

**KEY FACTORS INFLUENCING ORGANIZATIONAL
COMMITMENT AND INTENTION TO STAY OF NON-FAMILY
EMPLOYEES IN GOLD RETAILER BUSSINESS**



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COMMITMENT AND INTENTION TO STAY OF NON-FAMILY
EMPLOYEES IN GOLD RETAILER BUSSINESS**

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August 24, 2014



.....
Miss Maichamapon Chaisuriyathavikun
Candidate

.....
Asst. Prof. Prattana Punnakitikashem,
Ph.D.
Advisor

.....
Asst. Prof. Kannika Leelapanyalert,
Ph.D.
Chairperson

.....
Assoc. Prof. Annop Tanlamai,
Ph.D.
Dean
College of Management
Mahidol University

.....
Dr. Detlef Reis,
Ph.D.
Committee member

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Maichamapon Chaisuriyathavikun

KEY FACTORS INFLUENCING EMPLOYEE COMMITMENT AND INTENTION TO STAY OF NON-FAMILY EMPLOYEES IN GOLD RETAILER BUSINESS

MAICHAMAPON CHAISURIYATHAVIKUN 5549286

M.M. (LEADERSHIP AND HUMAN RESOURCES MANAGEMENT)

THEMATIC PAPER ADVISORY COMMITTEE: ASST. PROF. PRATTANA PUNNAKITIKASHEM, Ph.D., ASST. PROF. KANNIKA LEELAPANYALERT, Ph.D., DETLEF REIS, Ph.D.

ABSTRACT

This research aims to understand the employees' perspective in order to reduce the employee turnover rate and absentee rate. One way to solve these problems is to understand the reason why existing employees stay with SMEs. Only money cannot promise employees to stay with these companies.

This research examines four factors influencing organizational commitment and intention to stay of non-family employees in gold retailer business. These factors include remuneration and rewards, co-worker support, job satisfaction, and supervisor support. Data were collected from employees working in 14 gold retailers in Pathumthani, Thailand. Factor Analysis, reliability analysis, correlation analysis, and multiple regression were used to analyze data.

The results indicated that two factors have positive influence on organizational commitment and intention to stay which are job satisfaction factor, and co-worker and supervisor support factor. This research also addressed the recommendation for gold retailers' owner.

KEY WORDS: Organizational commitment/ Intention to stay/ Remuneration and rewards/ Coworker support/ Supervisor support / Job satisfaction.

97 Pages

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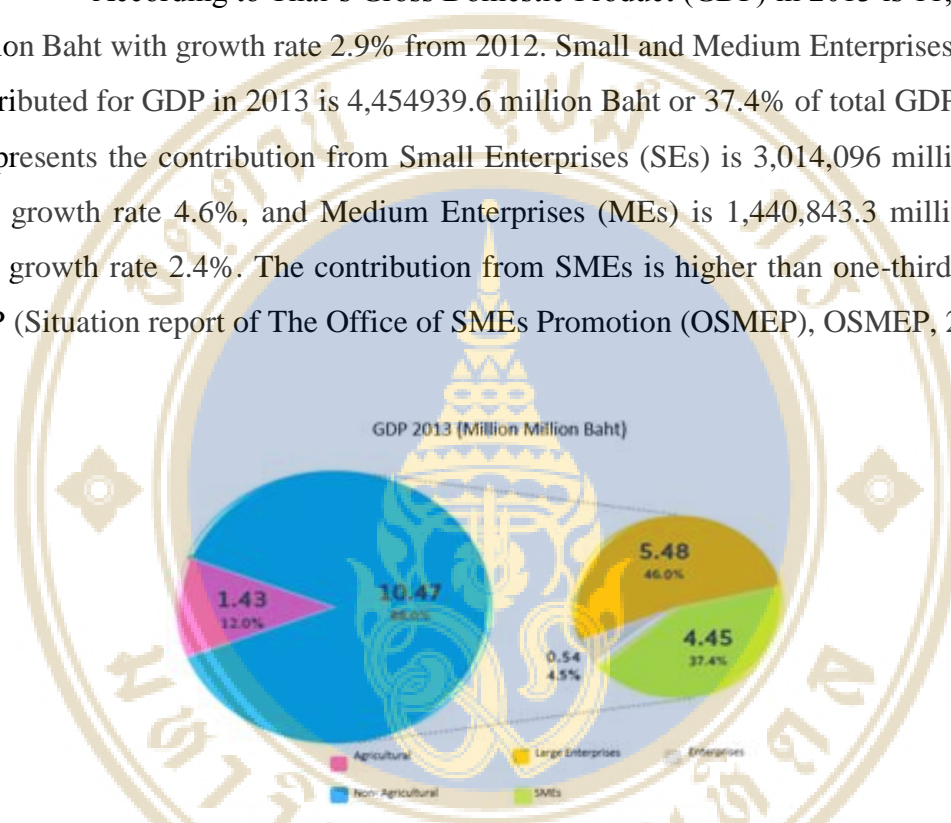
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CHAPTER I

INTRODUCTION

According to Thai's Gross Domestic Product (GDP) in 2013 is 11,898,710 million Baht with growth rate 2.9% from 2012. Small and Medium Enterprises outputs contributed for GDP in 2013 is 4,454,939.6 million Baht or 37.4% of total GDP. Figure 1 represents the contribution from Small Enterprises (SEs) is 3,014,096 million Baht with growth rate 4.6%, and Medium Enterprises (MEs) is 1,440,843.3 million Baht with growth rate 2.4%. The contribution from SMEs is higher than one-third of total GDP (Situation report of The Office of SMEs Promotion (OSMEP), OSMEP, 2014).



Compiled: The Office of SMEs Promotion (OSMEP)

Figure 1.1 Thai's Gross Domestic product (GDP) in 2013 divided by sectors

Source: Office of the National Economic and Social Development Board

From National Statistical Office, Thai's employment rate is 37.79 million

In 2013, Employment came from agricultural sector 11.71 million people, and non-agricultural 26.08 million people. Moreover, every enterprises sizes employ 14.10 million people by 2.68 million people from Large Enterprises, and 11.42 million people from SMEs or 80.96% of Enterprises employment. (The summary of the labor forces of population in January 2014 survey, National Statistical Office, 2014).

According to the result of Thai employment from research from The Office of SMEs Promotion (OSMEP), Thailand, it illustrated that the number of SMEs in Thailand is 2,763,997, with growth rate 1.22% in 2013 (when compared with 2012). The total number of SMEs is 97.16% out of total Enterprises in Thailand, with Small Enterprises 96.70% from total Thai's Enterprises. Moreover, the growth rate of SMEs is going with 1.27%. It means that SMEs and small family business need more workforces to work with companies for conducting jobs. However, the number of unemployed is quite low -0.9% out of total workforces in January, 2014. (Situation report of The Office of SMEs Promotion (OSMEP), OSMEP, 2014)

People are the key success factor for running business for SMEs and small family businesses. Unmatched in labor market between the low unemployment rate and the increasing demand of labor, it will be the cause that has huge effect on SMEs and small business in term of the shortage supply of labor, the increasing cost of labor to attract new comers, and to motivate and retain existing employees like competition for potential employees. Therefore, companies have to provide something that match with employees need for attracting and retaining them (Ksmecare research, 2013).

In SMEs sector, most of businesses require workforces rather than machines for running business, especially in family businesses and small enterprises (Ksmecare research, 2013). To support business strategy, (Milkovich & Newman, 2005) for example, innovation strategy, companies need to have innovator to work with companies for gain and sustain competitive advantages. Cost leadership, companies have to have the operation excellence to reduce costs of production. The last one is a customer focus strategy, companies need to deliver solution to customer with customer expectation and satisfaction. To meet the business strategy, companies need to align human resource strategy to increase a chance to attract, motivate, and retain their employees to work with organization or company for long time.

Low pay- High commitment is the characteristic of family businesses and SMEs that give and want from their employees (Milkovich & Newman, 2005). It is the obligations and expectations among employers and employees about total cash and benefits which employees will gain, and the employees' contribution to company. It means Low pay- High commitment. Therefore, speaking of the traditional business in Thailand, most of them have employees who work with company for long. Even

though the total return that they gain like salary, rewards, benefits, the time to work, workload, work shift, irregular vacation days, and without career path or short career paths to promote their employees, and organization reputation are lower than big company in Thailand (Ksmecare research, 2013)

Employee commitment can be to the job itself or to the organization or both. To retain the core employees stay and contribute their capability to organization, and to increase their productivity and performance. Companies need both job commitment and organizational commitment by serving employees for having satisfaction to stay and commit to organization for helping the organization achieve goals (Vance, 2006).

To understand what is the influencing factors for employees to stay, perform, commit, and stay with SMEs and small family businesses. Using the research outcomes to match and provide the possible factors for employees in SMEs and small family businesses, which will help companies to increase performance, productivity, commitment, and loyalty from employees for increasing company performance and competitive advantages.

Therefore, family businesses and SMEs should understand the nature needs and the motivation factors of their employees that company can sever, and retain them to work, commit and contribute more to the company. For long term company will gain the profitability in term of money capital and human capital to gain and sustain competitive advantages.

1.1 Gold Retailer in Pathumthani Background

From total twenty-nine gold retailer members which listed in Pathumthani (Pathumthani-city, 2014). There are fourteen SMEs gold retailer members that allowed researcher for collecting data of their employees. This research will call the fourteen SMEs gold retailers as “GRP group” that stand for the fourteen gold retailer members in Pathumthani.

GRP group has the same business nature and operational style which have family members and non- family members. The operational levels contain sales forces and specialists. The majority of them are non-family members. GRP group motivate

employees mostly through money and use family atmosphere for the operational. The majority of management level thinks that only monetary policy (remuneration and rewards) can convince employees to contribute more work to the organization, and make them stay with GRP group as in Table1.1.

Table 1.1 Motivation factors of GRP group owners' opinions for employee intention to stay

Factors	Number of respondents	%
Remuneration and rewards	9	64.28%
Boss and supervisors	2	14.29%
Co-workers	2	14.29%
Job itself	1	7.14%

On the other hand, sometimes money in term of the owners' perspective of GRP group pay for employees cannot motivate the staffs in order to make them pay more attention on their job, higher contribution with lesser absence time and less turnover or increase organization commitment. Follow by Kasikorn SMEs research (2013), money is short-term motivation, after six months employees will not motivated by increasing money (salary, bonus, and incentives).

Even though, GRP group tried to recruit new employees, but the new comer cannot stay for long. Someone said it was about the low salary, friends or politic, and job characteristic. For employees who stay and work with company for long (full-time employees), they are the core employees for company -Core employee is a person who work with company full time or we can – called “full time employee” (Renee, 2012). They respond multi tasks that interact with other people (Janet, 2004). Huynh Thien Hai (2012) give core employee definition is the permanent employees who work with company and contribute for company to survive and growth.

According to the nature of SMEs and family businesses, the owners want low pay to their staffs but want the staffs to have a high commitment with organization (Milkovich & Newman, 2005). Therefore, if employees want to leave, then company increase base salary. It will be the continue costs for the owner. Moreover, if they leave and work with other competitor, company will lost some kinds of select for

running business which is risky for the company to have competitive advantage. It is also costly of training that staffs who leave, and the new one as well. However, family business pay less than formal salary ranges for one job grade. Moreover, SMEs and SMCE (Small and Micro Community Enterprise) and small family business do not have long career path that available for their employees (Wayne, 2014).

In term of the job grade promotion, it is fixed in small family business of GRP group. The employees might grow by job enlargement that is adding more responsibilities, duties, and replace other employees' tasks who resign which do not make employees get bored or uncoordinated at workplace, (Hellgren & Sverke, 2001). Contrasting with the job enrichment that is increasing the employee responsibilities by adding new higher job level (Hellgren & Sverke (2001), the company has to have the working capital to invest in the new branches in order to expansion and allow the non-family to grow. Therefore, if we compare to a large organization, the return from work for big company is quite higher than family business like GRP group.

In this case, increasing in money and using job enrichment for employees might not be the best solution of GRP group. Therefore, to solve those kinds of problems, this study would try to see the key factors influencing GRP group's employee's commitment and intention to stay with the company. In this study would study on the core employees who are working full-time for this company with long time working experience. The results finding might be a new solution from employees' side which mean the main reason why they stay and commit with small business.

Moreover, the results of this study can help the owners to see the real reasons, and the factors' influencing employees in order to recommend the business and answer the real need of employees. Therefore, this GRP group can manage better with the new comers to make them commit and stay with the companies in order to be core employees. In addition, these companies' problems might be reduced by the finding result.

1.2 Research question

What are the key factors influencing employees to commit and stay with GRP group, which is SMEs and small family businesses in Thailand?

1.3 Research objective

1. To study the factors that influence GRP group employees' organisational commitment.
2. To study the organizational commitment has influence on intention to stay.
3. To provide recommendation the factors that meet employees' needs.

1.4 Research scope

1. The research focuses on employees of fourteen SMEs gold retailers in Pathumthani
2. The respondents of this research are non-family members of Gold retailers in Pathumthani (GRP group).

CHAPTER II

LITERATURE REVIEW

To retain employee to stay and commit in the SMEs and small family businesses, there are many research that explained the commitment of workforces to stay with company. This research focuses on factors that organizations or company should provide to their employees for them in SMEs and family businesses for this GRP group case study.

To find out the factors for driving and influencing the employees to stay and commit for SMEs and family businesses, Literature review is conducted.

Many researchers conducted the topic that related to employee retention, employee satisfaction, and organizational (or company) commitment in general. The previous studies were rarely to find the research about factor influencing employees in SMEs or family business in Thailand and also in other countries. Therefore, the literature review on this chapter will base on the research about factors that influence employees to commit with the organization, and intend to stay.

2.1 Organizational Commitment

Organizational commitment is the attachment of employee feels toward organization. It plays a role to determine employees will stay with organization and adopt the organizational values and goals. Organizational commitment can measure by employee fulfill his or her responsibilities and his or her behaviors in workplace. (Frederick et al., 2010)

Commitment is a willingness to disincline for doing work and to resist for changing things in work. Most of the times, employee is own a sense of obligation to stay with particular company (Abrahamson, 1984; Cohen, 2003). Meyer and Allen (1997) defined the types of employee commitment to organization into three types:

Affective Commitment is employee emotional attachment to organization values and goals. Employee will enjoy with organization and tend to stay if employee has a high affective commitment level. It means that employee stay with organization because he or she want to stay.

