EGO IDENTITY AND INTERPERSONAL DEPENDENCE OF EMPLOYEES WHO WORK FOR A PUBLIC COMPANY AND PRIVATELY OWNED BUSINESS

SUPISHA SARANUSIT

A Thesis Submitted in Partial
Fulfillment of the Requirements
for the Degree of

MASTER OF SCIENCE

Department of Counseling Psychology

ASSUMPTION UNIVERSITY

2004

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EGO IDENTITY AND INTERPERSONAL DEPENDENCE OF EMPLOYEES WHO WORK FOR A PUBLIC COMPANY AND PRIVATELY OWNED BUSINESS

SUPISHA SARANUSIT

117 Pages September 2004

This thesis aims to determine the difference between Ego Identity and Interpersonal Dependence of employees who work for PTT and Shell Company in relation to demographic variables.

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The purpose of the study was to determine the difference between ego identity and interpersonal dependence with demographic variables such as gender, age, education, work place, work experience, position and income of employees who work for a public company and privately owned business. The relationship between ego identity and interpersonal dependence were also identified through this research.

The population of the study was 350 from PTT Company and 425 from Shell Company. The sample size was determined by stratified sampling with the use of yamane scale. (Yamane, 1976). The sample size of this study supposed to distribute 270 questionnaires To reduce the sampling error the researcher decided to distribute the total 400 questionnaires to employees. The instruments used were 1) Personal Information Data. 2) Ego identity scale 3) The Interpersonal dependency inventory scale. The data was analyzed statistically using the following method such as Mean, Standard Deviation, ANOVA, t-test and Pearson Correlation.

1. There was a significant difference between the demographic variables of work experience, salary per month and the sub scale of "lack of self-c0nfidence" at .05 level of PTT employees.
2. There was a significant difference between gender and the sub scale of interpersonal dependence at .05 level of PTT and Shell employees.
3. There was a significant difference between age and the sub scale "emotional reliance on others" of Shell employees at .05 level.
4. There was a negative relationship between ego identity and the sub scale of "emotional reliance on others" at the 0.01 level of PTT and Shell employees.
5. There was a negative relationship at the 0.01 level between ego identity and the sub scale of "lack of self-confidence" of PTT and Shell employees.
6. There was a negative relationship at the 0.05 level between ego identity and the sub scale of "assertion autonomy" of Shell employees (r = - .153)

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Supisha Saranusit

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CHAPTER I

The Problem and Its Background

Introduction

The National Economic and Social Development Plan of Thailand has achieved a relatively high growth rate and this upward trend will continue further, according to reports in Bangkok Newspaper (2004) Thailand has attained NIC status, one of the newly industrialized countries. The Royal. Thai Government had pushed for legislative reform to help lay the firm foundation for further development of Thai industry. The Thai government has realized the interdependence of the Thai economy to the world economy, and the need to make it globally competitive. Referring to Sipanon, K. (1996) one important policy which helps Thailand to become closely involved with the international economy is the free trade area and the investment promotion for the private sector both from domestic and abroad.

Running a business is not as easy as in the past. Because now we are in the age of globalization where every business has to face the intense competition from all over the world with much higher pressure than in the past. Since the beginning of 1980's until 1990's, it was called the time of world economic change. The instability made many businesses rethink how they can survive in a situation like this. A lot of businesses decided to adjust and change themselves such as reconstructing the organization so that they could be able to compete with other organizations in the same field. Many companies tried to increase their productivity and human resources. According to Bouybin, L. (1997) a constant development is vital to enhancing the company's competitiveness. Such development covers a continuous human resources development, adoption of Technology to support work with the aim to cut cost and reduce time and processing. In order to respond to the changing environment, any

organization who can not adapt to the change would find it difficult to compete in the market

Lately, many organizations tried to adjust their organizational structure. They started re-engineering in some parts of the organization such as adjusting of the working structure to make it flexible and faster in making decisions and meeting customer satisfaction. Some organizations had changed their organization structure by making it smaller. Some organization split into many departments instead of maintaining a big one. This adjustment of organizational structure made it more flexible for executives to make decisions. It also reduced the cost of production and kept the best quality products.

Vongsarasi, P. (1991) said the organization is created with two or more people getting together with different never-ending needs. But they could have the same goals in their activities or share the responsibilities so that each member in the organization can reach their goal successfully

In this industrial age, it is important for large number of employees who work under the same organization, to have a common goal. The goal which can bring all employees work toward the same direction. It will bring success such as higher productivity and cost reduction. The organization must set up the rule or the direction to strike for success. According to Mc Clelland, Atikinson, Lark, & Lowell (1954) cited in Hodson, C. (2001) employees who come to work in organizations mostly come with a need which might be the same or different. Such as an employee who works so hard in the company and takes all the responsibility that he/she gets from the supervisor because he/she expects to earn an income as high as his/her expectation. And he/she will continue working in the company as long as he/she is satisfied with the job. At the same time, the organization has its need fulfilled. This reflects the

policy, the goal, and the rule for helping the employees to carry out the work effectively. According to Maslow, A. (1954) cited in Hodson, C. (2001) esteem needs is the desire for personal achievement and recognition by others. It can be understood as a need for self-respect and status.

According to Watcharayu, P. (1994) all the needs that a person wants to fulfill are income, security of job position, importance of the job position, reward for success, the socialization satisfaction in the work place, the supervisor, progress in the job.

Duoysawung, K. (1997) said that the most important factor is human resources. Many organizations are interested in developing a human resource plan because they believe that the success or failure of companies mostly depends on a single factor: employees. Especially in privately owned business which face fierce competition. They need to have sufficiently satisfied employees. And if there is not enough supply of employees then there might be a major problem in the organization. The organizational structure is an important structural system because the organization is the place where varieties of people stay together and they must take responsibilities more or less. Each of them have a different ego-identities and different values in themselves. They also have different personalities and identities that have to stay together in the organization.

The petroleum industry is one business that is much affected by the changing and unstable world economy, whether in the investment of petroleum industry or petrochemical industry. Therefore, the application of modern technology is necessary, together with a need of human resource with high skills and many years of work-experience to fulfill the organizational goal at every level.

One of the most important of the Petroleum business organization is PTT. It is the organization which has undergone changes many times. PTT was established and created by The Thai government in order to meet the public demand for petroleum and national gas energy. It serves the objective of creating energy security for the country, and the operation of petroleum business in such a manner that the organization can be self-reliant.

During the 1997 Baht devaluation the government of Thailand was kept busy trying to fully privatize its state owned enterprises such as Thai International Airways, Petroleum Authority of Thailand (PTT), The Telephone Organization of Thailand (TOT), The Communications Authority of Thailand (CAT) and many others. The decision to privatize these existing state enterprises is also in line with Thailand's agreement with the World Trade Organization (WTO). It is hoped that by privatizing these state enterprises, not only will they bring much needed financial gains to help fill the depleted coffers of Thailand but also with increased competition, privatization will make them stronger and make them more responsive to the needs of the customers. Globalization has major effects on the business world. Many companies have to reconsider this external force in conducting their businesses. PTT has adapted to this change by converting itself from government owned business to a private enterprise. PTT's policy is to increase its productions to make enough profits to pay off high foreign loans to compete in the market. This directly increases the pride and the loyalty of its employees. PTT purposely organized many sectors to develop a better relationship with the customers, the competitors and the changes in the economy, as well as cutting back unnecessary sectors.

This has a major impact on its working environment, dramatically on its employees who known to be more valued than others. The transformation of PTT

enhanced its company profitability and increased the national income. PTT is now recognized in the fortune 500 companies in the world.

The privatization process however has been met with a number of roadblocks with none more harder than those from the employees. The employees did not want to see privatization for fear of losing their jobs when competition kicks in and also for the fact that they don't want to see outsiders coming in and running their company (PTT Public Company, 1999)

When asked why the are so passionate about not wanting to see their state enterprise become a publicly listed company, a respondent from the Communication Authorization Of Thailand answered "I have worked here all my life, we built this place by hand, and I'll be dammed to give it away to someone else." (The Manager, 2000)

Up until today six years after the baht devaluation and the call for privatization, only one state enterprise had successfully gone through the process which is Petroleum Authorization Of Thailand (PTT). So why are the workers at the state enterprises so passionate about their place of work? Is it because they love it very much and do not want the status quo changed.? Or is it because they had been comfortable in working there for so long, in monopolistic conditions, creating a sense of self-protection and no fear of competition. Does this sense of not wanting to see changes at their organization hold true for all workers regardless of a state enterprise or independently owned firm? Or is it a sense of identity, and dependency as a life time bureaucrat? Does their workplace give them a sense of who they are? And when you have a worker who has been promised lifetime employment by a state enterprise most of whom had probably worked at the state enterprise since their graduation, does the place become their value of self.?

Does this also hold true for independently owed companies, would a worker at that company feel as passionate for it as a worker at a state enterprise. In independently owned companies, people seem to change jobs all the time, and no one seem to expect lifetime employment. So when the state enterprise privatizes will the attitude of their worker also change.

Do the employees of independently owned companies build their ego identity with the company and are dependent on the company for their self worth. Or is it the all mighty dollar that they identify with and whoever pays the most that is where they identify with.

Looking at PTT's competitor, Shell Company is one of the toughest competitors that PTT has to deal with. It is a foreign investment company that came in to Thailand in 1928. Its mission statement heavily emphasizes on the trustworthiness, respectiveness between workers from the belief that these would lead to accomplishments. Not only Shell holds on to these values in the relationships between their employees but also with their customers.

PTT and Shell share many common procedures, management, and production. Although PTT used to be a state enterprise, but management wise, government gives it freedom in decision making process and management area especially in the past years. This was be seen when PTT increased its capital gains and expansion to compete with the local business as well as foreign investments.

Due to many factors, PTT had its major development within the organization. However, because of PTT ideal business as total beaurucracy had to conduct its business under the government, this made few employees (those who may have a major role) held on to this government system's conservative view, hierarchy,

seniority, and patronage system. These systems created many chaos in the company which may have led to slowing down the success of the company in many areas. According to Bandura, A. (1974) "if you observe human or animals you will notice that they often copy the behaviour of others rather than acting on the environment themselves, particularly when they realise that the behaviour can produce a rewarding outcome. The force to change in the position of the employees created the change in behavior of human resources in its attitude and value". Even now when PTT entered into the public company, the attitude and feelings was still there. On the other hand, Shell, and other related companies had profitability and freedom as its primary aim in conducting business under The Thai government. As for PTT, 100% of shell's profit has a total effect on the company and its shareholders directly.

Through the analysis, the researcher believes that employees of the two companies had difference in ego identity and interpersonal dependency. Thus, this led to interest in doing this.

It is hypothesized that there will be major differences between the two. Which if true could have serious effects to those state enterprises that are privatizing. Why? Well after privatization if the attitude of their employees are not ready to compete with those in independently owned films it could cause serious competitive issues for the newly privatized state enterprises. The findings of this research will help counseling psychologist to gain insights into the dynamics of employees who work in both types of companies.

Research Objectives

The reason behind this research decision is to empirically establish the model which express the relationship of ego identity and interpersonal dependency of the employees who are in a public company and those in a privately owned business.

1. To identify the ego identity of employees who work for a public company and privately owned business.
2. To study the interpersonal dependence of employees who work for a public company and privately owned business.
3. To study the difference between ego identity and each demographic variable of gender, age, education, work place, work experience, position, and income in public company and privately owned business.
4. To study the difference between interpersonal dependency and each demographic variable of gender, age, education,work place, work experience, position and income in public company and privately owned business.
5. To determine the relationship between the ego identity and the interpersonal dependence of employees in public company and privately owned business.

Statement of the problem

1. What is the ego identity of employees who work for a public company and privately owned business.
2. What is the interpersonal dependence of employees who work for a public company and privately owned business.

3. What are the significant difference between the ego identity and the demographic variables of gender, age, education, work place, work experience, position, and income of employees in these two companies.
4. What are the significant difference between the interpersonal dependence and the demographic variables of gender, age, education, work place, work experience, position, and income of employees in these two companies.
5. What are the significant relationship between the ego identity and the interpersonal dependence of employees in these two companies.

Hypotheses

The hypotheses of the study are expressed in the alternative form as follows:

1. There is a significant difference between the ego identity in relation to the demographic variables of gender, age, education, work place, work experience, position, and income of employees in PTT and Shell companies.
2. There is a significant different between the interpersonal dependence in relation to the demographic variables of gender, age, education, work place, work experience, position, and income of employees in PTT and Shell companies.
3. There is a relationship between the ego identity and interpersonal dependency of employees in these two companies.

Significance of the Study

The findings of this research study will be utilized and would be helpful for the counseling psychologist to see and understand the relationship between the ego identity and the interdependence of people in different working environments. The

findings can also benefit organizations in term of useful facts, to improve and develop the system of the organization. The research will help to reduce turn over rate in the organization. This research could be useful for the company as it may contain some insights useful to human resource development (HRD) and its management. Finally this research might help us to realize and appreciate the confidence or conviction that comes with one's ego identity and the interpersonal dependence on our socialization at work and in life.

Scope of the Study

This study is conducted in two selected companies which are PTT and Shell at Phakanong Office. The total number of employees in PTT are 375. The total number of employees in Shell are 450. The reason behind choosing to study these two companies is because these two companies have a firm policy to promote continuous improvement living standard of communities as well as giving back to the public. Throughout the past year, PTT and Shell has maintained a consistent policy on public affairs by contributing to different aspect of the promotion and development of education, human resource, safety and environment and so on. Many of the projects have yielded immediate benefit to the community while others have served as strong based for long tern investment. The researcher focused on employees both male and female age between 25-60 years old who are currently working there. All of the respondents in this study came from different backgrounds of family, the place where they were born, their education, position or job level and salaries. This research study studied the ego identity and the interpersonal dependencee in those employees. So for this study three sets of questionnaires were prepared. The personal information, ego

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identity scale and interpersonal dependency inventory. For this questionnaires to be acceptable each respondents had to complete all the questionnaires.

For limitation, the study conducted only two selected organizations, thus the conclusion may not represent the general population of all working personnel in different types of organization.

Definition of Terms

Ego Identity is a fully-function, fully aware and fully creative aspect of the whole of you. It is an ability to interact with the world.. It is not only the real world but also the world of imagination, dream and self-reflection. (Starnes, G, 2003)

- **Interpersonal Dependence** the characterizing processes that arise as a result of the interaction of individual. The quality or state of being controlled or materially supported by another person with loss of control over behavior. (Maire, H, 1986)

Privately Owned Business is a business activity unregulated by state ownership or control. A privately owned business enterprise, especially one operating under a system of free enterprise or laissez-faire capitalism.

Public company is a company which has issued securities and sold stocks which are now traded on the open market. The company owned by stockholders who are members of the general public and trade publicly. Ownership is open to anyone that has the money and inclination to buy shares in the company. In this case, government is a shareholder of the company but less than 50 %. It is different from privately held companies where the shares are held by a small group of individuals. Often members of one or a small group of families or otherwise related individual or other companies. (PTT Public Company, 1999 Annual Report)

Salary is a fixed regular payment to employees doing other than manual mechanical work such as a salary of 20,000 baht per month.

