

CHAPTER 4

DATA ANALYSIS AND FINDINGS

South Thailand particularly the southernmost provinces has been facing considerable insurgency activity for over 7 years now. Both the civilian and army casualties have been high. In this classic type of guerilla conflict the Thai government and the defense forces understand that winning and retaining the hearts and minds of the population is paramount for the conflict to be resolved. This means that the army has to rely not only on the commitment of the soldiers but also that they fully understand their civic duties. The soldiers face considerable dangers as they are the target of the insurgents, therefore it is important to understand the extent to which they retain their commitment to the army and to their civic duties. The Fourth Royal Army is responsible to look after these soldiers both the military personnel and rangers in southern Thailand. The rangers, designated as the “black man set” by the Thai people, are the specifically important civilian forces trained for the triple purpose of fighting against the terrorists, controlling the unstable situation, and stopping the unrest in the three southernmost provinces (Pattani, Yala and Narathiwat) and four districts of Songkla, Thailand (The Royal Thai Army, 2007, p. 19). It is imperative that the senior ranger regiments’ leadership ensure that their rangers are committed to the organization’s mission and vision of pursuing success in the operations associated with this war.

The intentions of the current study are to compare the organizational commitment and organizational citizenship behavior of the rangers as classified by demographics, to determine the relationship between organizational commitment and the rangers' organizational citizenship behavior, and to examine organizational commitment as the predicting factor of organizational citizenship behavior. Organizational Commitment (OC) shows the bonds which tie individuals to their organizations. Organizational Citizenship Behavior (OCB) is described as discretionary actions taken by employees that are considered extra-role or outside of the requirements of a job description. South Thailand's military commanders need to know the organizational commitment levels of their subordinates in order to achieve their goal. It is imperative that the senior ranger regiments' leadership ensure that their rangers are committed to the organization as well as exhibit citizenship behavior, especially, as they are involved in insurgent conflict situation. For this study, 399 rangers from the 7 ranger regiments in the Fourth Royal Thai Army Area were surveyed.

This chapter details the results of the analysis of the data collected for this research project. The chapter reviews the survey processes, response demographics, and statistical analysis procedures used to examine the relationships between the variables in this study. The results are presented in two parts:

Part I: Descriptive Analysis of Respondents

Part II: Research Finding and Hypothesis Testing

Part I: Descriptive Analysis of Respondents

Table 8

Frequency Counts and Percentages for Demographic Variables (n = 399)

Category	Count	Percentage
Age (Years)		
< 26	77	19.3
26-30	184	46.1
31-35	68	17.0
> 35	70	17.5
Min = 19 years, Max = 54 years, Mean = 30 years, SD 7 years		
Marital Status		
Single	224	56.1
Married (includes widowers and divorcees)	175	43.9
Highest Educational Level Completed		
Did not Complete High School	82	20.6
High School Degree/Equivalent	217	54.4
Associate/2-year Degree	43	10.8
Bachelor's Degree or Higher	57	14.3
Volunteer Ranger	322	80.7
Uniformed Military Personnel	77	19.3

Table 8 (continued)

Category	Count	Percentage
Years of Service in the Thai Army		
< 2	95	23.8
2-4	172	43.1
5-10	72	18.0
> 10	60	15.0
Min = 1 year, Max = 35 years, Mean = 6 years, <i>SD</i> 6 years		
Years of Service with Current Regiment		
< 2	112	28.1
2-4	201	50.4
5-10	56	14.0
> 10	30	7.5
Min = 1 year, Max = 30 years, Mean = 4 years, <i>SD</i> 5 years		
Experience in Fighting the Unrest in the Three Southernmost Provinces		
Never	182	45.6
Involved in Fighting	217	54.4

Table 8 Displays the number and percentage of rangers classified by demographics. The respondents are the rangers from 7 ranger regiments in the Fourth Royal Thai Army Area, each regiment represented by 57 rangers. Most of them are volunteer rangers (80.7%) and 19.3% are uniformed military personnel. The minimum age is 19 years and the maximum age is 54 years. The mean age for the sample is 30 years with a standard deviation

of 7 years. About 46.1% are 26-30 years old, 19.3% are younger than 26 years old, older than 35 years old (17.5%) and 31-35 years old (17.0%).

The majority (56.1%) are single and 40.4% are married including widowers and divorcees. Educational level of the subjects shows that 54.4% have a high school degree or equivalent, 20.6% did not complete high school, associate's degree or 2-year degree (10.8%) and bachelor's degree or higher (14.3%). The minimum year of service in the Thai Army is 1 year and the maximum year is 35 years. The average number of years is 6 years with a standard deviation of 6 years. The minimum year of service with current regiment is 1 year and the maximum year is 30 years. The average number of years of service is 4 years with a standard deviation of 5 years. Most of them had experience in fighting the unrest in the three southernmost provinces (54.4%) and 45.6% never had this experience.

Table 9

Descriptive Statistics for the Organizational Commitment Scale (n = 399)

Organizational Commitment Questionnaire	Mean	SD
Affective Commitment		
1. I would be very happy to spend the rest of my career with the ranger regiment.	5.86	1.30
2. I really feel as if the ranger regiment's problems are my own.	5.13	1.80

Table 9 (continued)

Organizational Commitment Questionnaire	Mean	<i>SD</i>
3. I do not feel a strong sense of belonging to the ranger regiment. (<i>R</i>)	5.78	1.77
4. I do not feel emotionally attached to the ranger regiment. (<i>R</i>)	5.87	1.62
5. I do not feel like a part of the family of the ranger regiment. (<i>R</i>)	5.51	1.98
6. The ranger regiment has a great deal of personal meaning for me.	6.01	1.33
Average of affective commitment	5.69	1.04
Continuance Commitment		
7. Right now, staying with the ranger regiment is a matter of necessity as much as desire.	5.83	1.13
8. It would be very hard for me to leave the ranger regiment right now, even if I want to.	5.14	1.53
9. Too much of my life would be disrupted if I decided I wanted to leave the ranger regiment right now.	4.58	1.93
10. I feel that I have too few options to consider leaving the ranger regiment.	4.41	1.89
11. If I had not already put so much of myself into the ranger regiment, I might consider working elsewhere.	5.18	1.70

Table 9 (continued)

