x} = 4.00$). It is followed by their willingness to dedicate themselves to IRPC ($\bar{x} = 3.97$), and their willingness to work over-time when necessary ($\bar{x} = 3.81$).

Overall, this chapter presented the findings of this study conducted to investigate the influence of organizational commitment of IRPC employees in the Bangkok branch. The participants' general personal background was indentified. It was found that the majority of the participants in the study were female with the ages between 31-40 years old. Most of them graduated at Bachelor's degree and have been working as IRPC employees for more than three years.

Summing up, the two research questions posed were answered based on findings. In answer to question 1, the findings indicate that the characteristics of organizational

culture in terms of individualism and collectivism exert an extreme influence the IRPC employees' organizational commitment. Furthermore, in answer to question 2, the findings show that IRPC employees have strongly commitment to their organization with the all models of organizational commitment including affective commitment, continuance commitment, and normative commitment at a high level.

Conclusion of the study, discussion of major findings, limitations of the study and recommendations for further studies are presented in Chapter 5.



CHAPTER 5

CONCLUSION AND DISCUSSION

This chapter contains three main sections: conclusion, discussion of the major findings, and limitations of the study and recommendations for further study. The details are as follows:

Conclusion

This study attempted to explore the organizational culture influencing organizational commitment, and the model of organizational commitment that IRPC employees in the Bangkok branch fit in. The instrument used for collecting data in this study was a questionnaire composed of three parts: (a) demographic information of the participants, (b) four characteristics of organizational culture influencing organizational commitment, and (c) the participants' opinion towards organizational commitment. The participants of this study were 228 IRPC Thai employees working in the Bangkok branch. The study was conducted in September 2011, and the data from 228 returned questionnaires were analyzed by using the Statistical Package for Social Sciences (SPSS) to identify the organizational culture influencing organizational commitment of employees, and to answer the research questions of this study. The details of the findings are as follows:

Discussion of the Major Findings

The following presents a discussion of the major findings in accordance with the research questions.

Research Question 1: How does the organizational culture influence the organizational commitment of IRPC employees in the Bangkok branch?

Regarding the first research question, the employees were asked to indicate their opinions toward organizational culture including power distance, uncertainty avoidance, individualism and collectivism, and masculinity and femininity. Overall, the study found that the organizational culture highly influences the organizational commitment.

According to the study, the results indicated that the individualism and collectivism was perceived as a dominant characteristic of organizational culture since there was a strong association with employees' organizational commitment. IRPC employees thought their organization greatly encouraged its employees to work in teams. Moreover, the management and employees both worked towards organization benefits rather than the individual's, and regardless of what department employees work for, assistance was also performed.

Regarding individualism and collectivism, it is the fact that the individualism and collectivism is associated with the integration of individuals into primary group. The findings showed that teamwork was considered to be important, which may be plausibly resulted from the fact that the IRPC management constantly encourages employees to interact with other co-workers and promote teamwork culture. Among employees, it is believed that each co-worker might be helpful to achieve work goals of one another. As a result, being friendly and supportive co-workers possibly leads to an effective organizational commitment. Generally, working in teams is increasingly important to

productivity; it facilitates the meeting of affiliate needs within the workplace and has been directly connected to organizational commitment. Therefore, based on the findings, to strengthen an organizational commitment, IRPC management should allow employees to brainstorm and share their ideas together. Consequently, the organization could possibly gain some fruitful and significant outputs from them. In addition, the management should place emphasis on the internal communication and value group working to promote knowledge and understanding of the vision and core values of the organization. This may help the IRPC human resource management department motivate its employees to perform their work efficiently within the scope of their responsibility and help enable the organization to achieve its goal of being a high performance organization.

According to the employees' attitude, the results showed that IRPC employees shared their opinion when working in groups and worked happily with others. It was consistent with the IRPC policies and practices that emphasize on promoting knowledge management and enhancing working happily practice. IRPC management, furthermore, believes that happiness in everyday work is the beginning of creating new products and innovation. It can be assumed that IRPC employees regularly share and happily learn not only inestimable know-how, but also effective working procedure from each other. It is well supported by the interview with IRPC human resources (HR) department manager stating that the employees are capable of maintaining self development which is a crucial factor driving the organization towards being a knowledge-based organization and achieving its goals in the future.

