

CHAPTER FOUR

RESULTS

This chapter presents the data collected from sampled EXIM Bank staff who were working in the head office. The findings are interpreted to make conclusions related to organizational commitment.

The data were analyzed to examine relationships between the organizational commitment and the type of employee's personality.

The purpose of this study was to examine the degree of organizational commitment of EXIM staff with different types of personality, and to find out any relationship between the organizational commitment and the employee's type of personality. The data of the study was collected from the questionnaires of 92 respondents and is presented based on the objectives of the study mentioned earlier.

After SPSS Version 11.5 processed all the data collection, results are shown below. The analysis is divided into 4 parts:

- 4.1 Respondents' demographic information
- 4.2 Respondents' personality
- 4.3 Respondents' organizational commitment
- 4.4 Relationship between independent variable and dependent variable

4.1 RESPONDENTS' DEMOGRAPHIC INFORMATION

The first part of the questionnaire sought the demographic data concerning gender, age, educational background, length of employment and total monthly income or salary (inclusive of allowance , OT , etc). The total number of respondents was 92 sampled staff. All information is displayed in the form of frequency and percentage of the respondents as follows:

Table 4 Frequency and Percentage of Demographic Data

Demographic Data		Frequency	Percentage
Gender			
Male		31	33.7
Female		61	66.3
Total		92	100.0
Age			
less than 25 years old		6	6.5
25 - 30 years old		38	41.3
31 - 35 years old		29	31.5
36 - 40 years old		13	14.1
41 - 45 years old		4	4.3
46 - 50 years old		2	2.2
Total		92	100.0
Education Background			
Bachelor's Degree		33	35.9
Master's Degree		59	64.1
Total		92	100.0
Length of employment			
Less than 1 year		7	7.6
1 - 2 years		10	10.9
3 - 4 years		18	19.6
5 - 6 years		14	15.2
7 - 8 years		16	17.4
9 - 10 years		10	10.9
More than 10 years		17	18.5
Total		92	100.0
Total monthly income			
10,000 - 15,000 Baht		5	5.4
15,001 - 20,000 Baht		19	20.7
20,001 - 25,000 Baht		25	27.2
Above 25,001 Baht		43	46.7
Total		92	100.0

Gender. As shown in Table 4 , most of the respondents were female (66.3%) and the rest were male (33.7%).

Age. The respondents were mostly 25-30 years old the most (41.3%) and the smallest group were 46-50 years old (2.2%).

Education background. Most of the respondents (64.1%) had a Master's degree and the rest had Bachelor's degree (35.9%).

Length of employment. About 19.6% of the respondents had worked for 3-4 years, and 7.6% had worked less than 1 year.

Total monthly income or salary. 46.7% of the respondents had a total monthly income or salary above 25,001 baht, and 5.4% had 10,000-15,000 baht.

4.2 RESPONDENTS' PERSONALITY OF EMPLOYEES

The second part researches the individual personality of the employees. All information is measured in terms of the Big Five Approach. Close-ended questions with the Likert 5-point scale are used to measure the level of personality of the employees. The findings are shown in the form of mean and statistical deviation.

Table 5 The level of personality of the employees

Individual personality	\bar{x}	S.D.	Level of individual personality	Frequency	Percentage
Openness	3.35	0.28	Moderate	35	38.0
Conscientiousness	3.35	0.18	Moderate	35	38.0
Extroversion	3.25	0.27	Moderate	18	19.6
Agreeableness	2.97	0.31	Moderate	3	3.3
Neuroticism	2.75	0.29	Moderate	1	1.1
				92	100.0

According to Table 5, most of the sampled staff at EXIM bank who worked in the head office showed an “openness” and “conscientiousness” personality (38.0%). The score were at 3.35 which can be interpreted as “moderate” followed by Extroversion (19.6%) rated as 3.25 or “moderate,” Agreeableness (3.3%) rated as 2.97 or “moderate,” and the smallest category was neuroticism (1.1%) rated as 2.75 which is also “moderate.”

4.3 RESPONDENTS' ORGANIZATIONAL COMMITMENT

This part describes the level of organizational commitment of the employees. All information was measured in terms of 14 closed-ended questions. Closed-ended questions with the Likert 5-point scale were used to measure the level of organizational commitment of the employees. The findings are shown in the form of mean and statistic deviation.

Table 6 The Degree of organizational commitment

Organizational commitment	\bar{x}	S.D.	Level of organizational commitment
Cooperation with organization's goal	3.57	0.63	High
Sensing of belonging to the organization	3.53	0.61	High
Willingness to work for the organization	3.70	0.55	High
Willingness to stay with the organization	2.72	1.11	Moderate
Overall	3.56	0.51	High

As shown in Table 6, the results of overall organizational commitment are at high level (3.56). Willingness to work for the organization got the highest score at 3.70, a high level, followed by cooperation with the organization's goal also at a high level of 3.57, sensing of belonging to the organization (high level at 3.53) and willingness to stay with the organization, the lowest score, was at moderate level of 2.72.

