

**Organizational Commitment of Thai University Instructors:
A Study of Public and Private Universities
in Bangkok Metropolis**

By

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ABSTRACT

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This research focuses on organizational commitment of Thai university instructors. The objectives are to study instructors' attitude for their level of commitment, investigate factors that affect their level of commitment and prioritize the factors that have effect on their commitment.

This study originally sat out as a replicate study to that of Tarter (1993) who investigated organizational commitment and job satisfaction across six public higher educational institutions in New Jersey. She applied Glisson and Durick (1988) with worker characteristics, job characteristics and organizational characteristics as predictors of organizational commitment and satisfaction. Since the three predictors in Tarter's study only explained twenty nine percent of variance in commitment, satisfaction was added as the forth variable at the suggestion of Mathieu (1991), Backer(1992), Bishop and Scott (2000), who claimed that satisfaction and commitment are reciprocally related. In addition, Reilly and Chatman (1986) measure of commitment was added to reinforce Porter et al.'s (1974) measure at Glisson's suggestion that commitment is a multidimensional term including internalization, identification and compliance with the organizational goals and norm.

Nine hundreds and sixty sets of questionnaires were distributed to instructors from three public and three private universities randomly chosen within

Bangkok Metropolis. A total of five hundred and three usable questionnaires were returned; two hundred and forty from public and two hundred and sixty three from private universities. Data were coded and analyzed using Statistical Package for Social Science (SPSS) program. Beside a full display of frequency percentages of all the variables, cross-tabulation was primarily used for hypothesis testing. Other statistical techniques applied were correlations and multiple regressions.

The study found a number of instructors' characteristics that are distinctly different across public and private universities. Instructors at public universities tend to be older with longer years employed, longer professional years and higher academic rank compared to private university instructors. Nonetheless, the trend is in the process of shifting as more private university instructors are pursuing higher academic degrees. Most other variables show little differences between public and private universities. In particular, the amount of commitment is only slightly higher in public compared to private. The strongest predictor for organizational commitment is job characteristics followed by satisfaction factors. Job characteristics, organizational characteristics, satisfaction factors, and eight personal characteristics explain 45% of variance in organizational commitment. Among the sub variables with high significant correlations to organizational commitment were role ambiguity, growth satisfaction, security satisfaction, and additional satisfaction questions.

Organizational characteristics were not a significant indicator of organizational commitment. Among the variables in personal characteristics, only academic rank seemed to be of negative significance to commitment indicating that lower academic rank are more committed than those with higher rank. Since job characteristics directly affect the individual's commitment, policy to enhance commitment requires a clear and precise definition of job characteristics.

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CHAPTER 1

INTRODUCTION

In 1987, the National Association of Schools of Public Affairs and Administration Task Force on the State of Research in Public Administration declared that "there are few well developed streams of research [in public administration] and research is less cumulative than in more developed fields." The task force went further and suggested the need to "concentrate on 1) distinctions between what is public and private in administration and 2) the interface between politics and administration" (Cleary, 1992: 55). Following on the first suggestion, this research originated to highlight the body of knowledge and enhance our understanding of faculty commitment across public and private universities in Thailand. It is particularly vital to carry out such study now that Thai public universities are undergoing changes, as part of an agreement with the Asian Development Bank (ADB) that by year 2002 all universities be 'autonomous'. This means that despite continued financial support from the state, bureaucratic rules and regulations will be removed to achieve autonomy and academic freedom. In addition to the coming absence of the Ministry of University Affairs, it is now more crucial than ever to reexamine the root causes of faculty commitment which is central to the success of our educational process. As a result, old and new public and private higher education institutions can each fully confront their own administrative challenges. The first chapter of this exploratory research outlines the significance of education to national development and faculty commitment to education and hence provides the direction for this study.

1.1 Significance of the Problem

Schumacher (1973: 60) considered education as "the most vital of all resources." He pointed to the fact that civilizations have fallen due to some resource failure. Most new civilisations, however, arise from the very same ground in which earlier ones had failed. Such new resources must be from the mind of man, thus education is the greatest resource. On the other hand, as Schumacher cautioned, education is a double edged sword.

The problems of education are merely reflections of the deepest problems of our age. They cannot be solved by organization, administration, or the expenditure of money, even though the importance of all these is not denied. We are suffering from a metaphysical disease, and the cure must therefore be metaphysical. Education which fails to clarify our central convictions is mere training or indulgence. For it is our central convictions that are in disorder, and as long as the present anti-metaphysical temper persists, the disorder will grow worse. Education, far from ranking as man's greatest resource, will then be agent of destruction, in accordance with the principle *corruptio optimi pessima*. (Schumacher, 1973: 79-80)

At the heart of Schumacher 's idea of central conviction in solving educational problems, as well as others is that " They [the problem] demand of man not merely the employment of his reasoning powers but the commitment of his whole personality" (Schumacher, 1973: 77). To Schumacher, such commitment is beyond rational explanation, it is the love, the beauty, the goodness, or what Schumacher

considered the force that belongs to a higher level. It is this commitment that we are looking to explore within individual instructors which are central to the success of the educational process.

Education plays a key role in turning human resources into becoming value added assets for the country. Improvement in education and training is the single most important factor contributing to economic growth. Thailand is already a country rich with natural resources, it is vital that the country gain quantity, as well as quality human resources to produce goods and services keeping the country competitive on the global scale. Quirino (1985: 37) stated, "One root of economic development is science and applied knowledge it generates. Universities and research institutions generate and transmit scientific knowledge Any economic development which does not include mastery of technology is not truly development because it does not lead to independence and self-sufficiency." Another root of economic development is the accumulation of capital. An accumulation of capital goods such as factories, machines, transportation and educational institutions also lead to economic growth. Thus an educational institute is in and of itself a required asset to economic development.

Development, on the other hand, is a normative concept. The term is more than just growth, it excludes unwanted growth. Cancer cells, for example are growth without development (Bryant and White 1982: 1). Likewise, development is not limited to economic growth or modernization. Being modern does not contain the necessary culture, or condition in a development sense. According to Todaro (1977: 62), development is a multidimensional process involving major changes in social structures, popular attitudes, national institutions, acceleration of economic growth, reduction of inequality, and eradication of absolute poverty. Socially, these

educational institutions serve as a mean to reduce the inequality gap. With more devoted instructors, we can expect to see higher competent graduates to build a better society. While Todaro (1977: 264) ranked university as the most important institution to a nation's development, he also cautioned these higher educational institutions for being 'out of step' with the real needs of development. As he pointed out:

The basic causes of university defects have been examined in what is now a substantial literature, and are generally agreed on. Most Third World universities have been modelled in structure and function upon the older institutions in the industrialised societies.

Undergraduate higher educational institutions represents the backbone of a nation. They are primarily responsible for producing a large quantity of graduates, at the same time making research advances for the well being of the society. Over one million students are currently enrolled in both the public and private undergraduate system in Thailand. It is the instructors of these institutions that comes in direct transactions with their students. While almost any instructor with enough experience can easily fill up the required lecture time, whether their students learn anything is quite another matter. Instructors' commitment beyond a mere lecture is vital to the success of their students, the university and society at large. Nowadays, there are twenty higher education institutions listed under the Ministry of University Affairs and forty two private colleges and universities under close supervision by the Ministry of University Affairs. More than twenty-five percent of the total number of students live in Bangkok, representing the biggest cluster. The findings of this research should help university administrators realize the importance of their employees' commitment and provide some clues in gaining their commitment in the Thai university setting. While past successes owed much to the educational structure,

the road ahead requires a great deal more, especially from instructors of higher education commitment to produce capable graduates, an asset to the country development. This study seeks to examine and find ways to encourage instructors' commitment within public and private higher educational programs in Thailand.

1.2 Major Objectives of the Study

The major objectives of this study are as follows:

- 1.2.1 To study the instructors' attitude for their level of commitment in both public and private universities.
- 1.2.2 To study the instructors' attitude for factors that affect their level of commitment.
- 1.2.3 To prioritize the factors that have effect on instructors' commitment in both public and private universities.

1.3 Scope of the Study

- 1.3.1 The scope of this study is limited to a quantitative study on organizational commitment. Thus, the findings are limited within the definition of organizational commitment as defined by Porter et al. (1974) and O'Reilly and Chatman (1986)
- 1.3.2 This study includes public and private university instructors within Bangkok Metropolis.
- 1.3.3 The six universities chosen as the sample all contain more than two hundred full-time instructors.

1.4 Definition of Terms

1.4.1 **Organizational Commitment** is defined by Mowday, Porter and Steers (1982:27) as "a strong belief in the organization's goals and values, a willingness to exert considerable effort on behalf of the organization, and a strong desire to remain a member of the organization." Similarly, O'Reilly and Chatman (1986) defined commitment in terms of internalization, identification and compliance. Internalization refers to a comparison between individual value to that of the organization. Identification refers to pride, or a desire to be with the organization that are not within the value system and compliance refers to involvement with the organization in exchange for specific extrinsic rewards (Sutton and Harrison, 1993:218).

1.4.2 **Personal Characteristics** include variables such as years in profession, years employed, academic degree, academic rank, number of books and articles published, age, and gender (Blackburn and Behymer, 1978:139).

1.4.3 **Job Characteristics** are nature of the job that foster attitudes. The measure includes role conflict, role ambiguity, skill variety, task identity, task significant, and autonomy.

1.4.3.1 role conflict is defined as "dimensions of congruency-incongruency or compatibility-incompatibility in the requirements of the role, where congruency or compatibility is judged relative to a set of standards or conditions which impinge upon role performance (Rizzo, House and Lirtzman, 1970:155).

1.4.3.2 role ambiguity is defined as "(1) the predictability of the outcome or responses to one's behavior and (2) the existence or clarity of behavioral requirements, often in terms of input from the environment, which would serve to guide behavior and provide knowledge that the behavior is appropriate" (Rizzo, House and Lirtzman, 1970:155).

1.4.3.3 skills variety is defined as "the degree to which a job requires a variety of different activities in carrying out the work, involving the use of a number of different skills and talents of the person" (Hackman and Oldham, 1980:78).

1.4.3.4 task identity is defined as "the degree to which a job requires completion of a 'whole' and identifiable piece of work, that is, doing a job from the beginning to end with a visible outcome" (Hackman and Oldham, 1980:78).

1.4.3.5 task significance is defined as " the degree to which the job has a substantial impact on the lives of other people, whether those people are in the immediate organization or in the world at large" (Hackman and Oldham, 1980:79).

1.4.3.6 autonomy is defined as "the degree to which the job provides substantial freedom, independence, and discretion to the individual in scheduling the work and in determining the procedures to be used in carrying it out" (Hackman and Oldham, 1980:79).

1.4.4 Organizational Characteristics is represented by hierarchy of authority, participation, initiating structure, consideration and departmental size.

1.4.4.1 Hierarchy of authority refers to "the extent to which members are assigned tasks and then provided with the freedom to implement them without interruption from superiors" (Aiken and Hage, 1970: 518).

1.4.4.2 Participation here refers to " the degree to which staff members participate in setting the goals and policies of the entire organization" (Aiken and Hage, 1970:518).

1.4.4.3 Initiating structure refers to "the leader's

behavior in delineating the relationship between himself and members of the work-group, and in endeavoring to establish well-defined patterns of organization, channels of communication, and methods of procedure" (Halpin, 1966:86).

1.4.4.4 Consideration refers to "behavior indicative of friendship, mutual trust, respect, and warmth in the relationship between the leader and the member of his staff" (Halpin, 1966:86).

- 1.4.5 **Job Satisfaction** is defined by Locke (1976:1300) as "Positive emotional state resulting from the appraisal of one's job or job experiences." These satisfaction factor as found in Job Diagnostic Survey (JDS) in Hackman and Oldham (1980) included growth satisfaction and specific satisfaction including security satisfaction, compensation, satisfaction towards co-worker and satisfaction towards supervisor (Hackman and Oldham 1980: 78-79,275-306).

1.5 Limitations of the Study

Since the data were collected from universities with two hundred or more instructors, the finding of this research is limited to universities with more than two hundred full-time instructors. In addition, the finding may not be applicable with vocational, or technical colleges.

1.6 Organization of the Dissertation

This dissertation is divided into seven chapters. The first chapter here outlines the introduction in regard to significance, scope, objectives and limitations of the study, and definition of terms. Chapter two provides background information on Thai public and private universities. Chapter three displays relevant literatures. The chapter is arranged from definitions of organizational commitment to stating related concepts and theories and prior research in the area of organizational commitment. Followed by more reviews on differences and similarities between public and private organizations. Chapter three finally comes to a close with literature to support that university exists as a complex formal organization where the finding of this research should be uniquely applied.

Chapter four begins with a proposed model for analysis. The chapter explains each of the independent variables and how they relate to organizational commitment. Thus twenty four set of hypotheses are presented. Chapter five discusses the research methodology. These range from operationalization of variables to sample selection methods, data collection methods, and data analysis. Chapter six presents the research findings. The first part describes the sample characteristics in both public and private universities as well as the two types combined across all the variables under study. The second part display the cross tabulation results of independent variables on organizational commitment for the purpose of hypothesis testings. The third presents the finding on correlations among the variables before closing the chapter by displaying regression results. Finally, chapter seven discusses and highlights the important aspects of the finding with policy implications, issues for future research and some concluding remarks.

CHAPTER 2

BACKGROUND INFORMATION

2.1 Historical Perspectives

Education in Thailand originated in the thirteenth century, after King Ramkamhang had invented the Thai Written language in 1283. From the thirteenth to the middle of the nineteenth century, Thai people have always had some form of learning in the Buddhist tradition, where by teaching took place in temples. It was not until the long reign of King Rama V (King Chulalongkorn the Great 1868-1910) that changes really began. King Chulalongkorn visited Europe twice; since then Thai scholars, students, and officials have traveled to the west and brought home with them foreign educational thoughts and practices. Schools in a modern sense were established. The first university, Chulalongkorn was established in 1916 to educate the civil servants in professional fields. In 1921, the government introduced the Compulsary Primary Education Act, which gradually extended to cover 80% of the country by 1932. In 1939, the term 'Siam' was changed to 'Thailand', meaning 'Land of the Free'. The change was justified by the fact that the country had been able to maintain political independence from western imperialism. Furthermore, the Thai people highly regarded the two Kings (King Mongkut 1851-1868 and his son King Chulalongkorn) in handling the situation by giving four northern states of Malaysia to England, and parts of Laos and Cambodia to France in return for our independence.

National Planning for economic and social development began in 1958. The plans were formulated by the National Economic and Social Development Board

(NESDB), which were known as "The Think Tank." NESBD is a separate body within the office of the Prime Minister that offers guidelines and policies for all ministries and government agencies to carry out. Each plan was implemented for a period of five years starting in 1961. Three major public universities were established during this first plan. They were Chiangmai University in the North, Konkan University in the North East and Songkla-Nakalin University in the South of the country. During the second plan (1967-1971), private universities were allowed to form under the 1969 Private University Act. In the third plan (1972-1976) many universities, both public and private, were established. This included Ramkhamhaeng University, the first open university with unlimited enrollment. In addition, the Ministry of University Affairs (MUA) was founded in 1972. In the fourth plan (1977-1981), the emphasis was on the equal opportunity to higher education. As a result, the second unlimited enrollment Sukhothai Thammathirat university was formed. During the fifth plan (1982-1986), Thailand faced economic slowdown. As a result, public university instructors were under tight budget restriction. Nonetheless, eight new private universities were formed during this period. Under the sixth plan (1987-1991) NESDB worked on ways to reduce the effect of world fluctuation had on Thailand. During the sixth plan, the economy picked up rapidly, nonetheless, public universities remained weak with inefficient administrators and lower quality instructors. The latter continued to be the focus during the seventh plan, especially on the lack of human resources in science and technology. The eighth plan focuses on human resource improvement. At the heart of the eighth plan, education plays a key role in turning human resource to a value added asset to the country.

Past educational policies were under tight economic constraints. The fifth plan imposed a reduction on building more primary schools, since the growth in the population had dropped after the first and second plan had achieved its objectives.

Throughout the second, third and fourth plan, emphasis was placed on construction of primary and secondary schools particularly in the rural areas. The major concern, which had been corrected in the fifth plan was the role of higher education to build the workforce. In the previous plans, higher education institutions were established in order to produce personnel for the civil service. As a result, a lot of undergraduates in many fields were unemployed in the early 1980's due to the growth in the private sector and reduction for civil servants entrance. Undergraduate education were too specific. It was therefore anticipated in the fifth plan to broaden the curriculum of bachelor's degree with increased collaboration with the private sector. Internships were set up, private colleges for business and commerce were encouraged to form and higher education degrees including Master of Business Administration were formed with cooperations from America and Canada leading universities.

2.2 Current Thai University Environment

Nowadays, there are twenty-four higher education institutions listed under the Ministry of University Affairs and more than forty-two private colleges and universities under close supervision by the Ministry of University Affairs. Their names can be located in Table 2.1. In 1992, there were a total of 16,351 instructors in the public universities. Their academic degree in the ratio of doctorate, master and bachelor were 2.7: 5.9: 1.4 respectively. This proportion hardly changed in 1996 when the total number of instructors was raised to 19,118, with a ratio of 2.6: 5.6: 1.8. Compared with private universities, there were a total of 4,663 instructors in 1992 with doctorate, master and bachelor degree holders in ratio of 0.7: 4.8 : 4.5. The total number increased to 6,305 in 1996 with degree ratio of 0.8: 5.1 : 4.1. The number of undergraduate students in both public and private universities are shown in Table 2.2 The figures show not only steady increases in both public and private

university enrollment, but that they are of about equal importance.

Table 2.1 A List of All Colleges and Universities in Thailand

Public Colleges and Universities	Year Founded	Number of Students in 1998
1. Chulalongkorn University	1916	25,573
2. Thammasart University	1933	23,807
3. Ma-jo University	1934	5,884
4. Kasertsart University	1943	26,412
5. Mahidol University	1943	21,778
6. Silpakorn University	1943	6,728
7. Prachomklo Institute of Technology, Pranakorn	1959	12,216
8. Chiangmai University	1964	20,458
9. Konkan University	1964	16,773
10. National Institute of Development Administration	1966	10,206
11. Songkla-Nakalin University	1967	14,133
12. Prachomklo Institute of Technology, Ladkrabang	1971	13,398
13. Ramkhamheng University	1971	386,029
14. Sri-Nakharinvirot University	1974	10,800
15. Sukothai-Dhamathirat University	1978	201,575
16. Ubolratchathani University	1990	2,295
17. Narasol University	1990	12,094
18. Burapa University	1990	5,837
19. Maha-Sarakarm University	1994	9,875
20. Taksin University	1996	3,645
<u>Additional Public universities under direct control of MUA</u>		
21. Prachomklo Institute of Technology, Tonburi	1960	7,886
22. Suranaree Institute of Technology	1990	5,217
23. Valailuck University	1992	769
24. Mafarloung University	1997	N/C

Table 2.1 (Continued)

Private Colleges and Universities	Year Founded	Number of Students in 1999
1. Bangkok University	1962	21,129
2. Krirk University	1967	3,297
3. Dhurakit Bundit University	1968	18,311
4. Assumption University	1969	16,208
5. Sripatum University	1970	17,001
6. Siam University	1973	11,884
7. South East Asia University	1973	5,191
8. Payap University	1974	9,248
9. SangDham College	1975	206
10. Park-Klang College	1976	1,094
11. Santapol College	1977	60
12. Huachio-Chalerm Prakit University	1981	7,057
13. Christien College	1983	605
14. Vongchavalitkul University	1984	4,840
15. Sri Sophon College	1984	818
16. St.Louis Nursing College	1986	251
17. Mission College	1986	496
18. Had-yai City College	1987	180
19. Science and Technology of Asia University	1987	N/C
20. NorthEastern College	1988	6,298
21. Yonok College	1988	1,558
22. Kasem Bandit University	1988	11,060
23. St.John University	1989	5,589
24. Maha-Nakorn Institute of Technology	1991	7,646
25. Rachatani Technology College	1993	1,078
26. Tong Suk College	1993	551
27. Ratchapark College	1994	248
28. Stamford University	1995	249

Table 2.1 (Continued)

Private Colleges and Universities	Year Founded	Number of Students in 1999
29. Dusit Thani College	1996	470
30. Eastern Asia University	1996	453
31. Webster University	1997	N/C
32. Ping River College	1997	20
33. Rattana Bandit College	1997	N/C
34. Isalam Yala College	1998	200
35. Ratta Kosin Technology	1999	19
36. Chopraya University	1999	276
37. Tonburi Technology College	1999	209
38. Udorn Technology College	1999	73
39. British University	N/C	N/C
40. Chamber of Commerce University	N/C	N/C
41. Ni-Wattana University	N/C	N/C

Source: Ministry of University Affairs, 1999

Table 2.2 Number of Undergraduate Students

	1992	1993	1994	1995	1996
Public Universities (Limited enrollment)	111,158	119,062	130,902	143,324	156,990
Private Universities	115,575	124,624	140,948	150,133	164,613
Public Universities (Unlimited enrollment)	462,268	493,054	488,929	453,798	468,559

Source: Evaluation Report on the Seventh National Education Plan on Higher Education, 1998

2.3 Summary

While the first public university in Thailand was founded in 1917, the first private university was not established until 1969. Since then, many more public and twice as many private universities have come into existence. Nonetheless, both public and private universities are equally responsible in producing about the same number of students.

CHAPTER 3

REVIEW OF THE LITERATURE

Throughout the pedagogy of organizational science, the idea of individual loyalty, professional honour, responsibility as opposed to the company's goals or public's will, was not initially raised until the Human Relations era. (Follet, 1926: 137) Even closer resemblance to some current definitions of commitment was that of Chester Barnard when he called for integration of common purpose between the individual's will and the organization's goals (Barnard, 1938). Nonetheless, about the first person to have mentioned the word 'commitment' was Selznick (1948: 25-35) in discussing cooperative systems within the informal structure requiring "ties of friendship, class loyalty, power cliques, or external commitment." Since then, various scholars have tackled the concept and provided definitions, some of which are listed here. The main idea falls between the two groups with Becker (1960), who emphasized that one is committed only because the cost is higher otherwise, and Porter et al. (1974), who view commitment as affective attachment, or identification with organizational goals. Later, Meyer and Allen (1991) named Becker's Side-Bet Theory as 'continuance commitment' and Porter et al.(1974) as 'affective commitment' while adding the third component 'normative commitment' to reflect employee's obligation to stay with the organization through a socialization process. Currently, commitment is viewed as a multidimensional phenomenon (Bishop and Scott 2000).

3.1 Definitions of Organizational Commitment

Parsons and Shils (1951:59) defined commitment as part of a value orientation. They described it as:

When ever he (an actor) is forced to make any choice whatever- his value-orientations may commit him to certain norms that will guide him in his choices. The value-orientations which commit a man to the observance of certain rules in making selections from available alternatives are not random but tend to form a system of value-orientations which commit the individual to some organizational set of rules.

Parsons (1957:81) believed that commitment is the "institutionalized norms that can effectively bind the actions of individuals in their commitments to organizations."

March and Simon (1958: 186-187) stated that "The process of commitment is generally sequential. An initial commitment is a commitment primarily to undertake search activity. The outcome of the initial search process becomes itself a major determine of how rapid and with what resources the activity will continue to be pursued."

Becker (1960: 32-42) views commitment more as calculative than affective. He believes that employee's commitment is more related to what they have to lose when leaving the organization.

According to **Etzioni** (1961: 9), commitment is referred to as 'positive involvement'. A 'negative involvement' on the other hand is referred to as alienation. When an employee is placed in an organization, depending on the intensity of involvement, an employee will range on a scale between commitment and alienation.

Gross (1964: 470) 's definition of commitment is best captured as follows:

Without commitment, a perceived future situation is far from being a purpose. It may be only an anticipation or forecast of what is probable. If it is a desirable or desired situation, it is little closer. But it may still be only a pleasant anticipation, even if the future situation is intensely desired. Purpose emerges only when there is some act of will, some actual effort to bring about the desired situation. This is what is meant by commitment.

The commitment element may vary greatly in intensity. At one extreme, a person may be a 'man with a mission', passionately dedicated to bringing about a desired situation. Similar intensity is found when the desired future is negative in the nature-namely, the avoidance of an extremely undesirable situation. The commitment to escape a known hell may be even deeper than the commitment to attain a known heaven.

Kantor (1968: 499) defined commitment as "the willingness of social actors to give energy and loyalty to the organization."

Hall, et al. (1970: 176) found that "Identification increased as a function of time and commitment to a pivotal organizational goal."

Kiesler (1971: 30) provided a working definition of commitment as "the pledge or binding of the individual to behavioral acts."

Scott (1971: 109) viewed commitment in terms of rewards and sanctions. As he pointed out "Complete moral commitment would depend on a response so thoroughly learned as to be immune to sanctions following the response. The commitment would neither be strengthened by subsequent reward nor weakened by subsequent punishment."

Sheldon (1971: 143) defined commitment as "positive evaluation of the organization and the intention to work toward its goals."

Hrebiniak and Allutto (1973: 555) view commitment as "the unwillingness to leave the organization for increments in pay, status, or professional freedom or for greater collegueship."

Buchanan (1974: 533) defined commitment as "a partisan, affective attachment to the goals and values of an organization, to one's role in relation to goals and values, and to the organization for its own sake, apart from its purely instrumental worth." He purposed that commitment consists of three components:

1. Identification- adopt goals and values of the organization as one's own.
2. Involvement- psychologically immersed or soaked in the activities of one's work role.
3. Loyalty- affective feeling and attachment toward the organization.

Porter et al. (1974: 603) defined organizational commitment as "the strength of an individual's identification with and involvement in a particular organization." They further offered three factors which characterize commitment:

- " a) a strong belief in and acceptance of the organization's goals and values;
- b) a willingness to exert considerable effort on behalf of the organization;
- c) a definite desire to maintain organizational membership."

Herbert (1976: 416-417) defined organizational commitment as integrating the behavior of members toward organizational goals that already enlist the required behavior and activities. Hereby, the individual members must be willing to accept and respond to such goals even to the point of sacrificing some of their own.

Yoder (1981: 543) viewed commitment as "the syndrome of attitudes, understanding, and feelings that identify the team-dedicated participant." He added that it should be top management's highest priority to gain commitment from his team.

Steers and Porter (1983: 333) viewed commitment as strength of attachment in the relationship between goals of the individual and goals of the organization.

O'Reilly and Chatman (1986: 492) characterized organizational commitment in three measurable dimensions: (1) internalization, (2) identification, and (3) compliance.

Shenker (1986: 28) refers to commitment in relation with one's identity in the organization or society. Shenker defined commitment as "the conscious,

deliberate and voluntary act which leads to identification with one's society." In effect, commitment is the process in which one consciously asserts, questions, revises, reconstructs, and creates an universe of meaning leading to identification with the society.

Mitchell and Larson (1987: 144) defined organizational commitment as "one's attitude toward continued participation in the organization." They emphasized on measuring the attitude of one's own future behavior towards the company.

Dyer (1988: 1-8) provided a definition of commitment as "The general level of employee attachment sought and the degree of identification with organization goals desired."

Thavan Vorathepputtipong (1988: 69-96), in his study on commitment of Thai University Lecturers provided an index measure on commitment as:

1. Being a member of university lecturer.
2. Devoting time and capabilities to the university.
3. Upholding the university's standard and values full heartedly.

Thavan Vorathepputtipong further illustrated that a committed lecturer must possess all of these three and not just one without another. Being a member with intention to leave, or spending time running a private business does not constitute commitment.

Mathieu (1991) suggested that satisfaction and commitment are reciprocally related. In his study of 588 Army and Navy ROTC cadets enrolled in military training courses at three universities, satisfaction is statistically significant to commitment at $\beta = .437, t = 5.39$ and the reciprocal relationship at $\beta = .272, t = 4.39$.

Meyer and Allen (1991: 61-69) described organizational commitment as consisting of three components. The first is called 'continuance commitment'. Like Becker's Side-Bet theory (1960), it refers to where the individual stands to lose more if he or she leaves the organization, thus measurement is made on the strength of his/her tendency to need to continue working. The second component is 'affective commitment', referring to measure the strength of a person's desire to continue working for an organization due to personal and organizational goal congruence. And the third is 'normative commitment', referring to employee's perceived obligation to stay with the organization.

Greenberg and Baron (1993: 174-175) characterized organizational commitment as "the extent to which an individual identifies with and is involved with his or her organization and is unwilling to leave it."

Storey (1993: 34-35) suggested that there may be multiple and perhaps competing commitment to an organization, career, job, union, work group and family. But more importantly, Storey emphasized that the sum of an individual's commitment is not as important as the 'organic entity with an interest in survival'. In other words, commitment should not be limited to one's responsibility, but to include an array of whatever it takes for different organizations to survive, including commitment to their peers, their job, their flexibility, and so on.

Yukl (1994: 194) captured commitment as "an outcome in which the target person internally agrees with a decision or request from the agent and makes a great effort to carry out the request or implement the decision effectively. For a complex, difficult task, commitment is usually the most successful outcome from the perspective of the agent who makes an influence attempt."

Besides defining commitment as the glue that binds employees to their organization, **Jaffee, Scott and Tobe** (1994: xii) further illustrated such binding in term of people investing their energy and personal service into their workplace. If commitment is low, an employee carries a weak connection to their workplace, thus less energy is put into the service of their organization. The opposite is true with high commitment.

Benton (1995: 39) shortly defined commitment as "allowing people to do things on their own willingly."

Wickens (1995: 73) provided a definition of commitment as: "Internalized individual belief in the values and objectives of the organization and/or self. Highly motivated to work to achieve these objectives."

To **Mendes** (1996: 2-14), commitment is far more than being loyal. By definition, Mendes defined it as "a set of reliable, predictable, and dedicated behaviors that separate success from failure." Mendes clearly distinguished commitment from ambition, obligation and guarantee. He claimed that while commitment meant dedication with personal integrity, ambition meant readiness to push over other people to get to the top. While commitment meant self motivation to achieving the objective, obligation meant that one ought to do something. And finally, commitment is not a guarantee with longer term goals, set backs can be expected. Commitment rests on the effort to reach a particular goal, it simply aligns personal values and needs so that a person reaches success, but beyond that there is no guarantee.

George and Jones (1996: 67) provide a definition of commitment as "the collection of feelings and beliefs that people have about their organization as a whole." Furthermore, they claim that job satisfaction and organizational commitment are key determinants of the experience of work.

Bishop and Scott (2000) view commitment as a multidimensional phenomenon. But more importantly, they believe that Porter et al. (1974) Organizational Commitment Questionnaire (OCQ) is still widely used in measuring organizational commitment.

3.2 Related Concepts and Theories on Organizational Commitment

This section attempts to provide some concepts and theories that are related to the understanding of organizational commitment. Among the most appropriate icons to begin are Follett and Barnard, since their idea of linking individual goals to that of the organization is central to the understanding of commitment. Maslow, Herzberg et al., McGregor, Alderfer and Shamir focused on various concepts and theories to motivate people. Examining various stimuli to human motivation may provide valuable clues and insights to factors that cause commitment. And finally, Hall, Kiesler, Scott, Mann, and Mobley closer examine how commitment is related to other concepts.

Follett (1937: 161) was in the forefront of the so called "Human Relation" era. Her principles of organization meant a continuing process of coordination as a two ways relationship between factors and a given situation by direct contact of all the

responsible people concerned in an early stages.

Follett suggested that when giving orders, the message should be depersonalized and shift obedience towards the "law of situation" such that "One person should not give orders to another person, but both should agree to take their orders from the situation. If orders are simply part of the situation, the question of someone giving and receiving does not come up" (Metcalf and Urwick 1942:59). It was the beginning of a human relation era when the importance of individual's goals should be realized and reconciled with those of the firm's.

Similarly, **Barnard** (1938: 217-229) summed up executive functions as: the maintenance of organizational communication that must be short and direct with definite channel and everyone in the organization reporting to someone else; the securing of essential services from individuals counting on willingness to cooperate; and the formulation of purpose and objectives. Barnard claimed that all organizations must integrate these three elements through formal or informal means. In other words, executives are to ensure that their employees are willing to cooperate towards a common purpose through communication. He also added that such communication of goals must be clearly understood by employees, believed by employees to be consistent and compatible with their personal goals, but physically and, more importantly, mentally able by employees to comply.

Furthermore, Barnard viewed organizations in terms of contacts and interaction between two or more persons. He considered them as an informal type when these contacts continue to occur without any 'specific conscious joint purpose'. These contacts may range from accidental to organized activities thereby changing the experience, knowledge, attitudes, and emotions of the individuals. The perseverance

of such a transaction is recorded in "states of mind" of the individuals involved in such contact resulting in the capacities of memory, experience, and social conditioning. Over time, such capacities that have effected one individual may well spread like an endless chain to a large number of people over wide areas. The aggregate of these personal contacts is what Barnard called 'informal organization'. It is indefinite, structureless without definite subdivision, nonetheless related to formal organization. While formal organization is concerned with the conscious, the informal focuses on customs, social norms and the unconscious or what Barnard called "non intellectual actions and habits of the individual." Nonetheless, both formal and informal organization should exist within the same organization, or to a larger extent, a society. One cannot exist without the other. Barnard gave three functions of informal organization in the formal organization as communication; maintenance of cohesiveness in formal organizations through regulating the willingness to serve and the stability of objective authority; and maintenance of the feeling of personal integrity, of self-respect, of independent choice.

Maslow (1954: 80-92), was one of the first behavioral scientists to make aware of human needs in the late 1940s. The five human needs to making his hierarchy of needs theory are from the highest level:

Self-actualization needs: fulfillment of one's potential

Esteem needs: self respect, respect from others, and recognition

Social needs: love, acceptance, a sense of belonging

Safety and Security needs: insurance, shelter

Physiological needs: food, water, rest, sex

Maslow believed that once an individual's lower needs are satisfied, he/she becomes motivated to pursue needs within the next level in the hierarchy. Thus, the

lower level needs no longer motivates after they have been fulfilled. Eventually, only through achieving self-actualization that the employees become fulfilled. While every level of needs may not be completely satisfied, they may not be the main motive, but becomes secondary motive. In fact, Maslow himself provided a clause in a few pages after his declaration of basic needs, about the reversible characteristics of the hierarchy. When a need has been satisfied for a lengthy duration of time, this need may move back to a lower need level. According to Maslow, people are motivated by their needs, the ever unsatisfying. Even at the point of self-actualization, rarely, if ever, an individual can possibly achieve greater competency. Rewards, therefore, may not obtain the desired effect toward a need level that have already been satisfied. If needs should go unsatisfied for an excessive period of time, dysfunctional behavior will take place leading to either the employee quitting, or engaging in coping behavior that results in negative side effects.

Herzberg et al. (1959) Motivation-Hygiene Theory

Motivators are intrinsic content resulting from job satisfaction such as achievement, recognition, responsibility, nature of work, advancement and autonomy. Hygiene factors, on the other hand, are extrinsic content resulting from job dissatisfaction such as company policy, supervision, working condition, job security and salary. Herzberg stressed that it is not salary increases that motivate employees to increase their productivity, but rather it is the quantity or quality of work the individual accomplishes that motivate. Once people are dissatisfied with a hygiene factor, the only appropriate remedy is a motivator. Improving the hygiene factor will not rectify dissatisfaction. In other words, to give employees more money will not improve job satisfaction, but improvement of job quality through more autonomy, responsibility and recognition will. Thus, self-actualization become motivator and lower-level needs are hygiene. Moreover, while Maslow was more

concerned with human needs, Herzberg et al. concentrated on work conditions that satisfy an employee.

Mcgregor's (1967: 79) Theory 'X' and Theory 'Y'

Theory 'X' believe that average employees dislike work, prefer being control, avoid responsibility, motivated by security needs, manager must resort to fear and threats of punishment. Theory 'Y', on the other hand, believe that average employees love to work, self control, and manager should delegate more responsibility to them.

Again Mcgregor's line of thought is closely paralleled to Maslow's, particularly on satisfying ego and in pursuit of self actualization. The model, however, varies from Maslow in the method of reinforcement. Nonetheless, the type of work and the individual's background should be considered prior to determining motivational factors.

Hall et al. (1970: 177-187) found that there is a positive relationship between organizational identification and individual commitment to organizational goals. In addition, organizational identification does not necessarily relate to one's higher order of needs, but directly relates to one's satisfaction of needs.

Kiesler (1971: 46-172) presented three different views about the theoretical relationship between commitment and dissonance. First, unless the person is committed, one cannot make an unequivocal prediction from dissonance theory. Secondly, unless the subject is committed, there may be no dissonance. And third, the more committed the subject, the greater the dissonance becomes.

Kiesler explained that dissonance exists because of the inconsistency

between the choice that one has made with the drawback of that choice. Thus commitment is not just making decisions. At the same time, without decisions, there is no commitment. In addition, Kiesler offered three factors affecting the degree of commitment: choice, external commitment, and effort.

Scott (1971:92-103) associated moral commitment with moral learning. He theorized that in order for moral learning, or moral commitment to occur, there must be reinforcement. Such reinforcement is the norm, institutional or otherwise. The internal commitment is usually set up in the childhood years and with some sanctions to maintain the moral commitment, it strongly remains through to the adulthood. Commitment to institutionalized norm, however, does not necessary remain unless continuous sanction is placed. As Scott put it:

Institutionalized norms generally prohibit activities not only inimical to viable or efficient social organization but also rewarding to the individuals whose behavior constitutes that social organization.... deviation from major institutional expectations is widely susceptible of reinforcement and that functionally necessary activities thus require institutional support....The point is that institutionalized norms will not prevail solely on the basis of a commitment once established and without subsequent sanctions in its defense.

Aldefer, (1972) developed the ERG theory based on three stages of needs:

Existence : food, clothing, shelter, safe working environment

Relatedness: meaningful social interactions

Growth : creativity on the job

Despite its simplicity, the concept is closely related to Maslow's Hierarchy of needs with a difference where if higher level needs are not satisfied, one will again seek lower-level satisfaction.

Mann (1977) related commitment with the process of one's decision making principles. They claimed that the "decision maker feels committed to adhere to a course of action at a time when he is exposed to warnings or actual setbacks that motivate him to change. The more committed the decision maker is to the policy under challenge, the greater the degree of stress generated whenever he is tempted to change." Similar to Becker's Side-Bet Theory, they introduced the cost of reversing a decision. Thus the degree of commitment became a function of all the social and self-esteem constraints. One of the assumptions under their so-called 'conflict-theory' is that during one's decision prior to his first act of commitment, the more committed a person is implies the more vigilant he/she becomes in reaching the decision.

Mobley (1982: 10,78) defined employee turnover as "the cessation of membership in an organization by an individual who received monetary compensation from the organization." He claimed that individual variables such as commitment, expectations and satisfaction are related to turnover in two ways. One is that external factors such as a spouse's career, family considerations, and leisure choices may influence turnover behavior. The other is individual's perception and evaluations of the external economy, external job factors, and organizational factors that may directly cause turnover.