Organizational Commitment Questionnaire	Mean	SD
12. One of the few negative consequences of leaving the ranger regiment would be the scarcity of available alternatives.	4.56	1.93
Average of continuance commitment	4.95	1.08
Normative Commitment		
13. I do not feel any obligation to remain with my current employer. (R)	5.42	1.71
14. Even if it were to my advantage, I do not feel it would be right to leave the ranger regiment now.	4.88	1.87
15. I would feel guilty if I left the ranger regiment now.	4.87	1.87
16. The ranger regiment deserves my loyalty.	6.16	1.07
17. I would not leave the ranger regiment right now because I have a sense of obligation to the people in it.	4.37	2.07
18. I owe a great deal to the ranger regiment.	5.66	1.49
Average of normative commitment	5.21	1.04
Over-all average	5.27	0.79

(R) Indicates reversed scoring

Table 9 Displays the mean score for each item, each category and overall organizational commitment. From the result it can be seen that the mean value for overall organizational commitment is 5.27. In all, affective commitment showed the highest mean value (5.69), next is normative commitment (5.21) and continuance commitment (4.95) with standard deviation ranges from 0.79 to 1.08. The highest mean value of affective commitment was a good indication of the willingness of employees to remain in the organization, because they want to do so. The result showed a relatively high mean of normative commitment, indicating that rangers remain with their organization because they ought to. Furthermore, low levels of continuance commitment were found among rangers staying with the organization, possibly because there is a scarcity of job alternatives, or the cost of leaving is too high. These results might also suggest that rangers in the Fourth Royal Thai Army Area have a great sense of identification with, involvement in, and emotional attachment to, the organization.

Table 10

Descriptive Statistics for the Organizational Citizenship Behavior Scale (n = 399)

Organizational Citizenship Behavior Questionnaire	Mean	SD
Altruism		
1. I am prepared to risk my life to protect civilians.	6.07	1.20
2. I would willingly take risks to protect my comrades.	6.14	1.10

**Table 10** (continued)

Organizational Citizenship Behavior Questionnaire	Mean	SD
3. I can trust my comrades to risk their lives to protect me.	5.38	1.28
4. I think that no one would risk their lives for others. (<i>R</i>)	4.60	1.67
5. When you come across an injured enemy you have no responsibility to help them. (<i>R</i>)	4.39	1.96
6. Enemies are enemies whether they are women, children, old or young. They all deserve to die. (<i>R</i>)	5.24	1.91
7. I cannot trust anyone in my unit. (<i>R</i>)	4.95	1.85
8. The teaching of religion not to harm others is not possible when you are in an army. (<i>R</i>)	4.61	1.90
9. I am willing to do another soldier's job if he/she is not around.	5.85	1.26
10. I would help a comrade if his/her work load is heavy.	5.94	1.06
Average of altruism	5.32	0.89
Conscientiousness		
11. My first allegiance is to my king and my country.	6.55	0.97
12. I follow the policies, procedures, and regulations of the ranger regiment.	6.29	0.89
13. I fulfill my assigned duties and accept responsibilities for my actions.	6.36	0.89

Table 10 (continued)

Organizational Citizenship Behavior Questionnaire	Mean	<i>SD</i>
14. I respond in a timely manner to requests by comrades and/or commanders.	6.32	0.94
15. I take excessive time off from work. (<i>R</i>)	6.27	0.92
16. I attend to work above what is expected.	5.71	1.34
17. I take extra breaks. (<i>R</i>)	5.44	1.71
18. I believe in giving an honest day's work for an honest day's pay.	5.92	1.30
Average of conscientiousness	6.11	0.77
Civic Virtue		
19. I attend functions that are not required, but help the regiment's image.	6.00	1.26
20. I keep up with developments in the ranger regiment and attend work-related activities.	6.27	0.88
21. I am willing to risk disapproval in order to express my beliefs about what is best for the ranger regiment.	6.00	1.17
22. I keep up with changes in the ranger regiment and attend required meetings.	5.98	0.94
23. I make suggestions to improve the ranger regiment processes, policies, and practices.	5.58	1.22
24. I share my knowledge and expertise with others in order to help the ranger regiment.	6.00	1.00

Table 10 (continued)

Organizational Citizenship Behavior Questionnaire	Mean	SD
25. I feel a strong sense of commitment to the ranger regiment.	6.07	1.07
26. I feel the ranger regiment provides a sense of meaning and belonging for me.	6.16	1.08
Average of civic virtue	6.01	0.83
Over-all average	5.81	0.72

(R) Indicates reversed scoring

Table 10 Displays the mean score for each item, each category and overall organizational citizenship behavior. From the result it can be seen that the mean value for overall organizational citizenship behavior is 5.81. Total conscientiousness shows the highest mean value (6.11), then civic virtue (6.01) and altruism (5.32) with standard deviation ranges from 0.72 to 0.89. Accordingly, it can be said that rangers in the Fourth Royal Thai Army Area tend to display OCB above and beyond what is written in their job descriptions.

Part II: Research Finding and Hypothesis Testing

Research Question 1

Are there differences in organizational commitment levels in terms of age, marital status educational level, type of ranger, organizational tenure and experience in fighting, of the rangers in the Fourth Royal Thai Army Area?

This research question was proposed in six hypotheses:

H_{01} There is no significant difference between age and organizational commitment of the rangers in the Fourth Royal Thai Army Area.

Table 11

ANOVA: Differences in Organizational Commitment Based on Age

	Source of Variation	Sum of Square	Df	Mean Square	F	Sig.
Organizational Commitment (OC)	Between Groups	2.608	3	.869	1.424	.235
	Within Groups	241.026	395	.610		
	Total	243.633	398			

Table 11 Displays the ANOVA test. The result shows that there are no significant differences in the levels of organizational commitment among four age ranges. Thus, null hypothesis 1 can be accepted. These results are consistent with previous findings such as (Goulet & Singh, 2002; Kuruuzum et al., 2009;

Metscher, 2005) that did not find statistical significance for age in relation to the commitment of participants in their research works.