Continuance commitment is employee willing to continue working for that organization. Because employee believes that if he or she leaves the organization it would be costly, unsecure, and nowhere else to go. It means that employee must to stay in that organization.

Normative commitment is employee feel obligated, or sense of responsibility towards the organization. It means that he or she believe that staying in particular organization is the right thing to do. Therefore, employees believe he or she ought to stay.

Northcraft and Neale (1996) said that the organization commitment reflect through employee's loyalty to organization. Moreover, not only loyalty, but also the employee actions on the activities for getting involvement with the organization like contribution to job, and involve in a part of organization activities (Salancik, 1997).

However, Guest (1991) said the high organizational commitment related with lower employee turnover rate and absence rate, but no clear relation with employee performance. It means possible that employee just stay with the organization, but dissatisfied with that job. Nonetheless, to stay with the organization, employee has to contribute some level of works to the organization for being an employee in that organization.

2.2 Literature Review

This study conducted the literature reviews to find out which factors that many researchers define and measure the organization commitment are varieties:

Becker et al, (1995) the organization commitment can define in term of three dimensions which are strongly desire to be and remain a member status of the organization, willing to put a high effort levels for the organization, and believe and accept the organization values and goals. Meyer and Allen, (1997) employee commitment characteristics are people who want and stay with the organization, who

attends for work regularly, who work full time, who look after organizational benefit, and who believe in organizational goals. Moreover, when employees commit to their job and their organization, they will deliver the high level of job performance then it contributes to organizational performance (Baugh and Roberts, 1994).

Many researchers found the factors affecting to employees commitment to their organization. Dubin et al., (1975), they found that the employees commit to their organization with the strong relation with employee interest. Prateek et al., (2011), they found nine factors that effect to organization commitment and employee retention which are ownership, loyalty, attachment, fair compensation, working condition, job involvement, career path, career needs, and career planning and management. Furthermore, eleven factors influence the organization commitment and intention to stay of core employee in the organization by Bhavana and Swati (2012); including workplace leadership, relationship in workplace, having a voice, clear value, safety, work environment, recruitment, feedback, pay, autonomy, learning opportunity, funning, community, sense of ownership, and passion.

Freyermuth, (2007) proved the employee's retention and commitment towards the SMEs by leader should focus on the employee progress, not on the evaluation process. The working environment supported organization commitment by flexible time working and working stress (Nadeem et al. 2011). Silbert (2005) found that reward (cash, bonus, recognition awards, free merchandise and free tips) have last impression on employee's perception.

However, to support the way that most of SMEs and small family businesses motivate their people to contribute their works and stay with their organization by using monetary policy. In 1993, Levine also said that higher money, employee tends to stay and commit to organization. Folger and Konovaky (1989), they found that the money level affect the employees' organization commitment. Moreover, Ghiselli, La Lopa and Bai (2001), found that lower money base salary than other organization; employees choose to leave the organization

Janet (2004) studied the retention of core employees of Australian Organizations, she found two factors that have relationship to organization commitment and turnover intention. Frist, HR factors included personal organizational fit, remuneration, reward and recognition, training and career development,

challenging work and opportunities. Second, organizational factors which are company culture, policies, teamwork, relationship (with boss and friends), work environment, leadership, and work satisfaction. Peer support is shown when workers work as a team form of connection with community. Therefore, good peer support is necessary for teamwork (Whittle & McKegg, 2008).

Employee satisfaction with job and organization were considered the inputs of organization commitment and. Many researchers proved that statement, Tett and Meyer (1993) found that job satisfaction has a direct relation with the organization commitment, but no direct to retention. Parker and Koholmeyer (2005) stated that the job satisfaction level affect organizational commitment and then affect intention to leave. The factors influence employee motivation levels are autonomy, recognition, responsibility, teamwork (friend support), promotion system, and reward. Those kinds of things could influencing employee satisfaction and commitment (Sheldon, 2006). Kruger and Rootman (2010) found the positive relationship of three factors (motivation, satisfaction, and commitment) that strongly relationship with job interest, but weak relationship with reward. Moreover, training and development can help the organization to improve satisfaction and commitment level. The performance and job satisfaction increased from employee commitment (Vandenberg & Lance, 1992), and decreased employee turnover (Cohen, 1991), or decreased intention to leave (Balfour & Wechsler, 1996). Munir et al. (2007), studied employee organizational commitment in Malaysia. They found that work satisfaction, supervisor and co-worker, and pay are important factor influencing. The retention strategies for Ghanaian SMEs are adopting a flexible workplace, work family support policies (from peer and boss), and good reward (Aminu and Alex, 2013).

Dang Ngoc Hung (2013), studied Shim (2010) about New Zealand SMEs organizational commitment. Factors that they found, it related to voluntary leave the organization through employees' commitment to the firm. The results showed that teamwork is the most affected to employees' commitment to the firm. Teamwork with friends, the support from boss and friends were also important from five factors that he tests which are teamwork (with team leader and peers, innovation, supportiveness (from supervisors and peers), proficiency, and reward.

Moreover, Sanjeevkumar and Wei (2012), showed five factors for increasing employee retention which were compensation, work/life balance, career opportunities, and supervisor support. To retain employee to stay with the organization, the employer had to make employees feel they were important and commit with the firm. They can be done providing respect, recognition, opportunities to growth and letting them to participate in some decision process (Buckman, 2014). Same as Brett A. Boyle (1997) and Sager et al. (1989) mentioned peer and boss were the key factors to make one employee satisfy with job and then commit to the firm and will has intention to stay. Moreover, Calista Lai (2009) confirmed that interpersonal relation with boss and coworkers were important than short term incentive. Job satisfaction also be the case that make employees to commit and stay with small company (DeConinck (2003), Louise and Marina (2013)).

From the literature review in this chapter, this research combined and selected the suitable factors for finding the factors that influence employees to commit with GRP group by using the top four factors which are remuneration and rewards, co-workers support, job satisfaction, and supervisor support that most of the researchers used to test and those components will affect to the intention to stay of employees as well. (see appendix)

2.2.1 Remuneration and Rewards

Remuneration is all compensation for person services. Not only cash compensation including base salary, merit/ cost of living, short term incentives (bonus, commission), long term incentive (stock, option, profit sharing), but also benefits that the organization might provide to employees; for example: income protection (kind of insurances), allowances (mobile, transportation, food), work/life focus (vacation, referrals for child and elder care), and relation return like recognition and status, employment security, and so on. (Milkovich and Newman, 2005).

Reward is the basic thing that workers should receive to satisfy primary needs. A reward, a recognition, and the remuneration can be intrinsic motivation and extrinsic motivation to employees to contribute, perform, and stay for the firm; for example, pay, benefit, job secure, name card, reward employee of month, recognition awards, and free merchandise and free tips (Janet, 2004, Huynh, 2012). The benefit package is the thing that add value to monetary policy to employees and it can help to improve the employee's feeling and intention to stay (Farris, 2000, Sanjeevkumar and Wei, 2012). Moreover, the result of Elmarie (2005) for employee commitment to family business said the employees want recognition to make them feel value and appreciated to firm. Firm would hard to retain employees, when the company fail to serve the surficial financial level to meet the employees' needs (Stum, 2001, Dang, 2013). Therefore, financial rewards are frequently adopted by firm to keep employees (Farris, 2000).

H1: Remuneration and rewards have positive influence on organization commitment.

2.2.2 Co-worker Support

Along one day, employees spend their times in the work place with their friends or colleagues or peers with a happy or an unhappy working environment. It depends on co-workers who support or do not support. Zhou & George (2001), co-worker support refered to co-workers help each other to do the task when friends need help like knowledge, consult, encouragement, recognition and support. Moreover, co-workers support can build or destroy harmony in workplace, then employee became to solidarity or resistance, sometime the failure in relation in workplace come from politic in the organization. It also had affect outside the workplace like employees

mind set, and their mental health (Kaul & Lakey, 2003, Ng & Sorenson, 2008). However, the positive effect from the good co-worker support will make a good positive working environment (Babins & Boles, 1996).

To retain employees and to make them feel commitment with the organization, the supportive from their friends was important. Kopp, Lauren, R. (2013) researched about the effects peer support is impact to job satisfaction, organizational commitment, and employee behavior. The result was if employee perceived or received the support from colleagues, he or she would have a positive relationship to the commitment, satisfaction, and contribution for working in that organization. Moreover, employee job satisfaction can increase when employees received their friends support. Then the situation could increase employee commitment and finally employee engagement with the organization (Reichers, 1985; Beehr, 1986; Chiaburu & Harrison, 2008)

H2: Co-worker support has positive influence on organization commitment.

2.2.3 Job Satisfaction

One of indicators for organizational commitment is employee job satisfaction. Job satisfaction was a pleasurable or positive emotional that job holder, who performed that job, felt about his or her job from the result of the evaluate job and job holder (Locke and Lathan, 1976). Luthan (1998) defined the job satisfaction in three dimensions which were:

Job satisfaction was an emotional response to that job situation.

Job satisfactions determined by the level of the outcome that meet or exceed the expectations.

Job satisfaction showed the job holder's attitudes toward job.

Moreover, job satisfaction was the leading indicator to reduce the absence and to increase organizational commitment (Moser, 1997). Thereby, lack of job satisfaction, it would indicate to high employee turnover rate of that organization (Jamal, 1997). To remain and influence employees to commit and stay with the organizations, the companies should make sure that employees satisfy with job and organization (Knight et al., 2006). Similar to Chun-Chang Lee et al. (2012), the study showed that to reduce the turnover and to increase commitment depended on job

satisfaction, co-worker relationship, and working environment. George (2013) stated that job satisfaction could create commitment and retention.

H3: Job satisfaction has positive influence on organization commitment.

2.2.4. Supervisor Support

According to GRP group is small family business, the owners or managing director, deputy managing director, and assistant managing director, mean that management levels are family members. Those people act two positions which are owner and supervisor.

Eisenberger et al. (2002), they said from the workers point of view they see the supervisors as organization agents, so that, they considered their supervisor actions as the organization actions. Moreover, Frone (2000), stated that organizational support represented a more global support's form, which meant that organizational support was the same as supervisor support. Supervisors were not co-workers, they hold power to support, and represented an organization. For example, supervisors might be viewed as the organization, then employees might increase their job satisfaction from organizationally driven as a supervisor support.

Hammer et al. (2009) defined supervisor support that was the supervisor care about employees and support them including emotional support, role modeling behavior, instrumental support and employee's work/life support. If supervisors being unsupported the subordinates, then the subordinates would not perform their job well. Moreover, if supervisors acted something illegal or did not perform their job well, then the subordinate would do it the same. Therefore, supervisors played an important role in employees feeling, and actions (Hummer et al. (2005), Katz & Kahn (1987)). Moreover, Chonko (1986) stated, the supervisor support was mechanism for motivating or integrating employees to develop their performance and a sense of personal commitment to the organization.

H4: Supervisor support has positive influence on organization commitment.

2.3 Intention to Stay

Hewitt (2004) stated that the intention to stay of employees in one organization could be observed by employees willing to stay or remain the member status with the particular organization. Similar to Tett & Meyer (1993) stated that employees who are willing to stay with the current organization, he or she has intention to stay. Moreover, the intention to stay led to reduce the employee turnover and absence (Black and Stevens, 1989). Price and Mueller (1981) also stated that employees who continue working in particular organization for long or had high working experiences with particular organization, they had intention to stay.

H5: Organizational commitment has positive influence on intention to stay.

2.4 Conceptual Framework

There are many factors that influence the employee to commit with the organization, so that, this study focuses on four factors which are remuneration and reward, co-worker supportive, supervisor supportive, and job satisfaction.

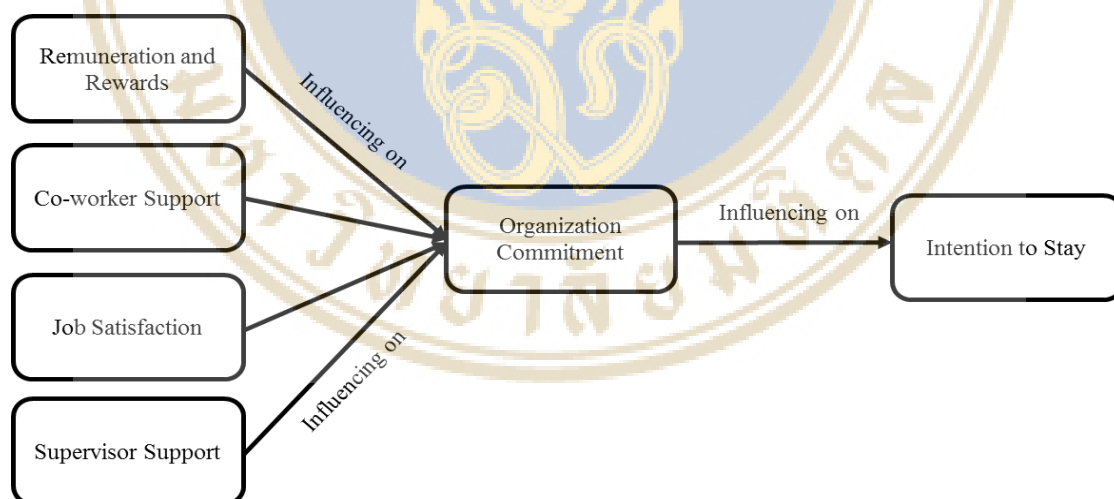


Figure 2.1 Four factors which may influence organizational commitment and intention to stay

2.5 Hypothesis of this research

H1: Remuneration and rewards have positive influence on organization commitment.

H2: Co-worker support has positive influence on organization commitment.

H3: Job satisfaction has positive influence on organization commitment.

H4: Supervisor support has positive influence on organization commitment.

H5: Organizational commitment has positive influence on intention to stay.

2.6 Chapter Conclusion

As Hang (2001), SMEs in different countries is not the same characteristic, but they have something in common. For example, the owner or director is close to employees, because the managing style is direct. The capital for invest come from owner's saving. Moreover, one company has not many employees and there are family members and non-family members.

GRP group is small business. For employees' operational level, company has only one career path for them which is 'Manager'. However, it is hard to promote the new manager, because of lack of the workforces and capital to invest. Therefore, this research excludes training and development, career opportunities as the factors for consideration. Given that the career opportunities for growth limited and employees understand the limit of organization. However, if the company has opportunities to expand, it will be better and be the opportunities for employees to growth and develop their employees. For training and development in term of work, the company provides job enlargement instant.