Meanwhile, **Shamir (1991: 405-424)** pointed out the shortcomings of earlier motivation models that they were not so universally applicable thus provided a self-concept-based theory on the following assumptions:

1. Humans are not only goal-oriented, but self-expressive.
2. People are motivated to maintain and enhance their self-esteem and self-worth.
3. People are motivated to retain and increase their sense of self-consistency.
4. Self-concepts are composed, in part, of identities.
5. Self-concept-based behavior is not always related to clear expectations or to immediate and specific goals.

Thus far related issues to organizational commitment have been brought up. Follett's (1937) focused on the connection between individual goals and that of the organization laid the fundamental foundation for later theorists to formulate into their own organizational commitment theories. Barnard's (1938) idea concerning formal and informal organizations and how they should exist together in the same organization is emphasized by Parsons (1957: 81) that it is the "institutionalized norms that can effectively bind the actions of individuals in their commitment to organizations." To Parsons, an individual is not committed to his/her organization at random. There are a system of values such as custom, rule and ritual that reinforce one's choice of commitment. The idea of connecting the will of the individual to that of the organization was described by Porter et al. (1974: 604) as "Strength of an individual's identification with and involvement in a particular organization." Thus Meyer & Allen (1991) added socialization process as the third factor to organizational commitment which fall between Porter et al. (1974)'s goal identification and Becker (1960)'s Side-Bet Theory where the cost is higher otherwise to not commit. Maslow (1954), Herzberg et al. (1959), McGregor (1967), Aldefer (1972) and Shamir (1991) explained factors that motivate people. This is similar to spelling out the variables to what the organization should provide to the individuals to gain their commitment.

Among them, Herzberg et al. (1959)'s intrinsic and extrinsic classification of satisfaction and dissatisfaction factors provided a fundamental factor to commitment as suggested by Mobley (1982) that satisfaction, commitment and turnover are related. When one is less satisfy, one is less committed and quit. Other three remaining theorists fall into each of Meyer (1991) factors to commitment. Hall (1970) believed that individuals are committed if they can identify with their organizational goals and as long as that satisfy their needs. Kiesler's (1971) idea is similar to that of Becker (1960) and Scott (1971) who theorized that one can be more committed through reinforcement of institutional norms.

3.3 Prior Research Findings on Organizational Commitment

The following are prior research findings on organizational commitment from various types of organization. They are listed in yearly order that the research was published.

Gouldner (1965: 468-490) conducted a factor analysis study on the dimensions of organizational commitment. She categorized four types of organizational commitment: (1) cosmopolitan integration, the degree in which an individual is active and feels as part of various levels of the organization; (2) organizational introjection, the degree in which organizational approved value is included as part of the individual's ideal self- image; (3) cross-sectional membership; and (4) political party responsibility. The latter two suggest that commitment to organization as a whole is different from commitment to specific values of an organization.

Lewis (1967: 629-642) surveyed 509 faculty members to measure the relationship between institutional prestige and professional prestige to loyalty of their institutions. Respondents were asked if they would accept another academic position at Harvard or the University of California at Berkeley at a lower, the same, or higher salary, undecided, or would turn down the offer. It was assumed that the ones who chose to turn it down were the high commitment and loyal to their current university. As a result, the most loyal to their university were those with a combination of high institutional prestige and low professional prestige while the least loyal went to those with low institutional prestige and high professional prestige.

Brager (1969: 482-491) conducted a study on 'Mobilization for Youth' (MFY), a normative organization or one that makes people identify with the organization with high commitment from the participants. On the same note, Etzioni claimed that such organizations serve 'culture-oriented goals' including religious groups, colleges and universities. The participants have to rely on identative power because in order to achieve the goals, highly positive commitment is required from them. Brager concluded that "the degree of commitment to MFY's value is differentially distributed by hierarchical level and organizational function." At the same time, organizational function also affects commitment to agency values.

Thornton (1970: 417-426) studied the effects of organizational involvements on organizational commitment and professional commitment of 383 instructors from eight public junior colleges in Florida. His finding supported all three following hypotheses:

Hypothesis 1: The more professional the criteria of performance, the more compatible the organizational and professional commitments.

Hypothesis 2: The more professional the authority over subordinates, the

more compatible the organizational and professional commitments.

Hypothesis 3: The more professional the kind of supervision, the more compatible the organizational and professional commitments.

Buchanan (1974: 533- 546) surveyed 279 business and government managers and discovered seven experiences that collectively explained 68% of the commitment variance. These experience variables were personal importance, first-year group attitudes toward organization, organizational dependability, organizational commitment norms, first-year job challenge, current group attitudes toward organization and peer group cohesion.

Steers (1977: 45-56) conducted a study with 382 hospital employees and 119 scientists and engineers. In regard to method, he used Hackman and Lawler (1971) to measure job characteristics and Porter et al. (1974) to measure organizational commitment with internal consistency of .88. He found that personal characteristics, job characteristics, and work experiences influence commitment. Furthermore, intent and desire to remain with the organization were strongly related to commitment.

March and Mannari (1977: 57-75) searched for a reason why Japanese organizations have lower commitment and turnover rates than American organizations. From their eleven independent variables, the four with significant relationships to lifetime commitment were job satisfaction, employee cohesiveness, perceived job autonomy, and organizational status. Although they did not use Porter et al. (1974) fifteen questions scale, they candidly admitted that Porter et al. had a higher reliability of alpha .90 compared to their own lifetime commitment seven item index of alpha .69 . From a longitudinal data of 1033 employees in one of the top five

appliance companies in Japan, March and Mannari found that

- (1) employees' interorganizational mobility prior to 1969 had no effect on their lifetime commitment norms and values in 1969; (2) the variables that were related to 1969 lifetime commitment were universal, not distinctively Japanese; (3) employees' level of support for lifetime commitment norms and values in 1969 had no causal impact on whether they had remained in the same organization by 1973.

Angle and Perry (1981: 1-14) conducted a study to relate organizational commitment to organizational effectiveness. They applied Porter et al.(1974)'s fifteen questions OCQ to measure organizational commitment of 1,244 bus service employees. Angle and Perry found that organizational adaptability and organizational commitment according to the employees are significantly related, but no significant relation based on manager questionnaires. Age and educational level were consistent with prior research findings that increase in age and decrease in educational level tend to reduce the possibility of further education thus limit the individual to stay with their current organization. Furthermore, turnover and intention to quit were significantly related to organizational commitment.

Meyer and Allen (1984: 372-378) applied Porter et al.'s 1974 fifteen questions OCQ in addition to other measures to test the 'Side-Bet' Theory, or referred to as continuance commitment. They found no correlation between organizational commitment on continuance commitment. Nonetheless it suggests that Becker's Side-Bet Theory is saturated with affective commitment, thus not allowing the theory to be properly tested. In addition, age and tenure significantly correlated with the affective measure.

Glisson and Durick (1988: 61-81) studied 319 service workers across 22 organizations to determine the effects of job characteristics, organizational characteristics and worker's characteristics on organizational commitment and job satisfaction. They found that the best predictor for job satisfaction was job characteristics, particularly the aspects of skills variety and role ambiguity. Meanwhile the best predictor for organizational commitment was organizational characteristics, particularly the aspect of leadership and organizational age. In addition, worker's characteristic, educational background in particular, proved significant to commitment.

Meyer, Allen and Gellatly (1990: 710-720) studied the causal relationships between affective and continuance commitment. They found that:

(a) affective commitment had a negative effect on the alternatives component of continuance commitment in all samples and (b) both components of continuance commitment had a positive effect on affective commitment for established employees. Analyses of the longitudinal data revealed a weak, negative, and time-lagged effect of the alternatives component on affective commitment

In **Becker** 's study (1992: 232-244), both thirteen as well as fifteen of Porter et al. (1974) 's OCQ were implemented. (showing identical results). Becker found that

Commitment to each of the foci is negatively correlated with intent to quit and positively correlated with satisfaction and prosocial organizational behavior... Identification and internalization with respect to organization, supervision, and work group are negatively correlated with intent to quit and positively

correlated with satisfaction and pro social organizational behavior; compliance is positively correlated with intent to quit and negatively correlated with satisfaction and prosocial organizational behavior.

He concluded that employee attachment is a phenomenon of multiple foci and bases leading to commitment. These bases could ranged from attachment to occupations, top management, supervisors, co-workers, to customers.

Brockner, Tyler and Cooper-Schneider (1992: 241-261) studied the institutional decision impact on their employees in relation to whether they are still committed in addition to find out if they thought the decision was fair. The institutional decision focused on prior commitment as compared with what was left of it after the lay off. As suspected, the results were consistent with theory and research on 'Realistic Job Preview' such that ones with high hopes for how they would be treated, or ones with higher prior commitment were far more likely to react negatively in light of unfair treatment.

Cohen (1993: 1140-1157) applied both the fifteen, as well as the nine questions from OCQ of Porter, et al.(1974) to examine how the time elapsed between measurement of variables moderate organizational commitment and turn over. He found that for younger employees, the shorter the time lapse between the measure of organizational commitment and the point of their departure, the stronger the correlations. Cohen recommended that age and tenure, variables that were often neglected, should be included in future research on commitment. In addition, the measure used strongly affects the magnitude of the relationship, thus the full fifteen questions version proved stronger than the short nine questions version.

Sutton and Harrison (1993: 217-223) reexamine the previous study conducted by O'Reilly and Chatman (1986) using their twelve item questionnaire to measure organizational commitment in three aspects, including internalization, identification and compliance. However, they found contradicting results from those of O'Reilly and Chatman. Internalization and identification were not found as separate dimensions of commitment while compliance shown even lower significant relationship. Nonetheless, they suggested that a replicate study be carried out to reinvestigate the issue.

Tarter (1993: 60-64) replicated a study done by Glisson and Durick (1988) with minor modifications to test the relationships between organizational characteristics, job characteristics and worker's characteristics on organization commitment of 1178 full-time faculty members across six public colleges and universities in New Jersey. Unlike Glisson and Durick (1988) which ranked organizational characteristics as the strongest predictor of commitment in services organization, Tarter found job characteristic, particularly role ambiguity and task variety as strong predictor of faculty satisfaction and commitment.

Hackett, Bycio and Hausdorf (1994: 15-23) viewed organizational commitment in terms of affective attachment. They reexamined Meyer and Allen's (1991) three-components model of organizational commitment using the nine item Organizational Commitment Questionnaire (OCQ) (Porter et al. 1974) with an average reliability of .86. They obtained the data from 2,301 nurses and 80 bus drivers and found the results in support of the three-components model. In particular, the affective components were the most affected by the nature of one's work experiences.

Shore, Barksdale and Shore (1995) surveyed 231 managers and 339 subordinates from a large multinational company in SouthEastern United States to assess managerial perceptions of employee commitment to the organization. These are their three hypotheses:

Hypothesis 1: Organizational citizenship behavior and job performance are positively related to manager-rated affective commitment and negatively related to manager-rated continuance commitment, although citizenship will show the stronger link for both forms of commitment.

Result: Only partially supported. Even though altruism and compliance were significant predictors of manager-rated affective commitment, they were unrelated to manager-rated continuance commitment. Furthermore, job performance carries no association with either manager-rated affective or continuance commitment.

Hypothesis 2: Age, job tenure, and organizational tenure are positively related and education level is negatively related to manager-rated continuance.

Result: Shows support because side-bets significantly predicted manager-rated continuance commitment.

Hypothesis 3: Manager-rated affective commitment is positively related to fulfillment of employee requests, perceived employee promotability and managerial potential, and leader reward behavior, but manager-rated continuance commitment is negatively related to those outcomes.

Result: All path coefficients were significantly support with the exception of (1) managerial perceptions of affective commitment and fulfillment of employee requests and (2) managerial perceptions of continuance commitment and leader reward behavior.

Wallace (1995: 228-255) adapted three questions from Porter et al.,

(1974). She asked 2,251 lawyers to compare four structural dimensions of professional and nonprofessional organizations to organizational commitment: (1) authority and autonomy, (2) career opportunities, (3) specialization, and (4) collegiality. Following are her hypotheses and results:

Hypothesis H1a: Greater participation in decision making results in greater organizational commitment.

Result: Not an important determinant of organizational commitment.

Hypothesis H1b: The more professionals perceive the criteria used in the distribution of rewards to be legitimate and fair, the greater their organizational commitment.

Result: Significant in the legitimacy of the criteria used in distributing reward, but not significant in terms of fairness in the criteria of distributing reward.

Hypothesis H1c: Greater autonomy results in greater organizational commitment.

Result: Significantly stronger for lawyers in nonprofessional organizations than lawyers in professional organizations.

Hypothesis H1d: Higher formalization lead to higher organizational commitment.

Result: Not an important determinant of organizational commitment.

Hypothesis H2: The more opportunities for promotions professionals perceive, the greater their organizational commitment.

Result: Significant

Hypothesis H3: Greater specialization by field and greater task variety result in greater organizational and professional commitment.

Result: Weak effect

Hypothesis H4: Stronger collegial ties result in greater professional commitment.

Result: Significant

Becker, Billings, Eveleth and Gilbert (1996) took a closer look at some of the foci bases for commitment in relation to job performance. A panel study was conducted in May 1993 to the graduating class of Northwestern University.

Hypothesis 1: Employees distinguish among both individual foci and individual bases of commitment.

Result: Significantly supported

Hypothesis 2: Overall commitment to supervisors is positively related to job performance and is more strongly linked to performance than is overall commitment to organizations.

Result: Significantly supported

Hypothesis 3: Commitment based on internalization is positively related to job performance and is more strongly linked to performance than is commitment based on identification.

Result: Weak support on the first half and no support as a whole.

In addition, the study suggests that if a researcher is interested in exploring relationships between commitment and job performance, applying commitment based on an internalization index is recommended. On the other hand, if commitment emphasis is on identification, then the application of the Organization Commitment Questionnaire (Porter et al. 1974) is recommended.

Irving, Coleman and Cooper (1997: 444-452) studied 232 employees across a variety of occupations within one governmental organization. They found that affective and normative commitment latent variables were positively correlated, and so was continuance and normative commitment. Unlike the finding of Meyer et al. (1991), however, continuance commitment latent variables and affective component variable were not significantly correlated.

Bishop and Scott (2000: 439-450) claimed they successfully modified Porter et al. 1974 's OCQ to obtain data from 485 members of sewing teams. They found that resource-related conflict and satisfaction with supervision had a stronger relationship to organizational commitment than to team commitment. In addition, perceived task interdependence strongly related to both commitment foci.

Having reviewed some prior researches on organizational commitment, following recap certain relationships that are within the scope of this research objectives. Steers (1977) found that personal characteristics, job characteristics and work experiences influence commitment. Glisson and Durick (1988) found organizational characteristics to be the best predictor of commitment while worker's characteristics shown significant relationship to commitment. Tarter (1993) found job characteristics as the best predictor of commitment. Becker (1960) found positive correlation between satisfaction and commitment and concluded that employee attachment is a multiple foci leading to commitment. These foci includes attachment to occupation, top management, supervisors (so did Bishop and Scott 2000), co-workers and customers. Cohen (1993) recommended that age and tenure be included as variables for future study on commitment. Sutton and Harrison (1993) found contradicting result to O'Reilly and Chatman (1986) that internalization and identification were not separate dimensions of organizational commitment.

3.4 Similarities and Distinctions Between Public and Private Organizations

This section begins with Wilson (1887), the founding father of Public Administration, who started the idea that business of governing should be more business like. Urwick (1957), Simon (1945), Thompson (1958) and Litchfield (1956) further discussed the purpose of distinction between public and private organizations as their different approaches to the study of administration. The differences is then pointed out by nine other major figures on the topic.

Wilson (1887: 201, 220) stated that "there should be a science of administration which shall seek to straighten the paths of government, to make its business less unbusinesslike.... by making the service unpartisan, it is opening the way for making it businesslike."

Urwick (1957: 77-82) argued that study of similarities between business and public administration, from empirical into generalization, is the key to diagnose and correct difficulties in practice of both kinds of organizations. Urwick provided an example of the clearinghouse principle which stated that specialized advice should never flow directly downward, they should always move upward. This generalization about channel of communication is applicable in both business and public administration. Moreover, Urwick claimed Follett as an advocate of such transferability as he quoted her as having said "the principles of organization and administration which are discovered as best for business can be applied to government or international relations." In addition, Urwick named Simon and Dahl as opponents to his idea. Simon and Dahl disclaimed that such generalization is a

science. **Simon** (1945: 38-40) insisted that administrative theory be concerned with how organizations are constructed and operated in order to maximize efficiency. He went on to say that administrative theory must disclose under what conditions such maximization takes place. Moreover, he meant that administrative theory should be more specific in determining with what skills, values and knowledge an organization is required to achieve, since such factors are individual's constraints to perform the work under each circumstances.

Thompson (1958: 20-39) and **Litchfield** (1956) also argued on much the same line as Urwick. They pointed to a weakness in using a special theory of administration, whether in business, education or public administration, rather than a general theory in administration. As Thompson put it " we must not attempt to build theory of democratic administration into education, nor can we afford a separate theory of profit-oriented administration", but these values, whether they are attached to business administration, public administration or educational administration should be treated as variables for theoretical purposes and not to present limitations to the theory.

Despite their differences in the approach to the study of administration, a common complaint among theorists in public administration is that little has been said about the differences between public and private administration. Hence, following is a collection of differences and similarities as pointed out by nine major figures to serve as a starting point for further investigations into commitment pattern across public and private universities.

Allison (1983: 4) outlined the similarity between public and private management as a matter for a general manager to integrate the various functions of

general management, in short, managing internal components, external constituencies and strategy to achieve results. But that is about where the similarity ends. Allison emphasized that it is wrong to suggest direct transfer of private management practices to significantly improve public management.

Dunlop (1979) summarized the differences between public and private organizations as follows:-

1. **Time perspective:** private managers have a longer time perspective toward market development, technological innovation and investment than a government manager who has relatively shorter time horizons dictated by political necessities and political calendar.

2. **Duration (tenure):** length in office for a government manager is far shorter than that of private managers. In addition, while training a successor is the responsibility of a private manager, it is perceived as 'dangerous' for a public manager to name a successor, much less train one.

3. **Measurement of performance:** while agreement is rarely reached on standard of performance appraisals for government managers, more concrete measures are readily available to measure private executives.

4. **Personal constraints:** It is often the case in government when the two layers of managers (civil service and appointees) are hostile to one another. Private managers, on the other hand have a direct authority within their organization. Furthermore, personnel policy are more under the control of "staff" for public agencies and more under the control of "line" for private organizations.

5. **Equity and efficiency:** while emphasis for government management is placed on equity, private business management emphasis is placed on efficiency.

6. **Public processes verses private processes:** government managers are more exposed to public scrutiny than private managers

7. Role of press and media: public managers are regularly scrutinized by the press while timing of private manager's decisions have less impact by the press.

8. Persuasion and direction: while public managers are typically faced with many bosses, too often conflicting, private managers can rely on for a higher authority.

9. Legislative and judicial impact: public managers are faced with more laws and judicial orders than private managers.

10. Bottom line: while government managers are faced with an unclear bottom line, private managers's bottom line such as profit, market share, and survival are more measurable.

Rainey, Backoff and Levine (1976: 233-244) categorized the differences in terms of environmental factors, organization-environment transactions, and internal structure and processes. As for environmental factors, public organizations are less exposed to market mechanism, thus often result in less cost reduction, less efficiency, lower allocation of efficiency to reflection consumer preferences, and lack of market indicators. Public organizations also have more legal constraint resulting in less autonomy, more formal control and greater political influences. In terms of organizational-environment transactions, many government organizations are a required necessity and often monopolistic resulting in coerciveness. It also has broader impact, meaning wider scope of concern, more public scrutiny and greater expectations in terms of fairness, responsiveness, accountability and honesty. With regards to internal structure, the objective is more complex. Authority-wise, there is less decision-making autonomy on behalf of public administrators, weaker and more fragmented authority over subordinates and greater reluctance to delegate. More importantly, since there is a higher degree of politics in public organizations, top public managers have a greater explaining role.

There is greater rigidity, fewer innovations and higher turn over rates at the top resulting in greater disruption of implementation in public organizations. On a personnel basis, it is more difficult to devise incentives, lower valuation of monetary incentives and lower work satisfaction at the lower end of public organizations.

Uthai Laohavichien (1992: 18) pointed to eight administrative differences in public as opposed to private organizations:

1. Administering public organizations carries greater boundary, impact, and broader decision making characteristics compare to administering private business (Appleby 1969).

2. Administration of public organizations is administering which requires public accountability. The public has the right to know and follow up on their tax money. (Appleby 1969)

3. Administration of public organization is related to politics (Appleby 1969).

4. Different measures of performance. While business administrative success is often measured with profit, public administration is measured through service provided (Dunlop 1979).

5. In general, the administrative goals of public organizations are more abstract, broad, unclear, and in some cases contain conflicting subgoals.

6. Administrative activities for public organizations are wider in scope and more complex, rigid with more rules and regulations. A career track, especially those of higher posts are promoted from within the organization whereas in business organizations higher posts are selected from outside.

7. The citizens have higher expectations from public organizations than they do from businesses. These expectations include ethical and moral standards of the administrators.

8. Administration of public organizations is often characterized as slow with less flexibility, and adaptation because of their larger sizes, and greater number of rules and regulations compared to private organizations.

Uthai Laohavichien summarized that there are greater differences than there are similarities between public and private organizations. This is especially true at higher levels of the organization, the higher post meant the more differences.

On a similar note, **Siffin** (1962: 69-76) pointed out that the goals of business organizations are more tangible and measurable, but not so in public organizations. This is particularly true in education where goals are far more abstract to obtain. Even more complex is when professionals in education are being controlled by laymen, while administrators are more often chosen from teaching ranks. (**Campbell**, 1958: 177)

Furthermore, **Appleby** (1945: 252-257) stated that :

Public administration can learn a great deal by studying business administration—but not as much as most business men believe, and no more than business executives can learn by studying public administration..... functioning in government is and must be much more completely related to the political process than functioning in big corporations.

In particular, it is the public who holds the government responsible for the state of society, meaning there is no "automatic principle like free competition" that always exists in private administration to serve as assurance for effective delivery of services. In other words, it takes more than a president of a private company to run

the country. There are more constituents to deal with in public office than just customers and suppliers.

Patom Maneerojana (1992: 93) viewed the differences in terms of organizational objectives. While public organizations' objectives seek public interests, private companies' objectives are in the particular interest of the owner. Despite the clear distinctions as a result of owner's interests and objectives, such differences are becoming less vivid since the introduction of service organizations. While public organizations began to keep survival, profit, and expansion in mind, private organizations are becoming more responsible to society, thus resulting in a thinner line between public and private organizational differences.

Bozeman and Kingsley (1998: 109-118) studied risk culture across public and private organizations. They surveyed 368 respondents to determine risk culture including political control, nature of reward system, formalization, bureaucratic structure and goal ambiguity. They found that there were in fact very little differences regarding risk taking culture across public/private managers.

Despite many differences and similarities, the list above provides some relationship directions for certain variables that may be of relevant to this study. Tenure, for example, is shorter in public than in private organizations. There are also higher autonomy in the private organization compare to public. There is greater rigidity, fewer innovations in public organizations. Nonetheless, it remains to be seen whether these and many more variables such as degree of participation, job security and other satisfaction factors make any difference to commitment in public as oppose to private universities.

3.5 University as a Complex Formal Organization

Prior to selecting an appropriate organizational commitment model, it may prove fruitful to review certain administrative contexts such as structure, goals and values within a complex formal organizations that are relevant to enhance organizational commitment in the university setting.

Thompson [1967: 6-7] characterized the complex organization as:

A set of interdependent parts which together make up a whole because each contributes something and receives something from the whole, which in turn is interdependent with some larger environment. Survival of the system is taken to be the goal, and the parts and their relationships presumably are determined through evolutionary process. Dysfunctions are conceivable, but it is assumed that an offering part will adjust to produce a net positive contribution or be disengaged, or else the system will disgenerate.

In simpler terms, Thompson was under the assumption that equilibrium of the system is maintained through a balance between contributions given by participants of the organization and the rewards received by them. Similar to Hrebiniak and Allutto's (1973) idea that in order to gain one's commitment, appropriate reward and incentives must be given.

Similarly, **Barnard** (1938: 96-113) provided a broad definition of complex formal organizations. To Barnard, formal organizations range from the state, religious organizations, to polirical interests. The complexity arises when one organization becomes subordinate to another, or subordinate within the same

organization. Hence, an individual may choose to become subordinate to more than one organization. He further claimed that these complex formal organizations compete for contributions from the individuals, and in many cases various complex organizations would compete for support and loyalty of the very same individual. Thus, the more complex these formal organizations become, the greater the number of choices for the individual to decide where they belong. From this aspect, commitment may be harder to obtain as an organization becomes more and more complex. While larger formal organizations are made up from smaller organizations, their sizes are limited by the effectiveness of their leader both in their capacity and time to communicate with their subordinates. Barnard further pointed out that such limitation depends upon the complexity of the purpose, the difficulty of the communication process, the extent to which communication is necessary and the complexity of the personal relationship involved.

In further examination of complex formal organizations, **Parsons** (1960: 59-76) broke down the hierarchical system of organization using examples from a school system and other formal organizations. He was looking for "qualitative breaks" in the continuity in the line of structure that existed from the chairman of the school board down to the most junior teachers and janitors. He viewed such structure from the aspect of technical system, managerial system, and institutional or community system and their interrelations. What he meant by technical system in a formal educational organization was the actual processes of teaching. There are always a suborganization within an organization to carry out the technical function. In this case, the suborganization was the teacher in their conduct of classes. In order for the people in these suborganizations to perform their functions, adequate facilities and related resources have to be provided. In Parson's example, these range from installation of teachers to providing classrooms, curriculum and so forth. But

beyond that, decisions must be made from higher echelons in regard to what kind of teacher and who should be the students. In other words while the higher level 'administration' or the 'firm' or what Parsons termed 'managerial system' should do the work of policy setting, or what he called 'bureau' or the 'plant' or what Parsons called 'technical system' perform more routine operations at the suborganization. Thus there are two categories of relations between the managerial system and the technical one. One is the communication between its organization, or more specifically, the teachers and an external environment such as pupils and parents. The other is again to facilitate the suborganization, or the teachers. What makes university a complex organization is that administrative personnel in the hierarchical aspect are superior to the technician or the teacher. At the same time, it is the teachers who are in closer touch to cry for their needs that are of a higher professional competence than most of the administrative personal.

Furthurmore, while the technical suborganization is being controlled by the managerial superior, the goals of these organizations, or what these technicians are performing too often are important to the society and therefore, it is the community, or what Parsons termed 'institutional' which, in turn, controls the managerial system. These 'institutions' are, for example, school boards and trustees, most of whom are representatives of various interests. They range from simply providing assurance of 'good practice', or generally accepted norms for the community without much intervention to 'fiduciary' , to a mere regulatory function to the managerial system.

Again, where Parsons distinctively draws the line as to what distinction a complex organization has to that of an ordinary hierarchy is when too often the technical field is more competent in what they do than their superior's managerial counterpart. Thus, the technical necessarily have the last word in the planning and

evaluation of the operations. Along with that, they must also take and share responsibility with their managerial counterparts. In other cases, the managerial and the technicians are the same person. If not, they do not tend to look up or down at each other as boss or employee like in an ordinary hierarchy, but as peers. Similarly there may also be overlaps of functions between institutional and managerial systems in these complex organizations. Parsons described the situation when teaching cannot be effective if the students are simply treated as "customers" with education simply being the commodity. The students should be considered similar to that of a 'membership' in the technical organization whereby imposing even more constraint on the part of managerial to that of the teacher. This is due, in part, because it will cost the managerial on the result of what the student will receive if they were to intervene. Thereby this should leave the technician, or the teacher with even more bargaining power over that of managerial. In other words, what is important is that the teacher must provide 'co-operation' with the student in order for learning to take place. Thus, the teacher must "offer something to induce adequate co-operation." Without the parents and students' contribution, the result will not be at all possible.

Baldrige (1971:107-115) also focused specifically on the university as a complex formal organization. He offered two organizational paradigms that were often applied to the university: the 'bureaucratic' and the 'collegial' models. He suggested that the former did not account for the "uniqueness of universities as organizations" and the latter were "ambiguous", thus he proposed the third called the 'Political model'.

In discussing the university as a bureaucracy, Baldrige referred to the work of Stroup (1971:10) who viewed university characteristics in accordance to Weber (1922). This result in competence as criterion for appointment, appointment of

officials rather than elect, fixed salaries and paid directly by the organization rather than 'free-fee' determination, respect and recognize rank, exclusive career with no involvement of other work, lifestyle centered to the organization, tenure system and a separation between personal and organizational property.

While many of the above bureaucratic elements still exist and validly observable in current university settings such as the formal hierarchy, formal channel of communications, record keeping procedures and so forth, not much of display of power is visible through the Weberian paradigm. Baldrige referred to examples of power as power based on expertise, power based on nonlegitimate threats. The bureaucratic model did not indicated the processes or the struggles of interest groups in forcing decisions to their special interests.

Baldrige further explained the university as a collegium. The main idea is that a university is unique from other bureaucracies and requires full participation from the members of an academic community, or "community of scholars" to manage in its affairs. He qouted **Millet** (1962: 12) as follows:

In so far as the organization of a college or university is concerned. I do not believe that the concept of hierarchy is a realistic representation of the interpersonal relationships that exist within a college or university. Nor do I believe that a structure of hierarchy is a desirable prescription for the organization of a college or university. I would argue that there is another concept of organization just as valuable as a tool of analysis and even more useful as a generalized observation of group and interpersonal behavior. This is the concept of community. The concept of community presupposes an organization in which functions are

differentiated and in which specialization must be brought together, or coordination if you will, is achieved not through a structure of superordination and subordination of persons and groups but through a dynamic of consensus.

Further support of the collegial model is given by **Parsons** (1947:12) in relation to the "professionalization of the academic community." Parsons was a pioneer in drawing the difference between 'official competence' and 'technical competence.' Others extended his definition as to say that university professors are examples of "professionals whose influence depends on their knowledge rather than their formal positions." In other words professionals hold authority on what they know and can do rather than on their official position in the hierarchy. This is distinguishes the university from other organizations. In addition, these professionals should possess the abilities to make their own decisions and their needs freed from the organization's restraints. (**Baldrige** 1971:13). In support of the collegial argument was the growing concern of impersonalization of life, i.e. alienation of students by the mass production of university institutions. **Goodman** (1962:13), in his writing on 'The Community of Scholars', called for more personal interactions between faculty and students to create more personal attention, more humane education and more educational innovation. Finally, Baldrige argued that the collegial model was too ideal and abstract. Of particular relevance was that the collegial model fails to realize the problem of conflict in obtaining a concensus.

Prior to proposing the 'Political' model in examining university governance, Baldrige outlined conflict theory, community power theory and interest groups theory.

Conflict theory originated from the Manifesto by **Marx and Engels** over

the concept of class struggles when they wrote that "the history of all heretofore existing societies is the history of class struggles." Baldrige raised four issues over conflict theory. First of all, conflict theorists stress that the social system consists of many interest groups, each with its own agenda. Secondly, conflict theorists study the interaction of various interest groups particularly on how one group tries to gain advantage over another group. Third, each interest group is built around divergent values. And finally that conflict theorists study of change as their central feature.

Community power theory's major objectives are to study the nature of power in the political system, the role of interest groups with emphasis on goal-setting activities. Baldrige (1971: 15-24) argued that the study of community power theory, or who gets to make the decisions and how they go about acquiring such power, is a step beyond measuring mere efficiency of an organization. And finally, the interest group theory stresses on "the importance of group processes in the determination of the goals of the entire organization."

Baldrige then offered a political model. He viewed a university as a 'dynamic' and, 'politicized' institution where the administrator must play a balancing act of various group's demands against the university's resources. The first step in this political model is social structure. It is important here to look for the differences among various interest groups to find the root cause of conflict which often arises from differences in values and goals. The second step is the process of interest articulation, meaning translation of an interest group passed on to another, or how exactly, through what kind of threats or promises can they do to another interest group in order to secure their resources, or what ever else they may wish. The third is legislative transmission, or the transformation of conflicts into a 'political feasible policy'. Once it is negotiated and agreed upon, the fourth step, formulation of policy,

can be taken. This is when policy is officially announced. The fifth step awaits execution of policy, turning the routine task of implementation over to the bureaucrat, followed by feed back.

In light of systems theory, Buss (1975: 429-445) considered a university as a living system that integrates information flows and energy to "function as a whole by virtue of the interdependence of its part or subsystems." Buss pointed out that while competition exists among the subsystem of a university for their operating funds, the role of the administrator is to minimize such conflict by providing equal priority between research and teaching. At the same time, like Parsons, Buss (1975) suggested that the university must play an active role in the planning and development of its society to prevent itself from entropy. In Buss's own words, this was his recommendation:

A system's hierarchy of values determines its goals and purpose. When we have a situation where the university exclusively values teaching and research within the framework of a largely isolationist policy with respect to society's needs, it is not difficult to anticipate growing alienation between both the students and society at large and the university. What is now necessary for the university if it is to function adequately in tomorrow's world is to adjust its hierarchy of values to give sufficient weight to commitment, involvement, and service to society.

Landau (1972:113) predicted the common path of complex organizations that when an organization becomes developed in the system approaching the steady state, the more complex it will also become. Thus, as an organization grows, it tends to become more hierarchical, structurally differentiated, functionally specific, and

more centrally controlled.

On the connection between a university and its society, Bennis (1970:595-608) had this to ask:-

The relationship between the university and its environment has never been defined in more than an overly abstract way. For some, the university is a citadel, aloof, occasionally lobbing in on society the shells of social criticism. Both the radical left and the conservative right seem to agree on this model, maintaining that to yield to the claims of society will fragment and ultimately destroy the university... the truth is that the university is not self-supporting. The amount available for our educational expenditures relates directly to the valuation of the university by the general community. The extent to which the university's men, ideas and research are valued is commensurate with the amount of economic support it receives (Parsons, 1968).... Thus, the charge of "complicity" of the universities with the power structure is both valid and absurd; without this alleged complicity, there would be no universities.... If I am right that the university must be valued by society in order to be supported, the question is not should the university be involved with society, but what should be the quality of this involvement and with whom?

Elmore (1979) has demonstrated the necessity for integration between legislators, administrator and their local level staff in order to carry out successful implementation. It is critical that policy makers understand and be able to distinguish between regulatory and programmatic approaches to implementation. While the former approach emphasizes hierarchical control and compliance, the latter focuses on delegated control. Such concepts are crucial in a complex organization where goals are too complex to measure as in the case of education. Elmore suggested that successful implementation depends on autonomy provided to the professional who execute the final task and not to force them to comply with rules and enforcement of more rules.

While complexity is usually defined in terms of horizontal, vertical, or spartial differentiation, Elmore had a simpler definition. He defined complexity as a function of both the number of actors and the number of transactions. The more complex an organization or government becomes, the less connection there is between legislation and administration. Or put another way, the more complex, the less control and the more need exists for control. Before we accept the last part, however, Elmore differentiated between hierarchic control and delegated control. For a bottom heavy, loosely coupled organization such as educational institutions, delegated control will better deliver services than hierarchic control, which centralizes and regulates for compliance. Especially because administrators cannot possibly attend all the teaching job, teachers must have the autonomy to design their own curriculum. Administrators can, however, provide integration among teachers of different schools, and provide information on what works best, but not disclose how to do their jobs. Teachers must have room to operate with a certain amount of discretion and autonomy.

To further provide some missions and values in a university setting, Johns Hopkins University offers a classic example. The university was founded in 1867, but instructions did not begin until 1876. **Gilman** (1876), a Yale graduate, was elected to preside over the university in its early years. His philosophy of education was given in his inaugural address:-

Students should be free to select, under guidance, their courses of study, professors should be free of routine; investigators should be free, competent, and willing; research and teaching should supplement each other. The objective of the University is to develop character... Its purpose is not so much to impart knowledge to the pupils, as to whet the appetite, exhibit methods, develop powers, strengthen judgement, and invigorate the intellectual and moral forces. It should prepare for the services of society a class of students who will be wise, thoughtful, progressive guides in whatever department of work of thought they may be engaged.

On a similar note, **Patom Maneerojana** (1988: 100) stated that it is vital for an administrative structure of a university to maintain freedom and authority to self regulate, such that faculty are free from rigid rules and regulations in order to achieve academic freedom. Furthermore he suggested that 'Theory Y' should be more encouraged to enhance openness, authenticity, and trust among members of the organization. Individual compliance to the rules and regulations that are not in the benefit of academic liberty deprive the profession of such academician. (**Uthai Laohavichien**, 1988: 81)

Puey Ungpakorn (1967) briefly touched upon factors to achieve university's objectives. These Factors include:

1. Students with sufficient intellectual foundation
2. Students who are eager to learn their subjects, not just for the sake of being in the university
3. Qualified teachers as well as quantified
4. Atmosphere suitable for learning and research
5. Instruction method that promote understanding rather than memorizing
6. Integration of various subjects both science and social sciences and natural science
7. Good administrative functions(including building)

In sum, a university exist as a complex formal organization and should be treated distinctively different from other forms of organizations if academic value and organizational commitment are to occur. A university is a complex organization because it is made up with many sub systems, an instructor within the university may find him/herself teaching in one department, but fulling administrative duties in another, or responsible for research projects on some other committees. It becomes complex when too often their roles and authority overlap to the point where it is no longer clear who are in the authority to make the final decisions. Nonetheless, for maximum benefit to its constituent, specially the students and the society, professionals educators who are in direct contact with their client the students, should have autonomy is how to conduct their job. Enforcing on compliance of rules will not allow full utilization of their skills to ensure the end result. It should be the task of this research to examine level of hierarchy, degree of autonomy, role conflict and role ambiguity, skill variety, and level of participations to find if any deviation exist between public and private universities and whether they may lead to commitment.

3.6 Summary Despite various definitions on organizational commitment, the main ideas can be classified into affective, continuance and normative commitment. Affective commitment originated by Porter et al. (1974) referred to the degree of personal identification with the organizational goals and values, thus employees will want to exert effort to belong to the organization upon their commitment. Continuance commitment by Becker (1960) claimed that employees will have to weight the cost and benefits before their decisions to leave. Thus, they need to commit because the cost is higher otherwise. Finally, normative commitment by Meyer and Allen (1991) referred to social norm where one is obligated to commit due to external factors. Glisson and Durick (1988) investigated organizational commitment with personal characteristics, job characteristics and organizational characteristics as predictors. In their study on service organizations, they found organizational characteristics as the best predictor of commitment. A similar study Tarter (1993) in university setting, however, found job characteristics as the best predictor of commitment. Public organizations, in general, tend to have shorter tenure and less autonomy compare to private. Nonetheless, since the introduction of service organizations where public are becoming more aware of operating cost and private are taking on more public responsibilities, the differences between public and private organizations are being reduced. A university, however, is a complex organization because it is made up with many sub systems. Beside normal teaching load, an instructor often find him/herself responsible with many other on going projects. Their roles and authority may overlap compare to other organizational structure. Thus it is suggested that autonomy should be given in carrying out their tasks rather than enforcement of rules and regulation since these professionals are in direct contact with the situation. This will, in the process, gain their commitment at the same time maximize the benefit to the university constituents.