Workplace is places where subjects work which are PTT and Shell Company.

Position is a job description. It is a responsibility that she/he has to take part on the company.

Work Experience is the length of time working in that organization.

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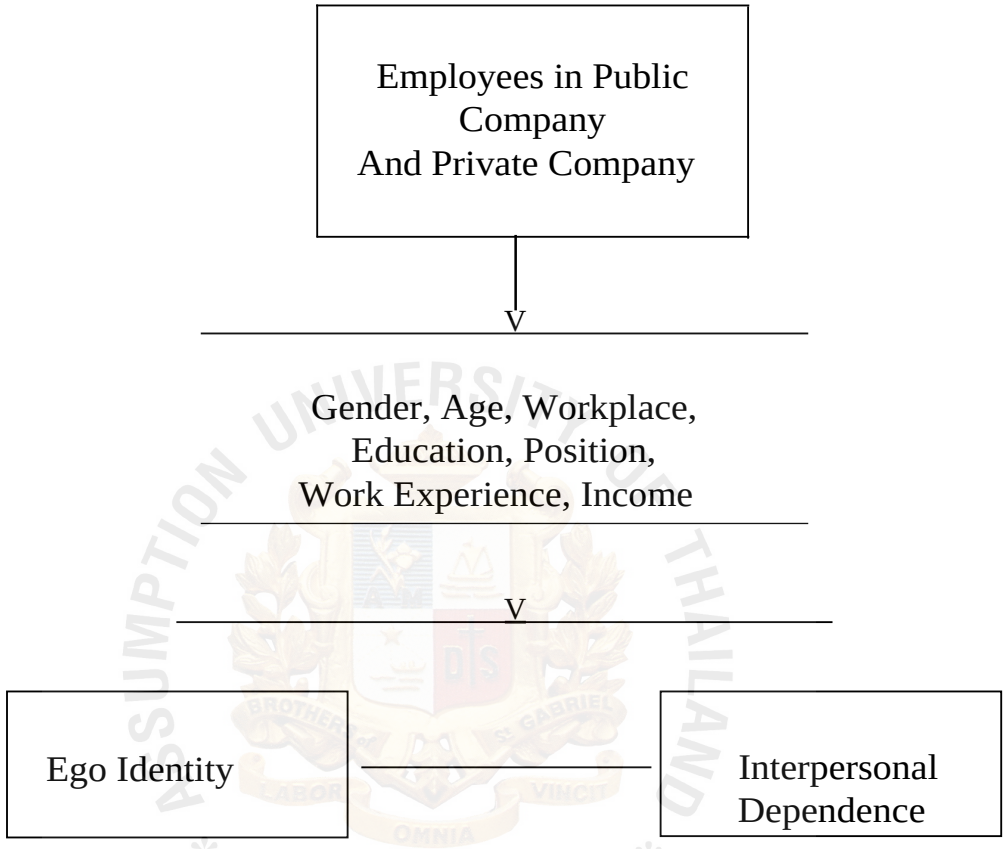
Conceptual Frame Work



The subjects in this research was employees who worked in PTT (public company) and Shell (privately owned business). The demographic variables were included in this study were gender, age, workplace, education, position, work experience and income. The researcher was interested in two dependent variables were ego identity and interpersonal dependence and the demographic variable whether there was a significant difference between the independent variable and the dependent variable. The researcher would like to see the relationship between the ego identity and the interpersonal dependence.

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CHAPTER II

Review of Related Literature

This research focused on the study of ego identity and the interpersonal dependence of employees in two oil companies. The related literature includes: Ego Identity, The New Ego and Interpersonal Dependence.

Ego Identity

Ahalmass, A. (2004) self-representation (ego identity) depends on a particular structuring of all realms of experience into a cohesive whole. This implies the structuring of the contents of the mind, heart and body experience into a specific, very stable, rigid organization. The ego-identity referred to as the sense of self, or the sense of identity. This sense of self or separate identity is the main concern of ego developmental theory. www.ahalmass.com/glossary/e/ego-identity.htm

Kroger, J. (2000) refers to the overall organization of identifications and introjections under the guiding principles of the synthetic function of the ego, which constitutes the final integration of the ego into a self that is continuous in space and time, plus the representational world of all object images. The ego can be defined as a subjective feeling which I identify what I am and what is me and 'mine'…'my' personality and its possession as distinct from the remaining environment.

Ahalmass, A. (2004) the usual way of living life operates from the perspective of the personality, of the ego-self. It can be divided into two primary elements: the circumference or periphery of the circle, and the center of the circle. This is a good

metaphor for the nature of the ego-self: the center is what we call the sense of self, the "I" that you take yourself to be. When you say, "I will do that", or "I want this", that is the center of the personality, not the whole of the personality, only its identity. The other element of the personality, the circumference, is the individuality, the sense of being an individual. So the center is the identity, and the circumference is the individuality. www.ahalmass.com/glossary/e/ego-identity.htm

Starnes, G. (2003) ego-identity is "a fully-functioning, fully-aware and fully-creative aspect of the whole of you. Ego-identity also has a substantial creative aspect that is vital to its ability to interact with the world. It lives not only in the realm of "the real world" - the consensual world of the everyday - but also in the inner world of imagination, dreams, self-reflection and so on. And it is very effective in both realms. Without it, we are unable to maintain our existence: we cannot communicate, plan or act purposefully, or fulfill the myriad voluntary functions required for living. A primary function of Ego-identity is self-defense - protecting its own existence - as well as protecting the body. www.journal-writing.com/ego.htm

The New Ego

Erikson, E. (1974) maintained that personality develops in a predetermined order. Instead of focusing on sexual development, however, he was interested in how children socialize and how this affects their sense of self. He saw personality as developing throughout the lifetime and looked at identity crises at the focal point for each stage of human development. Erikson's Theory of Psychosocial Development has eight distinct stage, each with two possible outcomes. According to the theory, successful completion of each stage results in a healthy personality and successful interactions with others. Failure to successfully complete a stage can result in a

reduced ability to complete further stages and therefore a more unhealthy personality and sense of self. These stages, however, can be resolved successfully at a later time.

Trust Versus Mistrust. From ages birth to one year, children begin to learn the ability to trust others based upon the consistency of their caregiver(s). If trust develops successfully, the child gains confidence and security in the world around him and is able to feel secure even when threatened. Unsuccessful completion of this stage can result in an inability to trust, a sense of fear about the inconsistent world. It may result in anxiety, heightened insecurities, and an over feeling of mistrust in the world around them.

Autonomy vs. Shame and Doubt. Between the ages of one and three, children begin to assert their independence. If children in this stage are encouraged and supported in their increased independence, they become more confident and secure in their own ability to survive in the. world. If children are criticized, overly controlled, or not given the opportunity to assert themselves, they begin to feel inadequate in their ability to survive, and may then become overly dependent upon others, lack self-esteem, and feel a sense of shame or doubt in their own abilities.

Initiative vs. Guilt. Around age three and continuing to age six, children assert themselves more frequently. They begin to plan activities, make up games, and initiate activities with others. If given this opportunity, children develop a sense of initiative, and feel secure in their ability to lead others and make decisions. Conversely, if this tendency is squelched, either through criticism or control, children develop a sense of guilt.

Industry vs. Inferiority. From age six years to puberty, children begin to develop a sense of pride in their accomplishments. They initiate projects, see them through to completion, and feel good about what they have achieved. During this time, teachers

play an increased role in the child's development. If children are encouraged and reinforced for their initiative, they begin to feel industrious and feel confident in their ability to achieve goals. If this initiative is not encouraged, if it is restricted by parents or teacher, then the child begins to feel inferior, doubting his own abilities and therefore may not reach his potential.

Identity vs. Role Confusion. During adolescence, the transition from childhood to adulthood is most important. Children are becoming more independent, and begin to look at the future in terms of career, relationships, families, housing, etc. During this period, they explore possibilities and begin to form their own identity based upon the outcome of their explorations. This sense of who they are can be hindered, which results in a sense of confusion ("I don't know what I want to be when I grow up") about themselves and their role in the world.

Intimacy vs. Isolation. Occurring in young adulthood, we begin to share ourselves more intimately with others. Successful completion can lead to comfortable relationships and a sense of commitment, safety, and care within a relationship. Avoiding intimacy, fearing commitment and relationships can lead to isolation, loneliness, and sometimes depression.

Generativity vs. Stagnation. During middle adulthood, we establish our careers, settle down within a relationship, begin our own families and develop a sense of being a part of the bigger picture. We give back to society through raising our children, being productive at work, and becoming involved in community activities and organizations. By failing to achieve these objectives, we become stagnant and feel unproductive.

Ego Integrity vs. Despair. As we grow older and become senior citizens, we tend to slow down our productivity, and explore life as a retired person. It is during this time

that we contemplate our accomplishments and are able to develop integrity if we see ourselves as leading a successful life. If we see our lives as unproductive, feel guilt about our pasts, or feel that we did not accomplish our life goals, we become dissatisfied with life and develop despair, often leading to depression and hopelessness. www.allpsych.com/personalitysynopsis/erikson.htm

James, M. (1980) has identified four identity statuses based on Erikson's theory. Each status represents a particular coping style with the task of identity achievement. James uses the two Eriksonian concepts of crisis and commitment to define the four statuses:

	No Commitment	Commitment
No Crisis	identity diffusion	identity foreclosure
Crisis	identity moratorium	identity achievement

The identity diffused individual has not experienced any crisis (have not explored meaningful alternatives), or made any commitments. The foreclosed individual has made commitments, but not based on crises or meaningful exploration of alternatives. Generally this status occurs when adolescents commit to roles handed down to them by their parents, often in authoritarian ways. Opportunities to explore and internalize roles are not available nor have they been sought. The moratorium status represents inpiduals who are seeking commitments by actively exploring alternatives. Those who have undergone a crisis and made a commitment attain identity achievement.

Ego identity refers to the more fundamental subjective sense of continuity that is characteristic of personality according to Cote, J. & Levine, C. (2002). The PSSP (personality and social structure perspective) model shows that identity terminology

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can be classified in to coherent taxonomies and can help us map out different facets of the interdisciplinary terrain of human identity.

In the context of psychosocial functioning, James and Charles had extracted three interrelated dimensions from Erickson's work on identity formation: the subjective/psychological dimension or ego identity. It is a sense of temporal-spatial continuity and its concomitants; the personal dimension, or a behavioral and character that differentiates individual and the social dimension, or recognized roles within a community.

Steele, C. (1988) claims that social identity theory as applied to individuals tells us that people construct themselves as having some set of essential characteristics that they cite as defining their self-concepts, and that they engage in interpretations and practices intended to affirm the continuity of those self-concepts over time and place.

Turner, J. (1985) made some similar points concerning groups, arguing that group identity is maintained primarily by intergroup comparisons, and that groups seek positive differences between themselves and other reference groups as a way of enhancing their own self-esteem. Turner's work provides a strong hint that identity constructs have an apparent robustness about them and suggests a good basis for building bridges from individual to organizational conceptualizations of identity.

Tunner, J. (1985) suggests that there are 2 components to our self-image or identity. There are our personal identity: and social identity. This drives from the social groups to which we belong and our membership of those social groups affects how we see ourselves of then in self description people will state not only their actual job but also the organization that employs them

Whitbourne, K. and Manner, V. (1996) found men and women in their 30S to show more identity achievement and less identity diffusion than college age student. At the same time, young adults were more for closed than college student in the interpersonal areas.

Waterman, A. (1985) has found that healthy identity development to be associated with rational decision making, an internal locus of control, and the tendency to establish close relationships with others

Gergen, K. (1971) revealed that the notion that one's sense of self is derived largely from one's perceptions of how other people regard oneself Several experimental studies have shown that individuals do adjust their self-concept after being exposed to an appraisal from another person.

Hamachek, D. (1988) suggested that the person described by the Achieved status can be expected to be optimistic and comfortable with decisions he or she has made and to be clear of what kind of person he or she is. Identity development presumes movement toward autonomy and because women are typically oriented toward attachment and connectedness, identity development for women may progress in unique ways.

Palladino, D. & Blustein, D. (1994) found that women who experienced greater psychological separation from parents tended to evidence more commitment to their identities whereas men who presented themselves as more separate from parents categorized themselves as having identity statuses that showed less commitment.

Roberts, B. (1997) women also scored higher than men on the Achieved identity status variable, which suggests that, more women than men had completed a period of exploration and had committed to their ego identity. For the men exploring their identity involved not only gaining knowledge about their personality, interests,

and abilities (self-clarity) but also feelings of guilt, anxiety, mistrust, and responsibility toward or resentment of their parents. For women, exploration of their identity (Moratorium identity status) involved a similar quest to know themselves better, but they also indicated a lack of confidence about accomplishing career decision-making tasks (career self-efficacy).

Vondracek, F. (1992) suggested it is possible that in cultures other than that of the majority, identity exploration and commitment involve a different process. In some cultures, identity development may not involve distancing oneself from one's parents' beliefs and values, but rather accepting without question established beliefs. For minority students growing up in a majority culture that expects and encourages independent exploration and decision making, the process of identity formation may present a dilemma. Men may express this predicament by feeling guilty and anxious while they are exploring their identity, and when they have committed to choices, they may do so with their parents' approval for their choices. Women, on the other hand, may attain their identity by acceptance of their parents' beliefs, which may look like the Foreclosure identity status to those in the majority culture, but which may be these women's preferred resolution of the identity crisis.

Kling & Hyde cited in Brannon, L. (1999) men have higher levels of self-esteem than women but these differences were small. Within the United States, European Americans show a small advantage for men. For African American, no gender difference appears in self-esteem.

Linda, L. (1987) has found that there is a negative relation between identity and fear of success (lack of self-confidence). The fear of success may be the manifestation of a problem in identity formation.

Dolin, B. (1987) found that career level choice was directly dependent on attitude toward women's role and work value; indirectly dependent on ego development. Expecting a nontraditional field and choosing a higher level career were associated with women at higher level of ego development. Women at lower levels of ego development placed more emphasis on extrinsic rewards of work and also preferred lower level careers.

Macdougall (1986) indicated that significant relationships were found between level of ego identity achievement and anxiety, self-confidence. Persons at higher levels of ego identity achievement were less anxious, and more confident in their abilities.

Petterson, S. (1994) a persons at lower level of development are seen as reactive to others and as having a diffuse sense of self definition. At the highest levels of development, persons undergo period of self-exploration, and define themselves and their relationship in unique term.

