



**A Comparative Study of Personality Traits, Job Satisfaction, Job Performance and  
Organizational Commitment between Manufacturing and Office Employees of A  
Pharmaceutical Company in Nonthaburi, Thailand**

**Ms. Chatnaree Boriboon**

**A Thesis Submitted in Partial Fulfillment of the Requirements  
for the Degree of Master of Business Administration in General  
Graduate School of Business**

**Assumption University**

**Academic Year 2017**

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## **Abstract**

In this research, the researcher aims to study a comparative study, which compares the difference factors between manufacturing employees and office employees, and the researcher aims to find out the factors which influence on personality traits in terms of agreeableness, conscientiousness, extraversion, emotional stability and openness to experience, job satisfaction in terms of intrinsic satisfaction and extrinsic satisfaction, job performance in terms of contextual performance and task performance and organizational commitment of manufacturing employees and office employees. The researcher chooses Thai Nakorn Patana Company as the target company in this study, in order to compare the difference factors between manufacturing employees and office employees of Thai Nakorn Patana Company, and test the influence factors on organizational commitment of Thai Nakorn Panata Company as well.

The primary data was collected from 400 respondents through self-administered questionnaires who are manufacturing employees and office employees of Thai Nakorn Patana Company located in Nonthaburi, Thailand. The researcher analyzed the data by using statistical analysis software program. Descriptive analysis assessed the information of respondents and inferential analysis in which the researcher employed Independent two samples T-test and Multiple Linear Regression Analysis (MLR) tested hypotheses.

The results in this research indicated that there are differences in factors between manufacturing employees and office employees which are personality traits in terms of agreeableness, conscientiousness, extraversion, emotional stability and openness to experience, job satisfaction in terms of intrinsic satisfaction and extrinsic satisfaction, job performance in terms of contextual performance and task performance and organizational commitment. For manufacturing employees, the result indicates that personality traits in terms of conscientiousness, extraversion and openness to experience were significant influence on job satisfaction in term of intrinsic satisfaction except agreeableness and emotional stability. Personality traits in terms of agreeableness and openness to experience were significant influence on job satisfaction in term of extrinsic satisfaction except conscientiousness, extraversion and emotional stability. Job satisfaction in terms of intrinsic satisfaction and extrinsic



satisfaction was significant influence on job performance in term of contextual performance. Job satisfaction in terms of intrinsic satisfaction and extrinsic satisfaction were significant influence on job performance in term of task performance. Personality traits in terms of conscientiousness and openness to experience were significant influence on job performance in term of contextual performance except agreeableness, extraversion and emotional stability. Personality traits in terms of conscientiousness and extraversion were significant influence on job performance in term of task performance except agreeableness, emotional stability and openness to experience. And job satisfaction in terms of intrinsic satisfaction and extrinsic satisfaction was significant influence on organizational commitment.

For office employees, the result indicates that personality traits in terms of agreeableness, conscientiousness and openness to experience were significant influence on job satisfaction in term of intrinsic satisfaction except extraversion and emotional stability. Personality traits in terms of conscientiousness and openness to experience were significant influence on job satisfaction in term of extrinsic satisfaction. Job satisfaction in terms of intrinsic satisfaction and extrinsic satisfaction was significant influence on job performance in term of contextual performance. Job satisfaction in terms of intrinsic satisfaction and extrinsic satisfaction was significant influence on job performance in term of task performance. Personality traits in terms of agreeableness, conscientiousness, extraversion and openness to experience were significant influence on job performance in term of task performance except only emotional stability. Personality traits in term of conscientiousness, extraversion and openness to experience were significant influence on job performance in term of task performance except agreeableness and emotional stability. And job satisfaction in terms of intrinsic satisfaction and extrinsic satisfaction was significant influence on organizational commitment.

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## CHAPTER 1

### GENERALITIES OF THE STUDY

#### 1.1 Introduction of the Study

Nowadays in the world of business, innovation and creativity are emphasized as important elements in the success and survival of any organization. In this regard, managers need to consider some precedence to increase innovation and creativity in the organization. In considering innovation, organizations are required to capitalize on employees' innovative behavior. By the same time, the competitive business environment leads organizations to rely on human capital. With regard to employees, organizations need to consider fundamental factors, such as commitment. According to Welty and Becerra (2001), commitment is defined as a kind of the action that fastens or holds together based on satisfaction conditions. Meyer and Allen (1997) defined commitment that it can be a psychological state that joins together the employee and the organization, providing the action for the decision of employee. And Morrow (1983) defined commitment as affection, identification, or a strong feeling of support or allegiance of the commitment.

Commitment is what fastened employees experience with their organization. Employees who are committed to their organization mainly feel a connection that they fit in with their organization and, feel they understand the goals of the organization. Vandenberghe *et al.* (2004) stated that employee commitment's concept has generated many studies for many decades. Allen and Meyer (1997) define employee commitment as a psychological state that has a meaning of the strength of employee's relationship with his/her organization and reflects their intentions to maintain this relationship. The added values of such employees show relatively high productivity and are more proactive in offering their support. Therefore, committed employees are the resource that is extremely important and fundamental for the organizations for success and performance of business. According Rubin and Brody (2011), also stated that employee commitment is a favorite topic in management research because it acts like an obligation that binds employees to their organization and this can have a significant effect on their job performance.

The success of an organization does not depend only on how the organization makes the most of the human capability, but also how it encourages commitment to an organization. Employee commitment together with employee skills, seem to be important for an organization. The success or failure of an organization is closely related to the satisfaction and effort of its employees. The satisfaction of employees is often the product of their commitment towards their job or career. As a result, employers have an encouragement to secure that their employees are committed towards the success of the organization and a high level of producing. Huang (2011) stated that the employee, who has a commitment to the organization at a low level, does not have positive work-related behaviors and attitudes.

An important organization outcome that has been the focus of research interest is employee satisfaction with their jobs because if employees are satisfied with their jobs, it can be expected that there will be a higher level of organizational commitment on the part of these employees. According to Griffin and Moorhead (2013), described employee satisfaction as the feeling of accomplishment that employees obtain from their job; either they are happy to work or not, realize their jobs as important, or the scope to which their job has a negative effect physically or psychologically on them. Jernigan *et al.* (2002) described that satisfaction is an antecedent of commitment and that the effects of various antecedents on commitment are mediated through job satisfaction.

Paulin (2006) stated that organizational commitment has been helpful in predicting turnover, absenteeism, and tardiness. Therefore, many attentions have been paid to this theory by both researchers and managers. Organizational commitment can be one of the tools that the managers of human resources have to analyze the identification of employees with the goals of an organization, and a strong feeling of allegiance linking them to their workplace which may relate to satisfaction of employee. High or low satisfaction may lead to positive or negative ends, such as commitment to the organization which the researcher will study in this research which includes other variables that may influence on organizational commitment.

### 1.1.1 Active engagement of employees

Employee engagement is the scope to which employees feel impassioned about their jobs, which may commit to the organization. Engagement levels among employees vary in different global regions. Furthermore, being an economically developed region does not necessarily mean more will be engaged. For example, across 19 Western European countries only 14% are engaged, whereas 33% are actively engaged in North Africa and 35% in the Middle East. Without active engagement from employees, employers risk higher turnover and costs to their companies. Employers need to understand what motivates and increases active engagement in their employees in order to gain the organizational commitment that employers want from employees. It is also important to note that those actively disengaged employees can act as poison in the well of a company. These are individuals that are unhappy at work and are acting on this unhappiness in ways that can negatively affect their coworkers who might otherwise be engaged employees.

**Table 1.1** Active engagement of employee in 2011-2012

Region	Engaged	Not Engaged	Actively Disengaged
United States and Canada	29%	54%	18%
Australia and New Zealand	24%	60%	16%
Latin America	21%	60%	19%
Commonwealth of Independent States and nearby countries	18%	62%	21%
Western Europe	14%	66%	20%
Southeast Asia	12%	73%	14%
Central and Eastern Europe	11%	63%	26%
Middle East and North Africa	10%	55%	35%
South Asia	10%	61%	29%
Sub-Saharan Africa	10%	57%	33%
East Asia	6%	68%	26%

2011-2012

Source: <https://www2.deloitte.com/uk/en/pages/about-deloitte-uk/articles/annual-reports.html>, accessed on 23/11/16.

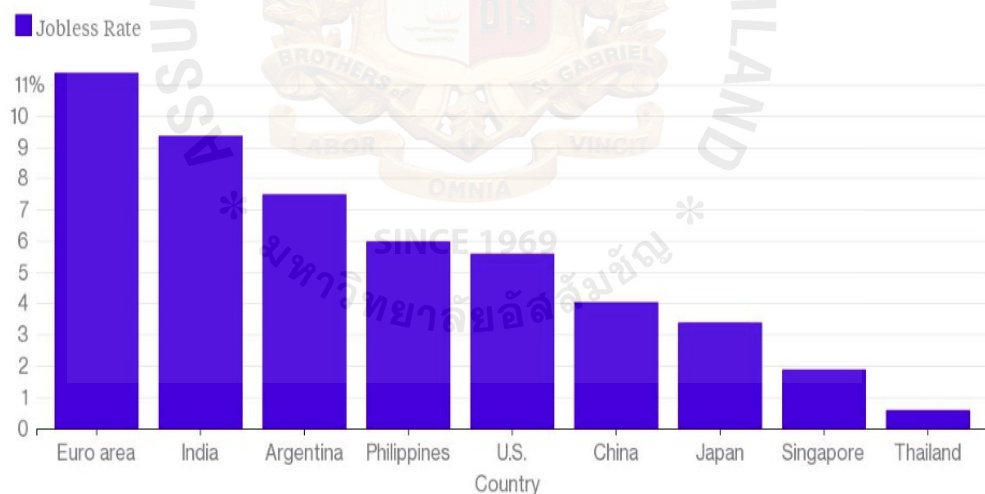
The following Table 1.1 shows Gallup study of 142 countries and around 180 million employees. It shows only 13% of employees are engaged at work worldwide. This means 63% lack motivation and are less likely to invest discretionary effort in organizational goals or outcomes.

### 1.1.2 Unemployment in Thailand

The jobless rate in Thailand is among the lowest in the world, compared to 9.4 % in India and 6 % in the Philippines in the region. Unemployment rate has been low not because of a different definition from other countries, but because of structural problems. The agricultural sector absorbs laborers and those who cannot find work can always look for jobs in the informal sector or do something on their own. Therefore, the organizations must do everything possible to become or remain competitive. This is particular true in Thailand and other South East Asian countries given the recent economic troubles or the region and the rapid changes that are occurring in the market place organizations operating in a global environment that has increased competition throughout the world. Employees are one of most importance factors of the company which the organization should maintain; employees that have high level of commitment to the organization.

(<http://www.bloomberg.com/news/articles>)

**Figure 1.1** Jobless rates worldwide in 2014



Source: Govt data

Data as of Dec. 2014, except China (09/14), India (12/10), Philippines (10/14)

Bloomberg

Source: <http://www.bloomberg.com/news/articles/2015-02-02/thailand-s-unemployment-rate-is-a-ridiculously-low-0-6-here-s-why>, accessed on 10/12/16.

Figure 1.1 shows the jobless rate worldwide in 2014 and Thailand's official unemployment rate are 0.56 percentages.

### **1.1.3 Background of Thai Nakorn Patana Company**

Thai Nakorn Patana Company was established in 1979. It has been an objective to manufacture quality pharmaceuticals for the better health of people. The company always insisted upon employing modern, efficient machinery together with strict quality control by expert production pharmacists. With more than two decades of growth and development, Thai Nakorn Patana has become a leading manufacturer, employing more than 1,600 workers. Company premises are located on 6 acres plot of land, comprised of 18,000 square meters of production area, 20,000 square meters for warehouse and 5,000 square meters for office building. Over the years, the company has faithful commitment to superior quality and earned the recognition. Food and Drugs administration, Department of Public Health, has awarded a certificate of excellent manufacturing standards. This certification has future affirmed public confidence in brands and it is a trust that is always bound to honor the company. (<http://www.thainakorn.com/thainakorn/index.php>)

Thai Nakorn Patana has consistently sought to raise the Company's standards of quality and efficiency. In recognition of these efforts, the Food and Drug Administration, part of the Public Health Ministry, has regularly awarded the Company GMP (Good Manufacturing Practices) certification. In addition, Thai Nakorn Patana is the first company in Thailand to earn ISO 9001:2000 certifications from SGS (Switzerland) for all of its divisions. It is because of these achievements that Thai Nakorn Patana Co., Ltd. has received the trust of consumers both in Thailand and abroad for more than 20 years. As a manufacturer of pharmaceuticals essential to people's well-being, the role of Thai Nakorn Patana is not limited to just the production of quality medicines.

Thai Nakorn Patana Company has subsidiaries in Thailand (TNP Healthcare Company Limited and V&V Company Limited), Cambodia (T.N.P Healthcare (Cambodia) Company Limited), Lao (Thaimed Lao Company Limited) and Vietnam (Siam Super Stream Vietnam Company Limited). The company also has business partner worldwide in Asia, Europe, North America, Australia and Africa. (<http://www.thainakorn.com/thainakorn/index.php>)



#### 1.1.4 Thailand healthcare situation

Thailand is a health leader in South-east Asia. Not only is it strong on the domestic side, with more than 99% of the population receiving free healthcare, but it is also a highly competitive destination for medical tourism. Heavy investment continues in the sector. Hospital groups are raising funds and expending, mergers are being undertaken and the sector is venturing overseas. Healthcare is growing and seen as a source of significant opportunity and growth.

(<https://www.oxfordbusinessgroup.com/overview/health-check-despite-financial-challenges-sector-set-robust-growth>)

Thailand, with a population of 67 million, has grown rapidly over the past 20 years. In 2013, Thailand had a healthcare market of \$15.8 billion, about half the size of Taiwan's. Per-capita spending on healthcare was almost \$240 in 2013 and the majority is spent on pharmaceuticals. As the Thai population grows, urbanizes, becomes more affluent, ages and is increasingly sedentary, demand for better healthcare will increase. The pharmaceutical market in Thailand had a 2013 value of more than \$4.5 billion, almost the same size as the Taiwan market. Already the second largest in Southeast Asia (behind Indonesia), the Thai drug market is projected to double by 2020. The branded generic sector is growing very quickly.

The universal healthcare system has resulted in comparatively low out-of-pocket payments as a percentage of pharmaceutical spending – about 15% in Thailand, compared to 60% in India. As a percentage of total government expenditure, the Thai government spends 14% on healthcare, more than many European countries. Hospitals purchase about 75% of all drugs sold in Thailand, usually on the basis of generic tenders or negotiation for branded drugs. The number of Thai domestic drug companies has been growing quickly over the past decade since the introduction of the Universal Coverage Scheme. The government is now funding more R&D, encouraging the local drug industry to move up the value chain. Pharmaceutical exports are valued at over \$300 million and are primarily shipped to other Southeast Asian nations like Vietnam, Cambodia and Myanmar. (<http://pharmaphorum.com/views-and-analysis/thailand-pharmaceutical-market-update-2014/>)

## 1.2 Research Objectives

The objective of this study is to find out influencing factors towards organizational commitment of Thai Nakorn Patana Company in Nonthaburi, Thailand. In this research, the objectives consist of three groups which are group A, group B, and group C. For group A: it is to compare the difference of each factor between manufacturing and office employees of Thai Nakorn Patana Company. Group B: to test the influence factors of independent and dependent variables of manufacturing employees of Thai Nakorn Patana Company and group C: to test the influence factors of independent and dependent variables of office employees of Thai Nakorn Patana Company.

Moreover, the researcher compares the difference between independent and dependent variables which are personality traits in terms of agreeableness, conscientiousness, extraversion, emotional stability and openness to experience, job satisfaction in terms of intrinsic satisfaction and extrinsic satisfaction, job performance in terms of contextual performance and task performance and organizational commitment between manufacturing sector and office sector of Thai Nakorn Patana Company. The main research objectives are as follows:

**Group A:** To compare the difference factors between manufacturing and office employees.

1. To compare the difference in personality traits (agreeableness, conscientiousness, extraversion, emotional stability and openness to experience) between manufacturing and office employees.
2. To compare the difference in job satisfaction (intrinsic satisfaction, extrinsic satisfaction) between manufacturing and office employees.
3. To compare the difference in job performance (contextual performance, task performance) between manufacturing and office employees.
4. To compare the difference in organizational commitment between manufacturing and office employees.

**Group B:** To test the influence factors of independent and dependent variables of manufacturing employees.

5. To test the influence of personality traits (agreeableness, conscientiousness, extraversion, emotional stability and openness to experience) on job satisfaction in term of intrinsic satisfaction of manufacturing employees.
6. To test the influence of personality traits (agreeableness, conscientiousness, extraversion, emotional stability and openness to experience) on job satisfaction in term of extrinsic satisfaction of manufacturing employees.
7. To test the influence of job satisfaction (intrinsic satisfaction, extrinsic satisfaction) on job performance in term of contextual performance of manufacturing employees.
8. To test the influence of job satisfaction (intrinsic satisfaction, extrinsic satisfaction) on job performance in term of task performance of manufacturing employees.
9. To test the influence of personality traits (agreeableness, conscientiousness, extraversion, emotional stability and openness to experience) on job performance in term of contextual performance of manufacturing employees.
10. To test the influence of personality traits (agreeableness, conscientiousness, extraversion, emotional stability and openness to experience) on job performance in term of task performance of manufacturing employees.
11. To test the influence of job satisfaction (intrinsic satisfaction, extrinsic satisfaction) on organizational commitment of manufacturing employees.

**Group C:** To test the influence factors of independent and dependent variables of office employees.

12. To test the influence of personality traits (agreeableness, conscientiousness, extraversion, emotional stability and openness to experience) on job satisfaction in term of intrinsic satisfaction of office employees.

13. To test the influence of personality traits (agreeableness, conscientiousness, extraversion, emotional stability and openness to experience) on job satisfaction in term of extrinsic satisfaction of office employees.
14. To test the influence of job satisfaction (intrinsic satisfaction, extrinsic satisfaction) on job performance in term of contextual performance of office employees.
15. To test the influence of job satisfaction (intrinsic satisfaction, extrinsic satisfaction) on job performance in term of task performance of office employees.
16. To test the influence of personality traits (agreeableness, conscientiousness, extraversion, emotional stability and openness to experience) on job performance in term of contextual performance of office employees.
17. To test the influence of personality traits (agreeableness, conscientiousness, extraversion, emotional stability and openness to experience) on job performance in term of task performance of office employees.
18. To test the influence of job satisfaction (intrinsic satisfaction, extrinsic satisfaction) on organizational commitment of office employees.

### **1.3 Statement of Problems**

According to Akfopure (2006), job satisfaction has been an important topic over the years. The relationship between humans and work has always attracted the attention of philosophers. A major part of human's life is spent at work. Work is social reality and social expectation to which humans seem to confirm. It not only provides status to the individual but also binds them to the society. An employee who is satisfied with the job would perform the duties well and be committed to the job, and subsequently to the organization. An employee's feelings of jobs satisfaction may affect his or her emotions. This feeling will affect the work. Thus, it is of most importance for employers to know the factors that can affect their employees' job satisfaction level since it would affect the performance of the organization as well.

Employees are among the most important determinants and leading factors that determine the success of an organization in a competitive environment. Besides that, if managed properly employee commitment can lead to beneficial consequences such as increased effectiveness, performance, and productivity, and decreased turnover and absenteeism at both the individual and organizational levels (Fiorita, Bozeman, Young & Meurs, 2007). An employee who is satisfied with the job would perform the duties well and be committed to the job, and subsequently to the organization as well. However, it is also sometimes hard to find suitable people for certain positions. So once an ideal candidate is chosen, organizations will like to make a great effort to retain those employees. Therefore, in order to meet the changing needs and demands of private organizations in the global world, it is necessary to develop an organizational climate and culture to satisfy the employees. Thus, it is important to increase job satisfaction and to put organizational commitment into practice.

When employees are dissatisfied at work, they are less committed and will look for other opportunities to quit. If opportunities are unavailable, they may emotionally or mentally withdraw from the organization. Thus, organizational commitment and job satisfaction are important attitudes in assessing intention of employees to quit and the overall contribution of the employee to the organization. In order to ensure that employees give the high commitment, employer should give high job satisfaction that should be attained by the employees. However, the top management of the company has little understanding of how to satisfy their employees and how this employee's satisfaction level influences their commitment to the company. With regard to this problem, this study was conducted to examine the relationship between personality traits that can influence on job satisfaction, job performance and organizational commitment and a comparative of employees who work in manufacturing sector and employees who work in office sector.



### **Research Questions:**

**Group A:** In this part, the researcher set the research questions to test the difference factors between manufacturing and office employees.

1. Is there a difference in personality traits in terms of agreeableness, conscientiousness, extraversion, emotional stability, and openness to experience between manufacturing and office employees?
2. Is there a difference in job satisfaction in terms of intrinsic satisfaction and extrinsic satisfaction between manufacturing and office employees?
3. Is there a difference in job performance in terms of contextual performance and task performance between manufacturing and office employees?
4. Is there a difference in organizational commitment between manufacturing and office employees?

**Group B:** The researcher set the questions to find the influence factors of independent and dependent variables of manufacturing employees.

5. Do personality traits (agreeableness, conscientiousness, extraversion, emotional stability and openness to experience) influence on job satisfaction in term of intrinsic satisfaction of manufacturing employees?
6. Do personality traits (agreeableness, conscientiousness, extraversion, emotional stability and openness to experience) influence on job satisfaction in term of extrinsic satisfaction of manufacturing employees?
7. Does job satisfaction (intrinsic satisfaction, extrinsic satisfaction) influence on job performance in term of contextual performance of manufacturing employees?
8. Does job satisfaction (intrinsic satisfaction, extrinsic satisfaction) influence on job performance in term of task performance of manufacturing employees?
9. Do personality traits (agreeableness, conscientiousness, extraversion, emotional stability and openness to experience) influence on job performance in term of contextual performance of manufacturing employees?

10. Do personality traits (agreeableness, conscientiousness, extraversion, emotional stability and openness to experience) influence on job performance in term of task performance of manufacturing employees?
11. Does job satisfaction (intrinsic satisfaction, extrinsic satisfaction) influence on organizational commitment of manufacturing employees?

**Group C:** The researcher set the questions to find the influence factors of independent and dependent variables of office employees.

12. Do personality traits (agreeableness, conscientiousness, extraversion, emotional stability and openness to experience) influence on job satisfaction in term of intrinsic satisfaction of office employees?
13. Do personality traits (agreeableness, conscientiousness, extraversion, emotional stability and openness to experience) influence on job satisfaction in term of extrinsic satisfaction of office employees?
14. Does job satisfaction (intrinsic satisfaction, extrinsic satisfaction) influence on job performance in term of contextual performance of office employees?
15. Does job satisfaction (intrinsic satisfaction, extrinsic satisfaction) influence on job performance in term of task performance of office employees?
16. Do personality traits (agreeableness, conscientiousness, extraversion, emotional stability and openness to experience) influence on job performance in term of contextual performance of office employees?
17. Do personality traits (agreeableness, conscientiousness, extraversion, emotional stability and openness to experience) influence on job performance in term of task performance of office employees?
18. Does job satisfaction (intrinsic satisfaction, extrinsic satisfaction) influence on organizational commitment of office employees?

#### 1.4 Scope of Research

The scope in this research is to perform a comparative study; the major objective of this study is focused on comparing a difference in personality traits in terms of agreeableness, conscientiousness, extraversion, emotional stability and openness to experience, job satisfaction in terms of intrinsic satisfaction, extrinsic satisfaction, job performance in terms of contextual performance, task performance and organizational commitment between two factors of manufacturing employees and office employees in Thai Nakorn Patana Company in Nonthaburi, Thailand. Moreover, the researcher aims to find out also the factors that influence on organizational commitment. In this study, there are ten variables in total, which consist of independent variables and dependent variable. In this study, the independent variables are personality traits in terms of agreeableness, conscientiousness, extraversion, emotional stability and openness to experience, job satisfaction in terms of intrinsic satisfaction, extrinsic satisfaction, job performance in terms of contextual performance, task performance, while the dependent variable is organizational commitment.

The target populations of this research are employees who work in Thai Nakorn Patana Company located in Nonthaburi, Thailand, which is separated into two sectors of manufacturing sector and office sector. The researcher applied questionnaire of independent variables based on this study which are personality traits, job satisfaction and job performance from Cheng and Mark (2014), who studied “Personality traits and simultaneous reciprocal influences between job performance and job satisfaction”. There are five sectors of personality traits: agreeableness, conscientiousness, extraversion, emotional stability and openness to experience. For job satisfaction, there are two sectors: intrinsic satisfaction and extrinsic satisfaction and job performance, there are two sectors: contextual performance and task performance. The researcher applied questionnaire of the dependent variable which is organizational commitment from Hyejin *et al.* (2013), who studied “From motivation to the organizational commitment of volunteers in non-profit sport organizations”, and on whose study the questionnaire is based on.

## **1.5 Limitations of the Research**

To study how personality traits influence on job satisfaction, job performance and organizational commitment and comparative two sectors, this research only focused on only one company, which is Thai Nakorn Patana Company located in Nonthaburi, Thailand. The respondents of this study are employees who work in manufacturing sector and office sector. Thus, the analysis would not cover all companies in Thailand. The policy of the company may influence on job satisfaction, job performance and organizational commitment of the employees but personality traits could influence on job satisfaction, job performance and organizational commitment as well. The researcher selects only one company in Thailand, which cannot be representing all the companies in Thailand, due to the different policy of each company.

Moreover, the researcher studied the independent variables that influence on organizational commitment which is dependent variable. In this research the independent variables are personality traits in terms of agreeableness, conscientiousness, extraversion, emotional stability and openness to experience, job satisfaction in terms of intrinsic satisfaction and extrinsic satisfaction and job performance in terms of contextual performance and task performance and collect data from Thai Nakorn Patana Company. There are many other variables and factors that can influence on organizational commitment as well. Therefore, the results of this study may not apply to be used in other future studies where there are more variables or different variables influencing on organizational commitment in a different company which has a different policy. Furthermore, the researcher applied a self-administered questionnaire and collected 400 data from respondents via the representative of the company, which means the researcher cannot know how the representative manages to contribute the questionnaire and how honest the respondents are. For sampling procedures, the researcher applied probability sampling which is the simple random sample in this study, and due to the limitation of time and personnel; it is impossible to collect data from all populations which the data will be collected in March 2017 during free time of employees.

## **1.6 Significance of the Study**

The significance of this study is the contribution that supports the common influences of personality traits, job satisfaction and job performance that may influence on organizational commitment of Thai Nakorn Patana Company. The success or failure of an organization is closely related with the effort and satisfaction of its employees. Employee satisfaction is frequently the product of their commitment towards their job or career. Therefore, employers have an encouragement to guarantee that their employees are committed towards the goals or success of the organization. In this research, the company can get a lot of advantages that imply to the company, such as human resource management in forming their strategy and the analytical.

This study may help the management of the organizations to have the opportunity to be more aware of personality traits that can influence on job satisfaction, job performance which can lead to employees commitment towards the organization. Besides that, by determining this matter, the organization might be able to recognize the factor that may affect organizational commitment and directly the job satisfaction and job performance. This is important to retain the valuable and minimize the turnover. In order to face the decline in the economy, the employers should be more alert and concerned more towards satisfaction of employees.

Nowadays, employees look for organizations that offer fairness in workplaces where everyone feels accepted, respected and valued. Fairness should be adopted not only because accuracy is not achievable but because justice is an important societal value and feelings of justice have important consequences for society and the workplace. Thereby, the organization should provide an environment that will create innovation and collaboration and promote employees who excel and are suitable, which is when the organization can get satisfaction and commitment from the employees. Today in the world of economy, where organizations are expected to do more with fewer resources (i.e., people and money), it is extremely important for organizations to retain their highly productive employees; employees who are engaged in their work and committed to their organizations give companies crucial competitive advantages - including higher productivity and lower employee turnover.

## 1.7 Definition of Terms

**Personality traits:** The adjustment in psychophysical systems, which is the combination of characteristics or qualities that form an individual's distinctive character (Funder, 2012).

**Agreeableness:** A person who is enthusiastic and glad to do or help things that bring advantages to others and believes that others will help in return as well which can get along well with the others (Witt *et al.* 2002).

**Conscientiousness:** A person who focuses on being responsible and considers first to perform better at work (Borges, 2013).

**Extraversion:** A person who is self-confidence and active in positive feelings to others. It also includes a person who may be energetic and self-motivated (Clark and Watson, 1991).

**Emotional stability:** A person who has absence of a feeling of worry, nervousness, or unease about something with an uncertain outcome and insecurity among individuals. It also includes a person who may handle pressure well and may be good-tempered (Bove and Mitzifiris, 2007).

**Openness to experience:** A person that accepts new experience which is characteristic of being curious and artistic (McCrae and John, 1992).

**Job satisfaction:** The feelings or attitudes of an individual of his or hers that are kept towards their job in a positive or negative way (Locke, 1976).

**Intrinsic satisfaction:** Psychology of worker that needs to be satisfied by work itself which can relate to self-fulfillment (Hancer and George, 2003).

**Extrinsic satisfaction:** The factors of hygiene that the worker needs the organization to provide in the workplace which relate to working condition and environment in the organization (Kosmoski, 1997).

**Job performance:** The performances on his or her tasks which can represent the work achievement in quantity and quality of individual or group (Schermerhorn, 1989).



**Contextual performance:** The behavior of an individual worker that volunteers to help individual or team co-workers with a job-related problem which is not part of the job description (Borman and Motowidlo, 1997).

**Task performance:** The behavior of an individual worker that performs with the skill to complete a task assignment which measures outcomes of a task that can affect work directly (Borman and Motowidlo, 1993).

**Organizational Commitment:** The feelings of employees that believe or feel like the part of a family in the organization which has the commitment to belong and not move away from the organization (Allen and Meyer, 1990).



## **CHAPTER 2**

### **LITERATURE REVIEW**

In this chapter describes about the literatures in this research which consist of three parts. The first part reviews the definition of each variable that the researcher applied into the conceptual framework in this study. The second part describes all the relationships between independent variables and dependent variables from the literatures that are related to the conceptual framework in this study as well. And the last part refers to the previous studies that the researcher developed and applied for this study.

#### **2.1 Theory**

##### **2.1.1 Personality traits**

Tupes and Christal (1961) reanalyzed the correlations published by Cattell and Fiske found five factors of personality. According to Digman (1990), indicated the names for the taxonomy of personality, which are agreeableness, conscientiousness, extraversion, emotional stability and openness to experience. Agreeableness refers to being compassionate, cooperative, caring and helpful towards others. Individuals with high scores in this dimension tend to be optimistic and to trust other people easily. Conscientiousness refers to being organized, persevering, self-control, and responsible. Individuals with high scores in this dimension tend to be extremely reliable as high achievers, hard workers and planners. Extraversion refers to being sociable, friendly, assertive and energetic. Individuals with high scores in this dimension tend to display high degrees of sociability and talkativeness. Emotional stability refers to being worried, insecure, moody and sensitive. This dimension assesses the degree of emotional stability, anxiety and impulse control. And openness to experience refers to being curious, intelligent and imaginative. Individuals with high scores in this dimension tend to have a strong intellectual curiosity, a preference for novelty and variety, and an artistic and sophisticated taste. According to Migliore (2011) argued that the five factor model is one of the strongest theoretically supported models in trait psychology which explain taxonomy of five personality traits.

Funder (2012) defined personality as the adjustment in psychophysical systems, which is the combination of characteristics or qualities that form an individual's distinctive character. Cattell (1957) defined that personality is conceptualized in terms of a small set of enduring characteristics or dimensions which affect the ways in which an individual acts in different circumstances. McAdams (1995) stated that researchers have conceptualized personality in a variety of traits and multi-level of abstraction. Furthermore, Caligiuri (2000) pointed out that an individual having these five personality characteristics may have the ability to build good professional relationships, achieve goals, get promoted, and improve performance and so forth. These five factors may help an individual to adjust him/herself in the new culture, society, etc. John *et al.* (1999) argued that personality traits (extraversion, agreeableness, conscientiousness, emotional stability and openness to experience) do not have theoretical perspectives but reflect natural language that people use to describe themselves and others.

### **2.1.2 Agreeableness**

Witt *et al.* (2002) defined agreeableness as a person who is enthusiastic and gladly to do or help things that bring advantages to others and believes that others will help in return as well. According to Dzandu *et al.* (2014), stated that people who are high in agreeableness tend to be more supportive, cooperative, conflict-avoiding, tolerant and kind-hearted. Considering that knowledge sharing thrives well in an environment dominated by mutual respect, belief in the reliability and reciprocal determinism. On the other hand, Costa and McCrae (1992) stated that people who are low on this tend to be more critical, suspicious, rude and dominating. For example, employees who are low on agreeableness would not fit well into a knowledge-sharing intensive environment such as the teaching and learning profession. Also Barrick and Mount (1991) stated that agreeableness, referred to as likeability, and concerns the degree to which individuals are kind, cooperative, warm, and agreeable versus being cold, rude, severe, stern and unfriendly. Moreover, Ramalu *et al.* (2011) pointed out that individuals who are more flexible are less offensive to others, and more easily fit in and adjust to a new culture.

### **2.1.3 Conscientiousness**

Borges (2013) defined conscientiousness as a person who focuses on being responsible and considers firstly performing better at work. According to McCrae and Costa (1986), they associated conscientiousness with self-discipline, achievement striving, capability and dutifulness. Gupta (2008) stated that people with high conscientiousness are achievement-oriented, self-motivated and task-oriented. Also, Migliore (2011) argued that high scores in conscientiousness explain focus, being careful, and reliable, whereas low scores in conscientiousness explain distraction, having flexibility, and being casual. Hogan *et al.* (1996) stated that they are supposed to perform better at work, focusing to the work tasks and taking first move in solving problems. Moreover, Raducanu (2012) stated that they tend to engage in activities that are beyond their role and responsibilities; consequently and they are expected to be more willing to share knowledge. Also Barrick and Mount (1991) referred to conscientiousness as the extent to which individuals are conscientious in one's work or duties, organized, competent, and dependable versus being sluggish, passive, disorganized, and unreliable.

### **2.1.4 Extraversion**

Clark and Watson (1991) defined extraversion as a person who is self-confident and active in positive feeling to others. Neubert and Taggar (2004) defined that extraversion is an interpersonal personality dimension relating to how people feel at work. Cabrera *et al.* (2006) also consider extraversion as encompassing sociability and talkativeness and the ability to make friends with others. Extraversion is characterized by being positive in experiences and feeling. In effect, where people are high on extraversion, knowledge sharing is highly likely to be effective and successful. In contrast, according to Gupta (2008), those who are low in extraversion are fearful, meek, silent and inhibited. Also Barrick and Mount (1991) stated that extraversion concerns the extent to which individuals are friendly, assertive, and positively interact with others versus being shy, quiet and showing a lack of courage or confidence. Migliore (2011) stated that highly extraverted individuals are friendly, energetic, and assertive and have power and influence over others in social situations. And Judge *et al.* (2002) found that extraverted individuals perform well in the workplace because they get more chance to practice arousal.

### **2.1.5 Emotional stability**

Borges (2013) defined emotional stability as the inclination not to be sensational, which is high self-confidence and low anguish levels that can affect one to be easily upset or nervous. Richards (1996) stated that emotional stability refers to how well an individual responds to stress. According to Barrick and Mount (1991), emotional stability is the tendency not to be neurotic, emotional, and insecure; to have low anxiety levels; to not be easily upset or suspicious; and to have high self-confidence. Bove and Mitzifiris (2007) indicated that a person who has emotional stability will be absent of worry, nervousness, or unrest about something with an uncertain outcome and insecurity among individuals. And Richards (1996) argued that emotional stability is normally related with living and working in an unfamiliar environment. Deller (1997) argues that emotionally stable may overcome the psychological discomfort which helps them in all forms of psychological adjustment. And Shaffer *et al.* (2006) pointed out that emotionally stable individuals are more likely to deal with unpleasant situations and handle the problems.

### **2.1.6 Openness to experience**

McCrae and John (1992) defined openness to experience as a person that accepts with new experience, which is characteristic of being curious and artistic. According to Digman (1990), stated that the essential high on openness to experience is characterized by high imagination which is the faculty or action of forming new ideas, curiosity and a strong preference for diversity, remarkable ideas and changes. Also, Matzler *et al.* (2008) stated that individuals with a high level of openness to experience have flexible thinking, thus valuing new ideas and perspectives. Therefore, they show a positive attitude towards learning and experiencing new things. Also, Migliore (2011) argued that high score in openness to experience explains broad intellectual curiosity with an individualistic and non-confirming way of thinking, whereas low score explains preference for familiarity, and narrow intellectual focus. Ramalu *et al.* (2011) suggested that those individuals who have high level of openness can adjust their behavior according to different situational and cultural cues. And Cabrera *et al.* (2006) argued that openness to experience as a reflection of an individual's curiosity and novelty.