CHAPTER 4

A PROPOSED MODEL FOR ANALYSIS

Despite a number of studies on organizational commitment, very few related commitment to the context of higher education. Tarter (1993) was virtually the only researcher that specifically linked the concept of organizational commitment to the context of higher education with particular attention on finding factors affecting organizational commitment of college and university faculty. Incidentally, the model that Tarter modified from Glisson and Durick (1988) is better suited for this research purposes in two folds. First, both studies by Tarter and Glisson and Durick applied Porter et al. (1974) organizational commitment questionnaire, which is considered a highly reliable and most often used instrument to measure organizational commitment. (Downs 1992: 270) Secondly, even Becker (1960), the other dominant figure on organizational commitment admitted that if the emphasis of organizational commitment is on identification rather than internalization, then Porter et al. (1974) Organizational Commitment Questionnaire is better suited. (Becker, Billings, Eveleth and Gilbert 1996: 14) Hence this research is more interested in identification factors that would affect undergraduate instructor's commitment level. Porter et al. (1974) 's definition of organizational commitment as strength of individual's identification would shine a brighter light in regard to the instructor acceptance of university goals and values; willingness to exert effort on behalf of the university; or a desire to maintain organizational membership. Thus, the procedure of this research is to replicate Tarter's model of Organizational Commitment in the Thai university setting. Nonetheless, a second set of organizational commitment measures by O'Reilly and Chatman (1986) was added to reinforce Porter et al. (1974)'s. O'Reilly and Chatman (1986) set of questions extended to measure internalization and compliance as well as

identification factors to commitment. Particular attention will be given to examine if there is any significant difference in organizational commitment across public and private universities.

4.1 The Development of Commitment Model

A number of researches on commitment applied Mowday, Porter and Steers (1982) Organizational Commitment Questionnaire (OCQ) that was originally developed from Porter et al. (1974) as a measure of organizational commitment. (Angle and Perry 1981, Meyer and Allen 1984, Glisson and Durick 1988, Becker 1992, Cohen 1993, Tarter 1993, Hackett, Bycio and Hausdorf 1994, Wallace 1995, and Bishop and Scott 2000) To Mowday, Porter and Steers (1982), organizational commitment meant "a strong belief in the organization's goals and values, a willingness to exert considerable effort on behalf of the organization, and a strong desire to remain a member of the organization." Although this require both attitude and behavioral components, employee commitment are limited by goals and value within the boundary between an individual and that of the organization. This is referred to as 'affective component'. Other researches point to the multi-dimensional aspects of commitment. One is deem to arise from the employee's ability to leave the organization, such that commitment is the individual action to commit oneself. Therefore, it is the individual's perceived capabilities of survival after exiting an organization that acts as the determinant of their level of commitment to the organization. The idea is similar to Becker (1960) side bet theory where one is committed only because the cost is higher otherwise. Meyer, Allen and Gellatly (1990) named this idea 'continuance commitment'. Another dimension to measuring commitment, as suggested by Meyer, Allen and Gellatly (1990) is 'normative

commitment', or an obligation to conform with social norms as a degree to which one is committed. In this light, O'Reilly and Chatman (1986) definition of commitment in terms of internalization, identification and compliance capture the affective, normative and continuance commitment. Thus O'Reilly and Chatman (1986) is added to Porter et al. (1974) to reinforce the measure of organizational commitment.

Glisson and Durick(1988) is among the first commitment model to closely examine predictors of commitment in term of the individual, the job and the organizational factors. Their emphasis is placed on the role of individual's belief in conjunction with their level of job satisfaction. In both Glisson and Durick(1988) and Tarter(1993) commitment and satisfaction are simultaneously treated as dependent variables. Recent models, however, recognizes only organizational commitment and factors that may effect it. These factors have largely remain unchanged between the earlier models. The three factors are personal characteristics, job characteristics, and organizational characteristics.

Following Glisson and Durick(1988), the proposed model is the resultant of a shift in definition of commitment. It is the view that commitment is based on the employee's belief regarding the organization. The highlight of this model is dependent on an employee 's belief. It is suggested that, an employee's belief concerning job experiences is a crucial determinant. In turn, according to Rousseau (1978), the three dimensions that arisen to explain commitment are: organizational characteristics, and individual worker's experience, which affect an employee's belief over an organization. While job characteristics would have an impact on an employee's experience and hence an influence on their belief towards specific work experience and the employee satisfaction. To explain the development of each attitude, James and Tetrick (1986) suggested the use of post-cognitive models in

which the three attitudes can be accountable. This approach to the modeling of commitment lends itself to a great understanding of the factors and their relationship.

4.2 Organizational Commitment Factors

Tarter (1993) and Glisson and Durick(1988) indicated three predictors of organizational commitment. They are job characteristics, organizational characteristics, and personal characteristics. Satisfaction factors in Tarter's model, however is added to this study as an independent variable as suggested by William and Hazer (1986), Mathieu (1991), Becker (1992), Bishop and Scott (2000).

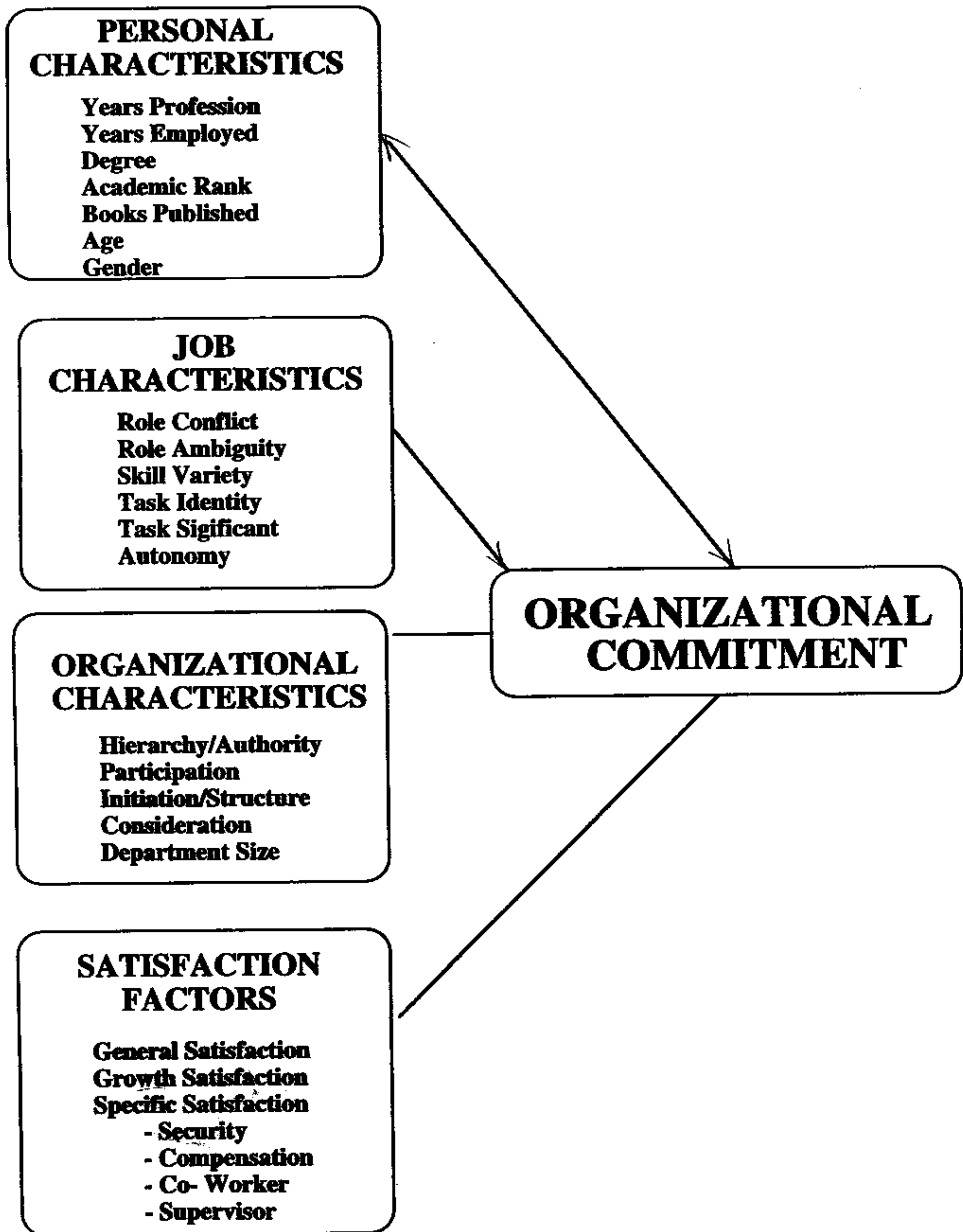
4.2.1 Personal characteristics are measure in terms of years in profession, years employed, academic degree, academic rank, books and articles published, age, and gender. Personal characteristics are often cited as the predictor of organizational commitment. There are a number of measures in worker characteristics that can be used. Past research has put forth a number of such measure and shown their relationship to commitment. For example, Morris and Sherman (1981) noted that older employees, less educated employees and employees with greater sense of competence had higher levels of organizational commitment.

4.2.2 Job characteristics are an amalgam of role conflict, role ambiguity, skill variety, task identity and task significance. Although autonomy was not presented in Tarter's model, it was included in Oldham and Hackman (1980), where Tarter had taken the measure of job characteristics along with where role conflict, role ambiguity, skill variety, task identity and task significance originally came. Role conflict is one job characteristics that is shown to have a negative relationship with commitment by Morris and Koch (1979).

4.2.3 Organizational characteristics consist of hierarchy of authority, participation, initiating structure, consideration, and department size. This is an area that has received little attention, although it has been shown by Morris and Sherman (1981) that some factors such as initiating structure and consideration are significant predictors of organizational commitment.

4.2.4 Satisfaction factors was added to Glisson and Durick(1988) at the suggestion of William and Hazer (1986), Mathieu (1991), Becker (1992), Bishop and Scott (2000) that satisfaction and commitment are strongly related. According to Oldham and Hackman (1980), satisfaction factors consist of growth satisfaction and specific satisfactions towards security, compensation, co-worker and supervisor.

Figure 1: Organizational Commitment Factors



4.3 Logical Relationships Between Independent and Dependent Variables

In Glisson and Durick's study (1988), it was found that worker characteristics (personal characteristics), organizational characteristics and job characteristics explained fifty-six percent of the variance in organizational commitment. Their study comprised of a number of literatures to establish the relationships between some of the sub-variables to organizational commitment. In terms of worker characteristics, older, less educated employees and those with greater sense of competence had a higher level of organizational commitment (Morris and Sherman 1981). Other worker characteristics such as number of years with an organization and extent of their ego involvement with the job, are positively related to commitment (Steven, Beyer, and Trice 1978). In terms of characteristics of the job task, Morris and Koch (1979) and Morris and Sherman (1981) reported role conflict as negatively related to organizational commitment. Other predictors within the category of job related characteristics include task identity, autonomy (Wallace, 1995), optional social interaction in finishing the task, and the extent to which worker's expectation are met (Steers, 1977). In terms of organizational characteristics, significant predictors of organizational commitment were pointed out by Morris and Sherman (1981) and Bateman and Strasser (1984) as leadership in the form of initiating structure, consideration, and punishment behavior. The strongest predictor of organizational commitment was found to be organizational characteristics (Glisson and Durick, 1988: 74). Satisfaction was added to Tarter's model in part because all the variables in Tarter's model account for only 28% explanation on organizational commitment. In addition, William and Hazer (1986), Mathieu (1991), Becker (1992), Bishop and Scott (2000) all suggested satisfaction as strong predictor of commitment.

4.4 Study Hypotheses

- 1: Older, longer tenure and professional years are more likely result in higher organizational commitment.
- 2: Female instructors are more likely to have higher organizational commitment level compare to male instructors.
- 3: Higher Academic Degree are more likely to increase commitment.
- 4: Higher Academic rank are more likely to increase commitment.
- 5: Higher number of books and articles published are more likely to increase commitment.
- 6: Higher role conflict are more likely to result in lower organizational commitment.
- 7: Higher role ambiguity are more likely to result in lower organizational commitment
- 8: Higher degree of skill variety are more likely to result in lower organizational commitment.
- 9: Higher degree of task identity are more likely to result in higher organizational commitment.
- 10: Higher degree of task significant are more likely to result in higher organizational commitment.
- 11: Greater degree of autonomy are more likely to result in higher organizational commitment.
- 12: Higher appeal in job characteristics are more likely to result in higher organizational commitment.
- 13: Greater degree of hierarchy in authority are more likely to result in greater organizational commitment.

- 14: Greater participation in decision making are more likely to result in greater organizational commitment.
- 15: Higher degree of initiating structure are more likely to result in higher organizational commitment.
- 16: Higher consideration are more likely to result in higher organizational commitment.
- 17: Larger department sizes are more likely to result in higher commitment level.
- 18: Higher appeal in organizational characteristics are more likely to result in higher organizational commitment.
- 19: Higher growth satisfaction are more likely to result in stronger organization commitment.
- 20: Higher degree of security satisfaction are more likely to result in stronger organization commitment.
- 21: Higher degree of compensation are more likely to result in stronger organization commitment.
- 22: Higher degree of satisfaction toward co-worker are more likely to result in stronger organization commitment.
- 23: Higher degree of satisfaction toward supervisor are more likely to result in stronger organization commitment.
- 24: Higher satisfaction more likely to result in higher organizational commitment.

4.5 Summary

This chapter proposed a conceptual framework for the analysis of organizational commitment. Following Tarter (1993), who studied organizational commitment of instructors at six public universities in New Jersey, her predictors of commitment included personal characteristics, job characteristics and organizational characteristics. In addition, satisfaction factor was added as suggested by William and Hazer (1986), Mathieu (1991), Becker (1992), and Tarter (1993). Thus, twenty four set of hypotheses are provided.

CHAPTER 5

RESEARCH METHODOLOGY

5.1 Operationalization of Variables

Dependent variable: The variable under investigation here is organizational commitment. It is measured using Porter et al. (1974) eight questions from the Organizational Commitment Questionnaire (OCQ). For each of the questions, respondents are asked to circle a choice on a seven point Likert-scale. An example of the item asked, "I am willing to put in a great deal of effort beyond that normally expected in order to help this institution be successful." The OCQ has been applied extensively on organizational commitment researches including Mowday, Steers, Boulian and Porter (1979), Angle and Perry (1981), Meyer and Allen (1990), Glisson and Durick (1988) with a reliability coefficient of .91, Becker (1992), Cohen (1993), Tarter (1993) with a reliability coefficient of .89, Hackett, Bycio and Hausdorf (1994), and Wallace (1995). In addition, O' Reilly and Chatman's (1986) questions were also added in this study to reinforce Porter et al. (1974) 's questions on commitment.

Independent variables: Following Tarter, there are three sets of independent variables that are believed to be predictors of organizational commitment. They are personal characteristics (worker's characteristics), job characteristics, organizational characteristics and satisfaction factors.

Personal characteristics is replicated from Tarter's personal data section. They included variables such as years in profession, years employed, degree, rank, number of books and articles published, age, and gender. Additional questions concern instructors taking up other activities outside the university following Thavan Vorathepputtipong(1988) definition of commitment index measure.

Job characteristics is represented by four variables from Hackman and Oldham's Job Diagnostic Survey (1980). They are skills variety defined as "The degree to which a job requires a variety of different activities in carrying out the work, involving the use of a number of different skills and talents of the person." (questions 26, 31); task identity defined as "The degree to which a job requires completion of a 'whole' and identifiable piece of work, that is, doing a job from the beginning to end with a visible outcome." (questions 25, 32); task significance defined as "The degree to which the job has a substantial impact on the lives of other people, whether those people are in the immediate organization or in the world at large." (question 27) and autonomy defined as "The degree to which the job provides substantial freedom, independence, and discretion to the individual in scheduling the work and in determining the procedures to be used in carrying it out." (questions 28, 29, 30, 33). Each variables was measured with three questions. (Hackman and Oldham 1980: 78-79, 275-306). Glisson and Durick (1988) obtained an alpha reliabilities of .71 for skill variety, .59 for task identity , and .66 for task significance. Tarter similarly found alpha reliabilities of .75 for skill variety, .57 for task identity , and .67 for task significant. Autonomy was a part of the Hackman and Oldham's (1980) Job Descriptive Survey (JDS) but it was not included in Tarter's study. Nonetheless it may be relevant as supported by Wallace(1995), and thus included in this study as part of job characteristics.

Additional variables for job characteristics included role conflict defined as "dimensions of congruency-incongruency or compatibility-incompatibility in the requirements of the role, where congruency or compatibility is judged relative to a set of standards or conditions which impinge upon role performance." (questions 18-21) and role ambiguity defined as "(1) the predictability of the outcome or responses to one's behavior and (2) the existence or clarity of behavioral requirements, often in terms of input from the environment, which would serve to guide behavior and provide knowledge that the behavior is appropriate." (questions 22-24). They were measured by fifteen and fourteen questions, respectively, from Rizzo, House, and Lirtzman (1970) with a reliability coefficient in Tarter's study of .69 for role conflict and .82 for role ambiguity. Both role ambiguity and role conflict items were found as strong predictors of organizational commitment by studies conducted by Morris and Sherman (1981) and Glisson and Durick (1988).

Organizational characteristics is represented by hierarchy of authority (questions 34,35), participation (questions 38-41), initiating structure (questions 42-46), consideration (questions 47-51) and departmental size (question 7 in the personal data). Hierarchy of authority and participation items were taken from Aiken and Hage (1970). Initiation of structure and consideration questions are from Halpin's (1966) Leadership Behavior Descriptive Questionnaire (LBDQ 1957), a strongly valid construct (Yukl, 1971), (Madron et al., 1976), (Milner et al. 1979), (Dill, 1984), and (Knight and Hosen, 1985). Tarter found reliability coefficients in their study to be .87 for hierarchy of authority, .85 for participation, .96 for consideration, and .91 for initiation of structure. Department size was brought up by Blackburn (1978: 136) who claimed that a minimum departmental size is necessary to facilitate communication with and among the colleagues. Thus an average size falls

between eleven and fifteen members in a department.

Hierarchy of authority and participation are two aspects of centralization within an organization. Hierarchy of authority refers to "the extent to which members are assigned tasks and then provided with the freedom to implement them without interruption from superiors." Participation here refers to "the degree to which staff members participate in setting the goals and policies of the entire organization" (Aiken and Hage, 1970:518).

Initiating structure refers to "the leader's behavior in delineating the relationship between himself and members of the work-group, and in endeavoring to establish well-defined patterns of organization, channels of communication, and methods of procedure."

Consideration refers to "behavior indicative of friendship, mutual trust, respect, and warmth in the relationship between the leader and the member of his staff." , (Halpin, 1966:39).

Satisfaction Factors consisted of growth satisfaction as measured by questions 3, 5, 9, 12. Specific satisfaction variables include security (questions 1, 10), compensation (questions 2, 8), co-worker (questions 6, 11, 15), and supervisor (questions 4, 7, 14) (Hackman and Oldham 1980: 78-79,275-306).

A Summary of measure of research variables can be found in Table 5.1.

Four direct questions are added to reinforce the finding of dependent as well as independent variables as follow:

Question 68: Direct question to measure organizational commitment.

Question 36: Direct question to measure job characteristics.

Question 37: Direct question to measure organizational characteristics.

Question 13: Direct question to measure satisfaction factors.

Table 5.1 The Measure of Research Variables

Variables	Description	Indicators	Question number
Dependent Variable Organizational Commitment	A strong belief in the organization's goals and values, a willingness to exert considerable effort on behalf of the organization, and a strong desire to remain a member of the organization. Chatman defined commitment as Internalization, identification and compliance. Internalization refers to a comparison between individual value to that of the organization. Identification refers to pride, or a desire to be with the organization that are not within the value system and compliance refers to involvement with the organization in exchange for specific extrinsic rewards	A 7-point rating scale was adapted from Porter et al.(1974) Organization Commitment Questionnaire (OCQ) A 7-point rating scale was adapted from Chatman (1986)	52-59 53,55, 60-65
Independent Variables Personal Characteristics	Professional years, Years Employed, Academic Degree, Academic Rank, Books and Article Published, Age, Gender	Blackburn & Behymer (1978)	Personal Data
Job Characteristics	Job characteristics are nature of the job that foster attitudes. The measure includes role conflict, role ambiguity, skill variety, task identity, task significant, and autonomy.		
Role Conflict	Dimensions of congruency-incongruency or compatibility- incompatibility in the requirements of the role, where congruency or compatibility is judged relative to a set of standards or conditions which impinge upon role performance.	A 7-point rating scale was adapted from Rizzo, House and Lirtzman, 1970:155	18-21
Role Ambiguity	(1) the predictability of the outcome or responses to one's behavior and (2) the existence or clarity of behavioral requirements, often in terms of input from the environment, which would serve to guide behavior and provide knowledge that the behavior is appropriate.	A 7-point rating scale was adapted from Rizzo, House and Lirtzman, 1970:155	22-24

Table 5.1 (Continued)

Variables	Description	Indicators	Question number
Skill Variety	The degree to which a job requires a variety of different activities in carrying out the work, involving the use of a number of different skills and talents of the person.	A 7-point rating scale by Hackman and Oldham 1980	26, 31
Task Identity	The degree to which a job requires completion of a 'whole' and identifiable piece of work, that is, doing a job from the beginning to end with a visible outcome.	A 7-point rating scale by Hackman and Oldham 1980	25, 32
Task Significant	The degree to which the job has a substantial impact on the lives of other people, whether those people are in the immediate organization or in the world at large.	A 7-point rating scale by Hackman and Oldham 1980	27
Autonomy	The degree to which the job provides substantial freedom, independence, and discretion to the individual in scheduling the work and in determining the procedures to be used in carrying it out.	A 7-point rating scale by Hackman and Oldham 1980	28,29,30,33
Organizational characteristics	Organizational Characteristics are represented by hierarchy of authority, participation, initiating structure, consideration and departmental size.		
Hierarchy/ authority	The extent to which members are assigned tasks and then provided with the freedom to implement them without interruption from superiors.	A 7-point rating scale was adapted from Aiken and Hage, 1970	34, 35
Participation	The degree to which staff members participate in setting the goals and policies of the entire organization.	A 5-point rating scale was adapted from Aiken and Hage, 1970	38-41
Initiating structure	The leader's behavior in delineating the relationship between himself and members of the work-group, and in endeavoring to establish well-defined patterns of organization, channels of communication, and methods of procedure.	A 5-point rating scale was adapted from Halpin, 1966	42-46
Consideration	Behavior indicative of friendship, mutual trust, respect, and warmth in the relationship between the leader and the member of his staff.	A 5-point rating scale was adapted from Halpin, 1966	47-51

Table 5.1 (Continued)

Variables	Description	Indicators	Question number
Department Size	The number of instructors within a given department.	Blackburn & Behymer (1978)	7 -Personal Data
Satisfaction Factors	Positive emotional state resulting from the appraisal of one's job or job experiences.	Locke (1976)	
Growth satisfaction	Positive attitude towards potential to move upward in the organization.	Job Diagnostic Survey (JDS) Hackman and Oldham (1980) A 7-point rating scale	3,5,9,12
Security satisfaction	Positive attitude towards present and future security on the job.	Job Diagnostic Survey (JDS) Hackman and Oldham (1980) A 7-point rating scale	1, 10
Compensation	Positive attitude toward pay and benefits.	Job Diagnostic Survey (JDS) Hackman and Oldham (1980) A 7-point rating scale	2, 8
Satisfaction towards co-workers	Positive attitude towards co-workers.	Job Diagnostic Survey (JDS) Hackman and Oldham (1980) A 7-point rating scale	6, 11, 15
Satisfaction towards supervisor	Positive attitude towards supervisor.	Job Diagnostic Survey (JDS) Hackman and Oldham (1980) A 7-point rating scale	4, 7, 14

5.2 Sample Selection Methods

From a reported 29,073 instructors in all public and private colleges and universities in Thailand, over 18,110 (62%) belong to colleges and universities within Bangkok Metropolis. There are twelve private universities and nine public universities (limited enrollment universities) in the capital city with more than two hundreds full-time instructors. (Table 5.3) Three from twelve private universities and three from nine public universities were selected using a simple random sampling method. A total of one hundred and sixty questionnaires were sent to instructors at random within each of the six universities as shown in Table 5.2.

Table 5.2 Usable Questionnaire from Each of the Selected Universities

<u>Public Universities</u>	<u>Full Time Instructors</u>	<u>Questionnaire Sent</u>	<u>Usable Questionnaire</u>
Mahidol University	2711	160	83
Kasetart University	1894	160	84
Sri-Nakarinwirot University	1217	160	73
<u>Private Universities</u>	<u>Full Time Instructors</u>	<u>Questionnaire Sent</u>	<u>Usable Questionnaire</u>
Assumption University	896	160	103
Sri-Patum University	419	160	110
South East Asia University	239	160	50
Total	7376	960	503

Table 5.3 Public and Private Universities in Bangkok Metropolis
 (With greater than 200 full-time instructors and limited enrollments)

<u>Public Universities</u>	<u>Number of Full Time Instructors</u>
Chulalongkorn University	2,895
Kasetart University	1,894
Thammasart University	1,103
Mahidol University	2,711
Sri-Nakarinvirot University	1,217
Silpakorn University	664
Prachomklo Institute of Technology, Ladkrabang	750
Prachomklo Institute of Technology, Pranakorn	564
Prachomklo Institute of Technology, Tonburi	406
	12,204
 <u>Private Universities</u>	 <u>Number of Full Time Instructors</u>
Bangkok University	986
Kasem Pandit University	389
St. John University	397
Maha-Nakorn Institute of Technology	422
Dhurakit Pandit University	224
Rangsit University	739
Sripatum University	419
Siam University	462
Thai Chamber of Commerce University	444
Huachio-Chalerm Prakit University	289
Assumption University	896
South East Asia University	239
	5,906
 Grand Total	 18,110

Source: Ministry of University Affairs, 1999

To verify representativeness of the sample, percentage of academic degree complied by the Ministry of University Affairs is provided in Table 5.4 for comparison with that of the sample.(Table 5.5)

Table 5.4 Percentage of Instructors' Academic Degree in 1992 and 1996

	1992		1996	
Academic Degree	Public	Private	Public	Private
Bachelor	14.0	45.0	18.0	41.0
Master	59.0	48.0	56.0	51.0
Doctorate	27.0	7.0	26.0	8.0
TOTAL	100.0	100.0	100.0	100.0

Source: Ministry of University Affairs, 1996

Table 5.5 Percentage of Instructors' Academic Degree Found in the Sample

Academic Degree	Public	Private	Total	(Frequency)
Bachelor	5.0	18.6	12.1	(61)
Master	59.2	74.9	67.4	(339)
Doctorate	35.8	6.5	20.5	(103)
TOTAL	47.7	52.3	100.0	(503)

Percentage comparison of Academic Rank complied by the Ministry of University Affairs to that of the sample in Table 5.6. (no data available on private ratio)

Table 5.6 Percentage of Academic Rank in 1999 compare to the sample

	1999	2001
Academic Rank	Public University MUA Figures	Public University Sample
Lecturer	68.2%	53.3%
Assistant Professor	13.5%	25.4%
Associate Professor	15.3%	18.3%
Professor	2.9%	2.9%
TOTAL	100.0%	100%

Source: Ministry of University Affairs, 1999

5.3 Data Collection Methods

A self administered questionnaire was distributed and collected directly by the researcher across three public and three private universities. This cross sectional survey had taken close to two months beginning on January 31st, 2001 and finishing on March 30th, 2001.

5.4 Data Analysis

Data from the questionnaires will be analyzed using the SPSS program. Among the statistical tools apply are descriptive statistics, cross-tabulations, correlations and multiple regression.

Questions 20, 24, 35, and 60 contained 17.7%, 14.3%, 17.7%, and 18.9% missing or not sure answers respectively constituting the highest four missing items in the entire questionnaire, and are removed from any calculations.

Questions 18, 21, 29, 32, 34, 63, 64, 65, and 67 are recoded such that the answers can be read in the same direction as the main independent and dependent variables.

Once the variables are computed, they are recoded on to an ordinal scale of one through four as shown in Table 5.7 ready for further cross tabulation. And since the data are coded as ordinal scale, Gamma value will be applied to test for the strength of the relationship in the hypotheses.

Table 5.7 Recoding Instructions

	1	2	3	4
Role Conflict	5-8	9-12	13-16	17-18
Role Ambiguit	2-4	5-7	8-10	11-12
Skill Variety	2-4	5-7	8-10	11-12
Task Identity	2-4	5-7	8-10	11-12
Task Significant	1-2	3	4	5-6
Autonomy	4-8	9-13	14-18	19-24
JOB CHARACTERISTICS	34-36	47-59	60-72	73-84
Hierarchy	1-2	3	4	5-6
Participation	4-8	9-12	13-16	17-20
Initiation 5-10	11-15	16-20	21-25	
Consideration	5-10	11-15	16-20	21-25
Department size	1-2	3	4	5
ORG. CHARACTERISTICS	17-31	32-46	47-61	62-77
Growth Satisfaction	4-8	9-13	14-18	19-24
Security	2-4	5-7	8-10	11-12
Compensation	2-4	5-7	8-10	11-12
Co-Worker	6-8	9-11	12-14	15-18
Supervisor	3-6	7-10	11-14	15-18
Additional Satisfaction	2-4	5-7	8-10	11-12
SATISFACTION FACTOR	28-44	45-61	62-78	79-96
Porter	8-17	18-27	28-37	38-48
Chatman	13-19	20-27	28-35	36-42
Additional Commitment	2-4	5-7	8-10	11-12
ORG. COMMITMENT	28-43	44-59	60-75	76-90
Direct Job Char. (m36r)	1-2	3	4	5-6
Direct Org. Char. (m37r)	1-2	3	4	5-6
Direct Satisfaction (m13r)	1	2	3	4
Direct Org. Commit.(m68r)	1	2	3	4

5.5 Summary

This chapter explained the quantitative research methods in this study. Variables were operationalized and linked to the specific questions as shown again in Table 5.1. Sample selection process were described Table 5.2 and Table 5.3 with sample verification to follow in Table 5.4, 5.5 and 5.6. Finally, data collection and data analysis were discussed. Recoding instructions are provided in Table 5.7.

CHAPTER 6

RESEARCH FINDINGS

This chapter is separated into four sections to display the survey results. The first part will describe percentages and frequency that form each of the variables. The second part will contain cross-tabulation results of various independent variables on organizational commitment (direct question) along with hypotheses testings. The third part will illustrate correlations among the variables. The forth will show regression results between the independent variables and the dependent variable.

6.1 Sample Characteristics

6.1.1 Personal Characteristics This section presents descriptive findings of the sample from table 6.1. From 503 instructors included in the sample, 240 are from public universities while 263 are from private universities.

Years Employed: Nearly half (48.4%) of the total sample represent the majority of instructors who put in less than five years of work. Within this group, results show a much higher percentage of instructors from private universities (61.7%) than those from public universities (33.9%). The remaining brackets of years employed shows relatively even distribution of 19.6% for 6-10 years, 17.4% for 11-20, and 14.6% for 21 or more years. For the latter group, however, there are 10 times the amount of instructors with more than 21 years tenure in the public universities compare to private universities of only 2.7%. The mean number of years employed is 9.5 years; 13.1 years for public and 6.2 years for private universities.

Professional Years: A similar pattern is repeated from years employed with a lower percentage (41.9%) belonging to the 5 years or less group and a higher percentage (18.4%) having been a university instructor for more than 21 years. The mean number of years in the profession is 10.8 years; 13.9 years for the public and 7.9 years for private universities.

Age: The majority age group is between 25 - 30 years (20.7%). The rest of the age groups contain roughly even distribution of between 7-16% except for 5.3% of those respondents younger than 25 and 2.9% older than 60. While there are greater number of younger than 35 years old in the private than in the public universities, there are a far greater number of people between 40 - 60 years old in the public than in the private universities. Those older than 60, however are more visible at private universities than at public universities. The mean age is 40 years old. (44 for public and 37 for private)

Gender: There are more female instructors (61.2%) than male instructors (38.8%). The proportion is however, reduced in the private universities (56.3% female: 43.7% male) compare to public universities (66.7% female: 33.3% male).

Nationality: The majority of the sample (94.8%) are Thai. While no foreign instructors from public universities were included in the sample, 10% of the private university instructors are foreign. From the 26 foreign instructors found, 13 are Burmese, 4 are Indian and only 1-2 are of other nationalities.

Academic Degree: By far, the largest group is master's degree holder (67.4%), followed by doctorate degree (20.5%) and the smallest portion is bachelor degree holders (12.1%). While there are three times more bachelor degree

holders in private universities than that of the public (18.6% to 5%), there are five times more doctorate degree holders in public universities than in private universities (35.8% to 6.5%). This leaves private universities with the highest percentage of Master degree holder (74.9%) compare to that of the public (59.2%).

Academic Rank: The majority (74%) of all the respondents are ranked Lecturer. Fifteen percent are Assistant Professor, nine percent are Associate Professor and only 1.8% are Professor. There are almost twice as many Lecturers as the lowest rank in private as compare to public universities (92.8% private: 53.3% public). However, after the entry rank public universities stands a far larger proportion. There are 25.4% Assistant Professor from public universities compare to only 5.7% from private. There are 18.3% Associate Professor in the public compare to only 0.8% in the private. Finally, there are 2.9% Professor from public compare to only 0.8% in the private universities. In short, except for entry rank, public universities contain greater portions of higher academic ranking instructors.

Books Published: A large majority (70.5%) have never published a book. The finding is much in favor of public universities because not only are there more private university instructors with no book published (80.6%) compare to that of the public (59.4%), but the amount of instructors with one or more books continues to be greater on the side of public universities.

Articles Published: A similar pattern to the number of books published can be found. Nonetheless, results show promising percentage reduction of those in private universities who never published an article (73.4%) compare to books. In addition to increasing percentages of those who published articles. Nonetheless, there is still somewhat lower than those from public universities (49.2% for public universities instructors who never published an article, 39.5%

published 1-5 articles compare to private in the same range of only 22.1%).

Administrative Position: While a great majority in both types of universities (81.5%) have never held an administrative post, the figure is still slightly higher for those in private universities (84.4%) compare to those in public universities. (78.3%) Of those who currently hold administrative positions, the percentage is slightly higher in public than in private universities with the exception of department heads and deans which was more common at private universities (4.6% for head departments and 1.5% for deans) compare to public (3.3% for head department and 0.4% for deans).

Former Position: Again a similar pattern is found compare to current status. There remains higher percentages of those with no former position in private universities (79.8%) compare to public universities (67.1%). It is nonetheless interesting to find many times more the number of associate deans, deans and vice presidents in public universities than in the private (8.3 : 1.1% associate dean, 1.3 : 0.4 % dean , and 1.3 : 0 % vice president).

Further study: Only 13.1 % had answered 'yes', they are pursuing a degree program to further enhance their education, the other 86.9 % are not. Interestingly, the majority of those who are continuing on their education programs belong to those in the private universities (19.4%) compare to public (only 6.3%) Leaving a great number of non-degree pursuit in the public universities. (93.8%) Such finding may be as a result of older and already higher academic degree in public universities. At the same time, agree with ministry of university affair's trend that private universities instructor are getting higher academic degree.

Research: When asked to check purpose of research they may or may not be conducting, slightly more than half (54.5%) admitted none. Of those, 68.4% are from private universities while 39.2% are from public. As for those who are currently conducting research, with the exception of a degree program, a higher number of instructors in public universities are in the process of conducting research than that from the private universities. More instructors from public universities are conducting research for the faculty or university (19.6%) compare to private (9.5). But in particular, a great deal more public university instructors are conducting research to gain their academic positions (22.9%) compare to those from private universities (only 3.4%). This confirms the findings on academic rank that more public university instructors are moving towards that direction while few instructors in the private are pursuing. On the other hand, this also confirm that more than twice as many instructors from private universities are pursuing an academic program (three folds if we count academic program without research).

Other Work: A majority (83.5%) are not taking up other work outside their universities. This figure is roughly equal to both the public and private university instructors. In the remaining few percentages, results show that instructors from public universities accept outside jobs that are either with a government agency (5.8%) or some other part-time job (5.0%). While fewer percentages of private instructors when they do go out is even more scattered.

Hours elsewhere: Results show the percentage of instructors from private universities who claim not to be working elsewhere at all is higher than that of the public (83.3% compare to 66.7%)

Subject Areas: Although the faculty were randomly chosen and assigned to cover as many faculty within each university as possible, there are many overlapping subject areas across different faculty of different universities. Nonetheless, the largest group of subject areas seems to be Business Administration (22.1%), followed by Language (13.3%), Social Science (11.9%), Science (10.1%) and Others less than 10%. It must be noted that while certain subjects like Business Administration is a department attached to Social Science in some universities like Sri-Nakarinwirot, they are a separate faculty in most other universities. Likewise, while Language and Economics is attached to Social Science department in some universities they stand alone in others. A few instructors sampled belong in the faculty of Business Administration, however, considered themselves Economic instructors, thus subject areas does not clearly reflect the faculty in which the instructor may belong.

