Culture and Commitment: A Case Study of the PTT Group
วัฒนธรรมกับความผูกพันต่อองค์การ: กรณีศึกษากลุ่มบริษัท ปตท

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บทคัดย่อ

บทความเรื่อง "Culture and Commitment: A Case Study of the PTT Group" เป็นการสรุปจากงานวิจัยที่ศึกษาเรื่อง "ความผูกพันต่อองค์การของพนักงานกลุ่มบริษัท ปตท จำกัด" โดยงานวิจัยนี้ได้นำทฤษฎีด้านการบริหารข้ามวัฒนธรรม (Cross-Cultural Management) มาปรับปรุงตัวแบบการวิเคราะห์เดิม ที่ประกอบด้วย ตัวแปรต้นด้านปัจจัย ส่วนบุคคล ปัจจัยลักษณะของงาน ปัจจัยลักษณะขององค์การ และ ปัจจัยความพึงพอใจของพนักงาน โดยผู้วิจัยได้เพิ่มปัจจัยด้านวัฒนธรรมการทำงาน (work-related culture) เข้าไปในตัวแบบการวิเคราะห์ดั้งเดิม และได้พัฒนาชุดคำถาม และนำไปทดสอบความเที่ยงตรงและความเชื่อถือได้ (validity and reliability test) จากนั้นจึงไปศึกษาความผูกพันต่อองค์การของ 400 กลุ่มตัวอย่างจากกลุ่มบริษัท ปตท ซึ่งเป็นหนึ่งในองค์การมหาชน และวิสาหกิจหลักของประเทศ การวิเคราะห์ข้อมูลใช้เทคนิคทางสถิติต่าง ๆ เพื่อพรรณนา ตัวแปรเดียว ตลอดจนวิเคราะห์ความสัมพันธ์ระหว่างตัวแปรและหลายตัวแปร ผลการวิจัยทั้งหมดได้ถูกนำไปสร้างเป็นข้อเสนอแนะในเชิงนโยบายด้านการบริหารจัดการทรัพยากรมนุษย์ ในแง่มุมต่าง ๆ อาทิเช่น การสรรหา การคัดเลือกและการธำรงรักษาพนักงาน การออกแบบระบบงาน ตลอดจนเทคนิคการสร้างวัฒนธรรมที่เพิ่มพูนความผูกพันต่อองค์การของพนักงาน

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Abstract

The article "Culture and Commitment: A Case Study of the PTT Group" is an excerpt version of doctoral dissertation entitled "Organizational Commitment of the Staff of the PTT Group. Instead of using the conventional framework of organizational commitment, the researcher reviewed knowledge on Cross-Cultural Management and developed an additional factor of work-related organizational culture. Apart from conventional factors of personal characteristics, job characteristics, organizational characteristics, and satisfaction, the factor of organizational culture has been integrated into the analytical model of this study.

The unit of study consisted of four hundred full time staff members working for PTT Public Company Limited and its subsidiaries. The research employed statistical techniques of univariate description, bivariate and multivariate relationships to analyze the data. All policy recommendations are based upon empirical findings. The implications from the finding are beneficial to several aspects of Human Resource Management in the PTT Group including staff recruitment, selection, retention, job design and culture that supportive to organizational commitment.

1 Introduction

Organizational commitment has been recognized as a viable management constructs due to the methodologically sound research carried out in Industrial Psychology, Organizational Behavior, Public Administration and Human Resource Management. "Organizational commitment", as discusses hereafter in this study, refers to the "relative strength of an individual's identification with and involvement in a particular organization." (Mowday et al, 1979: 27)

According to current management perspective, organizational commitment is believed to give rise to elements of self-induced satisfaction and motivation crucial for performing both managerial and non-managerial functions, irrespective of the type of organization. (Sayeed, 2001 : 15) In general, a highly committed employee influences all spheres of work life including those directly related to the profit-making behavior of the firm. Unlike their committed counterpart, non-committed workforce seems to heighten problems even beside their own non-functionality and at times, dysfunctionality. Declining rate of participation and psychological withdrawal of employees are manifested in the form of lower degrees of personal investment, poor risk taking behavior, absenteeism, and "presenteeism", aspects that could otherwise add efficiency to the organization.

Management scholars such as Randall (1993) and Balfour and Wechster (1994), as recognizing an inadequacy of organizational commitment research in non-Western management context, argue for the inclusion of cross-cultural aspect. In addition, the case studies of commitment in public and private institutions are found abundant in the mainstream research, thus, the cases of semi-public-private organization as unique pattern of major organizations in developing countries are much fewer in number. Considering the above consequences, additional research on organizational commitment and its antecedents in a specific management context of developing economies would be of great interest to all management academicians, practitioners, and leaders in Thai organizations.

2 Rationales of the Study

There is a growing body of literatures on organizational commitment, but, most are conducted under the conventional framework developed in Western management context. In this regard, an aspect of cross-cultural management has received little attention. Moreover, most of the research on organizational commitment studies one particular professional/occupational group in either

public or private sector, but not much on semi-public-business enterprises like the PTT group. In responding to the above-mentioned gap in organizational commitment literature, this study will incorporate cultural factor into the conventional analytical model of organizational commitment and apply this integrated analytical model to explain commitment of staff in the PTT group.

3 The Objectives of the Research

1. To study the current level of organizational commitment among employees who work for the PTT group.

2. To examine the factor effecting the organizational commitment of PTT staff including personal and social variables, job characteristics, organizational characteristics, satisfaction and organizational culture.

3. To determine the best and following factors predicting organizational commitment of employee in the PTT group.

4 Conceptual /Theoretical Framework

The conceptual framework is based on the two areas of literature related to this study: 1.Traditional analytical framework on organizational commitment and 2. Cross-cultural management theory.