The results of the study were consistent with the findings of Yodyimsiri's study (2009) emphasizing an organizational culture and employees organizational commitment of the Stock Exchange of Thailand (SET). Yodyimsiri concluded that the organization should focus on organizational culture in terms of individualism and collectivism. She

also recommended that the management should allow employees to voice their opinions on work and taking part in planning organization event. In addition, teamwork and assistance among co-workers should be promoted. This is well supported by Hofstede's theory stating that the organization with individualism and collectivism characteristic usually encourages employees to work cooperatively together in groups, and the teams regularly rely on one another for cooperation. Therefore, it can be plausibly assumed that individualism and collectivism characteristic can strongly affect employees' organizational commitment.

In addition, the study revealed that among the four characteristics of organizational culture influencing organizational commitment, masculinity and femininity was also highly influential. IRPC employees felt highly satisfied with their working life and they thought that the organization took care of them well in terms of welfare such as visiting employees when admitted in a hospital, and providing medical benefits for families.

Regarding uncertainty avoidance, the findings indicated that it also highly influenced IRPC employees' organizational commitment. The employees thought IRPC was a stable and sustainable organization, and they felt highly satisfied to be allowed to work without restraint. This may be because allowing the employees to set their own work-plan and goals allows them the opportunity to challenge themselves.

In terms of the power distance characteristic, the mean score indicated that it had moderate influence on the employees' organizational commitment; especially employees thought that the management was moderately fair with all employees at work. It can plausibly be explained by the fact that the large numbers of more than 5,000 IRPC employees are individually different in terms of genders, ages, levels of education, or durations of employment, and each individual can possibly have different needs.

Therefore, the management cannot serve every need of each employee. As a result, the decisions made by the management may not satisfy every employee, and the dissatisfaction of some employees can plausibly occur. Additionally, with regard to the fringe benefits, the employees claimed that there were moderate differences between management and employees, for example, numbers of days for vacation leave and chances of having training courses. The findings of the study were consistent with Hofstede's theory stating that an organization with power distance characteristic will express by differences in rewards, benefits, or salaries among people who have different power and authority. Consequently, the power distance can affect the IRPC employees' organizational commitment at some certain level.

According to the findings in answer to the first research question, it can be concluded that organizational culture in terms of individualism and collectivism greatly influences the organizational commitment. Working in groups and realizing the benefits of organization play an important role for IRPC organizational culture.

Research question 2: Which model of organizational commitment including affective commitment, continuance commitment, and normative commitment do IRPC employees fit in?

To address the second research question, the employees were asked to indicate their opinions towards organizational commitment including affective commitment, continuance comment, and normative commitment. The findings regarding this question are discussed as follows:

According to the findings, it is revealed that IRPC employees suitably fit in all models of organizational commitment including affective commitment, continuance comment, and normative commitment.

In terms of affective commitment model, the mean score indicated that IRPC employees suitably fit in this model which Meyer and Allen (1997) considered as the most desirable form of commitment in enhancing organizational effectiveness. The findings showed that IRPC employees thought they were extremely essential for the organization as assets. This may be resulted from the fact that IRPC management recognizes the importance of human resource management and the developing human capital. Evidently, this is well supported by the interview with the IRPC human resource (HR) department manager. He stated that the management greatly values employees and sees them as a crucial factor affecting the growth of the organization in a highly competitive market environment. The HR department manager also cited that IRPC constantly trains, reviews, and develops its personnel so that the employees are able to adapt themselves to become proactive, also raising their efficiency and professionalism. Besides, most of IRPC employees are not only trained and mentored by their supervisor in on-the-job trainings, but also have courses specific to their working areas. Therefore, these training courses may benefit employee's working skills and capabilities to enhance professionalism in their respective field of work including decision making, managing, and developing. The HR department manager additionally revealed that IRPC regularly encourages its employees in an educational aspect. An education fund is supported for employees to continue their studies in Master and Doctoral level in areas relating to the organization business. The support in education, consequently, helps motivate employees' strengths which can be applied to their jobs which directly affect to the organization achievement. As a result, it may be assumed that IRPC employees may be satisfied to work in the organization because they are highly encouraged and motivated to maintain good performance.