Table 12

Scheffe Post Hoc Test: Mean Differences in Organizational Commitment Based on Age

(I) Age Group	(J) Age Group	Difference (I-J)	Sig.
less than 26	26-30	-.05155	.971
	31-35	-.13405	.786
	more than 35	-.24026	.326
26-30	31-35	-.08250	.907
	more than 35	-.18871	.399
31-35	more than 35	.10621	.888

Table 12 Shows Scheffe's test results confirming no significant mean differences in organizational commitment levels of rangers based on age. No differences were found within each age group.

Although there are no significant differences in the level of organizational commitment between various age groups, but the degree of organizational commitment increases as the rangers' age increases (see Figure 4). This finding seems to support the results of two meta-analyses conducted by (Cohen, 1993; King, 2002) which indicated that age had a low positive correlation with

organizational commitment. It can be said that the older the participant, the greater is the degree of commitment.

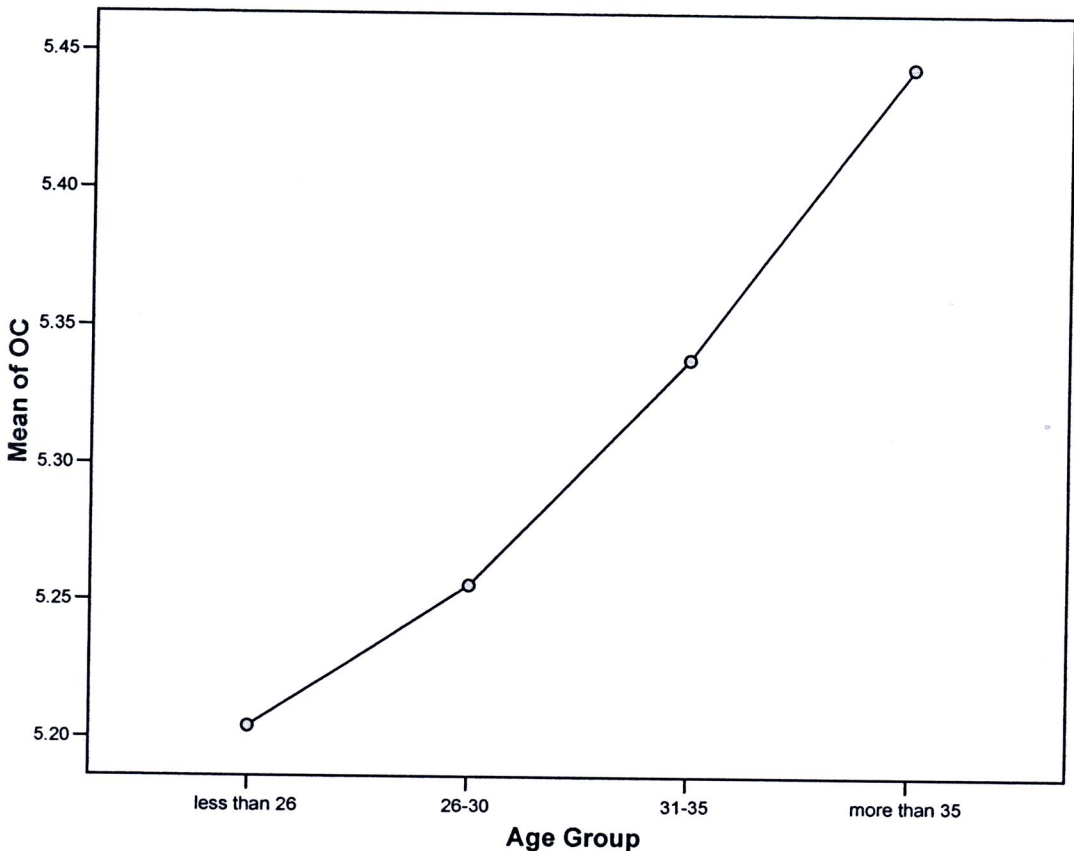


Figure 4 Differences in organizational commitment based on age.

Figure 4 Shows that the organizational commitment mean scores rise in direct proportion to the increase in the rangers' age. The rangers in the Fourth Royal Thai Army Area who are older than 35 years old are more committed than those other in the age ranges. However, their organizational commitment mean scores are only slightly different and not significant enough to conclude a correlation between organizational commitment and the different ranger age group.

H₀₂ There is no significant difference between marital status and organizational commitment of the rangers in the Fourth Royal Thai Army Area.

Table 13

T Test for the Differences in Organizational Commitment Between Two Groups of Marital Status

	Marital Status	N	Mean	Std. Deviation	t	Sig.
Organizational						
Commitment (OC)	Single	224	5.2056	.81234	-2.574	.010
	Married	175	5.4048	.72943		

Table 13 Shows that there are significant differences in the level of organizational commitment between two groups of marital status. Thus, null hypothesis 2 is rejected. Married rangers in the Fourth Royal Thai Army Area are more committed than those who are single. However, when mean scores are examined, both groups showed high level of organizational commitment. This result is consistent with the previous researches such as (Salami, 2008; Gurses & Demiray, 2009). It can be explained by their family responsibilities, stability and job security which the average married employees need more than the unmarried employees (Gurses & Demiray, 2009; Tsui et al., 1994).

H₀₃ There is no significant difference between educational levels and organizational commitment of the rangers in the Fourth Royal Thai Army Area.

Table 14*ANOVA: Differences in Organizational Commitment Based on Educational Level*

		Sum of Square	Df	Mean Square	F	Sig.
Organizational Commitment (OC)	Between					
	Groups	16.737	3	5.579	9.712	.000
	Within					
	Groups	226.897	395	.574		
Total		243.633	398			

Table 14 Shows that there are significant differences in the level of organizational commitment among four groups of educational levels. Thus, null hypothesis 3 is rejected. It means that at least one of the means is not the same as the other means. Scheffe's test is used to analyze which pairs of means are different. The results are displayed in Table 15.

**Table 15**

Scheffe Post Hoc Test: Mean Differences in Organizational Commitment

Based on Educational Level

(I) Educational Level	(J) Educational Level	Difference (I-J)	Sig.
Did not Complete High School	High School Degree/ Equivalent	-.15376	.485
	Associate's/2-year Degree	.14059	.808
	Bachelor's Degree or Higher	.43473(*)	.012
High School Degree/ Equivalent	Associate's/2-year Degree	.29435	.146
	Bachelor's Degree or Higher	.58850(*)	.000
Associate's/2-year Degree	Bachelor's Degree or Higher	.29414	.298

*The mean difference is significant at .05 level.