### **2.1.7 Job Satisfaction**

Locke (1976) defined job satisfaction as the feelings or attitudes of an individual of his or hers that are kept toward their job in a positive or negative way. Odom *et al.* (1990) defined job satisfaction as the scope to which a worker feels positively or negatively about his or her job. Also, Warr (2002) defined job satisfaction as the extent to which people are satisfied with their work. Also Locke (1976), defined job satisfaction as the feeling of a worker towards his or her job. It is an enjoyable emotional state resulting from the appraisement of one's job and as an attitudinal variable that can be a diagnostic indicator for the degree to which people like their job.

Moreover, Henne and Locke, (1985) defined that job satisfaction is generally interpreted as an emotion that is a response to a value judgment by an individual worker, and it results from the perceived fulfillment of one's important job values. Ivancevich *et al.* (1997) defined job satisfaction that it can be an attitude individuals have about their jobs and it results from their perception of their jobs and the degree to which there is a good fit between the individual and the organization. Kalleberg (1977) defined job satisfaction as an overall affective orientation on the part of individuals toward work roles which they are presently occupying. Schermerhorn *et al.* (1995) defined job satisfaction as an emotional response to one's task as well as to the physical and social conditions of the workplace.

### **2.1.8 Intrinsic Satisfaction**

Hancer and George (2003) defined intrinsic satisfaction as psychology of worker that needs to be satisfied by work itself, which can relate to self-fulfillment such as security, personal interest, responsibility, achievement, advancement, and moral values or nature of work and recognition. According to Hu *et al.* (1999), stated that intrinsic satisfaction concerns engaging in an activity for the pleasure and satisfaction drawn from it. Thomas and Tymon (1997) stated that intrinsic satisfaction is based on value of positive experiences that a person gains directly from their work tasks. Moreover, Thomas (2002) defined that intrinsic satisfaction is a positive feeling that people receive from their work, which strengthens and energizes self-management of employees' efforts and fulfilling of work personally.



### **2.1.9 Extrinsic Satisfaction**

Kosmoski (1997) defined extrinsic satisfaction as the factors of hygiene that the worker needs the organization to provide in the workplace which are related to working condition and environment in the organization or unrelated duties and pay/benefit. According to Davis *et al.* (1992), defined that extrinsic satisfaction is probably caused by reinforcement consequences. Mitchell and Biglan (1971) stated that extrinsic satisfaction is likely to perform an activity because it is perceived to be instrumental in achieving valued outcomes distinct from the activity itself. Moreover, extrinsic satisfaction influences behavior because of rewards and benefits. Satisfaction with extrinsic rewards such as pay has a positive influence on organizational commitment stated by Miceli and Mulvey (2000).

### **2.1.10 Job Performance**

According to Borman (2004), stated that job performance is one of the most important criterion measures in the research of organizational psychology. Schermerhorn (1989) defined job performance as the performance on his or her tasks, which can represent the work achievement in quantity and quality of an individual or group. Williams (2002) conceptualized job performance as the outcomes of work that the individual performs. Thorndike (1913) stated that job performance measures an individual against the goal of his/hers, with the special importance on whether results match the expected goal. Organ (1977) indicated that the meaning of performance is defined as quantity of output. Campbell (1990) stated job performance can be inspected as a set of actions or behaviors under control of an individual that nurtures or opposes the attainment of organizational goals. According to Borman and Motowidlo (1997), categorized job performance into task performance and contextual performance.

### **2.1.11 Contextual Performance**

Borman and Motowidlo (1993) defined contextual performance as the behavior of an individual worker that volunteers to help individual or team co-workers with a job-related problem, which is not part of the job description. According to Organ (1997), defined contextual performance as contributions to the maintenance and enhancement of the social and psychological context that supports

task performance. Borman and Motowidlo (1997) stated that contextual performance borrows from OCB or extra-role behavior; it may stem from personality traits and is unrelated to in-role expectations. Borman and Motowidlo (1993) considered contextual performance as a set of interpersonal and volitional behaviors that support the social and motivational context in which organizational work is accomplished. Moreover contextual activities include volunteering to carry out task activities not formally part of the job and helping and cooperating with others in the organization to get tasks accomplished. Organ and Paine (1999) considered contextual performance to represent the psychological linkages between people, represented by discretionary forms of contributions to the organization that have uncertain or indirect rewards compared to task performance.

#### **2.1.12 Task Performance**

Borman and Motowidlo (1993) defined task performance as the behavior of an individual worker that performs with the skill to complete a task assignment, which measures outcomes of a task that can affect work directly. Borman and Motowidlo (1997) defined that task performance is the traditional in-role performance, which is the most basic element of performance appraisal; it directly assesses task outcomes and relates directly to work effectiveness that contributes to the core of organization's technical. According to Organ and Paine (1999), defined task performance as a part of the sequence of work processes through which a piece of work passes from initiation to completion that transforms inputs of energy, information and materials into outputs in the form of goods and services to the external constituency. Also, Borman and Motowidlo (1997) defined task performance as worker behavior that contributes to technical organizational performance. Ng and Feldman (2008) stated that in reality, task performance seems to be stable with age.

#### **2.1.13 Organizational Commitment**

According to Lytle and Timmerman (2006), defined organizational commitment as the strength of employee identification with, and involvement in an organization and a sense of belonging and pride toward the organization. Allen and Meyer (1990) defined organizational commitment as the feeling of employees that believe or feel like part of a family in the organization, which has the commitment to

belong and not move away from the organization. Also, Allen and Meyer (1990) defined organizational commitment as a subordinate's identification with and involvement in the organization. Mowday *et al.* (1982), defined organizational commitment as a strong loyalty and acceptance of the organization goals and a willingness to put effort on behalf of the organization and a strong feeling to maintain membership in the organization. Muchinsky (2007) stated that organizational commitment is viewed as a strong feeling of employees that support or give loyalty to their employer. Davenport (1999) declared that organizational commitment is set up when the employee and the organization are interested in keeping working relationship to each other.

## **2.2 Related Literature Review**

For this part describes about the related literature that is associated with variables in the conceptual framework in this study and describes the relationship between each independent variable (personality traits in terms of agreeableness, conscientiousness, extraversion, emotional stability and openness to experience, job satisfaction in terms of intrinsic satisfaction and extrinsic satisfaction, job performance in terms of contextual performance and task performance) and dependent variable which is organizational commitment.

### **2.2.1 Related literature review between personality traits (in terms of agreeableness, conscientiousness, extraversion, emotional stability and openness to experience) and job satisfaction (in terms of intrinsic satisfaction and extrinsic satisfaction)**

According to Judge *et al.* (1999), the influence of conscientiousness is reflected in previous literature that is findings in job satisfaction. Thus, Furnham *et al.* (2002) suggested that this personality trait is a relatively consistent predictor of job satisfaction. A potential explanation for its influence is that conscientious individuals are likely to get higher intrinsic and extrinsic rewards due to their efficient nature, thus consequently increasing job satisfaction. McCrae and Costa (1986) believed that agreeableness trait is related to happiness, and that individuals with significant agreeableness trait are kindly and friendly. The study pointed out that agreeableness is positively correlated to life satisfaction because kind and friendly persons are more

likely to fulfill their social needs from their jobs, thus, they tend to produce job satisfaction more. In addition, Organ and Lingl (1995) indicated that agreeableness trait contributes significantly to explained variance in job satisfaction. They also displayed that individuals with conscientiousness trait are more deeply involved with work and have greater chances of being rewarded for their works. According to Tokar and Subich (1997), proposed that, with stronger extraversion trait, comes greater job satisfaction; this may have to do with the empirical data demonstrated by Watson and Clark (1997), their study suggested that individuals who are extraverted tend to have more friends than do introverts, and are more inclined to spend time socializing; it will create good working environment, as a result, producing job satisfaction. Judge *et al.* (2002) showed that extraversion trait is related to job satisfaction as well.

Connolly and Viswesvaran (2000) analyzed negative affectivity through a meta-analysis and found that individuals who are emotionally unstable have more difficulty in feeling satisfied towards their jobs. Magnus *et al.* (1993) suggested that individuals with strong trait of emotional stability have experienced more negative incidents in life. In contrast, Tokar and Subich (1997) believed that the lower the emotional stability, the higher the job satisfaction. Peltokorpi (2008) similarly found that emotional stability has a positive influence on job satisfaction. Emotionally stable people can handle pressure well and tolerate stress from the jobs, and hence, they are more likely to create job satisfaction than are neurotic people. Boštjančič (2010) also indicated that managers that successfully control their emotions are satisfied with their work.

Topolinski and Hertel (2007) stated on the role of personality in careers that psychotherapists found openness to experience leads to higher job satisfaction. Those who hold these personality traits are curious, imaginative, and independent and are more inclined to try new things; therefore, they are more likely to create job satisfaction. Further, Foulkrod *et al.* (2010) stated that extraversion and emotional stability are the most significant factors of job satisfaction for trauma surgeons. Also, Templer (2012) showed that extraversion, conscientiousness, emotional stability and agreeableness are all related to job satisfaction in Asian societies. Van den Berg and Feji (2003) indicated that many studies have shown personality traits are not only related to job performance, but also to job satisfaction.

### **2.2.2 Related literature review between personality traits (in terms of agreeableness, conscientiousness, extraversion, emotional stability and openness to experience) and job performance (in terms of contextual performance and task performance)**

Recent studies show that personality traits affect job performance. According to Mount *et al.* (1998), found that personality traits influence on job performance of employees. For instance, agreeableness is an important social attitude with which one interacts with other people within a group. This is an essential factor to social interaction, for a person with great agreeableness trait finds interpersonal relationship easier, and blends into a group faster. Also, Hough *et al.* (1990) confirmed that this personality trait is a valid predictor for job performance across all occupational groups and assessed job criterion. Hence, Mount *et al.* (1998) suggested that agreeableness trait can effectively predict job performance. Furthermore, a job involves considerable interpersonal interaction such as cooperation with others. Barrick and Mount (1991) stated that agreeableness trait may be the single best personality predictor of job performance.

On the other hand, individuals with strong conscientiousness trait are mostly righteous and reliable, earnest and responsible, careful and comprehensive, hardworking and good at planning, thus can perform better in most fields. More specifically, conscientiousness trait is predicted as a general trait for job performance whereas agreeableness and emotional stability predict job performance where employees work in a group. Meanwhile, Hurtz and Donovan (2000) showed that conscientiousness is positively relative to job performance in a meta-analysis. Extraversion positively influences job performance as well because the main characteristic of extraversion is being sociable, assertive and active. People with this characteristic are energetically direct in participation, confident in putting forward their views and do not conflict with the others; therefore, they could produce good job performance.

Particularly, Schmit *et al.* (2000) stated that extraversion trait is significantly related to management job performance. Similarly, McManus and Kelly (1999) found that extraversion trait is the predictor of task performance, while the other four of the personality traits predict contextual performance. Hough (1992) showed that they are



inclined to be better at training proficiency. Salgado (1997) suggested that emotional stability is positively correlated with job performance in most jobs. Moreover, Mount *et al.* (1998) stated that emotional stability is more strongly related to performance in jobs that involve teamwork, for such a trait helps one control temper, endure pressure and increase personal security, thus making one pleasant to others and achieving desirable job performance. According to Salgado (1997), people with strong openness trait are inclined to trying out new experiences and would gladly accept new challenges, thus attaining better job performance. Tokar *et al.* (1998) stated that emotional stability, extraversion and conscientiousness emerged most frequently in associations with vocational behavior such as job performance.

### **2.2.3 Related literature review between job satisfaction (in terms of intrinsic satisfaction and extrinsic satisfaction) and job performance (in terms of contextual performance and task performance)**

According to Fisher (1980), noted that general attitudes towards job satisfaction can influence behavior, which lead one to perform his or her job performance. Also, it is implied when behavior is measured in broad manner. The researchers further suggested that attendance, compliance, coordination and devoting personal time to work should be considered in the measurement of individual performance. Shore and Martin (1989) showed a significant effect of job satisfaction on job performance. Riketta (2008) conducted the studies and found that job satisfaction is more likely to influence performance than vice versa. However, subscribe to expectancy-based theories and believe that job performance affects job satisfaction. Wanous (1974) showed that job performance leads to intrinsic satisfaction, and extrinsic satisfaction causes job performance.

On the other hand, Sheridan and Slocum (1975) found that the performance of managers influences their job satisfaction; while for machine operators it is their job satisfaction that affects performance. Although previous studies provided more support for performance causing satisfaction than vice versa, Organ (1977) pointed out that the connection here is that one needs not view these contrasting approaches as running a horse race; there is no reason why attraction to either one excludes the other from consideration. Both relationships may exist, in varying degrees of mix from one situation to another. Similarly, Robbins and Judge (2009) suggested that perhaps both



arguments are correct; for some individuals, job satisfaction leads to enhancement in job performance; for others, high level of job performance elevates their sense of job satisfaction.

#### **2.2.4 Related literature review between job satisfaction (in terms of intrinsic satisfaction and extrinsic satisfaction) and organizational commitment**

Jernigan *et al.* (2002) stated that most of the research has treated job satisfaction as an independent and organizational commitment as a dependent variable. The relationship between job satisfaction and organizational commitment has attracted numerous researchers. For example, Jenkins and Thomlinson (1992) found positive association between affective commitment and job satisfaction, and negative association between continuance commitment and job satisfaction. Kim *et al.* (2004) stated that job satisfaction also serves as a significant predictor in organizational commitment and retention. According to Hellman and McMillan (1994), reported that overall satisfaction and commitment are moderately correlated. Sagar (1994) also reported that job satisfaction has a significant effect on organizational commitment.

The main difference between organizational commitment and job satisfaction is that while organizational commitment can be defined as the emotional responses which an employee has towards his organization; job satisfaction is the responses that an employee has towards any job. It is considered that these two variables are highly interrelated. In other words, while an employee has positive feelings towards the organization, its values and objectives, it is possible for him or her to be unsatisfied with the job that they have in the organization. Harrison and Hubbard (1998) discovered that job satisfaction is predicative of organizational commitment. Furthermore, DeCotiis and Summers (1987) found a significant relationship between job satisfaction and organizational commitment. Bhuian and Abul-Muhmin (1997) found support for the influence of overall job satisfaction on organizational commitment. Also, Yavas and Bodur (1999) found a strong association between satisfaction and organizational commitment.

### 3. Previous Studies

Lee *et al.* (2009) studied “The moderating effects of organizational culture on the relationship between leadership behaviour and organizational commitment and between organizational commitment and job satisfaction and performance in the Malaysian setting”. The objective of the research is to examine the moderating effects of organizational culture on the relationship between leadership behaviour and organizational commitment and between organizational commitment and job satisfaction and performance. Data were gathered from 238 Malaysian UM MBA part-time students and the researchers’ working peers. Descriptive statistics were reported, followed by factor analysis, reliability analysis, Pearson correlation and hypotheses testing using hierarchical multiple regression. The seven-point Likert scale was used, ranging from “strongly agree/very true” valued as a “1” to “strongly disagree/very unlikely” valued as a “7”, where a higher mean score indicated a higher level of commitment. Negative items were reverse-coded prior to data analysis.

Based on the result, the leader’s directive, participative and supportive behaviours were found to have positive and significant relationship with organizational commitment. The relationship between directive leadership behaviour and organizational commitment is significantly moderated by both innovative and supportive cultures; however, bureaucratic culture did not significantly moderate this relationship. Organizational commitment has a negative significant relationship with job satisfaction, but has an insignificant relationship with employee performance. And only supportive culture has a significant moderating effect on the relationship between organizational commitment and job satisfaction. This finding shows where supportive cultures were predominantly associated with higher levels of job satisfaction and performance, while bureaucratic cultures did the opposite.

Ebru *et al.* (2010) studied “Job satisfaction and organization commitment of hotel managers in Turkey” The Purpose of this paper is to identify the effects of job satisfaction on organizational commitment for managers in large-scale hotels in the Aegean region of Turkey and, in addition, to examine whether there is a significant relationship between the characteristics of the sample, organizational commitment, and job satisfaction. The population was selected randomly, which included a total of 48 managers in four-star hotels and 75 managers in five-star hotels. There reached a

total sample of 123 managers. A total of 43 managers were middle level; whereas, 80 were lower level managers such as supervisors. Two different scales were used in conducting the study: Meyer-Allen Organizational Commitment Scale and Minnesota Job Satisfaction Scale. And a five-point Likert type scale was used where the respondents were requested to state their perceptions of different items on the scale using the following five categories: from 5 – totally satisfied to 1 – totally dissatisfied.

Based on the results of this study, organizational commitment was considered as a function of job satisfaction. Since the managers work for 12 months in a city hotel, they may experience security, social services, advancement and recognition, when compared to resort hotel managers. These obtained job satisfaction components may then increase the managers' commitment to the organization. Since the turnover rate is lower and managers work for longer periods in city hotels, it may be claimed that the managers can form a state of belonging and a special meaning since they work for an organization for long periods. Therefore, they may have higher affective commitment than the managers who need to leave the organization at the end of the season.

Cheng and Mark (2014) studied "Personality traits and simultaneous reciprocal influences between job performance and job satisfaction". The purpose of the research was to study the relationship among personality traits (in terms of agreeableness, conscientiousness, extraversion, emotional stability and openness to experience), job performance and job satisfaction (intervening variables), which might affect contextual performance, task performance, intrinsic satisfaction and extrinsic satisfaction. A questionnaire survey was used to obtain data from 31 companies in the financial, securities and insurance industries in Taiwan. 414 questionnaires were distributed and 392 were returned. The questionnaire was divided into three parts: personality traits, job performance and job satisfaction and the assessments were rated by five-point Likert scales, ranking from 1 which stands for strongly agree and 5 being strongly disagree. The questionnaire output was analyzed by using software LISREL 8.8 that analyzed each hypothesis.

Based on the results of this study, all five personality traits are significant on job performances which are agreeableness, conscientiousness, extraversion, emotional stability and openness to experience. The results also showed that personality traits only in terms of extraversion has significance on job satisfaction while agreeableness, conscientiousness, emotional stability and openness to experience have no significant effect on job satisfaction. Moreover, the data show that there is a significant influence on job performance and job satisfaction which indicated that higher job satisfaction results in better job performance and superior job performance leads to higher job satisfaction.

Livia *et al.* (2015) studied “Global managers: An analysis of the impact of cultural intelligence on job satisfaction and performance”. The research objective was to examine the effect of cultural intelligence on the job satisfaction and job performance of global managers. A total of 364 managers received the questionnaire from the researchers that provided both English and Portuguese versions for native speakers and foreigners through an online survey questionnaire which returned 332. In this research cultural intelligence was assessed, which is a multi-dimensional construct of 20 items measured by using seven-point Likert scales ranking from 0 (strongly disagree) to 6 (strongly agree). Job satisfaction was assessed by one-dimensional with six items, and job performance was measured by using the five-items scale, both rated by using five-point Likert scales ranking from 0 (strongly disagree) to 4 (strongly agree). The data was analyzed by using software SPSS 20.0 and Amos 22 in which all constructs were reliable. The results showed that overall cultural intelligence had a positive relationship between job satisfaction and job performance and also job satisfaction had a positive relationship between job performance. The results of this research demonstrated that the job performance of global managers was higher with levels of greater cultural intelligence.

James *et al.* (2007) studied “The relationship of facets salesperson job satisfaction with affective organisational commitment”. The objectives of this research were to examine the relationship between diversify facets of salesperson job satisfaction and explored salesperson gender as a moderator of the relationship between facets of job satisfaction and organizational commitment. The researchers contributed directly to 152 salespersons employed with 138 responses returned. Job satisfaction facets were measured by using a reduced version of the INDSALES scale

with 23 items. The questionnaire assesses job satisfaction with customer, promotion, pay, company policy, work, supervisor and co-worker by indicating 1-7 point scales from smaller numbers for less satisfaction. The results showed that all the job satisfaction domains, satisfaction with company policy and work task are important to all salesperson regardless of gender and will significantly influence a salesperson's affective commitment toward the organization.

**Table 2.1** The summary of previous study

Author	Objective	Main Finding	Measurement
Lee <i>et al.</i> (2009)	To investigate the moderating effects of organizational culture on the relationships between leadership behaviour and organizational commitment between organizational commitment, job satisfaction and performance, particularly in the Malaysian setting.	How leadership behaviour is significantly related to organizational commitment and organizational culture played an important role in moderating this relationship. And how organizational commitment is significantly associated with job satisfaction, and employee performance.	statistics were reported, followed by factor analysis, reliability analysis, Pearson correlation and hypotheses testing using hierarchical multiple regression and the seven-point Likert scale was used
Ebru <i>et al.</i> (2010)	To identify the effects of job satisfaction on organizational commitment for managers in large-scale hotels in the	Job satisfaction in terms of extrinsic and intrinsic and general job satisfaction have a significant effect on	A total of 48 managers in four-star hotels and 75 managers in five-star hotels were reached for a total



	<p>Aegean region of Turkey and, in addition, to examine whether there is a significant relationship between the characteristics of the sample, organizational commitment, and job satisfaction.</p>	<p>normative commitment and affective commitment.</p>	<p>sample of 123 managers. Two different scales were used in conducting the study: Meyer-Allen Organizational Commitment Scale and Minnesota Job Satisfaction Scale which applied a five-point Likert.</p>
<p>Cheng and Mark (2014)</p>	<p>To test the relationships among three important variables in the management of Chinese employees: personality trait, job performance and job satisfaction. A causal model is developed to hypothesize how personality trait affects job performance and satisfaction and how job performance and satisfaction simultaneously affect each other.</p>	<p>Personality traits significantly influence job performance and job satisfaction, which have a bilateral relationship that is simultaneously influential.</p>	<p>In total, 414 questionnaires were distributed and 392 were returned. Using data collected, theoretical model is empirically validated. Structural equation modeling using LISREL 8.8 is used to test the causal model.</p>
<p>Livia <i>et al.</i> (2015)</p>	<p>To examine the effect</p>	<p>Job satisfaction</p>	<p>A total of 364</p>



	of cultural intelligence on the job satisfaction and job performance of global managers.	transmits the effect of culture intelligence to job performance.	managers received the questionnaire in which finding were measured by using seven-point Likert scales ranking from 0 (strongly disagree) to 6 (strongly agree). The data was analyzed by using software SPSS 20.0 and Amos 22.
James <i>et al.</i> (2007)	To examine the relationship between diversify facets of salesperson, job satisfaction, and explored salesperson gender as a moderator of the relationship between facets of job satisfaction and organizational commitment.	Various facets of job satisfaction are more strongly related to organizational commitment and these relationships are not the same for male and female salespersons.	The researchers contributed directly to 152 salespersons employed with 138 responses returned. They were measured by using a reduced version of the INDSALES scale.

## **CHAPTER 3**

### **RESEARCH FRAMEWORK**

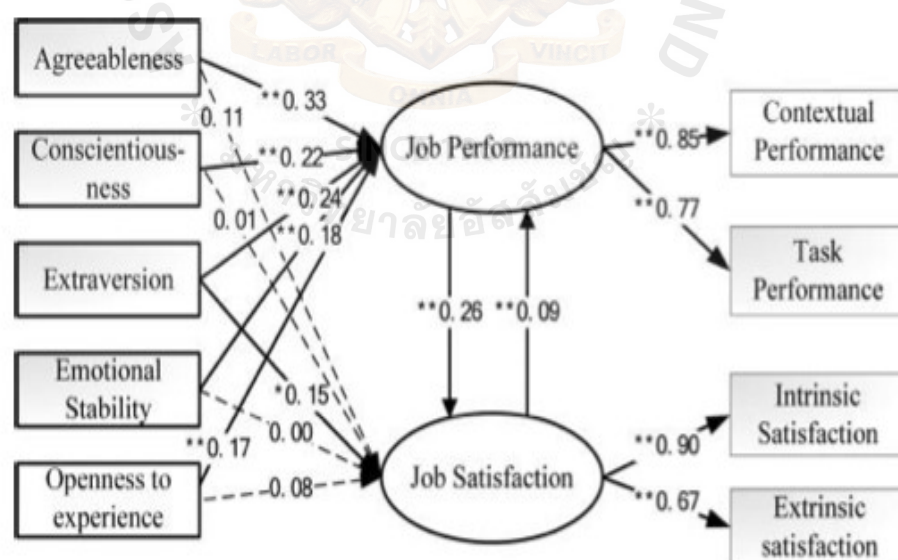
In this chapter, the details about conceptual framework are pointed out. The chapter begins with a literature review of recent scientific papers and theoretical framework that the researcher developed and applied in this study. In the second part the researcher provides the conceptual framework that aims to examine the relationship between the variables and develop to a new conceptual framework that compares two sectors of sample populations. The third part of the chapter contains all hypotheses and shows statements that the researcher wants to test the relationship between difference variables in this research. Finally, the last part of the chapter provides operationalization of independent and dependent variables in detail that presents the concept of variables, operationalization components and measurement scale described in the tables.

#### **3.1 Theoretical Framework**

In this part presents four research models which allow the researcher to explore, modify, and develop the conceptual framework. The first research model (Figure 3.1) was developed by Cheng and Mark (2014) who studied about “Personality traits and simultaneous reciprocal influences between job performance and job satisfaction”. Cheng and Mark (2014) tested the relationships among three important variables: personality traits, job performance and job satisfaction in the management of Chinese employees, by using interpreted difference in personality to find out influences between job performance and job satisfaction. The second research model (Figure 3.2) was developed by Paolo and Antonio (2012) who studied about “Personality and organizational commitment: the mediating role of job satisfaction during socialization”. Paolo and Antonio (2012) tested the mediating role of work satisfaction aspects in the relationship between personality variables and organizational commitment of Portuguese police recruits. The researchers showed how personality variables shall affect directly or indirectly to organizational commitment during the processing of organizational socialization through the effect of the aspects of job satisfaction.

The third research model (Figure 3.3) was developed by James *et al.* (2007) who studied about “The relationship of facets of salesperson job satisfaction with affective organizational commitment.” James *et al.* (2007) examined the relationship between diversity facets of salesperson in job satisfaction and explored salesperson gender as a moderator of the relationship between facets of job satisfaction and organization commitment. The fourth research model (Figure 3.4) was developed by Livia *et al.* (2015) who studied about “Global managers: An analysis of the impact of cultural intelligence on job satisfaction and performance” Livia *et al.* (2015) examined the effect of cultural intelligence (CQ) on the job performance of global managers that should increase their cultural intelligence (CQ) in order to enhance their job satisfaction. This research was the first study in Brazil to test these relationships among global managers, which affects in increasing the generalizability of other studies to look at cultural intelligence (CQ) that affected job performance around the global.

**Figure 3.1:** The research model of “Personality traits and simultaneous reciprocal influences between job performance and job satisfaction”



Source: Cheng, L. Y., and Mark, H. (2014). Personality traits and simultaneous reciprocal influences between job performance and job satisfaction. *Chinese management Studies*, 8(6), 6-26.

Cheng and Mark (2014) studied “Personality traits and simultaneous reciprocal influences between job performance and job satisfaction”. The researchers studied the relationship among personality traits (in term of agreeableness, conscientiousness, extraversion, emotional stability and openness to experience), job performance and job satisfaction, which are important variables (independent variable and intervening variables), which might affect contextual performance, task performance, intrinsic satisfaction and extrinsic satisfaction. A questionnaire survey was used to obtain data from 31 companies in the financial, securities and insurance industries in Taiwan. 414 questionnaires were distributed and 392 were returned. Subtracting 32 invalid questionnaires, the remaining 360 valid questionnaires represented 87 percent response rate that were used in subsequent analysis. The questionnaire was divided into three parts: personality traits, job performance and job satisfaction and the assessments were rated by five-point Likert scales, ranking from 1 standing for strongly agree and 5 being strongly disagree. The questionnaire output was analyzed by using software LISREL 8.8 that analyzed each hypothesis. A two-index presentation strategy of standardized root-mean-square residual (SRMR) and comparative fit index (CFI) was also adopted to determine the hypothetical model fitting of the observed data.

Based on the results of this study, the measurement models proved good fit and all five personality traits are significant on job performance which are agreeableness, conscientiousness, extraversion, emotional stability and openness to experience. The results also showed that personality traits only in term of extraversion has significance on job satisfaction while agreeableness, conscientiousness, emotional stability and openness to experience have no significant effect on job satisfaction. The data show that there is a significant influence on job performance and job satisfaction which indicated that higher job satisfaction results in better job performance and superior job performance leads to higher job satisfaction. The results implied that the personality traits such as agreeable characteristics are the most important trait in Chinese society for selecting a person for work that requires facing customers such as salesperson job because selecting the right person for the right position will affect in positive job performance while extroverted characteristics are better to work for the financial industry of Taiwan. Moreover, these two traits, agreeableness and extraversion, affect not only job performance but also satisfaction.

**Figure 3.2:** The research model of “Personality and organisational commitment: The mediating role of job satisfaction during socialisation”



Source: Paolo, P., and Antonio, C. (2012). Personality and organisational commitment: the mediating role of job satisfaction during socialisation. *Career Development International*, 17(3), 255-275.

Paolo and Antonio (2012) studied “Personality and organisational commitment: The mediating role of job satisfaction during socialisation”. The researcher aims to study a relationship between personality with five sub-variables which are agreeableness, conscientious, extraversion, neuroticism and openness to experience and satisfaction in term of satisfaction with HR practices and satisfaction with work itself. Also the researcher aims to test a relationship between satisfaction in term of job satisfaction with HR practices and satisfaction with work itself with organisational commitment in terms of affective and normative.

In this research, there is a three-wave longitudinal study procedure of Portuguese police recruits. Time 1 (T1) contributed a questionnaire that occurred just after participants had gotten their employment contracts. The questionnaire for T1 is about the social-demographic background and a personality inventory which 498 individuals when answered. In time 2 (T2) a questionnaire was contributed in six months after T1 which the participants had been allocated to the police station. The questionnaire for T2 focused on job satisfaction, which 316 (64 percent response) participants were answered. And at time 3 (T3) a questionnaire was contributed that occurred 12 months after T1 which 190 participants (38 percent response) answered



about organizational commitment which was Portuguese police recruits voluntariness in this study.

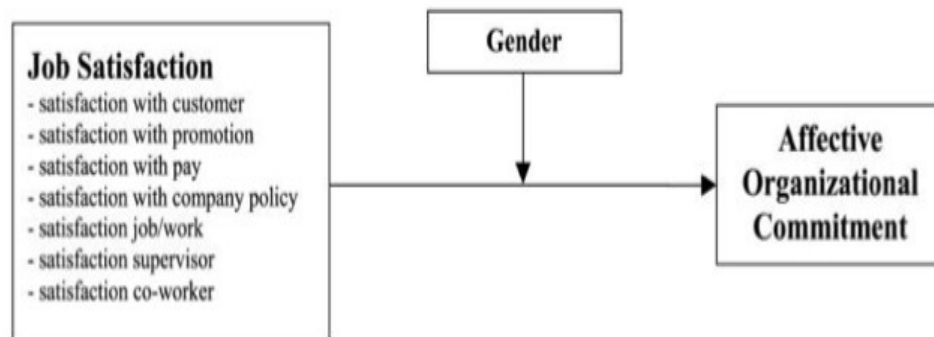
Personality variables were assessed (at Time 1) by 15 items which selected three items of each five dimensions by using seven-point Likert scales method ranking from strongly agree (1) to strongly disagree (7). Job satisfaction was divided into two aspects with six items (work itself three items and human resource practices three items) assessed (at Time 2) by using seven-point Likert scales method ranking from strongly agree (1) to strongly disagree (7). Organizational commitment was assessed (at Time 3) by using seven-point Likert scales method ranking from strongly agree (1) to strongly disagree (7). The results of a model which the data observed showed a well fit with confirmatory factorial analysis (CFA) completed with Amos 16.

As the results showed that not all the paths in the model were significant whereas satisfaction with human resource practices completely mediated the relationship between openness to experience and normative commitment, it only partially mediated the relationship between openness to experience and affective commitment; whereas satisfaction with the work itself completely mediated the relationship between conscientiousness and affective commitment, it only partially mediated the relationship between extraversion and affective commitment but did not mediate the relationship between openness to experience and affective commitment. In short: extraversion has both direct and indirect significant effects on affective commitment; a negative significant direct effect between openness to experience and affective commitment whereas an indirect effect mediated by satisfaction with human resource practices linked openness to experience and normative commitment.

In this study, the results suggested that in the difference, aspects of job satisfaction would be crucial to develop for the organization commitment of police officers in the beginning of the career. Human resource practices are the one of the keys that helps police officers to be conscious of developing a commitment to an organization by planning strategies of communication that may prevent a good sense of commitment in the organization. Moreover, the organization should work hard in terms of providing a positive environment for employees.



**Figure 3.3:** The research model of “The relationship of facets salesperson job satisfaction with affective organizational commitment”



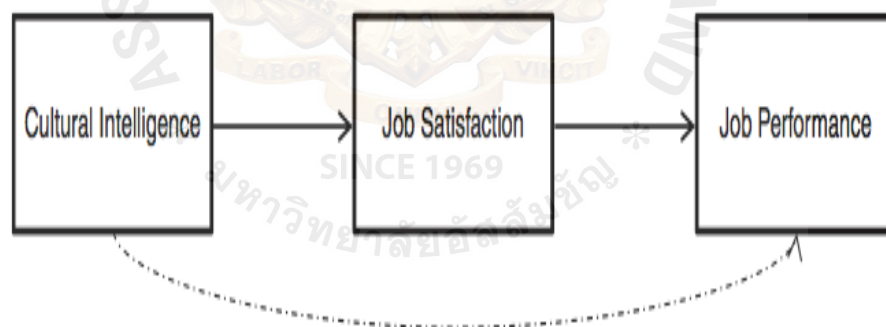
Source: James, B., Ramana, M., Brian R. and John, A. W. (2007). The relationship of facets of salesperson job satisfaction with affective organizational commitment. *Journal of Business & Industrial Marketing*, 22(5), 311-321.

James *et al.* (2007) studied “The relationship of facets of salesperson job satisfaction with affective organizational commitment”. The objectives of this research were to examine the relationship between diversify facets of salesperson job satisfaction and explore salesperson gender as a moderator of the relationship between facets of job satisfaction and organizational commitment. The sample populations were represented from a regional promotion within the company. The researchers contributed directly to 152 salespersons employed with 138 responses returned (90.7 percent).

There was 70 percent who were males and 30 percent who were females. Affective organizational commitment was assessed by using reduced nine items focusing on organizational commitment questionnaire which was developed from multi-dimensionality of organizational commitment construct. Job satisfaction facets were measured by using a reduced version of the INDSALES scale with 23 items. The questionnaire assesses job satisfaction with customer, promotion, pay, company policy, work, supervisor and co-worker by indicating 1-7 point scales from smaller numbers for less satisfaction.

The results showed that all the job satisfaction domains, satisfaction with company policy and work task are important to all salespersons regardless of gender and will significantly influence a salesperson's affective commitment toward the organization. Also the seven facets of job satisfaction, there is a difference between male and female salespeople for three of the facets which are satisfaction with promotion, satisfaction with pay and satisfaction with co-workers. The results of this research implied that the relationship between job satisfaction facets and organizational commitment is more complex and can be effective and useful in the organization to understand and identify a salesperson's satisfaction how influence on affective organizational commitment and also, gender may have difference effect to the work-related outcome. Moreover, gender differences would provide organization and management with a deeper understanding of salesperson behavior than the case that is not considered.

**Figure 3.4:** The research model of “Global managers: An analysis of the impact of cultural intelligence on job satisfaction and performance”



Source: Livia, L. B., Melanie, P. L., Jase, R. R., and Sherban, L., C. (2015). Global manager: an analysis of the impact of cultural intelligence on job satisfaction and performance. *International Journal of Emerging*, 10(4), 781-800.

Livia *et al.* (2015) studied “Global managers: An analysis of the impact of cultural intelligence on job satisfaction and performance”. The research objective was to examine the effect of cultural intelligence (CQ) on the job satisfaction and job performance of global managers. The questionnaire survey was targeting global

managers from 71 multinational operating companies (MNCs) in Brazil where 23 accepted to participate in the study. A total of 364 managers received the questionnaire from the researchers that provided both English and Portuguese versions for native speakers and foreigners through an online survey questionnaire which returned 332 responses (91.2 percent). The majority is male (81 percent), from which 83.7 percent is Brazilian managers.

In this research cultural intelligence (CQ) was assessed, which is a multi-dimensional construct of 20 items separated into four sub-dimensions of metacognitive, cognitive, motivational, and behavioral cultural intelligence (CQ) measured by using seven-point Likert scales ranking from 0 (strongly disagree) to 6 (strongly agree). Job satisfaction was assessed by one-dimensional with six items, and job performance was measured by using the five-items scale both rated by using five-point Likert scales ranking from 0 (strongly disagree) to 4 (strongly agree). The data was analyzed by using software SPSS 20.0 and Amos 22 in which all constructs were reliable. The results showed that overall cultural intelligence (CQ) had a positive relationship between job satisfaction and job performance and also job satisfaction had a positive relationship between job performance. The results of this research demonstrated that the job performance of global managers was higher with levels of greater cultural intelligence (CQ). Thus the individual managers who integrated with cross-cultural cannot have the lower levels of cultural intelligence (CQ).