Additionally, the findings indicated that among aspects regarding to the affective commitment, employees considered IRPC as the best organization to work for. It may be assumed that IRPC employees feel secure working in this organization, become emotionally attached to it, and enjoy continuing membership of the organization. This may be resulted from the sustainability and reliability of the organization in terms of business competitiveness and the growth of organization which highly influencing employees' commitment. It is plausible to explain that IRPC employees have strongly believe in the organization potential and corporate efficiency, and strong commitment to organization goals. This is well supported by the IRPC annual report (2010), for instance, in 2010 the top management has implemented a new policy goal that is to be a Top Quartile Integrated Petrochemical Complex in Asia by 2014. The given policy plays an important role in motivating employees to fully work on their jobs. In terms of the preference to stay with the organization, IRPC employees wished to work with the organization for the long term and they exhibit a strong desire to maintain their membership of the organization. They may willingly perform their duties with their dedication and diligence to reach the organization success. It is suggested that while the business of the organization is continuously growing, the advancement of employees to enhance sustainable growth should be continued.

Concerning the continuance commitment, the study revealed that IRPC employees also fit well in this model referring that employees are willing to remain with the organization because of personal investment. The results indicated that IRPC employees strongly prefer working for the organization until retirement, and they thought they received many benefits from being IRPC employees. This is well supported by the interviews with some of the IRPC employees, stating that IRPC provided many fringe benefits for employees such as shuttle bus, uniform, accommodation, monetary fund,

bonus, life insurance, and medical service. The employees asserted that they valued close working relationships with co-workers, career investments, years of employment, involvement in the community in which the organization is located, and other benefits that made them too hard to leave and seek employment elsewhere. The findings are consistent with Becker's study (1960) claiming that the continuance commitment exists when employees are committed to the organization because of personal investment in the form of both transferable and nontransferable investments. In addition, the study is also consistent with Aungkanurakphan's study (2003) on the perception of corporate culture and organizational commitment of employees in hotel business in Pattaya, Chonburi Province. She cited that employees who properly fit in the continuance commitment model may stay in the organization because they thought it was a sustainable opportunity and had stability in working.

Besides affective commitment and continuance commitment, it was revealed that IRPC employees fit in the normative commitment. According to Allen and Mayer (1990), the normative commitment involved a feeling of moral obligation to continue working for the organization. The findings indicated that IRPC employees were willing to work hard to give great value back to the organization and to dedicate themselves to IRPC. Additionally, the results showed that if working over-time was needed, IRPC employees were willing to do so. It can be plausibly explained that normatively committed employees felt that they ought to remain working with the organization because of a feeling of indebtedness or need for reciprocity (Allen & Mayer, 1990). This is well supported by the interview with the HR department manager stating that success was not merely about commercial gain, it is also about what IRPC employees can give back to the organization. He asserted that IRPC employees put the best of their efforts and energy into making IRPC of today better than it was yesterday. Moreover, these employees

consistently collaborated with and supported projects of IRPC to achieve sustainable business growth, and to drive for a better future for the organization.

In brief, IRPC employees fit well into all of organizational commitment models including affective commitment, continuance commitment, and normative commitment. It can be resulted from the sustainability of business administration and the reputation of the organization. It can be summarized that ones whose attachment is the affective commitment strongly feel safe to work with IRPC and enjoy continuing membership in the organization. Those with continuance commitment may remain with the organization out of need or to avoid the perceived cost of leaving which can be both financial and non-financial. Finally, the employees who are normatively committed will remain in the organization because they feel they ought to behave appropriately and do what is right for the organization.

To conclude, IRPC employees realized that organizational culture in terms of individualism and collectivism has strongly influenced their organizational commitment especially teamwork and assistance among co-workers. To strengthen this organizational commitment through the organizational culture, IRPC should strongly encourage supportive teamwork because having friendly and collaborative co-workers possibly lead to an even higher level of job satisfaction and result in high commitment to the organization. In terms of organizational commitment, all models of organizational commitment including affective commitment, continuance commitment, and normative commitment were highly considered by the employees who fit well in the models. To maintain high levels of organizational commitment, IRPC should consider its employees as the key aspect leading to success with the aim of improving the quality of staff at all levels.

Limitations of the Study and Recommendations for Further Studies

Limitations of the study including recommendations for further studies are as follows:

1. One limitation of this study was that it was conducted in a certain branch of a company. It was limited to a small group of employees since the study recruited only 228 IRPC employees. Therefore, the results might not represent the organizational commitment of all IRPC employees. Further studies could investigate in all branches located in Samutprakarn, Ayuddha , Rayong, and Chumporn province to effectively generalize the overall commitment of the organization.

