



**VALIDATING A JOB CHARACTERISTICS MODEL OF
ORGANIZATIONAL COMMITMENT AND IN-ROLE
AND EXTRA-ROLE CORPORATE CITIZENSHIP
BEHAVIOUR: A CASE OF SANSAI STEEL
CENTER CO., LTD. IN CHIANG RAI
PROVINCE**

SIRIRAT SRIRATTANAPRASIT

**MASTER OF BUSINESS ADMINISTRATION
IN
ENTREPRENEURIAL MANAGEMENT**

SCHOOL OF MANAGEMENT

MAE FAH LUANG UNIVERSITY

2015

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2015

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ACKNOWLEDGEMENTS

This independent study is complete in nature in that it provides the entire research results and discussions based on the research design procedure outlined. The research proposal is outlined in the following sequence:

This independent study has been presented to the International Multidisciplinary Academic Conference in Thailand, held in Pattaya, on 2-3 November 2015, as conference event to welcome international academicians to participate for UNESCO's 70th Anniversary Celebrations, and also at The 3rd SUIC International Conference: the Trend of Global Business in the New Digital Era, which is the conference for organized to commemorate the 12th Anniversary of Silpakorn University International College (SUIC), on 2-3 December 2015.

The researcher would like to thank supervisor Dr. Tan, Chai Ching for his wholehearted kindness and professionally precise efforts. The ability to pick up the competency of the complete journey of a so-called rigorous research process is never easy and straightforward, which takes the supervisor a huge strength, mental and physical effort to make it happen. A research is a never-ending continuing inquiry process, and still much can be done and accomplished further, which the author would hope it can be taken up in the future arising opportunity.

In addition, I would like to thank my friends, classmates, and especially my family members, as with them besides me all the time, this research effort becomes enjoyable, and remains achievable and positive.

Sirirat Srirattanaprasit

Independent Study Title	Validating a Job Characteristics Model of Organizational Commitment and In-Role and Extra-Role Corporate Citizenship Behaviour: A Case of Sansai Steel Center Co., Ltd. in Chiang Rai Province
Author	Sirirat Srirattanaprasit
Degree	Master of Business Administration (Entrepreneurial Management)
Advisor	Chai Ching Tan, Ph. D.

ABSTRACT

The research objective is to perform an exploratory research to study nature of antecedents that play key roles in influencing both in-role and extra-role corporate citizenship behaviours, by incorporating variables that relate to job characteristics perceived by the employees at individual- and team-level, and extrinsic motivation that relates to new policies installed and the perceived change management at organizational level. Multivariate statistical means would be exploited to attempt to identify a theoretical structure to capture the interrelationship patterns of these variables. As very little research exists regarding the effects of specific facets of jobs (i.e. job characteristics) and job satisfaction and commitment leading to corporate citizenship behaviours, especially towards in-role and extra-role nature of behaviours, this research effort become worthwhile.

The single case is selected not for the reason of deviant case study or critical case study purposes (cf. George & Bennett, 2004), but for the purpose to fulfill the theoretical expectations of the conceptual model. As such, it is also explanatory in

nature.

By the use of representative sample and with the supportive evidences of the interviews-driven rich data, a careful thematic analysis would lead to better development of the questionnaire development of robust reliability and validity. This would ensure the lowest possible sample size needed for some of the important inferential statistical analysis as advocated and analyzed in Cohen (1992). Qualitative approach to case study as the a priori to quantitative survey is appropriate as it is flexible and also allows the data to be collected in natural, real-life situations.

As a result of this contextual meaningfulness and the rich information driven interviews, internal validity should be robustly secured, being represented by the relatively higher effect size of the R-squared of the multivariate regression analysis (Cohen, 1992). In other words, this research design is based on mixed method approach which uses interviews for thematic and patterns-of-themes identification to help guide the next stage of data collection, driven by questionnaire-based survey of the employees of a case organization. Along this process the exploratory factor analysis has come to the benefits of the researcher. For instance, based on VARIMAX method, the most popular orthogonal factor rotation methods focusing on simplifying the columns in a factor matrix in the exploratory factor analysis (Hair et al. 2006; Tan, 2015a), six distinctive job characteristics are identified, namely as personal growth, job identity and supervisory feedback, skill diversity and significance of task, people cooperation oriented, self-performance awareness, challenging job and growth opportunity, and high-level skills and autonomy. A broader classification indicates two domains of job characteristics, namely job resources (the intrinsic resource nature represented by personal growth and supervisory feedback, and self-performance awareness) and job demands represented by the diversity of skill and significance of task, people cooperation oriented tasks, and job nature that is challenging and filled with growth opportunity, and high-level skills and autonomy. These job characteristics share some of the similar attributes of the job characteristics model

proposed by Richard Hackman and Greg Oldham (1971, 1975, 1976 and 1980), and beyond.

This research also provides many fronts of implications to both theories and the case organization, and on practical aspect in general. For instance, judging from the perceptions levels of the employees, the employees do provide favorable responses towards both in-role and extra-role organizational citizenship behaviours (OCBs), which imply to the case organization that they are able to maintain, to some good level, the loyal state of the employee, manifested by the behavioural willingness to protect the organization when problems occur and to participate in company meetings, show caring about the corporate images, and waste not on social media and gossip aspects, and demonstrate extra-role in helping others who are absent in work, in sharing ideas to improve the functioning of the organization, in solving problems of their colleagues in work, and to provide the necessary training assistance to newcomer employees. The other significant potentials identified from the overall descriptive analysis are the motivation of the employees, both on intrinsic and extrinsic aspects, and this also implies to the case organization to further try to tap on these inherent driving forces to drive up the job satisfaction of the employees, currently standing at mean of 3.5688, with a standard deviation of 0.44503. Intrinsic motivation, which for instance can stimulate the employees to take on the challenge of work and to learn new things, and to feel intrinsic satisfaction upon doing a good job, should be promoted as the final model validation (which supports the propositions being raised) shows that intrinsic motivation influences not only job satisfaction, but also organizational commitment of the employees, as well as their in-role and extra-role organizational citizenship behaviours (OCBs).

Keywords: Job Resources and Demands/Job Satisfaction/Organizational Commitment/Organizational Citizenship Behaviour (OCB)/Construction Material

TABLE OF CONTENTS

	Page
ACKNOWLEDGEMENTS	(3)
ABSTRACT	(4)
LIST OF TABLES	(10)
LIST OF FIGURES	(13)
 CHAPTER	
1 INTRODUCTION	1
1.1 Background to the Research	1
1.2 Research Objective	3
1.3 Justification for the Research	5
1.4 Overview of Research Design and Methodology	6
1.5 Outline of the Research	7
1.6 Definitions	8
1.7 Limitations	11
1.8 Summary	12
 2 LITERATURE REVIEW	14
2.1 Introduction	14
2.2 The Context	15
2.3 Job Characteristics	18
2.4 Motivation-Hygiene Theory of Motivation–The Background Prior to Job Characteristics Concept	21
2.5 Organizational Commitment	23
2.6 In-Role and Extra-Role Organizational Citizenship Behaviour	24
2.7 Job Satisfaction	26

TABLE OF CONTENTS (continued)

	Page
CHAPTER	
2.8 Change Management	26
2.9 Theoretical Conceptual Model	28
3 RESEARCH DESIGN AND METHODOLOGY	33
3.1 Introduction	33
3.2 Research Epistemology	33
3.3 Research Design	34
3.4 Sampling	35
3.5 Ethical Issues	37
3.6 Questionnaire Development and Reliability Analysis	38
3.7 Pilot Testing	49
4 RESULT AND ANALYSIS	50
4.1 Introduction	50
4.2 Participant Profile	50
4.3 Exploratory Factor Analysis	57
4.4 Descriptive Analysis	64
4.5 Inferential Statistics Analysis	70
4.6 Demographic Analysis	84
5 CONCLUSION AND IMPLICATIONS	124
5.1 Introduction	124
5.2 Conclusion the Overall Research Objective	125
5.3 Concluding Prepositions 1,2 and 3	127
5.4 Concluding the Roles of Demographic Variables	131

TABLE OF CONTENTS (continued)

	Page
CHAPTER	
5.5 Implications	134
5.6 Limitations and Delimitation	137
5.7 Future Research	138
REFERENCES	141
APPENDIX	159
CURRICULUM VITAE	167



LIST OF TABLES

Table	Page
3.1 Change Management	39
3.2 Job Characteristics	40
3.3 Intrinsic and Extrinsic Motivation	43
3.4 Job Satisfaction	45
3.5 Organizational Commitment	47
3.6 Organization Citizenship Behaviour	48
4.1 VARIMAX Rotated Matrix for the Job Characteristics	60
4.2 VARIMAX Rotated Matrix for Job Satisfaction	61
4.3 Model Summary of Job Satisfaction of its Elements	62
4.4 F-Test for Job Satisfaction as Department Variable	62
4.5 T-Test for Job Satisfaction as Department Variable	63
4.6 Overall Summary of the Descriptive Profiles of the Variables of the Research	65
4.7 Descriptive Profile of Job Characteristics, Change Management and Team Working	67
4.8 Descriptive Profile of Job Satisfaction, Organizational Commitment and OCBs	69
4.9 Correlation Analysis to Determine Predictors for Job Satisfaction	71
4.10 Model Summary of Job Satisfaction	72
4.11 F-Test for Job Satisfaction as Department Variable	72
4.12 T-Test for Job Satisfaction as Department Variable	73
4.13 Identifying the Predictors for Organizational Commitment	77
4.14 Model Summary of Organizational Commitment	78
4.15 F-Test for Organizational Commitment as Department Variable	78
4.16 T-Test for Organizational Commitment as Department Variable	79

LIST OF TABLES (continued)

Table	Page
4.17 Identifying the Predictors for In-Role Corporate Citizenship Behaviour	80
4.18 Model Summary of In-Role Corporate Citizenship Behaviour	80
4.19 F-Test for Organizational Commitment as Department Variable	81
4.20 T-Test for Organizational Commitment as Department Variable	81
4.21 Identifying the Predictors for Extra-Role Organizational Citizenship Behaviour	82
4.22 Model Summary of Extra-Role Corporate Citizenship Behaviour	83
4.23 F-Test for Organizational Commitment as Department Variable	83
4.24 T-Test for Organizational Commitment as Department Variable	83
4.25 Roles of Current Years of Services in the Company and in the Nature of the Job	84
4.26 Descriptive of the Variables between Male and Female Employees	95
4.27 T-Test Result of the Variables between Male and Female Employees	96
4.28 Descriptive Result of the Variables across the Different Age Groups	99
4.29 Levene's Test for Homogeneity of the Variables across the Different Age Groups	101
4.30 ANOVA Test Result of the Variables across the Different Age Groups	102
4.31 Descriptive Result of the Variables across the Marital Status	105
4.32 Levene's Test for Homogeneity of the Variables across the Marital Status	106
4.33 ANOVA Test Result of the Variables across the Marital Status	107
4.34 Descriptive of the Variables across the Different Income Groups	110
4.35 Levene's Test for Homogeneity of the Variables across the Different Income Groups	111
4.36 ANOVA Test Results of the Variables across the Different Income Groups	113

LIST OF TABLES (continued)

Table	Page
4.37 Correlation Analysis in Identifying the Role Played by Income Groups in Job Satisfaction and Organizational Commitment	114
4.38 Descriptive of the Variables across the Different Education Levels	115
4.39 Levene's Test for Homogeneity of the Variables across the Different Education Levels	117
4.40 ANOVA Test Result of the Variables across the Different Education Levels	118
4.41 Descriptive of the Variables across the Different Department, which the Employees are attached to	120
4.42 Levene's Test for Homogeneity of the Variables across the Different Department, which the Employees are attached to	121
4.43 ANOVA Test Results of the Variables across the Different Department, which the Employees are attached to	122

LIST OF FIGURES

Figure	Page
2.1 Characteristics of Organizational Commitment	24
2.2 Theoretical Conceptual Model	31
4.1 Descriptive Analysis of Gender	51
4.2 Descriptive Analysis of Age	52
4.3 Descriptive Analysis of Marital	52
4.4 Descriptive Analysis of Income	53
4.5 Descriptive Analysis of Education Level	54
4.6 Descriptive Analysis of Department of Current Job	55
4.7 Descriptive Analysis of Service in the Current Job	56
4.8 Descriptive Analysis of Service in the Company	57
4.9 Scree Plot for the Job Characteristics Items	58
4.10 Self-Performance Awareness Predicting Job Satisfaction	74
4.11 Personal Growth and Supervisory Feedback Predicting Job Satisfaction	74
4.12 Intrinsic Motivation Predicting Job Satisfaction	75
4.13 Change Preference (Motivation Factor) Predicting Job Satisfaction	75
4.14 Proposition 1 Structure	76
4.15 Box Plot Comparing Personal Growth and Supervisory Feedback across Years of Experience in the Current Nature of Job	85
4.16 Box Plot Comparing Skill Diversity and Task Significance across Years of Experience in the Current Nature of Job	86
4.17 Box Plot Comparing People-Cooperation Oriented across Years of Experience in the Current Nature of Job	86
4.18 Box Plot Comparing Self-Performance Awareness across Years of Experience in the Current Nature of Job	87

LIST OF FIGURES (continued)

Figure	Page
4.19 Box Plot Comparing Challenging Job and Growth Opportunity across Years of Experience in the Current Nature of Job	87
4.20 Box Plot Comparing High-Level Skills and Autonomy across Years of Experience in the Current Nature of Job	88
4.21 Box Plot Comparing Intrinsic Motivation across Years of Experience in the Current Nature of Job	88
4.22 Box Plot Comparing Extrinsic Motivation: New Policy and Systems across Years of Experience in the Current Nature of Job	89
4.23 Box Plot Comparing Change Preference across Years of Experience in the Current Nature of Job	89
4.24 Box Plot Comparing Extrinsic Motivation on Pay across Years of Experience in the Current Nature of Job	90
4.25 Box Plot Comparing Extrinsic Motivation on Welfare across Years of Experience in the Current Nature of Job	90
4.26 Box Plot Comparing Team Working across Years of Experience in the Current Nature of Job	91
4.27 Box Plot Comparing Team Attitude across Years of Experience in the Current Nature of Job	91
4.28 Box Plot Comparing Job Satisfaction across Years of Experience in the Current Nature of Job	92
4.29 Box Plot Comparing Change Management (Vision, Strategy, Policy) across Years of Experience in the Current Nature of Job	92
4.30 Box Plot Comparing Change Management (Revenue and Punishment Enabled) across Years of Experience in the Current Nature of Job	93

LIST OF FIGURES (continued)

Figure	Page
4.31 Box Plot Comparing Organizational Commitment across Years of Experience in the Current Nature of Job	93
4.32 Box Plot Comparing In-Role OCBs across Years of Experience in the Current Nature of Job	94
4.33 Box Plot Comparing Extra-Role OCBs across Years of Experience in the Current Nature of Job	94
4.34 Box Plots Comparing the Personal Growth and Supervisory Feedback aspect of Job Characteristics between the Male and Female Employees	98
4.35 Box Plots Comparing the Performance Awareness aspect of Job Characteristics between the Male and Female Employees	98
4.36 Box Plots Comparing In-Role OCBs across the Different Age Groups	104
4.37 Box Plots Comparing Extra-Role OCBs across the Different Age Groups	104
4.38 Box Plots Comparing In-Role OCBs across the Different Marital Statuses	109
4.39 Box Plots Comparing Extra-Role OCBs across the Different Marital Statuses	109
5.1 Final Model of Organizational Commitment and In-Role and Extra-Role Corporate Citizenship Behaviour	126
5.2 Role of Moderators and Mediators in the ABC (Antecedent-Behaviour-Consequence) Model (Source: Developed for this Research)	139

CHAPTER 1

INTRODUCTION

1.1 Background to the Research

To succeed, organizations must put people before strategy (Charon, Barton & Carey, 2015). But there are broad-based issues to be dealt with when “people” are involved, i.e. people are more motivated when they see they are members of a participating organization (Butler & Rose, 2011), or when they feel their jobs are satisfied (Vroom, 1964). This research exploits the human resource development concept of Hygiene-Motivation (Herzberg, 1974; 1987), generally known as the two-factor of work motivation (Herzberg, 1965), that produces significant impact on employee satisfaction (Herzberg, 1979). The two-factor theory of motivation is still widely known to be applicable in today’s context. Sachau (2007) acknowledges that the two-factor theory (Herzberg, 1974) is highly applicable to the study of positive psychology, in particular the role-played by intrinsic motivation.

This research attempts to study how job characteristics and intrinsic and extrinsic factors of motivation, together with the perceived change management at the organizational level, influence job satisfaction, organizational commitment and corporate citizenship behaviours of employees, for a construction material trading leading organization located in Chiang Rai, Thailand, in a period in which the case organization is undergoing a dramatic organizational change process. Note that it is difficult to see how the phenomenon of job characteristics and motivation factors would played in relatively more stable periods than changing conditions, or in other business environment, even in Chiang Rai, but this research acknowledges that it is an explorative research. In explorative research, due to the uniqueness of the business environment or context, and that no available research publications relating to the applicability of the business environment that relates to construction materials trading

and services, this explorative research undertakes interviews to help develop survey questionnaire items. However, the development process is subjected to exploratory factor analysis to follow the guideline of any rigorous research for validity and reliability of the instrument.

Organizational change often represents both or either threats or opportunities, to employees. Nevertheless, through organizational change, employees can be released, liberated and have their potential realized. In change, employees may need to adjust their psychological contracts, i.e. relational contracts (Bigley & Pearce, 1998; Deal & Kennedy, 2000). The theme of organizational change, i.e. the organization has guided the changing new systems for example in new IT system, new work procedures, and new policies, has become a dominant repetitive theme in the interviews with the case organization employees. Thus change management variable is incorporated, which is actually important as leaders and followers often see change in very different ways, such as leaders usually intend the change to happen and thus carefully think through the changes they believe are good of the organization (Holbeche, 2006), but employees may feel that change is unexpected, too rapid, and often create problems for them and possibly the organization. As a result, employees either consolidate behaviours not to react positively to change or they are willing to unfreeze to react positively to change (Lewin, 1951).

In addition, the case organization in which this research study is based takes a Theory O approach in change management, which is change based on aiming to establish organizational capability (Beer & Nohria, 2000). Michael Beer and Nitin Nohria, in 2000, published two broad archetypes or change theories, namely Theory E which is change based on economic value, and Theory O which is driven to develop, for instance, human capability, rather than resolving to short-term economic value driven change, as in Theory E.

The outcome of this research would contribute not only to the discipline of human resource development (HRM) and management (HRM), but also to organizational development which encompasses theories about behavioural modification needed to improve performance and employee commitment (Wilson, 1992). Although there could be significant differences of the research phenomena

studied in between large-scale or smaller-scale organizations, or between different industries, or regions, or nations, this research focuses only on a single case, located in Chiang Rai, Thailand.

1.2 Research Objective

The research objective is to perform an exploratory research to study nature of antecedents that play key roles in influencing both in-role and extra-role corporate citizenship behaviours, by incorporating variables that relate to job characteristics perceived by the employees at individual- and team-level, and extrinsic motivation that relates to new policies installed and the perceived change management at organizational level. Multivariate statistical means would be exploited to attempt to identify a theoretical structure to capture the interrelationship patterns of these variables. As very little research exists regarding the effects of specific facets of jobs (i.e. job characteristics) and job satisfaction and commitment leading to corporate citizenship behaviours, especially towards in-role and extra-role nature of behaviours, this research effort become worthwhile.

Practically, this research shows that organization should actively pursue to exploit the state of employee's commitment and job satisfaction to develop organizational citizenship behaviours (OCBs), as well as by incorporating OCBs as an explicit part of the employee's job description. OCBs should be the targets of HRD (Human Resource Development) by the organization, and be formally rewarded when exhibited. Managers and supervisors should be trained to observe in-role and extra-role OCBs in order to take advantage of OCBs to contribute to higher level of organizational and task performances. Although this research stops its empirical effort at the OCBs level, many researches in the extant literature show that OCBs do led to many favorable outcomes at organizational and individual employee levels, i.e. stress coping (Smith, Organ & Near, 1983), overall organizational effectiveness (Walz & Niehoff, 1996).

To address the stated research objective, three propositions are raised. Propositions are raised for the fact that only the views of a single case organization

are sought, which, can be replaced by hypothesis statements in further research.

Proposition 1 (P1): The antecedent variables consisting of job characteristics, team working and attitude, intrinsic and extrinsic motivation, and change management can significantly explain the variance of employee's job satisfaction.

Proposition 2 (P2): Both the antecedent variables and job satisfaction can explain the variance of organizational commitment of the employees. Employees who lack job satisfaction are likely to withdraw from job involvement i.e. commitment to the organization. The intrinsic motivation, i.e. an impetus for personal growth in the job, is particularly stressed in the two-factor theory of motivation for HRD. The role played by intrinsic motivation in the two-factor motivational context is particularly reinforced in Herzberg, Mausner, Peterson and Capwel (1957), through the bases of the Maslow theory.

Proposition 3 (P3): The variances of in-role and extra-role OCBs can significantly be explained by the antecedent variables and organizational commitment of the employees. The antecedent variables are job characteristics, team working and attitude, intrinsic and extrinsic motivation, and change management.

Specifically, these three propositions allow the empirical efforts to address the research objective, which are aimed to perform an exploratory research to study nature of antecedents that play key roles in influencing both in-role and extra-role corporate citizenship behaviours, by incorporating variables that relate to job characteristics perceived by the employees at individual- and team-level, and extrinsic motivation that relates to new policies installed and the perceived change management at organizational level.

For completion, the following demographics driven research question is asked which aims to study the roles of some of the demographic variables that could cause the significant differences in the perceived levels of the variables involved, namely: Do any of the following demographic variables have any significant differences in the perceived levels of the variables involved?

- Gender
- Age
- Marital status
- Income/Salary

- Education level
- Department of current job
- Years of service in the current job
- Years of service in the company

1.3 Justification for the Research

Researches that study the HRD, i.e. in the domains of job or work designs, have been vastly neglected. Partly because, the small organizations do not spend equivalent on training or administrative budgets compared to medium and large companies, and rarely have a department with a dedicated HRD catered for the purpose (Hill & Stewart, 1999; Hill, 2001; Storey & Westhead, 1997; Westhead & Storey, 1997).

Because of this, researchers have been directly transferring the empirical finding and theoretical conclusions from the findings of larger organizations to small organizations (Harrison, 1997). In addition, HRM/HRD is an intricate web of issues and activities (Hill & Stewart, 1999), which may deal with job structuring based on skills or competencies, and this research focuses on only the job characteristics and the intrinsic and a policy driven extrinsic aspect of motivation.

Thus, an attempt to study directly the practices of work design and how they influence the psychological contract states and satisfaction of the employees is a worthwhile endeavor. The research objective is thus established for this purpose. The primary research strategy which uses a single-case study of a leading case organization is thus employed. A leading case organization is used as the case is one of small scale that can reflect the shadow of the large-organization context and thus the typical theories of HRD, HRM and OD for large organizations can be exploited.

Vickerstaff and Parker (1995, p. 60) report, for instance, that “Case-study-based work has revealed a high degree of unplanned, reactive and informal training activity in small firms,” which is vastly different from the HRM/HRD scenarios in large organizations. Further research in small organizations also show that in small organizations, HRD issues are predominantly occupied by issues of job-skilled

related, or job attitudes (Joyce, McNulty & Woods, 1995), rather than policy- or structural, or strategic levels (Storey, 1994). Thus, in this research, job oriented questionnaires relating to job characteristics, and job related motivations and job attitude i.e. satisfaction and commitment, are asked.

In addition, the data was collected at the case organization which is currently undergoing a company-wide change management, and this renders this research both practically crucial as well as an opportunity to provide a structural insight to the case organization. In this way, this research can serve as a preliminary base for a longitudinal action research, probably at a doctorate study level. Nevertheless, there is justification as well from a theoretical argument perspective—from the view of change and HR perspectives. That is, change management and HR-business strategy are synonymous. Without the need for change there is no need to produce an HR-business strategy. Business as usual just requires an operating plan and more of the same. If the main purpose of HR-business strategy is to create a competitive advantage through people it implies that you have to change the way you manage those people, and thus the study of how employees react positively or negatively to the job design, in terms of job characteristics, towards organizational commitment and corporate citizenship behaviours, becomes crucial.

1.4 Overview of Research Design and Methodology

This research employs a mixed method of data collection, by relying on interviews to help identify more relevant themes and patterns of themes to help guide questionnaire items development. This inductive stage is immediately followed by a deductive procedure initiated by critical literature review, to help provide further knowledge and empirical evidences to guide the questionnaire development and the construction of a conceptual model in which data are collected and analyzed to address to the research objective and the three propositions that are raised in Chapter Two. This research relies on single-case organization, characterizing as the leading business performance and scopes of activities in areas of construction materials trading and installation services located in Chiang Rai, Thailand.

Multivariate statistical means would be exploited to attempt to identify a theoretical structure to capture the interrelationship patterns of these variables. As very little research exists regarding the effects of specific facets of jobs (i.e. job characteristics) and job satisfaction and commitment leading to corporate citizenship behaviours, especially towards in-role and extra-role nature of behaviours, this research effort become worthwhile.

By the fact the research design exploits the views of the individual employees of only a single case organization in this research study, the outcome of this research would provide the necessary evidence-based information to help the case organization to succeed in change management. Towards this end, this thesis could thus be considered as the very first comprehensive step of a so-called action research journey (Tan, 2015b; Stringer, 2008). It is relating to action research as this research is about any investigation conducted by the researcher who is empowered also by the case organization to take the necessary actions for the purpose of improving the future actions and states of performance of the case organization (Sagor, 2011).

Action research (cf. Stringer, 2007) has a long history, one often associated with the work of Kurt Lewin (1946), who viewed action research as a cyclical, dynamic, and collaborative process in which people (the employees and the management, for instance) addressed the organizational issues (i.e. performance issues, work characteristics improvement issues) affecting the performances of the organization as well as the psychological states of the employee, i.e. job satisfaction.

1.5 Outline of the Research

This research was suggested by Tan (2015) in chapter one to five which is academic research. Thus, this independent study follows the guideline of Tan (2015) as follows:

Chapter one (Introduction)—this state present the problems of the research and analyze the situation in the organization by using observation, experience and opinions.

Chapter two (Literature Review)—this section reflect the knowledge of the structure of this research and find the theory to support the knowledge for this research and further research.

Chapter three (Research Design and Methodology)—this chapter demonstrate the method of collecting data, the sampling and questionnaire.

Chapter four (Result and Analysis of Data)—this section reports the results of the investigation in detail by the use of both descriptive and inferential statistics techniques.

Conclusions and Implications (Chapter Five)—this part shows the overall the research which is a result of the purpose of this independent study for improving the quality of human resources in organization and also the suggestion of further research in the future.

1.6 Definitions

Providing a clear definition to the variables or constructs involved in a research study helps, for instance, to guide the design of questionnaire development to follow the operational definitions given, in order to ensure the research has a reliable and valid base of knowledge for the research efforts. Thus, according to Perry (2000), clarifying the definitions to the variables or constructs involved is compulsory.

1.6.1 Change Management

As discussed in French and Rees (2010), change management can be referred to as a type of management control by the use of management systems to help the organization achieve a future goal, and when employees feel that the perceived change management is favorable, employees would then dedicate their so-called organizational citizenship behaviours (OCBs) in expecting that reasonable future return could be expected as a result of the change management (Brockner, Chen, Mannix, Leung & Skarlicki, 2000; Moorman, Blakerly & Niehoff, 1998). In change management, actions or strategies of organizational changes are installed, partly to help unfreeze, partly to foster behavioural changes, and partly to establish stability (Lewin, 1951).

1.6.2 Job Characteristics

Scholars have traditionally defined job as collection of tasks designed to be performed by one employee, and tasks as the assigned pieces of work that employees complete (Griffin, 1987; Ilgen & Hollenbeck, 1992; Wong & Campion, 1991) which can affect employees' interpersonal interactions and connections (Grant, 2010). In short, job characteristics refer to the nature of architecture of jobs, i.e. structural architecture of jobs that describes the structural properties of work (Grant, 2010) in terms of the structural arrangements for job demands and resources (Tan & Srirattanaprasit, 2015a; 2015b), which can serve to reduce stresses and promote learning (Demerouti, Xanthopoulou, Bakker & Schaufeli, 2007), and personal growth (Hackman & Oldham, 1975; 1976). Structural job architecture, could for instance, be designed to significantly used to characterize task identity, task significance, autonomy, job feedback and job variety (Hackman & Oldham, 1975).

For the case organization in which this research focuses upon, and in view of the nature of thematic finding of the qualitative interviews, only the job characteristics that relate personal growth, job significance and supervisory feedback, and self-performance awareness is considered to be the repetitive theme from the interviews, and exploratory factor analysis shows that they are composite in nature which implies the three characteristics are seen to project unitary nature of the job characteristics, at this exploratory nature of the research. A review into the literature indicates that employee's interpretations about feedback about task performance are significant driving forces that motivate them to commit to the tasks at hand (Bandura, 1997). Also, the need for personal growth is an important need that drives human motivation (Maslow, 1943), which manifests a tendency for the employees to become actualized in what they are potentially (Goldstein, 1939). This growth-driven need can be considered as a part of the goal which is a centering principle in most motivation theory (Maslow, 1943).

1.6.3 Job Satisfaction

Job satisfaction reflects pleasurable or positive emotional states of employees (Locke & Lathan, 1976), at personal level (Brief & Weiss, 2002; Price, 2004; Roa, 2005; Robbins, 2005) to a job situation (Luthan, 1998) and favorable cognitive

assessments of their jobs or work assignments (Luthan, 1998), which also connotes an attitude (Mitchell & Lasan, 1987). Job satisfaction could also be referred simply to as how employees “feel about their jobs and the different aspects of their jobs” (Spector, 1997, p. 2), or collectively, as an overall evaluation of their jobs or work assignments (Cooper-Hakim & Viswesvaran, 2005).

1.6.4 Organizational Citizenship Behaviours (OCBs)

Organizational citizenship behaviours are often known in abbreviation term known as OCBs. OCBs describe the behaviours of employees towards their organization, within the imposed roles (Dyne & Kamdar, 2008; Hofmann, Morgeson & Gerras, 2003; Kamdar, McAllister & Turban, 2006; Vey & Campbell, 2004) or showing their willingness to surpass the norms of reciprocity (Hopkins, 2002; Lee & Allen, 2002) and minimum role requirements expected by the organization (Lovell et al. 1999), and are directed towards the individual employees (i.e. colleagues) or/and organization (Williams and Anderson, 1991). OCBs could be committed due to social exchange reciprocity (Hopkins, 2002), as work-related behaviours that are discretionary (Organ, 1988), in anticipation for future return, i.e. in turn of economic reward (Brockner et al., 2000; Moorman et al., 1998), or as the intrinsically motivated behavioural dispositions such as altruistic and helpful behaviours, sportsmanship, civic virtue, conscientiousness and courtesy (Organ, 1988).

1.6.5 Organizational Commitment

Organizational commitment is a construct that can easily lead to considerable confusion if definitions are not provided that relate to the research issues. Nevertheless, fundamentally, organizational commitment is known as a psychological state, which describes the nature and levels of bondage of the employees to the organization (Allen & Meyer, 2012). Although several conceptualizations of attitudinal commitment have appeared in the literature, according to (Allen & Meyer, 1987), each reflects one of three general themes, known as affective attachment, perceived costs (continuation), and obligation (normative in nature).

Specifically, the affective characteristics of organizational commitment connote the affective association or state of intense feeling of the employees with the organization. For instance, in this research, questionnaire item could be represented

by “I am really happy that I choose this organization than other organization,” and “I really care about this company.” Normatively, organizational commitment is defined as the “totality of internalized normative pressure to act in a way which meets organizational goals and interests” (Wiener, 1982, p. 471). In the instrument of this research, it is measured, for instance, by “I will take any jobs in this organization, which the leader assigns to me.” In terms of continuation aspect of organizational commitment, a definition is provided by (Becker, 1960, p. 33), which states that organizational commitment can be viewed as a tendency to “engage in consistent lines of activities.” This is, for instance, measured by item like “I am proud to tell anyone that I’m working at this company,” to indicate the psychological state of still in the continuing relationship with the organization.

Nevertheless, the exploratory factor analysis of the three dimensional nature of organizational commitment’s instrument items in this research shows that the construct is unitary in nature (with very robust reliability measure), which is also recognized by Mowday, Steers and Porter (1979) and Porter (1979, p. 226), that organizational commitment does reflect “the relative strength of an individual’s identification with and involvement in a particular organization.” This broad-based approach, which is centered on the Likert scale, thus provides an expedient way to measure the intensity and strength of the overall relationship between the employees and the organization. The unitary nature of the measurement indicates the similarity of weights and interrelatedness nature of the relationships the employees perceive across the different aspects of commitment, namely as “affective, continuance, and normative commitment.”

1.7 Limitations

This study is limited to only a single-case organization, albeit a leading construction material trading company located in Chiang Rai, Thailand. The limitation is caused by the constraint from the limited number of employees which can be surveyed seeking for their perceptions on job-related issues and their attitudes and nature of behaviours, towards commitment and organizational citizenship

behaviours. The limitation is apparent because the survey is questionnaire based which may require larger sample size in order to provide a robust base for generalization of results and conclusions.

Nevertheless, to delimit this limitation, interviews were first conducted with numerous employees, to obtain the themes and their contents that are more relevant to the context, i.e. job-specificity, rather than research resolves to identify the general themes and characteristics of the possible variables by the use of literature review. The interviews thus provide the relevancy and thus validity to help obtain higher R-squared when the survey data are subjected to multivariate regression analysis. If higher strength of R-squared can be secured, then it can be inferred from Cohen (1992) which shows that the large effect size, with five predictors, can allow a sample size of 71 (valid), for this research, to be judged appropriate. Similar demonstration can also be found in Professor's Nandy (2012)'s presentation for the School of Nursing, Department of Biostatistics, School of Public Health, at the University of California Los Angeles (UCLA).

Another limitation is the number of sample size due to only 71 sample sizes made some of the result does not play a significant role such as year of service in current job and year of service in company.