### **3.2 Conceptual Framework**

In this part, the researcher provides the research model of a conceptual framework that explains the relationship between independent variables and dependent variable. According to Zikmund (2003), stated the dependent variable is a principle or standard by which something may be judged or decided. While the independent variable is presumption to be the cause of that influence. In this study, the researcher developed the conceptual framework by applying ten variables (agreeableness, conscientiousness, extraversion, emotional stability, openness to experience, intrinsic satisfaction, extrinsic satisfaction, contextual performance, task performance, organizational commitment), which the researcher adapted from the theoretical frameworks of the previous study in Figure 3.1 to Figure 3.4.

In this research, the researcher adapted variables from various research models of Cheng *et al.* (2014), Paolo *et al.* (2012), James *et al.* (2007) and Livia *et al.* (2015), to develop conceptual framework for this study. Firstly, the researcher aims to show the relationship between independent and dependent variables. Figure 3.5 showed that organization commitment is the dependent variable and the independent variables are personality traits (agreeableness, conscientiousness, extraversion, emotional stability, openness to experience), job satisfaction (intrinsic satisfaction, extrinsic satisfaction) and job performance (contextual performance, task performance). In Figure 3.6 the researcher aims to compare the independent and dependent variables of two difference job sections by developing conceptual framework based on Figure 3.5.

Based on Figure 3.1 the researcher adapted eleven variables which are agreeableness, conscientiousness, extraversion, emotional stability, openness to experience, job satisfaction, intrinsic satisfaction, extrinsic satisfaction, job performance, contextual performance and task performance developed by Livia *et al.* (2015) who studied about personality traits which are popular and acceptance. Gupta (2008) stated that Five-Factor Model of personality is officially acceptable in the personality framework that is applied in research to help in the study of behaviour in the place of work as a significant variable. The original of Five-factor Model of personality was introduced by Thurstone (1934) but Goldberg (1990) was the most widespread concept form idea of Five-Factor Model of personality which included extraversion, agreeableness, conscientiousness, emotion stability and openness to experience.

The personality traits have been studied by many researchers in the relationship between job satisfaction and job performance supported by Van and Feji (2003) who indicated that many meta-analyses showed personality traits are related to both job performance and job satisfaction. Personality traits affect job performance supported by Yang (2011) who indicated that the characteristic of personal can affect the motivation of employees towards work. Mount *et al.* (1998) supposed that agreeableness can affect job performance as cooperation job with others concern relationships or communication between people. Hurtz and Donovan (2000) indicated that the meta-analyses showed the positive of conscientiousness which is relative to job performance, and also extraversion positively influences job performance because characteristic of extraversion is social interaction and energetic. Salgado (1997)

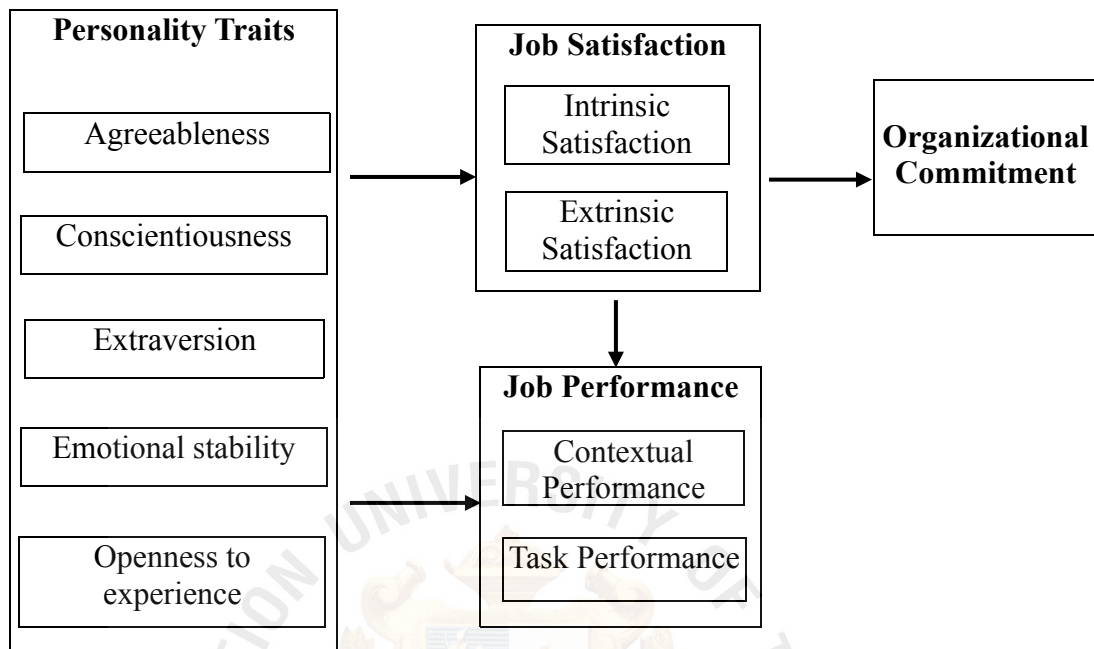
suggested that emotional stability is positively related with job performance and indicated that people who are strong in openness trait tend to try out the new experiences which would satisfy to take new tasks, thus achieving better job performance.

The relationship between job performance and job satisfaction has been supported in a long history of many studies such as when Shore and Martin (1989) showed that there is a significant effect on job satisfaction and job performance. Ricketta (2008) managed a study of meta-analysis and discovered that job satisfaction is more probable to influence performance but that job performance influences satisfaction less. Wanous (1974) indicated that job performance conducts to intrinsic satisfaction while extrinsic satisfaction causes job performance. Borman and Motowidlo (1997) classified job performance into task performance which is long established in-role performance and contextual performance which is behavior that is not part of a formal job description (extra-role).

Based on Figure 3.3, the researcher adapted two variables, which are job satisfaction and affective organization commitment developed by Jame *et al.* (2007) who studied the relationship between job satisfaction and organizational commitment. The relationship between job satisfaction and organizational commitment is one of the most generally carried out research or study into relationships among them supported by the researchers such as Brown and Peterson, (1993) who stated that job satisfaction indicated a strong positive between relationship and organizational commitment. Swailes (2002) indicated that organizational commitment indicates returning feelings of positive towards the organization and its worth. Also Mowday *et al.* (1982) showed that organizational commitment took a part of concentration from organizational a behaviorist which is also supported by Allen and Meyer (1990). Bhuian and Menguc (2002) job satisfaction is a scope which can have the feeling of positive or negative about the intrinsic satisfaction or extrinsic satisfaction of one's job perspectives. Brown and Peterson (1993) stated that organizational commitment is related in direct to satisfaction with the job. Moreover, Netemeyer *et al.* (1990) stated that job satisfaction is related to organizational commitment either directly or indirectly.



**Figure 3.5:** The First Figure of Conceptual Framework of “Personality traits influence job performance and job satisfaction towards organizational commitment”

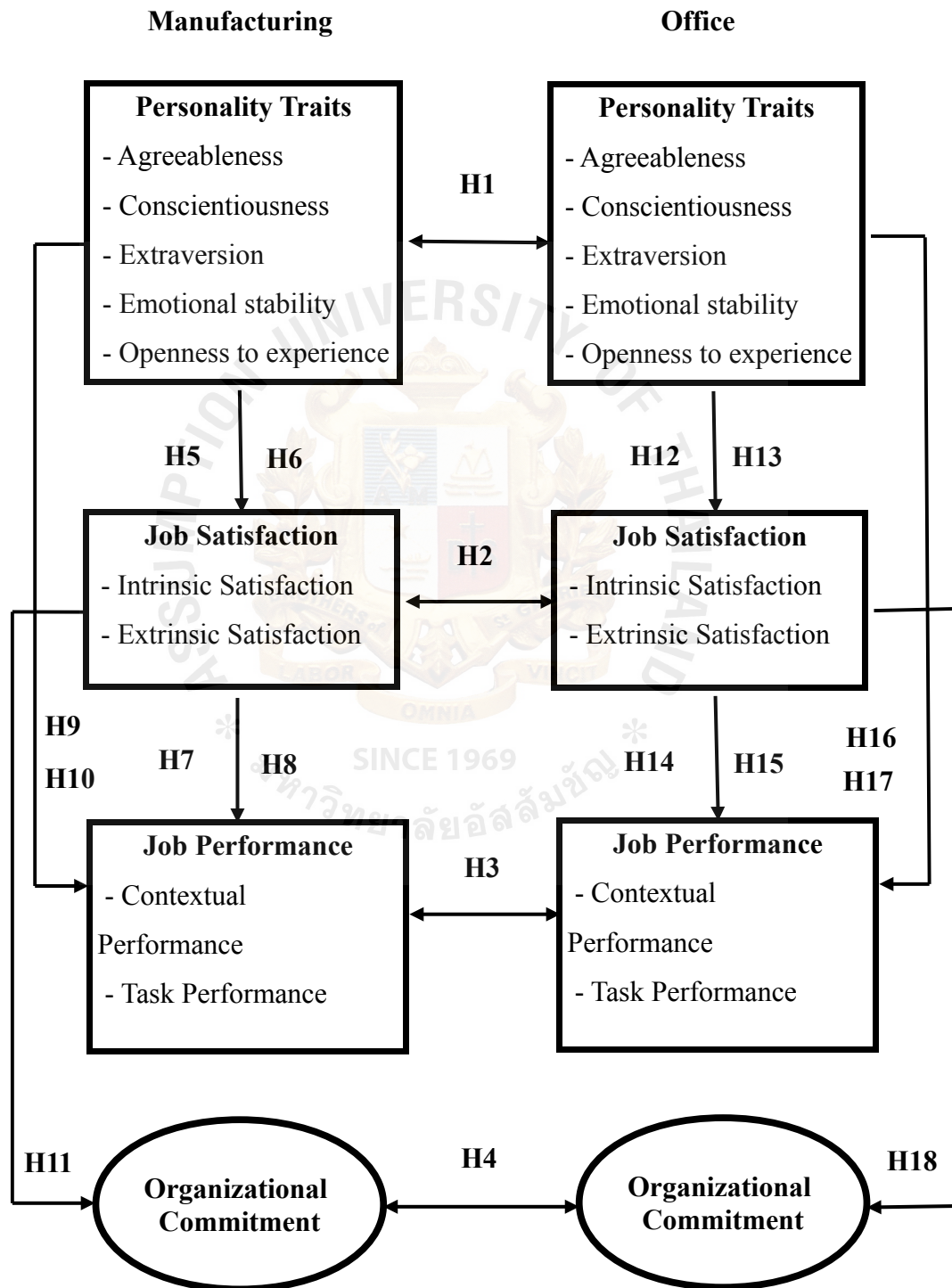


Based on Figure 3.5 the conceptual framework showed the relationship between independent and dependent variables which the researcher aims to develop in this conceptual framework to compare independent and dependent variables of two difference sectors in the company, which are manufacturing employees and office employees. Based on Figure 3.6 it also showed that organizational commitment is the dependent variable and the independent variables are personality traits (agreeableness, conscientiousness, extraversion, emotional stability, and openness to experience), job satisfaction (intrinsic satisfaction and extrinsic satisfaction), and job performance (contextual performance and task performance).

In this study, the researcher aims to compare personality traits (agreeableness, conscientiousness, extraversion, emotional stability, and openness to experience), job satisfaction (intrinsic satisfaction and extrinsic satisfaction), job performance (contextual performance and task performance), and organizational commitment between manufacturing employees and office employees in Thai Nakorn Patana Company. Then, the conceptual framework from Figure 3.6 is the focused point of the researcher that is developed for this study.



**Figure 3.6:** The Conceptual Framework of “A comparative study of personality traits, job satisfaction, job performance and organizational commitment between manufacturing and office employees of a pharmaceutical company in Nonthaburi, Thailand”



### 3.3 Research Hypotheses

Zikmund *et al.* (2013) stated that hypothesis is unproven the accuracy of hypothetical which is not able to be firmly relied on to happen or be the case that explains certain facts. In this study, the researcher has developed 20 hypotheses which the researcher separates into three groups. The first group is to compare the difference in personality traits (agreeableness, conscientiousness, extraversion, emotional stability, openness to experience), job satisfaction (intrinsic satisfaction, extrinsic satisfaction), job performance (contextual performance, task performance) and organizational commitment between manufacturing and office employees of Thai Nakorn Patana Company. The second group is to test the influence factors of independent and dependent variables of manufacturing employees of Thai Nakorn Patana Company. And the third group is to test the influence factors of independent and dependent variables of office employees of Thai Nakorn Patana Company.

**Group A: To compare the difference of personality traits (agreeableness, conscientiousness, extraversion, emotional stability, openness to experience), job satisfaction (intrinsic satisfaction and extrinsic satisfaction), job performance (contextual performance and task performance) and organizational commitment between manufacturing and office employees of Thai Nakorn Patana Company.**

#### Hypothesis 1

H1<sub>o</sub>: There is no difference in personality traits in terms of agreeableness, conscientiousness, extraversion, emotional stability, openness to experience between manufacturing and office employees.

H1<sub>a</sub>: There is a difference in personality traits in terms of agreeableness, conscientiousness, extraversion, emotional stability, openness to experience between manufacturing and office employees.

#### Hypothesis 2

H2<sub>o</sub>: There is no difference in job satisfaction in terms of intrinsic satisfaction and extrinsic satisfaction between manufacturing and office employees.

H2<sub>a</sub>: There is a difference in job satisfaction in terms of intrinsic satisfaction and extrinsic satisfaction between manufacturing and office employees.

### **Hypothesis 3**

H3<sub>o</sub>: There is no difference in job performance in terms of contextual performance and task performance between manufacturing and office employees.

H3<sub>a</sub>: There is a difference in job performance in terms of contextual performance and task performance between manufacturing and office employees.

### **Hypothesis 4**

H4<sub>o</sub>: There is no difference in organizational commitment between manufacturing and office employees.

H4<sub>a</sub>: There is a difference in organizational commitment between manufacturing and office employees.

**Group B: To test the influence factors of independent and dependent variables of manufacturing employees of Thai Nakorn Patana Company.**

### **Hypothesis 5**

H5<sub>o</sub>: Personality traits in terms of agreeableness, conscientiousness, extraversion, emotional stability, openness to experience do not influence job satisfaction in term of intrinsic satisfaction of manufacturing employees.

H5<sub>a</sub>: Personality traits in terms of agreeableness, conscientiousness, extraversion, emotional stability, openness to experience do influence job satisfaction in term of intrinsic satisfaction of manufacturing employees.

### **Hypothesis 6**

H6<sub>o</sub>: Personality traits in terms of agreeableness, conscientiousness, extraversion, emotional stability, openness to experience do not influence job satisfaction in term of extrinsic satisfaction of manufacturing employees.

H6<sub>a</sub>: Personality traits in terms of agreeableness, conscientiousness, extraversion, emotional stability, openness to experience do influence job satisfaction in term of extrinsic satisfaction of manufacturing employees.

### **Hypothesis 7**

H7<sub>o</sub>: Job satisfaction in terms of intrinsic satisfaction and extrinsic satisfaction does not influence job performance in term of contextual performance of manufacturing employees.

H7<sub>a</sub>: Job satisfaction in terms of intrinsic satisfaction and extrinsic satisfaction does influence job performance in term of contextual performance of manufacturing employees.

### **Hypothesis 8**

H8<sub>o</sub>: Job satisfaction in terms of intrinsic satisfaction and extrinsic satisfaction does not influence job performance in term of task performance of manufacturing employees.

H8<sub>a</sub>: Job satisfaction in terms of intrinsic satisfaction and extrinsic satisfaction does influence job performance in term of task performance of manufacturing employees.

### **Hypothesis 9**

H9<sub>o</sub>: Personality traits in terms of agreeableness, conscientiousness, extraversion, emotional stability, openness to experience do not influence job performance in term of contextual performance of manufacturing employees.

H9<sub>a</sub>: Personality traits in terms of agreeableness, conscientiousness, extraversion, emotional stability, openness to experience do influence job performance in term of contextual performance of manufacturing employees.

### **Hypothesis 10**

H10<sub>o</sub>: Personality traits in terms of agreeableness, conscientiousness, extraversion, emotional stability, openness to experience do not influence job performance in term of task performance of manufacturing employees.

H10<sub>a</sub>: Personality traits in terms of agreeableness, conscientiousness, extraversion, emotional stability, openness to experience do influence job performance in term of task performance of manufacturing employees.

### **Hypothesis 11**

H11<sub>o</sub>: Job satisfaction in terms of intrinsic satisfaction and extrinsic satisfaction does not influence organizational commitment of manufacturing employees.

H11<sub>a</sub>: Job satisfaction in terms of intrinsic satisfaction and extrinsic satisfaction does influence organizational commitment of manufacturing employees.

**Group C: To test the influence factors of independent and dependent variables of office employees of Thai Nakorn Patana Company.**

### **Hypothesis 12**

H12<sub>o</sub>: Personality traits in terms of agreeableness, conscientiousness, extraversion, emotional stability, openness to experience do not influence job satisfaction in term of intrinsic satisfaction of office employees.

H12<sub>a</sub>: Personality traits in terms of agreeableness, conscientiousness, extraversion, emotional stability, openness to experience do influence job satisfaction in term of intrinsic satisfaction of office employees.

### **Hypothesis 13**

H13<sub>o</sub>: Personality traits in terms of agreeableness, conscientiousness, extraversion, emotional stability, openness to experience do not influence job satisfaction in term of extrinsic satisfaction of office employees.

H13<sub>a</sub>: Personality traits in terms of agreeableness, conscientiousness, extraversion, emotional stability, openness to experience do influence job satisfaction in term of extrinsic satisfaction of office employees.

### **Hypothesis 14**

H14<sub>o</sub>: Job satisfaction in terms of intrinsic satisfaction and extrinsic satisfaction does not influence job performance in term of contextual performance of office employees.

H14<sub>a</sub>: Job satisfaction in terms of intrinsic satisfaction and extrinsic satisfaction does influence job performance in term of contextual performance of office employees.

### **Hypothesis 15**

H15<sub>o</sub>: Job satisfaction in terms of intrinsic satisfaction and extrinsic satisfaction does not influence job performance in term of task performance of office employees.

H15<sub>a</sub>: Job satisfaction in terms of intrinsic satisfaction and extrinsic satisfaction does influence job performance in term of task performance of office employees.

### **Hypothesis 16**

H16<sub>o</sub>: Personality traits in terms of agreeableness, conscientiousness, extraversion, emotional stability, openness to experience do not influence job performance in term of contextual performance of office employees.

H16<sub>a</sub>: Personality traits in terms of agreeableness, conscientiousness, extraversion, emotional stability, openness to experience do influence job performance in term of contextual performance of office employees.

### **Hypothesis 17**

H17<sub>o</sub>: Personality traits in terms of agreeableness, conscientiousness, extraversion, emotional stability, openness to experience do not influence job performance in term of task performance of office employees.

H17<sub>a</sub>: Personality traits in terms of agreeableness, conscientiousness, extraversion, emotional stability, openness to experience do influence job performance in term of task performance of office employees.

### **Hypothesis 18**

H18<sub>o</sub>: Job satisfaction in terms of intrinsic satisfaction and extrinsic satisfaction does not influence organizational commitment of office employees.

H18<sub>a</sub>: Job satisfaction in terms of intrinsic satisfaction and extrinsic satisfaction does influence organizational commitment of office employees.



### 3.4 Operationalization of the independent and dependent variables

**Table 3.1:** Operationalization of the variables.

Variable	Concept of Variables	Operational Component	Measure-ment Scale
<b>Personality Traits</b>	Personality is defined as the adjustment in psychophysical systems which are the combination of characteristics or qualities that form an individual's distinctive character (Funder, 2012). In this study, personality traits are divided into five sub-variables which are agreeableness, conscientiousness, extraversion, emotional stability and openness to experience.		
<b>Agreeableness</b>	Agreeableness is defined as a person who is enthusiastic and glad to do or help in things that bring advantages to others and believes that others will help in return as well (Witt <i>et al.</i> 2002). Such as being agreeable with co-workers in a positive way.	<ul style="list-style-type: none"> <li>- I do my best to help my colleagues</li> <li>- I get along well with my colleagues</li> <li>- I do understand my colleagues' point of view</li> <li>- I am considerate with my colleagues</li> </ul>	Interval scale

<b>Conscientiousness</b>	<p>Conscientiousness is defined as a person who focuses on being responsible and considers first to perform better at work (Borges, 2013). Such as planning ahead rather than being unconscious toward tasks.</p>	<ul style="list-style-type: none"> <li>- I am conscientious when I work</li> <li>- I am always looking for growing opportunity</li> <li>- I try to do my best in everything that I do</li> <li>- I am methodical when I work</li> </ul>	Interval scale
<b>Extraversion</b>	<p>Extraversion is defined as a person who is self-confident and active in positive feelings to others (Clark and Watson, 1991). Such as going out with friends and being energetic.</p>	<ul style="list-style-type: none"> <li>- I am a leader</li> <li>- I am a persuasive person</li> <li>- I am self-motivated</li> <li>- I am energetic</li> </ul>	Interval scale
<b>Emotional stability</b>	<p>Emotional stability is defined as a person who is absent of a feeling of worry, nervousness, or unease about something with an uncertain outcome and insecurity among individuals. It also includes a person who may handle pressure well and a person who may have good-temper (Bove and Mitzifiris, 2007). Such as being less reactive to stress and tending to be calm in any situations.</p>	<ul style="list-style-type: none"> <li>- I handle pressure well</li> <li>- I am good-tempered</li> <li>- I see myself as someone who can be moody</li> <li>- I see myself as someone who worries a lot</li> </ul>	Interval scale

<b>Openness to experience</b>	<p>Openness to experience is defined as a person that accepts with new experience which is characteristic of being curious and artistic (McCrae and John, 1992). Such as approaching for a variety of experience.</p>	<ul style="list-style-type: none"> <li>- I like to try new things</li> <li>- I take a holistic approach to reach my goal</li> <li>- I see myself as someone who has an active imagination</li> <li>- I see myself as someone who is an inventive worker</li> </ul>	Interval scale
<b>Job Satisfaction</b>	<p>Job satisfaction is defined as the feelings or attitudes of an individual of his or her that are kept towards the job in a positive or negative way (Locke, 1976).</p> <p>In this study, job satisfaction into is divided two sub-variables which are intrinsic satisfaction and extrinsic satisfaction.</p>		
<b>Intrinsic Satisfaction</b>	<p>Intrinsic satisfaction is defined as psychological of worker that needs to be satisfied by work itself which can relate to self-fulfillment (Hancer and George, 2003). Which may refer to job's challenges, accomplishments and ability to apply one's expertise.</p>	<ul style="list-style-type: none"> <li>- My job is challenging</li> <li>- My skill set fits well with my job</li> <li>- I can realize my full potential in my job</li> </ul>	Interval scale

<b>Extrinsic Satisfaction</b>	<p>Extrinsic satisfaction is defined as the factors of hygiene that the worker needs the organization to provide in the workplace which relate to working condition and environment in the organization (Kosmoski, 1997).</p> <p>Which may refer to promotion, benefits and, good working environment.</p>	<ul style="list-style-type: none"> <li>- My company offers equitable promotion path</li> <li>- My company provides good benefits</li> <li>- My company actively seeks to improve working conditions</li> </ul>	Interval scale
<b>Job Performance</b>	<p>Job performance is defined as the performances on his or her tasks which can represent the work achievement in quantity and quality of individual or group (Schermerhorn, 1989).</p> <p>In this study, job performance is divided into two sub-variables which are contextual performance and task performance.</p>		
<b>Contextual Performance</b>	<p>Contextual performance is defined as the behavior of individual worker that volunteers to help individual or team co-workers with a</p>	<ul style="list-style-type: none"> <li>- I actively help my colleagues with their work</li> <li>- I focus on team performance</li> <li>- I am courteous at work</li> </ul>	Interval scale

<p><b>Task Performance</b></p>	<p>job-related problem which is not part of job description (Borman and Motowidlo, 1997).</p> <p>Such as volunteering to complete task activities that are not part of the own job or helping and cooperating with others in the organization.</p> <p>Task performance is defined as the behavior of an individual worker that performs with the skill to complete a task assignment which measures outcomes of a task that can affect work directly (Borman and Motowidlo 1993).</p> <p>Such as carrying out the own task with acknowledgement, understanding, and proficiency.</p>	<p>- I actively publicize my company's strengths</p> <p>- I achieve objectives that are assigned to me</p> <p>- I am never late nor take off early from work</p> <p>- I aim to attain perfection in my work</p> <p>- I am prudent and seldom make mistakes</p>	<p>Interval scale</p>
<p><b>Organizational Commitment</b></p>	<p>Organizational Commitment is defined as the feelings of employees that believe or feel like part of a family in the organization which has the commitment to belong and not move away from the</p>	<p>- I enjoy discussing my organization with outside people.</p> <p>- I feel like "part of my family" at this organization.</p> <p>- This organization has a</p>	<p>Interval scale</p>

	organization (Allen and Meyer, 1990).	great deal of personal meaning for me. - I feel a strong sense of belonging to the organization.	
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## **CHAPTER 4**

### **RESEARCH METHODOLOGY**

In this chapter, there are seven parts, which the researcher will describe in the detail. The first part is research method, which describes the research method that it is used for this study. The second part is the research design which includes target population, sample units, the sample size of populations and sampling procedure. The third part is research instrument and questionnaire. The fourth part is pre-test which focuses on the pretesting of the data and evaluates the reliability of variables in the questionnaire. The fifth part is a collection of data and gathering procedures which describe how to collect data in this study. The sixth part is the statistical treatment of data. And the last part is the summary of statistical tools that are applied in testing hypotheses, which the details will describe in the table.

#### **4.1 Research Method**

In this study, the researcher aims to apply descriptive research and survey method to collect the research data. According to Zikmund (2003) stated that descriptive research describes the population's characteristics which determine the answers to questions of who, what, when, where and how. The researcher adopted for describing employees' reasons that give their explanations of the nature of things. Zikmund *et al.* (2010) stated that descriptive statistic is one of the broadest methods that are used to summarize the data. The researcher also applied inferential analysis to test the hypotheses. Sekeran (2006) stated that inferential analysis displays how a relationship of a variable or variables to each other or shows any difference between two groups or more than two groups.

The data collection was primary data which the researcher used survey method to gather by using a questionnaire. Alan and Emma (2015) defined survey as the method to gather the required data by distributing a questionnaire to the individual of the representative sample. Sekeran (2006) stated that a survey was a technique of research that collects information by distributing a questionnaire to respondents which provide fast, cheap, efficient and accurate means of assessing information. The questionnaire for this research has been translated into Thai version in order to be easy to understand and avoid misunderstanding of respondents.

## 4.2 Research Design

### 4.2.1 Target Population

Alan and Emma (2015) defined a target population as the group of people that gives information to accomplish the questionnaire as required by research method. Zikmund (2003) defined the target population as the entire group of specific population elements relevant to the research project. As a comparative study, the researcher aims to compare difference of job sectors that might have influence on organizational commitment and compare difference of each factor towards Thai Nakorn Patana Company between manufacturing employees and office employees, which includes personality traits (agreeableness, conscientiousness, extraversion, emotion stability and openness to experience), job satisfaction (intrinsic satisfaction and extrinsic satisfaction), job performance (contextual performance and task performance), and organizational commitment. The target population in this research is employees, who work in Thai Nakorn Patana Company located in Nonthaburi, Thailand, and consists of employees, who work in manufacturing sector and employees, who work in office sector.

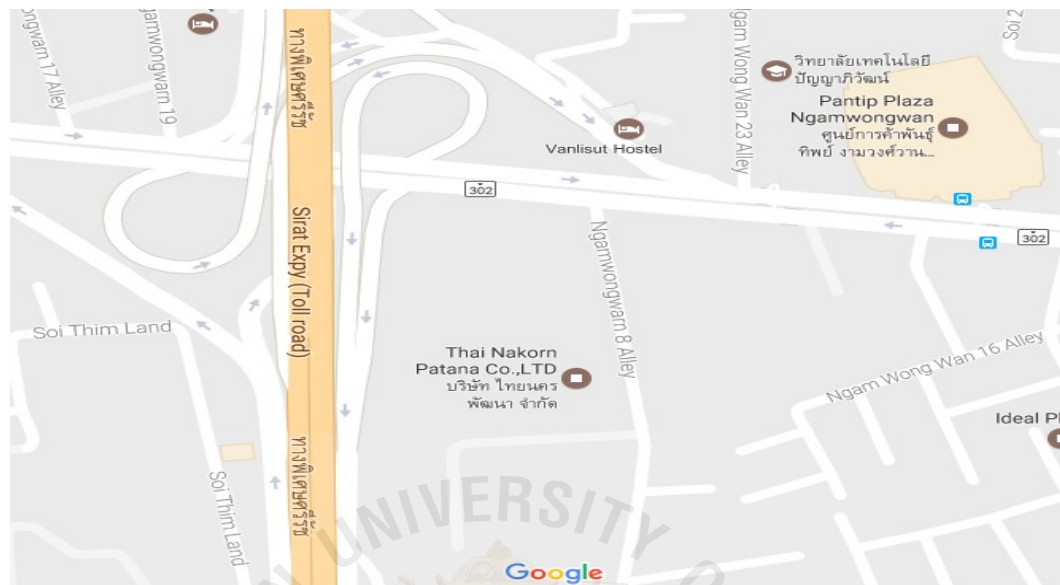
The researcher aims to study how personality traits influence on job satisfaction, job performance and organizational commitment in the organization and how the job sectors affect personality traits, job satisfaction, job performance and organizational commitment by gathering data from employees within the same company but work difference job sectors. Yang (2011) indicated that the characteristic of personal can affect the motivation of employees towards work. Thai Nakorn Patana Company located in Nonthaburi, Thailand consists of factory zones and office buildings in the same area.

**Table 4.1:** Summary of employee's number.

<b>Job sectors</b>	<b>Employees number</b>
Manufacturing employees	342
Office employees	226
Total	568

Source: Interview of the representative of Thai Nakorn Patana Company from 12<sup>th</sup> January, 2017.

**Figure 4.1:** Geographic location of Thai Nakorn Patana Company, Nonthaburi, Thailand



Source: Retried from <https://www.google.com/maps/place/ไทยนครพัฒนา>, accessed on 10/01/16.

Thai Nakorn Patana Company is one of a pharmaceutical company that located in Nonthaburi, Thailand.

#### 4.2.2 Sample Units

The sampling unit consists in a single element or group of elements that is subject to selection in the sample defined by Saunders *et al.* (2009). The samples of this study are employees, who work in Thai Nakorn Patana Company located in Nonthaburi, Thailand. The researcher divided sample units into two groups as the researcher aims to compare a difference of personality traits (in terms of agreeableness, conscientiousness, extraversion, emotional stability and openness to experience), job satisfaction (in term of intrinsic satisfaction and extrinsic satisfaction), job performance (in terms of contextual performance and task performance) and organizational commitment between two groups of manufacturing employees and office employees. Moreover, the researcher aims to find the influence of each variable as well.

### 4.2.3 Sample Size

In this research, the target population is employees of Thai Nakorn Patana Company located in Nonthaburi, Thailand, who work in manufacturing and office sectors. Alan and Emma (2015) stated that sample size is the number of elements in the sample of the research. According to Sekeran (2006), the researcher stated that one method to determine the sample size can be given as the reference from previous studies. Therefore, in this research, the researcher applied the amount of sample size based on four previous studies as follow:

The first previous research was from Adrian *et al.* (2009) who studied “Personality motivation and job satisfaction: Hertzberg meets the Big FIVE” The researchers aim to investigate the extent to which personality and demographic variables contribute to motivation and job satisfaction. They studied total of 202 full time workers, who were employed in very different jobs in the retail, manufacturing and healthcare in the UK. The second previous research was from Muhammand *et al.* (2014) who studied “Personality traits that affect expatriates adjustment and job performance towards expatriates working in Malaysia and their peers”. The purpose of this study is to examine the effects of personality traits on expatriates adjustment and job performance, for which the researchers collected data from 230 expatriates working in Malaysia and their peers and analyzed by using structural equation modeling with Amos 16.

Christine *et al.* (1998) who studied "Job satisfaction and organization commitment: A comparison of The United States and Mexico employees" This study compares the nature of job satisfaction and organization commitment of employees in The United States manufacturing plant to employees in a Mexico maquiladora manufacturing plant. A sample of 156 workers was surveyed in Mexico. The workers were employees of an auto parts assembly plant in Reynosa, Tamaulipas, Mexico and The United States sample of 122 assembly workers was administered at a similar auto parts assembly plant located in New York which had 278 in the total number of respondents.

And the last previous research was from Darwish (2002) who studied “Job satisfaction as a mediator of the relationship between role stressors and organizational commitment: A study from an Arabic cultural perspective” The researcher aims to investigate the potential mediating role of job satisfaction and various facets of organizational commitment. A sample of 361 employees in a number of organizations in The United Arab Emirates was used in this study

According to Saunders *et al.* (2009), mentioned that the appropriate sample size is very important for the research. Also, McClave *et al.* (2005) stated that the sample size should be as big as possible in order to make a more reliable and efficient research because statistical accuracy is a function of sample size. Therefore, based on the previous studied, the researcher aims to target on 400 respondents to analyze data in this research, and divided the respondents equally into 200 respondents of manufacturing employees and 200 respondents of office employees who work in Thai Nakorn Patana Company in Nonthabui, Thailand. Thus, in this study, the researcher applied 400 questionnaires for targeting 400 respondents who are employees of Thai Nakorn Patana Company located in Nonthaburi, Thailand to guarantee an accurate result of this research to be reached.

#### **4.2.4 Sampling Procedure**

In this study, the researcher applied the research technique of taking a sample which is probability sampling. According to Mark *et al.* (2012), stated that the process of sampling relates to any procedure by using a small number of items or parts of the entire population. The researcher focused on sampling in term of the population to be studied, where the total of participants is known as the number of employees who work in the company; therefore, the researcher applied the probability sampling method for this study.

According to Frankfort and Anna (2006), stated that a probability sampling enables the researcher to estimate the extent to which findings based on one sample are likely to differ what would be found by studying the entire population. In this study, the researcher applied probability sampling which is the simple random sampling. It is the best-known probability sampling, in which each member of the population has an equal probability an equal chance of being included in the sample.



The researcher will select the respondents who work in Thai Nakorn Patana Company by using a computer program that generates random numbers which is internal computer of the company. The computer will random and show the lists of 200 employees from 342 of manufacturing employees and 200 employees from 226 of office employees. The representative of the company will distribute the questionnaire to each name that is shown in computer lists.

**Table 4.2:** The selected respondents of Thai Nakorn Patana Company.

<b>Job Sector</b>	<b>Number of employees</b>
Manufacturing	200
Office	200
<b>Total</b>	<b>400</b>

#### 4.3 Research Instrument and Questionnaires

The questionnaires are the method for analysis and assessment that the researcher used in this study, in which the researcher aims to find the influence of each variable and compare the difference between manufacturing and office employees in Thai Nakorn Patana Company. The researcher applied questionnaires from the questions of previous studies which are related to this study. According to Nicholas (2015), indicated that the self-administered questionnaire permits every respondent to fill in the same set of the question by him or herself.

Mark *et al.* (2012) mentioned also that an efficient questionnaire should satisfy relevancy and accuracy. The proposal of this research questionnaires include six parts, which consist of screening questions, personality traits (in terms of agreeableness, conscientiousness, extraversion, emotional stability and openness to experience, job satisfaction (in terms of intrinsic satisfaction and extrinsic satisfaction), job performance (in terms of contextual performance and task performance), organizational commitment and the last part is demographic factors such as gender, age, education level, income level, year of work experience and marital status of the respondents. The total numbers of questions are 45 items, and the details will be described as below:



## **Part 1: Screening Questions**

The first part of the questionnaire in this study is screening questions, which the respondents will choose the answer according to work sector of employees, which are manufacturing sector and office sector. The researcher aims to form the respondents into the groups of work sector in order to avoid the mistake in collecting data. The respondents will be asked the questions as follows:

### **Part 1: Job Sector**

☐ Manufacturing      ☐ Office

From part two to part five, the researcher aims to determine the variables which influence organizational commitment of employees who work in Thai Nakorn Patana Company. In this research, the researcher used five points Likert Scale method to assess the level of each question. According to Zikmund (2003), stated that Likert Scale is one of the most popular for measuring the level and attitudes of the respondent in the questionnaire and Devis and Consenza (1993) mentioned that for using the same method it should indicate different levels from a disagreement to agreement with a variety of statements to measure attitudes. The respondent opinion level has been set as follows:

1= Strongly disagree

2= Disagree

3= Neutral

4= Agree

5= Strongly agree

### **Part 2: Personality Traits (agreeableness, conscientiousness, extraversion, emotional stability and openness to experience)**

For this part, there are five sub-variables, which are agreeableness, conscientiousness, extraversion, emotional stability and openness to experience. For each sub-variable, there are four questions which consist of twenty questions in total. The researcher adapted questions based on the study of Cheng and Mark (2014) who

studied “Personality traits and simultaneous reciprocal influences between job performance and job satisfaction” and Franklin *et al.* (2015) who studied “Knowledge sharing among teachers: the role of the Big Five Personality traits” The researcher applied 5 points Likert Scale as the measurement ranging from 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, 5 = strongly agree.