2. The current research employed a closed-ended questionnaire focusing on the organizational culture influencing organizational commitment; consequently, it may not provide in-depth results. Conducting an in-depth and open-ended questionnaires, and/or short interviews with employees are recommended for further studies as they would effectively capture more personal employee perspectives on the influence of organizational culture on the organizational commitment.

3. This study focuses on the influence of organizational culture on the organizational commitment, so it is recommended that future research should explore employees' behavior and/or employees' satisfaction with their job which are resulted from the organizational commitment. This may help the organization efficiently and effectively reach its goals by other aspects.

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APPENDIX A

ENGLISH QUESTIONNAIRE

QUESTIONNAIRE

OPINIONS OF IRPC EMPLOYEES IN THE BANGKOK BRANCH TOWARDS ORGANIZATIONAL CULTURE AND ORGANIZATIONAL COMMITMENT

This questionnaire is designed to explore the opinions of IRPC employees towards organizational culture and organizational commitment. Your information would be very helpful. It will be used as a guideline for the IRPC human resource management department in motivating and developing employees' commitment to the organization.

Please give your opinion for every statement. This information will be used only for this study and will be kept strictly confidential. Thank you very much for your cooperation.

Part 1 Demographic Information of the Participants

Directions: Please mark ✓ in the () or fill the answer that is the most suitable to you.

1. Gender:

() Male () Female

2. Age:

.....years.....months

3. Educational level:

() Bachelor's degree or equivalent

() Master degree

() Other (please specify)

4. Total years of working as an employee in IRPC in the Bangkok branch:

.....years.....months

Part 2 Influence of Organizational Culture on Organizational Commitment

Direction: Please mark ✓ in the () or fill the answer that is the most suitable to you and level your opinion from 5 to 1.

(5) = strongly agree (4) = agree (3) = moderate (2) = disagree and (1) = strongly disagree.

Organizational Culture	Level of your opinion				
	(5)	(4)	(3)	(2)	(1)
Power Distance					
1. Management properly assigns work to employees					
2. Management fully gives employees the right to plan their own work.					
3. Management and employees receive same fringe benefits with no differences, for example, vacation leave and training course.					
4. Management is fair with all employees at work.					
5. Decentralization of the organizational structure spreads over – every employee is responsible for their work.					
Uncertainty Avoidance					
6. Your organization is stable and sustainable.					
7. Management has the responsibility to help solve problems in the workplace.					
8. Employees are allowed to work without restraint.					
9. Management encourages employees to have the right in making decisions by themselves.					
10. The management listens to different opinion at work.					
Individualism and Collectivism					
11. The organization encourages employees to work in teams.					
12. Employees can share their opinions when working in groups.					
13. Management and employees realize the organization benefits rather than the individual's.					
14. Regardless of what department employees work for, assistance among them is performed.					
15. Employees work happily with others.					

Organizational Culture	Level of your opinion				
	(5)	(4)	(3)	(2)	(1)
Masculinity and Femininity					
16. Employees are satisfied with a better work life.					
17. Employees can balance their private life and working life.					
18. The organization takes care of you well in terms of welfare such as visiting employees when admit in a hospital, and providing medical benefits for families.					
19. Employees fully have the right to express opinions to the organization.					
20. Employees are happy in work and have good mental health.					

Part 3 Organizational Commitment of IRPC employees in the Bangkok branch

Direction: Please mark ✓ in the () or fill the answer that is the most suitable to you and level you opinion from 5 to 1.

(5) = strongly agree (4) = agree (3) = moderate (2) = disagree and (1) = strongly disagree.

Organizational Commitment	Level of your opinion				
	(5)	(4)	(3)	(2)	(1)
Affective Commitment					
1. I realize myself to be an asset of the organization.					
2. IRPC is the best organization to work for.					
3. I have a strong commitment to IRPC and would like to stay with IRPC for the long term.					
Continuance Commitment					
4. I would like to be an IRPC employee till retirement.					
5. I have got many benefits from being an IRPC employee.					
6. There is a sustainable opportunity as well as stability in working for IRPC.					
Normative Commitment					
7. You are willing to dedicate yourself to IRPC.					
8. You are willing to work hard to give great value back to IRPC.					
9. If over-time is necessary then you are willing to do.					

