

AN INVESTIGATION OF FACTORS AFFECTING ORGANIZATIONAL
COMMITMENT OF BANKING EMPLOYEES IN BANGKOK

A MASTER'S PROJECT

BY

PAWEENA SANGUDOMPAISAN

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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AN ABSTRACT

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Paweena Sangudompaisan. (2008). *An Investigation of Factors Affecting Organizational Commitment of Banking Employees in Bangkok*. Master's Project, M.A. (Business English for International Communication). Bangkok: Graduate School, Srinakharinwirot University. Project Advisor: Ms. Sopin Chantakloi.

This study was aimed to explore the factors affecting organizational commitment of banking employees and the level of their organizational commitment. Five aspects of organizational commitment explored in this study were the importance of work, compensation and fringe benefit, attitude with co-workers, recognition, and career advancement. The questionnaire used for this study was modified by using Organizational Commitment Questionnaire (OCQ) developed by Porter et al. (1974) as a model. Data were collected by means of a questionnaire distributed to 45 participants who were employees working in the Branch management Department at Thanachart Bank (TBANK) in Bangkok in April 2008.

The results showed that the TBANK employees' organizational commitment was at a high level and the two most influential factors affecting organizational commitment of TBANK employees were 'the importance of work' and 'attitude towards co-workers'. The other factors concerning 'compensation and fringe benefit', 'recognition', and 'career advancement' were at a moderate level.

การสำรวจปัจจัยที่มีผลต่อความผูกพันต่อองค์กรของพนักงานธนาคารในกรุงเทพมหานคร

บทคัดย่อ

ของ

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เสนอต่อบัณฑิตวิทยาลัย มหาวิทยาลัยศรีนครินทรวิโรฒ เพื่อเป็นส่วนหนึ่งของการศึกษา

ตามหลักสูตรปริญญาศิลปศาสตรมหาบัณฑิต

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สารนิพนธ์ฉบับนี้มีจุดประสงค์เพื่อศึกษาปัจจัยที่มีผลต่อความผูกพันต่อองค์กรและระดับของ
ความผูกพันต่อองค์กรของพนักงานธนาคาร การศึกษานี้สำรวจปัจจัยที่มีผลต่อความผูกพันต่อองค์กร
5 ด้าน คือ ด้านความสำคัญของงาน เงินเดือนและสวัสดิการ ทักษะติดต่อผู้ร่วมงาน การเป็นที่ยอมรับ
และโอกาสความก้าวหน้า ซึ่งพนักงานธนาคารธนาคารพาณิชย์ สาขาในกรุงเทพมหานคร
จำนวน 45 คน เป็นผู้ตอบแบบสอบถามในเดือนเมษายน 2551 ผู้วิจัยใช้แบบสอบถามเป็นเครื่องมือใน
การเก็บข้อมูลโดยดัดแปลงมาจากแบบสอบถามความผูกพันที่มีต่อองค์กรของพอร์เตอร์และคณะ

ผลของการวิจัยพบว่า พนักงานธนาคารธนาคารพาณิชย์มีความผูกพันต่อองค์กรในระดับสูง และปัจจัย
สำคัญที่มีผลต่อความผูกพันต่อองค์กรสูงสุดของพนักงานธนาคารธนาคารพาณิชย์คือ ความสำคัญของงานและ
ทักษะติดต่อเพื่อนร่วมงาน ส่วนปัจจัยอื่นๆที่มีผลต่อความผูกพันต่อองค์กรในระดับปานกลาง ได้แก่ ด้าน
เงินเดือนและสวัสดิการ การเป็นที่ยอมรับ และโอกาสความก้าวหน้า

The Master's Project Advisor, Chair of Business English for International Communication Program, and Oral Defense Committee have approved this Master's Project as partial fulfillment of the requirements of the Master's Arts Degree in Business English for International Communication of Srinakharinwirot University.

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September....., 2008

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Paweena Sangudompaisan

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CHAPTER 1

INTRODUCTION

Background of the Study

Organizations in the late 20th century faced challenges due to the constant changing world of business. The changes in the business world include technological advances and economic changes in the global market. These constant changes are that organizational members are expected to compete and survive in the dynamic business world. These changes affect other aspects of the organization's functioning, such as organizational commitment. As Mowday et al. (1982) mentioned, "managers and researchers have paid considerable attention to organizational commitment, mainly because it has been shown to be a predictor of important organizational outcomes such as turnover, tardiness, and absenteeism" (p.224).

Mowday et al. (1982) continued to point out a number of factors related to how organization can successfully respond to the challenges. They indicated that loyal and committed employees do better work than uncommitted employees because the employees who have high organizational commitment will have high motivation to work effectively. Additionally, organizations with committed employees also do better financially than companies with uncommitted workers. So it is important to get employees feeling positively about the organization that employs them, so they identify with particular organizational

goals, values, and culture, and want to maintain membership in it. This is defined as organizational commitment.

Organizational commitment emerged in the 1970s and 1980s as a key factor of the relationship between individuals and organizations (Mowday, Porter, & Steers, 1982).

Organizational commitment has become an important topic for organizational research because of its association with extra-role behaviors, absenteeism and turnover. Drawing on the early works in the field, Allen and Meyer (1990) proposed a three-component model of organizational commitment, consisting of the affective component, the continuance component, and the normative component. The affective component of organizational commitment refers to employees' emotional attachment to, identification with, and involvement in the organization. The continuance component refers to commitment based on the costs that employees associate with leaving the organization. The normative component refers to employees feel that they ought to remain with the organization. The process of organizational entry and the corresponding experiences of new-comers in the work environment are subjects to increasing theoretical and empirical concern (Jones, 1983, 1986, p. 464, p. 532). During the 1970s to 1980s, individuals were believed to form, or fail to form, a basic attachment to the organization (Mowday, Porter, & Steers, 1982, p. 22). The research examining these processes of a three-component model of organizational commitment had been criticized for its overemphasis on situational variables and its under emphasis on personal characteristics and experiences that might affect or mitigate the

situation's impact (Jones, 1983, p. 531). Most theory and research in this area focuses on how organizations process newcomers by creating experiences or environments that transmit important beliefs, values, and norms (VanMaanen & Schein, 1979, p. 209). Jones (1983) mentioned, however, that individuals enter organizations with a set of personal characteristics and prior experiences that can affect their subsequent adaptation to the work environment. Although recognizing situational factors as important, he suggested that greater research attention should be focused on the personal characteristics and experiences that individuals brought to the organization during the entry process.

In today world of business, more generally, competitive banking business success comes from the ability to produce some product or service that is perceived as valuable by some group of consumers, and do so in a way that no one else can duplicate. Knowing this, many experts now consider a banking organization's employees to be the foremost source of sustainable competitive advantage. Organizations should take care, though, in their targeting of the kind of commitment to boost. An attitude reflects the strength of the linkage between an employee and an organization. O'Reilly and Chatman (1986) mentioned that if the organization employs the best people and is able to hold on to them, it has a source of competitive advantage not easily duplicated by other firms. The commitment of personnel to the organization greatly affects the image of the organization. It is very important factor to keep the personnel with the organization (p.492).

According to the Annual report 2007 of Thanachart Bank (2007), the year 2007 is yet another year that Thailand has been encountering with various risk factors, including sustained high oil price, hiking interest rate, continued appreciation on Thai Baht, political conflict, flooding in several provinces and southern unrested situation. Such factors have an adverse impact on Thai economy. Both the economic risks and the measures imposed by the Bank of Thailand have an effect on business operation of the commercial banks. The banking has become a complex activity within the financial market linked directly and indirectly with an overall national growth and its impact as an integral part of regional segment of a global banking environment. All commercial banks in Thailand need to develop themselves to be a universal bank among crises. The employees in each bank have moved to another bank for getting the promotion and higher salary because of the economic risks and high living expenses (the Annual report 2007 of Thanachart Bank, 2007, p. 5).

To maintain an affective business, Thanachart Bank (TBANK) also considers its employees as the key aspect leading to success. Therefore, it creatively transforms all member companies of the Group into learning organizations, with the aim of improving the quality of staff at all levels in a continuous manner professionalism in giving services is enhanced, with focus given to improvement of skills, knowledge, expertise as well as ethical standards in carrying out one's duties.

