

CHAPTER FIVE

CONCLUSIONS, DISCUSSIONS AND RECOMMENDATIONS

This chapter presents a summary of the study, a summary of the findings, discussions of the findings, conclusions, and recommendations for further research.

5.1 SUMMARY OF THE STUDY

The study was summarized as follows:

5.1.1 Objectives of the Study

The main purpose of this research was to find out whether different types of personality have different levels of organizational commitment, to measure the degree of organizational commitment of EXIM Bank staff with different types of personality, and to find out the relationship between the organizational commitment and employee's type of personality.

5.1.2 Subjects, Materials, and Procedures

The subjects of this study consisted of 92 EXIM Bank staff who worked in head office. They were selected by using the Proportionate Stratified Sampling Method. A self-administered questionnaire was used as a research instrument to collect data. Closed-ended questions were included in a questionnaire to find out personality of the employees contributing to the respondents' organizational commitment. Moreover, the Likert scaling technique was employed to measure the degree of personality and organizational commitment of the respondents.

The researcher distributed the questionnaires during December 2008. The respondents were asked to complete and return the questionnaires in the same month. SPSS (Version 11.5) was used to analyse the data. Percentage, mean and frequency were employed to describe the data and Pearson Product Moment Correlation Coefficient to find the relationship between personality and organizational commitment.

5.2 SUMMARY OF THE FINDINGS

The results of the research could be summarized as follows:

5.2.1 Demographic Information of the Respondents

The results obtained showed the majority of the respondents were female. Most of them were in the age group of 25-30 years old. Furthermore, the majority of them had a Master's degree, and they have been employed in EXIM Bank 3-4 years. Regarding the total monthly income or salary, the findings revealed that most of them earned above 25,001 baht.

5.2.2 Personality of employees

It was found out that the staff at EXIM bank who have worked in the head office were exhibited "openness" and "conscientiousness" personality the most.

5.2.3 Organizational commitment of employees

It was found out that overall organizational commitment was at a high level. The highest organizational commitment was willingness to work for the organization (high level) whereas the lowest ranking was willingness to stay with the organization (moderate level).

For the cooperation with organization's goal, the results were at a high level. They were aware of their organization's goals the most.

Additionally, respondents had a high sense of belonging to the organization. The highest element was "feeling that they are a part of the organization" while the lowest was 'feeling that organization's problems are their problems'.

Willingness to work for the organization was found to be ranked at high level. The highest rating element was proud to be their organization's employee while 'willing to work over time even though they will not receive any extra payment' received the lowest rating.

EXIM Bank staff members working in head office had a moderate level of commitment to be willing to stay with the organization.

Regarding the relationship between personality of the employees and organizational commitment, the findings showed that open and extrovert personality of the employees correlated with the organizational commitment.

Most of the respondents had "Openness" and "Conscientiousness" personalities. In addition, EXIM Bank staff with Openness, Conscientiousness,

Extroversion and Agreeableness showed high overall organizational commitment whereas EXIM Bank staff with Neurotic tendencies had moderate overall organizational commitment.

5.3 DISCUSSIONS

In addition to the findings summarized in the above section, the results of the study are discussed further in this section.

Research Question 1: Do staff members with different types of personality have different levels of organizational commitment?

Findings 1: As the result shows in table 16, EXIM Bank staff who have high score in neuroticism had a different level of organizational commitment with all the rest, at moderate level, while the others were at high level.

Research Question 2: What is the degree of organizational commitment for EXIM Bank staff with different types of personality?

Findings 2: The degree of organizational commitment of the four dimensions including extroversion, agreeableness, conscientiousness, and openness were at a high level whereas neuroticism was at moderate level.

Research Question 3: Is there a relationship between the organizational commitment and the employee's type of personality?

Finding 3: There were relationships between organizational commitment and two types of personality, including openness and extroversion, while the rest of three types of personality, conscientiousness, neuroticism, and agreeableness, were not.

Discussion: As the result showed that neuroticism had lower level rating of organizational commitment than the other types of personality, it could be related to the theory of personality of Costa & McCrae (1992) which stated that a person who had high scores on the neuroticism scale generally felt anxious, coped poorly with stress, had unrealistic self – assessment, and readily experienced many negative emotions. Therefore, EXIM Bank staff who had a neurotic personality may feel worried about his or her job stability and always have a bad attitude about everything, including the employer, so he or she was ready to leave the organization to any better place all the time. According to the research of Arphaporn Phitakkamphol (2546) neuroticism of personality had a negative relationship with organizational

commitment. Also, Erdheim, Wang, and Zickar (2006) found that those people who were neurotic did not have specific goals in their work. Besides, the higher the score of neuroticism, the higher the rate of absence shown. According to all of the research stated earlier, it could be explained that staff who had a “neuroticism” personality had problems with adjusting themselves to get along with the organization’s work system and colleagues, or even of managing their own problems. Thus, they were easily under stress that may be a cause of changing their job frequently as they could not work for one organization for a long time. As a result, the organizational commitment will be affected. Consequently, focusing on the organizational commitment, HR should recruit those applicants who have a low score of neuroticism.

According to the finding in table 6, the overall organizational commitment was at 3.56, a high level which was good for the organization. However, the organization should not neglect to create the larger organizational commitment. As Herbiniak & Alutto, 1972; Bateman & Strasser, 1984; Decotis & Summer, 1987 stated, managers should pay more attention and give more suggestion and consultation by setting the meeting between manager and staff, so they can talk and create an understanding among them because generally talking about work operation, which is useful for everybody in every types of personality, can decrease some vagueness and stress. However, since there was just only 1.1% of the EXIM Bank staff who had a high score of neuroticism, it may not affect the commitment of the organization. It could imply that personality was not the principal reason for a high turnover rate of EXIM Bank staff over the last three years, but involved other factors that the researcher did not include in the study.

5.4 CONCLUSIONS

Results of the questionnaire are discussed in the following sections:

5.4.1 Personality

Most of the EXIM Bank staff showed openness and conscientiousness, rated equally at 3.35, which can be interpreted as moderate, followed by extroversion, agreeableness, and neuroticism at 3.25, 2.97, and 2.75 respectively.

5.4.2 Organizational commitment

EXIM Bank staff had overall organizational commitment at high level (3.67). The highest element rated at 3.70 was willingness to work for the organization.

5.4.3 Relationship between personality and organizational commitment

Openness and extrovert personalities had relationship with organizational commitment as $P = .024$ and $.045$ respectively, while the other three personalities; conscientiousness, agreeableness, neuroticism, had none at $P > .05$

Besides, staff members with different types of personality; according to the findings, had different levels of organizational commitment. The neuroticism type of personality had a moderate level of commitment while all the rest, openness, conscientiousness, extroversion, and agreeableness, had the larger commitment at high level.

5.5 RECOMMENDATIONS FOR FURTHER RESEARCH

On the basis of this study, the following issues are recommended for future research:

5.5.1 For efficient research, the organization should follow up the level of organizational commitment for a long period to compare the results in the different times or to find the other factors which affect commitment in the organization. These can help improving organizational commitment later on.

5.5.2 The researcher should study more by adding another factor to be a dependent variable collected together with personality. Due to this study, there were just only two personality types related to organizational commitment so the result may be more outstanding valid and efficient if there is more than one dependent variable.