Table 15 Shows that Scheffe's tests indicated significant mean differences in organizational commitment levels of rangers based on educational level. Scheffe's methods provide strong evidence of a significant difference in the mean level between the rangers who did not complete high school and rangers who completed a bachelor's degree or higher. There is also a

significant difference in the mean level between the rangers who completed a high school degree/equivalent and rangers who completed a bachelor's degree or higher. The rangers who have higher educational level are less committed than those who have lower educational level. From these statements it can be said that the more education a ranger has the less committed he is likely to be to the organization. This finding lends support to the previous research of (DeCotiis & Summers, 1987; Gurses & Demiray, 2009; Iqbal, 2010; Iverson & Buttigieg, 1999; Mathieu & Zajac, 1990; Mottaz, 1988; Steers, 1977).

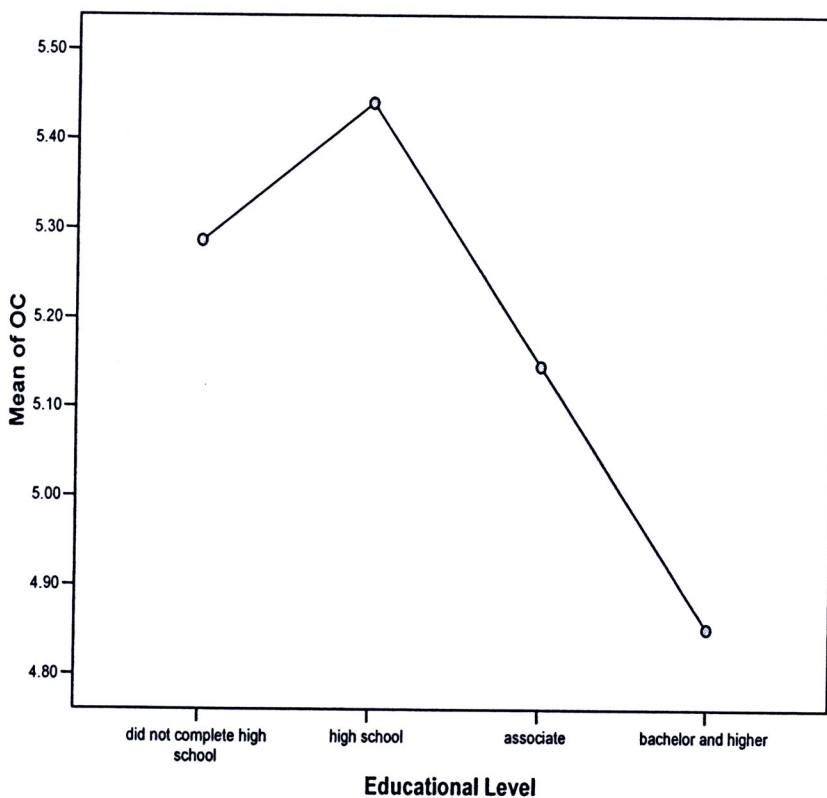


Figure 5 Differences in organizational commitment based on educational level.

Figure 5 Shows that the rangers in the Fourth Royal Thai Army Area who obtained a high school degree or equivalent are more committed than those who either did not finish high school degree or have higher degree than high school degree. The most committed were those subjects who had high school degree or equivalent, less committed were those who did not complete high school followed by those who had associate/2-year degree general education and those rangers with bachelor's degree or higher had the lowest organizational commitment level. It is noticeable that organizational commitment mean scores decrease as the educational levels go higher than high school degree or equivalent.

H_{o4} There is no significant difference between type of ranger and organizational commitment of the rangers in the Fourth Royal Thai Army Area.

Table 16

T Test for the Differences in Organizational Commitment Between Two Types of Rangers

	Type of Ranger	N	Mean	Std. Deviation	t	Sig.
Organizational Commitment (OC)	Volunteer					
	Rangers	322	5.2693	.78826	-1.235	.218
	Uniformed					
	Military					
	Personnel	77	5.3918	.75434		

Table 16 Shows that there are no significant differences in the level of organizational commitment between two types of rangers. The null hypothesis can be accepted. Both groups have high mean scores indicating that they have high organizational commitment. This finding supports the research of (Giffords, 2003; Bruning & Snyder, 1983) which established that position did not have an effect on organizational commitment.

H₀₅ There is no significant difference between organizational tenure and organizational commitment of the rangers in the Fourth Royal Thai Army Area.

Table 17

ANOVA: Differences in Organizational Commitment Based on Organizational Tenure

		Sum of	Df	Mean	F	Sig.
		Square		Square		
Organizational Commitment (OC)	Between					
	Groups	2.646	3	.882	1.688	.169
	Within					
	Groups	206.409	395	.523		
Total		209.005	398			

Table 17 Shows that there are no significant differences in the level of organizational commitment and organizational tenure. Null hypothesis 5 is accepted. This result lends support to the finding from the research works of (Labatmediene et al., 2007; Metscher, 2005; Simmons, 2005), which reported

that there is no relationship between length of employment and organizational commitment.

Table 18

*Scheffe Post Hoc Test: Mean Differences in Organizational Commitment
Based on Organizational Tenure*

(I) Organizational Tenure Group	(J) Organizational Tenure Group	Difference (I-J)	Sig.
less than 2	2-4	-.01318	.999
	5-10	-.24702	.290
	more than 10	-.27255	.409
2-4	5-10	-.23384	.269
	more than 10	-.25937	.409
5-10	more than 10	-.02553	.999

Table 18 Shows Scheffe's test results confirming no significant mean differences in organizational commitment levels of rangers based on organizational tenure. No differences were found within each tenure group.

Although there are no significant differences in the level of organizational commitment between various tenure groups, but the degree of organizational commitment increased when the rangers' organizational tenure is increased (see Figure 6). This finding of the study is in line with (Kaur & Sandhu, 2010; Reichers, 1986) which indicated that longer job tenure had more commitment than newly employed workers.

