

ปัจจัยที่มีผลต่อความผูกพันกับองค์กร และ พฤติกรรมในการทำงาน ของพนักงานในบริษัทร่วมทุนไทย - ญี่ปุ่น

ประพันธ์ ชัยกิจอุราใจ
นวรรตน์ ศรสุรียา
บัณฑิตวิทยาลัย มหาวิทยาลัยศรีปทุม

บทคัดย่อ

วัตถุประสงค์ของการศึกษาครั้งนี้เพื่อสำรวจความผูกพันกับองค์กรของพนักงาน ปัจจัยที่มีผล
กระทบต่อความผูกพันกับองค์กร และ พฤติกรรมในการทำงานของพนักงานในบริษัทร่วมทุนไทย-ญี่ปุ่น ใช้
แบบสอบถามในการเก็บรวบรวมข้อมูลจากการสุ่มตัวอย่างพนักงานจำนวน 192 คนของบริษัทร่วมทุนไทย-
ญี่ปุ่น 2 บริษัท สถิติที่ใช้ในการวิเคราะห์ข้อมูล ได้แก่ ค่าความถี่ ค่าร้อยละ ค่าเฉลี่ย ค่าเบี่ยงเบน
มาตรฐาน ค่าทีเทส ค่าเอฟเทส และ ค่าสัมประสิทธิ์สหสัมพันธ์ของเพียร์สัน ผลการศึกษาพบ
ว่า ความผูกพันกับองค์กรของพนักงานในบริษัทร่วมทุนไทยญี่ปุ่นอยู่ในระดับปานกลาง ปัจจัยส่วนบุคคล
 ได้แก่ รายได้ และ ระยะเวลาในการปฏิบัติงานที่บริษัทปัจจุบัน เท่านั้น มีผลต่อความผูกพันกับองค์กร
 ปัจจัยลักษณะของงานที่ปฏิบัติ ได้แก่ ความมีอิสระในการทำงาน ความหลากหลายของงาน งานที่มี
โอกาสในการปฏิสัมพันธ์กับผู้คน และ โอกาสของความก้าวหน้าในการทำงานมีความสัมพันธ์กับความ
ผูกพันกับองค์กร และ ปัจจัยลักษณะของประสบการณ์ในงาน ได้แก่ ความน่าเชื่อถือ และ ความมั่นคง
ขององค์กร เป็นองค์การที่ฟังฟังได้ เจตคติที่มีต่อเพื่อนร่วมงานและองค์กรมีความสัมพันธ์กับความผูกพัน
กับองค์กร ในบริษัทร่วมทุนไทยญี่ปุ่น นอกจากนี้ ความผูกพันกับองค์กร ได้แก่ การยอมรับ และ
ความเชื่อมั่น ต่อเป้าหมาย และ ค่านิยมขององค์กร ความเต็มใจที่จะทุ่มเทความพยายามเต็มกำลังความ
สามารถเพื่อประโยชน์ต่อองค์กร ความปรารถนาอย่างแรงกล้าในการคงไว้ซึ่งสมาชิกภาพขององค์กร
มีความสัมพันธ์กับพฤติกรรมในการทำงานของพนักงานบริษัทร่วมทุนไทย-ญี่ปุ่นด้วย

The Factors Affecting Employees' Organizational Commitment and Work Behaviors in Thai-Japanese Joint Venture Company

Praphan Chaikidurajai

Navarat Sornsuriya

Graduate School, Sripatum University

ABSTRACT

The objectives of this study are to explore employees' organizational commitment in Thai-Japanese Joint Venture Company and to study factors affecting organizational commitment and organizational commitment is related to employees' work behaviors in Thai-Japanese Joint Venture Company. The study instrument is the questionnaires from employees in Thai-Japanese Joint Venture Company. This analyze statistics are frequencies, percentage, means, standard deviation, independent sample test, analysis of variance(F-test) and Pearson's correlation coefficients. These findings are the employees' organizational commitment in Thai-Japanese Joint Venture Company is moderate level. Personal characteristics in terms of income and tenure at present company only affect organizational commitment. Job characteristics in terms of job-related independence and freedom, job variety, opportunities to interact with people and opportunities for advancement are related to employees' organizational commitment and work experiences in terms of organization stability and creditability, dependable organization and attitudes toward peers and organization are related to employees' organizational commitment in Thai-Japanese Joint Venture Company. In addition, organizational commitment in terms of confidence and acceptance to goal and value of organization, willingness to provide all efforts for organizational benefits and strong desire to be organizational membership are related to employees' work behaviors in Thai-Japanese Joint Venture Company also.