Table 6.1 Personal Characteristics

Personal Characteristics	Public	Private	Total	(Frequency)
Years Employed	(x=13.1)	(x=6.2)	(x=9.5)	
5 years or less	33.9	61.7	48.4	(242)
6 - 10 years	18.8	20.3	19.6	(98)
11- 20 years	19.7	15.3	17.4	(87)
21 years or more	27.6	2.7	14.6	(73)
TOTAL	47.8	52.2	100.0	(500)
Professional Years	($\bar{x}$ =13.9)	(x=7.9)	(x=10.8)	
5 years or less	29.3	53.5	41.9	(209)
6 - 10 years	20.5	20.8	20.6	(103)
11- 20 years	19.2	18.8	19.0	(95)
21 years or more	31.0	6.9	18.4	(92)
TOTAL	47.9	52.1	100.0	(499)
Age	(x=44)	(x=37)	(x=40)	
Younger than 25	2.5	7.9	5.3	(26)
25 - 30 years	10.5	30.2	20.7	(101)
30 - 35 years	10.1	19.8	15.1	(74)
35 - 40 years	15.6	15.9	15.7	(77)
40 - 45 years	12.7	6.7	9.6	(47)
45 - 50 years	18.6	8.3	13.3	(65)
50 - 55 years	17.7	2.8	10.0	(49)
55 - 60 years	11.8	3.2	7.4	(36)
Older than 60	0.4	5.2	2.9	(14)
TOTAL	48.5	51.5	100.0	(489)
Gender				
Male	33.3	43.7	38.8	(195)
Female	66.7	56.3	61.2	(308)
TOTAL	47.7	52.3	100.0	(503)

Table 6.1 (Continued)

Personal Characteristics	Public	Private	Total	(Frequency)
Nationality				
Thai	47.7	47.1	94.8	(477)
American	0.0	0.4	0.2	(1)
English	0.0	0.4	0.2	(1)
Australian	0.0	0.4	0.2	(1)
Burmese	0.0	4.9	2.6	(13)
Indian	0.0	1.5	0.8	(4)
Philipine	0.0	0.8	0.4	(2)
Pakistani	0.0	0.4	0.2	(1)
Others	0.0	1.1	0.6	(3)
TOTAL	47.7	52.3	100.0	(503)
Academic Degree				
Bachelor	5.0	18.6	12.1	(61)
Master	59.2	74.9	67.4	(339)
Doctorate	35.8	6.5	20.5	(103)
TOTAL	47.7	52.3	100.0	(503)
Academic Rank				
Lecturer	53.3	92.8	74.0	(372)
Assistant Professor	25.4	5.7	15.1	(76)
Associate Professor	18.3	0.8	9.1	(46)
Professor	2.9	0.8	1.8	(9)
TOTAL	47.7	52.3	100.0	(503)

Table 6.1 (Continued)

Personal Characteristics	Public	Private	Total	(Frequency)
Books Published	(x=1)	(x=0)	(x=1)	
None	59.4	80.6	70.5	(354)
1 book	18.8	12.5	15.5	(78)
2 books	7.9	2.3	5.0	(25)
3 books	5.9	1.1	3.4	(17)
4 books	4.6	1.5	3.0	(15)
5 books or more	3.3	1.9	2.6	(13)
TOTAL	47.6	52.4	100.0	(502)
Articles Published	(x=3)	(x=1)	(x=2)	
None	49.2	73.4	61.9	(310)
1 to 5	39.5	22.1	30.3	(152)
6 to 10	8.4	3.0	5.6	(28)
11 or more	2.9	1.5	2.2	(11)
TOTAL	47.5	52.5	100.0	(501)
Administrative Position				
None	78.3	84.4	81.5	(410)
Subject Head	8.8	6.1	7.4	(37)
Deputy Head Department	3.3	1.1	2.2	(11)
Head Department	3.3	4.6	4.0	(20)
Associate Dean	5.4	2.3	3.8	(19)
Dean	0.4	1.5	1.0	(5)
Board of Trustee	0.4	0.0	0.2	(1)
TOTAL	47.7	52.3	100.0	(503)

Table 6.1 (Continued)

Personal Characteristics	Public	Private	Total	(Frequency)
Former Position				
None	67.1	79.8	73.7	(370)
Subject Head	9.6	8.4	9.0	(45)
Deputy Head Department	7.5	5.0	6.2	(31)
Head Department	5.0	5.3	5.2	(26)
Associate Dean	8.3	1.1	4.6	(23)
Dean	1.3	0.4	0.8	(4)
Vice President	1.3	0.0	0.6	(3)
TOTAL	47.8	52.2	100.0	(502)
Further Study				
Yes	6.3	19.4	13.1	(66)
No	93.8	80.6	86.9	(437)
TOTAL	47.7	52.3	100.0	(503)
Research				
None	39.2	68.4	54.5	(274)
For Faculty/University	19.6	9.5	14.3	(72)
For Master/Doctoral	5.0	12.2	8.7	(44)
For Private Company	1.3	0.0	0.6	(3)
For Academic Position	22.9	3.4	12.7	(64)
For Self Curiosity	12.1	6.5	9.1	(46)
TOTAL	47.7	52.3	100.0	(503)
Other Work				
None	81.7	85.2	83.5	(420)
Outside Consultant	2.5	2.3	2.4	(12)
Government Agency	5.8	1.1	3.4	(17)
Business Owner	3.8	3.4	3.6	(18)
Business Partner	0.8	3.0	2.0	(10)
Other Part-Time Job	5.0	3.8	4.4	(22)
Political Advisor	0.4	1.1	0.8	(4)
TOTAL	47.7	52.3	100.0	(503)

Table 6.1 (Continued)

Personal Characteristics	Public	Private	Total	(Frequency)
Hours Work Elsewhere				
None	66.7	83.3	75.3	(379)
Less than 5 hours/week	14.6	3.4	8.7	(44)
6 - 10 hours/week	16.7	4.2	10.1	(51)
more than 10 hours/ week	2.1	9.1	5.8	(29)
TOTAL	47.7	52.3	100.0	(503)
Subject Areas				
Law	0.0	3.8	2.0	(10)
Economics	10.8	2.7	6.6	(33)
Math	0.0	3.8	2.0	(10)
Science	10.4	9.9	10.1	(51)
Education	14.6	2.3	8.2	(41)
Nurse	7.9	5.3	6.6	(33)
Business Administration	4.6	38.0	22.1	(111)
Engineer	0.0	15.2	8.0	(40)
Language	14.6	12.2	13.3	(67)
Computer Science	0.8	2.7	1.8	(9)
Medical Science	15.8	0.0	7.6	(38)
Social Science	20.4	4.2	11.9	(60)
TOTAL	47.7	52.3	100.0	(503)

6.1.2 Job Characteristics This section describe the sample attitude toward each of the independent variable within Job Characteristics from Table 6.2.

Role Conflict: A majority 47.6% believe there is moderate role conflict. The percentages are roughly the same in both public and private universities. While the highest frequencies appeared between slightly agree to slightly disagree in three out of four role conflict items, 42.5%, or most of the sample strongly agreed to question 19 that they receive assignments within their training and capacities.

Role Ambiguity: A majority 46.2% believe there is less role ambiguity. This is even more so with sample from public universities who claimed least role ambiguity as their highest frequency percentage. This is evidence specially in question 23 when 59.6% of the private strongly agreed that they knew their responsibilities compare to 41.1% of those in the private.

Skill Variety : A majority 46.8% find moderate skill variety in performing their job. Nonetheless, in both questions 26 and 31, considerably larger percentage of the sample in the public universities were found strongly agree that their task required high variety and level of skill compare to private.

Task Identity : A majority 47.7% find moderate task identity when asked if their job can be identified as part of the whole or final outcome. While slightly higher public universities instructors believe that the result of their activities can be easily seen in the final outcome compare to those in the private.

Task Significant : A great majority 55.4% find that their job significantly affect the lives or well being of other people. Nonetheless, this is more so with the public universities instructors than private.

Autonomy: A great majority 59.2% find their job highly autonomous. Nonetheless, higher autonomy is found in public universities with 70.4% compare to private universities with 49%. This is clearly evidence in question 33 when asked about freedom in deciding student's grade, 62.9% strongly agreed in public universities compare to only 22.4% in the private.

With over all job characteristics, the majority 45.3% find moderate appeal in their job, 32.6% find low appeal, 17.9% find high appeal and only 4.1% found no appeal. While the percentage of those who find low appeal in private universities at 43.4% is more than twice that of the public 20.3%, a linear relationship is found where 24.7% find high appeal in public universities compare to 12.1% in the private.

Table 6.2 Job Characteristics

Job Characteristics	Public	Private	Total	(Frequency)
Role Conflict				
Question 18: I work under incompatible policies and guidelines.				
Strongly Agree	10.0	6.8	8.3	(42)
Moderately Agree	15.4	13.7	14.5	(73)
Slightly Agree	18.8	19.8	19.3	(97)
Slightly Disagree	19.6	24.7	22.3	(112)
Moderately Disagree	12.5	15.2	13.9	(70)
Strongly Disagree	11.3	15.6	13.5	(68)
Not Sure	10.4	4.2	7.2	(36)
Missing	2.1	0.0	1.0	(5)
TOTAL	47.7	52.3	100.0	(503)
Question 19: I receive assignments that are within my training and capability.				
Strongly Agree	44.2	41.1	42.5	(214)
Moderately Agree	30.8	26.2	28.4	(143)
Slightly Agree	14.6	20.5	17.7	(89)
Slightly Disagree	5.0	6.8	6.0	(30)
Moderately Disagree	2.5	4.2	3.4	(17)
Strongly Disagree	1.7	0.8	1.2	(6)
Not Sure	0.8	0.4	0.6	(3)
Missing	0.4	0.0	0.2	(1)
TOTAL	47.7	52.3	100.0	(503)
Question 20: I receive incompatible requests from two or more people.				
Strongly Agree	5.8	3.8	4.8	(24)
Moderately Agree	8.8	9.9	9.3	(47)
Slightly Agree	16.3	22.4	19.5	(98)
Slightly Disagree	23.3	23.6	23.5	(118)
Moderately Disagree	13.3	14.1	13.7	(69)
Strongly Disagree	10.8	12.2	11.5	(58)
Not Sure	16.7	12.5	14.5	(73)
Missing	5.0	1.5	3.2	(16)
TOTAL	47.7	52.3	100.0	(503)

Table 6.2 (Continued)

Job Characteristics	Public	Private	Total	(Frequency)
Question 21: I receive an assignment without adequate resources.				
Strongly Agree	17.5	16.7	17.1	(86)
Moderately Agree	17.1	9.5	13.1	(66)
Slightly Agree	25.4	22.8	24.1	(121)
Slightly Disagree	14.6	21.3	18.1	(91)
Moderately Disagree	12.1	13.3	12.7	(64)
Strongly Disagree	10.0	12.9	11.5	(58)
Not Sure	2.5	3.4	3.0	(15)
Missing	0.8	0.0	0.4	(2)
TOTAL	47.7	52.3	100.0	(503)

Role Conflict (summation)

High	14.1	11.1	12.4	(56)
Moderate	47.1	48.0	47.6	(214)
Less	33.0	32.4	32.7	(147)
Least	5.8	8.6	7.3	(33)
TOTAL	45.8	54.2	100.0	(450)

Role Ambiguity**Question 22: I feel certain about how much authority I have.**

Strongly Agree	21.7	12.2	16.7	(84)
Moderately Agree	28.3	20.5	24.3	(122)
Slightly Agree	21.7	31.6	26.8	(135)
Slightly Disagree	9.2	12.5	10.9	(55)
Moderately Disagree	3.8	6.8	5.4	(27)
Strongly Disagree	5.4	4.9	5.2	(26)
Not Sure	8.8	11.0	9.9	(50)
Missing	1.3	0.4	0.8	(4)
TOTAL	47.7	52.3	100.0	(503)

Table 6.2 (Continued)

Job Characteristics	Public	Private	Total	(Frequency)
Question 23: I know what my responsibilities are.				
Strongly Agree	59.6	41.1	49.9	(251)
Moderately Agree	20.8	24.3	22.7	(114)
Slightly Agree	9.6	21.7	15.9	(80)
Slightly Disagree	4.2	8.4	6.4	(32)
Moderately Disagree	1.3	1.1	1.2	(6)
Strongly Disagree	0.8	1.1	1.0	(5)
Not Sure	3.3	1.9	2.6	(13)
Missing	0.4	0.4	0.4	(2)
TOTAL	47.7	52.3	100.0	(503)
Question 24: I feel certain about how I will be evaluated for a raise.				
Strongly Agree	10.4	8.7	9.5	(48)
Moderately Agree	19.6	15.6	17.5	(88)
Slightly Agree	16.7	20.9	18.9	(95)
Slightly Disagree	20.4	16.7	18.5	(93)
Moderately Disagree	8.3	9.1	8.7	(44)
Strongly Disagree	11.3	13.7	12.5	(63)
Not Sure	13.3	14.8	14.1	(71)
Missing	0.0	0.4	0.2	(1)
TOTAL	47.7	52.3	100.0	(503)
Role Ambiguity (summation)				
High	2.4	2.6	2.5	(11)
Moderate	10.5	20.5	15.7	(69)
Less	42.9	49.3	46.2	(203)
Least	44.3	27.5	35.5	(156)
TOTAL	47.8	52.2	100.0	(439)

Table 6.2 (Continued)

Job Characteristics	Public	Private	Total	(Frequency)
Skill Variety				
Question 26: The job requires a number of different skills and talents.				
Strongly Agree	37.9	21.3	29.2	(147)
Moderately Agree	28.8	23.2	25.8	(130)
Slightly Agree	20.4	26.2	23.5	(118)
Slightly Disagree	7.1	14.4	10.9	(55)
Moderately Disagree	0.8	5.3	3.2	(16)
Strongly Disagree	2.1	3.0	2.3	(13)
Not Sure	2.1	6.1	4.2	(21)
Missing	0.8	0.4	0.6	(3)
TOTAL	47.7	52.3	100.0	(503)
Question 31: The job requires me to use a number of complex skills.				
Strongly Agree	41.7	22.1	31.4	(158)
Moderately Agree	28.3	32.3	30.4	(153)
Slightly Agree	19.2	25.9	22.7	(114)
Slightly Disagree	5.4	10.6	8.2	(41)
Moderately Disagree	1.7	4.2	3.0	(15)
Strongly Disagree	0.8	1.9	1.4	(7)
Not Sure	2.1	2.7	2.4	(12)
Missing	0.8	0.4	0.6	(3)
TOTAL	47.7	52.3	100.0	(503)
Skill Variety (summation)				
High	44.5	26.1	35.1	(165)
Moderate	45.0	48.5	46.8	(220)
Less	9.2	21.2	15.3	(72)
Least	1.3	4.1	2.8	(13)
TOTAL	51.3	48.7	100.0	(470)

Table 6.2 (Continued)

Job Characteristics	Public	Private	Total	(Frequency)
Task Identity				
Question 25: My job involve doing a whole and identifiable piece of work.				
Strongly Agree	21.3	16.3	18.7	(94)
Moderately Agree	30.0	23.6	26.6	(134)
Slightly Agree	15.8	28.9	22.7	(114)
Slightly Disagree	15.0	15.2	15.1	(76)
Moderately Disagree	7.1	4.6	5.8	(29)
Strongly Disagree	5.4	2.7	4.0	(20)
Not Sure	4.6	8.7	6.8	(34)
Missing	0.8	0.0	0.4	(2)
TOTAL	47.7	52.3	100.0	(503)
Question 32: The job is arranged so that I do not have the chance to do an entire piece of work from beginning to end.				
Strongly Agree	3.3	3.0	3.2	(16)
Moderately Agree	9.6	9.5	9.5	(48)
Slightly Agree	9.6	11.4	10.5	(53)
Slightly Disagree	19.2	24.3	21.9	(110)
Moderately Disagree	24.2	22.1	23.1	(116)
Strongly Disagree	25.4	19.4	22.3	(112)
Not Sure	5.8	9.5	7.8	(39)
Missing	2.9	0.8	1.8	(9)
TOTAL	47.7	52.3	100.0	(503)
Task Identity (summation)				
High	23.0	19.0	20.9	(90)
Moderate	47.8	47.5	47.7	(205)
Less	25.4	31.2	28.4	(122)
Least	3.8	2.3	3.0	(13)
TOTAL	48.6	51.4	100.0	(430)

Table 6.2 (Continued)

Job Characteristics	Public	Private	Total	(Frequency)
Task Significant				
Question 27: Results of my work significantly affect the lives of other people.				
Strongly Agree	30.8	21.3	25.8	(130)
Moderately Agree	28.8	21.7	25.0	(126)
Slightly Agree	22.5	25.9	24.3	(122)
Slightly Disagree	6.3	14.4	10.5	(53)
Moderately Disagree	1.3	6.1	3.8	(19)
Strongly Disagree	1.3	3.4	2.4	(12)
Not Sure	8.8	6.8	7.8	(39)
Missing	0.4	0.4	0.4	(2)
TOTAL	47.7	52.3	100.0	(503)
Task Significant (summation)				
High	65.6	46.3	55.4	(256)
Moderate	24.8	27.9	26.4	(122)
Less	6.9	15.6	11.5	(53)
Least	2.8	10.2	6.7	(31)
TOTAL	47.2	52.8	100.0	(462)
Autonomy				
Question 28: The job permit me to decide on how to conduct a class.				
Strongly Agree	57.1	42.2	49.3	(248)
Moderately Agree	24.2	24.0	24.1	(121)
Slightly Agree	11.3	18.3	14.9	(75)
Slightly Disagree	2.1	9.1	5.8	(29)
Moderately Disagree	2.1	2.3	2.2	(11)
Strongly Disagree	1.7	2.3	2.0	(10)
Not Sure	1.3	1.5	1.4	(7)
Missing	0.4	0.4	0.4	(2)
TOTAL	47.7	52.3	100.0	(503)

Table 6.2 (Continued)

Job Characteristics	Public	Private	Total	(Frequency)
Question 29: The job denies me any chance to use my personal initiative.				
Strongly Agree	5.0	4.2	4.6	(23)
Moderately Agree	5.4	10.6	8.2	(41)
Slightly Agree	10.4	15.6	13.1	(66)
Slightly Disagree	20.8	21.7	21.3	(107)
Moderately Disagree	20.8	17.9	19.3	(97)
Strongly Disagree	34.6	26.2	30.2	(152)
Not Sure	2.5	3.0	2.8	(14)
Missing	0.4	0.8	0.6	(3)
TOTAL	47.7	52.3	100.0	(503)

Question 30: The job gives me considerable opportunity for independence and freedom in how I do the work.

Strongly Agree	41.3	30.8	35.8	(180)
Moderately Agree	28.8	25.9	27.2	(137)
Slightly Agree	17.1	24.0	20.7	(104)
Slightly Disagree	7.5	10.3	8.9	(45)
Moderately Disagree	1.7	4.6	3.2	(16)
Strongly Disagree	2.1	2.3	2.2	(11)
Not Sure	1.7	1.5	1.6	(8)
Missing	0.0	0.8	0.4	(2)
TOTAL	47.7	52.3	100.0	(503)

Question 33: I have the freedom in deciding my students' grade.

Strongly Agree	62.9	22.4	41.7	(210)
Moderately Agree	19.6	23.2	21.5	(108)
Slightly Agree	7.1	17.9	12.7	(64)
Slightly Disagree	3.8	16.0	10.1	(51)
Moderately Disagree	1.3	7.6	4.6	(23)
Strongly Disagree	2.5	9.9	6.4	(32)
Not Sure	2.1	2.7	2.4	(12)
Missing	0.8	0.4	0.6	(3)
TOTAL	47.7	52.3	100.0	(503)

Table 6.2 (Continued)

Job Characteristics	Public	Private	Total	(Frequency)
Autonomy (summation)				
High	70.4	49.0	59.2	(277)
Moderate	25.1	36.7	31.2	(146)
Less	3.6	13.1	8.5	(40)
Least	0.9	1.2	1.1	(5)
TOTAL	47.6	52.4	100.0	(468)
Job Characteristics (summation)				
High Appeal	24.7	12.1	17.9	(61)
Moderate Appeal	52.5	39.0	45.3	(154)
Low Appeal	20.3	43.4	32.6	(111)
No Appeal	2.5	5.5	4.1	(14)
TOTAL	46.5	53.5	100.0	(340)
Direct Job Characteristics				
High Appeal	60.8	56.8	58.7	(280)
Moderate Appeal	26.0	26.0	26.0	(124)
Low Appeal	6.6	11.6	9.2	(44)
No Appeal	6.6	5.6	6.1	(29)
TOTAL	47.6	52.4	100.0	(477)

6.1.3 Organizational Characteristics This section describes the sample attitude toward each of the independent variable within organizational characteristics from Table 6.3.

Hierarchy/Authority: The result is mixed in term of hierarchy and authority. Despite 31.2% of the sample believing that there is high amount of hierarchy and authority, 28.6% also believe that it least existed in their universities. A similar pattern can be found in both public and private universities with 6.5% more private universities instructors finding high hierarchy and authority than 27.8% in the public.

Participation: A great majority least participated in decision making. While 49.4% least participated in public universities, a 25% higher, or 74.4% in private universities least participated in decision makings.

Initiation/Structure: Most instructor sampled find moderate initiation/structure 46.9% . A similar pattern can be found in both public and private universities. They find that their higher authority often see to it that the work of faculty members is coordinated and meet the deadlines.

Consideration: 36.2% or most instructor sampled find moderate consideration from their head department. Almost the same pattern can be seen in both public and private universities through all consideration questions.

Department Size: 32.8% find department size to be between 10-20 instructors, 28.4% less than 10 instructors, 13.3% between 31-40 instructors and 8.7% find more than 40 instructors. Department size of less than 20 instructors appear slightly more in private universities at 68.1 % compare to public at 53.8%.

Looking at organizational characteristics as a whole, instructors are evenly split between moderate appeal and low appeal. Nonetheless, slightly more public universities instructors are finding moderate appeal 46.1% compare to private at 39.2%.

Table 6.3 Organizational Characteristics

Organizational Characteristics	Public	Private	Total	(Frequency)
Hierarchy/Authority				
Question 34: Little action can be taken until my head department approves.				
Strongly Agree	13.3	16.3	14.9	(75)
Moderately Agree	11.7	14.8	13.3	(67)
Slightly Agree	20.0	19.0	19.5	(98)
Slightly Disagree	15.0	18.6	16.9	(85)
Moderately Disagree	15.4	13.3	14.3	(72)
Strongly Disagree	14.6	8.7	11.5	(58)
Not Sure	8.8	8.0	8.3	(42)
Missing	1.3	1.1	1.2	(6)
TOTAL	47.7	52.3	100.0	(503)
Question 35: A person who wants to make his/her own decisions would be quickly discouraged here.				
Strongly Agree	6.7	8.7	7.8	(39)
Moderately Agree	11.3	11.0	11.1	(56)
Slightly Agree	11.7	18.6	15.3	(77)
Slightly Disagree	19.6	20.5	20.1	(101)
Moderately Disagree	16.7	8.4	12.3	(62)
Strongly Disagree	17.5	14.1	15.7	(79)
Not Sure	10.8	12.9	11.9	(60)
Missing	5.8	5.7	5.8	(29)
TOTAL	47.7	52.3	100.0	(503)
Hierarchy/Authority (summation)				
High	27.8	34.3	31.2	(142)
Moderate	22.2	20.9	21.5	(98)
Less	16.7	20.5	18.7	(85)
Least	33.3	24.3	28.6	(130)
TOTAL	47.5	52.5	100.0	(455)

Table 6.3 (Continued)

Organizational Characteristics	Public	Private	Total	(Frequency)
Participation				
Question 38: How often do you participate in decisions to hire new faculty?				
Always	13.3	4.2	8.5	(43)
Often	10.0	6.1	8.0	(40)
Occasionally	18.3	8.7	13.3	(67)
Seldom	15.8	15.6	15.7	(79)
Never	42.5	65.0	54.3	(273)
Missing	0.0	0.4	0.2	(1)
TOTAL	47.7	52.3	100.0	(503)
Question 39: How often do you participate in decisions to promote a faculty?				
Always	4.2	4.9	4.6	(23)
Often	6.7	3.4	5.0	(25)
Occasionally	11.3	8.0	9.5	(48)
Seldom	7.1	6.5	6.8	(34)
Never	70.4	76.8	73.8	(371)
Missing	0.4	0.4	0.4	(2)
TOTAL	47.7	52.3	100.0	(503)
Question 40: How often do you participate in decisions to adopt new policies?				
Always	8.3	4.9	6.6	(33)
Often	15.8	8.0	11.7	(59)
Occasionally	26.3	15.6	20.7	(104)
Seldom	22.5	17.5	19.9	(100)
Never	27.1	53.6	41.0	(206)
Missing	0.0	0.4	0.2	(1)
TOTAL	47.7	52.3	100.0	(503)

Table 6.3 (Continued)

Organizational Characteristics	Public	Private	Total	(Frequency)
Question 41: How often do you participate in decisions to adopt new program?				
Always	6.3	4.2	5.2	(26)
Often	20.4	8.4	14.1	(71)
Occasionally	26.7	20.2	23.3	(117)
Seldom	21.3	15.6	18.3	(92)
Never	25.4	51.3	39.0	(196)
Missing	0.0	0.4	0.2	(1)
TOTAL	47.7	52.3	100.0	(503)
Participation (summation)				
High	4.6	4.6	4.6	(23)
Moderate	15.1	8.4	11.6	(58)
Less	31.0	12.6	21.4	(107)
Least	49.4	74.4	62.5	(313)
TOTAL	47.7	52.3	100.0	(501)
Initiation/Structure				
Question 42: My head department makes his/her attitude clear to the faculty.				
Always	10.8	13.3	12.1	(61)
Often	23.3	27.0	25.2	(127)
Occasionally	39.2	29.7	34.2	(172)
Seldom	15.0	16.7	15.9	(80)
Never	6.7	8.4	7.6	(38)
Missing	5.0	4.9	5.0	(25)
TOTAL	47.7	52.3	100.0	(503)
Question 43: My head department criticizes poor work.				
Always	2.5	4.2	3.4	(17)
Often	7.9	12.2	10.1	(51)
Occasionally	29.6	25.1	27.2	(137)
Seldom	21.3	21.3	21.3	(107)
Never	32.5	31.9	32.2	(162)
Missing	6.3	5.3	5.8	(29)
TOTAL	47.7	52.3	100.0	(503)

Table 6.3 (Continued)

Organizational Characteristics	Public	Private	Total	(Frequency)
Question 44: My head department assigns faculty members to particular tasks.				
Always	18.8	16.3	17.5	(88)
Often	33.3	37.6	35.6	(179)
Occasionally	29.2	25.1	27.0	(136)
Seldom	7.5	13.3	10.5	(53)
Never	6.3	2.7	4.4	(22)
Missing	5.0	4.9	5.0	(25)
TOTAL	47.7	52.3	100.0	(503)
Question 45: My head department emphasizes the meeting of deadlines.				
Always	20.0	25.1	22.7	(114)
Often	31.7	35.0	33.4	(168)
Occasionally	22.9	23.2	23.1	(116)
Seldom	15.4	6.8	10.9	(55)
Never	6.7	4.9	5.8	(29)
Missing	3.3	4.9	4.2	(21)
TOTAL	47.7	52.3	100.0	(503)
Question 46: My head department sees to it that the work is coordinated.				
Always	13.3	17.9	15.7	(79)
Often	30.0	26.6	28.2	(142)
Occasionally	27.9	28.9	28.4	(143)
Seldom	15.0	13.7	14.3	(72)
Never	11.3	7.6	9.3	(47)
Missing	2.5	5.3	4.0	(20)
TOTAL	47.7	52.3	100.0	(503)
Initiation/Structure (summation)				
High	8.8	9.8	9.3	(43)
Moderate	43.5	49.8	46.9	(216)
Less	40.3	33.9	36.9	(170)
Least	7.4	6.5	6.9	(32)
TOTAL	46.9	53.1	100.0	(461)

Table 6.3 (Continued)

Organizational Characteristics	Public	Private	Total	(Frequency)
Consideration				
Question 47: My head department does little things to make it pleasant.				
Always	15.0	17.5	16.3	(82)
Often	20.0	25.1	22.7	(114)
Occasionally	29.2	26.2	27.6	(139)
Seldom	21.7	15.6	18.5	(93)
Never	11.3	11.0	11.1	(56)
Missing	2.9	4.6	3.8	(19)
TOTAL	47.7	52.3	100.0	(503)
Question 48: My head department find time to listen to faculty members.				
Always	15.4	15.2	15.3	(77)
Often	27.5	30.0	28.8	(145)
Occasionally	28.3	28.1	28.2	(142)
Seldom	20.4	16.3	18.3	(92)
Never	6.3	5.7	6.0	(30)
Missing	2.1	4.6	3.4	(17)
TOTAL	47.7	52.3	100.0	(503)
Question 49: My head department looks out for personal welfare of members.				
Always	14.6	14.1	14.3	(72)
Often	19.2	20.9	20.1	(101)
Occasionally	32.1	31.9	32.0	(161)
Seldom	20.4	17.5	18.9	(95)
Never	11.7	9.9	10.7	(54)
Missing	2.1	5.7	4.0	(20)
TOTAL	47.7	52.3	100.0	(503)

Table 6.3 (Continued)

Organizational Characteristics	Public	Private	Total	(Frequency)
Question 50: My head department treats all faculty members as his/her equals.				
Always	23.3	18.6	20.9	(105)
Often	24.2	28.1	26.2	(132)
Occasionally	25.8	26.6	26.2	(132)
Seldom	13.8	12.2	12.9	(65)
Never	8.3	9.1	8.7	(44)
Missing	4.6	5.3	5.0	(25)
TOTAL	47.7	52.3	100.0	(503)
Question 51: My head department gets faculty approval before going ahead.				
Always	25.8	15.6	20.5	(103)
Often	35.8	30.8	33.2	(167)
Occasionally	20.8	24.3	22.7	(114)
Seldom	10.0	17.9	14.1	(71)
Never	5.4	6.5	6.0	(30)
Missing	2.1	4.9	3.6	(18)
TOTAL	47.7	52.3	100.0	(503)
Consideration (summation)				
High	20.7	19.9	20.3	(96)
Moderate	38.3	34.1	36.2	(171)
Less	28.2	33.7	31.1	(147)
Least	12.8	12.2	12.5	(59)
TOTAL	48.0	52.0	100.0	(473)
Department Size (Personal Data: Question 7)				
Less than 10	25.4	31.2	28.4	(143)
10 - 20	28.3	36.9	32.8	(165)
21 - 30	17.9	15.6	16.7	(84)
31 - 40	22.5	4.9	13.3	(67)
More than 40	5.8	11.4	8.7	(44)
TOTAL	47.7	52.3	100.0	(503)

Table 6.3 (Continued)

Organizational Characteristics	Public	Private	Total	(Frequency)
Department Size (summation)				
Less than 20	53.8	68.1	61.2	(308)
21 - 30	17.9	15.6	16.7	(84)
31 - 40	22.5	4.9	13.3	(67)
More than 40	5.8	11.4	8.7	(44)
TOTAL	47.7	52.3	100.0	(503)
Organizational Characteristics (summation)				
High Appeal	8.8	6.3	7.5	(31)
Moderate Appeal	46.1	39.2	42.4	(176)
Low Appeal	39.9	44.6	42.4	(176)
No Appeal	5.2	9.9	7.7	(32)
TOTAL	46.5	53.5	100.0	(415)
Direct Org. Characteristics				
High Appeal	50.7	49.6	50.1	(236)
Moderate Appeal	26.9	27.0	27.0	(127)
Low Appeal	17.5	13.3	15.3	(72)
No Appeal	4.9	10.1	7.6	(36)
TOTAL	47.3	52.7	100.0	(471)

6.1.4 Satisfaction Factors This section describes the sample attitude toward each of the Satisfaction Factors from Table 6.4.

Growth Satisfaction: 53.5% of the instructor sampled find moderate growth satisfaction, almost the same figure is applied in both public and private universities. A similar pattern can be found in all growth satisfaction questions where most instructors claimed between moderately to slightly sufficient.

Security: The majority of instructors find moderate security at 61.1%, about the same in both public and private. The percentage who find high security in public universities, however, is 10% higher than those in the private.

Compensation: The majority of instructors find less compensation at 44.2%. The percentage are similar in both public and private universities.

Co-Worker: The majority of instructors find moderate degree of satisfaction toward their Co-Workers at 43.7%. The percentage are similar in both public and private universities.

Supervisor: The majority of instructors find moderate degree of satisfaction toward their Supervisor at 47.9%. The percentage are similar in both public and private universities.

Additional Satisfaction: When asked about satisfaction toward their students, majority of public university instructors are slightly satisfied while the majority of private university instructors are slightly dissatisfied. When asked whether they would repeat the decision to teach where they belong again the majority 31.2% would.

Overall, 49.7% found moderate satisfaction. A similar pattern occurs for both public and private universities.

Table 6.4 Satisfaction Factors

Satisfaction Factors	Public	Private	Total	(Frequency)
Growth Satisfaction				
Question 3: Amount of personal growth and development in doing my work.				
Extremely Sufficient	6.3	2.7	4.4	(22)
Moderately Sufficient	21.3	20.9	21.1	(106)
Slightly Sufficient	40.8	32.3	36.4	(183)
Slightly Insufficient	20.8	28.5	24.9	(125)
Moderately Insufficient	6.7	10.6	8.7	(44)
Extremely Insufficient	1.3	1.1	1.2	(6)
Not Sure	2.1	3.4	2.8	(14)
Missing	0.8	0.4	0.6	(3)
TOTAL	47.7	52.3	100.0	(503)
Question 5:Feeling of worthwhile accomplishment I get from doing my work.				
Extremely Sufficient	15.0	11.0	12.9	(65)
Moderately Sufficient	28.8	28.1	28.4	(143)
Slightly Sufficient	30.8	35.4	33.2	(167)
Slightly Insufficient	16.3	18.3	17.3	(87)
Moderately Insufficient	4.6	4.2	4.4	(22)
Extremely Insufficient	2.1	2.3	2.2	(11)
Not Sure	1.7	0.8	1.2	(6)
Missing	0.8	0.0	0.4	(2)
TOTAL	47.7	52.3	100.0	(503)
Question 9: Amount of discretion I can exercise in my job.				
Extremely Sufficient	19.2	8.7	13.7	(69)
Moderately Sufficient	36.7	33.5	35.0	(176)
Slightly Sufficient	30.8	38.4	34.8	(175)
Slightly Insufficient	7.5	13.7	10.7	(54)
Moderately Insufficient	3.3	3.0	3.2	(16)
Extremely Insufficient	0.8	1.5	1.2	(6)
Not Sure	1.3	1.1	1.2	(6)
Missing	0.4	0.0	0.2	(1)
TOTAL	47.7	52.3	100.0	(503)

Table 6.4 (Continued)

Satisfaction Factors	Public	Private	Total	(Frequency)
Question 12: The amount of challenge in my job.				
Extremely Sufficient	16.3	9.5	12.7	(64)
Moderately Sufficient	33.3	24.7	28.8	(145)
Slightly Sufficient	33.3	33.5	33.4	(168)
Slightly Insufficient	8.3	20.5	14.7	(74)
Moderately Insufficient	3.8	6.8	5.4	(27)
Extremely Insufficient	2.1	2.7	2.4	(12)
Not Sure	0.8	0.0	0.4	(2)
Missing	2.1	2.3	2.2	(11)
TOTAL	47.7	52.3	100.0	(503)
Growth Satisfaction (summation)				
High	37.3	25.7	31.2	(145)
Moderate	53.6	53.5	53.5	(249)
Less	8.2	19.6	14.2	(66)
Least	0.9	1.2	1.1	(5)
TOTAL	47.3	52.7	100.0	(465)
Security				
Question 1: The amount of job security I have.				
Extremely Sufficient	25.0	12.9	18.7	(94)
Moderately Sufficient	42.1	33.5	37.6	(189)
Slightly Sufficient	20.0	33.8	27.2	(137)
Slightly Insufficient	4.6	9.9	7.4	(37)
Moderately Insufficient	2.5	2.7	2.6	(13)
Extremely Insufficient	1.7	0.8	1.2	(6)
Not Sure	2.5	5.7	4.2	(21)
Missing	1.7	0.8	1.2	(6)
TOTAL	47.7	52.3	100.0	(503)

Table 6.4 (Continued)

Satisfaction Factors	Public	Private	Total	(Frequency)
Question 10: How secure things look for me in the future at this institution.				
Extremely Sufficient	16.7	11.0	13.7	(69)
Moderately Sufficient	30.8	28.9	29.8	(150)
Slightly Sufficient	27.9	29.7	28.8	(145)
Slightly Insufficient	10.4	13.7	12.1	(61)
Moderately Insufficient	2.9	3.0	3.0	(15)
Extremely Insufficient	3.3	3.0	3.2	(16)
Not Sure	7.5	10.6	9.1	(46)
Missing	0.4	0.0	0.2	(1)
TOTAL	47.7	52.3	100.0	(503)

Security (summation)

High	24.8	14.8	19.7	(88)
Moderate	60.1	62.0	61.1	(273)
Less	11.5	19.7	15.7	(70)
Least	3.7	3.5	3.6	(16)
TOTAL	48.8	51.2	100.0	(447)

Compensation**Question 2: The amount of pay and fringe benefits I receive.**

Extremely Sufficient	3.8	2.3	3.0	(15)
Moderately Sufficient	11.7	14.4	13.1	(66)
Slightly Sufficient	25.0	28.5	26.8	(135)
Slightly Insufficient	30.8	31.2	31.0	(156)
Moderately Insufficient	17.1	14.8	15.9	(80)
Extremely Insufficient	9.2	7.2	8.2	(41)
Not Sure	2.1	1.5	1.8	(9)
Missing	0.4	0.0	0.2	(1)
TOTAL	47.7	52.3	100.0	(503)

Table 6.4 (Continued)

Satisfaction Factors	Public	Private	Total	(Frequency)
Question 8: The degree to which I am fairly paid for what I contribute.				
Extremely Sufficient	5.0	5.3	5.2	(26)
Moderately Sufficient	9.6	17.9	13.9	(70)
Slightly Sufficient	21.3	30.4	26.0	(131)
Slightly Insufficient	35.8	29.3	32.4	(163)
Moderately Insufficient	13.3	9.9	11.5	(58)
Extremely Insufficient	8.3	6.1	7.2	(36)
Not Sure	5.8	1.1	3.4	(17)
Missing	0.8	0.0	0.4	(2)
TOTAL	47.7	52.3	100.0	(503)
Compensation (summation)				
High	5.8	4.3	5.0	(24)
Moderate	27.8	38.5	33.5	(161)
Less	46.6	42.0	44.2	(212)
Least	19.7	15.2	17.3	(83)
TOTAL	46.5	53.5	100.0	(480)

Co-Worker**Question 6: The chance I get to know other people at my institution.**

Extremely Sufficient	12.1	12.2	12.1	(61)
Moderately Sufficient	24.6	25.9	25.2	(127)
Slightly Sufficient	30.0	31.2	30.6	(154)
Slightly Insufficient	28.3	22.8	25.4	(128)
Moderately Insufficient	4.2	6.1	5.2	(26)
Extremely Insufficient	0.4	1.1	0.8	(4)
Not Sure	0.0	0.8	0.4	(2)
Missing	0.4	0.0	0.2	(1)
TOTAL	47.7	52.3	100.0	(503)

Table 6.4 (Continued)

Satisfaction Factors	Public	Private	Total	(Frequency)
Question 11: The chance to help other people while at work.				
Extremely Sufficient	20.4	12.2	16.1	(81)
Moderately Sufficient	37.9	36.1	37.0	(186)
Slightly Sufficient	30.4	32.7	31.6	(159)
Slightly Insufficient	8.8	11.8	10.3	(52)
Moderately Insufficient	1.3	4.2	2.8	(14)
Extremely Insufficient	0.0	1.5	0.8	(4)
Not Sure	0.8	1.5	1.2	(6)
Missing	0.4	0.0	0.2	(1)
TOTAL	47.7	52.3	100.0	(503)
Question 15: I have no complaint over my colleagues.				
Extremely Sufficient	10.4	18.6	14.7	(74)
Moderately Sufficient	25.8	21.3	23.5	(118)
Slightly Sufficient	18.3	27.8	23.3	(117)
Slightly Insufficient	22.9	17.9	20.3	(102)
Moderately Insufficient	10.4	8.4	9.3	(47)
Extremely Insufficient	6.3	1.5	3.8	(19)
Not Sure	5.8	4.2	5.0	(25)
Missing	0.0	0.4	0.2	(1)
TOTAL	47.7	52.3	100.0	(503)
Co-Worker (summation)				
High	23.8	25.6	24.7	(116)
Moderate	42.6	44.7	43.7	(205)
Less	30.0	24.0	26.9	(126)
Least	3.6	5.7	4.7	(22)
TOTAL	47.5	52.5	100.0	(469)

Table 6.4 (Continued)

Satisfaction Factors	Public	Private	Total	(Frequency)
Supervisor				
Question 4: The degree of respect and fair treatment I receive from my boss.				
Extremely Sufficient	10.4	15.6	13.1	(66)
Moderately Sufficient	32.1	28.5	30.2	(152)
Slightly Sufficient	32.1	32.3	32.2	(162)
Slightly Insufficient	9.6	12.5	11.1	(56)
Moderately Insufficient	6.3	5.7	6.0	(30)
Extremely Insufficient	2.5	2.3	2.4	(12)
Not Sure	5.0	1.9	3.4	(17)
Missing	2.1	1.1	1.6	(8)
TOTAL	47.7	52.3	100.0	(503)
Question 7: The amount of support and guidance I receive from my boss.				
Extremely Sufficient	10.0	14.1	12.1	(61)
Moderately Sufficient	22.9	25.9	24.5	(123)
Slightly Sufficient	26.7	27.0	26.8	(135)
Slightly Insufficient	22.1	20.9	21.5	(108)
Moderately Insufficient	6.7	6.5	6.6	(33)
Extremely Insufficient	5.4	3.0	4.2	(21)
Not Sure	3.3	0.8	2.0	(10)
Missing	2.9	1.9	2.4	(12)
TOTAL	47.7	52.3	100.0	(503)
Question 14: I have no complaint over quality of supervision from my boss.				
Extremely Sufficient	15.8	16.0	15.9	(80)
Moderately Sufficient	24.2	19.4	21.7	(109)
Slightly Sufficient	19.2	30.4	25.0	(126)
Slightly Insufficient	13.8	14.8	14.3	(72)
Moderately Insufficient	9.6	6.8	8.2	(41)
Extremely Insufficient	5.0	4.6	4.8	(24)
Not Sure	10.4	6.1	8.2	(41)
Missing	2.1	1.9	2.0	(10)
TOTAL	47.7	52.3	100.0	(503)

Table 6.4 (Continued)

Satisfaction Factors	Public	Private	Total	(Frequency)
Supervisor (summation)				
High	28.1	25.8	26.9	(116)
Moderate	48.0	47.9	47.9	(207)
Less	18.9	22.0	20.6	(89)
Least	5.1	4.2	4.6	(20)
TOTAL	45.4	54.6	100.0	(432)

Additional Satisfaction

Question 16: I have no complaint over my students.