5 The Concept of Organizational Commitment

According to related management literatures, the concept of "organizational commitment" was not much acknowledged to a great extent until the pedagogy of organizational and management science had entered the Human Relations era. A management theorist, Mary Parker Follet, is believed to be the first to mention individual's loyalty to the organization. (Robbins,1990 : 89) Chester I. Barnard came closer to some current definitions on organizational commitment when he called for an integration of employees' purposes and organization's goals. Nonetheless, among the earlier scholars who mentioned

the exact word of "commitment", Philip Selznick, in discussing cooperative systems within the informal structure, emphasizes "ties of friendship, class royalty, power cliques, and external commitment." (Selznick, 1945 : 26) Despite the diverse, overwhelming classification schemes in its definitions, there is a consensus that recognizes commitment as a multi-dimensional construct primarily involve the strength of individual's identification with and involvement in a particular organization. (Meyer and Allen, 1997) According to Porter et al, organizational commitment is defined as:

> *"Employees' belief and acceptance of the goals and values of the organization, employees' efforts for actualization of these goals and values, and employees' strong desires to keep up membership in the organization".*
>
> *Mowday, Porter, and Steers (1982)*

Meyer and Allen (1991)'s definition of organizational commitment also widely used among management theorists and practitioners:

> *"A strong belief in the organization's goals and values, a willingness to exert considerable effort on behalf of the organization, and a strong desire to remain a member of the organization."*
>
> *Meyer and Allen (1991)*

6 Typology of Organizational Commitment

There is a growing consensus that organizational commitment is a multidimensional construct, as many academicians propose their classification schemes to identify each dimension. Meyer and Allen (1991) have developed a multidimensional model of organizational commitment based on three distinct themes : 1) an affective orientation toward the organization (based on the work of Mowday, Porter, & Steers 1982), 2) a recognition of the costs associated with

leaving the organization (based on the work of Becker 1960), and 3) a moral obligation to remain with the organization (based on the work of Weiner 1982). Meyer and Allen (1991) named these three components of organizational commitment as; 1 affective commitment (emotional attachment), 2 continuance commitment (cost-based), and 3 normative commitment (obligation).

Exhibit 1 : Meyer and Allen's Three Dimensional Views of Organizational Commitment

Affective commitment	"I would like to stay with this organization."
Continuance commitment	"I must stay with this organization."
Normative commitment	"I (have a feeling that I) should stay with this organization."

Nevertheless, O'Reilly and Chatman (1986) have categorized commitment by based on different approach. They have argued that organizational commitment reflects the psychological bond that ties the employee to the organization, but that the nature of the bond can be differ. They suggested, instead, that the psychological bond between an employee and an organization may be observed in three forms: compliance, identification, and internalization. Compliance occurs when employees adopt certain attitudes and behaviors in order to gain rewards. Identification involves the acceptance of influence in order to maintain a satisfying relationship with the organization. Internalization occurs when employees' induced attitudes and behaviors are congruent with the employee's own values (O'Reilly and Chatman 1986: 490).

Mowday, Steers, and Porter (1979), on the other hand, classified approaches to the study of organizational commitment into of two perspectives: attitudinal and behavioral. Attitudinal perspective defines organizational commitment in terms of cognitive and affective responses and attachment to an organization. A behavioral perspective focuses on the behaviors that bind individual to an organization.

In sum, varying definitions and typological approaches on organizational commitment are ranging from the highly rational exchange-based arguments (culculative commitment) to the socio centric arguments (i.e attitudinal, moral, and normative). (Supamas Trivisvavet, 2004: 2)

Exhibit 2 : Summary of Management Theorists' Typology of Organizational Commitment

Mayer and Allen (1991)	**Affective Commitment**	**Continuance Commitment**	**Normative Commitment**	**Others**
Becker (1960)		Behavioral Perspective (Calculative)		
Etzioni (1961)	Moral Involvement	Calculative Involvement		Alienative Involvement
Hall,Schneider, and Nygren (1970)	Attitudinal Commitment			
Kantor (1968)		Continuance Commitment	Control Commitment	Cohesion Commitment
Angle and Perry (1981)	Value Commitment	Commitment to Stay		
Wiener (1982)			Moral Obligation	
Mowday,Porter and Steer(1982)	Attitudinal Perspective	Behavioral Perspective	Attitudinal Perspective	
O'Reilly and Chatman(1986)	Identification Commitment, Internalization Commitment	Compliance Commitment		
Penley and Gould (1988)	Moral Commitment	Calculative Commitment		Alienative Commitment
Mayer and Schoorman (1992)	Value Commitment	Continuance Commitment		
Morrow (1993)	Attitudinal-Affective Commitment	Calculative-Continuance Commitment	Attitudinal-Affective Commitment	

7 Concepts and Theories of Cross-Cultural Management

"Culture" is a permanent belief in which individuals develop such a belief in their own society with which they are associated. Sociologists often define culture as human's successful attempt to adapt to external environment, indeed, it is a social group's shared strategy for survival (Triandis, 2002: 133).

According to Linda Smircich, the intersection of culture theory and organization Theory is evident in five current research themes: comparative management, corporate culture, organizational cognition, organizational symbolism, and unconscious processes and organization (Smircich, 1983: 339) For the first two categories, culture is considered as a variable. For the rest of the categories, culture is not considered as a variable, but a root metaphor for conceptualizing the organization.