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INTRODUCTION

Human is the most important resources in the organization. The management in each organizations try to retain their talents who are able to work effectively and efficiently and to stay at their organization for a long time. Therefore, human in the organization as human capital are the most valuable resources to the organization. Human with competency-based management can provide productivity to the organization and make it survive and sustainable.(Thongsri, 1993: 151). The more efficiency of the employees is enhanced, the more goals of the organization can be achieved. So the management should recognize their employees needs and link them and rewards to their performance. If the management can provide their employees job satisfaction and organizational commitment, they will be energetic and can achieve the organization goal (Vichai, 1992:111). The management is art of work with and through other people by coordinating and integrating their work activities in order to accomplish organizational goals (Peter Drucker, 1954, cited in Siriporn Phongsriroj, 2000:258) The difference of each people can be compared with the difference of each chemical substance, the executives were regarded, therefore, as the chemists mixing and inventing the efficient and compatible chemical substance in terms of both people and organizational objectives. The executives should understand each employees characteristics and capacity as same as the chemists mix the qualifications of each chemical substance in order to achieve the employees' performance and organizational goals (Karnchanat Ruangwarakorn, 2003:237).

Steers and Porter (1983:443) said that organizational commitment is deeper feeling than job satisfaction. When employees have organizational commitment, they would be pay attention to do the job efficiency. Thus, the different efficiency and effectiveness of employees performance that lead to different service quality are associated with the different levels of organizational commitment. If organizational members have high levels of the organizational commitment, they have high employee involvement and follow through organizational rules and regulations. On the other hand, if employees don't have any organizational commitment, there would be happen some inappropriate behaviors such as high turnover, high absenteeism or work lateness etc. In addition, the organizational commitment can predict the turnover rate better than the job satisfaction. Employees have the higher organizational commitment can perform their job better.

Objectives

1. To explore employees' organizational commitment in Thai – Japanese Joint Venture Company.
2. To study the factors affecting the employees' organizational commitment in Thai – Japanese Joint Venture Company.
3. To study the organizational commitment is associated with work behaviors of the employees in Thai – Japanese Joint Venture Company.

Literature Review

There are many theories of organizational commitment. The first theories proposed by Steers (1977) that a model of organizational commitment focuses three components. The first component is the factors affecting the organizational commitment in terms of three groups. The first group is the personal characteristic such as gender, age, educational level, marital status, income and tenure at present company etc. The second group is the job characteristics such as job-related independence and freedom, job variety, opportunities to interact with people, feedback and opportunities for advancement etc. The third group is the work experiences such as organization stability and creditability, expectation to be response from their organization, dependable organization and attitudes to peers and organization etc. The second component is organizational commitment such as confidence and acceptance to goal and value of organization, willing to provide all efforts for organizational benefits and strong desire to be organizational membership etc. The third component is outcomes of commitment in aspect of desire to work in the organization, intent to live in the organization, employees' retention in the organization, going to work and employees' performance. The second theories proposed by Mowday, Porter and Steers (1982) that organizational commitment focuses only on affective commitment. Moreover, factors affect organizational commitment as follows: personal characteristic, job characteristic, work experience and structural characteristic in which work experience affect the most affective commitment. The third theories proposed by Allen and Meyer (1990) that organizational commitment has three different components: affective commitment, continuance commitment and normative commitment. According to Allen and Meyer (1990), affective commitment is the employee's emotional attachment to, identification with, and involvement in, the organization. Continuance commitment is based on costs that employees associate with leaving the organization's feelings of obligation to remain with the organization. The fourth theories proposed by Thomson and Mabey (1994) that there are the antecedent factors and consequences of the organizational commitment. The antecedent factors of the organizational commitment are personal variables, task variables, supervisory variables, freedom of choice, match of expectations to assessment decisions, experience of training and placement processes, recruitment and entry practices. The consequences of the organizational commitment are less absenteeism, less work late, higher performance and longer tenure. This study will utilize the first, second and fourth theories of organizational commitment as defined by Steer (1977), Mowday, Porter and Steers (1982) and Thomson and Mabey (1994).