Strongly Agree	10.4	9.5	9.9	(50)
Moderately Agree	22.9	19.0	20.9	(105)
Slightly Agree	24.2	22.4	23.3	(117)
Slightly Disagree	21.3	27.0	24.3	(122)
Moderately Disagree	10.8	9.9	10.3	(52)
Strongly Disagree	5.0	7.6	6.4	(32)
Not Sure	5.4	4.6	5.0	(25)
Missing	0.0	0.0	0.0	(0)
TOTAL	47.7	52.3	100.0	(503)

Question 17: I would be very glad to repeat the same decision to teach here.

Strongly Agree	33.8	28.9	31.2	(157)
Moderately Agree	22.5	20.5	21.5	(108)
Slightly Agree	18.3	29.3	24.1	(121)
Slightly Disagree	6.7	7.6	7.2	(36)
Moderately Disagree	5.0	4.9	5.0	(25)
Strongly Disagree	4.2	3.0	3.6	(18)
Not Sure	9.6	5.3	7.4	(37)
Missing	0.0	0.4	0.2	(1)
TOTAL	47.7	52.3	100.0	(503)

Table 6.4 (Continued)

Satisfaction Factors	Public	Private	Total	(Frequency)
Additional Satisfaction (summation)				
High	15.9	15.6	15.8	(70)
Moderate	58.0	48.1	52.7	(234)
Less	20.3	30.4	25.7	(114)
Least	5.8	5.9	5.9	(26)
TOTAL	46.6	53.4	100.0	(444)
Satisfaction Factors (summation)				
High	16.5	12.4	14.3	(48)
Moderate	50.0	49.4	49.7	(167)
Low	31.0	32.6	31.8	(107)
None	2.5	5.6	4.2	(14)
TOTAL	47.0	53.0	100.0	(336)
Direct Satisfaction				
High	41.9	43.3	42.7	(212)
Moderate	50.4	47.5	48.9	(243)
Low	6.8	8.0	7.4	(37)
None	0.8	1.1	1.0	(5)
TOTAL	47.5	52.5	100.0	(497)

6.1.5 Organizational Commitment From Table 6.5, this section describe the sample attitude toward their organizational commitment. To address the first objective of this study, it is found that there are 32.5% extremely committed in public universities compare to 30.8% in the private. There are 44.6 % moderately committed in the public, compare to 36.4% in the private. There are 21.7% with minimal commitment in the public, compare to 26.7% in the private. And there are 1.3% not committed in the public compare to 6.2% in the private. While similar pattern occurs in both the public and private universities, 40.1% were found moderately committed, while 31.5% were extremely committed and 24.4% with minimal commitment and only 4.0% not committed.

Table 6.5 Organizational Commitment

Org. Commitment	Public	Private	Total	(Frequency)
Question 52: I am willing to put in a great deal of effort beyond that normally expected in order to help this institution be successful.				
Strongly Agree	45.8	38.0	41.7	(210)
Moderately Agree	23.3	19.0	21.1	(106)
Slightly Agree	20.4	25.1	22.9	(115)
Slightly Disagree	2.9	9.9	6.6	(33)
Moderately Disagree	1.3	3.0	2.2	(11)
Strongly Disagree	0.8	0.8	0.8	(4)
Not Sure	2.9	3.0	3.0	(15)
Missing	2.5	1.1	1.8	(9)
TOTAL	47.7	52.3	100.0	(503)
Question 53: I talk up this institution to my friends as great organization.				
Strongly Agree	23.8	31.6	27.8	(140)
Moderately Agree	25.4	20.5	22.9	(115)
Slightly Agree	25.4	25.1	25.2	(127)
Slightly Disagree	12.1	11.4	11.7	(59)
Moderately Disagree	3.8	3.4	3.6	(18)
Strongly Disagree	3.3	3.4	3.4	(17)
Not Sure	4.6	3.4	4.0	(20)
Missing	1.7	1.1	1.4	(7)
TOTAL	47.7	52.3	100.0	(503)
Question 54: I would accept almost any assignment to keep working here.				
Strongly Agree	18.3	26.2	22.5	(113)
Moderately Agree	24.2	19.8	21.9	(110)
Slightly Agree	19.6	21.3	20.5	(103)
Slightly Disagree	16.3	17.5	16.9	(85)
Moderately Disagree	6.7	5.7	6.2	(31)
Strongly Disagree	10.0	4.6	7.2	(36)
Not Sure	2.5	3.4	3.0	(15)
Missing	2.5	1.5	2.0	(10)
TOTAL	47.7	52.3	100.0	(503)

Table 6.5 (Continued)

Org. Commitment	Public	Private	Total	(Frequency)
Question 55: I am proud to tell others that I am part of this university.				
Strongly Agree	46.7	46.4	46.5	(234)
Moderately Agree	22.9	16.7	19.7	(99)
Slightly Agree	20.8	24.0	22.5	(113)
Slightly Disagree	5.0	7.2	6.2	(31)
Moderately Disagree	1.7	1.9	1.8	(9)
Strongly Disagree	0.8	1.1	1.0	(5)
Not Sure	1.3	1.5	1.4	(7)
Missing	0.8	1.1	1.0	(5)
TOTAL	47.7	52.3	100.0	(503)
Question 56: The institution really inspires the very best in me to perform.				
Strongly Agree	39.6	32.3	35.8	(180)
Moderately Agree	24.2	22.4	23.3	(117)
Slightly Agree	19.2	27.0	23.3	(117)
Slightly Disagree	6.3	9.1	7.8	(39)
Moderately Disagree	2.5	3.4	3.0	(15)
Strongly Disagree	2.1	3.0	2.6	(13)
Not Sure	5.4	1.1	3.2	(16)
Missing	0.8	1.5	1.2	(6)
TOTAL	47.7	52.3	100.0	(503)
Question 57: I am extremely glad I chose this university to work over others.				
Strongly Agree	38.8	34.6	36.6	(184)
Moderately Agree	25.0	21.3	23.1	(116)
Slightly Agree	19.6	22.4	21.1	(106)
Slightly Disagree	2.1	9.9	6.2	(31)
Moderately Disagree	2.5	2.7	2.6	(13)
Strongly Disagree	2.5	3.0	2.8	(14)
Not Sure	7.9	4.9	6.4	(32)
Missing	1.7	1.1	1.4	(7)
TOTAL	47.7	52.3	100.0	(503)

Table 6.5 (Continued)

Org. Commitment	Public	Private	Total	(Frequency)
Question 58: I really care about the fate of this institution.				
Strongly Agree	44.2	35.7	39.8	(200)
Moderately Agree	12.5	12.9	12.7	(64)
Slightly Agree	13.3	20.5	17.1	(86)
Slightly Disagree	9.2	12.2	10.7	(54)
Moderately Disagree	7.1	4.2	5.6	(28)
Strongly Disagree	6.3	9.5	8.0	(40)
Not Sure	5.8	3.4	4.6	(23)
Missing	1.7	1.5	1.6	(8)
TOTAL	47.7	52.3	100.0	(503)

Question 59: This is the best of all possible organization for which to work.

Strongly Agree	27.1	28.1	27.6	(139)
Moderately Agree	22.9	18.3	20.5	(103)
Slightly Agree	17.5	19.4	18.5	(93)
Slightly Disagree	9.6	13.7	11.7	(59)
Moderately Disagree	6.3	6.1	6.2	(31)
Strongly Disagree	4.2	6.8	5.6	(28)
Not Sure	11.3	6.5	8.7	(44)
Missing	1.3	1.1	1.2	(6)
TOTAL	47.7	52.3	100.0	(503)

Question 60: If the values of this university were different, I would not be as attached to this university.

Strongly Agree	12.5	10.6	11.5	(58)
Moderately Agree	14.6	14.1	14.3	(72)
Slightly Agree	22.9	23.2	23.1	(116)
Slightly Disagree	12.9	17.1	15.1	(76)
Moderately Disagree	7.5	7.6	7.6	(38)
Strongly Disagree	9.6	9.5	9.5	(48)
Not Sure	15.4	16.7	16.1	(81)
Missing	4.6	1.1	2.8	(14)
TOTAL	47.7	52.3	100.0	(503)

Table 6.5 (Continued)

Org. Commitment	Public	Private	Total	(Frequency)
Question 61: The reason I prefer this university is because of what it stands for				
Strongly Agree	15.4	18.3	16.9	(85)
Moderately Agree	15.8	19.0	17.5	(88)
Slightly Agree	16.7	18.3	17.5	(88)
Slightly Disagree	15.4	17.9	16.7	(84)
Moderately Disagree	13.3	7.2	10.1	(51)
Strongly Disagree	11.7	10.6	11.1	(56)
Not Sure	9.2	7.6	8.3	(42)
Missing	2.5	1.1	1.8	(9)
TOTAL	47.7	52.3	100.0	(503)
Question 62: I feel like I am more than just an employee. I feel like this university "belong" to me.				
Strongly Agree	21.7	21.3	21.5	(108)
Moderately Agree	22.5	17.9	20.1	(101)
Slightly Agree	17.5	24.0	20.9	(105)
Slightly Disagree	14.6	12.5	13.5	(68)
Moderately Disagree	6.3	6.1	6.2	(31)
Strongly Disagree	8.8	8.0	8.3	(42)
Not Sure	6.7	8.7	7.8	(39)
Missing	2.1	1.5	1.8	(9)
TOTAL	47.7	52.3	100.0	(503)
Question 63: Unless I am rewarded, I see no reason to spend extra effort.				
Strongly Agree	1.7	4.6	3.2	(16)
Moderately Agree	3.8	7.2	5.6	(28)
Slightly Agree	5.0	11.4	8.3	(42)
Slightly Disagree	15.0	27.8	21.7	(109)
Moderately Disagree	22.5	14.4	18.3	(92)
Strongly Disagree	42.9	28.9	35.6	(179)
Not Sure	5.8	4.2	5.0	(25)
Missing	3.3	1.5	2.4	(12)
TOTAL	47.7	52.3	100.0	(503)

Table 6.5 (Continued)

Org. Commitment	Public	Private	Total	(Frequency)
Question 64: How hard I work is directly linked to how much I am rewarded.				
Strongly Agree	1.3	7.2	4.4	(22)
Moderately Agree	3.8	9.1	6.6	(33)
Slightly Agree	7.9	16.3	12.3	(62)
Slightly Disagree	14.2	18.3	16.3	(82)
Moderately Disagree	20.8	12.2	16.3	(82)
Strongly Disagree	48.3	32.3	40.0	(201)
Not Sure	2.5	3.0	2.8	(14)
Missing	1.3	1.5	1.4	(7)
TOTAL	47.7	52.3	100.0	(503)
Question 65: My private views about the university are different than those I express publicly.				
Strongly Agree	2.5	4.9	3.8	(19)
Moderately Agree	4.2	6.1	5.2	(26)
Slightly Agree	11.3	14.8	13.1	(66)
Slightly Disagree	17.5	20.2	18.9	(95)
Moderately Disagree	21.7	19.0	20.3	(102)
Strongly Disagree	37.1	27.0	31.8	(160)
Not Sure	3.3	6.1	4.8	(24)
Missing	2.5	1.9	2.2	(11)
TOTAL	47.7	52.3	100.0	(503)
Question 66: I whole heartedly accept customs and practices at this university.				
Strongly Agree	15.4	21.3	18.5	(93)
Moderately Agree	24.6	21.3	22.9	(115)
Slightly Agree	30.8	30.4	30.6	(154)
Slightly Disagree	12.1	14.1	13.1	(66)
Moderately Disagree	7.9	6.1	7.0	(35)
Strongly Disagree	4.6	2.3	3.4	(17)
Not Sure	2.9	3.4	3.2	(16)
Missing	1.7	1.1	1.4	(7)
TOTAL	47.7	52.3	100.0	(503)

Table 6.5 (Continued)

Org. Commitment	Public	Private	Total	(Frequency)
Question 67: I frequently think of quitting this organization.				
Strongly Agree	6.7	4.9	5.8	(29)
Moderately Agree	11.3	8.4	9.7	(49)
Slightly Agree	12.1	12.9	12.5	(63)
Slightly Disagree	8.8	15.6	12.3	(62)
Moderately Disagree	17.9	16.0	16.9	(85)
Strongly Disagree	37.9	35.7	36.8	(185)
Not Sure	3.8	4.9	4.4	(22)
Missing	1.7	1.5	1.6	(8)
TOTAL	47.7	52.3	100.0	(503)
Organizational Commitment (summation)				
Extremely Committed	32.5	30.8	31.5	(111)
Moderately Committed	44.6	36.4	40.1	(141)
Minimal Commitment	21.7	26.7	24.4	(86)
Not Committed	1.3	6.2	4.0	(14)
TOTAL	44.6	55.4	100.0	(352)
Direct Organizational Commitment				
Extremely Committed	56.7	47.1	51.7	(260)
Moderately Committed	32.9	40.7	37.0	(186)
Minimal Commitment	4.6	6.1	5.4	(27)
Not Committed	2.9	2.3	2.6	(13)
Not Sure	1.3	1.5	1.4	(7)
Missing	1.7	2.3	2.0	(10)
TOTAL	47.7	52.3	100.0	(503)

6.2 Crosstabulation Results and Hypotheses Testings.

This second part contains hypothesis testings and cross-tabulation results of personal characteristics, job characteristics, organizational characteristics and satisfaction factors on organizational commitment (direct item).

Hypothesis 1: Older, longer tenure and professional years are more likely to result in higher organizational commitment.

From Table 6.6, it is evidenced that with the exception of age bracket between 40-50 years old, the percentage of age group increase as one gets older for those with high commitment. Nonetheless dropped slightly from 82.4% to 76.9% after passing 60 years old. It is also evidence in both tenure and professional years that higher percentage of those with high commitment have spent longer years at the universities. Thus age, tenure and professional years have low relationship to commitment. (Gamma Value .248, .219, and .241 for age, years employed and professional years respectively.)

Result: Not Supported, the relationship is weak.

Hypothesis 2: Female instructors are more likely to have higher organizational commitment level compare to male instructors.

From Table 6.6, it is evidenced that there is little difference between female instructors with 54.4% high on commitment compare to male with 52.1%. Thus gender have a very weak relation ship on commitment. (Gamma Value .059)

Result: Not Supported, the relationship is very weak.

Hypothesis 3: Higher Academic Degree are more likely to increase commitment.

From Table 6.6, it is evidenced that percentage of high commitment remains almost the same for bachelor degree at 52.5% compare to master degree at 52.6% and increases slightly to 57.1% for doctoral degree. Thus poses a very weak relationship. (Gamma Value .048)

Result: Not Supported, the relationship is very weak.

Hypothesis 4: Higher Academic rank are more likely to increase commitment.

From Table 6.6, it is evidenced that percentage of high commitment increases with rank and dropped as they become professor. 51.1% for lecturer, 57.7% assistant professor, 67.4% associate professor and decrease to 44.4% for professor. (Gamma Value .145)

Result: Not Supported, the relationship is weak.

Hypothesis 5: Higher number of books and articles published are more likely to increase commitment.

From Table 6.6, it is evidenced that there is little difference in the number of books and articles published among those with high commitment. (Gamma Value .028 and .064 for books and articles respectively)

Result: Not Supported, the relationship is very weak.

Hypothesis 6: Higher role conflict are more likely to result in lower organizational commitment.

From Table 6.7, it is evidenced that percentage of high commitment increases as role conflict decreases from 34.5% to 46.5% to 63.8% and 93.8% respectively. (Gamma Value .422)

Result: Supported, the relationship is moderate.

Hypothesis 7: Higher role ambiguity are more likely to result in lower organizational commitment

From Table 6.7, it is evidenced that percentage of high commitment increases as role ambiguity decreases from 18.2% to 31.8% to 50.0% and 73.7% respectively. (Gamma Value .476)

Result: Supported, the relationship is moderate.

Hypothesis 8: Higher degree of skill variety are more likely to result in lower organizational commitment.

From Table 6.7, it is evidenced that percentage of high commitment increases with increase in skill variety from 15.4% to 30.0% to 54.8% and 64.8% respectively. (Gamma Value .357)

Result: Supported, the relationship is moderate.

Hypothesis 9: Higher degree of task identity are more likely to result in higher organizational commitment.

From Table 6.7, it is evidenced that high task identification shows the

highest percentage with high commitment 75.5%, nonetheless the relationship is not linear when 61.5% least task identity are high commitment while moderate and less task identity shows 51.7% and 43.2% on high commitment respectively. (Gamma Value .309)

Result: Supported, the relationship is moderate.

Hypothesis 10: Higher degree of task significant are more likely to result in higher organizational commitment.

From Table 6.7, it is evidenced that percentage of high commitment increases with higher task significant from 22.6% to 45.8% to 45.0% (with slight indifference) and 61.8% respectively. (Gamma Value .340)

Result: Supported, the relationship is moderate.

Hypothesis 11: Greater degree of autonomy are more likely to result in higher organizational commitment.

From Table 6.7, it is evidenced that high degree of autonomy result in the largest percentage 64.6% for those with high commitment. With moderate and less autonomy, percentage of high commitment dropped to 40.7% and 26.3% respectively. Nonetheless, pick up to 40.0% again with least autonomy. (Gamma Value .456)

Result: Supported, the relationship is moderate.

Hypothesis 12: Higher appeal in job characteristics are more likely to result in higher organizational commitment.

From Table 6.7, it is evidenced that percentage of high commitment increase

as job characteristics become move toward higher appeal. This ranges from 21.4% for high commitment who found no appeal to 33.6%, 59.2% and 86.4% for high commitment with high appeal. Thus indicate a strong relationship between job characteristics and organizational commitment. (Gamma Value .600)

Result: Supported, the relationship is strong.

Hypothesis 13: Greater degree of hierarchy in authority are more likely to result in greater organizational commitment.

From Table 6.8, although 61.7% of those with high commitment found least hierarchy and authority 55.1% of the high commitment also found high hierarchy and authority. Leaving 45.4% and 44.0% with moderate and less degree of hierarchy and authority. Thus the relation is a very weak one. (Gamma Value .057)

Result: Not Supported, the relationship is very weak.

Hypothesis 14: Greater participation in decision making are more likely to result in greater organizational commitment.

From Table 6.8, it is evidenced that among the high commitment, 91.3% are those who participate in decision making, while 60.3% moderately participate, 64.7 % with less participation and 45.5%, the largest group with least participation. Thus the relationship is a moderate one. (Gamma Value .389)

Result: Supported, the relationship is moderate.

Hypothesis 15: Higher degree of initiating structure are more likely to result in higher organizational commitment.

From Table 6.8, it is evidenced that percentage of high commitment

increases with increase in initiation from 35.5% to 47.3% to 59.6% and 60.0% respectively. Thus establishes a rather linear relationship. (Gamma Value .208)

Result: Not Supported, the relationship is weak.

Hypothesis 16: Higher consideration are more likely to result in higher organizational commitment.

From Table 6.8, it is evidenced that percentage of high commitment increases with increase in consideration from 30.5% to 46.1% to 55.6% and 74.2% respectively. Thus establishes a rather linear relationship.(Gamma Value .366)

Result: Supported, the relationship is moderate.

Hypothesis 17: Larger department sizes are more likely to result in higher commitment level.

From Table 6.8, it is evidenced that percentage of high commitment increases with increase department size from 51.0% to 54.3% to 58.5% to 61.4%% respectively. Thus establishes a rather linear relationship.(Gamma Value .116)

Result: Not Supported, the relationship is weak.

Hypothesis 18: Higher appeal in organizational characteristics are more likely to result in higher organizational commitment.

From Table 6.8, it is evidenced that percentage of high commitment increases with increase in level of appeal in organizational characteristics from 28.1% with no appeal to 43.1% with low appeal to 64.5 with moderate appeal and 71.0% with high appeal . Thus establishes a rather linear relationship.(Gamma Value .409)

Result: Supported, the relationship is moderate.

Hypothesis 19: Higher growth satisfaction are more likely to result in stronger organization commitment.

From Table 6.9, it is evidenced that percentage of high commitment increases with higher level of growth satisfaction from 0% with no appeal who are highly committed to 23.8% with less growth satisfaction to 46.6 with moderate growth satisfaction and 81.0% with high growth satisfaction . Thus establishes a strong linear relationship.(Gamma Value .666)

Result: Supported, the relationship is strong.

Hypothesis 20: Higher degree of security satisfaction are more likely to result in stronger organization commitment.

From Table 6.9, it is evidenced that percentage of high commitment increases with increase in security from 12.5% to 29.9% to 55.7% and 84.1% respectively. Thus establishes a strong linear relationship. (Gamma Value .626)

Result: Supported, the relationship is moderate.

Hypothesis 21: Higher degree of compensation are more likely to result in stronger organization commitment.

From Table 6.9, it is evidenced that percentage of high commitment increases with increase in compensation from 28.2% to 43.2% to 72.4% and 91.3% respectively. Thus establishes a strong relationship. (Gamma Value .561)

Result: Supported, the relationship is moderate.

Hypothesis 22: Higher degree of satisfaction toward co-worker are more likely to result in stronger organization commitment.

From Table 6.9, it is evidenced that percentage of high commitment increases with satisfaction toward co-worker from 19.0% to 40.7% to 57.1% and 67.0% respectively. Thus establishes a rather linear relationship. (Gamma Value .334)

Result: Supported, the relationship is moderate.

Hypothesis 23: Higher degree of satisfaction toward supervisor are more likely to result in stronger organization commitment.

From Table 6.9, it is evidenced that percentage of high commitment increases with increase in satisfaction toward their supervisor with the exception of least satisfaction which still hold 35% of high commitment. Nonetheless, with less satisfaction, 28.2% are highly committed, moderate satisfaction, 52.0%, and 71.4% highly satisfy with their supervisor are high on commitment. Thus present a moderate relationship. (Gamma Value .450)

Result: Supported, the relationship is moderate.

Hypothesis 24: Higher satisfaction more likely to result in higher organizational commitment.

From Table 6.9, it is evidenced that percentage of high commitment increases with increase in level of satisfaction from 15.4% with no satisfaction to 31.4% with low satisfaction to 62.4 with moderate satisfaction and 87.0% with high satisfaction. Thus establishes a rather strong linear relationship. (Gamma Value .649)

Result: Supported, the relationship is strong.

Table 6.6 Percentage of Organizational Commitment (Direct Question)
by Personal Characteristics

	Organizational Commitment					
	None	Low	Moderate	High	Total	
Professional Years						
5 years or less	2.0	9.5	43.2	45.2	100.0	(199)
6 - 10 years	2.0	2.0	45.1	51.0	100.0	(102)
11- 20 years	3.2	4.3	30.9	61.7	100.0	(94)
21 years or more	3.4	2.3	27.6	66.7	100.0	(87)
Total	2.5	5.6	38.4	53.5	100.0	(482)
Years Employed						
5 years or less	2.6	8.2	42.2	47.0	100.0	(232)
6 - 10 years	1.1	2.1	43.2	53.7	100.0	(95)
11- 20 years	3.5	4.7	33.7	58.1	100.0	(86)
21 years or more	2.9	2.9	25.7	68.6	100.0	(70)
Total	2.5	5.6	38.5	53.4	100.0	(483)
Academic Degree						
Bachelor	-	6.8	40.7	52.5	100.0	(59)
Master	2.7	6.1	38.6	52.6	100.0	(329)
Doctoral	4.1	3.1	35.7	57.1	100.0	(98)
Total	2.7	5.6	38.3	53.5	100.0	(486)

Table 6.6 (Continued)

		Organizational Commitment					
		None	Low	Moderate	High	Total	
Gender							
Male		2.6	7.3	38.0	52.1	100.0	(192)
Female		2.7	4.4	38.4	54.4	100.0	(294)
Total		2.7	5.6	38.3	53.5	100.0	(486)
Academic Rank							
Lecturer		2.2	6.1	40.6	51.1	100.0	(360)
Assistance Prof.		4.2	5.6	32.4	57.7	100.0	(71)
Associate Prof.		4.3	-	28.3	67.4	100.0	(46)
Professor		—	11.1	44.4	44.4	100.0	(9)
Total		2.7	5.6	38.3	53.5	100.0	(486)
Books Published							
None		2.6	5.0	39.0	53.4	100.0	(341)
1 Book		5.2	10.4	41.6	42.9	100.0	(77)
2 Books		—	4.2	29.2	66.7	100.0	(24)
3 Books		—	-	23.5	76.5	100.0	(17)
4 Books		—	-	50.0	50.0	100.0	(14)
5 Books or more		—	8.3	25.0	66.0	100.0	(12)
Total		2.7	5.6	38.4	53.4	100.0	(485)

Table 6.6 (Continued)

		Organizational Commitment					
		None	Low	Moderate	High	Total	
Articles Published							
None	2.7	5.7	39.9	51.7	100.0	(296)	
1 to 5	2.0	4.6	37.5	55.9	100.0	(152)	
6 to 10	3.8	3.8	34.6	57.7	100.0	(26)	
11 or more	9.1	18.2	18.2	54.5	100.0	(11)	
Total	2.7	5.6	38.4	53.4	100.0	(485)	
 Age							
Younger than 25	-	8.0	48.0	44.0	100.0	(25)	
25 - 30	4.1	9.2	49.0	37.8	100.0	(98)	
30 - 35	4.2	7.0	35.2	53.5	100.0	(71)	
35 - 40	1.3	8.0	37.3	53.5	100.0	(75)	
40 - 45	2.2	-	51.1	46.7	100.0	(45)	
45 - 50	-	4.7	32.8	62.5	100.0	(64)	
50 - 55	6.1	4.1	32.7	57.1	100.0	(49)	
55 - 60	2.9	-	14.7	82.4	100.0	(34)	
60 or older	-	-	23.1	76.9	100.0	(13)	
Total	2.7	5.6	38.2	53.4	100.0	(474)	

Table 6.7 Percentage of Organizational Commitment (Direct Question)
by Job Characteristics

		Organizational Commitment				
		None	Low	Moderate	High	Total
Role Conflict						
High		3.6	7.3	54.5	34.5	100.0 (55)
Moderate		3.4	5.3	44.7	46.6	100.0 (208)
Less		2.1	2.8	31.2	63.8	100.0 (141)
Least		—	—	6.3	93.8	100.0 (32)
Total		2.8	4.4	38.8	54.1	100.0 (436)
Role Ambiguity						
High		18.2	27.3	36.4	18.2	100.0 (11)
Moderate		1.5	10.6	56.1	31.8	100.0 (66)
Less		1.5	4.1	44.4	50.0	100.0 (196)
Least		1.3	3.9	21.1	73.7	100.0 (152)
Total		1.9	5.6	37.6	54.8	100.0 (425)
Skill Variety						
Least		23.1	23.1	38.5	15.4	100.0 (13)
Less		—	11.4	58.6	30.0	100.0 (70)
Moderate		2.8	3.2	39.2	54.8	100.0 (217)
High		1.9	5.0	28.3	64.8	100.0 (159)
Total		2.6	5.7	38.3	53.4	100.0 (459)

Table 6.7 (Continued)

		Organizational Commitment				
		None	Low	Moderate	High	Total
Task Identity						
Least	-	7.7	30.8	61.5	100.0	(13)
Less	2.5	10.2	44.1	43.2	100.0	(118)
Moderate	3.0	4.4	40.9	51.7	100.0	(203)
High	-	2.3	22.1	75.6	100.0	(86)
Total	2.1	5.7	37.6	54.5	100.0	(420)
Task Significant						
Least	9.7	25.8	41.9	22.6	100.0	(31)
Less	-	8.3	45.8	45.8	100.0	(48)
Moderate	0.8	4.2	50.0	45.0	100.0	(120)
High	2.8	3.2	32.1	61.8	100.0	(249)
Total	2.5	5.6	39.1	52.9	100.0	(448)
Autonomy						
Least	-	20.0	40.0	40.0	100.0	(5)
Less	15.8	10.5	47.4	26.3	100.0	(38)
Moderate	2.1	7.1	50.0	40.7	100.0	(140)
High	1.5	3.3	30.6	64.6	100.0	(271)
Total	2.9	5.3	38.1	53.7	100.0	(454)

Table 6.7 (Continued)

		Organizational Commitment					
		None	Low	Moderate	High	Total	
Job Characteristics							
No appeal	7.1	21.4	50.0	21.4	100.0	(14)	
Low appeal	1.8	10.0	54.5	33.6	100.0	(110)	
Moderate appeal	1.3	2.0	37.5	59.2	100.0	(152)	
High appeal	—	—	13.6	86.4	100.0	(59)	
Total	1.5	5.1	39.4	54.0	100.0	(335)	

Table 6.8 Percentage of Organizational Commitment (Direct Question)
by Organizational Characteristics

		Organizational Commitment					
		None	Low	Moderate	High	Total	
Hierarchy/Authority							
High	4.4	2.9	37.5	55.1	100.0	(136)	
Moderate	3.1	7.2	44.3	45.4	100.0	(97)	
Less	-	6.0	50.0	44.0	100.0	(84)	
Least	3.1	4.7	30.5	61.7	100.0	(128)	
Total	2.9	4.9	39.3	52.8	100.0	(445)	
Participation							
Least	4.0	7.6	43.0	45.4	100.0	(302)	
Less	-	2.0	33.3	64.7	100.0	(102)	
Moderate	1.7	3.4	34.5	60.3	100.0	(58)	
High	-	-	8.7	91.3	100.0	(23)	
Total	2.7	5.6	38.4	53.4	100.0	(485)	
Initiation							
Least	6.5	6.5	51.6	35.5	100.0	(31)	
Less	1.2	6.0	45.5	47.3	100.0	(167)	
Moderate	1.4	3.8	35.2	59.6	100.0	(213)	
High	5.0	7.5	27.5	60.0	100.0	(40)	
Total	2.0	5.1	39.5	53.4	100.0	(451)	

Table 6.8 (Continued)

		Organizational Commitment					
		None	Low	Moderate	High	Total	
Consideration							
Least	5.1	11.9	52.5	30.5	100.0	(59)	
Less	2.8	5.7	45.4	46.1	100.0	(141)	
Moderate	0.6	3.6	40.2	55.6	100.0	(169)	
High	2.2	3.2	20.4	74.2	100.0	(93)	
Total	2.2	5.2	39.4	53.2	100.0	(462)	
Department Size							
Less than 20	2.7	6.1	40.2	51.0	100.0	(296)	
20 - 30	4.9	6.2	34.6	54.3	100.0	(81)	
30 - 40	1.5	3.1	36.9	58.5	100.0	(65)	
more than 40	-	4.5	34.1	61.4	100.0	(44)	
Total	2.7	5.6	38.3	53.5	100.0	(486)	
Organizational Characteristics							
No appeal	6.3	12.5	53.1	28.1	100.0	(32)	
Low appeal	1.7	5.7	49.4	43.1	100.0	(174)	
Moderate appeal	1.7	1.7	32.0	64.5	100.0	(172)	
High appeal	3.2	-	25.8	71.0	100.0	(31)	
Total	2.2	4.2	40.6	53.1	100.0	(409)	

Table 6.9: Percentage of Organizational Commitment (Direct Question)
by Satisfaction

		Organizational Commitment				
		None	Low	Moderate	High	Total
Growth Satisfaction						
Least		40.0	20.0	40.0	-	100.0 (5)
Less		9.5	19.0	47.6	23.8	100.0 (63)
Moderate		2.1	4.2	47.1	46.6	100.0 (238)
High		-	0.7	18.3	81.0	100.0 (142)
Total		2.9	5.4	37.9	53.8	100.0 (448)
Security						
		None	Low	Moderate	High	Total
Least		25.0	25.0	37.5	12.5	100.0 (16)
Less		3.0	16.4	50.7	29.9	100.0 (67)
Moderate		1.5	3.4	39.3	55.7	100.0 (262)
High		-	1.1	14.8	84.1	100.0 (88)
Total		2.3	5.8	36.0	55.9	100.0 (433)
Compensation						
		None	Low	Moderate	High	Total
Least		6.4	15.4	50.0	28.2	100.0 (78)
Less		2.9	6.8	47.1	43.2	100.0 (206)
Moderate		1.3	0.6	25.6	72.4	100.0 (156)
High		-	-	8.7	91.3	100.0 (23)
Total		2.8	5.8	38.4	52.9	100.0 (463)

Table 6.9 (Continued)

Organizational Commitment						
	None	Low	Moderate	High	Total	
Co-Worker						
Least	14.3	14.3	52.4	19.0	100.0	(21)
Less	4.1	4.1	51.2	40.7	100.0	(123)
Moderate	0.5	6.6	35.9	57.1	100.0	(198)
High	3.6	2.7	26.8	67.0	100.0	(112)
Total	2.9	5.3	38.5	53.3	100.0	(454)
Supervisor						
Least	20.0	5.0	40.0	35.0	100.0	(20)
Less	2.4	10.6	58.8	28.2	100.0	(85)
Moderate	2.5	3.5	42.1	52.0	100.0	(202)
High	0.9	2.7	25.0	71.4	100.0	(112)
Total	2.9	4.8	40.8	51.6	100.0	(419)
Additional Satisfaction						
Least	24.0	24.0	44.0	8.0	100.0	(25)
Less	3.6	8.1	52.3	36.0	100.0	(111)
Moderate	0.9	2.6	36.0	60.5	100.0	(228)
High	-	-	16.7	83.3	100.0	(66)
Total	2.8	4.9	37.7	54.7	100.0	(430)

Table 6.9 (Continued)

		Organizational Commitment					
		None	Low	Moderate	High	Total	
Satisfaction							
None		23.1	23.1	38.5	15.4	100.0	(13)
Low		5.9	11.8	51.0	31.4	100.0	(102)
Moderate		0.6	2.4	34.5	62.4	100.0	(165)
High		-	-	13.0	87.0	100.0	(46)
Total		3.1	5.8	36.8	54.3	100.0	(326)

6.3 Summary of Hypotheses' Results

Table 6.10 summarizes the result of hypotheses testings. Sixteen out of twenty four hypothesis are supported, while the remaining eight shows weak to very weak relationship as a result of Gamma value from cross-tabulation of independent variables to organizational commitment.

Table 6. 10 Summary of Results from Hypotheses Test

Hypotheses		Gamma Values	Results	
1	Older, longer tenure and professional years are more likely result in higher organizational commitment.	.248, .219, .241	Not supported	Weak
2	Female instructors are more likely to have higher organizational commitment level compare to male instructors.	.059	Not supported	Very Weak
3	Higher Academic Degree are more likely to increase commitment.	.048	Not supported	Very Weak
4	Higher Academic rank are more likely to increase commitment.	.145	Not supported	Weak
5	Higher number of books and articles published are more likely to increase commitment.	.028, .064	Not supported	Very Weak
6	Higher role conflict are more likely to result in lower organizational commitment.	.422	Supported	Moderate
7	Higher role ambiguity are more likely to result in lower organizational commitment	.476	Supported	Moderate
8	Higher degree of skill variety are more likely to result in lower organizational commitment.	.357	Supported	Moderate
9	Higher degree of task identity are more likely to result in higher organizational commitment.	.309	Supported	Moderate
10	Higher degree of task significant are more likely to result in higher organizational commitment.	.340	Supported	Moderate
11	Greater degree of autonomy are more likely to result in higher organizational commitment.	.456	Supported	Moderate
12	Higher appeal in job characteristics are more likely to result in higher organizational commitment.	.600	Supported	Strong

Table 6. 10 (Continued)

Hypotheses		Gamma Values	Results	
13	Greater degree of hierarchy in authority are more likely to result in greater organizational commitment.	.057	Not supported	Very Weak
14	Greater participation in decision making are more likely to result in greater organizational commitment.	.389	Supported	Moderate
15	Higher degree of initiating structure are more likely to result in higher organizational commitment.	.208	Not supported	Weak
16	Higher consideration are more likely to result in higher organizational commitment.	.366	Supported	Moderate
17	Larger department sizes are more likely to result in higher commitment level.	.116	Not supported	Weak
18	Higher appeal in organizational characteristics are more likely to result in higher organizational commitment.	.409	Supported	Moderate
19	Higher growth satisfaction are more likely to result in stronger organization commitment.	.666	Supported	Strong
20	Higher degree of security satisfaction are more likely to result in stronger organization commitment.	.626	Supported	Strong
21	Higher degree of compensation are more likely to result in stronger organization commitment.	.561	Supported	Strong
22	Higher degree of satisfaction toward co-worker are more likely to result in stronger organization commitment.	.334	Supported	Moderate
23	Higher degree of satisfaction toward supervisor are more likely to result in stronger organization commitment.	.450	Supported	Moderate
24	Higher satisfaction more likely to result in higher organizational commitment.	.649	Supported	Strong

6.4 Correlations Among the Variables. This third section will describe the correlation coefficient result of various independent variables on organizational commitment.