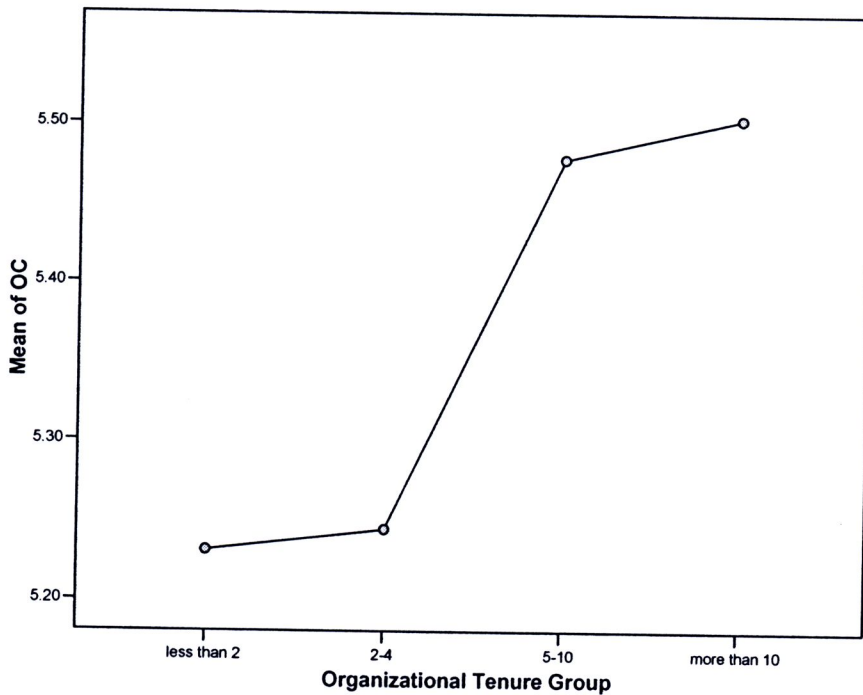


Figure 6 Differences in organizational commitment based on organizational tenure.

Figure 6 Shows that the organizational commitment mean scores increase when the rangers' organizational tenure are increased. Although, the organizational commitment mean scores increased, but the rate of increase is reduced after more than 10 years of the rangers' organizational tenure. However, their organizational commitment mean scores are only slightly different and not significant enough to conclude a correlation between organizational commitment and the different ranger tenure group.

H_{06} There is no significant difference between experience in fighting and organizational commitment of the rangers in the Fourth Royal Thai Army Area.

Table 19*T Test for the Differences Between Two Groups of Experience in Fighting*

	Experience in Fighting	N	Mean	Std. Deviation	t	Sig.
Organizational Commitment (OC)	Never Involved in Fighting	182	5.1606	.78961	3.119	.002
		217	5.4040	.76047		

Table 19 Shows that there are significant differences in the level of organizational commitment between two groups of experience in fighting. Thus, null hypothesis 6 is rejected. Rangers who were involved in fighting are more committed than rangers who have no experience in fighting. This finding seems to be interrelated to the previous research that supports the profound relationship between work experiences and organizational commitment (Al-Aameri, 2000; Reyes, 1989).

Research Question 2

Is there a relationship between organizational commitment and organizational citizenship behavior of the rangers in the Fourth Royal Thai Army Area?

This research question was proposed in four hypothesis:

H₀₇ There is no significant relationship between organizational commitment and altruism.



H₀₈ There is no significant relationship between organizational commitment and conscientiousness

H₀₉ There is no significant relationship between organizational commitment and civic virtue.

H₀₁₀ There is no significant relationship between organizational commitment and organizational citizenship behavior.

Table 20

Correlation Between Organizational Commitment (OC) and Organizational Citizenship Behavior (OCB)

Dependent Variable	Independent Variable	<i>r</i>	Sig.
Altruism	Organizational Commitment (OC)	.353**	.000
Conscientiousness	Organizational Commitment (OC)	.420**	.000
Civic Virtue	Organizational Commitment (OC)	.431**	.000
Organizational Citizenship Behavior (OCB)	Organizational Commitment (OC)	.454**	.000

As shown in Table 20, organizational commitment as expected significantly ($p = 0.00$) and strongly positively correlated to organizational citizenship behavior ($r = 0.454$). When each component of organizational citizenship behavior is considered, overall organizational commitment is also significantly ($p = 0.00$) and strongly positively correlated to civic virtue ($r = 0.431$), conscientiousness ($r = 0.420$), and less strongly positively correlated to altruism ($r = 0.353$). Thus, null hypotheses 7 to 10 are rejected. It means

that an increase or decrease in organizational commitment of rangers in the Fourth Royal Thai Army Area will bring a corresponding change in organizational citizenship behavior.

This finding regarding the relationship between organizational commitment and organizational citizenship behavior is consistent with the findings of previous studies which have proven that organizational commitment is completely related to organizational citizenship behavior (Alotaibi, 2001; Bateman & Organ, 1983; Cohen & Vigoda, 2000; Desivilya et al., 2006; Leboeuf, 1994; Organ & Ryan, 1995; Schappe, 1998; Smith et al., 1983; Witt, 1991). In addition, the relationship between organizational commitment and each component of organizational citizenship behavior (altruism, conscientiousness, civic virtue) supports an OCB meta-analysis finding from (LePine et al., 2002) and a research work of (Cardona & Espejo, 2002) which indicated that organizational commitment had a positive and significant impact on all OCB dimensions.

Research Question 3

Are there differences in organizational citizenship behavior levels in terms of age, marital status, education, type of ranger, organizational tenure and work experience in fighting, of the rangers in the Fourth Royal Thai Army?

This research question was proposed in six hypotheses:

H_{011} There is no significant difference between age and organizational citizenship behavior of the rangers in the Fourth Royal Thai Army Area.

Table 21*ANOVA: Differences in Organizational Citizenship Behavior Based on Age*

		Sum of	<i>Df</i>	Mean	<i>F</i>	Sig.
		Square		Square		
Organizational Citizenship Behavior (OCB)	Between					
	Groups	1.160	3	.387	.727	.536
	Within					
	Groups	210.109	395	.532		
Total		211.269	398			

Table 21 Displays ANOVA test results. The results show that there are no significant differences in the level of OCB among four age ranges. Thus, null hypothesis 11 can be accepted. This result is consistent with the research works of (Chang, 2004; Schappe, 1998; Tang & Ibrahim, 1998) which indicated that age was not significantly correlated with OCB.

