FACTORS RELATED TO THE ORGANIZATION COMMITMENT OF AUTOMOBILE COMPANY EMPLOYEES.

PIMCHANOK PHENGNAREN

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FACTORS RELATED TO THE ORGANIZATION COMMITMENT OF AUTOMOBILE COMPANY EMPLOYEES

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ABSTRACT

The purpose of this survey research was to study the level of organization commitment and factors related to the organization commitment among automobile company employees. The samples were 400 persons who had been working in an automobile company and were chosen by random sampling. Data were collected by questionnaires constructed from the literature review. The frequencies, percentage, arithmetic mean, standard deviation, Pearson's Product Moment Correlation Coefficient and Stepwise Multiple Regression Analysis were employed in this study.

The results revealed that the employees had commitment to the organization as shown by employee perception of the company and acceptance of objectives and values of the organization, willingness in the endeavor to do all assigned tasks, and need of preserving membership status of the organization, which were all high level. The positive significant factors were characteristics of long-term orientation, characteristics of collectivism and characteristics of femininity. Three of the variables could explain or predict the value of the organization commitment by approximately 33.30 percent.

The recommendations from the research are that organizations give clear roles to employees and make explicit the philosophy of the organization, as well as encourage participation in company social activities. Also, employees need to be more self-directed in achieving work objectives, and the organization must consider employee quality of life in the pushing to succeed in their aims.

KEY WORDS : THE ORGANIZATION COMMITMENT / AUTOMOBIE COMPANY EMPLOYEES

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ปัจจัยที่มีความสัมพันธ์กับความผูกพันต่อองค์การของพนักงานบริษัทรถยนต์ (FACTORS RELATED TO THE ORGANIZATION COMMITMENT OF AUTOMOBILE COMPANY EMPLOYEES)

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บทคัดย่อ

การศึกษาครั้งนี้มีวัตถุประสงค์เพื่อศึกษาระดับความผูกพันต่อองค์การของพนักงานบริษัทรถยนต์ และปัจจัยที่มีความสัมพันธ์กับความผูกพันต่อองค์การของพนักงานบริษัทรถยนต์ กลุ่มตัวอย่างเป็นพนักงานที่ปฏิบัติงานในบริษัทรถยนต์แห่งหนึ่ง จำนวน 400 คน เก็บข้อมูลโดยใช้แบบสอบถามที่ผู้วิจัยได้พัฒนาขึ้น วิเคราะห์ข้อมูลโดยใช้ร้อยละ ค่าเฉลี่ย ส่วนเบี่ยงเบนมาตรฐาน และการวิเคราะห์ถดถอยพหุแบบขั้นตอน

ผลการศึกษาพบว่า พนักงานมีความผูกพันต่อองค์การในด้านความเชื่อมั่นอย่างแรงกล้าในการยอมรับเป้าหมายและค่านิยม ด้านความเต็มใจที่จะใช้ความพยายามอย่างเต็มที่ในการทำงานเพื่อประโยชน์ขององค์การ และความปรารถนาอย่างแรงกล้าที่จะคงไว้ซึ่งความเป็นสมาชิกภาพขององค์การอยู่ในระดับสูงทุกด้าน ตัวแปรที่มีอิทธิพลต่อความผูกพันต่อองค์การมี 3 ตัวแปร ซึ่งเป็นตัวแปรที่มีอิทธิพลเชิงบวก ได้แก่ ลักษณะการมุ่งเน้นระยะยาว ลักษณะความเป็นกลุ่มนิยม และลักษณะความเป็นเพศหญิง โดยตัวแปรทั้ง 3 นี้สามารถร่วมกันทำนายความผูกพันต่อองค์การของพนักงานบริษัทรถยนต์ได้ร้อยละ 33.30

ข้อเสนอแนะจากการวิจัย องค์การควรมีการให้ความรู้เกี่ยวกับกฎระเบียบข้อบังคับตลอดจนปรัชญาในการทำงาน รวมทั้งสนับสนุนและส่งเสริมให้พนักงานทำกิจกรรมร่วมกันมากขึ้น และมีการตั้งเป้าหมายในการทำงาน ตลอดจนองค์การควรให้ความสำคัญกับคุณภาพชีวิตการทำงาน เพื่อให้พนักงานเกิดความรู้สึกผูกพันต่อองค์การมากยิ่งขึ้น

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CHAPTER 1
INTRODUCTION

1.1 Background and significance of the problem

It is acceptable in common that human resources are the most valuable and important resources in every organization. Besides they are also the foundation of business management. Though nowadays most of organizations have tried hard to introduce many new technologies and machineries to replace their labor forces, the importance of human resources still remain the same. On the other hands, the more progressive of technologies, the necessity use labor force and intelligence of human will be increase twofold. So not only efficient and success organization relies on technologies, but also incurs from human resources which are considered as an important resource of organization.

In making individual employee in organization plays his right roles and duties, performs the best performances, dedicates himself to the assignments, being harmonized and unity, all of these should be paid attention and taken care by the organization together with an improvement in business management in order to update itself promptly to the change of the world all the time (Sophon Phukaoluan, 1988: 20) said that employees are like the huge valuable "cost" and besides they are also the cost that organization should preserve and always put additional investment in order to improve human resources to be suitable for the organization. It is due to the value of human being which can generate efficiency and effectiveness to the organization. It means that they can guarantee that they can introduce and bring the progressive to their organization and enable their organization surviving in the battle fields constantly.

It is acceptable among the organization theorists and management teams that in making their staff get satisfied with their tasks is one of the factors that enables the organization achieve the effectiveness ultimately. The reason is because they believe that when any staff feels appreciated with his tasks he can perform his performances

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better than those who are disappointed with their tasks. So most of human resources management policies may emphasize on basic needs satisfaction by using the external factors such as salary, bonus, welfare and at the same time they also use internal factors such as providing an opportunity to the members in order to be a part of working team, and team work.

From the belief that mentioned above, it originated many researches as the evidences. But from the survey of Brayfield & Crockett (1955: 284-290) found that those researches cannot be confirmed about the cause and effect of relationship between variable of working satisfaction and effectiveness of the organization. However Kahn (1972: 53-70) had made an additional explanation about this issue that in building any satisfaction it appears that there is a successful in only one level. But there is no any correlation between creating working satisfaction and effectiveness of the organization in some environment. Additionally, Steers and his team (1982: 83-90) shared some opinions that it might be because of working satisfaction is an temporary feeling and it continues from the daily working experiences which may shift easily according to the condition of the needs. Besides, the problem that the task forces have been facing in the work place everyday or in other words it means that working satisfaction is only the reaction of reacting immediately for a short period of time by any person who performs the tasks only. So such working satisfaction should be anything that satisfied the individual needs in which sometimes it cannot identify overall performance quality.

Therefore researchers, management team, and organization theorists became interested in studying another variable which they believed that such variable enables them to foresee overall effectiveness of organization well. Such variable is the concept about “Organization Commitment” which its concept is the opinions of members in the organization that may correlate with some organization behaviors. It means that anyone who makes decision to become one of organization’s members and performs some behaviors that their organization needs is for exchanging with some rewards that the organization had offered to them. Once the organization could not satisfied their needs, they may resign from the organization. It means that such organization will lose a valuable cost and receive the reward that is not worth with their investment. On the other hands, the organization needs to invest in many aspects in order to select,

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provide training and developing another person in order to replace the vacant position. Such replacement has complicated steps that make the organization wastes their time and a lot of benefits. Mr.Tawee Butrasoonthorn (1999: 45-48) said that" in trying to preserve a good employee is what every organization requires because whenever it lose any smart employee it need to spend a long time to create a new employee to replace the existing one. Besides the organization itself has to spend a lot of money and time before getting a very smart and skill employee to join the organization". So whenever the organization has to spend of lot of time in selecting and developing human resources in order to replace the existing one, it will affect the production and effective of organization definitely. Of which the average of 60-65% of overall expenditures of each organization are the expenditures for investing in human resources which starting from sourcing process, selective, training and developing, salary, wages, welfares, leave, absent from work, and delay or unwilling to perform the task with full capability (Sriarun Resanont, 1994: 19)

So there is a research as an evident to show the organization commitment concept in order to prove the relationship for the effectiveness of organization. However, such study does not only limit the opinion and belief, but also the measurement of obvious behavior. The reason of such study is to find out how to maintain members of organization to work for the organization for a long time. From the study of Angle & Perry (1981: 1 – 14) found that if any members of organization do not have any relationship with the organization there will be some behaviors that coming out which are considered as an important problem, by first is resignation problem that contains highest correlation with the organization, and second is absence problem, they found that any persons who have high organization commitment will have high motivation in working more than those who have low or do not have any organization commitment. And third is lateness problem, they found that any persons who have high organization commitment will go to work punctually. So it can be concluded that the organization commitment is important to member working behaviors in the organization, and effectiveness and efficiency to the organization. It is because of in case any person has an organization commitment, he will behave in the way that introducing the success and achievement in the organizational goals (Steer, 1977: 46)

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So the organization should always realize on how to develop and improve the organization itself in order to motivate and encourage its employees, to have organizational commitment, accept the organization goals, and willing to take a full range of endeavors in working and decrease unnecessary wasteful. March & Simon (1985 cited by Cholada Sittiwan, 1996: 5) explained that the relationship between organization and members are in the form of exchanging to each others, by each party will request and show the needs for something to other party. Meanwhile each of them may provide something back to one another. The organization exchanging is to provide a motivation to members and the members will dedicate their knowledge and capabilities back to their organization. So it can say that both of organization and employees should show their sincerity in blending the advantages which means that when the members join the organization they may expect to have a good environment which enables them to show their full range of knowledge and capabilities, and make them get satisfaction with the organization. Any organization can be the steps for them to achieve their goals, those people may want to work with their organization where can make them have a relationship with their organization and provide full range of endeavor in working. However, on the other hands if the organization cannot satisfy their needs, it is hard for them to have any relationship with their organization and negative results may occur to the organization.

At present there are many intense competitions in the market situation in industrial sector, especially in automobile industrial sector. It is due to the automobile has become one of important factors for human being. After the economic crisis in year 1997. It showed that the overall needs of automobile of the country have increased every year as follows:

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Year	Total Sales Volumes / Year	Percentage
1998	144,907	113
1999	218,368	152
2000	262,224	181
2001	297,140	205

Source: Marketing Department, 2002

From the increasing of such needs, it affects many automobile companies to move or expand their production bases to Thailand such as Toyota, Honda, Nissan, Mitsubishi, Ford, Mazda, and Isuzu in order to produce standard and effective vehicles and to serve the increment in market needs. Besides, the organization should realize the importance of developing and improving human resources or after sales service in order to make them bring their knowledge to be adapted with their works for increasing their skills and bring highest profit to the organization. In realizing the importance of the employees is to encourage these people to have good attitudes towards organization by they will accept the goals, values, and work for organization for so long.

From the sentences mentioned above, the researcher is interested in studying the factors that correlate with the organization commitment between automobile company and their employees (however, due to the company's policy, so the researcher could not disclose the company name into this thesis). By the researcher needs to study on which factors have correlation and organization commitment, and how much organization commitment that the employees feel towards their organization. The reason of doing such study is to know the facts in order to develop and create the motivation to the employees to make them feel love and have organization commitment. Besides, it is also the guideline that makes the organization to have some development and adjustment in order to become successful in the future.

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1.2 Research objectives

1.2.1 To examine the organization commitment level of automobile company employees.

1.2.2 To identify factors that have a relation with the organization commitment level of automobile company employees as follows:

1.2.2.1 Factors of individual e.g. age, education level, period of working and position level

1.2.2.2 Factors of working characteristics e.g. working independent, working relation with others, participation in managing and variety of work

1.2.2.3 Factors of working experience e.g. self-important organization, organization credibility and reliability, Attitude towards colleagues and Expectation organization

1.3 Research questions

1.3.1 In which level that the employees have organization commitment?

1.3.2 Which variables that contain correlation and organization commitment by emphasizing to study on the following factors:

1.3.2.1 Do factors of individual e.g. age, education level, period of working and position level have a relation with the organization commitment of automobile company employees and in what ways?

1.3.2.2. Do factors of working characteristics e.g. working independent, working relation with others, participation in managing and variety of work have a relation with the organization commitment of automobile company employees and in what ways?

1.3.2.3 Do factors of working experience e.g. self-important organization, Organization credibility and reliability, Attitude towards colleagues, Expectation organization have a relation with the organization commitment of automobile company employees and in what ways?

1.3.2.4 Do factors of organization culture e.g. characteristics of power distance, characteristics of individualism and collectivism, characteristics of

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masculinity and femininity, characteristics of uncertainty avoidance, and characteristics of long-term orientation have a relation with the organization commitment of automobile company employees and in what ways?

1.3.3 What factors of individual, factors of working characteristics, factors of working experience and/or factors of organization culture can predict the the organization commitment of automobile company employees?

1.4 Research hypothesis

Factors of individual are:

1.4.1 The employees who are quite old may have positive correlation with organization commitment.

1.4.2 The employees whose education levels are high may have positive correlation with organization commitment.

1.4.3 The employees who have been working for a long time may have positive correlation with organization commitment.

1.4.4 The employees who are in high positions may have positive correlation with organization commitment.

Factors of working characteristics are:

1.4.5 Working independent may have positive correlation with organization commitment.

1.4.6 Working relation with others may have positive correlation with organization commitment.

1.4.7 Participation in managing may have positive correlation with organization commitment.

1.4.8 Variety of work may have positive correlation with organization commitment.

Factors of working experiences are:

1.4.9 The self-important the organization may have positive correlation with organization commitment.

1.4.10 Organization credibility and reliability may have positive correlation with organization commitment.

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1.4.11 Attitudes towards colleagues may have positive correlation with organization commitment.

1.4.12 Expectation organization may have positive correlation with organization commitment.

Factors of the organization cultures are:

1.4.13 Characteristics of power distance may have negative correlation with organization commitment.

1.4.14 Characteristics of individualism may have negative correlation with organization commitment.

1.4.15 Characteristics of collectivism may have positive correlation with organization commitment.

1.4.16 Characteristics of masculinity may have negative correlation with organization commitment.

1.4.17 Characteristics of femininity may have positive correlation with organization commitment.

1.4.18 Characteristics of uncertainty avoidance may have negative correlation with organization commitment.

1.4.19 Characteristics of long-term orientation may have positive correlation with organization commitment.

1.5 Scope of the study

The populations of this research were only Thai nationality of automobile company were 1,900 persons that can not specified name because it had to policy of the company.

1.6 Variables that are used for this research

1.6.1 Independent Variable are:

1.6.1.1 Factors of individual e.g. age, education level, period of working and position level

1.6.1.2 Factors of working characteristics e.g working independent,

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working relation with others, participation in managing and variety of work.

1.6.1.3 Factors of working experience e.g. feeling of self-important organization, Organization credibility and reliability, Attitude towards colleagues and expectation organization.

1.6.1.4 Factors of organization culture were characteristics of power distance, characteristics of individualism and collectivism, characteristics of masculinity and femininity, characteristics of uncertainty avoidance, and characteristics of long-term orientation.

1.6.2 Dependent Variables are the organization commitment, which contain following elements:

1.6.2.1 Strong confidence in accepting the objectives and values of organization.

1.6.2.2 Willingness to dedicate to work for organization.

1.6.2.3 Strong needs in preserving the status of organization member

1.7 Operational definitions

This time research, the researcher has specified the definition and scopes of words that are used in this research as follows:

1.7.1 Automobile company employees mean a person who has been hired as company's full time employee in every position.

1.7.2 Factor of individual means general characteristic of employees, which are classified into:

1.7.2.1 Age means the full age of employees counting from the birth date until the date of filling questionnaire. They are ranked into 3 levels as follows:

- 20 – 29 years old
- 30 – 39 yeas old
- 40 and above

1.7.2.2 Education level means the highest education level of employees which can be classified into 3 levels as follows:

- Bachelor degree and lower than

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- Master degree and higher

1.7.2.3 Period of working means the duration of employees who have been hired as permanent employees of company until the date of filling questionnaire.

1.7.2.4 Position level means position of employees which are divided into 2 levels :

- Operation Level
- Supervisor Level

1.7.3 Factor of working characteristic means working characteristics that the employees take responsibilities, works that require knowledge and abilities, using intelligence in working in order to achieve the successful. All of these are factors that concern with working characteristics which are working independent, any works that provide opportunity to communicate with other, being a part in managing, importance of work and progressive in working

1.7.3.1 Working independent means any works without any supervision from supervisors but instead the employees can make decision by themselves by using their own knowledge and experiences, which considered from:

- Capability in specifying the working form and methods
- Opportunity in showing opinion during working
- Opportunity in introducing new things or new working methods

1.7.3.2 Working relation with others means any works that require the cooperation and coordination with other department. Such working situation provides opportunity to have social relationship with colleagues in both of same working section and with outsiders which can be measured from :

- Any works that provide opportunity to communicate with staff who take responsibility with such tasks
- Any works that provide opportunity to build a good-relationship with colleagues and outsiders

1.7.3.3 Participation in managing means providing the opportunity to employees to be a part in making decision in both policy and operation levels which can be measured from :

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- Acceptance level of the idea from the supervisors and colleagues
- Opportunity to advise any new creative ideas in both policy and operation guideline.
- Willingness to be a part in managing and show the opinion in order to be useful for the organization.

1.7.3.4 Variety of work means many types of works that need to face different problems and obstacles which can be classified from :

- Any work that face the different working place conditions and situations.
- Opportunity to face obstacles in each situation

1.7.4 Factor of working experience means the feeling or perception of working environments within the organization that each employee can touch from the work the performs which are :

1.7.4.1 Self-important organization means the perception on the roles in the organization that will be praised, be accepted and be important to the working section and colleagues, which can be measured from

- Being praised and honored from colleagues and receive rewards from organization as well as supervisors.
- Opportunity to be encouraged from colleagues and supervisor.
- Opportunity to show own working results to colleagues and external parties.