From Table 6.11, personal characteristics variables significantly correlated to organizational commitment in the following ranking order:

Age	.219	(at .001 correlation level)
Professional Years	.176	(at .001 correlation level)
Years Employed	.131	(at .001 correlation level)
Academic Rank	.048	
Gender	.044	
Books Published	.025	
Articles Published	-.029	
Academic Degree	-.004	

From Table 6.12, while job characteristics significantly correlated to organizational commitment at .605 (at .001 correlation level), other variables that made up job characteristics significantly correlated to organizational commitment in the following ranking order:

Role Ambiguity	.539	(at .001 correlation level)
Autonomy	.452	(at .001 correlation level)
Skill Variety	.429	(at .001 correlation level)
Role Conflict	.402	(at .001 correlation level)
Task Significant	.339	(at .001 correlation level)
Task Identification	.323	(at .001 correlation level)

From Table 6.13, while organizational characteristics significantly correlated to organizational commitment at .318 (at .001 correlation level), other variables that made up organizational characteristics were significantly correlated to organizational commitment in the following ranking order:

Consideration	.324	(at .001 correlation level)
Hierarchy/Authority	.198	(at .001 correlation level)
Initiation/Structure	.181	(at .001 correlation level)
Participation	.144	(at .001 correlation level)
Department Size	.036	

From Table 6.14, while satisfaction factors significantly correlated to organizational commitment at .576 (at .001 correlation level), other variables that made up satisfaction factors significantly correlated to organizational commitment in the following ranking order:

Add. Satisfaction	.567	(at .001 correlation level)
Growth Satisfaction	.550	(at .001 correlation level)
Security Satisfaction	.464	(at .001 correlation level)
Compensation	.334	(at .001 correlation level)
Co-Worker	.334	(at .001 correlation level)
Supervisor	.312	(at .001 correlation level)

Table 6.11 Correlation Coefficients for Organizational Commitment and Personal Characteristics.

	1	2	3	4	5	6	7	8	9
1. Org. Com.	1.000	.131**	.176**	-.004	.048	.025	-.029	.219**	.044
2. Years Employed		1.000	.871**	.245**	.613**	.037	.029	.692**	.067
3. Professional years			1.000	.225**	.580**	.023	.013	.805**	.044
4. Academic Degree				1.000	.372**	.150**	.180**	.309**	.009
5. Academic Rank					1.000	.135**	.102*	.534**	.054
6. Books Published						1.000	.758**	.090*	-.035
7. Articles Published							1.000	.033	-.034
8. Age								1.000	-.016
9. Gender									1.000

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

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

(N = 503)

Table 6.12 Correlation Coefficients for Organizational Commitment and Job Characteristics.

	1	2	3	4	5	6	7	8
1. Org. Com.	1.000	.605**	.402**	.539**	.429**	.323**	.339**	.452**
2. Job Char.		1.000	.617**	.749**	.629**	.688**	.476**	.860**
3. Role Con.			1.000	.355**	.082	.351**	-.006	.346**
4. Role Ambi.				1.000	.507**	.430**	.320**	.534**
5. Skill Var.					1.000	.269**	.505**	.443**
6. Task Id.						1.000	.230**	.493**
7. Task Sig.							1.000	.304**
8. Autonomy								1.000

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

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

(N = 503)

Table 6.13 Correlation Coefficients for Organizational Commitment and Organizational Characteristics.

	1	2	3	4	5	6	7
1. Org. Com.	1.000	.318**	.198**	.144**	.181**	.324**	.036
2. Org. Characteristics		1.000	.309**	.563**	.757**	.829**	.212**
3. Hierarchy/Authority			1.000	.090	.083	.167**	.042
4. Participation				1.000	.107*	.182**	.039
5. Initiation/Structure					1.000	.647**	.084
6. Consideration						1.000	.067
7. Dept. Size							1.000

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

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

(N = 503)

Table 6.14 Correlation Coefficients for Organizational Commitment and Satisfaction Factors

	1	2	3	4	5	6	7	8
1. Org. Com.	1.000	.576**	.550**	.464**	.362**	.334**	.312**	.567**
2. Satisfaction		1.000	.860**	.696**	.666**	.752**	.812**	.717**
3. Growth Sat.			1.000	.632**	.511**	.581**	.570**	.493**
4. Security				1.000	.404**	.340**	.437**	.412**
5. Compensation					1.000	.333**	.430**	.354**
6. Co-Worker						1.000	.518**	.503**
7. Supervisor							1.000	.480**
8. Additional								1.000

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

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

(N = 503)

6.5 Regresion Results The forth section here presents findings of multiple regression of independent variables on organizational commitment followed by a separate analysis on public and private results.

From Table 6.15, factors affecting organizational commitment of 503 university instructors can be placed in order as job characteristics and satisfaction factors, with beta of .40, and .30 respectively. While academic rank negatively explained organizational commitment such that lower degree obtained are more committed with beta of -.19. At any rate, all the variables listed in table 5.4.1 explains 45% ($R^2 = .446$) of organizational commitment.

From Table 6.16, factors affecting organizational commitment of 240 public university instructors can be place in order as job characteristics and satisfaction factors, with beta of .46, .24 respectively. All the variables listed in table 5.4.2 explains 46% ($R^2 = .463$) of organizational commitment in public universities.

From Table 6.17, factors affecting organizational commitment of 263 private university instructors can be place in order as job Characteristics satisfaction factors and gender with beta of .28, .39 and .16 respectively. At any rate, all the variables listed in table 5.4.3 explains 46% ($R^2 = .457$) of organizational commitment in private universities.

From Table 6.18, presents individual list of independent variables on organizational commitment of 503 university instructors. In ranking order are additional satisfaction item, role ambiguity, skill variety and security satisfaction with beta of .24, .23, .16 and .14 respectively. While academic rank negatively explained organizational commitment such that lower degree obtained are more committed with beta of -.16. At any rate, all the variables listed in table 5.4.4 explains 53% ($R^2 = .532$) of organizational commitment.

From Table 6.19, factors affecting organizational commitment of 240 public university instructors can be place in order as role ambiguity, consideration and skill variety with beta of .38, .27 and .24 respectively. At any rate, all the variables listed in table 5.4.5 explains 60% ($R^2 = .597$) of organizational commitment in public universities.

From Table 6.20, factors affecting organizational commitment of 263 private university instructors can be place in order as Additional satisfaction items, security and hierarchy/authority with beta of .32, .29 and .19 respectively. At any rate, all the variables listed in table 5.4.6 explains 59% ($R^2 = .588$) of organizational commitment in private universities.

Table 6.15 Regression Analysis of Organizational Commitment

Variable	Coefficient	Std. Error	T ratio	Beta	Sig.
Job Char.	.494	.093	5.293	.396	.000
Org. Char.	-.05827	.084	-.695	-.047	.488
Satisfaction	.334	.087	3.849	.299	.000
Years Employed	.164	.162	1.016	.111	.311
Prof. Years	.106	.171	.620	.080	.536
Degree	1.216	1.411	.862	.052	.390
Rank	-3.214	1.310	-2.453	-.191	.015
Books	-.518	.583	-.889	-.054	.375
Articles	-0.0303	.156	-.194	-.011	.846
Age	0.03353	.110	.304	.029	.762
Gender	1.180	1.403	.841	.047	.401

$R^2 = .446$, $N = 503$

Table 6.16 Regression Analysis of Organizational Commitment
in Public Universities

Variable	Coefficient	Std. Error	T ratio	Beta	Sig.
Job Char.	.504	.120	4.204	.460	.000
Org. Char.	.008262	.104	.080	.008	.937
Satisfaction	.231	.110	2.107	.240	.038
Years Employed	.125	.197	.635	.121	.527
Prof. Years	.187	.239	.784	.188	.435
Degree	.927	1.696	.547	.051	.586
Rank	-2.752	1.545	-1.782	-.238	.079
Books	-.685	.742	-.923	-.099	.359
Articles	-.06513	.268	-.024	-.243	.809
Age	-.06768	.186	-.065	-.363	.717
Gender	-2.477	1.892	-.119	-1.309	.194

$R^2 = .463$, $N = 240$

Table 6.17 Regression Analysis of Organizational Commitment
in Private Universities

Variable	Coefficient	Std. Error	T ratio	Beta	Sig.
Job Char.	.397	.161	2.470	.284	.015
Org. Char.	-.149	.132	-1.125	-.112	.263
Satisfaction	.469	.142	3.313	.391	.001
Years Employed	.223	.290	.769	.089	.443
Prof. Years	.07764	.248	.313	.043	.755
Degree	-.05537	2.529	-.022	-.002	.983
Rank	-3.833	2.533	-1.513	-.131	.133
Books	-.553	.984	-.563	-.043	.575
Articles	.03047	.206	.148	.011	.883
Age	.08627	.151	.571	.067	.569
Gender	4.542	2.216	2.050	.164	.043

$R^2 = .457$, $N = 263$

Table 6.18 Regression Analysis of each independent variables on Org. Commitment

Variable	Coefficient	Std. Error	T ratio	Beta	Sig.
Role Conflict	.306	.307	.996	.071	.321
Role Ambiguity	1.466	.509	2.881	.230	.004
Skill Variety	.961	.424	2.266	.155	.025
Task Identity	-0.01820	.387	-.047	-.003	.963
Task Significant	.498	.705	.706	.046	.481
Autonomy	-0.01293	.243	-.053	-.004	.958
Hierarchy	.638	.497	1.283	.078	.201
Participation	-0.09813	.180	-.546	-.032	.586
Initiation	-.331	.277	-1.195	-.091	.234
Consideration	.393	.227	1.729	.148	.086
Dept. Size	-.482	.568	-.849	-.049	.397
Growth Satis.	.367	.347	1.056	.095	.293
Security	.955	.476	2.007	.144	.046
Compensation	.621	.360	1.723	.115	.087
Co-Worker	-.504	.368	-1.368	-.099	.173
Supervisor	-.539	.374	-1.441	-.132	.151
Additional Sat.	1.467	.431	3.403	.236	.001
Years Employed	0.004807	.165	.029	.003	.977
Prof. Years	.182	.171	1.062	.137	.290
Degree	.828	1.497	.553	.036	.581
Rank	-2.669	1.307	-2.043	-.159	.043
Books	-.512	.601	-.851	-.054	.396
Articles	-0.005911	.152	-.039	-.002	.969
Age	0.02758	.112	.247	.024	.805
Gender	1.847	1.396	1.322	.074	.188

$R^2 = .532$, $N = 503$

Table 6.19 Regression Analysis of each independent variables
on Organizational Commitment in Public Universities

Variable	Coefficient	Std. Error	T ratio	Beta	Sig.
Role Conflict	-0.01594	.401	.040	-.004	.968
Role Ambiguity	2.065	.723	2.858	.380	.006
Skill Variety	1.245	.552	2.254	.235	.027
Task Identity	.517	.504	1.025	.118	.309
Task Significant	1.475	1.094	1.348	.149	.182
Autonomy	-.124	.324	-.382	-.045	.703
Hierarchy	0.09174	.622	.148	.014	.883
Participation	-0.03829	.262	-.146	-.015	.884
Initiation	-.529	.349	-1.517	-.175	.134
Consideration	.593	.278	2.132	.268	.037
Dept. Size	-.725	.823	-.881	-.085	.382
Growth Satis.	.564	.519	1.087	.171	.281
Security	-.279	.642	-.435	-.051	.665
Compensation	.286	.436	.655	.065	.515
Co-Worker	-.647	.624	-1.036	-.154	.304
Supervisor	-.309	.503	-.614	-.091	.541
Additional Sat.	.823	.566	1.454	.146	.151
Years Employed	-0.09208	.209	-.441	-.089	.661
Prof. Years	.276	.253	1.089	.277	.280
Degree	1.735	1.806	.961	.096	.340
Rank	-1.977	1.604	-1.233	-.171	.222
Books	-.156	.800	-.195	-.022	.846
Articles	-.228	.290	-.786	-.083	.434
Age	-0.005773	.200	-.029	-.006	.977
Gender	.788	2.063	.382	.038	.704

$R^2 = .597$, Adjusted $R^2 = .447$, $N = 240$

Table 6.20 Regression Analysis of Organizational Commitment
on Organizational Commitment in Private Universities

Variable	Coefficient	Std. Error	T ratio	Beta	Sig.
Role Conflict	.468	.543	.863	.098	.391
Role Ambiguity	.835	.781	1.069	.115	.288
Skill Variety	.505	.721	.700	.069	.486
Task Identity	-.531	.663	-.801	-.078	.425
Task Significant	.663	1.045	.634	.058	.527
Autonomy	-0.02507	.407	-.062	-.006	.951
Hierarchy	1.800	.823	2.188	.187	.031
Participation	-.297	.283	-1.049	-.085	.297
Initiation	0.08158	.474	.039	.005	.969
Consideration	-.204	.397	-.513	-.070	.609
Dept. Size	-.293	.947	-.310	-.028	.757
Growth Satis.	.353	.564	.625	.082	.534
Security	1.719	.770	2.233	.228	.028
Compensation	1.069	.706	1.514	.170	.134
Co-Worker	-.830	.542	-1.532	-.146	.129
Supervisor	-.589	.609	-.967	-.131	.336
Additional Sat.	2.048	.712	2.878	.316	.005
Years Employed	0.09202	.311	.296	.037	.768
Prof. Years	.181	.253	.713	.100	.477
Degree	-.327	2.703	-.121	-.011	.904
Rank	-3.448	2.503	-1.378	-.118	.172
Books	-1.286	1.000	-1.286	-.101	.202
Articles	.132	.202	.652	.048	.516
Age	0.04050	.151	.268	.032	.789
Gender	.6116	2.255	2.713	.220	.008

$R^2 = .588$, $N = 263$

6.6 Summary This chapter presented the characteristics of the sample and all the variables across public and private universities. Hypothesis testing were conducted. From all twenty four hypothesis, only those with connection to personal characteristics, hierarchy, Initiation structure and department sizes proved very weak relationship with Gamma value of less than 0.3. Correlation and mutiple regression were also performed, the result will be further discussed in the next chapter.

CHAPTER 7

CONCLUSIONS, IMPLICATIONS AND RECOMMENDATIONS

This chapter presents a discussion of the findings of this research, followed by a discussion of the policy implication as well as the contributions to theory and research. Issues for future research will also be present, then the final section offers some concluding remarks.

7.1 Discussion of the Research Findings

This study examined the determinants of organizational commitment of instructors in both public and private universities in Bangkok Metropolis. There were twenty four hypotheses in the study which specifies the relationships between four major groups of variables that are measured against organizational commitment. These four groups are personal characteristics, job characteristics, organizational characteristics, and satisfaction factors. Prior studies (Glisson and Durick 1988, Tarter 1993) have included satisfaction as the alternative dependent variable, looking at the effects of each of the three characteristics simultaneously on both satisfaction and commitment. This study, however, focuses on commitment and since satisfaction is found as a strong predictor of organizational commitment, (Mathieu 1991, Becker 1992, Bishop and Scott 2000) it is included as the fourth determinant of commitment in this study.

Many characteristics of instructors are found distinctly different across

public and private universities. Instructors at public universities tend to be older with longer years employed and longer professional years compared to private university instructors. While there are more than five times the number of doctorates in the public, as compared to private universities, the amount of bachelor degree holders is less than a third. These proportions, however may be in the process of shifting as more private university instructors are pursuing higher academic degrees. Nonetheless, more research are still being conducted by public university instructors in contrast to private. This is true particularly when the majority of those who do conduct research on behalf of the public universities are doing it for higher academic positions. In addition, task identity, task significance, autonomy, and participation are found to be higher in public compared to private universities. Organizational commitment is found slightly higher at public universities. That is about where the differences end. The rest of the variables are found relatively identical across public and private universities.

From twenty-four set of hypotheses, only eight are found with weak to very weak relationships. Five out of these eight are personal characteristics. Tarter (1993) found that only academic rank and age seem to be of significance to commitment. In this study, while rank and age are found to be weak, other personal characteristic variables proved very weak. This is acceptable as pointed out by Blackburn et al. (1978) in their study on university instructors that gender is not a significant predictor specially when other variables are controlled, in addition to question further investigation into department size. The two remaining hypotheses in this study with weak and very weak relationships are hypothesis 15, between initiation structure and commitment and hypothesis 13, between hierarchy and commitment. This is questionable since Tarter (1993) found significant relationships in both initiation structure and hierarchy. Interestingly, these two variables are the only two that did not appear in Glisson and Duricks' (1988) study where Tarter (1993) had replicated the model. Furthermore, only questions 34 and 35 in the questionnaire for this research were used to measure hierarchy and the latter was one of the four questions that had to

be removed due to high missing responses. Thus only one question remaining to measure may not render a true measure of hierarchy. As for initiation of structure, again this may be due to the nature of the questions. Since all five questions were directly asked about an instructor's bosses, it would be quite naive if we can obtain true feeling towards bosses from all the respondents. In addition, initiating structure was used by Halpin (1966) to measure 300 crew members to describe the leadership behavior of 52 aircraft commanders. The nature of the questions may not exactly fit the organizational characteristics that Tarter (1993) had borrowed.

Among the strongest predictor of organizational commitment is job characteristics with role ambiguity as a leading predictor. Although both were significant predictors in both the public and private results, satisfaction factors came in second place as a predictor on organizational commitment with security, compensation and growth satisfaction as leading variables. Such a finding is supported by similar ranks of significant correlation and cross-tabulation results despite different methods of data computation. In the cross tabulation analysis, organizational commitment were gathered from a single direct question and independent variables were recoded into four categories. In correlations and multiple regressions, however, both dependent and independent variables were gathered from an indirect set of questions.

From multiple regression analysis, organizational characteristics is not a significant indicator of organizational commitment. This shows that the nature of the organization has little to no effect on individual's commitment. Among the variables in personal characteristics, only academic rank seemed to be of negative significance to commitment, indicating that instructor with lower academic rank are more committed than those in higher rank. Job characteristics and job satisfaction factors, on the other hand, are strong determinants of organizational commitment. This implies that instructors are less concerned with their surrounding organizational environment than they are with the job they are there to do and the satisfaction they get out of doing it.

7.2 Discussion of Policy Implications

This study reinforces an earlier study by Tarter (1993) which suggests that the factors affecting commitment of a higher educational institutes are different from that of a service industry. While organizational characteristics was an important determinant of commitment in service organizations (Glisson and Durick 1988), it has no significance in the university settings. On the other hand, by finding job characteristics as the strongest predictor on commitment possibly raises two policy implications in regard to lifting university instructors' commitment.

The first policy implication concerns the much debated changes of public universities to becoming private institutions. Given that organizational characteristics have no significant impact on individual's commitment, changes from public to private would have no direct impact on raising the level of commitment. Although arguably, the changes may have an indirect impact through changes that job characteristics result from such privatization, such as possible reductions in role ambiguity, lower role conflict or higher degree of task identity.

As for the second policy implication, since job characteristics directly affect the individual's commitment, policy to enhance organizational commitment requires a clear and precise definition of job characteristics. It should be aimed to reduce role ambiguity while increasing skill variety.

This study has offered an increased understanding of the factors that directly affect instructor's commitment in Thai universities. The major contribution is in the identification of relationships between personal characteristics, job characteristics,

organizational characteristics and satisfaction factors against the level of organizational commitment. It is suggested that higher educational institutions are different from those of the service industry, thus a different approach is required to enhance commitment.

7.3 Issues for Further Research

This study has been specially unique in contrasting the variables on commitment across public and private universities. Despite job characteristics as the best predictor and satisfaction factors as the second best predictor of organizational commitment across public and private universities, satisfaction factors play a more important role than job characteristics in the private universities. Instructors at private universities are more stimulated by satisfaction factors than they are with the job they are required to do. This raises curious point as to whether instructors in the private universities are compromising their roles for their satisfaction. The degree of formalization and compliance, or the rigidity of rules and regulations and the enforcement of rules and regulations on their role as instructors were not, however, measured in this study. They are, nonetheless recommended for future study of this kind since they may be linked to explaining why job characteristics are more important to public universities instructors as compare to private. It is suspected that instructors at private universities are faced with higher formalization in terms of rules and regulation that becomes obstacles to performing their job, thus job characteristic is less significant on their commitment compare to satisfaction factors.

Organizational commitment of university instructors is of paramount importance to the success of the university as well as the nation. Similar research in this area is strongly encouraged. The boundary of the sample should not be limited to Bangkok, but perhaps tested throughout other major universities in the provinces. Future study of this kind may take upon a few more issues into consideration such as

alumni of the place they work may be more committed not as a result of the variables explained in this research. Likewise, more detail questions concerning scholarship grants and the perception toward moving up the academic rank may prove valuable as growth satisfaction on instructors' commitment.

7.4 Concluding Remarks

In summary, the contribution of this study is its attempt to explain and compare differences in commitment of instructors across public and private university in Bangkok Metropolis. It renders that more attention is paid on job characteristics in the hope to gain higher instructor commitment. Thus, the outcome of this research should assist in the design and development of higher education institutions that will raise the level of instructor commitment through potential decreases in their stress, burn out and lower turnover, and obtain the implied improvement in the quality of education beneficial to the students and the country.

Since both the dependent, as well as independent variables may vary from large universities to those of small universities with fewer instructors, it was in the particular interest of this study to control for the size of full-time instructors to be that of larger than two hundreds. Thus, the finding may not be applicable to university with fewer full time instructors. In addition, the findings may not be applicable with vocational, or technical colleges since their values, context and learning objectives may differ from that of a university.

- Appendix 3.1:** Percentage of Organizational Commitment (Indirect Questions) by Job Characteristics.
- Appendix 3.2:** Percentage of Organizational Commitment (Indirect Questions) by Organizational Characteristics.
- Appendix 3.3:** Percentage of Organizational Commitment (Indirect Questions) by Satisfaction.
- Appendix 3.4:** Percentage of Organizational Commitment (Indirect Questions) by Personal Characteristics.

Appendix 3.1: Percentage of Organizational Commitment (Indirect Questions)
by Job Characteristics

Job Characteristics	Organizational Commitment					
	None	Low	Moderate	High	Total	
No appeal	8.3	33.3	33.3	25.0	100.0	(12)
Low appeal	7.8	50.0	34.4	7.8	100.0	(90)
Moderate appeal	0.8	19.7	50.0	29.5	100.0	(122)
High appeal	—	—	28.8	71.2	100.0	(52)

Gamma Value: .672

Appendix 3.2: Percentage of Organizational Commitment (Indirect Questions)
by Organizational Characteristics

Organizational Characteristics	Organizational Commitment					
	None	Low	Moderate	High	Total	
No appeal	17.4	30.4	34.8	17.4	100.0	(23)
Low appeal	4.5	29.3	48.1	18.0	100.0	(133)
Moderate appeal	0.7	20.6	35.3	43.4	100.0	(136)
High appeal	3.7	14.8	25.9	55.6	100.0	(27)

Gamma Value: .389

Appendix 3.3: Percentage of Organizational Commitment (Indirect Questions)
by Satisfaction

Satisfaction	Organizational Commitment					
	None	Low	Moderate	High	Total	
None	54.5	18.2	18.2	9.1	100.0	(11)
Low	6.3	42.5	36.3	15.0	100.0	(80)
Moderate	—	21.2	46.2	32.6	100.0	(132)
High	2.4	2.4	31.7	63.4	100.0	(41)

Gamma Value: .583

Appendix 3.4: Percentage of Organizational Commitment (Indirect Questions)
by Personal Characteristics

Professional Years	Organizational Commitment					
	None	Low	Moderate	High	Total	
5 years or less	5.6	29.4	37.8	27.3	100.0	(143)
6 - 10 years	2.7	20.5	50.7	26.0	100.0	(73)
11- 20 years	2.9	20.6	39.7	36.8	100.0	(68)
21 years or more	1.6	20.3	35.9	42.2	100.0	(64)

Gamma Value: .183

Years Employed	Organizational Commitment					
	None	Low	Moderate	High	Total	
5 years or less	5.3	29.2	36.8	28.7	100.0	(171)
6 - 10 years	1.5	17.6	48.5	32.4	100.0	(68)
11- 20 years	4.8	21.0	45.2	29.0	100.0	(62)
21 years or more	—	22.4	34.7	42.9	100.0	(49)

Gamma Value: .150

Academic Degree	Organizational Commitment					
	None	Low	Moderate	High	Total	
Bachelor	4.7	18.6	32.6	44.2	100.0	(43)
Master	4.3	28.1	38.3	29.4	100.0	(235)
Doctoral	2.7	16.2	50.0	31.1	100.0	(74)

Gamma Value: .000

Gender	Organizational Commitment					
	None	Low	Moderate	High	Total	
Male	5.0	25.7	36.4	32.9	100.0	(140)
Female	3.3	23.6	42.5	30.7	100.0	(212)

Gamma Value: .020

Academic Rank	Organizational Commitment					
	None	Low	Moderate	High	Total	
Lecturer	5.0	24.5	38.7	31.8	100.0	(261)
Assistance Prof.	—	27.5	43.1	29.4	100.0	(51)
Associate Prof.	3.0	18.2	48.5	30.3	100.0	(33)
Professor	—	28.6	28.6	42.9	100.0	(7)

Gamma Value: .049

Books Published	Organizational Commitment					
	None	Low	Moderate	High	Total	
None	4.0	23.3	39.0	33.7	100.0	(249)
1 Book	7.5	28.3	45.3	18.9	100.0	(53)
2 Books	—	23.5	52.9	23.5	100.0	(17)
3 Books	—	9.1	18.2	72.7	100.0	(11)
4 Books	—	27.3	54.5	18.2	100.0	(11)
5 Books or more	—	50.0	30.0	20.0	100.0	(10)

Gamma Value: -.091

- Appendix 4.1:** Percentage of Organizational Commitment (Direct Questions) by Job Characteristics in public universities.
- Appendix 4.2:** Percentage of Organizational Commitment (Direct Questions) by Organizational Characteristics in public universities.
- Appendix 4.3:** Percentage of Organizational Commitment (Direct Questions) by Satisfaction in public university.
- Appendix 4.4:** Percentage of Organizational Commitment (Direct Questions) by Personal Characteristics in public universities.

Appendix 4.1: Percentage of Organizational Commitment (Direct Question)
by Job Characteristics in public universities.

Job Characteristics	Organizational Commitment					
	None	Low	Moderate	High	Total	
No appeal	25.0	-	50.0	25.0	100.0	(4)
Low appeal	3.1	6.3	56.3	34.4	100.0	(32)
Moderate appeal	1.2	2.5	35.8	60.5	100.0	(81)
High appeal	-	-	15.8	84.2	100.0	(38)

Gamma Value: .583

Appendix 4.2: Percentage of Organizational Commitment (Direct Question)
by Organizational Characteristics in public universities.

Organizational Characteristics	Organizational Commitment					
	None	Low	Moderate	High	Total	
No appeal	20.0	10.0	30.0	40.0	100.0	(10)
Low appeal	-	3.9	46.8	49.4	100.0	(77)
Moderate appeal	-	1.2	31.4	67.4	100.0	(86)
High appeal	5.9	-	17.6	76.5	100.0	(17)

Gamma Value: .376

Appendix 4.3: Percentage of Organizational Commitment (Direct Question)
by Satisfaction in public universities.

Satisfaction	Organizational Commitment					
	None	Low	Moderate	High	Total	
None	50.0	-	25.0	25.0	100.0	(4)
Low	6.4	10.6	48.9	34.0	100.0	(47)
Moderate	-	1.3	32.5	66.2	100.0	(77)
High	-	-	8.0	92.0	100.0	(25)

Gamma Value: .690

Appendix 4.4: Percentage of Organizational Commitment (Direct Question)
by Personal Characteristics in public universities.

Professional Years	Organizational Commitment					
	None	Low	Moderate	High	Total	
5 years or less	1.5	7.6	33.3	57.6	100.0	(66)
6 - 10 years	-	-	51.0	49.0	100.0	(49)
11- 20 years	4.4	8.9	28.9	57.8	100.0	(45)
21 years or more	4.2	2.8	26.4	66.7	100.0	(72)

Gamma Value: .103

Years Employed	Organizational Commitment					
	None	Low	Moderate	High	Total	
5 years or less	1.3	5.2	35.1	58.4	100.0	(77)
6 - 10 years	-	2.2	48.9	48.9	100.0	(45)
11- 20 years	6.5	8.7	26.1	58.7	100.0	(46)
21 years or more	3.1	3.1	28.1	65.6	100.0	(64)

Gamma Value: .065

Academic Degree	Organizational Commitment					
	None	Low	Moderate	High	Total	
Bachelor	-	8.3	25.0	66.7	100.0	(12)
Master	2.9	5.0	34.3	57.9	100.0	(140)
Doctoral	3.7	3.7	34.6	58.0	100.0	(81)

Gamma Value: -.024

Gender	Organizational Commitment					
	None	Low	Moderate	High	Total	
Male	2.5	5.1	30.4	62.0	100.0	(79)
Female	3.2	4.5	35.7	56.5	100.0	(154)

Gamma Value: -.097

Academic Rank	Organizational Commitment					
	None	Low	Moderate	High	Total	
Lecturer	1.6	4.8	35.5	58.1	100.0	(124)
Assistance Prof.	5.2	6.9	34.5	53.4	100.0	(58)
Associate Prof.	4.5	-	27.3	68.2	100.0	(44)
Professor	-	14.3	42.9	42.9	100.0	(7)

Gamma Value: .022

Books Published	Organizational Commitment					
	None	Low	Moderate	High	Total	
None	2.9	2.2	35.8	59.1	100.0	(137)
1 Book	6.7	13.3	33.3	46.7	100.0	(45)
2 Books	-	5.3	26.3	68.4	100.0	(19)
3 Books	-	-	21.4	78.6	100.0	(14)
4 Books	-	-	50.0	50.0	100.0	(10)
5 Books or more	-	14.3	28.6	57.1	100.0	(7)

Gamma Value: -.016

Articles Published	Organizational Commitment					
	None	Low	Moderate	High	Total	
None	3.6	0.9	35.7	59.8	100.0	(112)
1 to 5	1.1	7.4	34.0	57.4	100.0	(94)
6 to 10	5.3	5.3	31.6	57.9	100.0	(19)
11 or more	14.3	28.6	14.3	42.9	100.0	(7)

Gamma Value: -.108

Age	Organizational Commitment					
	None	Low	Moderate	High	Total	
Younger than 25	-	-	33.3	66.0	100.0	(6)
25 - 30	4.0	4.0	32.0	60.0	100.0	(25)
30 - 35	4.5	13.6	36.4	45.5	100.0	(22)
35 - 40	-	8.3	41.7	50.0	100.0	(36)
40 - 45	3.6	-	46.4	50.0	100.0	(28)
45 - 50	-	4.7	37.2	58.1	100.0	(43)
50 - 55	7.1	4.8	31.0	57.1	100.0	(42)
55 - 60	3.7	-	11.1	85.2	100.0	(27)
60 or older	-	-	100.0	-	100.0	(1)

Gamma Value: .143

- Appendix 5.1:** Percentage of Organizational Commitment (Direct Questions) by Job Characteristics in private universities.
- Appendix 5.2:** Percentage of Organizational Commitment (Direct Questions) by Organizational Characteristics in private universities.
- Appendix 5.3:** Percentage of Organizational Commitment (Direct Questions) by Satisfaction in private university.
- Appendix 5.4:** Percentage of Organizational Commitment (Direct Questions) by Personal Characteristics in private universities.

Appendix 5.1: Percentage of Organizational Commitment (Direct Question)
by Job Characteristics in private universities.

Job Characteristics	Organizational Commitment				Total	
	None	Low	Moderate	High		
No appeal	-	30.0	50.0	20.0	100.0	(10)
Low appeal	1.3	11.5	53.8	33.3	100.0	(78)
Moderate appeal	1.4	1.4	39.4	57.7	100.0	(71)
High appeal	-	-	9.5	90.5	100.0	(21)

Gamma Value: .596

Appendix 5.2: Percentage of Organizational Commitment (Direct Question)
by Organizational Characteristics in private universities.

Organizational Characteristics	Organizational Commitment				Total	
	None	Low	Moderate	High		
No appeal	-	13.6	63.6	22.7	100.0	(22)
Low appeal	3.1	7.2	51.5	38.1	100.0	(97)
Moderate appeal	3.5	2.3	32.6	61.6	100.0	(86)
High appeal	-	-	35.7	64.3	100.0	(14)

Gamma Value: .407

Appendix 5.3: Percentage of Organizational Commitment (Direct Question)
by Satisfaction in private universities.

Satisfaction	Organizational Commitment					
	None	Low	Moderate	High	Total	
None	11.1	33.3	44.4	11.1	100.0	(9)
Low	5.5	12.7	52.7	29.1	100.0	(55)
Moderate	1.1	3.4	36.4	59.1	100.0	(88)
High	-	-	19.0	81.0	100.0	(21)

Gamma Value: .612

Appendix 5.4: Percentage of Organizational Commitment (Direct Question)
by Personal Characteristics in private universities.

Professional Years	Organizational Commitment					
	None	Low	Moderate	High	Total	
5 years or less	2.3	10.5	48.1	39.1	100.0	(133)
6 - 10 years	3.8	3.8	39.6	52.8	100.0	(53)
11- 20 years	2.0	-	32.7	65.3	100.0	(49)
21 years or more	-	-	33.3	66.7	100.0	(15)

Gamma Value: .362

Years Employed	Organizational Commitment					
	None	Low	Moderate	High	Total	
5 years or less	3.2	9.7	45.8	41.3	100.0	(155)
6 - 10 years	2.0	2.0	38.0	58.0	100.0	(50)
11 - 20 years	-	-	42.5	57.5	100.0	(40)
21 years or more	-	-	-	100.0	100.0	(6)

Gamma Value: .373

Academic Degree	Organizational Commitment					
	None	Low	Moderate	High	Total	
Bachelor	-	6.4	44.7	48.9	100.0	(47)
Master	2.6	6.9	41.8	48.7	100.0	(189)
Doctoral	5.9	-	41.2	52.9	100.0	(17)

Gamma Value: .003

Gender	Organizational Commitment					
	None	Low	Moderate	High	Total	
Male	2.7	8.8	43.4	45.1	100.0	(113)
Female	2.1	4.3	41.4	52.1	100.0	(140)

Gamma Value: .153

Academic Rank	Organizational Commitment					
	None	Low	Moderate	High	Total	
Lecturer	2.5	6.0	43.2	47.5	100.0	(236)
Assistance Prof.	-	-	23.10	76.9	100.0	(13)
Associate Prof.	-	-	50.00	50.0	100.0	(2)
Professor	-	-	50.00	50.0	100.0	(2)

Gamma Value: .468

Books Published	Organizational Commitment					
	None	Low	Moderate	High	Total	
None	2.5	6.9	41.2	49.5	100.0	(204)
1 Book	3.1	6.3	53.1	37.5	100.0	(32)
2 Books	-	-	40.0	60.0	100.0	(5)
3 Books	-	-	33.3	66.7	100.0	(3)
4 Books	-	-	50.0	50.0	100.0	(4)
5 Books or more	-	-	20.0	80.0	100.0	(5)

Gamma Value: .016

Articles Published	Organizational Commitment					
	None	Low	Moderate	High	Total	
None	2.2	8.7	42.4	46.7	100.0	(184)
1 to 5	3.4	-	43.1	53.4	100.0	(58)
6 to 10	-	-	42.9	57.1	100.0	(7)
11 or more	-	-	25.0	75.0	100.0	(4)

Gamma Value: .204

Age	Organizational Commitment					
	None	Low	Moderate	High	Total	
Younger than 25	-	10.5	52.6	36.8	100.0	(19)
25 - 30	4.1	11.0	54.8	30.1	100.0	(73)
30 - 35	4.1	4.1	34.7	57.1	100.0	(49)
35 - 40	2.6	7.7	33.3	56.4	100.0	(39)
40 - 45	-	-	58.8	41.2	100.0	(17)
45 - 50	-	4.8	23.8	71.4	100.0	(21)
50 - 55	-	-	42.9	57.1	100.0	(7)
55 - 60	-	-	28.6	71.4	100.0	(7)
60 or older	-	-	16.7	83.3	100.0	(12)

Gamma Value: .342

Appendix 6.0: SUMMARY OF CROSS TABULATION GAMMA RESULTS						
	Org. Com.	Org. Com.		Org. Com.	Org. Com.	
	(Indirect)	(Direct)	Differences	(Direct)	(Direct)	Differences
				Public	Private	
Years Employed	0.15	0.219	-0.07	0.065	0.373	-0.31
Years Profession	0.183	0.241	-0.06	0.103	0.362	-0.26
Age	0.176	0.248	-0.07	0.143	0.342	-0.20
Gender	0.02	0.059	-0.04	-0.097	0.153	-0.25
Academic Degree	0	0.048	-0.05	-0.024	0.003	-0.03
Academic Rank	0.049	0.145	-0.10	0.022	0.468	-0.45
Books Published	-0.091	0.028	-0.12	-0.016	0.016	-0.03
Articles Published	0.033	0.064	-0.03	-0.108	0.204	-0.31
Role Conflict	0.483	0.422	0.06	0.33	0.509	-0.18
Role Ambiguity	0.577	0.476	0.10	0.364	0.525	-0.16
Skill Variety	0.478	0.357	0.12	0.319	0.35	-0.03
Task Identity	0.401	0.309	0.09	0.324	0.276	0.05
Task Significant	0.43	0.34	0.09	0.394	0.28	0.11
Autonomy	0.506	0.456	0.05	0.392	0.486	-0.09
JOB CHARACTERISTICS	0.672	0.6	0.07	0.583	0.596	-0.01
Direct Job Char. Item	0.786	0.748	0.04			
Hierarchy	0.243	0.057	0.19	0.077	0.022	0.06
Participation	0.155	0.389	-0.23	0.305	0.455	-0.15
Initiation	0.236	0.208	0.03	0.212	0.236	-0.02
Consideration	0.361	0.366	-0.01	0.403	0.329	0.07
Department size	0.106	0.116	-0.01	0.079	0.111	-0.03
ORG. CHARACTERISTICS	0.389	0.409	-0.02	0.376	0.407	-0.03
Direct Org. Char. Item	0.781	0.709	0.07			
Growth Satisfaction	0.577	0.666	-0.09	0.623	0.694	-0.07
Security	0.547	0.626	-0.08	0.607	0.639	-0.03
Compensation	0.373	0.561	-0.19	0.481	0.655	-0.17
Co-Worker	0.329	0.334	-0.01	0.452	0.249	0.20
Supervisor	0.332	0.45	-0.12	0.527	0.385	0.14
Additional Satisfaction	0.556	0.607	-0.05	0.74	0.5	0.24
SATISFACTION FACTOR	0.583	0.649	-0.07	0.69	0.612	0.08
Direct Satisfaction Item	0.709	0.857	-0.15			

SPSS Print Out

Frequencies

**Crosstabs of Organizational Commitment
(Indirect) by independent variables.**

**Crosstabs of Organizational Commitment
(Direct) by independent variables.**

**Crosstabs of Organizational Commitment
(Direct) by independent variables.
Public Universities only**

**Crosstabs of Organizational Commitment
(Direct) by independent variables.
Private Universities only**

Correlation results

Multiple Regression Results

Frequencies

220

Statistics

		Years Employed	Professional Years	Age	Gender	Nationality	Academic Degree	Academic Rank
N	Valid	500	499	489	503	503	503	503
	Missing	3	4	14	0	0	0	0