Table 7 The degree of organizational commitment on the aspect of cooperation with organization's goal

Cooperation with organization's Goal		Strongly agree	Agree	Level Neither Agree or Disagree	Disagree	Strongly disagree	\bar{x}	S.D.	Level of commitment
I am aware of my organization's goals.	N	-	5	23	59	5	3.70	.66	High
	P	-	(5.4)	(25.0)	(64.1)	(5.4)			
I will follow all of my organization's policies.	N	1	4	35	44	8	3.59	.76	High
	P	(1.1)	(4.3)	(38.0)	(47.8)	(8.7)			
I share the same goals as my organization.	N	1	8	39	38	6	3.43	.79	High
	P	(1.1)	(8.7)	(42.4)	(41.3)	(6.5)			
Overall							3.57	0.63	High

From Table 7, Most respondents record a high level of cooperation with organizational goals ($\bar{x}=3.57$). They have high awareness of their organization's goals. They also have a high level of commitment to follow all of their organization's policies. In addition, they have high level of commitment to share the same goals as their organization.

Table 8 The degree of organizational commitment on the aspect of belonging to the organization

Sensing of belonging to the organization		Strongly agree	Agree	Level Neither Agree or Disagree	Disagree	Strongly disagree	\bar{x}	S.D.	Level of commitment
I feel that I am a part of my organization.	N	2	2	21	58	9	3.76	.75	High
	P	(2.2)	(2.2)	(22.8)	(63.0)	(9.8)			
I will defend my organization when I hear someone criticize it.	N	1	3	36	46	6	3.58	.71	High
	P	(1.1)	(3.3)	(39.1)	(50.0)	(6.5)			
I will do everything to protect my organization's reputation.	N	2	1	40	43	6	3.54	.73	High
	P	(2.2)	(1.1)	(43.5)	(46.7)	(6.5)			
I feel that organization's problems are my problems.	N	1	14	43	31	3	3.23	.79	Moderate
	P	(1.1)	(15.2)	(46.7)	(33.7)	(3.3)			
Overall							3.53	0.61	High

According to Table 8, most respondents have a high level of commitment to belong to the organization. They feel that they are a part of their organization to a high degree. They have a high level of commitment to defend their organization when they hear someone criticize it. Also, they have high level of commitment to do everything to protect their organization's reputation. However, they feel that the organization's problems are their problems only at moderate level.

Table 9 The degree of organizational commitment on the aspect of willingness to work for the organization

Willingness to work for the organization		Strongly agree	Agree	Level Neither Agree or Disagree	Disagree	Strongly disagree	\bar{x}	S.D.	Level of commitment
I am proud to be my organization's employee.	N	-	2	18	60	12	3.89	.64	High
	P	-	(2.2)	(19.6)	(65.2)	(13.0)			
I will improve my work for organization's progress.	N	1	2	18	62	9	3.83	.67	High
	P	(1.1)	(2.2)	(19.6)	(67.4)	(9.8)			
I am willing to do any work when I am requested even though it is not my responsibility.	N	-	6	18	62	6	3.74	.68	High
	P	-	(6.5)	(19.6)	(67.4)	(6.5)			

(Table continued)

Table continued

Willingness to work for the organization		Strongly agree	Agree	Level Neither Agree or Disagree	Disagree	Strongly disagree	\bar{x}	S.D.	Level of commitment
I am willing to work hard for my organization.	N	-	4	27	51	10	3.73	.71	High
	P	-	(4.3)	(29.3)	(55.4)	(10.9)			
If there is any job rotation or change, I will continue working hard as ever.	N	2	4	27	52	7	3.63	.78	High
	P	(2.2)	(4.3)	(29.3)	(56.5)	(7.6)			
I am willing to work over time even though I will not receive any extra payment.	N	3	10	31	42	6	3.41	.89	High
	P	(3.3)	(10.9)	(33.7)	(45.7)	(6.5)			
Overall							3.70	0.55	High

From Table 9, most respondents feel a high degree of willingness to work for the organization. Besides, they have high level of commitment in all elements of this aspect.

Table 10 The degree of organizational commitment on the aspect of willingness to stay with the organization

Willingness to stay with the organization		Strongly agree	Agree	Level Neither Agree or Disagree	Disagree	Strongly disagree	\bar{x}	S.D.	Level of commitment
I've never thought of resigning from my organization.	N	13	29	26	19	5	2.72	1.11	Moderate
	P	(14.1)	(31.5)	(28.3)	(20.7)	(5.4)			
Overall							2.72	1.11	Moderate

As shown in table 10, most respondents have moderate willingness to stay with the organization. They have never thought of resigning from their organization ranks at moderate level.