1.7.4.2 Organization credibility and reliability means the feeling towards the organization whether their organization can satisfy their physical needs and certainty to the member lives as well as building morale and motivation to them such as welfare, receive rewards, felling that the organization can help them when they face some problems.

1.7.4.3 Attitude towards colleagues means feeling towards their colleagues in coordinating, assisting, the advising in working and personal affairs.

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1.7.4.4 Expectation organization means the expectation of employees towards their organization in many aspects such as salary, being promoted to higher position.

1.7.5 The organization cultures means value, belief, understanding, behavior and criterion of organization members that used to performing together by having following elements:

1.7.5.1 Characteristic of power distance means the way that the members of organization expect and accept the unfair treatment and matters by having difference in authority, decision making, being praised, social class and status, and special rights.

1.7.5.2 Characteristic of individualism means members of organization prefer to live or work independently, have a freedom of thinking and performing more than emphasizing on group, do not have any relationship or having good time with others.

1.7.5.3 Characteristic of collectivism means members of organization have a harmonize relationship with their group and organization, considering the group important more than individually, emphasizing on relationship, agree with other's opinion, rely on other, and like coordination.

1.7.5.4 Characteristic of masculinity means the members of organization perform anything as male characteristics by enthusiasm in competing, have self-confidence, dare to show their performances and make decisions, think about principals and reasons, emphasizing on work results, looking the way to become successful, strict working system, separate into roles of gender obviously and emphasizing on material successful

1.7.5.5 Characteristic of femininity means the organization members perform feminine characters by having loyalty, being symphatised, peaceful, gentle, compromisation, emphasize on feeling, equality, do not divide the roles of gender obviously, and considering in importance of working quality

1.7.5.6 Characteristic of uncertainty avoidance means the organization members try to avoid any unclear situation, reduce risks in having work mistakes by bring successful experiences from the past to be adapted suitably such as

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traditional, belief, advise from senior or skilful persons, policies or rules and regulations.

1.7.5.7 Characteristic of long-term orientation were the organization members consider the importance of the future and interest about relation, therefor show the role corrected of status, to economize for reserve funds and feeling to be ashamed if make to something effect to the others person or the organization.

1.7.6 The organization commitment means feeling and behavior of person, which have to the organization as following;

1.7.6.1 Strong confidence in accepting the objectives and values of organization mean feeling which to agree with target and value

1.7.6.2 Willingness to dedicate to work for organization mean use talent and attempt to be successful for work.

1.7.6.3 Strong needs in preserving the status of organization membership mean the employees want to working in the organization by voluntaries and don't want to resign from the membership of the organization.

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8. Conceptual framework

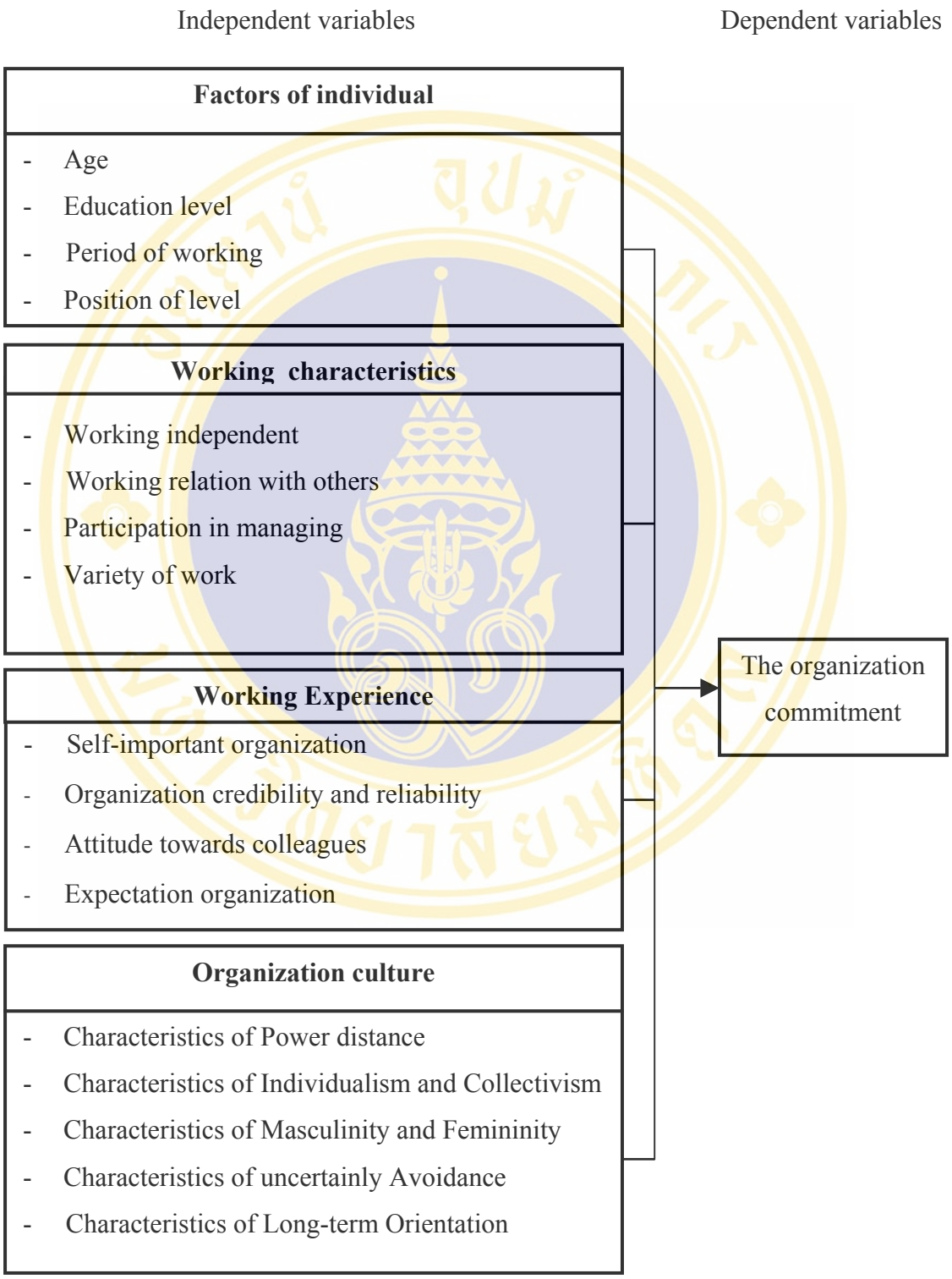

Figure 1 Conceptual framework

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CHAPTER 2
LITERATURE REVIEW

The studying of chapter overview and theory that relate to this research, the researcher has studied from many documents in which the details are as follows:

2.1 Concept about organization commitment
  2.1.1 Consequences of organization commitment
  2.1.2 Contribution to organization commitment
2.2 Organization commitment theory
2.3 Factor related to the organization commitment
2.4 Related research document

2.1 Concept about organization commitment

An organization commitment of one person relates between his work and his working satisfaction. Working satisfaction emphasizes on the assigned tasks while motivation refers to feelings or emotions in which it can be considered from the following sample: working satisfaction of each person may happen when his needs are not supported or encouraged to become what he has expected or his salary adjustment has been less than what he has expected. In which such situation will affect the relationship with the organization (Mckenna, 1994: 287-288)

Mowday, et al. (1982 cited by Mckenna, 1994: 287-288) said that in human resources management the relationship is one of the key factors that shows the intensity of relationship of each person in which it is the unique performance towards his organization. It also includes the effect to the goals of how to carry on his life for the future that contains working standard that will happen to each person. The organizational commitment will occur whenever the person accept goals, target and value system of the organization and extend to the endeavor of seeking for the benefits. However, the organizational commitment unable to make it happens to all of

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organization because it is the experience and direction of the works such as in choosing the field of work or work type of each person, that person must understand his roles and duties of the work before choosing that kind of work.

In building the uniqueness of organization commitment in order to be durable and last forever must contain 3 factors that can be the frame that explains about the things that enable to have organization commitment in which it is another point of view of the relationship that concerns about feelings and emotions that can be used very well from Robertson & Cooper (1989 cited by Mckenna, 1994: 287-288) as follows:

Table 1 Element of commitment

Attitude	Commitment
Affective	Personal emotions that contain commitment to the organization
Behavior	It is the continuance of perception / the risk on making decision to go out from the organization
Cognitive	Rules and regulations of understanding the commitment and responsibilities to the organization

Source: Allen & Meyer (1989 cited by Mckenna, 1994: 287-288)

The character of commitment of each person to his organization contains special character in grouping in the society, so there is a possibility to build the commitment to the organization. Porter, et al. (1973 cited by Preeyaporn Wonganutararojana, 1992: 48) said that the commitment to the organization could be the indicator of the effectiveness of the organization and the stability of members in that organization. The feeling of commitment to the organization and need to be a part of the organization shall contain the natural traits and characteristics in many aspects as follows:

1. Nature of a person: it is the trait and characteristic of that person. If talking about the mentality that person will have needs, attitude and culture, emotion,

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differentiates among persons who have intellectual, interesting, as well as personality and adaptation skill of that person.

2. Nature of group: each person has to be with others in working, gain the relationship, encourage, and support from the group so that these can motive him to stay in the group for so long. Besides having a good relationship with his supervisors, colleagues and even those of his under supervisions can attract him.

3. Nature of organization: which are working facilities as well as environment of the organization.

4. Nature of the works: working and type of characteristics , working satisfaction, and interesting in the works.

So these 4 characteristics can be the concept in considering the commitment to the organization of each person. Besides the organization should understand natural behaviors of each person in the organization in order to make that person have a commitment or relationship to his organization. In which the natural characteristics of the person under the meaning of Porter, et al. (1973 cited by Preeyaporn Wonganutaarojana, 1992: 51-52) had been explained that:

1. Human being always response to their works and lives. One person will try to seek for way or method in order to build a satisfaction and have some responses to the needs and requirements as well as the level of ambition.

2. A person who is a part of his society and be accepted as one of the members in his society is the most important thing of his life because it also relates to the group and organization in order to try to perform as one of the members of the society.

3. Human beings always have many needs and wants in which all of these are quite different. Besides they also want many factors, and these needs could be the motivation for them to reach their required goals and targets.

4. Human beings always perceive thing and evaluate the things that they have perceived. It can say that the perception is the result of the experiences that they had encountered, so the perception of members in the organization may be different though they are in the same place or encounter in the same situation.

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5. Human beings always think and choose, have intentions, response, knowledge, ponder in order to evaluate the value of that thing before making decision in performing or acting.

6. Human beings also have the limitation in the responses, the difference in capability of intellectual and capabilities of each person cause the differences in capability in understanding and responses back to many things.

2.1.1 Consequences of organization commitment

Organization commitment relates to job changing more than working satisfaction in which it enables the person to work for his organization for so long. For the commitment and absence from work and successful of the works will have a lower level while working satisfaction can cause less in absence and high productivity. Normally, organization commitment always reduces the possibility of job changing and at the same time it is the capability of the organization that can conquer many problems during crisis situations.

In the point of view of each employee about the advantages of organization commitment that enable him to have a progressive in his working life are such as being promoted. And for disadvantages that make him to lose some good opportunities of doing other tasks that can give him more benefits than his previous organization which because he has organization commitment that makes him does not want to change the job. However, the advantages and disadvantages of organization commitment depend on the person himself.

For many natural characteristics of the commitment no matter they are group of people, organization, and even nature of works always inspire the person to have organization commitment as well. Besides, the commitment processes no matter they are the beginning stage in which the person can perceive the culture of the organization, contains some belief that his organization is a good and well known organization as well as the personality of management level is direct to his own feeling until having some expectation that such work will enable him to work more effectively and efficiently. In which it makes him to have an intention to work for his organization with his full endeavor though it is very tough and troublesome for him. When he

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works in the field that he needs, having good working contents and good team or able to accompany with the group members very well, he gets very good paid from the organization so that he can feel good about it, which all of these enable him to work for so long and make him feel that he has invested physically and mentally too much to change the job to work for other organization. When he has worked for his organization for so long it will have a commitment to his acquainted groups until does not want to change from his current division. In which finally it causes him to have organizational commitment with his end of working life.

2.1.2 Contribution to organization commitment

One of research results about the reserve forces of the army in the United States found that there are some factors such as working satisfaction as a whole, the intention of staying with the army, and the relationship amongst the members of the group which affect organization commitment (Vitoon Simachokedee, 1995: 12-21) Besides, the feeling of not assure and trust with the management also contains the important roles to the commitment. If the employees do not have any trust their management of the organization, it will be very hard for them to let themselves have a feeling of organization commitment. Moreover, the difference in traditions and cultures also affect the organization commitment.

In studying about organization commitment is an interesting matter and can be expected that it can explain the behaviors of people in the organization. So there are many academicians are interested in this matter and have studied quite a lot by Steer and et, al. (1982 cited by Jureeporn Karnchanakaroon, 1993: 39) has explained the definition of organization commitment as follows:

Kanter (1968: 499) said that organization commitment mean the intention of people to do things for their own society in the form of endeavor, capabilities, and loyalty to the system of their society.

Herbiniak & Alutto (1972: 555-556) believed that organization commitment means the phenomenon that is a result from relationship or reaction among people in the organization in the form of physically and intellectual investment for a certain period of time. In which it causes such a feeling of unwilling to ignore or leave the

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organization, to increase revenues, status, independence of career, or have more colleagues.

Buchanan II (1974: 533) had gave the definition for organization commitment which means the feeling of belonging to the same group (partisan), having commitment to the goals and targets, and cultures of the organization in which the organization commitment contains 3 factors which are:

1. Identification means the employees willing to work, accept the cultures and objectives of the organization, and realize as if they are theirs as well.

2. Involvement means involving in the activities of the organization according to their own roles

3. Loyalty means the feeling of love and the organization commitment.

Porter, et al. (1973: 604) gave the meaning for organization commitment that it is the relationship that expresses all of the connection, web and network between the employees and the organization as well as the factor of working satisfaction that is the uniqueness of each person who relates or responses to the assigned tasks.

Marsh & Mannari (1977: 57) gave the meaning for organization commitment that it is the big or small scale for the feeling of ownership or loyalty to the organization, accept the goals and objectives of the organization, and always have a positive evaluation for the organization.

Steers (1977: 48) said that organization commitment means the feelings of employees that have been expressed that they unite with their organization, have a harmonious culture with other members in the organization, and willing to dedicate themselves to perform their missions or works for their organization. Of which the usual behaviors of employees who have real organization commitment always emphasizes on the willingness of performing their tasks in order to accomplish the goals and objectives or the organization.

Mowday, et al. (1982: 27) said that organization commitment means the expression of the employees more than the loyalty that has happened as usual. It is due to the strong commitment and push that person to have a willingness to dedicate himself to make the organization to be placed in a better position.

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Salancik (1990 cited by Theera Veeradhamsathit, 1989: 22) said that organization commitment means the behavior of each person correlates with organization commitment. Of which the person who has high organization commitment will have behaviors that become consistent with the requirement of the organization more than those who have less or lower organization commitment level.

Becker (1960 cited by Chaowalit Tananontchai, 1989: 8) gave the meaning that to be faithful with the commitment is the condition of individualism that make himself engage into the commitment, acting or some of behaviors which is due to he has invested with that thing already. He calls that investment (such as working experiences, age, and married status) as "Side-Bet"

Napapen Homassawin (1990: 16) gave the meaning that having goals and targets that are consistent with the organization, the needs of staying and working for organization and willing to put full endeavor and capability to the tasks in order to accomplish the goals and targets. Meanwhile such performance will never have any conflict between the needs of the group and the employee himself.

Sopha Sarpmark-Udom (1990: 14) concludes the meaning of faithfulness with the organization commitment means the members of the organization have faith to the commitment and feel loyalty to the organization in term of acceptable in goals and targets, organization cultures, and being a part of organization as well as the deep intention of maintaining the membership status of the organization.

Auychai Praprueddhama (1994: 10) expressed the idea about organization commitment that a person has a feeling of belonging to the organization, have a willingness and intention to provide full endeavor to work for the organization, feel loyalty to the organization, and will never leave the organization to other places.

Siriwan Serirat, e.t al. (1998: 96) said that organization commitment means the level of needs on being a part of the team who works for his own department or organization with full endeavors and the existent capabilities.

From the given meanings above, we can conclude that organization commitment means the feeling and behavior of the person towards his organization. In which there is a strong belief and confidence to accept goals, targets and organization cultures that are consistent with each other and direct to the same direction of the

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organization. Besides he will have a willingness to give his full endeavors for his works to be useful to his organization, and have an intense desire in maintaining his organization membership status.

2.2 Organization commitment theory

2.2.1 Becker's Side-Bet Theory

Besides, there is Becker's Side-Bet Theory (1960 cited by Sopha Sarpmark-Udom, 1990: 18) indicated the reason why a person has some commitment feeling towards a thing. It is because such person has created an investment (Side-bet) to that thing already, so if he does not have any commitment with that it can cause him to lose more. So having a commitment is what he has to do without any other alternatives. Some of investment levels will be changed according to the dimension of time frame. It means that the quality of investment will be increased more in accordance with the time, which that person has spent, or lose for that matter such as the variable of working experiences in the organization. We have found that the longer time he has been working for the organization, the more resources collection will be got from hiring system of the organization. Of which it may be in the form of salary, welfare, and authority of the responsibilities, or the things that are dedicated in form of willpower. So anybody who has worked for the organization for so long will always have tough time on considering to resign from the organization than those who has worked for the organization just for a while. It is because he may realize that if he resigns from the organization, that investment will be wasteful, and it is not worth for receiving incentives and rewards from new organization.