Thank you very much for your time and cooperation.



APPENDIX B

THAI QUESTIONNAIRE

แบบสอบถาม

ความคิดเห็นของพนักงานบริษัท ไออาร์พีซี จำกัด (มหาชน) ในสาขากรุงเทพฯ

ต่อวัฒนธรรมองค์กรและความผูกพันองค์กร

แบบสอบถามชุดนี้จัดทำขึ้นเพื่อใช้ในการศึกษาวิจัยเกี่ยวกับความคิดเห็นของพนักงานบริษัท ไออาร์พีซี จำกัด (มหาชน) ในสาขากรุงเทพฯ ต่อวัฒนธรรมองค์กรและความผูกพันองค์กร ซึ่งผลที่ได้จากการวิจัยในครั้งนี้ จะช่วยให้ผู้บริหารนำไปใช้ในเพื่อพัฒนาการบริหารงานบุคคลภายในองค์กร และเสริมสร้างความผูกพันองค์กรของพนักงานต่อไป

ผู้วิจัยจึงใคร่ขอความกรุณาท่านในการตอบแบบสอบถามตามความคิดเห็นของท่านตามความเป็นจริง ซึ่งจะ เป็นประโยชน์อย่างยิ่งต่อการวิจัยครั้งนี้ ผู้วิจัยจะเก็บข้อมูลและคำตอบของทุกท่านที่อนุเคราะห์ในการตอบแบบสอบถามนี้เป็นความลับ และขอขอบคุณทุกท่านอย่างสูงที่ได้ให้ความร่วมมือเป็นอย่างดี

คำชี้แจง

1. กรุณาเติมเครื่องหมาย ✓ ในช่องที่ตรงกับความคิดเห็นและความเป็นจริงของท่านมากที่สุด
2. โปรดตอบแบบสอบถามทุกข้อ และโปรดให้คำตอบเพียง 1 คำตอบเท่านั้น
3. แบบสอบถามแบ่งออกเป็น 3 ส่วน โดยประกอบด้วยส่วนสำคัญ ดังต่อไปนี้

ส่วนที่ 1 ข้อมูลส่วนบุคคล

ส่วนที่ 2 วัฒนธรรมองค์กรที่มีผลต่อความผูกพันองค์กรของบริษัท ไออาร์พีซี จำกัด (มหาชน)

ในสาขากรุงเทพฯ

ส่วนที่ 3 ความผูกพันของพนักงานบริษัท ไออาร์พีซี จำกัด (มหาชน) ในสาขากรุงเทพฯ

ส่วนที่ 1 ข้อมูลส่วนบุคคล

คำชี้แจง : กรุณาใส่เครื่องหมาย ✓ ลงใน () หรือเติมคำตอบข้อมูลของท่าน

1. เพศ: () ชาย () หญิง
2. อายุ :ปีเดือน
3. ระดับการศึกษา: () ปริญญาตรีหรือเทียบเท่า () ปริญญาโท
() อื่นๆ (โปรดระบุ).....

4. ระยะเวลาในการทำงานกับบริษัท ไออาร์พีซี จำกัด (มหาชน) ในสาขากรุงเทพ ถึงปัจจุบัน: ...ปี ...เดือน

ส่วนที่ 2 วัฒนธรรมองค์กรที่มีผลต่อความผูกพันองค์กรของบริษัท ไออาร์พีซี จำกัด (มหาชน) ในกรุงเทพฯ

คำชี้แจง : โปรดพิจารณาข้อความต่อไปนี้ แล้วใส่เครื่องหมาย ✓ ให้ตรงกับความคิดเห็นของท่านมากที่สุด

ระดับความคิดเห็น: (5) = เห็นด้วยอย่างยิ่ง (4) = เห็นด้วย (3) = ปานกลาง (2) = ไม่เห็นด้วย และ (1) = ไม่เห็นด้วยอย่างยิ่ง