Obviously, the goal of The Human Resource Management (HRM) of business in general is to help an organization to meet strategic goals by attracting, and maintaining employees and also to manage them effectively. Likewise, the HRM approach of TBANK seeks to ensure a fit between the management of an organization's employees, and the overall strategic direction of the company (the Annual report 2007 of Thanachart Bank, 2007). TBANK has seen more than a 1.2% average turnover rate for several years. The HRM always tries to develop consistent human resource development practices to maintain knowledge capital, making it difficult for TBANK to compete in regional or global markets. Therefore, it is crucial for the company to maintain the employees' job satisfaction as well as their commitment to the organization.

According to O'Reilly and Chatman (1986), if organizations hope to reduce absenteeism and turnover and improve the on-the-job behavior of their employees by fostering greater commitment, it is important that they understand how commitment develops and what they can do to foster the appropriate kind of commitment and behavior (p. 492). The commitment has become a variable of interest because of the belief that increased commitment leads, in some way, to increase organizational effectiveness, and is therefore something worth developing in employees. Accordingly, the focus of this study is to find out what factors affect the employees' commitment as well as the level of their organizational commitment. The Human Resource Management (HRM) of TBANK could use

the results of this study as a guideline to strengthen the commitment of its employees which will significantly result in reducing the turnover number.

Purposes

This study was conducted:

1. To find out what factors affect TBANK employees' commitment.
2. To investigate the level of organizational commitment of the employees in the Branch Management Department at Thanachart Bank Public Company Limited (TBANK) in Bangkok.

Research Questions

The research questions are as follows:

1. What factors affect TBANK employees' commitment?
2. How do TBANK employees rate their commitment to the organization?

Significance of the Study

This study can provide information that is important to develop the organization to enhance business, in view of these benefits of organizational commitment, it makes sense for organizations to take the steps necessary to enhance commitment among its employees.

For a better understanding of the day-to-day activities and the real world needs of the

banking management, this study can support their work performance and reduce the level of turnover because organizational commitment is a key determinant of the experience of work and are central to understanding and managing organization, employers and employees have to know how they work together and how to develop their organizations.

Given the importance of organizational commitment, it is essential to investigate for specific purposes for the employers which concern the banking performance and the organizational commitment effectiveness. The results of this study could provide the beneficial and informative data to the Human Resources Management (HRM) of the Thanachart Bank to enhance the strong commitment of TBANK employees.

Scope of the Study

The study focuses on how organizations process employees by creating the effectiveness commitment that transmit important beliefs, values, and norms towards banking employees. Thanachart Bank (TBANK) is a selected bank for this study because it succeeds in banking management with about ฿ 257.47 billion (\$ 9.1 billion) in assets and about 6,000 employees, TBANK has the fastest growing branch network among the Top 10 banks in Thailand (the Opinion of the company regarding the tender Offer, 2007, p.31).

To answer the research questions, this research is aimed to study factors affecting the organizational commitment of TBANK's employees. The questionnaires emphasizing employees' commitment were distributed to forty-five TBANK employees. This target group

was permanent employees in the Branch Management Department in Bangkok. They were asked to participate in this study, and they filled out the questionnaire distributed to them in April 2008.

Definition of Terms

Terminologies are defined as follows:

Commitment

Commitment is an attitude of company loyalty exhibited by employees. It stems from the employees' combined belief that the goals, objectives, and values of the organization are congruent with their own (Mowday, Porter, & Steers, 1982, p. 25).

Organizational Commitment

Organization commitment refers to the collection of feeling and beliefs that people have about their organization as a whole (George & Jones, 1999, p. 96). According to Meyer and Allen's (1991) three-component model of commitment, prior research indicated that there are three "mind sets" which can characterize an employee's commitment to the organization:

- 'Affective Commitment' is defined as the employee's positive emotional attachment to the organization.

- 'Continuance Commitment' means the individual commits to the organization because each employee perceives high costs of losing organizational membership.

- 'Normative Commitment' means the individual commits to and remains with an organization because of feelings of obligation.

TBANK Employees

In this study, TBANK employees refer to 45 permanent employees working in the Branch Management Department in Bangkok during the time of the study.

CHAPTER 2

RELATED LITERATURE REVIEW

This chapter reviews related secondary data concerning commitment aspects in the organization. This research reviews seven areas as follows: theoretical background of the concept of organizational commitment, definitions of commitment, definitions of organizational commitment, organizational commitment model, levels of organizational commitment, and previous studies related to organizational commitment.

Theoretical Background of the Concept of Organizational Commitment

The organizational commitment has grown in popularity in the literature on industrial and organization psychology (Cohen, 2006, p. 105). Early studies on organizational commitment viewed the concept as a single dimension, based on an attitudinal perspective, embracing identification, involvement and loyalty (Porter, Steers, Mowday & Boullian, 1974, pp. 603-609). According to Peter et al. (1974), an attitudinal perspective refers to the psychological attachment and involvement with the respective organization.

Porter et al. (1974) further describes organizational commitment as “an attachment to the organization, characterized by an intention to remain in it, a willingness to exert extra effort on its behalf, and identification with the values and goals of the organization.

Individuals consider the extent to which their own values and goals relate to that of the

organization as part of organizational commitment; therefore it is considered to be the linkage between the individual employee and the organization. Another perspective on organizational commitment is the “exchange-based definition” or “side-bet” theory (Becker, 1960, p. 32, Allutto, Hrebiniak & Alonso, 1973, pp. 45-50). This theory considers that individuals are committed to the organization as far as they hold their positions, irrespective of the stressful conditions their experience, should they be given alternative benefits, they will be willing to leave the organization.

Mowday, Porter and Steers (1982) supported the “side-bet” theory by describing organizational commitment as a behavior relating to process by which individuals become locked into a certain organization and how they deal with this problem. This behavioral aspect of organizational commitment is explained through calculative and normative commitments (p. 26).

The calculative or normative perspective refers to an employee's commitment to continue working for the organization based on the notion of weighing cost-benefits of leaving an organization (Hrebiniak & Alutto, 1972, p. 555). According to Wiener and Vardi (1980) described the organizational commitment as behavioral intention or reaction, determined by the individual's perception of the normative pressure.

According to the study of Meyer and Allen (1991) initially viewed organizational commitment as two dimensional namely, affective and continuance (p. 53). Meyer and Allen (1984) defined the first dimension, namely affective commitment as positive feeling of

identification with, attachment to and involvement in the workplace, and they defined the second dimension, namely continuance commitment as the extent which employees feel committed to their organization by virtue of the costs that they feel are associated with leaving (p. 375). After further research, Allen and Meyer (1990) added a third dimension, namely normative commitment (p. 6).

Allen and Meyer (1990) defined normative commitment as the employee's feelings of obligation to remain within the organization (p. 6). These feelings may derive from many sources. 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.' It may also reflect an internalized norm, developed before the person joins the organization through family or other socialization processes, that one should be loyal to one's organization. The employee stays with the organization because he/she "ought to". Therefore, the concept organizational commitment is described as a tri-dimensional concept, characterized by the affective, continuance and normative dimensions.

Common to the three dimensions of organizational commitment is the view that organizational commitment is a psychological state that characterizes organizational member's relationship with the organization. It has implications for the decision to continue or discontinue membership in the organization (Meyer & Allen, 1997).

Definitions of Commitment

Commitment stems from the employees' combined belief that the goals, objectives, and values of the organization are congruent with their own. As noted by Mowday, Porter, and Steers (1982), commitment is the "relative strength of an individual's identification with and involvement in the organization" in terms of values and goals. Ostroff (1992) reported that committed employees are associated with better organizational performance, have a low turnover rate, and have low absenteeism (p.963). It is essential, therefore, that supervisors understand the significance of building a positive relationship with their respective subordinates. The supervisor should clearly state the goals, mission, and vision of the organization and, most important, the role each of the subordinates contributes to the business operations. An organizational culture that provides such awareness instills a sense of belonging and a positive feeling of identification with the organization, thus enhancing the subordinate's commitment to the organization.