Earlier researchers by Hrebiniak and Alutto (1972) supported the personal characteristics such as gender, age, educational level and marital status affected organizational commitment. Moreover, Buchanun II (1974) found that personal characteristic such as seniority and tenure at present company affected organizational commitment and Arree (1997) found that work company affected organizational commitment too. Therefore, the first hypothesis in this study is:

H1 : Personal characteristics as follows: gender, age, educational level, marital status, income,

tenure at present company and work company affect the organizational commitment.

Orawan (2001), Varaphen (2001) and Keesri (2000) analyzed the relationship between job characteristics and organizational commitment. They showed that there were the relationship between job characteristics and organizational commitment especially Orawan (2001) indicated that job characteristics such as job-related independence and freedom, opportunities to interact with people, feedback and opportunities for advancement influenced on the organizational commitment. Moreover, Varaphen (2001) found that job characteristics in terms of job-related independence and freedom, job variety, opportunities to interact with people and feedback were positively related to the organizational commitment. Thus, the second hypothesis in this study is:

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H2 : Job characteristics as follows: job-related independence and freedom, job variety, opportunities to interact with people, feedback and opportunities for advancement will be related to the organizational commitment.

Orawan (2001), Varaphen (2001), Keesri (2000) and Oraphin (1999) analyzed the relationship between work experiences and organizational commitment. They showed that there were the relationship between work experiences and organizational commitment. Keesri (2000) indicated that work experiences in terms of organizational stability and credibility influenced on the organizational commitment. Orawan (2001) indicated that work experiences in terms of dependable organization and attitudes of employees influenced on the organizational commitment also.

In addition, Varaphen (2001) found that work experiences in terms of dependable organization and attitudes to peers and organization were related to the organizational commitment. Moreover, Oraphin (1999) found that work experiences in terms of expectation to be response from their organization, dependable organization and attitudes to peers and organization were related to the organizational commitment. Therefore, the third hypothesis in this study is:

H3 : Work experiences as follows: organizational stability and credibility, expectation to be response from their organization, dependable organization and attitudes to peers and organization will be related to the organizational commitment.

Angle and Perry (1981) studied the relationship between organizational commitment and organizational effectiveness. They found that the more organizational commitment in which employees have, the more involvement and productivity in which employees provide and the less absence, work late and intention to quit in employees provide also. Vipada (2003) studied the relationship between organizational commitment and employees' work behaviors. She found that organizational commitment in terms of willing to provide all efforts for organizational benefits affected employees' work behaviors. Thus, the fourth hypothesis in this study is:

H4 : The organizational commitment will be related to the work behaviors.

Definition of Terms

The following terms are defined in the context in which they are used in this study.

Personal characteristics include gender, age, educational level, marital status, income, tenure at present company and work company.

Job characteristics include job-related independence and freedom, job variety, opportunities to interact with people, feedback and opportunities for advancement.

Job-related independence and freedom is defined as the employees work independently in the workplace and determine their job procedures, responsibility and decision making.

Job variety is defined as job characteristics that require knowledge, ability, skills, expertise and techniques etc.

Opportunities to interact with people is defined as interpersonal communication both inside and outside organization.

Feedback is defined as job characteristic requiring feedback to make the employee realize about their performance.