1.8 Summary

The structure of this Chapter has provided an effort to state the rationale and justification for this research, which provides a background necessary to allow the final chapter to suggest the relevant implications, particularly for the case organization, and contributions towards the bodies of knowledge relating to the field of human resource and change management. Three interlinking propositions, together, can be constructed to form a theoretical model that depicts how job-related characteristics, the intrinsic and extrinsic motivational factors, and change management perceptions, influence job satisfaction which together and in turn lead to organizational commitment, and thus both in-role and extra-role organizational citizenship behaviours (OCBs).

To ensure the thesis maintains consistency in the scopes and nature of the operational definitions, as bases for uniformity in the instrument survey and interpretations of the results, terms that could cause possible confusion or terms that are considered abstract would be defined. Research methodological procedure is also outlined in this chapter, which exploits the views of the individual employees of only a single case organization as representative sampling needs. Based on the given methodological guides, the research can thus proceed, and the next chapter delineates the logical structures of the knowledge needed to put the research into theoretical perspectives.



CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

The purpose of this chapter is to chart the body of knowledge about a theoretical structure that studies the patterns of the interrelationship of job characteristics oriented and change-management factors, the psychological states of job satisfaction and commitment of the employees toward the organization, and the in role- and extra-role organizational citizenship behaviours (OCBs) of employees.

In the book “Love ‘Em or Lose ‘Em—Getting People to Stay”, written by Kaye and Jordan-Evans (1999), numerous common reasons were discussed about why people stay with an organization, for instance as, career growth, exciting work and challenge, meaningful work, great people, being a part of a team, good boss, recognition of work well done, fun on the job, autonomy, pride, great work environment, etc. These factors share the similarity to the generic themes discussed in Hackman and Oldham (1975) in terms of job characteristics, which also embraces factors of motivation and hygienic conditions (Herzberg, 1974; 1987) of the job demands and environments conducive for leading to job satisfaction, commitment and in-role and extra-role organizational citizenship behaviours.

Overall, this chapter attempts to provide a critical overview of the extant literature, which leads to a proposed conceptual model that describes a structure of factor-attitude-effect phenomenon.

2.2 The Context

According to Pimpisut (2011) in a recent SEASI Environmental and Safety Seminar, the steel demand in Thailand is expected to reach to be around 20 million tons in 2015, and at this level Thailand stands at the highest steel demand in ASEAN, where the total ASEAN is around 73 million tons in 2015. The market growth rate, consisted of production, import, export and apparent usages, has been steady since 1998, at an average of around 7-8% annually (Pimpisut, 2011).

Although the steel demand has been steady (Pimpisut, 2011), nevertheless, according to a publicly listed company in Thailand, Tata Steel, in its 2014-2015 Annual Report (TATA Steel, 2015), whose market capital is at around 5 Billion Baht, indicates that there exist many emerging real challenges in the steel manufacturing and trading industries, namely (TATA Steel, 2015):

Although the steel demand has been steady (Pimpisut, 2011), nevertheless, according to a publicly listed company in Thailand, Tata Steel, in its 2014-2015 Annual Report (TATA Steel, 2015), whose market capital is at around 5 Billion Baht, indicates that there exist many emerging real challenges in the steel manufacturing and trading industries, namely (TATA Steel, 2015): “Stagnant steel demand, Margins under pressure, Low global steel prices, Stringent mining regulations, Raw material dependence, Captive mine closure, and Demand de-growth in China.”

As a result of these emerging challenges, it is important, according to TATA Steel (2015), organizations stay alert and, develop the necessary competencies needed to cope, and be strategically adaptable, and operationally responsive to the continuous dynamics and changes of the industry. While for big organizations like Tata Steel would resolve to strategic measures such as cost leadership and value-adding initiatives within CSR (Corporate Social Responsible) management platforms, small organization in which this research is aimed at has to ensure employees are committed and able to do an extra mile so that the organization can get out from the uncertainty as winner, through progressive strategic development and change initiative.

Apart from steels, i.e. in terms of steel plates and wires, there are also many other types of construction materials such as concrete, cement, gypsum, walls,

lighting, and windows, etc., that are needed to complete a building. Collectively, the Thai construction industry has recorded a compound annual growth rate (CAGR) of 6.03 % during the review period, 2009-2013, as reported by PR Newswire (2014) who are professional news distribution organization located in the UK. With the ASEAN economic community (AEC) coming into reality, building material business would be further expanded to help fulfill many of the strategic elements of AEC i.e. as single market production base, to further address the development of divide and to accelerate integration especially around the Great Mekong Regions (GMRs) (cf. AEC, 2010). For instance, Home Product (Home Pro) Center Public Company Limited and Thaiwatsadu have already expanded their super-warehouses in Chiang Rai, Thailand. An interview with the case organization also shows that they have seen the accelerated growth trend of the business of construction materials in Chiang Rai. Their customer base is wide ranging, spanned across the individual customers to contractors and government projects. In Chiang Rai, construction material industry is trading and installation services in nature. Due to the diversified types of construction materials, the business competition is intense, and only the reasonably sized companies can survive to have sustainable competitive advantage. In addition, the broad spectrums of products demand workers to be knowledgeable and skillful in handling various standard and emerging requirements. In view of this, this research undertakes the exploratory and explanatory task to understand how employees of the construction material case organization (a local leader) cope with the job characteristics and situations, and team working and organizational changing environment, in further influencing their attitude towards job commitment and corporate citizenship behaviours.

Employee work coordination and job execution spirit provides the backbone for seamless chain-activity productivity and performance, which, as studied in Boontavaeeyuwat and Saengsupavanich (2012), is important. As the published knowledge about the state and nature of how employees would play in their commitment and extra organizational citizenship behaviour for small-size organization in Thailand is not available, this research thus aims to fill the gap and thus to contribute.

Providing such knowledge is important as, even in developed country, there is a general lack of sector-specific training and thus a dearth of skillful technicians and workers in the steel industry (CSTEC, 2011). Thus right human resource management practices i.e. career strategy and job design approaches, are useful means to bolster the competitiveness of the industry (CSTEC, 2011), particularly the steel industry is now constantly being challenged by the issues of productivity and bottom lines. Theoretically, particularly in a resource-sparse situation, researchers are recommended to study empirically in search for effective job-design practices that are able to enhance and sustain employee motivation and organizational performances (Grant, 2010).

The following would first present the key concepts of each of the involving constructs from the critical reviews into the extant literatures that are relevant to help address this research, followed by outlining the suggested theoretical conceptual model. In the book “Love ‘Em or Lose ‘Em—Getting People to Stay”, written by Kaye and Jordan-Evans (1999), numerous common reasons were discussed about why people stay with an organization, for instance as, career growth, exciting work and challenge, meaningful work, great people, being a part of a team, good boss, recognition of work well done, fun on the job, autonomy, pride, great work environment, etc. These factors share the similarity to the generic themes discussed in Hackman and Oldham (1975) in terms of job characteristics, which also embraces characteristics of job or work design, taking its theoretical roots back, for instance, to motivation and hygienic theories (Herzberg, Mausner & Snyderman, 1959; Herzberg, 1966; Herzberg, 1974; 1987) of the job demands and environments conducive for leading to job satisfaction, commitment and in-role and extra-role organizational citizenship behaviours.

Overall, this chapter attempts to provide a critical overview of the extant literature, which leads to a proposed conceptual model that describes a structure of factor-attitude-effect phenomenon.

2.3 Job Characteristics

The studies on the important roles played by job characteristic, such as in motivating employees to perform to competitive level and to effectively execute strategies are pioneered by Hackman (1975), and are later systematically organized into a theoretical model known as the job characteristics model by Hackman and Oldham (1976). Hackman and Oldham (1976) obtained the insights from motivation-hygiene theory (Herzberg et al., 1959; Herzberg, 1966) in helping them to further the studies relating to work design. In the motivation-hygiene factors, which will be further discussed in the next section, fundamentally explain that roles played by extrinsic factors to work design, i.e., policies, supervisory practices, and working conditions, and the intrinsic factors relating to work and its design, i.e., recognition, achievement orientation, competence and growth needs. From among these factors, the motivation-hygiene theory stresses that employees are motivated and “to the extent that motivators are designed into the work design,” whereas the deficiency in “hygiene” factors mainly cause dissatisfaction. Nevertheless, judging by the difficulty of the empirical measurement of the two-factor motivation (Hackman & Oldham, 1976, p. 251), Hackman and Oldham (1976) introduced job characteristics model.

Job characteristics, which explain the nature and scopes of resources provided to the employees in view of the types of job demands, are, according to Hackman and Lawler (1971), the important variables that influence the attitudes and behaviours of the employees at work. Based on this direction of finding, Hackman and Oldham (1976) further proposed three categories of core job characteristics, namely as job characteristics, i.e. “skill variety, task identity, and task significance” that contribute to experiential meaningfulness of the work, and autonomy which depicts the “experienced responsibility for outcomes of the work,” and feedback of current states of performance of the works that stress on the knowledge of the actual results of the work activities. Hackman and Oldham (1976) discover and advocate that the collective existence of these three domains of job characteristics would essentially serve to motivate and enable the employees to continue to perform, reflected by high

quality work performance, high satisfaction with the work, low absenteeism and reduction in turnover.

Although Hackman and Lawler (1971) exploited the positivistic approach to the work design studies, they nevertheless acknowledge that there is an alternative approach, namely the interactive approach, in which different job characteristics could exist due to different contextual differences, such as jobs in small town, or complexity of the jobs. For instance, organization could assign more complex types of jobs to employees who are shown being motivated by need for growth, and thus would help the organization to improve productivity and simplify job roles.

As knowledge about the scopes and types of job characteristics for construction materials trading and service oriented businesses, such as in Chiang Rai, Thailand, are not available in the literature, inductive research method based on combined qualitative interviews-based and quantitative survey-based instrument is used to shed light on the possible themes for job characteristics. Qualitative interviews produce rounded understandings on the basis of rich, contextual and detailed data (Mason, 1998, p. 4), by grounding on the responses from a small number of respondents who provide information about their thoughts, ideas and feelings from which themes and patterns of themes are drawn. In other words, qualitative interviews provide the themes and direction for the questionnaire developments on job characteristics and the rest of the constructs of this independent study, such as organizational commitment, and corporate citizenship behaviours. Literature review is complemented to help identify the proper wording for the variable or construct discovered, and exploratory factor analysis are then used to help sort out the scopes and types of the constructs or variables involved, such as the in role- or extra role-corporate citizenship behaviours.

Job characteristics are demand and resource oriented (Brauchli, Schaufeli, Jenny, Fulleman & Bauer, 2003), which implies that a job is characterized by the characteristics of the job demand and job resource perspectives. Job characteristics in terms of demand and resource domains provide the space of flexibility for the implementation of the job characteristics concept, as every work environment has unique job demands and resources and thus initiate psychological processes differently (Bakker & Demerouti, 2007; Bakker, Demerouti, Taris, Schaufeli &

Schreurs, 2003). For instance, in cabin crew environment, job demands and resources may include the physical, social and organizational aspects of a job.

For the case organization in which this research focuses upon, and in view of the nature of thematic finding of the qualitative interviews, only the job characteristics that relate personal growth, job significance and supervisory feedback, and self-performance awareness is considered to be the repetitive theme from the interviews, and exploratory factor analysis shows that they are composite in nature which implies the three characteristics are seen to project unitary nature of the job characteristics, at this exploratory nature of the research. A review into the literature indicates that employee's interpretations about feedback about task performance are significant driving forces that motivate them to commit to the tasks at hand (Bandura, 1997). Also, the need for personal growth is an important need that drives human motivation (Maslow, 1943), which manifests a tendency for the employees to become actualized in what they are potentially (Goldstein, 1939). This growth-driven need can be considered as a part of the goal which is a centering principle in most motivation theory (Maslow, 1943).

In addition to the above job characteristics, other themes of high-relevancy from the interviews include the intrinsic and policy or new-systems-level of extrinsic motivation factors, and organizational change factor, which would be considered for their roles played in psychological state of employee (i.e. job satisfaction), and psychological contract, such as in terms of organizational commitment, in-role and extra-role corporate citizenship behaviours. As an implication, collectively, these variables could infer how the employees feel they can influence their jobs in the organization which in turn influences the states or levels of psychological contracts, i.e. commitment and corporate citizenship behaviours (cf. McFarlane Shore & Tetrick, 1994). In-role corporate citizenship behaviours are more transactional in nature in the view of psychological contract, in that the behaviours are based on economics with expectations of a short-term quid pro quo arrangement, and extra-role corporate citizenship behaviours are more relational in nature, which are socially based, generating longer-term commitment based on trust and loyalty, and are normally non-mandated behaviours that may range from speaking well of the organization within the community to being prepared to go the extra mile to help the

organization through a difficult patch, such as during the periods of organizational change (Holbeche, 2006).

When job characteristics, which are relating to organizational theory (work flow) and industrial engineering (jobs), are combined with attitudes such as motivational attitudes towards the intrinsic or extrinsic domains of works (behavioural science), it forms the so-called eternal triangle of philosophies of personnel management (Herzberg, 1968). According to Herzberg (1968, p. 60), “the organizational theorist believes that human needs are either so irrational or so varied and adjustable to specific situations that the major function of personnel management is to be as pragmatic as the occasion demands. If jobs are organized in a proper manner,” he reasons, “the results will be the most efficient job structure, and the most favorable job attitudes will follow as matter of course.” This research is exploratory in nature, which aims to provide broad-based structural themes that embrace job characteristics, motivational factors, and perceived organizational change management and perceived team performance, in fostering favorable job attitudes in terms of organizational commitment and corporate citizenship behaviours.

2.4 Motivation-Hygiene Theory of Motivation—The Background Prior to Job Characteristics Concept

This section attempts to illustrate theoretical roots of the job characteristics conception, which owe much to the original works of Herzberg and his colleagues in the early 1950s and 1960s (Herzberg, 1966; Herzberg et al., 1959), in the theory of motivation and hygiene, which has been conceived as one among the most influential theories that study the roles of work and job demands, and their re-designs in stimulating the motivation, satisfaction and performances of the employees in their work environments. In reality, according to Herzberg himself in 1968, a brief review of motivation-hygiene theory of job attitudes is required before specific theoretical and practical suggestions of job related motivational theory i.e. towards explaining satisfaction in jobs, or commitment in jobs, or corporate citizenship behaviours, can be offered. There are many aspects to studying the growth or motivator factors that

are intrinsic to the jobs, such as achievement, recognition for achievement, the work itself, responsibility, and growth or advancement. In this research, the interviews based themes reveal intrinsic scopes such as “the challenge of work leads me to learn new things,” “I feel satisfied when I have a difficult job to do and I can make it successful,” “my experience and performance go up when I do the job well,” and “I feel satisfied when I finish my job on time.” These self-oriented, job-focused achievement driven attitudes become the intrinsic motivation factors which are used to stimulate job satisfaction, organizational commitment as well as extra-role and in-role corporate citizenship behaviours. On the other hand, the extrinsic motivation i.e. company policy and administration towards new systems installation in the organization is used as stimulator for job satisfaction and other psychological states of the employees, but are considered as factors that play a part of the role in job satisfaction and commitment, and not as the so-called hygiene factors as dissatisfaction-avoidance (cf. Herzberg, 1968; Hackman, & Oldham, 1976).

The psychology of motivation is tremendously complex (Hezberg, 1968). Back in 1959, Herzberg with research colleagues Bernard Mausner and Barbara Bloch Snyderman published their first work of motivation in the workplace. In that work Herzberg et al. (1959), they describe two important factors that influence job attitudes, namely the motivator factor and the hygienic factor. The term hygiene is chosen by Herzberg et al. (1959) to describe the environmental factors that could either cause satisfaction or dissatisfaction of the workers.

As discussed in Herzberg, Mausner & Synderman (2008), the motivation-hygiene theory has fulfilled several of the criteria for a useful theory:

1. “It is perhaps the most heuristic theory in industrial psychology since it has stimulated so much research,” (p. xvii)
2. “It has offered useful applications, for instance, in selection and training, activity therapy and job enrichment for the motivators” (p. xvii)
3. “It has offered a parsimonious explanation for both the conforming, determined, or hygiene nature of mankind and transforming, determiner, or motivator nature.” (p. xviii).

In responding to the job attitudes, a research question is asked, “What do workers want from their jobs?” (Herzberg et al., 2008), or as posed in this research,

“In what ways, particularly from the perspectives of job resources and job demands, and the state of organizational change-driven demands, the employees are satisfied, and are also able to induce their commitment and both in-role and extra-role organizational citizenship behaviours?” This becomes the fundamental research objective of this independent study.

To measure job attitude, the workers are first asked to express their “job satisfaction” in various domains of importance, including over-all attitude towards their jobs (Hoppock, 1935). Embracing these two domains in the instrument is important, as according to Herzberg et al., (2008, p. 6), “It was apparent to many investigators that a worker could be asked not only to express his over-all attitude toward his job but also to evaluate his feelings about the many specific aspects of his work.”

In addition, this approach takes a step beyond the overall-or-specific approach to evaluate job attitude by embracing the employee’s attitude towards organizational commitment (Etzioni, 1961; Chusmir, 1982; Myer & Allen, 1991), and their in-role and extra-role organizational citizenship behaviours (Brown, 1996).

2.5 Organizational Commitment

Organizational commitment can be defined as “the relative strength of an individual’s identification with and involvement in a particular organization” (Mowday, Porter & Steers, 1982).

Although organizational commitment is generally treated as multi-dimensional (Etzioni, 1961), in terms of the attitudinal psychological state and behavioural evidences of actions, as shown in Figure 1 (Meyr & Allen, 1991), they are not mutually exclusive, and in this research the exploratory factorization indicates unitary compositional in its characterization. In other words, there exist some flexible spaces for researchers to consider the compatibility and reciprocity-relatedness of the different views of organizational commitment.

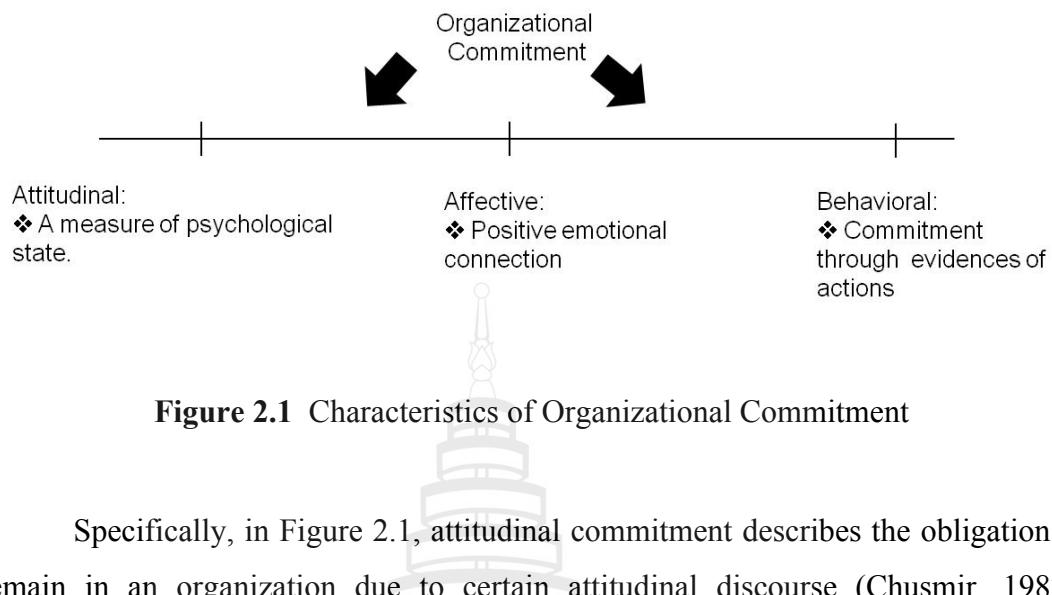


Figure 2.1 Characteristics of Organizational Commitment

Specifically, in Figure 2.1, attitudinal commitment describes the obligation to remain in an organization due to certain attitudinal discourse (Chusmir, 1982), behavioural commitment exhibits employees, for instance, weighing to stay or leave the organization, which is also cognition-rooted, and affective commitment characterizes the affective attachment (Buchanan, 1974) of the employees to the organization. Clearly, the three different domains of the nature of commitment are not exclusively distinctive, and have continued to stimulate research.

2.6 In-Role and Extra-Role Organizational Citizenship Behaviour

Because of the embedded cognitive, attitudinal, affective and behavioural characteristics of organizational commitment, empirical evidences are available that organizations can exploit the psychological state of employee's commitment to organization in order to establish attitudinal and behavioural changes. Thus, according to the (Lewin, Field Theory in Social Science, 1951) three-step change management model of field theory, it can be deductively inferred that organizational commitment can be an effective driving force that help to reinforce new patterns of behaviours, defined by both in-role and extra-role corporate citizenship behaviour. The force is not only a binding, obliging force (Brown, 1996) that maintains behavioural direction (i.e. Scholl, 1981), but also can be reckoned as a motivation or potential force that initiates corporate citizenship behaviours, reflected by the different facets of forms, direction, intensity and duration of committed behavioural efforts.

A critical examination of the extant literature indicates that the study of OCB has generally been targeted at four categories of antecedents, namely the characteristics of task, leadership, employees and the organization (Podsakoff, MacKenzie, Paine, & Bachrach, 2000). This research focuses on task characteristics which is based on Hackman and Oldham (1980)'s JD-R (Job Demand-Resource) model, and change management condition that characterizes a part of the organizational characteristics, which can signify the hygienic nature of motivation. In the JD-R model, leadership behaviours can be depicted through supervisory actions and relationships towards the employees. Employee characteristics such as personality traits are exempted from consideration in this research.

The domains of extra-role organizational citizenship behaviours are, in general, relational and altruistic in nature towards coworkers such as manifested in terms of helping coworkers (George & Brief, 1992; George & Jones, 1997), and also illustrates the motivation of the employees to aim to transcend their current states of performances at works and for the organization. Overall, an organization that has employees of relatively high strengths and evidences in corporate citizenship behaviours would eventually instill a favorable social environment to help not only support works and performances but also to provide incentives for creativity and productivity improvement (Van Scotter & Motowidlo, 1996).

Nevertheless, from the view of systems theory, in-role of individual job roles is intricately intertwined with the other parts within the organizational systems. This theme has been advocated as civic virtue which requires the discretionary and altruistic participation in teams and work groups for collective performance (Podsakoff & MacKenzie, 1997). Also, there are proven empirical evidences that organizational success depends on the in-role OCB to strategically connected to extra-role OCB as shown by the strategy maps that interlinks the four organizational performance perspectives, namely learning and growth, internal process, customer and finance (Kaplan & Norton, 1996).

2.7 Job Satisfaction

Job Satisfaction is the outcome of the worker's perspective and includes their feeling about a variety of both intrinsic and extrinsic job elements (Howard & Frink, 1996). According to Gupta and Joshi, 2008 defined that Job satisfaction is the crucial technique to measure the motivation of employee to work harder because most of people live in workplace of their major life. Workers have a good perceive of company's products and services when they obtain the satisfaction in their job and provide a better service (Bontis, Richard & Serenko, 2011). Whilst Thomson and Phua (2012) defined that the most effect of job satisfaction come from person's emotional toward their all work. The level of feeling satisfy come from the percieve of job satisfaction base on wages, working conditions, working hours (Moorman, 1993). One of the most crucial model in job satisfaction and widely accepted is Herzberg's motivation hygiene two-factor theory, the thory emphasize on factors that cause fatisfaction or dissatisfaction of the workers, can devided into intrincsic and extrinsic motivation; the intrincsic is come from work itself (i.e.personal growth, achievement), the more intrinsic motivation, the more job satisfaction. Extrinsic motivation is outside the job but has effect to the worker (i.e. policies, wages and socailize at work place), if lack of these factors will bring to job dissatisfaction.

2.8 Change Management

Change management and HR-business strategy are synonymous. Without the need for change there is no need to produce an HR-business strategy. Business as usual just requires an operating plan and more of the same. If the main purpose of HR-business strategy is to create a competitive advantage through people it implies that you have to change the way you manage those people, and thus the study of how employees react positively or negatively to the job design, in terms of job characteristics, towards organizational commitment and corporate citizenship behaviours, becomes crucial.

Concept of change management owes much to the original works of Lewin (1948; 1952) and the Hawthorne studies (cf. Burnes, 2010) that show the significant roles played by environmental psychology towards the behaviours of employees and thus their performances. Specifically, Lewin (1959) postulated that both group and individual employee behaviours can be shaped by an intricate “field” of forces, i.e. culture, or structure of the systems of activities as suggested by Porter (1996).

Change effort of organization is necessary as it allows the organization to adapt to shifting conditions in both the external and the internal environment (Bauman, 2004). According to Bauman (2004), successful strategic changes in organization would need to the organization to focus on ensuring fit among the four elements of the internal environment, namely an organization’s culture, its incentives, its structure, and its people. These change-enabled work environments would be stressed in this research. In addition, the power of vision (Kotter, 1996) would be emphasized as vision provides a direction to drive the organization forward to “where and how it should be in the future” (cf. Bauman, 2004). As Kotter (1996) advocated, vision clarifies and gives sense to “the direction of change” (p. 69), and “plays a key role in producing useful change by helping to direct, align, and inspire actions on the part of large numbers of people” (p.7), through providing a “picture of the future with some implicit or explicit commentary on why people should strive to create that future” (p. 68). Thus, vision provides a platform for the members of the organization to sense and respond.

Nevertheless, vision is only one element in a larger system for change-enabling success which should also include long-term coordinated strategy. Strategy essentially gives meaning to the employees for commitment and organizational citizenship behaviours, but this is possible, according to Porter (1996) and Bauman (2004), only when strategy can influence and help establish a system of aligned and balanced activities that form a structure of discipline to influence attitudes and behaviours of the employees.

Also, vision has the power when it meets with feasibility and installment of policy and the commitment of the organization such as in eliminating the obstacles that could prevent the collective organization to move towards the vision. Otherwise, vision is just a pipe dream (Kotter, 1996).

In short, the state of change management reflects a work environment that can influence the working attitudes and behaviour of the employees (Lawler III, Nadler & Mirvis, 2010). Other work environment could be induced by the attributes or characteristics of job characteristics, and how organizational members feel about their work (i.e. job satisfaction), and whether they find it interesting and rewarding (i.e. opportunity for personal growth). Evidences can be found in Hackman and Lawler III (1971).

2.9 Theoretical Conceptual Model

Empirical evidences such as that provided by Mammon, Kamoche and Bakuwa (2012) indicate that employees might not engage in organizational citizenship behaviour if organizations fail to provide the environment for such behaviour to occur. This phenomenon is also reflected in the field theory in that employees' behavioural and attitudinal change when subjected to their interaction with the field of the organization.

In this research, organizational field is described by job characteristics and motivational sources of the individual employees, team-based performance, and the perceived state of change management at organizational level. The different levels of influences signify the working of coalitions and constituencies (Reichers, 1985) that constitute the organizational level of commitment. These field elements, when organized to the favourable of the employees, should become the driving forces that lead to job satisfaction. The existent literature treats the field elements as antecedents of commitment (Hollenbeck & Klein, 1987). Job characteristics and motivational sources can be considered as the situational and personal factors of the antecedents of organizational commitment exhibited by the employees (Klein, Wesson, Hollenbeck & Alge, 1999).

The task-based antecedent factors to job satisfaction, organizational commitment and corporate citizenship behaviour (OCB) exploit the concept advocated by Hackman and Oldham (1980), who suggested that job characteristics like task identity, task significance, and task autonomy have important effects on the

psychological states of the employees, i.e. perceived in-role and extra-role OCBs, job attitudes (i.e. job satisfaction and organizational commitment).

Deductively, for instance, based on the assertions stated in Simons (1945, p. 105), “activity very often results in sunk costs of one sort or another that make persistence in the same direction advantage,” it can be inferred that when employees are committed, a sunk cost is established, which renders the employees to further devote through in-role and extra-role OCBs. In other words, once the responsibility (i.e. commitment) has been assumed, according to Simons (1945, p. 105), “it may be advantageous to continue rather than lose the time and effort that have already been expended.” From the context of OCBs, OCBs, according to Organ (1990, p. 96), may show employee’s willingness to tolerate the inevitable conveniences and impositions of work without complaining. Others, for instance, OCBs are characterized in helping hands to co-workers (Graham, 1991). Realizing herein the role played by organizational commitment and its antecedent variables, the following proposition is raised:

The variances of in-role and extra-role OCBs can significantly be explained by the antecedent variables and organizational commitment of the employees. The antecedent variables are job characteristics, team working and attitude, intrinsic and extrinsic motivation, and change management. This proposition will be designated as proposition 3 (P3).

To study the antecedents to OCBs and organizational commitment, it is assumed that employee’s job satisfaction is positively associated with effective human resource management practices characterized by suitable job characteristics, i.e. superior-subordination relationship i.e. feedback, and other antecedent variables, i.e., motivation and change management which have already been discussed earlier. Employees who lack job satisfaction are likely to withdraw from job involvement i.e. commitment to the organization. The intrinsic motivation, i.e. an impetus for personal growth in the job, is particularly stressed in the two-factor theory of motivation for HRD. The role played by intrinsic motivation in the two-factor motivational context is particularly reinforced in Herzberg et al. (1957), through the bases of the Maslow theory.

Thus, the two other propositions are stated, which are needed to complete the

overall conceptual theoretical model, namely as:

Proposition: The antecedent variables consisting of job characteristics, team working and attitude, intrinsic and extrinsic motivation, and change management can significantly explain the variance of employee's job satisfaction. This proposition is designated as P1 (Proposition 1).

Proposition: Both the antecedent variables and job satisfaction can explain the variance of organizational commitment of the employees, designated as P2 (Proposition 2).

Specifically, these three propositions allow the empirical efforts to address the research objective, which is aimed to perform an exploratory research to study nature of antecedents that play key roles in influencing both in-role and extra-role corporate citizenship behaviours, by incorporating variables that relate to job characteristics perceived by the employees at individual- and team-level, and extrinsic motivation that relates to new policies installed and the perceived change management at organizational level. Multivariate statistical means would be exploited to attempt to identify a theoretical structure to capture the interrelationship patterns of these variables. As very little research exists regarding the effects of specific facets of jobs (i.e. job characteristics) and job satisfaction and commitment leading to corporate citizenship behaviours, especially towards in-role and extra-role nature of behaviours, this research effort become worthwhile.

Practically, this research shows that organization should actively pursue to exploit the state of employee's commitment and job satisfaction to develop organizational citizenship behaviours (OCBs), as well as by incorporating OCBs as an explicit part of the employee's job description. OCBs should be the targets of HRD (Human Resource Development) by the organization, and be formally rewarded when exhibited. Managers and supervisors should be trained to observe in-role and extra-role OCBs in order to take advantage of OCBs to contribute to higher level of organizational and task performances. Although this research stops its empirical effort at the OCBs level, many researches in the extant literature show that OCBs do lead to many favorable outcomes at organizational and individual employee levels, i.e. stress coping (Smith, Organ & Near, 1983), overall organizational effectiveness (Walz and Niehoff, 1996).

In sum, the theoretical model to be validated in this research can be depicted in Figure 2.2

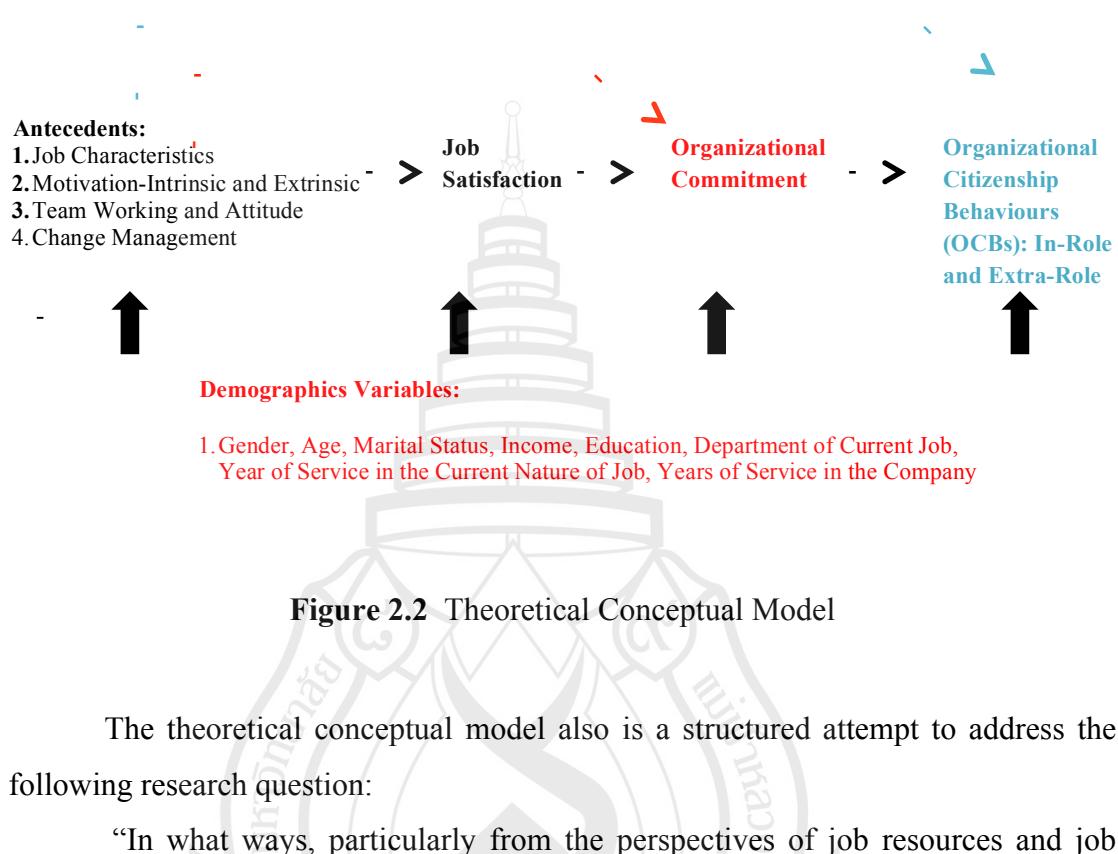


Figure 2.2 Theoretical Conceptual Model

The theoretical conceptual model also is a structured attempt to address the following research question:

“In what ways, particularly from the perspectives of job resources and job demands, and the state of organizational change-driven demands, the employees are satisfied, and are also able to induce their commitment and both in-role and extra-role organizational citizenship behaviours?”