Definitions of Organizational Commitment

Definitions of the organizational commitment include the description by O'Reilly (1989, p. 17), an individual's psychological bond to the organization, including a sense of job involvement, loyalty and belief in the values of the organization. Organizational commitment from the point of view is characterized by employee's acceptance of organizational goals and their willingness to exert effort on benefit of the organization (Miller

& Lee, 2001, p. 163).

Miller (2003) stated that organizational commitment is a state in which an employee identifies with a particular organization and its goals, and wishes to maintain membership in the organization (p. 73). Organizational commitment is therefore, the degree in which an employee is willing to maintain membership due to interest and association with the organization's goals and values.

Cohen (2006) also explained that commitment is a force that binds an individual to a course of action of relevance to one or more targets (p.6). This general description of commitment by Arnold (2005) namely that it is the relative strength of an individual's identification with and involvement in an organization (p. 625).

Additionally, Morrow (1993) described organizational commitment as characterized by attitude and behavior (pp. 90-97). Miller (2003) described an attitude as evaluative statements or judgments-either favorable or unfavorable-concerning a phenomenon (p. 72). Organizational commitment as an attitude reflects feelings such as attachment, identification and loyalty to the organization as an object of commitment (Morrow, 1993, p. 95). Meyer, Paunonen and Gellantly (1990) also suggested that organizational commitment as an attitude is characterized by favorable positive cognitive and affective components about the organization (p. 711).

The other characteristic that is used to explain the concept organizational commitment is behavior (Morrow, 1993, p. 93). Best (1994) maintained that committed

individuals enact specific behaviors due to the belief that it is morally correct rather than personally beneficial (p.69). Reichers (1985) also proposed that organizational members are committed to existing groups within the organization (p. 468). Therefore, organizational commitment is a state of being, in which organizational members are bound by their actions and beliefs that sustain their own involvement in the organization (Miller & Lee, 2001, p.167).

Organizational Commitment Model

According to the study of Meyer and Allen (1997, p. 106), they use the tri-dimensional model to conceptualize organizational commitment in three dimensions namely, affective, continuance, and normative commitments.

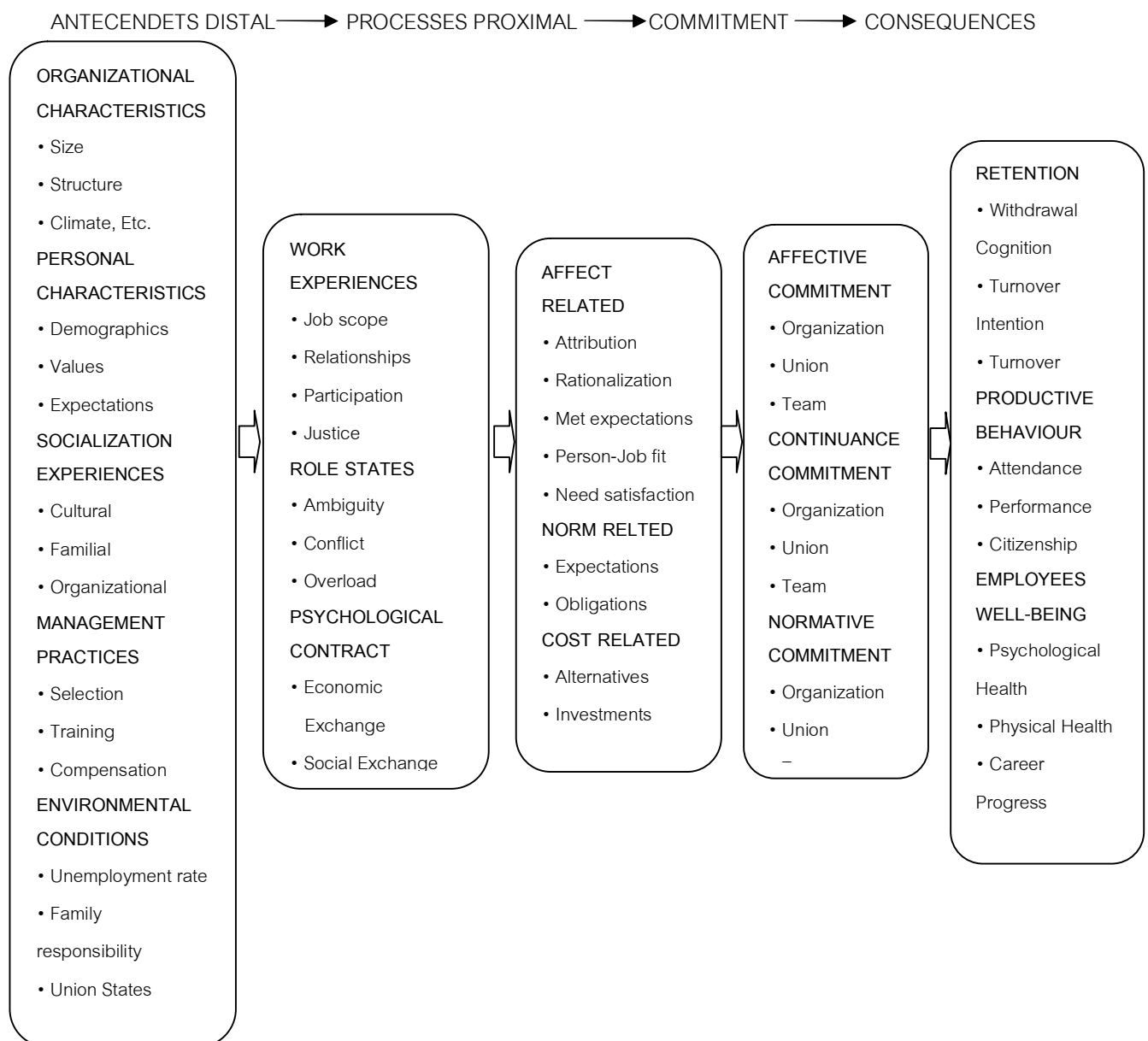


Figure 1: Organizational Commitment Model (Meyer & Allen, 1997, p. 107)

These dimensions describe the different ways of organizational commitment development and the implications for employees' behavior.

Affective Commitment Dimension

The first dimension of organizational commitment in the model is affective commitment, which represents the individual's emotional attachment to the organization.

Based on Meyer and Allen (1997, p.11), affective commitment is the employee's emotional attachment to, involvement in, identification with the organization. Organizational member who is committed to an organization on affective basis, continue working for the organization because they want to (Meyer & Allen, 1991, pp. 50-89). Members who are committed on affective level stay with the organization because they view their personal employment relationship as congruent to the goals and values of the organization (Beck & Wilson, 2000, p. 114).

Affective commitment is a work related attitude with positive feeling towards the organization (Morrow, 1993, p. 97). Sheldon (1971) also defined that this type of attitude is an orientation towards the organization, which links or attaches the identity of the person to the organization (p. 148). Affective commitment is the relative strength of an individual's identification with and involvement in a particular organization.

The organizational commitment model of Meyer and Allen (1997) defined that the affective commitment is influenced by factors such as job challenge, role clarity, goal difficulty, and goal clarity, receptiveness by management, peer cohesion, personal importance, equity, feedback, dependability, and participation.

The strength of affective commitment is influenced by extending to which the individual's expectations and needs about the organization are matched by their actual experience (Storey, 1995, p. 10). Tetrick (1995) also indicated the affective commitment as value rationality-based organizational commitment, which refers to the degree of value

congruence between an organizational member and an organization (p. 589).

Affective commitment development involves identification and internalization (Beck & Wilson, 2000, pp. 114-136). Individuals' affective attachment to their organizations is firstly based on identification with the desire to establish a rewarding relationship with an organization. Secondly, through internalization, this refers to congruent goals and values held by individuals and the organization. In general, affective organizational commitment is concerned with the extent to which an individual identifies with the organization (Allen & Meyer, 1990, p. 30).

Continuance Commitment Dimension

The second dimension of the organizational commitment model is continuance commitment. Meyer and Allen (1997) indicated continuance commitment as awareness of the costs associated with leaving the organization (p. 11). It is calculative in nature because of the individual's perception or weighing of risks and costs associated with leaving the current organization (Meyer & Allen, 1997, p.11). Meyer and Allen (1991) further defined that employees whose primary link to the organization is based on continuance commitment remain because they need to do so (p. 67). This indicates the difference between continuance and affective commitment. The latter entails that individual stay in the organization because they want to.