Table 22

Scheffe Post Hoc Test: Mean Differences in Organizational Citizenship Behavior Based on Age

(I) Age Group	(J) Age Group	Difference (I-J)	Sig.
less than 26	26-30	.02296	.997
	31-35	-.11457	.828
	more than 35	-.07100	.951
26-30	31-35	-.13753	.997
	more than 35	-.09396	.623
31-35	more than 35	.04357	.989

Table 22 Shows Scheffe's test results confirming no significant mean differences in organizational citizenship behavior levels of rangers based on age. No differences were found within each age group.

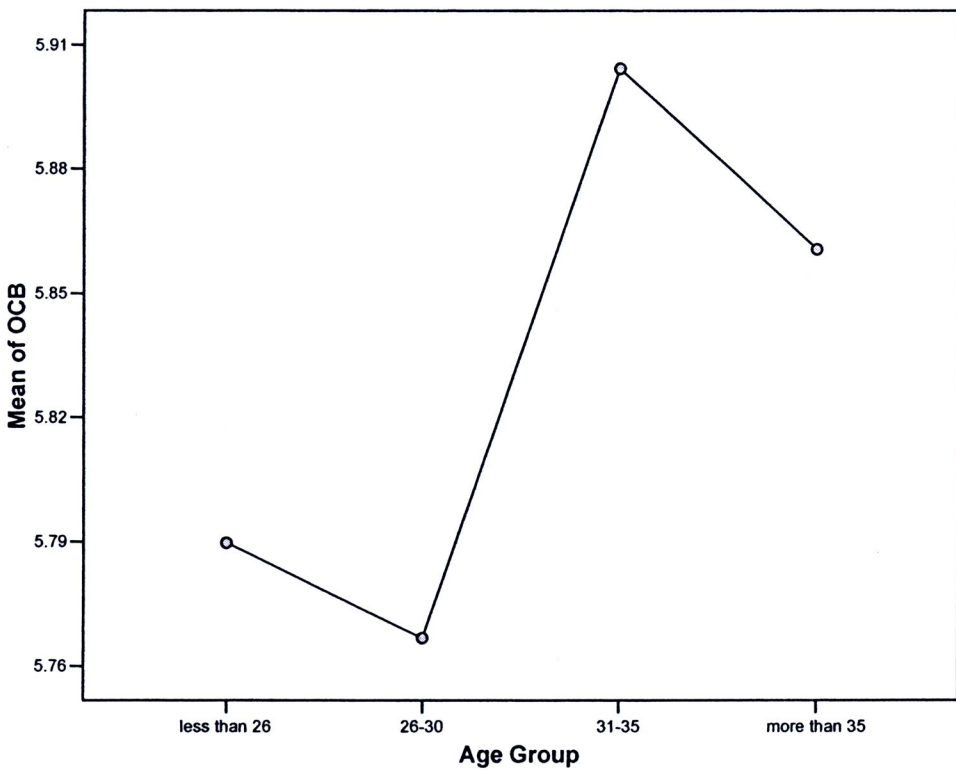


Figure 7 Differences in organizational citizenship behavior based on age.

Figure 7 Shows that the organizational citizenship behavior mean scores decrease with the rangers' ages at 26-30 years old. Then, the OCB mean scores increase when their ages are more than 30 years old, and decrease again at more than 35 years of ranger's age. This result supports the research works by (Schappe, 1998) which reported that organizational tenure was negatively correlated with OCB. In addition, most employees with longer tenure are older. However, their OCB mean scores are only slightly different and not significant enough to conclude a correlation between OCB and the different ranger age groups.

H_{o12} There is no significant difference between marital status and organizational citizenship behavior of rangers in the Fourth Royal Thai Army Area.

Table 23

T Test for the Differences in Organizational Citizenship Behavior Between Two Groups of Marital Status

	Marital Status	N	Mean	Std. Deviation	t	Sig.
OCB	Single	224	5.7776	.75676	-1.041	.299
	Married	175	5.8540	.69060		

Table 23 Shows that there are no significant differences in the level of OCB between two groups of marital status. Null hypothesis 12 can be accepted. This result was supported by (Organ & Lingl, 1995) who reported that marital status alone was significantly related to some dimension of OCB, but not overall.

H_{o13} There is no significant difference between educational level and organizational citizenship behavior of the rangers in the Fourth Royal Thai Army Area.

Table 24
ANOVA: Differences in Organizational Citizenship Behavior Based on Educational Level

		Sum of	Df	Mean	F	Sig.
		Square		Square		
Organizational Citizenship Behavior (OCB)	Between					
	Groups	6.954	3	2.318	4.481	.004
	Within					
	Groups	204.315	395	.517		
Total		211.269	398			

Table 24 Shows that there are significant differences in the level of OCB among four groups of educational levels. Thus, null hypothesis 13 is rejected. It means that at least one of the means is not the same as the other. Scheffe’s test is used to analyze which pairs of means are different. The results are displayed in Table 25.

Table 25

Scheffe Post Hoc Test: Mean Differences in Organizational Citizenship Behavior Based on Educational Level

(I) Educational Level	(J) Educational Level	Difference (I-J)	Sig.
Did not Complete	High School		
High School	Degree/Equivalent	-.25338	.09323
	Associate's/2-year degree	.01644	.13541
	Bachelor's Degree or Above	.02363	.12403
High School Degree/ Equivalent	Associate's/2-year Degree	.26982	.12005
	Bachelor's Degree or Above	.27701	.10704
Associate's/2-year Degree	Bachelor's Degree or Above	.00719	.14527

Table 25 Shows that Scheffe tests do not indicate significant mean differences in organizational citizenship behavior levels of rangers based on educational level. However, the One-way analysis of variance--ANOVA test indicates that there are significant differences in the mean OCB score of rangers in four educational levels. This result is consistent with research works of (Deckop et al., 1999) where the educational level of employees had a negative and a marginally significant effect on OCB. It can be said that higher education participants exhibit lower OCB.