For completion, the following demographics driven research question is asked which aims to study the roles of some of the demographic variables that could cause the significant differences in the perceived levels of the variables involved.

Research Question: Do any of the following demographic variables have any significant differences in the perceived levels of the variables involved?

- Gender
- Age
- Marital status
- Income/Salary
- Education level

Department of current job

Years of service in the current job

Years of service in the company



CHAPTER 3

RESEARCH DESIGN AND METHODOLOGY

3.1 Introduction

This chapter discusses the research design and methods and justifies how they were selected. Section 1.4 introduced the research design and methodology. This chapter now discusses how the design suits the propositions raised in order to address the research objective. Interviews are first conducted as this approach is useful when the relationship and nature of factors are not clear. Researcher uses interviews with the employees to help identify important variables, their themes and relationships, and uses the information to conduct critical literature reviews. First, section 3.1 justifies the epistemological position taken in this research study. Then, in section 3.2, research design procedure is outlined. Section 3.3 justifies the unit of analysis. Section 3.4 lays out the procedure and protocol used to delimit the possible constraint of the single-case organization that is limited by the sample size in questionnaire survey. Section 3.5 discusses the ethical issues. Section 3.6 delineates the questionnaire design. The last Section 3.6 addresses the steps taken and the rationality of pilot testing.

3.2 Research Epistemology

Epistemology is a priori knowledge that researchers need to attend to so that the research effort is established on a platform of robust reliability and validity. In Yardley (1999), epistemology can be understood as a theory of how best to gain knowledge about the world, and thus must be carefully scrutinized and examined as it will directly affect the nature and modes of observations of the phenomena of the research investigation.

Thus, from the epistemological viewpoint, knowledge obtained from any rigorous research effort is knowledge as a way of perceiving and relating to the world according to certain worldviews. Different worldviews toward the reality nature of the phenomenon would lead, possibly, to different interpretations, meanings and understanding to the phenomenon. This research maintains a realist view on its epistemological position, through the use of mixed method along the logical advantage of triangulation, so that the research can maintain an objective nature to preserve the rigor, and to stimulate for conclusion rooted in strong reliability, content validity, construct validity and internal validity.

The next section would discuss the mixed method in the research design. Mixed method is chosen for its ability to deal with fuzzy context in which minimum published knowledge is available, and also for its ability to maintain integrity of the rigorous research efforts, and to maximize the different contributions to knowledge.

3.3 Research Design

Business research, whether in qualitative or quantitative mode, or through mixed method, can help to illuminate the intimate aspects of people's (i.e. employee's, or/and organization's) life worlds. In this research, mixed method is chosen for some of the significant reasons raised as follows:

For no research data are able to show how employees react to the nature of their jobs in the construction materials businesses in Thailand, and also how these phenomena are interrelated to their state of job satisfaction and commitment as well as in-role and extra-role corporate citizenship behaviours, it is important to first engage by the use of interviews in order to find out, substantively, their perceptions and opinions. In other words, the unique socio-cultural context could lead to different interpretations and concerns that could be different from the published evidences in the existent literature.

The qualitative approach is effective to shed light on the research issues with richer and more complete description of the researched phenomena (Yardley & Bishop, 2008).

In addition, mixed-method allows stronger internal validity which can be reflected by higher-strength of the R-squared of the multivariate regression analysis. The overall aim of the mixed methods in this research is to three-fold:

First, to use qualitative interviews to identify themes and patterns of themes from the employee participants, which is supported with richer data that directly reflect the picture of the job context in which the employees are involved, and

Second, based on themes and their inferred interrelationships, the existent literature is reviewed within the bounds of the themes, which helps to provide a structure to the themes and their associative linkages.

Third, the theoretical structure of the interrelationships of the themes identified in the second objective is then subjected to the statistical testing of propositions. Propositions are used instead of hypotheses for the simple reason that this research deals with only single organization-case. Nevertheless, the qualitative-enabled thematic understanding and is further questionnaire development should essentially be able to deliver higher R-squared strength, and having established this strong knowledge efficacy, lower sample size would be sufficient statistically, as analytically studied and empirically evidenced in Cohen (1992).

3.4 Sampling

This research focuses on using a single organization case, Sansai Steel Center.,Co. Ltd, Chiang Rai, Thailand, for both the qualitative interviews-based data and quantitative surveyed data. The case is selected based on the research objective, which needs both exploratory and explanatory attempts.

There are numerous reasons for the selection of the case organization.

First, on the practical perspective, along the view of, for instance, action research (Stringer, 2008), the case organization is selected because the organization is currently undergoing a change management process to better position the organization in the industry for leadership position in the market. In addition, due to its current leadership of the organization in the construction material industry in Chiang Rai, the case organization is considered representative. As a direct contribution or implication

to the case organization, the outcome of this research would provide the necessary evidence-based information to help the case organization to succeed in change management. Towards this end, this thesis could thus be considered as the very first comprehensive step of a so-called action research journey (Tan, 2015b). Action research (cf. Stringer, 2007) has a long history, one often associated with the work of Kurt Lewin (1946), who viewed action research as a cyclical, dynamic, and collaborative process in which people (the employees and the management, for instance) addressed the organizational issues (i.e. performance issues, work characteristics improvement issues) affecting the performances of the organization as well as the psychological states of the employee, i.e. job satisfaction.

The single case is selected not for the reason of deviant case study or critical case study purposes (cf. George & Bennett, 2004), but for the purpose to fulfill the theoretical expectations of the conceptual model as presented in Chapter Two. As such, it is also explanatory in nature.

By the use of representative sample and with the supportive evidences of the interviews driven rich data, a careful thematic analysis would lead to better development of the questionnaire development of robust reliability and validity. This would ensure the lowest possible sample size needed for some of the important inferential statistical analysis as advocated and analyzed in Cohen (1992).

Qualitative approach to case study as the a priori to quantitative survey is appropriate as it is flexible and also allows the data to be collected in natural, real-life situations. As a result of this contextual meaningfulness and the rich information driven interviews, internal validity should be robustly secured, being represented by the relatively higher effect size of the R-squared of the multivariate regression analysis (Cohen, 1992).

The samples were drawn from the workers involving with various job roles, including Manson, Smith, carpenter, painter, electrician, plumber, labor, and foreman. The job demand such as in terms of the need to expose to hazardous risky areas is studied in the sample. Workers of different working experiences, ranging from less than 1 year to more than 9 years, were also sought in this study. Both full-time and part-time workers are included in the study.

The participants of the case organization are the individual employees, of total 71 sample size. Among them, 53.5 per cent are currently holding jobs as officers, 32.4 per cent as labor category, and 14.1 per cent in the metal sheet section. In addition, 36.6 per cent of them have been serving the company for less than 1 year, 29.6 per cent between 1-3 years, 21.1 per cent between 3 to 6 years, and 12.7 per cent more than 6 years. Education wise, 42.3 per cent holds a high-school diploma or lower, while the rest is consisted of 31 per cent of vocational certificate holders, 23.9 per cent of Bachelor degree holders, and 2.8 per cent with Master degree. Age wise, 60.6 per cent are males and 39.5 per cent of the respondents are females, with age ranging less than 20 years old in 2.8 per cent, 21-25 years old in 18.8 per cent, 26-30 years old in 32.4 per cent, 31-45 years old in 35.2 per cent, and 11.3 per cent of the age more than 45 years old. Marital wise, 39.4 per cent of them are single, 57.7 per cent of them are married, and the rest of 2.8 per cent belongs to the divorced.

3.5 Ethical Issues

A rigorous research effort is saturated with many ethical issues, and here the significant ethical issues that could arise to influence the validity and reliability robustness of the research would be dealt with. Fundamentally there are deontological, teleological and virtue theoretical aspects of the ethical issues, for instance:

Teleological ethics issues in research: The beneficial consequences of the study and the consequences of the study for the participants (Brinkmann & Kvale, 2008)

Deontological ethics issues in research: Informed consent of participants (i.e. about the purpose and the procedure of the research project), Confidentiality of the participants (i.e. private data identifying the participants will not be reported), and the researcher's role in the study (Brinkmann & Kvale, 2008).

Purposively, this research provides an empirical cum theoretical channel to allow the employees to know, for instance, the significance of both in-role and extra-role organizational citizenship behaviours, which partly is driven by their committed

attitudes to the organization as well the circumstance driven and personal stimulated factors. Through this heightened awareness the employees gain the necessary understanding and feedback to help them improve their performances and be happy working for the organization.

To ensure ethical rules are followed, the strict deontological and teleological ethical protocol procedure is developed i.e. data analysis would be critically subjected to thematic analysis from which the results would also be shared with the participants to ensure the researchers present structured knowledge that also reflects the voices of the participants. Ethical protocol thus covers not only consent, confidentiality, consequences, and the researcher's role in the research field (Brinkmann & Kvale, 2008), but also the data analysis and its outcome. The ethical protocol also brings to the attention to the researcher to be authentic and not to fake the friendship in order to win over the participation for knowledge (Duncombe & Jessop, 2002).

3.6 Questionnaire Developments and Reliability Analysis

Because of the inherently individualistic nature of the constructs involved in this research (job satisfaction, employee's organizational commitment, and corporate citizenship behaviours), for instance, commitments as residing within the individual (Meyer & Herscovitch, 2001) individual employees of the case organization are chosen as the unit of analysis (UOA).

Nevertheless, as this research focuses on the "organizational" correlates of commitment and organizational level of citizenship behaviours, the contents of the questionnaires development are developed to reflect either the company as a whole or the jobs, and team works which characterize the integrity of the organization. For instance, organizational commitment is measured by questionnaire items such as "I am willing to dedicate my work to effort beyond my job scopes" (an extra-role nature of commitment; commitment as attitude, Klein, Fan & Preacher, 2006), "I find that the value of my work and the value of company match well" (Mowday, Porter, Steers, & Boulian, Organizational Commitment, Job Satisfaction, and Turnover among Psychiatric, 1974), "I am really happy that I choose this organization than other

organization" (commitment as continuance and affective bond (Buchanan, 1974), and, for instance, "The company influences me to put my best job performance" (Wiener, 1982).

On the measurement scale, five Likert scales are used, standing for "1" as "Strongly disagree," "2" as "Disagree," "3" as "Neither agree nor disagree," "4" as "Agree," and "5" represents the perceived "Strongly agree," to indicate, for instance, the degree of commitment strength and the perceived levels of job satisfaction and organizational citizenship behaviours.

The following Tables 3.1-3.6 list the questionnaire items relating to the relevant constructs of the theoretical conceptual model, which are the outcomes of the exploratory factor analysis. The original questionnaire instrument is given in the Appendix. In addition, Cronbach's Alphas are all above 0.6, which is the minimum requirement for self-development questionnaire (cf. Hair, Black, Babin, Anderson & Tatham, 2006).

Table 3.1 Change Management

Dimension	Questionnaire Items	References	Cronbach's Alpha
Vision, Strategy, Policy enabled	<p>1. Has clear vision and strategy to help guide the changing new system for example new IT system, new work procedures, new policies</p> <p>2. Eliminates the obstacle to using the new system; for example let IT department teaches the new system.</p> <p>3. Encourages the employee to use the new system.</p> <p>4. Modifies system or policy that undermines the organization to make changes.</p>	Sterling and Slensnick (1998) and Developed by researcher	$\alpha = 0.724$

Table 3.1 (Continued)

Dimension	Questionnaire Items	References	Cronbach's Alpha
Reward and Punishment enable	<p>1. Focus on results of productivities more than employees' capability.</p> <p>2. Encourages, promotes and gives the reward to anyone who can implement the change system and uses it skillfully.</p> <p>3. Gives the reward to those who perform best.</p> <p>4. Gives the punishment to those who break the regulations.</p>	Sterling and Slensnick (1998) and Developed by researcher	$\alpha = 0.585$

Table 3.2 Job Characteristics

Dimension	Questionnaire Items	References	Cronbach's Alpha
Personal Growth and Supervisory feedback	<p>1. This job itself is very crucial for my personal growth.</p> <p>2. I regularly obtain feedback from supervisor.</p> <p>3. My job is only a small part of the overall piece of work, which is finished by other people or by an automatic machine.</p> <p>4. My supervisor lets me know how well I am doing on my job.</p>	Mcknight (1997) and Developed by researcher	$\alpha = 0.676$

Table 3.2 (Continued)

Dimension	Questionnaire Items	References	Cronbach's Alpha
Self-Performance	1. I know what I am doing in my job. 2. I know how good I am in my job. 3. I can tell that I'm doing well or poor on my job.	Mcknight (1997) and Developed by researcher	$\alpha = 0.683$
Many skills and important	1. My job has to use many skills to fulfill the various different things at work. 2. My job is very important which means the result of my job has effect to other peoples' ability to do their work. 3. My job is important to the organization.	Mcknight (1997) and Developed by researcher	$\alpha = 0.635$
Challenging and Growth opportunities	1. My job is challenging. 2. My Job gives me the opportunity to growth in this company. 3. My job is very stressing.	Mcknight (1997) and Developed by researcher	$\alpha = 0.614$
High-level skill and autonomy	1. My job permits me to decide on my own how to go about doing the work. 2. My job requires me to use a number of complex or high-level skills.	Mcknight (1997) and Developed by researcher	$\alpha = 0.517$

Table 3.2 (Continued)

Dimension	Questionnaire Items	References	Cronbach's Alpha
Team work	<p>1. I enjoy working on teamwork job.</p> <p>2. The job that is done with teamwork is better than done individually.</p> <p>3. When I do the work alone it's better than in a team.</p> <p>4. Working as a teamwork inspires me to think more creatively.</p> <p>5. My own job is improved when it is in the teamwork situation.</p> <p>6. For me, working in teamwork situation is quite negative.</p> <p>7. Improved performance when working as teamwork than working alone</p> <p>8. Although I have my own workloads, it's not a barrier to work as teamwork</p>	<p>Kline (1999)</p> <p>and</p> <p>Developed</p> <p>by</p> <p>researcher</p>	$\alpha = 0.832$

Table 3.3 Intrinsic and Extrinsic Motivation

Dimension	Questionnaire Items	References	Cronbach's Alpha
Intrinsic Motivation	<p>1. The challenge of work leads me to learn new things.</p> <p>2. I feel satisfied when I have a difficult job to do and I can make it successful</p> <p>3. My experience and performance go up when I do the job well.</p> <p>4. I feel satisfied when I finish my job on time.</p>	<p>Tremblay, Blanchard, Taylor, and Pelletier (2009) and Mcknight (1997) and Developed by researcher</p>	$\alpha = 0.658$
Extrinsic Motivation; New Policy, New System,	<p>1. The company policy is attractive to motivate me to work hard.</p> <p>2. I try harder on new system to make me feel familiar with it.</p>	<p>Tremblay et al. (2009) and Mcknight (1997) and Developed by researcher</p>	$\alpha = 0.581$

Table 3.3 (Continued)

Dimension	Questionnaire Items	References	Cronbach's Alpha
Change preference	<p>1. Organization policy affects the performance of my working positively.</p> <p>2. I would rather use old system than new one.</p>	Tremblay et al. (2009) and Mcknight (1997)	$\alpha = 0.533$
Salary	1. I tend to work harder when get more salary.		$\alpha = 0.469$
Welfare	1. Welfare is one of my motivations to work here.		$\alpha = 0.155$

Table 3.4 Job Satisfaction

Dimension	Questionnaire Items	References	Cronbach's Alpha
Satisfy with work, Supervisory relationship, co-worker support	1. I am satisfied with the kind of work I do. 2. I am satisfied with the relationship with supervisor. 3. I am happy with all the supports given to me by my co-workers.	Mcknight (1997) and Developed by researcher	$\alpha = 0.615$
Fair salary, Workloads, Wages	1. I receive fair salary. 2. I feel satisfied of the workload. 3. I am satisfied with the wages.	Mcknight (1997) and Developed by researcher	$\alpha = 0.790$
Happy with newness	1. I dislike receiving much pressure from learning new thing. 2. I get a lot of enjoyment doing my job. 3. The new system makes me feel frustrated.	Tremblay et al. (2009) and Mcknight (1997) and Developed by researcher	$\alpha = 0.595$

Table 3.4 (continued)

Dimension	Questionnaire Items	References	Cronbach's Alpha
Satisfy with self-improvement and develop strategy	1. I have developed myself from the job that I work every day. 2. My job allows me to improve my skills, experience and performance.	Tremblay et al. (2009) and Mcknight (1997) and Developed by researcher	$\alpha = 0.779$
Happy with team spirit and change	1. I am happy with the team working spirit in this organization. 2. I am satisfied with the progress of changes happening in the organization.	Tremblay et al. (2009) and Mcknight (1997) and Developed by researcher	$\alpha = 0.252$

Table 3.5 Organizational Commitment

Dimension	Questionnaire Items	References	Cronbach's Alpha
Organizational Commitment	<p>1. I am willing to dedicate my work to effort beyond my job scopes.</p> <p>2. I tell other colleagues that this company is a great place to work for.</p> <p>3. I will take any jobs in this organization, which the leader assigns to me.</p> <p>4. I find that the value of my work and the value of company match well.</p> <p>5. I am proud to tell anyone that I'm working at this company.</p> <p>6. The company influences me to put my best job performance.</p> <p>7. I am really happy that I choose this organization than other organization.</p> <p>8. For me this company is the best place to work.</p> <p>9. I really care about this company future.</p>	Meyer (1997)	$\alpha = 0.881$

Table 3.6 Organization Citizenship Behaviour

Dimension	Questionnaire Items	References	Cronbach's Alpha
In-role Corporate Citizenship Behaviour	<p>1. I like this company and try to be loyal to the organization.</p> <p>2. I am willing to protect organization when some problems happen.</p> <p>3. I care about company image.</p> <p>4. I do not waste on-the-job time with the unnecessary such as social media, gossip.</p> <p>5. I am willing to joint company meeting</p>	<p>Van Scotter and Motowidlo (1996) and Lee and Allen (2002) and Podsakoff, Ahearne and MacKenzie (1997) and Developed by researcher</p>	$\alpha = 0.815$
Extra-Role Corporate Citizenship Behaviour	<p>1. I am willing to help others who have been absent.</p> <p>2. I am sincere to my co-worker.</p> <p>3. I am always willing to share my idea to improve the functioning of the organization.</p> <p>4. I am willing to scarify my time to help others solving their problem.</p> <p>5. I am willing to train newcomer employee.</p>	<p>Van Scotter and Motowidlo (1996) and Lee and Allen (2002) and Podsakoff et al. (1997) and Developed by researcher</p>	$\alpha = 0.741$

3.7 Pilot Testing

Pilot testing stresses on the use of interviews to the supervisors and also with an attempt to determine the current states of concerns of the workers at the case organization. Two supervisors are interviewed and three workers' views are sought, and the sole objective is to obtain the themes and patterns of the themes needed to guide the literature review, so that questionnaires instrument can be developed.

The interviews focus on exploiting the emic (insider) points of views of the employees of the case organization to help discover and understand their areas of concerns relating to job characteristics in total and their psychological states of satisfaction and commitment towards the organization and the job. In other words, the interview process is facilitated to enable the respondents to be reflective about their perspectives that relate to their work, job designs and the numerous facets of behaviours in the organizational context.

The themes and patterns of themes identified, which have been summarized into the questionnaire items and the constructs, are iterated through literature reviews, being consulted with the supervisor of the thesis in areas of appropriateness of words and content validity, as well as the matching of the operational definitions, as given in Chapter One and the context of the literature in Chapter Two. The ultimate objective is to obtain reasonable robust degree of validity and reliability in the questionnaire survey, but the advantages of interview-based approach to questionnaire development is reflected by the high R-squared strengths in the propositions validation which the results are discussed in the next Chapter 4.

CHAPTER 4

RESULT AND ANALYSIS

4.1 Introduction

The literature review in Chapter Two raised three propositions and one demographic question which would need to be addressed. The data analyzed in this chapter were based on the questionnaire-based survey seeking the perceptions of the employees on the job-related issues as well as their satisfaction and commitment, and corporate citizenship behaviours towards the organization. In this chapter, first the descriptive analysis is presented, followed by inferential statistics analysis.

4.2 Participant Profile

Among the seventy-one participants, as presented in Figure 4.1, the male employees are 60.6 percents and the female employees at 39.5 percents. The majority of the male employees, at the work sites, is reckoned by the job demanding handling of heavy steels and other construction materials, including welding processes, trucks driving and steels handling and logistics management.

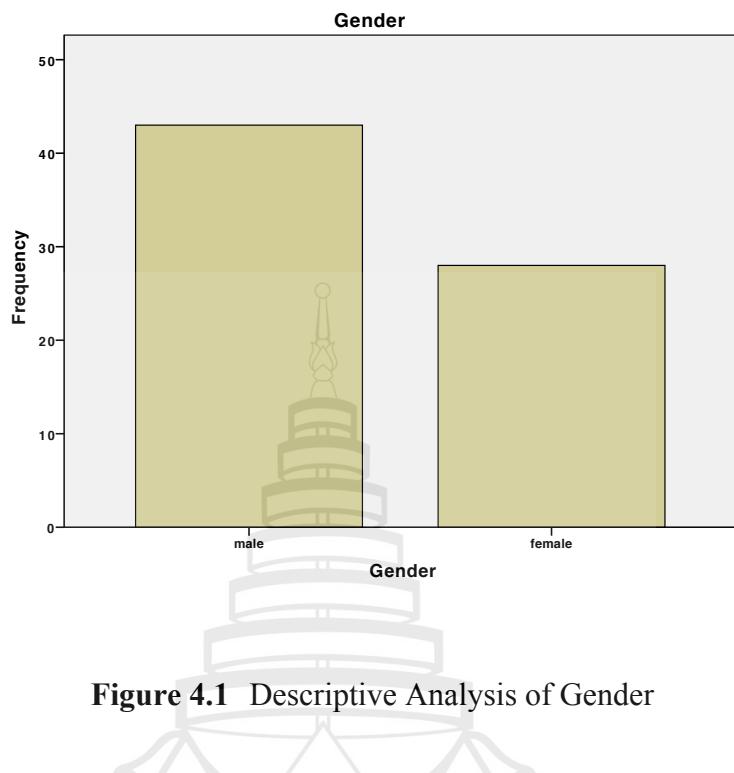


Figure 4.1 Descriptive Analysis of Gender

As shown in the bar chart presentation in Figure 4.2, the majorities of the employees are in ages between 28-30 and 31-45 years of age, at respectively 32.4 percents and 35.2 percents, reckoned by the case organization as employees that have certain experience bases which are needed in competitive industries such as construction materials to take advantages of the employees who have sound competencies, skills and attitude in order to handle the evolving requirements of the customers and constant introduction of new construction materials in the markets. Another 18.3 percents of the employees fall in the age group between 21 to 25, and 11.3 percents more than 45 years of age, which signify the policy of the case organization to keep the senior as parts of the recognition for corporate citizenship behaviours, and as competency models to other employees which provide the atmosphere of trust and stability for further incremental and transformative change management that is undergoing in the case organization. The 11.3 percents at younger age group, between 21 and 25, also reflect the expansive performance of the case organization which prompts for recruitment for new graduates to be subjected to further job training and responsibilities.

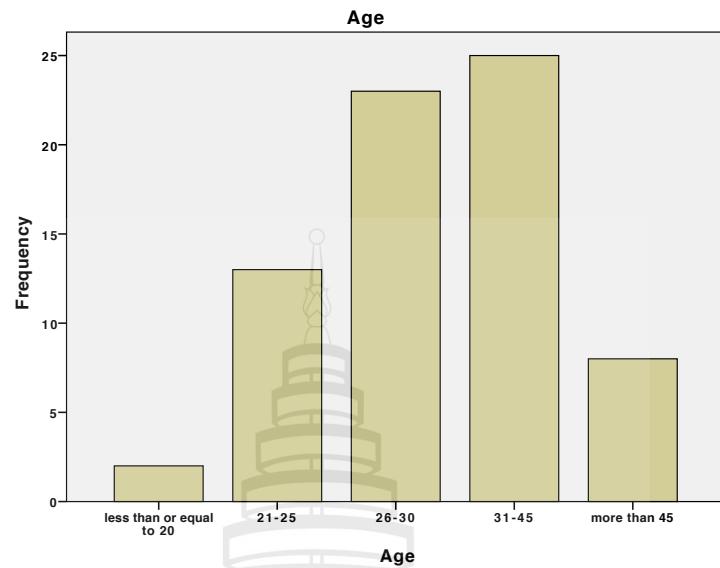


Figure 4.2 Descriptive Analysis of Age

In terms of the marital status of the employees, the majority is married, at 57.7%, while the rest, of 39.4 percents are single, with minor 2.8 percents are divorced, as shown in Figure 4.3.

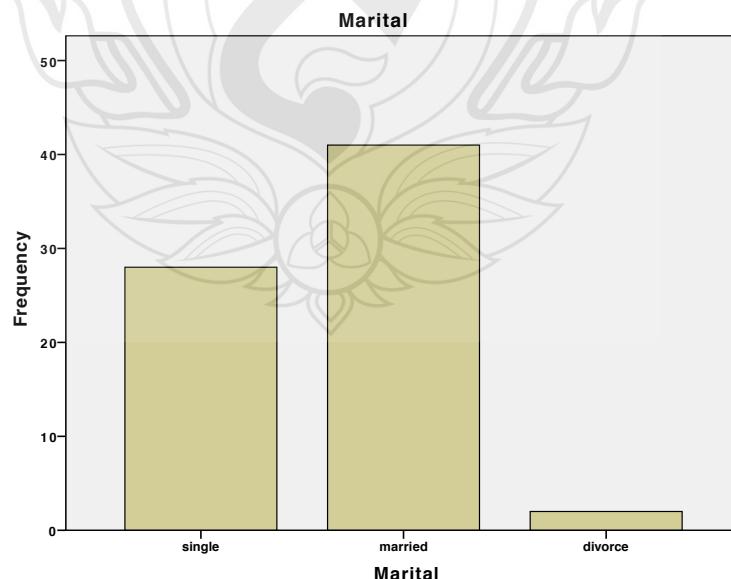


Figure 4.3 Descriptive Analysis of Marital

Income characteristics is skewed predominantly towards the income group less than 10,000 Baht, as shown in Figure 4.4, at 77.5 percents, within only minor 14.1 percents in the income ranging from 10,001 Baht to 15,000 Baht, and another 5.65 and 2.8 percents, respectively, on income groups ranging between 15,001-20,000 Baht and more than 20,000 Baht.

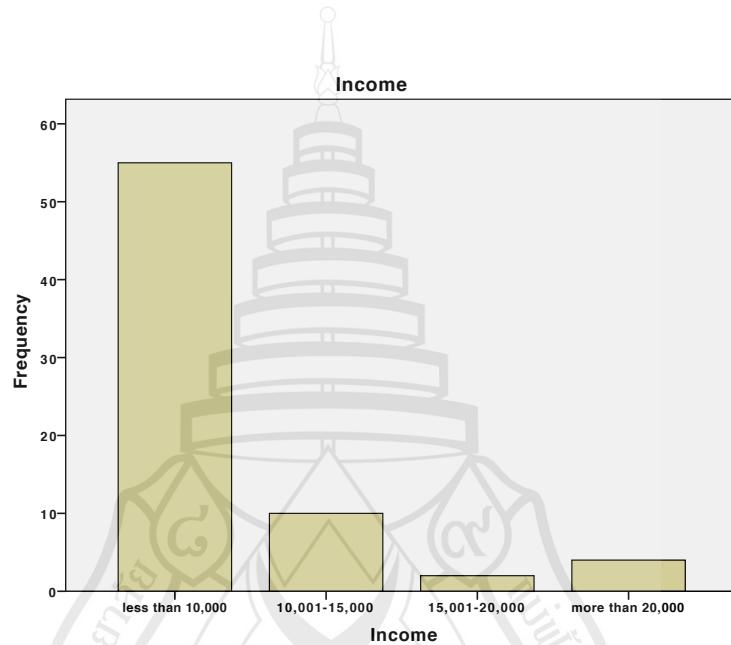


Figure 4.4 Descriptive Analysis of Income

On the aspect of education requirement of the case organization, from the nature of handling needed of construction materials such as steels, the case organization currently employs, being representative of the survey participants of this research, high-school diploma holders or of lower level, at 42.3 percents, which do not need high skills of works such as engineering. The next in line of the employees, education wise, hold vocational certificates, at about 31 percent, while the holders of Bachelor's degree are at about 23.9 percents, with minor 2.8 percents holding Master's degree, as shown in Figure 4.5.

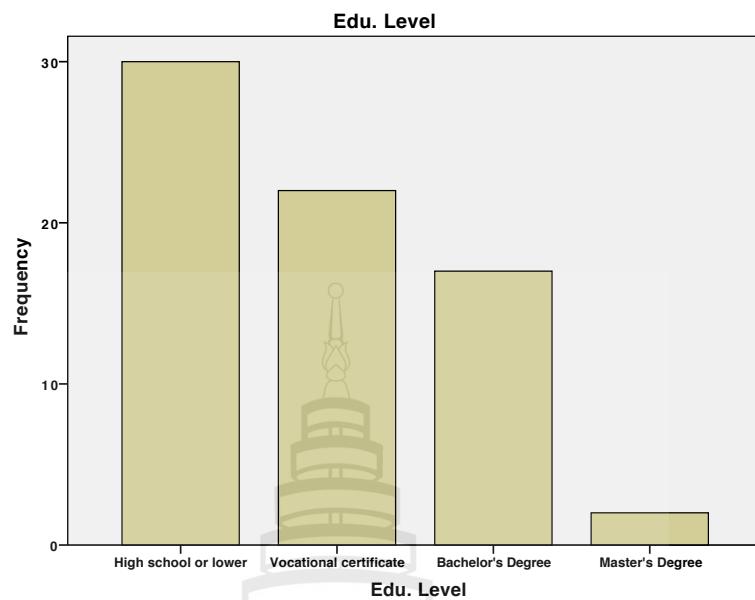


Figure 4.5 Descriptive Analysis of Education Level

Among the employees participated in the survey of this research, majority of them, at 53.5 percents, are officers holding jobs such as accountant, IT, sales, HR and inventory management, followed by the next 32.4 percents of the employees work in transportation and logistics, which also involve handling of heavy construction materials. The other employees belong to the metal sheet section of the case organization at 14.1 percents, as shown in Figure 4.6.

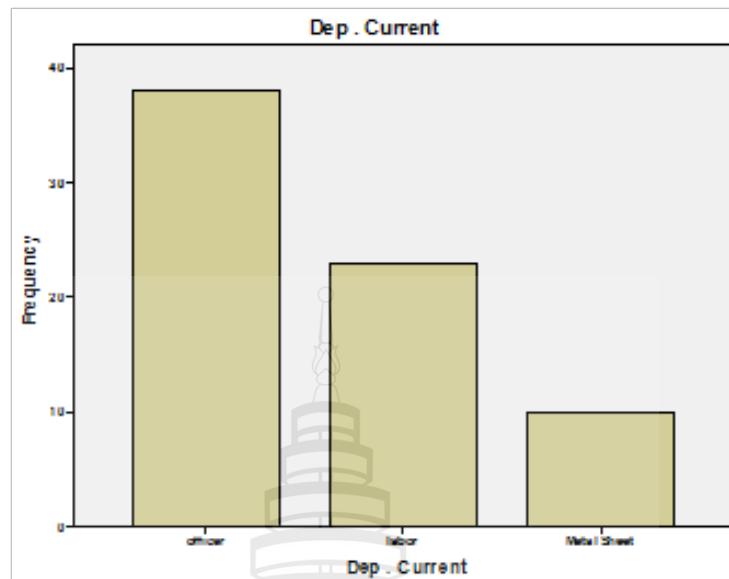


Figure 4.6 Descriptive Analysis of Department of Current Job

In terms of the duration of years of experiences of the employees in the current nature of job, the results presented in Figure 4.7 indicate that a significant portion of the employees have less-than-one-year of the job experience, at about 38 percents, and this would imply a higher level of need for job training and closer supervision in the case organization in dealing with this group of employees. In addition, in the later sections of this Chapter, correlation analysis would provide the evidences that the longer the employees have served in the current nature of job, would therefore agree at a higher agreeable scale towards job characteristics that allow job autonomy. Employees that have been on the current nature of jobs for 1-3 years are consisted of 29.6 percents, followed by 22.5 percents of them with 3-6 years of experiences, and 9.9 percents with more than six years of experiences.

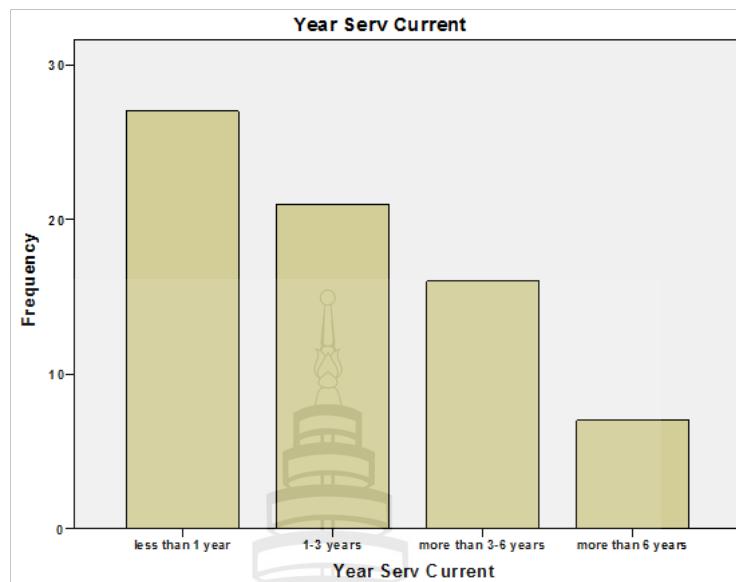


Figure 4.7 Descriptive Analysis of Service in the Current Job

The similar trend of profile goes with the number of years of services in the current case organization, as presented in Figure 4.7, which states a significant portion of the employees have less-than-one-year of the service years of experiences with the current case organization, at about 36.6 percents, and this would imply a higher level of need for job training and closer supervision in the case organization in dealing with this group of employees. In addition, in the later sections of this Chapter, correlation analysis would provide the evidences that the longer the employees have served in the current organization, would therefore agree at a higher agreeable scale towards job characteristics that allow job autonomy. Employees that have been with the current organization for 1-3 years are consisted of 29.6 percents, followed by 21.1 percents of them with 3-6 years of experiences, and 12.7 percents with more than six years of service experiences with the current organization.