The strength of continuance commitment, which implies the need to stay, is determined by the perceived costs of leaving the organization (Meyer & Allen, 1984, p. 374).

Best (1994) defined that continuance organizational commitment will therefore be the strongest when availability of alternatives are few and the number of investments are high (p. 71). This argument supports the view that when given better alternatives, employees may leave the organization.

Continuance commitment can be regarded as an instrumental attachment to the organization, where the individual's association with the organization is based on an assessment of economic benefits gained (Beck & Wilson, 2000, p. 136). Organizational members develop commitment to an organization because of the positive extrinsic rewards obtained through the effort-bargain without identifying with the organization's values and goals.

Meyer and Allen (1991) also sustained that accrued investments and poor employment alternatives tend to force individuals to maintain their line of action and are responsible for these individuals being committed because they need to (p. 715). This implies that individuals stay in the organization, because they are lured by other accumulated investments which they could lose, such as seniority, pension plans or organization specific skills.

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

590). Therefore, in order to retain employees who are continuance committed, the organization needs to give more recognition and attention to those elements that boost the employee's morale to be affectively committed.

Normative Commitment Dimension

The last dimension of the organizational commitment model is normative commitment. Meyer and Allen (1997) indicated that normative commitment as a feeling of obligation to continue employment (p. 11). Internalized normative beliefs of duty and obligation make individuals obliged to maintain membership in the organization (Allen & Meyer, 1990, p. 37). Based on the study of Meyer and Allen (1997, p. 67), it shows that employees with normative commitment feel that they ought to remain with the organization. In terms of the normative dimension, the employees stay because they should do so or it is the proper thing to do.

According to Wiener and Vardi (1980, p. 86) mention normative commitment as the work behavior of individuals, obligation, guided by a sense of duty and loyalty towards the organization. Organization members are committed to an organization based on moral reasons (Iverson & Buttigieg, 1999, pp. 307-333). The normative committed employee considers it morally right to stay in the organization, regardless of how much status satisfaction or enhancement the organization gives him or her over the years.

The strength of normative organizational commitment is influenced by accepted rules about reciprocal obligation between the organization and its members (Suliman & lies,

2000, p. 71). The reciprocal obligation is based on the social exchange theory, which suggests that a person receiving benefits is under a strong normative obligation or rule to repay the benefit in some way (McDonald & Makin, 2000, pp. 84-97). This implies that individuals often feel an obligation to repay the organization for investing in them, for example through development and training.

Based on the study of Meyer and Allen (1991, p. 88) defined that moral obligation arises either through the process of socialization within the society or the organization. In either case it is based on a norm of reciprocity, in other words if the employee receives a benefit, it places him or her, or the organization under the moral obligation to respond in kindness.

Levels of Organizational Commitment

There are different levels of organizational commitment which are related to the individual's development of the individual's organizational commitment (Reichers, 1985, p. 465). Figure 2 depicts the levels of commitment when it is increasing and when it is decreasing. Employee's level of commitment may move from a low level to a moderate level and continue to develop to a higher level of commitment (Reichers, 1985, p. 466).

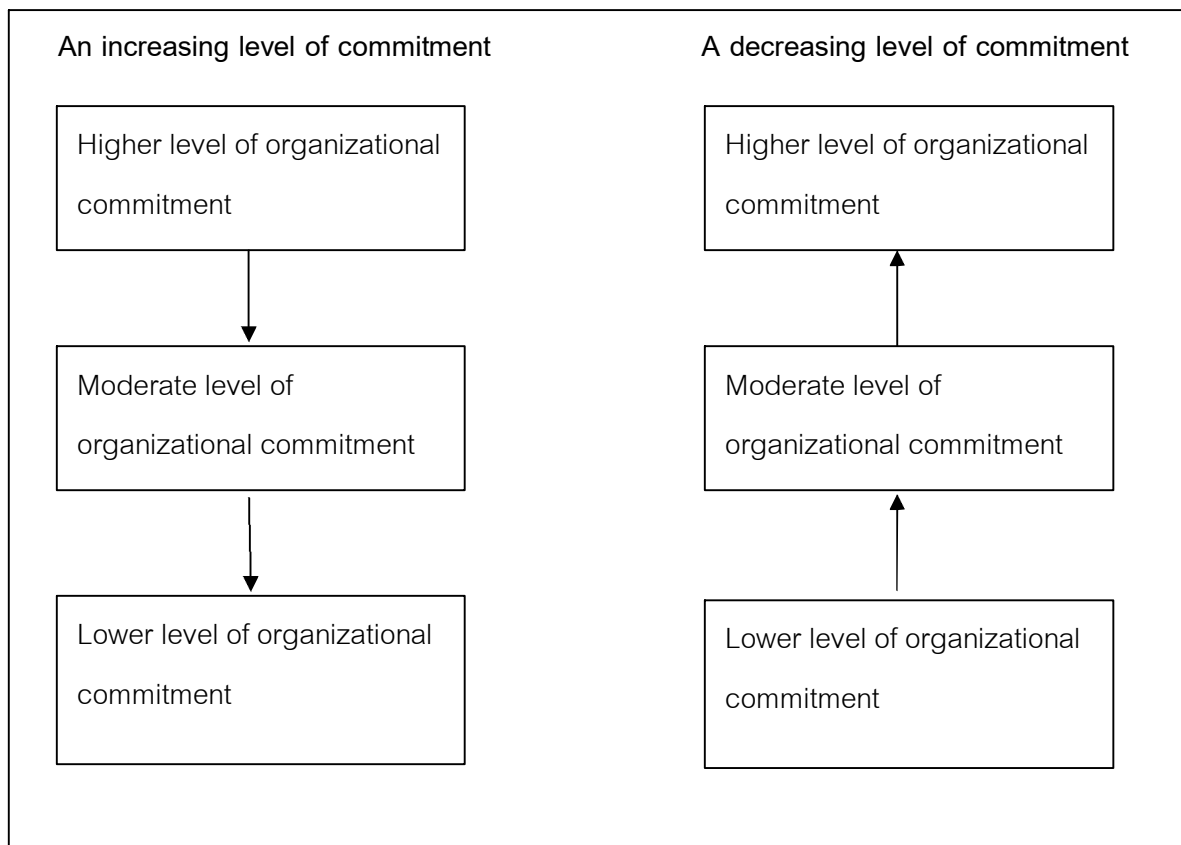


Figure 2: Levels of Organizational Commitment Development (Reichers, 1985, p. 466)

The following is a description of the level of organizational commitment.

Higher Level of Organizational Commitment

A high level of organizational commitment is characterized by a strong acceptance of the organization's values and willingness to exert efforts to remain with the organization (Reichers, 1985, p. 467). Miller (2003) defined that high organizational commitment means identifying with one's employing organization (p. 73). The will to stay indicates that behavioral tendencies at this level relate closely with affective dimension of commitment, where individuals stay because they want to.

Moderate Level of Organizational Commitment

The moderate level is characterized by a reasonable acceptance of organization values and goals as well as the willingness to exert efforts to remain in the organization (Reichers, 1985, p. 467). This level can be viewed as a reasonable or average commitment, which implies partial commitment. The willingness to stay is an attribution of a moral commitment associated with the normative dimension of commitment (Meyer & Allen, 1997, p. 163). The individuals stay in the organization because they should do so.

Lower Level of Organizational Commitment

The low level is characterized by a lack of neither acceptance of organizational values and goals nor the willingness to exert effort to remain with the organization (Reichers, 1985, p. 468). The employee who operates on this level must be disillusioned about the organization; such an employee may stay because he or she needs to stay as associated with the continuance dimension (Meyer & Allen, 1997, p. 163). Given an option they will leave the organization.

Previous Studies Related to Organizational Commitment

Many studies worked on organizational commitment issues in organizations. These include commitment aspects and factors that influence the commitment of employees in organizations. The studies on employees' commitment in organizations are as follows:

Sricharoen (2003) worked on the master's project entitled "Factors Relating with

Organizational Commitment: A Case Study of Sai Mai District Office of Bangkok Metropolitan Administration". The results of the study indicated that the level of organizational commitment of the Sai Mai District officials was moderate. With reference to officials' organizational commitment, the study revealed three major factors: age; job characteristic concerning autonomy of work; and work experiences relating to self-importance to organization, organizational trust worthy, fairness of work promotion, good will of organization, and attitude toward colleague and organization.