วัฒนธรรมองค์กร	ระดับความคิดเห็น				
	(5)	(4)	(3)	(2)	(1)
ลักษณะความเหลื่อมล้ำของอำนาจ (Power Distance)					
1. หัวหน้าของท่านมอบหมายให้ลูกน้องรับผิดชอบงานได้อย่างเหมาะสม					
2. หัวหน้าของท่านให้สิทธิ์ท่านในการวางแผนการทำงานอย่างเต็มที่					
3. สิทธิพิเศษของท่านและหัวหน้าไม่มีความแตกต่างกัน เช่น การลาพักร้อน การเข้าฝึกอบรม เป็นต้น					
4. หัวหน้าของท่านให้ความเท่าเทียมกับลูกน้องทุกคน					
5. ในองค์กรของท่านมีการกระจายอำนาจการปกครองจากหัวหน้าไปยังลูกน้องได้อย่างเหมาะสม					
ลักษณะการหลีกเลี่ยงความไม่แน่นอน (Uncertainty Avoidance)					
6. องค์กรของท่านมีความมั่นคง					
7. องค์กรของท่านมีส่วนร่วมในการแก้ปัญหาจากการทำงาน					
8. ท่านมีอิสระในการทำงาน					
9. หัวหน้าของท่านสนับสนุนให้ท่านตัดสินใจได้เองโดยลำพัง					
10. หัวหน้าของท่านยอมรับฟังความคิดเห็นที่แตกต่างในการทำงาน					

<u>วัฒนธรรมองค์กร</u>	<u>ระดับความคิดเห็น</u>				
ลักษณะความเป็นปัจเจกชนและกลุ่มนิยม (Individualism and Collectivism)	(5)	(4)	(3)	(2)	(1)
11. องค์กรของท่านสนับสนุนการทำงานเป็นทีม					
12. กลุ่มทำงานมีส่วนในการแสดงความคิดเห็นร่วมกัน					
13. ท่านเห็นความสำคัญของส่วนรวมมากกว่าส่วนตน					
14. ท่านช่วยเหลือซึ่งกันและกันระหว่างเพื่อนร่วมงาน ทั้งในฝ่ายงานเดียวกัน และต่างฝ่ายงาน					
15. ท่านทำงานกับผู้อื่นอย่างมีความสุข					
ลักษณะมุ่งวัตถุและมุ่งคุณภาพชีวิต (Masculinity and Femininity)	(5)	(4)	(3)	(2)	(1)
16. พนักงานทุกคนมีความพอใจในชีวิตความเป็นอยู่ที่ดีขึ้น					
17. ท่านสามารถจัดการชีวิตส่วนตัวกับชีวิตการทำงานให้เกิดความสมดุลได้อย่างมีความสุข					
18. องค์กรของท่านให้ความสนใจและเอาใจใส่ท่านเป็นอย่างดีในด้านสวัสดิการแก่พนักงานและครอบครัวพนักงาน เช่น การเยี่ยมไข้พนักงาน และการให้คำปรึกษาพยาบาลแก่บิดามารดา เป็นต้น					
19. ท่านมีสามารถแสดงความคิดเห็นในองค์กรอย่างมีอิสระ					
20. ท่านมีความสุขในการทำงานและมีสุขภาพจิตที่ดี					

ส่วนที่ 3 ความผูกพันองค์กรของพนักงานบริษัท ไออาร์พีซี จำกัด (มหาชน) ในสาขากรุงเทพฯ

คำชี้แจง : โปรดพิจารณาข้อความต่อไปนี้ แล้วใส่เครื่องหมาย ✓ ให้ตรงกับความคิดเห็นของท่านมากที่สุด

ระดับความคิดเห็น: (5) = เห็นด้วยอย่างยิ่ง (4) = เห็นด้วย (3) = ปานกลาง (2) = ไม่เห็นด้วย และ (1) = ไม่เห็นด้วยอย่างยิ่ง

<u>ความผูกพันองค์กร</u>	<u>ระดับความคิดเห็น</u>				
ด้านความรู้สึก (Affective Commitment)	(5)	(4)	(3)	(2)	(1)
1. ท่านรู้สึกว่าคุณเป็นส่วนหนึ่งของไออาร์พีซี					
2. ท่านรู้สึกว่าคุณรู้สึกว่าเป็นองค์กรที่ดีที่สุดสำหรับการทำงานของท่าน					
3. ท่านรู้สึกผูกพันและรักไออาร์พีซี					