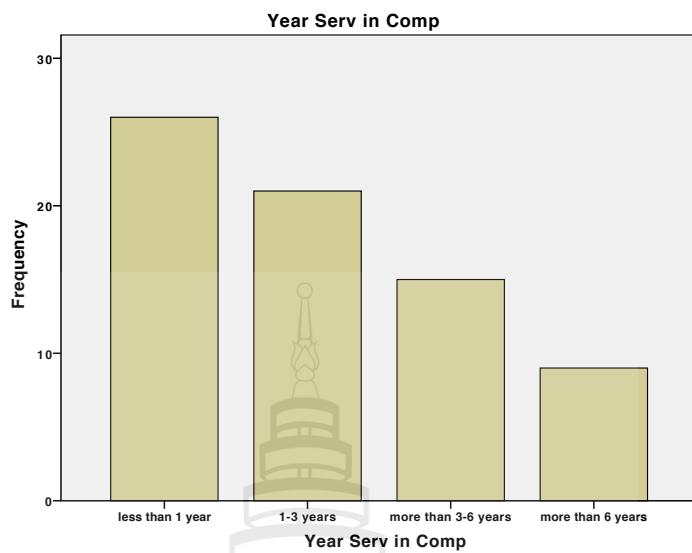


Figure 4.8 Descriptive Analysis of Service in the Company

4.3 Exploratory Factor Analysis

Exploratory factor analysis is a useful tool to help sort out, simplify, categorize, identify and reduce the themes of the interview-based data analysis with an attempt to design reliable measurement instrument of validity. Basically, the interviews with the two supervisors and few workers in the case organization provide the sorts of contents for questionnaire items, and although they have been subjected to thematic and patterns-of-relationship analysis, in qualitative terms, and with further assistance of the literature review and the subject expertise of the thesis supervisor, the data collected still need to go through exploratory factor analysis. The dimensions of factors identified through the exploratory factor analysis, to be shown in the sequel, reveal that not only the factors extracted match with the research findings of the significantly dominant researchers of the field, such as in terms of job resources and job demands (Hackman & Oldham, 1976; 1980), motivation (cf. Herzberg et al., 1959; Herzberg, 1966), in-role and extra-role domains of organizational citizenship behaviours (George & Brief, 1992; George & Jones, 1997), but also it contributes to shed light on the other domains of, for instance, job characteristics that are not conventionally addressed in the extant literature, designated as self-performance job

resource awareness and people-cooperation oriented job demand. In terms of job satisfaction, the exploratory factor analysis also indicates the psychological states of attitudes and affection towards various aspects of the job, the team-working environment and a host of other issues relevant to the employees and the organization. This insight provides further implication to the case organization, other organizations in the similar or dissimilar industries and researchers about the multi-dimensionality nature of job satisfaction, something beyond a compositional nature in measurement. The broader perspectives provide better information for the management to better and able to design the right effective HR policies to implement change management initiatives.

When the 19-items of the questionnaires (see Appendix) are subjected to the exploratory factor analysis, eigenvalue scree plot shown in Figure 4.9 indicates that there are six distinctive factors extracted.

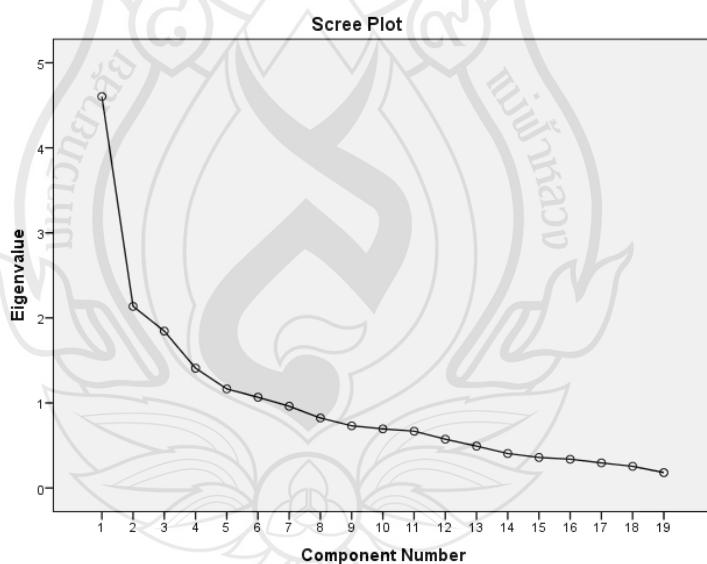


Figure 4.9 Scree Plot for the Job Characteristics Items

Based on VARIMAX method, the most popular orthogonal factor rotation methods focusing on simplifying the columns in a factor matrix in the exploratory factor analysis (Hair et al., 2006; Tan, 2015a), six distinctive job characteristics are

identified, namely as personal growth, job identity and supervisory feedback, skill diversity and significance of task, people cooperation oriented, self-performance awareness, challenging job and growth opportunity, and high-level skills and autonomy. A broader classification indicates two domains of job characteristics, namely job resources (the intrinsic resource nature represented by personal growth and supervisory feedback, and self-performance awareness) and job demands represented by the diversity of skill and significance of task, people cooperation oriented tasks, and job nature that is challenging and filled with growth opportunity, and high-level skills and autonomy. These job characteristics share some of the similar attributes of the job characteristics model proposed by Richard Hackman and Greg Oldham (1971, 1975, 1976, 1980), and beyond. Thus, the interview-based approach clearly can be benefited by the use of exploratory factor analysis to help categorize themes, identify the patterns of themes, and as a bridge to implementing the questionnaire-based survey in the mixed method.

The six distinctive factors are listed below, which is the outcome of the VARIMAX rotated matrix presented in Table 4.1, in which Cronbach's Alpha coefficient of the reliability analysis of each extracted factor is shown in the bracket:

Personal growth, job identity and supervisory feedback ($\alpha = 0.676$, accepted for statistics analysis): represented by the perceptions of the employees towards “this job itself is very crucial for my personal growth,” “I regularly obtain feedback from supervisor,” “My job is only a small part of the overall piece of work, which is finished by other people or by an automatic machine,” and “my supervisor lets me know how well I am doing on my job.”

Skill Diversity and Significance of Task ($\alpha = 0.635$, accepted): represented by the perceptions of the employees towards “ my job has to use many skills to full the various different things at work,” “my job is very important which means the result of my job has effect to other people’s ability to do their work,” and “my job is important to the organization”

People Cooperation Oriented ($\alpha = 0.679$, accepted): represented by the perceptions of the employees towards “my job needs me to make contact with many people,” “my job requires me to work closely with other people,” and “my job requires a lot of cooperative work with other people.”

Self-Performance Awareness ($\alpha = 0.683$, accepted): represented by the perceptions of the employees towards “I know what I am doing in my job,” “I know how good I am in my job,” and “I can tell that I am doing well or poor on my job.”

Challenging Job and Growth Opportunity ($\alpha = 0.614$, accepted): represented by the perceptions of the employees towards “my job is challenging,” “my job gives me the opportunity to growth in this company,” and “my job is stressing.”

High-Level Skills and Autonomy ($\alpha = 0.517$, rejected for further statistical analysis): represented by the perceptions of the employees towards “my job permits me to decide on my own how to go about doing the work,” and “my job requires me to use a number of high-level skills.”

Table 4.1 VARIMAX Rotated Matrix for the Job Characteristics

	Component					
	1	2	3	4	5	6
JC17	0.786					
JC10	0.689			0.299		0.232
JC9	0.672	0.235	0.120		0.211	
JC15	0.631		0.192		-0.249	-0.121
JC2	0.240	-0.799		0.126		-0.168
JC3	0.217	0.657	0.294	0.273		
JC16	0.244	0.631	0.319		0.197	
JC1		0.554		0.323	0.214	0.347
JC13	0.115		0.817	0.139		
JC12		0.254	0.731			0.260
JC19	0.103	0.147	0.644		0.450	-0.104
JC8		0.205		0.824		
JC6	0.211	-0.142	0.124	0.731		
JC7				0.682	-0.113	0.457
JC4	0.187	0.160			0.777	
JC11	-0.142		0.110		0.710	
JC5	0.414	0.104	0.173		0.565	0.319
JC14	0.107		0.115	0.153		0.830
JC18		0.298	0.274		0.400	0.489

Note. Extraction Method: Principal Component Analysis.
 Rotation Method: Varimax with Kaiser Normalization.
 a. Rotation converged in 6 iterations.

Similarly, for job satisfaction items, by the use of VARIMAX rotation method in the exploratory factor analysis, the results shown in Table 4.2 indicates five distinctive factors being extracted, namely satisfaction of the employees towards team spirit and organizational change, towards newness, and towards work supervisory relationship and co-worker support, and satisfaction towards self-improvement and development, and towards salary, workload and payment.

Table 4.2 VARIMAX Rotated Matrix for Job Satisfaction

	Component				
	1	2	3	4	5
JS6	0.922				
JS1	0.907	-0.139			0.119
JS2	0.540	0.147	0.439	0.436	-0.141
Ext/Int M.13		0.850		0.152	
Ext/Int M.12		0.840		0.231	0.134
JS4	0.140	0.560	0.361	-0.245	0.457
JS8	-0.232		0.797	0.131	
JS3	0.323	0.246	0.686	-0.163	0.117
Ext/Int M.3		0.268		0.812	
Ext/Int M.6	0.282		-0.164	0.572	0.558
Ext/Int M.4	0.145	0.184	0.428	0.482	0.358
JS5		0.182			0.792
JS7			0.269		0.464

Note. Extraction Method: Principal Component Analysis.
 Rotation Method: Varimax with Kaiser Normalization.
 a. Rotation converged in 7 iterations.

To further simplify, a single “job satisfaction” construct, which represents the overall outlook of the state of the employee’s satisfaction towards their jobs and some of the issues relevant to them, their jobs and the organization, would be used. This is made possible by the analysis of multivariate regression analysis, with the result shown in Table 4.3-4.5, which shows that “job satisfaction” can be represented by the following equation of different weights of influence of representation of the different elements or characteristics of job satisfaction, such as towards wages (cf. Moorman, 1993), and affective feeling towards their immediate working conditions (Thomson & Phua, 2012):

Job Satisfaction

= 0.215 Team Spirit and Organizational Change
 + 0.385 Newness
 + 0.298 Work Supervisory Relationship and Co-Worker Support
 + 0.221 Self-Improvement and Development
 + 0.437 Salary, Workload and Payment

Table 4.3 Model Summary of Job Satisfaction of its Elements

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	1.000 ^a	1.000	1.000	.00000

Note. a. Predictors (Constant), Job Satisfaction: Salary, Workload and Payment, Job Satisfaction: Self-Improvement and Development, Job Satisfaction: Team Spirit and Organizational Changes, Job Satisfaction: Work, Supervisory Relationship and Co-Worker Support, Job Satisfaction: Newness
 b. Dependent Variable: Job Satisfaction

Table 4.4 F-Test for Job Satisfaction as Department Variable

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	13.864	5	2.773	.	.000 ^b
Residual	.000	65	.000		
Total	13.864	70			

Note. a. Dependent Variable: Job Satisfaction
 b. Predictors (Constant), Job Satisfaction: Salary, Workload and Payment, Job Satisfaction: Self-Improvement and Development, Job Satisfaction: Team Spirit and Organizational Changes, Job Satisfaction: Work, Supervisory Relationship and Co-Worker Support, Job Satisfaction: Newness

Table 4.5 T-Test for Job Satisfaction as Department Variable

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.060E-010	.000		0.012	.990
Job Satisfaction: Team Spirit and Organizational Changes	.154	.000	.215	87439800.69	.000
Job Satisfaction: Newness	.231	.000	.385	148603439.1	.000
Job Satisfaction: Work, Supervisory Relationship and Co-Worker Support	.231	.000	.298	118583579.5	.000
Job Satisfaction: Self-Improvement and Development	.154	.000	.221	88463639.39	.000
Job Satisfaction: Salary, Workload and Payment	.231	.000	.437	181274307.3	.000

Note. a. Dependent Variable: Job Satisfaction

The five distinctive factors of “job satisfaction” are listed below, in which Cronbach’s Alpha coefficient of the reliability analysis of each extracted factor is shown in the bracket:

Team spirit and organizational change ($\alpha = 0.252$, rejected for further statistical analysis): represented by the perceptions of the employees towards “I am happy with the team working spirit in this organization” and “I am satisfied with the progress of changes happening in the organization.” This factor illustrates the job satisfaction of the employees at performances at team and organizational levels.

Newness ($\alpha = 0.60$, accepted): represented by the perceptions of the employees towards “I dislike receiving much pressure from learning new thing

(Reversed)," "I get a lot of enjoyment doing my job," and "the new system makes me feel frustrated" (Reversed).

Work supervisory relationship and coworker support ($\alpha = 0.615$, accepted): represented by the perceptions of the employees towards "I am satisfied with the relationship with supervisor" and "I am happy with all the supports given to me by my co-workers"

Self-improvement and development ($\alpha = 0.779$, accepted): represented by the perceptions of the employees towards "I have developed myself from the job that I work every day," and "my job allows me to improve my skills, experience, and performance."

Salary, workload and payment ($\alpha = 0.790$, accepted): represented by the perceptions of the employees towards "I receive fair salary," "I feel satisfied of the workload," and "I am satisfied with the wages."

The other constructs are presented in Chapter Three, which include "Change Management," and the intrinsic and extrinsic domains of motivation of the employees, organizational commitment, and both in-role and extra-role corporate citizenship behaviours.

4.4 Descriptive Analysis

This section presents the descriptive distribution profiles of the variables involved in this research, with Table 4.6 as an overall outline of the variables of the research involved. Among the variables involved in this research, six of them earn the perceptions of the employees with the scale above "4" ("Agreeable") to "5" ("Strongly Agreeable"), while the rest in between "3" ("Neither Disagree nor Agree") to "4" ("Agreeable"). Those above the "4" scales are team attitude (teamwork is necessary in view of this company product), at mean of 4.3944, and intrinsic motivation (described by the challenge of work leading the employees to learn new things, and the employees feel satisfied when they have a difficult job to do and when they can make the job successful, and their experiences and performance go up when they do their job well, and employees feel satisfied when they finish their jobs on

time), at mean of 4.2923, followed by extra-role OCBs at mean of 4.1887, and extrinsic motivation at a mean of 4.01414, team working at 4.0070, and in-role organizational citizenship behaviours at 4.0028.

Table 4.6 Overall Summary of the Descriptive Profiles of the Variables of the Research

	N Statistic	Minimum Statistic	Maximum Statistic	Mean Statistic	Std.Deviation Statistic
Team Attitude	71	1.00	5.00	4.3944	0.81904
Intrinsic Motivation	71	3.25	5.00	4.2923	0.46481
Extra-Role Corporate Citizenship Behaviour	71	2.60	5.00	4.1887	0.49901
Extrinsic Motivation: Pay	71	1.00	5.00	4.0141	1.00702
Team Working	71	2.63	5.00	4.0070	0.60241
In-Role Corporate Citizenship Behaviour	71	2.40	5.00	4.0028	0.61365
Job Characteristics: Skill Diversity and Task Significance	71	2.67	5.00	3.9202	0.61066
Job Characteristics: People Cooperation Oriented	71	1.00	5.00	3.8451	0.76601
Change Management: Reward/Punishment Enabled	71	2.33	5.00	3.8263	0.72563
Change Management: Vision, Strategy, Policy Enabled	71	1.75	5.00	3.7359	0.65039
Organizational Commitment	71	2.56	4.89	3.6870	0.58231
Job Characteristics: Self Performance Awareness	71	2.00	5.00	3.6432	0.58098

Table 4.6 (Continued)

	N	Minimum Statistic	Maximum Statistic	Mean Statistic	Std.Deviation Statistic
	Statistic				
Job Satisfaction	71	2.46	4.54	3.5688	0.44503
Extrinsic Motivation: Welfare	71	1.00	5.00	3.5070	1.11961
Extrinsic Motivation: New Policy and System	71	1.00	5.00	3.4225	0.70024
Job Characteristics: High-Level Skills and Autonomy	71	1.00	5.00	3.3803	0.84289
Job Characteristics: Challenging Job and Growth Opportunity	71	1.00	5.00	3.3709	0.81562
Job Characteristics: Personal Growth and Supervisory Feedback	71	1.75	5.00	3.3099	0.64012
Change Preference	71	1.33	4.67	3.2254	0.73630
Valid N (listwise)	71				

Judging from the perceptions levels as shown in Table 4.6, the employees do provide favorable responses towards both in-role and extra-role organizational citizenship behaviours (OCBs), which imply to the case organization that they are able to maintain, to some good level, the loyal state of the employee, manifested by the behavioural willingness to protect the organization when problems occur and to participate in company meetings, show caring about the corporate images, and waste not on social media and gossip aspects, and demonstrate extra-role in helping others who are absent in work, in sharing ideas to improve the functioning of the organization, in solving problems of their colleagues in work, and to provide the necessary training assistance to newcomer employees. The other significant potentials identified from the overall descriptive analysis are the motivation of the employees, both on intrinsic and extrinsic aspects, and this also implies to the case organization to

further try to tap on these inherent driving forces to drive up the job satisfaction of the employees, currently standing at mean of 3.5688, with a standard deviation of 0.44503. Intrinsic motivation, which for instance can stimulate the employees to take on the challenge of work and to learn new things, and to feel intrinsic satisfaction upon doing a good job, should be promoted as the final model validation (which supports the propositions being raised) shows that intrinsic motivation influences not only job satisfaction, but also organizational commitment of the employees, as well as their in-role and extra-role organizational citizenship behaviours (OCBs).

In what follows, as presented in Table 4.7 and Table 4.8 will present the item-by-item details of the key constructs of the final model validated that depicts the interrelationship of the three propositions being raised in Chapter Two.

Table 4.7 Descriptive Profile of Job Characteristics, Change Management and Team Working

Construct	Item No.	Questionnaire Statement	Mean	Std. Deviation
JC: SP	JC6	I know what I am doing in my job.	3.9014	0.75885
	JC8	I can tell that I'm doing well or poor on my job.	3.7183	0.81386
	JC7	I know how good I am in my job.	3.3090	0.64568
JC: PGSF	JC9	This job itself is very crucial for my personal growth.	3.7746	0.77822
	JC10	I regularly obtain feedback from supervisor.	3.3662	0.77900
	JC17	My job is important to the organization.	3.1972	0.87210
	JC15	My job is only a small part of the overall piece of work, which is finished by other people or by an automatic machine.	2.9014	1.12320
CM	CM4	Modifies system or policy that undermines the organization to make changes	3.9296	0.85061
	CM3	Encourages the employee to use the new system.	3.7887	0.84372
	CM1	Has clear vision and strategy to help guide the changing new system.	3.7183	0.88128
	CM2	Eliminates the obstacle to using the new system; for example let IT department teaches the new system.	3.5070	0.93920

Table 4.7 (Continued)

Construct	Item No.	Questionnaire Statement	Mean	Std. Deviation
IM	M1	The challenge of work leads me to learn new thing.	4.3521	0.67820
	M2	I feel satisfied when I have a difficult job to do and I can make it successful.	4.3521	0.67820
	M11	I feel satisfied when I finish my job on time.	4.3239	0.62734
	M5	My experience and performance go up when I do the job well.	4.1408	0.66108
EM	M10	I try harder on new system to make me feel familiar with it.	3.7042	0.88470
	M8	The company policy is attractive to motivate me to work hard.	3.1408	0.78003
Team Working	TW4	Teamwork is necessary in view of this company product.	4.3944	0.81904
	TW1	I enjoy working on teamwork job.	4.1972	0.83870
	TW2	The job that is done with teamwork is better than done individually.	4.1690	0.87898
	TW5	Working as a teamwork inspires me to think more creatively.	4.1408	0.85014
	TW8	Improved performance when working as teamwork than working alone.	4.0986	0.84777
	TW9	Although I have my own workloads, it's not a barrier to work as teamwork.	4.0000	0.67612
	TW6	My own job is improved when it is in the teamwork situation.	4.0000	0.79282
	TW7	For me, working in teamwork situation is quite negative.	3.8732	0.96997
	TW3	When I do the work alone it's better than in a team.	3.5775	1.10404

Note. JC = Job Characteristics

SP = Self-Performance Awareness

PGSF = Personal Growth and Supervisory Feedback

CM = Change Management

IM = Intrinsic Motivation

EM = Extrinsic Motivation

Table 4.8 Descriptive Profile of Job Satisfaction, Organizational Commitment and OCBs

Construct	Item No.	Questionnaire Statement	Mean	Std. Deviation
Job Satisfaction	JS8	I am happy with all the supports given to me by my co-workers.	3.8873	0.68763
	JS4	I am satisfied with the relationship with supervisor.	3.7606	0.76466
	JS3	I am satisfied with the kind of work I do.	3.7042	0.83485
	JS2	I feel satisfied of the workload.	3.4648	0.84229
	JS1	I receive fair salary.	2.7606	1.06187
	JS6	I am satisfied with the wages.	2.7042	1.08752
Organizational Commitment	OC9	I really care about this company future.	3.8310	0.84492
	OC5	I am proud to tell anyone that I'm working at this company.	3.8169	0.79839
	OC4	I find that the value of my work and the value of company match well.	3.7324	0.77382
	OC3	I will take any jobs in this organization, which the leader assigns to me.	3.7183	0.88128
	OC7	I am really happy that I choose this organization than other organization.	3.7183	0.81386
	OC2	I tell other colleagues that this company is a great place to work for.	3.7042	0.68441
	OC6	The company influences me to put my best job performance.	3.6479	0.67820
	OC1	I am willing to dedicate my work to effort beyond my job scopes.	3.5634	0.87395
	OC8	For me this company is the best place to work.	3.4507	0.93791
	OCB2	I like this company and try to be loyal to the organization.	4.0845	0.73186
In-Role OCBs	OCB13	I am willing to joint company meeting	4.0704	0.83365
	OCB4	I care about company image.	4.0423	0.78261
	OCB3	I am willing to protect organization when some problems happen.	4.0141	0.74629
	OCB12	I do not waste on-the-job time with the unnecessary such as social media, gossip.	3.8028	0.93533
	OCB7	I am sincere to my co-worker.	4.3239	0.78875
Extra-Role OCBs	OCB10	I am willing to train newcomer employee.	4.2254	0.56561
	OCB8	I am always willing to share my idea to improve the functioning of the organization.	4.2252	0.68028
	OCB9	I am willing to scarify my time to help others solving their problem.	4.0845	0.78824
	OCB1	I am willing to help others who have been absent.	3.0845	0.71207

4.5 Inferential Statistics Analysis

The purpose of this section is to provide the statistical analysis evidences to not only aim to support or otherwise reject the stated propositions, but to provide the details or patterns of structure to the propositions. Three propositions are raised in Chapter Two as a result of the literature review.

Proposition 1 (P1): The antecedent variables consisting of job characteristics, team working and attitude, intrinsic and extrinsic motivation, and change management can significantly explain the variance of employee's job satisfaction.

Proposition 2 (P2): Both the antecedent variables and job satisfaction can explain the variance of organizational commitment of the employees. Employees who lack job satisfaction are likely to withdraw from job involvement i.e. commitment to the organization. The intrinsic motivation, i.e. an impetus for personal growth in the job, is particularly stressed in the two-factor theory of motivation for HRD. The role played by intrinsic motivation in the two-factor motivational context is particularly reinforced in Herzberg et al. (1957), through the bases of the Maslow theory.

Proposition 3 (P3): The variances of in-role and extra-role OCBs can significantly be explained by the antecedent variables and organizational commitment of the employees. The antecedent variables are job characteristics, team working and attitude, intrinsic and extrinsic motivation, and change management.

P1 will be discussed first. As discussed in Section 4.3, the outcome of the exploratory factor analysis shows that job satisfaction is multi-dimensional which captures the perceptions of feelings and attitude of the employees towards the conditions and results relating to the job assignments, the environment and states of performances, such as in terms of:

Salary and wages, workload, the kind of works performed, the relationship with the supervisors, working spirit in the organization, progress of changes i.e. newness happening in the organization as well as on domains relating to self-improvement and development, and the supports received by co-workers.

In other words, the domains of satisfaction exhibit both psychological and physiological needs of the employees in areas relating to personal issues (i.e.

development), relational (i.e. team spirits), performance (i.e. supervisory feedback) and organizational change (i.e. on newness to be championed). Given the background of the correlations analysis result presented in Table 4.9, which determines the choices of the predictors for multivariate regression analysis, with the result given in Table 4.10-4.12.

Table 4.9 Correlation Analysis to Determine Predictors for Job Satisfaction

	Job Satisfaction
JC: Personal Growth and Supervisory Feedback	0.279*
JC: Skill diversity and task significance	0.415**
JC: Self Performance Awareness	0.571**
Intrinsic Motivation	0.287*
Change Preference	0.242*

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

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

Specifically, P1 is supported by the result of the multivariate regression result in Table 4.10 in that the significant antecedent variables that can explain the variance of job satisfaction, at 43.3 percents, are contributable to personal growth and supervisory feedback, at Beta 0.2, and self-performance awareness at Beta 0.518 of job characteristics, and intrinsic motivation at Beta 0.194 and change preference at Beta of 0.226. In the P1 structure, change preference captures the perceptions of the employees towards the implementation of the new system in the change management initiatives, and organizational policy which affects the performance of the working positively. And “personal growth and supervisory feedback” are the aspect of job resources, signifying that the job itself is very crucial for the personal growth of the employees, which also connotes task identity that represents the job as a small part of the overall piece of work which needs to be completed by other people or by an automatic machine, and also relates to supervisory role that demonstrates regular feedback and supervision. As to the aspect of “self-performance awareness,” the weight of influence is higher than the other factors, at standard coefficient Beta of 0.518, while others are around 0.20, and this implies the role played by the intrinsic

job resource of the employees, which projects the perceptions that they know what they are doing in their jobs, in areas of performances and the efforts that are needed to improve the standards expected. The intrinsic job resource is also shared by the role played by intrinsic motivation, at Beta of 0.194, which indicates that the employees perceive positively towards the challenge of the work that will lead them to learn new things, and would give them the necessary job satisfaction for continuity.

Table 4.10 Model Summary of Job Satisfaction

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.658 ^a	.433	.389	.34786

Note. a. Predictors (Constant), Change Preference, Intrinsic Motivation, Job Characteristics: Personal Growth and Supervisory Feedback, Job Characteristics: Self Performance Awareness, Job Characteristics: Skill Diversity and Task Significance
b. Dependent Variable: Job Satisfaction

Table 4.11 F-Test for Job Satisfaction as Department Variable

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	5.998	5	1.200	9.914	.000 ^b
Residual	7.865	65	.121		
Total	13.864	70			

Note. a. Dependent Variable: Job Satisfaction
b. Predictors (Constant), Change Preference, Intrinsic Motivation, Job Characteristics: Personal Growth and Supervisory Feedback, Job Characteristics: Self Performance Awareness, Job Characteristics: Skill Diversity and Task Significance

Table 4.12 T-Test for Job Satisfaction as Department Variable

Model	Unstandardized Coefficients		Standardize d Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.626	.494		1.269	.209
Job	.139	.070	.200	1.994	.050
Characteristics: Personal Growth and Supervisory Feedback					
Job Characteristics: Skill Diversity and Task Significance	-.051	.097	-.070	-.523	.603
Job Characteristics: Self Performance Awareness	.397	.094	.518	4.216	.000
Intrinsic Motivation	.186	.096	.194	1.943	.056
Change Preference	.137	.057	.226	2.2398	.019

Note. a. Dependent Variable: Job Satisfaction

To assist the visual understanding of the roles played by the significant antecedent variables which are just explained, density plots are given, in Figures 4.10 to 4.13.

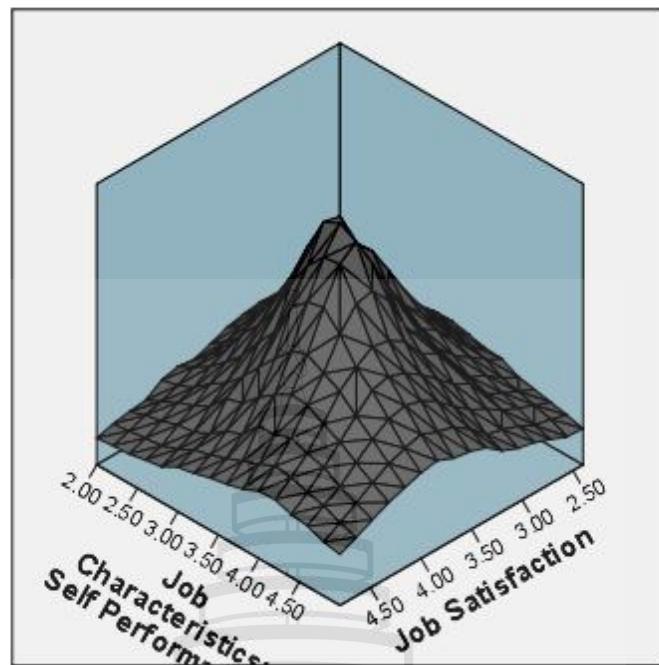


Figure 4.10 Self-Performance Awareness Predicting Job Satisfaction

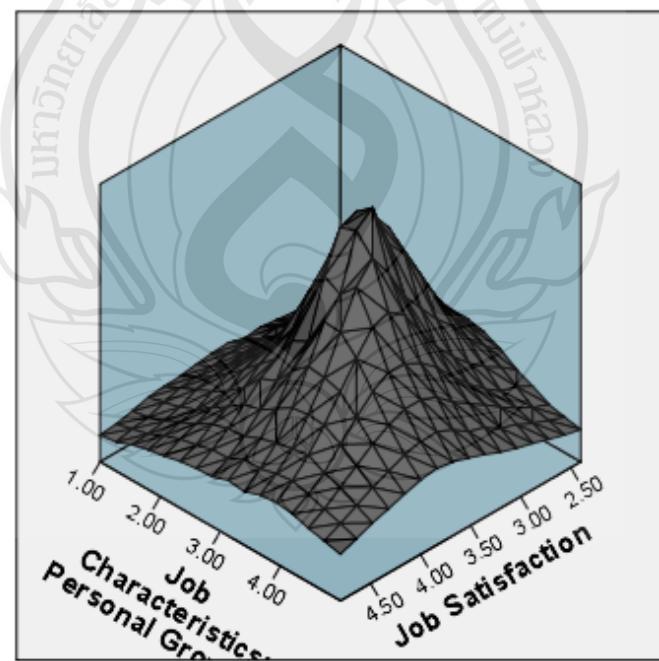


Figure 4.11 Personal Growth and Supervisory Feedback Predicting Job Satisfaction

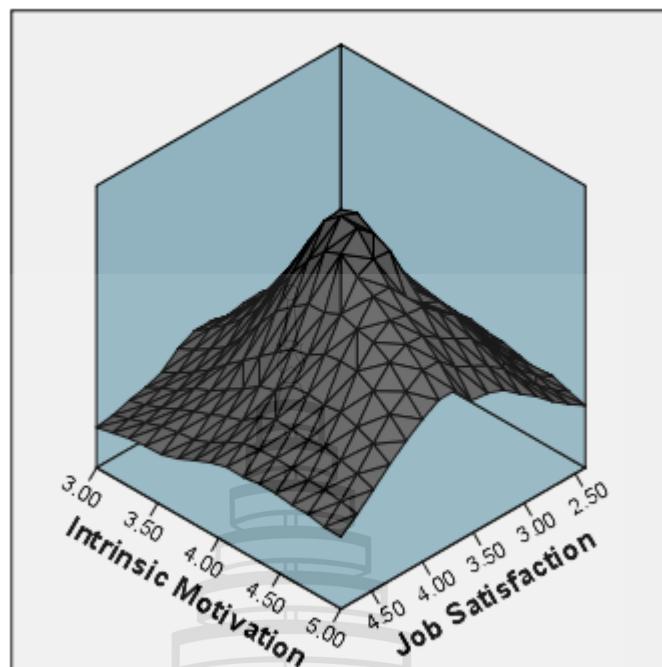


Figure 4.12 Intrinsic Motivation Predicting Job Satisfaction

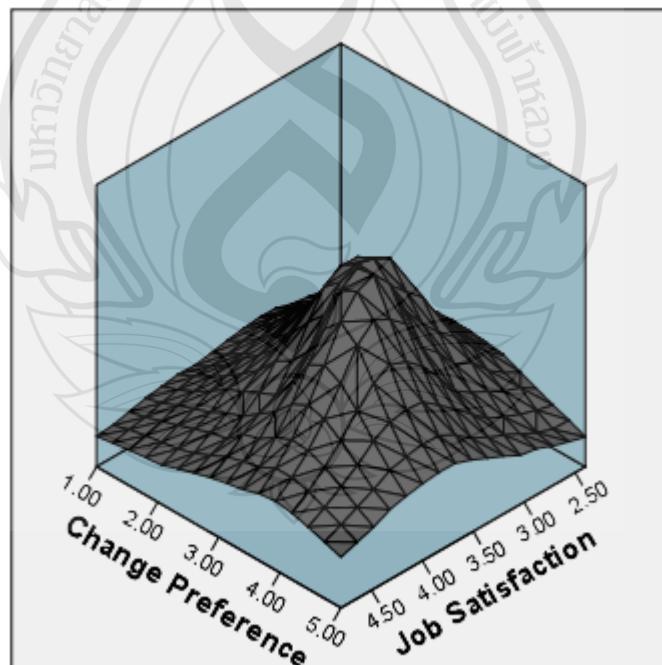


Figure 4.13 Change Preference (Motivation Factor) Predicting Job Satisfaction

In sum, the proposition 1 structure is presented in Figure 4.14, which states the interrelationship structure of the significant antecedent predictors and job satisfaction, at R-squared of 0.433. Furthermore, the notable mechanisms that drive employees' job satisfaction, shown in Figure 4.14, provide further evidences to the applicability of the theory of motivation contributable to the works of Hackmand and Frink (1974), and the self-determination theory contributable to Deci (1971) and Deci, Nezlek and Sheinman (1981). For job characteristics, self-performance awareness and resources of supervisory feedback are shown to play important role in contributing to job satisfaction. Intrinsic motivation that influences job satisfaction is characterized by the nature of jobs being challengeable, feeling satisfied over the success of a difficult job, improvement made and on-time delivery of jobs. Extrinsic motivation here is described by the motivation made by organizational policy, implementation of new systems in the organization as well as the attractiveness of the present job.