Pholpanich (1997) studied factors that affect organizational commitment of commander and marketing employees of Cement Thai Public Company Limited. It was found that there was high organizational commitment, and factors of personal characteristics in terms of age, education background, marital status, and working length had different organizational commitment.

Yamchuen (2003) conducted a study entitled "Factors Relating to Organizational Commitment: A Case Study of Employees of Bangkok Bank Public Company Limited in Bangkok". He found that the employees' commitment of Bangkok Bank Public Company Limited was at a low level. The test of hypothesis showed that factors consisting of work tenure, job characteristics, career advancement policy and administration were related to organizational commitment of employees.

Additionally, Supasirivut (2000) studied about the organizational commitment in Maintenance Control Center of Technical Department, Thai Airway International Public

Company Limited. He found that the overall organization commitment of staff was at a low level, but in detail, their attempt to put effort for organization success and their proud of the organization were at medium level. Nevertheless, their needs to be members of the organization were at low level. In general, the staff's working satisfaction was at a medium level, but their satisfaction on working environment was at low level and on job security was at a high level. According to the results of hypothesis testing, the staff's working progress and the organizational response to their needs were related to the organizational commitment. Furthermore, their ranks were related to satisfaction on income adequacy, and also to their ages and working duration.

In conclusion, the previous studies focused on the organizational commitment and job satisfaction of employees in general aspects. This study is aimed to investigate the level of organizational commitment in the certain aspects focusing on affective commitment, continuance commitment and normative commitment, of the employees of Thanachart Bank Public Company Limited (TBANK). The researcher aims to pinpoint the outstanding commitment that can be a guideline for the supervisors or managers in the organization to improve their organizational behaviors that can meet or exceed the employees' satisfaction.

CHAPTER 3

RESEARCH METHODOLOGY

The first research question looked at factors affecting organizational commitment and the second research question investigated how banking employees rate their own organizational commitment. A questionnaire was used as the data collection instrument to survey the employees of the Branch Management Department at Thanachart Bank in 2008.

This chapter explains the methodology used in this research. It contains four sections: participants, instrument, data collection procedure, and data analysis.

Participants

The participants of this study were 45 TBANK employees. This target group was permanent employees in the Branch Management Department in Bangkok. They were asked to participate in this study, and they filled out the questionnaire distributed to them in April 2008. The convenience sampling method was used to select the participants of this study. The researcher was employed by Thanachart Bank at the time of the survey which simplified the data collection process.

Instrument

The questionnaire was employed as an instrument in this study. The questionnaire was developed through the following methods:

In order to design a strong questionnaire to effectively answer the research questions, the researcher used Organizational Commitment Questionnaire (OCQ) developed by Porter et al. (1974) as a model to design a questionnaire for this study. According to Randall (1993, pp. 91-110), Porter et al.'s Organizational Commitment Questionnaire is the most popular instrument in the organizational commitment literature because previous research in which the OCQ was used be interpreted as investigations of the affective dimension of commitment. It has important implications for both research and practice. Therefore, the researcher designed the first draft of questionnaire by adapting OCQ questions in accordance with the research questions focusing on the factors affecting organizational commitment, in terms of the importance of work, compensation and fringe benefit, attitude with co-workers, recognition, and career advancement.

Then the first draft was distributed to three TBANK administrators of the Branch Management Department: the Assistant Managing Director, the Manager, and the Assistant Manager. Accordingly, the responses and suggestions from them were used as a guideline for a revision to obtain the second draft of the questionnaire.

To standardize the questionnaire, the researcher conducted a pilot study by distributing a draft of the questionnaire to ten TBANK employees in the Human Resource

Management Department in January 2008. Participants in the pilot study had all received degrees in business or management fields. Following a review of the pilot study, modifications were made to final questionnaire to make it more suited to the target participants who did not have business or management backgrounds.

The questionnaire used in the study was in Thai because the target participants of the study were Thai TBANK employees. However, an English version was included in the appendix to assist the readers who do not read Thai.

The final draft of the questionnaire (see Appendix) which was used in this research consists of two parts.

Part I: Demographic information of the participants

Demographic information of participants includes gender, age, and years of service with TBANK.

Part II: The participants' opinion towards factors concerning organizational commitment

This part is designed to explore the organizational commitment of TBANK employees focusing on the factors affecting their organizational commitment in five aspects:

- The Importance of Work
- Compensation and Fringe Benefit
- Attitude towards Co-workers
- Recognition

- Career Advancement.

The data were gathered in the form of a five-point Likert scale: 5 - strongly agree, 4 - agree, 3 - neutral (neither agree nor disagree), 2 - disagree, and 1 - strongly disagree.

Data Collection Procedure

This study used both primary and secondary data. The secondary data were collected from related literature. The primary data were collected from 45 employees who were working at the Branch Management Department in Bangkok at the time of the study. Questionnaires were distributed to the target group at lunch breaks in April 2008. On the same day, the researcher collected the complete questionnaires at the end of work. When all questionnaires were collected, the data derived from the questionnaires were verified and analyzed.

According to Pisarnbut (2007), average scores of the questionnaire were determined as follows:

Score 4.21 – 5.00	means	organizational commitment level is extremely high
Score 3.41 – 4.20	means	organizational commitment level is high
Score 2.61 – 3.40	means	organizational commitment level is moderate
Score 1.81 – 2.60	means	organizational commitment level is low
Score 1.00 – 1.80	means	organizational commitment level is extremely low

Data Analysis

The data gathered from 45 respondents were descriptively analyzed by using the Statistical Package for Social Sciences (SPSS). The outcomes were presented through descriptive statistics: frequency, percentage, and mean. Frequency represented the number of responses. Percentage was used to calculate and analyze the data. Mean was determined to represent the average number of the data. After data analysis has been completed, the findings were presented in table charts followed by explanations in Chapter 4. Conclusion and discussion were presented in Chapter 5.

CHAPTER 4

RESULTS

In this chapter, the findings of the data analysis are presented. Using a questionnaire developed for this research, data was collected from 45 employees in the Branch Management Department at Thanachart Bank Public Company Limited (TBANK) in Bangkok in April 2008. The data gathered from 45 completed questionnaires were analyzed by using Statistic Package for the Social Science (SPSS) and presented in frequency (F), percentage (%), and mean ($\bar{x}$) followed by a descriptive analysis.

According to the questionnaires, the findings are divided into three main parts:

1. Demographic Information of Thanachart Bank (TBANK) Employees
2. Factors Affecting Organizational Commitment
3. Level of Organizational Commitment of TBANK Employees

Demographic Information of TBANK Employees

This section presents the data of TBANK employees' demographic information classified by gender, age, and years of service with this company. The data were summarized and presented in frequency and percentage as shown in Table 1.

Table 1 Demographic Information of TBANK Employees

Gender	F	%
Male	12	26.70
Female	33	73.30
Total	45	100
Age		
Less than 30 years	10	22.20
30-40 years	32	71.10
41-50 years	3	6.70
Above 50 years	0	0
Total	45	100
Years of Service with TBANK		
Less than 1 year	1	2.20
More than 1 year but less than 2 years	5	11.11
More than 2 years	39	86.70
Total	45	100

As shown in Table 1, 33 of the participants were females, while 12 of them were males.

With respect to the participants' age, it was found that 32 or the majority of them were between 30-40 years old. Ten of the participants were less than 30 years old, while three of them were between 41-50 years. None was over 50 years of age.

Due to the fact that at the time of the study Thanachart Bank has been established for only four years, it was also found that 39 of the participants had been working in the Branch Management Department for more than two years. Five participants had been in this

department for over one year but less than two years, whereas only one of them has been working here for less than one year.

To sum up, the findings indicate that most of the participants were females and the majority of them were between 30-40 years old. More than half the participants had been working in the company for more than two years.

Factors Affecting Organizational Commitment

This section presents factors affecting TBANK employees' organizational commitment in five aspects according to Part II of the questionnaire: work, compensation and fringe benefit, attitude towards co-workers, recognition, and career advancement. The findings of this part are demonstrated in Table 2.