Statistics

		Books Published	Articles Published	admin position	former position	further study	research	other work
N	Valid	502	501	503	502	503	503	503
	Missing	1	2	0	1	0	0	0

Statistics

		Hours work elsewhere	Subject Areas	Class Size Recoded
N	Valid	503	503	489
	Missing	0	0	14

Frequency Table

Years Employed

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	5 years or less	242	48.1	48.4	48.4
	6 to 10 years	98	19.5	19.6	68.0
	11 to 20 years	87	17.3	17.4	85.4
	21 years or more	73	14.5	14.6	100.0
	Total	500	99.4	100.0	
Missing	System	3	.6		
Total		503	100.0		

Professional Years

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	5 years or less	209	41.6	41.9	41.5
	6 to 10 years	103	20.5	20.6	62.5
	11 to 20 years	95	18.9	19.0	81.6
	21 years or more	92	18.3	18.4	100.0
	Total	499	99.2	100.0	
Missing	System	4	.8		
Total		503	100.0		

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Younger than 25	26	5.2	5.3	5.3
	25 - 30	101	20.1	20.7	26.0
	30 - 35	74	14.7	15.1	41.1
	35 - 40	77	15.3	15.7	56.9
	40 - 45	47	9.3	9.6	66.5
	45 - 50	65	12.9	13.3	79.8
	50 - 55	49	9.7	10.0	89.8
	55 - 60	36	7.2	7.4	97.1
	Older than 60	14	2.8	2.9	100.0
	Total	489	97.2	100.0	
Missing	System	14	2.8		
Total		503	100.0		

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	male	195	38.8	38.8	38.8
	female	308	61.2	61.2	100.0
	Total	503	100.0	100.0	

Nationality

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Thai	477	94.8	94.8	94.8
	American	1	.2	.2	95.0
	English	1	.2	.2	95.2
	Australian	1	.2	.2	95.4
	Burmese	13	2.6	2.6	98.0
	Indian	4	.8	.8	98.8
	Philippine	2	.4	.4	99.2
	Pakistani	1	.2	.2	99.4
	Others	3	.6	.6	100.0
	Total	503	100.0	100.0	

Academic Degree

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Bachelor	61	12.1	12.1	12.1
	Master	339	67.4	67.4	79.5
	Doctorate	103	20.5	20.5	100.0
	Total	503	100.0	100.0	

Academic Rank

222

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	lecturer	372	74.0	74.0	74.0
	assistant professor	76	15.1	15.1	89.1
	associate professor	46	9.1	9.1	98.2
	professor	9	1.8	1.8	100.0
	Total	503	100.0	100.0	

Books Published

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	None	354	70.4	70.5	70.5
	1 Book	78	15.5	15.5	86.1
	2 Books	25	5.0	5.0	91.0
	3 Books	17	3.4	3.4	94.4
	4 Books	15	3.0	3.0	97.4
	5 or more books	13	2.6	2.6	100.0
	Total	502	99.8	100.0	
Missing	System	1	.2		
Total		503	100.0		

Articles Published

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	310	61.6	61.9	61.9
	1 to 5	152	30.2	30.3	92.2
	6 to 10	28	5.6	5.6	97.8
	11 or more	11	2.2	2.2	100.0
	Total	501	99.6	100.0	
Missing	System	2	.4		
Total		503	100.0		

admin position

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	None	410	81.5	81.5	81.5
	Subject head	37	7.4	7.4	88.9
	Deputy Head	11	2.2	2.2	91.1
	Head department	20	4.0	4.0	95.0
	Associate Dean	19	3.8	3.8	98.8
	Dean	5	1.0	1.0	99.8
	Board of Trustee	1	.2	.2	100.0
	Total	503	100.0	100.0	

former position

2 2 3

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	None	370	73.6	73.7	73.7
	Subject head	45	8.9	9.0	82.7
	Deputy Head	31	6.2	6.2	88.8
	Head department	26	5.2	5.2	94.0
	Associate Dean	23	4.6	4.6	98.6
	Dean	4	.8	.8	99.4
	Vice President	3	.6	.6	100.0
	Total	502	99.8	100.0	
Missing	9	1	.2		
Total		503	100.0		

further study

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	yes	66	13.1	13.1	13.1
	no	437	86.9	86.9	100.0
	Total	503	100.0	100.0	

research

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	None	274	54.5	54.5	54.5
	for the faculty/university	72	14.3	14.3	68.8
	for Master/Doctorate	44	8.7	8.7	77.5
	for private company	3	.6	.6	78.1
	for academic position	64	12.7	12.7	90.9
	for self curiosity	46	9.1	9.1	100.0
	Total	503	100.0	100.0	

other work

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Outside Consultant	12	2.4	2.4	2.4
	Government Agency	17	3.4	3.4	5.8
	Business Owner	18	3.6	3.6	9.3
	Business Partnership	10	2.0	2.0	11.3
	Other Part-Time Job	22	4.4	4.4	15.7
	Political Advisor	4	.8	.8	16.5
	None	420	83.5	83.5	100.0
	Total	503	100.0	100.0	

Hours work elsewhere

224

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	None	379	75.3	75.3	75.3
	Less than 5 hours per week	44	8.7	8.7	84.1
	6 to 10 hours per week	51	10.1	10.1	94.2
	more than 10 hours per week	29	5.8	5.8	100.0
	Total	503	100.0	100.0	

Subject Areas

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Law	10	2.0	2.0	2.0
	Economic	33	6.6	6.6	8.5
	Math	10	2.0	2.0	10.5
	Science	51	10.1	10.1	20.7
	Education	41	8.2	8.2	28.8
	Nurse	33	6.6	6.6	35.4
	Business Admin	111	22.1	22.1	57.5
	Engineer	40	8.0	8.0	65.4
	Language	67	13.3	13.3	78.7
	Computer Science	9	1.8	1.8	80.5
	Medical Science	38	7.6	7.6	88.1
	Social Science	60	11.9	11.9	100.0
	Total	503	100.0	100.0	

Class Size Recorded

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 20 students	79	15.7	16.2	16.2
	20 - 60 students	256	50.9	52.4	68.5
	61 - 100 students	102	20.3	20.9	89.4
	more than 100 students	52	10.3	10.6	100.0
	Total	489	97.2	100.0	
Missing	System	14	2.8		
Total		503	100.0		

Frequencies for Public Universities

Statistics

		Years Employed	Professional Years	Age	Gender	Nationality	Academic Degree	Academic Rank
N	Valid	239	239	237	240	240	240	240
	Missing	1	1	3	0	0	0	0

		Books Published	Articles Published	admin position	former position	further study	research	other work
N	Valid	239	238	240	240	240	240	240
	Missing	1	2	0	0	0	0	0

Statistics

		Hours work elsewhere	Subject Areas	Class Size Recoded
N	Valid	240	240	233
	Missing	0	0	7

Frequency Table

Years Employed

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	5 years or less	81	33.8	33.9	33.9
	6 to 10 years	45	18.8	18.8	52.7
	11 to 20 years	47	19.6	19.7	72.4
	21 years or more	66	27.5	27.6	100.0
	Total	239	99.6	100.0	
Missing	System	1	.4		
Total		240	100.0		

Professional Years

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	5 years or less	70	29.2	29.3	29.3
	6 to 10 years	49	20.4	20.5	49.8
	11 to 20 years	46	19.2	19.2	69.0
	21 years or more	74	30.8	31.0	100.0
	Total	239	99.6	100.0	
Missing	System	1	.4		
Total		240	100.0		

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Younger than 25	6	2.5	2.5	2.5
	25 - 30	25	10.4	10.5	13.1
	30 - 35	24	10.0	10.1	23.2
	35 - 40	37	15.4	15.6	38.8
	40 - 45	30	12.5	12.7	51.5
	45 - 50	44	18.3	18.6	70.0
	50 - 55	42	17.5	17.7	87.8
	55 - 60	28	11.7	11.8	99.6
	Older than 60	1	.4	.4	100.0
	Total	237	98.8	100.0	
Missing	System	3	1.3		
Total		240	100.0		

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	male	80	33.3	33.3	33.3
	female	160	66.7	66.7	100.0
	Total	240	100.0	100.0	

Nationality

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Thai	240	100.0	100.0	100.0

Academic Degree

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Bachelor	12	5.0	5.0	5.0
	Master	142	59.2	59.2	64.2
	Doctorate	86	35.8	35.8	100.0
	Total	240	100.0	100.0	

Academic Rank

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	lecturer	128	53.3	53.3	53.3
	assistant professor	61	25.4	25.4	78.8
	associate professor	44	18.3	18.3	97.1
	professor	7	2.9	2.9	100.0
	Total	240	100.0	100.0	

Books Published

227

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	None	142	59.2	59.4	59.4
	1 Book	45	18.8	18.8	78.2
	2 Books	19	7.9	7.9	86.2
	3 Books	14	5.8	5.9	92.1
	4 Books	11	4.6	4.6	96.7
	5 or more books	8	3.3	3.3	100.0
	Total	239	99.6	100.0	
Missing	System	1	.4		
Total		240	100.0		

Articles Published

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	117	48.8	49.2	49.2
	1 to 5	94	39.2	39.5	88.7
	6 to 10	20	8.3	8.4	97.1
	11 or more	7	2.9	2.9	100.0
	Total	238	99.2	100.0	
Missing	System	2	.8		
Total		240	100.0		

admin position

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	None	188	78.3	78.3	78.3
	Subject head	21	8.8	8.8	87.1
	Deputy Head	8	3.3	3.3	90.4
	Head department	8	3.3	3.3	93.7
	Associate Dean	13	5.4	5.4	99.2
	Dean	1	.4	.4	99.6
	Board of Trustee	1	.4	.4	100.0
	Total	240	100.0	100.0	

former position

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	None	161	67.1	67.1	67.1
	Subject head	23	9.6	9.6	76.7
	Deputy Head	18	7.5	7.5	84.2
	Head department	12	5.0	5.0	89.2
	Associate Dean	20	8.3	8.3	97.5
	Dean	3	1.3	1.3	98.7
	Vice President	3	1.3	1.3	100.0
	Total	240	100.0	100.0	

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid yes	15	6.3	6.3	6.3
no	225	93.8	93.8	100.0
Total	240	100.0	100.0	

research

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid None	94	39.2	39.2	39.2
for the faculty/university	47	19.6	19.6	58.8
for Master/Doctorate	12	5.0	5.0	63.8
for private company	3	1.3	1.3	65.0
for academic position	55	22.9	22.9	87.9
for self curiosity	29	12.1	12.1	100.0
Total	240	100.0	100.0	

other work

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Outside Consultant	6	2.5	2.5	2.5
Government Agency	14	5.8	5.8	8.3
Business Owner	9	3.8	3.8	12.1
Business Partnership	2	.8	.8	12.9
Other Part-Time Job	12	5.0	5.0	17.9
Political Advisor	1	.4	.4	18.3
None	196	81.7	81.7	100.0
Total	240	100.0	100.0	

Hours work elsewhere

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid None	160	66.7	66.7	66.7
Less than 5 hours per week	35	14.6	14.6	81.3
6 to 10 hours per week	40	16.7	16.7	97.9
more than 10 hours per week	5	2.1	2.1	100.0
Total	240	100.0	100.0	

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Economic	26	10.8	10.8	10.8
	Science	25	10.4	10.4	21.3
	Education	35	14.6	14.6	35.8
	Nurse	19	7.9	7.9	43.8
	Business Admin	11	4.6	4.6	48.3
	Language	35	14.6	14.6	62.9
	Computer Science	2	.8	.8	63.8
	Medical Science	38	15.8	15.8	79.6
	Social Science	49	20.4	20.4	100.0
	Total	240	100.0	100.0	

Class Size Recoded

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 20 students	62	25.8	26.6	26.6
	20 - 60 students	106	44.2	45.5	72.1
	61 - 100 students	37	15.4	15.9	88.0
	more than 100 students	28	11.7	12.0	100.0
	Total	233	97.1	100.0	
Missing	System	7	2.9		
Total		240	100.0		

Frequencies for Private Universities

Statistics

		Years Employed	Professional Years	Age	Gender	Nationality	Academic Degree	Academic Rank
N	Valid	261	260	252	263	263	263	263
	Missing	2	3	11	0	0	0	0

Statistics

		Books Published	Articles Published	admin position	former position	further study	research	other work
N	Valid	263	263	263	262	263	263	263
	Missing	0	0	0	1	0	0	0

Statistics

		Hours work elsewhere	Subject Areas	Class Size Recoded
N	Valid	263	263	256
	Missing	0	0	7

Frequency Table

Years Employed

230

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	5 years or less	161	61.2	61.7	61.7
	6 to 10 years	53	20.2	20.3	82.0
	11 to 20 years	40	15.2	15.3	97.3
	21 years or more	7	2.7	2.7	100.0
	Total	261	99.2	100.0	
Missing	System	2	.8		
Total		263	100.0		

Professional Years

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	5 years or less	139	52.9	53.5	53.5
	6 to 10 years	54	20.5	20.8	74.2
	11 to 20 years	49	18.6	18.8	93.1
	21 years or more	18	6.8	6.9	100.0
	Total	260	98.9	100.0	
Missing	System	3	1.1		
Total		263	100.0		

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Younger than 25	20	7.6	7.9	7.9
	25 - 30	76	28.9	30.2	38.1
	30 - 35	50	19.0	19.8	57.9
	35 - 40	40	15.2	15.9	73.8
	40 - 45	17	6.5	6.7	80.6
	45 - 50	21	8.0	8.3	88.9
	50 - 55	7	2.7	2.8	91.7
	55 - 60	8	3.0	3.2	94.8
	Older than 60	13	4.9	5.2	100.0
	Total	252	95.8	100.0	
Missing	System	11	4.2		
Total		263	100.0		

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	male	115	43.7	43.7	43.7
	female	148	56.3	56.3	100.0
Total		263	100.0	100.0	

Nationality

2 3 1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Thai	237	90.1	90.1	90.1
	American	1	.4	.4	90.5
	English	1	.4	.4	90.9
	Australian	1	.4	.4	91.3
	Burmese	13	4.9	4.9	96.2
	Indian	4	1.5	1.5	97.7
	Philippine	2	.8	.8	98.5
	Pakistani	1	.4	.4	98.9
	Others	3	1.1	1.1	100.0
	Total	263	100.0	100.0	

Academic Degree

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Bachelor	49	18.6	18.6	18.6
	Master	197	74.9	74.9	93.5
	Doctorate	17	6.5	6.5	100.0
	Total	263	100.0	100.0	

Academic Rank

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	lecturer	244	92.8	92.8	92.8
	assistant professor	15	5.7	5.7	98.5
	associate professor	2	.8	.8	99.2
	professor	2	.8	.8	100.0
	Total	263	100.0	100.0	

Books Published

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	None	212	80.6	80.6	80.6
	1 Book	33	12.5	12.5	93.2
	2 Books	6	2.3	2.3	95.4
	3 Books	3	1.1	1.1	96.6
	4 Books	4	1.5	1.5	98.1
	5 or more books	5	1.9	1.9	100.0
	Total	263	100.0	100.0	

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	193	73.4	73.4	73.4
	1 to 5	58	22.1	22.1	95.4
	6 to 10	8	3.0	3.0	98.5
	11 or more	4	1.5	1.5	100.0
	Total	263	100.0	100.0	

admin position

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	None	222	84.4	84.4	84.4
	Subject head	16	6.1	6.1	90.5
	Deputy Head	3	1.1	1.1	91.6
	Head department	12	4.6	4.6	96.2
	Associate Dean	6	2.3	2.3	98.5
	Dean	4	1.5	1.5	100.0
	Total	263	100.0	100.0	

former position

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	None	209	79.5	79.8	79.8
	Subject head	22	8.4	8.4	88.2
	Deputy Head	13	4.9	5.0	93.1
	Head department	14	5.3	5.3	98.5
	Associate Dean	3	1.1	1.1	99.6
	Dean	1	.4	.4	100.0
	Total	262	99.6	100.0	
Missing	9	1	.4		
Total		263	100.0		

further study

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	yes	51	19.4	19.4	19.4
	no	212	80.6	80.6	100.0
	Total	263	100.0	100.0	

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	None	180	68.4	68.4	68.4
	for the faculty/university	25	9.5	9.5	77.9
	for Master/Doctorate	32	12.2	12.2	90.1
	for academic position	9	3.4	3.4	93.5
	for self curiosity	17	6.5	6.5	100.0
	Total	263	100.0	100.0	

other work

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Outside Consultant	6	2.3	2.3	2.3
	Government Agency	3	1.1	1.1	3.4
	Business Owner	9	3.4	3.4	6.8
	Business Partnership	8	3.0	3.0	9.9
	Other Part-Time Job	10	3.8	3.8	13.7
	Political Advisor	3	1.1	1.1	14.8
	None	224	85.2	85.2	100.0
	Total	263	100.0	100.0	

Hours work elsewhere

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	None	219	83.3	83.3	83.3
	Less than 5 hours per week	9	3.4	3.4	86.7
	6 to 10 hours per week	11	4.2	4.2	90.9
	more than 10 hours per week	24	9.1	9.1	100.0
	Total	263	100.0	100.0	

Subject Areas

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Law	10	3.8	3.8	3.8
	Economic	7	2.7	2.7	6.5
	Math	10	3.8	3.8	10.3
	Science	26	9.9	9.9	20.2
	Education	6	2.3	2.3	22.4
	Nurse	14	5.3	5.3	27.8
	Business Admin	100	38.0	38.0	65.8
	Engineer	40	15.2	15.2	81.0
	Language	32	12.2	12.2	93.2
	Computer Science	7	2.7	2.7	95.8
	Social Science	11	4.2	4.2	100.0
	Total	263	100.0	100.0	

Tables

2 3 4

	Mean
Years Employed	9.5
Professional Years	10.8
Age	40
Books Published	1
Articles Published	2

Tables

Public Universities Mean

	Mean
Years Employed	13.1
Professional Years	13.9
Age	44
Books Published	1
Articles Published	3

Tables

Private Universities Mean

	Mean
Years Employed	6.2
Professional Years	7.9
Age	37
Books Published	0
Articles Published	1

Regression

PUBLIC UNIVERSITIES

Role Conflict in Public Universities

		Strongly Disagree	Moderately Disagree	Slightly Disagree	Slightly Agree	Moderately Agree	Strongly Agree	Not Sure	9	Total
Item 18	Count	24	37	45	47	30	27	25	5	240
	%	10.0%	15.4%	18.8%	19.6%	12.5%	11.3%	10.4%	2.1%	100.0%
Item 19	Count	4	6	12	35	74	106	2	1	240
	%	1.7%	2.5%	5.0%	14.6%	30.8%	44.2%	.8%	.4%	100.0%
Item 20	Count	14	21	39	56	32	26	40	12	240
	%	5.8%	8.8%	16.3%	23.3%	13.3%	10.8%	16.7%	5.0%	100.0%
Item 21	Count	42	41	61	35	29	24	6	2	240
	%	17.5%	17.1%	25.4%	14.6%	12.1%	10.0%	2.5%	.8%	100.0%

Role Ambiguity in Public Universities

		Strongly Disagree	Moderately Disagree	Slightly Disagree	Slightly Agree	Moderately Agree	Strongly Agree	Not Sure	9	Total
Item 22	Count	13	9	22	52	68	52	21	3	240
	%	5.4%	3.8%	9.2%	21.7%	28.3%	21.7%	8.8%	1.3%	100.0%
Item 23	Count	2	3	10	23	50	143	8	1	240
	%	.8%	1.3%	4.2%	9.6%	20.8%	59.6%	3.3%	.4%	100.0%
Item 24	Count	27	20	49	40	47	25	32		240
	%	11.3%	8.3%	20.4%	16.7%	19.6%	10.4%	13.3%		100.0%

Skill Variety in Public Universities

		Strongly Disagree	Moderately Disagree	Slightly Disagree	Slightly Agree	Moderately Agree	Strongly Agree	Not Sure	9	Total
Item 26	Count	5	2	17	49	69	91	5	2	240
	%	2.1%	.8%	7.1%	20.4%	28.8%	37.9%	2.1%	.8%	100.0%
Item 31	Count	2	4	13	46	68	100	5	2	240
	%	.8%	1.7%	5.4%	19.2%	28.3%	41.7%	2.1%	.8%	100.0%

Task Identity in Public Universities

		Strongly Disagree	Moderately Disagree	Slightly Disagree	Slightly Agree	Moderately Agree	Strongly Agree	Not Sure	9	Total
Item 25	Count	13	17	36	38	72	51	11	2	240
	%	5.4%	7.1%	15.0%	15.8%	30.0%	21.3%	4.6%	.8%	100.0%
Item 32	Count	8	23	23	46	58	61	14	7	240
	%	3.3%	9.6%	9.6%	19.2%	24.2%	25.4%	5.8%	2.9%	100.0%

Task Significant in Public Universities

		Strongly Disagree	Moderately Disagree	Slightly Disagree	Slightly Agree	Moderately Agree	Strongly Agree	Not Sure	9	Total
Item 27	Count	3	3	15	54	69	74	21	1	240
	%	1.3%	1.3%	6.3%	22.5%	28.8%	30.8%	8.8%	.4%	100.0%

Autonomy in Public Universities

		Strongly Disagree	Moderately Disagree	Slightly Disagree	Slightly Agree	Moderately Agree	Strongly Agree	Not Sure	9	Total
Item 28	Count	4	5	5	27	58	137	3	1	240
	%	1.7%	2.1%	2.1%	11.3%	24.2%	57.1%	1.3%	.4%	100.0%
Item 29	Count	12	13	25	50	50	83	6	1	240
	%	5.0%	5.4%	10.4%	20.8%	20.8%	34.6%	2.5%	.4%	100.0%
Item 30	Count	5	4	18	41	69	99	4		240
	%	2.1%	1.7%	7.5%	17.1%	28.8%	41.3%	1.7%		100.0%
Item 33	Count	6	3	9	17	47	151	5	2	240
	%	2.5%	1.3%	3.8%	7.1%	19.6%	62.9%	2.1%	.8%	100.0%

JOB CHARACTERISTICS (Public Universities)

		1.00	2.00	3.00	4.00	Total
Role Conflict Recoded	Count	29	97	68	12	206
	%	14.1%	47.1%	33.0%	5.8%	100.0%
Role Ambiguity Recoded	Count	5	22	90	93	210
	%	2.4%	10.5%	42.9%	44.3%	100.0%
Skill Variety Recoded	Count	3	21	103	102	229
	%	1.3%	9.2%	45.0%	44.5%	100.0%
Task Identification Recoded	Count	8	53	100	48	209
	%	3.8%	25.4%	47.8%	23.0%	100.0%
Task Significant Recoded	Count	6	15	54	143	218
	%	2.8%	6.9%	24.8%	65.6%	100.0%
Autonomy Recoded	Count	2	8	56	157	223
	%	.9%	3.6%	25.1%	70.4%	100.0%
Job Characteristics Recoded	Count	4	32	83	39	158
	%	2.5%	20.3%	52.5%	24.7%	100.0%
Direct Job Characteristics Recoded	Count	15	15	59	138	227
	%	6.6%	6.6%	26.0%	60.8%	100.0%

Hierarchy/Authority in Public Universities

		Strongly Disagree	Moderately Disagree	Slightly Disagree	Slightly Agree	Moderately Agree	Strongly Agree	Not Sure	9	Total
Item 34	Count	32	28	48	36	37	35	21	3	240
	%	13.3%	11.7%	20.0%	15.0%	15.4%	14.6%	8.8%	1.3%	100.0%
Item 35	Count	16	27	28	47	40	42	26	14	240
	%	6.7%	11.3%	11.7%	19.6%	16.7%	17.5%	10.8%	5.8%	100.0%

Participation in Public Universities

		Never	Seldom	Occasionally	Often	Always	9	Total
Item 38	Count	102	38	44	24	32		240
	%	42.5%	15.8%	18.3%	10.0%	13.3%		100.0%
Item 39	Count	169	17	27	16	10	1	240
	%	70.4%	7.1%	11.3%	6.7%	4.2%	.4%	100.0%
Item 40	Count	65	54	63	38	20		240
	%	27.1%	22.5%	26.3%	15.8%	8.3%		100.0%
Item 41	Count	61	51	64	49	15		240
	%	25.4%	21.3%	26.7%	20.4%	6.3%		100.0%

Initiation/ Structure in Public Universities

		Never	Seldom	Occasionally	Often	Always	9	Total
Item 42	Count	16	36	94	56	26	12	240
	%	6.7%	15.0%	39.2%	23.3%	10.8%	5.0%	100.0%
Item 43	Count	78	51	71	19	6	15	240
	%	32.5%	21.3%	29.6%	7.9%	2.5%	6.3%	100.0%
Item 44	Count	15	18	70	80	45	12	240
	%	6.3%	7.5%	29.2%	33.3%	18.8%	5.0%	100.0%
Item 45	Count	16	37	55	76	48	8	240
	%	6.7%	15.4%	22.9%	31.7%	20.0%	3.3%	100.0%
Item 46	Count	27	36	67	72	32	6	240
	%	11.3%	15.0%	27.9%	30.0%	13.3%	2.5%	100.0%

Consideration in Public Universities

		Never	Seldom	Occasionally	Often	Always	9	Total
Item 47	Count	27	52	70	48	36	7	240
	%	11.3%	21.7%	29.2%	20.0%	15.0%	2.9%	100.0%
Item 48	Count	15	49	68	66	37	5	240
	%	6.3%	20.4%	28.3%	27.5%	15.4%	2.1%	100.0%
Item 49	Count	28	49	77	46	35	5	240
	%	11.7%	20.4%	32.1%	19.2%	14.6%	2.1%	100.0%
Item 50	Count	20	33	62	58	56	11	240
	%	8.3%	13.8%	25.8%	24.2%	23.3%	4.6%	100.0%
Item 51	Count	13	24	50	86	62	5	240
	%	5.4%	10.0%	20.8%	35.8%	25.8%	2.1%	100.0%

ORGANIZATIONAL CHARACTERISTICS (Public Universities)

		1.00	2.00	3.00	4.00	Total
Hierarchy/Authority Recoded	Count	60	48	36	72	216
	%	27.8%	22.2%	16.7%	33.3%	100.0%
Participation Recoded	Count	118	74	36	11	239
	%	49.4%	31.0%	15.1%	4.6%	100.0%
Initiation/Structure Recoded	Count	16	87	94	19	216
	%	7.4%	40.3%	43.5%	8.8%	100.0%
Consideration Recoded	Count	29	64	87	47	227
	%	12.8%	28.2%	38.3%	20.7%	100.0%
Department Size Recoded	Count	129	43	54	14	240
	%	53.8%	17.9%	22.5%	5.8%	100.0%
Organizational Characteristics Recoded	Count	10	77	89	17	193
	%	5.2%	39.9%	46.1%	8.8%	100.0%
Direct Organizational Characteristics Recoded	Count	11	39	60	113	223
	%	4.9%	17.5%	26.9%	50.7%	100.0%

Growth Satisfaction in Public Universities

		Extremely Insufficient	Moderately Insufficient	Slightly Insufficient	Slightly Sufficient	Moderately Sufficient	Extremely Sufficient	Not Sure	9	Total
Item 3	Count	3	16	50	98	51	15	5	2	240
	%	1.3%	6.7%	20.8%	40.8%	21.3%	6.3%	2.1%	.8%	100.0%
Item 5	Count	5	11	39	74	69	36	4	2	240
	%	2.1%	4.6%	16.3%	30.8%	28.8%	15.0%	1.7%	.8%	100.0%
Item 9	Count	2	8	18	74	88	46	3	1	240
	%	.8%	3.3%	7.5%	30.8%	36.7%	19.2%	1.3%	.4%	100.0%
Item 12	Count	5	9	20	80	80	39	2	5	240
	%	2.1%	3.8%	8.3%	33.3%	33.3%	16.3%	.8%	2.1%	100.0%

Security in Public Universities

		Extremely Insufficient	Moderately Insufficient	Slightly Insufficient	Slightly Sufficient	Moderately Sufficient	Extremely Sufficient	Not Sure	9	Total
Item 1	Count	4	6	11	48	101	60	6	4	240
	%	1.7%	2.5%	4.6%	20.0%	42.1%	25.0%	2.5%	1.7%	100.0%
Item 10	Count	8	7	25	67	74	40	18	1	240
	%	3.3%	2.9%	10.4%	27.9%	30.8%	16.7%	7.5%	.4%	100.0%

Compensation in Public Universities

		Extremely Insufficient	Moderately Insufficient	Slightly Insufficient	Slightly Sufficient	Moderately Sufficient	Extremely Sufficient	Not Sure	9	Total
Item 2	Count	22	41	74	60	28	9	5	1	240
	%	9.2%	17.1%	30.8%	25.0%	11.7%	3.8%	2.1%	.4%	100.0%
Item 8	Count	20	32	86	51	21	12	14	2	240
	%	8.3%	13.3%	35.8%	21.3%	8.6%	5.0%	5.8%	.8%	100.0%

Co-Worker in Public Universities

		Extremely Insufficient	Moderately Insufficient	Slightly Insufficient	Slightly Sufficient	Moderately Sufficient	Extremely Sufficient	Not Sure	9	Total
Item 6	Count	1	10	68	72	39	29		1	240
	%	.4%	4.2%	28.3%	30.0%	16.6%	12.1%		.4%	100.0%
Item 11	Count		3	21	73	91	49	2	1	240
	%		1.3%	8.8%	30.4%	37.9%	20.4%	.8%	.4%	100.0%
Item 15	Count	15	25	55	44	62	25	14		240
	%	6.3%	10.4%	22.9%	18.3%	25.8%	10.4%	5.8%		100.0%

Supervisor in Public Universities

		Extremely Insufficient	Moderately Insufficient	Slightly Insufficient	Slightly Sufficient	Moderately Sufficient	Extremely Sufficient	Not Sure	9	Total
Item 4	Count	6	15	23	77	77	25	12	5	240
	%	2.5%	6.3%	9.6%	32.1%	32.1%	10.4%	5.0%	2.1%	100.0%
Item 7	Count	13	16	53	64	55	24	8	7	240
	%	5.4%	6.7%	22.1%	26.7%	22.9%	10.0%	3.3%	2.9%	100.0%
Item 14	Count	12	23	33	46	58	38	25	5	240
	%	5.0%	9.6%	13.8%	19.2%	24.2%	15.8%	10.4%	2.1%	100.0%

Additional Satisfaction in Public Universities

		Strongly Disagree	Moderately Disagree	Slightly Disagree	Slightly Agree	Moderately Agree	Strongly Agree	Not Sure	Total
Item 16	Count	12	26	51	58	55	25	13	240
	%	5.0%	10.8%	21.3%	24.2%	22.9%	10.4%	5.4%	100.0%
Item 17	Count	10	12	16	44	54	81	23	240
	%	4.2%	5.0%	6.7%	18.3%	22.5%	33.8%	9.6%	100.0%

SATISFACTION FACTORS (Public Universities)

		1.00	2.00	3.00	4.00	Total
Growth Satisfaction	Count	2	18	118	82	220
Recorded	%	.9%	8.2%	53.6%	37.3%	100.0%
Security Recorded	Count	8	25	131	54	218
	%	3.7%	11.5%	60.1%	24.8%	100.0%
Compensation Recorded	Count	44	104	62	13	223
	%	19.7%	46.6%	27.8%	5.8%	100.0%
Co-Worker Recorded	Count	8	67	95	53	223
	%	3.6%	30.0%	42.6%	23.8%	100.0%
Supervisor Recorded	Count	10	37	94	55	196
	%	5.1%	18.9%	48.0%	28.1%	100.0%
Additional Satisfaction	Count	12	42	120	33	207
Recorded	%	5.8%	20.3%	58.0%	15.9%	100.0%
Satisfaction Factors	Count	4	49	79	26	158
Recorded	%	2.5%	31.0%	50.0%	16.5%	100.0%
Direct Satisfaction	Count	2	16	119	99	236
Recorded	%	.8%	6.8%	50.4%	41.9%	100.0%

Organizational Commitment Items (Public Universities)

		Strongly Disagree	Moderately Disagree	Slightly Disagree	Slightly Agree	Moderately Agree	Strongly Agree	Not Sure	9	Total
Item 52	Count	2	3	7	49	56	110	7	6	240
	%	.8%	1.3%	2.9%	20.4%	23.3%	45.8%	2.9%	2.5%	100.0%
Item 53	Count	8	9	29	61	61	57	11	4	240
	%	3.3%	3.8%	12.1%	25.4%	25.4%	23.8%	4.6%	1.7%	100.0%
Item 54	Count	24	16	39	47	58	44	6	6	240
	%	10.0%	6.7%	16.3%	19.6%	24.2%	18.3%	2.5%	2.5%	100.0%
Item 55	Count	2	4	12	50	55	112	3	2	240
	%	.8%	1.7%	5.0%	20.8%	22.9%	46.7%	1.3%	.8%	100.0%
Item 56	Count	5	6	15	46	58	95	13	2	240
	%	2.1%	2.5%	6.3%	19.2%	24.2%	39.6%	5.4%	.8%	100.0%
Item 57	Count	6	6	5	47	60	93	19	4	240
	%	2.5%	2.5%	2.1%	19.6%	25.0%	38.8%	7.9%	1.7%	100.0%
Item 58	Count	15	17	22	32	30	106	14	4	240
	%	6.3%	7.1%	9.2%	13.3%	12.5%	44.2%	5.8%	1.7%	100.0%
Item 59	Count	10	15	23	42	55	65	27	3	240
	%	4.2%	6.3%	9.6%	17.5%	22.9%	27.1%	11.3%	1.3%	100.0%
Item 60	Count	30	35	55	31	18	23	37	11	240
	%	12.5%	14.6%	22.9%	12.9%	7.5%	9.6%	15.4%	4.6%	100.0%
Item 61	Count	28	32	37	40	38	37	22	6	240
	%	11.7%	13.3%	15.4%	16.7%	15.8%	15.4%	9.2%	2.5%	100.0%
Item 62	Count	21	15	35	42	54	52	16	5	240
	%	8.8%	6.3%	14.6%	17.5%	22.5%	21.7%	6.7%	2.1%	100.0%
Item 63	Count	4	9	12	36	54	103	14	8	240
	%	1.7%	3.8%	5.0%	15.0%	22.5%	42.9%	5.8%	3.3%	100.0%
Item 64	Count	3	9	19	34	50	116	6	3	240
	%	1.3%	3.8%	7.9%	14.2%	20.8%	48.3%	2.5%	1.3%	100.0%
Item 65	Count	6	10	27	42	52	89	8	6	240
	%	2.5%	4.2%	11.3%	17.5%	21.7%	37.1%	3.3%	2.5%	100.0%
Item 66	Count	11	19	29	74	59	37	7	4	240
	%	4.6%	7.9%	12.1%	30.8%	24.6%	15.4%	2.9%	1.7%	100.0%
Item 67	Count	16	27	29	21	43	91	9	4	240
	%	6.7%	11.3%	12.1%	8.8%	17.9%	37.9%	3.8%	1.7%	100.0%

ORGANIZATIONAL COMMITMENT (Public Universities)

		not committed	minimal commitment	moderately committed	extremely committed	not sure	9.00	Total
Organizational Commitment	Count	2	34	70	51			157
Recorded	%	1.3%	21.7%	44.6%	32.5%			100.0%
Organizational Commitment	Count	7	11	79	136	3	4	240
(Direct Item)	%	2.9%	4.6%	32.9%	56.7%	1.3%	1.7%	100.0%

PRIVATE UNIVERSITIES

Role Conflict in Private Universities

		Strongly Disagree	Moderately Disagree	Slightly Disagree	Slightly Agree	Moderately Agree	Strongly Agree	Not Sure	9	Total
Item 18	Count	18	36	52	65	40	41	11		263
	%	6.8%	13.7%	19.8%	24.7%	15.2%	15.6%	4.2%		100.0%
Item 19	Count	2	11	18	54	69	108	1		263
	%	.8%	4.2%	6.8%	20.5%	26.2%	41.1%	.4%		100.0%
Item 20	Count	10	26	59	62	37	32	33	4	263
	%	3.8%	9.9%	22.4%	23.6%	14.1%	12.2%	12.5%	1.5%	100.0%
Item 21	Count	44	25	60	56	35	34	9		263
	%	16.7%	9.5%	22.8%	21.3%	13.3%	12.9%	3.4%		100.0%

Role Ambiguity in Private Universities

		Strongly Disagree	Moderately Disagree	Slightly Disagree	Slightly Agree	Moderately Agree	Strongly Agree	Not Sure	9	Total
Item 22	Count	13	18	33	83	54	32	29	1	263
	%	4.9%	6.8%	12.5%	31.6%	20.5%	12.2%	11.0%	.4%	100.0%
Item 23	Count	3	3	22	57	64	108	5	1	263
	%	1.1%	1.1%	8.4%	21.7%	24.3%	41.1%	1.9%	.4%	100.0%
Item 24	Count	36	24	44	55	41	23	39	1	263
	%	13.7%	9.1%	16.7%	20.9%	15.6%	8.7%	14.8%	.4%	100.0%

Skill Variety in Private Universities

		Strongly Disagree	Moderately Disagree	Slightly Disagree	Slightly Agree	Moderately Agree	Strongly Agree	Not Sure	9	Total
Item 26	Count	8	14	38	69	61	56	16	1	263
	%	3.0%	5.3%	14.4%	26.2%	23.2%	21.3%	6.1%	.4%	100.0%
Item 31	Count	5	11	28	68	85	58	7	1	263
	%	1.9%	4.2%	10.6%	25.9%	32.3%	22.1%	2.7%	.4%	100.0%

Task Identity in Private Universities

		Strongly Disagree	Moderately Disagree	Slightly Disagree	Slightly Agree	Moderately Agree	Strongly Agree	Not Sure	9	Total
Item 25	Count	7	12	40	76	62	43	23		263
	%	2.7%	4.6%	15.2%	28.9%	23.6%	16.3%	8.7%		100.0%
Item 32	Count	8	25	30	64	58	51	25	2	263
	%	3.0%	9.5%	11.4%	24.3%	22.1%	19.4%	9.5%	.8%	100.0%

Task Significant in Private Universities

		Strongly Disagree	Moderately Disagree	Slightly Disagree	Slightly Agree	Moderately Agree	Strongly Agree	Not Sure	9	Total
Item 27	Count	9	16	38	68	57	56	18	1	263
	%	3.4%	6.1%	14.4%	25.9%	21.7%	21.3%	6.8%	.4%	100.0%

Autonomy in Private Universities

		Strongly Disagree	Moderately Disagree	Slightly Disagree	Slightly Agree	Moderately Agree	Strongly Agree	Not Sure	9	Total
Item 28	Count	6	6	24	48	63	111	4	1	263
	%	2.3%	2.3%	9.1%	18.3%	24.0%	42.2%	1.5%	.4%	100.0%
Item 29	Count	11	28	41	57	47	69	8	2	263
	%	4.2%	10.6%	15.6%	21.7%	17.9%	26.2%	3.0%	.8%	100.0%
Item 30	Count	6	12	27	63	68	81	4	2	263
	%	2.3%	4.6%	10.3%	24.0%	25.9%	30.8%	1.5%	.8%	100.0%
Item 33	Count	26	20	42	47	61	59	7	1	263
	%	9.9%	7.6%	16.0%	17.9%	23.2%	22.4%	2.7%	.4%	100.0%