Interpersonal Dependence

According to Maier, H. (1986) Interpersonal dependence is an ongoing force in human existence. Throughout our lives, we tend to depend on one or several central persons parent or an alternate caregiver, a partner, or friends for intimate, mutual care experiences. Dependence on personal nurturance is as essential as our dependence upon food and shelter. Thus, we do not develop from a state of dependence to one of independence; development is a continuous process and movement occurs from one level of dependence to another. (www.cyc-net.org/quote2/quote-530.html)

Amico, R. (2004) studies on interpersonal dependency have shown the existence of gender differences in academic appointments and allocations of power.

Women are fewer than men, are underrepresented in high academic ranks, get fewer resources to do research and are mostly excluded by academic decision making processes. He considered the theory of power and dependence in close relationships. The results showed on one hand that a person dependent upon his/her partner was mainly seen as weak, insecure, easily influenced by the partner, lacking personality, nagging, jealous and possessive. On the other hand, the autonomous partner was largely viewed as the stronger in the relationship, the one with more power and influence on the partner, with a desire to prevail over and control the other. (http://www.istc.cnr.it/pir/porel.shtml)

The research of Heather, T. (1999) Males and females may develop different self-conceptions or personal attributes relatively early in life that influence the likelihood of experiencing depressive symptoms. The tendency to be emotionally reliant – that is, to rely heavily on the positive feedback of others to maintain self esteem – is developed in women long before adulthood. Identity formation for females is inextricably tied to and dependent upon the development of intimate relationships. As a result, women's self conceptions are most strongly defined through interpersonal associations. The researchers found that women were significantly more likely to be emotionally reliant than men, independent of other factors like social status, marital status, education, income, and job prestige. Emotionally reliant male study participants were less likely to be depressed than emotionally reliant female participants. Individuals – but women in particular – with higher education levels were less likely to be emotionally reliant, while emotional reliance may develop early in life, Turner's research also indicates that contemporary circumstances influence interpersonal dependence. (http://www.hbns.org/newsrelease/early12-10-99.cfm)

Koike, S. (1996) said that every society has its cultural code of communication and conduct for interpersonal relationships. Such a code, to the extent that it is observed by people, makes each individual's behavior more predictable. At the workplace, a majority of Japanese women are still expected to play a subordinate role in support of their male staff and managers. Such status differences often reflect the asymmetry of interdependence of which side is more dependent than the other. The difference in age often represents other differences, as in financial resources, acquired skills, and experiences that come with age. Even though there are considerably fewer Japanese women who hold significant positions in the private and public sectors, gender difference can be insignificant when women play an important role, or when they are higher in organizational rank than men.

http://www2b.biglobe.ne.jp/~shohei/ch2.htm

Rosenberg, M. (1979) found that the association between self-concept and reflected appraisals or social comparisons was stronger if the significant other was highly valued by the subject. However, the appraisal or comparison may itself alter the salience of the significant other. In his theory of cognitive dissonance.

Roberts, B. (2000) individuals are assumed to change their behavior as they learn the norms associated with their work roles

Branon, L. (1999) found that job characteristics were related to changes in personality in a longitudinal study of male engineers. Specifically, being called on to use a wider variety of skills on the job was related to increases in emotional stability and task significance (i. e. , the perceived impact of one's work on the lives of others) was related to increases in social dominance.

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Roberts, B. (1997) showed that women's participation and success in the paid labor force were associated with increases in measures of social dominance (dominance, independence) and conscientiousness (responsibility, norm-orientation).

Brannon, L. (1999) showed that work satisfaction was associated with increases in measures of emotional stability. It appears that work is a socializing force for both sexes.

Eagly, A. & Johnson, B. (1990) is an influential structural account of gender differences. He proposes that men and women behave according to the stereotypes associated with the social roles they occupy. In general, women are seen as more communal (friendly, unselfish, concerned with others, and emotionally expressive), whereas men are more agentic (independent, masterful, assertive, and instrumentally competent). The social role perspective is more flexible than the cultural/socialization perspective, because it acknowledges that people occupy multiple roles and may change behaviors accordingly.

Gutek, Searle & Klepa (1991) say that the gender role experienced in childhood may cause men and women to come to the workforce with different sets of skills and traits, so that ingrained differences may cause men and women to behave differently despite structural forces toward similarity. Men and women in the same organizational positions may face different pressures and behave differently because of gender-s role spillover, the application in the work place of gender based (socialzed) expectations for behavior.

Ely, R. (1994) concluded that women are more likely to identify with other women than with men. In essence, social identity theory posits that individuals' desire for positive self-evaluation drives them toward identification with an in-group and differentiation from an out-group. The need for a positive identity also propels

individuals to seek information that establishes the in-group as different from and better than the out-group.

Betz, N.(1989) suggests that at early career stages men will emphasize tangible signs of success such as money and power more than will women. Furthermore, men are more agentic and assertive than women on average. Gender differences in ethical perceptions decline with increasing work experience.

McCauley, Ruderman, Ohlott, & Morrow (1994) claims that women receive fewer developmental opportunities than men. Research has indicated that managerial development results from job characteristics associated with higher level positions, such as high stakes, opportunities to manage diverse businesses and external pressure, as well as from opportunities to work in unfamiliar areas of the business Consistent with the sex stereotype and occupational segregation literatures, research on managerial development has shown that women are less likely than men to report that they have job characteristics associated with higher level positions.Perhaps because of expectations that they will fail, women are less likely to be chosen for assignments involving risk or working in unfamiliar areas of the business .

Blau, F. (1992) women might be expected to have more negative work attitudes than men. Whereas early research on work attitudes uncovered many gender differences, these differences were later shown to be caused by lack of comparability in women's and men's jobs, organizational levels, ages, education, etc. There is some evidence, however, that even in well-controlled studies of managers and professionals, women appear to be less satisfied than men with their income and promotional opportunities.

Autonomy is a valued attribute. Social approval from audiences has been found to be a direct function of expressions of internality according to Green, K. (1981).

Further, autonomy is associated with perceptions of power and control. Clearly, autonomy is a highly desirable image to cultivate. Sometimes, however, appearing to be autonomous conflicts with appearing to have other attractive attributes, such as being cooperative, adaptive, and a team player. Most people seem to construct identities that contain some mix of independence and dependence, and express these qualities as the situation requires. People who are privately self-conscious, however, may commit themselves, as a central component of their identity, to "being" especially autonomous, and therefore express these qualities more emphatically and unerringly across situations. Perhaps their chronic focus of attention on inner aspects of self fosters the development of a self-image of autonomy. Or perhaps their commitment to a self-image of autonomy causes them to monitor their internal states frequently and intensely. In any case, they may strive to construct and protect an identity as an autonomous individual.

Leary, M. (1983) public self-consciousness may be associated with self-images of cooperation, dependence, and getting along by going along. Just as high privates may stake themselves to being independent, high publics may prefer identities as team players. Being cooperative is not only a valued attribute under many circumstances, it plays a self-protective role for people who fear rejection. They can go along with the crowd, avoid drawing attention to themselves and their ideas, and then justify their acquiescence by noting their cooperatives. Consistent with this line of reasoning, public self-consciousness has been associated with social anxiety and lack of confidence in social interactions Perhaps high public chronic focus of attention on the social aspects of self fosters the development of social fears and a self-image of dependence. Or perhaps their social trepidation cause them to focus on how they appear to others. According to this view, what distinguishes high privates from high

publics is not the importance of presenting a desired image of self or adapting one's behavior to the impressions one creates on others, but the nature of the identity one is trying to construct. For high publics, an effective presentation of self leaves audiences with the perception that they are considerate people who will not "rock the boat". For high privates, an effective presentation of self leaves audiences with the view that they actively ignore or reject pressures to conform, express and act on convictions, and are forthright and authentic.

Chodorow, N. (1978) has argued that females may have a richer reserve of internalized emotional objects than males, thus perhaps making women less emotional dependent on parents.

James, M. (1980) foreclosure status refers to persons who have attained a firm level of commitment by adopting the attitudes of their parents without deliberation or exploration. The Moratorium status describes people who are actively seeking various political, religious, and vocational perspectives but have not yet arrived at a choice or commitment. The Achieved status refers to persons who have gone through a period of exploration, as in the Moratorium status, and have emerged with a clear commitment to their ego identity. Empirical research has indicated that both individual and developmental differences exist in ego identity status.

Bern, S. (1987) explained the acceptance of parental values, attitudes, and beliefs as an expression of women's identity being grounded on intimate relationships. When it is clear what behavior will produce a positive evaluation (e. g. , when parents have expressed their views on what kind of career they would approve), women may actively decide and define themselves in accord with the views of significant others, like their parents. It is also possible that women, after exploration, revisit their parents' values and adopt those that seem valuable as an expression of their connection. The

high correlation between attitudinal and emotional independence for women suggests this type of connection between emotional support and similarity in attitudes. It seems that identity development and individuation, for both the men and women in this sample, do not follow a one-dimensional dependence-independence process, but rather one of changes and growth that appears to include connections with parents. For the men and women in this sample, "coming into one's own" cannot succeed outside the relational structure of the family.

According to Martina Horner citd in Brannon, L. (1999) investigated the imagery associated with achievement and success. When she presented women and men with a description of a successful medical student, the women sometimes imagined negative consequences for the successful female medical student, but the male usually described the successful male medical student in positive tennis. She reasoned that women equate success with loss of femininity and feel anxious about success, especially when it involves competing with men. Her investigations showed that women often do better when working alone or when in competition with other women than when they must compete against men. Men often perform better when they are in competition than when they work alone

Dweck, C. (1986) claims that confidence in one's ability to succeed varies with the gender typing of the activity. Men express more confidence in their abilities than women when they perceive a task as "masculine". In addition, ability for specific tasks is an individual factor differentiating the self- confidence of men and women. Confidence and ability are not the same; one may be inappropriately confident or inappropriately unsure of one's abilities. Low self-confidence does not seem to be the source of willingness to accept evaluative feedback

Long & Fox cited in Brannon, L. (1999) science, engineer and technical have long been inhospitable to women and ethnic minorities. Differential advancement in scientific careers is similar to business female and ethnic scientists and engineers are more likely to be employed less prestigious academic setting and at lower rank than men. These limitations affect their likelihood of receiving recognition than men. And women in science, engineering, technical and management tend to choose public institution rather than private industry. This choice may by due to the different climate that these work settings offer to men and women, but the consequences are lower salaries for women.

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CHAPTER III

Research Methodology

This chapter is presented in five sections as follows:

1. Subjects of the study
3. Instruments of the study
4. Pilot study
5. Data collection
6. Data analysis

Subject of the study

The populations of the study were employees from two oil business companies: PTT (public company) and Shell (privately owned business). The total number of the employees were 825: 375 in PTT company and 450 in Shell company. Employees in these two companies had ages between 25-60 years old. The sample size in this study was determined by using a quota sampling. The yamane scale (Yamane, 1976) was used to determine the sample size and was supposed to distribute 270 questionnaires. To reduce the sampling error the researcher decided to distribute a total of 400 questionnaires to employees.

$$n = \frac{\quad}{1+Ne}$$

$$n = \frac{825}{1+825(.05)^2}$$

$$n = 270$$

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The Instruments of the Study

A set of 3 questionnaires was given to 400 employees. They were:

1) The Personal Information Profile

2) The Ego Identity Scale (EIS) by Allen, Randall, Judith , and Joseph (1977).

3) The Interpersonal Dependence Inventory (IDI) by Hirschfield (1977).

Part 1: Personal Information Profile

The first part of the instrument gathers the personal information of the subjects designed by the researcher. Questions will include the demographic variables of gender, age, education, work place, work experience, position, and income. So the researcher can classify the data on the basis of this information.

Part 2: Ego Identity Scale (EIS)

The EIS is a 12-item scale that measures Erikson's concept of Ego Identity. The subjects choose between two statements, one reflecting ego identity and one reflecting ego diffusion. Ego identity was defined as acceptance of self, a sense of direction. Identity diffusion implies doubt about one's self, lack of sense of continuity over time and ability to make decision and commitment. An example of a question from EIS states,

A) "I enjoy being active in club"

B) "I prefer to focus on hobbies which I can do my own time, at my own pace."

Statement "A" exhibits ego identity.

The EIS is scored by assigning a score of 1 to each statement that reflects ego identity and then summing the scores. The items that reflect ego identity are1 a, 2b, 3b, 4a, 5b, 6b, 7b, 8a, 9b, 10b, 11a, 12a.

Part 3: Interpersonal Dependency Inventory

The third part of the instrument is a questionnaire constructed by Hirschfield and before administering this questionnaire the researcher presented it to thesis panel for adjusting and correcting. Suggestions and recommendations of the panel were integrated into the final draft of the questionnaire.

The questionnaire is 48-items spread over the area of emotional reliance on others, self-confidence and assertion of autonomy. This instrument designed to measure thoughts, behaviors, and feelings revolving around the need to associate closely with people.

The responses were made on a 4-point Likert scale as follow:

Not characteristic of me	mark 1
Somewhat characteristic of me	mark 2
Quite characteristic of me	mark 3
Very characteristic of me	mark 4

And The Category of items is as follows,

1. Emotional reliance on others nos.

   3,6,7,9,12,15,16,19,22,26,29,33,35,38,40,43,45,47 (18 items)

2. Lack of self-confidence nos.

   2,5,10,13,17,19,20,23,24,27,30,32,36,39,41,44,46 (16 items)

3. Assertion of autonomy nos.

   1,4,8,11,14,18,21,25,28,31,34,37,42,48 (14 items)

The IDI is scored by summing the responses from each of the three-sub scale to yield scores for each one. Items 10,23,44 on the self-confidence subscale are rescored by subtracting the items from 5. The scores on the three subscales can be summed for the overall score.

Procedure

Prior to data collection, the researcher considered the reliability of the second and the third part of the set of questionnaire. For this purpose the researcher handed the questionnaire to three experts, who were highly qualified n the field of psychology for approve. For the reliability testing the researcher conducted a pilot study by using the Cronbach Alpha Reliability Coeffcient.

Pilot Study

For testing the reliability, the researcher distributed the questionnaire to 45 employees who worked in an oil business company named Thai-Oil Co, Ltd. The researcher asked permission from Personnel Department. The questionnaires were distributed by the director in Thai-Oil Co, Ltd. Out of 45 questionnaires 34 were eligible for analysis. To determine the reliability of the questionnaires, an acceptable reliability coefficient should not be less than .70. For this study, the reliability coefficient for Ego Identity Scale was .9090 and the reliability of coefficient for Interpersonal Dependency Inventory Scale was .8773 so they were both acceptable for this research.

Data Collection

The demographic questionnaire and the two sets of instruments were ready to be distribute within the selected organization with the assistance of the personnel manager. A letter of introduction explaining the general purpose of the study and assuring confidentiality was included with the questionnaire. Before any contact is made with the subjects, the permission was obtained from the director of Human Resource Management. The questionnaire including the title, 'objective and the reason for doing this study were explained in the cover page. The researcher distributed 182 sets of questionnaires to subjects in PTT and 218 sets of questionnaires to Shell. The researcher went to the department and the meeting room for distributing the questionnaire. The researcher explained briefly how they should answer the questionnaires. With the support of one representative, the researcher in explaining the instructions to the subjects. The researcher let the subjects go through the questions and collected the questionnaires after completion. The subjects completed the questionnaires within one and a half months.