From the theory and previous studies, many researchers in 19s to 20s said that money was an important factor for influencing employees to commit and stay with the organization. Similarly, GRP group mostly using this monetary police (increase salary, increase bonus, increase commission) to keep the employees to commit and stay with the company. However, the researcher found that after 20s, the

main factors was not money and reward. Some researchers showed that the job holder would commit with the organization that provided the important responsibility, autonomy, coworker, and etc. It showed that tend of employees had changed.

Therefore, this research attempted to find out the majority of GRP group's employees influencing to stay with a particular company. This research will focus on total remuneration, co-worker support, supervisor support, and job satisfaction, derived from the literature reviews that most of the past researchers tested these four factors for the employee commitment to organization.



CHAPTER III

METHODOLOGY

This research aims to provide the insight of employee commitment of Gold retailer in Pathumthani which listed in Gold Trader Association Thailand (GRP group). This study attempted to find the factors that influence GRP group's employee commitment. This research used questionnaire to distribute to all GRP group's employees for gathering information. This chapter describes about research design, population size and sample size, the questionnaire design, and data analysis methods.

3.1 Research Design

To understand the factor influencing employee commitment to this GRP group, this research uses quantitative method for analyzing data. The rational for this method is to determine the facts about factors influencing employees to commit and stay with GRP group. The advantages of using quantitative method are matching for this research which is cost less than other methods, and more convenience. Furthermore, quantitative method allowed the respondents (in this case are GRP group's employees) to honestly answers all questions. Because their information is confidential information about personal information and individual answers (O'Sullivan and Rassel, 1989).

3.2 Population size and Sample size

According to GRP group is a small family business, the workers for this company consist of family members and non-family members. This research considered only non-family members which operate in operational level for this company. The total non-family employees of this GRP group are 55 people from 4

gold retailers' members as they allowed for this research, which include 7 managers, 28 officers (sales people), 3 accountants, 7 cashiers, 7 craft man, and 3 house keepers.

To find out the appropriate of sample size of small population, this research using the Yamane (1967) formula with allowable error (e2) at 0.5 or confidential level at 95%

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

n = sample

N = population

e² = allowable error =0.5

$$n = \frac{55}{1+(55)(0.05)^2} = 48.35$$

Therefore, the sample size is 49 samples for this research. Moreover, this research considered all employees who are non-family members to be samples.

3.3 Data Collection

This research studied factors that influence employees to GRP group commitment. This research seeks to find the common factors that influence GRP group's employees. Therefore, the questionnaires distributed to all 55 employees of this company.

Paper base questionnaires distributed to all 55 employees in GRP group on 22nd July, 2014. The total all 55 questionnaires were completed in return which equal to 100% of response rate.

3.4 Variables of this research

This research aims to study factors influencing employee commitment to GRP group. All factors were developed from literature reviews in chapter 2 to determine independent variables, which are remuneration and rewards, co-worker support, job satisfaction, and supervisor support, and dependent variable, which is organizational commitment.

3.5 Instrument and measurement

This research using quantitative approach with thirty-one questions to analyze the relationship between dependent variable and independent variables which consist in four parts. This research conducted by using questionnaire for collected data by developed from many researchers (in chapter 2). The questionnaire consists four sections.

Section 1 is demographical information consist of 8 questions, using multiple choices or nominal scale which include screening questions- owner or employees, and factor motivating employees in owner's perspective (by Calista lai, 2009) -gender, age, education, position, working experiences, and salary which developed from Danielle Giffith- Kranenburg (2013).

Section 2 is independent factors (16 questions) which include 4 factors; coworker support consists of 3 questions which developed from Louise Magusson (2013), Chun- Chang Lee (2012), and Calista Lai (2009). Supervisor support consists of 4 questions which developed from Louise Magusson (2013), Huynh Thien Hai (2012), Calista Lai (2009), and Danielle Giffith- Kranenburg (2013). Job satisfaction support consists of 4 questions which developed from Elmarie Venter et al. (2005), Danielle Giffith- Kranenburg (2013), and Kruger and Rootman (2010). Remuneration and rewards consists of 4 questions which developed from Huynh Thien Hai (2012), Danielle Giffith- Kranenburg (2013), and Louise Magusson (2013).

Section 3: dependent factor (7 questions) which is organizational commitment. The questions were developed from Huynh Thien Hai (2012). For section 2 and 3 using the rating of employee commit to the organization factors for analysis dependence factor and independence factors, this research used interval scale base on five- point Likert scales;

- 5 = Strongly Agree
- 4 = Agree
- 3 = neither Agree nor Disagree
- 2 = Disagree
- 1 = Strongly Disagree

In order to separate the interval level for each agreement this research using class interval equation which proposed by Yamane (1967):

$$\text{Class interval} = \frac{\text{Highest value} - \text{lowest value}}{\text{Number of class}}$$

In this research used 5 classes, the highest value is 5, and the lowest value is 1. Therefore,

$$\text{Class interval} = \frac{5 - 1}{5} = 0.80$$

Table 3.1 the class interval for each agreement level

Class	Description
1.00-1.80	Strongly Disagree
1.81-2.60	Disagree
2.61-3.40	neither Agree nor Disagree
3.41-4.20	Agree
4.21-5.00	Strongly Agree

Section 4: The organizational commitment types and reasons. There were 2 questions, which were developed from Steve MaKenna (2005). In this section, the respondents have to select one answer that suitable by using nominal scale.

3.6 Data Analysis

This research used close-ended questions to measure the factors influencing GRP group's employees' commitment. Using Likert scale with 5 levels and analyzing by Statistical Package for Social Sciences (SPSS) software version 15.0. This research was used descriptive and inferential statistics for data analysis. This study using 5 steps which are descriptive to see respondent characteristics, and all hypothesis statistics testing by factor analysis, reliability analysis, correlation analysis, and multiple linear regression analysis.

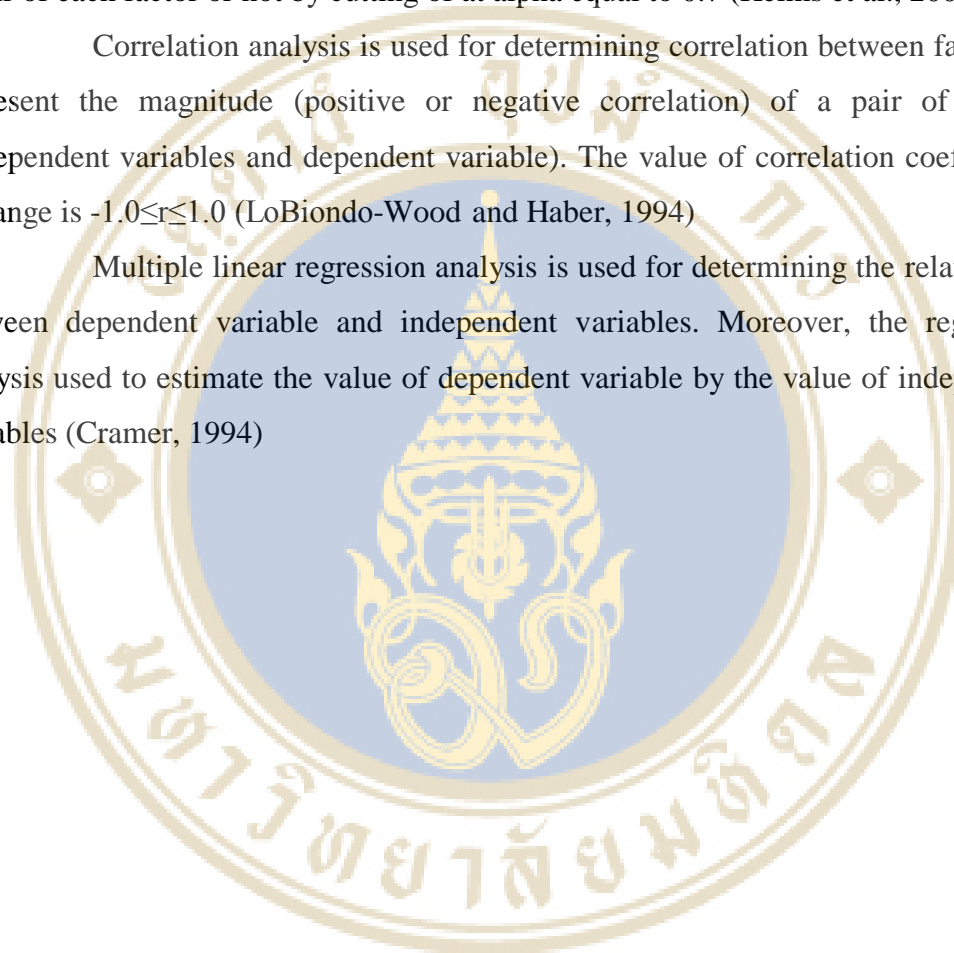
Descriptive statistics is used to calculate the frequency of distribution of demographic information. O'Sullivan and Rassel (1989) stated that this method was used for measuring the value of the respondents of that survey by number and percentage.

Factor analysis or exploratory factor analysis is used for reducing the number of variables (independent variables) into a small set of variables which calls 'Data reduction'. Not only reduce the number of variables, but also construct new group of variables for analysis (Thompson, 2004)

Reliability analysis is used for testing the reliability for each factor or variable by using Cronbach's alpha to determine that factors are homogeneity between a pair of each factor or not by cutting off at alpha equal to 0.7 (Helms et al., 2006).

Correlation analysis is used for determining correlation between factors to represent the magnitude (positive or negative correlation) of a pair of factors (independent variables and dependent variable). The value of correlation coefficients (r) range is $-1.0 \leq r \leq 1.0$ (LoBiondo-Wood and Haber, 1994)

Multiple linear regression analysis is used for determining the relationship between dependent variable and independent variables. Moreover, the regression analysis used to estimate the value of dependent variable by the value of independent variables (Cramer, 1994)



CHAPTER IV

RESEARCH FINDINGS

This chapter reported the results of the study that conducted for seeking what factors influence GRP group's employee commitment to companies. There are 55 questionnaires for non-family employees. There are 55 respondents equal to 100 percent response rate. This chapter provides descriptive data summaries of the respondents, and the factors that impact or relate to organizational commitment of GRP group employees.

4.1 Demographic characteristics

The respondents of this research consisted of GRP group's employees who work in different position. The table illustrated gender, age, education level, position, working experiences, and salary level.

Table 4.1 Number and percentage of GRP group's employee's characteristics

Factors	Number of respondents	Percentages
1. Gender		
• Male	6	10.9
• Female	49	89.1

Table 4.1 Number and percentage of GRP group's employees characteristic (cont.)

Factors	Number of respondents	Percentages
2. Age		
• 16-24 years old	9	16.4
• 25-34 years old	16	29.1
• 35-44 years old	11	20.0
• 45-54 years old	15	27.3
• 55-64 years old	3	5.5
• More than 65 years old	1	1.8
3. Education		
• High school	38	69.1
• Vocational Certificate	10	18.2
• High Vocational Certificate	7	12.7
4. Position		
• Manager (sales manager)	7	12.7
• Officer (sales person)	28	50.9
• Accountant	3	5.5
• Cashier	7	12.7
• Craft man	7	12.7
• Housekeeper	3	5.5
5. Working experiences (with this company)		
• Less than 1 year	8	14.5
• 1-5 years	19	34.5
• 6-10 years	6	10.9
• 11-15 years	4	7.3
• More than 15 years	18	32.7

Table 4.1 Number and percentage of GRP group's employees characteristic.**(cont.)**

Factors	Number of respondents	Percentages
6. Salary		
• Less than 9,000Baht	3	5.5
• 9,001-12000 Baht	20	36.4
• 12,001-15,000 Baht	18	32.7
• More than 15,000 Baht	14	25.5

Table 4.1 showed number and percentage of respondents' characteristic. The respondents are 6 male (10.9%), and 49 female (89.1%). Most of them are young adults, adults which are 25-34 years old 16 respondents (29.1%), 35-44 years old are 11 respondents (20%), and 45-54 years old are 15 respondents (27.3%). The less of the respondents or GRP group's employees are 16-24 years old (9 people or 16.4%), and more than 55 years old are 4 respondents (7.3%).

Education level, the majority of GRP group's employees graduated with high school level which are 38 people (69.1%), Vocational Certificate level is 10 people (18.2%), and high vocational level is 7 people (12.7%). For the position, this study focuses on employees who are in the operational level or non-family members.

The positions for GRP group's employees who are non-family members are manager, officer (sales person), accountant, cashier, craft man, and house keeper. This GRP group has 7 managers (sales manager), 7 cashier, 7 craft man- total percentages from 3 positions are 38.1%. Moreover, the officer level (sales person) is 28 people or 50.9%. The less of the employees are 3 accountants (5.5%) and 3 housekeepers (5.5%).

The employees' working experiences for working with these companies, 19 respondents (34.5%) are 1-5 years, the second is respondents who are work for this company more than 15 years (18 respondents or 32.7%), third, 8 respondents (14.5%) work for this company less than 1 year. 6-10 years working experiences for this company has 6 respondents (10.9%), and 4 respondents are 11-15 working years (7.3%).

For employee's salary, according to this company mostly does not hire people who graduate in high level. Therefore, the salary base is not high that the majority start with 9,000 – 12,000 Baht (20 people or 36.4%). The second salary range is 12,001 - 15,000 Baht (18 people or 32.7%), third range is more than 15,001 Baht (14 people or 25.5%). Only 3 people get the salary less than 9,000 Baht (5.5%).

4.1.1 Frequency of each statement of independent factors influencing employee commitment to GRP group

The statistical for each statement for measurement the organizational commitment, this study using the frequency, and percentage for each interval scale (with class interval scale). Then compare the mean score of each statement in one main factor.

Table 4.2 Coworker Support factor of factors influencing employee commitment with GRP group

Statements	Strongly Disagree (SD)	Disagree (D)	Neither Agree nor Disagree (AD)	Agree (A)	Strongly Agree (SA)	Mean	S.D.	Agreement level
My co-workers care about me and how I feel	2 3.6%	4 7.3%	20 36.4%	17 30.9%	12 21.8%	3.61	1.03	A
My co-workers support me at work.	0 0	5 9.1%	12 21.8%	21 38.2%	17 30.9%	3.91	0.95	A
My co-workers recognized what I did for work.	1 1.8%	4 7.3%	13 23.6%	24 43.6%	13 23.6%	3.79	0.95	A

Table 4.2 showed the co- worker support factor which include three statements with the overall mean scores equal to 3.60-3.90. The majority of

employees' agreement level with the statement is agree level. The highest mean score for this factor is 3.90 or $\bar{x}=3.90$ of 'my co-workers support me at work'. The second is 'my co-workers recognized what I did for work' with 3.80 mean score ($\bar{x}=3.80$). The third is 'my co-workers care about me and how I feel' with 3.60 mean score ($\bar{x}=3.60$).