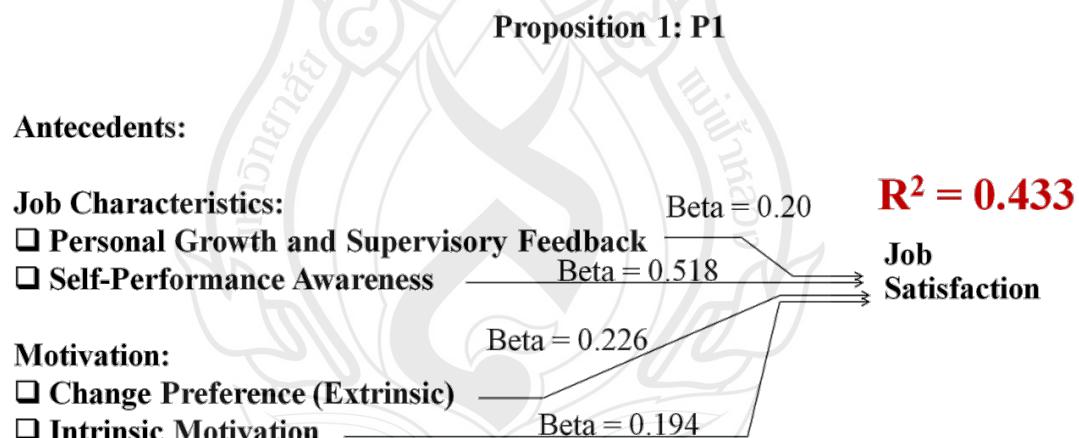


Figure 4.14 Proposition 1 Structure

In the aforementioned, job satisfaction as a dependent variable that describes, for instance, the “pleasurable or positive emotional state resulting from the appraisal or one’s job or job experiences” (Locke, 1976, p. 1300), in various aspects of the jobs and relevancy, i.e., the kinds of works assigned to them, the relationships with supervisor, and the support of the co-workers, etc. (see Chapter Three, and Section 4.2). While job satisfaction is predominantly predicted by the motivational thrust and

the different nature of job characteristics, as shown in Figure 4.14, which supports the proposition 1 (P1) according to the structure presented in Figure 4.14, the proposition 2 (P2) is the discussion that follows.

Proposition 2 states that both the antecedent variables and job satisfaction can explain the variance of organizational commitment of the employees. The use of multivariate regression analysis would be used for the task of investigating the supportability for P2. To accomplish that, correlation analysis is first used, in which the results indicate that organizational commitment is positively correlated to job satisfaction, the most, at 0.611** (is significant at the 0.01 level, 2-tailed), followed by the self-performance awareness aspect of job characteristics, at 0.480* (is significant at the 0.05 level, 2-tailed), presented in Table 4.13.

Table 4.13 Identifying the Predictors for Organizational Commitment

	Organizational Commitment
Job Satisfaction	0.611**
Job Characteristics: Personal Growth and Supervisory Feedback	0.280*
Job Characteristics: Self Performance Awareness	0.480*
Intrinsic Motivation	0.460*

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

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

Organizational commitment describes the bond between the employee and the organization which he or she is associated with (Mowday et al., 1982), which according to the confirmatory process of factor analysis in Chapter Three and the nature of the instrument design, organizational commitment presents unitary nature of construct but aligns a host of inter-relational affection, dedication to the organization, the matching of personal values with that of the organization, the continuity and the opportunity for mutual influences between the employees and the organization (see the Questionnaire Instrument in Chapter Three). The result of the multivariate regression analysis in Table 4.14 shows that organizational commitment can be predicted, for 49.5 percents of its variance, by the affective and emotional responses

and likeness towards the various aspects of the job, collectively, and the intrinsic motivation of the employees themselves. The weights of influence to organizational commitment are presented by the standard coefficients, Beta, at 0.395 and 0.306, respectively, for job satisfaction and intrinsic motivation. Intrinsic motivation measures the perceptions of the employees in aspects of challenge in the works, which led to be able to learn new things and improve their career experiences.

Table 4.14 Model Summary of Organizational Commitment

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.703 ^a	.495	.464	.42635

Note. a. Predictors (Constant), Intrinsic Motivation, Job Characteristics: Personal Growth and Supervisory Feedback, Job Characteristics: Self Performance Awareness, Job Satisfaction
b. Dependent Variable: Organizational Commitment

Table 4.15 F-Test for Organizational Commitment as Department Variable

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	11.739	4	2.935	16.145	.000 ^b
Residual	11.997	66	.182		
Total	23.736	70			

Note. a. Dependent Variable: Organizational Commitment
b. Predictors (Constant), Intrinsic Motivation, Job Characteristics: Personal Growth and Supervisory Feedback, Job Characteristics: Self Performance Awareness, Job Satisfaction

Table 4.16 T-Test for Organizational Commitment as Department Variable

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	-.761	.581		-1.308	.195
Job Satisfaction	.516	.146	.395	3.547	.001
Job Characteristics: Personal Growth and Supervisory Feedback	.105	.083	.115	1.260	.212
Job Characteristics: Self Performance Awareness	.169	.107	.168	1.572	.121
Intrinsic Motivation	.383	.115	.306	3.342	.001

Note. a. Dependent Variable: Organizational Commitment

The last proposition, P3, to be investigated, statistically, based on the data collected, states that the variances of in-role and extra-role OCBs can significantly be explained by the antecedent variables and organizational commitment of the employees. The antecedent variables are job characteristics, team working and attitude, intrinsic and extrinsic motivation, and change management. OCBs are characterized, for instance, as helping hands to co-workers (Graham, 1991), which shows behavioural willingness to transcend the current state of performance of the organization (van Scotter and Motowidlo, 1996). First, the in-role organizational citizenship is addressed, with Table 4.17 identifies the key predictors of the variables involved by the use of correlations analysis, which states the dominant role goes to organizational commitment, at 0.596**.

Table 4.17 Identifying the Predictors for In-Role Corporate Citizenship Behaviour

	In-Role Organizational Citizenship Behaviour
Organizational Commitment	0.596**
Change Management: Vision, Strategy, Policy Enabled	0.363*
Job Characteristics: Self Performance Awareness	0.492*
Intrinsic Motivation	0.493*

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

Specifically, as shown in Table 4.18, this proposition is supported in that the in-role corporate citizenship behaviour can be explained for 54.5 per cent of its variance by intrinsic motivation of the employees at BETA of 0.258, job characteristics on self-performance awareness at BETA of 0.293, and the vision, strategy and policy-enabled change management effort at BETA of 0.271. In other words, to foster in-role corporate citizenship behaviour, it is important for organizations to attempt to establish clear vision and strategy to help guide the changing new system (i.e. new IT system, new work procedures, and new policies), to eliminate the obstacle in using the new system and to encourage the employees to use the new systems, at the organizational level. And at the individual job level, the organization should emphasize on establishing a system of enabling the workers to monitor the state of their own job performances, including developing the motivational attitude of the employees to face the challenging job task and be able to feel satisfied in their job roles.

Table 4.18 Model Summary of In-Role Corporate Citizenship Behaviour

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.738 ^a	.545	.517	.42648

Note. a. Predictors (Constant), Intrinsic Motivation, Change Management: Vision, Strategy, Policy Enabled, Job Characteristics: Self Performance Awareness, Organizational Commitment
b. Dependent Variable: In-Role Corporate Citizenship Behaviour

Table 4.19 F-Test for Organizational Commitment as Department Variable

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	14.355	4	3.589	19.731	.000 ^b
Residual	12.004	66	.182		
Total	26.359	70			

Note. a. Dependent Variable: In-Role Corporate Citizenship Behaviour
 b. Predictors (Constant), Intrinsic Motivation, Change Management: Vision, Strategy, Policy Enabled, Job Characteristics: Self Performance Awareness, Organizational Commitment

Table 4.20 T-Test for Organizational Commitment as Department Variable

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	-.684	.573		-1.193	.237
Organizational Commitment	.308	.111	.293	2.779	.007
Change Management: Vision, Strategy, Policy Enabled	.256	.080	.271	3.206	.002
Job Characteristics: Self Performance Awareness	.310	.100	.293	3.091	.003
Intrinsic Motivation	.341	.124	.258	2.751	.008

Note. a. Dependent Variable: In-Role Corporate Citizenship Behaviour

Thus, the roles of motivational factors at the individual level and change management initiatives and attractiveness at the organizational level, together with the commitment state of the employees towards the organization, can significantly explain the occurrence of in-role organizational citizenship behaviours (OCBs).

To study the extra-role of OCBs in proposition three (P3), correlation analysis, presented in Table 4.21, shows that again, organizational commitment plays the most dominant role, at 0.466** (is significant at 0.01 level, 2-tailed). Most significantly, which is an added-on difference between the in-role and extra-role OCBs, team working plays also an important role, at 0.342* (is significant at the 0.05 level, 2-tailed), which reflects the nature extra-role OCBs that indicates the relational and altruistic nature of the employee behaviours towards coworkers such as manifested in helping co-workers (George and Brief, 1992; George and Jones, 1997).

Table 4.21 Identifying the Predictors for Extra-Role Organizational Citizenship Behaviour

	Extra-Role Organizational Citizenship Behaviour
Organizational Commitment	0.466**
Intrinsic Motivation	0.646*
Job Characteristics: People Cooperation Oriented	0.267*
Team Working	0.342*

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

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

For the extra-role corporate citizenship behaviour, as shown in Table 4.22-4.24, the behaviours of the employee to be willing to help others when they are absent and are willing to sacrifice the time to help others solving problems, are the systems-level influences caused by partly intrinsic motivation (Beta at 0.480), team working (Beta at 0.199), and organizational commitment of the employees at Beta of 0.234. Thus, judging from the results of the multivariate regression analysis for both in-role and extra-role OCBs, the factors that influence OCBs are at three levels, namely the individual motivational levels, the team working levels, and the efforts made by the organization at organizational levels. These three levels signify the working and applicability of exploiting the knowledge and insight of systems theory, in further research, to help further enrich the understanding of both in-role and extra-role OCBs.

Table 4.22 Model Summary of Extra-Role Corporate Citizenship Behaviour

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.703 ^a	.495	.464	.36538

Note. a. Predictors (Constant), Team Performance, Organizational Commitment, Job Characteristic: People Cooperation Oriented, Intrinsic Motivation
b. Dependent Variable: Extra-Role Corporate Citizenship Behaviour

Table 4.23 F-Test for Organizational Commitment as Department Variable

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	8.620	4	2.155	16.142	.000 ^b
Residual	8.811	66	.134		
Total	17.431	70			

Note. a. Dependent Variable: Extra-Role Corporate Citizenship Behaviour
b. Predictors (Constant), Team Performance, Organizational Commitment, Job Characteristics: People Cooperation Oriented, Intrinsic Motivation

Table 4.24 T-Test for Organizational Commitment as Department Variable

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.508	.468		1.086	.282
Organizational Commitment	.201	.086	.234	2.331	.023
Intrinsic Motivation	.515	.110	.480	4.667	.000
Job Characteristics:					
People Cooperation Oriented	.018	.064	.028	.282	.778
Team Performance	.165	.082	.199	2.023	.047

Note. a. Dependent Variable: Extra-Role Corporate Citizenship Behaviour

4.6 Demographic Analysis

First those demographic variables that can be subjected to correlations studies are presented, followed by the more tabular presentations of the t-test and ANOVA tests.

The correlation analyses that involve years of the experiences with the services of the current organization and the current nature of job in the career of the employees present the evidences that the longer the employees have served in the current organization or with the job, would therefore agree at a higher agreeable scale towards job characteristics that allow job autonomy. In other words, the employees of longer serve terms and experiences with the current nature of the job perceives at higher level that they are allowed to make decision on their own about how to go about doing the work, as job resources, and in a job demand condition that requires them to use a number of high-level skills. The correlation evidences are presented in Table 4.25.

Table 4.25 Roles of Current Years of Services in the Company and in the Nature of the Job

	Current Years of Services in the Company	Current Years in the Nature of the Job
JC: Personal growth and supervisory feedback	0.039	0.046
JC: Skills Diversity and Task Significance	-0.07	-0.049
JC: People Cooperation Oriented	-0.01	-0.035
JC: Self-Performance Awareness	-0.177	-0.186
JC: Challenging Job and Growth Opportunities	0.102	0.108
JC: High-Level Skill and Autonomy	0.322**	0.318**
Intrinsic Motivation	0.05	0.08
Extrinsic Motivation – Pay	0.001	-0.240*
Extrinsic Motivation - Welfare	-0.147	0.196
Team Working	-0.219	-0.180
Team Attitude	-0.143	-0.055
Job Satisfaction	-0.046	-0.057
Change Management: Vision, Strategy, Policy	-0.063	-0.075

Table 4.25 (Continued)

	Current Years of Services in the Company	Current Years in the Nature of the Job
Change Management: Reward and Punishment Enabled	-0.082	-0.049
Organizational Commitment	-0.015	-0.049
In-Role OCB	-0.043	-0.004
Extra-Role OCB	0.066	0.055
Change Preference	-0.064	-0.084

Note. **Significant at the 0.01 level (2-tailed)

* Significant at the 0.05 level (2-tailed)

Nevertheless, the ANOVA test shows that there are no significant differences for the role played by the number of years of service experience with the current organization and the nature of the current job, evidenced by the box plot comparisons as shown in Figures 4.15 to 4.33

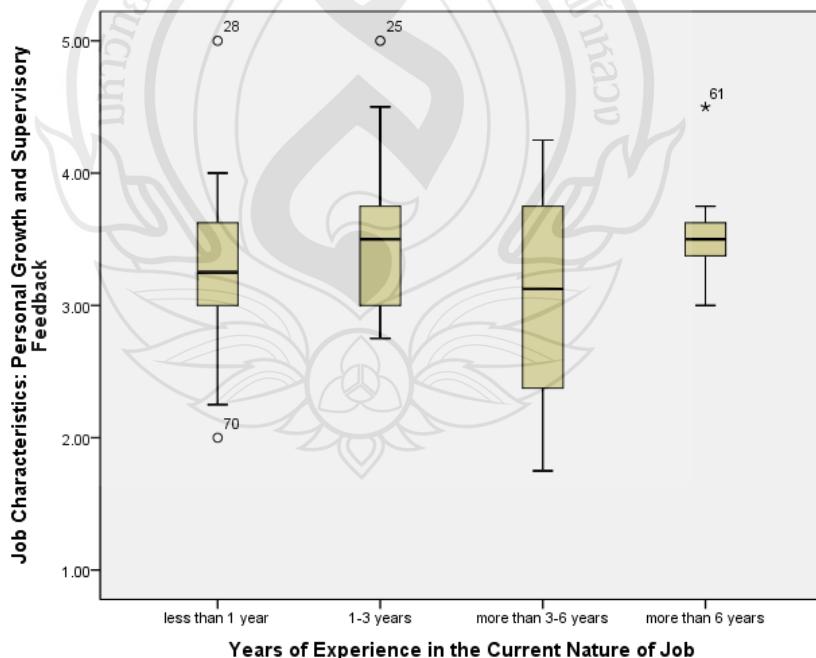


Figure 4.15 Box Plot Comparing Personal Growth and Supervisory Feedback across Years of Experience in the Current Nature of Job

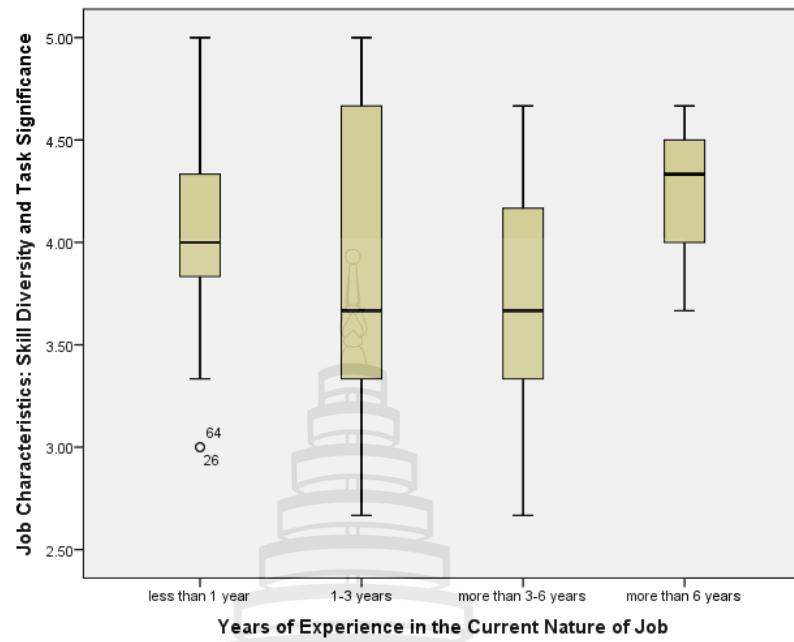


Figure 4.16 Box Plot Comparing Skill Diversity and Task Significance across Years of Experience in the Current Nature of Job

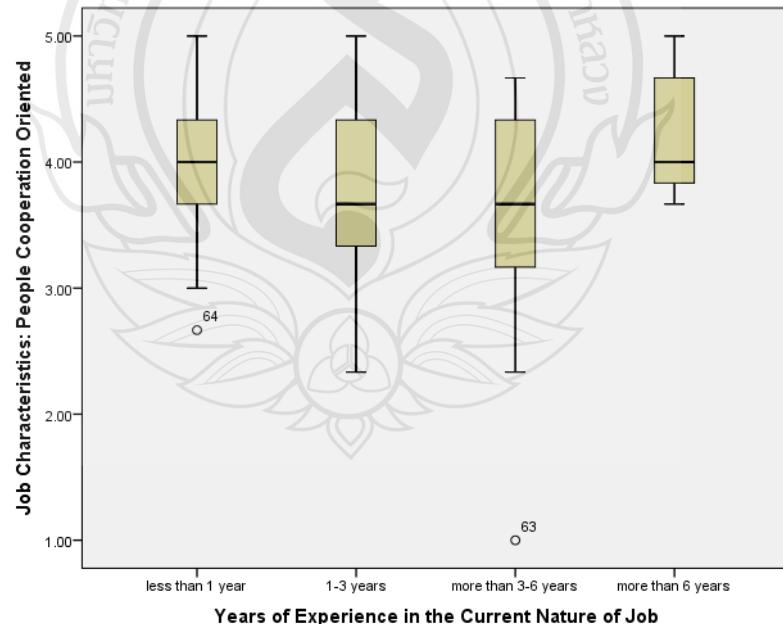


Figure 4.17 Box Plot Comparing People-Cooperation Oriented across Years of Experience in the Current Nature of Job

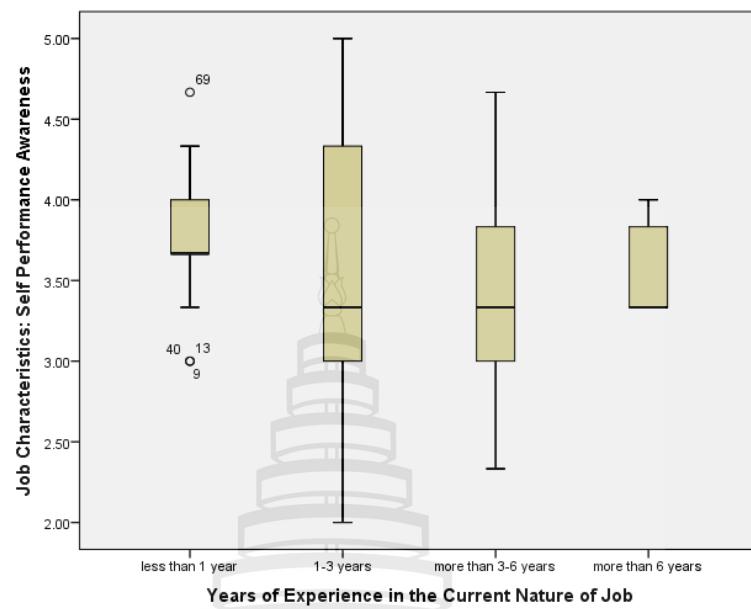


Figure 4.18 Box Plot Comparing Self-Performance Awareness across Years of Experience in the Current Nature of Job

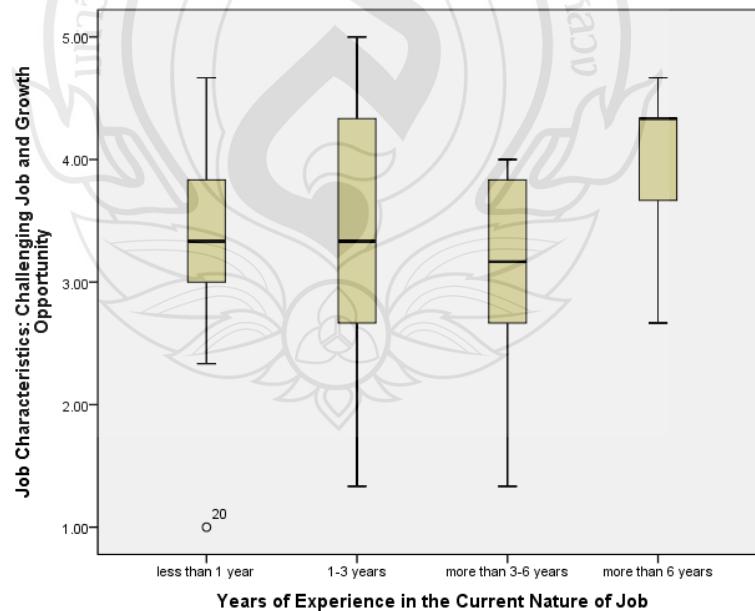


Figure 4.19 Box Plot Comparing Challenging Job and Growth Opportunity across Years of Experience in the Current Nature of Job

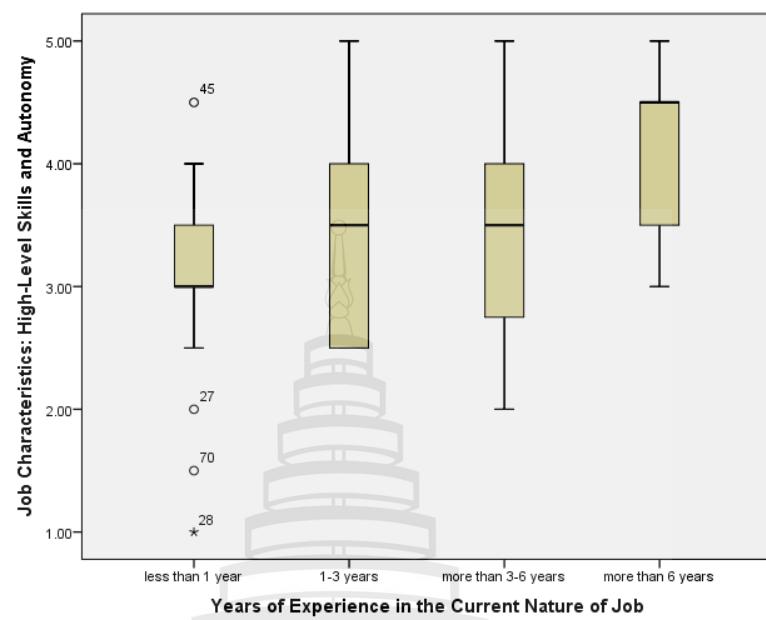


Figure 4.20 Box Plot Comparing High-Level Skills and Autonomy across Years of Experience in the Current Nature of Job

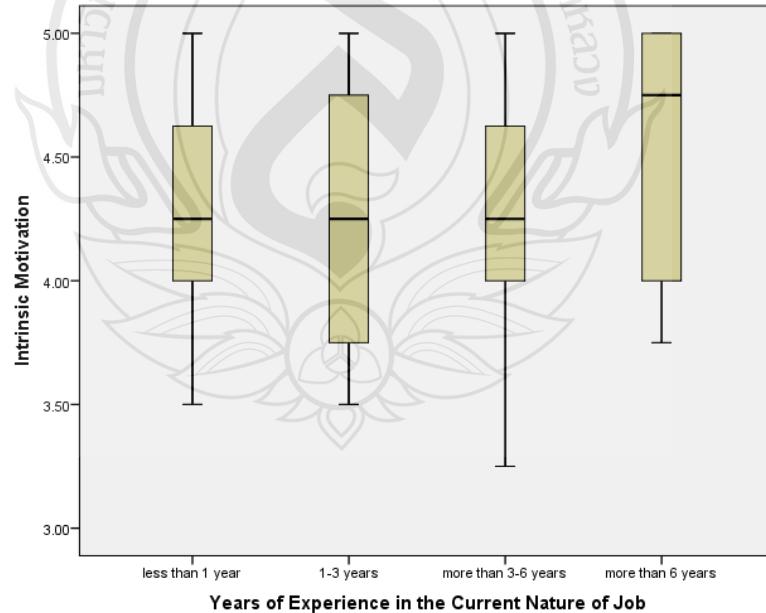


Figure 4.21 Box Plot Comparing Intrinsic Motivation across Years of Experience in the Current Nature of Job

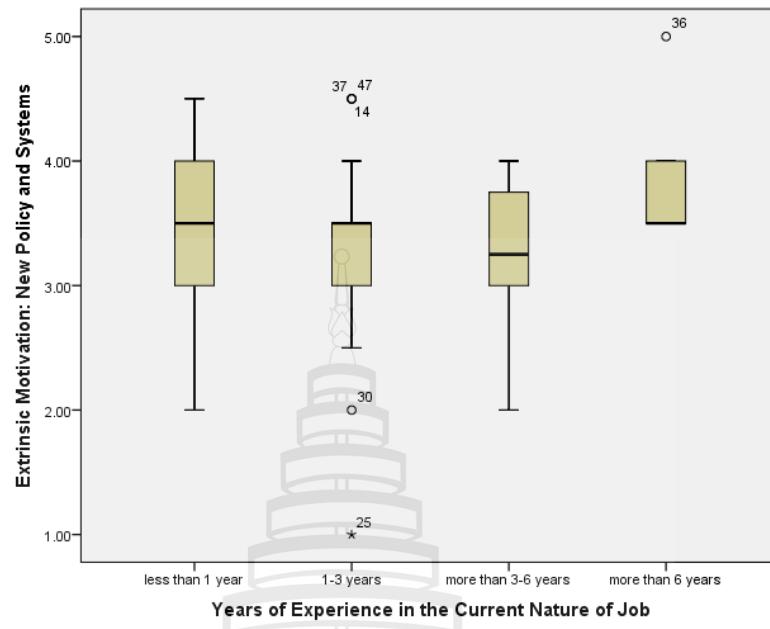


Figure 4.22 Box Plot Comparing Extrinsic Motivation: New Policy and Systems across Years of Experience in the Current Nature of Job



Figure 4.23 Box Plot Comparing Change Preference across Years of Experience in the Current Nature of Job

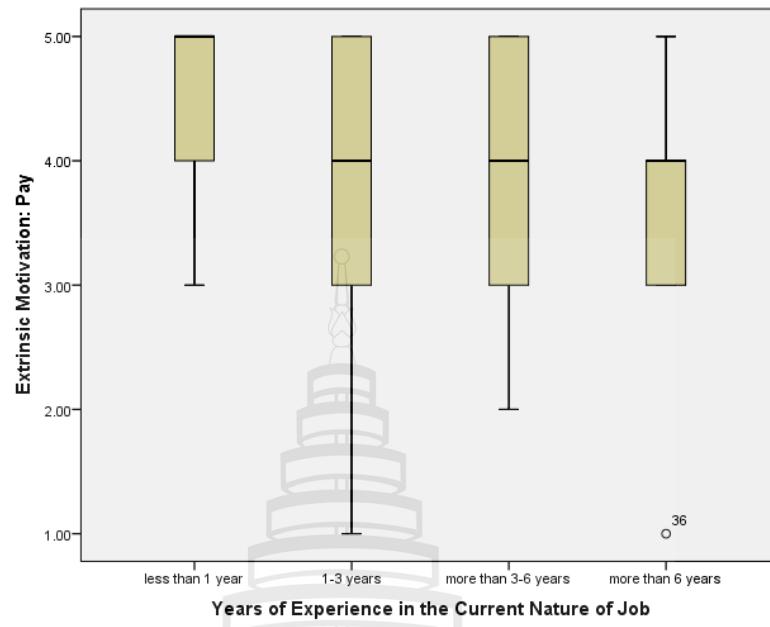


Figure 4.24 Box Plot Comparing Extrinsic Motivation on Pay across Years of Experience in the Current Nature of Job

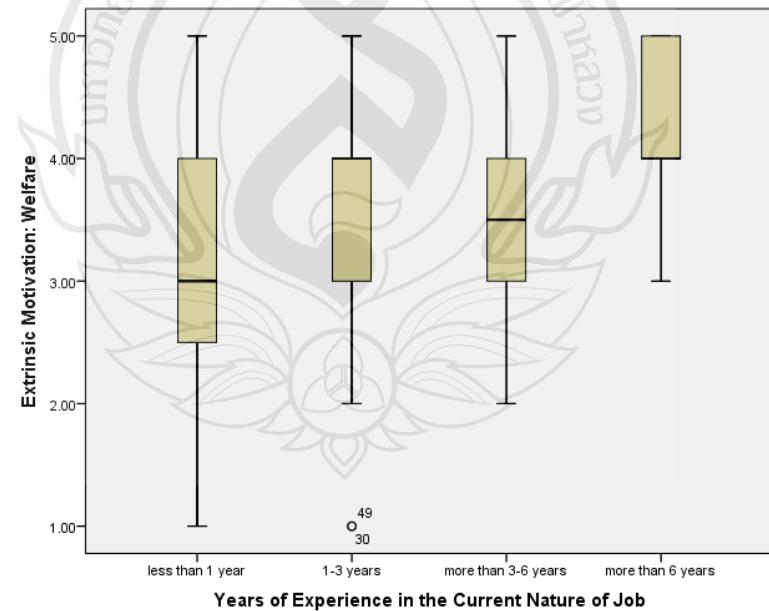


Figure 4.25 Box Plot Comparing Extrinsic Motivation on Welfare across Years of Experience in the Current Nature of Job

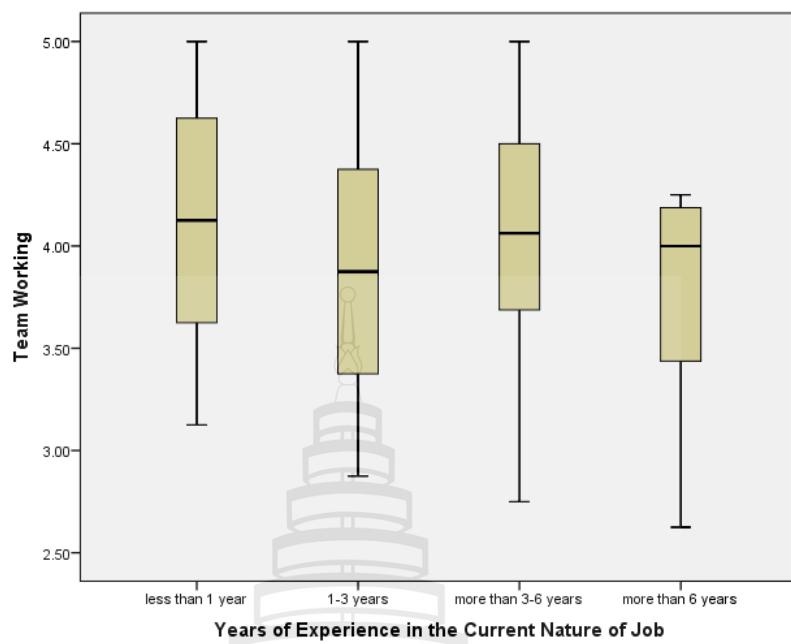


Figure 4.26 Box Plot Comparing Team Working across Years of Experience in the Current Nature of Job

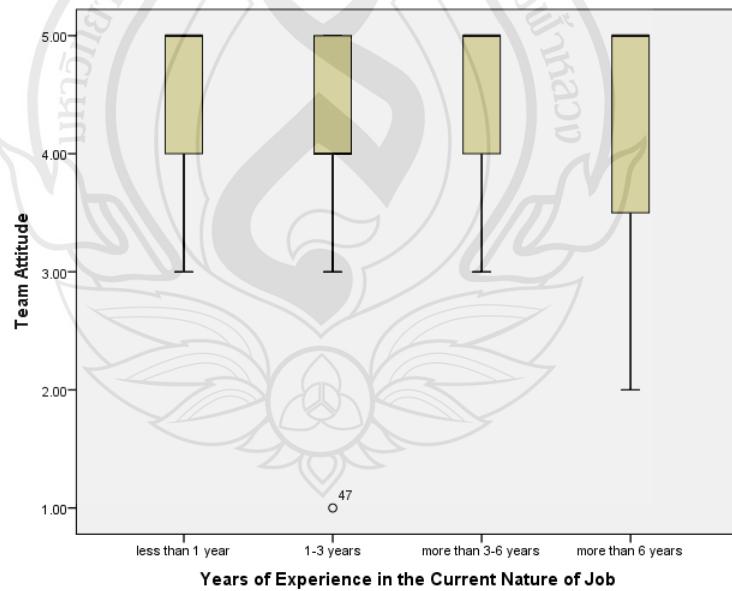


Figure 4.27 Box Plot Comparing Team Attitude across Years of Experience in the Current Nature of Job