Table1

Questionnaire Distribution

	PTT	SHELL
Employees	375	450
Distributed	182	218
Returned	175	209
Invalid & Incomplete	12	11
Valid	163	198

Table showed that the researcher distributed 400 questionnaires to employees, 361 questionnaires were valid for this study.

Data Analysis

The collected data were statistically analyzed using the following method

1) General demographic data were analyzed using frequency and percentage.

2) Mean and Standard deviation used to examine the distribution of the sample for employees in selected organization on ego identity variables and interpersonal dependency variables.

3) The t-test was used to see the significantt difference with the mean of dependent and independent variables, which had no more than two categories such as the variable for age (male and female).

4) The F-test (one way analysis of variance) was used to test the significant difference of independent variables with more than two categories such as the demographic variable of position.

5) Pearson r Correlation Coefficient was used to determine the significant relationship between ego identity and interpersonal dependency variables.

CHAPTER IV

Presentation of Findings

This chapter presents the demographic data and the findings of the study. This study is about ego identity and interpersonal dependence of 361 employees in a public company and the private sector. The results from the study was presented and then statistically analyzed in this chapter. The findings are presented in as follows.

1. The Demographic Data of PTT and Shell Employees.
2. Mean and Standard Deviation of Ego identity of Shell and PTT Employees.
3. Mean and Standard Deviation of Interpersonal Dependence of Shell and PTT Employees.
4. Difference Between Ego Identity Variable and Demographic Variables of Shell Employees.
5. Difference Between Interpersonal Dependence Variables and Demographic Variables of Shell Employees
6. The Correlation between Ego Identity Variable and Interpersonal Dependence Variables of Shell Employees.
7. The Difference between Ego Identity Variable and Demographic Variables of PTT Employees
8. The Difference between Interpersonal Variables and Demographic Variables of PTT Employees
9. The Correlation between Ego Identity and Interpersonal Dependence of PTT Employees.

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Table 2

Frequency Distribution of the Demographic Variables of Shell Employees

n = 198

Demographic	Frequency	Percent(%)
A. Gender		
Male	97	49.0
Female	101	51.0
B. Age(years)		
Less than 30	89	49.9
30-35	57	28.8
36-40	31	15.7
41-45	13	6.6
46-50	5	2.5
More than 50	3	1.5
C. Position		
1. Executive	13	6.6
2. Accountant	37	18.7
3. Technician	8	4.0
4. General administrative	42	21.2
5. Human resource	12	6.1
6. Engineer	24	12.1
7. Clerk	15	7.6
8. Purchasing	47	23.7

n=198

Demographic	Frequency	Percent
D. Education		
1. Bachelor degree or lower	136	68.2
2. Master degree	62	31.3
3. Doctor	-	-
E. Experience (years)		
Less than 5	93	47.0
5-10	59	29.8
11-15	33	16.7
16-20	4	2.0
21-25	4	2.0
More than 25	5	2.5
F. Salary per month (baht)		
1. Less than 10,000	23	11.6
2. 10,000-25,000	67	33.8
3. 25,001-50,000	67	33.8
4. 50,001-75,000	27	13.6
5. 75,001-100,000	6	3.0
6. More than 100,000	8	4.0

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The sample group was 198 employees who worked in Shell (private company) in Bangkok area. Table 1 showed that in the 'gender' category, there were 97 (49.0%) males and 101(51.0%) females.

The demographic variables of 'age' category, the majority of the respondents were less than 30 years. It had the highest percentage of 44.9% or 89 respondents. Followed by the group between 30-35 years old (28.8%). The smallest number were the respondents who had the age more than 50 with 3 respondents. The demographic variable of work experience revealed that most of respondents had work experience in the company less than 5 years equal to 47.0% or 93 respondents. The group, which had the smallest respondents, was the group who had work experience more than 25 years with 5 or 2.5%.

The demographic variable of 'education' revealed that most of the respondents had completed a bachelor degree or lower. There were 136 or 68.7%. The respondents who completed the master's degree were 62 or 31.3%. There were no respondents who completed a doctoral degree in both companies.

The demographic variable of 'position' showed that the biggest group worked in the purchasing department. There were 47 respondents or 23.7%. The second largest group was in general administrative division. There were 42 or 21.2% of all respondents. The lowest group was in Technician because most of them work in a plant, which located outside of Bangkok.

The last demographic variable 'salary per month', there were two groups of respondents that had equal number of salary per month. There were 67 respondents or 33.8% in both 'salary per month' of 10,000-25,000 baht and25,001-50,000 baht. The lowest number of respondents were the respondents who received the salary more than

100,000 baht per month. The 'executive' group was a very small group in the organization only 8 respondents or 4.0%.

Table 3

Frequency Distribution of the Demographic Variables of PTT Employees

n =163

Demographic	Frequency	Percent (%)
A. Gender		
Male	93	57.1
Female	70	42.9
B. Age(years)		
Less than 30	55	33.7
30-35	44	27.0
36-40	22	13.5
41-45	24	14.7
46-50	12	7.4
More than 50	6	3.7
C. Position		
Executive	7	4.3
Accountant	18	11.0
Technician	2	1.2
General administrative	23	14.1
Human resource	10	6.1
Engineer	27	16.6
Clerk	8	4.9
Purchasing	68	41.7

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Demographic	Frequency	Percent
D. Education		
4. Bachelor degree or lower	82	50.3
5. Master degree	81	49.7
6. Doctor	-	
E. Experience (years)		
Less than 5	53	32.5
5-10	48	29.4
11-15	22	13.5
16-20	24	14.7
21-25	11	6.7
More than 25	5	3.1
F. Salary per month (baht)		
7. Less than 10,000	10	6.1
8. 10,000-25,000	28	17.2
9. 25,001-50,000	91	55.8
10. 50,001-75,000	25	15.3
11. 75,001-100,000	6	3.7
12. More than 100,000	3	1.8

The sample group was 163 employees who worked in PTT (public company) in Bangkok area. Table 1 showed that in the 'gender' category, there were 93 (57.1.0%) males and 70(42.9%) females.

The demographic variable 'age' category, the majority of the respondents were less than 30 years old.. It had the highest percentage of 33.7% or 55 respondents. Followed by the group between 30-35 years old or 27.0% of all respondents. The smallest number were the respondents who had age more than 50 with 6 respondents. Because of an early retirement program this made the group very small.

The demographic variable of 'work experience' revealed that most of respondents had work experience in the company less than 5 years equal to 32.5.0% or 53 respondents. The group, which had the smallest respondents, was the group who had work experience more than 25 years with only 5 or 3.1%.

The demographic variable of 'education' revealed that most of the respondents had completed a bachelor's degree or lower. There were 82 or 50.3%. The respondents who completed the master's degree were 81 or 49.7%. There were no respondents who completed a doctoral degree in both companies.

The demographic variable of 'position' showed that the biggest group worked in the purchasing department. There were 68 respondents or 41.7%. The second largest group were in engineering. There were 27 or 16.6% of all respondents. The lowest group were in Technician because most of them worked in the plant, located outside of Bangkok.

The last demographic variable was 'salary per month'. The highest group were 91 respondents or 55.8% who had salary per month of 25,001-50,000 baht. The lowest numbers of respondents were the respondents who received the salary more than

100,000 baht per month. The executives were a very small group in the organization with only 3 respondents or 1.8 %.

Section 2

Mean and Standard Deviation of Ego identity

Table 4

Mean and Standard Deviation of Ego Identity of Shell Employees.

n=198

Ego identity	n	%	Mean	SD	Level
1. a. I enjoy being active in clubs. b. I prefer to do things with my own time.	39 159	19.7 80.3	.20	.40	1
2. a. When I daydream, it's about my past. b. When I daydream, it's about my future.	176 22	88.9 11.1	.89	.32	2
1. a. I always think I could do better on the job. b. When I finish a job I don't doubt its quality.	130 68	65.7 34.3	.34	.48	1
2. a. I always give an opinion at meetings. b. I try to keep quiet in meetings.	110 88	55.6 44.4	.56	.50	2
3. a. I can control myself and the situation much better when I maintain an emotional distance. b. I feel loss of control and not become myself when intimately with another person.	187 11	94.4 5.6	.05	.23	1
4. a. I have doubt as to the kind of person my ability will enable me to become. b. I try to formulate ideas now which will help me achieve my future goals.	70 128	.35.4 64.6	.65	.48	2

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Ego Identity	n	%	Mean	SD	Level
5. a. My evaluation of self worth depend on success or failure on that situation. b. My evaluation is always the same.	179 19	90.4 9.6	.09	.30	1
6. a. I enjoy competition. b. I dislike competition.	152 46	76.8 23.2	.77	.42	2
7. a. I don't know what I want. b. I have a clear vision of my future.	85 113	42.9 5.1	.57	.50	2
10. a. I always do what I want. b. I do what other wants me to do.	50 148	25.3 74.7	.75	.44	2
11. a. I can force myself to do things I don't like. b. I prefer to do things that I like.	132 66	66.7 33.3	.67	.47	2
12. a. I have faith in myself and in society. b. I never trust in society, others, and myself	147 51	74.2 25.8	.74	.44	2
Total			.52	.15	2

Table 4 revealed that the mean of ego identity of employees who worked for Shell, which was a privately owned business, was .52 with standard deviation at .15. The average score of respondents was a high in ego identity (level 2).

Table 5

The Ego Identity of Shell Employees.

Ego Identity	Frequency	Percent
Low of ego identity	68	34.3
High of ego identity	130	65.7
Total	198	100.0

Table 5 showed that respondents who had a high ego identity were 130 or 65.7%. The respondents who had low ego identity were 68 or 34.3%.

Table 6

Mean and Standard Deviation of Ego Identity of Employees in PTT Company.

n=163

Ego identity	n	%	Mean	SD	Level
1. a. I enjoy being active in clubs. b. I prefer to do things with my own time.	25 138	15.3 84.7	.15	.36	1
2. a. When I daydream, it's about my past. b. When I daydream, it's about my future.	135 28	82.8 17.2	.83	.38	2
3. a. I always think I could do better on the job. b. When I finish a job I don't doubt its quality.	103 60	63.2 36.8	.37	.48	1
4 a. I always give an opinion at meetings. b. I try to keep quiet in meetings.	94 69	57.5 42.3	.58	.50	2
5.a. I can control myself and the situation much better when I maintain an emotional distance. b. I feel loss of control and not become myself when intimately with another person.	145 18	89.0 11.0	.11	.31	1
6.a. I have doubts as to the kind of person my ability will enable me to become. b. I try to formulate ideas now which will help me achieve my future goals.	45 118	27.6 72.4	.72	.45	2
7. a. My evaluation of self worth depend on success or failure on that situation. b. My evaluation is always the same.	134 29	82.2 17.8	.18	.38	1

Ego Identity	n	%	Mean	SD	Level
8. a. I enjoy competition. b. I dislike competition.	114 49	69.9 30.1	.70	.46	2
9. a. I don't know what I want. b. I have a clear vision of my future.	56 107	34.4 65.6	.66	.48	2
10. a. I always do what I want. b. I do what other wants me to do.	50 113	30.7 69.3	.69	.46	2
11. a. I can force myself to do things I don't like. b. I prefer to do things that I like.	108 55	66.3 33.7	.66	.47	2
12. a. I have faith in myself and in society. b. I never trust in society, others, and myself	132 31	81.0 19.0	.81	.39	2
Total	163	100	.54	.15	2

Table 6 revealed that the mean of ego identity of employees who worked for PTT, which was a public company, was .54 with standard deviation at .15. The average score of respondents was a high in ego identity (level 2).

Table 7

The Ego Identity of PTT Employees

Ego Identity	Frequency	Percent
Low of ego identity	48	29.4
High of ego identity	115	70.6
Total	163	100.0

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Table 7 showed that respondents who had a high ego identity were 115 or 70.6% from all. The respondents who had low ego identity were 48 or 29.4%.

Section 3

Mean and Standard Deviation of Interpersonal Dependence

Table 8

Mean and Standard Deviation of Interpersonal Dependency of Shell Employees

A. Reliance on emotional of others	Mean	SD	Level
LI do my best work when I know it will be appreciated.	2.57	.91	3
2.1 believe people could do a lot for me if they wanted to.	2.79	.82	3
3.As a child, pleasing my parent was important for me.	2.82	.87	3
4.Disapproval by someone I care about is very painful.	2.01	.84	3
5.The idea of losing a close friend is terrifying to me.	2.56	.95	3
6.1 feel lost if I didn't have someone special.	2.35	.91	2
7.1 get upset when someone discovers a mistake I made.	2.03	.92	2
8.1 get discouraged when I don't get what I need.	1.93	.80	2
9.1 must have one person who is special to me.	2.17	.94	2
10.I'm happy when people say I did a good job.	2.94	.90	3
11.1 need to have one person who puts me above all others.	1.83	.84	2
12.1 tend to imagine the worst if a loved one doesn't arrive	1.77	.79	2
13.1 tend to expect too much on others.	2.04	.92	2
14.1 feel that I never get all that I need from people.	1.71	.82	2
15. Even if most people turned against me, I could still go on if someone I love stood by me.	2.76	.82	3
16.1 think that most people don't realize how easily they	2.11	.90	2

A. Emotional Reliance on Others	Mean	SD	Level
can hurt me.			
17.1 have always had a terrible fear that I will lose the love and support of people I need.	2.24	.85	2
18.1 would feel helpless if deserted by someone **I** love.	2.37	.97	2
Total	2.28	.45	2

Table 8 showed that the sub-scale of 'emotional reliance on others' had a mean of 2.28 with standard deviation of .45. Most of the Shell respondent's answers were level 2, which were 'somewhat characteristic of me'.

Table 8.1

B. Lack of self-confidence	Mean	SD	Level
1.When I have a decision to make, I always ask for advice.	2.42	.76	2
2.1 would rather be a follower than a leader.	2.08	.64	2
3.1 feel confident of my ability to deal with my problem.	2.88	.79	3
4.1 am quick to agree with other opinion.	2.32	.62	2
5.It's hard for me to ask someone for a favor.	2.29	.89	2
6.In an argument, I give in easily.	1.91	.77	2
7.When I go to a party, I expect that others will like me.	2.01	.89	2
8.1 feel better when I know someone else is in command.	1.79	.78	2
9.It's hard for me to make up my mind about TV or movie when I know what others want.	1.55	.78	2

B. Lack of self-confidence	Mean	SD	Level
10. In social situations I tend to be very self-conscious	2.66	.80	3
11.I have a lot of trouble making decisions by myself	1.92	.84	2
12.I don't like to buy clothes by myself.	1.52	.80	2
13.When I meet new people, I am afraid I won't do the right thing.	1.92	.85	2
14. I would rather stay free of involvement with others than to risk appointments.	1.95	.98	2
15. I am very confident about my own judgment.	2.63	.73	3
16. I don't have what it takes to be a good leader.	1.78	.73	2
Total	2.10	.33	2

Table 8.1 revealed that most of the Shell respondents had chose the rating number 2, which was 'somewhat characteristic of me'. The mean of this sub-scale, lack of self-confidence, was 2.10 with standard deviation of .33.