Table 4.3 Supervisor Support Factor of factors influencing employee commitment with GRP group

Statements	Strongly Disagree (SD)	Disagree (D)	Neither Agree nor Disagree (AD)	Agree (A)	Strongly Agree (SA)	Mean	S.D.	Agreement level
My manager provides me with enough assistant to develop in my role.	0 0%	5 9.1%	3 5.5%	20 36.4%	27 49.1%	4.26	0.93	SA
The company and managers facilitate when we do things.	1 1.8%	3 5.5%	7 12.7%	18 32.7%	26 47.3%	4.17	0.98	A
I being recognized by supervisor, it is important. (management level /line manager)	2 3.6%	4 7.3%	10 18.2%	23 41.8%	16 29.1%	3.85	1.04	A

Table 4.3 Supervisor Support Factor of factors influencing employee commitment with GRP group (cont.)

Statements	Strongly Disagree (SD)	Disagree (D)	Neither Agree nor Disagree (AD)	Agree (A)	Strongly Agree (SA)	Mean	S.D.	Agreement level
My manager is fair to support me when compare with other co-workers (in term of feedback, opinion, and actions in workplace).	0 0%	7 12.7%	10 18.2%	15 27.3%	23 41.8%	3.96	1.06	A

Table 4.3 showed supervisor support factor which contained four statements, and the overall mean scores is 3.86-4.26. The majority of employees' agreements in agree level. 4.26 is the highest mean scores ($\bar{x} = 4.26$) which belong to 'my manager provides me with enough assistant to develop in my role'. 4.18 mean scores ($\bar{x} = 4.18$) belong to 'the company and manager facilitate when we do things' statement. 'My manager is fair to support me when compare with other co-workers' statement got 3.98 mean scores ($\bar{x} = 3.98$). The last statement of this factor is 'I being recognized by supervisor, it is important' with 3.86 mean scores ($\bar{x} = 3.86$). Therefore, most of employees are satisfy with their boss and peers or subordinates.

Table 4.4 Job Satisfaction Factor of factors influencing employee commitment with GRP group

Statements	Strongly Disagree (SD)	Disagree (D)	Neither Agree nor Disagree (AD)	Agree (A)	Strongly Agree (SA)	Mean	S.D.	Agreement level
I feel free to be who I am at work.	0 0%	1 1.8%	8 14.5%	24 43.6%	22 40.0%	4.22	0.76	SA
I satisfy with my job.	0 0%	0 0%	6 10.9%	18 32.7%	31 56.4%	4.46	0.69	SA
I am willing to put in a great deal more effort than normally expected to my job.	0 0%	0 0%	7 12.7%	32 58.2%	16 29.1%	4.16	0.63	A
I feel that my job secure	0 0%	2 3.6%	7 12.7%	17 30.9%	29 52.7%	4.33	0.84	SA
I feel this job is important to me.	0 0%	1 1.8%	6 10.9%	18 32.7%	29 52.7%	4.39	0.76	SA

Five statements of job satisfaction factor is in the strongly agree level by employees rating at mean scores 4.16-4.46 in Table 4.4. 'I satisfy with my job' is 4.46 mean scores ($\bar{x}=4.46$), 'I feel this job is important to me' is 4.39 mean scores ($\bar{x}=4.39$), 'I feel that my job secure' is 4.33 mean scores ($\bar{x}=4.33$), 'I feel free to be who I am at work' is 4.22 mean scores ($\bar{x}=4.22$), and 'I am willing to put in great deal more effort than normally expected to my job' is 4.16 mean scores ($\bar{x}=4.16$). The majority of this GRP group's employees are satisfied with this job.

Table 4.5 Remuneration and rewards Factor of factors influencing employee commitment with GRP group

Statements	Strongly Disagree (SD)	Disagree (D)	Neither Agree nor Disagree (AD)	Agree (A)	Strongly Agree (SA)	Mean	S.D.	Agreement level
This company pay well.	0 0%	4 7.3%	12 21.8%	17 30.9%	22 40.0%	4.03	0.96	A
This company offers a good benefits package.	0 0%	4 7.3%	9 16.4%	23 41.8%	19 34.5%	4.03	0.90	A
I feel I am being paid a fair amount for the work I do.	0 0%	4 7.3%	13 23.6%	17 30.9%	21 38.2%	4.00	0.96	A
Employees are given positive recognition when they produce high quality work (management level / line manager)	0 0%	5 9.1%	10 18.2%	18 32.7%	22 40.0%	4.04	0.98	A

Four statements of remuneration and rewards in Table 4.5 provided the employee agreement level with agree level ($\bar{x} = 4.00-4.04$). 4.04 mean scores ($\bar{x} = 4.04$) is ‘employees are given positive recognition when they produce high quality work’ statement. The second is ‘this company pay me well and offers a good benefit package’ with 4.03 mean scores for each. $\bar{x} = 4.00$ or 4.00 mean score belong to ‘I feel I am being paid a fair amount for the work I do’. Therefore, most of employees are

satisfy with the company monetary policy. Moreover, no employee is strongly disagreeing with the job itself and pays policy.

4.1.2 Top five highest and lowest statements of independent factors influencing employee commitment to GRP group ranking by mean

Table 4.6 Top five highest and lowest statements of independent factors influencing employee commitment to GRP group ranking by mean

Statements of the highest mean score	Mean	Statements of the lowest mean score	Mean
I satisfy with my job.	4.46	My workers care about me and how I feel.	3.61
I feel this job is important.	4.39	My co-workers recognized what I did for work.	3.79
I feel my job secure.	4.33	I being recognized by supervisor it is important.	3.85
My manager provides me with enough assistant to develop my role.	4.26	My co-workers support me at work.	3.91
The company and my managers facilitate when we do thing.	4.17	My manager is fair to support me when compare with other co-workers.	3.96

Table 4.6 represented the statements that had highest and lowest mean scores of GRP group's employees' opinions. The top highest scores statements are about job satisfaction, and supervisor support which are they feel satisfy with this job, their jobs are important to them, their jobs are secure for them, their boss help, and facilitate them at work. On the other hand, the lowest mean scores statements are co-worker and supervisor support statements in term of support, and recognition. When we compare with the highest mean scores, they feel supervisor less fair to support and recognition, their co-workers less recognition, support, and care to them.

4.1.3 Frequency of each statement of dependent factors influencing employee commitment to GRP group

Table 4.7 Organizational Commitment Factor of factors influencing employee commitment with GRP group

Statements	Strongly Disagree (SD)	Disagree (D)	Neither Agree nor Disagree (AD)	Agree (A)	Strongly Agree (SA)	Mean	S.D.	Agreement level
I feel a strong sense of belonging to this company.	0 0%	2 3.6%	10 18.2%	23 41.8%	20 36.4%	4.09	0.83	A
I really care about the future of this company	0 0%	2 3.6%	7 12.7%	29 52.7%	17 30.9%	4.09	0.76	A
I am willing to put in a great deal more effort than normally expected to help this company be successful.	0 0%	1 1.8%	8 14.5%	25 45.5%	21 38.2%	4.20	7.55	A
I am proud to tell others that I am a part of this company.	0 0%	1 1.8%	10 18.2%	20 36.4%	24 43.6%	4.20	0.81	A
I would accept any type of job assignment in order to keep working for this company.	0 0%	0 0%	9 16.4%	23 41.8%	23 41.8%	4.24	0.73	SA

The five statements of dependent variable which is organizational commitment factor are shown in Table 4.7, the range mean scores is 4.11-4.25 (with agree level). The highest mean score at 4.25 ($\bar{x}=4.25$), these employees quite agree to do every work the company assign because they want to stay with their companies ('I would accept any type of job assignment in order to keep working for this company' statement). Moreover, GRP group employees proud to tell other that they are a part of this company with 4.22 mean scores ($\bar{x}=4.22$). They also work hard for this company with the statement 'I am willing to put in a great deal more effort than normally expected to help this company be successful' at 4.20 mean scores ($\bar{x}=4.20$). $\bar{x}=4.11$ or 4.11 mean scores belong to two statements which are 'I feel a strong sense of belonging to this company', and 'I really care about the future of this company'.

Table 4.8 Organizational Commitment Factor of intention to stay with GRP group factor

Statements	Strongly Disagree (SD)	Disagree (D)	Neither Agree nor Disagree (AD)	Agree (A)	Strongly Agree (SA)	Mean	S.D.	Agreement level
I would be happy to spend the rest of my career in this company.	0 0%	3 5.5%	11 20.0%	19 34.5%	22 40.0%	4.09	0.91	A
I will not look for a new job in the near future (in 1 year).	4 7.3%	5 9.1%	8 14.5%	13 23.6%	25 45.5%	3.91	1.28	A

Table 4.8 showed two statements of intension to stay factor which are; 'I would be happy to spend the rest of my career in this company' for this statement, the majority of employees are agree to agree level with 4.09 mean score ($\bar{x}=4.09$) which is quite good for SMEs or small family business because most of employees tend to

stay with their companies for their career life. On the other hand, some employees might tend to leave this company within a year is 7.3% for strongly disagree in 'I will not look for a new job in the near future (in 1 year)' with 3.91 mean scores ($\bar{x} = 3.91$). If company is willing to keep their employees work with the company, this study results might help in the recommendation for company to implement.

4.2 Data Analysis

All data analysis used SPSS (Statistical Package for Social Sciences) for testing the hypothesis aspects of this study. The four independent variables; co-worker support, supervisor support, job satisfaction, and remuneration and rewards; analysis this research using exploratory factor analysis, and multiple regression analysis.

4.2.1 Factor Analysis

This study used factor analysis for data reduction which could help to suppress and group the independent questions to be the factors that can use for this research. four variables contain of co-worker support (3 questions), supervisor support (4 questions), job satisfaction (5 questions), and remuneration and reward (4 questions). Neter et al. (1996) stated that the varimax rotation matrix is using for simplify factors by maximizing the variance of factor loading. Moreover, the factor analysis use for describing the correlated between variables in terms of a potentially variables called "factors". The information gained about the interdependencies between observed variables can be used later to reduce the set of variables in a dataset.

4.2.2 Total Variance Explained

The useful information come from the variables that had total initial eigenvalue more than 1.0 with the high enough cumulative variance at equal or more than 60% of the variance cumulating (Neter et al., 1996).

Table 4.9 Total variance explained of factors influencing employee commitment with GRP group

Total Variance Explained						
Component	Initial Eigenvalues			Rotation Sums of Squared		
	Total	% of Variance	Cumulative %	Loadings		
				Total	% of Variance	Cumulative %
1	5.377	59.744	59.744	4.212	46.802	46.802
2	1.564	17.382	77.127	2.729	30.324	77.127
3	.582	6.464	83.590			
4	.366	4.069	87.660			
5	.328	3.650	91.309			
6	.243	2.697	94.007			
7	.236	2.618	96.625			
8	.196	2.174	98.799			
9	.108	1.201	100.000			

Extraction Method: Principal Component Analysis.

Table 4.9 illustrated that the components that pass the initial eigenvalues are two components (or two factors) with the cumulative variance equal to 77.127%. These two factors can explain this study around 77% of those factors for GRP group's employees commit to this company.

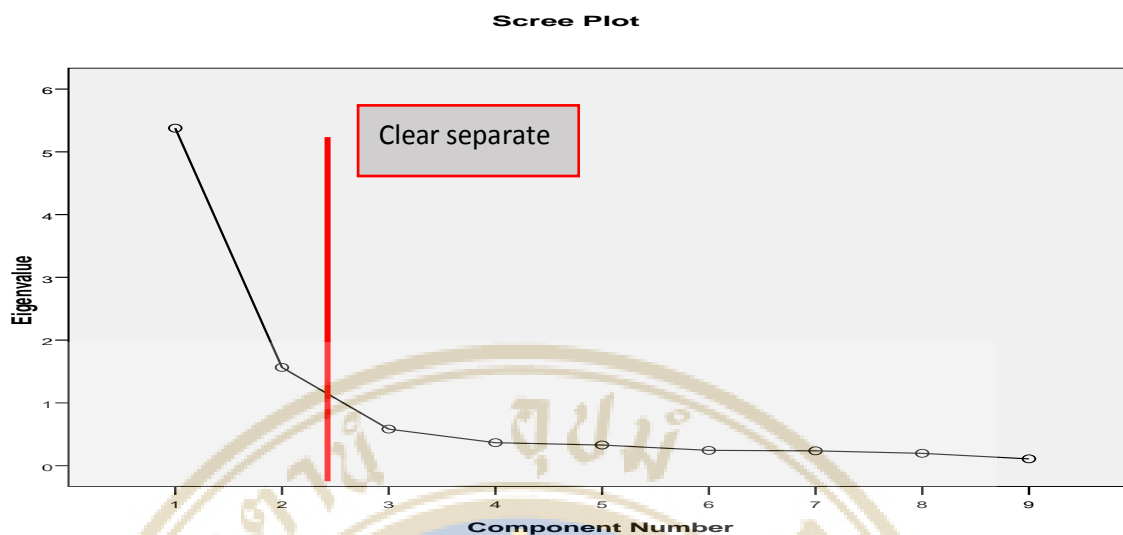


Figure 4.1 the screen plot showed the clearly separation of two components from nine components passed the factor analysis criteria

4.2.3 Exploratory Factor Analysis

To identify the relationships of scale item sets this study use factor analysis to measure the items. Moreover, the exploratory factor analysis can help to suppress absolute value less than 0.4 for the coefficient and cross loading problem. Items that pass the coefficient at 0.4 and no cross loading, those items that have relationship between items and factors. Those factors use for regression analysis and correlation among factors (Churchill, 1994).

The four independent variables for this study which are co-worker support, supervisor support, job satisfaction, and remuneration and rewards were factors analyzed to see which factor influencing dependent variables (organizational commitment). After data reduction analysis was conducted, the hypothesis had to be revised and deleted because some items cannot meet the 0.4 coefficient or the contribution of that item did not exceed 0.4 to that factor, cross loading occurs with some items, and some items' meaning did not match; all of those items had to be deleted. For the items that pass 3 criteria, those items have to be in a group or factor that related among items.