### **Part 3: Job Satisfaction (intrinsic satisfaction and extrinsic satisfaction)**

For this part, there are two sub-variables, which are intrinsic satisfaction and extrinsic satisfaction. The questions are divided into three questions of intrinsic satisfaction and extrinsic satisfaction, which consist of six questions in total. The researcher adapted all questions based on the study of Cheng and Mark (2014) who studied “Personality traits and simultaneous reciprocal influences between job performance and job satisfaction”. The researcher applied 5 points Likert Scale as the measurement ranging from 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, 5 = strongly agree.

### **Part 4: Job Performance (contextual performance and task performance)**

This part has two sub-variables, which are contextual performance and task performance. For each sub-variable, there are four questions which consist of eight questions in total. The researcher adapted all questions based on the study of Cheng and Mark (2014) who studied “Personality traits and simultaneous reciprocal influences between job performance and job satisfaction”. The researcher applied 5 points Likert Scale as the measurement ranging from 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, 5 = strongly agree.

### **Part 5: Organizational Commitment**

In this part, there are four questions in total, which the researcher adapted based on the study of Hyejin *et al.* (2012) who studied “From motivation to organizational commitment of volunteers in non-profit sports organization”. The researcher applied 5 points Likert Scale as the measurement ranging from 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, 5 = strongly agree.

## Part 6: Demographic Factors

In this part, the questionnaire inquires demographic factors, which comprise of personal information of respondents such as gender, age, education level, income level, year of work experience and marital status. The researcher applied a category scale for assessment data in this study. Zikmund *et al.* (2010) stated that a category scale is a scale of rating which composes of several response answers and provides alternatives to respondents to design position on the range.

**Table 4.3:** Summary of the Number of Questions used in each part

Part	Type of Questions	No. of Questions	Question Scale
1	Screening Questions	1	Category Scale
2	Personality Traits - Agreeableness - Conscientiousness - Extraversion - Emotional Stability - Openness to experience	4 4 4 4 4	Likert Scale
3	Job Satisfaction - Intrinsic satisfaction - Extrinsic satisfaction	3 3	Likert Scale
4	Job performance - Contextual performance - Task performance	4 4	Likert Scale
5	Organizational Commitment	4	Likert Scale
6	Demographic factors	6	Category Scale
<b>Total</b>		<b>45</b>	

#### 4.4 Pre-test

In this part, the researcher used pretest to test the reliability of variables, which can apply for research instrument. Mark *et al.* (2012) defined that pre-test show the way to discover any errors in the questions. According to Comfrey and Lee (1992), suggested that the sufficiency of sample size might be assessed roughly on the following scale: from 50-very poor to 1000 or more-excellent. Therefore, the researcher gathered data from minimum 50 respondents who work in Thai Nakorn Patana Company in order to analyze the reliability of variables. The researcher used pre-test to test the reliability of each question in order to adjust it to be reliable in case the results of reliability were errors or mistakes which mean that the result of reliable is less than 0.60. According to Sekaran (2003), explained that if the result of the coefficient is less than 0.60, it means that the scale has poor reliability.

The testing of reliability was tested by using ten variables, which consist of agreeableness, conscientiousness, extraversion, and emotional stability, openness to experience, intrinsic satisfaction, extrinsic satisfaction, contextual performance, task performance, and organizational commitment. Zikmund *et al.* (2013) explained that coefficient alpha is a scale that is the most generally applied to test the reliability of variables. Therefore, the researcher analyzed the question of each variable by using Cronbach's Alpha test. The results of the reliability are shown in the table below:

**Table 4.4:** The Pretest of Reliability Analysis.

Variables	Reliability
Agreeableness	0.817
Conscientiousness	0.920
Extraversion	0.811
Emotional stability	0.760
Openness to experience	0.778
Intrinsic satisfaction	0.869
Extrinsic satisfaction	0.864
Contextual performance	0.736
Task performance	0.708
Organizational commitment	0.873

Based on the results from Table: 4.1, the researcher found that all the questions of each variable are greater than 0.6. Then, all questions are reliable to apply as the research instrument for this study. According to Sekaran (2003), indicated that the value of reliability of variable is where each variable is greater than 0.60. Therefore, variables can be considered as reliable which the researcher can apply for the research instruments in this study.

#### **4.5 Collection of data/Gather Procedures**

In this study, the researcher used both primary data and secondary data. Mark *et al.* (2012) defined primary data as data that the researchers obtained directly from respondents for a particular project. Saunders *et al.* (2009) stated that the purpose of gathering data is to achieve the study's goals. The researcher aims to compare the different variables between manufacturing and office employees towards Thai Nakorn Patana Company located in Nonthaburi, Thailand and test influence factors' effect on organizational commitment. Also Saunders *et al.* (2009) stated that secondary data is the data that have been gathered by someone for the purpose of him/her research project. The researcher used secondary data as references from previous studies and the articles that are related for this study which support the conceptual framework and data analysis which included Emerald, textbooks, and website.

The researcher will gather primary data by distributing the questionnaire to a representative of the company who will distribute 400 questionnaires to 400 respondents from Thai Nakorn Patana Company employees which are employees who work in manufacturing sectors for 200 questionnaires and employees who work in the office sectors for 200 questionnaires with a self-administered questionnaire for both groups. The procedure of collecting data will take about one week from 24, February to 3, March 2017 on weekdays (Monday-Friday) from 12:00 am to 13:00 pm which is the lunch time and free time of the employees in order to avoid the disturbing working time of employees.

## 4.6 Statistical Treatment of Data

After collecting the data that was consisting of 400 questionnaires from 400 respondents, the researcher decoded and inserted data for their processing by using Statistical Program. In this study, the researcher used descriptive analysis to examine the information of respondents and inferential analysis by the statistical test of Independent two samples T-test and Multiple Liner Regression Analysis (MLR). The statistical treatment in this research will be described in detail as follows:

### 4.6.1 Descriptive Analysis

The researcher aims to apply descriptive statistical to analyze the demographic factors of respondents which are manufacturing employees and office employees in Thai Nakorn Patana Company. In this research, the demographic factors consist of gender, age, education level, income, year of work experience, and marital status. According to Saunders *et al.* (2009) defined that descriptive analysis is the procedure to gather, summarize, classify and present data. Zikmund *et al.* (2013) stated that descriptive analysis is a process of transformation of raw data into a new way that describes the basic characteristic. To calculate mean, percentage and standard deviation, the researcher applied the mathematical formula as follows:

$$\text{Mean} = \bar{x} = \frac{\sum_i x_i}{N}$$

$$\text{Percentage (\%)} = \frac{x \cdot 100}{n}$$

$$\text{Standard Deviation (SD)} = \sqrt{\frac{\sum_i (x_i - \bar{x})^2}{n - 1}}$$



Where;

$X$  = Individual data values or frequency

$\bar{X}$  = Mean

$n$  = Sample size

$N$  = Population size

$SD$  = Standard deviation

#### 4.6.2 Inferential Analysis

In order to test the hypotheses, inferential techniques have been used. According to Zikmund (2003), stated that inferential analysis indicates how a variable or variables are related to each other or whether there is any difference between two or more than two groups. The researcher applied Independent two samples t-test and Multiple Linear Regression Analysis (MLR) methods to test hypotheses in this study.

#### 4.6.3 Individual Regression Coefficients (t-test)

According to Black (2007), explained t-test as a procedure to explain the significance of an individual regression coefficient for the models of multiple regressions and it will be more effective when a significant variable was computed.

The sample of individual regression coefficients t-test:

$$t_n = \frac{b_n - 0}{S_{bn}}$$

Where;

$t_n$  = individual regression coefficients (t-test)

$b_n$  = estimation of unknown regression coefficients

$S_{bn}$  = standard error of  $b_n$

#### 4.6.4 Independent two Samples T-test

Black (2007) stated that independent two samples t-test is a test that utilizes to compare the means of two samples which find out whether if there is a difference between two populations.

The sample of independent two Sample t-test:

$$t = \frac{\overline{X}_1 - \overline{X}_2}{\sqrt{s_1^2/N_1 + s_2^2/N_2}}$$

Where;

$\overline{X}_1$  = sample mean of  $n_1$

$\overline{X}_2$  = sample mean of  $n_2$

$S_1^2$  = standard deviation of population 1

$S_2^2$  = standard deviation of population 2

$N_1$  = sample size of population 1

$N_2$  = sample size of population 1

According to Hair *et al.* (2007) stated that the critical value of t is 0.05. Therefore, the results of the independent t-test, if the sig. (2-tailed) value is greater than 0.05, it means that there is no statistically significant difference between two variables or two groups. Therefore, null hypothesis failed to reject. But, if the sig. (2-tailed) value is equal or less than 0.05, it means that there is a statistically significant difference between two variables or two groups. Therefore, a null hypothesis is rejected.

In this study, the researcher applied independent two samples t-test to test the difference between manufacturing employees and office employees of Thai Nakorn Patana Company, which the variables are personality traits in terms of agreeableness, conscientiousness, extraversion, emotional stability and openness to experience, job satisfaction in terms of intrinsic satisfaction and extrinsic satisfaction, job performance in terms of contextual performance and task performance and organizational commitment.

#### 4.6.5 Linear Regression

According to Edward (1990), interpreted that the regression line is fitted to the data by the method of least squares: The values of  $a$  and  $b$  are determined in such a way that sum of squares of the  $Y$  values about the regression line are a minimum. The regression analysis is a measurement for two types of variables which are independent variables, are those which can either be set to a desired level, or that can have values that can be observed but not controlled. The dependent variables result from the changes that are made in the independent variable, which varies in a random fashion about its true value.

The sample of linear regression:

$$Y_i = a + b X_i$$

Where;

$Y_i$  = dependent variable

$a, b$  = regression coefficient

$X_i$  = independent variable

#### 4.6.6 Multiple Linear Regression Analysis (MLR)

The researcher aims to apply Multiple Linear Regression Analysis (MLR) to test the influence factors of independent variables which are personality traits (agreeableness, conscientiousness, extraversion, emotional stability and openness to experience), job satisfaction (intrinsic satisfaction and extrinsic satisfaction), job performance (contextual performance and task performance) and dependent variable which is organizational commitment of the employees who work in manufacturing and office sectors. According to Hair *et al.* (2007), stated that Multiple Linear Regression Analysis (MLR) is an analysis that allowed a single dependent variable to test its relationship with multiple independent variables. The dependent random variable  $Y$  as a function of the independent variables is given by:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \dots + \beta_n X_n + \varepsilon$$

Where;

$Y$  = dependent variable

$X_1, X_2, \dots, X_n$  = value of independent variable

$\beta_0, \beta_1, \dots, \beta_n$  = regression coefficient

$\varepsilon$  = random error

#### 4.7 Summary of Statistical Tools Used In Testing Hypotheses

Null hypotheses are summarized in the Table 4.5, with statistical tools used in this research are shown as below:

**Table 4.5:** The summary of statistical techniques used for testing each hypotheses

<b>Null Hypothesis</b>	<b>Null hypothesis Description</b>	<b>Statistical Technique Used</b>
<b>H1<sub>0</sub></b>	There is no difference in personality traits in terms of agreeableness, conscientiousness, extraversion, emotional stability, openness to experience between manufacturing and office employees.	Independent two-samples t-test
<b>H2<sub>0</sub></b>	There is no difference in job satisfaction in terms of intrinsic satisfaction and extrinsic satisfaction between manufacturing and office employees.	Independent two-samples t-test
<b>H3<sub>0</sub></b>	There is no difference in job performance in terms of contextual performance and task performance between manufacturing and office employees.	Independent two-samples t-test
<b>H4<sub>0</sub></b>	There is no difference in organizational commitment between manufacturing and office employees.	Independent two-samples t-test
<b>H5<sub>0</sub></b>	Personality traits in terms of agreeableness, conscientiousness, extraversion, emotional stability, openness to experience do not influence job satisfaction in term of intrinsic satisfaction of manufacturing employees.	Multiple Linear Regression Analysis
<b>H6<sub>0</sub></b>	Personality traits in terms of agreeableness, conscientiousness, extraversion, emotional stability, openness to experience do not influence job satisfaction in term of extrinsic satisfaction of	Multiple Linear Regression Analysis

	manufacturing employees.	
<b>H7<sub>o</sub></b>	Job satisfaction in terms of intrinsic satisfaction and extrinsic satisfaction does not influence job performance in term of contextual performance of manufacturing employees.	Multiple Linear Regression Analysis
<b>H8<sub>o</sub></b>	Job satisfaction in terms of intrinsic satisfaction and extrinsic satisfaction does not influence job performance in term of task performance of manufacturing employees.	Multiple Linear Regression Analysis
<b>H9<sub>o</sub></b>	Personality traits in terms of agreeableness, conscientiousness, extraversion, emotional stability, openness to experience do not influence job performance in term of contextual performance of manufacturing employees.	Multiple Linear Regression Analysis
<b>H10<sub>o</sub></b>	Personality traits in terms of agreeableness, conscientiousness, extraversion, emotional stability, openness to experience do not influence job performance in term of task performance of manufacturing employees.	Multiple Linear Regression Analysis
<b>H11<sub>o</sub></b>	Job satisfaction in terms of intrinsic satisfaction and extrinsic satisfaction does not influence organizational commitment of manufacturing employees.	Multiple Linear Regression Analysis
<b>H12<sub>o</sub></b>	Personality traits in terms of agreeableness, conscientiousness, extraversion, emotional stability, openness to experience does not influence job satisfaction in term of intrinsic satisfaction of office employees.	Multiple Linear Regression Analysis
<b>H13<sub>o</sub></b>	Personality traits in terms of agreeableness, conscientiousness, extraversion, emotional stability, openness to experience does influence	Multiple Linear Regression Analysis



	job satisfaction in term of extrinsic satisfaction of office employees	
<b>H14<sub>o</sub></b>	Job satisfaction in terms of intrinsic satisfaction and extrinsic satisfaction does not influence job performance in term of contextual performance of office employees.	Multiple Linear Regression Analysis
<b>H15<sub>o</sub></b>	Job satisfaction in terms of intrinsic satisfaction and extrinsic satisfaction does not influence job performance in term of task performance of office employees.	Multiple Linear Regression Analysis
<b>H16<sub>o</sub></b>	Personality traits in terms of agreeableness, conscientiousness, extraversion, emotional stability, openness to experience do not influence job performance in term of contextual performance of office employees.	Multiple Linear Regression Analysis
<b>H17<sub>o</sub></b>	Personality traits in terms of agreeableness, conscientiousness, extraversion, emotional stability, openness to experience do not influence job performance in term of task performance of office employees.	Multiple Linear Regression Analysis
<b>H18<sub>o</sub></b>	Job satisfaction in terms of intrinsic satisfaction and extrinsic satisfaction does not influence organizational commitment of office employees.	Multiple Linear Regression Analysis

## CHAPTER 5

### PRESENTATION OF DATA & CRITICAL DISCUSSION OF RESULTS

This chapter describes the significance of the data which the researcher collected from employees who work in the manufacturing sector and office sector of Thai Nakorn Patana Company in Nonthaburi, Thailand. A total of 400 valid questionnaires have been assessed for data analysis. The analysis in this study consist of three parts; the first part is the descriptive analysis of the demographic factors such as gender, age, education, income, years of experience and the marital status of respondents. The second part is the descriptive analysis of the mean, percentage and standard deviations of each variable that the researcher applied in this study. And the last part is the inferential analysis of each hypothesis, which the researcher assessed the data by using a statistical program such as Independent Two Samples T-test and Multiple Linear Regression Analysis in this study.

#### 5.1 Descriptive analysis of demographic factors

In this part, will describe the demographic factors which include gender, age, education level, income level, year of work experience and marital status of the respondents, with a total of 400 respondents. According to Saunders *et al.* (2009), stated that descriptive analysis refers to raw data that is transformed by processing into a new way that describes the basic characteristic which helps easier to understand the data. In this research, descriptive analysis is used to analyze the demographic factors of the respondents who are employees work in manufacturing sectors and office sectors in Thai Nakorn Patana Company located in Nonthaburi, Thailand.

**Table 5.1:** The Descriptive Analysis of Gender by Using Frequency and Percentage.

Gender		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	96	24.0	24.0	24.0
	Female	304	76.0	76.0	100.0
	Total	400	100.0	100.0	

Table 5.1 shows the descriptive analysis of gender by using frequency and percentage of respondents in this research. A total of 400 respondents indicate that the highest percentage of respondents' gender was 76% (304 respondents) of females and the other was 24% (96 respondents) of males.

**Table 5.2:** The Descriptive Analysis of Age by Using Frequency and Percentage.

		Age			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Under 20	7	1.8	1.8	1.8
	20-30	139	34.8	34.8	36.5
	31-40	185	46.3	46.3	82.8
	Above 40	69	17.3	17.3	100.0
	Total	400	100.0	100.0	

Table 5.2 shows the descriptive analysis of age by using the frequency and percentage of respondents in this research. A total of 400 respondents indicate that the highest percentage of respondents' age was 31-40 years old with 46.3% (185 respondents), and the others were 34.8% (139 respondents) respondents who were aged between 20-30 years old, 17.3% (69 respondents) of respondents who were aged above 40 years old and 1.8% (7 respondents) of respondents who were aged under 20 years old. According to Table 5.2, the most employees who work for the Thai Nakorn Patana Company were aged between 31-40 years old in this research.

**Table 5.3:** The Descriptive Analysis of Education Level by Using Frequency and Percentage.

		Education level			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below high school	9	2.3	2.3	2.3
	High school	165	41.3	41.3	43.5
	Diploma	103	25.8	25.8	69.3
	Bachelor	121	30.3	30.3	99.5
	Master	2	.5	.5	100.0
	Total	400	100.0	100.0	

Table 5.3 shows the descriptive analysis of the education level by using the frequency and percentage of respondents in this research. A total of 400 respondents indicate that the highest percentage of respondents' education level was a high school degree with 41.3% (165 respondents), and the others were 30.3% (121 respondents) of respondents who had a bachelor's degree, 25.8% (103 respondents) of respondents who had a diploma 2.3% (9 respondents) of respondents who had an educational level below high school and 0.5% (2 respondents) of respondents who had a master's degree. According to Table 5.4, most employees who work for Thai Nakorn Patana Company have a high school degree in this research.

**Table 5.4:** The Descriptive Analysis of Income Level by Using Frequency and Percentage.

		Income level			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Under 10,000	123	30.8	30.8	30.8
	10,001-20,000	164	41.0	41.0	71.8
	20,001-30,000	84	21.0	21.0	92.8
	30,001-40,000	16	4.0	4.0	96.8
	40,001-50,000	7	1.8	1.8	98.5
	Over 50,001	6	1.5	1.5	100.0
	Total	400	100.0	100.0	

Table 5.4 shows the descriptive analysis of income level by using the frequency and percentage of respondents in this research. A total of 400 respondents indicate that the highest percentage of respondents' income level was 10,000-20,000 Baht with 41.0% (164 respondents), and the others were 30.8% (123 respondents) of respondents who earned under 10,000 Baht, 21% (84 respondents) of respondents earned between 20,001-30,000 Baht, 4.0% (16 respondents) of respondents earned between 30,001-40,000 Baht, 1.8% (7 respondents) of respondents earned between 40,001-50,000 Baht and 1.5% (6 respondents) of respondents earned over 50,001 Baht. According to Table 5.4, most employees who work for Thai Nakorn Patana Company have an income level per month between 10,000-20,000 Baht in this research.

**Table 5.5:** The Descriptive Analysis of Year of Work Experience by Using Frequency and Percentage.

Year of Work Experience		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 1 year	22	5.5	5.5	5.5
	1-2 years	53	13.3	13.3	18.8
	3-4 years	81	20.3	20.3	39.0
	5-6 years	58	14.5	14.5	53.5
	7-8 years	49	12.3	12.3	65.8
	More than 8 years	137	34.3	34.3	100.0
	Total	400	100.0	100.0	

Table 5.5 shows the descriptive analysis of year of work experience by using the frequency and percentage of respondents in this research. A total of 400 respondents indicate that the highest percentage of respondents' year of work experience was more than 8 years with 34.3% (137 respondents), and the others were 20.3% (81 respondents) of respondents who worked between 3-4 years, 14.5% (58 respondents) of respondents who worked between 5-6 years, 13.3% (53 respondents) of respondents who worked between 1-2 years, 12.3% (49 respondents) of respondents who worked between 7-8 years and 5.5% (22 respondents) of respondents who worked less than 1 year. According to Table 5.5, the most employees who work for Thai Nakorn Patana Company have year of experience more than 8 years in this research.

**Table 5.6:** The Descriptive Analysis of Marital Status by Using Frequency and Percentage.

Marital status		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	214	53.5	53.5	53.5
	Married	173	43.3	43.3	96.8
	Divorced	7	1.8	1.8	98.5
	Widowed	6	1.5	1.5	100.0
	Total	400	100.0	100.0	

Table 5.6 shows the descriptive analysis of marital status by using the frequency and percentage of respondents in this research. A total of 400 respondents indicate that the highest percentage of respondents' marital status was 53.5% with 214 respondents and the others were 43.3% (173 respondents) of respondents who were single, 1.8% (7 respondents) of respondents who were divorced and 1.5% (6 respondents) of respondents who were widowed. According to Table 5.6, most employees who work for Thai Nakorn Patana Company are single in this research.

**Table 5.7:** Summary of Demographic Factors by Using Frequency and Percentage.

<b>Factors</b>	<b>Frequency (f)</b>	<b>Percentage (%)</b>
<b>Gender</b>		
- Male	96	24%
- Female	304	76%
<b>Total</b>	<b>400</b>	<b>100</b>
<b>Age</b>		
- Under 20	7	1.8%
- 20-30	139	34.8%
- 31-40	185	46.3%
- Above 40	69	17.3%
<b>Total</b>	<b>400</b>	<b>100</b>
<b>Education level</b>		
- Below high school	9	2.3
- High school	165	41.3
- Diploma	103	25.8
- Bachelor	121	30.3
- Master	2	0.5
- Doctoral	-	-
<b>Total</b>	<b>400</b>	<b>100</b>
<b>Income level</b>		
- Under 10,000	123	30.8
- 10,001-20,000	164	41.0
- 20,001-30,000	84	21.0
- 30,001-40,000	16	4.0



- 40,001-50,000	7	1.8
- Over 50,001	6	1.5
<b>Total</b>	<b>400</b>	<b>100</b>
<b>Year of work experience</b>		
- Less than 1 year	22	5.5
- 1-2 years	53	13.3
- 3-4 years	81	20.3
- 5-6 years	58	14.5
- 7-8 years	49	12.3
- More than 8 years	137	34.3
<b>Total</b>	<b>400</b>	<b>100</b>
<b>Marital status</b>		
- Single	214	53.5
- Married	173	43.3
- Divorced	7	1.8
- Widowed	6	1.5
<b>Total</b>	<b>400</b>	<b>100</b>

## 5.2 Descriptive analysis of variables

In this part, the researcher analyzed each variable by using the descriptive statistical technique. According to Zikmund *et al.* (2013), stated that the mean or average describes a measure of the central tendency of the data being collected and standard deviation refers to a measure used to quantify the amount of variation or distribution of a set of data values. In this research, the variables were assessed by using the descriptive statistical technique; agreeableness, conscientiousness, extraversion, emotional stability, openness to experience, intrinsic satisfaction, extrinsic satisfaction, contextual performance, task performance and organizational commitment. The details of the results will be described as follows:

**Table 5.8:** Descriptive Analysis of Agreeableness by Using Mean and Standard Deviation.

Descriptive Statistics			
	N	Mean	Std. Deviation
I do my best to help my colleagues	400	3.97	.778
I get along well with my colleagues	400	4.04	.748
I do understand my colleagues' point of view	400	3.78	.796
I am considerate with my colleagues	400	3.84	.840
Valid N (listwise)	400		

From Table 5:8, personality traits in term of agreeableness, the researcher found out that the highest mean was “I get along well with my colleagues”, which was equal to 4.04. The lowest mean was “I do understand my colleagues' point of view”, which was equal to 3.78. The highest standard deviation was “I am considerate with my colleagues”, which was equal to 0.840. The lowest standard deviation was “I get along well with my colleagues” which was equal to 0.748.

**Table 5.9:** Descriptive Analysis of by Conscientiousness Using Mean and Standard Deviation.

Descriptive Statistics			
	N	Mean	Std. Deviation
I am conscientious when I work	400	4.05	.861
I am always looking for growing opportunity	400	3.96	.826
I try to do my best in everything that I do	400	4.09	.799
I am methodical when I work	400	3.94	.859
Valid N (listwise)	400		

From Table 5:9, personality traits in term of conscientiousness, the researcher found out that the highest mean was “I try to do my best in everything that I do”, which was equal to 4.09. The lowest mean was “I am methodical when I work”, which was equal to 3.94. The highest standard deviation was “I am conscientious when I work”, which was equal to 0.861. The lowest standard deviation was “I try to do my best in everything that I do” which was equal to 0.799.

**Table 5.10:** Descriptive Analysis of Extraversion by Using Mean and Standard Deviation.

Descriptive Statistics			
	N	Mean	Std. Deviation
I am a leader	400	3.40	.823
I am a persuasive person	400	3.54	.765
I am self-motivated	400	3.53	.715
I am energetic	400	3.75	.813
Valid N (listwise)	400		

From Table 5:10, personality traits in term of extraversion, the researcher found out that the highest mean was “I am energetic”, which was equal to 3.75. The lowest mean was “I am a leader”, which was equal to 3.40. The highest standard deviation was “I am a leader”, which was equal to 0.823. The lowest standard deviation was “I am self-motivated” which was equal to 0.715.

**Table 5.11:** Descriptive Analysis of Emotional Stability by Using Mean and Standard Deviation.

Descriptive Statistics			
	N	Mean	Std. Deviation
I handle pressure well	400	3.43	.928
I am good-tempered	400	3.80	.920
I see myself as someone who can be moody	400	2.69	1.002
I see myself as someone who worries a lot	400	2.80	1.051
Valid N (listwise)	400		

From Table 5:11, personality traits in term of emotional stability, the researcher found out that the highest mean was “I am good-tempered”, which was equal to 3.80. The lowest mean was “I see myself as someone who can be moody”, which was equal to 2.69. The highest standard deviation was “I see myself as someone who worried a lot”, which was equal to 1.051. The lowest standard deviation was “I am good-tempered” which was equal to 0.920.

**Table 5.12:** Descriptive Analysis of Openness to Experience by Using Mean and Standard Deviation.

Descriptive Statistics			
	N	Mean	Std. Deviation
I like to try new things	400	3.60	.912
I take a holistic approach to reach my goal	400	3.50	.795
I see myself as someone who has an active imagination	400	3.43	.792
I see myself as someone who is an inventive worker	400	3.37	.812
Valid N (listwise)	400		

From Table 5:12, personality traits in term of openness to experience, the researcher found out that the highest mean was “I like to try new things”, which was equal to 3.60. The lowest mean was “I see myself as someone who is an inventive worker”, which was equal to 3.37. The highest standard deviation was “I like to try new things”, which was equal to 0.912. The lowest standard deviation was “I see myself as someone who has an active imagination” which was equal to 0.792.

**Table 5.13:** Descriptive Analysis of Intrinsic Satisfaction by Using Mean and Standard Deviation.

Descriptive Statistics			
	N	Mean	Std. Deviation
My job is challenging	400	3.48	.873
My skill set fits well with my job	400	3.53	.778
I can realize my full potential in my job	400	3.57	.805
Valid N (listwise)	400		

From Table 5:13, job satisfaction in term of intrinsic satisfaction, the researcher found out that the highest mean was “I can realize my full potential in my job”, which was equal to 3.57. The lowest mean was “My job is challenging”, which was equal to 3.48. The highest standard deviation was “My job is challenging”, which was equal to 0.873. The lowest standard deviation was “My skill set fits well with my job” which was equal to 0.778.

**Table 5.14:** Descriptive Analysis of Extrinsic Satisfaction by Using Mean and Standard Deviation.

Descriptive Statistics			
	N	Mean	Std. Deviation
My company offers equitable promotion path	400	2.92	.955
My company provides good benefits	400	3.10	.918
My company actively seeks to improve working conditions	400	3.26	.947
Valid N (listwise)	400		

From Table 5:14, job satisfaction in term of extrinsic satisfaction, the researcher found out that the highest mean was “My company actively seeks to improve working conditions”, which was equal to 3.26. The lowest mean was “My company offers equitable promotion path”, which was equal to 2.92. The highest standard deviation was “My company offers equitable promotion path”, which was equal to 0.955. The lowest standard deviation was “My company provides good benefits” which was equal to 0.918.

**Table 5.15:** Descriptive Analysis of Contextual Performance by Using Mean and Standard Deviation.

Descriptive Statistics			
	N	Mean	Std. Deviation
I actively help my colleagues with their work	400	3.71	.785
I focus on team performance	400	3.70	.793
I am courteous at work	400	3.68	.835
I actively publicize my company's strengths	400	3.36	.849
Valid N (listwise)	400		

From Table 5:15, job performance in term of contextual performance, the researcher found out that the highest mean was “I actively help my colleagues with their work”, which was equal to 3.71. The lowest mean was “I actively publicize my company's strengths”, which was equal to 3.36. The highest standard deviation was “I actively publicize my company's strengths”, which was equal to 0.849. The lowest standard deviation was “I actively help my colleagues” which was equal to 0.785.

**Table 5.16:** Descriptive Analysis of by Using Mean and Standard Deviation.

Descriptive Statistics			
	N	Mean	Std. Deviation
I achieve objectives that are assigned to me	400	3.56	.753
I am never late nor take off early	400	3.40	.918
I aim to attain perfection in my work	400	3.64	.769
I am prudent and seldom make mistakes	400	3.27	.753
Valid N (listwise)	400		

From Table 5:16, job performance in term of task performance, the researcher found out that the highest mean was “I aim to attain perfection in my work”, which was equal to 3.64. The lowest mean was “I am prudent and seldom make mistakes”, which was equal to 3.27. The highest standard deviation was “I am never late nor take off early”, which was equal to 0.918. The lowest standard deviation was “I achieve objectives that are assigned to me” and “I am prudent and seldom make mistakes” which was equal to 0.753.

**Table 5.17:** Descriptive Analysis of Organizational Commitment by Using Mean and Standard Deviation.

Descriptive Statistics			
	N	Mean	Std. Deviation
I enjoy discussing my organization with other people	400	3.39	.839
I feel like “part of my family” at this organization	400	3.39	.866
This organization has a great deal of personal meaning for me	400	3.30	.841
I feel a strong sense of belonging to the organization	400	3.31	.804
Valid N (listwise)	400		

From Table 5:17, in term of organizational commitment, the researcher found out that the highest mean were “I enjoy discussing my organization” and “I feel like part of family”, which was equal to 3.39. The lowest mean was “This organization has a great deal”, which was equal to 3.30. The highest standard deviation was “I feel like “part of a family” in this organization, which was equal to 0.866. The lowest standard deviation was “I feel a strong sense of belonging” which was equal to 0.804.



### 5.3 Reliability Analysis

In this part, the testing of reliability was accomplished by using ten variables; agreeableness, conscientiousness, extraversion, emotional stability, openness to experience, intrinsic satisfaction, extrinsic satisfaction, contextual performance, task performance and organizational commitment. According to Sekaran (2000), stated that if the reliability value of each variable is above 0.60, it is considered that all the variables are reliable to be used as a tool for the research instruments but if the reliability value of the variable is less 0.60, the scale has low reliability. The details of reliability analysis result (Alpha value) for each variable in this study are shown in the table below:

**Table 5.18:** Reliability Test Result.

Variables	Alpha ( <i>a</i> -test)	Number of questions
Agreeableness	0.825	4
Conscientiousness	0.859	4
Extraversion	0.788	4
Emotional stability	0.636	4
Openness to experience	0.829	4
Intrinsic satisfaction	0.869	3
Extrinsic satisfaction	0.886	3
Contextual performance	0.816	4
Task performance	0.753	4
Organizational commitment	0.917	4

The result for reliability that shown in Table 5.18; the Cronbach's alpha for agreeableness is 0.825. The Cronbach's alpha for conscientiousness is 0.859; the Cronbach's alpha of extraversion is 0.788; the Cronbach's alpha for emotional stability is 0.636; the Cronbach's alpha for openness to experience is 0.829; the Cronbach's alpha for intrinsic satisfaction is 0.869; the Cronbach's alpha for extrinsic satisfaction is 0.866; the Cronbach's alpha for contextual performance is 0.816; the Cronbach's alpha for task performance is 0.753; the Cronbach's alpha for organizational commitment is 0.917. All results are greater than 0.6; therefore, all questions are consistent and reliable for this research.

## **5.4 Inferential Analysis: To test hypotheses**

### **5.4.1 Significant Test**

According to Zikmund *et al.* (2013), stated that inferential analysis indicates how each variable or variables relate to each other or whether there is any difference between two or more groups of variables, for which a significant test is applied to define whether the observed value is different from the hypothesis value or check whether the null hypothesis will be accepted to rejected.

### **5.4.2 Analysis of Independent two Samples T-test**

Sekaran (2003) described the independent two samples t-test as a test that is used to compare the means of the two samples which indicate whether there is a difference between two groups of populations. In this study, the researcher applied the independent two samples t-test to compare the differences in two factors of manufacturing employees and office's employee in Thai Nakorn Patana Company. There are four hypotheses to be tested for the independent two samples t-test in this study. According to Hair *et al.* (2000), stated that the critical value of t in the study is 0.05. For the independent t-test, if the sig (2-tailed) value is above 0.05, which means that there is no statistically significant difference between the two variables or two groups. Therefore, the null hypothesis failed to reject. But, if the sig (2-tailed) value is equal to or less than 0.05, this means that there is a statistically significant difference between the two variables or two groups. Therefore, the null hypothesis is rejected.

#### **Hypothesis 1**

H1<sub>o</sub>: There is no difference in personality traits in terms of agreeableness, conscientiousness, extraversion, emotional stability, openness to experience between manufacturing and office employees.

H1<sub>a</sub>: There is a difference in personality traits in terms of agreeableness, conscientiousness, extraversion, emotional stability, openness to experience between manufacturing and office employees.

**Table 5.19:** Group Statistics of Personality Traits in terms of Agreeableness, Conscientiousness, Extraversion, Emotional Stability and Openness to Experience between Manufacturing and Office Employees.

Group Statistics					
	Manufacturing and Office employees	N	Mean	Std. Deviation	Std. Error Mean
MeanAgreeableness	Manufacturing employees	200	3.80	.646	.046
	Office employees	200	4.01	.620	.044
MeanConscientiousness	Manufacturing employees	200	3.73	.706	.050
	Office employees	200	4.29	.575	.041
MeanExtraversion	Manufacturing employees	200	3.40	.592	.042
	Office employees	200	3.71	.586	.041
MeanEmotionalStability	Manufacturing employees	200	2.94	.632	.045
	Office employees	200	3.41	.636	.045
MeanOpennessTo Experience	Manufacturing employees	200	3.26	.608	.043
	Office employees	200	3.70	.664	.047

Based on the results from Table 5.19, this showed that there were 200 participants from manufacturing employees and 200 participants from office employees who work in Thai Nakorn Patana Company, Thailand. The mean for agreeableness for manufacturing employees is 3.80 and office employees is 4.01 and the standard deviation for manufacturing employees is 0.646 and office employees is 0.620. The mean of conscientiousness for manufacturing employees is 3.73 and office employees is 4.29 and the standard deviation for manufacturing employees is 0.706 and office employees is 0.575. The mean of extraversion for manufacturing employees is 3.40 and office employees is 3.71 and standard deviation for manufacturing employees is 0.592 and office employees is 0.586. The mean of emotional stability for manufacturing employees is 2.94 and office employees is 3.41 and the standard deviation for manufacturing employees is 0.632 and office employees is 0.636. The mean of openness to experience for manufacturing employees is 3.26 and office employees is 3.70 and the standard deviation for manufacturing employees is 0.608 and office employees is 0.664. This result indicates

that personality traits in term of agreeableness is higher among office employees than manufacturing employee; personality traits in term of conscientiousness is higher among office employees than manufacturing employee; personality traits in term of extraversion is higher among manufacturing employees than office employees; personality traits in term of emotional stability is higher among office employees than manufacturing employees; personality traits in term of openness to experience is higher among office employees than manufacturing employees.

**Table 5.20:** The Independent two Samples T-test of Personality Traits in terms of Agreeableness, Conscientiousness, Extraversion, Emotional Stability and Openness to Experience between Manufacturing and Office Employees.