Table 2 Factors Affecting Organizational Commitment of TBANK Employees

Commitment Factors	N	$\bar{x}$	S.D.	Level
Work	45	4.0611	.75029	High
Compensation and fringe benefit	45	3.1222	.73974	Moderate
Attitude towards co-workers	45	4.0167	.62704	High
Recognition	45	3.3111	.54916	Moderate
Career advancement	45	3.1667	.78877	Moderate

Additionally, to represent the average of the attitude level towards each aspect, the value of mean is interpreted as follows: 1.00 – 1.80 = extremely low, 1.81 – 2.60 = low, 2.61 – 3.40 = moderate, 3.41 – 4.20 = high, and 4.21 – 5.00 = extremely high (Pisarnbut, 2007).

As shown in Table 2, the results show that work and attitude towards co-workers are two factors affecting organizational commitment of TBANK employees at high level, followed by recognition, career advancement, and compensation and fringe benefit at a moderate level respectively.

Indeed, it was found that the two most influential factors affecting organizational commitment of TBANK employees are work ($\bar{x} = 4.06$) and the employees' attitude towards their co-workers ($\bar{x} = 4.01$).

Level of Organizational Commitment of TBANK Employees

In this part, how TBANK employees rated their organizational commitment are presented in Table 3. The data obtained from the responses format using a five-point Likert scale regarding 20 statements in Part II of the questionnaire. The numbered responses were summed and the mean scores of each of the five aspects of organizational commitment were computed. The means and standards deviation of each item are presented in Table 3.

Table 3 Descriptive Statistics of Factors Affecting of TBANK Employees'

Organizational Commitment

Commitment Factors	N	$\bar{x}$	S.D.
The Importance of Work			
1. You think that your work is very important for your organization.	45	4.07	.809
2. Your work is "a part of developing" to your organization.	45	4.20	.815
3. Your supervisor thinks the work you are handling is important.	45	3.96	.878
4. You are satisfied with your work that is very interesting and challenging.	45	4.02	.965
Total		4.06	.750
Compensation and Fringe Benefit			
1. You are satisfied with remuneration and overtime payment provided by company.	45	3.00	.977
2. You agree with the present rate of increasing in pay that the company provides you.	45	3.02	.917
3. You agree with yearly bonus.	45	3.40	.751
4. You are satisfied with medical-care, allowance, and providence fund provided by your company.	45	3.07	.889
Total		3.12	.739
Attitude towards Co-workers			
1. You are satisfied with kindness, morality, and impartiality of your co-workers.	45	3.82	.777
2. You have a good relationship with your co- workers concerning your work and personal issues.	45	4.02	.657
3. Your co-workers are always helpful to you.	45	4.09	.701
4. You are satisfied with a chance that you can interact with others in terms of teamwork or co-workers.	45	4.13	.815
Total		4.01	.627

(Table Continues)

Commitment Factors	N	$\bar{x}$	S.D.
Recognition			
1. You are satisfied with your supervisor when he/she always assigns the important work to you.	45	3.51	.695
2. You are satisfied with fame and honor in your work.	45	3.27	.688
3. You are satisfied that you are recognized in the organization.	45	3.40	.618
4. You agree with your supervisor and co-workers when they give positive comments to your work.	45	3.07	.688
Total		3.31	.549
Career Advancement			
1. You are very happy and you also have the commitment and royalty with your organization. You have never thought to leave your organization.	45	3.22	.795
2. You have a chance to learn something new about your job and develop your abilities and skills.	45	3.27	1.009
3. Your organization has equitably evaluated your job and you can be promoted fairly.	45	3.02	.941
4. You think you will have a success in your life with your work in this organization and you strongly feel sense of belonging to your organization.	45	3.16	.952
Total		3.16	.788
Total level of organizational commitment		3.53	.517

Table 3 shows that, on the scale of 1 to 5, TBANK employees had high attitude level on the importance of work ($\bar{x} = 4.06$) and co-workers ($\bar{x} = 4.01$). The findings reveal that “the importance of work” and “attitude towards co-workers” were the most influential factors about which most of the participants strongly agreed and/or agreed.

In terms of the importance of work, the overall TBANK employees' commitment level was high ($\bar{x} = 4.06$). Specifically, TBANK employees felt their job was a part of developing ($\bar{x} = 4.20$). Also, they thought their work was very important for their organization

($\bar{x} = 4.07$), and they were satisfied with their work that was very interesting and challenging.

In addition, they believed their supervisors thought the work they were handling was important ($\bar{x} = 3.96$).

With regard to compensation and fringe benefit, the overall TBANK employees' commitment was at a moderate level ($\bar{x} = 3.12$). TBANK employees agreed with yearly bonus ($\bar{x} = 3.40$), medical-care, allowance, and providence fund ($\bar{x} = 3.07$), the present rate of increasing in pay that TBANK provided them ($\bar{x} = 3.02$), and the remuneration and overtime payment ($\bar{x} = 3.00$) at a moderate level.

Regarding attitude towards co-workers, the overall TBANK employees' commitment was high ($\bar{x} = 4.01$). TBANK employees revealed that they were satisfied with the chance that they could interact with others in terms of teamwork or co-workers ($\bar{x} = 4.13$). They thought their co-workers were always helpful to them ($\bar{x} = 4.09$). Also, they had good relationships with co-worker concerning their job and personal issues ($\bar{x} = 4.02$). Additionally, they were satisfied with kindness, morality, and impartiality of their co-workers ($\bar{x} = 3.82$).

According to the recognition aspect, the overall TBANK employees' commitment was at a moderate level ($\bar{x} = 3.31$). TBANK employees were moderately satisfied with their supervisors ($\bar{x} = 3.51$) as well as when they were recognized in the organization ($\bar{x} = 3.40$). In addition, fame and honor in work moderately satisfied the employees ($\bar{x} = 3.27$) and the employees moderately agreed with their supervisor and co-workers when they gave positive

comments to their work ($\bar{x} = 3.07$).

Finally, in terms of career advancement, the overall TBANK employees' commitment was at a moderate level ($\bar{x} = 3.16$) concerning a chance to learn something new about their job and develop their abilities and skills ($\bar{x} = 3.27$), their thought of leaving the organization ($\bar{x} = 3.22$), the success of their work in the organization ($\bar{x} = 3.16$), and the equitable job evaluation and fair promotion ($\bar{x} = 3.02$).

To sum up, the overall organizational commitment regarding five aspects: work, compensation and fringe benefit, attitude towards co-workers, recognition, and career advancement of TBANK employees working in the Branch Management Department was at high level ($\bar{x} = 3.53$).

Overall, this chapter presented the results of the study conducted to examine the factors affecting the organizational commitment of TBANK employees and the level of their commitment including the participants' general personal background.

In summary, the two research questions were answered based on the findings. In answer to research question 1, the findings indicate that two most influential factors affecting organizational commitment of TBANK are work and attitude towards co-workers. In answer to question 2, the findings indicate that TBANK employees have committed to their organization at high level.

Conclusion and discussion of the findings are presented in Chapter 5.

CHAPTER 5

CONCLUSION AND DISCUSSION

This chapter contains three main sections: discussion of the major findings, conclusion, and limitations of the study and recommendations for future research.

Discussion of Major Findings

The following are the major findings addressing the research questions posed in the study.

Research Question 1: What factors affect TBANK employees' commitment?

According to the study, the findings demonstrate that the two most influential factors affecting organizational commitment of TBANK employees are work and the employees' attitude towards their co-workers (see Table 2).

The findings reveal that work highly influences the TBANK commitment to their organization. In addition, it was found that TBANK employees thought their job was very important as well as a part of the developing organization. It can possibly be assumed that TBANK employees were satisfied with their job because it was very interesting and challenging to them. The importance of work satisfaction was highly rated by the employees in this study, and this is ascertained by Beck and Wilson (2000) who say work is a part of living process in a society. The prosperity of one's self or community comes from the work of

people. Positive attitude towards work acts as internal motivator for people. A secured job is self-rewarding because it brings success and happiness to life.