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Table 8.2

C. Assertion of autonomy	Mean	SD	Level
1. I prefer to be by myself	2.25	.77	2
2. I can't stand being fussed over when I am sick.	2.06	.86	2
3. I don't need other people to make me feel good.	1.86	.86	2
4. I am the only person I want to pleased.	1.81	.82	2
5. I rely on myself.	2.24	.77	2
6. I hate it when people offer me sympathy.	1.91	.86	2
7. I don't need much from people.	2.32	.78	2
8. When I am sick, I prefer my friend to leave me alone.	2.68	.98	3
9. I am willing to regard other's feelings.	2.10	.92	2
10. I don't need anyone.	1.29	.56	1
11. Even when things go wrong I can get along without asking for help from my friends.	1.89	.85	2
12. I tend to be a loner.	1.99	.93	2
13. What people think of me doesn't affect how I feel.	1.96	.88	2
14. What other people say doesn't bother me.	1.74	.81	2
Total	2.01	.45	2

Table 8.2 revealed that most of the Shell respondents had the rating number 2, which was 'somewhat characteristic of me'. The mean of this sub-scale, assertion of autonomy, was 2.01 with standard deviation of .45.

From these 3 sub-scales of interpersonal dependency, it was concluded that most of the answers were in rating scale number 2 which was "some what characteristic of me'.

Table 9

Mean and Standard Deviation of Interpersonal Dependency of PTT Employees

A. Reliance on emotional of others	Mean	SD	Level
1.1 do my best work when I know it will be appreciated.	2.60	.96	3
2.1 believe people could do a lot for me if they wanted to.	2.73	.82	3
3.As a child, pleasing my parents was important for me.	2.79	.91	3
4.Disapproval by someone I care about is very painful.	2.09	.86	2
5.The idea of losing a close friend is terrifying to me.	2.63	1.00	3
6.1 feel lost if I didn't have someone special.	2.36	.93	2
7.1 get upset when someone discovers a mistake I made.	2.09	.80	2
8.1 get discouraged when I don't get what I need.	2.01	.75	2
9.1 must have one person who is special to me.	2.26	.98	2
10.I'm happy when people say I did a good job.	3.06	.78	3
11.I need to have one person who puts me above all others.	1.92	.85	2
12.1 tend to imagine the worst if a loved one doesn't arrive when expected.	1.82	.84	2

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Emotional Reliance on Others	Mean	SD	Level
13.1 tend to expect too much on others.	2.11	.89	2
14. I feel that I never get all that I need from people.	1.72	.77	2
15. Even if most people turned against me, I could still go on if someone I love stood by me.	2.79	.81	3
16. I think that most people don't realize how easily they can hurt me.	2.19	.85	2
17. I have always had a terrible fear that I will lose the love and support of people I need.	2.21	.90	2
18. I would feel helpless if deserted by someone I love.	2.39	.91	2
Total	2.32	.46	2

Table 9 showed that the sub-scale of 'emotional reliance on others' had a mean of 2.32 with standard deviation of .46. Most of the PTT respondent's answers were level 2, which were in 'somewhat characteristic of me'.

Table 9.1

B. Lack of self-confidence	Mean	SD	Level
1.When I have a decision to make, I always ask for advice.	2.50	.67	2
2.1 would rather be a follower than a leader.	2.10	.69	2
3.1 feel confident of my ability to deal with my problem.	2.93	.81	3
4.1 am quick to agree with other's opinions.	2.35	.57	2

B. Lack of self-confidence	Mean	SD	Level
5.It's hard for me to ask someone for a favor.	2.36	.84	2
6.In an argument, I give it easily.	1.84	.74	2
7.When I go to a party, I expect that others will like me.	2.03	.84	2
8.1 feel better when I know someone else is in command.	2.01	.80	2
9.It's hard for me to make up my mind about TV or movie when I know what others want.	1.59	.79	2
10.In social situations I tend to be very self-conscious	2.66	.71	3
11.I've a lot of trouble making decision by myself.	1.89	.74	2
12.1 don't like to buy cloths by myself.	1.55	.83	2
13.When I meet new people, I am afraid I won't do the right thing.	1.95	.84	2
14. I would rather stay free of involvements with others than to risk appointments.	1.79	.90	2
15. I am very confident about my own judgment.	2.74	.75	3
16. I don't have what it takes to be a good leader.	1.75	.76	2
Total	2.13	.33	2

Table 9.1 revealed that most of the respondents had the rating number 2, which was 'somewhat characteristic of me'. The mean of this sub-scale 'lack of self-confidence' was 2.13 with standard deviation of .33.

Table 9.2

C. Assertion of autonomy	Mean	SD	Level
1. I prefer to be by myself	2.23	.90	2
2. I can't stand being fussed over when I am sick.	2.06	.85	2
3. I don't need other people to make me feel good.	1.88	.87	2
4.1 am the only person I want to please.	1.82	.83	2
5.1 rely on myself	2.26	.81	2
6.1 hate it when people offer me sympathy.	1.96	.86	2
7.1 don't need much from people.	2.42	.82	2
8.When I am sick, I prefer my friend to leave me alone.	2.80	.86	3
9.1 am willing to regard other feeling.	2.28	.94	2
10.I don't need anyone.	1.31	.63	1
11.Even when things go wrong I can get along without asking for help from my friends.	1.85	.80	2
12.1 tend to be a loner.	1.98	.97	2
13.When people think of me doesn't affect how I feel.	1.98	.85	2
14. What other people say doesn't bother me.	1.83	.69	2
Total	2.01	.48	2

Table 9.2 revealed that most of the respondents had the rating number 2, which was 'somewhat characteristic of me'. The mean of this sub-scale 'assertion of autonomy' was 2.01 with standard deviation of .48.

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From these 3 sub-scales of interpersonal dependency, it was concluded that most of the answer was rating scale number 2 which was "some what characteristic of me'.

Section 4

Difference Between Ego Identity Variable and Demographic Variables

Table 10

The Ego Identity and the Demographic Variable of **Gender** of Shell Employees

Gender	Mean	SD	t-value	p-value
Male	.51	.15	-1.004	.317
Female	.53	.16		

The t-test was performed to compare the mean scores of ego identity and the demographic variable gender in PTT. By setting the level of significance at 0.05, it can be concluded that there was no significant difference between these two because the value of p> .05 (p= .317).

Table 11

The Ego Identity and the Demographic Variable of Work Place using the t-test.

Work Place	Mean	SD	t-value	p-Value
PTT	1.71	.46	.994	.321
Shell	1.66	.48		

Table 11 showed the mean score for PTT and Shell. PTT attained the mean score of 1.71 with standard deviation of .46. Shell attained the mean score of 1.66 with standard deviation of .48.

The t-test was performed to see the difference between the level of ego identity of these two companies. The result revealed that the t value was .994 with the significant p-value of .321, which is more than .05 thus the hypothesis is rejected. There is no significant difference between ego identity in these two companies.

Table 12

The Difference Between Ego Identity and Education of Shell Employees.

Education	Mean	SD	t-value	p-value
Bachelor degree or lower	.52	.16	-.649	.517
Master degree	.53	.14		

The t-test was performed to see the difference between ego identity and education. The result revealed that the t value is —0.649 with the significant p-value of .517, which is more than 0.05 level of significant. Thus there was no significant difference between ego identity in the education level.

Table13

The Difference of Ego Identity and Age of Shell Employees

Source of variable	df	SS	MS	F-value	p-value
Between groups	5	.127	.025	1.095	.364
With in groups	192	4.468	.023		
Total	197	4.595			

The subjects were grouped into 6 categories. An f-test or one way analysis of variance (ANOVA) was employed to determine whether any difference would be found from the comparison of the mean value of ego identity and the age of sample group. At the significant level of 0.05, the F-value is 1.095 with the p-value at .364. The result revealed that there was no significant difference in the level of ego identity and the age group.

Table 14

The Difference Between Ego Identity and Work Experience of Shell Employees

Source of variable	df	SS	MS	F-value	p-value
Between groups	5	.109	.022	.935	.459
With in groups	192	4.486	.023		
Total	197	78.726			

The F-test or one way analysis of variance (ANOVA) was employed to determine whether any difference would be found from the comparison of the mean value of ego identity and the work experience of the sample group. At the significant level of 0.05, the F-value was .935 with p-value of .459. The result revealed that there was no significant difference in the level of ego identity and work experience of the sample group.

Table 15

The Difference Between Ego Identity and Position of Shell Employees

Source of variable	df	SS	MS	F-value	p-value
Between groups	7	.333	.048	2.121	.043*
With in groups	190	4.262	.022		
Total	197	4.595			

*Significant at the .05 level, two-tailed.

The F-test or one way analysis of variance (ANOVA) was employed to determine whether any difference would be found from the comparison of the mean value of ego identity and the position of sample group. At the significant level of 0.05, the F-value was 2.121 with the significant p-value of .043. **The result revealed that there was a significant difference in the ego identity and the position of Shell Employees.**

Table 16

Multiple Comparison of Ego Identity and the Demographic Variable of Position

Position	Mean	Exec	Acc.	Tech	Gen. Adm.	HR	Engineer	Clerk	Purchasing
Executive	.5833					.125*			
Acc.	.5270								
Technician	.6563		.129*	.146*		.198*		.140*	.165*
Gen. Adm.	.5099								
Human resource	.4583								
Engineer	.5625								
Clerk	.5167								
Purchasing	.4911								

*Significant level at 0.05, two-tailed

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Table 16 showed that there was significant difference in ego identity and some combination of position categories. Scheffe' test was performed to determine which combination of groups had significant differences.

The result revealed that the respondents who were executives had higher ego identity than respondents who worked in human resource department. Technicians had higher ego identity than other position except for the executive position.

Table 17

The Difference Between Ego Identity and Salary per Month of Shell Employees

Source of variable	df	SS	MS	F-value	p-value
Between groups	5	.244	.049	2.15	.061
With in groups	192	4.352	.023		
Total	197	4.595			

The F-test or one way analysis of variance (ANOVA) was employed to determine whether any difference would be found from the comparison of the mean value of ego identity and the salary per month of sample group. At the significant level of 0.05, the F-value was 2.159 with the significant p-value of .061. The result revealed that there was no significant difference of the level of ego identity and the salary per month of the sample group.

Section 5

Difference Between Interpersonal Dependence Variable and Demographic Variables of Shell Employees

Table 18

The Difference between Interpersonal Dependence and Gender of Shell Employees

Gender	Mean	Std. Deviation	t-Value	p-Value
1.Emotional reliance on other				
Male	2.2514	.4427	-.793	.429
Female	2.3020	.4535		
2.Lack of self-confidence				
Male				
Female	2.0619	.2887	-1.636	.104
	2.1374	.3560		
3. Assertion of autonomy				
Male	1.9367	.483	-2.202	.029*
Female	2.0750	.4252		

*Significant at the 0.05 level, two-tailed

The t-test was performed in comparing the mean values of interpersonal dependency sub-scales and male, female respondents who worked in Shell company.

Table 18 revealed that the t-value was —2.202 and p-value was .029 on assertion of autonomy sub-scale at significant level of 0.05.This sub scale p-value was smaller than .05

There was a significant difference on assertion of autonomy and the demographic variable of gender at the significant level of .05, two-tailed.

Table 19

The Difference of Interpersonal Dependence and Work Place of Shell & PTT Employees

Work place	Mean	SD	t-Value	p-Value
1. Emotional Reliance on others				
PTT	2.3207	.4562	.911	.363
SHELL	2.2772	.4478		
2. Lack of self- confidence				
PTT	2.1262	.3257	.748	.455
SHELL	2.1004	.3262		
3. Assertion of autonomy				
PTT	2.0478	.4778	.832	.406
SHELL	2.0072	.4460		

The t-test was performed in comparing the mean values of interpersonal dependency and employees who work in PTT and Shell company. Table 19 showed

that the respondents who worked in PTT had higher mean scores than the respondents who worked for SHELL in each of the three sub-scales. The mean score of respondents in PTT in "emotional reliance on others" was 2.3207 with standard deviation of .4562. The mean score of respondents who worked for PTT on "lack of self-confidence" was 2.1262 with standard deviation of .3257. The mean score of respondents who worked for PTT on "assertion of autonomy" was 2.0478 with standard deviation of .4778.

The mean score of respondents who worked for Shell on "emotional reliance on others" was 2.2772 with standard deviation of .4478. The mean score of respondents who worked for Shell on "lack of self-confidence" was 2.1004 with standard deviation of .3262. The mean score of respondents who worked for Shell on "assertion of autonomy" was 2.0072 with standard deviation of .4460.

Table 19 revealed that the t-value was .911 and p-value was .363 on "emotional reliance on others" sub-scale. The hypothesis would be accepted whenever $p \leq 0.05$. This sub scale p-value was greater than .05 thus the null hypothesis was rejected. T

There was no significant difference on "emotional reliance on others" and the demographic variable of work place at the significant level of .05, two-tailed.

Table 19 revealed that the t-value was .748 and p-value was .455 on "lack of self-confidence" sub-scale. The hypothesis would be accepted whenever p0.05. This sub scale p-value was smaller than .05 thus the hypothesis was rejected. There was no significant difference on "lack of self-confidence" and the demographic variable of workplace at the significant level of .05, two-tailed.

Table 19 revealed that the t-value was .832 and p-value was .406 on lack of self-confidence sub-scale. The hypothesis would be accepted whenever $p \leq 0.05$. This sub scale p-value was smaller than .05 thus the null hypothesis was rejected. There

was a significant difference on "assertion of autonomy" and the demographic variable of work place at the significant level of .05, two-tailed.

Table 20

The Difference Between Interpersonal Dependence and Education of Shell Employees

Education	Mean	Std. Deviation	t-Value	p-Value
1.Emotional Reliance on Others				
Bachelor's Degree or lower	2.2422	.4394	-1.635	.104
Master's Degree	2.3539	.4600		
2.Lack of self-confidence				
Bachelor degree or lower	2.1144	.3343	.897	.371
Master degree	2.0696	.3079		
3. Assertion of Autonomy				
Bachelor degree or lower	1.9879	.4377	-.901	.369
Master degree	2.0495	.4645		

The t-test was performed in comparing the mean values of interpersonal inventory dependency and education of sample group.

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There was no significant difference on interpersonal dependency and the demographic variable of education at the significant level of .05, two-tailed.