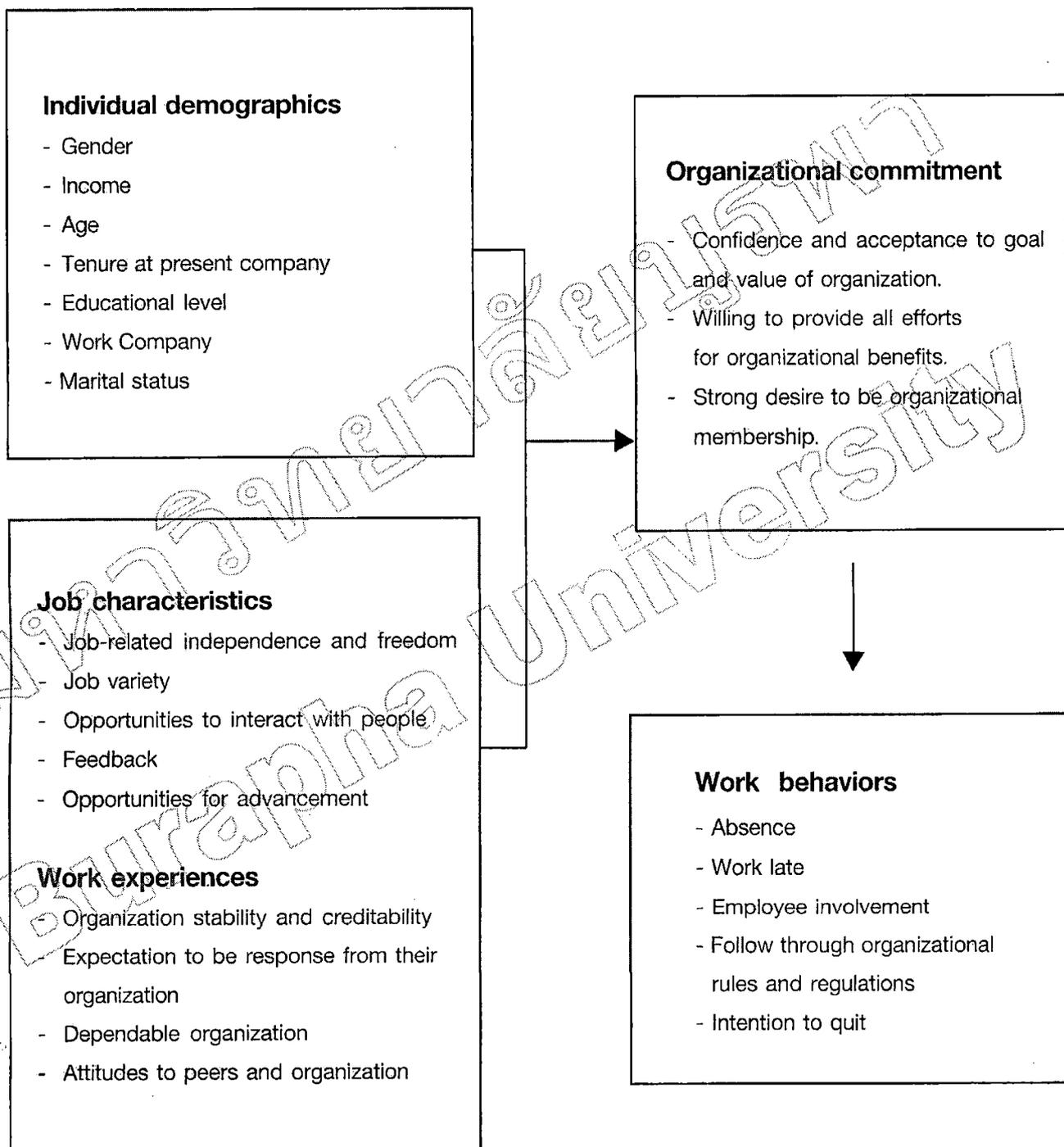
Opportunities for advancement is the chance to be promoted to the more important position of the organization and have opportunity to knowledge, skill and expertise development in present job in which is measured by assignment to more important job requiring more knowledge, ability and responsibility, opportunity to be promoted to higher position etc.

Work experiences include organizational stability and credibility, expectation to be response from their organization, dependable organization and attitudes to peers and organization.

Organizational stability and credibility are the perception of employees that their organization is accepted and creditable to the people from outside in terms of stable and effective organization.

Expectation to be response from their organization is the desire of employees to be satisfied by their organization such as career path and development etc.

Conceptual Framework



Dependable organization is the employees perception to their organization could be response for physiological needs of human in terms of enough compensation and benefits etc.

Attitudes to peers and organization are the employees feeling to peers and the overall organizational environment.

Organizational commitment is the employees feeling in terms of believe and strong acceptance to organizational goal, to pay all their effort to the organization as the organizational representative and to maintain the organizational membership that measure confidence and acceptance to goal and value of organization, willing to provide all efforts for organizational benefits and strong desire to be organizational membership.

Confidence and acceptance of goal and value of organization are the agreement or disagreement on the goal and value established by the organization.

Willingness to provide all efforts for the organizational benefits are their mental power, labor and time devotion in order to achieve the organizational goals by willingness.