However, there are many recent researches that showed the conflict with the Side-Bet Theory, so after that there are many academicians have tried to study further more. So the research of Steer said that in increasing the variable and studies the outcomes from organization commitment and he also divided the variable into 3 groups, which correlate with organization commitment as follows:

1. Individual characteristics were age, education level, working time frame and position in the organization.

2. Working of characteristics means the characteristics or nature of works

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that the employees have taken the responsibilities which are working independent, works that provide opportunities to communicate or contact with others, being a part of managing the organization, and variety of tasks.

3. Working experiences are group attitude towards organization and colleague organization credibility and reliability, an expectation of getting something back from the organization.

2.2.2 Hierarchy of Need theory

Maslow (1970: 35-46) had settled the theory of needs according to the stage by divided human needs and wants into 5 stages as follows:

1. Physiological needs are those needs that able to fulfill physical and survival needs such as needs for food, beverage, sexual needs and so on.

2. Safety needs are the needs for being secured in economy, society, and work.

3. Belongings and love needs are the needs for being respected have reputation, and valuable to others

4. Esteem needs are the needs for being respected, have self-confident, and feel that they have their own worth and valuable

5. Self-actualization needs are the needs of succeed in the careers, feel that the current works are very important and challenge to their own capabilities

So the basic need is human physical needs by they need to have satisfaction and fulfillment before having needs in other stages until reach the fifth stage which is the needs of successful in the life and desires of oneself. Such needs will occur to somebody who could make it only.

2.2.3 Herzberg Two-Factor Theory

Herzberg (1989 cited by Vitoon Simachokedee, 1995: 65-66) had presented a new method of design so called “Orthodox Job Enrichment”. Increasing new attractive and interesting tasks can do such method, which is called Motivation Hygiene Theory in which there are 5 important factors as follows:

1. An opportunity of work that will be accomplished the goals and targets.

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2. Type of works that are exact the same as what the employees have expected.

3. The challenges from the works

4. Responsibility that provide an opportunity to have a role in the work.

5. Opportunity of being progressive

However, when an employee or anybody has a motivation to work it does not mean that he will always be satisfied with his work because there are many factors that affect such motivation as follows:

1. Management policy and guideline
2. Salary
3. Safety of works
4. Physical condition of the works
5. Employees relationships

All of these factors will get rid of dissatisfaction and help to improve working efficiency to be better in order to make the employees have more on organization commitment.

From all of the above theories that relate to organizational commitment, we can conclude that:

Side-Bet Theory is the theory about investment by some of investment levels will vary with the duration of time.

Maslow Hierarchy of Need is the theory that bases on human needs in which his stage of needs may emphasize on the needs of operators or employees from lower stage to the highest stage.

Herzberg Two-Factor Theory is the theory that emphasizes on creating working atmosphere, the supportive factors will help to satisfy the needs of avoidance. However, the motivation factors will help to satisfy the needs of belongings or going closer to what the persons needs by the supportive factors relate to the environments and surroundings, and the motivation factors relate to the tasks that a person have done.

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2.3 Factors related to the organization commitment

Most of academicians who are very expert in organization management theory have studied on many factors that may cause the feeling of organization commitment. In which they have studied very widely in order to find out the variables that able to explain organization commitment behavior. Though they could not find all of variables, from reviewing the related document and researches found that many variables that had been brought for studying were very interesting and able to explain the feeling of organization commitment very well. In which the variables that had been used for finding the correlation of organization commitment were different in accordance with each academician's interesting as follows:

Sheldon (1971: 144) said that the factors that have correlation with organization commitment are age, gender, duration of work, position level as well as the factors of the experiences, which are:

1. Duration of learning in order to bring the knowledge to be adapted with thecareer.

2.Relationship with colleagues which is one of the factors that enable to have value towards the career

3. Developing the working experiences and interesting to the occupation

Herbiniak & Alutto (1972: 566) found that the best variable that is use for predicting organization commitment are:

1. Seriousness in the roles

2. Duration of experiences in working for the department or organization

3. Feeling of dissatisfied which is due to the feeling of not being progressive in the career

Porter & Steers (1973: 151-179) had presented 4 factors that correlate with decision making of the employees in the organization whether they are still a part of the organization or leave from the organization as follows:

1. Organization factors such as wage rates, how to treat for promoting the employees, salary, being promoted, organization size

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2. Working environment factors such as leadership styles and characteristics, characteristic of relationship with the colleagues

3. Working content factors such as routine works, repeated works, independence, clearness of roles

4. Personal factors such as age, working experiences, personality, interesting in occupation

Steers (1977: 46-56) had studied basic factors of organization commitment and concluded that they were divided into 3 main types which are:

1. Personal characteristic such as age, education level, working time frame and position in the organization.

Age is the thing that identifies the seniority of a person. If the person is older.They will have better consideration, more careful in making decision than those younger ages. Besides, a person who have serviced the organization for a period of time he will get used to with the environments of the organization, so he will be unsure on his capacities and capabilities whether they are suitable to the new organization or not. Therefore, it shows that the organization may have a limitation in age, which means that they will hire the younger age employees at the same time they will not hire older ages. So it is the reason why that most of employees who are old choose to stay with the same organization until retirement.

Education level: The person who has an opportunity to have high education level will have better experiences and have many supporting information to help in making decision and high education level will have a better bargaining power. So a person who have high educational level will have an opportunity to choose the jobs and remove from one organization to other organization as well.

Period of working in the organization is the period that the employees have dedicated themselves and their intellects to their organization. Besides they will have a chance to accumulate working experiences, skillful in accordance with the increment of working periods. So the more they have serviced for their organization, the more organization commitment.

Position level is one factor that expresses the social status

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because the higher position level that a person may have the more being praised, respected, accepted and authorization they may have such as decision making power as well as more supervision right and power accordingly.

2. Working characteristic such as working independent, working relation with others, Participation in managing and variety of tasks.

Working independent: Rules and regulations of organization determine the roles and duties of the employees. However, if they are too strict it will be disadvantage to the organization. In which it means that they will distort the organization goals because it will become good habit by the employees will only strict on those rules and regulations without considering the actual organization goals. Besides, it also causes the employees do not have any commitment and obligation with their assigned tasks because it lacks of working motivation. Of which it makes that employees feel that they do not have any working independence and will not have any creative ideas that may become the benefits to the organization. Moreover, they will feel bored and feel that they do not have any commitment with the organization at all.

Working relation with others and exchange the opinions with others will enable them to have many creative ideas to improve themselves and their works as well. It means that when the employees have a chance to commit or relate with others, they are motivated that they are a part and owner of the organization, and finally they will have organization commitment.

Participation in managing the organization is one of factors that correlates with organization commitment. It means that if the management level gives chances to their employees or under supervision to have a part in making decision in both policy and operation levels, decentralize decision making to them without using power too much, all of these things enable the employees to have organizational commitment very well.

Variety of work will influence organization commitment level by the membermay feel that they have responsibilities and the more they desire to attack and overcome the troubles that may happen the more organization commitment they feel.

3. Working experience means the feeling of how does each employee

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perceive on their previous works in their organization. There are 4 types which are: feeling of being an important to the organization, organization credibility and reliability, attitude of the colleagues towards their organization, and the expectation of getting something back from the organization.

Self-important organization: when the employees work for the organization it is very common that each of them want to be a part of the organization. So if the management level consider how importance they are by respect and trust them to become a part of managing the organization, give the right authority and power towards their skills, they will feel that they are very important to the organization and become loyal to the organization accordingly. Moreover, if they feel that they are a part of their organization, they will have organization commitment.

Organization credibility and reliability are the factors that ensure the members in the organization to have stability in their works. So, whenever they feel that they can rely on their organization they will have more organization commitment. On the other hands, if the organization is not stable to them, it may cause them to resign or transfer from current organization to another instead.

Attitudes towards colleagues and social relationship with the colleagues such as a chance of associate with people in the social, chit chat or have some discussion with colleagues as well as their supervisors which enable to determine the feeling of organization commitment. Besides the reliability among people are very important to the structure of social system and attitude and behaviors of people in the society. Moreover, if the persons think that the environment or condition of their society is in the form of friendly coordination and cooperation they will have organization commitment and good attitudes towards their colleagues and supervisors, and finally all of these may correlate with organization commitment.

An expectation of getting something back from the organization or rewards from performing tasks very well is also one motivated factors that boosts the energies of the members in organization. When they invest with the organization, it is definitely that they want something return back to them suitably, reasonably and fair enough such as remuneration, performance appraisal and so on. So, when the organization can return what they have expected back to them, they will have a feeling of organization commitment.

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Steers & Porter (1983: 433-434) had concluded 4 elements that have organization commitment which are:

1. Personal characteristics : the factors that had been found that they could influence to the organization commitment are height, age, working for organization for so long, motivation to become successful, and educational level

2. Characteristics that relate with the working roles, valuable works, obvious roles, and roles that consistent with the employees themselves, direct correlation with organization commitment

3. The organization structure that contains systematic, obvious duties, decentralization of power, authority and works, provide chances to employees to become a part in decision making and owners of the business will have a positive correlation with organization commitment.

4. Working experiences are the experiences that a person has found during doing their works. It is psychological commitment to the organization which are attitudes towards colleagues, a person can rely on his supervisor, the feeling of become important to the organization which are positive influences to organization commitment.

Lee (1971 cited by Jirawan Hardsaithong, 1996: 12) had expressed some ideas that organization commitment were resulted from

1. Needs of become successful in career
2. The relationship with supervisors
3. Duration of time in servicing or working for organization

March & Simon (1986 cited by Pranorm Kittidussadeedhama, 1995: 25) had to concluded about organization commitment by explaining the Theory of Exchange on the factors that influence organization commitment is nature of a person which person consists of needs, desire, skillful and expect to have works to do. So, if the organization can satisfy their employees' needs and wants. They will give full endeavors to work for their organization and they will have a feeling of organization commitment.

From the concept of these academicians and related chapter overview, the researcher has chosen the Steer's concept (1977: 46) to be the study pattern. The reason is because such concept can cover all of thesis and research contents in which

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the researcher has also studied and found out those variables that correlate with organization commitment as follows:

1. Personal characteristics are age, educational level, duration of servicing for the organization, and position level.

2. Working of characteristics are working independence, works that provide opportunities to communicate or contact with others, being a part of managing the organization or the operation, variety of works.

3. Working Experiences that are gained from servicing for the organization are the feeling of self-importance towards the organization, organization credibility and reliability, attitudes towards colleagues, and an expectation to get something back from the organization.

However, for this time research the researcher has chosen to study employees from one foreign automobile company where their business is production, distribution, and selling cars more than 20 years and their company has been invested by both Thai and foreigners. At present there are 1,900 employees working in 2 areas in which the company has settled working policy very clearly. For developing the quality of organization in order to enable it to survive and compete with other competitors very well may not only depend on external resources and obstacles but also internally as well. Sometimes we think that those internal problems or obstacles were because of working system, obsolete working style of some senior employees but after taking a careful research we found that such problems were because of other factors such as lack of studying and understanding organization cultures very clearly and never bring these cultures to be utilized fully. In fact, though organization cultures cannot be seen all and hard to make understand, such cultures are still important to the growth and the existence of the organization which is not inferior than management policy, strategies, goals, and organization structure.

Every organization no matter how big it is or being the government or private sector, it should have its own organization cultures. So it makes the members in the organization have absorbed little by little without aware that some of their working behaviors are parts of organization cultures that they have been working for. However, it is due to organization cultures are very sensitive but at the same time they can affect the whole picture of the works in that organization a lot (Wanthana Korwattanasakul,

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1996: 17). The cultures that exist in the organization are for controlling the behaviors of the members and they became the working direction that every member in the organization has participated in determining the organization cultures so that it is considered as a society glue that gathers all of members in the organization to be together. On the other hands, those organizations where do not have cultures, they will be disordered, lack of centralization that can be counted on, lack of working morale and willpower, lack of efficient communication skill, have some misunderstands easily, and have less or lack of responsibility, affection, relationship, and feeling of being a part of the organization.

From those mentioned earlier, we can see that the organization cultures are very important to the behaviors of employees in the organization. Apart from being the controlling tools, they are also the tools for managing the order of the organization and supporting those that have been changed already. Moreover, the cultures are also very important to the development of the feeling of employees in order to make them to have organization commitment and able to dedicate themselves to the organization which are major characteristics of employees that bring the successful to the organization (Sittichoke Varanusantikul, 1997: 15-26) apart from those factors about personal characteristics, working characteristics, and working experiences.

From reviewing the related document and research, we have found that in studying the organization cultures that correlate with organization commitment can be studied in many forms. However, for this research, the researcher has chosen to study the variables of organization cultures in accordance with Hofstede. Of which each characteristic has determined the identified factors in details and covers many characteristics within the organization which we can consider from:

Power distance which expresses about working characteristics, participation, the relationship between supervisor and those people under supervision as well as difference in the rewards and privilege amongst those people who have different power and authorities

Individualism and collectivism which express working behaviors such as working alone, working as a team, working atmosphere and life style

Masculinity and femininity which express working roles and value of each organization.

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Uncertainly avoidance which expresses working characteristics, rules and regulations, and working atmosphere.

Long-term orientation which expresses working policy and guideline.

After taking a good consideration on all of these characteristics, there are many characteristics of the organization able to be explained as follows:

1. Characteristic of power distance

The power distance characteristic that the members of the institute or organization have expected and accepted that power and authorities of each person are not equivalence which range from the most authorities overlapping to the least authorities overlapping.

In those countries where have small power distance, those subordinates will always have a limitation in relying on their supervisors, prefer to consult and advise to each other. Such behaviors are the characteristics of rely on each other between supervisors and subordinates, which is so called interdependent. So it means that there is less conflict because those people under supervision quite willing to offer something or give some objection to their supervisors.

On the other hands, those countries where have large power distance, those subordinate may prepare relying on each other in the form of interdependent and / or counterdependent. So they will have 2 sides between interdependent and counterdependent in which it causes the problem of having some conflicts between supervisors and people under their supervision because the people under the supervision will never like to propose any proposal or offer anything deal or make some objection against their supervisions.

And for organization level, we found that those organizations where have large power distance, the supervisors and subordinates will never have the same status, the authorities are centralized to few core people, high organization structure, a lot of executive levels, they are required to report to the immediate supervisors like a stage, people under supervision or operators expect to be assigned or informed what to do, there is a big gap of salary system between management level and lower level, management level will have special privileges, have symbols to state the status which are in accordance with the position – the employees may feel very proud of thing that states about the status of their supervisors, operators always are in lower status than

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employees who are working in the office, only management level will determine on how to start communicating with subordinates, the ideal management level should have full authorities and mercy and if they have to face supervisor who are not mercy they will refuse the authorities of that supervisor absolutely though they agreed to perform and follow, and senior supervisors will be respected more than those younger supervisors.

For those organizations where they have small power distance, supervisor and subordinate will have equal status. However, the positioning level that shows the unequal of roles in order to be convenient to work only and these roles can be changed all the time. For this decentralization characteristic makes the ratio of salaries differentiation between high level management and low level staff is quite small, any works that require high skill will have higher status or position than those that require low skill, there is no any special privilege for high level management such as parking lots, lavatory, an even canteen in which the employees may be in doubt about the symbol that represented the status and have not so good feeling towards these things. Apart from this there are still other factors which are the supervisors can get along with their subordinates very well, and the ideal management characteristic is democratic type, the employees have expectation that there will be brainstorming among them before their supervisors can make decision in which all of them accept that their supervisors will be the persons who make final decisions, those younger age supervisors will be admired more than those older ages, and the organization will manage on every complain from the employees on the misbehaving of power distance (Hofstede, 1997: 27-37)

As a conclusion we can say that in dividing into levels for representing power and authority which provides the result of obey or agree with whatever the supervisors or senior people have told such as students towards teachers, sons or daughters towards their parents. And dividing into levels and power distance in organization represents in the form of performing the duties in accordance with controlling system strictly. If the levels in the organization are too many, it results that the employees will strict on the command only, centralization, subordinates will wait for the command only, any influencers or people who have authorities will have special privileges, and

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there is a difference of remuneration between low level and high level and so on. So we have concluded the characteristics of power distance in organization in table 2

Table 2 Summarization characteristic of power distance within organization.

Large power distance	Small power distance
1. Manager will be the one who make decision by being the centralized of authorities and power and using the method of father rules sons.	1. Manager will make decision after consulting with his people under his supervision first.
2. People under the supervision will evaluate how to control very closely in positive way.	2. People under the supervision will evaluate how to control very closely in negative way.
3. Hardly realize on working moral and believe that people dislike to work.	3. Realize on working moral and believe that people like to work.
4. Manager is very pleased to command or influence the subordinates	4. Manager is very pleased to let his subordinates able to participate the activities or tasks.
5. The employees always expect to get the guideline or their supervisor tells them on what exactly they have to do.	5. The employees expect to have any consultation together among the group members.
6. People under supervision are pleased with the decision making by centralized power or mainly from their manager.	6. The subordinates are pleased with the decision making by consulting with their manager.
7. The employees will feel bad or scared if they disagree with their supervisor.	7. The employees will not feel bad or scared if they disagree with their supervisor.
8. Employees will not trust with each others.	8. Employees will have very good cooperation and coordination.

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Table 2 Summarization characteristic of power distance within organization.(cont.)

Large power distance	Small power distance
9. Manager will take a consideration or check more than operating by himself.	9. Manager will perform his tasks by himself more than take a consideration or checking only.
10. Encourage the employees to coordinate in managing everything by offering rewards to them.	10. Encourage the employees to coordinate in managing everything by making them to have a feeling of participation.
11. Able to encourage the employees to have formal coordination without any formal consultation or brainstorming.	11. Informal consultation or brain-storming though there is formal coordination.
12. Both of higher and lower education employees will have a similar value in power distance	12. Higher education employees will have less value power distance than those lower education.
13. Most of employees have to rely on each other, however some may not need this.	13. Each of employees always rely on each other.
14. Unequal position level	14. Unequal position level with the roles for convenience.
15. The subordinates think that their supervisor is different from them.	15. The subordinates may not see any difference from their supervisor.
16. A person who have authority will always try to use his authority as much as possible.	16. A person who have authority will try to use less authority.
17. Place importance on punishment and reference power.	17. Place importance on the power of rewarding according to the position level and skilful.
18. Benefits between low level and high level are very different.	18. Difference of benefits between low level and high level is quite little.