Exhibit 3 : Intersections of Culture Theory and Organization Theory

Concepts of "culture" from Anthropology	**Concepts of "organization" from organization Theory**	**Themes in organization and management research**
Culture is an instrument serving human biological and psychological needs e.g. Malinowski's functionalism	Organizations are social instruments for task accomplishmente.g. classical management theory	**Cross-cultural or Comparative Management**
Culture functions as an adaptive regulatory mechanism. It unites individuals into social structures.e.g. Radcliffe-Brown's structural functionalism	Organizations are adaptive organisms existing by process of exchange with the environment. e.g. Contingency theory	**Corporate Culture**

Exhibit 3 : (continued)

Concepts of "culture" from Anthropology	Concepts of "organization" from organization Theory	Themes in organization and management research
Culture is a system of shared cognitions. The human mind generates culture by means of a finite number of rules e.g Goodenough's ethnoscience	Organizations are systems of knowledge. "Organization" rests in the network of subjective meanings that organization members share to varying degrees, and appear to function in a rule-like manner. e.g. cognitive organization theory	**Organizational Cognition**
Culture is a system of shared symbols and meanings. Symbolic action needs to be interpreted, read or deciphered in order to be understood. e.g. Greetz's symbolic anthropology	Organizations are patterns of symbolic discourse. "Organization" is maintained through symbolic modes such as language that facilitate shared meanings and shared realities e.g. symbolic organization theory	**Organizational Symbolism**
Culture is a projection of mind's universal unconscious infrastructure. e.g. Levi-Strauss's structuralism	Organizational forms and practices are the manifestations of unconscious processes. e.g. transformational organization theory	**Unconscious Processes and Organization**

Source : A summary from Linda Smircich: Concept of Culture and Organizational Analysis, 1983

According to Smircich, all five researches themes mentioned above involve intersecting cultural study with organization study. Among them, Cross-Cultural Management is mostly relevant to the aim of this research in testing the relationships between "work value", as one among five independent variables and employee's commitment (as a dependent variable).

Researches in Cross-Cultural Management concern mostly at measuring employees' attitudes in modern organization across different countries. In cross-cultural studies, culture is considered either as a background, a broad framework or an explanatory variable influencing the development and reinforcement of employees' beliefs. (Smircich, 1983: 343. Conventionally, literature on cross-cultural management is segmented into two levels : 1) a macro focus, examining the relationship between culture and organization structure, and 2) a micro focus, investigating the similarities and differences in attitudes (i.e job satisfaction, work stress, organizational commitment, etc.) of employees from different culture.

According to Ali and Alshawi (2004), there are three identifiable types of culture: **First,** the type of culture that a society shares (national culture), which is a set of core values that shapes the behavior of human collective society. **Second,** culture of organization: an organizational culture which shared by senior managers, marketing managers, sales representatives, staffs, who work in a particular organization. As a part of their organization, people are, more or less, influenced by its culture. **Third**, culture exists at the individual level, according to Dorfman and Howell's study on the effect of national culture on individual work attitude and behavior. (Ali and Alshawi 2004: 129).

In addition, culture also directly affects the way organizations do business. It is the complex system that includes knowledge, belief, art, law, morals, customs, and any capabilities and habits acquired by a person as a member of society. (Adler, 1988: 401). Geert Hofstede argues that people from the same country have a tendency to have similar basic values. Furthermore, Hofstede states that within each culture, people operate with mental "software" that is learned from their specific cultures (Hofstede ,1984: 19-21).

Exhibit 4 : Framework of Work-Related Cultural Value and Organizational Performance

This diagram simplifies the process how national culture and corporate culture instills employees' work performance. Organization with "strong culture" would increase its performance because it instills an unusual level of motivation in employees. Muller and Price (1992) argue that culture is of highly significant to commitment. Needless to say, the culture of "being committed" will help increased organizational competitiveness (Muller and Price, 1992: 236).

According to his theory on cross-cultural management, Geert Hofstede (1984) sees organizations as microcosms of national cultures and identified four basic dimensions of national culture that underlie people behavior in organization : 1) power distance, 2) uncertainty avoidance, 3) masculinity/femininity, and 4) individualism/collectivism.. Hofstede, later on, added one more distinctive work-related dimension which is "time orientation". These dimensions are cultural characteristics that predict behaviors of an aggregate population and are helpful for modern organizations in managing their culturally diverse workforce. Hofstede's theory will be partly applied in this study for investigating the effect of the organization's work culture on employee's commitment.

8 Background of the PTT group

PTT Public Company Limited was incorporated as a public company on October 1, 2001 on corporatization from the Petroleum Authority of Thailand under the "Corporatization Act of B.E. 2542" (1999). This act require PTT Public Company Limited to inherit of all business, rights, debts, liabilities, assets and equity from Petroleum Authority of Thailand Nowadays, PTT public Company operates Thailand's only fully-integrated energy conglomerate expertise in the marketing and trading of various crude oil, gas and refined petroleum products under the name of the PTT group. Through interests in its associated companies,

the PTT group's investment in Thailand's petrochemicals and refining industries include:

- Exploration, development and production of natural gas, condensate and crude oil through a subsidiary, PTT Exploration and Production Public Company Limited (PTTEP).

- Procurement, transmission, processing, marketing and distribution of natural gas and gas products.

- Marketing of refined products through various distribution channels including commercial, retail, reseller and international markets as well as international trading i.e. import and export of crude oil, condensate, petroleum feedstock and petrochemical products.

PTT proclaims its vision as a pre eminent Thai energy corporation, operating a fully integrated oil and gas business, which encompasses gas-based petrochemicals and total energy services, confident of being a regional leader and a high performance organization with accountability, integrity, and optimum stakeholder returns, within a value-driven corporate culture.