Independent Samples Test										
		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2- tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
MeanAgreea bleness	Equal variances assumed	2.108	.147	-3.357	398	.001	-.212	.063	-.337	-.088
	Equal variances not assumed			-3.357	397.311	.001	-.212	.063	-.337	-.088
MeanConscie ntiousness	Equal variances assumed	3.432	.065	-8.655	398	.000	-.558	.064	-.684	-.431
	Equal variances not assumed			-8.655	382.398	.000	-.558	.064	-.684	-.431
MeanExtrave rsion	Equal variances assumed	.001	.978	-5.411	398	.000	-.319	.059	-.435	-.203
	Equal variances not assumed			-5.411	397.968	.000	-.319	.059	-.435	-.203
MeanEmotio nalStability	Equal variances assumed	.032	.858	-7.398	398	.000	-.469	.063	-.594	-.344
	Equal variances not assumed			-7.398	397.988	.000	-.469	.063	-.594	-.344
MeanOpenne ssToExperien ce	Equal variances assumed	2.824	.094	-6.989	398	.000	-.445	.064	-.570	-.320

Equal variances not assumed			-6.989	394.972	.000	-.445	.064	-.570	-.320
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Based on the results from Table 5.20, the independent two samples t-test showed that the significance (2-tailed test) of agreeableness is equal to 0.001, which is less than .05 ( $0.001 < 0.05$ ); conscientiousness is equal to 0.000, which is less than .05 ( $0.000 < 0.05$ ); extraversion is equal to 0.000, which is less than .05 ( $0.000 < 0.05$ ); emotional stability is equal to 0.000, which is less than .05 ( $0.000 < 0.05$ ); openness to experience is equal to 0.000, which is less than .05 ( $0.000 < 0.05$ ). It means that null of the hypothesis was rejected. Therefore, personality traits in terms of agreeableness, conscientiousness, extraversion, emotional stability, openness to experience are different between manufacturing and office employees at the 0.05 significant level.

## Hypothesis 2

H2<sub>o</sub>: There is no difference in job satisfaction in terms of intrinsic satisfaction and extrinsic satisfaction between manufacturing and office employees.

H2<sub>a</sub>: There is a difference in job satisfaction in terms of intrinsic satisfaction and extrinsic satisfaction between manufacturing and office employees.

**Table 5.21:** Group Statistics of Job Satisfaction in terms of Intrinsic Satisfaction and Extrinsic Satisfaction between Manufacturing and Office Employees.

Group Statistics					
	Manufacturing and Office employees	N	Mean	Std. Deviation	Std. Error Mean
MeanIntrinsic Satisfaction	Manufacturing employees	200	3.28	.724	.051
	Office employees	200	3.78	.647	.046
MeanExtrinsic Satisfaction	Manufacturing employees	200	2.99	.817	.058
	Office employees	200	3.19	.869	.061

Based on the results from Table 5.21, this showed that there were 200 participants from manufacturing employees and 200 participants from office

employees who work in Thai Nakorn Patana Company, Thailand. The mean for intrinsic satisfaction for manufacturing employees is 3.28 and office employees is 3.78 and the standard deviation for manufacturing employees is 0.724 and office employees is 0.647; extrinsic satisfaction for manufacturing employees is 2.99 and office employees is 3.19 and the standard deviation for manufacturing employees is 0.817 and office employees is 0.869. This result indicates that job satisfaction in term of intrinsic satisfaction is higher among office employees than manufacturing employees; job satisfaction in term of extrinsic satisfaction is higher among office employees than manufacturing employees.

**Table 5.22:** The Independent two Samples T-test of Job Satisfaction in terms of Intrinsic Satisfaction and Extrinsic Satisfaction between Manufacturing and Office Employees.

Independent Samples Test										
		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2- tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
MeanIntri nsicSatisfa ction	Equal variances assumed	.723	.396	-7.236	398	.000	-.497	.069	-.632	-.362
	Equal variances not assumed			-7.236	393.137	.000	-.497	.069	-.632	-.362
MeanExtri nsicSatisfa ction	Equal variances assumed	2.810	.094	-2.371	398	.018	-.200	.084	-.366	-.034
	Equal variances not assumed			-2.371	396.475	.018	-.200	.084	-.366	-.034

Based on the results from Table 5.22, the independent two samples t-test showed that the significance (2-tailed test) of intrinsic satisfaction is equal to 0.000, which is less than .05 ( $0.000 < 0.05$ ); extrinsic satisfaction is equal to 0.018, which is



less than .05 ( $0.018 < 0.05$ ). It means that null of the hypothesis was rejected. Therefore, job satisfaction in terms of intrinsic satisfaction and extrinsic satisfaction is different between manufacturing and office employees at the 0.05 significant level.

### Hypothesis 3

H3<sub>o</sub>: There is no difference in job performance in terms of contextual performance and task performance between manufacturing and office employees.

H3<sub>a</sub>: There is a difference in job performance in terms of contextual performance and task performance between manufacturing and office employees.

**Table 5.23:** Group Statistics of Job Performance in terms of Contextual Performance and Task Performance between Manufacturing and Office Employees.

Group Statistics					
	Manufacturing and Office employees	N	Mean	Std. Deviation	Std. Error Mean
MeanContextual Performance	Manufacturing employees	200	3.36	.594	.042
	Office employees	200	3.87	.617	.044
MeanTaskPerfor mance	Manufacturing employees	200	3.26	.542	.038
	Office employees	200	3.68	.596	.042

Based on the results from Table 5.23, this showed that there were 200 participants from manufacturing employees and 200 participants from office employees who work in Thai Nakorn Patana Company, Thailand. The mean for contextual performance for manufacturing employees is 3.36 and office employees is 3.87 and the standard deviation for manufacturing employees is 0.042 and office employees is 0.044; task performance for manufacturing employees is 3.26 and office employees is 3.68 and standard deviation for manufacturing employees is 0.038 and office employees is 0.042. This result indicates that job performance in term of contextual performance is higher among office employees than manufacturing employee; job performance in term of task performance is higher among office employees than manufacturing employees.

**Table 5.24:** The Independent two Samples T-test of Job Performance in terms of Contextual Performance and Task Performance between Manufacturing and Office Employees.

Independent Samples Test									
		Levene's Test for Equality of Variances		t-test for Equality of Means					
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference
									Lower Upper
MeanContextual Performance	Equal variances assumed	.889	.346	-8.319	398	.000	-.504	.061	-.623 -.385
	Equal variances not assumed			-8.319	397.432	.000	-.504	.061	-.623 -.385
MeanTask Performance	Equal variances assumed	4.669	.031	-7.391	398	.000	-.421	.057	-.533 -.309
	Equal variances not assumed			-7.391	394.425	.000	-.421	.057	-.533 -.309

Based on the results from Table 5.24, the independent two samples t-test showed that the significance (2-tailed test) of contextual performance is equal to 0.000, which is less than .05 ( $0.000 < 0.05$ ); task performance is equal to 0.000, which is less than .05 ( $0.000 < 0.05$ ). It means that null of the hypothesis was rejected. Therefore, job performance in terms of contextual performance and task performance is different between manufacturing and office employees at the 0.05 significant level.

#### Hypothesis 4

H4<sub>o</sub>: There is no difference in organizational commitment between manufacturing and office employees.

H4<sub>a</sub>: There is a difference in organizational commitment between manufacturing and office employees.

**Table 5.25:** Group Statistics of Organizational Commitment between Manufacturing and Office Employees.

Group Statistics					
	Manufacturing and Office employees	N	Mean	Std. Deviation	Std. Error Mean
MeanOrganization Commitment	Manufacturing employees	200	3.14	.685	.048
	Office employees	200	3.56	.756	.053

Based on the results from Table 5.25, this showed that there were 200 participants from manufacturing and 200 participants from office employees who work in Thai Nakorn Patana Company, Thailand. The mean for organizational commitment for manufacturing employees is 3.14 and office employees is 3.56 and standard deviation for manufacturing employees is 0.048 and office employees is 0.053. This result indicates that organizational commitment is higher among office employees than manufacturing employees; job performance in term of task performance is higher among office employees than manufacturing employees.

**Table 5.26:** The Independent two Samples T-test of Organizational Commitment between Manufacturing and Office Employees.

Independent Samples Test										
		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
MeanOrga nizationCo mmitment	Equal variances assumed	6.777	.010	-5.751	398	.000	-.415	.072	-.557	-.273
	Equal variances not assumed			-5.751	394.197	.000	-.415	.072	-.557	-.273

Based on the results from Table 5.26, the independent two samples t-test showed that the significance (2-tailed test) of organizational commitment is equal to 0.000, which is less than .05 ( $0.000 < 0.05$ ). It means that null of the hypothesis was rejected. Therefore, organizational commitment is different between manufacturing and office employees at the 0.05 significant level.

### **5.4.3 Analysis of Multiple Linear Regressions**

Edward (1990) stated that regression analysis is a measurement for two types of variables, which are the dependent variable and the independent variable. In this study, the researcher used multiple linear regressions to analysis a single dependent variable that examines its relationship with multiple independent variables. According to Hair *et al.* (2007), stated that multiple linear regressions is an analytical way to examine how a dependent variable is correlated with two or more independent variables. In this study, there are 14 hypotheses tested the influence factors which influence organizational commitment towards Thai Nakorn Patana Company, Nonthaburi, Thailand.

#### **Hypothesis 5**

H5<sub>o</sub>: Personality traits in terms of agreeableness, conscientiousness, extraversion, emotional stability, openness to experience do not influence job satisfaction in term of intrinsic satisfaction of manufacturing employees.

H5<sub>a</sub>: Personality traits in terms of agreeableness, conscientiousness, extraversion, emotional stability, openness to experience do influence job satisfaction in term of intrinsic satisfaction of manufacturing employees.

**Table 5.27:** The R, R Square and Adjusted R Square value of Multiple Linear Regression Analysis of Job Satisfaction in term of Intrinsic Satisfaction of Manufacturing Employees.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	Manufacturing and Office employees = Manufacturing employees (Selected)			
1	.745 <sup>a</sup>	.556	.544	.488

a. Predictors: (Constant), MeanOpennessToExperience, MeanAgreeableness, MeanEmotionalStability, MeanExtraversion, MeanConscientiousness

According to Table 5.27, the correlation coefficient (R) is equal to 0.745, which means that personality traits in terms of agreeableness of manufacturing employees, conscientiousness of manufacturing employees, extraversion of manufacturing employees, emotional stability of manufacturing employees, openness to experience of manufacturing employees have a strong statistically significant influence on job satisfaction in term of intrinsic satisfaction of manufacturing employees. Also, the Strength of association ( $R^2$ ) is equal to  $(0.745^2)$ , which is equal to 0.556; it means that if personality traits in terms of agreeableness of manufacturing employees, conscientiousness, of manufacturing employees extraversion of manufacturing employees, emotional stability of manufacturing employees and openness to experience of manufacturing employees increase or decrease, it will influence job satisfaction in term of intrinsic satisfaction of manufacturing employees to increase or decrease by 55.6%. In other words, this model only explains 55.6% of job satisfaction in term of intrinsic satisfaction of manufacturing employees.

**Table 5.28:** The ANOVA of Job Satisfaction in term of Intrinsic Satisfaction of Manufacturing Employees.

**ANOVA<sup>a,b</sup>**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	57.881	5	11.576	48.514	.000 <sup>c</sup>
Residual	46.292	194	.239		
Total	104.173	199			

a. Dependent Variable: MeanIntrinsicSatisfaction

b. Selecting only cases for which Manufacturing and Office employees = Manufacturing employees

c. Predictors: (Constant), MeanOpennessToExperience, MeanAgreeableness, MeanEmotionalStability, MeanExtraversion, MeanConscientiousness

As indicated in Table 5.28, the result from the ANOVA table showed that the sig. is equal to .000, which is less than .05 ( $0.000 < 0.05$ ). It means that at least one independent variable has a statistically significant influence on job satisfaction in term of intrinsic satisfaction of manufacturing employees at the .05 significant level.

**Table 5.29:** The Multiple Linear Regression Analysis of Job Satisfaction in term of Intrinsic Satisfaction of Manufacturing employees.

**Coefficients<sup>a,b</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	-.334	.258		-1.294	.197
MeanAgreeableness	.085	.074	.076	1.141	.255
MeanConscientiousness	.178	.075	.174	2.386	.018
MeanExtraversion	.224	.081	.183	2.754	.006
MeanEmotionalStability	.057	.064	.050	.884	.378
MeanOpennessToExperience	.522	.076	.439	6.844	.000

a. Dependent Variable: MeanIntrinsicSatisfaction

b. Selecting only cases for which Manufacturing and Office employees = Manufacturing employees



Based on the results from Table 5.29, the researcher found that conscientiousness, extraversion and openness to experience were significant at 0.018, 0.006 and 0.000, which less than .05 and the beta coefficients were equal to 0.178, 0.224 and 0.522, respectively. However, agreeableness and emotional stability were not significant at 0.225 and 0.378 and the beta coefficients were equal to 0.085 and 0.075; it means that conscientiousness, openness to experience and extraversion do influence job satisfaction in term of intrinsic satisfaction. However, agreeableness and emotional stability do not influence job satisfaction in term of intrinsic satisfaction. Therefore, the null hypothesis failed to reject. It can be concluded that personality traits in terms of agreeableness, conscientiousness, extraversion, emotional stability and openness to experience do not influence job satisfaction in term of intrinsic satisfaction of manufacturing employees.

#### Hypothesis 6

H6<sub>o</sub>: Personality traits in terms of agreeableness, conscientiousness, extraversion, emotional stability, openness to experience do not influence job satisfaction in term of extrinsic satisfaction of manufacturing employees.

H6<sub>a</sub>: Personality traits in terms of agreeableness, conscientiousness, extraversion, emotional stability, openness to experience do influence job satisfaction in term of extrinsic satisfaction of manufacturing employees.

**Table 5.30:** The R, R Square and Adjusted R Square value of Multiple Linear Regression Analysis of Job Satisfaction in term of Extrinsic Satisfaction of Manufacturing Employees.

#### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	Manufacturing and Office employees = Manufacturing employees (Selected)			
1	.577 <sup>a</sup>	.333	.316	.676

a. Predictors: (Constant), MeanOpennessToExperience, MeanAgreeableness, MeanEmotionalStability, MeanExtraversion, MeanConscientiousness

According to Table 5.30, the correlation coefficient (R) is equal to 0.577, which means that personality traits in terms of agreeableness of manufacturing employees, conscientiousness, of manufacturing employees, extraversion of manufacturing employees, emotional stability of manufacturing employees, openness to experience of manufacturing employees have a strong statistically significant influence on job satisfaction in term of extrinsic satisfaction of manufacturing employees. Also, the Strength of association ( $R^2$ ) is equal to  $(0.577^2)$ , which is equal to 0.333. It means that if personality traits in terms of agreeableness of manufacturing employees, conscientiousness of manufacturing employees, extraversion of manufacturing employees, emotional stability of manufacturing employees and openness to experience of manufacturing employees increase or decrease, it will influence job satisfaction in term of extrinsic satisfaction of manufacturing employees to increase or decrease by 33.3%. In other words, this model only explains 33.3% of job satisfaction in term of extrinsic satisfaction of manufacturing employees.

**Table 5.31:** The ANOVA of Job Satisfaction in term of Extrinsic Satisfaction of Manufacturing Employees.

**ANOVA<sup>a,b</sup>**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	44.198	5	8.840	19.363	.000 <sup>c</sup>
Residual	88.566	194	.457		
Total	132.764	199			

a. Dependent Variable: MeanExtrinsicSatisfaction

b. Selecting only cases for which Manufacturing and Office employees = Manufacturing employees

c. Predictors: (Constant), MeanOpennessToExperience, MeanAgreeableness, MeanEmotionalStability, MeanExtraversion, MeanConscientiousness

As indicated in Table 5.31, the result from the ANOVA table showed that the sig. is equal to .000, which is less than .05 ( $0.000 < 0.05$ ). It means that at least one independent variable has a statistically significant influence on job satisfaction in term of extrinsic satisfaction of manufacturing employees at the .05 significant level.

**Table 5.32:** The Multiple Linear Regression Analysis of Job Satisfaction in term of Extrinsic Satisfaction of Manufacturing Employees.

Coefficients <sup>a,b</sup>					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	-.403	.357		-1.127	.261
MeanAgreeableness	.276	.103	.218	2.691	.008
MeanConscientiousness	.098	.103	.085	.953	.342
MeanExtraversion	.088	.113	.064	.785	.433
MeanEmotionalStability	.140	.089	.109	1.573	.117
MeanOpennessToExperience	.389	.105	.289	3.684	.000

a. Dependent Variable: MeanExtrinsicSatisfaction

b. Selecting only cases for which Manufacturing and Office employees = Manufacturing employees

Based on the results from Table 5.32, the researcher found that agreeableness and openness to experience were significant at 0.008 and 0.000, which means less than .05 and the beta coefficients were equal to 0.276 and 0.389. However, conscientiousness, extraversion and emotional stability were not significant at 0.342, 0.433 and 0.117 and the beta coefficients were equal to 0.098, 0.088 and 0.140, respectively. It means that agreeableness and openness to experience do influence job satisfaction in term of extrinsic satisfaction. However, conscientiousness, extraversion and emotional stability do not influence job satisfaction in term of extrinsic satisfaction. Therefore, the null hypothesis failed to reject. It can be concluded that personality traits in terms of agreeableness, conscientiousness, extraversion, emotional stability and openness to experience do not influence job satisfaction in term of extrinsic satisfaction of manufacturing employees.

## Hypothesis 7

H7<sub>o</sub>: Job satisfaction in terms of intrinsic satisfaction and extrinsic satisfaction does not influence job performance in term of contextual performance of manufacturing employees.

H7<sub>a</sub>: Job satisfaction in terms of intrinsic satisfaction and extrinsic satisfaction does influence job performance in term of contextual performance of manufacturing employees.

**Table 5.33:** The R, R Square and Adjusted R Square value of Multiple Linear Regression Analysis of Job Performance in term of Contextual Performance of Manufacturing Employees.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	Manufacturing and Office employees = Manufacturing employees (Selected)			
1	.748 <sup>a</sup>	.559	.555	.396

a. Predictors: (Constant), MeanExtrinsicSatisfaction, MeanIntrinsicSatisfaction

According to Table 5.33, the correlation coefficient (R) is equal to 0.748, which means that job satisfaction in terms of intrinsic satisfaction of manufacturing employees, job satisfaction in term of extrinsic satisfaction of manufacturing employees have a strong statistically significant influence on job performance in term of contextual performance of manufacturing employees. Also, the Strength of association ( $R^2$ ) is equal to  $(0.748^2)$ , which is equal to 0.559. It means that if job satisfaction in terms of intrinsic satisfaction and extrinsic satisfaction of manufacturing employees increase or decrease, it will influence job performance in term of contextual performance of manufacturing employees to increase or decrease by 55.9%. In other words, this model only explains 55.9% of job performance in term of contextual performance of manufacturing employees.

**Table 5.34:** The ANOVA of Job Performance in term of Contextual Performance of Manufacturing Employees.

ANOVA <sup>a,b</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	39.256	2	19.628	124.885	.000 <sup>c</sup>
	Residual	30.963	197	.157		
	Total	70.219	199			

a. Dependent Variable: MeanContextualPerformance

b. Selecting only cases for which Manufacturing and Office employees = Manufacturing employees

c. Predictors: (Constant), MeanExtrinsicSatisfaction, MeanIntrinsicSatisfaction

As indicated in Table 5.34, the result from the ANOVA table showed that the sig. is equal to .000, which is less than .05 ( $0.000 < 0.05$ ). It means that at least one independent variable has a statistically significant influence on job performance in term of contextual performance of manufacturing employees at the .05 significant level.

**Table 5.35:** The Multiple Linear Regression Analysis of Job Performance in term of Contextual Performance of Manufacturing Employees.

Coefficients <sup>a,b</sup>					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.306	.134		9.738	.000
MeanIntrinsic Satisfaction	.399	.049	.486	8.119	.000
MeanExtrinsic Satisfaction	.250	.044	.344	5.747	.000

a. Dependent Variable: MeanContextualPerformance

b. Selecting only cases for which Manufacturing and Office employees = Manufacturing employees

Based on the results from Table 5.35, the researcher found that intrinsic satisfaction and extrinsic satisfaction were significant at 0.000, which means less than .05 and the beta coefficients were equal to 0.399 and 0.250. It means that intrinsic satisfaction and extrinsic satisfaction do influence job performance in term of contextual performance of manufacturing employees. Therefore, the null hypothesis was rejected. It can be concluded that job satisfaction in terms of intrinsic satisfaction and extrinsic satisfaction does influence job performance in term of contextual performance of manufacturing employees.

### Hypothesis 8

H8<sub>o</sub>: Job satisfaction in terms of intrinsic satisfaction and extrinsic satisfaction does not influence job performance in term of task performance of manufacturing employees.

H8<sub>a</sub>: Job satisfaction in terms of intrinsic satisfaction and extrinsic satisfaction does influence job performance in term of task performance of manufacturing employees.

**Table 5.36:** The R, R Square and Adjusted R Square value of Multiple Linear Regression Analysis of Job Performance in term of Task Performance of Manufacturing Employees.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	Manufacturing and Office employees = Manufacturing employees (Selected)			
1	.588 <sup>a</sup>	.345	.339	.441

a. Predictors: (Constant), MeanExtrinsicSatisfaction, MeanIntrinsicSatisfaction

According to Table 5.36, the correlation coefficient (R) is equal to 0.588, which means that job satisfaction in terms of intrinsic satisfaction of manufacturing employees and job satisfaction in term of extrinsic satisfaction of manufacturing



employees have a strong statistically significantly influence on job performance in term of task performance of manufacturing employees. Also, the Strength of association ( $R^2$ ) is equal to  $(0.588^2)$ , which is equal to 0.345. It means that if job satisfaction in terms of intrinsic satisfaction and extrinsic satisfaction of manufacturing employees increase or decrease, it will influence job performance in term of task performance of manufacturing employees to increase or decrease by 34.5%. In other words, this model only explains 34.5% of job performance in term of task performance of manufacturing employees.

**Table 5.37:** The ANOVA of Job Performance in term of Task Performance of Manufacturing Employees.

**ANOVA<sup>a,b</sup>**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	20.196	2	10.098	51.949	.000 <sup>c</sup>
Residual	38.293	197	.194		
Total	58.489	199			

a. Dependent Variable: MeanTaskPerformance

b. Selecting only cases for which Manufacturing and Office employees = Manufacturing employees

c. Predictors: (Constant), MeanExtrinsicSatisfaction, MeanIntrinsicSatisfaction

As indicated in Table 5.37, the result from the ANOVA table showed that the sig. is equal to .000, which is less than .05 ( $0.000 < 0.05$ ). It means that at least one independent variable has a statistically significant influence on job performance in term of task performance of manufacturing employees at the .05 significant level.

**Table 5.38:** The Multiple Linear Regression Analysis of Job Performance in term of Task Performance of Manufacturing Employees.

Coefficients <sup>a,b</sup>					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.790	.149		11.996	.000
MeanIntrinsic Satisfaction	.271	.055	.361	4.951	.000
MeanExtrinsic Satisfaction	.194	.048	.293	4.012	.000

a. Dependent Variable: MeanTaskPerformance

b. Selecting only cases for which Manufacturing and Office employees = Manufacturing employees

Based on the results from Table 5.38, the researcher found that intrinsic satisfaction and extrinsic satisfaction were both significant at 0.000, which means less than .05 and the beta coefficients were equal to 0.271 and 0.194. It means that intrinsic satisfaction and extrinsic satisfaction do influence job performance in term of task performance of manufacturing employees. Therefore, the null hypothesis was rejected. It can be concluded that job satisfaction in terms of intrinsic satisfaction and extrinsic satisfaction does influence job performance in term of task performance of manufacturing employees.

### Hypothesis 9

H9<sub>o</sub>: Personality traits in terms of agreeableness, conscientiousness, extraversion, emotional stability, openness to experience do not influence job performance in term of contextual performance of manufacturing employees.

H9<sub>a</sub>: Personality traits in terms of agreeableness, conscientiousness, extraversion, emotional stability, openness to experience do influence job performance in term of contextual performance of manufacturing employees.

**Table 5.39:** The R, R Square and Adjusted R Square value of Multiple Linear Regression Analysis of Job Performance in term of Contextual Performance of Manufacturing Employees.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	Manufacturing and Office employees = Manufacturing employees (Selected)			
1	.679 <sup>a</sup>	.461	.447	.442

a. Predictors: (Constant), MeanOpennessToExperience, MeanAgreeableness, MeanEmotionalStability, MeanExtraversion, MeanConscientiousness

According to Table 5.39, the correlation coefficient (R) is equal to 0.679, which means that personality traits in terms of agreeableness of manufacturing employees, conscientiousness of manufacturing employees, extraversion of manufacturing employees, emotional stability of manufacturing employees, openness to experience of manufacturing employees have a strong statistically significant influence on job performance in term of contextual performance of manufacturing employees. Also, the Strength of association ( $R^2$ ) is equal to  $(0.679^2)$ , which is equal to 0.461. It means that if personality traits in terms of agreeableness of manufacturing employees, conscientiousness of manufacturing employees, extraversion of manufacturing employees, emotional stability of manufacturing employees, openness to experience of manufacturing employees increase or decrease, it will influence job performance in term of contextual performance of manufacturing employees to increase or decrease by 46.1%. In other words, this model only explains 46.1% of job performance in term of contextual performance of manufacturing employees.

**Table 5.40:** The ANOVA of Job Performance in term of Contextual Performance of Manufacturing Employees.

**ANOVA<sup>a,b</sup>**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	32.379	5	6.476	33.201	.000 <sup>c</sup>
Residual	37.839	194	.195		
Total	70.219	199			

a. Dependent Variable: MeanContextualPerformance

b. Selecting only cases for which Manufacturing and Office employees = Manufacturing employees

c. Predictors: (Constant), MeanOpennessToExperience, MeanAgreeableness, MeanEmotionalStability, MeanExtraversion, MeanConscientiousness

As indicated in Table 5.40, the result from the ANOVA table showed that the sig. is equal to .000, which is less than .05 ( $0.000 < 0.05$ ). It means that at least one independent variable has a statistically significant influence on job performance in term of contextual performance of manufacturing employees at the .05 significant level.

**Table 5.41:** The Multiple Linear Regression Analysis of Job Performance in term of Contextual Performance of Manufacturing Employees.

**Coefficients<sup>a,b</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.634	.234		2.716	.007
MeanAgreeableness	.104	.067	.113	1.554	.122
MeanConscientiousness	.280	.067	.333	4.161	.000
MeanExtraversion	.112	.074	.111	1.519	.130
MeanEmotionalStability	.059	.058	.063	1.020	.309
MeanOpennessToExperience	.225	.069	.230	3.260	.001

a. Dependent Variable: MeanContextualPerformance

b. Selecting only cases for which Manufacturing and Office employees = Manufacturing employees

Based on the results from Table 5.41, the researcher found that

conscientiousness and openness to experience were significant at 0.000 and 0.001, which means less than .05 and the beta coefficients were equal to 0.280 and 0.225. However, agreeableness, extraversion and emotional stability were not significant at 0.122, 0.130 and 0.309 and the beta coefficients were equal to 0.104, 0.112 and 0.225, respectively. It means that conscientiousness and openness to experience do influence job performance in term of contextual performance. However, agreeableness, extraversion and emotional stability do not influence job performance in term of contextual performance. Therefore, the null hypothesis failed to reject. It can be concluded that personality traits in terms of agreeableness, conscientiousness, extraversion, emotional stability, openness to experience do not influence job performance in term of contextual performance of manufacturing employees.

### Hypothesis 10

H10<sub>o</sub>: Personality traits in terms of agreeableness, conscientiousness, extraversion, emotional stability, openness to experience do not influence job performance in term of task performance of manufacturing employees.

H10<sub>a</sub>: Personality traits in terms of agreeableness, conscientiousness, extraversion, emotional stability, openness to experience do influence job performance in term of task performance of manufacturing employees.

**Table 5.42:** The R, R Square and Adjusted R Square value of Multiple Linear Regression Analysis of Job Performance in term of Task Performance of Manufacturing Employees.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	Manufacturing and Office employees = Manufacturing employees (Selected)			
1	.631 <sup>a</sup>	.398	.383	.426

a. Predictors: (Constant), MeanOpennessToExperience, MeanAgreeableness, MeanEmotionalStability, MeanExtraversion, MeanConscientiousness

According to Table 5.42, the correlation coefficient (R) is equal to 0.631, which means that personality traits in terms of agreeableness of manufacturing employees, conscientiousness of manufacturing employees, extraversion of manufacturing employees, emotional stability of manufacturing employees and openness to experience of manufacturing employees have a strong statistically significant influence job performance in term of task performance of manufacturing employees. Also, the Strength of association ( $R^2$ ) is equal to  $(0.631^2)$ , which is equal to 0.398. It means that if personality traits in terms of agreeableness of manufacturing employees, conscientiousness of manufacturing employees, extraversion of manufacturing employees, emotional stability of manufacturing employees and openness to experience of manufacturing employees increase or decrease, it will influence job performance in term of task performance of manufacturing employees to increase or decrease by 39.8%. In other words, this model only explains 39.8% of job performance in term of task performance of manufacturing employees.

**Table 5.43:** The ANOVA of Job Performance in term of Task Performance of Manufacturing Employees.

**ANOVA<sup>a,b</sup>**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	23.295	5	4.659	25.682	.000 <sup>c</sup>
Residual	35.194	194	.181		
Total	58.489	199			

a. Dependent Variable: MeanTaskPerformance

b. Selecting only cases for which Manufacturing and Office employees = Manufacturing employees

c. Predictors: (Constant), MeanOpennessToExperience, MeanAgreeableness, MeanEmotionalStability, MeanExtraversion, MeanConscientiousness

As indicated in Table 5.42, the result from the ANOVA table showed that the sig. is equal to .000, which is less than .05 ( $0.000 < 0.05$ ). It means that at least one independent variable has a statistically significant influence on job performance in term of task performance of manufacturing employees at the .05 significant level.



**Table 5.44:** The Multiple Linear Regression Analysis of Job Performance in term of Task Performance of Manufacturing Employees.

Coefficients <sup>a,b</sup>					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.122	.225		4.979	.000
MeanAgreeableness	-.064	.065	-.076	-.983	.327
MeanConscientiousness	.222	.065	.289	3.412	.001
MeanExtraversion	.367	.071	.400	5.164	.000
MeanEmotionalStability	.055	.056	.064	.976	.330
MeanOpennessToExperience	.044	.066	.050	.666	.507

a. Dependent Variable: MeanTaskPerformance

b. Selecting only cases for which Manufacturing and Office employees = Manufacturing employees

Based on the results from Table 5.44, the researcher found that conscientiousness and extraversion were significant at 0.001 and 0.000, which means less than .05 and the beta coefficients were equal to 0.222 and 0.367. However, agreeableness, emotional stability and openness to experience were not significant at 0.327, 0.330 and 0.507 and the beta coefficients were equal to -0.064, 0.055 and 0.044, respectively. It means that conscientiousness and extraversion do influence job performance in term of task performance. However, agreeableness, emotional stability and openness to experience do not influence job performance in term of task performance. Therefore, the null hypothesis failed to reject. It can be concluded that personality traits in term of agreeableness, conscientiousness, extraversion, emotional stability and openness to experience do not influence job performance in term of task performance of manufacturing employees.

### Hypothesis 11

H11<sub>o</sub>: Job satisfaction in terms of intrinsic satisfaction and extrinsic satisfaction does not influence organizational commitment of manufacturing employees.

H11<sub>a</sub>: Job satisfaction in terms of intrinsic satisfaction and extrinsic satisfaction does influence organizational commitment of manufacturing employees.

**Table 5.45:** The R, R Square and Adjusted R Square value of Multiple Linear Regression Analysis of Organizational Commitment of Manufacturing Employees.

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	Manufacturing and Office employees = Manufacturing employees (Selected)			
1	.716 <sup>a</sup>	.512	.507	.481

a. Predictors: (Constant), MeanExtrinsicSatisfaction, MeanIntrinsicSatisfaction

According to Table 5.45, the correlation coefficient (R) is equal to 0.716, which means that job satisfaction in terms of intrinsic satisfaction of manufacturing employees and job satisfaction in term of extrinsic satisfaction of manufacturing employees have a strong statistically significant influence on organizational commitment of manufacturing employees. Also, the Strength of association ( $R^2$ ) is equal to  $(0.716^2)$ , which is equal to 0.512. It means that if job satisfaction in terms of intrinsic satisfaction and extrinsic satisfaction of manufacturing employees increase or decrease, it will influence organizational commitment of manufacturing employees to increase or decrease by 51.2%. In other words, this model only explains 51.2% of organizational commitment of manufacturing employees.

**Table 5.46:** The ANOVA of Organizational Commitment of Manufacturing Employees.

**ANOVA<sup>a,b</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	47.867	2	23.933	103.442	.000 <sup>c</sup>
	Residual	45.580	197	.231		
	Total	93.447	199			

a. Dependent Variable: MeanOrganizationCommitment

b. Selecting only cases for which Manufacturing and Office employees = Manufacturing employees

c. Predictors: (Constant), MeanExtrinsicSatisfaction, MeanIntrinsicSatisfaction

As indicated in Table 5.46, the result from the ANOVA table showed that the sig. is equal to .000, which is less than .05 ( $0.000 < 0.05$ ). It means that at least one independent variable has a statistically significant influence on organizational commitment of manufacturing employees at the .05 significant level.

**Table 5.47:** The Multiple Linear Regression Analysis of Organizational Commitment of Manufacturing Employees.

Coefficients <sup>a,b</sup>					
Model		Unstandardized Coefficients		Standardized Coefficients	
		B	Std. Error	Beta	t
1	(Constant)	.916	.163		5.626
	MeanIntrinsic Satisfaction	.359	.060	.379	6.019
	MeanExtrinsic Satisfaction	.351	.053	.418	6.641

a. Dependent Variable: MeanOrganizationCommitment

b. Selecting only cases for which Manufacturing and Office employees = Manufacturing employees

Based on the results from Table 5.47, the researcher found that intrinsic and extrinsic satisfaction were both significant at 0.000, which means less than .05 and the beta coefficients were equal to 0.359 and 0.351. It means that intrinsic satisfaction and extrinsic satisfaction do influence organizational commitment. Therefore, the null hypothesis was rejected. It can be concluded that job satisfaction in terms of intrinsic satisfaction and extrinsic satisfaction of manufacturing employees does influence organizational commitment of manufacturing employees.

## Hypothesis 12

H12<sub>o</sub>: Personality traits in terms of agreeableness, conscientiousness, extraversion, emotional stability, openness to experience do not influence job satisfaction in term of intrinsic satisfaction of office employees.

H12<sub>a</sub>: Personality traits in terms of agreeableness, conscientiousness, extraversion, emotional stability, openness to experience do influence job satisfaction in term of intrinsic satisfaction of office employees.

**Table 5.48:** The R, R Square and Adjusted R Square value of Multiple Linear Regression Analysis of Job satisfaction in term of Intrinsic Satisfaction of Office Employees.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	Manufacturing and Office employees = Office employees (Selected)			
1	.630 <sup>a</sup>	.397	.381	.509

a. Predictors: (Constant), MeanOpennessToExperience, MeanAgreeableness, MeanEmotionalStability, MeanConscientiousness, MeanExtraversion

According to Table 5.48, the correlation coefficient (R) is equal to 0.630, which means that personality traits in terms of agreeableness of office employees, conscientiousness of office employees, extraversion of office employees, emotional stability of office employees, openness to experience of office employees have a strong statistically significant influence job satisfaction in term of intrinsic satisfaction of office employees. Also, the Strength of association ( $R^2$ ) is equal to  $(0.630^2)$ , which is equal to 0.397. It means that if personality traits in terms of agreeableness of office employees, conscientiousness of office employees, extraversion of office employees, emotional stability of office employees and openness to experience of office employees increase or decrease, it will influence job satisfaction in term of intrinsic satisfaction of office employees to increase or decrease by 39.7%. In other words, this model only explains 39.7% of job satisfaction in term of intrinsic satisfaction of office employees.

**Table 5.49:** The ANOVA of Job Satisfaction in term of Intrinsic Satisfaction of Office Employees.

ANOVA <sup>a,b</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	33.048	5	6.610	25.507	.000 <sup>c</sup>
	Residual	50.272	194	.259		
	Total	83.319	199			

a. Dependent Variable: MeanIntrinsicSatisfaction

b. Selecting only cases for which Manufacturing and Office employees = Office employees

c. Predictors: (Constant), MeanOpennessToExperience, MeanAgreeableness, MeanEmotionalStability, MeanConscientiousness, MeanExtraversion

As indicated in Table 5.49, the result from the ANOVA table showed that the sig. is equal to .000, which is less than .05 ( $0.000 < 0.05$ ). It means that at least one independent variable has a statistically significant influence on job satisfaction in term of intrinsic satisfaction of office employees at the .05 significant level.

**Table 5.50:** The Multiple Linear Regression Analysis of Job Satisfaction in term of Intrinsic Satisfaction of Office Employees.

Coefficients <sup>a,b</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.478	.335		1.427	.155
	MeanAgreeableness	.138	.066	.132	2.087	.038
	MeanConscientiousness	.273	.078	.242	3.496	.001
	MeanExtraversion	.051	.087	.046	.584	.560
	MeanEmotionalStability	.002	.065	.002	.036	.971
	MeanOpennessToExperience	.372	.073	.382	5.096	.000

a. Dependent Variable: MeanIntrinsicSatisfaction

b. Selecting only cases for which Manufacturing and Office employees = Office employees

Based on the results from Table 5.50, the researcher found that agreeableness, conscientiousness and openness to experience were significant at 0.038, 0.001 and 0.000, which means less than .05 and the beta coefficients were equal to 0.138, 0.273 and 0.372, respectively. However, extraversion and emotional stability were not significant at 0.560 and 0.971 and the beta coefficients were equal to 0.051 and 0.002. It means that agreeableness, conscientiousness and openness to experience do influence job satisfaction in term of intrinsic satisfaction. However, extraversion and emotional stability do not influence job satisfaction in term of intrinsic satisfaction. Therefore, the null hypothesis failed to reject. It can be concluded that personality traits in terms of agreeableness, conscientiousness, extraversion, emotional stability and openness to experience do not influence job satisfaction in term of intrinsic satisfaction of office employees.