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Table 2 Summarization characteristic of power distance within organization. (cont.)

Large power distance	Small power distance
19. Have some preference and expectation in special privileges and symbol that represents the status.	19. Special privileges and symbol that represents the status can cause any dissatisfaction feeling to the employees.

Source: Hofsted, (1997: 37, 1984: 92-94)

2. Characteristic of Individualism and Collectivism

Individualism is the characteristic that a person may have looses organization commitment and places an importance on himself and his family first. Besides, he also places an importance on independence of his idea, opinion, and performance more than on his group, which is opposite to Collectivism type. Of which this type of people they will have strong organization commitment, place importance on their groups more than individual, faithful and loyalty to the society, always take care and protect each other (Hofstede, 1997: 51)

From the studying of Hofstede found that the relationship between individualism and working goals in personal time, freedom, and challenge represents the independence from organization. Meanwhile the relationship between collectivism and working goals in training, physical condition, and use of skills represents reliance on the organization (Hofsted, 1997: 51-52)

In the organization where its culture is individualism type, the employees will perform or behave in accordance with whatever they are interested. Therefore, in assigning the tasks for them will always consistent with their interesting to both employees and employer. It is believed that anybody who willing to work in order to receive some economic rewards or benefits, or in order to satisfy the needs of both economy and mentality. Besides hiring system will never require to hire anyone who has the relationship or commitment with the organization or employees before because the organization do not want to have any supporter problem or create conflict interesting. So some organization has regulated the rules that one of the spouses

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should resign from the organization if they get married with their colleague or anybody who has been working in the same company. It can be concluded that the relationship will be in the form of business exchanging in accordance with the market it means that if the employees cannot work well or other organization have some better offers there is a possibility that the relationship will over or the cultures of individualism will always place importance on jobs more than relationship among employees.

For collectivism organization type, they will not hire any individualism type to be their employees but instead hire them as the group members. The employees will express the feeling exactly to what their groups are interested in though it is conflict with their real feelings. And for hiring system will consider the groups as well, the organization prefer to hire the employees because of having some relationship such as family member in order to reduce the risks. For the relationship between employers and employees will follow ethic and moral it is similar to the relationship among the members in the family, have some protection and loyalty to each other. However, though the employees may not work well, it is not the main issue to dismiss them. Instead the employers will assign the right tasks to the right skill and place importance on relationship among the employees more than work.

As a conclusion, the individualism organization will reflect in the form of encouraging employees to have working independence, containing competition among the employees, no relationship among the employees, never encourage letting the employees get along together. But the collectivism organization will reflect in the form of being as a group, working as a team, no competition among employees, encourage on the same agreement, rely on each other, coordinate and cooperate on each other (Hofstede, 1997: 51-67). Table 3 below has presented the characteristics of individualism and collectivism as follows:

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Table 3 Summarization characteristic of individualism and collectivism within organization.

Individualism	Collectivism
1. Encourage working independence	1. Encourage to work together
2. Employees will have independent behaviors	2. Employees will rely on each other
3. Work alone	3. Work as a team
4. Have a competition among the employees	4. No competition at all
5. Self-confident	5. Follow others
6. Lack of relationship with other colleagues	6. Encourage on agree with other and follow the agreement
7. Tolerate in working alone	7. Coordinate and Cooperate
8. Place importance on personal issues	8. Place importance on groups more than personal issues
9. The relationship between employees and employers is in the form of exchanging benefits among each other	9. The relationship between employees and employers is in the form of ethic and moral, and similar to family relationship
10. Hiring and promoting are considered from skill and according to the rules and regulation	10. Hiring and promoting are considered from the fact of the group
11. For management matter is in the form of individual	11. For the management matter is in the form of group
12. Tasks are more important than relationship	12. Relationship is more important than works
13. Place importance on employees' personal issues such as time	13. Place importance on the things that organization willing to provide to the employees such as training, working environment

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Table 3 Summarization characteristic of individualism and collectivism within organization. (cont.)

Individualism	Collectivism
14. Feeling or emotion will be separated from organization	14. Feeling or emotion depends on organization
15. Small size organization is attractive to employees	15. Large size organization is attractive to the employees
16. The involvement with company is in the form of economic	16. The involvement with company is in the form of ethic and moral
17. Working independence and challenge of the works are the most attractive matters	17. Training and utilize skill to the works are the most attractive matters
18. Manager always needs to have leadership power and changing	18. Manager always wants everybody in organization have same idea, opinion and agreement, and orderly organization.

Source : Hofstede,(1997: 67, 1984: 166-171)

3. Characteristic of masculinity and femininity

Characteristic of masculinity in the society is for a person who likely to show off their power, want to be on top of everything in order to get money, wealth, and success more than giving an important to politeness, sympathy, relationship to others or interest in quality of life which are the characteristic of femininity.

The word “masculinity and femininity” is only consistent in form of vocabuary but it is not the exact meaning. It is the explanation of the behavior of the sexual roles in human beings. That is, man can have behaviors of woman and in the other hand, woman can have behaviors of man. In society, expectation of roles of masculinity and femininity is different. In the past, we expect man to go out and hunting for food so it is effect to present society. We expect a man to have assertive, competitive, and tough. At the same time, woman will have roles in taking care in house, family, other persons and environment.

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Defining the characteristics of masculinity and femininity is correspond to the sexual roles that obviously separated in physical and psychological sides. For example, In society that emphasizes on masculinity will clearly separate the sexual roles and will have duties that provide and reserve especially for male such as decision making, bravery, analysis and major planing, internal control, director and management. On the other hand, in society that emphasizes on femininity will have sexual roles that redundant such as both male and female are polite, thoughtful, and paying attention to quality of life.

In the organizations that have characteristics of masculinity, they will be seen from highly enthusiasm in competition, finding the way to be success, not afraid to make decision, concern with reasons more than feelings of colleagues, working in strictly system, expecting to get successful in career, have value in live for working and have sexual discrimination for work in high position.

In the organizations that have characteristics of femininity, they will be seen from manager that solves problems with compromise and negotiation. Rewarding in based on the equality and management level will use instinct more than thoughtful decision. Familiar with public opinion and have value to work for living. (Hofstede, 1997: 80- 96) We have table 4 showing masculinity and femininity.

Table 4 Summarization characteristic of masculinity and femininity within organization

Masculinity	Femininity
1. Value in success and work progress	1. Value in care, service and protect other persons
2. Has freedom	2. Depend on other
3. Money and goods is important	3. Person and good relationship is important
4. Ambitious for work, self-confidence and vigor	4. Feel sympathetic on others and keep good relationship with others

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Table 4 Summarization characteristic of masculinity and femininity within organization. (cont.)

Masculinity	Femininity
5. Managers have absolute, strict, serious action and performance	5. Managers use endeavor and insight to make harmony in organization
6. Competition between colleges	6. Depend on others and have co-operation
7. Resolve conflict problems with power	7. Resolve conflict problems with compromise and negotiation
8. Emphasize on efficiency and success	8. Emphasize on correlate relationship and giving services
9. Separation in sexual roles	9. Follow the roles of supervisors
10. Employees place important on salary, acceptance, working operation, progress, proficient and challenge	10. Employees place important on relationship toward supervisor, cooperation, friendly environment, quality of life, good working environment and stability in work
11.High motivation to become successful	11. Low motivation to become successful
12. Managers have leadership, freedom, and truly understand oneself	12. Managers do not pay much attention to leadership, freedom, and truly understand oneself
13. Believe in freedom position	13. Believe in group position
14. Give value to success in term of wealth and acceptance	14. Give value to success in term of relationship and environment in organization
15. Employees like high salary more than low working hour	15. Employees like low working hours more than high salary
16. Accept personal life interference from organization	16. Not accept personal life interference from organization

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Table 4 Summarization characteristic of masculinity and femininity within organization. (cont.)

Masculinity	Femininity
17. Employees like large organization	17. Employees like small organization
18. Employees have high pressure in work	18. Employees have low pressure in work
19. Believe in X theory	19. Not believe in X theory
20. Different in value toward male and female colleges	20. Not much different in value toward male and female colleges
21. Value in living to work	21. Value in work for living
22. High pressure in work	22. Low pressure in work
23. High conflict in organization	23. Low conflict in organization

Source: Hofstede, (1997: 98, 1984: 200-205)

4. Characteristic of uncertainty avoidance

Characteristic of uncertainty avoidance is the characteristic that members in the group try to avoid the pressure to uncertainty things or ambiguous situations. They bring something that already exists, something that used to be done before or some structure in society to adapt and use to suit them. They believe in culture and certain system, unwise, doing against new changes and inventions. However, they trust in the certification and official acceptation from the professions in any field, respect elders because of their knowledge, intellectualness, age and experiences. Members in the group also believe in law, policy, custom and society agreement and controlling things to reduce the uncertainty. And from the studies of Hofstede in many countries, he found that countries that have strong uncertainty avoidance would have 3 indicating factors, which rule orientation, employment stability and stress.

In organizations that have strong uncertainty avoidance will have rules and regulations that is formal and informal to control rights and duties of employees and employers. There are internal rules and agreements to control working process, which these kinds of rules are for psychological reasons.

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In other hand, organizations that have weak uncertainty avoidance will not like formal rules and regulations, which these rules will use only in the necessary cases. There is low anxiety at work and employees will work hard when they want to do not from the internal pressure to do those activities. They like relaxation and want to decide their own working time frames. (Hofstede, 1997: 111-126)

Table 5 Summarization characteristic of uncertainty avoidance within organization

Strong uncertainty avoidance	Weak uncertainty avoidance
1. High pressure in work and resist changing	1. Low pressure in work and not resist changing
2. Organizations trend to keep current employees	2. Organizations not hesitate to change employees
3. Employees like large organization	3. Employees like small organization
4. Choose managers from seniority	4. Choose managers from other criterion other than seniority
5. Low motivation to become successful	5. High motivation to become successful
6. Afraid to fail	6. Want to be success
7. Accept low risk	7. Accept high risk
8. Low ambitious in work progress	8. High ambitious in work progress
9. Need professionals in line of work more than managers	9. Need managers in line of work more than professionals
10. Managers must be professional in line of work	10. Managers do not have to be profession in line of work
11. Satisfy with advice and crystal clear order	11. Satisfy with loosen advice
12. Must not break organization's rules	12. Rules can be omit in practice
13. Management structure must be clear and acceptable	13. Can reduce management structure in organization in practice
14. Do not want any confliction in organization	14. Conflict in organization may happens from times to times

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Table 5 Summarization characteristic of uncertainty avoidance within organization. (cont).

Strong uncertainty avoidance	Weak uncertainty avoidance
15. Likely to use public opinion and from leader in co-advisor	15. Each employee will show idea and decision
16. Not agree with competition among employees	16. Competition between employees is in justification
17. Control ideas of employees	17. Giving job to subordinates
18. Not prepare to negotiate with competitors	18. Prepare to negotiate with competitors
19. Not accept foreign managers	19. Accept foreign managers
20. Endurance to low ambiguous work	20. Endurance to high ambiguous work
21. View creative ideas, ambitious, and leading skill of employees as pessimism	View creative ideas, ambitious, and leading skill of employees as optimism
22. Believe in culture and certain	22. Not believe in culture
23. Invent new inventions	23. Use Existing inventions
24. Try to make many rules and regulations	23. Try to have rules and regulations as less as possible
25. Time refers to money	25. Time refers to frame that used for determine anything
26. Have a motivation from the internal of person in order to work hard	26. Feel comfortable and happy when they don't working and will work hard only they want to
27. Correctness and punctual are the things that have to learn	27. Correctness and punctual are the things that happen naturally
28. Get rid of wrong opinion and misbehave from the criteria, and resist any innovations	28. Tolerate to wrong opinion and misbehave from criteria and innovations
29. Have a motivation from safety and self-esteem	29. Have a motivation from successful and self-esteem

Source: Hofstede, (1997: 125, 1984: 132-140)

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5. Characteristic of long-term orientation

This characteristic is the concept from Confucian Dynamism or practically is called long-term orientation.

The Confucian Dynamism related to moral which did not relate to religion anymore but at the same time it is the thing that can be used for daily life by there are important principles as follows:

5.1 Have a stability in society by use the unequal relationship between persons concept such as regulator and followers, father and son, sister and brother, husband and wife, senior and junior friends. Which means that those senior persons have to protect and take a very good care of those junior persons, and at the same time the junior persons have to respect and obey those seniors.

5.2 Family is the foundation of society. Everybody does not have only characteristic of individualism but be one of family's members. No matter that they are children or adult, they have to ponder in order to preserve and maintain the consistence in the family. Which means that such consistence that happens will be considered as preserving the prestige, reputation, and respective himself which are very important for Chinese culture.

5.3 Behave with moral principals way to others by not performs anything that we do not want in front of others.

5.4 Interested in mission of life by always learn and study, and seek for new knowledge, work hard but not over spending, have toleration and persistence.

Long-term orientation will focus on future and have some motion by containing the characteristics of endeavor, respect the goals and targets, ranking the relationship according to the status and notice the relationship of each rank, understand every rank and perform on own roles, economization, feel ashamed and guilty when did something that affect the relationship between people (Hofstede, 1997: 159-170). Table 6 has shown the characteristic of long-term orientation as follows:

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Table 6 Summarization characteristic of long-term orientation within organization

Characteristic of long-term orientation
1. Improving tradition and culture to be suitable to new era of society.
2. Follow the social and duties according to the status within the scope and limitation.
3. Economization and reserve resources to be utilized in the future.
4. Save a lot of money.
5. Diligent and persistent though the result is occurred quite slowly.
6. Willing to agree with or follow others in order to accomplish the goals.
7. Place importance on ethic and moral.

Source: Hofstede, (1997: 173)

This research, the researcher has chosen one giant organization from automotive industry, which the researcher would like to preserve their name because of the policy of that organization. This organization is an international company, which invested by both Thai and foreign company. And due to this organization has been operating the business for almost 2 decades in this automotive industry in Thailand, so such experience has added many capabilities and proficiencies to this organization until it became one of the biggest car manufacturing in Thailand in order to manufacture and offer high quality cars to satisfy the needs of markets locally and internationally as well as the tastes of consumers that has changed rapidly.

2.4 Related research document

2.4.1 Research document that relate to organization commitment

Glisson and Durick (1988 cited by Nanthana Prakorbkij, 1995: 61-68) had studied about the variables that predicted the organization commitment from 319 employees who worked for the 2 organizations that provided service about health care

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to the community that had been encountering the problem of the employees had low morale, felt boring and discouraged to work, high rate of absenteeism, and quality of works was lower than the standard. So the researcher had studied the original 3 variables which are working characteristics, characteristics of organization, and personal characteristics. And the result was organization commitment in the sense of controlling and operation year of organization had related to personal characteristics in term of gender, age, and educational level. While the revenue, and working length had no any correlate with organization commitment.

Mathieu (1991 cited by Theerasuwat Manakij, 2000: 90) had researched those factors that affected working satisfaction and organization commitment by providing a survey from 588 new soldiers. Of which such research had used the variables in term of personal characteristics, variable of seriousness in roles, which consisted of role conflict, vagueness in roles, as well as burden of roles and duties. Besides he also researched on the variables of experiences of these soldiers who had been trained within their clusters which consisted of 5 working characteristics which are variety of training programs, independence, chance in communicate with others, feedback, and harmony of training characteristics. And for those factors of work satisfaction had been considered from working condition, supervisor, and rewards. The result was that factors that had positive correlation with unit commitment were training characteristics, satisfaction in the experiences that gained from unanimity of training within the group, and the motivation to make them realized that they succeeded in training. Meanwhile the seriousness had negative correlation with unit commitment.

Brockner (1992: 241-261) had studied from 804 people in living in Chicago. From the analysis result of interrelationship and analyzing and regression of analysis found that if the employees perceived that their organization had treated them equally there would have positive correlation with organization commitment and the result would be according to social exchange process. Besides if the employees found that their organization did not treat them equally the organization commitment would decrease rapidly which resulted in resignation from the organization ultimately.

Jirawan Hardsaithon (1996: 155-162) had studied about organization commitment from 345 employees of the Metropolitan Water Supply. She had found

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that those employees who had moderate organization commitment, difference in personal characteristics in terms of gender, age, education level, married status working length, and position level would never differentiate organization commitment.

Kritsakorn Duangsawang (1997: 101-105) had studied about organization commitment of people in petroleum business and employees from Thai Petroleum altogether 610 persons which found that middle level management and primary level had correlation with organization commitment more than the employees. And the correlation of organization commitment of the variables of personal characteristics, working characteristics, organization characteristics, and working experiences was quite high. In which there were organizational credibility and reliability, feeling that the organization had reputation, attitude towards their colleagues, working independence, age, and gender, all of these could explain the variation of organization commitment at the rate of 61.67%

Korakot Pholpanich (1997: 78-83) had studied those factors that affect organization commitment from commander and marketing employees of Cement Thai Public Company Limited. It was found that there was high organization commitment and factors of personal characteristics in term of different in age, education base, married status, and working length had different organization commitment. And for factors of working characteristics such as chance for progressive of working life, realized the importance of tasks, participating in managing the works, relationship with supervisor and colleagues had positive correlation with organization commitment.

Pornsuk Assawaniwes (1998: abstract) had studied about working life quality with organization commitment from Military Explosive Materials factory – Military's Industrial Department, Nation Defend and Military Power Industrial Center Nakornsawan Province had been found that working life quality of the government officers in these areas had positive correlation with organization commitment. And for the factors of personal characteristics in terms of education level, working length, and characteristics of work types did not have any affect to these officers and had different organization commitment.