Table 4.10 Independent variables items rotated component matrix (a) of factors influencing employee commitment with GRP group

Items	Component	
	1	2
My co-workers recognized what I did for work.	.872	
My co-workers care about me and how I feel.	.842	
My co-workers support me at work.	.831	
I being recognized by supervisor, it is important.	.825	
My manager is fair to support me when compare with other co-workers.	.810	
The company and managers facilitate when we do things.	.746	
I feel this job is important to me.		.914
I feel that my job is secure.		.889
I satisfy with my job.		.822

Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.

A Rotation converged in 3 iterations.

Table 4.10 illustrated that from four factors of this study assumption that have only two factors with nine items from the exploratory factor analysis. These two factors are

‘Co-worker & supervisor support’ which contain

- Co-worker support three items
 - My co-workers recognized what I did for work.
 - My co-workers care about me and how I feel.
 - My co-workers support me at work.
- Supervisor support three items consisted of three items
 - I being recognized by supervisor, it is important.

- My manager is fair to support me when compare with other co-workers.
- The company and manager facilitate when we do things.

‘Job satisfaction’ which consist of three items

- I feel this job is important to me.
- I feel my job is secure.
- I satisfy with my job.

Furthermore, it clearly seen that the money or remuneration and rewards items were disappear. It mean that remuneration and rewards were not meet the contribution criteria and cross loading problems to these factors. Therefore, remuneration and rewards factor is not contribute or not clear relationship of explain the influencing of GRP group’s employee to commitment to this company.

From the factor analysis, the hypothesis of this study has to revise to be

H1r: Co-worker & Supervisor support factor have positive influence on organizational commitment.

H2r: Job satisfaction factor has positive influence on organizational commitment

For the dependent variables this study separated analyzed by factor analysis. First dependent variable is organizational commitment factor. This factor consisted of five items to measure factors influencing employee commitment to organization.

Table 4.11 Total variance explained of organizational commitment factors for GRP group

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.997	79.947	79.947	3.997	79.947	79.947
2	.462	9.244	89.191			
3	.248	4.952	94.143			
4	.167	3.338	97.481			
5	.126	2.519	100.000			

Extraction Method: Principal Component Analysis.

Table 4.11 illustrated the total variance explained for organizational commitment factor is 79.95%. It means that five items of this factor can explained this factor at 79.95% which pass the minimum requirement (60%).

Table 4.12 Organizational commitment items component matrix (a) of factors influencing employee commitment with GRP group

	Component
	1
I really care about the future of this company.	.930
I am proud to tell that I am a part of this company.	.913
I would accept any type of job assignment in order to keep working for this company.	.902
I am willing to put a great deal more effort than normally expected to help this company be successful.	.889
I feel a strong sense of belonging to this company.	.834

Extraction Method: Principal Component Analysis.

a 1 components extracted.

Table 4.12, all items of first dependent variable which is organizational commitment, which is organizational commitment factor, passed coefficient at 0.4. Therefore, these five items of organization commitment component does not need to revise grouping.

Moreover, this research studies the relationship between organizational commitments can influence employees' intention to stay. Therefore, second dependent variable is intention to stay factor to see the component that contribute to this factor, this research also using the exploratory factory analysis.

Table 4.13 Total variance explained of intention to stay factors for GRP group

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	1.612	80.615	80.615	1.612	80.615	80.615
2	.388	19.385	100.000			

Extraction Method: Principal Component Analysis.

Table 4.13 showed the total variance explained for intention to stay factor is 80.62% (1 component passed eigenvalue at 1.0). It means that two items of this factor can explained this factor at 80.62% which pass the minimum requirement (60%).

Table 4.14 Intention to stay factor items component matrix (a) of factors influencing intention to stay with GRP group

	Component	
	1	
I will not look for a new job in the near future (within 1 year).	Intention to stay	.898
I would be happy to spend the rest of my career in this company.		.898

Extraction Method: Principal Component Analysis.

a 1 components extracted.

Table 4.14 represented all items of second dependent variable items of intention to stay (to measure organization commitment which is independent variable) passed coefficient at 0.4. Therefore, these two items are intention to stay component does not need to revise grouping.

4.3 Measures of Reliability

To indicate the scales reliability of items Cronbach's Alpha is used to measure of the internal consistency. The reliability of each item, this study considered sufficiently reliable at Cronbach's Alpha was at least 0.7 for individual item. Factors cannot meet the consideration at Cronbach's Alpha at 0.7 were considered to be eliminated (Nunally & Bernstein, 1991).

Table 4.15 Cronbach's alpha coefficient of reliability of independent variables of factors influencing employee commitment with GRP group

	Mean	S.D.	Cronbach's Alpha
Job satisfaction (revise)	4.4	0.59	0.89
I satisfy with my job.	4.46	0.69	0.94
I feel this job is important to me.	4.39	0.76	0.93
I feel that my job secure.	4.33	0.85	0.94
Co-worker and Supervisor support	3.89	1.01	0.926
The company and managers facilitate when we do things.	4.17	0.99	0.94
My manager is fair to support me when compare with other co-workers.	3.96	1.06	0.94
My co-workers support me at work.	3.91	0.96	0.94
I being recognized by supervisor, it is important.	3.85	1.05	0.94
My co-workers recognized what I did for work.	3.79	0.96	0.93
My co-workers care about me and how I feel.	3.61	1.04	0.94

Table 4.16 Cronbach's alpha coefficient of reliability of first dependent variables of factors influencing employee commitment with GRP group

	Mean	S.D.	Cronbach's Alpha
Organizational commitment	4.18	0.69	0.94
I would accept any type of job assignment in order to keep working for this company.	4.24	0.73	0.94
I am willing to put a great deal more effort than normally expected to help this company be successful.	4.2	0.76	0.94
I am proud to tell that I am a part of this company.	4.2	0.81	0.94
I really care about the future of this company.	4.09	0.76	0.94
I feel a strong sense of belonging to this company.	4.09	0.83	0.94

Table 4.17 Cronbach's alpha coefficient of reliability of second dependent variables of intention to stay with GRP group.

	Mean	S.D.	Cronbach's Alpha
Intention to stay	4.0	0.99	0.76
I would be happy to spend the rest of my career in this company.	4.09	0.92	0.94
I will not look for a new job in the near future (within 1 year).	3.91	1.29	0.94

The results of reliability test stated that all Cronbach's alpha of all factors were more than 0.7 from Table 4.15, 4.16, and 4.17. It means that dependent variables (organizational commitment, intention to stay) and independent variable components (co-worker and supervisor support, and job satisfaction (revised)) are reliable and can be used for this study

4.4 Correlation Coefficient Analysis

To measure the correlation between variables, this study used correlation coefficient. The range of correlation of each pair variables is between -1 and 1 ($-1 \leq r \leq 1$). The perfect relationship, the correlation coefficient will be 1 or -1. If the two variables have positive relationship (+) then r will be positive and $r > 0$. It means that the increasing of one variable, another one variable will increase. If the linear relationship is (-) negative direction, the r will be negative or $r < 0$. It means that the increasing of one variable, another one variable will decrease. However, if $r = 0$, it means that no linear relationship between variables (Fisher, 1915).

Table 4.18 Correlations matrix of factors influencing employee commitment with GRP group

		Co-worker and supervisor support	Job satisfaction
Co-worker and supervisor support	Pearson Correlation	1	.499(**)
	Sig. (2-tailed)		.000
	N	55	55
Job satisfaction	Pearson Correlation	.499(**)	1
	Sig. (2-tailed)	.000	
	N	55	55

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

Table 4.18 represents the correlation matrix of factors influencing employee commitment with GRP group for each pair of independent variables (co-worker & supervisor support, and job satisfaction) is positive relationship. The correlation between independent variables is positive direction of liner relation at $r = 0.5$. Therefore, among these three variables are positive correlations.

This research tested correlation between intentions to stay, which is dependent variable, with organizational commitment, which is independent variable for this section. The result showed that

Table 4.19 Correlations matrix of factors intention to stay with GRP group

		Commitment	Retention
Organizational Commitment	Pearson Correlation	1	.791(**)
	Sig. (2-tailed)		.000
	N	55	55
Intention to stay	Pearson Correlation	.791(**)	1
	Sig. (2-tailed)	.000	
	N	55	55

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

The correlation matrix table (Table 4.19) show that each pair of dependent variable (intention to stay factor) and independent variables (organizational commitment) is high positive relationship at 0.79.

Therefore, the revised hypotheses for this research are:

H1r: Co-worker & Supervisor support factor has positive influence on organizational commitment.

H2r: Job satisfaction factor has positive influence on organizational commitment

H3r: Organizational commitment factor has positive influence on intention to stay.

4.5 Multiple Regression Analysis

To understand the relationship between two or more variables this study used statistic method which is multiple regression analysis. Independent variables is used to explain dependent variables in multiple regression. Moreover, multiple regression is useful for determining the effect of each particular variable, measuring the magnitude of variables effect, forecasting the intervening event for variable (Fisher, 1915). Testing the significant level of statistic to reject or to fail to reject hypothesis of this study, this study used the significant level at 0.05 or the statistical test based on 95% confidential interval to measure the probability of all hypothesis (Daniel et al., 1991).

4.5.1 Factors influencing employees commitment to organization analysis

Researcher used multiple linear regression to test the factors influencing employees to commit with GRP group which are co-worker & supervisor support factor, and job satisfaction factor.

Two hypotheses (revised for exploratory of factor analysis):

H1r: Co-worker & Supervisor support factor has positive influence on organizational commitment.

H2r: Job satisfaction factor has positive influence on organizational commitment

After running the multiple regression, this research looked at the significant level less than 0.05 or the confidential interval at 95% to determine the results. This research used adjust R2 to explain independent variables on dependent variable, used ANOVA table to explain the significant level of whole model, and used coefficient table to determine the significant level and coefficient value (Beta) (Fisher, 1915). The results of testing two factors (co-worker and supervisor support, and job satisfaction) are show on the table below.

Table 4.20 Model Summary of multiple linear regression of factors influencing employee commitment with GRP group

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.642(a)	.412	.390	.54186

a Predictors: (Constant), job satisfaction, coworker and supervisor support

Table 4.20 showed this model could explain or forecast the dependent variable (organizational commitment) is 39% by using Adjust R Square (R2) at 0.39 by those two independent variables (co-worker & supervisor support, job satisfaction).

Table 4.21 ANOVA (b) of multiple linear regression of factors influencing employee commitment with GRP group

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10.706	2	5.353	18.231	.000(a)
	Residual	15.268	52	.294		
	Total	25.974	54			

a Predictors: (Constant), Job satisfaction, Coworker and Supervisor support

b Dependent Variable: Organizational commitment

The results in Table 4.21 illustrated that the model of this study is significant multiple regression at ANOVA table. This model is significant at less than 0.05 coefficient, in this case is sig = 0.00. Therefore, this model could use for forecasting the relationship between independent variables (co-worker support and supervisor support) and dependent variable (organizational commitment). Then this research looked at each factor can used in this model by using coefficient table.

Table 4.22 Coefficients of multiple linear regression of factors influencing employee commitment with GRP group

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.333	.487		2.737	.008
	Coworker and Supervisor support	.262	.099	.323	2.633	.011
	Job satisfaction	.417	.123	.416	3.394	.001

a Dependent Variable: Organizational commitment

From Table 4.22., both independent variables, which are co-worker and supervisor support, and job satisfaction, have the significant level at 0.011 and 0.001 significant value respectively. Therefore, this research results accepted both hypothesizes (H1r, and H2r). These two independent variables have positive influence on organizational commitment.

Moreover, 'B' value of unstandardized coefficient meaning is coefficient for each factor; 0.262 for co-worker and supervisor support, and 0.417 for job satisfaction. These factors are positive relationship with dependent variable. It means that if company can reinforce or give more support on these two factors, the employees might have more commitment with this company. The model of this study will be

$$\hat{Y}_1 = 1.333 + 0.262X_1 + 0.417X_2$$

- \hat{Y}_1 = *Organizational commitment*
- X_1 = *Co-worker and supervisor support*
- X_2 = *Job satisfaction*

Consideration for 'Beta' at significant equal to 0.05 from standardize coefficients, the job satisfaction factor has more weight than co-worker and supervisor support factor with 0.417 and 0.262. Thereby, job satisfaction factor is more important than co-worker and supervisor support, because:

- If company increases 1 co-worker and supervisor support only, the employee commitment to company will increase 1.595
- If company increases 1 job satisfaction only, the employee commitment to company will increase 1.75
- If company increases 1 co-worker and supervisor support and 1 job satisfaction, the employee commitment to company will increase 2.012

Therefore, the job satisfaction factor which consists of three feeling statement; I feel my job secure, I feel my job is important, and I satisfy with my job. The co-worker and supervisor support factors which include co-worker support three items (my co-workers recognized what I did for work, my co-workers care about me and how I feel, my co-workers support me at work.) and supervisor support three items (I being recognized by supervisor, it is important, my manager is fair to support me when compare with other co-workers, the company and manager facilitate when

we do things). To increase GRP group employees' commitment, this company should focus on job satisfaction factor, and co-worker and supervisor support factor.

Furthermore, GRP group employees' commitment consisted five state which are 'I feel a strong sense of belonging to this company', 'I would accept any type of job assignment in order to keep working for this company', 'I am willing to put a great deal more effort than normally expected to help this company be successful', 'I am proud to tell that I am a part of this company', 'I really care about the future of this company'. The result of organizational commitment will effect on employee intention to stay with this organization.

4.5.2 Organizational commitment has influence the intention to stay analysis

To test Hypothesis 3r which is organization commitment has positive influence on intention to stay of GRP group's employees. This research used linear regression analysis and the result showed in the table below:

Table 4.23 Model Summary of multiple linear regression of factors intention to stay with GRP group

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.791(a)	.625	.618	.60925

a Predictors: (Constant), Organizational commitment

Table 4.23, this model could explain for forecasting the dependent variable (organizational commitment) is 61.8% by using Adjust R Square (R²) at 0.618 by that organizational commitment factor.