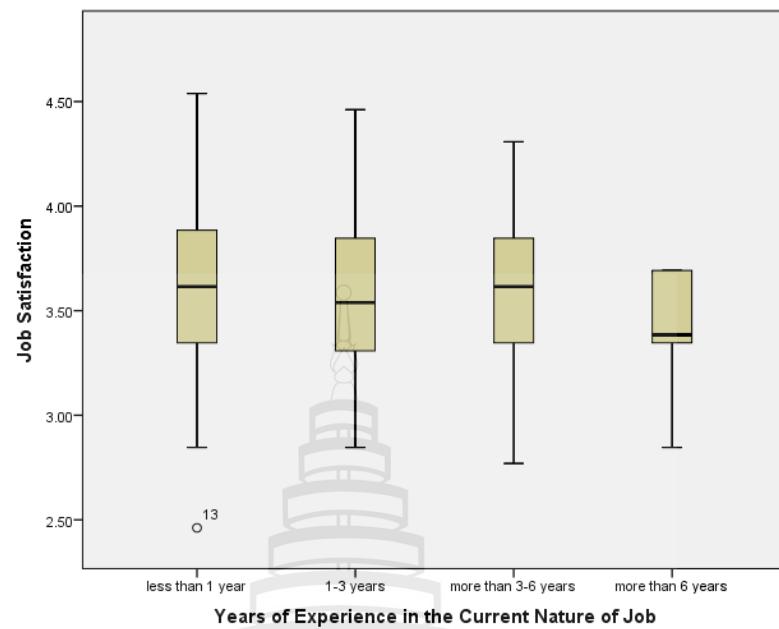


Figure 4.28 Box Plot Comparing Job Satisfaction across Years of Experience in the Current Nature of Job

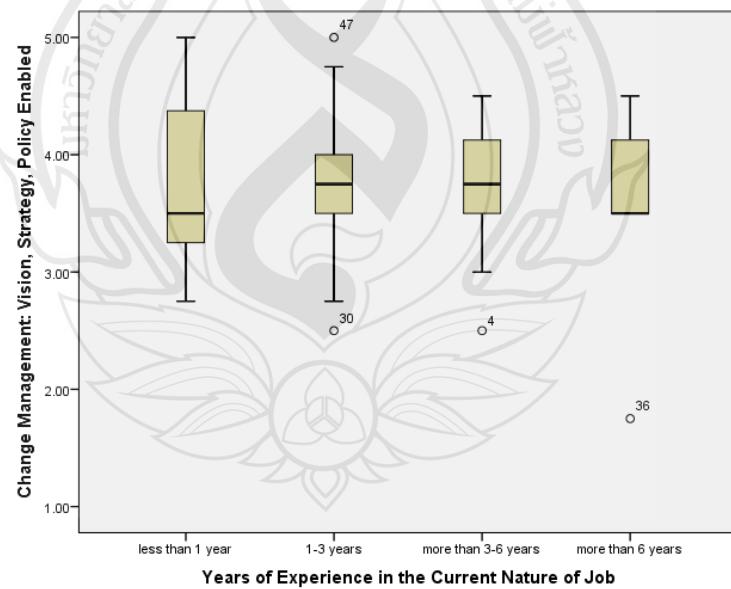


Figure 4.29 Box Plot Comparing Change Management (Vision, Strategy, Policy Enabled) across Years of Experience in the Current Nature of Job

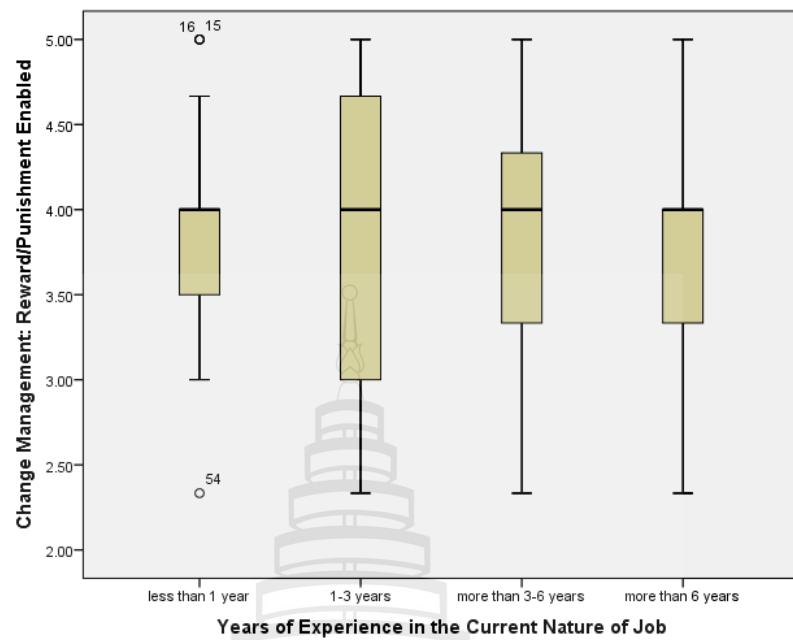


Figure 4.30 Box Plot Comparing Change Management (Revenue and Punishment Enabled) across Years of Experience in the Current Nature of Job

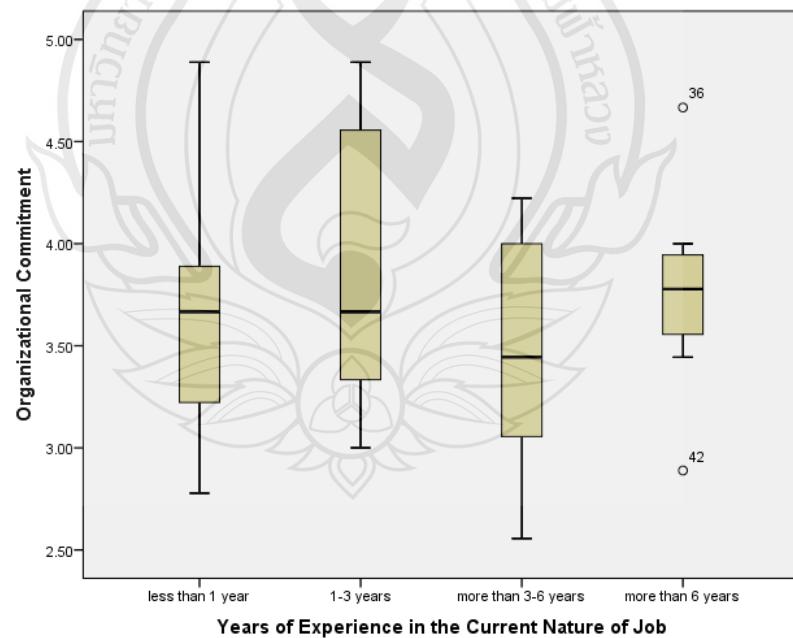


Figure 4.31 Box Plot Comparing Organizational Commitment across Years of Experience in the Current Nature of Job

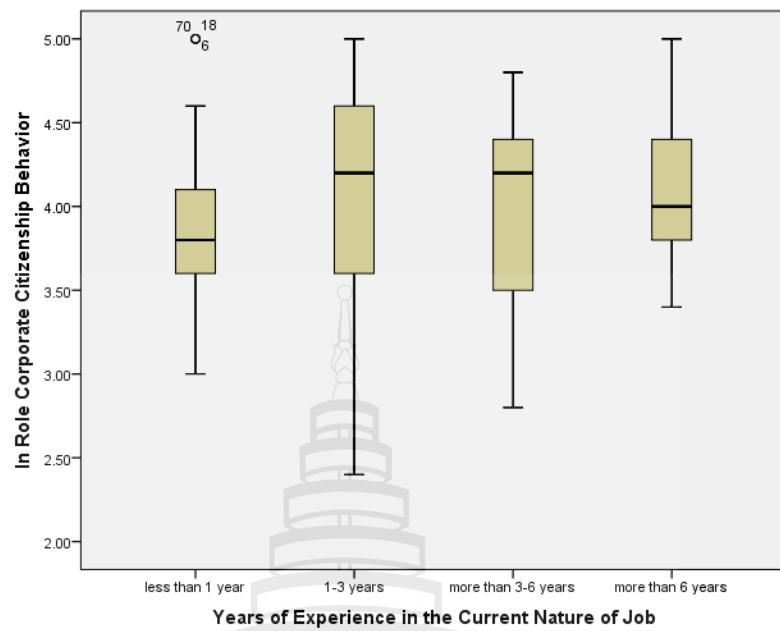


Figure 4.32 Box Plot Comparing In-Role OCBs across Years of Experience in the Current Nature of Job

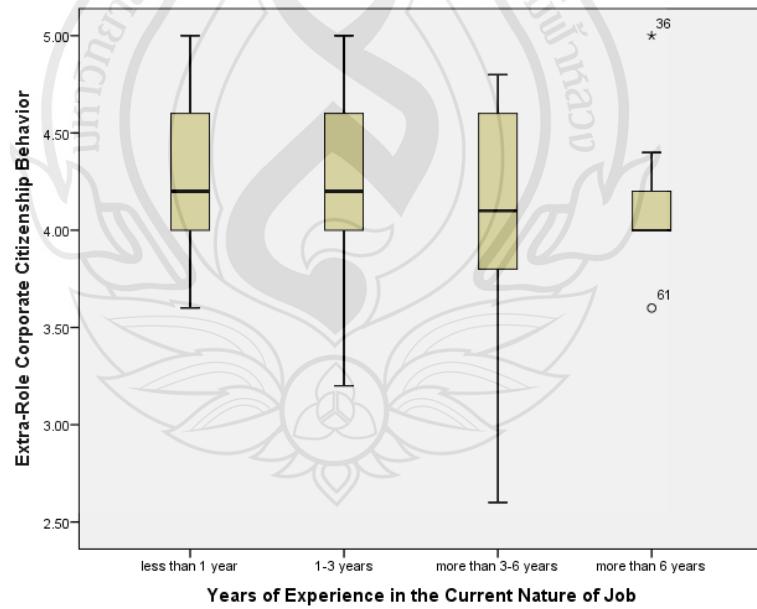


Figure 4.33 Box Plot Comparing Extra-Role OCBs across Years of Experience in the Current Nature of Job

For Gender, the t-test result shown in Table 4.16 indicates that the male employees perceive, at higher level of agreement, than their female counterparts, about the resources they received, i.e. supervisory feedback and acknowledgement of their works, at mean of 3.4767 versus 3.0536, and their ability to know what they are currently doing and performing in their jobs, at mean of 3.7519 versus 3.4762 (male versus female employees).

Table 4.26 Descriptive of the Variables between Male and Female Employees

Item	Gender	N	Mean	Std. Deviation	Std. Error of the Estimate
Change Management: Vision, Strategy, Policy Enabled	male	43	3.7384	0.70701	0.10782
	female	28	3.7321	0.56490	0.10676
Job Characteristics: Personal Growth and Supervisory feedback	male	43	3.4767	0.63108	0.09624
	female	28	3.0536	0.57477	0.10862
Job Characteristics: Self Performance Awareness	male	43	3.7519	0.56855	0.08670
	female	28	3.4762	0.56966	0.10766
Change Preference	male	43	3.1705	0.78130	0.11915
	female	28	3.3095	0.66623	0.12590
Intrinsic Motivation	male	43	4.2849	0.48052	0.07328
	female	28	4.3036	0.44803	0.84676
Job Characteristics: People Cooperation Oriented	male	43	3.9302	0.70732	0.10787
	female	28	3.7143	0.84481	0.15965
Job Satisfaction	male	43	3.6190	0.42696	0.06511
	female	28	3.4918	0.46877	0.08859
Organizational Commitment	male	43	3.7623	0.60838	0.09278
	female	28	3.5714	0.52961	0.10009
Organizational Citizenship Behaviour	male	43	3.9367	0.40564	0.06186
	female	28	3.9266	0.41931	0.07924

Table 4.26 (Continued)

Item	Gender	N	Mean	Std. Deviation	Std. Error of the Estimate
In-Role Corporate Citizenship Behaviour	male	43	4.0233	0.61289	0.09347
	female	28	3.9714	0.62471	0.11806
Extra-Role Corporate Citizenship Behaviour	male	43	4.2279	0.49872	0.07605
	female	28	4.1286	0.50248	0.09496

Table 4.27 T-Test Result of the Variables between Male and Female Employees

Item		F	Sig.	t	df	Sig. (2-tailed)
Change Management: Vision, Strategy, Policy Enabled	Equal variances assumed	1.724	0.194	0.039	69	0.969
	Equal variances not assumed			0.041	66.017	0.967
Job Characteristics: Personal Growth and Supervisory feedback	Equal variances assumed	0.241	0.625	2.858	69	0.006
	Equal variances not assumed			2.916	61.618	0.005
Job Characteristics: Self Performance Awareness	Equal variances assumed	0.101	0.752	1.996	69	0.050
	Equal variances not assumed			1.995	57.762	0.051
Change Preference	Equal variances assumed	1.097	0.299	-0.775	69	0.441
	Equal variances not assumed			-0.802	64.011	0.426
Intrinsic Motivation	Equal variances assumed	0.452	0.504	-0.164	69	0.870
	Equal variances not assumed			-.167	60.702	0.868
Job Characteristics: People Cooperation Oriented	Equal variances assumed	0.035	0.852	1.164	69	0.248
	Equal variances not assumed			1.121	50.510	0.268

Table 4.27 (Continued)

Item		F	Sig	t	df	Sig. (2-tailed)
Job Satisfaction	Equal variances assumed	1.172	0.283	1.180	69	0.242
	Equal variances not assumed			1.157	53.932	0.252
Organizational Commitment	Equal variances assumed	0.366	0.547	1.358	69	0.179
	Equal variances not assumed			1.398	63.293	0.167
Organizational Citizenship Behaviour	Equal variances assumed	0.005	0.943	0.101	69	0.920
	Equal variances not assumed			0.101	56.456	0.920
In-Role Corporate Citizenship Behaviour	Equal variances assumed	0.123	0.727	0.346	69	0.731
	Equal variances not assumed			0.344	57.045	0.732
Extra-Role Corporate Citizenship Behaviour	Equal variances assumed	0.060	0.807	0.818	69	0.416
	Equal variances not assumed			0.816	57.531	0.418

Visually, the significant comparative differences between the male and the female employees in their perceptions towards the personal growth and supervisory feedback, and self-performance awareness aspects of job characteristics are shown in Figure 4.34 and Figure 4.35. From the descriptive profiles, it is known that although the employees provide high-level of agreeableness with their behavioural commitment, towards both in-role and extra-role OCBs, with response above “4” (“Agreeable”) of the five Likert scale, and also in aspect of their intrinsic motivation, that they are stimulated by the motivation towards learning and contribution in challenging tasks assigned to them and in seeing improved performances, they generally have lower agreeableness towards other variables, indicated by their responses between “3” to “4” scales.

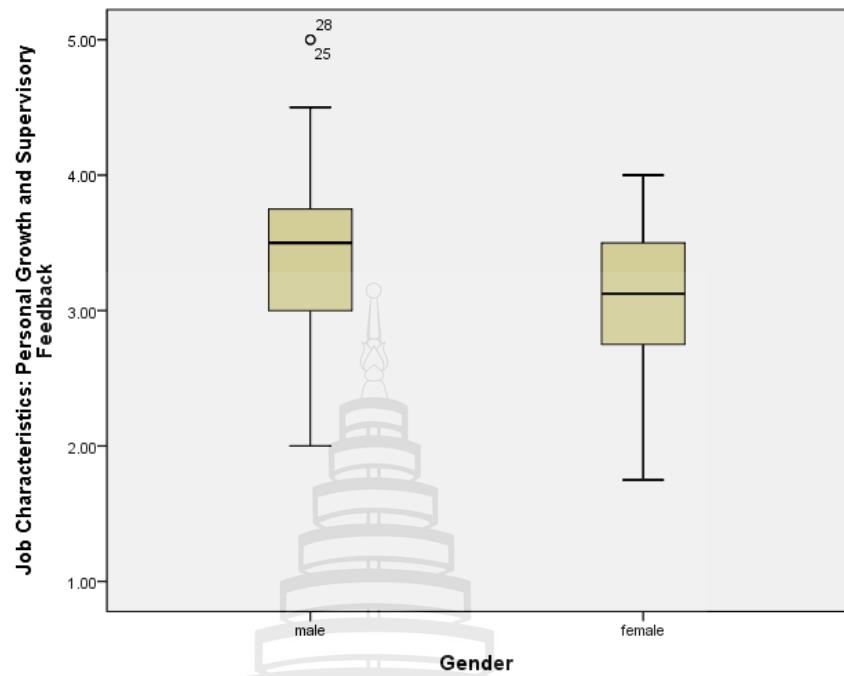


Figure 4.34 Box Plots Comparing the Personal Growth and Supervisory Feedback aspect of Job Characteristics between the Male and Female Employees

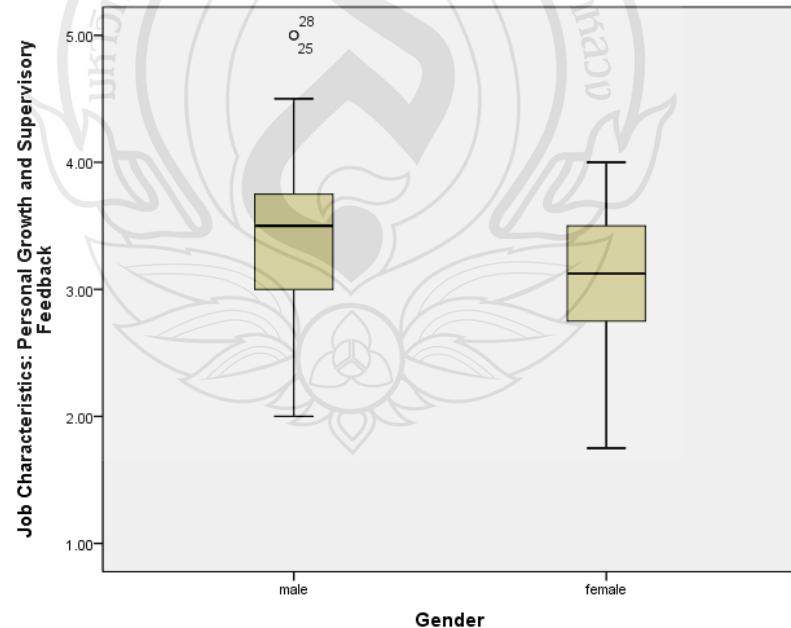


Figure 4.35 Box Plots Comparing the Performance Awareness aspect of Job Characteristics between the Male and Female Employees

On the demographic aspect of ages, the test of ANOVA shows there are no significant differences of the job characteristics, motivation and team working perceptions, and organizational commitment, and the in-role and extra-role organizational citizenship behaviours, across the different age groups.

Table 4.28 Descriptive Result of the Variables across the Different Age Groups

Item		N	Mean	Std. Deviation	Std. Error
Change Management: Vision, Strategy, Policy Enabled	Less than or equal to 20	2	3.5000	0.70711	0.50000
	21-25	13	3.5385	0.62612	0.17643
	26-30	23	3.7391	0.61459	0.12815
	31-45	25	3.9100	0.61610	0.12322
	more than 45	8	3.5625	0.86344	0.30527
	Total	71	3.7359	0.65039	0.7719
Job Characteristics: Personal Growth and Supervisory feedback	Less than or equal to 20	2	3.5000	0.35355	0.25000
	21-25	13	3.4038	0.68874	0.19102
	26-30	23	3.3370	0.67255	0.14024
	31-45	25	3.2400	0.56587	0.11317
	more than 45	8	3.2500	0.83452	0.29505
	Total	71	3.3099	0.64012	0.07597
Job Characteristics: Self Performance Awareness	Less than or equal to 20	2	3.5000	0.23570	0.16667
	21-25	13	3.5385	0.66023	0.18311
	26-30	23	3.7971	0.53879	0.11235
	31-45	25	3.5200	0.61674	0.12335
	more than 45	8	3.7917	0.46930	0.16592
	Total	71	3.6432	0.58098	0.06895
Change Preference	Less than or equal to 20	2	3.5000	0.23570	0.16667
	21-25	13	3.0769	0.65481	0.18161
	26-30	23	3.1304	0.78328	0.16333
	31-45	25	3.467	0.69068	0.13814
	more than 45	8	3.0417	0.91613	0.32390
	Total	71	3.2254	0.73630	0.08738
Extrinsic Motivation: New Policy and System	Less than or equal to 20	2	3.5000	0.70711	0.50000
	21-25	13	3.3846	0.86972	0.24122
	26-30	23	3.3478	0.76030	0.15853
	31-45	25	3.4200	0.58949	0.11790
	more than 45	8	3.6875	0.65124	0.23025
	Total	71	3.4225	0.70024	0.08310
Intrinsic Motivation	Less than or equal to 20	2	4.1250	0.17678	0.12500
	21-25	13	4.3077	0.45819	0.12708
	26-30	23	4.2283	0.47021	0.09805
	31-45	25	4.3400	0.46704	0.09341
	more than 45	8	4.3438	0.56596	0.20010
	Total	71	4.2923	0.46481	0.05516

Table 4.28 (Continued)

Item		N	Mean	Std. Deviation	Std. Error
Job Characteristics:	Less than or equal to 20	2	3.6667	0.94281	0.66667
People Oriented	21-258	13	3.7179	0.62132	0.17232
Cooperation Oriented	26-30	23	3.7826	0.74270	0.15486
	31-45	25	4.0533	0.70501	0.14100
	more than 45	8	3.6250	1.17429	0.41518
	Total	71	3.8451	0.76601	0.09091
Job Satisfaction	Less than or equal to 20	2	3.7692	0.21757	0.15385
	21-25	13	3.5562	0.52186	0.14474
	26-30	23	3.6054	0.40525	0.08450
	31-45	25	3.4985	0.47425	0.09485
	more than 45	8	3.6538	0.42133	0.14896
	Total	71	3.5688	0.44503	0.05282
Organizational Commitment	Less than or equal to 20	2	3.7222	0.39284	0.27778
	21-25	13	3.8376	0.61299	0.17001
	26-30	23	3.6908	0.58599	0.12219
	31-45	25	3.5556	0.54716	0.10943
	more than 45	8	3.8333	0.70021	0.24756
	Total	71	3.6870	0.58231	0.06911
Organizational Citizenship Behaviour	Less than or equal to 20	2	3.6389	0.19642	0.13889
	21-25	13	3.8932	0.50941	0.14128
	26-30	23	3.9300	0.42713	0.08906
	31-45	25	3.9267	0.38414	0.07683
	more than 45	8	4.0972	0.27817	0.09835
	Total	71	3.9327	0.40813	0.04844
In-Role Corporate Citizenship Behaviour	Less than or equal to 20	2	3.6000	0.00000	0.00000
	21-25	13	3.8154	0.71396	0.19802
	26-30	23	4.0348	0.58045	0.12103
	31-45	25	4.0480	0.65899	0.13180
	more than 45	8	4.1750	0.43342	0.15324
	Total	71	4.0028	0.61385	0.07283
Extra-Role Corporate Citizenship Behaviour	Less than or equal to 20	2	3.9000	0.14142	0.10000
	21-25	13	4.2000	0.58310	0.16172
	26-30	23	4.1652	0.54490	0.11362
	31-45	25	4.2240	0.47018	0.09404
	more than 45	8	4.2000	0.42762	0.15119
	Total	71	4.1887	0.49901	0.05922

Table 4.29 Levene's Test for Homogeneity of the Variables across the Different Age Groups

	Levene Statistic	df1	df2	Sig
Change Management: Vision, Strategy, Policy Enabled	0.226	4	66	0.923
Job Characteristics: Personal Growth and Supervisory feedback	0.568	4	66	0.687
Job Characteristics: Self Performance Awareness	0.616	4	66	0.652
Change Preference	0.594	4	66	0.668
Extrinsic Motivation: New Policy and System	0.964	4	66	0.433
Intrinsic Motivation	0.762	4	66	0.554
Job Characteristics: People Cooperation Oriented	0.590	4	66	0.671
Job Satisfaction	0.600	4	66	0.664
Organizational Commitment	0.235	4	66	0.918
Organizational Citizenship Behaviour	1.370	4	66	0.254
In-Role Corporate Citizenship Behaviour	1.665	4	66	0.169
Extra-Role Corporate Citizenship Behaviour	0.775	4	66	0.545

Table 4.30 ANOVA Test Result of the Variables across the Different Age Groups

Item		Sum of Squares	df	Mean Square	F	Sig.
Change Management: Vision, Strategy, Policy Enabled	Between Groups	1.617	4	0.404	0.953	0.439
	Within Groups	27.994	66	0.424		
	Total	29.611	70			
Job Characteristics: Personal Growth and Supervisory feedback	Between Groups	0.355	4	0.089	0.207	0.934
	Within Groups	28.328	66	0.429		
	Total	28.683	70			
Job Characteristics: Self Performance Awareness	Between Groups	1.284	4	0.321	0.948	0.442
	Within Groups	22.343	66	0.339		
	Total	23.628	70			
Change Preference	Between Groups	1.928	4	0.482	0.883	0.479
	Within Groups	36.022	66	0.546		
	Total	37.950	70			
Extrinsic Motivation: New Policy and Systems	Between Groups	0.721	4	0.180	0.354	0.840
	Within Groups	33.603	66	0.509		
	Total	34.324	70			
Intrinsic Motivation	Between Groups	0.231	4	0.058	0.256	0.905
	Within Groups	14.892	66	0.226		
	Total	15.123	70			
Job Characteristics: People Cooperation Oriented	Between Groups	1.835	4	0.459	0.772	0.547
	Within Groups	39.238	66	0.595		
	Total	41.074	70			
Job Satisfaction	Between Groups	0.295	4	0.074	0.358	0.837
	Within Groups	13.569	66	0.206		
	Total	13.864	70			
Organizational Commitment	Between Groups	0.901	4	0.225	0.651	0.628
	Within Groups	22.835	66	0.346		
	Total	23.736	70			
Organizational Citizenship Behaviour	Between Groups	0.411	4	0.103	0.602	0.662
	Within Groups	11.249	66	0.170		
	Total	11.660	70			
In-Role Corporate Citizenship Behaviour	Between Groups	1.093	4	0.273	0.714	0.585
	Within Groups	25.266	66	0.383		
	Total	26.359	70			

Table 4.30 (Continued)

Item		Sum of Squares	df	Mean Square	F	Sig.
Extra-Role	Between Groups	0.213	4	0.053	0.204	0.935
Corporate	Within Groups	17.218	66	0.261		
Citizenship	Total	17.431	70			
Behaviour						

Specifically, as the Levene's test for homogeneity of variances is not significant ($p>0.05$), it thus can be confident that the population variances for each of the age group are approximately equal. To help the readers understand roughly the distribution of the perceptions across the different age groups, both in-role and extra-role organizational citizenship behaviours (OCBs) are illustrated, shown in Figure 4.36 and Figure 4.37, respectively. Although the mean is relatively similar, but in each of the age groups there are wide ranges of standard deviations in how the employees perceive, for instance, their relational and altruistic behaviours towards their co-workers as well as regarding their motivational behaviours towards transcending the current state of performance in the organization which they are associated with. Thus, as an implication to the organization, there is not only a need to improve the mean value of the perceptions of the employees towards the various aspects that improve and strengthen their commitment to organization and along OCBs, but also the organization should aim to narrow the standard of deviation of perceptions as it will help to further improve consistency in performances of the organization.

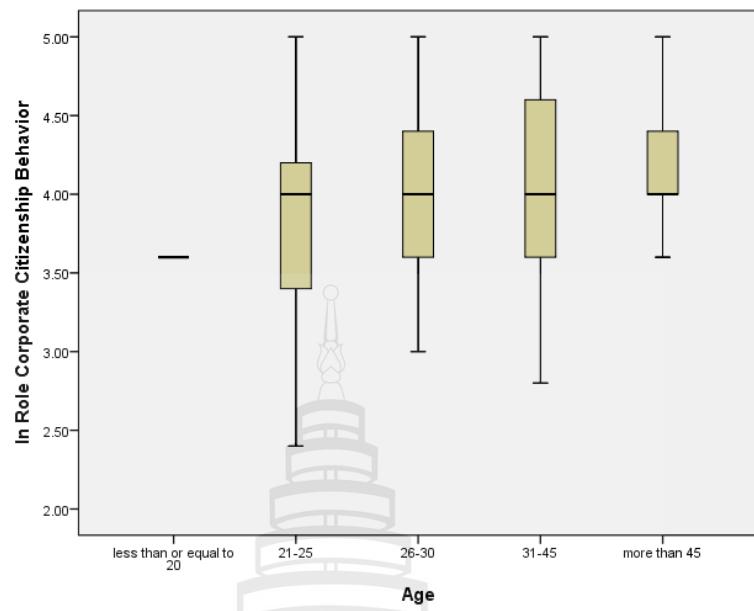


Figure 4.36 Box Plots Comparing In-Role OCBs across the Different Age Groups

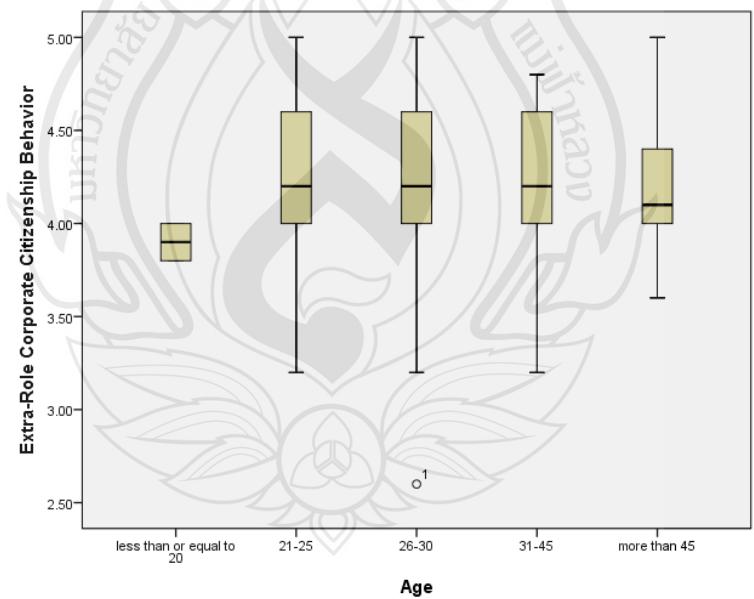


Figure 4.37 Box Plots Comparing Extra-Role OCBs across the Different Age Groups

The similar trend that has been identified for the age groups also applies to the marital status, in that the result of the ANOVA test shows that there are no significant

differences on how the different marital categories, as single, married and divorced, of employees perceive towards the different facets of job characteristics, team working, change management, motivation, and the employees' commitment to the organization, as well as both in-role and extra-role organizational citizenship behaviours (OCBs). The results of the ANOVA test are shown in Table 4.18.

Table 4.31 Descriptive Result of the Variables across the Marital Status

Item		N	Mean	Std. Deviation	Std. Error
Change Management:	single	28	3.8125	0.65130	0.12308
Vision, Strategy, Policy Enabled	married	41	3.6646	0.65577	0.10241
	divorce	2	4.1250	0.53033	0.37500
	Total	71	3.7359	0.65039	0.7719
Job Characteristics:	single	28	3.2321	0.54403	0.10281
Personal Growth and Supervisory feedback	married	41	3.2321	0.71146	0.11111
	divorce	2	3.5000	0.35355	0.25000
	Total	71	3.3099	0.64012	0.07597
Job Characteristics:	single	28	3.6667	0.54433	0.10287
Self Performance Awareness	married	41	3.6260	0.62001	0.09683
	divorce	2	3.6667	0.47140	0.33333
	Total	71	3.6432	0.58098	0.06895
Change Preference	single	28	3.2976	0.61087	0.11544
	married	41	3.1626	0.82030	0.12811
	divorce	2	3.5000	0.70711	0.50000
	Total	71	3.2254	0.73630	0.08738
Extrinsic Motivation:	single	28	3.5179	0.67333	0.12725
New Policy and System	married	41	3.3902	0.72035	0.11250
	divorce	2	2.7500	0.35355	0.25000
	Total	71	3.4225	0.70024	0.08310
Intrinsic Motivation	single	28	4.2857	0.43416	0.08205
	married	41	4.2866	0.49548	0.07738
	divorce	2	4.5000	0.35355	0.25000
	Total	71	4.2923	0.46481	0.05516
Job Characteristics:	single	28	3.8571	0.69937	0.13217
People Cooperation Oriented	married	41	3.8293	0.83374	0.13021
	divorce	2	4.0000	0.00000	0.00000
Job Satisfaction	Total	71	3.8451	0.76601	0.09091
	single	28	3.5440	0.41763	0.07892
	married	41	3.5910	0.47182	0.07369
	divorce	2	3.4615	0.43514	0.30769
	Total	71	3.5688	0.44503	0.05282
Organizational Commitment	single	28	3.7460	0.57605	0.10886
	married	41	3.6287	0.59401	0.09277
	divorce	2	4.0556	0.39284	0.27778
	Total	71	3.6870	0.58231	0.06911

Table 4.31 (Continued)

Item		N	Mean	Std. Deviation	Std. Error
Organizational Citizenship Behaviour	single	28	3.9603	0.39742	0.07511
	married	41	3.9119	0.42108	0.06576
	divorce	2	3.9722	0.51069	0.36111
	Total	71	3.9327	0.40813	0.04844
In-Role Corporate Citizenship Behaviour	single	28	4.0071	0.60242	0.11385
	married	41	3.9951	0.63323	0.09889
	divorce	2	4.1000	0.70711	0.50000
	Total	71	4.0028	0.61365	0.07283
Extra-Role Corporate Citizenship Behaviour	single	28	4.2214	0.41576	0.07857
	married	41	4.1512	0.54732	0.08548
	divorce	2	4.5000	0.70711	0.50000
	Total	71	4.1887	0.49901	0.05922

Table 4.32 Levene's Test for Homogeneity of the Variables across the Marital Status

	Levene Statistic	df1	df2	Sig
Change Management: Vision, Strategy, Policy Enabled	0.332	2	68	0.718
Job Characteristics: Personal Growth and Supervisory feedback	1.283	2	68	0.284
Job Characteristics: Self Performance Awareness	0.295	2	68	0.745
Change Preference	0.703	2	68	0.499
Extrinsic Motivation: New Policy and System	0.349	2	68	0.706
Intrinsic Motivation	0.977	2	68	0.382

Table 4.32 (Continued)

	Levene Statistic	df1	df2	Sig
Job Characteristics: People Cooperation Oriented	1.935	2	68	0.152
Job Satisfaction	0.242	2	68	0.786
Organizational Commitment	0.340	2	68	0.713
Organizational Citizenship Behaviour	0.040	2	68	0.960
In-Role Corporate Citizenship Behaviour	0.160	2	68	0.852
Extra-Role Corporate Citizenship Behaviour	1.152	2	68	0.322

Table 4.33 ANOVA Test Result of the Variables across the Marital Status

Item		Sum of Squares	df	Mean Square	F	Sig.
Change Management: Vision, Strategy, Policy Enabled	Between Groups	0.675	2	0.338	0.794	0.456
	Within Groups	28.936	68	0.426		
	Total	29.611	70			
Job Characteristics: Personal Growth and Supervisory feedback	Between Groups	0.320	2	0.160	0.384	0.683
	Within Groups	28.363	68	0.417		
	Total	28.683	70			
Job Characteristics: Self Performance Awareness	Between Groups	0.029	2	0.014	0.041	0.960
	Within Groups	23.599	68	0.347		
	Total	23.628	70			
Change Preference	Between Groups	0.459	2	0.229	0.416	0.661
	Within Groups	37.491	68	0.551		
	Total	37.950	70			

Table 4.33 (Continued)

Item		Sum of Squares	df	Mean Square	F	Sig.
Extrinsic Motivation: New Policy and Systems	Between Groups	1.202	2	0.601	1.234	0.298
	Within Groups	33.122	68	0.487		
	Total	34.324	70			
Intrinsic Motivation	Between Groups	0.089	2	0.044	0.201	0.818
	Within Groups	15.034	68	0.221		
	Total	15.123	70			
Job Characteristics: People Cooperation Oriented	Between Groups	0.062	2	0.031	0.052	0.950
	Within Groups	41.011	68	0.603		
	Total	41.074	70			
Job Satisfaction	Between Groups	0.060	2	0.030	0.149	0.862
	Within Groups	13.803	68	0.203		
	Total	13.864	70			
Organizational Commitment	Between Groups	0.508	2	0.254	0.744	0.479
	Within Groups	23.228	68	0.342		
	Total	23.736	70			
Organizational Citizenship Behaviour	Between Groups	0.042	2	0.121	0.123	0.884
	Within Groups	11.618	68	0.171		
	Total	11.660	70			
In-Role Corporate Citizenship Behaviour	Between Groups	0.022	2	0.011	0.028	0.972
	Within Groups	26.338	68	0.387		
	Total	26.359	70			
Extra-Role Corporate Citizenship Behaviour	Between Groups	0.218	2	0.141	0.558	0.575
	Within Groups	17.150	68	0.252		
	Total	17.431	70			

For visual illustrations of the different perceptions of the different marital statuses, those of in-role and extra-role OCBs are presented, as shown in Figure 4.38 and Figure 4.39.