Strong desire to maintain the organizational membership is the desire to work as one of the organizational membership without any feeling to leave from their organizational membership.

Work Behaviors are defined as the actions of employees' performance including absence, late for work, employees involvement, follow through the organizational rules and regulations, intention to quit.

Absence means the employees don't go to work dependent on various reasons.

Work Late is defined as the employees go to work late from the normal time determined by their organization.

Employees involvement is doing the activities with other persons, paying attention to the work, don't avoid organizational job or letting others work alone, joining organizational activities and devoting their private time to do the special organizational jobs.

Follow through organizational rules and regulations means the willing to do rules and regulations established by the organization without any break the rules such as work time record, holidays, off days and work within the organization.

Intention to quit is the employees making decision to leave their organizational membership

METHODOLOGY

Population and Sample

Population consists 369 employees in two Thai – Japanese Joint Venture Companies as follows: TOA-SANKYO Industries Ltd. and Thai DNT Paint Mfg. Co., Ltd. The sample size is calculated by Taro Yamane formula (Thanin, 2005:61-62) as follows:

$$n = \frac{n}{1 + n(e)^2}$$

The 192 samples are randomly drawn out from 369 employees, stratified by companies. Thus, there are 95 and 97 employees from TOA-SANKYO Industries Ltd. and Thai DNT Paint Mfg. Co., Ltd., respectively.

Instrumentation and Statistical Treatment

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Questionnaire is used as the instrumentation of this study to collect the data. Additionally, the researchers also study from the related journal and carefully developed a questionnaire to ensure its content validity from recommendation of three experts who examine the questions covered all study details. With regard to the reliability of the questionnaire items by pre-test 30 samples, the Cronbach test has revealed that the reliability of the job characteristics is about 87.80 %, work experience is about 86.31 %, organizational commitment is about 86.73 %, work behaviors is about 86.91% and overall is about 87.14 %.

The questionnaire can be divided into 4 parts: the first part includes 7 questionnaire items that measure respondents' personal characteristics, concerning to gender, age, educational level, marital status, income, tenure at present company and work company. The second part measures the job characteristics and work experiences. The third part measures the levels of organizational commitment and the fourth part measures work behaviors. The study used a quantitative method using a questionnaire consisting of questions that measure the attitudes of respondents. The 5-point Likert-scale has been used. (scale running from 1-5: 1 is the least; 5, the most for positive questionnaires items and 1 is the most; 5, the least for negative questionnaires items)

The total scores are interpreted to 5 levels of rating scale (Thanin, 2005:358) as follows:

Average Score	Interpretation
1.00 – 1.49	Lowest Level
1.50 – 2.49	Low Level
2.50 – 3.49	Moderate Level
3.50 – 4.49	High Level
4.50 – 5.00	Highest Level

In terms of data and statistical treatment, a running of frequency and percentage of the variables studied is administered in order to see the distribution of the responses to the questionnaire items on personal characteristics. Mean and standard deviation to describe the job characteristics, work experiences and levels of organizational commitment and work behaviors. The hypotheses were tested by independent samples test for different analyze of two group independent samples. For examples, gender and work company affect organizational commitment. In addition, the hypotheses were tested by by analysis of variance (F-test) of more two group independent samples and paired different analyze by Scheffe' method. For instances, age, educational level, marital status, income and tenure at present company affect organizational commitment. With regards to the relationships between job characteristics, work experiences, the organizational commitment and work behavior, Pearson correlation coefficient have been administered and results analyzed. The results of Pearson correlation coefficient could be interpreted as follows :

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$R > 0.8$	Very High Correlation
$0.6 \leq r \leq 0.8$	High Correlation
$0.4 \leq r \leq 0.6$	Medium Correlation
$0.2 \leq r \leq 0.4$	Low Correlation
$R < 0.2$	Very Low Correlation

A relationship with a statistical significance of at least .05 is accepted.