4.4 THE RELATIONSHIP BETWEEN INDEPENDENT VARIABLES AND DEPENDENT VARIABLES

This part describes the relationship between personality which includes five dimensions according to the Big Five theory: Extroversion, Agreeableness, Conscientiousness, Neuroticism, and Openness and organizational commitment, which includes cooperation with organization's goals, belonging to the organization, willingness to work for the organization, and willingness to stay with the organization. The findings are as follows:

Table 11 The correlation between Extroversion personality of the employees and organizational commitment

The correlation between extroversion personality of the employees and organizational commitment	r	p
Organization commitment		
Cooperation with organization's goal	.168	.110
Sensing of belonging to the organization	.169	.107
Willingness to work for the organization	.144	.172
Willingness to stay with the organization	.256	.014*
Overall	.210	.045*

*P < .05

As shown in Table 11, a significant relationship was found between extroversion personality of the employees and organizational commitment ($p < .05$). Therefore, extroversion in the personality of the employees relates to organizational commitment, especially the willingness to stay with the organization ($p < .05$).

Table 12 The correlation between Agreeableness personality of the employees and organizational commitment

The correlation between agreeableness personality of the employees and organizational commitment	r	p
Organization commitment		
Cooperation with organization's goal	.294	.004*
Sensing of belonging to the organization	.088	.406
Willingness to work for the organization	.110	.295
Willingness to stay with the organization	.000	.999
Overall	.160	.128

*P < .05

As shown in Table 12, no significant relationship was found between agreeableness in personality of the employees and organizational commitment ($p > .05$). However, “agreeableness” personality of the employees relates to the goal of organization ($p < .05$).

Table 13 The correlation between Conscientiousness personality of the employees and organizational commitment

The correlation between conscientiousness personality of the employees and organizational commitment	r	p
Organization commitment		
Cooperation with organization's goal	.268	.010*
Sensing of belonging to the organization	.053	.617
Willingness to work for the organization	.116	.271
Willingness to stay with the organization	.022	.834
Overall	.147	.162

*P < .05

As shown in Table 13, no significant relationship was found between “Conscientiousness” personality of the employees and organizational commitment ($p > .05$). Nevertheless, conscientiousness personality of the employees relates to cooperation with organization's goal ($p < .05$).

Table 14 The correlation between neuroticism personality of the employees and organizational commitment

The correlation between neuroticism personality of the employees and organizational commitment	r	p
Organization commitment		
Cooperation with organization's goal	-.030	.779
Sensing of belonging to the organization	.104	.325
Willingness to work for the organization	.008	.937
Willingness to stay with the organization	.069	.515
Overall	.042	.689

*P < .05

As shown in Table 14, no significant relationship was found between neurotic personality of the employees and organizational commitment ($p > .05$).

Table 15 The correlation between Openness personality of the employees and organizational commitment

The correlation between Openness personality of the employees and organizational commitment	r	p
Organization commitment		
Cooperation with organization's goal	.271	.009*
Sensing of belonging to the organization	.177	.091
Willingness to work for the organization	.185	.077
Willingness to stay with the organization	.102	.334
Overall	.236	.024*

*P < .05

As shown in Table 15, a significant relationship was found between “Openness” personality of the employees and organizational commitment ($p < .05$). Hence, Openness personality of the employees relates to organizational commitment; especially, cooperation with organization's goal ($p < .05$).

Table 16 The degree of organizational commitment of EXIM staff with different personality

Personality	Overall organizational commitment					Total
	Very low	Low	Moderate	High	Very high	
Openness	-	-	10	24	1	35
	-	-	28.6%	68.6%	2.9%	100.0%
Conscientiousness	-	2	11	19	3	35
	-	5.7%	31.4%	54.3%	8.6%	100.0%
Extroversion	1	-	6	10	1	18
	5.6%	-	33.3%	55.6%	5.6%	100.0%
Agreeableness	-	-	1	2	-	3
	-	-	33.3%	66.7%	-	100.0%
Neuroticism	-	-	1	-	-	1
	-	-	100.0%	-	-	100.0%
Total	1	2	29	55	5	92
	1.1%	2.2%	31.5%	59.8%	5.4%	100.0%

According to table 16, EXIM Bank staff exhibiting Openness, Conscientiousness, Extroversion and Agreeableness have high overall organizational commitment whereas EXIM Bank staff with Neuroticism have only moderate overall organizational commitment.

The findings of the study are summarized and discussed in the next chapter.