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Talerngsak Chanbamroong (2000: 68-69) had studied about factors of personal characteristics and working life quality that affected organization commitment of the employees from Transportation Co., Ltd. It had found that characteristics of work types, gender, education level, positioning level, and responsibility in financial had no any correlation with organization commitment. However, age and working length affected organization commitment differently. And for working life quality had correlation with organization commitment.

Vicharn Suwannarat (200: 82-88) had studied about relationship between working life quality and organization commitment of operators from Thai Airways International PCL. and found that these operators who had different position, remuneration, and educational levels would have different working life quality and organization commitment. Besides, working life quality had positive correlation with organization commitment.

2.4.2 Related research about variable

2.4.2.1 Factors of individual

1) Age

Sheldon (1971: 189 – 193) had found that a factor that could affect the organization commitment is the investment of employees to their organizations in which maybe in form of age and time that they devote to the working in the organization. It is the time that they lost so the opportunity to find other works is reduced. However, what the employees get back maybe in form of rewards, compensations, senior position, working stability and acceptance from colleges which is the attraction for employees to stay along in the organization. So it shows as age is one of organizational commitment. Such study is consistent with Taleangsak Janbumrung (2000: 66) had studies about factors that correlate to organization commitment from employees of Transportation Co., Ltd. and found that so much the age, so much the organizational commitment.

The researcher realized that any older age persons could have less chance in choosing the works as well as their current benefits and welfare such as position, remuneration on position, seniority in the assigned works or

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duties, specialized in the duties, and being respected and accepted among people in the society are very attractive to make them continue working with their current organization. So this matter should be one hypothesis that the older ages employee of this automobile company have a positive correlation with organization commitment.

2) Education level

The research from Korakod Pholpanich (1997: 78-83) on the factors that could affect the organization commitment for both supervisors level and marketing employees of Cement Thai Public Company Limited found that those employees who have high education level would have low organization commitment in which it was consistent with the research from Kritsakorn Duangsawang (1997 : 101-105). The latter researcher had studied on the organization commitment of the employees in petroleum business and Thailand Petroleum employees which he found that anybody in petroleum business who had high education level had higher organization level than those whose educational level were lower. And the research from Talerngsak Chanbamroong (2000 : 66) had studied about the factors of personal characteristics and quality of working life that might affect the organization commitment of the employees who had been working in Transportation Co., Ltd. in which he found that those employees who had higher education level would have higher organization commitment than those whose education level were lower.

The researcher has realized that due to those private sectors are interested in educational level in order to be the criteria of recruiting, hiring, assigning the tasks to do as well as representing possibility of progressing chance. Such matter can be explained that the desire of developing the knowledge represents the characteristic of professionalism or cosmopolitanism in order to provide chances for these people to choose the right works with the right positions or rotating from one organization to another. So it shall be our second hypothesis that the employees in this automobile company who have high education level may have positive correlation with the organization commitment.

3) Period of working

Suthep Thiensi (1998: 78) had studied about the

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correlation between personality of organization commitment and the intention of resignation from the organization of stewards and stewardesses of Thai Airways International Public Company Limited in which he found that different working length would have different organization commitment. Such study is consistent with Talerngsak Chanbamroong (2000: 66) had studied about the factors of personal characteristics and quality of working life that might affect the organization commitment of the employees who had been working in Transportation Co., Ltd. in which he found that those employees who have different working length would have different organization commitment.

The researcher has realized that the working length that each employee has dedicated towards his current duties and responsibilities in the organization is like the investment from him as well. In which it means that he lose a period of time which caused him to have less time and chance in seeking for new job. However, there are many things that can receive from the organization in case he has worked for the organization for a long time may be in the form of position, remuneration, seniority, stability of work, and being accepted and respected in which they are quite attractive to him to continue working for the organization. In which such situation also represents another type of organization commitment. So it can be the source of our third hypothesis for the employees of this automobile company who have long working length will have positive correlation with organization commitment.

4) Position level

Teerasuwat Manakij (2000: 89) had studied about the organization commitment of the employees in Products and Constructing Materials Co., Ltd. in which he found that employees who had different position level had different organization commitment. It was consistent with the research from Vicharn Suwannarat (2000: 83) that had been studied about the correlation between quality of working life and organization commitment of operation staff of Thai Airways International Co.,Ltd. in which he found that those operation staff who had different position level would have different organization commitment.

The researcher has realized that position level

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should be the criteria that represents the status in society because the higher position the more being praised, accepted, respected, privileges such as decision making power as well as right to commanding they may have. So it can be our fourth hypothesis that the employees in this automobile company who have high position level will have positive correlation with organization commitment.

2.4.2.2 Factor of working characteristics

1) Working independent

Cholada Sittiwan (1996 : 126) had studied organization commitment of Private Sector Development Bureau in Bangkok Metropolitan areas officers in which she found that working independence would have correlation with the organization commitment which was consistent with Kritsadakorn Duangsawang (1998: 122). He has studied about organization commitment of petroleum business employees, which found that working independent had positive correlation with organization commitment.

The researcher has realized that if the organization let their employees to have working independence by they can express their ideas, opinions or any creative ideas that may be advantage to the organization, it can make these employees willing to work with the organization and feel happy with the works they have done. Besides he will have a feeling of organization commitment as well. So it is our fifth hypothesis that if the employees have working independent there will be positive correlation with organization commitment.

2) Working relation with others

Stone & Power (1975 cited by Woraphol Nanta-kasem, 1998: 35) had studied the case of employees in one telephone organization in Eastern America. They found that the type of works that provide chance to the employees to communicate or contact with others had positive organization commitment. And for the research from Madee Dhamasajjakul (1992: 96) had been studied about the factors that affect the relationship of behavior controller towards behavior controlling Bureau, Ministry of Justice found that the characteristics of works that provide chance to communicate or contact with other departments or bureaus would provide positive correlation with organization commitment.

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The researcher has realized that the more the organization providing chances to the employees in order to communicate with others, exchange the opinions the more organization commitment they may have. Moreover, if they often have chances to discuss or talk with members in other organization they will have stronger relationship in which finally it will become the feeling of organization commitment. So it is our sixth hypothesis which is any works that provide chance to communicate or contact with others will have positive correlation with organization commitment.

3) Participation in managing

Nanthana Prakorbkij (1995: 130-131) had studied those factors that affect organization commitment by studied the case from Community Development, Bangkok Metropolitan District Office found that working characteristics such as having a chance to participation in managing the works had correlated with organization commitment in which it was consistent with the research from Pranorm Kittidussadeedhama (1995: 89-90). He had studied about those factors that influenced organization commitment of the employees by he studied the case of textile industry on cotton and thread found that the factors of providing the chance to participate in managing the works had correlated with organization commitment.

The researcher has realized that if the management level give chance to the employees to participate in decision making for both policy and operation level, decentralize decision making to these employees though such power is not too much, all of these would be a factor that enabled the members to have good organization commitment. So it is the source of our seventh hypothesis which means that having a participation in managing the works will have positive correlation with organization commitment.

4) Variety of works

Cholada Sittiwan (1996: 83) had studied organization commitment of Private Sector Development Bureau within Bangkok Metropolitan area officers found that variety of works had positive correlation with organization commitment. And for the research from Kritsakorn Duangsawang (1998: 122) that had been studied about organization commitment of petroleum business

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personnel found that variety of works had positive correlation with organization commitment as well.

The researcher has realized that variety of work works are those works that provide skill and working capacities to the employees. Of which they enable the members in the organization have chances to adapt their knowledge to their works and duties with full capacities. Besides they would have good attitudes and it became a motivation to make them willing to keep on working for their organization which could affect the organization commitment. So it is the source of our eighth hypothesis which shows that variety of works will have positive correlation with organization commitment.

2.4.2.3 Factors of working experiences

1) Self-important organization

From the research of Buchanan II (1974 cited by Woraphol Nanthakasem, 1998: 39) found that self-important to the organization is an important factor that enables the employees to have a feeling of organization commitment. After studying the organization commitment among those management levels in government sectors and from the research from Benjaporn Thippayakul (2539:98) that had been studied about organization commitment from the case of Thai Red Cross found that working experiences such as feeling of self-important to the organization had positive correlation with organization commitment.

The researcher has found that when the employees work for their organization they may desire to be parts of their organization as well. So if the management level place important on these people by respect them, trust them in inviting them to participate in managing the works, and assigned right tasks to the right skill they would have a feeling of self-important to their organization, loyal to the organization, and think that they are parts of the organization and finally have a feeling of organization commitment. So it is our ninth hypothesis which is being a part of organization will have positive correlation with organization commitment.

2) Organization credibility and reliability

Buchanan II (1974 cited by Woraphol Nantakasem,

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1998: 40) had studied organization commitment and found that organization credibility and reliability would influence to the organization commitment of the members. It means that if the members feel that their organization have credibility, reliability and stability they will want to work with their organization definitely and have a feeling of organization commitment finally. On the other hands, if they feel that their organization do not build any feeling of working stability it could be one of many reasons why they want to resign, transfer/rotate from that organization, or do not want to work by absent so often. Such research is quite similar to the research from Pranorm Kittidussadeedhama (1995: 90)which found that organization credibility and reliability have positive correlation with organization commitment, which is consistent with the research from Cholada Sittiwan (1996: 85). She had studied about organization commitment of Private Sector Development Bureau within Bangkok Metropolitan Areas officers found that the organization that can be relied on have positive correlation with organization commitment.

The researcher has realized that organization credibility and reliance are the thing that ensures the members in the organization to work proficiently. When they feel that they can rely on their organization they will have more organization commitment. However, if the organization cannot make them to feel about stability it will cause them do not want to work in which they may resign and/or transfer from their current organization. So it is the source of our tenth hypothesis, which is the organization credibility, and reliability will have positive correlation with organizational commitment.

3) Attitude towards colleagues

Madee Dhamasajjakul (1992: 123) had studied those factors that effect the organization commitment of behavior controller towards Behavior Controlling Bureau – Ministry of Justice which found that attitude towards colleagues have positive correlation with organization commitment. In which such research was consistent with research from Pranorm Kittidussadeedhama (1995: 89-90) which was about those factors that had influence to the organization commitment of the employees. He studied only for the case of textile industry on cotton and thread which found that the factor of attitude towards colleagues had positive correlation with organization commitment.

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The researcher has realized that attitude towards colleagues, social relationship with colleagues such as having a chance in joining the social, chit-chat or discuss with the colleagues as well as supervisors, all of these are the factors that determine the feeling of organization commitment. Besides the credibility among the members in the society are important to the structure of social system, attitude, and behaviors of those members of the society. Moreover if a person realizes that the characteristics of society in organization are in the form of asking for cooperation and coordination, be friendly which will enable the employees have organization commitment and they will have good attitude towards their colleagues, supervisors as well. So it is the source of our eleventh hypothesis which is the attitude towards colleagues will have positive correlation with organization commitment.

4) Expectation organization

Pranorm Kittidusadeetam(1995: 89-90) had studied those factor that had influences to the organizational commitment toward cotton and artificial fibber in fabric industry which found that an expectation of getting something back from the organization had positive correlation with organization commitment.

The researcher has realized that an expectation of getting something back from the organization, compensation or reward from working is the motivation for members willing to work. When members invest with organization, they expect to get enough and fair benefits such as compensation and rewarding system. When the organizations can react to members' expectation, they will have good correlation with organization. So it is the source of our twelfth hypothesis which is the expectation of getting something back from the organization will have positive correlation with organization commitment.

2.4.2.4 Factors of the organization cultures

1) Characteristic of power distance

Prapaporn Luangchuaychoke (1996: 87-88) had studied the relationship between perception of organization culture and organization commitment, which found that the difference in characteristic of power distance has different correlation with organization commitment. Such research was consistent with the research from Cholthicha Wangruaynarm (1998: 61-92) that had been studied

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about perception of organization culture and organization commitment by studying the case from Permanent Undersecretary of the Prime Minister's Officer found that the difference in characteristic of power distance has different correlation with organization commitment as well.

The researcher has realized the characteristic of power distance will always happen to every organization. It means that the power of expression will be expressed by performing the tasks according to the controlling system, anybody who has high power can have different special privilege and remuneration from those whose power are lower. So it becomes the source of thirteenth hypothesis, which is power distance, will have negative correlation with organization commitment.

2) Characteristic of individualism

Cholthicha Wangruaynarm (1998: 93-94) had about perception of organization culture with organization commitment by studying a case of Permanent Undersecretary of the Prime Minister's Officer and found that the characteristic of individualism had negative correlation with organization commitment. Such research was consistent with the research from Sirirat Arnarmnart (2000:78-79) which its content had studied on the comparison of correlation between social culture and cultures of private and government sectors in full range of business operation in book publishing which found that the characteristic of individualism had negative correlation with organization commitment.

The researcher has realized that the organization had characteristic of individualism its employees would behave according to their own interested, have competition among them, never encourage on having association among the employees, and the relationship would be in the form of business exchanging. Which such characteristic would place importance on works more than personal relationship. So it becomes the source of our fourteenth hypothesis which is the characteristic of individualism will have negative correlation with organization commitment.

3) Characteristic of collectivism

Cholthicha Wangruaynarm (1998: 93-94) had studied about perception of organization culture with organization commitment by

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studying a case of Permanent Undersecretary of the Prime Minister's Officer and found that the characteristic of collectivism had positive correlation with organization commitment.

The researcher has realized that the organization have characteristic of collectivism, there will be no any competition among the employees, encourage on following what other has motivated, rely on each other by coordinate and cooperate with each other. So it becomes the source of our fifteenth hypothesis which is the characteristic of collectivism will have positive correlation with organization commitment.

4) Characteristic of masculinity

Prapaporn Luangchuaychoke (1996: 91-92) had studied the correlation between the perception of organization culture and the feeling of organization commitment and found that characteristic of masculinity never had any correlation with organization commitment. Such research was consistent with the research from Siriwan Tantawechakij (1998: 77-78) that its content had mentioned about comparison on characteristics of social cultures and international organization cultures and found that the characteristic of masculinity would have negative correlation with organization commitment.

The researcher has realized that if the organization have high masculinity characteristic the enthusiasm in competing is quite high, employees always seek for the way of how to succeed, dare to make decision, always consider on reasons more than the feelings of colleagues, follow working system strictly, and gender discrimination. So it becomes the source of our sixteenth hypothesis which is the characteristic of masculinity have negative correlation with organization commitment.

5) Characteristic of femininity

Prapaporn Luangchuaychoke (1996: 91-92) had studied the correlation between the perception of organization culture and the feeling of organization commitment and found that characteristic of femininity had positive correlation with organization commitment. Such research as consistent with the research from Cholthicha Wangruaynarm (1998: 93-94) that had been studied about perception of organization culture with organization commitment by studying a case

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of Permanent Undersecretary of the Prime Minister's Officer and found that the characteristic of femininity had positive correlation with organization commitment.

The researcher has realized that the organization have characteristic of femininity, it will show that female management team will always solve the problems with compromise and tries to negotiate about the problems, and rewarding to anybody bases on equality. So it becomes the source of our seventeenth hypothesis which is the characteristic of femininity will have positive correlation with organization commitment.

6) Characteristic of uncertainty avoidance

Paneenuch Phussadeesophon (2000: 95-93) had compared between the cultures's characteristics in society and organization and characteristic of efficient leader of the employees in the hospital of the foundation of different religion and found that characteristic of uncertainty avoidance had negative correlation with organization commitment.

The researcher has realized that if the organization have high characteristic of uncertainty avoidance will issue rules and regulations to control the rights and powers of both employees and employers, issue many disciplines to control working processes more than those organizations where they have low characteristic of uncertainty avoidance. So it becomes the source of our eighteenth hypothesis which is the characteristic of uncertainty avoidance will have negative correlation with organization commitment.

7) Characteristic of long-term orientation

Cholthicha Wangruaynam (1998: 97) had studied about perception of organization culture with organization commitment by studying a case of Permanent Undersecretary of the Prime Minister's Officer and found that characteristic of long-term orientation had positive correlation with organization commitment. Such research was consistent with the research from Thida Chitprasong (2000: 101-102) that had been studied about the characteristic of current cultures that exist in the organization and the type of organization that it should be and effective leadership by studying the case study from Thai Oils Co.,Ltd. and found that characteristic of long-term or future orientation had positive correlation with organization commitment.

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The researcher has realized that if the organization have long-term orientation, its employees will have endeavor, toleration, and work diligently. Besides they will respect those senior people and have respectfulness, all of these manners are good to the organization because the employees dare not be so aggressive, perform anything against the company's rules and regulation. So it becomes the source of our nineteenth hypothesis which is the characteristic of long-term focus will have positive correlation with organization commitment.

In researching those theories and researches that related to the organization commitment is for analyzing the factors and variables that affect organization commitment. The content of this research is that the researcher has measured the relationship with organization commitment in 3 aspects which are intense confident in accepting goals, targets and values of organization, willing to put full endeavor to the works in order to make the benefits to the organization, and have an intense desire to maintain the organization membership status. Besides the researcher has adapted the concept and theories of Becker (1990), Maslow (1970), and Steer (1977) for the study of organization commitment. Besides, those factors that relate to many variables can be concluded in 4 factors, which are personal factors, job characteristics, working experiences, and organization cultures. For individual factors, working of characteristics, and working Experience that gain from working had been brought from Steers' concept. And the factor of organization culture had been brought from Hofstede's concept to be the frame of this study. From those that the researcher has gathered the concept of theories and researches that relate to organization commitment and presented earlier can be concluded as follows:

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Table 7 Conclusion factors related to organization commitment of automobile company employees.