RESULTS AND DISCUSSION

The results show 192 samples and study findings can be concluded as follows:

1. From an analysis of the frequencies and percentage of the respondents, it was found that 129 (67.2%) were males and 63 (32.8%) were females. In terms of age, the sample consisted of 120 20-30 years (62.5%), 59 31-40 years (30.73%), 11 more than 40 years and 2 less than 20 years (1.05%). For educational level, 126 (65.6%) have lower than the bachelor degree, 65 (33.9%) have the bachelor degree and 1 (0.5%) have higher than the bachelor degree. For marital status, 106 respondents were unmarried (55.2%) and 82 were married (42.7%) with the remaining 4 (2.1%) being either divorced or widowed. Regarding income, 91 (47.4%) have less than 10,000 baht income, 76 (39.6%) have 10,000-20,000 baht income, 20,001-30,000 baht income and 6 (3.1%) have more than 30,000 baht income. In terms of tenure at present company, 77 (40.1%) have 1-3 years tenure, 76 (39.6%) have more than 3 years tenure and 39 (20.3%) have less than a year. The respondents came from two work company as follows: 95 TOA-SANKYO Industries Ltd. (49.5%) and 97 Thai DNT Paint Mfg. Co., Ltd. (50.5%).

The respondents survey reflect the fact that the majority of employees at TOA-SANKYO Industries Ltd. and Thai DNT Paint Mfg. Co., Ltd. were male, 26-30 years old, lower than bachelor degree educational level, single, less than 10,000 baht income 1-3 years and over 4 years tenure at present company. It may be employees at TOA-SANKYO Industries Ltd. and Thai DNT Paint Mfg. Co., Ltd. as the manufacturing in heavy industries in which need male labor more

than female labor. They need youth and work aged and use labor intensive and stay at the company for a moderate time period.

2. From an analysis of the mean and standard deviation of the respondents, it was found that mean and standard deviation value for overall job characteristics are at a moderate level ($\bar{X} = 3.15$, $SD = 0.32$). In terms of each aspects, it was found that the employees score the highest on opportunities to interact with people ($\bar{X} = 3.45$, $SD = 0.52$) followed by job-related independent and freedom ($\bar{X} = 3.41$, $SD = 0.57$), understanding of job procedures ($\bar{X} = 3.17$, $SD = 0.44$), opportunities for advancement ($\bar{X} = 3.09$, $SD = 0.69$), job variety ($\bar{X} = 2.94$, $SD = 0.47$), respectively, while feedback score the lowest ($\bar{X} = 2.87$, $SD = 0.58$). Mean and standard deviation value for overall work experiences are at a moderate level ($\bar{X} = 3.26$, $SD = 0.39$). In terms of each aspects it was found that the organizational stability and creditability score is at a high level ($\bar{X} = 3.73$, $SD = 0.68$), while employees scores on dependable organization, expectation to be response from their organization and attitudes to peers and organization are at a moderate level ($\bar{X} = 3.26$, $SD = 0.51$; $\bar{X} = 3.04$, $SD = 0.55$ and $\bar{X} = 3.03$, $SD = 0.46$ respectively). Mean value and standard deviation for overall organizational commitment are at a moderate level ($\bar{X} = 3.22$, $SD = 0.30$). In terms of each aspects, it was found that the employees score the highest on willingness to provide all efforts for the organizational benefits ($\bar{X} = 3.39$, $SD = 0.45$) followed by strong desire to maintain the organizational membership ($\bar{X} = 3.17$, $SD = 0.45$), while confidence and acceptance of goal and value of the organization the lowest ($\bar{X} = 3.11$, $SD = 0.46$). Mean value and standard deviation for overall work behaviors are at a moderate

level ($X=2.85$, $SD = 0.39$). In terms of each aspects, it was found that follow through organizational rules and regulations score is at a high level ($X = 3.56$, $SD = 0.51$), while employees score on intention to quit and employees involvement are at a moderate level ($X= 3.04$, $SD = 0.85$ and $X = 2.89$, $SD = 0.42$ respectively), while their scores on absence and work late are at a low level ($X = 2.38$, $SD = 0.84$ and $X = 2.32$, $SD = 0.95$ respectively).

The above finding reflect the fact that employees need further support with job characteristics in terms of feedback, job variety, employees expectation to be response from their organization, understanding of job procedures, job-related independent and freedom and opportunities interact with people respectively. Accordingly, the management of TOA-SANKYO Industries Ltd. and Thai DNT Paint Mfg. Co., Ltd. in which are Thai – Japanese Joint Venture Company need to better focus their attention to facilitate employees' work experiences in terms of attitudes to peers and organization, expectation to be response from their organization and dependable organization respectively.