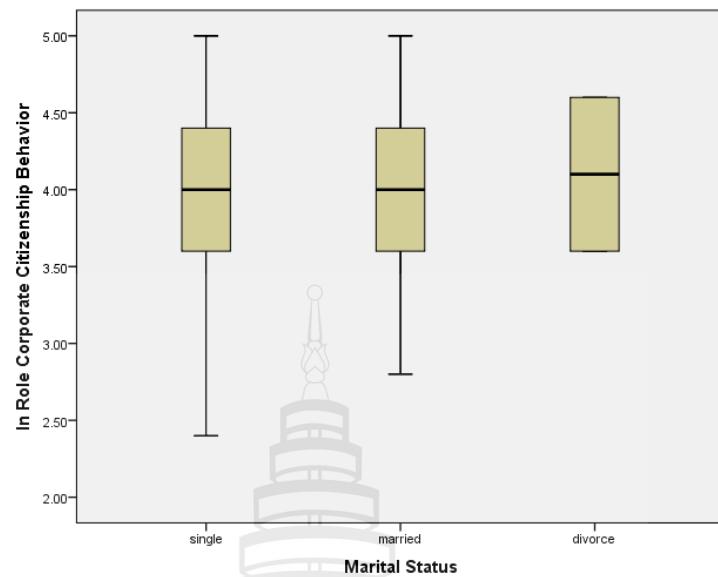


Figure 4.38 Box Plots Comparing In-Role OCBs across the Different Marital Statuses

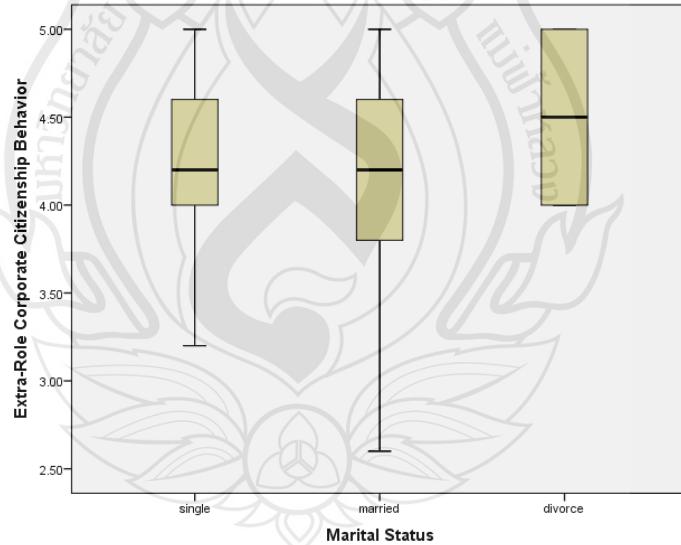


Figure 4.39 Box Plots Comparing Extra-Role OCBs across the Different Marital Statuses

In the income domain, the Levene's test for homogeneity of variances has a mixed of significance and non-significance (with $p < 0.05$ and $p > 0.05$), which implies

the population variances for each of the different income group may or may not equal, approximately. From the ANOVA test result, in Table 4.34, across the different income groups, the significant differences of the perceptions of the employees go with job satisfaction ($p<0.009$) and organizational commitment ($p<0.005$), which is also illustrated in the outcome of the correlation analysis in Table 4.37.

Table 4.34 Descriptive of the Variables across the Different Income Groups

Item		N	Mean	Std. Deviation	Std. Error
Change Management:	Less than 10,000	55	3.7182	0.58740	0.07920
	10,001-15,000	10	3.9000	0.78351	0.24777
Vision, Strategy, Policy Enabled	15,001-20,000	2	2.8750	1.59099	1.12500
	more than 20,000	4	4.0000	0.54006	0.27003
	Total	71	3.7359	0.65039	0.07719
Job Characteristics:	Less than 10,000	55	3.2591	0.58722	0.07918
	10,001-15,000	10	3.6500	0.85147	0.26926
Personal Growth and Supervisory feedback	15,001-20,000	2	3.6250	0.17678	0.12500
	more than 20,000	4	3.0000	0.73598	0.36799
	Total	71	3.3099	0.64012	0.07597
Job Characteristics:	Less than 10,000	55	3.5636	0.56610	0.07633
	10,001-15,000	10	3.9333	0.64406	0.20367
Self Performance Awareness	15,001-20,000	2	4.3333	0.47140	0.33333
	more than 20,000	4	3.6667	0.27217	0.13608
	Total	71	3.6432	0.58098	0.06895
Change Preference	Less than 10,000	55	3.1697	0.71109	0.09588
	10,001-15,000	10	3.3667	0.45677	0.14444
	15,001-20,000	2	2.8333	2.12132	1.50000
	more than 20,000	4	3.8333	0.83887	0.41944
	Total	71	3.2254	0.73630	0.08738
Extrinsic Motivation:	Less than 10,000	55	3.3636	0.71657	0.09662
	10,001-15,000	10	3.5000	0.57735	0.18257
New Policy and System	15,001-20,000	2	4.0000	1.41421	1.00000
	more than 20,000	4	3.7500	0.28868	0.14434
	Total	71	3.4225	0.70024	0.08310
Intrinsic Motivation	Less than 10,000	55	4.2182	0.44632	0.06018
	10,001-15,000	10	4.6250	0.41248	0.13044
	15,001-20,000	2	4.7500	0.35355	0.25000
	more than 20,000	4	4.2500	0.54006	0.27003
	Total	71	4.2923	0.46481	0.05516
Job Characteristics:	Less than 10,000	55	3.8485	0.66611	0.08982
People Cooperation Oriented	10,001-15,000	10	3.9000	1.19722	0.37859
	15,001-20,000	2	4.6667	0.47140	0.33333
	more than 20,000	4	3.2500	0.63099	0.31549
	Total	71	3.8451	0.76601	0.09091

Table 4.34 (Continued)

Item		N	Mean	Std. Deviation	Std. Error
Job Satisfaction	Less than 10,000	55	3.4783	0.42461	0.05725
	10,001-15,000	10	3.9615	0.40094	0.12679
	15,001-20,000	2	3.8077	0.59832	0.42308
	more than 20,000	4	3.7115	0.21183	0.10591
	Total	71	3.5688	0.44503	0.05282
Organizational Commitment	Less than 10,000	55	3.5778	0.54826	0.07393
	10,001-15,000	10	4.0333	0.58102	0.18374
	15,001-20,000	2	4.7222	0.07857	0.05556
	more than 20,000	4	3.8056	0.36712	0.18356
	Total	71	3.6870	0.58231	0.06911
Organizational Citizenship Behaviour	Less than 10,000	55	3.8960	0.42687	0.05756
	10,001-15,000	10	4.0222	0.36023	0.11392
	15,001-20,000	2	4.3333	0.23570	0.16667
	more than 20,000	4	4.0139	0.17786	0.08893
	Total	71	3.9327	0.40813	0.04844
In-Role Corporate Citizenship Behaviour	Less than 10,000	55	3.9309	0.61369	0.08275
	10,001-15,000	10	4.2400	0.63805	0.20177
	15,001-20,000	2	4.3000	0.98995	0.70000
	more than 20,000	4	4.2500	0.19149	0.09574
	Total	71	4.0028	0.61365	0.07283
Extra-Role Corporate Citizenship Behaviour	Less than 10,000	55	4.1455	0.52416	0.07068
	10,001-15,000	10	4.4000	0.29814	0.09428
	15,001-20,000	2	4.6000	0.56569	0.40000
	more than 20,000	4	4.0500	0.41231	0.20616
	Total	71	4.1887	0.49901	0.05922

Table 4.35 Levene's Test for Homogeneity of the Variables across the Different Income Groups

	Levene Statistic	df1	df2	Sig
Change Management: Vision, Strategy, Policy Enabled	3.208	3	67	0.029
Job Characteristics: Personal Growth and Supervisory feedback	0.845	3	67	0.474

Table 4.35 (Continued)

	Levene Statistic	df1	df2	Sig
Job Characteristics: Self Performance Awareness	1.420	3	67	0.245
Change Preference	3.839	3	67	0.013
Extrinsic Motivation: New Policy and System	1.739	3	67	0.167
Intrinsic Motivation	0.144	3	67	0.933
Job Characteristics: People Cooperation Oriented	1.650	3	67	0.186
Job Satisfaction	0.785	3	67	0.506
Organizational Commitment	1.1423	3	67	0.244
Organizational Citizenship Behaviour	1.386	3	67	0.255
In-Role Corporate Citizenship Behaviour	1.651	3	67	0.186
Extra-Role Corporate Citizenship Behaviour	1.074	3	67	0.366

Table 4.36 ANOVA Test Results of the Variables across the Different Income Groups

Item		Sum of Squares	df	Mean Square	F	Sig.
Change Management: Vision, Strategy, Policy Enabled	Between Groups	2.048	3	0.683	1.659	0.184
	Within Groups	27.563	67	0.411		
	Total	29.611	70			
Job Characteristics: Personal Growth and Supervisory feedback	Between Groups	1.881	3	0.627	1.568	0.205
	Within Groups	26.802	67	0.400		
	Total	28.683	70			
Job Characteristics: Self Performance Awareness	Between Groups	2.145	3	0.715	2.230	0.093
	Within Groups	21.483	67	0.321		
	Total	23.628	70			
Change Preference	Between Groups	2.156	3	0.719	1.345	0.267
	Within Groups	35.794	67	0.534		
	Total	37.950	70			
Extrinsic Motivation: New Policy and Systems	Between Groups	1.347	3	0.449	0.912	0.440
	Within Groups	32.977	67	0.492		
	Total	34.324	70			
Intrinsic Motivation	Between Groups	1.835	3	0.612	3.084	0.033
	Within Groups	13.288	67	0.198		
	Total	15.123	70			
Job Characteristics: People Cooperation Oriented	Between Groups	12.797	3	0.932	1.632	0.190
	Within Groups	38.276	67	0.571		
	Total	41.074	70			
Job Satisfaction	Between Groups	2.188	3	0.729	4.186	0.009
	Within Groups	11.675	67	0.174		
	Total	13.864	70			
Organizational Commitment	Between Groups	4.055	3	1.352	4.602	0.005
	Within Groups	19.681	67	0.294		
	Total	23.736	70			
Organizational Citizenship Behaviour	Between Groups	0.502	3	0.167	1.004	0.396
	Within Groups	11.158	67	0.167		
	Total	11.660	70			

Table 4.36 (Continued)

Item		Sum of Squares	df	Mean Square	F	Sig.
In-Role Corporate Citizenship Behaviour	Between Groups	1.268	3	0.423	1.129	0.344
	Within Groups	25.091	67	0.374		
	Total	26.359	70			
Extra-Role Corporate Citizenship Behaviour	Between Groups	0.965	3	0.322	1.308	0.279
	Within Groups	16.466	67	0.246		
	Total	17.431	70			

Specifically, as a trend, the employees of higher levels of salary show higher level of job satisfaction and commitment to the organization. Nevertheless, there is downward trend for the employees with the current salary at more than 20,000 Baht. Nevertheless, it implies, to some degree, represented by bivariate coefficients of 0.266* and 0.278* as shown in Table 4.37 that describe the positive correlation between the age group and job satisfaction and organizational commitment, respectively, that income has a certain role to play.

Table 4.37 Correlation Analysis in Identifying the Role Played by Income Groups in Job Satisfaction and Organizational Commitment

	Job Satisfaction	Organizational Commitment
Income Status	0.266*	0.278*
Job Satisfaction		0.611**
Organizational Commitment	0.611**	
Intrinsic Motivation	0.287*	0.460**

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

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

In the domain of education, the ANOVA test results, presented in Table 4.38, shows that there are significant differences for the perceptions of the different educational levels towards personal change preference, job satisfaction and the in-role

OCBs. The trend shows there is a decrease from high-school level to vocational certificate holders, which shows signs of picking up, all the way towards the employees of Master degree. Nevertheless, the interpretation of the ANOVA test has been cautioned because of the unequalled population sample size of the different educational levels, as shown in Table 4.38.

Table 4.38 Descriptive of the Variables across the Different Education Levels

Item		N	Mean	Std. Deviation	Std. Error
Change Management: Vision, Strategy, Policy Enabled	High school or lower	30	3.5583	0.58606	0.10700
	Vocational certificate	22	3.6364	0.71434	0.15230
	Bachelor's Degree	17	4.1912	0.49631	0.12037
	Master's Degree	2	3.6250	0.53033	0.37500
	Total	71	3.7359	0.65039	0.07719
Job Characteristics: Personal Growth and Supervisory feedback	High school or lower	30	3.5250	0.79965	0.14600
	Vocational certificate	22	3.1023	0.44091	0.09400
	Bachelor's Degree	17	3.2353	0.37987	0.09213
	Master's Degree	2	3.0000	1.06066	0.75000
	Total	71	3.3099	0.64012	0.07597
Job Characteristics: Self Performance Awareness	High school or lower	30	3.7889	0.49891	0.09109
	Vocational certificate	22	3.3636	0.59902	0.12771
	Bachelor's Degree	17	3.7451	0.62948	0.15267
	Master's Degree	2	3.6667	0.00000	0.00000
	Total	71	3.6432	0.58098	0.06895
Change Preference	High school or lower	30	3.3444	0.62197	0.11356
	Vocational certificate	22	2.7879	0.85167	0.18158
	Bachelor's Degree	17	3.4510	0.45554	0.11048
	Master's Degree	2	4.3333	0.47140	0.33333
	Total	71	3.2254	0.73630	0.08738
Extrinsic Motivation: New Policy and System	High school or lower	30	3.3667	0.70629	0.12895
	Vocational certificate	22	3.3636	0.77432	0.16508
	Bachelor's Degree	17	3.5588	0.63449	0.15389
	Master's Degree	2	3.7500	0.35355	0.25000
	Total	71	3.4225	0.70024	0.08310

Table 4.38 (Continued)

Item		N	Mean	Std. Deviation	Std. Error
Intrinsic Motivation	High school or lower	30	4.2167	0.42918	0.07836
	Vocational certificate	22	4.2273	0.57170	0.12189
	Bachelor's Degree	17	4.5000	0.34233	0.08303
	Master's Degree	2	4.3750	0.17678	0.12500
	Total	71	4.2923	0.46481	0.05516
Job Characteristics: People Oriented	High school or lower	30	3.8222	0.87858	0.16041
	Vocational certificate	22	3.6818	0.56790	0.12108
	Bachelor's Degree	17	4.1961	0.65679	0.15929
	Master's Degree	2	3.0000	0.94281	0.66667
	Total	71	3.8451	0.76601	0.09091
Job Satisfaction	High school or lower	30	3.7077	0.42729	0.07801
	Vocational certificate	22	3.3427	0.42712	0.09106
	Bachelor's Degree	17	3.5792	0.42055	0.10200
	Master's Degree	2	3.8846	0.05439	0.03846
	Total	71	3.5688	0.44503	0.05282
Organizational Commitment	High school or lower	30	3.7481	0.61272	0.11187
	Vocational certificate	22	3.5960	0.60426	0.12883
	Bachelor's Degree	17	3.6536	0.53270	0.12920
	Master's Degree	2	4.0556	0.23570	0.16667
	Total	71	3.6870	0.58231	0.06911
Organizational Citizenship Behaviour	High school or lower	30	3.9685	0.37073	0.06769
	Vocational certificate	22	3.7677	0.46057	0.09819
	Bachelor's Degree	17	4.0654	0.36759	0.08915
	Master's Degree	2	4.0833	0.27499	0.19444
	Total	71	3.9327	0.40813	0.04844
In-Role Corporate Citizenship Behaviour	High school or lower	30	4.0933	0.50305	0.09184
	Vocational certificate	22	3.6727	0.71059	0.15150
	Bachelor's Degree	17	4.2353	0.53961	0.13087
	Master's Degree	2	4.3000	0.14142	0.10000
	Total	71	4.0028	0.61365	0.07283

Table 4.38 (Continued)

Item		N	Mean	Std. Deviation	Std. Error
Extra-Role	High school or				
Corporate	lower	30	4.2333	0.38626	0.07052
Citizenship	Vocational				
Behaviour	certificate	22	4.0727	0.69157	0.14744
	Bachelor's Degree	17	4.2706	0.36015	0.08735
	Master's Degree	2	4.1000	0.70711	0.50000
	Total	71	4.1887	0.49901	0.05922

Table 4.39 Levene's Test for Homogeneity of the Variables across the Different Education Levels

	Levene Statistic	df1	df2	Sig
Change Management: Vision, Strategy, Policy Enabled	0.318	3	67	0.812
Job Characteristics: Personal Growth and Supervisory feedback	4.810	3	67	0.004
Job Characteristics: Self Performance Awareness	2.127	3	67	0.105
Change Preference	1.541	3	67	0.212
Extrinsic Motivation: New Policy and System	0.390	3	67	0.760
Intrinsic Motivation	4.018	3	67	0.011
Job Characteristics: People Cooperation Oriented	0.786	3	67	0.506

Table 4.39 (Continued)

	Levene Statistic	df1	df2	Sig
Job Satisfaction	0.841	3	67	0.476
Organizational Commitment	0.674	3	67	0.571
Organizational Citizenship Behaviour	0.977	3	67	0.409
In-Role Corporate Citizenship Behaviour	2.184	3	67	0.098
Extra-Role Corporate Citizenship Behaviour	4.265	3	67	0.008

Table 4.40 ANOVA Test Result of the Variables across the Different Education Levels

Item		Sum of Squares	df	Mean Square	F	Sig.
Change Management: Vision, Strategy, Policy Enabled	Between Groups	4.712	3	1.571	4.227	0.008
	Within Groups	24.899	67	0.372		
	Total	29.611	70			
Job Characteristics: Personal Growth and Supervisory feedback	Between Groups	2.623	3	0.874	2.248	0.091
	Within Groups	26.060	67	0.389		
	Total	28.683	70			
Job Characteristics: Self Performance Awareness	Between Groups	2.534	3	0.845	2.683	0.054
	Within Groups	21.094	67	0.315		
	Total	23.628	70			
Change Preference	Between Groups	7.957	3	2.652	5.925	0.001
	Within Groups	29.993	67	0.448		
	Total	37.950	70			
Extrinsic Motivation: New Policy and Systems	Between Groups	0.700	3	0.233	0.465	0.708
	Within Groups	33.624	67	0.502		
	Total	34.324	70			

Table 4.40 (Continued)

Item		Sum of Squares	df	Mean Square	F	Sig.
Intrinsic Motivation	Between Groups	1.012	3	0.337	1.601	0.197
	Within Groups	14.112	67	0.211		
	Total	15.123	70			
Job Characteristics: People Cooperation Oriented	Between Groups	4.125	3	1.375	2.493	0.067
	Within Groups	36.949	67	0.551		
	Total	41.074	70			
Job Satisfaction	Between Groups	1.905	3	0.635	3.558	0.019
	Within Groups	11.959	67	0.178		
	Total	13.864	70			
Organizational Commitment	Between Groups	0.585	3	0.195	0.564	0.640
	Within Groups	23.151	67	0.346		
	Total	23.736	70			
Organizational Citizenship Behaviour	Between Groups	0.982	3	0.327	2.054	0.115
	Within Groups	10.678	67	0.159		
	Total	11.660	70			
In-Role Corporate Citizenship Behaviour	Between Groups	3.738	3	1.246	3.691	0.016
	Within Groups	22.621	67	0.338		
	Total	26.359	70			
Extra-Role Corporate Citizenship Behaviour	Between Groups	0.485	3	0.162	0.640	0.592
	Within Groups	16.946	67	0.253		
	Total	17.431	70			

The last Table 4.40, which indicates the results of the ANOVA test, is of particular importance to the case organization. In particular, the only variable which the employees of the different departments perceive significantly differently is of the personal growth and supervisory feedback aspect of job characteristics. This variable attempts to seek the perceptions of the employees towards their job resources, for instance, represented by “this job itself is very crucial for my personal growth,” “I regularly obtain feedback from supervisor,” “my job is only a small part of the overall piece of work, which is finished by other people or by an automatic machine” (Reversed), and “my supervisor lets me know how well doing on my job.” The lower level of agreeableness goes to the employees that work in offices, at mean of 3.0921,

whereas the labor workforces have mean of 3.4783, and the employees of the metal sheet departments show the highest mean, at 3.75.

Table 4.41 Descriptive of the Variables across the Different Department, which the Employees are attached to

Item		N	Mean	Std. Deviation	Std. Error
Job Characteristics: Personal Growth and Supervisory feedback	Office	38	3.0921	0.55575	0.09015
	Labor	23	3.4783	0.58830	0.12267
	Metal sheet	10	3.7500	0.76376	0.24152
	Total	71	3.3099	0.64012	0.07597
Job Characteristics: People Cooperation Oriented	Office	38	3.8158	0.84788	0.13754
	Labor	23	3.8696	0.64149	0.13376
	Metal sheet	10	3.9000	0.77060	0.24369
	Total	71	3.8451	0.76601	0.09091
Job Characteristics: Self Performance Awareness	Office	38	3.5702	0.54749	0.08881
	Labor	23	3.7391	0.49192	0.10257
	Metal sheet	10	3.7000	0.86709	0.27420
	Total	71	3.6432	0.58098	0.06895
Intrinsic Motivation	Office	38	4.3224	0.46828	0.07596
	Labor	23	4.1848	0.44093	0.09194
	Metal sheet	10	4.4250	0.50069	0.15833
	Total	71	4.2923	0.46481	0.05516
Extrinsic Motivation: New Policy and System	Office	38	3.5132	0.67270	0.10913
	Labor	23	3.4783	0.55347	0.11541
	Metal sheet	10	2.9500	0.95598	0.30231
	Total	71	3.4225	0.70024	0.08310
Change Preference	Office	38	3.2719	0.76270	0.12373
	Labor	23	3.2609	0.65100	0.13574
	Metal sheet	10	2.9667	0.83813	0.26504
	Total	71	3.2254	0.73630	0.08738
Change Management: Vision, Strategy, Policy Enabled	Office	38	3.7566	0.67154	0.10894
	Labor	23	3.7283	0.58830	0.12267
	Metal sheet	10	3.6750	0.76422	0.24167
	Total	71	3.7359	0.65039	0.07719
Organizational Commitment	Office	38	3.5556	0.52307	0.08485
	Labor	23	3.8502	0.60637	0.12644
	Metal sheet	10	3.8111	0.67495	0.21344
	Total	71	3.6870	0.58231	0.06911
Organizational Citizenship Behaviour	Office	38	3.9240	0.41341	0.06706
	Labor	23	3.9372	0.38610	0.08051
	Metal sheet	10	3.9556	0.47705	0.15085
	Total	71	3.9327	0.40813	0.04844

Table 4.41 (Continued)

Item		N	Mean	Std. Deviation	Std. Error
In-Role Corporate Citizenship Behaviour	Office	38	3.9789	0.62175	0.10086
	Labor	23	4.0783	0.52480	0.10943
	Metal sheet	10	3.9200	0.80111	0.25333
	Total	71	4.0028	0.61365	0.07283
Extra-Role Corporate Citizenship Behaviour	Office	38	4.1105	0.52545	0.08524
	Labor	23	4.2000	0.48242	0.10059
	Metal sheet	10	4.4600	0.35340	0.11175
	Total	71	4.1887	0.49901	0.05922
Job Satisfaction	Office	38	3.5000	0.45164	0.07327
	Labor	23	3.6154	0.38948	0.08121
	Metal sheet	10	3.7231	0.52823	0.16704
	Total	71	3.5688	0.44503	0.05282

Table 4.42 Levene's Test for Homogeneity of the Variables across the Different Department, which the Employees are attached to

	Levene Statistic	df1	df2	Sig
Job Characteristics: Personal Growth and Supervisory feedback	0.912	2	68	0.407
Job Characteristics: People Cooperation Oriented	1.000	2	68	0.373
Job Characteristics: Self Performance Awareness	0.970	2	68	0.384
Intrinsic Motivation	0.065	2	68	0.937
Extrinsic Motivation: New Policy and System	0.844	2	68	0.435

Table 4.42 (Continued)

	Levene Statistic	df1	df2	Sig
Change Preference	0.271	2	68	0.764
Change Management: Vision, Strategy, Policy Enabled	0.697	2	68	0.502
Organizational Commitment	0.808	2	68	0.450
Organizational Citizenship Behaviour	0.167	2	68	0.846
In-Role Corporate Citizenship Behaviour	0.837	2	68	0.437
Extra-Role Corporate Citizenship Behaviour	0.606	2	68	0.549
Job Satisfaction	1.578	2	68	0.214

Table 4.43 ANOVA Test Results of the Variables across the Different Department, which the Employees are attached to

Item		Sum of Squares	df	Mean Square	F	Sig.
Job Characteristics: Personal Growth and Supervisory feedback	Between Groups	4.391	2	2.196	6.146	0.004
	Within Groups	24.292	68	0.357		
	Total	28.683	70			
Job Characteristics: People Cooperation Oriented	Between Groups	0.077	2	0.038	0.063	0.939
	Within Groups	40.997	68	0.603		
	Total	41.074	70			

Table 4.43 (Continued)

Item		Sum of Squares	df	Mean Square	F	Sig.
Job Characteristics: Self Performance Awareness	Between Groups	0.447	2	0.223	0.655	0.523
	Within Groups	23.181	68	0.341		
	Total	23.628	70			
Intrinsic Motivation	Between Groups	0.476	2	0.238	1.106	0.337
	Within Groups	14.647	68	0.215		
	Total	15.123	70			
Extrinsic Motivation: New Policy and Systems	Between Groups	2.616	2	1.308	2.806	0.067
	Within Groups	31.708	68	0.466		
	Total	34.324	70			
Change Preference	Between Groups	0.781	2	0.390	0.714	0.493
	Within Groups	37.169	68	0.547		
	Total	37.950	70			
Change Management: Vision, Strategy, Policy Enabled	Between Groups	0.055	2	0.027	0.063	0.939
	Within Groups	29.556	68	0.435		
	Total	29.611	70			
Organizational Commitment	Between Groups	1.423	2	0.712	2.169	0.122
	Within Groups	22.313	68	0.328		
	Total	23.736	70			
Organizational Citizenship Behaviour	Between Groups	0.009	2	0.004	0.025	0.975
	Within Groups	11.651	68	0.171		
	Total	11.660	70			
In-Role Corporate Citizenship Behaviour	Between Groups	0.221	2	0.111	0.288	0.751
	Within Groups	26.138	68	0.384		
	Total	26.359	70			
Extra-Role Corporate Citizenship Behaviour	Between Groups	0.971	2	0.486	2.006	0.142
	Within Groups	16.460	68	0.242		
	Total	17.431	70			
Job Satisfaction	Between Groups	0.468	2	0.234	1.187	0.311
	Within Groups	13.396	68	0.197		
	Total	13.864	70			

CHAPTER 5

CONCLUSION AND IMPLICATIONS

5.1 Introduction

As indicated in Chapter One, the general aim of the research was to: perform an exploratory research to study nature of antecedents that play key roles in influencing both in-role and extra-role corporate citizenship behaviours, by incorporating variables that relate to job characteristics perceived by the employees at individual- and team-level, and extrinsic motivation that relates to new policies installed and the perceived change management at organizational level.

Practically, this research shows that organization should actively pursue to exploit the state of employee's commitment and job satisfaction to develop organizational citizenship behaviours (OCBs), as well as by incorporating OCBs as an explicit part of the employee's job description. OCBs should be the targets of HRD (Human Resource Development) by the organization, and be formally rewarded when exhibited. Managers and supervisors should be trained to observe in-role and extra-role OCBs in order to take advantage of OCBs to contribute to higher level of organizational and task performances. Although this research stops its empirical effort at the OCBs level, many researches in the extant literature show that OCBs do lead to many favorable outcomes at organizational and individual employee levels, i.e. stress coping (Smith, Organ & Near, 1983), overall organizational effectiveness (Walz & Niehoff, 1996).

In order to achieve the research objective, Chapter Two of this research, the literature pertaining to job characteristics, job satisfaction, organizational commitment and corporate citizenship behaviours was reviewed. This literature indicated there is a dearth of research effort that attempts to establish the links between the effects of

specific facets of jobs i.e. job characteristics and intrinsic and extrinsic motivation, to the different nature of organizational citizenship behaviours (OCBs). Thus, to accomplish this research aim, three propositions are raised.

To delimit the constraint of the single-case study, mixed method approach is used which relies on interviews with the employees to first help identify the relevant themes and the possible direction and contents for the questionnaire items development. This inductive approach is complemented and immediately followed by the deductive procedures initiated by critical literature reviews and further patterns-of-themes identification.

Chapter four reported the results of the investigation in detail, by relying on statistical tools and techniques such as exploratory factor analysis to help reduce the dimensions of the constructs into different domains and characteristics i.e. the different facets of job characteristics, and reliability study, correlations analysis, and multivariate regression examination of the data collected.

This chapter presents the conclusions and implications of the research. Its explicit purpose is to make a distinctive contribution to the body of knowledge in the field of human resources.

5.2 Concluding the Overall Research Objective

With R-squared at 54.5 per cent for in-role organizational citizenship behaviour (OCB), 49.5 per cent for extra-role OCB, 49.5 per cent for organizational commitment, and 43.3 per cent for job satisfaction, it can be inferred from Cohen (1992) which shows that these large effect size, with five predictors, can allow a sample size of 71 (valid), for this research, to be judged appropriate. Similar demonstration can also be found in Professor's Nandy (2012)'s presentation for the School of Nursing, Department of Biostatistics, School of Public Health, at the University of California Los Angeles (UCLA).

Specifically, the final model shown in Figure 5.1 shows that to establish both in-role and extra-role corporate citizenship behaviours, organizations should make a concerted and aligned effort to establish the employee's organizational commitment,

as well as to ensure employees are given the right resources (i.e. supervisory feedback, for personal growth, and system and culture of self-performance awareness and monitoring), and be supported by clear vision and supports of strategy and policies especially in the stages of organizational changes, and HRM policies attended to stimulate the working of the intrinsic motivation of the employees. These factors' ability to significantly explain organizational commitment, corporate citizenship behaviours and job satisfaction should not be ignored for the construction materials trading industry.

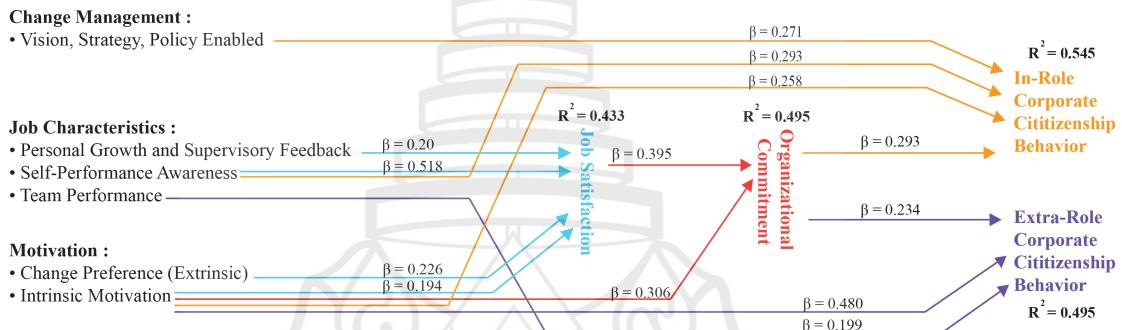


Figure 5.1 Final Model of Organizational Commitment and In-Role and Extra-Role Corporate Citizenship Behaviour

Figure 5.1 indicates that the antecedents to both in-role and extra-role corporate citizenship behaviours are multi-variegated, relating to task levels through the different facets of job characteristics and the extrinsic motivational factor that relates to policy levels, and relating to organizational commitment. When an employee shows strengths of association with and involvement with the organization, both in-role and extra-role corporate citizenship behaviours become the reality. While extra-role OCBs show willingness to exceed or surpass the normal or minimum job or work role requirements (Lovell et al., 1999; Organ, 1988) demanded of the employees (cf. Vey & Campbell, 2004), the in-role OCBs provide the commitment and behaviours on obligations imposed by the norm of reciprocity (Dyne & Kamdar, 2008; Hofmann et al., 2003; Hopkins, 2002; Kamdar et al., 2006; Lee & Allen, 2002; Vey & Campbell, 2004). The positive interrelationships between organizational commitment and corporate citizenship behaviours can also be referred to the fact that

these two constructs do capture the normative and beyond-normative aspects of characteristics, such as normative commitment represents a sense of obligation, duty and loyalty (Steijin, 2008).