Table 21

The Difference Between Interpersonal Dependence and Age of Shell Employees

Source of variable	df	SS	MS	F-value	p-value
1.Emotional Reliance on Others					
Between groups	5	2.499	.500	2.593	.027*
Within groups	192	37.007	.193		
Total	197	39.506			
2.Lack of self-confidence					
Between groups	5	.699	.140	1.325	.255
Within groups	192	20.259	.106		
Total	197	20.958			
3.Autonomy					
Between groups	5	1.383	.277	1.405	.224
Within groups	192	37.801	.197		
Total	197	39.184			

* Significant at the .05 level, two-tailed.

At the significant level of 0.05, the F-value of emotional reliance on others was 2.593 with the significant p-value of .027.

The result revealed that there was a significant difference in interpersonal dependency (emotional reliance on other) and the age of Shell Employees.

Table 21.1

The Multiple Comparison of. Interpersonal Dependency on Emotional and the Age of Shell Employees

Age (years)	Mean	Less than 30	30-35	36-40	41-45	46-50	More than 50
Less than 30	2.3489		.1852*		.2871*		
30-35	2.1637						
36-40	2.3943		.2305*		.3344*		
41-45	2.0598						
46-50	2.3111						
More than 50	1.9815						

*Significant level at 0.05, two-tailed

Table 21.1 showed that there was significant difference in emotional reliance on others on some combination of age categories. Scheffe' test was performed to determine which combination of groups had significant difference.

The result revealed that the respondents with age less than 30 and the age between 36-40 would have emotional reliance on others more than respondents whose age was between 30-35 and 41-45 years old at the significant level of 0.05.

Table 22

The Difference Between Interpersonal Dependency and Work Experience of Shell Employees

Source of variable	df	SS	MS	F-value	p-value
1.Emotional Reliance on Others					
Between groups	5	1.127	.225	1.128	.347
Within groups	192	38.379	.200		
Total	197	39.506			
2.Lack of Self-Confidence					
Between groups	5	.324	.065	.603	.697
Within groups	192	20.634	.107		
Total	197	20.958			
3.Autonomy					
Between groups	5	1.465	.293	1.492	.194
Within groups	192	37.718	.196		
Total	197	39.184			

There was no significant difference in interpersonal relationship and the demographic variable of work experience on the sample group at the significance level of .05.

Table 23

The Difference Between Interpersonal Dependence and Position of Shell Employees

Source of variable	df	SS	MS	F-value	p-value
1.motional Reliance on Others					
Between groups	5	1.127	.07688	1.128	.347
Within groups	192	38.379	.206		
Total	197	39.506			
2.Lack of Self-Confidence					
Between groups	5	.324	.08363	.603	.697
Within groups	192	20.634	.107		
Total	197	29.958			
3.Autonomy					
Between groups	5	1.465	.200	1.492	.194
Within groups	192	37.718	.212		
Total	197	39.184			

The F-test or one way analysis of variance (ANOVA) was employed to determine whether any difference would be found from the comparison of the mean value of interpersonal dependency inventory and position of sample group.

At the significant level of 0.05, There was no significant difference between interpersonal relationship and the demographic variable of position.

Table 24

The Difference Between Interpersonal Dependence and Salary per month of Shell Employees

Source of variable	df	SS	MS	F-value	p-value
1.Emotional Reliance on Others					
Between groups	5.	.41	.083	.407	.843
Within groups	192	39.092	.204 [4]		
Total	197	39.506			
2.Lack of self-confidence					
Between groups	5	1.268	.254	2.473	.034*
Within groups	192	19.690	.103		
Total	197	20.958			
3.Autonomy					
Between groups	5	.911	.182	.914	.473
Within groups	192	38.272	.199		
Total	197	39.184			

The F-test or one way analysis of variance (ANOVA) was employed to determine whether any difference would be found from the comparison of the mean of interpersonal dependency inventory and salary per month on the sample group.

The result revealed that there was no significant difference in interpersonal relationship on "emotional reliance on others" and salary per month on the sample group.

At the significant level of 0.05, the F-value on "lack of self-confidence" is 2.473 with the significant p-value of .034. **The result revealed that there was a significant difference in interpersonal relationship (lack of self-confidence) and salary per month of Shell Employees.**

At the significant level of 0.05, The result revealed that there was no significant difference in interpersonal relationship, assertion of autonomy, and the salary per month on the sample group.

Table 24.1

Multiple Comparison of Lack of Self-Confidence and the Salary per month of Shell Employees

Income	< 10,000	10,000-25,001	25,001-50,000	50,001-75,000	75,001-100,000	>100,000
< 10,000		.1906*	.2578*	.2391*		.2938*
10,000-25,001						
25,001-50,000						
50,001-75,000						
75,001-100,000						
>100,000						

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*At significant level 0.05, 2 tailed-test

Table 24.1 revealed that, respondents who had salary less than 10,000 baht per month, had lack of self-confidence more than respondents who has salary between 10,000-75,000 baht and respondents who had salary higher than 100,000.

Section 6

Correlation of Ego Identity Variable and Interpersonal

Dependence Variable

Table 25

The Correlation Between Ego Identity and Interpersonal Dependency of Shell Employees

	Emotional	Self-confidence	Assertion of Autonomy
Ego identity	-.249**	-.211**	-.153*

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

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

The result of the Pearson correlation analysis revealed that there was significant relationship between ego identity and interpersonal relationship significant at the 0.01 level and the 0.05 level. The findings showed that, a negative relationship was present.

The findings showed that there was significant relationship existing between ego identity and some sub scales of interpersonal dependency.

1.There was a negative relationship between ego identity and the sub-scale "emotional reliance on others" at the significant .01 level. The correlation coefficient was –. 249 so that hypothesis is accepted..

2.There was a negative relationship between ego identity and the sub-scale of "lack of self-confidence" at the significant .01 level. The correlation coefficient was —.211 so that the hypothesis was accepted.

3.There was a negative relationship between ego identity and the sub-scale of "assertion to autonomy' at the significant .05 level so the hypothesis was accepted.

Section 7

The Difference between Ego Identity and the **Demographic** Variables of PTT Employees

Table 26

The Difference Between Ego Identity and Gender of PTT Employees

Gender	Mean	SD	t-value	p-value
Male	.51	.15	-2.612	.010*
Female	.57	.14		

*Significant at the .05 level, two-tailed.

The t-test was performed to compare the mean scores of ego identity and the demographic variable of gender in PTT. By setting the level of significant at 0.05, it can be said that there was a significant difference between ego identity and gender of PTT employees.

Table 27

The Difference Between Ego Identity and Education of PTT Employees

Education	Mean	SD	t-value	p-value
Bachelor's Degree or lower	.53	.14	-1.124	.263
Master's Degree	.55	.15		

The t-test was performed to see the difference between ego identity and education level. The result revealed that there was no significant difference between ego identity and education levels at 0.05.

Table 28

The Difference Between Ego Identity and Age of PTT Employees

Source of variable	df	SS	MS	F-value	p-value
Between groups	5	.051	.010	.455	.809
With in groups	157	3.494	.022		
Total	162	3.545			

The subjects were grouped into 6 categories. The F-test or one way analysis of variance (ANOVA) was employed to determine whether any difference would be found from the comparison of the mean value of ego identity and the age of the sample group. At the significant level of 0.05, the F-value was .455 with the p-value of .809. The result revealed that there was no significant difference between the level of ego identity and the age group.

Table 29

The Difference Between Ego Identity and Work Experience of PTT Employees.

Source of variable	df	SS	MS	F-value	p-value
Between groups	5	.055	.011	.492	.782
With in groups	157	3.490	.022		
Total	162	3.545			

The F-test or one way analysis of variance (ANOVA) was employed to determine whether any difference would be found from the comparison of the mean

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values of ego identity and the work experience of the sample group. At the significant level of 0.05, the F-value was .492 p-value of .782. The result revealed that there was no significant difference between ego identity and the work experience of the sample group.

Table 30

The Difference Between Ego Identity and Position of PTT Employees

Source of variable	df	SS	MS	F-value	p-value
Between groups	7	.206	.029	1.364	.224
With in groups	155	3.339	.022		
Total	162				

The F-test or one way analysis of variance (ANOVA) was employed to determine whether any difference would be found from the comparison of the mean value of ego identity and the position of the sample group. At the significant level of 0.05, the F-value was 1.364 with the significant p-value of .224. The result revealed that there was no significant difference in ego identity and the position of the sample group.

Table 31

The Difference Between Ego Identity and Salary Per Month of PTT Employees

Source of variable	df	SS	MS	F-value	p-value
Between groups	5	.056	.011	.501	.775
With in groups	157	3.489	.022		
Total	162	3.545			

The F-test or one way analysis of variance (ANOVA) was employed to determine whether any difference would be found from the comparison of the mean value of ego identity and the salary per month of the sample group. At the significant

level of 0.05, the F-value was .501 with the significant p-value of .775. The result revealed that there was no significant difference between ego identity and the salary per month of the sample group.

Section 8

The Difference Between Interpersonal Dependency and Demographic Variables of PTT Employees

Table 32

The Difference Between Interpersonal Dependence and Gender of PTT Employees

Gender	**Mean**	**Std. Deviation**	**t-Value**	**p-Value**
1. Emotional Reliance on Others				
Male	2.290	.458	-.981	.328
Female	2.361	.453		
2.Lack of self-confidence				
Male	2.066	.269	-2.748	.007*
Female	2.205	.376		
3. Assertion of autonomy				
Male	1.920	.431	-4.121	.000*
Female	2.217	.486		

*Significant at the 0.05 level, two-tailed

The t-test was performed in comparing the mean values of interpersonal dependence sub-scale and male and female respondents who worked in PTT company.

Table 32 revealed that the p-value is .007 on lack of self-confidence sub scale and p-value was .000 on "assertion of autonomy" sub-scale at the significant level of 0.05.This sub scale p-value was smaller than .05. **There was a significant difference between lack of self-confidence, assertion of autonomy and the demographic variable of gender at the significant level of .05.**

Table 33

The Difference Between Interpersonal Dependence and Education of PTT Employees

Graduation level	Mean	Std. Deviation	t-Value	p-Value
1.Emotional Reliance on Others				
Bachelor's Degree or lower	2.350	.429	.812	.418
Master's Degree	2.292	.483		
2.Lack of self-confidence				
Bachelor's degree or lower	2.126	.295	-.015	.988
Master's degree	2.127	.356		
3. Assertion of Autonomy				
Bachelor's degree or lower	2.104	.447	1.509	.133
Master's degree	1.991	.504		

The t-test was performed in comparing the mean values of interpersonal dependency inventory and education level of the sample group.

There was no significant difference on interpersonal dependency and the demographic variable of education level at the significant level of .05, two-tailed.

Table 34

The Difference Between Interpersonal Dependency and Age of PTT Employees

Source of variable	df	SS	MS	F-value	p-value
1.emotional					
Between groups	5	2.077	.010	2.062	.073
Within groups	157	31.634	.022		
Total	162	33.712			
2.lack of self-confidence					
Between groups	5	1.033	.207	2.008	.080
Within groups	157	16.150	.103		
Total	162	17.183			
3.Autonomy					
Between groups	5	2.198	.440	1.985	.084
Within groups	157	34.782	.222		
Total	162	36.980			

The F-test or one way analysis of variance (ANOVA) was employed to determine whether any difference would be found from the comparison of the mean values of interpersonal dependency inventory and age of the sample group. The result

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revealed that there was no significant difference in interpersonal dependency and the age of the sample group.

Table 35

The Difference between Interpersonal Dependence and Work Experience of PTT Employees

Source of Variable	df	SS	MS	F-value	p-value
1.Emotional Reliance on Others					
Between groups	5	1.206	.241	1.165	.329
Within groups	157	32.505	.207		
Total	162	33.712			
2.Lack of self-confidence					
Between groups	5	1.387	.277	2.757	.020*
Within groups	157	15.796	.107		
Total	162	17.183			
3.Autonomy					
Between groups	5	2.142	.428	1.931	.092
Within groups	157	34.838	.222		
Total	162	36.980			

There was a significant difference between interpersonal dependency on "lack of self-confidence" sub scale and the demographic variable of work experience on the sample group at the significant level .05.

Table 35.1

The Multiple Comparison Between Interpersonal Dependence on Lack of self-Confidence and Work Experience of PTT Employees.

Experience (years)	Mean	Less than 5	5-10	11-15	16-20	21-25	More than 25
Less than 5							
5-10							
11-15							
16-20							
21-25		.2725*	.2849*	.4261*	.2836*		
More than 25							

*Significant level at 0.05, two-tailed

The table showed that there was a significant difference on interpersonal dependency "lack of self-confidence" sub scale and some combination of age categories. Scheffe' test was performed to determine which combination of groups had significant difference.

The result revealed that the respondents who, had worked in PTT between 21-25 years, had lack of self-confidence less than respondents who worked there for less than 5 years, 5-10 years, 11-15 years and 16-20 years at a significant level of 0.05.

Table 36

The Difference Between Interpersonal Dependence and Position of PTT Employees

Source of variable	df	SS	MS	F-value	p-value
1.Emotional Reliance on Others	7	.720	.103	.483	.846
Between groups	155	32.992	.213		
Within groups	162	33.712			
Total					
2.Lack of Self-Confidence					
Between groups	7	.398	.0067	.525	.815
Within groups	155	16.785	.108		
Total	162	17.183			
3.Autonomy	7	1.626	.232	1.018	.421
Between groups	155	35.354	.228		
Within groups	162	36.980			
Total					

The F-test or one way analysis of variance (ANOVA) was employed to determine whether any difference would be found from the comparison of the mean values of interpersonal dependency and position of the sample group.

At the significant level of 0.05, there was no significant difference between interpersonal dependency and the demographic variable of position.

Table 37

The Difference Between Interpersonal Dependence and Salary Per Month of PTT Employees

Source of variable	df	SS	MS	F-value	p-value
1.Emotional Reliance on Others					
Between groups	5	1.478	.296	.1.440	.213
Within groups	157	32.233	.205		
Total	162	33.712			
2.Lack of Self-Confidence					
Between groups	5	.295	.059	.548	.740
Within groups	157	16.889	.108		
Total	162	17.183			
3.Autonomy					
Between groups	5	.779	.156	.676	.642
Within groups	157	36.201	.231		
Total	162	36.980			

The F-test or one way analysis of variance (ANOVA) was employed to determine whether any difference would be found from the comparison of the mean value of interpersonal dependency inventory and salary per month of the sample group.

The result revealed that there was no significant difference in interpersonal dependency and the salary per month on the sample group at the significant level of 0.05.

At the significant level of 0.05, the result revealed that there was no significant difference in interpersonal relationship on "assertion of autonomy", and the salary per month of the sample group.

Section 9

The Correlation of Ego Identity and Interpersonal Dependence of PTT Employees

Table 38

Correlation Between Ego Identity and Interpersonal Dependency Inventory of PTT Employees

	Emotional	Self-confidence	Assertion of Autonomy
Ego identity	-.321**	-.229**	-.049

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

The result of the Pearson correlation analysis revealed that there was a significant relationship between ego identity and interpersonal dependency with significance at the 0.01 level. The finding showed that a negative relationship was present.