In order to investigate the evolution of management practices employed in the PTT group since its inception in the year 1978, the researcher has studies various PTT official documentations and summarized it in chronological order as following:

Exhibit 5 : Evolution of Management and HRM Techniques Practiced by the PTT

Time Frame	Business Focus, Activities & Achievements	Management and HRM Techniques
1978-1986 **"The Pioneer"**	**Status**: Public Enterprise Solving National Oil Crisis and Business Foundation **Oil procurement for energy security of Thailand** Inception of Gas, Exploration, Refining, Oil Business	-Bureaucracy : **-Functional Organizational Structure** -Promotion by years of service, salary and based on executive judgment. -HR tools based on regularity and use lateral entry system. -Culture of discipline, seniority, integrity, effort, contribution. -QCC
1986-1990 **"Still Go On**	**Status**: Leading Pubic Enterprise **Gas Oriented** -Expansion of Gas business Aim for Self -reliance on Exploration and Production -Rationalized the amount of the new recruits.	Less Bureaucratic: **-Holding Company Structure** -Increase training, both in-house and external. -HRM practice still focus on regularity. -HRD initiated, IT application -Carry on its organizational culture as mentioned in the pioneer period. -Reduce the lateral entry practices.
1990-1994 **"New Venture"**	**Status**: Leading Public Enterprise Joint Venture and New Investment (Mostly ASEAN region) Social and Environmental Concern (i.e. community projects, Re-forestation projects, unleaded oil, etc.)	**-Business Unit Structure** -Business Process Redesign (BPR) -HRM practices began resembling those of the private sector (i.e. flexibility, promotion, training, salary and benefits, performance based pay, etc.) -Use Modern HRM tools and techniques (i.e. job description, job evaluation, contingency management, ICT, contract-out management, flexi-time, intensive T&D etc.) -Benchmarking (but with domestic firms) -ISO 9000, TQM -Organizational culture that encourage: change, productivity, teamwork, time management and business oriented mind.

Exhibit 5 : (continued)

Time Frame	Business Focus, Activities & Achievements	Management and HRM Techniques
1994-1998 "Crisis Management and World Class Competition"	**Status**: Transition from Public Enterprise to Public Company Limited -More investments and market expansion in ASEAN region. -More subsidiaries firms and plants (i.e. PTT Natural Gas Distribution Co.,Ltd. (PTTNGD), Trans Thai-Malaysia (Thailand) Limited (TTM (T))), PTT LNG Co., Ltd. (PTTLNG) , etc. -Continue Research and Development of Business data and information bases. - Improve its service stations' public image -Abandon leaded oil business.	**-Structure: Subsidiary Type** -Rightsizing -World Class Benchmarking -Seek advices and services form world leading business consultant firms. -Reengineering -Subsidiary Management -HRM techniques: Job description, Job weight, Two-way & 360 degree performance appraisal, Career management, PTT course catalog, Leader Assessment Program, Contract-out Management, HR On-line application. -Organizational Culture: QSHE, Team Work, Cost Oriented, Accountability, Business Oriented.
1998-2002 "Strategic Cost Leadership"	**Status** : Public Company Limited -Trading -Debts Restructuring -Privatization (The PTT Public Company Limited) -Highest Market Capitalization in SET # 373 in Fortune Top 500 Asia's best in Business Week	-Risk Management -Introducing GCS (Good Corporate Governance) -Performance Agreement -E-Business -Downsizing (from 3,366 to 3,092) -Strategic Outsourcing -Staffs' benefit program adjusted -HRD 2000 Project

Exhibit 5 : (continued)

Time Frame	Business Focus, Activities & Achievements	Management and HRM Techniques
2002-Today **"The PTT Group"**	**Status**: A Multinational Corporation (MNC) -International Trading Firm (20% of income internationally) -Non-Oil Business -Premium and One Stop Service Gas Station -Alternative Energy (i.e Gasohol, Bio-diesel) Social-Investor-Environmental Concern -Increase work forces, more recruitments	**-Structure: Group & Flagship** -Moving Forward to HPO (High Performance Organization) -PTT Group Management (Group Culture, Merger and Acquisition, Group Synergy, Flagship Management and Premier Thai MNC) -Nine Enablement Projects -PTT Group's new DNA in cost, time and quality. -Integrate KPI to performance appraisal and compensation system. -Master degree as minimum requirement for office staff applicants. Honorable degree or Ph.D is encouraged to join. (also scholarship provided). -Mid-career entry

The data provided in the above exhibit has demonstrated that the PTT group is one among the major Thai public enterprises that has went through several period of uncertainties in business and management circle. It is, however, able to withstand most of the challenges and survive as a viable Thai public enterprise so far. As the country's major enterprise, the PTT's growth and development is closely tied to changes in Thai political, economic and social environment. For instances, the PTT group is the major organization responsible for preventing national crisis of energy shortage, it plays a significance, decisive and controversial role as both a preserver and a consumer of natural sources, it is a main engine for the dynamism of Thai economy in world trading system, it claims generating 30,000 million baht annually to Thailand, etc.

Not unlike the other major Thai enterprises, the PTT group has undergone many self-adjustment efforts to cope with all these turbulence in its business environment : the structural and process adjustment ; experimenting with and employing many state-of-the art management techniques ; changing the mindset of its staffs; adopting advanced information technology that enabling e-business; creating, encouraging and preserving a viable corporate culture; working on becoming a learning organization, etc. Moreover, economic crisis ravaging the Thai economy in 1998 also prompted many Thai major organizations, including the PTT group, to adopt and to practice the principle of Good Corporate Governance. PTT officially states its business philosophy as : "...committed to being an ethical and transparent corporation which can be examined in order to maximize the value of business and build trust among related parties" (Retrieved May 09, 2008 from www.pttplc.org).

In addition, PTT's highly effective public relations system is one of the major instrumenst enabling the PTT's success in executing its policies and practices. The PTT management receives supports and corporations from their employee by constantly and habitually informs, disseminates and promotes to their staffs about events, policies and changes that going on in their organization. The PTT group also successes in communicating to the larger group of stakeholders including the customers and the public about its business and societal activities, thus enhancing the PTT's good public images.