3. From hypothesis 1: personal characteristics as follows: gender, age, educational level, marital status, income, tenure at present company and work company affect the organizational commitment and the analysis of inference statistics in terms of independence samples test and analysis of variance (F-test), it was found that income and tenure at present company only affect the organizational commitment with the statistical significance at 0.05. ($F=3.8$, $P\text{-value}=0.02$). Furthermore, analysis of pair comparison by Scheffe', it was found that there are organizational commitment

difference between less than 10,000 baht income and more than 30,000 baht income and 1-3 years and over 4 years tenure at present company in which more than 30,000 baht income have higher organizational commitment than less than 10,000 baht income so much and over 4 years tenure have higher organizational commitment than 1-3 years tenure also.

The above findings are consistent with the previous research that personal characteristics especially income and tenure affect the organizational commitment (Anek, 2001; Buchanan II, 1974; Orawan,2001 and Orn-uma 2001) but are not consistent with Apisit (2002) research in which found that personal characteristics don't affect organizational commitment.

4. From hypothesis 2: job characteristics as follows: job-related independent and freedom, job variety, opportunities interact with others, feedback and opportunities for advancement will be related to the organizational commitment and the analysis of Pearson correlation coefficient, it was found that there are not the relationship between feedback and organizational commitment ($r=0.015$, $P\text{-value}=0.833$) but there are the positive relationship at a low correlation between opportunities interact with others, opportunities for advancement, job-related independent and freedom, job variety and organizational commitment ($r=0.380$, $P\text{-value}=0.000$; $r=0.258$, $P\text{-value}=0.000$; $r=0.233$, $P\text{-value}=0.001$ and $r=0.224$, $P\text{-value}=0.002$ respectively).

These findings confirm the results from previous research of Oraphin (1998) and Somporn (1998) which found that job-related independent and

freedom, job variety and opportunities interact with others affect organizational commitment in a study of officers in public sectors.

5. From hypothesis 3: Work experiences in terms of organizational stability and creditability, dependable organization and attitudes to peers and organization will be related to organizational commitment. However, it was found that there are not the relationship between work experiences in terms of expectation to be response from their organization and organizational commitment ($r=0.109$, $P\text{-value}=0.133$) in which are not consistent with Somporn (1998), which found that expectation to be response from their organization affect organizational commitment. It may be Thai – Japanese Joint Venture Company as the labor intensive manufacturer in which most employees have the educational level in lower than bachelor degree and don't have any career development for them. So they don't expect to be response from organization, it do not affect organizational commitment. However, there are the positive relationship at a low correlation between organizational stability and creditability, dependable organization and organizational commitment ($r=0.213$, $P\text{-value}=0.003$ and $r=0.354$, $P\text{-value}=0.000$ respectively) and there are the positive relationship at a moderate correlation between attitudes to peers and organization and organizational commitment ($r=0.416$, $P\text{-value}=0.000$) in which are consistent with Oraphin (1998), which found that dependable organization and attitudes to peers and organization affect organizational commitment.

6. From hypothesis 4 : organizational commitment in terms of confidence and acceptance to value and organizational goal, willing to provide all

efforts for organizational benefits and strong desire to be organizational membership will be related to the work behaviors and the analysis of Pearson correlation coefficient, it was found that there are the positive relationship at a very low correlation between confidence and acceptance to value and organizational goal and organizational commitment ($r=0.147$, $P\text{-value}=0.042$) and there are the positive relationship at a low correlation between willing to provide all efforts for organizational benefits, strong desire to be organizational membership and work behaviors ($r=0.288$, $P\text{-value}=0.000$ and $r=0.235$, $P\text{-value}=0.001$ respectively) in which are consistent with Oraphin (1998), which found that organizational commitment affect work behaviors.