### Hypothesis 13

H13<sub>o</sub>: Personality traits in term of agreeableness, conscientiousness, extraversion, emotional stability, openness to experience do not influence job satisfaction in term of extrinsic satisfaction of office employees.

H13<sub>a</sub>: Personality traits in term of agreeableness, conscientiousness, extraversion, emotional stability, openness to experience do influence job satisfaction in term of extrinsic satisfaction of office employees.

**Table 5.51:** The R, R Square and Adjusted R Square value of Multiple Linear Regression Analysis of Job Satisfaction in term of Extrinsic Satisfaction of Office Employees.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	Manufacturing and Office employees = Office employees (Selected)			
1	.514 <sup>a</sup>	.264	.245	.755

a. Predictors: (Constant), MeanOpennessToExperience, MeanAgreeableness, MeanEmotionalStability, MeanConscientiousness, MeanExtraversion



According to Table 5.51, the correlation coefficient (R) is equal to 0.514, which means that personality traits in terms of agreeableness of office employees, conscientiousness of office employees, extraversion of office employees, emotional stability of office employees, openness to experience of office employees have a strong statistically significant influence on job satisfaction in term of extrinsic satisfaction of office employees. Also, the Strength of association ( $R^2$ ) is equal to  $(0.514^2)$ , which is equal to 0.264. It means that if personality traits in terms of agreeableness of office employees, conscientiousness of office employees, extraversion of office employees, emotional stability of office employees, openness to experience of office employees increase or decrease, it will influence job satisfaction in term of extrinsic satisfaction of office employees to increase or decrease by 26.4%. In other words, this model only explains 26.4% of job satisfaction in term of extrinsic satisfaction of office employees.

**Table 5.52:** The ANOVA of Job Satisfaction in term of Extrinsic Satisfaction of Office Employees.

ANOVA <sup>a,b</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	39.651	5	7.930	13.902	.000 <sup>c</sup>
	Residual	110.668	194	.570		
	Total	150.319	199			

a. Dependent Variable: MeanExtrinsicSatisfaction

b. Selecting only cases for which Manufacturing and Office employees = Office employees

c. Predictors: (Constant), MeanOpennessToExperience, MeanAgreeableness, MeanEmotionalStability, MeanConscientiousness, MeanExtraversion

As indicated in Table 5.52, the result from the ANOVA table showed that the sig. is equal to .000, which is less than .05 ( $0.000 < 0.05$ ). It means that at least one independent variable has a statistically significant influence on job satisfaction in term of extrinsic satisfaction of office employees at the .05 significant level.

**Table 5.53:** The Multiple Linear Regression Analysis of Job Satisfaction in term of Extrinsic Satisfaction of Office Employees.

Coefficients <sup>a,b</sup>					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	-.459	.497		-.924	.356
MeanAgreeableness	.109	.098	.078	1.112	.268
MeanConscientiousness	.319	.116	.211	2.759	.006
MeanExtraversion	.075	.129	.051	.585	.559
MeanEmotionalStability	.043	.096	.032	.449	.654
MeanOpennessToExperience	.382	.108	.292	3.532	.001

a. Dependent Variable: MeanExtrinsicSatisfaction

b. Selecting only cases for which Manufacturing and Office employees = Office employees

Based on the results from Table 5.53, the researcher found that conscientiousness and openness to experience were significant at 0.006 and 0.001 which means less than .05 and the beta coefficients were equal to 0.319 and 0.382. However, agreeableness, extraversion and emotional stability were not significant at 0.268, 0.559 and 0.654 and the beta coefficients were equal to 0.109, 0.075 and 0.043, respectively. It means that conscientiousness and openness to experience do influence job satisfaction in term of extrinsic satisfaction. However, agreeableness, extraversion and emotional stability do not influence job satisfaction in term of extrinsic satisfaction. Therefore, the null hypothesis failed to reject. It can be concluded that personality traits in terms of agreeableness, conscientiousness, extraversion, emotional stability and openness to experience of office employees do not influence job satisfaction in term of extrinsic satisfaction of office employees.

#### Hypothesis 14

H14<sub>o</sub>: Job satisfaction in terms of intrinsic satisfaction and extrinsic satisfaction does not influence job performance in term of contextual performance of office employees.

H14<sub>a</sub>: Job satisfaction in terms of intrinsic satisfaction and extrinsic satisfaction does influence job performance in term of contextual performance of office employees.

**Table 5.54:** The R, R Square and Adjusted R Square value of Multiple Linear Regression Analysis of Job Performance in term of Contextual Performance of Office Employees.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	Manufacturing and Office employees = Office employees (Selected)			
1	.678 <sup>a</sup>	.460	.455	.456

a. Predictors: (Constant), MeanExtrinsicSatisfaction, MeanIntrinsicSatisfaction

According to Table 5.54, the correlation coefficient (R) is equal to 0.678, which means that job satisfaction in terms of intrinsic satisfaction of office employees, job satisfaction in term of extrinsic satisfaction of office employees have a strong statistically significant influence on job performance in term of contextual performance of office employees. Also, the Strength of association ( $R^2$ ) is equal to  $(0.678^2)$ , which is equal to 0.460. It means that if job satisfaction in terms of intrinsic satisfaction and extrinsic satisfaction of office employees increase or decrease, it will influence job performance in term of contextual performance of office employees to increase or decrease by 46%. In other words, this model only explains 46% of job performance in term of contextual performance of office employees.

**Table 5.55:** The ANOVA of Job Performance in term of Contextual Performance of Office Employees.

ANOVA <sup>a,b</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	34.844	2	17.422	83.936	.000 <sup>c</sup>
	Residual	40.890	197	.208		
	Total	75.735	199			

a. Dependent Variable: MeanContextualPerformance

b. Selecting only cases for which Manufacturing and Office employees = Office employees

c. Predictors: (Constant), MeanExtrinsicSatisfaction, MeanIntrinsicSatisfaction

As indicated in Table 5.55, the result from the ANOVA table showed that the sig. is equal to .000, which is less than .05 ( $0.000 < 0.05$ ). It means that at least one independent variable has a statistically significant influence on job performance in term of contextual performance of office employees at the .05 significant level.

**Table 5.56:** The Multiple Linear Regression Analysis of Job Performance in term of Contextual Performance of Office Employees.

Coefficients <sup>a,b</sup>					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.676	.193		8.689	.000
MeanIntrinsic Satisfaction	.308	.058	.323	5.299	.000
MeanExtrinsic Satisfaction	.322	.043	.454	7.456	.000

a. Dependent Variable: MeanContextualPerformance

b. Selecting only cases for which Manufacturing and Office employees = Office employees

Based on the result from Table 5.56, the researcher found that intrinsic satisfaction and extrinsic satisfaction were both significant at 0.000, which means less than .05 and the beta coefficients were equal to 0.308 and 0.322. It means that intrinsic satisfaction and extrinsic satisfaction influence job performance in term of contextual performance. Therefore, the null hypothesis was rejected. It can be concluded that job satisfaction in terms of intrinsic satisfaction and extrinsic satisfaction does influence job performance in term of contextual performance of office employees.

### Hypothesis 15

H15<sub>o</sub>: Job satisfaction in terms of intrinsic satisfaction and extrinsic satisfaction does not influence job performance in term of task performance of office employees.

H15<sub>a</sub>: Job satisfaction in terms of intrinsic satisfaction and extrinsic satisfaction does influence job performance in term of task performance of office employees.

**Table 5.57:** The R, R Square and Adjusted R Square value of Multiple Linear Regression Analysis of Job Performance in term of Task Performance of Office Employees.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	Manufacturing and Office employees = Office employees (Selected)			
1	.587 <sup>a</sup>	.345	.338	.485

a. Predictors: (Constant), MeanExtrinsicSatisfaction, MeanIntrinsicSatisfaction

According to Table 5.57, the correlation coefficient (R) is equal to 0.587, which means that job performance in terms of intrinsic satisfaction of office employees, job satisfaction in term of extrinsic satisfaction of office employees have a strong statistically significant influence job performance in term of task performance of office employees. Also, the Strength of association ( $R^2$ ) is equal to (0.587<sup>2</sup>), which is equal to 0.345. It means that if job satisfaction in terms of intrinsic satisfaction and extrinsic satisfaction of office employees increase or decrease, it will influence job performance in term of task performance of office employees to increase or decrease by 34.5%. In other words, this model only explains 34.5% of job performance in term of task performance of office employees.

**Table 5.58:** The ANOVA of Job Performance in term of Task Performance of Office Employees.

ANOVA <sup>a,b</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	24.423	2	12.211	51.874	.000 <sup>c</sup>
	Residual	46.374	197	.235		
	Total	70.797	199			

a. Dependent Variable: MeanTaskPerformance

b. Selecting only cases for which Manufacturing and Office employees = Office employees

c. Predictors: (Constant), MeanExtrinsicSatisfaction, MeanIntrinsicSatisfaction

As indicated in Table 5.58, the result from the ANOVA table showed that the sig. is equal to .000, which is less than .05 ( $0.000 < 0.05$ ). It means that at least one independent variable has a statistically significant influence on job performance in term of task performance of office employees at the .05 significant level.

**Table 5.59:** The Multiple Linear Regression Analysis of Job Performance in term of Task Performance of Office Employees.

Coefficients <sup>a,b</sup>					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.892	.205		9.208	.000
MeanIntrinsic Satisfaction	.230	.062	.250	3.723	.000
MeanExtrinsic Satisfaction	.288	.046	.419	6.248	.000

a. Dependent Variable: MeanTaskPerformance

b. Selecting only cases for which Manufacturing and Office employees = Office employees

Based on the results from Table 5.59, the researcher found that intrinsic satisfaction and extrinsic satisfaction were both significant at 0.000, which means less than .05 and the beta coefficients were equal to 0.230 and 0.288. It means that intrinsic satisfaction and extrinsic satisfaction influence job performance in term of task performance. Therefore, the null hypothesis was rejected. It can be concluded that job satisfaction in terms of intrinsic satisfaction and extrinsic satisfaction do influence job performance in term of task performance of office employees.

## Hypothesis 16

H16<sub>o</sub>: Personality traits in terms of agreeableness, conscientiousness, extraversion, emotional stability, openness to experience do not influence job performance in term of contextual performance of office employees.

H16<sub>a</sub>: Personality traits in terms of agreeableness, conscientiousness, extraversion, emotional stability, openness to experience do influence job performance in term of contextual performance of office employees.



**Table 5.60:** The R, R Square and Adjusted R Square value of Multiple Linear Regression Analysis of Job Performance in term of Contextual Performance of Office Employees.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	Manufacturing and Office employees = Office employees (Selected)			
1	.697 <sup>a</sup>	.485	.472	.448

a. Predictors: (Constant), MeanOpennessToExperience, MeanAgreeableness, MeanEmotionalStability, MeanConscientiousness, MeanExtraversion

According to Table 5.60, the correlation coefficient (R) is equal to 0.697, which means that personality traits in terms of agreeableness of office employees, conscientiousness of office employees, extraversion of office employees, emotional stability of office employees, openness to experience of office employees have a strong statistically significant influence on job performance in term of contextual performance of office employees. Also, the Strength of association ( $R^2$ ) is equal to  $(0.697^2)$ , which is equal to 0.485. It means that if personality traits in terms of agreeableness of office employees, conscientiousness of office employees, extraversion of office employees, emotional stability of office employees, openness to experience of office employees increase or decrease, it will influence job performance in term of contextual performance of office employees to increase or decrease by 48.5%. In other words, this model only explains 48.5% of job performance in term of contextual performance of office employees.

**Table 5.61:** The ANOVA of Job Performance in term of Contextual Performance of Office Employees.

**ANOVA<sup>a,b</sup>**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	36.759	5	7.352	36.593	.000 <sup>c</sup>
Residual	38.976	194	.201		
Total	75.735	199			

a. Dependent Variable: MeanContextualPerformance

b. Selecting only cases for which Manufacturing and Office employees = Office employees

c. Predictors: (Constant), MeanOpennessToExperience, MeanAgreeableness, MeanEmotionalStability, MeanConscientiousness, MeanExtraversion

As indicated in Table 5.61, the result from the ANOVA table showed that the sig. is equal to .000, which is less than .05 ( $0.000 < 0.05$ ). It means that at least one independent variable has a statistically significant influence on job performance in term of contextual performance of office employees at the .05 significant level.

**Table 5.62:** The Multiple Linear Regression Analysis of Job Performance in term of Contextual Performance of Office Employees.

**Coefficients<sup>a,b</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.252	.295		.856	.393
MeanAgreeableness	.255	.058	.256	4.368	.000
MeanConscientiousness	.214	.069	.200	3.118	.002
MeanExtraversion	.172	.076	.164	2.255	.025
MeanEmotionalStability	.006	.057	.006	.098	.922
MeanOpennessToExperience	.274	.064	.295	4.260	.000

a. Dependent Variable: MeanContextualPerformance

b. Selecting only cases for which Manufacturing and Office employees = Office employees

Based on the results from Table 5.62, the researcher found that agreeableness, conscientiousness, extraversion and openness to experience were significant at 0.000, 0.002, 0.025 and 0.000 which means less than .05 and the beta coefficients were equal to 0.255, 0.214, 0.017 and 0.274, respectively. However, emotional stability was not significant at 0.922 and the beta coefficient was equal to 0.006. It means that agreeableness, conscientiousness, extraversion and openness to experience do influence job performance in term of contextual performance. However, emotional stability does not influence job performance in term of contextual performance. Therefore, the null hypothesis failed to reject. It can be concluded that personality traits in terms of agreeableness, conscientiousness, extraversion, emotional stability and openness to experience do not influence job performance in term of contextual performance of office employees.

### Hypothesis 17

H17<sub>o</sub>: Personality traits in terms of agreeableness, conscientiousness, extraversion, emotional stability, openness to experience do not influence job performance in term of task performance of office employees.

H17<sub>a</sub>: Personality traits in terms of agreeableness, conscientiousness, extraversion, emotional stability, openness to experience do influence job performance in term of task performance of office employees.

**Table 5.63:** The R, R Square and Adjusted R Square value of Multiple Linear Regression Analysis of Job Performance in term of Task Performance of Office Employees.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	Manufacturing and Office employees = Office employees (Selected)			
1	.723 <sup>a</sup>	.523	.511	.417

a. Predictors: (Constant), MeanOpennessToExperience, MeanAgreeableness, MeanEmotionalStability, MeanConscientiousness, MeanExtraversion

According to Table 5.63, the correlation coefficient (R) is equal to 0.723, which means that personality traits in terms of agreeableness of office employees, conscientiousness of office employees, extraversion of office employees, emotional stability of office employees, openness to experience of office employees have a strong statistically significant influence on job performance in term of task performance of office employees. Also, the Strength of association ( $R^2$ ) is equal to  $(0.723^2)$ , which is equal to 0.523. It means that if personality traits in terms of agreeableness of office employees, conscientiousness of office employees, extraversion of office employees, emotional stability of office employees and openness to experience of office employees increase or decrease, it will influence job performance in term of task performance of office employees to increase or decrease by 52.3%. In other words, this model only explains 52.3% of job performance in term of task performance of office employees.

**Table 5.64:** The ANOVA of Job Performance in term of Task Performance of Office Employees.

**ANOVA<sup>a,b</sup>**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	37.047	5	7.409	42.590	.000 <sup>c</sup>
Residual	33.750	194	.174		
Total	70.797	199			

a. Dependent Variable: MeanTaskPerformance

b. Selecting only cases for which Manufacturing and Office employees = Office employees

c. Predictors: (Constant), MeanOpennessToExperience, MeanAgreeableness, MeanEmotionalStability, MeanConscientiousness, MeanExtraversion

As indicated in Table 5.64, the result from the ANOVA table showed that the sig. is equal to .000, which is less than .05 ( $0.000 < 0.05$ ). It means that at least one independent variable has a statistically significant influence on job performance in term of task performance of office employees at the .05 significant level.

**Table 5.65:** The Multiple Linear Regression Analysis of Job Performance in term of Task Performance of Office employees.

Coefficients <sup>a,b</sup>					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.110	.274		.401	.689
MeanAgreeableness	.100	.054	.104	1.848	.066
MeanConscientiousness	.255	.064	.246	3.992	.000
MeanExtraversion	.363	.071	.357	5.110	.000
MeanEmotionalStability	.043	.053	.046	.814	.417
MeanOpennessToExperience	.155	.060	.173	2.595	.010

a. Dependent Variable: MeanTaskPerformance

b. Selecting only cases for which Manufacturing and Office employees = Office employees

Based on the results from Table 5.65, the researcher found that conscientiousness, extraversion and openness to experience were significant at 0.000, 0.000 and 0.010, which means less than .05 and the beta coefficients were equal to 0.255, 0.363 and 0.155, respectively. However, agreeableness and emotional stability were not significant at 0.066 and 0.417 and the beta coefficients were equal to 0.100 and 0.043. It means that conscientiousness, extraversion and openness to experience do influence job performance in term of task performance. However, agreeableness and emotional stability do not influence job performance in term of task performance. Therefore, the null hypothesis failed to reject. It can be concluded that personality traits in terms of agreeableness, conscientiousness, extraversion, emotional stability and openness to experience do not influence job performance in term of task performance of office employees.

### Hypothesis 18

H18<sub>0</sub>: Job satisfaction in terms of intrinsic satisfaction and extrinsic satisfaction does not influence organizational commitment of office employees.

H18<sub>a</sub>: Job satisfaction in terms of intrinsic satisfaction and extrinsic satisfaction does influence organizational commitment of office employees.

**Table 5.66:** The R, R Square and Adjusted R Square value of Multiple Linear Regression Analysis of Organizational Commitment of Office Employees.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	Manufacturing and Office employees = Office employees (Selected)			
1	.669 <sup>a</sup>	.448	.442	.565

a. Predictors: (Constant), MeanExtrinsicSatisfaction, MeanIntrinsicSatisfaction

According to Table 5.66, the correlation coefficient (R) is equal to 0.669, which means that job satisfaction in terms of intrinsic satisfaction of office employees and job satisfaction in term of extrinsic satisfaction of office employees have a strong statistically significant influence on organizational commitment of office employees. Also, the Strength of association ( $R^2$ ) is equal to  $(0.669^2)$ , which is equal to 0.448. It means that job satisfaction in terms of intrinsic satisfaction and extrinsic satisfaction of office employees increase or decrease, it will influence organizational commitment of office employees to increase or decrease by 44.8%. In other words, this model only explains 44.8% of organizational commitment of office employees.

**Table 5.67:** The ANOVA of Organizational Commitment of Office Employees.

ANOVA <sup>a,b</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	50.995	2	25.497	79.972	.000 <sup>c</sup>
	Residual	62.810	197	.319		
	Total	113.805	199			

a. Dependent Variable: MeanOrganizationCommitment

b. Selecting only cases for which Manufacturing and Office employees = Office employees

c. Predictors: (Constant), MeanExtrinsicSatisfaction, MeanIntrinsicSatisfaction



As indicated in Table 5.67, the result from the ANOVA table showed that the sig. is equal to .000, which is less than .05 ( $0.000 < 0.05$ ). It means that at least one independent variable has a statistically significant influence on organizational commitment of office employees at the .05 significant level.

**Table 5.68:** The Multiple Linear Regression Analysis of Organizational Commitment of Office Employees.

Coefficients <sup>a,b</sup>					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.173	.239		4.905	.000
MeanIntrinsic Satisfaction	.228	.072	.195	3.169	.002
MeanExtrinsic Satisfaction	.477	.054	.548	8.906	.000

a. Dependent Variable: MeanOrganizationCommitment

b. Selecting only cases for which Manufacturing and Office employees = Office employees

Based on the results from Table 5.68, the researcher found that intrinsic and extrinsic satisfaction were both significant at 0.000, which means less than .05. It means that intrinsic satisfaction and extrinsic satisfaction do influence organizational commitment. Therefore, the null hypothesis was rejected. It can be concluded that job satisfaction in terms of intrinsic satisfaction and extrinsic satisfaction does influence organizational commitment of office employees.

#### 5.4.4 Summary of Hypotheses Testing Results

**Table 5.69:** The Summary of Hypotheses Testing Results.

Hypotheses	Unstandardized Coefficients	Significance	Result
<p>H1<sub>0</sub>: There is no difference in personality traits in term of agreeableness, conscientiousness, extraversion, emotional stability, openness to experience between manufacturing and office employees.</p> <p>- Agreeableness</p> <p>- Conscientiousness</p> <p>- Extraversion</p> <p>- Emotional stability</p> <p>- Openness to experience</p>		<p>0.001</p> <p>0.000</p> <p>0.000</p> <p>0.000</p> <p>0.000</p>	<p>Rejected H<sub>0</sub></p> <p>Rejected H<sub>0</sub></p> <p>Rejected H<sub>0</sub></p> <p>Rejected H<sub>0</sub></p> <p>Rejected H<sub>0</sub></p>
<p>H2<sub>0</sub>: There is no difference in job satisfaction in term of intrinsic satisfaction and extrinsic satisfaction between manufacturing and office employees.</p> <p>- Intrinsic satisfaction</p> <p>- Extrinsic satisfaction</p>		<p>0.000</p> <p>0.018</p>	<p>Rejected H<sub>0</sub></p> <p>Rejected H<sub>0</sub></p>
<p>H3<sub>0</sub>: There is no difference in job performance in term of contextual performance and task performance between manufacturing and office employees.</p>			

- Contextual performance		0.000	Rejected H <sub>0</sub>
- Task performance		0.000	Rejected H <sub>0</sub>
H4 <sub>0</sub> : There is no difference in organizational commitment between manufacturing and office employees.		0.000	Rejected H <sub>0</sub>
H5 <sub>0</sub> : Personality traits in terms of agreeableness, conscientiousness, extraversion, emotional stability, openness to experience do not influence job satisfaction in term of intrinsic satisfaction of manufacturing employees.			
- Agreeableness	0.085	0.255	Failed to reject H <sub>0</sub>
- Conscientiousness	0.178	0.018	Rejected H <sub>0</sub>
- Extraversion	0.224	0.006	Rejected H <sub>0</sub>
- Emotional stability	0.057	0.378	Failed to reject H <sub>0</sub>
- Openness to experience	0.522	0.000	Rejected H <sub>0</sub>
H6 <sub>0</sub> : Personality traits in term of agreeableness, conscientiousness, extraversion, emotional stability, openness to experience do not influence job satisfaction in term of extrinsic satisfaction of manufacturing employees.			
- Agreeableness	0.276	0.008	Rejected H <sub>0</sub>

- Conscientiousness	0.098	0.342	Failed to reject H <sub>0</sub>
- Extraversion	0.088	0.433	Failed to reject H <sub>0</sub>
- Emotional stability	0.140	0.117	Failed to reject H <sub>0</sub>
- Openness to experience	0.389	0.000	Rejected H <sub>0</sub>
H7 <sub>0</sub> : Job satisfaction in term of intrinsic satisfaction and extrinsic satisfaction does not influence job performance in term of contextual performance of manufacturing employees.			
- Intrinsic satisfaction	0.399	0.000	Rejected H <sub>0</sub>
- Extrinsic satisfaction	0.250	0.000	Rejected H <sub>0</sub>
H8 <sub>0</sub> : Job satisfaction in term of intrinsic satisfaction and extrinsic satisfaction does not influence job performance in term of task performance of manufacturing employees.			
- Intrinsic satisfaction	0.271	0.000	Rejected H <sub>0</sub>
- Extrinsic satisfaction	0.194	0.000	Rejected H <sub>0</sub>
H9 <sub>0</sub> : Personality traits in term of agreeableness, conscientiousness, extraversion, emotional stability, openness to experience do not influence job performance in term of contextual performance of manufacturing employees.			

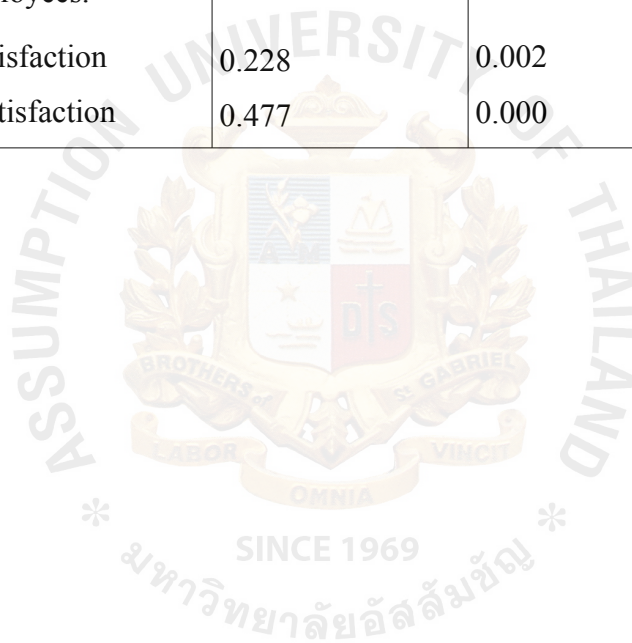
- Agreeableness	0.104	0.122	Failed to reject H <sub>0</sub>
- Conscientiousness	0.280	0.000	Rejected H <sub>0</sub>
- Extraversion	0.112	0.130	Failed to reject H <sub>0</sub>
- Emotional stability	0.059	0.309	Failed to reject H <sub>0</sub>
- Openness to experience	0.225	0.001	Rejected H <sub>0</sub>
H10 <sub>0</sub> : Personality traits in term of agreeableness, conscientiousness, extraversion, emotional stability, openness to experience do not influence job performance in term of task performance of manufacturing employees.			
- Agreeableness	-0.064	0.327	Failed to reject H <sub>0</sub>
- Conscientiousness	0.222	0.001	Rejected H <sub>0</sub>
- Extraversion	0.367	0.000	Rejected H <sub>0</sub>
- Emotional stability	0.055	0.330	Failed to reject H <sub>0</sub>
- Openness to experience	0.044	0.507	Failed to reject H <sub>0</sub>
H11 <sub>0</sub> : Job satisfaction in term of intrinsic satisfaction and extrinsic satisfaction does not influence organizational commitment of manufacturing employees.			
- Intrinsic satisfaction	0.359	0.000	Rejected H <sub>0</sub>
- Extrinsic satisfaction	0.351	0.000	Rejected H <sub>0</sub>
H12 <sub>0</sub> : Personality traits in term of agreeableness, conscientiousness, extraversion, emotional stability, openness to			

experience do not influence job satisfaction in term of intrinsic satisfaction of office employees.			
- Agreeableness	0.138	0.038	Rejected H <sub>0</sub>
- Conscientiousness	0.273	0.001	Rejected H <sub>0</sub>
- Extraversion	0.051	0.560	Failed to reject H <sub>0</sub>
- Emotional stability	0.002	0.971	Failed to reject H <sub>0</sub>
- Openness to experience	0.372	0.000	Rejected H <sub>0</sub>
H13 <sub>0</sub> : Personality traits in term of agreeableness, conscientiousness, extraversion, emotional stability, openness to experience do not influence job satisfaction in term of extrinsic satisfaction of office employees.			
- Agreeableness	0.109	0.268	Failed to reject H <sub>0</sub>
- Conscientiousness	0.319	0.006	Rejected H <sub>0</sub>
- Extraversion	0.075	0.559	Failed to reject H <sub>0</sub>
- Emotional stability	0.043	0.654	Failed to reject H <sub>0</sub>
- Openness to experience	0.382	0.001	Rejected H <sub>0</sub>
H14 <sub>0</sub> : Job satisfaction in term of intrinsic satisfaction and extrinsic satisfaction does not influence job performance in term of contextual performance of office employees.			
- Intrinsic satisfaction	0.308	0.000	Rejected H <sub>0</sub>
- Extrinsic satisfaction	0.322	0.000	Rejected H <sub>0</sub>



<p>H15<sub>0</sub>: Job satisfaction in term of intrinsic satisfaction and extrinsic satisfaction does not influence job performance in term of task performance of office employees.</p> <p>- Intrinsic satisfaction</p> <p>- Extrinsic satisfaction</p>	<p>0.230</p> <p>0.288</p>	<p>0.000</p> <p>0.000</p>	<p>Rejected H<sub>0</sub></p> <p>Rejected H<sub>0</sub></p>
<p>H16<sub>0</sub>: Personality traits in term of agreeableness, conscientiousness, extraversion, emotional stability, openness to experience do not influence job performance in term of contextual performance of office employees.</p> <p>- Agreeableness</p> <p>- Conscientiousness</p> <p>- Extraversion</p> <p>- Emotional stability</p> <p>- Openness to experience</p>	<p>0.255</p> <p>0.214</p> <p>0.172</p> <p>0.006</p> <p>0.274</p>	<p>0.000</p> <p>0.002</p> <p>0.025</p> <p>0.922</p> <p>0.000</p>	<p>Rejected H<sub>0</sub></p> <p>Rejected H<sub>0</sub></p> <p>Rejected H<sub>0</sub></p> <p>Failed to reject H<sub>0</sub></p> <p>Rejected H<sub>0</sub></p>
<p>H17<sub>0</sub>: Personality traits in term of agreeableness, conscientiousness, extraversion, emotional stability, openness to experience do not influence job performance in term of task performance of office employees.</p>			

- Agreeableness	0.100	0.066	Failed to reject H <sub>0</sub>
- Conscientiousness	0.255	0.000	Rejected H <sub>0</sub>
- Extraversion	0.363	0.000	Rejected H <sub>0</sub>
- Emotional stability	0.043	0.417	Failed to reject H <sub>0</sub>
- Openness to experience	0.155	0.010	Rejected H <sub>0</sub>
H18 <sub>0</sub> : Job satisfaction in term of intrinsic satisfaction and extrinsic satisfaction does not influence organizational commitment of office employees.			
- Intrinsic satisfaction	0.228	0.002	Rejected H <sub>0</sub>
- Extrinsic satisfaction	0.477	0.000	Rejected H <sub>0</sub>



## **CHAPTER 6**

### **SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS**

This chapter, the researcher provides the summary of the findings from hypotheses testing, conclusion and recommendations. The researcher summarizes them and gives appropriate recommendations and suggestions from the results that can be beneficial for further studies. This chapter consists of six parts; the first part describes the summary of the findings such as the demographic factors and hypotheses testing results. The second part is a summary of all the hypotheses testing in this study. The third part provides the discussions and implications. The fourth part reports the conclusion of this study. The fifth part presents recommendations from these researches that are based on the hypotheses results. Finally, the last part contains some suggestions for further research.

#### **6.1 Summary of the Findings**

In this research, the researcher aims to find out factors that can influence organizational commitment of employees who work in Thai Nakorn Patana Company located in Nonthaburi, Thailand, and to compare the difference of each factor between manufacturing employees and office employees. This research focuses on investigating the differences in personality traits in terms of agreeableness, conscientiousness, extraversion, emotional stability and openness to experience, job satisfaction in terms of intrinsic satisfaction and extrinsic satisfaction, job performance in terms of contextual performance and task performance and organizational commitment among manufacturing and office employees, and test the influential factors of personality traits in terms of agreeableness, conscientiousness, extraversion, emotional stability and openness to experience, job satisfaction in terms of intrinsic satisfaction and extrinsic satisfaction, job performance in terms of contextual performance and task performance on organizational commitment of employees. The researcher collected data from manufacturing employees and office employees of Thai Nakorn Patana Company located in Nonthaburi, Thailand. All data was assessed by using statistical analysis software program. The summary of the demographic factors and hypotheses results is as follows:

### 6.1.1 Summary of Demographic Factors

In this research, the researcher collected data from 400 respondents which comprised 200 manufacturing employees and 200 office employees of Thai Nakorn Patana Company located in Nonthaburi, Thailand. There are six demographic factors in this study, which are: gender, age, education level, income level, year of work experience and marital status. The highest percentage for the demographic factors of each variable is shown in Table 6.1 as follows:

**Table 6.1:** The Summary of Demographic Factors.

Demographic Factors	Major Group	Percentages and numbers
Gender	Female	76% (304)
Age	31-40 years old	46.3% (185)
Education	High school	41.3% (165)
Income level	10,001-20,000 Baht	41% (164)
Year of experience	More than 8 years	34.3 (137)
Marital status	Single	53.5 (214)

From Table 6.1, the results concluded that a majority of respondents were female with 76% (304 respondents) and the age of 31-40 years old has the highest percentage of all respondents with 46.3% (185 respondents). Moreover, the employees who have the highest percentage of education level had high school degree with 41.3% (165 respondents). The employees who have an income level between 10,001-20,000 Baht were the highest percentage in this study, which is equal to 41% (164 respondents). And the employees who worked for more than 8 years were the highest percentage of a year of experience with 43.3% (137 respondents). Furthermore, a majority of the respondents from this study were single with 53.2% (214 respondents)

### 6.1.2 Summary of Hypotheses testing results

In this research, as the researcher aims to compare the different factors between manufacturing employees and office employees of Thai Nakorn Patana Company and test the factors that influence organizational commitment. Eighteen hypotheses were developed for testing with the statistical analysis software program. Hypotheses 1 to 4 were tested by using the independent two samples t-test method, and from hypotheses, 5 to 18 were tested by using the multiple linear regression analysis method. The results of all eighteen hypotheses are summarized in Table 6.2 as follows:

**Table 6.2:** The Summary of the Hypotheses Testing Results.

Hypotheses	Results	Significance Level	Significance
Hypothesis 1	Personality traits in terms of agreeableness, conscientiousness, extraversion, emotional stability, openness to experience are different between manufacturing and office employees.	0.05	Agreeableness = .001 Conscientiousness = .000 Extraversion = .000 Emotional stability = .000 Openness to experience = 0.000
Hypothesis 2	Job satisfaction in terms of intrinsic satisfaction and extrinsic satisfaction is different between manufacturing and office employees.	0.05	Intrinsic satisfaction = 0.000 Extrinsic satisfaction = 0.018
Hypothesis 3	Job performance in terms of contextual performance and task	0.05	Contextual performance = 0.000 Task performance = 0.000

	performance is different between manufacturing and office employees.		
Hypothesis 4	Organizational commitment is different between manufacturing and office employees.	0.05	0.000
Hypothesis 5	Personality traits in terms of agreeableness, conscientiousness, extraversion, emotional stability, openness to experience do not influence job satisfaction in term of intrinsic satisfaction of manufacturing employees.	0.05	Agreeableness = 0.225 Conscientiousness = 0.018 Extraversion = 0.006 Emotional stability = 0.378 Openness to experience = 0.000
Hypothesis 6	Personality traits in term of agreeableness, conscientiousness, extraversion, emotional stability, openness to experience do not influence job satisfaction in term of extrinsic satisfaction of manufacturing employees.	0.05	Agreeableness = 0.008 Conscientiousness = 0.342 Extraversion = 0.433 Emotional stability = 0.117 Openness to experience = 0.000



Hypothesis 7	Job satisfaction in term of intrinsic satisfaction and extrinsic satisfaction does influence job performance in term of contextual performance of manufacturing employees.	0.05	Intrinsic satisfaction = 0.000 Extrinsic satisfaction = 0.000
Hypothesis 8	Job satisfaction in term of intrinsic satisfaction and extrinsic satisfaction does influence job performance in term of task performance of manufacturing employees.	0.05	Intrinsic satisfaction = 0.000 Extrinsic satisfaction = 0.000
Hypothesis 9	Personality traits in term of agreeableness, conscientiousness, extraversion, emotional stability, openness to experience do not influence job performance in term of contextual performance of manufacturing employees.	0.05	Agreeableness = 0.122 Conscientiousness = 0.000 Extraversion = 0.130 Emotional stability = 0.309 Openness to experience = 0.001
Hypothesis 10	Personality traits in term of agreeableness, conscientiousness,	0.05	Agreeableness = 0.327 Conscientiousness = 0.001 Extraversion = 0.000

	extraversion, emotional stability, openness to experience do not influence job performance in term of task performance of manufacturing employees.		Emotional stability = 0.330 Openness to experience = 0.507
Hypothesis 11	Job satisfaction in term of intrinsic satisfaction and extrinsic satisfaction does influence organizational commitment of manufacturing employees.	0.05	Intrinsic satisfaction = 0.000 Extrinsic satisfaction = 0.000
Hypothesis 12	Personality traits in term of agreeableness, conscientiousness, extraversion, emotional stability, openness to experience do not influence job satisfaction in term of intrinsic satisfaction of office employees.	0.05	Agreeableness = 0.038 Conscientiousness = 0.001 Extraversion = 0.560 Emotional stability = 0.971 Openness to experience = 0.000
Hypothesis 13	Personality traits in term of agreeableness, conscientiousness, extraversion, emotional stability, openness to	0.05	Agreeableness = 0.268 Conscientiousness = 0.006 Extraversion = 0.559 Emotional stability = 0.654 Openness to experience = 0.001

	experience do not influence job satisfaction in term of extrinsic satisfaction of office employees.		
Hypothesis 14	Job satisfaction in term of intrinsic satisfaction and extrinsic satisfaction does influence job performance in term of contextual performance of office employees.	0.05	Intrinsic satisfaction 0.000 Extrinsic satisfaction 0.000
Hypothesis 15	Job satisfaction in term of intrinsic satisfaction and extrinsic satisfaction does influence job performance in term of task performance of office employees.	0.05	Intrinsic satisfaction = 0.000 Extrinsic satisfaction = 0.000
Hypothesis 16	Personality traits in term of agreeableness, conscientiousness, extraversion, emotional stability, openness to experience do not influence job performance in term of contextual performance of office employees.	0.05	Agreeableness = 0.000 Conscientiousness = 0.002 Extraversion = 0.025 Emotional stability = 0.006 Openness to experience = 0.274

Hypothesis 17	Personality traits in term of agreeableness, conscientiousness, extraversion, emotional stability, openness to experience do not influence job performance in term of task performance of office employees.	0.05	Agreeableness = 0.066 Conscientiousness = 0.002 Extraversion = 0.025 Emotional stability = 0.006 Openness to experience = 0.274
Hypothesis 18	Job satisfaction in term of intrinsic satisfaction and extrinsic satisfaction does influence organizational commitment of office employees.	0.05	Intrinsic satisfaction = 0.002 Extrinsic satisfaction = 0.000

## 6.2 Summary of Hypothesis testing

Based on the researcher objectives, eighteen hypotheses were developed for testing. In this study, the researcher employed descriptive analysis for analyzing the demographic factors. Besides that, the independent two samples t-test and multiple linear regression analysis were employed for testing all hypotheses in this study. The details of all the results of eighteen hypotheses are summarized as follows:

Hypothesis 1: There was a difference in personality traits in terms of agreeableness, conscientiousness, extraversion, emotional stability, openness to experience between manufacturing and office employees.