Table 4.24 ANOVA (b) of multiple linear regression of factors intention to stay with GRP group

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	32.827	1	32.827	88.437	.000(a)
Residual	19.673	53	.371		
Total	52.500	54			

a Predictors: (Constant), Organizational commitment

b Dependent Variable: Intention to stay

The results showed in Table 4.24 that the model of this study is significant of multiple regression in ANOVA table. This model is significant at less than 0.05 coefficient, in this case is sig = 0.00. Therefore, this model could use for forecast the relationship between independent and dependent variable. Then this research looked at each factor can be used in this model by using coefficient table.

Table 4.25 Coefficients of multiple linear regression of factors intention to stay with GRP group

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	-.697	.506		-1.377	.174
Organizational commitment	1.124	.120	.791	9.404	.000

a Dependent Variable: Intention to stay

Table 4.25 illustrated that this research accepts this model at the significant level less than 0.05. The organizational commitment (independent variable) at 0.000 significant level. Therefore, this study accepted H3r which is 'organization commitment has influence intention to stay of GRP group's employees'.

Furthermore, 'B' value of unstandardized coefficient meaning is coefficient this factor is 1.124 for organizational commitment coefficients. These

factors are positive relationship with dependent variable. It means that if employee commits to this organization, he or she has probability to stay with this company. The model will be

$$\hat{Y}_2 = -0.619 + 1.124X_3$$

- \hat{Y}_2 = *Intention to stay*
- X_3 = *Organizational commitment*

It means that if company increases 1 organizational commitment, the employee tends to stay with this company will increase 0.505. If company cannot make employee to commit with organization (with job satisfaction, and co-worker and supervisor support), employees will not stay with that company. Because when the organizational commitment value equal to zero, the intention to stay of employee will minus equal to -0.619.

Therefore, if GRP group wants their employees to stay with the company, the owners need to make their employees to commit with company. Making employees to commit, GRP group's owners should pay attention to make their employee satisfy with their job and people (boss and peers) in company.

4.6 The Hypothesis Summary

This study using 'Factor analysis' (data reduction) and 'Linear regression' for testing the 'Hypothesis' of this study that illustrated in the table below

Table 4.26 Hypothesis summary of factors influencing employees' organizational commitment

Hypotheses	Methods test	Results
H1: Remuneration and rewards have positive influence on organization commitment.	Factor analysis (data reduction)	This factor could not pass the factor analysis criteria because of contribution value and cross loading problems. Therefore, this research H1

Table 4.26 Hypothesis summary of factors influencing employees' organizational commitment (cont.)

Hypotheses	Methods test	Results
H2: Co-worker support has positive influence on organization commitment.	Factor analysis (data reduction)	Revised to be H1_r: Co-worker & Supervisor support factor have positive influence on organizational commitment.
H3: Job satisfaction has positive influence on organization commitment.	Factor analysis (data reduction)	Revised to be H2_r: Job satisfaction has positive influence on organizational commitment
Ha₄: Supervisor support has positive influence on organization commitment.	Factor analysis (data reduction)	Revised to be H1_r: Co-worker & Supervisor support factor have positive influence on organizational commitment.

Table 4.26 showed hypothesis of independent factors had to be revised after testing factor analysis from 4 factors to 2 factors for this research testing, which are 'Co-worker and Supervisor support' factor, and 'Job satisfaction' factor. Same as the results on Table 4.27 below, the hypothesis revised for testing 'Organizational commitment' factor

Table 4.27 Hypothesis summary of organizational commitment factors influencing intention to stay factor.

Hypotheses	Methods test	Results
H5: Organizational commitment has positive influence on intention to stay.	Factor analysis (data reduction)	Revised to be Ha_{3r}: Organizational commitment factors has positive influence on intention to stay

Table 4.27 showed the hypothesis Ha3r of organizational commitment factor has positive influence on intention to stay of GRP group's employees was revised. After, this study revised the hypothesis and using multiple linear regression to test the revising hypothesis. The result summary showed in table below:

Table 4.28 Revising Hypothesis summary of factors influencing employees' organizational commitment

Hypotheses	Methods test	Results
H1_r: Co-worker & Supervisor support factors has positive influence on organizational commitment	Linear Regression	Accepted H1_r:
H2_r: Job satisfaction has positive influence on organizational commitment	Linear Regression	Accepted H2_r

Multiple Linear Regression method was used to test hypotheses of this study in order to describe the relationship of each factor that can influence organizational commitment. Table 4.28 illustrated the answers of the study are the supportive factor and job satisfaction have positive influencing employee commitment to organization.

This research also tested linear regression method for seeking the relationship between organizational commitment factor and intention to stay factor. The result shown in the Table 4.29

Table 4.29 Revising Hypothesis summary of intention to stay of GRP group's employee

Hypotheses	Methods test	Results
H3_r: Organizational commitment factors has positive influence on intention to stay	Linear Regression	Accepted H3_r

Therefore, Multiple Linear Regression method tested Hypothesis 3r of this study in order to describe the relationship of each organizational commitment can influence employee intention to stay with this company. The results showed this study accepted that organizational commitment has positive influence on intention to stay. In addition, the answers of the study are the supportive factor and job satisfaction influencing employee commitment to organization, and organizational commitment factor has positive influence on intention to stay.

4.7 Commitment Types Analysis

This research also seeks out the main reason of the majority of GRP group's employees that stay with this small business. Form three questions with transfer from three types of commitment. Meyer and Allen (1997) define three types of organizational commitment which are affective commitment, continuance commitment, and normative commitment. Table 4.30 showed the three statements that represented three types of organizational commitment.

For affective commitment used 'I feel I am a part of a family in the organization' statement, continuance commitment by 'It would be hard to leave the organization now even if I wanted to' statement, and 'I would not leave my organization right now because I have a sense of obligation to the people in it' for normative commitment.

Table 4.30 The main reason to stay with GRP group employees of factors influencing employee commitment with GRP group

Main reason for staying with particular company	Number of respondents	Percentages
I feel I am a part of a family in the organization.	52	94.5%
It would be hard to leave the organization now even if I wanted to.	3	5.5%
I would not leave my organization right now because I have a sense of obligation to the people in it.	0%	0%

Fifty-five GRP group's employees, the majority of them have affective commitment with the company which is 52 employees (94.5%). However, some employees of these small family businesses have a continuance commitment type with 3 employees or 5.5%, no employees' commitment by normative commitment.

Furthermore, this study also asked the respondents to answer about the main factor that influence the respondent to stay with this company. The results showed in Table 4.31:

Table 4.31 The main factor to stay with GRP group employees of factors influencing employee commitment with GRP group

Main factor for staying with particular company	Number of respondents	Percentages
1. Co-workers	11	20.0%
2. Boss and supervisors	16	29.1%
3. Remuneration, rewards	4	7.3%
4. Job itself	21	38.2%
5. Others	3	5.5%

Majority of employees, they stay with their companies because the job itself with 21 respondents (38.2%). The second is boss and supervisors are 16 respondents or 29.1%. The third is their friends with 11 respondents (20.0%). Besides, the minority said they stay because of money with 4 respondents (7.3%). Three respondents (5.5%) said mix 4 factors that make them to commit with is company in 'other' choice.

Therefore, from the both questions; 'what is the main reason for staying with particular company?' and 'what is the main factor for staying with particular company?' The less of GRP group' employees answer the remuneration and rewards, on the contrary, high respondents with the affective commitment. Therefore, the majority of this company might not see money to be the main factor that can motivate them to stay and commit with this company like the majority of the owners thought, even though, the majority of them are sales person (63.6%).

Moreover, this study divided the main reason to stay by position, the results were surprised as the table below:

Table 4.32 Frequency of main factor for staying with your particular company divided be each position

		Main factor for staying with your particular company.				
		Co- worker	Boss and supervisor	Remuneration and rewards	Job itself	Others
		Count	Count	Count	Count	Count
Position	Manager (sales manager)	1	2	1	3	0
	Officer (sales people)	6	8	1	10	3
	Accountant	1	1	0	1	0
	Cashier	2	0	1	4	0
	Craft man	1	3	1	2	0
	House keeper	0	2	0	1	0

Table 4.32 illustrated that the majority of employees do not emphasis to remuneration and rewards even if they are sales people (manager, and officer level). Therefore, the result was surprising to the owners that what they throught were wrong. Money or remuneration and rewards are not the main reason for their employees to stay with their company.

4.8 Result Summarization

This study conducted all 55 employees who are in the operational level (nonfamily members) of GRP group. They are male 6 people who are craft man, and female 49 people. Their positions are manager (sales manager) (7 people), officer (sale person) (28 people), accountant (3 people), cashier (7 people), craft man (1 person), and housekeeper (3 people). The majority of them are 25-54 years old. Most of employees graduate at high school level. Moreover, the majority of employees are

working with this company for more than 15 years working experiences. The salary ranges from 9,000 Baht to more than 15,000 Baht per month.

This study uses exploratory factor analysis and multiple regression to answer the research objectives which is what are the key factors influencing employee to commit and tend to stay with GRP group?

This research began with 4 independent variables, which are remuneration and rewards, co-worker support, job satisfaction, and supervisor support, might influence dependent variables which are organizational commitment, and intention to stay.

After researcher conducted the factor analysis (data reduction), then 'Remuneration and Rewards' factor had to be removed or rejected that hypothesis. Other hypothesizes had to be revised which are co-worker support and supervisor support to be 'Co-worker & Supervisor support' factor (with 6 statements), and job satisfaction revised to be 'Job satisfaction (with 3 statements). Both new hypotheses were the input of multiple regression for testing coefficient and significant level with organizational commitment factor (with 5 statements). The hypotheses are:

H1r: Co-worker & Supervisor support factor has positive influence on organizational commitment.

H2r: Job satisfaction factor has positive influence on organizational commitment

The result showed that this study accepted both hypothesize. The model of this study showed below:

$$\text{Organizational commitment} = 1.333 + 0.262(\text{Co-worker \& Supervisor support}) + 0.417(\text{Job satisfaction})$$

Both factors can influence organizational commitment at significant level 0.05 with this model. For example, the employee commitment to company will increase 2.012 if the company increase 1 co-worker & supervisor support and 1 job satisfaction.

Furthermore, this research accepted hypothesis 3r (H3r: Organizational commitment factors has influence on intention to stay) by organizational commitment is independent factor, and intention to stay is dependent factor. The model is:

$$\text{Intention to stay} = -0.619 + 1.124 (\text{Organizational Commitment})$$

Moreover, the result matched with the answer of the question that ‘what is the main factor to stay with GRP group employees?’ The majority of employees’ answers are 49.1% of respondents stay because of their boss, supervisor (29.1%), and co-workers (20.0%). 38.2% of respondents stay because of job itself or they satisfy with this job. Beside the majority of employees do not stay because of money due to the fact they know that SMEs or small family business cannot hire them in with high pay if compare with big company and same as Milkovich & Newman, (2005) stated.

Moreover, 94.5% of employees answer that they stay with this company because of ‘I feel I am a part of a family in the organization’. Unfortunately, 5.5% of employees said that they stay because they do not have anywhere to go or ‘I would be hard to leave the organization now even if I wanted to’

4.9 Result finding and Discussion

Many researchers in chapter two tried to test the employees in SMEs and family business in their countries about commitment and intention to stay. According to literature reviews, many research proved the factors have impact on commitment, then commitment has impact on intention to stay. In this section, this research aim to see the things that similar and different of previous research results with this study results by discussion with some examples with others researchers who did the research with the SMEs or small family businesses.

This research studied GRP group, which are fourteen gold retailers out of twenty-nine which operate in Pathumthani, Thailand. This study starting from 4 factors which are remuneration and reward factors, co-worker support factor, job satisfaction factor, and supervisor support factor. After this research did the data analysis, the results showed that only two factors that have influence on organizational commitment and intention to stay which are ‘Job satisfaction’ factor, and ‘Co-worker and Supervisor support factor. Moreover, when this research considers the organizational commitment has positive influence on intention to stay or not, the result showed that employee commit to his or her company, he or she has intention to stay with that particular company.

Job satisfaction factor included employees satisfying with their job, they feel their job is important, and secure. For co-worker and supervisor support factor is about boss facilitate on work, and fair to support and recognition, plus peer support, recognition, and care them in workplace. For organizational commitment factor included employees feel a strong sense of belonging to their company, they will accept any assignment in order to stay with their company, and they care about company future then they willing to put effort for the company success. Moreover, in this factor showed that employees feel proud to present to other that they are a part of their company.

This proposed research model based on many literature reviews those test the factor effecting employee commitment to organization and intention to stay, even though, the previous research did not specific industry of their works. Thereby, this research will discuss with the results of some example of SMEs or small family business research that related with this research factors.

According to GRP group's research result showed job satisfaction factor, and co-worker and supervisor support. The results were consisted with SMEs in many countries such as Malaysia (Munir et al., 2007) with job satisfaction, supervisor support, co-worker support, promotion system, and pay, South Africa (Kruger & Rootman, 2010) with job important and interest, working condition, recognition and feedback, employee participate, and reward, and New Zealand (Dang Ngoc Hung, 2013) with teamwork, supportive, proficiency, innovation, and reward. GRP group's employees results similar with those SMEs' employees in four countries were emphasized on job, and support from boss and peers which were the top three of their research. A similar thing that making their employees emphasized in the similar factors, it might came from culture of each country in term of 'Normative culture' (Hofstede center, 2004). Normative culture mean people do thing with respect, and they do a small saving for the future. However, they focus on achievement and quick results (Hofstede center, 2004). Therefore, these kind of people want job satisfaction and support from their boss and peer for their works process and feedback results. However, this research result was not consistent with SMEs' employees in Vietnam (Huynh Thien Hai (2012). The results of Vietnam research (Huynh Thien Hai, 2012) unlike GRP's employees result because Vietnam culture is 'Pratism culture'

(Hofstede center, 2004) which emphasised on saving and investing, and like rules and regulation to follow because they easy for adaptation the condition. Thereby, the research results of Vietnamese employees, who are respondents in his research, were emphasised on company culture and policies, leadership, and remuneration and rewards.

Moreover, the result of this research was surprised to the owners that the majority of their employees do not stay because of money or remuneration and rewards even though most of them are sales person as on Table 4.32.-the frequency of main factor for staying with your particular company divided by each position. This research result was different from other research results, which are in Viet Nam (Huynh Thien Hai, 2012), Malaysia (Munir et al, 2007), New Zealand (Dang Ngoc Hung, 2013), and South Africa (Kruger and Rootman, 2010). These research results illustrated that money or remuneration and rewards still has influence on organizational commitment and intention to stay, even though, this factor less contribute in term of influencing on employees.