Implications for Company Practice and Future Research

Based on results of this study, the authors provide recommendations for both company practices and further research as follows:

Recommendations for Thai-Japanese Joint Venture company practices

1. Findings about income affecting organizational commitment in Thai-Japanese Joint Venture company, most employees have income less than 10,000 bath so they earn income for physiological need to survive themselves, we suggest that management of Thai – Japanese Joint Venture Company should provide many sources of income to their employees such as over time income for employees who work after normal time, incentives

income for employees who work every day, don't absent and don't work late or bonus income for employees who produce quality and a large numbers of products over standard. In addition, there are pay based on employees' performance such as piece-rate pay in which employees are paid a fixed sum for each unit of production completed. profit sharing that distribute income based on some established formula designed around the Thai – Japanese Joint Venture company's profitability, gain sharing that another incentive plan in which improvements in group productivity determine the total amount of money that is allocated and skill-based pay in which pay levels are based on how many skills employees have or how many jobs they can do. Moreover, the management should change from fixed benefit as same as one size fit all to flexible benefits for variety needs of employees in which employees tailor their benefit program to meet their personal need by picking and choosing from a menu of benefit options and employee stock option plans (ESOPs) that management establish benefit plans in which employees acquire stock as part of their benefits in order to increase the sense of belonging in terms of more employee involvement in their job also.

2. Findings about tenure at present company affecting organizational commitment in Thai-Japanese Joint Venture company. the management of Thai – Japanese Joint Venture company should persuade their employees to save their money in a provident fund and the longer employees work at Thai – Japanese Joint Venture company, the more company pay percentage of money to the accessory of a provident fund also. Moreover, the management should give the rewards to the employees who work

at Thai – Japanese Joint Venture company for a long time.

3. Findings about the relationships between job characteristics and organizational commitment, the management of Thai – Japanese Joint Venture company should use job design such as job autonomy in which the degree of the job provides substantial freedom and discretion to the employees in scheduling the work and in determining the procedures to be used in carrying it out or skill variety in which the degree of a job requires a variety of different activities and the management should assign employees to various jobs so that they acquire a wider base of skills also. The management should use career development. It is ongoing effort that focuses on developing enriched and more capable employees including career path in which present the possible directions and career opportunities available in Thai – Japanese Joint Venture company and it presents the steps in a possible career and plausible timetable for accomplishing them. Moreover, the management should create the fast-track program that encourages employees with high potential to remain with an organization by enabling them to advance more rapidly than those with less potential. These methods can increase the degree of the organizational commitment of employees in Thai – Japanese Joint Venture company.

4. Findings about the relationships between work experiences and organizational commitment, the management of Thai – Japanese Joint Venture company should survey employees' attitude through questionnaires about how they feel about their jobs, peers, supervisors and their company. It provide the management with feedback on employee perceptions

of the company and their jobs. After that, the management should develop the degree of employees' attitude. For instance, there are employee recognition programs. Monthly awards and publicity are presented to employees who have been nominated by peers for extraordinary effort on the job. And monthly award winners are eligible for further recognition at an annual off-site meeting for all employees.

5. Findings about the relationships between organizational commitment and work behaviors, the management should create employee involvement programs. It can use the capacity of employees and is designed to encourage increased commitment to the Thai – Japanese Joint Venture company's success. For example, there is the participative management that is the use of joint decision making. The employees can share a significant degree of decision-making power with their supervisors that especially affect them. Participation increases commitment to decisions and provides intrinsic rewards for employees because it can make their jobs more interesting and more meaningful. Moreover, there is the quality circles in which a work group of employees and supervisors have a shared area of responsibility and meet regularly once a week on a company time in order to discuss their quality problems, investigate causes of the problems, recommend solutions and take corrective actions.

Recommendations for future research

1. Future studies use the factors in other variables affecting organizational commitment such as challenging job, immediate superior leadership, fairness of performance appraisal in terms of distributive justice and procedural justice and experience of training and development etc.

2. This research studies the sample from Thai – Japanese Joint Venture company. For the future research, it may be studied the sample from Thai – American or European or Korean or Taiwanese Joint Venture company in order to analyze the similarity or difference of organizational commitment, work behaviors and antecedent of organizational commitment.

3. This research studies the employees from the manufacturing industries. For the future research, it may be studied the employees from other industries such as hospitality, banking, telecommunication industries or educational institution especially service business etc.

4. This research studies the employees from the private sectors. For the future research, it may be studied the employees from public sectors in order to compare the difference of their organizational commitment.

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AUTHOR :

Asst.Prof.Dr. Praphan Chaikidurajai, Phy.D
Graduate School, Sripatum University
Email : praphan.ch@spu.ac.th

Navarat Sornsuriya
Graduate School, Sripatum University