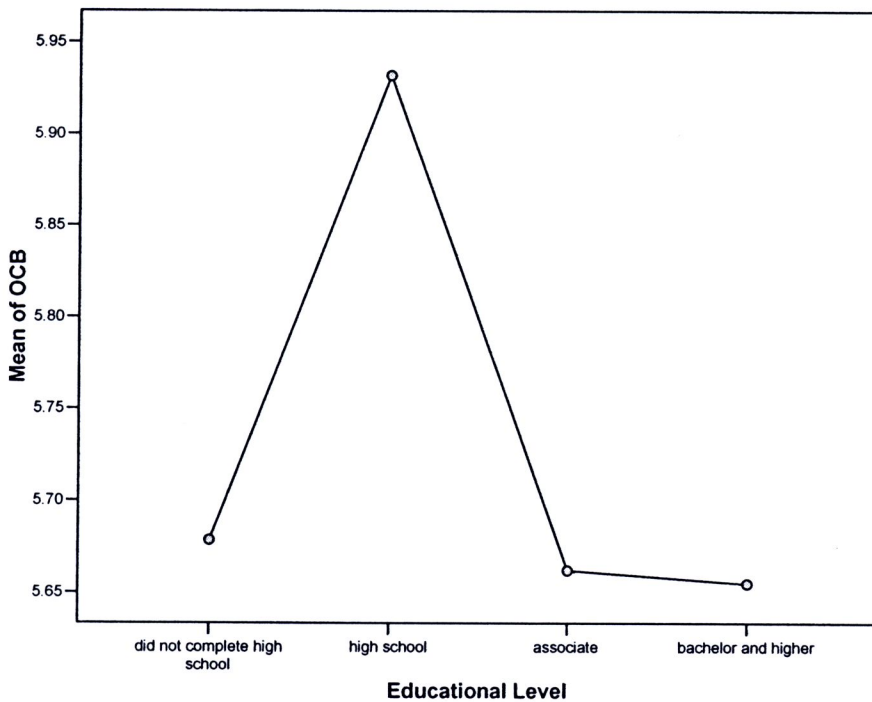


Figure 8 Differences in organizational citizenship behavior based on educational level.

Figure 8 Shows that the OCB mean scores are highest among rangers who obtained a high school degree or equivalent and falls on both sides either those who did not complete high school or higher than high school.

H_{014} There is no significant difference between type of ranger and organizational citizenship behavior of the rangers in the Fourth Royal Thai Army Area.

Table 26

T Test for the Differences in Organizational Citizenship Behavior Between Two Groups of Type of Ranger

	Type of Ranger	N	Mean	Std. Deviation	t	Sig.
Organizational Citizenship Behavior (OCB)	Volunteer					
	Rangers	322	5.79	.71	-1.227	.220
	Uniformed Military Personnel	77	5.90	.81		

Table 26 Shows that there is no significant difference in the level of OCB between two types of rangers. Null hypothesis 14 can be accepted. This finding is different from the research work of (Schappe, 1998; Wanxian & Weiwu, 2007). However, this seems to support the fact that previous studies have shown a link between organizational citizenship behavior and organizational commitment (Karrasch, 2003; Kwantes, 2003; Van Dyne & Pierce, 2004; Yilmaz & Bokeoglu, 2008), some previous studies have indicated that position did not have an effect on organizational commitment. Therefore, it is possible that position may not be related to organizational citizenship behavior.

H₀₁₅ There is no significant difference between organizational tenure and organizational citizenship behavior of the rangers in the Fourth Royal Thai Army Area.

Table 27
ANOVA: Differences in Organizational Citizenship Behavior Based on Organizational Tenure

		Sum of	Df	Mean	F	Sig.
		Square		Square		
Organizational Citizenship Behavior (OCB)	Between					
	Groups	1.136	3	.379	.712	.545
	Within					
	Groups	210.133	395	.532		
Total		211.269	398			

Table 27 Shows that there is no significant difference in the level of OCB and organizational tenure. Null hypothesis 15 can be accepted. This result is consistent with the research of (Bragger et al., 2005; Change, 2004; Podsakoff, et al., 2000; Strugar, 2007; Turnipseed & Murkinson, 2000) and revealed that organizational tenure have not been found to be related to OCB.

Table 28

Scheffe Post Hoc Test: Mean Differences in Organizational Citizenship Behavior Based on Organizational Tenure

(I) Organizational Tenure Group	(J) Organizational Tenure Group	Difference (I-J)	Sig.
less than 2	2-4	.07196	.873
	5-10	-.06153	.966
	more than 10	.11727	.894
2-4	5-10	-.13350	.690
	more than 10	.04530	.992
5-10	more than 10	-.17880	.759

Table 28 Shows Scheffe’ test results confirming no significant mean differences in organizational citizenship behavior levels of rangers based on organizational tenure.

However, it is interesting from this finding that rangers who have more than 10 years service in organization exhibit the lowest organizational citizenship behavior (see Figure 9). This result supports the research works by (Schappe, 1998) which reported that organizational tenure was negatively correlated with OCB.

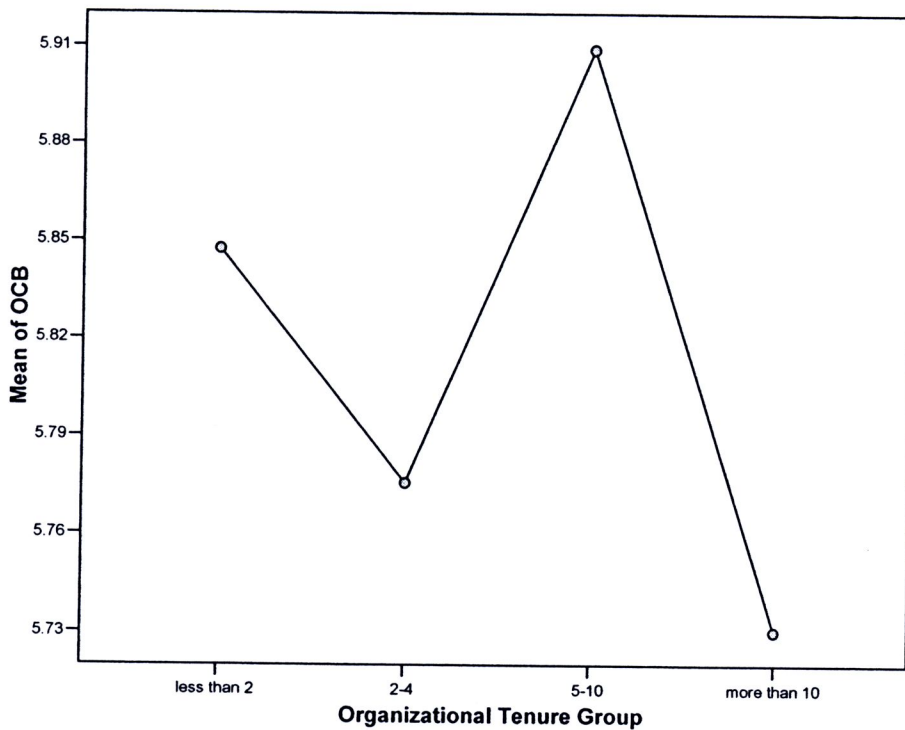


Figure 9 Differences in organizational citizenship behavior based on organizational tenure.