Variables	Concepts/ Theories / Research document
Dependent variables	
The organization commitment	- Side-Bet theory of Becker (1960 cited by Sopha Sarpmark-Udom, 1990) - Need Hierarchy theory of Maslow (1970 cited by Nanthana Prakorbkij, 1995) - Steers, 1977
Independent variables	
1. Factor of individual	- Steers, 1977
1.1 Age	- Sheldon, 1971 - Steers, 1977 - Talerngsak Chanbamroong, 2000
1.2 Position level	- Korakot Pholpanich, 1997 - Kritsakorn Duangsawang, 1997 - Talerngsak Chanbamroong,2000
1.3 Period of working	- Suthep Thiensi, 1998 - Talerngsak Chanbamroong, 2000
1.4 Position level	- Theerasuwat Manakij, 2000 - Vicharn Suwannarat, 2000
2. Working characteristic	
2.1 Working independent	- Steers, 1977
2.2 Working relation with others	- Cholada Sittiwan, 1996 - Kritsakorn Duangsawang, 1997
2.3 Participation in managing	- Stone and Porter, 1975 - Madee Dhamasajjakul, 1992
2.4 Variety of work	- Nanthana Prakorbkij, 1995 - Pranorm Kittidusadeetam, 1995 - Cholada Sittiwan, 1996 - Kritsakorn Duangsawang, 1997

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Table 7 Conclusion factors related to organization commitment of automobile company employees. (cont.)

Variables	Concepts/ Theories / Research document
Independent variables	
3. Working experience	- Steers, 1977
3.1 self-important to the organization	- Buchanan II (1974 cited by Woraphol Nanthakasem, 1998) - Benjaporn Thippayakul, 1996
3.2 Organization credibility and reliability	- Buchanan II (1974 cited by Woraphol Nanthakasem, 1998) - Pranorm Kittidusadeetam, 1995 - Cholada Sittiwan, 1996
3.3 Attitude towards colleagues	- Madee Dhamasajjakul, 1992 - Pranorm Kittidusadeetam, 1995
3.4 Expectation organization	- Pranorm Kittidusadeetam, 1995
4. Organization culture	- Hofstede, 1984
4.1 Characteristic of power distance	- Prapaporn Luangchuaychoke, 1996 - Cholthicha Wangruaynam, 1998
4.2 Characteristic of individualism	- Cholthicha Wangruaynam, 1998 - Sirirat Arnarmnart, 1998
4.3 Characteristic of collectivism	- Cholthicha Wangruaynam, 1998
4.4 Characteristic of masculinity	- Prapaporn Luangchuaychoke, 1996 - Siriwan Tantawechakij, 1998
4.5 Characteristic of femininity	- Prapaporn Luangchuaychoke, 1996 - Cholthicha Wangruaynam, 1998
4.6 Characteristic of uncertainty avoidance	- Paneenuch Phussadeesophon, 2000
4.7 Characteristic of long-term orientation	- Cholthicha Wangruaynam, 1998 - Thida Chitprasong, 2000

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CHAPTER 3
RESEARCH METHODOLOGY

This research was survey research. It has objective acknowledge level and factors related to the organization commitment of automobile company employees. They consisted of 5 steps methods as follows;

3.1 Population and sample group

3.2 Research measurement

3.3 Reliability and validity

3.4 Data collection

3.5 Data analysis

3.1 Population and sample group

3.1.1 Population

The populations of this research were only Thai nationality of automobile company were 1,900 persons which can not specified name because it had to policy of the company.

3.1.2 Sample size

Yamane's formula was used for this research as follows; (Yamane, 1973 cited by Paisan Wangpanitch, 2531: 215)

$$n = \frac{N}{1 + Ne^2}$$

When n = sample size

N = population size

e = the error of sampling

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The accepted error was 0.05, thus the proper sample group were at least 330 persons. However, the researcher for preventing incomplete questionnaires, so the sample size is this study was 400 persons.

3.1.3 Method sampling

The stratified random sampling was used for this research as follows;

Step 1 Dividing officers 5 departments.

Step 2 Selected sample group in each department by proportion by size as show on table 8

Table 8 Lists of departments and sample group

Number	Departments	Population	Samples
1	Administration dept.	130	22
2	Accounting dept.	170	30
3	Production dept.	863	150
4	Sales dept.	497	86
5	After sale service dept.	240	42
	Total	1,900	330

3.2 Research measurement

The researcher designed questionnaire divide by 3 parts as follows;

Part 1 General characteristics

Part 2 Factors related to the organization commitment

Part 3 The organization commitment

Part 1 General characteristics; individual age, education level, period of working and position level. This part contained 4 questions with open-ended.

Part 2 Factors related to the organization commitment. This part contains 74 questions by separate 3 parts; working of characteristics, working of experience and

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organization culture. This part contains 74 questions by separate 3 sub-parts which rating scale was used as following;

- Sub-part 1; Working characteristics 4 type total 20 questions as following:
  - Working independent (1-5)
  - Working relation with others (6-10)
  - Participation in managing (11-15)
  - Variety of work (16-20)
- Sub- part 2; working experience 4 type total 20 questions as following:
  - Self-important organization(1-5)
  - Organization credibility and reliability (6-10)
  - Attitude towards colleagues (11-15)
  - Expectation organization (16-19)
- Sub-part 3; organization culture 7 type total 35 questions as following;
  - Characteristics of power distance (1-5)
  - Characteristics of individualism (6-10)
  - Characteristics of collectivism (11-15)
  - Characteristics of masculinity (16-20)
  - Characteristics of femininity (21-25)
  - Characteristics of uncertainly avoidance (26-30)
  - Characteristics of long-term orientation (31-35)

Part 3 The organization commitment; total 15 questions which type rating scale 5 levels as following;

- Strong confidence in accepting the objectives and values of organization (1-5)
- Willingness to dedicate to work for organization (6-10)
- Strong needs in preserving the status of organization membership (11-15)

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All questions were rating scale consisted of 5 levels in positive and negative statement. The sample had to choose 1 answer from 5 choices as follows;

Scale	Score (marks +)	Score (marks -)
Strongly agree	5	1
Agree	4	2
Uncertainly/ not sure	3	3
Not agree	2	4
Strongly disagree	1	5

Score interpretation

The researcher dividing level of the organizational commitment to be 3 level as following;

Score	1.00- 2.33	mean	low level
Score	2.34- 3.66	mean	moderate level
Score	3.67-5.00	mean	high level

3.3 Reliability and validity

3.3.1 Content validity investigated by discussion and prove with advisors and quality assurance experts then, the researcher had applied the questionnaire follow by them.

3.3.2 Try out the questionnaire with 30 officers, which not sample but similar characteristics and find reliability by Cronbach's alpha coefficient (Boontham Kitpreedaborisuti, 1997: 122)

The result of reliability: working of characteristics 4 type; working independent, working relation with others, participation in managing and variety of work were 0.76, 0.75, 0.75 and 0.76.

The result of reliability: working experience 4 type; self-important organization, Organization credibility and reliability, Attitude towards colleagues, expectation organization from the organization were 0.76, 0.84, 0.76 and 0.78

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The result of reliability: organization culture 7 type; Power distance, Individualism, Collectivism, Masculinity, Femininity, Uncertainly Avoidance, Long-term Orientation were 0.80,0.86, 0.87, 0.78, 0.75, 0.75, 0.79, 0.78 and 0.89

The result of reliability: the organization commitment was 0.89

3.3.3 The researcher took all the analytical result of questionnaire to advisors in order to complete and revises questionnaire for future collecting data.

3.4 Data collection

3.4.1 Sending a letter signed by Dean of faculty of Social Science and Humanities, Mahidol University to manager of human resourcement department for asking their co-operation to collect data.

3.4.2 Distributing questionnaire to the and bring back.

3.4.3 Check data and key code in computer.

3.5 Data analysis

The data were analyzed by SPSS/PC program (Statistical Package for the Social Sciences) as follows;

3.5.1 Descriptive statistics (percentage, mean and standard deviation.) were used to analyze individual, working of characteristics, working of experience that gain and the organization culture.

3.5.2 Stepwise multiple regression analysis was used to analyze factors related to organization commitment.

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CHAPTER 4
RESULTS

The objective of this research is to study the level of the organization commitment of automobile company employees and to discover the factors related to there the organization commitment. The sample group consisted 400 employees with the data collected through the questionnaires. The data were analyzed and categorized into different parts as presented below.

4.1 Factors of individual

4.2 Factors of working characteristic

4.3 Factors of working experience

4.4 Factors of the organization culture

4.5 The commitment organization

4.6 The analysis of the factors related to the organization commitment of automobile company employees

4.1 Factors of individual

These factors of individual shown age, education level, period of working and position level. It was found from the analysis as following table 9

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Table 9 The percentage of the sample group based on age, education level, period of working and position level (N=400)

Factors of individual	Percentage
Age (years)	
20-29	11.50
30-39	74.50
≥40	14.00
($\overline{X}$ = 35.71 S.D.= 4.36 Min = 25 Max = 49)	
Education level	
bachelor's degree and lower	95.00
Bachelor's degree and higher	5.00
Period of working (years)	
5 and lower	7.50
6-10	69.25
≥11	23.25
($\overline{X}$ = 8.62 S.D.= 2.46 Min = 1 Max = 15)	
Position level	
Operation level	83.75
Supervisor level	16.25

The sample group for this study was the automobile company employees who were 30-39 years with 74.50% . They were 35.71 years of age in average ($\overline{X}$ = 35.71 S.D.=4.36) and 95.00 % of them obtained a bachelor's degree and lower. Their mostly period of working 6-10 years with 69.25%. by average 8.62 years.($\overline{X}$ =8.62 S.D.= 2.46) and they were mostly operation level

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4.2 Factors of working characteristic

Working characteristic were the employees take responsibilities, works that require knowledge and abilities, using intelligence in working in order to achieve the successful. All of these are factors that concern with working characteristics which are working independent, working relation with other, participation in managing, variety of work. The result as following:-

Table 10 The mean and standard deviation of the sample group based on working independent.

Working independent	$\overline{X}$	S.D.	Level
Your jobs had to flexibility and can be change.	3.89	0.58	High
The manager will be control your jobs to close-up	4.03	0.59	High
You can be assign about responsibility in your jobs	3.96	0.51	High
You can bring new technique apply to your jobs	4.05	0.54	High
You can decided solve immediately, when have the problem.	3.97	0.55	High
In average	**3.98**	**0.97**	**High**

Working independent were any works without any supervision from supervisors but instead the employees can make decision by themselves by using their own knowledge and experiences. From the analysis table 10 was found, The opinion of employees mostly were high level ($\overline{X}$ = 3.98 S.D.=0.97). after considering each item, it was found all item were high level. For bringing new technique to apply to jobs at highest level ($\overline{X}$ = 4.05 S.D.=0.54) and Flexibility of jobs at lower level ($\overline{X}$ = 3.89 S.D.=0.58).

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Table 11 The mean and standard deviation of the sample group based on working relation with others.

Working relation with others	$\overline{X}$	S.D.	Level
You can working with the colleagues	3.77	0.55	High
You can working with the others person outside company	3.87	0.57	High
Your jobs needs contact to other sections	4.05	0.55	High
You and the colleagues will be working together	3.67	0.63	High
Cooperation between you and the colleagues were important factor which to you successful.	3.54	0.72	Medium
In average	**3.78**	**0.63**	**High**

Working relation with others were any works that require the cooperation and coordination with other department. Such working situation provides opportunity to have social relationship with colleagues in both of same working section and with outsiders. From the analysis table 11 was found, The opinion of employees mostly were high level ($\overline{X}$ = 3.78 S.D.=0.63). After considering each item, it was found the jobs contact to other section at highest level ($\overline{X}$ = 4.05 S.D.=0.55) and cooperation between the colleagues at lower level ($\overline{X}$ = 3.54 S.D.=0.72).

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Table 12 The mean and standard deviation of the sample group based on participation in managing.

Participation in managing	$\overline{X}$	S.D.	Level
You can offer new process concern to jobs to the manager.	3.68	0.67	High
You have to participate about activity of the company.	3.83	0.48	High
The manager accepts your opinion.	3.77	0.69	High
You can show opinion about jobs at the meeting.	3.72	0.64	High
You use your talent for the company successful.	3.97	0.42	High
In average	**3.79**	**0.60**	**High**

Participation in managing were providing the opportunity to employees to be a part in making decision in both policy and operation levels. From the analysis table 12 was found, The opinion of employees mostly were high level ($\overline{X}$ = 3.79 S.D.=0.60). After considering each item, it was found use talent for the company successful at highest level ($\overline{X}$ = 3.97 S.D.=0.42) and offer new process concern to jobs to the manager at lower level ($\overline{X}$ = 3.68 S.D.=0.67).

Table 13 The mean and standard deviation of the sample group based on variety of work.

Variety of work	$\overline{X}$	S.D.	Level
Your jobs were challenge.	3.87	0.53	High
The each job had problem different for working characteristic.	3.97	0.60	High
You need to new learn always.	3.93	0.54	High
You can solve to facing one from the jobs.	3.65	0.64	High
The solving from the jobs can develop talent and learning from.	3.67	0.63	High
In average	**82**	**0.61**	**High**

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Participation in managing were many types of works that need to facing one different problems and obstacles. From the analysis table 13 was found, The opinion of employees mostly were high level ($\overline{X}$ = 3.82 S.D.=0.61). After considering each item, The problems found had to different of each job at highest level ($\overline{X}$ = 3.97 S.D.=0.60) and the solving to facing one from the jobs at lower level ($\overline{X}$ = 3.65 S.D.=0.64).

Table 14 The mean and standard deviation of the sample group based on working characteristic.

Working characteristic	$\overline{X}$	**S.D.**	**Level**
Working independent.	3.98	0.97	High
Working relation with others	3.78	0.63	High
Participation in managing.	3.79	0.63	High
Variety of work.	3.82	0.61	High
In average	**3.84**	**0.73**	**High**

Working characteristic were working characteristics that the employees take responsibilities, works that require knowledge and abilities, using intelligence in working in order to achieve the successful. From the analysis table 14 was found, The mostly were high level ($\overline{X}$ = 3.84 S.D.=0.73). After considering each part, working independent at highest level ($\overline{X}$ = 3.98 S.D.=0.97).

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4.3 Factor of working experience

Working experience were the feeling or perception of working environments within the organization that each employee can touch from the work. All of these are factors that concern with experiences that gain from working are self-important organization, organizational credibility and reliability, an attitude towards colleagues and expectation organization. The results as following:-

Table 15 The mean and standard deviation of the sample group based on self-important organization. (N=400)

Self-important organization	$\overline{X}$	S.D.	Level
The promotion from work makes to you feeling of self-important to the company.	3.66	0.63	Medium
You have to participate which make to the company successful..	3.97	0.42	High
The manager interested with your jobs.	3.91	0.53	High
The colleagues to consult with you about the jobs.	3.93	0.54	High
The result of your jobs to accept from the manager.	3.87	0.53	High
In average	**3.87**	**0.54**	**High**

Self-important organization were the perception on the roles in the organization that will be praised, be accepted and be important to the working section and colleagues. From the analysis table 15 was found, The mostly were high level ($\overline{X}$ = 3.87 S.D.=0.54). After considering each item, The employees have to participate of the company successful at highest level ($\overline{X}$ = 3.97 S.D.=0.42) and the promotion from work makes to employees feeling of self-important to the company at lower level ($\overline{X}$ = 3.66 S.D.=0.63).

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Table 16 The mean and standard deviation of the sample group based on organization credibility and reliability. (N=400)

Organization credibility and reliability	$\overline{X}$	S.D.	Level
You feel proud to working with this company.	4.19	0.42	High
You are satisfied about welfare from the company.	4.12	0.44	High
The company helps when you had some problem.	3.63	0.70	High
You proud about the product which accept from other person outside.	3.90	0.55	High
You are satisfied about bonus from the company for building morale and motivation.	4.19	0.41	High
In average	**4.01**	**0.56**	**High**

Organization credibility and reliability were the feeling towards the organization whether their organization can satisfy their physical needs and certainty to the member lives as well as building morale and motivation to them such as welfare, receive rewards, felling that the organization can help them when they face some problems. From the analysis table 16 was found, The mostly were high level ($\overline{X}$ = 4.01 S.D.=0.56). After considering each item, The employees have to proud to working with the company at highest level ($\overline{X}$ = 4.19 S.D.=0.42) and the company helps when had some problem at lower level ($\overline{X}$ = 3.63 S.D.=0.70).

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Table 17 The mean and standard deviation of the sample group based on attitude towards colleagues. (N=400)

Attitude towards colleagues	$\overline{X}$	S.D.	Level
You received suggestion about the jobs from the colleagues.	3.51	0.76	Medium
You have to exchange opinion with the colleagues.	3.76	0.61	High
You have to meeting with the colleagues after the finish working.	3.90	0.56	High
Your cooperation with the colleagues makes to more close-up.	3.78	0.63	High
You can expressly all items with the colleagues.	3.76	0.61	High
In average	**3.74**	**0.65**	**High**

Attitude towards colleagues was feeling towards their colleagues in coordinating, assisting, and advising in working and personal affairs. From the analysis table 17 was found, The mostly were high level ($\overline{X}$ = 3.74 S.D.=0.65). After considering each item, The employees have to meeting after the finish working at highest level ($\overline{X}$ = 3.90 S.D.=0.56) and received the suggestion from the colleagues at lower level ($\overline{X}$ = 3.51 S.D.=0.76).

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Table 18 The mean and standard deviation of the sample group based on expectation organization. (N=400)

Expectation organization	$\overline{X}$	S.D.	Level
You received suitable wage from the company.	4.20	0.42	High
When you have more experience, you will be receiving the promotion.	3.54	0.73	Medium
You think, The welfare from the company has to suitable.	4.22	0.43	High
You feel the security in your life when you working in this company.	4.23	0.46	High
In average	**4.05**	**0.61**	**High**

Expectation organization was the expectation of employees towards their organization in many aspects such as salary, being promoted to higher position. From the analysis table 18 was found: The mostly were high level ($\overline{X}$ = 4.05 S.D.=0.61). After considering each item, The employees feel the security in their life when they working in this company at highest level ($\overline{X}$ = 4.23 S.D.=0.46) and the promotion at lower level ($\overline{X}$ = 3.54 S.D.=0.73).