Regarding the importance of work, one possible explanation is that TBANK employees prefer jobs that they can use their banking skills at work as well as ones that offer a variety of tasks, freedom, and feedback from co-workers. These characteristics might make work mentally challenging. Therefore, based on the findings, to encourage an organizational commitment, TBANK supervisors should provide training and career development plans to all TBANK subordinates. In addition, each employee's potential and capabilities should be recognized. As a result, TBANK subordinates will be able to afford self-development training to increase their knowledge, working skills, and self-confidence on their job, and that will convincingly result in the increasing organizational commitment.

The results also show that TBANK employees' attitude towards co-workers was at high level. TBANK employees said that they were satisfied with a chance allowing them to interact with others in terms of teamwork or co-workers. One possible explanation is that each co-worker might be helpful to each other. Consequently, having friendly and supportive co-workers is possibly leading to an effective organizational commitment.

Regarding TBANK Human Resource Management, TBANK accelerated the development of Thanachart Group's staff with an aim to provide the staff with knowledge, ability and skills necessary for successfully carrying out their duties and responsibilities. Consequently, TBANK employees are encouraged to acquire other skills given to enhancing

professionalism of staff in their respective field of work (the Opinion of the company regarding the tender offer, 2007). As a result, it may be assumed that TBANK employees might be satisfied to work in this organization because they are highly encouraged and motivated to maintain good performance, and this is effectively affecting the efficient work environment resulting in friendly relationship among the co-workers.

In conclusion, the results show that work and attitude towards co-workers are the most influential factors affecting organizational commitment of TBANK employees in the Branch Management Department in Bangkok. This study extended the knowledge of the organizational commitment as well as strengthened the existing knowledge about the effectiveness of organizational commitment. Additionally, the increasing organizational commitment might help TBANK reaches its goals and develops the performance of TBANK employees.

Research Question 2: How do TBANK employees rate their commitment to the organization?

According to the study, the respondents were asked to indicate their opinions on the organizational commitment in five aspects: work, compensation and fringe benefit, attitude towards co-workers, recognition, and career advancement. It was found that the organizational commitment of TBANK employees in the Branch Management in Bangkok is at a high level. Specifically, the employees' attitudes are highly concerned on work and attitude towards co-workers. Also, it can be observed that TBANK employees believed that

their job was a part of developing to TBANK and they were satisfied with their teamwork or co-workers (see Table 3).

According to Reichers (1985), a high level of organizational commitment is characterized by a strong acceptance of the organization's values and willingness to exert efforts to remain with the organization. The employee commitment is important because a high level of commitment might lead to several favorable organizational outcomes. This study aimed to explore the level of organizational commitment and examine what factors affecting to the TBANK employees' organizational commitment. According to the results of the study, organizational commitment of TBANK employees was at a high level. It can be plausibly explained that TBANK supervisors might be interested in their employees' attitudes because attitudes gives warnings of potential problems and influence behavior. The TBANK supervisors might also consistently take a personal interest in the employees, and it will send a message to employees that the organization cares about them and supports them, which in turn is likely to lead to higher levels of organizational commitment. Moreover, TBANK's policies and practices concerning the movement of employees, particularly upward movement, once they are in the organization might also affect their commitment. TBANK employees might be encouraged to work in the organization which provides them an opportunity to grow in organizational hierarchy and professionally both.

The findings of the level of TBANK employees' organizational commitment can be useful for organization development in order to help the organization to maintain factors that

highly affect employees' commitment. Obviously, the goal of Human Resource Management of business in general is to help an organization to meet strategic goals by attracting, and maintaining employees and also to manage them effectively. Likewise, the HRM approach of TBANK seeks to ensure a fit between the management of an organization's employees, and the overall strategic direction of the company (the Annual report 2007 of Thanachart Bank, 2007). The management team can make use of the results of the current study concerning the level of organizational commitment to effectively strengthen the policy of the organization to fulfill employees' needs which will definitely results in an efficient organization.

Conclusion

This study sought to examine the organizational commitment of TBANK employees of the Branch Management Department in Bangkok by exploring two research questions. The first looked at what factors affecting organizational commitment. The second investigated how TBANK employees rate their organizational commitment.

This study was conducted in April 2008. The respondents were 45 TBANK employees working in the Branch Management Department in Bangkok. The findings of this study showed that 'the importance of work' and 'attitude towards co-workers' are the most influential factors affecting TBANK employees' organizational commitment. The results also showed that TBANK employees have high attitude toward their work. It can be assumed that

TBANK employees were attracted by the chance to take on great responsibility and stretch their skills even further. Consequently, commitment might be enhanced by enriching job.

According to Robbins (1998), employees tend to be highly committed to their organizations to the extent that they have a good chance to take control over the way they do their jobs and are recognized for making important contributions. Accordingly, TBANK Human Resource Management's strategy should be changed in line with the Company's business strategy, with focus given to enhancing professionalism of staff in their respective field of work, e.g. banking skills, work performance, risk management, leadership, and effective management. In addition, TBANK employees should be encouraged to acquire other professional licenses in some specialized fields, so their standards of work will be well acceptable to the organization.

To maintain high level of organizational commitment, TBANK might consider its employees as the key aspect leading to success with the aim of improving the quality of staff at all levels. In addition, a continuous manner professionalism in giving services is enhanced, with focus given to improvement of skills, knowledge, expertise as well as ethical standards in carrying out one's duties. According to the findings, TBANK employees also have good relationships with their superior and colleagues. With regard to "attitude towards co-workers", it can be assumed that co-workers might be helpful to each other and employees have a good relationship with their co-workers concerning their job and personal issues. Hence, TBANK should strongly encourage supportive colleagues and teamwork

since having friendly and supportive co-workers might lead to a high level of job satisfaction and result in high commitment to the organization.

Finally, the study showed that the overall TBANK employees' organizational commitment is at high level. This may convince that the organization satisfied its employees in general. However, to maintain the employees' satisfaction regarding the influential commitment aspects, the employees will need to regularly and consistently improve the organization policy to strengthen the positive attitude at work of the employees.

Additionally, according to the findings, TBANK should consider the significance of recognition, career advancement, and compensation and fringe benefit since these aspects also influence the organizational commitment. This could be done by providing the employees a chance to voice their opinion on aspects that might influence their performance and commitment. Comment boxes available for the employees to indicate their needs will be beneficial to the organization. TBANK Management should then take employee comments seriously and make every effort to increase the level of organizational commitment. The quality of TBANK will possibly increase because TBANK employees' sense of commitment will benefit not only the supervisors, HRM, and TBANK employees, but also the organization as a whole in the achievement of organizational growth and success.

Limitations of the Study and Recommendations for Future Research

The current study leads to several recommendations for future research as follows:

1. One limitation of this study was that it was conducted in a certain department of a company. It was limited to a small group of employees since only 45 TBANK employees were recruited in this study, and the results can not represent the level of TBANK staff in general. Therefore, future studies should be done in all departments of the company to effectively generalize the overall commitment of the organization.

2. The current research employed a close-ended questionnaire to explore the employees' organizational commitment; therefore, it may not yield an in-depth result since the informants were not be able to reveal some other factors that might somehow affect their commitment. An in-depth and open-ended survey together with interviews and observations are recommended for future studies to effectively capture more employee personal perspectives on their work.

3. In the further study, employees who are working in supervisory positions of each branch or sub-branch should be included to compare the level of organizational commitment of different level of employees. The results would be useful for the process of continuing quality improvement, development, and effectiveness of the whole organization.

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APPENDIX

APPENDIX:
QUESTIONNAIRE

QUESTIONNAIRE

This questionnaire is designed to study employees' commitment of Thanachart Bank Public Company Limited at the Branch Management Department in Bangkok. Your responses will greatly provide useful information for this study, so please kindly fill out the questionnaire. All the information will be used only for this study and will be kept confidentially and destroyed after the completion of this study. Your willingness to participate in this study is greatly appreciated.

PART 1: Personal Backgrounds

Directions: Please complete the following information about yourself by making a checkmark (✓) in box.

1. Gender

☐ Male

☐ Female

2. Age

☐ Less than 30 years

☐ 30-40 years

☐ 41-50 years

☐ above 51 years

3. Years of Service with Thanachart Bank

☐ Less than 1 year

☐ More than 2 years

☐ More than 1 year but less than 2
years

Part 2: The Organizational Commitment

Directions: Please indicate your opinion by checking (✓) on the statement level which you agree. This part is categorized by five factors and five degrees of organizational commitment.