Figure 9 Shows that the OCB mean scores decrease when the rangers' tenure equal 2-4 years. When, their working years within the organization increase to 5-10 years, their OCB increases too. After 10 working years, their OCB is decreased again. The rangers with 5-10 working years within the organization showed more OCB than the other working year groups. However, their OCB mean scores are only slightly different and not significant enough to conclude a correlation between OCB and the different ranger tenure groups.

H_{016} There is no significant difference between experience in fighting and organizational citizenship behavior of rangers in the Fourth Royal Thai Army Area.

Table 29*T Test for the Differences Between Two Groups of Experience in Fighting*

	Experience in Fighting	N	Mean	Std. Deviation	t	Sig.
Organizational Citizenship Behavior (OCB)	Never Involved in Fighting	182 217	5.71 5.90	.70 .74	2.602	.986

Table 29 Shows that there are no significant differences in the level of OCB between two groups of experience in fighting. Thus, null hypothesis 16 is substantiated. This finding seems to support the research works of (Podsakoff et al., 2000) which proved that work experience had not been found to be related to OCB. However, when comparing the OCB mean scores rangers who had been involved in fighting exhibit more organizational citizenship behavior than rangers who have no experience in fighting. It is possible that the insurgency war is a war of hearts and minds and all rangers receive considerable training in OCB.

Research Question 4

Does organizational commitment significantly predict organizational citizenship behavior of the rangers in the Fourth Royal Thai Army Area?

This research question was proposed in one hypothesis:

H_{o17} Organizational commitment will significantly predict organizational citizenship behavior.



Table 30

Regression Analysis

		Unstandardized		Standardized		
		Coefficients		Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	3.571	.223		16.003	.000
	OC	.423	.042	.454	10.165	.000

$R = 0.454, R^2 = 0.207, F = 103.335, p = 0.00$

Table 30 Shows that 20.7 percent of the variance in the level of organizational citizenship behavior is significantly explained by organizational commitment. Thus, null hypothesis 17 is rejected. It is consistent with the research works of (Becker, 1992; Schappe, 1998; Unuvar, 2006).

Summary

In this study, four research objectives have been accomplished through 17 null hypotheses testing. Eight of those hypotheses had to be accepted based on p values greater than an alpha (0.05) value (see Table 31). The results showed the positive relationship between organizational commitment

and all three dimensions of organizational citizenship behavior, namely altruism, conscientiousness and civic virtue. In addition, organizational commitment significantly predicts organizational citizenship behavior. The result also found that there are significant differences in organizational commitment based on marital status, educational level and experience in fighting. Lastly, the study found that there are significant differences in level organizational citizenship behavior based on educational level. Further implications of this study will be discussed in Chapter 5 along with recommendations for future research.

Table 31

Hypothesis Test Summary

Hypothesis	Description	Results
H ₀₁	There is no significant difference between age and organizational commitment of the rangers in the Fourth Royal Thai Army Area.	Accept null hypothesis
H ₀₂	There is no significant difference between marital status and organizational commitment of the rangers in the Fourth Royal Thai Army Area.	Reject null hypothesis

Table 31 (continued)

Hypothesis	Description	Results
H ₀₃	There is no significant difference between educational level and organizational commitment of the rangers in the Fourth Royal Thai Army Area.	Reject null hypothesis
H ₀₄	There is no significant difference between the type of ranger and organizational commitment of the rangers in the Fourth Royal Thai Army Area.	Accept null hypothesis
H ₀₅	There is no significant difference between organizational tenure and organizational commitment of the rangers in the Fourth Royal Thai Army Area.	Accept null hypothesis
H ₀₆	There is no significant difference between experience in fighting and organizational commitment of the rangers in the Fourth Royal Thai Army Area.	Reject null hypothesis
H ₀₇	There is no significant relationship between organizational commitment and altruism.	Reject null hypothesis
H ₀₈	There is no significant relationship between organizational commitment and conscientiousness.	Reject null hypothesis

Table 31 (continued)

Hypothesis	Description	Results
H ₀₉	There is no significant relationship between organizational commitment and civic virtue.	Reject null hypothesis
H ₀₁₀	There is no significant relationship between organizational commitment and organizational citizenship behavior.	Reject null hypothesis
H ₀₁₁	There is no significant difference between age and organizational citizenship behavior of the rangers in the Fourth Royal Thai Army Area.	Accept null hypothesis
H ₀₁₂	There is no significant difference between marital status and organizational citizenship behavior of the rangers in the Fourth Royal Thai Army Area.	Accept null hypothesis
H ₀₁₃	There is no significant difference between educational level and organizational citizenship behavior of the rangers in the Fourth Royal Thai Army Area.	Reject null hypothesis (ANOVA allows ejection, Scheffe's tests do not)

Table 31 (continued)

Hypothesis	Description	Results
H ₀₁₄	There is no significant difference between type of ranger and organizational citizenship behavior of the rangers in the Fourth Royal Thai Army Area.	Accept null hypothesis
H ₀₁₅	There is no significant difference between organizational tenure and organizational citizenship behavior of the rangers in the Fourth Royal Thai Army Area.	Accept null hypothesis
H ₀₁₆	There is no significant difference between experience in fighting and organizational citizenship behavior of the rangers in the Fourth Royal Thai Army Area.	Accept null hypothesis
H ₀₁₇	Organizational commitment will not significantly predict organizational citizenship behavior.	Reject null hypothesis