Hypothesis 2: There was a difference in job satisfaction in terms of intrinsic satisfaction and extrinsic satisfaction between manufacturing and office employees.

Hypothesis 3: There was a difference in job performance in terms of contextual performance and task performance between manufacturing and office employees.

Hypothesis 4: There was a difference in organizational commitment between manufacturing and office employees.

Hypothesis 5: Personality traits in terms of conscientiousness, extraversion and openness to experience were significant influence on job satisfaction in term of intrinsic satisfaction of manufacturing employees. However, agreeableness and emotional stability were not significant influence on job satisfaction in term of intrinsic satisfaction of manufacturing employees.

Hypothesis 6: Personality traits in terms of agreeableness and openness to experience were significant influence on influence job satisfaction in term of extrinsic satisfaction of manufacturing employees. However, conscientiousness, extraversion and emotional stability were not significant influence on job satisfaction in term of extrinsic satisfaction of manufacturing employees.

Hypothesis 7: Job satisfaction in terms of intrinsic satisfaction and extrinsic satisfaction was significant influence on job performance in term of contextual performance of manufacturing employees.

Hypothesis 8: Job satisfaction in terms of intrinsic satisfaction and extrinsic satisfaction was influence on job performance in term of task performance of manufacturing employees.

Hypothesis 9: Personality traits in terms of conscientiousness and openness to experience were significant influence on job performance in term of contextual performance of manufacturing employees. However, agreeableness, extraversion and emotional stability were not significant influence on job performance in term of contextual performance of manufacturing employees.

Hypothesis 10: Personality traits in terms of conscientiousness and extraversion were significant influence on job performance in term of task performance of manufacturing employees. However, agreeableness, emotional stability and openness to experience were not significant influence on job performance in term of task performance of manufacturing employees.

Hypothesis 11: Job satisfaction in terms of intrinsic satisfaction and extrinsic satisfaction was significant influence on organizational commitment of manufacturing employees.

Hypothesis 12: Personality traits in terms of conscientiousness and openness to experience were significant influence on job satisfaction in term of intrinsic satisfaction of office employees. However, agreeableness, extraversion and emotional stability were not significant influence on job satisfaction in term of intrinsic satisfaction of office employees.

Hypothesis 13: Personality traits in term of conscientiousness and openness to experience were significant influence on job satisfaction in term of extrinsic satisfaction of office employees. However, agreeableness, extraversion and emotional stability were not significant influence on job satisfaction in term of extrinsic satisfaction of office employees.

Hypothesis 14: Job satisfaction in terms of intrinsic satisfaction and extrinsic satisfaction was significant influence on job performance in term of contextual performance of office employees.

Hypothesis 15: Job satisfaction in terms of intrinsic satisfaction and extrinsic satisfaction was significant influence on job performance in term of task performance of office employees.

Hypothesis 16: Personality traits in terms of agreeableness, conscientiousness, extraversion and openness to experience were significant influence on job performance in term of contextual performance of office employees. However, emotional stability was not significant influence on job performance in term of contextual performance of office employees.

Hypothesis 17: Personality traits in terms of conscientiousness, extraversion and openness to experience were significant influence on job performance in term of task performance of office employees. However, agreeableness and emotional stability were not significant influence on job performance in term of task performance of office employees.



Hypothesis 18: Job satisfaction in terms of intrinsic satisfaction and extrinsic satisfaction was significant influence on organizational commitment of office employees.

### **6.3 Discussions and Implication of Hypotheses**

Based on the data collected in this study, the researcher employed independent two samples t-test method to test the variables from hypotheses 1 to 4 and the multiple linear regression analysis method was employed for testing the variables from hypotheses 5 to 18 in this study. Details of the analyzing results of all hypotheses were discussed as follows:

#### **6.3.1 Hypotheses**

Hypothesis 1 ( $H_1$ ): The result from the testing of the hypothesis indicated that there is a statistically significant difference in personality traits in terms of agreeableness, conscientiousness, extraversion, emotional stability and openness to experience between manufacturing and office employees.

Hypothesis 1 compared the differences between manufacturing employees and office employees in personality traits in terms of agreeableness, conscientiousness, extraversion, emotional stability and openness to experience. The result indicates that there is a significant difference in the personality traits in term of agreeableness ( $M=3.80$ ), conscientiousness ( $M=3.73$ ), extraversion, ( $M=4.40$ ) emotional stability ( $M=2.94$ ), openness to experience ( $M=2.26$ ) of manufacturing employees. And there is a significant difference in personality traits in terms of agreeableness ( $M=4.01$ ), conscientiousness ( $M=4.29$ ), extraversion ( $M=3.71$ ), emotional stability ( $M=3.41$ ), openness to experience ( $M=3.70$ ) of office employees. Based on the results of comparing personality traits in terms of agreeableness, conscientiousness, extraversion, emotional stability and openness to experience between manufacturing and office employees, they are different for all personality aspects in this study. This result was supported by Eysenck (1970) who interpreted differences in personality from a physiological point of view. Because it is natural for each person to have a different personality. Moreover, in this study, the difference of personalities between manufacturing and office workers should highlight from the factors of the job itself.

Especially, office employees deal directly with a person but manufacturing employees deal usually with machines or something that is not human. The results also indicated that the mean of personality traits in terms of agreeableness conscientiousness, extraversion, emotional stability and openness to experience is higher among office employees than manufacturing employees. Therefore, the results of this study demonstrate that office employees have more personal inner and outer behavior in specific environments than manufacturing employees of Thai Nakorn Patana Company.

Hypothesis 2 ( $H_2$ ): The result from the testing of the hypothesis indicated that there is a statistically significant difference in job satisfaction in terms of intrinsic satisfaction and extrinsic satisfaction between manufacturing and office employees.

Hypothesis 2 compared the differences between manufacturing employees and office employees in job satisfaction in terms of intrinsic satisfaction and extrinsic satisfaction. The result indicates that there is a significant difference in job satisfaction in terms of intrinsic satisfaction ( $M=3.28$ ) and extrinsic satisfaction ( $M=2.99$ ) of manufacturing employees. And there is a significant difference in job satisfaction in terms of intrinsic satisfaction ( $M=3.78$ ) and extrinsic satisfaction ( $M=3.19$ ) of office employees. Based on the results of comparing job satisfaction in terms of intrinsic satisfaction and extrinsic satisfaction between manufacturing and office employees, they are different for all job satisfaction aspects in this study. This result was supported by Adams (1963) who suggested that, if one compares one's own qualifications to the rewards earned from one's job and finds that the results are fair, and then one will feel satisfied with one's job. It means that employees of both sectors are satisfied with their job but the difference between the sectors can relate to job challenges, promotions, benefits and working conditions of each sector in the company. These results also indicated that job satisfaction in terms of intrinsic satisfaction and extrinsic satisfaction is higher among office employees than manufacturing employees. Therefore, the results of this study demonstrate that office employees are more satisfied with the job than manufacturing employees of Thai Nakorn Patana Company.

Hypothesis 3 ( $H_3$ ): The results from the testing of hypothesis indicate that there is a statistically significant difference in job performance in terms of contextual performance and task performance between manufacturing and office employees.

Hypothesis 3 compared the differences between manufacturing employees and office employees in job performance in terms of contextual performance and task performance. The results indicated that there is a significant difference in job performance in terms of contextual performance ( $M=3.36$ ) and task performance ( $M=3.87$ ) of manufacturing. And there is a significant difference in job performance in terms of contextual performance ( $M=3.26$ ) and task performance ( $M=3.68$ ) of office employees. Based on the results of comparing job performance in terms of contextual performance and task performance between manufacturing and office employees, they are different for all job performance aspects in this study. This result was supported by Schermerhorn (1989) who held that job performance represents the quantity and quality of work achieved by an individual or a group. By the way, the difference between two sectors might relate to the task's function of each sector that performs its job. These results indicated that job performance in terms of contextual performance and task performance is higher among office employees than manufacturing employees. Therefore, the results of this study demonstrate that office employees performed their tasks using time, techniques and interactions better than manufacturing employees of Thai Nakorn Patana Company.

Hypothesis 4 ( $H_4$ ): The results from the testing of hypothesis indicate that there is a statistically significant difference in organizational commitment between manufacturing and office employees.

Hypothesis 4 compared the differences between manufacturing employees and office employees in organizational commitment. The result indicated that there is a significant difference in organizational commitment between manufacturing ( $M=3.14$ ) and office employees ( $M=3.56$ ). Based on the results of comparing organizational commitment between manufacturing and office employees, they are different in this study. The result was supported by Mowday et al. (1979) stated that organizational commitment is an attitude, which exists between the individual and the organization. The difference of commitment between two groups can be related to employees' loyalty or their sense of belonging to the organization. This result indicated that

organizational commitment is higher among office employees than manufacturing employees. Therefore, the results of this study demonstrate that office employees are more committed to the organization than manufacturing employees of Thai Nakorn Patana Company in this study.

Hypothesis 5 ( $H_5$ ) and 12 ( $H_{12}$ ): The results from the testing of hypothesis indicate that there are some factors of personality traits in terms of agreeableness, conscientiousness, extraversion, emotional stability and openness to experience were a significant influence on job satisfaction in term of intrinsic satisfaction of manufacturing and office employees. And there are some factors of personality traits in terms of agreeableness, conscientiousness, extraversion, emotional stability and openness to experience were not a significant influence on job satisfaction in term of intrinsic satisfaction of manufacturing and office employees.

Hypothesis 5 and 12 tested the influence of personality traits in terms of agreeableness, conscientiousness, extraversion, emotional stability and openness to experience towards job satisfaction in term of intrinsic satisfaction of manufacturing employees. The results indicate that the two variables have a positive influence job on satisfaction in term of intrinsic satisfaction of manufacturing and office employees. Conscientiousness and openness to experience are proved to be important factors determining job satisfaction in term of intrinsic satisfaction of manufacturing and office employees. Moreover, extraversion is also a powerful factor among manufacturing employees and agreeableness is one more important factors for office employees. This result was supported by Topolinski and Hertel (2007) indicated that the role of personality in psychotherapists' careers found openness to experience leads to higher satisfaction with the job itself. Therefore, the results indicated that those who have an openness to experience personality are curious, imaginative, and independent and are more inclined to try new things; thus, they are more likely to create job satisfaction. Also supported by Organ and Lingl (1995) indicated that agreeableness contributes significantly to explained variance in job satisfaction, they also showed that individuals with conscientiousness trait are more deeply involved with work and have greater chances of being rewarded for their work, thus having greater job satisfaction overall. Judge *et al.* (2002) also showed that extraversion is related to job satisfaction. The reason may be that individuals with more visible extraversion trait are more achievement-oriented, and have a strong sense of self-

actualization at work. They are good at socializing and have more friends than those who are introverted. In addition, they are devoted to their job, and are willing to spend more time engaging in social interaction, which can secure them a greater chance of job promotion. As a result, a greater sense of job satisfaction emerges. But agreeableness and emotional stability are not indicators of job satisfaction in term of intrinsic satisfaction of manufacturing employees and extraversion and emotional stability are not indicators of job satisfaction in term of intrinsic satisfaction of office employees of Thai Nakorn Patana Company in this study.

Hypothesis 6 ( $H_6$ ) and 13 ( $H_{13}$ ): The results from the testing of hypothesis indicate that there are some factors of personality traits in terms of agreeableness, conscientiousness, extraversion, emotional stability and openness to experience were a significant influence on job satisfaction in term of extrinsic satisfaction of manufacturing and office employees. And there are some factors of personality traits in terms of agreeableness, conscientiousness, extraversion, emotional stability and openness to experience were not a significant influence on job satisfaction in term of extrinsic satisfaction of manufacturing and office employees.

Hypothesis 6 and 13 tested the influence factors of personality traits in terms of agreeableness, conscientiousness, extraversion, emotional stability and openness to experience towards job satisfaction in term of extrinsic satisfaction of manufacturing and office employees. The results indicate that openness to experience variable has a positive influence on job satisfaction in term of extrinsic satisfaction of manufacturing and office employees. It means that openness to experience is the most important factor which influences job satisfaction in term of extrinsic satisfaction of manufacturing and office employees. This result was supported by Topolinski and Hertel (2007) stated that employees who have a high level of openness to experience may be more inclined to seeking interpersonal interactions in order to get the information and feedback they need to learn on the job. Therefore, the results indicated that people who have a high level of openness to experience are flexible in their thinking, thus valuing new ideas and perspectives. Moreover, agreeableness is also a powerful factor to determining job satisfaction in term of extrinsic satisfaction of manufacturing employees. Supported by McCrae and Costa (1991) believed that agreeableness is related to happiness and that individuals with a significant agreeableness trait are friendly and approachable. Their study pointed out that



agreeableness is positively correlated to life satisfaction; if such a study is replicated for job satisfaction, similar results may be obtained, because friendly and approachable persons are more likely to fulfill their social needs from their jobs; thus, they are more inclined to produce job satisfaction. And conscientiousness is proved to be an important factor in determining job satisfaction. But conscientiousness, extraversion and emotional stability are not indicators of job satisfaction in terms of extrinsic satisfaction of manufacturing employees and agreeableness, extraversion and emotional stability are not indicators of job satisfaction in terms of extrinsic satisfaction of office employees of Thai Nakorn Patana Company in this study.

Hypothesis 7 ( $H_7$ ) and 14 ( $H_{14}$ ): The results from the testing of hypothesis indicate that the factors of job satisfaction in terms of intrinsic satisfaction and extrinsic satisfaction were a significant influence on job performance in terms of contextual performance of manufacturing and office employees.

Hypothesis 7 and 14 tested the influence factors of job satisfaction in terms of intrinsic satisfaction and extrinsic satisfaction of manufacturing and office employees. The results indicate that all independent variables, which are intrinsic satisfaction and extrinsic satisfaction have a positive influence on job performance in terms of contextual performance of manufacturing and office employees. Supported by Leung *et al.* (2008) showed that job satisfaction in terms of intrinsic satisfaction and extrinsic satisfaction lead to positive job performance. Consistent with this view Fisher (1980) noted that attitudes towards job satisfaction can influence behavior, which leads one to perform his or her job performance. The results indicated that satisfaction can lead workers to perform extra-role behavior such as volunteering or helping other manufacturing and office employees. Organ, (1977) stated that the causation between job performance and job satisfaction could be explained by a hybrid theory of expectancy and equity. The expectancy theory suggests that as rewards (intrinsic and extrinsic) are perceived to be equitable and desirable, the individual is motivated to perform well to get the rewards from colleagues or co-workers, which in turn will result in higher satisfaction. Therefore, intrinsic satisfaction and extrinsic satisfaction are proved to be powerful and important factors determining job performance in terms of contextual performance of manufacturing and office employees of Thai Nakorn Patana Company in this study.



Hypothesis 8 (H<sub>8</sub>) and 15 (H<sub>15</sub>): The results from the testing of hypotheses indicate that the factors of job satisfaction in terms of intrinsic satisfaction and extrinsic satisfaction were a significant influence on job performance in term of task performance of manufacturing employees.

Hypothesis 8 and 15 tested the influence factors of job satisfaction in terms of intrinsic satisfaction and extrinsic satisfaction. The results indicate that both independent variables, which are intrinsic satisfaction and extrinsic satisfaction have a positive influence on job performance in term of task performance of manufacturing and office employees. The finding was supported by Judge *et al.* (2001) stated that positive attitudes towards job satisfaction should be related to positive behaviors (job performance). The results indicated that job satisfaction can lead to in- role worker behavior among manufacturing and office employees. Moreover, higher job satisfaction results in better job performance and superior job performance leads to higher job satisfaction. The reason behind this may be that employees who perform better at work are more likely to be approved of by the organization. Consequently, they find their occupation self-actualizing. Therefore, more satisfied with the job. It may also be that, individuals who are more satisfied with their jobs feel more enthusiastic about them and hence perform better. Therefore, intrinsic satisfaction and extrinsic satisfaction are proved to be powerful and important factors determining job performance in term of task performance of manufacturing and office employees of Thai Nakorn Patana Company in this study.

Hypothesis 9 (H<sub>9</sub>) and 16 (H<sub>16</sub>): Results from the testing of hypothesis indicates that some factors of personality traits in terms of agreeableness, conscientiousness, extraversion, emotional stability and openness to experience were a significant influence job performance in term of contextual performance. And there are some factors of personality traits in terms of agreeableness, conscientiousness, extraversion, emotional stability and openness to experience, which were not a significant influence on job performance in term of contextual performance of manufacturing and office employees.

Hypothesis 9 and 16 tested the influence factors of personality traits in terms of agreeableness, conscientiousness, extraversion, emotional stability and openness to experience towards job performance in term of contextual performance of

manufacturing and office employees. The results indicate that there are two independent variables which have a positive influence on job performance in term of contextual performance of manufacturing and employees. Conscientiousness and openness to experience are proved to be the most powerful factors determining job performance in term of contextual performance of manufacturing and office employees. The result was supported by Barrick *et al.* (1998) found that individuals with a strong conscientiousness trait are mostly righteous and reliable, earnest and responsible, careful and comprehensive, hardworking and good at planning, thus can perform better in most fields. Therefore, manufacturing and office employees who have a high level of conscientiousness perform better at jobs including volunteering to carry out task activities not formally part of the job and helping and cooperating with others. Meanwhile, People with a strong openness to experience trait are inclined to trying out new experiences and would gladly accept new challenges, thus attaining a better job performance by Salgado, (1997). Moreover, agreeableness and extraversion are also powerful factors determining job satisfaction in term of extrinsic satisfaction of office employees. Supported by Mount *et al.* (1998) suggested that agreeableness can effectively predict job performance. Furthermore, as jobs involve considerable interpersonal interaction such as cooperation with others, agreeableness may be the single best personality predictor of job performance. Extraversion positively influences job performance as well because the main characteristic of extraversion being sociable, assertive and active. People with this characteristic are energetically direct, confident in putting forward their views and do not have conflict with others; therefore, they could produce good job performance. Particularly, extraversion is significantly related to managing job performance supported by Schmit *et al.* (2000). Hence, of the office personnel, those who possess strong agreeableness and extraversion traits are more likely to be good job performers. However, agreeableness, extraversion and emotional stability are not indicators of job performance in term of contextual performance of manufacturing employees and only emotional stability is not an indicator of job performance in term of contextual performance of office employees of Thai Nakorn Patana Company in this study.

Hypothesis 10 (H<sub>10</sub>) and 17(H<sub>17</sub>): Results from the testing of hypothesis indicates that some factors of personality traits in terms of agreeableness, conscientiousness, extraversion, emotional stability and openness to experience were a significant

influence job performance in term of task performance. And there are some factors of personality traits in terms of agreeableness, conscientiousness, extraversion, emotional stability and openness to experience, which were not a significant influence job performance in term of task performance of manufacturing and office employees.

Hypothesis 10 and 17 tested the influence factors of personality traits in terms of agreeableness, conscientiousness, extraversion, emotional stability and openness to experience towards job performance in term of task performance of manufacturing employees. The results indicate that there are two independent variables which have a positive influence on job performance in term of task performance of manufacturing and office employees. Conscientiousness and extraversion are proved to be the most powerful factors determining job performance in term of task performance of manufacturing and office employees. This result was supported by Tett *et al.* (1991) indicated that individuals with a strong conscientiousness trait are mostly righteous and reliable, earnest and responsible, careful and comprehensive, hardworking and good at planning, thus can perform better in most fields. On the other hand, the result was supported by McManus and Kelly (1999) found that extraversion is the predictor of task performance. Extraversion positively influences job performance because the main characteristic of extraversion being sociable, assertive and active, therefore, people with this characteristic are energetically direct, confident in putting forward their views and do not have a conflict with others; therefore, they could produce good job performances.

Moreover, openness to experience is also an important factor is determining job performance in term of task performance of office employees. The result was supported by Salgado (1997) stated that people with a strong openness trait such as being curious, intelligent and imaginative are inclined to try out new experiences and would gladly accept new challenges, thus attaining better job performance. However, agreeableness, extraversion and emotional stability are not indicators of job performance in term of task performance of manufacturing employees. Agreeableness and emotional stability are not indicators of job performance in term of task performance of office employees of Thai Nakorn Patana Company in this study.

Hypothesis 11 ( $H_{11}$ ) and 18 ( $H_{18}$ ): Results from the testing of hypothesis indicates that the factors of job satisfaction in terms of intrinsic satisfaction and extrinsic

satisfaction was a significant influence organizational commitment of manufacturing and office employees.

Hypothesis 11 and 18 tested the influence factors of job satisfaction in terms of intrinsic satisfaction and extrinsic satisfaction. The results indicate that both independent variables which are intrinsic satisfaction and extrinsic satisfaction have a positive influence organizational commitment of manufacturing and office employees. This finding was supported by Iverson and Roy (1994) stated that evidence exists that job satisfaction significantly affects organizational commitment. Gliem and Gliem (2001) stated that a worker's commitment is the psychological possession one has for his/her job in the work environment. These concepts often interrelate with each other where worker motivation influences job satisfaction on employee's commitment while job satisfaction may affect motivation on employee's commitment. It is the level to which a worker recognizes a specific organization and its targets and desires to retain a relationship with the institution. Therefore, intrinsic satisfaction and extrinsic satisfaction are proved to be powerful and important factors determining organizational commitment of manufacturing and office employees of Thai Nakorn Patana Company in this study.

#### **6.4 Conclusion**

In this research, the researcher's objectives are to find out influencing factors on organizational commitment of employees who work in Thai Nakorn Patana Company in Nonthaburi, Thailand, in order to help the company understand employees based on different personality traits (agreeableness, conscientiousness, extraversion, emotional stability and openness to experience), job satisfaction (intrinsic satisfaction and extrinsic satisfaction), job performance (contextual performance and task performance) and organizational commitment. And on the other hand, to compare the differences of each factor between manufacturing employees and office employees, which prove different factors of personality traits in terms of agreeableness, conscientiousness, extraversion, emotional stability and openness to experience affect job satisfaction in terms of intrinsic satisfaction and extrinsic satisfaction, job performance in terms of contextual performance and task performance. And job satisfaction in terms of intrinsic satisfaction and extrinsic

satisfaction which affect organizational commitment of the company.

Surveys were administered in Nonthaburi, Thailand from February to March 2017. The data was gathered from 400 respondents, consisting of 200 respondents of manufacturing employees and 200 respondents of office employees. For the demographic factors in this research, the results indicated that most employees who work in manufacturing sectors and office sectors of Thai Nakorn Patana Company are females, single, aged between 31-40 years old with high school degree and earned between 20,001-30,000 Baht more than 8 years of work experience. In addition, the researcher employed the independent two samples t-test method to test the hypotheses of group A ( $H_1$ - $H_4$ ) and the multiple linear regression analysis method was used to test group B and Group C ( $H_5$ - $H_{18}$ ). Thai Nakorn Patana Company should try to understand how personality traits, job satisfaction, job performance and organizational commitment influence on employees and how difference perception of two sectors in order to keep employees satisfied and perform their jobs in a positive way which may lead to commitment to the organization in the future.

Group A: This study is to compare the differences between two groups of employees. The researcher found that personality traits (agreeableness, conscientiousness, extraversion, emotional stability, openness to experience), job satisfaction (intrinsic satisfaction and extrinsic satisfaction), job performance (contextual performance and task performance) and organizational commitment were significantly different between manufacturing and office employees of Thai Nakorn Patana Company.

Group B: This study is to test the influence factors of independent and dependent variables of manufacturing employees of Thai Nakorn Patana Company from hypothesis 5 to 11. The result of hypothesis 5 indicates that personality traits in terms of conscientiousness, extraversion and openness to experience were a significant influence on job satisfaction in term of intrinsic satisfaction of manufacturing employees except agreeableness and emotional stability. The result of hypothesis 6 indicates that personality traits in terms of agreeableness and openness to experience were a significant influence on job satisfaction in term of extrinsic satisfaction of manufacturing employees except conscientiousness, extraversion and emotional stability. The result of hypothesis 7 indicates that job satisfaction in terms



of intrinsic satisfaction and extrinsic satisfaction was a significant influence on job performance in term of contextual performance of manufacturing employees. The result of hypothesis 8 indicates that job satisfaction in terms of intrinsic satisfaction and extrinsic satisfaction were a significant influence on job performance in term of task performance of manufacturing employees.

The result of hypothesis 9 indicates that personality traits in terms of conscientiousness and openness to experience were a significant influence on job performance in term of contextual performance of manufacturing employees except agreeableness, extraversion and emotional stability. The result of hypothesis 10 indicates that personality traits in terms of conscientiousness and extraversion were a significant influence on job performance in term of task performance of manufacturing employees except agreeableness, emotional stability and openness to experience. And the result of hypothesis 11 indicates that job satisfaction in terms of intrinsic satisfaction and extrinsic satisfaction was a significant influence on organizational commitment of manufacturing employees.

Group C: This study is to test the influence factors of independent and dependent variables on office employees of Thai Nakorn Patana Company from hypothesis 12 to 18. The result of hypothesis 12 indicates that personality traits in terms of agreeableness, conscientiousness and openness to experience were a significant influence on job satisfaction in term of intrinsic satisfaction of office employees except extraversion and emotional stability. The result of hypothesis 13 indicates that personality traits in terms of conscientiousness and openness to experience were a significant influence on job satisfaction in term of extrinsic satisfaction of office employees. The result of hypothesis 14 indicates that job satisfaction in terms of intrinsic satisfaction and extrinsic satisfaction was a significant influence on job performance in term of contextual performance of office employees.

The result of hypothesis 15 indicates that job satisfaction in terms of intrinsic satisfaction and extrinsic satisfaction was significant influence on job performance in term of task performance of office employees. The result of hypothesis 16 indicates that personality traits in terms of agreeableness, conscientiousness, extraversion and openness to experience were a significant influence on job performance in term of



task performance of office employees except only emotional stability.

The result of hypothesis 17 indicates that personality traits in terms of conscientiousness, extraversion and openness to experience were a significant influence on job performance in term of task performance of office employees except agreeableness and emotional stability. And the result of hypothesis 18 indicates that job satisfaction in terms of intrinsic satisfaction and extrinsic satisfaction was a significant influence on organizational commitment of office employees.

## **6.5 Recommendations**

From the research findings in this study, based on the different work sectors of employees, the researcher would suggest several recommendations for the company; as the results have shown some differences in perception between employees who work in the manufacturing sector and the office sector, usefulness and suitable recommendations for each result will be given accordingly as follows.

Based on hypothesis 1, the result indicates that there is a significant difference in personality traits in terms of agreeableness, conscientiousness, extraversion, emotional stability and openness to experience between manufacturing and office employees. According to the result, personality traits in terms of agreeableness, conscientiousness, extraversion, emotional stability and openness to experience are higher among office employees than manufacturing employees. The researcher would recommend that the company should pay high consideration to focus more on manufacturing employees. And the company should offer or provide some activities to increase personal inner and outer behavior of manufacturing employees such as a sport's day in the organization at least one time a year in which employees can make the effort to meet new people and enjoy the company of others, respect and gratitude from others.

Based on hypothesis 2, the result indicates that there is a significant difference in job satisfaction in terms of intrinsic satisfaction and extrinsic satisfaction between manufacturing and office employees. According to the result, job satisfaction in terms of intrinsic satisfaction and extrinsic satisfaction are higher among office employees than manufacturing employees; by the way, they are both satisfied with their jobs. The

researcher would recommend that the company should pay high consideration to manufacturing employees in order to increase job satisfaction. Therefore, the company's management should pay attention to the job structures to ensure that every job is fulfilling, challenging and rewarding. This makes sense because if employees are happy about the requirements and responsibilities that come with their job. For example, extrinsic satisfaction comes from financial compensation such as good benefits or working conditions, but priority should be given to programs such as job design and job enrichment that contribute to the intrinsic satisfaction of employees.

Based on hypothesis 3, the result shows that there is a significant difference in job performance in terms of contextual performance and task performance between manufacturing and office employees. The result indicates that job performance in terms of contextual performance and task performance of manufacturing employees is higher than office employees. The researcher would recommend that the company should pay more attention to manufacturing employees. The company should create a good working environment such as autonomy of work, involvement in decision-making and rewards system for motivation that can lead to job performance by employees who work in the manufacturing sectors or focus on the employee's strengths and determine the strengths each employee and give each one tasks that fit their particular skill set. Moreover, job analysis and job design also are important tools in the process of matching the nature of the individual with the nature of work in the organization.

Based on hypothesis 4, the result shows that there is a significant difference in organizational commitment between manufacturing and office employees. This result indicates that manufacturing and office employees are committed to the organization but organizational commitment among office employees is higher than manufacturing employees. Therefore, the researcher would recommend that the company should highlight the commitment of manufacturing employees. The company should consider how work policies and work structures are suitable and effective for employees and how employees understand the institution and their instant job function which can be altered in order to increase the commitment of employees to the organization such as good benefits and a good environment. For example, manufacturing employees usually work with the machines in the production lines; therefore, the company should reduce job stress or workplace stress by allowing periodic rest breaks and

offering peer counseling or an open door policy to the supervisor. For workplace stress, the company should provide the restroom close to a workstation, a clean work environment, good ventilation and avoid temperature extremes. Moreover, the company should provide also good healthcare service for employees.

Based on hypothesis 5 and 12 the results indicate that some factors of personality traits in terms of agreeableness, conscientiousness, extraversion, emotional stability and openness to experience were a significant influence on job satisfaction in term of intrinsic satisfaction of manufacturing and office employees, but some factors were not a significant influence. The result indicates that there are two independent variables that have the same positive influence on job satisfaction in term of intrinsic satisfaction of manufacturing and office employees. Conscientiousness and openness to experience are proved to be the most powerful factors. Therefore, the researcher would recommend the company should consider employees who hold these personality traits; conscientiousness is the tendency to be responsible, dependable, persistent, punctual, hardworking and work-oriented while openness to experience is flexible thinking, thus valuing new ideas and perspectives; therefore, they display a positive attitude towards learning and experiencing new things. And both characteristics lead to greater satisfaction at work. The company would rather provide job skills training to an enthusiastic which lead to increase a positive attitude in the workplace because a positive attitude helps employees go above and beyond to get along with co-workers and managers even difficult ones and respond to constructive criticism with maturity and willingness to improve. Overall, an employee with enthusiasm comes across as someone who wants to be at work and who is willing to do what it takes to get the job done.

Based on hypothesis 6 and 13 the results indicate that some factors of personality traits in terms of agreeableness, conscientiousness, extraversion, emotional stability and openness to experience were significant influence job satisfaction in term of extrinsic satisfaction of manufacturing and office employees, but some factors were not significant. The results indicate that openness to experience is proved to be the same most powerful factor determining job satisfaction in term of extrinsic satisfaction of manufacturing and office employees. Therefore, the researcher would recommend the company should pay attention to employees who have openness to experience trait because they are characterized by high imagination,

curiosity and a strong preference for diversity, unusual ideas, and changes which accept different opinions and voices but they tend to be more satisfied with job probably caused by reinforcement of rewards and benefits. In a group context, they can better accept how their position and positions of others are arranged and identify themselves more with the group. The company should provide good benefits, equitable promotion path such as the company should promote employees who not only produce, but also motivate others in the workplace and working conditions such as worker safety, for examples in the workstation of manufacturing sectors should put safety guards on machines, and provide training before workers perform dangerous tasks.

Based on hypothesis 7 and 14 the results indicate that all factors of job satisfaction in terms of intrinsic satisfaction and extrinsic satisfaction were a significant influence on job performance in term of contextual performance of manufacturing and office employees. The results indicate that all independent variables have a positive influence job on performance in terms of contextual performance of manufacturing and office employees. Therefore, the researcher would recommend the company should maintain whatever leads to job satisfaction which influence contextual performance of employees and improve the job policies or job structures such as eliminate physical exertion or implement ergonomic workstation design for office employees and allowing longer break for manufacturing employees because it can increase contextual employees activities in which include volunteering, helping and cooperating with others in the organization.

Based on hypothesis 8 and 15 the results show that all factors of job satisfaction in terms of extrinsic satisfaction and extrinsic satisfaction were significant influence on job performance in term of task performance of manufacturing and office employees. The results indicate that all independent variables have a positive influence on job performance in terms of task performance of manufacturing and office employees. Therefore, the researcher would recommend the company should consider job policies and job structures that tend to make the more challenging job itself such as providing equipment which are external screen magnifier, larger sized monitor, anti-glare or anti-radiation screen guard, special computer glasses to reduce glare, and high resolution monitor or allowing work from home and allowing a flexible work schedule and flexible use of leave time for office employees.

For the manufacturing employees, the company should provide more structure and/or written job instructions when possible or provide memory aids such as schedulers or organizers. For example, if a machine operator was experiencing difficulties remembering the steps involved in changing a part of the machine the company should provide the employee with a step-by-step checklist and directions explaining how to do this because employees who are more satisfied with their jobs feel more enthusiastic and hence perform a better job. Moreover, the management should pay attention to the job to ensure that every job is fulfilling and rewarding by itself. This makes sense because if employees are happy about the requirements and responsibilities that come with their job, they are more likely to work hard and that in turn can lead to better job performance.

Based on hypothesis 9 and 16 the results show that some factors of personality traits in terms of agreeableness, conscientiousness, extraversion, emotional stability and openness to experience were a significant influence on job performance in term of contextual performance of manufacturing and office employees, but some factors were not a significant influence. The result indicates that there are two independent variables which have the same positive influence job performance in term of contextual performance of manufacturing and office employees. Conscientiousness and openness to experience are proved to be the same most powerful factors determining job performance in term of contextual performance of manufacturing and office employees. Therefore, the researcher would recommend the company should consider employees who have personality traits in term of conscientiousness because they are reliable and self-motivated as being enthusiastic when helping or volunteering.

And openness to experience trait can adjust behavior according to different situational and cultural. Moreover, they tend to engage in activities that go beyond their role and responsibilities and they are expected to be more willing to share knowledge. The company should create activities that assign them to a project which requires learning new crafts and skills; they will be able to come back to the company with a brand new skill set that might come in handy for future volunteer opportunities or company projects. In addition to serving the community, volunteering can also serve as a free form of employee training and when the company is done right, employee volunteering can be beneficial for everyone in the company and employees



will identify more with company's value and mission, ultimately creating a working environment in the process. And the company will has productive and satisfied employees which are constantly learning new skills, and that benefits everyone in the long run.

Based on hypothesis 10 and 17 the results show that some factors of personality traits in terms of agreeableness, conscientiousness, extraversion, emotional stability and openness to experience were a significant influence on job performance in term of task performance of manufacturing employees, but some factors were not a significant influence. The result indicates that there are two independent variables which have the same positive influence on job performance in term of task performance of manufacturing and office employees. Conscientiousness and extraversion are proved to be the same most powerful factors determining job performance in term of task performance of manufacturing and office employees. Therefore, the researcher would recommend the company should encourage conscientiousness trait employees which are positive experiences, focusing on the work tasks and taking first move in solving the problem. Moreover, this personality trait performs well in the workplace because they get more chance to practice and they have power in work processes that make directly to work effectiveness, which contributes to the core of the organization. The company should provide activity such as training courses to maintain or improve positive thinking or enhancing by short courses of meditation. Extraversion is characterized by being positive as well and feeling for the complete task in high effective and successful, self-confident and friendly. The company should provide activity such as capitalize on extroverted employee's strengths by considering their need for external input. Assign group work, team lead, and customer-facing positions or capitalize on motivational strengths by putting them in charge of committees.