The findings showed that there were significant associations existing between ego identity and the sub-scale of interpersonal dependency

1.There was a negative relationship of ego identity and the sub-scale of "emotional reliance on others" at the significant .01 level. The correlation coefficient was –. 249 so the hypothesis was accepted.

2. There was a negative relationship in ego identity and the sub-scale on "lack of self-confidence" at the significant .01 level. The correlation coefficient was – .211 so the hypothesis was accepted.

3.There was no relationship in ego identity and the sub-scale of "assertion to autonomy" so the hypothesis was rejected.

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CHAPTER V

Summary, Discussion of the Findings, Conclusions and Recommendations

Summary of the Research

This study was conducted to find out the significant difference of ego identity and interpersonal dependency of employees in selected company. This chapter is divided as follows:

1.The purpose of the study

2.The research design

3.The sampling procedure

4.The instruments used for this study

5.Summary of the findings

6.Discussions

7.Conclusions

8.Recommendations

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The purpose of the study

The primary purpose of this research was to see the differences in ego identity and interpersonal dependency of selected employees in two oil business companies. The secondary purpose was to see the significant differences between the independent variable and the dependent variables of the subjects. The independent variable was the demographic variable of gender, position, age, education, work experience and

income. The researcher also investigated the relationship between the two dependent variables: ego identity and interpersonal dependency.

Research Design

A descriptive research design was employed in this study. Data was gathered from employees of PTT and SHELL companies to analyze their ego identity and interpersonal dependency.

Sampling Procedure

The researcher studied employees in the oil business. The population was 350 from PTT Company and 425 from SHELL Company. From this researcher distributed 182 questionnaire to PTT Company and 218 to employees in Shell company according to the Yamane scale (1976). All the respondents was between 25-60 years old. Before distributing the questionnaires, the researcher brought the questionnaire to three experts in counseling psychology for validity. After the correction, 45 sets of questionnaire were distributed to employees in Thai-Oil Company, another oil business to test for reliability. After that 400 sets of questionnaire were distributed to employees in PTT and Shell.

The Instruments

The instrument consisted of three parts: the personal information profile, the ego identity scale (EIS) and the interpersonal dependency scale (IDI)

1. The personal information profile was the information that related to subjects. The demographic variables included gender, age, position, work experience, workplace and income.

2. The Ego identity scale was adjusted in some part from Allen L. Tan and his group's ego identity scale. It has 12 items with two choices, a and b, in each question. It concerned the ego identity or ego diffusion in people. The split half method was used to distinguish whether the subject classify into ego identity or ego diffusion.

3. The Interpersonal dependency inventory scale was used to measure thoughts, behavior and feeling revolving around the need to associate closely with people. It has 48 items, which categorized into three sub scales. These sub-scales were "Emotional reliance on others", "lack of self-confidence", and "assertion of autonomy". A 4-point likert scale was used which range from "not characteristic of me" to "very characteristic of me".

Summary of the Findings

The findings of the study could be summarized as follows.

1. Demographic variables

The number of male subjects were slightly higher in PTT, 57.1% than female at42.9%. In Shell the subjects who were females were 51.1% and 49.0% for males. Majority of the subjects were from the age group of less that 30 years, representing 49% of the total respondents from Shell and 33.7% from PTT, followed by subjects whose age were between 30-35 years old, 44% in PTT and 57% in Shell. Most of the subjects had a bachelor's degree or lower 50.3 % for PTT and 68.7% for Shell. Most of the subjects had a work experience less than 5 years, 47% for Shell and 32.5% for PTT. Majority of the subjects worked in providing and purchasing department 41.7 % for PTT and 23.7% for Shell. Most of the subjects received 25,001-50,000 baht per month, 55.8% for PTT and 33.8% for Shell.

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2. Ego-Identity

2.1. The results revealed that the subjects who worked in **PTT** had an ego identity with the mean score of .54 and a standard deviation of .148

The result of the t-test revealed that the demographic variable of gender had a p value of .010, which was lower than the significant value of .05 at the 95% confidence interval level. It revealed that **there was a significant difference between gender and ego identity at .05 level.**

2.2. The result revealed that **Shell** employees had the ego identity mean score of.52 and a standard deviation of .15

The result of the ANOVA test revealed that the demographic variable of position had the p value of .043, which was lower than the significant value of .05 at the 95% confidence interval level. It revealed that an executive had more ego identity than the subjects who worked as in human resources department. The technicians had more ego identity than the subjects who worked in the accountant, general administrative, human resource, clerk and purchasing departments. It showed that **there was a significant difference between ego identity and position at .05 level.**

3. Interpersonal Dependence

The mean score of "emotional reliance on others" was 2.32, the mean score of "lack of self-confidence" was 2.13, and the mean score of "assertion of autonomy" was 2.05. It revealed that the subjects chose to answer choice 2 which was "characteristic of me".

3.1 For PTT subjects, the results of the t-test revealed that the demographic variable of gender and "lack of self-confidence" sub scale had the p-value of .007 which was less than the significant level of .05 at the 95% confidence level. It revealed that **there was a significant difference between gender and "lack of self-**

confidence" at .05 level. And the p-value of "assertion of autonomy" subscale was .000 which was less than the significant level of .05 at the 95% confidence level. It revealed that **there was a significant difference between gender and "assertion of autonomy" at .05 level.**

The result of the ANOVA test revealed that the demographic variable of work experience and the sub scale of "lack of self-confidence" had the p value of .020, which was lower than the significant value of .05 at the 95% confidence interval level. It revealed that PTT employees who had work experienced between 21-25 year had " lack of self-confidence" more than subjects who worked less than 5 years and the subjects who worked between 5-20 years. **It means that there was a significant difference between work experience and the sub scale of "lack of self-confidence" at .05 level.**

3.2 For Shell employees, the mean score of "emotional reliance on others" was 2.28, the mean score of "lack of self-confidence" was 2.10, and the mean score of "assertion of autonomy" was 2.01. It revealed that the subjects chose to answer choice 2 which was "characteristic of me".

The results oft-test revealed that the demographic variable of gender and "assertion of autonomy" sub scale had the p-value of .029 which was lower than the significant value of .05 at the 95% confidence interval level. It revealed that **there was a significant difference between gender and "assertion of autonomy" at .05 level.**

The result of the ANOVA test revealed that the demographic variable of age and the sub scale of "emotional reliance on others" had the p value of .027, which was lower than the significant value of .05 at the 95% confidence interval level. It revealed those Shell employees whose age were less than 30 had "emotional reliance on others" more than the subjects whose ages were between 30-35 and 41-45 years

old. And those Shell employees whose age were between 36-40 had "emotional reliance on others" more than the subjects whose age were between 30-35 and 41-45 years old. It means that there was a significant difference between age and the sub scale "emotional reliance on others" of Shell employees at .05 level.

The result of the ANOVA test revealed that the demographic variable of salary per month and the sub scale of " lack of self-confidence" had the p value of .034, which was lower than the significant value of .05 at the 95% confidence interval level. It revealed that Shell employees who received salary less than 10,000 baht had " lack of self-confidence" more than employee received salary per month between 10,000-75,000 and more than 100,000 baht. It means that there was a significant difference between the demographic variable of salary per month and the sub scale of "lack of self-confidence" at .05 level.

4. Correlation between the ego identity variable and the interpersonal dependency variable.

4.1 The result of Shell employees

1. There was a negative relationship at the 0.01 level between ego identity and the sub scale of "emotional reliance on others" (r= - .249**).

2. There was a negative relationship at the 0.01 level between ego identity and the sub scale of "lack of self-confidence" (r=- .211**).

3. There was a negative relationship at the 0.05 level between ego identity and the sub scale of sub scale of "assertion of autonomy" (r=- .153*).

4.2 The results of PTT employees

1. There was a negative relationship at the 0.01 level between ego identity and the sub scale of "emotional reliance on others" (r= - .321**).

2. There was a negative relationship at the 0.01 level between ego identity and the sub scale of "lack of self-confidence" .229**).

3. There was no relationship between the ego identity and the sub scale of assertion of autonomy.

Discussion of Findings

1.There was a significant difference at the 0.05 level between ego identity and the demographic variable of gender of PTT employees.

From the study revealed that female employees have ego identity higher than those of male employees. The reason could be because female employees believe that male employees are better than they are. So they try to work harder and push all their efforts to make them equal or better than the male employees. Kanter, R. (1977) analyzed the way in which values, opportunity and power weregreased to produce the right individuals for the organization. Males are molded and made in the image of the corporation. Then they try to be the same level as male employee by work harder.

According to Palladino, D. & Blustein, D. (1991), women who experience a strong degree of parental attachment, attitudinal dependence on their parents, and a modest degree of conflictual independence from their mother tend to exhibit the identity foreclosure or identity achievement status. Surprisingly, for men, although attachment to parents is less influential, attitudinal dependence on parents appears to be crucial for attaining identity achievement.

Ely, R. (1994) claims that women are more likely to identify with other women than with men. In essence, social identity theory posits that individuals' desire for positive self-evaluation drives them toward identification with an in-group and differentiation from an out-group. The need for a positive identity also propels

individuals to seek information that establishes the in-group as different from and better than the out-group.

Eagly, A. (1987) in an influential structural account of gender differences, proposed that men and women behave according to the stereotypes associated with the social roles they occupy. In general, women are seen as more communal (friendly, unselfish, concerned with others, and emotionally expressive), whereas men are more agentic (independent, masterful, assertive, and instrumentally competent). The social role perspective is more flexible than the cultural/socialization perspective, because it acknowledges that people occupy multiple roles and may change behaviors accordingly.

Early, A. & Johnson, B. (1990) argued that organizational roles should override gender roles. Regarding leadership, for example, they concluded that male and female leaders who occupy the same organizational role should differ very little.

Powell, G. (1992) suggested that a model of career development for women should emphasize both career achievements and personal or family relationships, with the understanding that women place varying degrees of emphasis on the two domains at different points in time. This perspective is supported by research evidence that the career histories of women reflect more accommodation to nonwork concerns than do men's career histories. For example, research findings have indicated that women are more likely to interrupt their careers to fit family demands.

According to the research of Roberts, B. (1997) women scored higher than men on the Achieved identity status variable, which suggests that, more women than men had completed a period of exploration and had committed to their ego identity. For the men exploring their identity involved not only gaining knowledge about their personality, interests, and abilities (self-clarity) but also feelings of guilt, anxiety,

mistrust, and responsibility toward or resentment of their parents. For women, exploration of their identity (Moratorium identity status) involved a similar quest to know themselves better, but they also indicated a lack of confidence about accomplishing career decision-making tasks (career self-efficacy).

2. There was a significant difference at the .05 level between the demographic variable of gender and "lack of self-confidence" of PTT employees.

The results revealed female employees had "lack of self-confidence" more than male employees. Because females had less opportunities than hien to make decisions on a high risk taking activities. Because they seem afraid they would fail.

McCauley, Ruderman, Ohlott, and Morrow (1994) said that women receive fewer developmental opportunities than men. Research on managerial development has shown that women are less likely than men to report that they have job characteristics associated with higher level positions. Perhaps because of expectations that they will fail, women are less likely to be chosen for assignments involving risk or working in unfamiliar areas of the business. Women's jobs have also tended to be less rich in developmental characteristics than men's jobs at the same organizational level.

According to Woody, B. & Weiss, C. (1994) women tend to be found in disproportionate numbers in secondary jobs that are located at lower levels in the organization and in less critical or staff functions that do not provide career paths to senior management. Even when women's and men's jobs are at the same organizational level, the women's jobs may not be comparable in status, authority, or advancement potential.

According to Dweck, C. (1986) confidence in one's ability to succeed varies with the gender typing of the activity. Men express more confidence in their abilities than women when they perceive a task as "masculine". In addition, ability for specific

tasks is an individual factor differentiating the self- confidence of men and women. Confidence and ability are not the same; one may be inappropriately confident or inappropriately unsure of one's abilities. Low self-confidence does not seem to be the source of willingness to accept evaluative feedback. And those with high ability and high achievement can still be uncertain about their future accomplishment.

3. There was a significant difference at the 0.05 level between the assertion of autonomy and the demographic variable of gender of PTT and Shell employees

Most of the researches has found that the males look for "assertion of autonomy" in the work place and life. But for the result in these two companies, the research found that female workers were the ones searching for autonomy. The reason might be because in this business, man had more power than females such that males control the machine and the executives were males. Women were the subordinates but they also look for autonomy.

The research of Elder, G. (1969) found that men's occupational mobility, defined as achieving more than one's father, was associated with becoming more dependable and responsible, independent, and motivated for success. Men who were upwardly mobile also became less self-defeating, less susceptible to withdrawal when frustrated, and less likely to lack personal meaning in their life.

Murphey, B. (1963) examined male college-student reactions to living away from home. These researchers reported that students who were making the most successful adjustments to life away from parents were relatively autonomous (i. e. , they possessed an awareness of freedom to make choices and an ability to take responsibility for their decisions) and expressed positive relationships with their parents. More recently

Lopes, F. (1993) found that "independent" women were more likely to report connected attachments to parents than were "independent" men. It is likely that women, generally more oriented toward attachment and connectedness than men, approach a task as individual and instrumental as career

The research of Roberts, B. (1997) women scored lower than men on functional and emotional independence. This suggests that they viewed themselves as less capable of directing their personal affairs without their parents' assistance and needed more approval, closeness, and emotional support from their parents than did the men.

4. There was a significant difference between "lack of self-confidence" and work experience at .05 significant level.

The results revealed that the employees who had experience between 21-25 years old attained self-confidence less than employees who had work experience less than 5 years and between 5-20 years. From the interview of one worker in PTT, she said that employees who had experience between 21-25 years old usually held the positions that did not need to make decisions anymore. Some of them hold a routine job and some are waiting for the supervisor to make the decisions, which make them lack self-confidence in the work field. Their incomes and positions will not go higher anyway. Another reason is that, they don't know what to do with the new technology such as the computer because they have not learned new things lately. What they think of is to early retire which make them lack self-confidence.

5. There was a significant difference at the 0.05 level between ego identity and the demographic variable of position of Shell Employees.

An executive is the one who can make decisions in the company without anybody's permission for this reason they should be high in ego identity. For Technicians, this position is very important in the oil business because they control the power and the engines.

Branon, L. (1999) found that job characteristics were related to changes in identity in a longitudinal study of male engineers. Specifically, being called on to use a wider variety of skills on the job was related to increases in emotional stability and task significance (i. e. , the perceived impact of one's work on the lives of others) was related to increases in social dominance.

Gutek, Searles & Klepa (1991) men and women in the same organizational positions may face different pressures and behave differently because of gender-role spillover, the application in the workplace of gender-based (socialized) expectations for behavior.

Kanter, R. (1977) claims that women may not face exactly the same organizational climate and culture as men, even when occupying nominally identical roles. Nevertheless, it is well established that structural mechanisms in organizations influence gender differences on an array of factors.