Consequently, those three factors can increase organizational commitment and intention to stay. The results of this study consist with other research from literature review. For example, employees who are George (2013) stated that the result that the commitment that they will act is loyal to company, and proud to tell others that they are a part of particular company.

Therefore, the factors that influence employee commitment to organization and tend to stay for GRP group are job, supportive which matched with many previous research in SMEs contexts. However, this GRP group's employees might not commit and stay with their company because of remuneration and rewards like other countries follow the statistic results. Remuneration and rewards factor of this GRP group's employees is significant in statistical result, it different from other literature reviews that this research discussed above. Because other research stated the remuneration and rewards (money) still significant level, even though that factor is less contribution. Thereby, employees in those research still considered about remuneration and rewards factor that make them commit and stay with their company. In contrary, this factor could not be in GRP group's employees' mind to work for their gold retailer company. Another reason, it might because of family atmosphere management that make

employees feel that they are a part of their company, thereby, the management style might be the reason that they stay with the companies more than money.



CHAPTER V

CONCLUSION AND LIMITATION

5.1 Conclusions

This study aims to study the key factors influencing employees to commit and stay with GRP group which is gold retailer business (small family business) that operate in Pathumthani, Thailand. In order to answer the research question of this study, this research starts with seeking the company problems, the owners' point of views, and the original company method solving the problems. Second, the literature reviews were conducted on factors influencing organizational commitment and intention to stay. The factors from literature reviews were tested to test with GRP group's employees.

According to the research question of this study is 'What are the key factors influencing employees to commit with GRP group?' This research found out from the literature reviews in chapter two that there are many the factors influence employees with organizational commitment, and intention to stay (by the organization commitment). This study decided to choose the top four factors which are remuneration and rewards, co-worker support, supervisor support, and job satisfaction for seeking the relationship of each factor with commitment, and the commitment influenced on intention to stay.

The results of this research illustrated the key factors influencing organizational commitment and intention to stay which are job satisfaction, and co-worker and supervisor support.

Table 5.1 Key factors influencing employee commitment and intention to stay with GRP group

Factors	Components	
Job satisfaction	Job satisfaction Job security Job important	
Co-worker & Supervisor support	Co-worker support	Peer caring Peer support Peer recognitions
	Supervisor support	Boss facilitating Boss recognitions Boss fair to support
Organization commitment	Accepting any job assignments Willing to put more effort on work Pound to tell others Strong sense of belonging Caring about company future	
Intention to stay	Happy to stay Do not find a new job in the near future	

The table 5.1 illustrated that GRP group's employees commit and stay with this company because of 9 components. They commit with their works because they satisfy with their job. They think their job is important to them and to company. They feel they are a person who is important to this company. Moreover, they feel this job is secure for them, and satisfy to work with this company job.

For the co-worker & supervisor support, they commit and stay with this company because employees supported by their boss and coworkers. For instant, boss and peer are caring, support and facilitate them in their tasks. Moreover, employees feel that they are recognized by boss and peer when they did a good job.

The job satisfaction and co-worker & supervisor support are positive influencing on organizational commitment and intention to stay. If employees satisfy by those two factors, they will proud to present to others that they are a part of this

company with the sense of belonging. Therefore, they will care about the company's future. Then they will accept and put effort into any work from this company. After they commit with this company, they will be happy to work with this company. The turnover rate of this company will decrease.

The results of this study aligned with many previous research. As the results from literature reviews and the result discussion, most of employees in SMEs context influenced by non-monetary rather than money like the majority of GRP group's owners through. For example, SMEs in New Zealand (Dang Ngoc Hung, 2013), Malaysia (Munir et al, 2007), and South Africa (Kruger and Rootman, 2010), the common things of top factors has positive influencing their SMEs' employees in those countries are job and supportiveness. The less affective is money.

Moreover, this research studied the commitment types of GRP group employees. The results showed that 94.5% are affective commitment type, and 5.5% are continuance commitment types. Those mean the majority of employees commit and stay with this company because they feel they are a part of a family in this company, rather than they stay because they nowhere else to work for.

To cross checked with the results from regression process, this study asked GRP group's employees to answer about main factors for staying with this company. The results showed that the majority of employees are staying because of job itself, boss and supervisor, peer, and money respectively. It confirm with the hypothesis that job and support from boss and peer are important for employees.

5.2 Academics contribution

The research results provided the contribution to academic in term of organizational commitment and intention to stay in gold retailer SMEs or family business perspective in Pathuthani, Thailand. This research studied non-family employees- who are manager, officer (sales people, accountant, craft man, and housekeeper) - in operational level are emphasis more on their job, boss, and peers rather than money or remuneration and rewards. The research result showed difference view points from boss and subordinate in term of the job satisfaction and co-worker and supervisor support dimensions. The result of this study would benefited to the

academic and SMEs' owners in gold retailers in term of knowing what are their employees' mind sets which could help in their business for driving them to work and stay with just a small company.

5.3 Recommendations and Practical implications

According to the results of this research, GRP group's owner might see more employees' perspective which conversely with the owners' perspective. The results showed that the employees commit and stay with this company because of job, boss, and peers. After the owners know these factors, the owner might change mindset and improve relationship with employees more than using only money.

Moreover, the research found that the majority of employees feel that they are a family member of this company. They are willing to work with this company. They also feel a sense of belonging, and proud to tell others that they are a part this company. Therefore, 94.5% of employees want to commit and stay with this company.

For the owners and management level people might start with two factors, which are job satisfaction, and co-worker & supervisor support, for satisfying the exiting employees and the new comers.

Job satisfaction factor, the owner has to make employees to feel with their jobs or assignments are important to them and to company. Because employees want to be the one who are important for the company. Therefore, the owner or boss should make them feel like their roles or jobs that they perform are important to the company for survive. For example, the owner might use a strength of each employee to make them feel that they can use their ability on their jobs, and to make them feel they perform their jobs well. Moreover, the owners should keep telling them that they are important, and how much they are important to company. Then employees will produce more effective works to company. Furthermore, when they feel they are a part of the success of this company to survive and grow, then they will feel more their job are secure and will satisfy with this works. Therefore, they tend to commit with their works, company, and tend to stay with this family business.

In term of Co-worker and Supervisor support factor, the owners or boss and supervisors (management level) should build up a supportive culture. For

example, company should facilitate employees when they have to perform their tasks. Moreover, boss should demonstrate fairness to support and recognize employees for their works. Supervisor should not make them feel like their boss is bias. Boss should not make employees depress and should not make employees who are grade 'A' feel like they are grade 'B' people. Boss also might ask employees individually to seek more about the root cause of problems that occur with his or her work. Even though, the problems might occur from works, co-workers, and personal issues. If company can help or support them to fix those problems, they might feel better to work with this company, then they will contribute more to company and stay for long.

Furthermore, company might use teamwork strategy to build more employees' relationship among them. For example, company might set the team targets for their KPI (key performance indicators) to measure their works and contribution. Then they will help each other to achieve their goals. After the result of works, the owner might celebrate for their contribution, and recognized them. Moreover, company might set the knowledge sharing system from employees, who are top performance, to share their tactics and experiences to their co-workers. Therefore, employees will feel more their friends care and support or willing to help each other. Then atmosphere in workplace will have less conflict when employees talk and care each other.

The result of create the support culture, and job satisfaction. The employees will invite their friends to work with this company. Moreover, from the statement that they are proud to present 'they are a part of this company' might attract the new comer. Then the new company nature changes from money to be the job satisfaction and support, the result might help to increase the organizational commitment and willing to stay with this company.

5.4 Limitations

According to this study is developed specific for fourteen gold retailers in Pathumthani, Thailand, researcher did not gathering information for the whole gold retailers in Thailand. Therefore, the results of this study cannot used to be the conclusion for the whole SMEs in Thailand of this industry.

From this research design, this study used questionnaires instrument from many previous researchers to construct this questionnaire of this study. Moreover, this study was not pre-test the questionnaire (or pilot testing) for testing the understanding of respondents. Therefore, this questionnaire of this research, it creates problems. For examples, some questions are not suitable for this group context. The questionnaire translation from English to Thai language, the meaning might change the content of the traditional questions. Some questions might lead or create bias to respondents for answering. The questions are overlapping each other. Using questionnaire, this research could not get inside or deed information from GRP group's employees. This study did not study about demographic, and geographic influencing commitment and intention to stay. Furthermore, remuneration and rewards factor was not able to analyze the relationship with dependent variable. Even though, this factor's mean is rank number two- follow job satisfaction factor. Therefore, this factor might not clear in term of questions in survey.

Model of this study was constructed from many model. Therefore, some factors were selected to test, it was not cover every factors. For example, working environment, and working condition. Moreover, these samples of employees are satisfied with their remuneration from Table 4.5, Remuneration and rewards Factor of factors influencing employee commitment with GRP group. However, the results of remuneration and rewards factor of this study was not quality variables because of cross loading problem, when did the data reduction. Even though that table 4.5 showed the average of agreement at agree level. Furthermore, this research did not prove that organizational commitment and intention to stay will increase contribution or increase their performances.

5.5 Future research

According to many problems from limitations section, a further study or next researcher should conduct for bigger picture; for example, the whole SMEs in a specific industry. Moreover, next researcher should adapt the questions in questionnaire that suitable for each context. To get the information deeper of employees' perspective, next study might use the qualitative or semi method which

includes both quantitative and qualitative method. To make the model useful, a further research should add more factors to consider.



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APPENDIX B: QUESTIONNAIRS QUESTIONS REFERENCES

Section 1: Demographical section (8 questions)

Table 1 Demographic questionnaire reference

Demographic Factors	Questions	References
Owner or employees	You are owners or employees	Calista lai (2009)
Owner's opinions	What is the main factor that motivate your employee to commit and stay with company?	Calista lai (2009)
Gender	What is your gender?	Danielle Giffith-Kranenburg (2013)
Age	What is your age range?	Danielle Giffith-Kranenburg (2013)
Education	What is your highest level of education?	Danielle Giffith-Kranenburg (2013)
Position	What is your position?	Danielle Giffith-Kranenburg (2013)
Working experiences	Which range indicates the number of years you are employed within the company	Danielle Giffith-Kranenburg (2013)
Salary	What is your average monthly salary range?	Danielle Giffith-Kranenburg (2013)

Section 2: The independence factors section (16 questions)

Table 2 Independence factors questionnaire references

Independent Factors	Questions	References
Remuneration and rewards	This company pay well.	Huynh Thien Hai (2012)
	This company offers a good benefits package.	Huynh Thien Hai (2012)
	I feel I am being paid a fair amount for the work I do.	Danielle Giffith-Kranenburg (2013)
	Employees are given positive recognition when they produce high quality work. (company/ owner)	Louise Magusson (2013)
Co-worker support	My co-workers care about me and how I feel.	Louise Magusson (2013)
	My co-workers support me at work.	Chun- Chang Lee (2012)
	Being recognized by co-workers.	Calista lai (2009)
Supervisor support	My manager provides me with enough assistant to develop in my role.	Louise Magusson (2013)
	The company and managers facilitate we do things.	Huynh Thien Hai (2012)
	Being recognized by supervisor. (line manager)	Calista lai (2009)

Table 2 Independence factors questionnaire references (cont.)

Independent Factors	Questions	References
Supervisor support	My manager is unfair to support me when compare with other co-workers (in term of feedback, opinion, and actions in workplace).	Danielle Giffith-Kranenburg (2013)
	I feel free to be who I am at work.	Elmarie Venter et al. (2005)
	I satisfy with my job.	Elmarie Venter et al. (2005)
	I am willing to put in a great deal more effort than normally expected to my job.	Danielle Giffith-Kranenburg (2013)
	I feel my job secure	Kruger and Rootman (2010)
	I feel this job is important to me.	Kruger and Rootman (2010)

Section 3: The dependence factors questions (7 questions)

Table 3 Dependence factors questionnaire references

Dependent Factors	Questions	References
Organization commitment	I feel a strong sense of belonging to this company.	Huynh Thien Hai (2012)
	I could just as well working for different company if the type of work was similar (negative)	Huynh Thien Hai (2012)

Table 3 Dependence factors questionnaire references (cont.)

Dependent Factors	Questions	References
Organization commitment	I am willing to put in a great deal more effort than normally expected to help this company be successful.	Huynh Thien Hai (2012)
	I really care about the future of this company	Huynh Thien Hai (2012)
	I am proud to tell others that I am a part of this company.	Huynh Thien Hai (2012)
	It would take very little change in my present circumstance to cause me to leave this company. (negative)	Huynh Thien Hai (2012)
	I would accept any type of job assignment in order to keep working for this company.	Huynh Thien Hai (2012)

Dependence factors questionnaire references (2 questions)

Table 4 Dependence factors questionnaire references

Dependent Factors	Questions	References
Intention to stay	I would be very happy to spend the rest of my career in this company.	Huynh Thien Hai (2012)

Table 4 Dependence factors questionnaire references (cont.)

Dependent Factors	Questions	References
Intention to stay	I will not look for a new job in the near future (within 1 year).	Huynh Thien Hai (2012)

Section 4: The organizational commitment types and support section (2 question)

Table 5 The organizational commitment types questionnaire references

Organizational commitment types	Questions	References
	What is your main reason for staying with particular company?	Steve McKenna (2005)
Affective commitment	I feel I am a part of a family in the company.	Steve McKenna (2005)
Continuance commitment	It would be hard to leave the company now even if I wanted to.	Steve McKenna (2005)
Normative commitment	I would not leave my company right now because I have a sense of obligation to the people in it.	Steve McKenna (2005)
	What is your main factor for staying with particular company?	Steve McKenna (2005)

APPENDIX C: QUESTIONNAIRE IN ENGLISH



Mahidol University

This questionnaire is a part of primary data for a ‘Thematic Paper’ as a part of Master’s degree at College of Management Mahidol University (CMMU). The purpose this research is to study “Factors influencing employee commitment to organization or company- SMEs and small family business: Golden Dragon Partnership, Thailand case study” topic. Please answer each question that most matches with your opinion. Your information will be kept in confidential and used for academic purpose only. This questionnaire will take approximately 10 minutes of your valuable time. Thank you for your cooperation.

The questionnaire consists of 3 parts:

1. General personal information.
2. Personal opinions toward each factor for influencing you commitment to company.
3. Personal opinion for organizational commitment
4. Personal opinion for your commitment

Part 1: Please mark \checkmark in or fill in the blank in front of the item that relate your personal data.