Based on hypothesis 11 and 18 the results indicate that all factors of job satisfaction in terms of intrinsic satisfaction and extrinsic satisfaction was a significant influence on organizational commitment of manufacturing and office employees. The results indicate that all independent variables have a positive influence on the organizational commitment of manufacturing and office employees. Therefore, the researcher would recommend the company should contribute whatever maintains the feelings or attitudes of employees in a positive way towards his or her



job in order to keep the commitment of employees towards the organization. The company should improve the company's image in order to increase employees' loyalty and word of mouth because a strong loyalty and acceptance of organization goals and a willingness to put in effort on behalf of the organization and a strong feeling to maintain membership in the organization. For example, CSR (Corporate Social Responsibilities) such as reforestation activity which can improve the relationship between company and employees and good perception of employees between a company and social. For the internal activity, the company should provide an activity such as sport's day to improve the relationship between employees. Moreover, the company would rather provide a scholarship for employees' family which can create a good impression and high loyalty of employees to the organization and will lead to word of mouth as well.

## **6.6 Further Study**

In this research focuses on comparing differences in factors of variables and tests the influencing factors of each variable between manufacturing employees and office employees by focusing on employees who work in Thai Nakorn Patana Company located in Nonthaburi, Thailand. Therefore, there are some suggestions from this study in order that the further study might extend this study to individual sectors and test whether individualism has a relationship with organizational commitment in the future.

First, in this research, the researcher developed only ten variables from the theoretical framework of previous studies, such as agreeableness, conscientiousness, extraversion, emotional stability, openness to experience, intrinsic satisfaction, extrinsic satisfaction, contextual performance, task performance and organizational commitment. For further studies, the investigators could change or add more variables which influence organizational commitment, such as the work climate, job fit, job involvement, engagement factors and attitudes. From these suggestions, the different variables may lead to different results, which would help the organizations in other ways.

Second, in this research, there was only one company from the pharmaceutical industry, which may not represent all pharmaceutical companies or another industry in

Thailand, as different policies of each company may lead to different perceptions of employees to the company and may not influence the same result if studied in another company. Therefore, in the future, the investigators could change the company or industry to test organizational commitment, in order to obtain a more comprehensive result of the commitment to the organization of employees.

Third, the data for this study was collected at the company in Nonthaburi, Thailand only, but the company has subsidiaries in other cities; thus the generalizability of the study's results may be suspect. Further study, could enhance the generalizability of this study by conducting replications of different samples with various subsidiaries. In addition, this study focuses only on the pharmaceutical industry; therefore, extending this study to the commitment of the employees to the organization of other industries may be another worthwhile direction.



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## Appendixes



### Questionnaire of organizational commitment (English Version)

This questionnaire is designed to gather information for the research, which is a comparative study of organizational commitment between manufacturing and office employees. The purpose of this research project is the completion of the Master of Business Administration at Assumption University. Please answer all the following questions in this questionnaire and thank you for your kindly cooperation. From part 2 to part 5, the questionnaire consists 5 levels, which are 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, and 5 = strongly agree.

#### Part 1: Job Sector

☐ Manufacturing

☐ Office

#### Part 2: Personality Traits

Variables	1	2	3	4	5
<b>Agreeableness</b>					
1. I do my best to help my colleagues					
2. I get along well with my colleagues					
3. I do understand my colleagues' point of view					
4. I am considerate with my colleagues					
5. I am conscientious when I work					
<b>Conscientiousness</b>					
6. I am always looking for growing opportunity					
7. I try to do my best in everything that I do					
8. I am methodical when I work					

<b>Extraversion</b>					
9. I am a leader					
10. I am a persuasive person					
11. I am self-motivated					
12. I am energetic					
<b>Emotional stability</b>					
13. I handle pressure well					
14. I am good-tempered					
15. I see myself as someone who can be moody					
16. I see myself as someone who worries a lot					
<b>Openness to experience</b>					
17. I like to try new things					
18. I take a holistic approach to reach my goal					
19. I see myself as someone who has an active imagination					
20. I see myself as someone who is an inventive worker.					

### Part 3: Job Satisfaction

Variables	1	2	3	4	5
<b>Intrinsic Satisfaction</b>					
21. My job is challenging					
22. My skill set fits well with my job					
23. I can realize my full potential in my job					
<b>Extrinsic Satisfaction</b>					
24. My company offers equitable promotion path					



25. My company provides good benefits					
26. My company actively seeks to improve working conditions					

#### Part 4: Job Performance

Variables	1	2	3	4	5
<b>Contextual Performance</b>					
27. I actively help my colleagues with their work					
28. I focus on team performance					
29. I am courteous at work					
30. I actively publicize my company's strengths					
<b>Task Performance</b>					
31. I achieve objectives that are assigned to me					
33. I aim to attain perfection in my work					
32. I am never late nor take off early from work					
34. I am prudent and seldom make mistakes					

#### Part 5: Organizational Commitment

Variables	1	2	3	4	5
<b>Organizational Commitment</b>					
35. I enjoy discussing my organization with outside people.					
36. I feel like "part of my family" at this organization.					
37. This organization has a great deal of personal meaning for me.					
38. I feel a strong sense of belonging to the organization.					

## Part 6: Demographic Factors

### 1. Gender

☐ Male

☐ Female

### 2. Age

☐ Under 20

☐ 31-40

☐ 20-30

☐ Above 40

### 3. Education level

☐ Below high school

☐ Diploma

☐ Master

☐ High school

☐ Bachelor

☐ Doctoral

### 4. Income level

☐ Under 10,000

☐ 20,001-30,000

☐ 40,001-50,000

☐ 10,001-20,000

☐ 30,001-40,000

☐ Over 50,001

### 5. Year of work experience

☐ Less than 1 year

☐ 3-4 years

☐ 7-8 years

☐ 1-2 years

☐ 5-6 years

☐ More than 8 years

### 6. Marital status

☐ Single

☐ Divorced

☐ Married

☐ Widowed



แบบสอบถามงานวิจัยเรื่องการศึกษาการเปรียบเทียบลักษณะบุคลิกภาพ, ความพึงพอใจต่องาน, การปฏิบัติงาน และความผูกพันต่อองค์กรระหว่างพนักงานฝ่ายการผลิตและพนักงานฝ่ายสำนักงาน

แบบสอบถามฉบับนี้เป็นส่วนหนึ่งของวิทยานิพนธ์ในการศึกษาระดับปริญญาโท (สาขาการจัดการ) ภาคปกติ คณะบริหารธุรกิจ มหาวิทยาลัยอัสสัมชัญ เรื่อง การศึกษาการเปรียบเทียบลักษณะบุคลิกภาพ, ความพึงพอใจต่องาน, การปฏิบัติงาน และความผูกพันต่อองค์กรระหว่างพนักงานฝ่ายการผลิตและพนักงานฝ่ายสำนักงาน ผู้วิจัยขอขอบพระคุณอย่างสูงในความกรุณาของท่านสำหรับการตอบแบบสอบถามในครั้งนี้และขอรับรองว่าข้อมูลที่ได้จากท่านจะถูกประมวลผลเพื่อใช้ในการงานวิจัยนี้เท่านั้น

คำชี้แจง : ท่านมีความคิดเห็นอย่างไรกับบุคลิกภาพส่วนตัว, ความพึงพอใจในการทำงาน, การปฏิบัติงาน และความผูกพันต่อองค์กรของท่าน หากท่านเห็นด้วยกับข้อความดังกล่าวอย่างน้อยมาก กรุณาเลือกช่องความคิดเห็น "น้อยที่สุด (1)" แต่หากท่านเห็นด้วยกับข้อความดังกล่าวสูงมาก กรุณาเลือกช่องความคิดเห็น "มากที่สุด (5)" ท่านสามารถเลือกตั้งแต่ น้อยที่สุด (1) ไปจนถึงมากที่สุด (5) ตามลำดับโดยเลือกได้เพียงคำตอบเดียว

ส่วนที่ 1: ส่วนงาน

☐

ฝ่ายการผลิต

☐

ฝ่ายสำนักงาน

คำชี้แจง : โปรดเลือกข้อที่ตรงกับบุคลิกภาพของท่านมากที่สุด

ส่วนที่ 2 : ลักษณะบุคลิกภาพ

	1	2	3	4	5
<b>บุคลิกภาพแบบประนีประนอม</b>					
1. ฉันทำสุดความสามารถเมื่อต้องช่วยเพื่อนร่วมงาน					
2. ฉันเข้ากันได้ดีกับเพื่อนร่วมงาน					
3. ฉันเข้าใจมุมมองของเพื่อนร่วมงาน					
4. ฉันเกรงใจเพื่อนร่วมงานของฉัน					

บุคลิกภาพแบบมีจิตสำนึก					
5. ฉันขยันขันแข็งเมื่อฉันทำงาน					
6. ฉันมักจะมองหาโอกาสในการเจริญเติบโต					
7. ฉันพยายามทำทุกอย่างให้ดีที่สุด					
8. ฉันทำงานอย่างมีระเบียบ					
บุคลิกภาพแบบแสดงตัว					
9. ฉันเป็นผู้นำ					
10. ฉันเป็นบุคคลที่น่าเชื่อถือ					
11. ฉันเป็นคนที่มีแรงจูงใจ					
12. ฉันเป็นคนมีความกระตือรือร้น					
บุคลิกภาพแบบความมั่นคงทางอารมณ์					
13. ฉันรับแรงกดดันได้ดี					
14. ฉันเป็นคนอารมณ์ดี					
15. ฉันเป็นคนอารมณ์แปรปรวน					
16. ฉันเป็นคนขี้กังวลมาก					
บุคลิกภาพแบบเปิดรับสถานการณ์					
17. ฉันชอบลองสิ่งใหม่					
18. ฉันใช้วิธีการแบบองค์รวมที่จะบรรลุเป้าหมาย					
19. ฉันเห็นตัวเองเป็นคนที่มีความคิด					
20. ฉันเห็นตัวเองเป็นคนที่มีความช่างคิด					

ส่วนที่ 3 : ความพึงพอใจในงาน

	1	2	3	4	5
ความพึงพอใจที่แท้จริง					
21. งานของฉันเป็นสิ่งที่ท้าทาย					
22. ทักษะในการทำงานของฉันเข้ากันได้ดีกับงาน					
23. ฉันตระหนักได้ถึงศักยภาพของฉันในงานที่ทำ					
ความพึงพอใจภายนอก					

24. บริษัทของฉันเลื่อนตำแหน่งอย่างเท่าเทียมกัน					
25. บริษัทของฉันให้ผลประโยชน์ที่ดี					
26. บริษัทของฉันปรับปรุงสภาพแวดล้อมในการทำงานอย่างแข็งขัน					

ส่วนที่ 4 : ผลการปฏิบัติงาน

	1	2	3	4	5
ผลการปฏิบัติงานตามบริบท					
27. ฉันช่วยงานของเพื่อนร่วมงานอย่างแข็งขัน					
28. ฉันเน้นไปที่ประสิทธิภาพของทีมงาน					
29. ฉันเป็นคนสุภาพในที่ทำงาน					
30. ฉันประชาสัมพันธ์จุดแข็งของบริษัทอย่างแข็งขัน					
ผลการปฏิบัติงานที่เป็นเนื้องาน					
31. ฉันบรรลุวัตถุประสงค์ที่ฉันกำหนด					
32. ฉันไม่เคยสายและไม่ลางานก่อนเวลา					
33. ฉันมุ่งมั่นที่จะบรรลุความสำเร็จอย่างสมบูรณ์แบบในการทำงาน					
34. ฉันรอบคอบและแทบจะไม่มีผิดพลาด					

ส่วนที่ 5 : ความผูกพันต่อองค์กร

	1	2	3	4	5
ความผูกพันต่อองค์กร					
35. ฉันสนุกกับการพูดคุยเกี่ยวกับองค์กรของฉันกับบุคคลภายนอก					
36. ฉันรู้สึกเป็น "ส่วนหนึ่งของครอบครัวของฉัน" ที่องค์กรนี้					
37. องค์กรนี้ทำให้ฉันรู้สึกมีความหมายอย่างมาก					
38. ฉันรู้สึกอย่างแรงกล้าที่ได้เป็นส่วนหนึ่งขององค์กร					

## ส่วนที่ 6 : ข้อมูลส่วนบุคคลทั่วไป

### 1. เพศ

☐

ชาย

☐

หญิง

### 2. อายุ

☐

ต่ำกว่า 20 ปี

☐

31-40 ปี

☐

20-30 ปี

☐

มากกว่า 40 ปี

### 3. ระดับการศึกษา

☐

ต่ำกว่ามัธยมศึกษา

☐

อนุปริญญา

☐

ปริญญาโท

☐

มัธยมศึกษา

☐

ปริญญาตรี

☐

ปริญญาเอก

### 4. รายได้ต่อเดือน

☐

น้อยกว่า 10,000 บาท

☐

20,001-30,000 บาท

☐

40,001-50,000 บาท

☐

10,001-20,000 บาท

☐

30,001-40,000 บาท

☐

มากกว่า 50,001 บาท

### 5. ระยะเวลาการทำงาน

☐

น้อยกว่า 1 ปี

☐

3-4 ปี

☐

7-8 ปี

☐

1-2 ปี

☐

5-6 ปี

☐

8 ปีขึ้นไป

### 6. สถานภาพสมรส

☐

โสด

☐

หย่า

☐

สมรส

☐

หม้าย



## Data Results of Statistical Analysis Software

The Descriptive Analysis of Gender by Using Frequency and Percentage.

### Gender

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Male	96	24.0	24.0	24.0
Female	304	76.0	76.0	100.0
Total	400	100.0	100.0	

The Descriptive Analysis of Age by Using Frequency and Percentage.

### Age

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Under 20	7	1.8	1.8	1.8
21-30	139	34.8	34.8	36.5
31-40	185	46.3	46.3	82.8
Above 40	69	17.3	17.3	100.0
Total	400	100.0	100.0	

The Descriptive Analysis of Education Level by Using Frequency and Percentage.

### Education level

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Below high school	9	2.3	2.3	2.3
High school	165	41.3	41.3	43.5
Diploma	103	25.8	25.8	69.3
Bachelor	121	30.3	30.3	99.5
Master	2	.5	.5	100.0
Total	400	100.0	100.0	

The Descriptive Analysis of Income Level by Using Frequency and Percentage.

### Income level

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Under 10,000	123	30.8	30.8	30.8
10,001-20,000	164	41.0	41.0	71.8
20,001-30,000	84	21.0	21.0	92.8
30,001-40,000	16	4.0	4.0	96.8
40,001-50,000	7	1.8	1.8	98.5
Over 50,001	6	1.5	1.5	100.0
Total	400	100.0	100.0	

The Descriptive Analysis of Year of Work Experience by Using Frequency and Percentage.

Year of Experience		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 1 year	22	5.5	5.5	5.5
	1-2 years	53	13.3	13.3	18.8
	3-4 years	81	20.3	20.3	39.0
	5-6 years	58	14.5	14.5	53.5
	7-8 years	49	12.3	12.3	65.8
	More than 8 years	137	34.3	34.3	100.0
	Total	400	100.0	100.0	

The Descriptive Analysis of Marital Status by Using Frequency and Percentage.

Marriage status		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	214	53.5	53.5	53.5
	Married	173	43.3	43.3	96.8
	Divorced	7	1.8	1.8	98.5
	Widowed	6	1.5	1.5	100.0
	Total	400	100.0	100.0	

Descriptive Analysis of Agreeableness by Using Mean and Standard Deviation.

Descriptive Statistics			
	N	Mean	Std. Deviation
I do my best to help my colleagues	400	3.97	.778
I get along well with my colleagues	400	4.04	.748
I do understand my colleague's point of view	400	3.78	.796
I am considerate with my colleagues	400	3.84	.840
Valid N (listwise)	400		

Descriptive Analysis of by Conscientiousness Using Mean and Standard Deviation.

**Descriptive Statistics**

	N	Mean	Std. Deviation
I am conscientious when I work	400	4.05	.861
I am always looking for growing opportunity	400	3.96	.826
I try to do my best in everything that I do	400	4.09	.799
I am methodical when I work	400	3.94	.859
Valid N (listwise)	400		

Descriptive Analysis of Extraversion by Using Mean and Standard Deviation.

**Descriptive Statistics**

	N	Mean	Std. Deviation
I am a leader	400	3.40	.823
I am a persuasive person	400	3.54	.765
I am self-motivated	400	3.53	.715
I am energetic	400	3.75	.813
Valid N (listwise)	400		

Descriptive Analysis of Emotional Stability by Using Mean and Standard Deviation.

**Descriptive Statistics**

	N	Mean	Std. Deviation
I handle pressure well	400	3.43	.928
I am good-tempered	400	3.80	.920
I see myself as someone who can be moody	400	2.69	1.002
I see myself as someone who worries a lot	400	2.80	1.051
Valid N (listwise)	400		

Descriptive Analysis of Openness to Experience by Using Mean and Standard Deviation.

**Descriptive Statistics**

	N	Mean	Std. Deviation
I like to try new things	400	3.60	.912
I take a holistic approach to reach my goal	400	3.50	.795
I see myself as someone who has an active imagination	400	3.43	.792
I see myself as someone who is an inventive worker	400	3.37	.812
Valid N (listwise)	400		

Descriptive Analysis of Intrinsic Satisfaction by Using Mean and Standard Deviation.

**Descriptive Statistics**

	N	Mean	Std. Deviation
My job is challenging	400	3.48	.873
My skill set fits well with my job	400	3.53	.778
I can realize my full potential in my job	400	3.57	.805
Valid N (listwise)	400		

Descriptive Analysis of Extrinsic Satisfaction by Using Mean and Standard Deviation.

**Descriptive Statistics**

	N	Mean	Std. Deviation
My company offers equitable	400	2.92	.955
My company provide good benefits	400	3.10	.918
My company improve working conditions	400	3.26	.947
Valid N (listwise)	400		

Descriptive Analysis of Contextual Performance by Using Mean and Standard Deviation.

**Descriptive Statistics**

	N	Mean	Std. Deviation
I actively help my colleagues with their work	400	3.71	.785
I focus on team performance	400	3.70	.793
I am courteous at work	400	3.68	.835
I actively publicize my company's strengths	400	3.36	.849
Valid N (listwise)	400		

Descriptive Analysis of by Using Mean and Standard Deviation.

**Descriptive Statistics**

	N	Mean	Std. Deviation
I achieve objectives that are assigned to me	400	3.56	.753
I am never late nor take off early from work	400	3.40	.918
I aim to attain perfection in my work	400	3.64	.769
I am prudent and seldom make mistakes	400	3.27	.753
Valid N (listwise)	400		

Descriptive Analysis of Organizational Commitment by Using Mean and Standard Deviation.

**Descriptive Statistics**

	N	Mean	Std. Deviation
I enjoy discussing my organization with outside people	400	3.39	.839
I feel like “part of my family” at this organization	400	3.39	.866
This organization has a great deal of personal meaning for me	400	3.30	.841
I feel a strong sense of belonging to the organization	400	3.31	.804
Valid N (listwise)	400		

### Reliability Test Result

Variables	Alpha ( <i>a</i> -test)	Number of questions
Agreeableness	0.825	4
Conscientiousness	0.859	4
Extraversion	0.788	4
Emotional stability	0.636	4
Openness to experience	0.829	4
Intrinsic satisfaction	0.869	3
Extrinsic satisfaction	0.886	3
Contextual performance	0.816	4
Task performance	0.753	4
Organizational commitment	0.917	4

Group Statistics of Personality Traits in terms of Agreeableness, Conscientiousness, Extraversion, Emotional Stability and Openness to Experience between Manufacturing and Office Employees.

#### Group Statistics

	Manufacturing and Office employees	N	Mean	Std. Deviation	Std. Error Mean
MeanAgreeableness	Manufacturing employees	200	3.80	.646	.046
	Office employees	200	4.01	.620	.044
MeanConscientiousness	Manufacturing employees	200	3.73	.706	.050
	Office employees	200	4.29	.575	.041
MeanExtraversion	Manufacturing employees	200	3.40	.592	.042
	Office employees	200	3.71	.586	.041
MeanEmotionalStability	Manufacturing employees	200	2.94	.632	.045
	Office employees	200	3.41	.636	.045
MeanOpennessToExperience	Manufacturing employees	200	3.26	.608	.043
	Office employees	200	3.70	.664	.047



The Independent two Samples T-test of Personality Traits in terms of Agreeableness, Conscientiousness, Extraversion, Emotional Stability and Openness to Experience between Manufacturing and Office Employees.

### Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2- tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
MeanAgreeableness	Equal variances assumed	2.108	.147	-3.357	398	.001	-.212	.063	-.337	-.088
	Equal variances not assumed			-3.357	397.311	.001	-.212	.063	-.337	-.088
MeanConscientiousness	Equal variances assumed	3.432	.065	-8.655	398	.000	-.558	.064	-.684	-.431
	Equal variances not assumed			-8.655	382.398	.000	-.558	.064	-.684	-.431
MeanExtraversion	Equal variances assumed	.001	.978	-5.411	398	.000	-.319	.059	-.435	-.203
	Equal variances not assumed			-5.411	397.968	.000	-.319	.059	-.435	-.203
MeanEmotionalStability	Equal variances assumed	.032	.858	-7.398	398	.000	-.469	.063	-.594	-.344
	Equal variances not assumed			-7.398	397.988	.000	-.469	.063	-.594	-.344
MeanOpennessToExperience	Equal variances assumed	2.824	.094	-6.989	398	.000	-.445	.064	-.570	-.320
	Equal variances not assumed			-6.989	394.972	.000	-.445	.064	-.570	-.320

Group Statistics of Job Satisfaction in terms of Intrinsic Satisfaction and Extrinsic Satisfaction between Manufacturing and Office Employees.

**Group Statistics**

	Manufacturing and Office employees	N	Mean	Std. Deviation	Std. Error Mean
Mean Intrinsic Satisfaction	Manufacturing employees	200	3.28	.724	.051
	Office employees	200	3.78	.647	.046
Mean Extrinsic Satisfaction	Manufacturing employees	200	2.99	.817	.058
	Office employees	200	3.19	.869	.061

The Independent two Samples T-test of Job Satisfaction in terms of Intrinsic Satisfaction and Extrinsic Satisfaction between Manufacturing and Office Employees.

**Independent Samples Test**

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Mean Intrinsic Satisfaction	Equal variances assumed	.723	.396	-7.236	398	.000	-.497	.069	-.632	-.362
	Equal variances not assumed			-7.236	393.137	.000	-.497	.069	-.632	-.362
Mean Extrinsic Satisfaction	Equal variances assumed	2.810	.094	-2.371	398	.018	-.200	.084	-.366	-.034
	Equal variances not assumed			-2.371	396.475	.018	-.200	.084	-.366	-.034

Group Statistics of Job Performance in terms of Contextual Performance and Task Performance between Manufacturing and Office Employees.

**Group Statistics**

	Manufacturing and Office employees	N	Mean	Std. Deviation	Std. Error Mean
MeanContextual Performance	Manufacturing employees	200	3.36	.594	.042
	Office employees	200	3.87	.617	.044
MeanTaskPerformance	Manufacturing employees	200	3.26	.542	.038
	Office employees	200	3.68	.596	.042

The Independent two Samples T-test of Job Performance in terms of Contextual Performance and Task Performance between Manufacturing and Office employees.

**Independent Samples Test**

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
MeanContextual Performance	Equal variances assumed	.889	.346	-8.319	398	.000	-.504	.061	-.623	-.385
	Equal variances not assumed			-8.319	397.432	.000	-.504	.061	-.623	-.385
MeanTaskPerformance	Equal variances assumed	4.669	.031	-7.391	398	.000	-.421	.057	-.533	-.309
	Equal variances not assumed			-7.391	394.425	.000	-.421	.057	-.533	-.309

Group Statistics of Organizational Commitment between Manufacturing and Office Employees.

**Group Statistics**

	Manufacturing and Office employees	N	Mean	Std. Deviation	Std. Error Mean
MeanOrganization Commitment	Manufacturing employees	200	3.14	.685	.048
	Office employees	200	3.56	.756	.053

The Independent two Samples T-test of Organizational Commitment between Manufacturing and Office Employees.

**Independent Samples Test**

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
MeanOrganization Commitment	Equal variances assumed	6.777	.010	5.751	398	.000	-.415	.072	-.557	-.273
	Equal variances not assumed			5.751	394.197	.000	-.415	.072	-.557	-.273

The R, R Square and Adjusted R Square value of Multiple Linear Regression Analysis of Job Satisfaction in term of Intrinsic Satisfaction of Manufacturing Employees.

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	Manufacturing and Office employees = Manufacturing employees (Selected)			
1	.745 <sup>a</sup>	.556	.544	.488

The ANOVA of Job Satisfaction in term of Intrinsic Satisfaction of Manufacturing Employees.

**ANOVA<sup>a,b</sup>**

Model	Sum of Squares	df	Mean Square	F
1 Regression	57.881	5	11.576	48.514
Residual	46.292	194	.239	
Total	104.173	199		

The Multiple Linear Regression Analysis of Job Satisfaction in term of Intrinsic Satisfaction of Manufacturing employees.

**Coefficients<sup>a,b</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.334	.258		-1.294	.197
	MeanAgreeableness	.085	.074	.076	1.141	.255
	MeanConscientiousness	.178	.075	.174	2.386	.018
	MeanExtraversion	.224	.081	.183	2.754	.006
	MeanEmotionalStability	.057	.064	.050	.884	.378
	MeanOpennessToExperience	.522	.076	.439	6.844	.000

The R, R Square and Adjusted R Square value of Multiple Linear Regression Analysis of Job Satisfaction in term of Extrinsic Satisfaction of Manufacturing Employees.

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	Manufacturing and Office employees = Manufacturing employees (Selected)			
1	.577 <sup>a</sup>	.333	.316	.676

The ANOVA of Job Satisfaction in term of Extrinsic Satisfaction of Manufacturing Employees.

**ANOVA<sup>a,b</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	44.198	5	8.840	19.363	.000 <sup>c</sup>
	Residual	88.566	194	.457		
	Total	132.764	199			

The Multiple Linear Regression Analysis of Job Satisfaction in term of Extrinsic Satisfaction of Manufacturing employees.

**Coefficients<sup>a,b</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.403	.357		-1.127	.261
	MeanAgreeableness	.276	.103	.218	2.691	.008
	MeanConscientiousness	.098	.103	.085	.953	.342
	MeanExtraversion	.088	.113	.064	.785	.433
	MeanEmotionalStability	.140	.089	.109	1.573	.117
	MeanOpennessToExperience	.389	.105	.289	3.684	.000

The R, R Square and Adjusted R Square value of Multiple Linear Regression Analysis of Job Performance in terms of Contextual Performance of Manufacturing Employees.

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	Manufacturing and Office employees = Manufacturing employees (Selected)			
1	.748 <sup>a</sup>	.559	.555	.396



The ANOVA of Job Performance in term of Contextual Performance of Manufacturing Employees.

**ANOVA<sup>a,b</sup>**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	39.256	2	19.628	124.885	.000 <sup>c</sup>
Residual	30.963	197	.157		
Total	70.219	199			

The Multiple Linear Regression Analysis of Job Performance in term of Contextual Performance of Manufacturing Employees.

**Coefficients<sup>a,b</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.306	.134		9.738	.000
MeanIntrinsic Satisfaction	.399	.049	.486	8.119	.000
MeanExtrinsic Satisfaction	.250	.044	.344	5.747	.000

The R, R Square and Adjusted R Square value of Multiple Linear Regression Analysis of Job Performance in term of Task Performance of Manufacturing Employees.

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	Manufacturing and Office employees = Manufacturing employees (Selected)			
1	.588 <sup>a</sup>	.345	.339	.441

The ANOVA of Job Performance in term of Task Performance of Manufacturing Employees.

**ANOVA<sup>a,b</sup>**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	20.196	2	10.098	51.949	.000 <sup>c</sup>
Residual	38.293	197	.194		
Total	58.489	199			

The Multiple Linear Regression Analysis of Job Performance in term of Task Performance of Manufacturing Employees.

**Coefficients<sup>a,b</sup>**

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.
	B	Std. Error	Beta	
1 (Constant)	1.790	.149	11.996	.000
MeanIntrinsic Satisfaction	.271	.055	.361	.000
MeanExtrinsic Satisfaction	.194	.048	.293	.000

The R, R Square and Adjusted R Square value of Multiple Linear Regression Analysis of Job Performance in term of Contextual Performance of Manufacturing Employees.

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	Manufacturing and Office employees = Manufacturing employees (Selected)			
1	.679 <sup>a</sup>	.461	.447	.442

The ANOVA of Job Performance in term of Contextual Performance of Manufacturing Employees.

**ANOVA<sup>a,b</sup>**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	32.379	5	6.476	33.201	.000 <sup>c</sup>
Residual	37.839	194	.195		
Total	70.219	199			

The Multiple Linear Regression Analysis of Job Performance in term of Contextual Performance of Manufacturing Employees.

**Coefficients<sup>a,b</sup>**

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.
	B	Beta		
1 (Constant)	.634		2.716	.007
MeanAgreeableness	.104	.113	1.554	.122
MeanConscientiousness	.280	.333	4.161	.000
MeanExtraversion	.112	.111	1.519	.130
MeanEmotionalStability	.059	.063	1.020	.309
MeanOpennessToExperience	.225	.230	3.260	.001

The R, R Square and Adjusted R Square value of Multiple Linear Regression Analysis of Job Performance in term of Task Performance of Manufacturing Employees.

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.631 <sup>a</sup>	.398	.383	.42

The ANOVA of Job Performance in term of Task Performance of Manufacturing Employees.

**ANOVA<sup>a,b</sup>**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	23.295	5	4.659	25.682	.000 <sup>c</sup>
Residual	35.194	194	.181		
Total	58.489	199			

The Multiple Linear Regression Analysis of Job Performance in term of Task Performance of Manufacturing Employees.

**Coefficients<sup>a,b</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.122	.225		4.979	.000
	MeanAgreeableness	-.064	.065	-.076	-.983	.327
	MeanConscientiousness	.222	.065	.289	3.412	.001
	MeanExtraversion	.367	.071	.400	5.164	.000
	MeanEmotionalStability	.055	.056	.064	.976	.330
	MeanOpennessToExperience	.044	.066	.050	.666	.507

The R, R Square and Adjusted R Square value of Multiple Linear Regression Analysis of Organizational Commitment of Manufacturing Employees.

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	Manufacturing and Office employees = Manufacturing employees (Selected)			
1	.716 <sup>a</sup>	.512	.507	.481

The ANOVA of Organizational Commitment of Manufacturing Employees.

**ANOVA<sup>a,b</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	47.867	2	23.933	103.442	.000 <sup>c</sup>
	Residual	45.580	197	.231		
	Total	93.447	199			

The Multiple Linear Regression Analysis of Organizational Commitment of Manufacturing Employees.

**Coefficients<sup>a,b</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.916	.163		5.626	.000
	MeanIntrinsic Satisfaction	.359	.060	.379	6.019	.000
	MeanExtrinsic Satisfaction	.351	.053	.418	6.641	.000

The R, R Square and Adjusted R Square value of Multiple Linear Regression Analysis of Job satisfaction in term of Intrinsic Satisfaction of Office Employees.

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.630 <sup>a</sup>	.397	.381	.509

The ANOVA of Job Satisfaction in term of Intrinsic Satisfaction of Office Employees.

**ANOVA<sup>a,b</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	33.048	5	6.610	25.507	.000 <sup>c</sup>
	Residual	50.272	194	.259		
	Total	83.319	199			

The Multiple Linear Regression Analysis of Job Satisfaction in term of Intrinsic Satisfaction of Office Employees.

**Coefficients<sup>a,b</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.478	.335		1.427	.155
MeanAgreeableness	.138	.066	.132	2.087	.038
MeanConscientiousness	.273	.078	.242	3.496	.001
MeanExtraversion	.051	.087	.046	.584	.560
MeanEmotionalStability	.002	.065	.002	.036	.971
MeanOpennessToExperience	.372	.073	.382	5.096	.000

The R, R Square and Adjusted R Square value of Multiple Linear Regression Analysis of Job Satisfaction in term of Extrinsic Satisfaction of Office Employees.

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.514 <sup>a</sup>	.264	.245	.755

The ANOVA of Job Satisfaction in term of Extrinsic Satisfaction of Office Employees.

**ANOVA<sup>a,b</sup>**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	39.651	5	7.930	13.902	.000 <sup>c</sup>
Residual	110.668	194	.570		
Total	150.319	199			



The Multiple Linear Regression Analysis of Job Satisfaction in term of Extrinsic Satisfaction of Office Employees.

**Coefficients<sup>a,b</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	-.459	.497		-.924	.356
MeanAgreeableness	.109	.098	.078	1.112	.268
MeanConscientiousness	.319	.116	.211	2.759	.006
MeanExtraversion	.075	.129	.051	.585	.559
MeanEmotionalStability	.043	.096	.032	.449	.654
MeanOpennessToExperience	.382	.108	.292	3.532	.001

The R, R Square and Adjusted R Square value of Multiple Linear Regression Analysis of Job Performance in term of Contextual Performance of Office Employees.

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.678 <sup>a</sup>	.460	.455	.456

The ANOVA of Job Performance in term of Contextual Performance of Office Employees.

**ANOVA<sup>a,b</sup>**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	34.844	2	17.422	83.936	.000 <sup>c</sup>
Residual	40.890	197	.208		
Total	75.735	199			

The Multiple Linear Regression Analysis of Job Performance in term of Contextual Performance of Office Employees.

**Coefficients<sup>a,b</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.676	.193		8.689	.000
Mean Intrinsic Satisfaction	.308	.058	.323	5.299	.000
Mean Extrinsic Satisfaction	.322	.043	.454	7.456	.000

The R, R Square and Adjusted R Square value of Multiple Linear Regression Analysis of Job Performance in term of Task Performance of Office Employees.

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1 Manufacturing and Office employees = Office employees (Selected)				
1	.587 <sup>a</sup>	.345	.338	.485

The ANOVA of Job Performance in term of Task Performance of Office Employees.

**ANOVA<sup>a,b</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	24.423	2	12.211	51.874	.000 <sup>c</sup>
	Residual	46.374	197	.235		
	Total	70.797	199			

The Multiple Linear Regression Analysis of Job Performance in term of Task  
Performance of Office Employees.

**Coefficients<sup>a,b</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.892	.205		9.208	.000
MeanIntrinsic Satisfaction	.230	.062	.250	3.723	.000
MeanExtrinsic Satisfaction	.288	.046	.419	6.248	.000

The R, R Square and Adjusted R Square value of Multiple Linear Regression Analysis of Job Performance in term of Contextual Performance of Office Employees.

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1 Manufacturing and Office employees = Office employees (Selected)				
1	.697 <sup>a</sup>	.485	.472	.448

The ANOVA of Job Performance in term of Contextual Performance of Office Employees.

**ANOVA<sup>a,b</sup>**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	36.759	5	7.352	36.593	.000 <sup>c</sup>
Residual	38.976	194	.201		
Total	75.735	199			

The Multiple Linear Regression Analysis of Job Performance in term of Contextual Performance of Office Employees.

**Coefficients<sup>a,b</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.252	.295		.856	.393
MeanAgreeableness	.255	.058	.256	4.368	.000
MeanConscientiousness	.214	.069	.200	3.118	.002
MeanExtraversion	.172	.076	.164	2.255	.025
MeanEmotionalStability	.006	.057	.006	.098	.922
MeanOpennessToExperience	.274	.064	.295	4.260	.000

The R, R Square and Adjusted R Square value of Multiple Linear Regression Analysis of Job Performance in term of Task Performance of Office Employees.

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.723 <sup>a</sup>	.523	.511	.417

The ANOVA of Job Performance in term of Task Performance of Office Employees.

**ANOVA<sup>a,b</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	37.047	5	7.409	42.590	.000 <sup>c</sup>
	Residual	33.750	194	.174		
	Total	70.797	199			

The Multiple Linear Regression Analysis of Job Performance in term of Task  
Performance of Office employees.

**Coefficients<sup>a,b</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.110	.274		.401	.689
MeanAgreeableness	.100	.054	.104	1.848	.066
MeanConscientiousness	.255	.064	.246	3.992	.000
MeanExtraversion	.363	.071	.357	5.110	.000
MeanEmotionalStability	.043	.053	.046	.814	.417
MeanOpennessToExperience	.155	.060	.173	2.595	.010

The R, R Square and Adjusted R Square value of Multiple Linear Regression Analysis  
of Organizational Commitment of Office Employees.

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.669 <sup>a</sup>	.448	.442	.565

The ANOVA of Organizational Commitment of Office Employees.

**ANOVA<sup>a,b</sup>**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	50.995	2	25.497	79.972	.000 <sup>c</sup>
Residual	62.810	197	.319		
Total	113.805	199			

The Multiple Linear Regression Analysis of Organizational Commitment of Office Employees.

**Coefficients<sup>a,b</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.173	.239		4.905	.000
MeanIntrinsic Satisfaction	.228	.072	.195	3.169	.002
MeanExtrinsic Satisfaction	.477	.054	.548	8.906	.000