ความผูกพันองค์กร	ระดับความคิดเห็น				
	(5)	(4)	(3)	(2)	(1)
ด้านความต่อเนื่อง (Continuance Commitment)					
4. ท่านปรารถนาที่จะเป็นพนักงานของไออาร์พีซี					
5. ท่านมองเห็นผลประโยชน์ที่ได้รับจากการเป็นพนักงานของไออาร์พีซี					
6. ไออาร์พีซีให้ความมั่นคงและความก้าวหน้าในการทำงานแก่ท่าน					
ด้านบรรทัดฐานทางสังคม (Normative Commitment)					
7. ท่านเต็มใจที่จะทุ่มเทและอุทิศตนให้กับไออาร์พีซี					
8. ท่านทุ่มเทปฏิบัติงานเพื่อตอบแทนสิ่งที่ได้รับจากไออาร์พีซี					
9. ท่านยินดีที่จะทำงานล่วงเวลาหรือนำงานกลับไปทำที่บ้านเมื่อยัง ดำเนินงานไม่เสร็จ					

ขอขอบคุณทุกท่านที่ให้ความร่วมมือในการตอบแบบสอบถาม



APPENDIX C

TABLE FOR YAMANE'S SAMPLE SIZE

Table for Yamane's Sample Size

Population	Number of Sample
100	81
125	96
150	110
175	122
200	134
225	144
250	154
275	163
300	172
325	180
350	187
375	194
400	201
425	207
450	212
500	222
600	240
700	255
800	267
900	277
1,000	286
2,000	333
3,000	353
4,000	364
5,000	370
6,000	375
7,000	378
8,000	381
9,000	383
10,000	385



APPENDIX D

CONSENT LETTER



ที่ ศธ 0519.12/5648

บัณฑิตวิทยาลัย

มหาวิทยาลัยศรีนครินทรวิโรฒ

ตงุมวิท 23 กรุงเทพฯ 10110

16 ธันวาคม 2554

เรื่อง ขอความอนุเคราะห์เพื่อการวิจัย

เรียน ผู้จัดการฝ่ายบุคคล บริษัท ไออาร์พีซี จำกัด (มหาชน)

เนื่องด้วย นางสาวชนิศาภา สังข์คุณธนา นิสิตระดับปริญญาโท สาขาวิชาภาษาอังกฤษธุรกิจ เพื่อการสื่อสารนานาชาติ มหาวิทยาลัยศรีนครินทรวิโรฒ ได้รับอนุมัติให้ทำสารนิพนธ์ เรื่อง “อิทธิพลของวัฒนธรรมองค์กรต่อความผูกพันองค์กรของพนักงาน บริษัท ไออาร์พีซี จำกัด (มหาชน) ในสาขากรุงเทพฯ” โดยมี อาจารย์โสภณ จันทร์คล้าย เป็นอาจารย์ที่ปรึกษาสารนิพนธ์ ในกรณีนี้ นิสิตมีความจำเป็นต้องเก็บข้อมูลเพื่อการวิจัย โดยขอให้สถานที่ แผนกทุกแผนกในสาขากรุงเทพฯ ตอบแบบสอบถามเรื่องอิทธิพลของวัฒนธรรมองค์กรต่อความผูกพันองค์กรของพนักงาน บริษัท ไออาร์พีซี จำกัด (มหาชน) ในสาขากรุงเทพฯ กับพนักงาน และผู้บริหาร จำนวน 250 คน ในระหว่างเดือนธันวาคม 2554 – มกราคม 2555

จึงเรียนมาเพื่อขอความอนุเคราะห์ ได้โปรดพิจารณาให้ นางสาวชนิศาภา สังข์คุณธนา ได้เก็บข้อมูลเพื่อการวิจัย และขอขอบพระคุณเป็นอย่างสูง ณ โอกาสนี้

ขอแสดงความนับถือ


(รองศาสตราจารย์ ดร.สมชาย สันติวัฒน์กุล)

คณบดีบัณฑิตวิทยาลัย

สำนักงานคณบดีบัณฑิตวิทยาลัย

โทร. 0-2649-5064

หมายเหตุ : สอบถามข้อมูลเพิ่มเติม กรุณาติดต่อ นิสิต โทรศัพท์ 084-080-1074



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A large, semi-transparent watermark of the Srinakharinwirot University seal is centered on the page. The seal is circular with a decorative border and contains the university's name in Thai script and a central emblem.