In summary, as a major petroleum cartel of Thai nationality, the PTT group has been proven on, in many scorecards, to be one of the best practices among leading enterprises in Thailand. It has also successfully retained its unique characteristics of balancing the duty of a public organization and a profit-seeking private business firm at the same time. It is currently a public company listed on the Thai stock market in which the Thai government is a major shared holder. Needless to say, after three decades from its inception year, the transformation of the PTT from being a bureaucratic organization to a modern business venture can be clearly envisaged in several aspects. And if

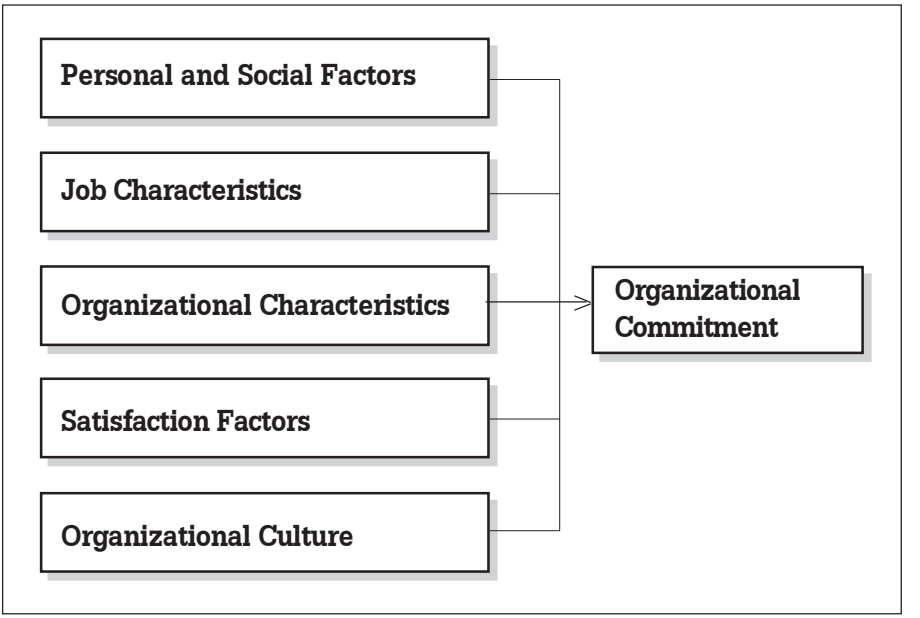
it is to be an explanation behind this successful story of the PTT group, one may not overlook the contributions of their staffs. The staffs of the PTT group are essentially the key to efficiency and competitiveness, hence, organization's the most valuable asset. According to the above mentioned rationale, it is reasonable to conduct a study in order to accumulate more knowledge on organizational commitment of the staffs who work in the PTT group. Understanding certain demographical data, job aspects and organizational characteristics exist in this petroleum conglomerate and their implications on staff's organizational commitment would provide further insightful knowledge for Human Resource management and development, thus, beneficial to policies implementations and management practices in modern Thai public organizations.

9 An Analytical Framework

In general, most studies on the antecedents of employee commitment are based on such factors as: 1 personal characteristics (i.e. age, gender, education, personal income, etc.), 2 job characteristics, such as job scope, job challenge, role conflict and ambiguity, etc., 3 structural characteristics of the organization, such as size, formalization, complexity, centralization, etc. and 4 Satisfaction factors (Steers, 1977; Mowday et al., 1982; Morris and Feldman 1996).

Based on major management literatures examined thereof, an analytical framework on organizational commitment of the staff of the PTT group is developed as follow:

Exhibit 6 : An analytical framework



According to the analytical frame work of this study, organizational commitment, as a dependent variable, is based on an empirical research of Mowday, Steers and Porter's (1974) on organizational commitment as measured by their Organizational Commitment Questionnaire (OCQ). According to Tarter (1993), there are four sets of variables believed to be predictors of organizational commitment namely, personal characteristics, job characteristics, organizational characteristics and satisfaction factors (Dhira Ramdeja, 2001: 75). Among these four independent variables, job characteristics and satisfaction are based on Job Diagnostic Survey (JDS) co-founded by Hackman and Oldham (1980). Factor relating to organizational characteristics were adapted from the works of several management theorists : Hage and Aiken (1970) on centralization and March and Mannari (1977) on organizational prestige. Lastly, the variables representing organizational culture are adapted from Geert Hofstede's theory of work-related cultural value (1994).

The questionnaires developed by Meyer and Allen (1991) are known to cover more dimensions of organizational commitment and recently often used among current commitment researches in Thailand. Nevertheless, it is by the intention of the researcher to rely on, Mowday and associates' "the OCQ" (1974) as the research tool. The virtue of Mowday's OCQ as a reliable measurement can be justified as follows:

Comparing to the OCQ, Meyer and Allen 's questionnaire are too fragmented since it is divided into three categories of commitment (see part 6 : Typology of commitment). Indeed, Meyer and Allen's dimension of continuous commitment (CC) are known to be directly related to factors such as pay, personal security and job prospects, in which all of them are not included in an analytical model of this research. Even though Meyer and Allen propose that there are three dimensions of commitment to be measured, their model has proven consistent mostly at measuring only an affective dimension of commitment so far
(Sayeed, 2001: 78).

Considering these limitations on Meyer and Allen questionnaire, the researcher decided to use Mowday et al,'s OCQ considering it being more focused and more effective in measuring the affective dimension of commitment (AC). The application of the OCQ is due largely to its being more coincide with the aim of this research, that is, to examine the relationship between PTT staff's attitude toward their jobs, their organization, and culture in their organization and on how they committed to their organization. Moreover, as demonstrated by it being most frequent used by researches published in Administrative Science Quarterly (ASQ), one of the world's leading academic journal in management, continuously throughout the last four decades, it quite assured to me that the OCQ is a more suitable theory-testing type of the questionnaire.