- 5 = Strongly agree
 4 = Agree
 3 = Neutral (neither agree nor disagree)
 2 = Disagree
 1 = Strongly disagree

Commitment Factors	5	4	3	2	1
The Importance of Work					
1. You think that your work is very important for your organization.					
2. Your work is “a part of developing” to your organization.					
3. Your supervisor thinks the work you are handling is important.					
4. You are satisfied with your work that is very interesting and challenging.					
Compensation and Fringe Benefit					
1. You are satisfied with remuneration and overtime payment provided by company.					
2. You agree with the present rate of increasing in pay that the company provides you.					
3. You agree with yearly bonus.					
4. You are satisfied with medical-care, allowance, and providence fund provided by your company.					

Commitment Factors	5	4	3	2	1
Attitude towards Your Co-workers					
1. You are satisfied with kindness, morality, and impartiality of your co-workers.					
2. You have a good relationship with your co-workers concerning your work and personal issues.					
3. Your co-workers are always helpful to you.					
4. You are satisfied with a chance that you can interact with others in terms of teamwork or co-workers.					
Recognition					
1. You are satisfied with your supervisor when he/she always assigns the important work to you.					
2. You are satisfied with fame and honor in your work.					
3. You are satisfied that you are recognized in the organization.					
4. You agree with your supervisor and co-workers when they give positive comments to your work.					
Career Advancement					
1. You are very happy and you also have the commitment and royalty with your organization. You have never thought to leave your organization.					
2. You have a chance to learn something new about your job and develop your abilities and skills.					
3. Your organization has equitably evaluated your job and you can be promoted fairly.					
4. You think you will have a success in your life with your work in this organization and you strongly feel sense of belonging to your organization.					

Thank you for your cooperation.

แบบสอบถามเพื่อการวิจัย

ปัจจัยที่มีผลต่อความผูกพันต่อองค์กร:

กรณีศึกษาพนักงานธนาคารธนชาต จำกัด (มหาชน) ฝ่ายบริหารงานสาขา

ในกรุงเทพมหานคร

คำชี้แจง แบบสอบถามชุดนี้สร้างขึ้นเพื่อใช้ในการศึกษาวิจัยเกี่ยวกับปัจจัยที่มีผลต่อความผูกพันต่อองค์กร: กรณีศึกษาพนักงานธนาคารธนชาต จำกัด (มหาชน) ฝ่ายบริหารงานสาขา ตามหลักสูตรภาษาอังกฤษเพื่อการสื่อสารนานาชาติ มหาวิทยาลัยศรีนครินทรวิโรฒ ประสานมิตร เท่านั้น มิได้มีวัตถุประสงค์อื่นใด จึงขอให้ท่านกรุณาตอบแบบสอบถามให้ครบถ้วนและตรงกับความเป็นจริงมากที่สุดข้อมูลทั้งหมดจะใช้ในการวิจัยนี้เท่านั้น เพื่อเป็นประโยชน์ต่อการวิจัยและผู้วิจัยขอขอบคุณที่ท่านเสียสละเวลาในการตอบแบบสอบถามของท่านมา ณ ที่นี้ด้วย

ตอนที่ 1 ข้อมูลส่วนตัวของผู้ตอบแบบสอบถาม

กรุณาใส่เครื่องหมาย (✓) ลงในช่อง ☐ หน้าข้อความที่ท่านต้องการเลือกตอบเพียงคำตอบเดียว

1. เพศ

☐ ชาย

☐ หญิง

2. อายุ (เศษของปี ถ้าเกิน 6 เดือน คิดเป็น 1 ปี)

☐ ต่ำกว่า 30 ปี

☐ 30-40 ปี

☐ 41-50 ปี

☐ มากกว่า 50 ปี

3. ประสบการณ์ทำงานในธนาคารธนชาต (เศษของปี ถ้าเกิน 6 เดือน คิดเป็น 1 ปี)

☐ ไม่เกิน 1 ปี

☐ มากกว่า 1 ปี แต่ไม่เกิน 2 ปี

☐ 2 ปี ขึ้นไป

ตอนที่ 2 ข้อมูลเกี่ยวกับความผูกพันต่อองค์กร

โปรดพิจารณาข้อความต่อไปนี้ แล้วใส่เครื่องหมาย (✓) ลงในช่องที่ตรงกับความคิดเห็นของท่านมากที่สุด เพียงคำตอบเดียว

- 5 = เห็นด้วยอย่างยิ่ง
 4 = เห็นด้วย
 3 = ปานกลาง
 2 = ไม่เห็นด้วย
 1 = ไม่เห็นด้วยอย่างยิ่ง

ปัจจัยที่มีผลต่อความผูกพันต่อองค์กร	5	4	3	2	1
ความสำคัญของงาน					
1. ท่านมีความรู้สึกว่างานที่ท่านทำมีความสำคัญต่อองค์กรมาก					
2. งานที่ท่านทำมีส่วนต่อการพัฒนาขององค์กร					
3. ผู้บังคับบัญชาของท่านเห็นความสำคัญในงานที่ท่านทำ					
4. งานที่ได้รับมอบหมายเป็นงานที่ท่านชอบ น่าสนใจและท้าทาย ความสามารถ					
ด้านเงินเดือนและสวัสดิการ					
1. ปัจจุบันท่านพึงพอใจในอัตราเงินเดือน ค่าล่วงเวลา หรือรายได้พิเศษ ซึ่งเหมาะสมกับความสามารถและปริมาณงานที่ท่านรับผิดชอบอยู่					
2. ท่านพึงพอใจกับเงินเดือนที่เพิ่มขึ้นในแต่ละปี					
3. ท่านพึงพอใจกับเงินโบนัสประจำปีที่องค์กรจ่ายให้					
4. ท่านได้รับความสะดวก ความรวดเร็วในการใช้สิทธิเบิกสวัสดิการต่าง ๆ ของหน่วยงาน					

ปัจจัยที่มีผลต่อความผูกพันต่อองค์กร	5	4	3	2	1
ทัศนคติต่อผู้ร่วมงาน					
1. ท่านพึงพอใจอย่างยิ่งในความร่วมมือ และการช่วยเหลือกันระหว่างเพื่อนร่วมงาน					
2. ท่านมีความสัมพันธ์ที่ดีกับเพื่อนร่วมงานทั้งในเรื่องงานและเรื่องส่วนตัว					
3. ท่านได้รับการช่วยเหลือจากเพื่อนร่วมงานเมื่อท่านต้องการเสมอ					
4. ท่านพึงพอใจที่ได้ทำงานเป็นกลุ่มมากกว่า ที่จะทำงานตามลำพังคนเดียว					
การเป็นที่ยอมรับ					
1. ท่านได้รับการยอมรับจากหัวหน้าในการได้รับมอบหมายให้ทำงานสำคัญอยู่เป็นประจำ					
2. ท่านได้รับชื่อเสียงและการยกย่องจากเพื่อนร่วมงานและผู้บังคับบัญชา					
3. ท่านเป็นที่ได้รับการยอมรับในแผนกของท่าน					
4. ท่านได้รับคำชมเชยจากหัวหน้างานในงานที่ทำ					
โอกาสความก้าวหน้า					
1. ท่านมีความสุข มีความรู้สึกผูกพันภูมิใจ และจงรักภักดีต่อหน่วยงานแห่งนี้เป็นอย่างมากจนไม่คิดจะลาออกไปทำงานที่อื่น					
2. ท่านมีโอกาสได้รับการสนับสนุนให้พัฒนาความรู้ความสามารถและเพิ่มทักษะในการทำงาน					
3. หน่วยงานของท่านมีหลักเกณฑ์ในการประเมินผลการทำงานอย่างเที่ยงตรงทำให้ท่านมีโอกาสที่จะเลื่อนระดับตำแหน่งอย่างเป็นธรรม					
4. ท่านคิดว่าท่านประสบความสำเร็จในชีวิตการทำงานถ้าท่านทำงานกับหน่วยงานแห่งนี้ต่อไป					

ขอขอบคุณอย่างยิ่ง

VITAE

VITAE

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