It is also important to mention that Figure 5.1 also indicates two important facets of motivation that influence job satisfaction, represented as proxies by the intrinsic oriented job characteristics such as personal growth and supervisory feedback and self-performance awareness, and the intrinsic factor driven by new policy, new system and alternative jobs requirements. In other words, the employees seem to provide an overall evaluation of their jobs and the aspects of their jobs by associating with intrinsic job characteristics (i.e. achievement) and extrinsic job characteristics (i.e. policies, pay, procedures). These findings thus can be inferred to capture the two important characteristics of job satisfaction, namely extrinsic satisfaction and intrinsic satisfaction (Cooper-Hakim and Viswesvaran, 2005) that have been vastly neglected to be addressed in the literature.

In addition, Figure 5.1 clearly shows that satisfied, intrinsically motivated employees tend to be committed to the organization, with a relatively strong effect strength indicated by R-squared of 0.495 in the 2-variable regression analysis. This also matches with the research findings of Bergman (2006), Cramer (1996), Markovits, Davis, Fay and Dick (2006), Yousef (2002), Velickovic et al. (2014), and Zeinabadi (2010). On the other hand, other researchers such as Moser (1997) shows that the absence of job satisfaction causes reduced organizational commitment. Thus, when employees feel positive and like their jobs (Spector, 1997), have affection with their jobs (indicated by job satisfaction), affective and attitudinal bonding as represented by organizational commitment is formed.

Specifically, propositions 1 to 3 are supported, which are discussed in the next Section 5.3.

5.3 Concluding Propositions 1, 2 and 3

This section concludes the outcomes of this research involving the following three propositions:

Proposition 1 (P1): The antecedent variables consisting of job characteristics, team working and attitude, intrinsic and extrinsic motivation, and change management can significantly explain the variance of employee's job satisfaction.

Proposition 2 (P2): Both the antecedent variables and job satisfaction can explain the variance of organizational commitment of the employees. Employees who lack job satisfaction are likely to withdraw from job involvement i.e. commitment to the organization. The intrinsic motivation, i.e. an impetus for personal growth in the job, is particularly stressed in the two-factor theory of motivation for HRD. The role played by intrinsic motivation in the two-factor motivational context is particularly reinforced in Herzberg et al. (1957), through the bases of the Maslow theory.

Proposition 3 (P3): The variances of in-role and extra-role OCBs can significantly be explained by the antecedent variables and organizational commitment of the employees. The antecedent variables are job characteristics, team working and attitude, intrinsic and extrinsic motivation, and change management.

Specifically, P1 is supported in which, as demonstrated by the multivariate regression analysis, the significant antecedent variables that can explain the variance of job satisfaction, at 43.3 percents, are contributable to personal growth and supervisory feedback, at Beta 0.2, and self-performance awareness at Beta 0.518 of job characteristics, and intrinsic motivation at Beta 0.194 and change preference at Beta of 0.226. In the P1 structure, change preference captures the perceptions of the employees towards the implementation of the new system in the change management initiatives, and organizational policy which affects the performance of the working positively. And "personal growth and supervisory feedback" are the aspect of job resources, signifying that the job itself is very crucial for the personal growth of the employees, which also connotes task identity that represents the job as a small part of the overall piece of work which needs to be completed by other people or by an automatic machine, and also relates to supervisory role that demonstrates regular feedback and supervision. As to the aspect of "self-performance awareness," the weight of influence is higher than the other factors, at standard coefficient Beta of 0.518, while others are around 0.20, and this implies the role played by the intrinsic job resource of the employees, which projects the perceptions that they know what they are doing in their jobs, in areas of performances and the efforts that are needed to

improve the standards expected. The intrinsic job resource is also shared by the role played by intrinsic motivation, at Beta of 0.194, which indicates that the employees perceive positively towards the challenge of the work that will lead them to learn new things, and would give them the necessary job satisfaction for continuity.

Furthermore, the notable mechanisms that drive employees' job satisfaction provide further evidences to the applicability of the theory of motivation contributable to the works of Hackman and Frink (1974), and the self-determination theory contributable to Deci (1971) and Deci et al. (1981). For job characteristics, self-performance awareness and resources of supervisory feedback are shown to play important role in contributing to job satisfaction. Intrinsic motivation that influences job satisfaction is characterized by the nature of jobs being challengeable, feeling satisfied over the success of a difficult job, improvement made and on-time delivery of jobs. Extrinsic motivation here is described by the motivation made by organizational policy, implementation of new systems in the organization as well as the attractiveness of the present job.

In the aforementioned, job satisfaction as a dependent variable that describes, for instance, the "pleasurable or positive emotional state resulting from the appraisal or one's job or job experiences" (Locke, 1976, p. 1300), in various aspects of the jobs and relevancy, i.e., the kinds of works assigned to them, the relationships with supervisor, and the support of the co-workers, etc. (see Chapter Three, and Section 4.2).

In the correlation analysis, it is shown that organizational commitment is positively correlated to job satisfaction, the most, at 0.611** (is significant at the 0.01 level, 2-tailed), followed by the self-performance awareness aspect of job characteristics, at 0.480* (is significant at the 0.05 level, 2-tailed). Organizational commitment describes the bond between the employee and the organization which he or she is associated with (Mowday et al., 1982), which according to the confirmatory process of factor analysis in Chapter Three and the nature of the instrument design, organizational commitment presents unitary nature of construct but aligns a host of inter-relational affection, dedication to the organization, the matching of personal values with that of the organization, the continuity and the opportunity for mutual influences between the employees and the organization (see the Questionnaire

Instrument in Chapter Three). The result of the multivariate regression analysis in Table 4.10 shows that organizational commitment can be predicted, for 49.5 percents of its variance, by the affective and emotional responses and likeness towards the various aspects of the job, collectively, and the intrinsic motivation of the employees themselves. The weights of influence to organizational commitment are presented by the standard coefficients, Beta, at 0.395 and 0.306, respectively, for job satisfaction and intrinsic motivation. Intrinsic motivation measures the perceptions of the employees in aspects of challenge in the works, which led to be able to learn new things and improve their career experiences.

The last proposition, P3, is also supported, which states that the variances of in-role and extra-role OCBs can significantly be explained significantly by the antecedent variables and organizational commitment of the employees. The antecedent variables are job characteristics, team working and attitude, intrinsic and extrinsic motivation, and change management. OCBs are characterized, for instance, as helping hands to co-workers (Graham, 1991), which shows behavioural willingness to transcend the current state of performance of the organization (Van Scotter & Motowidlo, 1996). First, the in-role organizational citizenship is addressed, with Table 4.11 identifies the key predictors of the variables involved by the use of correlations analysis, which states the dominant role goes to organizational commitment, at 0.596**.

Specifically, proposition 3 (P3) is supported in that the in-role corporate citizenship behaviour can be explained for 54.5 per cent of its variance by intrinsic motivation of the employees at BETA of 0.258, job characteristics on self-performance awareness at BETA of 0.293, and the vision, strategy and policy-enabled change management effort at BETA of 0.271. In other words, to foster in-role corporate citizenship behaviour, it is important for organizations to attempt to establish clear vision and strategy to help guide the changing new system (i.e. new IT system, new work procedures, and new policies), to eliminate the obstacle in using the new system and to encourage the employees to use the new systems, at the organizational level. And at the individual job level, the organization should emphasize on establishing a system of enabling the workers to monitor the state of their own job performances, including developing the motivational attitude of the

employees to face the challenging job task and be able to feel satisfied in their job roles. Thus, the roles of motivational factors at the individual level and change management initiatives and attractiveness at the organizational level, together with the commitment state of the employees towards the organization, can significantly explain the occurrence of in-role organizational citizenship behaviours (OCBs).

To study the extra-role of OCBs in proposition three (P3), correlation analysis shows that again, organizational commitment plays the most dominant role, at 0.466** (is significant at 0.01 level, 2-tailed). Most significantly, which is an added-on difference between the in-role and extra-role OCBs, team working plays also an important role, at 0.342* (is significant at the 0.05 level, 2-tailed), which reflects the nature extra-role OCBs that indicates the relational and altruistic nature of the employee behaviours towards coworkers such as manifested in helping co-workers (George & Brief, 1992; George & Jones, 1997). For the extra-role corporate citizenship behaviour, as shown in Table 4.14, the behaviours of the employee to be willing to help others when they are absent and are willing to sacrifice the time to help others solving problems, are the systems-level influences caused by partly intrinsic motivation (Beta at 0.480), team working (Beta at 0.199), and organizational commitment of the employees at Beta of 0.234. Thus, judging from the results of the multivariate regression analysis for both in-role and extra-role OCBs, the factors that influence OCBs are at three levels, namely the individual motivational levels, the team working levels, and the efforts made by the organization at organizational levels. These three levels signify the working and applicability of exploiting the knowledge and insight of systems theory, in further research, to help further enrich the understanding of both in-role and extra-role OCBs.

5.4 Concluding the Roles of Demographic Variables

First, the correlation analyses that involve years of the experiences with the services of the current organization and the current nature of job in the career of the employees present the evidences that the longer the employees have served in the current organization or with the job, would therefore agree at a higher agreeable scale

towards job characteristics that allow job autonomy. In other words, the employees of longer serve terms and experiences with the current nature of the job perceives at higher level that they are allowed to make decision on their own about how to go about doing the work, as job resources, and in a job demand condition that requires them to use a number of high-level skills. Nevertheless, the ANOVA test shows that there are no significant differences for the role played by the number of years of service experience with the current organization and the nature of the current job.

For Gender, the t-test result indicates that the male employees perceive, at higher level of agreement, than their female counterparts, about the resources they received, i.e. supervisory feedback and acknowledgement of their works, at mean of 3.4767 versus 3.0536, and their ability to know what they are currently doing and performing in their jobs, at mean of 3.7519 versus 3.4762 (male versus female employees). From the descriptive profiles, it is known that although the employees provide high-level of agreeableness with their behavioural commitment, towards both in-role and extra-role OCBs, with response above “4” (“Agreeable”) of the five Likert scale, and also in aspect of their intrinsic motivation, that they are stimulated by the motivation towards learning and contribution in challenging tasks assigned to them and in seeing improved performances, they generally have lower agreeableness towards other variables, indicated by their responses between “3” to “4” scales.

On the demographic aspect of ages, the test of ANOVA shows there are no significant differences of the job characteristics, motivation and team working perceptions, and organizational commitment, and the in-role and extra-role organizational citizenship behaviours, across the different age groups. Nevertheless, there are wide ranges of standard deviations in how the employees perceive, for instance, their relational and altruistic behaviours towards their co-workers as well as regarding their motivational behaviours towards transcending the current state of performance in the organization which they are associated with. Thus, as an implication to the organization, there is not only a need to improve the mean value of the perceptions of the employees towards the various aspects that improve and strengthen their commitment to organization and behaviour along OCBs, but also the organization should aim to narrow the standard of deviation of perceptions as it will help to further improve consistency in performances of the organization.

The similar trend that has been identified for the age groups also applies to the marital status, in that the result of the ANOVA test shows that there are no significant differences on how the different marital categories, as single, married and divorced, of employees perceive towards the different facets of job characteristics, team working, change management, motivation, and the employees' commitment to the organization, as well as both in-role and extra-role organizational citizenship behaviours (OCBs).

In the income domain, the significant differences of the perceptions of the employees go with job satisfaction and organizational commitment.

Specifically, as a trend, the employees of higher levels of salary show higher level of job satisfaction and commitment to the organization. Nevertheless, there is downward trend for the employees with the current salary at more than 20,000 Baht. Nevertheless, it implies, to some degree, represented by bivariate coefficients of 0.266* and 0.278 that describe the positive correlation between the age group and job satisfaction and organizational commitment, respectively, that income has a certain role to play.

In the domain of education, the ANOVA test result shows that there are significant differences for the perceptions of the different educational levels towards personal change preference, job satisfaction and the in-role OCBs. The trend shows there is a decrease from high-school level to vocational certificate holders, which shows signs of picking up, all the way towards the employees of Master degree. Nevertheless, the interpretation of the ANOVA test has be cautioned because of the unequalled population sample size of the different educational levels.

Lastly, on the demographics aspects, the only variable which the employees of the different departments perceive significantly differently is of the personal growth and supervisory feedback aspect of job characteristics. This variable attempts to seek the perceptions of the employees towards their job resources, for instance, represented by "this job itself is very crucial for my personal growth," "I regularly obtain feedback from supervisor," "my job is only a small part of the overall piece of work, which is finished by other people or by an automatic machine" (Reversed), and "my supervisor lets me know how well doing on my job." The lower level of agreeableness goes to the employees that work in offices, at mean of 3.0921, whereas

the labor workforces have mean of 3.4783, and the employees of the metal sheet departments show the highest mean, at 3.75.

5.5 Implications

5.5.1 Implication for Practice

There are numerous fronts of implication to the case organization, for practical purposes to help them improve their overall performances of the organization and its business.

First, this research has a direct contribution or implication to the case organization, in that the outcome of this research would provide the necessary evidence-based information to help the case organization to succeed in change management. Towards this end, this thesis could thus be considered as the very first comprehensive step of a so-called action research journey (Tan, 2015b). Action research (cf. Stringer, 2007) has a long history, one often associated with the work of Kurt Lewin (1946), who viewed action research as a cyclical, dynamic, and collaborative process in which people (the employees and the management, for instance) addressed the organizational issues (i.e. performance issues, work characteristics improvement issues) affecting the performances of the organization as well as the psychological states of the employee, i.e. job satisfaction.

Specifically, on the second front, this research shows that organization should actively pursue to exploit the state of employee's commitment and job satisfaction which can be used, tactically and strategically, to develop organizational citizenship behaviours (OCBs) of employees. Organization can also make OCBs as an explicit part of the employee's job description to stimulate actual behaviours which can also help to nurture and develop the corporate culture needed.

In other words, OCBs should be the targets of HRD (Human Resource Development) by the organization, and be formally rewarded when exhibited (cf. Organ, 1988). To ensure the effective implementation of the OCB driven policies, managers and supervisors should be trained to observe both in-role and extra-role

OCBs in order to take advantage of OCBs in making contribution to higher level of organizational and task performances.

Third, not only at the psychological levels, organization should provide a systematic examination and re-engineering efforts into the various antecedent factors which have been shown to influence significantly the psychological state of job satisfaction (at R-squared of 0.433), organizational commitment (at R-squared of 0.495), and both in-role OCBs (at R-squared of 0.545) and extra-role OCBs (at R-squared of 0.495). The antecedents are shown by the exploratory factor analysis in three different levels, namely at the individual level, team-level and organizational level. At the individual levels, the organization should stress on stimulating the potentiality of intrinsic motivation of individual employees, including the use of supervisions and facilitations to help align their change-enabled preferences towards favorable states conducive to the organization. At the team-levels, people-oriented job characteristics must be supported to stimulate and improve team-based performances. At the organizational level, the organization should realize that what they have stated i.e. as vision statement or the policies to be implemented have tremendous significant impact to the psychological states and commitment of the employees, and thus should be carefully scrutinized.

Fourth, judging from the results of the multivariate regression analysis for both in-role and extra-role OCBs, the factors that influence OCBs are at three levels, namely the individual motivational levels, the team working levels, and the efforts made by the organization at organizational levels. Thus, to better bond the relationship of the employees with the organization, in an attempt to establish in-role contractual service attitude and the extra-role relational and altruistic service behaviour of the employees, the organization and its HRM policies should align the three-level of mechanisms for effectiveness, in a way organization exploits the systems theory for the benefits of the organization to succeed in change management, and to improve the overall competencies, skills and attitudes of the employees, towards better performance levels in jobs, in team and organizational businesses.

5.5.2 Implication for Theory

What has been discovered in this research could lead to further empirical evidences to contribute towards the theory of change and organization development, by establishing a bridge between “unfreeze of paradigm” and “change (or actions)”, through the enabling roles played by the job characteristics (i.e. job demand and resources), and motivation, and the state of change management (i.e. vision, strategy, and policy-enabled) to influence the changing behaviours (i.e. in-role and extra-role organizational citizenship behaviours).

Thus, the research findings show that HRM (Human Resource Management) and Change Management are useful mechanisms that organization should exploit in order to develop organization further, because it leads to congruence at strategic, policy, and resources at the individual and work environment levels. As such, this research, in the views of organization development (OD), share some of the theoretical arguments and empirical results of Beer (1980) (i.e. congruence), Bennis (1969) (i.e. the educational strategy needed to change the beliefs and attitudes), Burke (1982) (i.e. through the use of the theory and technology of applied behavioural science), French and Bell (1999) (i.e. cooperative work environment, i.e. team working), Schein (1992) (i.e. the roles of both technical and human sides of the organization), and Warrick (1979), (i.e. with an emphasis on behavioural science strategy).

In particular, the academicians, the practitioners and the organizations can treat the individual-level of motivation and job characteristics, the team-level job characteristics, and the organizational-level change management as both functional and affective environment to help the employees achieve success. Environment here is broad-based in nature, consisting of job characteristics and climates of job environment (Hofman et al., 2003; Kamdar et al., 2006), which can positively or negatively induce behaviours of employees (Glanz, 2002) in aspects of i.e. extra-role corporate citizenship behaviour (Katz, 1964). For instance, in Pritzker (1999), it is discovered that innovative organizations would need to offer a work environment that respects ideas from the employees at all levels, including allowing honest feedback for improvement.

This research also provides an exploratory insight and evidence towards job satisfaction. The employees seem to provide an overall evaluation of their jobs and the aspects of their jobs by associating with intrinsic job characteristics (i.e. achievement) and extrinsic job characteristics (i.e. policies, pay, procedures). These findings thus can be inferred to capture the two important characteristics of job satisfaction, namely extrinsic satisfaction and intrinsic satisfaction (Cooper-Hakim & Viswesvaran, 2005; Mohammad et al., 2014), which have been vastly neglected to be addressed in the literature. Job satisfaction is a central concept in organizational psychology (Hauff, Richter & Tressin, 2015), and this research has clearly shown that its antecedent determinants and outcomes (i.e. organizational commitment, and OCBs) should be valued and aligned and be a focal point in human resources management practices.

5.6 Limitations and Delimitation

This study is limited to only a single-case organization, albeit a leading construction material trading company located in Chiang Rai, Thailand. The limitation is caused by the constraint from the limited number of employees which can be surveyed seeking for their perceptions on job-related issues and their attitudes and nature of behaviours, towards commitment and organizational citizenship behaviours. The limitation is apparent because the survey is questionnaire based which may require larger sample size in order to provide a robust base for generalization of results and conclusions.

Nevertheless, to delimit this limitation, interviews were first conducted with numerous employees, to obtain the themes and their contents that are more relevant to the context, i.e. job-specificity, rather than research resolves to identify the general themes and characteristics of the possible variables by the use of literature review. The interviews thus provide the relevancy and thus validity to help obtain higher R-squared when the survey data are subjected to multivariate regression analysis. If higher strength of R-squared can be secured, then it can be inferred from Cohen (1992) which shows that the large effect size, with five predictors, can allow a sample

size of 71 (valid), for this research, to be judged appropriate. Similar demonstration can also be found in Professor's Nandy (2012)'s presentation for the School of Nursing, Department of Biostatistics, School of Public Health, at the University of California Los Angeles (UCLA).

Nevertheless, at the post-data analysis stage, the limitation is shown by the unequaled sample size across the different categories of the demographic variables. For instance, in the ANOVA test which shows the significant differences for the perceptions of the different educational levels towards personal change preference, job satisfaction and the in-role OCBs, indicated specifically by a trend that there is a decrease from high-school level to vocational certificate holders, which shows signs of picking up, all the way towards the employees of Master degree, the interpretation of the ANOVA test has be cautioned because of the unequalled population sample size of the different educational level.

5.7 Future Research

It is also observed in this research that the attributes of job characteristics and change management of the organization also share the essential characteristics and the underlying philosophy of the motivation-hygiene theory of Herzberg et al. (1959), and thus further research could exploit the theory of motivation and hygiene to help enrich the perspectives and understanding of the same phenomena discussed in this research.

Clearly, the literature review should be expanded relating to commitment in organization and organizational citizenship behaviours in order to further strengthen the construct validity while preserving the focus on substantial validity. Construct validity must not be neglected in the study of organizational behaviours (Schwab, 1980). Good construct validity allows reliable and valid study of the interactive effects of the different nature and characteristics of the constructs, i.e. in-role and extra-role OCB.

Also, UOA (Unit of Analysis) should include not only individual employee level (i.e. job satisfaction), but also group- and organizational and customer levels,

and the researched phenomena should be expanded to include the examination into the interrelationship between behaviour and the different aspects of performances, i.e. team performance, organizational performance, and performance in the marketplace. In short, the future research should aim to study how commitment in organization and OCB contribute to organizational success (cf. Thompson, 1967) and organizational effectiveness.

Future research should also consider the different possible moderating and mediating variables at the two locations of the ABC (Antecedents to OCBs, to organizational citizenship Behaviors, to Consequence), namely designated as A and B, as shown in Figure 5.2. The review of the extant literature shows, for instance, that the moderating variables at location A of Figure 5.2 could be, for instance, personality of employees (Kamdar et al., 2006; Organ & Lingl, 1995) and climate of the work environment (Hofmann et al., 2003). The mediator variables at the location B of Figure 5.2 could, for instance, be the development of resources, innovation and adaptability (Gholamhosseini, 2009) needed to establish OCBs.

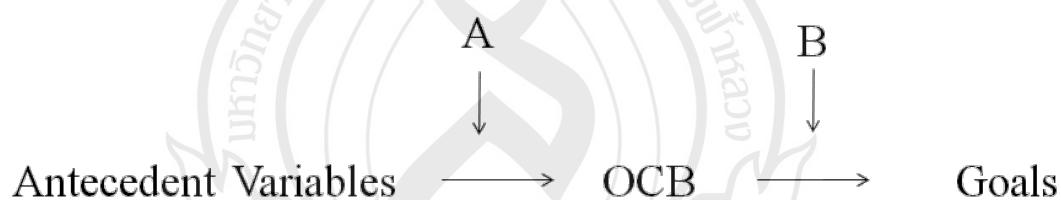


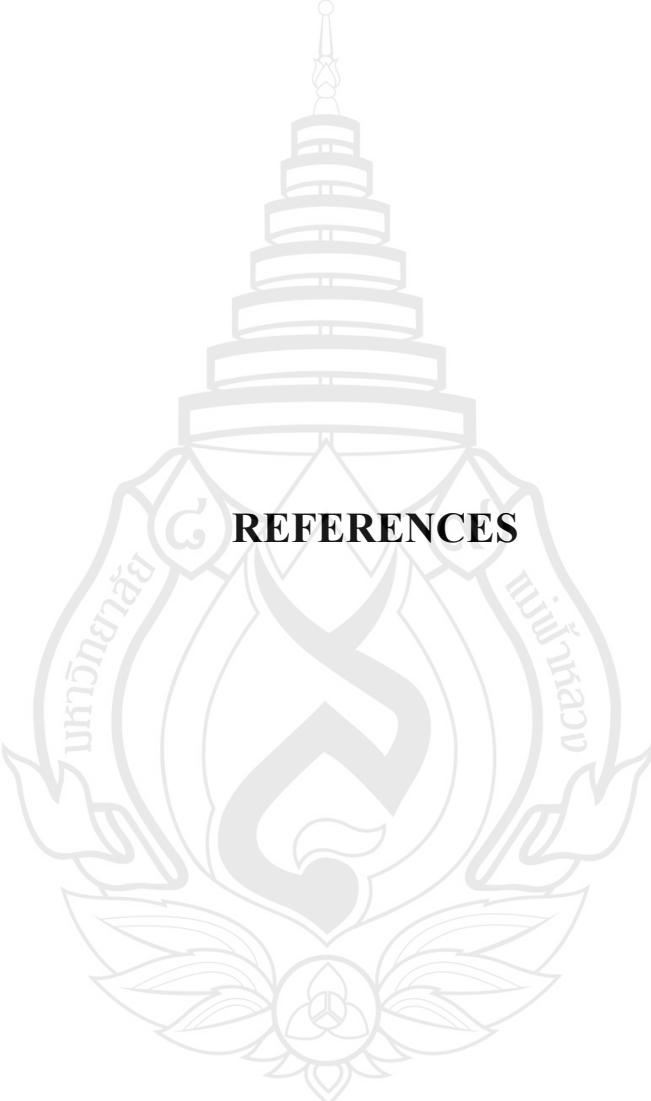
Figure 5.2 Role of Moderators and Mediators in the ABC (Antecedent-Behaviour-Consequence) Model (Source: Developed for this Research)

Additional antecedents to OCBs which could be considered in the future research include, for instance, affect (Bateman & Organ, 1983), motivation (Organ, 1990), cognitive determinant (Organ & Konosvky, 1989), fairness (Organ & Moorman, 1993), justice (Kamdar et al., 2006), ethical leadership (Tan & Kantabutra, 2014), job attitudes (Penner, Midili & Kegelmeyer, 1997), and reciprocity relationship between subordinates and their supervisors (Hopkins, 2002).

Judging from the results of the multivariate regression analysis for both in-role and extra-role OCBs, the factors that influence OCBs are at three levels, namely the

individual motivational levels, the team working levels, and the efforts made by the organization at organizational levels. These three levels signify the working and applicability of exploiting the knowledge and insight of systems theory, in further research, to help further enrich the understanding of both in-role and extra-role OCBs.



A large, faint watermark of the university crest is centered on the page. The crest features a central torch with a flame, surrounded by a circular border containing the text 'มหาวิทยาลัยราชภัฏสุโขทัย' in Thai script. Above the torch is a tiered stupa. The entire watermark is rendered in a light gray or white color.

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APPENDIX

APPENDIX

QUESTIONNAIRE

Section 1: Please indicate the degree in which you agree or disagree with each of the questionnaire statements by **circling (c)** one of the numbers, which have the following meaning;

1 = strongly disagree; 2 = disagree; 3 = neither agree nor disagree; 4 = agree;

5 = strongly agree

Please answer these items carefully, ***thinking as nature***.

Do not spend too much time on any one item.

Survey Items	Strongly disagree		Strongly agree		
Job Characteristics					
My job has to use many skills to fulfill the various different things at work.	1	2	3	4	5
My job is simple, and do not need difficult task to do.	1	2	3	4	5
My job is very important which means the result of my job has effect to other peoples' ability to do their work.	1	2	3	4	5
My job is challenging.	1	2	3	4	5
My Job gives me the opportunity to growth in this company.	1	2	3	4	5
I know what I am doing in my job.	1	2	3	4	5
I know how good I am in my job.	1	2	3	4	5
I can tell that I'm doing well or poor on my job.	1	2	3	4	5
This job itself is very crucial for my personal growth.	1	2	3	4	5

I regularly obtain feedback from supervisor.	1	2	3	4	5
My job is very stressing.	1	2	3	4	5
My job needs me to make contact with many people.	1	2	3	4	5
My job requires me to work closely with other people.	1	2	3	4	5
My job permits me to decide on my own how to go about doing the work.	1	2	3	4	5
My job is only a small part of the overall piece of work, which is finished by other people or by an automatic machine.	1	2	3	4	5
My job is important to the organization.	1	2	3	4	5
My supervisor lets me know how well I am doing on my job.	1	2	3	4	5
My job requires me to use a number of high-level skills.	1	2	3	4	5
My job requires a lot of cooperative work with other people	1	2	3	4	5
Team working					
I enjoy working on teamwork job.	1	2	3	4	5
The job that is done with teamwork is better than done individually.	1	2	3	4	5
When I do the work alone it's better than in a team.	1	2	3	4	5
Teamwork is necessary in view of this company product.	1	2	3	4	5
Working as a teamwork inspires me to think more creatively.	1	2	3	4	5
My own job is improved when it is in the teamwork situation.	1	2	3	4	5
For me, working in teamwork situation is quite negative.	1	2	3	4	5
Improved performance when working as teamwork than working alone.	1	2	3	4	5
Although I have my own workloads, it's not a barrier to work as teamwork.	1	2	3	4	5

Extrinsic and Intrinsic Motivation					
The challenge of work leads me to learn new things.	1	2	3	4	5
I feel satisfied when I have a difficult job to do and I can make it successful.	1	2	3	4	5
I dislike receiving much pressure from learning new thing.	1	2	3	4	5
I get a lot of enjoyment doing my job.	1	2	3	4	5
My experience and performance go up when I do the job well.	1	2	3	4	5
The new system makes me feel frustrated.	1	2	3	4	5
Organization policy affects the performance of my working postively.	1	2	3	4	5
The company policy is attractive to motivate me to work hard.	1	2	3	4	5
I would rather use old system than new one.	1	2	3	4	5
I try harder on new system to make me feel familiar with it.	1	2	3	4	5
I feel satisfied when I finish my job on time.	1	2	3	4	5
I have developed myself from the job that I work every day.	1	2	3	4	5
My job allows me to improve my skills, experience and performance.	1	2	3	4	5
Welfare is one of my motivations to work here.	1	2	3	4	5
If I find another job that I like than here, I will leave the company.	1	2	3	4	5
I tend to work harder when get more salary.	1	2	3	4	5
Change management					
Our organization....					
Has clear vision and strategy to help guide the changing	1	2	3	4	5

new system for example new IT system, new work procedures, new policies).					
Eliminates the obstacle to using the new system; for example let IT department teaches the new system.	1	2	3	4	5
Encourages the employee to use the new system.	1	2	3	4	5
Modifies system or policy that undermines the organization to make changes.	1	2	3	4	5
Focus on results of productivities more than employees' capability.	1	2	3	4	5
Encourages, promotes and gives the reward to anyone who can implement the change system and uses it skillfully.	1	2	3	4	5
Gives the reward to those who perform best.	1	2	3	4	5
Gives the punishment to those who break the regulations.	1	2	3	4	5
Organization Citizenship Behaviour					
I am willing to help others who have been absent.	1	2	3	4	5
I like this company and try to be loyal to the organization.	1	2	3	4	5
I am willing to protect organization when some problems happen.	1	2	3	4	5
I care about company image.	1	2	3	4	5
I try to solve problem by myself first before asking help from someone.	1	2	3	4	5
I volunteer for doing something that is not my job duty.	1	2	3	4	5
I am sincere to my co-worker.	1	2	3	4	5
I am always willing to share my idea to improve the functioning of the organization.	1	2	3	4	5
I am willing to scarify my time to help others solving their problem.	1	2	3	4	5
I am willing to train newcomer employee.	1	2	3	4	5

I do not take a long launch break.	1	2	3	4	5
I do not waste on-the-job time with the unnecessary such as social media, gossip.	1	2	3	4	5
I am willing to joint company meeting	1	2	3	4	5
I never come to work late.	1	2	3	4	5
I am rarely absence from work.	1	2	3	4	5
I am happy to work with others.	1	2	3	4	5
I always have an extra break time apart from (12.00-13.00) the company provides.	1	2	3	4	5
I am willing to give the feedback of my performance to the leader about how well I am doing in this job	1	2	3	4	5
Job satisfaction					
I receive fair salary.	1	2	3	4	5
I feel satisfied of the workload.	1	2	3	4	5
I am satisfied with the kind of work I do.	1	2	3	4	5
I am satisfied with the relationship with supervisor.	1	2	3	4	5
I am happy with the team working spirit in this organization.	1	2	3	4	5
I am satisfied with the wages.	1	2	3	4	5
I am satisfied with the progress of changes happening in the organization.	1	2	3	4	5
I am happy with all the supports given to me by my co-workers.	1	2	3	4	5
Organization Commitment					
I am willing to dedicate my work to effort beyond my job scopes.	1	2	3	4	5
I tell other colleagues that this company is a great place to work for.	1	2	3	4	5
I will take any jobs in this organization, which the leader	1	2	3	4	5

assigns to me.					
I find that the value of my work and the value of company match well.	1	2	3	4	5
I am proud to tell anyone that I'm working at this company.	1	2	3	4	5
The company influences me to put my best job performance.	1	2	3	4	5
I am really happy that I choose this organization than other organization.	1	2	3	4	5
For me this company is the best place to work.	1	2	3	4	5
I really care about this company future.	1	2	3	4	5

Section 2: Demographics.

Please thick ✓ in the appropriate box to accurately describe you.

2.1 Gender

Male Female

2.2 Age

≤ 20 years 21 – 25 years
 26 – 30 years 31 - 45 years
 More than 45 years

2.3 Marital Status

Single Married Divorce

2.4 Income/Salary

less than 10,000 Baht
 10,001-15,000 Baht
 15,001-20,000 Baht
 More than 20,000 Baht

2.5 Education level

<input type="checkbox"/> High School or lower	<input type="checkbox"/> Vocational certificate
<input type="checkbox"/> Bachelor's Degree	<input type="checkbox"/> Master's Degree

2.6 Department of current job

<input type="checkbox"/> Officer	<input type="checkbox"/> Labor	<input type="checkbox"/> Metal Sheet
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2.7 Years of service in the current job

<input type="checkbox"/> less than 1 year	<input type="checkbox"/> 1 year - 3 years
<input type="checkbox"/> >3 years – 6 years	<input type="checkbox"/> more than 6 years

2.8 Years of service in the company

<input type="checkbox"/> less than 1 year	<input type="checkbox"/> 1 year - 3 years
<input type="checkbox"/> >3 years – 6 years	<input type="checkbox"/> more than 6 years



CURRICULUM VITAE

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NAME Miss Sirirat Srirattanaprasit

DATE OF BIRTH 11 February 1989

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EDUCATIONAL BACKGROUND

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