Exhibit 7 : Operationalization and measurement of variables

Dependent Variables	Description	Indicators
Organizational Commitment	A strong belief in the organization's goals and values, a willingness to exert considerable efforts in behalf of the organization, and a strong desire to remain a member of the organization.	A four point rating scale was adapted from Mowday, Steers and Porter (1974)Organizational Commitment Questionnaire (OCQ)
Independent Variable		
1) Personal Characteristics 1.1 Gender 1.2 Age 1.3 Years of Service 1.4 Education	Gender, Age, Years of Service, and Educational Attainment	Personal Data Blackburn & Behymer (1978) Blackburn & Behymer (1978) Blackburn & Behymer (1978) Blackburn & Behymer (1978)
2) Job Characteristics	Job characteristics are nature of the job that fosters attitudes. The measures include skill variety, task identity, task significant, and Autonomy	A four- point rating scale
2.1 Skill Variety	The extent to which a job requires the use of several of the worker's different skill and talent	Job Diagnostic Survey (JDS)Hackman and Oldham, 1980
2.2 Task Identity	The extent to which a job requires completion of a whole and identifiable piece of work from the beginning to end with a visible outcome.	Job Diagnostic Survey (JDS)Hackman and Oldham, 1980
2.3 Task Significant	Degree of impact the job is believed to have on other people, both internal and external to organization.	Job Diagnostic Survey (JDS)Hackman and Oldham, 1980
2.4 Autonomy	The degree to which the job provides substantial freedom, independence, and discretion to the individual in scheduling the work and in determining the procedures to be used in carrying it out.	Job Diagnostic Survey (JDS)Hackman and Oldham, 1980

Exhibit 7 : (continued)

Dependent Variables	Description	Indicators
3) Organizational Characteristics	Organizational characteristics are represented by degree of centralization, organization's age, and perceived reputation.	Personal data and A four-point rating scale
3.1 Centralization	The extent to which the decision-making power is concentrated at the top management level in the organization	Hage and Aiken (1970),Pfeffer (1981),Alexander and Bauerschmidt (1987).
3.2 Organization's Age	The number of years since the official inception of that	Personal data
3.3 Organizational Reputation	organization. Employees' perception on their organization's reputation.	March and Mannari (1977)
4) Satisfaction Factors	Positive emotional state resulting from the appraisal of one's total job situation.	A four- point rating scale
4.1 Growth satisfaction	Positive attitude towards potential to move upward in the organization.	Job Diagnostic Survey (JDS) Hackman and Oldham (1980)
4.2 Security satisfaction	Positive attitude towards present and future security on the job.	Job Diagnostic Survey (JDS) Hackman and Oldham (1980)
` 4.3 Compensation	Positive attitude towards pay and benefits given by organization.	Job Diagnostic Survey (JDS) Hackman and Oldham (1980)
4.4 Satisfaction towards co-workers	Positive attitude towards co-workers.	Job Diagnostic Survey (JDS) Hackman and Oldham (1980)
4.5 Satisfaction toward supervisors	Positive attitude towards supervisor.	Job Diagnostic Survey (JDS) Hackman and Oldham (1980)
5) Organizational Culture		A four point rating scale
5.1 Power Distance	The extent to which less powerful members of the organizations accept that power is distributed unequally.	Geert Hofstede (1994) Power Distance Index (PDI)
5.2 Uncertainty Avoidance	The extent to which people in organization feel threatened by ambiguous situation and have created beliefs and institutions to avoid these.	Geert Hofstede (1994) Uncertainty Avoidance Index (UAI)
5.3 Collectivism	The tendency of people to regard themselves as part of a group or team.	Geert Hofstede (1994) Individual & Collectivism Index (IDV)

10 Research Methodology

To fulfill the three objectives of this study, the method of survey research deem most appropriate since it offers most efficient ways to collect, in a standardized form, a large amount of data from unit of analysis. In addition, the amount of data collected from the head office and all affiliated companies of PTT group is considerably large, the survey method is the most suitable choice under the circumstances.

Population of the study is 8,553 full-time staff members of the PTT groups of companies. According to official organizational data of PTT, at the end of 15th May 2007, there are 8,553 staff members working in the PTT group, including its affiliated enterprises.(PTT organizational Profile 2007, currently available at www.pttplc.com).

Units of analysis were drawn from all employees of these 20 companies of the PTT group. The data were collected by sending the questionnaire to PTT employees in all these companies. Prior to the task of distributing the survey instrument, information regarding managerial positions and organization structure of each company was carefully studied by the researcher. The official website and publications as well as personal connections with PTT staffs represent the viable sources of information and access to the unit of analysis which is "an individual staff member who is currently employed by the PTT group of companies."

Sampling Methods:

First, the Yamane's Method was employed in order to determine the sample size:

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

n = Number of the sample size
N = Total number of the population of the study
e = Errors (at .05)

$$n = \frac{8553}{1 + (8553 \text{ X } .05^{2})}$$

$$n = 400$$

The sample size is 400

The second step is to use "proportional sampling method" in order to find the sample size proportional to the number of staff members of each PTT company.

$$\text{Sample size (in each PTT company)} = \frac{\text{Sample size X Population of each company}}{\text{Total Population}}$$