1. You are owner or employee

Owner (please do only question number 2)

Employee (please do question number 3 until the end)

2. What is the main factor that motivate your employee to commit and stay with company?

Co-workers

Boss and supervisor

Money, rewards, recognition

Job itself

3. What is your gender?

Male

Female

4. What is your age range?

16- 24 years old

25- 34 years old

35- 44

years old

45- 54 years old

55- 64 years old

< 65 years old

5. What is your highest level of education?

High School

Vocational Certificate

High Vocational Certificat

Bachelor Degree

More than Bachelor Degree

6. What is your position?

Manager

Officer (sales person)

Accountant

Cashier

Craft man

House keeper

7. Which range indicates the number of years you are employed within the organization?

- Less than 1 year 1- 5 years 6- 10 years
 11-15 years More than 15 years

8. What is your average monthly salary range? (Baht)

- Less than 9,000 Baht 9,001-12,000 Baht
 12,001-15,000 Baht More than 15,001 Baht

Part 2: Please mark \checkmark in table to rate the scale to show your opinion for each question.

Factor for influencing organization commitment.	scales				
	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
	5	4	3	2	1
9. My co-workers care about me and how I feel.					
10. My co-workers support me at work.					
11. My co-workers recognized what I did for work.					
12. My manager provides me with enough assistant to develop in my role.					
13. The company and managers facilitate when we do things.					
14. I being recognized by supervisor, it is important. (management level /line manager)					
15. My manager is fair to support me when compare with other co-workers (in term of feedback, opinion, and actions in workplace).					

Factor for influencing you commitment to company questions.	scales				
	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
	5	4	3	2	1
16. I feel free to be who I am at work.					
17. I satisfy with my job.					
18. I am willing to put in a great deal more effort than normally expected to my job.					
19. I feel that my job secure					
20. I feel this job is important to me.					
21. This company pay well.					
22. This company offers a good benefits package.					
23. I feel I am being paid a fair amount for the work I do.					
24. Employees are given positive recognition when they produce high quality work (management level / line manager)					

Part 3: Please mark \checkmark in table to rate the scale to show your opinion for each question.

Organization commitment	scales				
	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
	5	4	3	2	1
25. I feel a strong sense of belonging to this company.					
26. I really care about the future of this company					
27. I am willing to put in a great deal more effort than normally expected to help this company be successful.					
28. I am proud to tell others that I am a part of this company.					
29. I would accept any type of job assignment in order to keep working for this company.					
30. I would accept any type of job assignment in order to keep working for this company.					
Intention to Stay Questions					
31. I would be happy to spend the rest of my career in this company.					
32. I will not look for a new job in the near future (in 1 year).					

Part 4: Please mark \checkmark in or fill in the blank in front of the item that relate your personal data.

33. What is your main reason for staying with particular company?

- I feel I am a part of a family in the company.
- It would be hard to leave the company now even if I wanted to.
- I would not leave my company right now because I have a sense of obligation to the people in it.

34. What is your main factor for staying with particular company?

- Co-workers
- Boss and supervisor
- Money, benefits, and rewards
- Job itself
- Other (please identify) _____

Thank You

APPENDIX D: QUESTIONNAIRE IN THAI



มหาวิทยาลัยมหิดล

แบบสอบถามเพื่อการวิจัย

งานวิจัยนี้เป็นส่วนหนึ่งของการวิจัย หลักสูตรปริญญาโท สาขาการทุนมนุษย์ และการจัดการ
องค์กร มหาวิทยาลัย มหิดล โดยมีวัตถุประสงค์ เพื่อการศึกษา ปัจจัยที่มีอิทธิพลก่อให้เกิดความผูกพันกับ
องค์กรของพนักงานในธุรกิจขนาดกลางและขนาดย่อม (SMEs) และ กิจการแบบธุรกิจครอบครัว

ข้อมูลที่ได้รับจากท่าน ทางผู้จัดทำวิจัยจะเก็บรักษาไว้เป็นความลับ และนำไปใช้เพื่อการศึกษา
และวางแผนเพื่อประกอบการดำเนินการของมหาวิทยาลัยอย่างเหมาะสม จึงหวังเป็นอย่างยิ่งว่าจะได้รับ
ความร่วมมือจากท่านในการตอบแบบสอบถาม การตอบแบบสอบถามทั้งหมด ใช้เวลาประมาณ 10 นาที
และทางผู้จัดทำวิจัย ขอขอบคุณทุกท่านมา ณ โอกาสนี้

แบบสอบถามแบ่งเป็น 4 ส่วน คือ

ส่วนที่ 1 ข้อมูลทั่วไปของผู้ตอบแบบสอบถาม

ส่วนที่ 2 ปัจจัยที่มีผลต่อความผูกพันของพนักงานที่มีต่อองค์กร

ส่วนที่ 3 ทักษะของพนักงานที่มีต่อองค์กร

ส่วนที่ 4 ความผูกพันต่อองค์กร

ขอขอบคุณที่ท่านกรุณาสละเวลาให้ความร่วมมือในการตอบแบบสอบถามฉบับนี้อย่างดียิ่ง

นักศึกษาระดับปริญญาโท สาขาการทุนมนุษย์ และการจัดการองค์กร

วิทยาลัยการจัดการ มหาวิทยาลัยมหิดล

(กรุณาตอบคำถามทุกข้อ โดยเฉพาะข้อที่มี *)

ส่วนที่ 1: ข้อมูลทั่วไปของผู้ตอบแบบสอบถาม

คำชี้แจง : กรุณาใส่เครื่องหมาย ✓ ในช่อง ที่ตรงกับข้อเท็จจริงของท่านมากที่สุด

1. คุณคือ

เจ้าของ (โปรดทำเฉพาะข้อ 2)

พนักงาน (โปรดทำข้อ 3 เป็นต้นไป)

2. คุณคิดว่าปัจจัยอะไรที่ทำให้พนักงานของคุณอยู่กับองค์กรนี้

เพื่อนร่วมงาน

เจ้านาย

เงินและรางวัล

งาน

3. เพศ*

ชาย

หญิง

4. อายุ*

16-24 ปี

25-34 ปี

35-44 ปี

45-54 ปี

55-64 ปี

< 65 ปี

5. วุฒิการศึกษา*

- มัธยมศึกษา ประกาศนียบัตรวิชาชีพ (ปวส.)
- ประกาศนียบัตรวิชาชีพชั้นสูง (ปวช.) ปริญญาตรี
- สูงกว่าปริญญาตรี

6. ตำแหน่งงาน*

- ผู้จัดการ พนักงานทั่วไป (พนักงานขาย)
- พนักงานบัญชี พนักงานคิดเงิน/แคชเชียร์
- ช่างฝีมือ แม่บ้านทำความสะอาด

7. ระยะเวลาการทำงานกับองค์กร*

- น้อยกว่า 1 ปี 1-5 ปี 6-10ปี
- 11-15 ปี มากกว่า 15 ปี

8. รายได้เฉลี่ยต่อเดือน*

- น้อยกว่า 9,000 บาท 9,001 – 12,000 บาท
- 12,001 – 15,000 บาท มากกว่า 15,001 บาท

ส่วนที่ 2: ปัจจัยที่มีผลต่อความผูกพันของพนักงานที่มีต่อองค์กร

คำชี้แจง : กรุณาใส่เครื่องหมาย ✓ ในตาราง ที่ตรงกับระดับความพึงพอใจ ความคิดเห็น หรือ ข้อเท็จจริงของท่านมากที่สุด ลักษณะการตอบแบบสอบถามเป็นแบบประเมินค่า (Rating Scale) โดย กำหนดคะแนนดังนี้

5 คือ เห็นด้วยมากที่สุด 4 คือ เห็นด้วยมาก 3 คือ เห็นด้วยปานกลาง 2 คือ เห็นด้วยน้อย 1 คือ เห็นด้วยน้อยที่สุด

ปัจจัยที่มีผลต่อความผูกพันของพนักงานที่มีต่อองค์กร	ระดับความคิดเห็น				
	เห็นด้วยมากที่สุด	เห็นด้วยมาก	เห็นด้วยปานกลาง	เห็นด้วยน้อย	เห็นด้วยน้อยที่สุด
	5	4	3	2	1
9. เพื่อนร่วมงานของฉันแคร่ความรู้สึกของฉัน*					
10. เพื่อนร่วมงานของฉันสนับสนุนการทำงานของฉัน*					
11. ฉันได้รับการยอมรับ และยกย่องจากเพื่อนร่วมงานของฉัน*					
12. เจ้านายและหัวหน้าให้ความช่วยเหลือในการพัฒนาการทำงาน ของฉัน*					
13. เวลานั้นทำงาน เจ้านายและ หัวหน้าอำนวยความสะดวกให้ฉัน*					
14. ฉันได้รับการยอมรับ และยกย่องจากเจ้านายและหัวหน้า*					
15. ฉันรู้สึกเป็นตัวของตัวเองในเวลาทำงาน ในที่ทำงาน*					
16. ฉันพึงพอใจกับงานที่งานที่ฉันทำ หรือได้รับมอบหมายให้ทำ*					

ปัจจัยที่มีผลต่อความผูกพันของพนักงานที่มีต่อองค์กร	ระดับความคิดเห็น				
	เห็นด้วยมากที่สุด	เห็นด้วยมาก	เห็นด้วยปานกลาง	เห็นด้วยน้อย	เห็นด้วยน้อยที่สุด
	5	4	3	2	1
17. ฉันรู้สึกว่าเป็นนายและหัวหน้าผู้ดีธรรมในการสนับสนุนฉัน เมื่อเปรียบเทียบกับเพื่อนร่วมงานคนอื่น เช่น การให้ข้อเสนอแนะ การให้ความคิดเห็น และการแสดงออกในที่ทำงาน เป็นต้น*					
18. ฉันชอบที่จะทุ่มเทให้กับงานที่ฉันทำหรือได้รับมากกว่าที่เจ้านายหรือหัวหน้าคาดหวังไว้*					
19. ฉันรู้สึกว่าการที่ฉันทำเป็นงานที่มั่นคง*					
20. ฉันรู้สึกว่าการที่ฉันทำเป็นงานที่สำคัญ*					
21. ฉันรู้สึกว่าการจ่ายผลตอบแทนให้ฉันเป็นอย่างไรดี เช่น เงินเดือน โบนัส ค่าคอม เป็นต้น*					
22. องค์กรนี้มีการจ่ายสิทธิประโยชน์และสวัสดิการให้พนักงานเป็นอย่างดี เช่น ประกันสังคม เงินประกันความเสี่ยง เป็นต้น*					
23. ฉันรู้สึกว่าการจ่ายค่าตอบแทนจากการทำงานอย่างยุติธรรม*					
24. พนักงานทุกคนในองค์กรได้รับการยอมรับ ยกย่อง และให้รางวัลเป็นอย่างดีเมื่อทำดี ทำงาน ได้คุณภาพ จากเจ้านาย*					

ส่วนที่ 3: ความผูกพันของพนักงานที่มีต่อองค์กร

คำชี้แจง : กรุณาใส่เครื่องหมาย ✓ ในตาราง ที่ตรงกับระดับความพึงพอใจ ความคิดเห็น หรือ ข้อเท็จจริงของท่านมากที่สุด ลักษณะการตอบแบบสอบถามเป็นแบบประเมินค่า (Rating Scale) โดย กำหนดคะแนนดังนี้

5 คือ เห็นด้วยมากที่สุด 4 คือ เห็นด้วยมาก 3 คือ เห็นด้วยปานกลาง 2 คือ เห็นด้วยน้อย 1 คือ เห็นด้วยน้อยที่สุด

ความผูกพันของพนักงานที่มีต่อองค์กร	ระดับความคิดเห็น				
	เห็นด้วยมากที่สุด	เห็นด้วยมาก	เห็นด้วยปานกลาง	เห็นด้วยน้อย	เห็นด้วยน้อยที่สุด
	5	4	3	2	1
25. ฉันรู้สึกว่าเป็นส่วนหนึ่งขององค์กรนี้*					
26. ฉันสนใจและใส่ใจเกี่ยวกับความสำเร็จในอนาคตขององค์กร*					
27. ฉันเต็มใจ ทูมเทให้กับการทำงานให้กับองค์กร เพื่อความสำเร็จขององค์กร*					
28. ฉันภูมิใจที่จะบอกคนอื่นว่าฉันเป็นส่วนหนึ่งขององค์กรนี้*					
29. ฉันยินดีทำงานทุกอย่างที่ได้รับมอบหมาย เพื่อให้ได้ทำงานกับองค์กรนี้ต่อไป*					

ความผูกพันของพนักงานที่มีต่อองค์กร	ระดับความคิดเห็น				
	เห็นด้วยมากที่สุด	เห็นด้วยมาก	เห็นด้วยปานกลาง	เห็นด้วยน้อย	เห็นด้วยน้อยที่สุด
	5	4	3	2	1
30. ฉันมีความสุขที่จะทำงานที่นี้ต่อไปในชีวิตการทำงานที่เหลือของ ฉัน*					
31. ใน 1 ปี มานี้ฉันไม่ได้กำลังมองหาใหม่อยู่*					

ส่วนที่ 4: ความผูกพันต่อองค์กร

คำชี้แจง : กรุณาใส่เครื่องหมาย ในช่อง ที่ตรงกับข้อเท็จจริงของท่านมากที่สุด

32. อะไรคือเหตุผลหลัก(มีผลมากที่สุด)ที่ทำให้ท่านทำงานอยู่กับองค์กรปัจจุบันของคุณ (เลือก
เพียงข้อเดียว)*

- ฉันรู้สึกเป็นส่วนหนึ่งขององค์กรนี้ องค์กรนี้เป็นเหมือนครอบครัวของฉัน
- ฉันรู้สึกว่ามันยากที่จะลาออกจากองค์กรนี้ ถึงแม้ว่าฉันจะต้องการก็ตาม (ไม่มีที่จะ
ไป)
- ฉันมีข้อผูกมัด หรือสัญญาไว้กับคนหรือองค์กรนี้ ทำให้ฉันลาออกจากองค์กรไม่ได้

33. อะไรคือปัจจัยหลัก ที่ทำให้ท่านทำงานอยู่กับองค์กรปัจจุบันของคุณ (เลือกเพียงข้อเดียว)

- เพื่อนร่วมงาน
- เจ้านาย
- เงิน, ผลประโยชน์ และรางวัล
- งาน
- อื่นๆ (โปรดระบุ) _____