Table 19 The mean and standard deviation of the sample group based on working experience. (N=400)

Working experience	$\overline{X}$	S.D.	Level
Self-important organization.	3.87	0.54	High
Organization credibility and reliability.	4.01	0.56	High
Attitude towards colleagues.	3.74	0.65	High
Expectation organization.	4.05	0.61	High
In average	**3.91**	**0.60**	**High**

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Working experience was the feeling or perception of working environments within the organization that each employee can touch from the work. From the analysis table 19 was found: The mostly were high level ($\overline{X}$ = 3.91 S.D.=0.60). After considering each part, The expectation on something from organization at highest level ($\overline{X}$ = 4.05 S.D.=0.61)

4.4 Factors of the organization culuture

The organization culture means value, belief, understanding, behavior and criterion of organization members that used to performing together by having following elements: Characteristics of power distance, Characteristics of individualism and collectivism**,** Characteristics of masculinity and femininity, characteristics of uncertainty avoidance and Characteristics of long-term orientation**.**

Table 20 The mean and standard deviation of the sample group based on characteristic of power distance. (N=400)

Characteristic of power distance	$\overline{X}$	S.D.	Level
You think, the manager receiving privilege more than staff.	4.18	0.39	High
You think, The wage of staff level and manager level more different.	4.28	0.45	High
You can show opinion with the manager.	3.66	0.72	Medium
The managers will be deciding all items to themselves.	3.77	0.58	High
The manager will be order more than to practice.	4.28	0.46	High
In average	**4.03**	**0.59**	**High**

Characteristic of power distance means the way that the members of organization expect and accept the unfair treatment and matters by having difference in authority, decision making, being praised, social class and status, and special rights. From the analysis table 20 was found: The mostly were high level ($\overline{X}$ = 4.03 S.D.=0.59). After considering each item, The wage of staff level and manager level more different and The manager will be order more than to practice as same at highest

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level ($\overline{X}$ = 4.28 S.D.=0.45, $\overline{X}$ = 4.28 S.D.=0.46) and the showings opinion with the manager at lower level ($\overline{X}$ = 3.66 S.D.=0.72).

Table 21 The mean and standard deviation of the sample group based on characteristic of individualism.(N=400)

Characteristic of individualism	$\overline{X}$	S.D.	Level
You like the working to lonely.	3.68	0.80	High
You believe the working to lonely better group.	3.94	0.56	High
The success of each person important more than group.	3.96	0.55	High
Each employee to be working by lonely for the successful.	3.88	0.66	High
You give important yourself more than the colleagues.	3.74	0.74	High
In average	**3.84**	**0.68**	**High**

Characteristic of individualism was members of organization prefer to live or work independently, have a freedom of thinking and performing more than emphasizing on group, do not have any relationship or having good time with others. From the analysis table 21 was found: The mostly were high level ($\overline{X}$ = 3.84 S.D.=0.68). After considering each item, The success of each person important more than group at highest level ($\overline{X}$ = 3.96 S.D.=0.55) and the working to lonely r at lower level ($\overline{X}$ = 3.68 S.D.=0.80).

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Table 22 The mean and standard deviation of the sample group based on characteristic of collectivism. (N=400)

Characteristic of collectivism	$\overline{X}$	S.D.	Level
The employees will be help and to cooperate.	3.68	0.74	High
All employees will be working together for the company.	4.01	0.64	High
The employees will be conduct following the public opinion.	3.92	0.66	High
The employees will be to pool efforts for activity of the company.	3.94	0.84	High
15. You treat the relation with the colleagues.	4.19	0.65	High
In average	**3.95**	**0.69**	**High**

Characteristic of collectivism means members of organization have a harmonize relationship with their group and organization, considering the group importance more than individually, emphasizing on relationship, agree with other's opinion, rely on other, and like coordination. From the analysis table 22 was found: The mostly were high level ($\overline{X}$ = 3.95 S.D.=0.69). After considering each item, All employees will be working together for the company at highest level ($\overline{X}$ = 4.01 S.D.=0.64) and the employees will be help and to cooperate at lower level ($\overline{X}$ = 3.68 S.D.=0.74).

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Table 23 The mean and standard deviation of the sample group based on characteristic of masculinity. (N=400)

Characteristic of masculinity	$\overline{X}$	S.D.	Level
You have enthusiastic to competitive working for target of yourself.	3.92	0.63	High
The manager has to decide working by reason.	4.12	0.63	High
The company has to strict about the working system.	3.86	0.74	High
The reward, which received, will be working forever.	3.70	0.84	High
You believe, we should be life for working.	3.85	0.67	High
In average	**3.89**	**0.68**	**High**

Characteristic of masculinity means the members of organization perform anything as male characteristics by enthusiasm in competing, have self-confidence, dare to show their performances and make decisions, think about principals and reasons, emphasizing on work results, looking the way to become successful, strict working system, separate into roles of gender obviously and emphasizing on material successful. From the analysis table 23 was found: The mostly were high level ($\overline{X}$ = 3.89 S.D.=0.68). After considering each item, The manager has to decide working by reason at highest level ($\overline{X}$ = 4.12 S.D.=0.63) and The reward, which received, will be working forever at lower level ($\overline{X}$ = 3.70 S.D.=0.84).

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Table 24 The mean and standard deviation of the sample group based on characteristic of femininity (N=400)

Characteristic of femininity	$\overline{X}$	S.D.	Level
You give to close-up with the colleagues.	3.72	0.63	High
You are pleased to help the colleagues.	3.72	0.63	High
When have argument, you will be to solve by reason.	3.95	0.70	High
You accept decision following the public opinion.	3.70	0.64	High
You will be conduct to role of the company.	3.67	0.55	High
In average	**3.75**	**0.64**	**High**

Characteristic of femininity means the organization members perform feminine characters by having loyalty, being symphatised, peaceful, gentle, compromisation, emphasize on feeling, equality, do not divide the roles of gender obviously, and considering in importance of working quality. From the analysis table 24 was found: The mostly were high level ($\overline{X}$ = 3.75 S.D.=0.64). After considering each item, The employees will be solve by reason at highest level ($\overline{X}$ = 3.95 S.D.=0.70) and The employees will be conduct to role of the company at lower level ($\overline{X}$ = 3.67 S.D.=0.55).

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Table 25 The mean and standard deviation of the sample group based on characteristic of uncertainty avoidance. (N=400)

Characteristic of uncertainty avoidance	$\overline{X}$	S.D.	Level
You will be work following to trend ever the past successful.	3.67	0.72	High
You will be carefully about your jobs due to afraid to mistake.	4.21	0.56	High
You will be consult from the colleagues when you found the problem.	3.94	0.59	High
You need to order and suggestion to clear from the manager.	4.16	0.78	High
You have to try and to endure in your jobs, which use long time.	3.82	0.77	High
In average	**3.96**	**0.72**	**High**

Characteristic of uncertainty avoidance was the organization members try to avoid any unclear situation, reduce risks in having work mistakes by bring successful experiences from the past to be adapted suitably such as traditional, belief, advise from senior or skilful persons, policies or rules and regulations. From the analysis table 25 was found: The mostly were high level ($\overline{X}$ = 3.96 S.D.=0.72). After considering each item, The employees will be carefully about your jobs due to afraid to mistake at highest level ($\overline{X}$ = 4.21 S.D.=0.56) and the employees will be work following to trend ever the past successful at lower level ($\overline{X}$ = 3.67 S.D.=0.72).

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Table 26 The mean and standard deviation of the sample group based on characteristic of long-term orientation. (N=400)

Characteristic of long-term orientation	$\overline{X}$	S.D.	Level
You used the resource of the company to save and worthy.	4.03	0.67	High
Your company has to assign target and timing of working for successful.	3.99	0.75	High
You are willing conduct to be like other person for achieve target of the company.	3.74	0.73	High
You feel wrong if you make to something effect to the company..	3.81	0.71	High
The company encourages the employees assign target the jobs.	3.67	0.75	High
In average	**3.85**	**0.73**	**High**

Characteristic of long-term orientation were the organization members consider the importance of the future and interest about relation, therefor show the role corrected of status, to economize for reserve funds and feeling to be ashamed if make to something effect to the others person or the organization. From the analysis table 26 was found: The mostly were high level ($\overline{X}$ = 3.85 S.D.=0.73). After considering each item, The employees used the resource of the company to save and worthy at highest level ($\overline{X}$ = 4.03 S.D.=0.67) and The company encourages the employees assign target the jobs at lower level ($\overline{X}$ = 3.67 S.D.=0.75).

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Table 27 The mean and standard deviation of the sample group based on the organization culture. (N=400)

The culture organization	$\overline{X}$	S.D.	Level
Characteristic of power distsnce.	4.03	0.59	High
Characteristic of individualism.	3.84	0.68	High
Characteristic of collectivism.	3.95	0.69	High
Characteristic of masculinity.	3.89	0.68	High
Characteristic of femininity.	3.75	0.64	High
Characteristic of uncertainty avoidance	3.96	0.72	High
Characteristic of long-term orientation.	3.85	0.73	High
In average	**3.90**	**0.68**	**High**

The organization culture was value, belief, understanding, behavior and criterion of organization members that used to performing together. From the analysis table 27 was found: The mostly were high level ($\overline{X}$ = 3.90 S.D.=0.68). After considering each part, The characteristics of authority overlapping at highest level ($\overline{X}$ = 4.03 S.D.=0.59).

4.5 The organization commitment

The organization commitment was the feeling and behavior of person to the organization by have to feeling with target and value of the organization which the trend to be the same. It used to talent and trying for successfully of the organization and wish to working forever. This statistics was the analysis opinion of level and the matter situations to the organization commitment of employees.

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Table 28 The mean and standard deviation of the sample group based on the organization commitment. (N=400)

Strong confidence in accepting the objectives and values of organization	$\overline{X}$	**S.D.**	**Level**
Your working's target as same to company's target.	3.67	0.64	High
You accept target and value of the company.	3.68	0.65	High
You will be conduct to role of the company.	3.70	0.63	High
You are willing to conduct the policy of the company.	3.85	0.64	High
You are worry when you are working not successful.	3.87	0.79	High
In average	**3.90**	**0.68**	**High**
Willingness to dedicate to work for organization			
If the working urgent, you are willing to working out of time for the working successful.	4.12	0.70	High
You have to be intended, use to knowledge and talent to be success.	4.07	0.67	High
You will be talking to others person about your company.	4.06	0.68	High
This company has the policy clarity for administration.	4.02	0.73	High
This company has the suitable administration.	3.93	0.75	High
In average	**4.02**	**0.72**	**High**
Strong needs in preserving the status of organization membership			
You will not resign from the company although the better choice.	3.84	0.86	High
You are working with the honestly.	4.28	0.45	High
You are working forever until to superannuate.	4.05	0.71	High
You feel like to the part of the company.	4.20	0.66	High
You are proud which the company was the famous.	4.15	0.59	High
In average	**4.10**	**0.68**	**High**
Total average	**3.96**	**0.71**	**High**

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The organization commitment was the feeling and behavior of person to the organization by have to feeling with target and value of the organization which the trend to be the same. It used to talent and trying for successfully of the organization and wish to working forever. From the analysis table 28 was found: The mostly were high level ($\overline{X}$ = 3.96 S.D.=0.71). After considering each part, The wishing to be treat the member of the organization at highest level ($\overline{X}$ = 4.10 S.D.=0.68), The willing used to trying in the working ($\overline{X}$ = 4.02 S.D.=0.72) and the target accept and value of the organization at lower level ($\overline{X}$ = 3.75 S.D.=0.68).

4.6 The analysis of the factors related to the organization commitment of automobile company employees.

This analysis has to the study 4 factors separate 19 independent variable. The researcher used Stepwise Multiple Regression Analysis for acknowledge factors which have to influence and weight of sample size to dependent variable. Include that explain how to their. It has to algebraic equation as following: -

4.6.1 The statistics of analysis

$\overline{X}$	= Mean
S.D	= Standard deviation
R	= Correlation coefficient
R^2	= Correlation of determination
R^2Adj	= Adjust to correlation of determination
B	= Unstandardlized coefficient
Beta	= Standardized coefficient

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4.6.2 The study of variable

The study used to 19 independent variable and 1 dependent variable which to fixed variable and meaning as following:-

Dependent variable

Y = The organization commitment

Independent Variable

X1 = Age

X2 = Education of level (Nominal Scale)

Bachelor degree and lower than = 0

Master degree and higher = 1

X3 = Period of working

X4 = Position of level (Nominal Scale)

Operation Level = 0

Supervisor Level = 1

X5 = Working independent

X6 = Working relation with others

X7 = Participation in managing

X8 = Variety of work

X9 = Self-important organization

X10 = Organization credibility and reliability

X11 = Attitude towards colleagues

X12 = Expectation organization

X13 = Characteristics of power distance

X14 = Characteristics of individualism

X15 = Characteristics of collectivism

X16 = Characteristics of masculinity

X17 = Characteristics of femininity

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X18 = Characteristics of uncertainty avoidance

X19 = Characteristics of long-term orientation

For accurate the analysis to trend with assumption of Multiple Regression by used to Pearson's Product Correlation Coefficient for compare between independent of variable which to consider from Correlation Coefficient of independent variable. It means, If which pair of independent variable has to high relation more over 0.75 (Suchart Prasitratthasin, 1997: 433). It will select to independent variable only one for decrease missing as show table 29.

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Table 29 Correlation matrix among variables used in the analysis

	Y	X1	X2	X3	X4	X5	X6	X7	X8	X9	X10	X11	X12	X13	X14	X15	X16	X17	X18	X19
Y	1.00	.032	.114*	.041	.066	-.020	.055	.031	.051	.002	.024	.049	-.005	-.053	-.027	.277**	.241**	.477**	.374**	.526**
X1		1.00	-.165**	.809**	.645**	.083	.069	-.004	.109*	.001	.020	-.101*	-.036	.074	-.020	-.027	.096	.051	.075	.079
X2			1.00	-.100*	.112*	.069	-.058	-.087	-.070	.000	.014	.085	-.025	.008	-.015	.009	.063	.061	.081	.086
X3				1.00	.562**	.079	.029	-.086	.118*	.033	.050	-.110*	-.068	-.021	.130**	.018	.126*	.099*	.116*	.137**
X4					1.00	.027	.022	-.061	.032	-.017	.002	-.039	.085	-.004	.002	-.002	.119*	.081	.077	.122*
X5						1.00	.269**	.004	.011	-.015	-.092	-.083	-.043	.015	-.014	.048	.130**	.051	-.010	.018
X6							1.00	.001	.380**	.043	-.136**	-.016	.015	.004	-.073	-.003	-.018	-.016	.076	.035
X7								1.00	.049	.147**	.086	.047	.026	-.049	-.045	.014	.039	-.036	-.005	-.046
X8									1.00	.480**	-.051	.133**	.064	-.094	-.126*	-.108*	-.111*	.022	.058	.037
X9										1.00	-.052	.158**	.111*	-.099*	-.058	-.105*	-.087	.026	.016	-.004
X10											1.00	.015	.327**	.041	-.021	.036	-.099*	.010	.094	.049
X11												1.00	.173**	-.096	-.113*	-.079	-.049	.050	.057	.066
X12													1.00	.013	-.098	-.076	-.046	-.039	.193**	.025
X13														1.00	-.023	-.032	-.050	-.011	.042	-.008
X14															1.00	.014	.102*	.016	.070	.005
X15																1.00	.326**	.263**	.148**	.169**
X16																	1.00	.376**	.183**	.306**
X17																		1.00	.315**	.651**
X18																			1.00	.609**
X19																				1.00

* At significant level 0.05 ** At significant level 0.01

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From the correlation coefficient was found one pair of independent variable had to high relation were age to positive relation with the period of working by equal 0.809. If this variable bring to analysis by Stepwise Multiple Regression. It will be the approximate parameter of regression coefficient has not to believe. The solution, it cut to high independent variable out of the analysis. So, the Pearson's correlation coefficients of age equal to 0.032 and the period of working equal 0.041. The researcher selects to the period of working use for this study. Thus, It has to Independent variable for use this study total 18 variables as following: education of level, period of working, position of level, working independent, working relation with others, participation in managing, variety of work, self-important organization, organization credibility and reliability, attitude towards colleagues, expectation organization, characteristics of authority overlapping, characteristics of individualism, characteristics of collectivism, characteristics of masculinity, characteristics of femininity, characteristics of uncertainty avoidance and characteristics of long-term orientation

From the result of Stepwise Multiple Regression was found 3 independent variable, which have positive as following: Characteristics of long-term orientation, Characteristics of collectivism and Characteristics of femininity. The correlation coefficient were equal 0.577 and can to explain the organization commitment were equal 33.30 %. The characteristics of long-term orientation had to highest relation with the organization commitment, Characteristics of collectivism and Characteristics of femininity as from the table 30.

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Table 30 The result of Stepwise Multiple Regression that related to the organization commitment of automobile company employees.

INDEPENDENT VARIABLE	R	R^2	R^2Adj	B	Beta	t	sig
Characteristics of long-term orientation	.526	.276	.274	.616	.374	6.905	.000
Characteristics of collectivism	.559	.313	.309	.366	.163	3.832	.000
Characteristics of femininity	.577	.333	.328	.391	.191	3.455	.001
Constant				33.069		15.145	

From the table 30 was found Characteristics of long-term orientation had to most related with the organization commitment. It had to unstandardlized coefficient equal 0.616 % and can predict to related equal 27.60 %. When the characteristics of collectivism bring together can predict to 31.30 %. It means predict to increase 4% and Characteristics of femininity to addition. It can predict to 33.30 % increase 2 %.

From the result can be conclusion. The Factor had related to the organization commitment were Characteristics of long-term orientation, characteristics of collectivism and characteristics of femininity were relevant to the hypothesis.