Exhibit 8 : Sample size according to each companies of the PTT group

Company	Total Population	Sample Size
1) PTT Public Company Limited (PTT)	3,184	148
2) PTT Exploration and Production Plc. (PTTEP)	1,103	53
3) PTT (Cambodia) Co., Ltd. (PTTCL)	59	3
4) Subic Bay Energy Co., Ltd. (SBECL)	90	4
5) Retail Business Alliance Co., Ltd. (RBA)	727	33
6) PTT International Trading Pte., Ltd.(PTTT)	6	1
7) PTT Natural Gas Distribution Co., Ltd.(PTTNGD)	69	3
8) PTT LNG Co., Ltd. (PTTLNG)	20	1
9) PTT Phenol Co., Ltd. (PPCL)	40	2
10) PTT Chemical Plc. (PTTCH)	2,387	111
11) PTT Polymer Marketing Ltd.(PTTPM)	0	0
12) PTT Utility Co., Ltd (PTTUT)	50	2
13) Energy Complex Co., Ltd. (EnCo)	16	1
14) PTT ICT Solutions Ltd. (PTTICT)	395	17
15) PTT Polymer Logistics Co., Ltd. (PTTPL)	3	1
16) Trans Thai-Malaysia (Thailand) Limited (TTM (T))	158	7
17) Trans Thai-Malaysia (Malaysia) Sdn. Bhd.(TTM (M))	6	1
18) District Cooling System and Power Plant Co., Ltd. (DCAP)	11	1
19) PTT Asahi Chemical Co., Ltd. (PTTAC)	0	0
20) HMC Polymers Co.Ltd., (HMC)	229	11
Total	**8,553**	**400**

The third step was to select the subject of study from each company of the PTT group. PTT employees' names were randomly selected from the list as the amount indicated by sample size. The questionnaires were distributed to the respondent directly from the researcher and via some HR staff of the PTT group.

Method of Analysis

The returned data were coded, tabulated, and analyzed in order to test the hypotheses posed for the study. Usable data from the questionnaire were analyzed by using the SPSS program (Statistical Package for the Social Science v.15.0). The statistical methods used in this study are descriptive statistical techniques, cross tabulation, correlation coefficients, and multiple regression.

11 Research Findings: Univariate Descriptions and Bivariate Relationships

The study examined the determinants of organizational commitment of 400 full time employees who work for the PTT group. The sample frame include staff from a range of all 20 companies wholly owned or major-owned by PTT Public Company Limited, thus, making it more representing and allow for more accurate generalization of the whole PTT group.

According to the research findings, majorities of the respondents are range in age between 30-40 years old, have Master degree and have been working in PTT group between 1-5 years. Overall, PTT staffs are moderate in their level of organizational commitment, they also have positive and commendable attitude toward their organizations as indicated by grand mean of 3.0 on their positive perception toward the characteristics of their organizations.

Exhibit 8: Summary of Results from Hypotheses Test

Hypotheses	Gamma	Results
1 Female employees are more likely to have a higher organizational level than male employees.	0.10	**Not supported** Low positive relationship
2 Older employees are more likely to have higher organizational commitment than younger employees.	0.39	**Supported** Moderate positive Relationship
3 Employees who have served more years in theorganization are more likely to have higher organizational commitment than those employees who have fewer years in the organization.	0.34	**Supported** Moderate positive Relationship
4 Employees with high educational attainment are more likely to have lower organizational commitment than employees with low educational attainment.	-0.09	**Supported** Negligible negative Relationship
5 Higher appeal in job characteristics is more likely to result in higher organizational commitment.	0.36	**Supported** Moderate positive Relationship
6 Higher appeal in organizational characteristics is more likely to result in higher organizational commitment.	0.69	**Supported** Substantial positive Relationship
7 Higher degree of satisfaction is more likely to result in higher organizational commitment.	0.71	**Supported** Very strong positive relationship
8 Higher appeal in organizational culture is more likely to result in higher organizational commitment.	0.75	**Supported** Very strong positive relationship

The Multivariate Relationship

The purpose of this part of the analysis is to determine the relationships among independent variables, thus to access multicollinearity problem. From the correlation matrix of table below, it seems that there are highly correlated and statistically significant. Job characteristics, organizational characteristics, satisfaction, and organizational culture are considered important theoretically, thus, they will be retained in the regression equation. Age and years of service are highly correlated (r = .784) and statistically significant. Substantively, age and year of service are very similar, thus, either of them should be excluded. Since age is related to commitment higher than years of service, therefore, it will be included in the equation.

Exhibit 9: Correlation Coefficients for Commitment and Independent Variables

	Org. Com	Age	Year of Service	Job Charac.	Org. Charac.	Satisfaction	Org. Culture
Organizational Commitment	1.000	.279**	.241**	.375**	.435**	.446**	.419**
Age		1.000	.784**	.123*	.185*	.165*	.117**
Years of Service			1.000	.091	.206**	.163**	.120*
Job				1.000	.498**	.503**	.315**
Characteristics Organizational					1.000	.535**	.294**
Characteristics Satisfaction						1.000	.432**
Organizational Culture							1.000

** *Correlation is significant at the 0.01 level (2-tailed).*
* *Correlation is significant at the 0.05 level (2-tailed).*

The purpose of this part of analysis is to fulfill purpose number three, that is to find which independent variables has the highest effect on organizational commitment by utilizing Multiple Regression Analysis. The table below shows the multiple regression between dependent variable and the five independent variables (age, job characteristics, organizational characteristics, satisfaction, and organizational culture).

Utilizing Multiple Regression Analysis, out of five independent variables, three variables revealed significant correlation at the level of $p = <.01$ with organizational commitment. These variables were age, organizational culture and organizational characteristics. Other two variables, namely satisfaction and job characteristics showed positive significant correlations at the level of $p<.05$, as shown in table 4.23.

Exhibit 10: Regression Analysis Results of Organizational Commitment in PTT Group.