Heilman, M. (1983) claims that one consequence of sex stereotypes is that women are less likely to be chosen for traditionally male positions, such as those in senior management. This occurs because the perceived lack of fit between the job requirements and the stereotypic attributes ascribed to women leads to expectations that they will fail

Kanter, R. (1977) research has shown that many of the conditions associated with senior management positions, such as the small proportion of women in these positions, increase the likelihood that sex stereotypes will be salient

Women are more likely to hold part-time employment than men. According to the U.S. Department of Labor, 1996, 68% of part time workers are women. Part time employment not only means lower salaries for women but also problems of career advancement. Men's careers are more likely to follow a smooth line of development, meaning clear career choices during schooling, uninterrupted employment, and continuing career advancement through adulthood.

According to Long & Fox cited in Brannon, L. (1999) science, engineer and technical have long been inhospitable to women and ethnic minorities. These limitations affect their likelihood of receiving recognition than men. And women in science, engineering, technical and management tend to choose public institution rather than private industry.

6. There was a significant difference at .05 level between the emotional reliance on other and age of Shell employees.

The results revealed that employees whose age was less than 30 had "emotional reliance on others" more than employees whose age was between 30-35 and 41-45 years old. And employees whose age was between 36-40 had emotional reliance on others more than employees whose age was between 30-35 and 46-50 years old. The reason could be that those employees whose age was less than 30 had just started to work and was away from home and their parent for the first time. The feeling and their decision making were still attached to their parents. Whenever they had to make a decision, they still relied on their parent or friends. The position in the company was very new for them so they didn't know what to do. For employees whose age were between 36-40 years old, they start to have a baby and a family. They have a dual career both in the family and their work.

7. There was a significant difference at .05 level between lack of self-confidence and the demographic variable of salary per month of Shell employees.

Employees who were in low positions receive salaries per month less than those who were in high positions. And they also had responsibilities less than those in higher position so that this makes them feel lack of self-confidence. Pamela, A. (1987) viewed that older and more educated employees are likely to have higher income, more self-confidence and greater happiness. Income bears a significant relation to all measures of mental health. Higher income is related to greater happiness, more self-confidence and lower vulnerability

Refer to Blau, F. (1992) women might be expected to have more negative work attitudes than men. There is some evidence, however, that even in well-controlled studies of managers and professionals, women appear to be less satisfied than men with their income and promotional opportunities

8. There was a negative relationship at the 0.01 level between ego identity and the emotional reliance on others of PTT and Shell employees.

Elmer, L. (1999) males, but not females, who rated emotional detachment as more important relative to their peers reported greater loneliness, lower self-esteem, lower ego-identity achievement, and greater difficulty leaving home. Thus, the implications of rating emotional detachment as an important component of separation are much greater for males than for females. Elmer revealed that identity achieved individuals report low emotional reliance on others.

Roberts, B. (1997) revealed that other people's evaluations also influence men's and women's self-assessments of their performance in achievement situations, with women tending to be more responsive to others; evaluations then men. Women

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are more likely than men to revise estimates of their performance based on the evaluations they receive from others.

9.There was a negative relationship at the .01 level between ego identity and "the lack of self-confidence" of PTT and Shell employees.

Hackett, G., Betz, N., and Romac, D. (1990) little is known about how an individual's level of confidence about accomplishing career decision-making tasks relates to the individual's ego identity development process. The emerging theoretical and empirical linkages between identity formation and career development processes such as career decidedness, career exploration, comfort with one's decisions, and self-clarity, however, suggest that progress in resolving career development tasks may be viewed as an expression of the general exploration undertaken by young adults to clarify their identity.

Leary, M. (1983) a public self-consciousness has been associated with social anxiety and lack of confidence in social interaction. Perhaps high publics' chronic focus of attention on the social aspects of self fosters the development of social fears and a self-image of dependence. Or perhaps their social trepidation cause them to focus on how they appear to other.

The study of Elmer, L. (1999) found that identity achievement were related to high level of cohesion and expressiveness. Identity achievement was also related to high social self-confidence.

10. There is a negative relationship at the .05 level between ego identity and the assertion of autonomy of Shell employees.

According Green, J. (1981) autonomy is a valued attribute. Social approval from audiences has been found to be a direct function of expressions of internality Further, autonomy is associated with perceptions of power and control. Clearly,

autonomy is a highly desirable image to cultivate. Sometimes, however, appearing to be autonomous conflicts with appearing to have other attractive attributes, such as being cooperative, adaptive, and a team player. Most people seem to construct identities that contain some mix of independence and dependence, and express these qualities as the situation requires. People who are privately self-conscious, however, may commit themselves, as a central component of their identity, to "being" especially autonomous, and therefore express these qualities more emphatically and unerringly across situations. Perhaps their chronic focus of attention on inner aspects of self fosters the development of a self-image of autonomy. Or perhaps their commitment to a self-image of autonomy causes them to monitor their internal states frequently and intensely. In any case, they may strive to construct and protect an identity as an autonomous individual.

Schlenker, B. & Weigold, M. (1989) claims that being autonomous and authentic is an identity that must be constructed and protected just as much as any other identity. To do so, people must monitor and control how they appear to others and adjust their conduct on the basis of the appearance they seem to be creating The process of public self-identification, or showing oneself to be a particular type of person, always involves some degree of responsiveness to an audience.Appearing to be autonomous can be just as important, if not more so, than actually being autonomous.

According to Hamachek, D. (1988) identity development presumes movement toward autonomy and because women are typically oriented toward attachment and connectedness, identity development for women may progress in unique ways.

Palladino, D. & Blustein, D. (1994) found that women who experienced greater psychological separation from parents tended to evidence more commitment to

their identities whereas men who presented themselves as more separate from parents categorized themselves as having identity statuses that showed less commitment.

Also Elmer, L.(1999) revealed that the identity achievement subjects report more social-confidence and low emotional reliance on others but did not report higher level on assertion of autonomy.

Conclusion

From the discussion and findings the following conclusion were drawn:

The number of male subjects was slightly higher than females in PTT. The majority of the subjects were from the age group of less than 30 years. Most of the subjects had a bachelor's degree or lower. They had work experience less than 5 years. The majority of subjects worked in purchasing department. They received salaries between 25,001-50,000 baht.

The study showed that, PTT and SHELL employees were slightly high in ego identity. PTT employees had a mean score of .54.SHELL employees had a mean score of .52. For the results of Interpersonal Dependence it showed that both groups had chose the scale of “ characteristic of me".

The study showed that there was a significant difference between gender and the ego identity at 0.05 level for PTT employees. The females had ego identity higher than males. There was a significant difference between the demographic variable of position and the ego identity at 0.05 level of SHELL employees. The executive and the technician had higher ego identity than other groups.

With regard the interpersonal dependence of PTT employees with the demographic variables, there was a significant difference between the sub scale of lack of self-confidence and gender at .05 level. It revealed that females had "lack of self-confidence" more than male employees. There was a significant difference between

the sub scale of "assertion of autonomy" and gender at .05 level. It showed that female employees were searching for autonomy. And there was a significant difference between the sub scale of "lack of self-confidence" and work experience at .05 level. The subjects who had work experience between 21-25 years had self-confidence less than the subjects who worked less than 5 years.

The results of the interpersonal dependence of SHELL employees with the demographic variables showed, there was a significant difference between the sub scale of "assertion of autonomy" and gender at .05 level. Female employees were looking for autonomy more than male employees. There was a significant difference between the sub scale of "emotional reliance on others" and the age at .05 level. The subjects whose age were less than 30 and 36-40 years old had an emotional reliance on others more than the other groups. And there was a significant difference between the sub scale on "lack of self-confidence" and the salary per month at .05 level. It showed that the subjects who received salaries less than 10,000 bath had “ lack of self-confidence" more than others.

The study showed that there was a negative relationship between the ego identity and the interpersonal dependence in PTT employees.

There was a negative relationship between the ego identity and the sub scale of emotional reliance on others and the sub scale of lack of self-confidence. But there was no relationship between the ego identity and the sub scale of assertion of autonomy for Shell employees.

Recommendations

After completing the study the researcher considered that it was appropriate to make the following recommendations.

For Counselors, Superiors and Directors

a) To conduct activities where both males and females had a freedom in making decisions. This way, the attitude of females can change that they had equal rights with males.

b) To conduct the workshop in interpersonal relationship in the work place with the help of experienced persons.

c) It is advised that superiors should give a chance for subordinates to make decision in his/her position.

d) Both companies should set up courses for improving the skill for employees such as computer skill. We are in a globalization period, technology is important for competing with other companies, especially those employees who worked in the organization for a long time.

e) The organization should be interested in collecting data on the feeling, the need of employees for the organization's competitiveness and human resource development by distributing a questionnaire involving with the feelings.

Recommendation for Further Study

1) Further study in this area may use the Ego Identity Status by Marcia (1980) related to career development.

2) Further study could be conducted on the ego identity and the factor of organizational commitment of employees in organization.

3) Further study should be conducted on other businesses.

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Part-1

Personal Information

Direction: Please put 'x' mark in the circle ( ) as your answer.

Sex O Male) Female

Age (years) ( ) Less than 30 ( ) 30-35 ( ) 36-40
( ) 41-45 ( ) 46-50 ( ) More than 50

Graduation ( ) Bachelor's or lower
( ) Master's degree
( ) Doctor's degree

Work Place ( ) PTT ( ) Shell

Position ( ) Executive ( ) Accountant ( ) Technician
( ) Gen. Adm. ( ) HR. ( ) Engineer
( ) Clerk ( ) Purchasing

Work Experience ( ) 5 years or lower ( ) 5-10 years
( ) 11-15 years ( ) 16-20 years
( ) 21-25 years ( ) more than 25 years

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Income Per Month	( ) Less than 10,000	( ) 10,000-25,000
(Baht)	( ) 25,001-50,000	( ) 50,001-75,000
	( ) 75,001-100,000	( ) More than 100,000

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Part-2

Ego Identity Scale

On these pages, you will see 12 PAIRS of statements. Each pair consists of an statement and a b statement. Read each of them carefully, and choose which of the two describes you better. If it is statement a then circle the letter that appear before the statement. If it is statement b, then circle the letter b that precedes the statement. Make sure that you make a choice on every one of the 12 pairs statement.

1. a. I enjoy being active in clubs.
   b. I prefer to focus on hobbies which I can do on my own time, at my own place.

2. a. When I daydream, it is primarily about my past experiences.
   b. When I daydream, it is primarily about the future and what it has in store for me.

3. a. No matter how well I do a job, I always end up thinking that I could have done better.
   b. When I complete a job that I have seriously worked on, I usually do not have doubts as to its quality.

4. a. I will generally voice an opinion, even if I appear to be the only one in a group with that point of view.
   b. If I appear to be the only one in a group with a certain opinion, I try to keep quiet in order to avoid feeling self-conscious.

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5. a. Generally speaking, a person can keep much better control of himself and of situations if he maintain an emotional distance.

   b. A person need not feel loss of control, of himself, and of situations simply because he becomes intimately involved with another person.

6. I have doubts as to the kind of person my abilities will enable me to become.

   I try to formulate ideas now which will help me achieve my future goals.

   a. My evaluation of self-worth depends on the success or failure of my behavior in a given situation.

   b. My self-evaluation, while flexible, remains about the same in most situations.

8. a. While there may be disadvantages to competition, I agree that it is sometimes necessary and even good.

   b. I do not enjoy competition.

9. a. There are time when I don't know what is expected of me.

   b. I have a clear vision of how my life will unfold ahead of me.

10. a. What I demand of myself and what others demand of me are often in conflict.

    b. Most of the time, I don't mind doing what other demand of me because they are things I would probably have done anyway.

11. a. When confronted with a task that I do not particularly enjoy, I find that I usually can discipline myself enough to perform them.

    b. Often, when confronted with a task, I find myself expending my energies on other interesting but unrelated activities instead of concentrating on completing the task.

12. a. Because of my philosophy in life, I have faith in myself, and in society in general.

    b. Because of the uncertain nature of the individual and society, it is natural for me not to have a basic trust in society, in others, or even in myself

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Part-3

Interpersonal Dependency Inventory

Please reads each statement and decide whether or not it is characteristic of your attitudes, feelings, or behavior. Then assign a rating to every statement, using the values given below:

4 = very characteristic of me

3 = quite characteristic of me

= somewhat characteristic of me

= not characteristic of me

____1.____I prefer to be by myself.

_____2.____When I have a decision to make, I always ask for advice.

_____3.____I do my best work when I know I will be appreciated.

_____4.____I can not stand being fussed over when I am sick.

_____5.____I would rather be a follower than a leader.

_____6.____I believe people could do a lot more for me if they wanted to.

_____7.____As a child, pleasing my parents was very important to me.

_____8.____I don't need other people to make me feel good.

_____9.____Disapproval by someone I care about is very painful for me.

_____10.____I feel confident of my ability to deal with most of the personal problems I am likely to meet in life.

_____11.____I am the only person I want to please.

_____12.____The idea of losing a close friend is terrify to me.

_____13.____A am quick to agree with the opinions expressed by others.

_____14.____I rely only on myself.

_____15.____I would be completely lost if I didn't have someone special.

_____16.____I get upset when someone discovers a mistake I've made.

_____17.____It is hard for me to ask someone for a favor.

_____18.____I hate it when people offer me sympathy.

_____19.____I easily get discouraged when I don't get what I need from others.

_____20.____In an argument, I give in easily.

_____21.____I don't need much from people.

_____22.____I must have one person who is very special to me.

_____23.____When I go to the party, I expect that the other people will like me.

_____24.____I feel better when I know someone else is in command.

_____25.____When I am sick, I prefer that my friends leave me alone.

_____26.____I'm never happier than when people say I've done a good job.

_____27.____It is hard for me to make up my mind about a TV show or movie until I know what other people think.

_____28.____I am willing to disregard other people's feelings in order to accomplish something that's important to me.

_____29.____I need to have one person who puts me above all others.

_____30.____In social situations I tend to be very self-conscious.

_____31.____I don't need anyone.

_____32.____I have a lot of trouble making decisions by myself

_____33.____I tend to imagine the worst if a loved one doesn't arrive when expected.

_____34. Even when things go wrong I can get along without asking for help from my friends.

_____35.____I tend to expect too much from others.

_____36.____I don't like to buy clothes by myself.

_____37.____I tend to be a loner.

_____38.____I feel that I never really get all that I need from people.

_____39.____When I meet new people, I'm afraid that I won't do the right thing.

_____40.____Even if most people turned against me, I could still go on if someone I love stood by me.

_____41.____I would rather stay free of involvement with others than to risk disappointments.

_____42.____What people think of me doesn't affect how I feel.

_____43.____I think that most people don't realize how easily they can hurt me.

_____44.____I am very confident about my own judgment.

_____45.____I have always had a terrible fear that I will lose the love and support of people I desperately need.

_____46.____I don't have what it takes to be a good leader.

_____47.____I would feel helpless if deserted by someone I love.

_____48.____What other people say doesn't bother me.

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