

## ABSTRACT

From the three-component dimensions of commitment which integrated from various conceptualizations of organizational commitment, this study is proposed to achieve two main objectives including (1) To examine the level of Organizational Commitment in three different dimensions of the employees of Brink's (Thailand) Ltd. and (2) To determine the relationship between the dimensions of organizational commitment and factors affecting to organizational commitment.

There are four main independent variables to be tested with a dependent variable. The first group is the *Personal Factors* consisting of demographic profiles and personal characteristics. The second group is *Job Factors* consisting of two sub-valuable, which are Job-related profiles and Job characteristics. The third group is *Organization Factors* consisting of five sub-valuable, which are organizational structure, supervision, co-worker, career opportunity and measurement and compensation. The last independent group is *External Factors* consisting of two sub-valuable, which are availability of alternative and other influence factors. These four groups of independent variables are tested with the dependent variable, which is *dimension of organizational commitment* – consisting of affective commitment, continuous commitment and normative commitment.

Two main groups of hypotheses are formed. The first group is conjectured to test the four independent variables and the organizational commitment by using Pearson correlation test. The second group is conjectured to test the difference of organizational commitment among demographic profiles and job-related profiles by applying One-way ANOVA test.

The survey technique focused on structured interview with the help of close-ended questionnaire, which is applied for gathering primary data from the target population. The target population is all 255 employees of Brink's (Thailand) Ltd. Excluding the management level but only 71% or 181 sets of questionnaire were valid and used for the analysis.

This study found out that respondents have quite good personal attitude toward their job and organization. Most of the respondents are willing to put in a great deal of effort to support their organization to be successful but most of respondents are blue

colar workers and their salaries are very low compared with their living cost and their income based on fixed salary plus overtime payment, so many of them are willing to do overtime work to gain more income. Employees think that their job is interesting to keep them away from getting bored with their routine job. The organization also has a good chance to improve the capability of their staff because respondents are willing to accept feedback and will have more encouragement after they get feedback about their job. They also felt satisfied with their boss' leadership style, their colleagues and the overall work situation of this organization. But the respondents did not give strong answer on external factors to link with the dimension of OC. From the research result, hypotheses testing are accepted the alternative hypotheses ( $H_a$ ) and rejected the null hypotheses ( $H_o$ ). From the correlation analysis, the organizational commitment has a significant relationship with all four independent factors. Apart from marital status, the last groups of hypotheses are accepted the significant difference between organizational commitment and level of demographic profile and job-related profiles of employee of Brink's (Thailand) Ltd.

The researcher offers recommendation in two parts. The first part is to clarify and articulate the promotion criteria, rotation of work and job enrichment, provision adequate/appropriate equipments and tools and it may be good if management or HR department uses the theory of Management by walking around (MBWA) to observe employee's problem in all branches. Another part is the alternative for top management according to the objective and Human Resources policy. If the company would like to make employees stay long with the company, the company should create continuance commitment to employees. If the company would like to persuade employees to work upon the company goals, the company should make normative commitment. But to persuade employees' willingness to perform as social actors to give energy to do their job with full effort and loyalty to the organization, the company should build up affective commitment to employees in the organization.