Independent Variable	**Coefficient**	**Std. Error**	**Beta**	**T ratio**	**Sig.**
Age	.010	.002	.192	4.261	.000
Job Char.	.114	.052	.121	2.195	.029
Org. Char.	.187	.056	.189	3.373	.001
Satisfaction	.143	.061	.136	2.351	.019
Org. Culture	.318	.060	.266	5.344	.000

$R^2 = .365$ Adjusted $R^2 = .355$ F = 37.187 p= .000

Regression analysis revealed that the model significantly predicted F= 37.187, p=.000, and R^2 for the model was .365. Based on the results from the Regression Analysis, the best predictor variables were : organizational culture (*Beta* = .266), age (*Beta* = .192) , organizational characteristics (*Beta* = .189), satisfaction (*Beta* = .136), and job characteristics (*Beta* = .121), respectively.

In sum, considering the variables employed in the study, the best predictors of organizational commitment are organizational culture, employees' age, organizational characteristics, satisfaction, and job characteristics. The analytical model explains 36% of organizational commitment.

12 Policy Recommendations

Based on the findings of this study, the author provides recommendation for both Human Resource Management policies and practices and further research as follows:

1) Policy recommendations according to the findings on educational attainment:

***The findings*:** Half of the respondents representing the PTT staff have Master degree and many keep pursuing it. PTT staff members are moving toward the direction of higher education.

***Policy recommendations*:** Execute the long-term strategy to instill organizational commitment on the part of the PTT staffs whose educational attainment are increasing. Training methods such as seminars on loyalty, commitment, and in-service programs should be constantly practiced and staffs should be compensated at the rate not lagging behind labor market rate.

2) Policy recommendations according to the finding on job characteristics:

The findings:

1) Majority of respondents view their jobs in the PTT group as lack of challenge, especially in term of skill variety and task identity.

2) The regression results indicates that job characteristic is the weakest predictor comparing to other predictors that exemplify the contextual

aspect of the job, thus, indicates that PTT staffs were less concern with "the content of the job".

Policy recommendations:

1) PTT HR policies and practices should aim at increasing employees' positive attitudes toward their job. A strategy to encourage staffs' intrinsic motivation may involve applying Hackman and Oldham's Job Characteristics Model to enrich the characteristics of jobs in PTT. For instances: 1) increasing the variety of skills to perform a certain job and increase opportunity for staffs to be in charged at the whole, identifiable piece of work.

2) Being clearer at identifyng corporate missions and goals that are meaningful and that their employees can identified with and fell proud of. 3) encouraging direct feedbacks from employees should be regularly sought in order to design the job that always challenging, enjoyable, and providing professional growth.

3) Policy recommendations from the finding on Satisfaction :

The findings : There is a very strong positive relationship between satisfaction and commitment as shown by Gamma .712.

Policy recommendations:

1) Substantial dialogues between management and staffs concerning performance appraisal and compensation should be encouraged.

2) Series of more focusing in-house research will help identify the true variables that affect work satisfaction of the staffs of PTT group.

3) It should be noted here that the level of job satisfaction in PTT group of companies is quite high, but, still, constant vigilance is needed to maintain it at the current level or to keep improving it.

4) Policy recommendations from the finding on Organizational Culture:

The findings : this variable is the strongest predictor according to the regression results. Majority of PTT respondents view their organization as places of high power distance and high uncertainty avoidance culture.

Policy recommendations :

1) In response to the staff perception of PTT as work place high power distance, PTT managers should experiment with dispersing decision-making power throughout he organization.

2) In response to employees' perception toward PTT as a workplace of high uncertainty avoidance, the management should empower the employees.

3) Through seminars and training, employees will be made more aware of the values, beliefs, and standard that the PTT promotes.

This part of the article will provide recommendation for organization in general, regarding the implications of organizational culture on organizational commitment. The lesson learnt from the PTT group, as a Thai major enterprise well-known for its strong organizational culture, is that their staffs view the culture of their organization as high power distance and high uncertainty avoidance. Nevertheless, the PTT staffs' direct responses toward these negative sides of culture in their organizations have no effects on their level of commitment. Needless to say , certain aspects of organizational culture in the PTT group has long been existed that most of their staffs are familiar with it, feel more comfortable with, or even see the virtue of preserving it.

As mentioned earlier in the literature review part, work culture of person in organization reflects national culture. It is very necessary for management researcher to consider cultural influence in Thai organization where the virtue of power, seniority, status quo and a-not-being-too comfortable with radical change attitude are the integral part of corporate culture. Although the case of the PTT group would not be totally applicable to other types of organization in Thailand and there is more research to be done regarding the cultural factors, it is worth acknowledging the significant of culture in explaining staff's work attitude.

13 Recommendation for further research:

This study is merely an on-going inquiry of organizational commitment exclusively in the PTT group. An effort to extend the understanding on this very essential management construct may be conducted through these endeavors suggested here after;

First, conduct a comparative study examining employees' commitment of two or more cultures . (i.e comparative study between Thai Major Petroleum Organization (i.e PTT group) with Western Petroleum Organization (i.e Exxon-Mobil, Royal Dutch Shell, etc) which represent Western culture of management).

Second, knowledge on organizational commitment that is applicable to the real management situations remains insufficient. In response to such problem, research on organizational commitment should be geared toward the construction of management tools and techniques to instill commitment (i.e. measurement, key indicators, procedural practices and so on).

Third, further study should combine the quantitative and qualitative research methods in order to ensure the consistency of the findings. Quantitative method is less a useful tool at observing and describing real attitude and behavior of the subjects of the study. For the descriptive side of the knowledge, the qualitative research method might be more suitable in this particular endeavor.

Fourth, Hofstede's model seems to explain culture in a rather negative aspect. The further research may investigate the impact of positive aspects of organizational culture on commitment. Theoretically, positive aspects of organizational culture that enable organization to achieve high performance may involve, for instances, culture of strong leadership, strong symbolism, perceived corporate pride, good public image, etc., which all also known to be possessed by the PTT group. It may be more interesting to conduct the study that reflects or measure these unique patterns of culture.

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