The factors had not related to the organization commitment as following;

The factors of individual were age, education level, period of working and position level was found had not related to the organization commitment were irrelevant to the hypothesis.

The factor of working characteristic were working independent, working relation with others, participation in managing, variety of work was found had not related to the organization commitment were irrelevant to the hypothesis.

The factors of working experience were self-important organization, Organization credibility and reliability, Attitude towards colleagues, Expectation organization was found had not related to the organization commitment were irrelevant to the hypothesis.

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The factors of the culture organization were characteristic of power distance, characteristic of individualism, characteristic of masculinity, characteristic of uncertainty avoidance was found had not related to the organization commitment were irrelevant to the hypothesis.

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CHAPTER 5
DISCUSSION

The study of factor related to the organization commitment of automobile company employees have objective for study level of the organization commitment and factor related to the organization commitment of automobile company employees. The result of the study could then be discussed as follow:

5.1. The organization commitment

It was found the employees have the organization commitment to high level which relevant to Need Hierarchy theory of Maslow, which develop from the basic need is human physical needs by they need to have satisfaction and fulfillment before having needs in other stages until reach the fifth stage which is the needs of successful in the life and desires of oneself and Two Factor theory of Herzberg. This automobile company employees were acknowledge of target and value about to firmness, famous and receive praise from the others person which expect from works, they can be increase to working for efficiency and attend working to the organization. Include a good attitude towards colleagues, salary and welfare make to be not chance job or resign from the organization, which relevant Side-Bet theory of Becker. He was found , The person will be the commitment with anything because the person have the investment. The result was relevant to the studies of Naphaphen Homasawin (1990: 95-96) and Korakot Pholpanich (1997: 66). They found, the mostly of employees have the organization commitment to high level.

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5.2 Factors related to the organization commitment

5.2.1 Factors related to the organization commitment of automobile company employees and hypothesis relevant has 3 variable as following;

5.2.1.1 Characteristic of long-term orientation

From the result was found characteristic of long-term orientation had positive related to the organization commitment which relevant to the hypothesis and Hofstede's concept (1997: 159-170) found that the employees try to hold target, priority related of status and observe relation each level. Interesting other sequence and show to role, have economize and feeling to be ashamed when to do something which effect to related between person which relevant to the works of Cholthicha Wangruaynam (1998: 97) and Thida Chitprasong (1998: 101-102) found that the characteristic of long-term Orientation had positive related to the organization commitment.

5.2.1.2 Characteristic of collectivism

From the result was found characteristic of collectivism had positive related to the organization commitment which relevant to the hypothesis and Hofstede's concept (1997: 51-67) found that the employees gave important, interest with target of group more than oneself. They will rely on each other and join to activities together by teamwork. They have to feeling the partnership of the organization and the organization commitment to high level which relevant to the works of Cholthicha Wangruaynam (1998: 93) and Pattama Uradhakan (2002: 63) found that characteristic of collectivism had positive related to the organization commitment.

5.2.1.3 Characteristic of femininity

From the result was found characteristic of femininity had positive related to the organization commitment which relevant to the hypothesis and Hofstede's concept (1997: 80-96) found that the organization had resolve conflict problems with compromise, gentleness and paying attention to quality of life which suitable form with service business Which relevant to the works of Prapaporn Luangchuaychoke (1996: 93-94) found that characteristic of femininity had positive related to the organization commitment.

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5.2.2 Factors which no relation to the organization commitment of automobile company employees and not hypothesis relevant has 3 variable as following;

5.2.2.1 Factor of individual were education level, period of working and position level no relevant hypothesis because the mostly of employees have these similar characteristic. The assignment will be suitable for characteristics and they must be to learning and practice. Sometime may be senior employee are consultant for these jobs. So, which no relevant to the hypothesis and works of Suthep Thiensi (1998: 78) Talerngsak Chanbamroong (2000: 66) and Teerasuwat Manakij (2000: 89)found that had not related to the organization commitment.

5.2.2.2 Factor of working characteristic were working independent, working relation with others, participation in managing, variety of work and Factors of working experience were self-important organization, organization credibility and reliability, attitude towards colleagues, expectation organization no relevant hypothesis which no relevant to the hypothesis and works of Cholada Sittiwan (1996: 126), Kritsadakorn Duangsawang (1997: 122), Woraphol Nanthakasem (1997: 35) Nanthana Prakorbkij (1995: 130-131), Pranorm Kittidussadeedhama (1995: 89-90) and had no relevant Steers's concept (1977: 46) found the factor of working characteristic and Factors of working of experience that gain from working have not related to the organization commitment. But from the result found all variables were in high level. It caused variable of value had lower level. So, It had not enough different which explain the organization commitment.

5.2.2.3 Factor of culture of organization were characteristics of power distance, characteristic of individualism, characteristic of masculinity, characteristic of uncertainty avoidance no relevant hypothesis which no relevant to the hypothesis and works of Prapaporn Luangchuaychoke (1996: 87-88), Sirirat Arnarmnart (2000: 78-79), Siriwan Tantawechakij (1998: 77-78) and had no Hofestede's concept (1997: 57-67) found that opposite direction. But from the result was found all variable as same direction because the company was cross nation organization which have to integrate with concept and culture east and west. So, It had not enough different which explain the organization commitment.

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CHAPTER 6
CONCLUSION AND RECOMMENDATIONS

This study was survey research which the objectives for level of the organization commitment and to study the factors related to there the organization commitment.

The population of this research was the automobile company employees total 1,900 persons. By the method of multiple-stage random sampling, there were 400 persons who were included in the sample group. The researcher received questionnaire for data analysis to complete.

The researcher used percentage, standard deviation by SPSS/PC programme (Statistical Package for the Social Sciences) for data analysis. Statistical analysis used was Stepwise Multiple Regression.

6.1 Conclusion

6.1.1 Factor of Individual

From the result was found the mostly employees 30-39 years old (74.50%). Average age 35.71 years. The finish education level Bachelor of degree 84.00 %. The period of time between 6-10 years (69.25%) average 8.62 years. And the position level is in Operation Level 83.75 %

6.1.2 Factor of working characteristic

6.1.2.1 Working independent was found the high level. By especially can bring new technique apply to jobs had very important.

6.1.2.2 Working relation with others was found the high level. By especially the jobs which needs contact to other sections had very important.

6.1.2.3 Participation in managing was found the high level. By especially the using talent for the company successful had very important.

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6.1.2.4 Variety of work was found the high level. By especially the each job had problem different for working characteristic had very important.

6.1.3 Factors of working experience

6.1.3.1 Self-important organization was found the high level which which employees received the perception on the roles in the organization that will be praised, be accepted and be important to the working section and colleagues.

6.1.3.2 Organization credibility and reliability was found the high level which the feeling towards the organization whether their organization can satisfy their physical needs and certainty to the member lives as well as building morale and motivation to them such as welfare, receive rewards, felling that the organization can help them when they face some problems.

6.1.3.3 Attitude towards colleagues was found the high level which the feeling towards their colleagues in coordinating, assisting, the advising in working and personal affairs.

6.1.3.4 Expectation organization was found the high level which the expectation of employees towards their organization in many aspects such as salary, being promoted to higher position.

6.1.4 Factors of the organization culture

6.1.4.1 Characteristic of power distance was found the high level. It was the way that the members of organization expect and accept the unfair treatment and matters by having difference in authority, decision making, being praised, social class and status, and special rights.

6.1.4.2 Characteristic of individualism was found the high level which the members of organization prefer to live or work independently, have a freedom of thinking and performing more than emphasizing on group, do not have any relationship or having good time with others.

6.1.4.3 Characteristic of collectivism was found the high level which members of organization have a harmonize relationship with their group and organization, considering the group importance more than individually, emphasizing on relationship, agree with other's opinion, rely on other, and like coordination.

6.1.4.4 Characteristic of masculinity was found the high level which the members of organization perform anything as male characteristics by

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enthusiasm in competing, have self-confidence, dare to show their performances and make decisions, think about principals and reasons, emphasizing on work results, looking the way to become successful, strict working system, separate into roles of gender obviously and emphasizing on material successful

6.1.4.5 Characteristic of femininity was found the high level which the organization members perform feminine characters by having loyalty, being symphatised, peaceful, gentle, compromisation, emphasize on feeling, equality, do not divide the roles of gender obviously, and considering in importance of working quality

6.1.4.6 Characteristic of uncertainty avoidance was found the high level which the organization members try to avoid any unclear situation, reduce risks in having work mistakes by bring successful experiences from the past to be adapted suitably such as traditional, belief, advise from senior or skilful persons, policies or rules and regulations.

6.1.4.7 Characteristic of long-term orientation was found the high level which the organization members consider the importance of the future and interest about relation, therefor show the role corrected of status, to economize for reserve funds and feeling to be ashamed if make to something effect to the others person or the organization.

6.1.5 The organization commitment

6.1.5.1 Strong confidence in accepting the objectives and values of organization was found the high level.

6.1.5.2 Willingness to dedicate to work for organization was found the high level.

6.1.5.3 Strong needs in preserving the status of organization membership was found the high level.

6.1.6 Factor related to the organization commitment of automobile company employees

From the result of Stepwise Multiple Regression was found 3 independent variable, which have positive as following: characteristics of long-term orientation, characteristics of collectivism and characteristics of femininity. The correlation coefficient were equal 0.577 and can to explain the organization commitment were equal 33.30 %. The characteristics of long-term orientation had to highest relation with

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the organization commitment, Characteristics of collectivism and Characteristics of femininity.

6.2 Recommendations

6.2.1 Recommendations from the study

6.2.1.1 From the result was found the organization commitment in the high level. But the organization should be emphasize about perception target and values of the organization (i.e. give to knowledge increase about regulation include philosophy of working for all the same standard.

6.2.1.2 From the result was found characteristics of long-term orientation had influence positive with the organization commitment. So, the organization should be find to trend by promote employees emphasize about important for the future, have the planing, set short and long target, trying in the working and anything, understand relation between person, saving, and to be ashamed when the missing.

6.2.1.3 From the result was found the characteristics of collectivism had influence positive with the organization commitment. So, the organization should be encourage and promote employees joins to activities together by emphasize a good relation, to cooperation for the organization commitment.

6.2.1.4 From the result was found the Characteristics of femininity had influence positive with the organization commitment. So,the organization should be encourage and promote include emphasize to quality of life which the form suitable of sales and service business.

6.2.2 Recommendations for research methodology

6.2.2.1 Due to this study was researching only one organization. It had been the restriction about several of variables which the mostly sample group had similar characteristic. So, it had not more different enough that explain the organization commitment.

6.2.2.2 For the research measurement was questionnaires about the

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psychology. So, it must be more time and concentration, which may be affect to the answer.

6.2.3 Recommendations for further research

6.2.3.1 It should be study additional other variable (e.g. values of working, environment in the organization and leader).

6.2.3.2 It should be study about culture organization of other's concept and bring result to compare to relevant or different.

6.2.3.3 This research was case study only automobile company. So, the next research should be compare result between government and private individual, which have to different of organization characteristic.

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APPENDIX
RESEARCH INSTRUMENT

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Questionnaire no. …..….

Questionnaire

Title: Factors related to the organization commitment of automobile company employees

Instructions

1. This questionnaire comprises 3 parts as follow:
   - Part 1 General characteristics
   - Part 2 Factors related to the organization commitment (3 sub-parts)
     - Sub-part 1; Working characteristics
     - Sub- part 2; working experience
     - Sub-part 3; organization culture
   - Part 3 The organization commitment
2. Please read the instruction carefully before completing the questionnaire
3. Please complete every question in every part because your answer is the key Information for the research
4. There is no correct or incorrect answer in this questionnaire. Your answer will then, not have an effect on your current work performance

THANK YOU FOR YOUR KINDNESS

PIMCHANOK PHENGNAREN

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Part 1 General Characteristics

Instruction : Please mark ☒ in the block ☐ and fill your answer in the space where appropriate

1. Age: …… years old (of full year)
2. The highest level of education granted:
   - ☐ Bachelor's degree and Lower than
   - ☐ Master degree and higher
3. Period of working with this company: …… Years (of full year)
4. Your position of level are: ……

Part 2 Factor related to the organization commitment

Sub-part 1: Working characteristics

Instruction: Please mark / in the block only on the right hand you think that sentence is the most relevant to your opinion

Statements	Strongly agree	Agree	Uncertainly	Not agree	Strongly disagree
Working independent 1. Your jobs had to flexibility and can be change.					
2. The manager will be control your jobs to close-up					
3. You can be assign about responsibility in your jobs					
4. You can bring new technique apply to your jobs					
5. You can decided solve immediately, when have the problem.					

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Statements	Strongly agree	Agree	Uncertainly	Not agree	Strongly disagree
Working relation with others 6. You can working with the colleagues					
7. You can working with the others person outside company					
8. Your jobs needs contact to other sections					
9. You and the colleagues will be working together					
10. Cooperation between you and the colleagues were important factor which to you successful.					
Participation in managing 11. You can offer new process concern to jobs to the manager.					
12. You have to participate about activity of the company.					
13. The manager accepts your opinion.					
14. You can show opinion about jobs at the meeting.					
15. You use your talent for the company successful.					
Variety of work 16. Your jobs were challenge.					
17. The each job had problem different for working characteristic.					
18. You need to new learn always.					
19. You can solve to facing one from the jobs.					
20. The solving from the jobs can develop talent and learning from.					

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Sub-part 2: working experiences

Instruction: Please mark / in the block only on the right hand you think that sentence is the most relevant to your opinion

Statements	Strongly agree	Agree	Uncertainly	Not agree	Strongly disagree
Self-important organization 1. The promotion from work makes to you feeling of self-important to the company.					
2. You have to participate which make to the company successful..					
3. The manager interested with your jobs.					
4. The colleagues to consult with you about the jobs.					
5. The result of your jobs to accept from the manager.					
Organization credibility and reliability 6. You feel proud to working with this company.					
7. You are satisfied about welfare from the company.					
8. The company helps when you had some problem.					
9. You proud about the product which accept from other person outside.					
10.You are satisfied about bonus from the company for building morale and motivation.					
Attitude towards colleagues 11. You received suggestion about the jobs from the colleagues.					
12. You have to exchange opinion with the colleagues.					

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Statements	Strongly agree	Agree	Uncertainly	Not agree	Strongly disagree
13. You have to meeting with the colleagues after the finish working.					
14. Your cooperation with the colleagues makes to more close-up.					
15. You can expressly all items with the colleagues.					
Expectation organization 16. You received suitable wage from the company.					
17. When you have more experience, you will be receiving the promotion.					
18. You think, The welfare from the company has to suitable.					
19. You feel the security in your life when you working in this company.					

Sub-part 3: The organization culture

Instruction: Please mark / in the block only on the right hand you think that sentence is the most relevant to your opinion

Statements	Strongly agree	Agree	Uncertainly	Not agree	Strongly disagree
Characteristics of power distance 1. You think, the manager receiving privilege more than staff.					
2. You think, The wage of staff level and manager level more different.					

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Statements	Strongly agree	Agree	Uncertainly	Not agree	Strongly disagree
3. You can show opinion with the manager.					
4. The managers will be deciding all items to themselves.					
5. The manager will be order more than to practice.					
Characteristics of individualism 6. You like the working to lonely.					
7. You believe the working to lonely better group.					
8. The success of each person important more than group.					
9. Each employee to be working by lonely for the successful.					
10.You give important yourself more than the colleagues.					
Characteristics of collectivism 11. The employees will be help and to cooperate.					
12. All employees will be working together for the company.					
13. The employees will be conduct following the public opinion.					
14. The employees will be to pool efforts for activity of the company.					
15. You treat the relation with the colleagues.					
Characteristics of masculinity 16. You have enthusiastic to competitive working for target of yourself.					
17. The manager has to decide working by reason.					
18. The company has to strict about the working system.					

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Statements	Strongly agree	Agree	Uncertainly	Not agree	Strongly disagree
19. The reward, which received, will be working forever.					
20. You believe, we should be life for working.					
Characteristics of femininity 21. You give to close-up with the colleagues.					
22. You are pleased to help the colleagues.					
23. When have argument, you will be to solve by reason.					
24. You accept decision following the public opinion.					
25. You will be conduct to role of the company.					
Characteristics of uncertainty avoidance 26.You will be work following to trend ever the past successful.					
27. You will be carefully about your jobs due to afraid to mistake.					
28. You will be consult from the colleagues when you found the problem.					
29. You need to order and suggestion to clear from the manager.					
30. You have to try and to endure in your jobs, which use long time.					
Characteristics of long-term orientation 31. You used the resource of the company to save and worthy.					
32. Your company has to assign target and timing of working for successful.					
33. You are willing conduct to be like other person for achieve target of the company.					

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Statements	Strongly agree	Agree	Uncertainly	Not agree	Strongly disagree
34. You feel wrong if you make to something effect to the company..					
35. The company encourages the employees assign target the jobs.					

Part 3 The organization commitment

Instruction: Please mark / in the block only on the right hand you think that sentence is the most relevant to your opinion

Statements	Strongly agree	Agree	Uncertainly	Not agree	Strongly disagree
Strong confidence in accepting the objectives and values of organization 1. Your working's target as same to company's target.					
2. You accept target and value of the company.					
3. You will be conduct to role of the company.					
4. You are willing to conduct the policy of the company.					
5. You are worry when you are working not successful.					
Willingness to dedicate to work for organization 6. If the working urgent, you are willing to working out of time for the working successful.					
7. You have to be intended, use to knowledge and talent to be success.					
8. You will be talking to others person about your company.					

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Statements	Strongly agree	Agree	Uncertainly	Not agree	Strongly disagree
9. This company has the policy clarity for administration.					
10. This company has the suitable administration.					
Strong needs in preserving the status of organization membership 11. You will not resign from the company although the better choice.					
12. You are working with the honestly.					
13.You are working forever until to superannuate.					
14. You feel like to the part of the company.					
15. You are proud which the company was the famous.					

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