JOB CHARACTERISTICS (Private Universities)

		1.00	2.00	3.00	4.00	Total
Role Conflict Recoded	Count	27	117	79	21	244
	%	11.1%	48.0%	32.4%	8.6%	100.0%
Role Ambiguity Recoded	Count	6	47	113	63	229
	%	2.6%	20.5%	49.3%	27.5%	100.0%
Skill Variety Recoded	Count	10	51	117	63	241
	%	4.1%	21.2%	48.5%	26.1%	100.0%
Task Identification Recoded	Count	5	69	105	42	221
	%	2.3%	31.2%	47.5%	19.0%	100.0%
Task Significant Recoded	Count	25	38	68	113	244
	%	10.2%	15.6%	27.9%	46.3%	100.0%
Autonomy Recoded	Count	3	32	90	120	245
	%	1.2%	13.1%	36.7%	49.0%	100.0%
Job Characteristics Recoded	Count	10	79	71	22	182
	%	5.5%	43.4%	39.0%	12.1%	100.0%
Direct Job Characteristics Recoded	Count	14	29	65	142	250
	%	5.6%	11.6%	26.0%	56.8%	100.0%

Hierarchy/Authority in Private Universities

		Strongly Disagree	Moderately Disagree	Slightly Disagree	Slightly Agree	Moderately Agree	Strongly Agree	Not Sure	9	Total
Item 34	Count	43	39	50	49	35	23	21	3	263
	%	16.3%	14.8%	19.0%	18.6%	13.3%	8.7%	8.0%	1.1%	100.0%
Item 35	Count	23	29	49	54	22	37	34	15	263
	%	8.7%	11.0%	18.6%	20.5%	8.4%	14.1%	12.9%	5.7%	100.0%

Participation in Private Universities

		Never	Seldom	Occasionally	Often	Always	9	Total
Item 38	Count	171	41	23	16	11	1	263
	%	65.0%	15.6%	8.7%	6.1%	4.2%	.4%	100.0%
Item 39	Count	202	17	21	9	13	1	263
	%	76.8%	6.5%	8.0%	3.4%	4.9%	.4%	100.0%
Item 40	Count	141	46	41	21	13	1	263
	%	53.6%	17.5%	15.6%	8.0%	4.9%	.4%	100.0%
Item 41	Count	135	41	53	22	11	1	263
	%	51.3%	15.6%	20.2%	8.4%	4.2%	.4%	100.0%

Initiation/Structure in Private Universities

		Never	Seldom	Occasionally	Often	Always	9	Total
Item 42	Count	22	44	78	71	35	13	263
	%	8.4%	16.7%	29.7%	27.0%	13.3%	4.9%	100.0%
Item 43	Count	84	56	66	32	11	14	263
	%	31.9%	21.3%	25.1%	12.2%	4.2%	5.3%	100.0%
Item 44	Count	7	35	66	99	43	13	263
	%	2.7%	13.3%	25.1%	37.6%	16.3%	4.9%	100.0%
Item 45	Count	13	18	61	92	66	13	263
	%	4.9%	6.8%	23.2%	35.0%	25.1%	4.9%	100.0%
Item 46	Count	20	36	76	70	47	14	263
	%	7.6%	13.7%	28.9%	26.6%	17.9%	5.3%	100.0%

Consideration in Private Universities

		Never	Seldom	Occasionally	Often	Always	9	Total
Item 47	Count	29	41	69	66	46	12	263
	%	11.0%	15.6%	26.2%	25.1%	17.5%	4.6%	100.0%
Item 48	Count	15	43	74	79	40	12	263
	%	5.7%	16.3%	28.1%	30.0%	15.2%	4.6%	100.0%
Item 49	Count	26	46	84	55	37	15	263
	%	9.9%	17.5%	31.9%	20.9%	14.1%	5.7%	100.0%
Item 50	Count	24	32	70	74	49	14	263
	%	9.1%	12.2%	26.6%	28.1%	18.6%	5.3%	100.0%
Item 51	Count	17	47	64	81	41	13	263
	%	6.5%	17.9%	24.3%	30.8%	15.6%	4.9%	100.0%

ORGANIZATIONAL CHARACTERISTICS (Private Universities)

		1.00	2.00	3.00	4.00	Total
Hierarchy/Authority Recorded	Count	82	50	49	58	239
	%	34.3%	20.9%	20.5%	24.3%	100.0%
Participation Recorded	Count	195	33	22	12	262
	%	74.4%	12.6%	8.4%	4.6%	100.0%
Initiation/Structure Recorded	Count	16	83	122	24	245
	%	6.5%	33.9%	49.8%	9.8%	100.0%
Consideration Recorded	Count	30	83	84	49	246
	%	12.2%	33.7%	34.1%	19.9%	100.0%
Department Size Recorded	Count	179	41	13	30	263
	%	68.1%	15.6%	4.9%	11.4%	100.0%
Organizational Characteristics Recorded	Count	22	99	87	14	222
	%	9.9%	44.6%	39.2%	6.3%	100.0%
Direct Organizational Characteristics Recorded	Count	25	33	67	123	248
	%	10.1%	13.3%	27.0%	49.6%	100.0%

Growth Satisfaction in Private Universities

		Extremely Insufficient	Moderately Insufficient	Slightly Insufficient	Slightly Sufficient	Moderately Sufficient	Extremely Sufficient	Not Sure	9	Total
Item 3	Count	3	28	75	85	55	7	9	1	263
	%	1.1%	10.6%	28.5%	32.3%	20.9%	2.7%	3.4%	.4%	100.0%
Item 5	Count	6	11	48	93	74	29	2		263
	%	2.3%	4.2%	18.3%	35.4%	28.1%	11.0%	.8%		100.0%
Item 9	Count	4	8	36	101	88	23	3		263
	%	1.5%	3.0%	13.7%	38.4%	33.5%	8.7%	1.1%		100.0%
Item 12	Count	7	18	54	88	65	25		6	263
	%	2.7%	6.8%	20.5%	33.5%	24.7%	9.5%		2.3%	100.0%

Security in Private Universities

		Extremely Insufficient	Moderately Insufficient	Slightly Insufficient	Slightly Sufficient	Moderately Sufficient	Extremely Sufficient	Not Sure	9	Total
Item 1	Count	2	7	26	89	88	34	15	2	263
	%	.8%	2.7%	9.9%	33.8%	33.5%	12.9%	5.7%	.8%	100.0%
Item 10	Count	8	8	36	78	76	29	28		263
	%	3.0%	3.0%	13.7%	29.7%	28.9%	11.0%	10.6%		100.0%

Compensation in Private Universities

		Extremely Insufficient	Moderately Insufficient	Slightly Insufficient	Slightly Sufficient	Moderately Sufficient	Extremely Sufficient	Not Sure	Total
Item 2	Count	19	39	82	75	38	6	4	263
	%	7.2%	14.8%	31.2%	28.5%	14.4%	2.3%	1.5%	100.0%
Item 8	Count	16	26	77	80	47	14	3	263
	%	6.1%	9.9%	29.3%	30.4%	17.9%	5.3%	1.1%	100.0%

Co-Worker in Private Universities

		Extremely Insufficient	Moderately Insufficient	Slightly Insufficient	Slightly Sufficient	Moderately Sufficient	Extremely Sufficient	Not Sure	9	Total
Item 6	Count	3	16	60	82	68	32	2		263
	%	1.1%	6.1%	22.8%	31.2%	25.9%	12.2%	.8%		100.0%
Item 11	Count	4	11	31	86	95	32	4		263
	%	1.5%	4.2%	11.8%	32.7%	36.1%	12.2%	1.5%		100.0%
Item 15	Count	4	22	47	73	56	49	11	1	263
	%	1.5%	8.4%	17.9%	27.8%	21.3%	18.6%	4.2%	.4%	100.0%

Supervisor in Private Universities

		Extremely Insufficient	Moderately Insufficient	Slightly Insufficient	Slightly Sufficient	Moderately Sufficient	Extremely Sufficient	Not Sure	9	Total
Item 4	Count	6	15	33	85	75	41	5	3	263
	%	2.3%	5.7%	12.5%	32.3%	28.5%	15.6%	1.9%	1.1%	100.0%
Item 7	Count	8	17	55	71	68	37	2	5	263
	%	3.0%	6.5%	20.9%	27.0%	25.9%	14.1%	.8%	1.9%	100.0%
Item 14	Count	12	18	39	80	51	42	16	5	263
	%	4.6%	6.8%	14.8%	30.4%	19.4%	16.0%	6.1%	1.9%	100.0%

Additional Satisfaction in Private Universities

		Strongly Disagree	Moderately Disagree	Slightly Disagree	Slightly Agree	Moderately Agree	Strongly Agree	Not Sure	9	Total
Item 16	Count	20	26	71	59	50	25	12		263
	%	7.6%	9.9%	27.0%	22.4%	19.0%	9.5%	4.6%		100.0%
Item 17	Count	8	13	20	77	54	76	14	1	263
	%	3.0%	4.9%	7.6%	29.3%	20.5%	28.9%	5.3%	.4%	100.0%

SATISFACTION FACTORS (Private Universities)

		1.00	2.00	3.00	4.00	Total
Growth Satisfaction	Count	3	48	131	63	245
Recorded	%	1.2%	19.6%	53.5%	25.7%	100.0%
Security Recorded	Count	8	45	142	34	229
	%	3.5%	19.7%	62.0%	14.8%	100.0%
Compensation Recorded	Count	39	108	99	11	257
	%	15.2%	42.0%	38.5%	4.3%	100.0%
Co-Worker Recorded	Count	14	59	110	63	246
	%	5.7%	24.0%	44.7%	25.6%	100.0%
Supervisor Recorded	Count	10	52	113	61	236
	%	4.2%	22.0%	47.9%	25.8%	100.0%
Additional Satisfaction	Count	14	72	114	37	237
Recorded	%	5.9%	30.4%	48.1%	15.6%	100.0%
Satisfaction Factors	Count	10	58	88	22	178
Recorded	%	5.6%	32.6%	49.4%	12.4%	100.0%
Direct Satisfaction	Count	3	21	124	113	261
Recorded	%	1.1%	8.0%	47.5%	43.3%	100.0%

Organizational Commitment Items (Private Universities)

		Strongly Disagree	Moderately Disagree	Slightly Disagree	Slightly Agree	Moderately Agree	Strongly Agree	Not Sure	9	Total
Item 52	Count	2	8	26	66	50	100	8	3	263
	%	.8%	3.0%	9.9%	25.1%	19.0%	38.0%	3.0%	1.1%	100.0%
Item 53	Count	9	9	30	66	54	83	9	3	263
	%	3.4%	3.4%	11.4%	25.1%	20.5%	31.6%	3.4%	1.1%	100.0%
Item 54	Count	12	15	46	56	52	69	9	4	263
	%	4.6%	5.7%	17.5%	21.3%	19.8%	26.2%	3.4%	1.5%	100.0%
Item 55	Count	3	5	19	63	44	122	4	3	263
	%	1.1%	1.9%	7.2%	24.0%	16.7%	46.4%	1.5%	1.1%	100.0%
Item 56	Count	8	9	24	71	59	85	3	4	263
	%	3.0%	3.4%	9.1%	27.0%	22.4%	32.3%	1.1%	1.5%	100.0%
Item 57	Count	8	7	26	59	56	91	13	3	263
	%	3.0%	2.7%	9.9%	22.4%	21.3%	34.6%	4.9%	1.1%	100.0%
Item 58	Count	25	11	32	54	34	94	9	4	263
	%	9.5%	4.2%	12.2%	20.5%	12.9%	35.7%	3.4%	1.5%	100.0%
Item 59	Count	18	16	36	51	48	74	17	3	263
	%	6.8%	6.1%	13.7%	19.4%	18.3%	28.1%	6.5%	1.1%	100.0%
Item 60	Count	28	37	61	45	20	25	44	3	263
	%	10.6%	14.1%	23.2%	17.1%	7.6%	9.5%	16.7%	1.1%	100.0%
Item 61	Count	28	19	47	48	50	48	20	3	263
	%	10.6%	7.2%	17.9%	18.3%	19.0%	18.3%	7.6%	1.1%	100.0%
Item 62	Count	21	16	33	63	47	56	23	4	263
	%	8.0%	6.1%	12.5%	24.0%	17.9%	21.3%	8.7%	1.5%	100.0%
Item 63	Count	12	19	30	73	38	76	11	4	263
	%	4.6%	7.2%	11.4%	27.8%	14.4%	28.9%	4.2%	1.5%	100.0%
Item 64	Count	19	24	43	48	32	85	8	4	263
	%	7.2%	9.1%	16.3%	18.3%	12.2%	32.3%	3.0%	1.5%	100.0%
Item 65	Count	13	16	39	53	50	71	16	5	263
	%	4.9%	6.1%	14.8%	20.2%	19.0%	27.0%	6.1%	1.9%	100.0%
Item 66	Count	6	16	37	80	56	56	9	3	263
	%	2.3%	6.1%	14.1%	30.4%	21.3%	21.3%	3.4%	1.1%	100.0%
Item 67	Count	13	22	34	41	42	94	13	4	263
	%	4.9%	8.4%	12.9%	15.6%	16.0%	35.7%	4.9%	1.5%	100.0%

ORGANIZATIONAL COMMITMENT (Private Universities)

		not committed	minimal commitment	moderately committed	extremely committed	not sure	9.00	Total
Organizational Commitment	Count	12	52	71	60			195
Recoded	%	6.2%	26.7%	36.4%	30.8%			100.0%
Organizational Commitment	Count	6	16	107	124	4	6	263
(Direct Item)	%	2.3%	6.1%	40.7%	47.1%	1.5%	2.3%	100.0%

PUBLIC AND PRIVATE UNIVERSITIES

Role Conflict

		Strongly Disagree	Moderately Disagree	Slightly Disagree	Slightly Agree	Moderately Agree	Strongly Agree	Not Sure	9	Total
Item 18	Count	42	73	97	112	70	68	36	5	503
	%	8.3%	14.5%	19.3%	22.3%	13.9%	13.5%	7.2%	1.0%	100.0%
Item 19	Count	6	17	30	89	143	214	3	1	503
	%	1.2%	3.4%	6.0%	17.7%	28.4%	42.5%	.6%	.2%	100.0%
Item 20	Count	24	47	98	118	69	58	73	16	503
	%	4.8%	9.3%	19.5%	23.5%	13.7%	11.5%	14.5%	3.2%	100.0%
Item 21	Count	86	66	121	91	64	58	15	2	503
	%	17.1%	13.1%	24.1%	18.1%	12.7%	11.5%	3.0%	.4%	100.0%

Role Ambiguity

		Strongly Disagree	Moderately Disagree	Slightly Disagree	Slightly Agree	Moderately Agree	Strongly Agree	Not Sure	9	Total
Item 22	Count	26	27	55	135	122	84	50	4	503
	%	5.2%	5.4%	10.9%	26.8%	24.3%	16.7%	9.9%	.8%	100.0%
Item 23	Count	5	6	32	80	114	251	13	2	503
	%	1.0%	1.2%	6.4%	15.9%	22.7%	49.9%	2.6%	.4%	100.0%
Item 24	Count	63	44	93	95	88	48	71	1	503
	%	12.5%	8.7%	18.5%	18.9%	17.5%	9.5%	14.1%	.2%	100.0%

Skill Variety

		Strongly Disagree	Moderately Disagree	Slightly Disagree	Slightly Agree	Moderately Agree	Strongly Agree	Not Sure	9	Total
Item 26	Count	13	16	55	118	130	147	21	3	503
	%	2.6%	3.2%	10.9%	23.5%	25.8%	29.2%	4.2%	.6%	100.0%
Item 31	Count	7	15	41	114	153	158	12	3	503
	%	1.4%	3.0%	8.2%	22.7%	30.4%	31.4%	2.4%	.6%	100.0%

Task Identity

		Strongly Disagree	Moderately Disagree	Slightly Disagree	Slightly Agree	Moderately Agree	Strongly Agree	Not Sure	9	Total
Item 25	Count	20	29	76	114	134	94	34	2	503
	%	4.0%	5.8%	15.1%	22.7%	26.6%	18.7%	6.8%	.4%	100.0%
Item 32	Count	16	48	53	110	116	112	39	9	503
	%	3.2%	9.5%	10.5%	21.9%	23.1%	22.3%	7.8%	1.8%	100.0%

Task Significance

		Strongly Disagree	Moderately Disagree	Slightly Disagree	Slightly Agree	Moderately Agree	Strongly Agree	Not Sure	9	Total
Item 27	Count	12	19	53	122	126	130	39	2	503
	%	2.4%	3.8%	10.5%	24.3%	25.0%	25.8%	7.8%	.4%	100.0%

Autonomy

		Strongly Disagree	Moderately Disagree	Slightly Disagree	Slightly Agree	Moderately Agree	Strongly Agree	Not Sure	9	Total
Item 28	Count	10	11	29	75	121	268	7	2	503
	%	2.0%	2.2%	5.8%	14.9%	24.1%	49.3%	1.4%	.4%	100.0%
Item 29	Count	33	41	66	107	97	152	14	3	503
	%	6.6%	8.2%	13.1%	21.3%	19.3%	30.2%	2.8%	.6%	100.0%
Item 30	Count	11	16	45	104	137	180	8	2	503
	%	2.2%	3.2%	8.9%	20.7%	27.2%	35.8%	1.6%	.4%	100.0%
Item 33	Count	32	23	51	64	108	210	12	3	503
	%	6.4%	4.6%	10.1%	12.7%	21.5%	41.7%	2.4%	.6%	100.0%

JOB CHARACTERISTICS

		1.00	2.00	3.00	4.00	Total
Role Conflict Recoded	Count	56	214	147	33	450
	%	12.4%	47.6%	32.7%	7.3%	100.0%
Role Ambiguity Recoded	Count	11	69	203	156	439
	%	2.5%	15.7%	46.2%	35.5%	100.0%
Skill Variety Recoded	Count	13	72	220	165	470
	%	2.8%	15.3%	46.8%	35.1%	100.0%
Task Identification Recoded	Count	13	122	205	90	430
	%	3.0%	28.4%	47.7%	20.9%	100.0%
Task Significant Recoded	Count	31	53	122	256	462
	%	6.7%	11.5%	26.4%	55.4%	100.0%
Autonomy Recoded	Count	5	40	146	277	468
	%	1.1%	8.5%	31.2%	59.2%	100.0%
Job Characteristics Recoded	Count	14	111	154	61	340
	%	4.1%	32.6%	45.3%	17.9%	100.0%
Direct Job Characteristics Recoded	Count	29	44	124	280	477
	%	6.1%	9.2%	26.0%	58.7%	100.0%

Hierarchy/ Authority

		Strongly Disagree	Moderately Disagree	Slightly Disagree	Slightly Agree	Moderately Agree	Strongly Agree	Not Sure	9	Total
Item 34	Count	75	67	98	85	72	58	42	6	503
	%	14.9%	13.3%	19.5%	16.9%	14.3%	11.5%	8.3%	1.2%	100.0%
Item 35	Count	39	56	77	101	62	79	60	29	503
	%	7.8%	11.1%	15.3%	20.1%	12.3%	15.7%	11.9%	5.8%	100.0%

Participation

		Never	Seldom	Occasionally	Often	Always	9	Total
Item 38	Count	273	79	67	40	43	1	503
	%	54.3%	15.7%	13.3%	8.0%	8.5%	.2%	100.0%
Item 39	Count	371	34	48	25	23	2	503
	%	73.8%	6.8%	9.5%	5.0%	4.6%	.4%	100.0%
Item 40	Count	206	100	104	59	33	1	503
	%	41.0%	19.9%	20.7%	11.7%	6.6%	.2%	100.0%
Item 41	Count	196	92	117	71	26	1	503
	%	39.0%	18.3%	23.3%	14.1%	5.2%	.2%	100.0%

Initiation/ Structure

		Never	Seldom	Occasionally	Often	Always	9	Total
Item 42	Count	38	80	172	127	61	25	503
	%	7.6%	15.9%	34.2%	25.2%	12.1%	5.0%	100.0%
Item 43	Count	162	107	137	51	17	29	503
	%	32.2%	21.3%	27.2%	10.1%	3.4%	5.8%	100.0%
Item 44	Count	22	53	136	179	88	25	503
	%	4.4%	10.5%	27.0%	35.6%	17.5%	5.0%	100.0%
Item 45	Count	29	55	116	168	114	21	503
	%	5.8%	10.9%	23.1%	33.4%	22.7%	4.2%	100.0%
Item 46	Count	47	72	143	142	79	20	503
	%	9.3%	14.3%	28.4%	28.2%	15.7%	4.0%	100.0%

Consideration

		Never	Seldom	Occasionally	Often	Always	9	Total
Item 47	Count	56	93	139	114	82	19	503
	%	11.1%	18.5%	27.6%	22.7%	16.3%	3.8%	100.0%
Item 48	Count	30	92	142	145	77	17	503
	%	6.0%	18.3%	28.2%	28.8%	15.3%	3.4%	100.0%
Item 49	Count	54	95	161	101	72	20	503
	%	10.7%	18.9%	32.0%	20.1%	14.3%	4.0%	100.0%
Item 50	Count	44	65	132	132	105	25	503
	%	8.7%	12.9%	26.2%	26.2%	20.9%	5.0%	100.0%
Item 51	Count	30	71	114	167	103	18	503
	%	6.0%	14.1%	22.7%	33.2%	20.5%	3.6%	100.0%

ORGANIZATIONAL CHARACTERISTICS

		1.00	2.00	3.00	4.00	Total
Hierarchy/Authority Recoded	Count	142	98	85	130	455
	%	31.2%	21.5%	18.7%	28.6%	100.0%
Participation Recoded	Count	313	107	58	23	501
	%	62.5%	21.4%	11.6%	4.6%	100.0%
Initiation/Structure Recoded	Count	32	170	216	43	461
	%	6.9%	36.9%	46.9%	9.3%	100.0%
Consideration Recoded	Count	59	147	171	96	473
	%	12.5%	31.1%	36.2%	20.3%	100.0%
Department Size Recoded	Count	308	84	67	44	503
	%	61.2%	16.7%	13.3%	8.7%	100.0%
Organizational Characteristics Recoded	Count	32	176	176	31	415
	%	7.7%	42.4%	42.4%	7.5%	100.0%
Direct Organizational Characteristics Recoded	Count	36	72	127	236	471
	%	7.6%	15.3%	27.0%	50.1%	100.0%

Growth Satisfaction

		Extremely Insufficient	Moderately Insufficient	Slightly Insufficient	Slightly Sufficient	Moderately Sufficient	Extremely Sufficient	Not Sure	9	Total
Item 3	Count	6	44	125	183	106	22	14	3	503
	%	1.2%	8.7%	24.9%	36.4%	21.1%	4.4%	2.8%	.6%	100.0%
Item 5	Count	11	22	87	167	143	65	6	2	503
	%	2.2%	4.4%	17.3%	33.2%	28.4%	12.9%	1.2%	.4%	100.0%
Item 9	Count	6	16	54	175	176	69	6	1	503
	%	1.2%	3.2%	10.7%	34.8%	35.0%	13.7%	1.2%	.2%	100.0%
Item 12	Count	12	27	74	168	145	64	2	11	503
	%	2.4%	5.4%	14.7%	33.4%	28.8%	12.7%	.4%	2.2%	100.0%

Security

		Extremely Insufficient	Moderately Insufficient	Slightly Insufficient	Slightly Sufficient	Moderately Sufficient	Extremely Sufficient	Not Sure	9	Total
Item 1	Count	6	11	37	137	189	94	21	6	503
	%	1.2%	2.6%	7.4%	27.2%	37.6%	18.7%	4.2%	1.2%	100.0%
Item 10	Count	16	15	61	145	150	69	46	1	503
	%	3.2%	3.0%	12.1%	28.8%	29.8%	13.7%	9.1%	.2%	100.0%

Co-Worker

		Extremely Insufficient	Moderately Insufficient	Slightly Insufficient	Slightly Sufficient	Moderately Sufficient	Extremely Sufficient	Not Sure	9	Total
Item 6	Count	4	26	128	154	127	61	2	1	503
	%	.8%	5.2%	25.4%	30.6%	25.2%	12.1%	.4%	.2%	100.0%
Item 11	Count	4	14	52	159	186	81	6	1	503
	%	.8%	2.8%	10.3%	31.6%	37.0%	16.1%	1.2%	.2%	100.0%
Item 15	Count	19	47	102	117	118	74	25	1	503
	%	3.8%	9.3%	20.3%	23.3%	23.5%	14.7%	5.0%	.2%	100.0%

Compensation

		Extremely Insufficient	Moderately Insufficient	Slightly Insufficient	Slightly Sufficient	Moderately Sufficient	Extremely Sufficient	Not Sure	9	Total
Item 2	Count	41	80	156	135	66	15	9	1	503
	%	8.2%	15.9%	31.0%	26.8%	13.1%	3.0%	1.8%	.2%	100.0%
Item 8	Count	36	58	163	131	70	26	17	2	503
	%	7.2%	11.5%	32.4%	26.0%	13.9%	5.2%	3.4%	.4%	100.0%

Supervisor

		Extremely Insufficient	Moderately Insufficient	Slightly Insufficient	Slightly Sufficient	Moderately Sufficient	Extremely Sufficient	Not Sure	9	Total
Item 4	Count	12	30	56	162	152	44	17	8	503
	%	2.4%	6.0%	11.1%	32.2%	30.2%	8.8%	3.4%	1.6%	100.0%
Item 7	Count	21	33	108	135	123	61	10	12	503
	%	4.2%	6.6%	21.5%	26.8%	24.5%	12.1%	2.0%	2.4%	100.0%
Item 14	Count	24	41	72	126	109	80	41	10	503
	%	4.8%	8.2%	14.3%	25.0%	21.7%	15.9%	8.2%	2.0%	100.0%

Additional Satisfaction

		Strongly Disagree	Moderately Disagree	Slightly Disagree	Slightly Agree	Moderately Agree	Strongly Agree	Not Sure	9	Total
Item 16	Count	32	52	122	117	103	50	25		503
	%	6.4%	10.3%	24.3%	23.3%	20.9%	9.9%	5.0%		100.0%
Item 17	Count	18	25	36	121	108	157	37	1	503
	%	3.6%	5.0%	7.2%	24.1%	21.3%	31.2%	7.4%	.2%	100.0%

SATISFACTION FACTORS

		1.00	2.00	3.00	4.00	Total
Growth Satisfaction	Count	5	66	249	145	465
Recorded	%	1.1%	14.2%	53.5%	31.2%	100.0%
Security Recorded	Count	16	70	273	88	447
	%	3.6%	15.7%	61.1%	19.7%	100.0%
Compensation Recorded	Count	83	212	161	24	480
	%	17.3%	44.2%	33.5%	5.0%	100.0%
Co-Worker Recorded	Count	22	126	205	116	469
	%	4.7%	26.9%	43.7%	24.7%	100.0%
Supervisor Recorded	Count	20	89	207	116	432
	%	4.6%	20.6%	47.9%	26.9%	100.0%
Additional Satisfaction	Count	26	114	234	70	444
Recorded	%	5.9%	25.7%	52.7%	15.8%	100.0%
Satisfaction Factors	Count	14	107	167	48	336
Recorded	%	4.2%	31.8%	49.7%	14.3%	100.0%
Direct Satisfaction	Count	5	37	243	212	497
Recorded	%	1.0%	7.4%	48.9%	42.7%	100.0%

Organizational Commitment Items

		Strongly Disagree	Moderately Disagree	Slightly Disagree	Slightly Agree	Moderately Agree	Strongly Agree	Not Sure	9	Total
Item 52	Count	4	11	33	115	106	210	15	9	503
	%	.8%	2.2%	6.6%	22.9%	21.1%	41.7%	3.0%	1.8%	100.0%
Item 53	Count	17	18	59	127	115	140	20	7	503
	%	3.4%	3.6%	11.7%	25.2%	22.9%	27.8%	4.0%	1.4%	100.0%
Item 54	Count	36	31	85	103	110	113	15	10	503
	%	7.2%	6.2%	16.9%	20.5%	21.9%	22.5%	3.0%	2.0%	100.0%
Item 55	Count	5	9	31	113	99	234	7	5	503
	%	1.0%	1.8%	6.2%	22.5%	19.7%	46.5%	1.4%	1.0%	100.0%
Item 56	Count	13	15	39	117	117	180	16	6	503
	%	2.6%	3.0%	7.8%	23.3%	23.3%	35.8%	3.2%	1.2%	100.0%
Item 57	Count	14	13	31	106	116	184	32	7	503
	%	2.8%	2.6%	6.2%	21.1%	23.1%	36.6%	6.4%	1.4%	100.0%
Item 58	Count	40	28	54	86	64	200	23	8	503
	%	8.0%	5.6%	10.7%	17.1%	12.7%	39.8%	4.6%	1.6%	100.0%
Item 59	Count	28	31	59	93	103	139	44	6	503
	%	5.6%	6.2%	11.7%	18.5%	20.5%	27.6%	8.7%	1.2%	100.0%
Item 60	Count	58	72	116	76	38	48	81	14	503
	%	11.5%	14.3%	23.1%	15.1%	7.6%	9.5%	16.1%	2.8%	100.0%
Item 61	Count	56	51	84	88	88	85	42	9	503
	%	11.1%	10.1%	16.7%	17.5%	17.5%	16.9%	8.3%	1.8%	100.0%
Item 62	Count	42	31	68	105	101	108	39	9	503
	%	8.3%	6.2%	13.5%	20.9%	20.1%	21.5%	7.8%	1.8%	100.0%
Item 63	Count	16	28	42	109	92	179	25	12	503
	%	3.2%	5.6%	8.3%	21.7%	18.3%	35.6%	5.0%	2.4%	100.0%
Item 64	Count	22	33	62	82	82	201	14	7	503
	%	4.4%	6.6%	12.3%	16.3%	16.3%	40.0%	2.8%	1.4%	100.0%
Item 65	Count	19	26	66	95	102	160	24	11	503
	%	3.8%	5.2%	13.1%	18.9%	20.3%	31.8%	4.8%	2.2%	100.0%
Item 66	Count	17	35	66	154	115	93	16	7	503
	%	3.4%	7.0%	13.1%	30.4%	22.9%	18.5%	3.2%	1.4%	100.0%
Item 67	Count	29	49	63	62	85	185	22	8	503
	%	5.8%	9.7%	12.5%	12.3%	16.9%	36.8%	4.4%	1.6%	100.0%

ORGANIZATIONAL COMMITMENT

		not committed	minimal commitment	moderately committed	extremely committed	not sure	9.00	Total
Organizational Commitment	Count	14	86	141	111			352
Recorded	%	4.0%	24.4%	40.1%	31.5%			100.0%
Organizational Commitment	Count	13	27	186	260	7	10	503
(Direct Item)	%	2.6%	5.4%	37.0%	51.7%	1.4%	2.0%	100.0%

Crosstabs

254

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Organizational Commitment Recoded * Role Conflict Recoded	336	66.8%	167	33.2%	503	100.0%
Organizational Commitment Recoded * Role Ambiguity Recoded	322	64.0%	181	36.0%	503	100.0%
Organizational Commitment Recoded * Skill Variety Recoded	341	67.8%	162	32.2%	503	100.0%
Organizational Commitment Recoded * Task Identification Recoded	330	65.6%	173	34.4%	503	100.0%
Organizational Commitment Recoded * Task Significant Recoded	335	66.6%	168	33.4%	503	100.0%
Organizational Commitment Recoded * Autonomy Recoded	339	67.4%	164	32.6%	503	100.0%
Organizational Commitment Recoded * Job Characteristics Recoded	276	54.9%	227	45.1%	503	100.0%
Organizational Commitment Recoded * Direct Job Characteristics Recoded	347	69.0%	156	31.0%	503	100.0%

Organizational Commitment Recoded * Role Conflict Recoded

Crosstab

			Role Conflict Recoded				Total
			1.00	2.00	3.00	4.00	
Organizational Commitment Recoded	1.00	Count	2	9	3		14
		% within Role Conflict Recoded	5.4%	5.7%	2.7%		4.2%
		% of Total	.6%	2.7%	.9%		4.2%
	2.00	Count	12	57	14		83
		% within Role Conflict Recoded	32.4%	35.8%	12.7%		24.7%
		% of Total	3.6%	17.0%	4.2%		24.7%
	3.00	Count	18	61	46	9	134
		% within Role Conflict Recoded	48.6%	38.4%	41.8%	30.0%	39.9%
		% of Total	5.4%	18.2%	13.7%	2.7%	39.9%
	4.00	Count	5	32	47	21	105
		% within Role Conflict Recoded	13.5%	20.1%	42.7%	70.0%	31.3%
		% of Total	1.5%	9.5%	14.0%	6.3%	31.3%
Total	Count	37	159	110	30	336	
	% within Role Conflict Recoded	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	11.0%	47.3%	32.7%	8.9%	100.0%	

Symmetric Measures

		Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal	Gamma	.483	.056	7.865	.000
N of Valid Cases		336			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

Organizational Commitment Recoded * Role Ambiguity Recoded

Crosstab

			Role Ambiguity Recoded				Total
			1.00	2.00	3.00	4.00	
Organizational Commitment Recoded	1.00	Count	1	7	2	2	12
		% within Role Ambiguity Recoded	12.5%	13.7%	1.3%	1.8%	3.7%
		% of Total	.3%	2.2%	.6%	.6%	3.7%
	2.00	Count	5	22	48	5	80
		% within Role Ambiguity Recoded	62.5%	43.1%	31.4%	4.5%	24.8%
		% of Total	1.6%	6.8%	14.9%	1.6%	24.8%
	3.00	Count	1	15	67	45	128
		% within Role Ambiguity Recoded	12.5%	29.4%	43.8%	40.9%	39.8%
		% of Total	.3%	4.7%	20.8%	14.0%	39.8%
	4.00	Count	1	7	36	58	102
		% within Role Ambiguity Recoded	12.5%	13.7%	23.5%	52.7%	31.7%
		% of Total	.3%	2.2%	11.2%	18.0%	31.7%
Total	Count	8	51	153	110	322	
	% within Role Ambiguity Recoded	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	2.5%	15.8%	47.5%	34.2%	100.0%	

Symmetric Measures

		Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal	Gamma	.577	.057	8.854	.000
N of Valid Cases		322			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

Organizational Commitment Recoded * Skill Variety Recoded

Crosstab

			Skill Variety Recoded				Total
			1.00	2.00	3.00	4.00	
Organizational Commitment Recorded	1.00	Count	3	3	5	3	14
		% within Skill Variety Recoded	33.3%	5.7%	3.1%	2.5%	4.1%
		% of Total	.9%	.9%	1.5%	.9%	4.1%
	2.00	Count	1	29	41	14	85
		% within Skill Variety Recoded	11.1%	54.7%	25.6%	11.8%	24.9%
		% of Total	.3%	8.5%	12.0%	4.1%	24.9%
	3.00	Count	3	16	71	43	133
		% within Skill Variety Recoded	33.3%	30.2%	44.4%	36.1%	39.0%
		% of Total	.9%	4.7%	20.8%	12.6%	39.0%
	4.00	Count	2	5	43	59	109
		% within Skill Variety Recoded	22.2%	9.4%	26.9%	49.6%	32.0%
		% of Total	.6%	1.5%	12.6%	17.3%	32.0%
Total	Count	9	53	160	119	341	
	% within Skill Variety Recoded	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	2.6%	15.5%	46.9%	34.9%	100.0%	

Symmetric Measures

	Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal Gamma	.478	.062	7.089	.000
N of Valid Cases	341			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

Organizational Commitment Recoded * Task Identification Recoded

Crosstab

			Task Identification Recoded				Total
			1.00	2.00	3.00	4.00	
Organizational Commitment Recoded	1.00	Count	1	3	7		11
		% within Task Identification Recoded	8.3%	3.4%	4.5%		3.3%
		% of Total	.3%	.9%	2.1%		3.3%
	2.00	Count	2	36	38	7	83
		% within Task Identification Recoded	16.7%	40.4%	24.4%	9.6%	25.2%
		% of Total	.6%	10.9%	11.5%	2.1%	25.2%
	3.00	Count	6	34	68	24	132
		% within Task Identification Recoded	50.0%	38.2%	43.6%	32.9%	40.0%
		% of Total	1.8%	10.3%	20.6%	7.3%	40.0%
	4.00	Count	3	16	43	42	104
		% within Task Identification Recoded	25.0%	18.0%	27.6%	57.5%	31.5%
		% of Total	.9%	4.8%	13.0%	12.7%	31.5%
Total	Count	12	89	156	73	330	
	% within Task Identification Recoded	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	3.6%	27.0%	47.3%	22.1%	100.0%	

Symmetric Measures

	Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal Gamma	.401	.063	5.969	.000
N of Valid Cases	330			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

Organizational Commitment Recoded * Task Significant Recoded

Crosstab

			Task Significant Recoded				Total
			1.00	2.00	3.00	4.00	
Organizational Commitment Recoded	1.00	Count	6		1	5	12
		% within Task Significant Recoded	27.3%		1.0%	2.8%	3.6%
		% of Total	1.8%		.3%	1.5%	3.6%
	2.00	Count	6	13	39	26	84
		% within Task Significant Recoded	27.3%	36.1%	39.0%	14.7%	25.1%
		% of Total	1.8%	3.9%	11.6%	7.8%	25.1%
	3.00	Count	6	18	44	71	139
		% within Task Significant Recoded	27.3%	50.0%	44.0%	40.1%	41.5%
		% of Total	1.8%	5.4%	13.1%	21.2%	41.5%
	4.00	Count	4	5	16	75	100
		% within Task Significant Recoded	18.2%	13.9%	16.0%	42.4%	29.9%
		% of Total	1.2%	1.5%	4.8%	22.4%	29.9%
Total	Count	22	36	100	177	335	
	% within Task Significant Recoded	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	6.6%	10.7%	29.9%	52.8%	100.0%	

Symmetric Measures

	Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal Gamma	.430	.066	6.111	.000
N of Valid Cases	335			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

Organizational Commitment Recoded * Autonomy Recoded

Crosstab

			Autonomy Recoded				Total
			1.00	2.00	3.00	4.00	
Organizational Commitment Recorded	1.00	Count		7	3	4	14
		% within Autonomy Recoded		25.9%	2.9%	2.0%	4.1%
		% of Total		2.1%	.9%	1.2%	4.1%
	2.00	Count	2	10	44	29	85
		% within Autonomy Recoded	40.0%	37.0%	42.3%	14.3%	25.1%
		% of Total	.6%	2.9%	13.0%	8.6%	25.1%
	3.00	Count	1	7	38	87	133
		% within Autonomy Recoded	20.0%	25.9%	36.5%	42.9%	39.2%
		% of Total	.3%	2.1%	11.2%	25.7%	39.2%
	4.00	Count	2	3	19	83	107
		% within Autonomy Recoded	40.0%	11.1%	18.3%	40.9%	31.6%
		% of Total	.6%	.9%	5.6%	24.5%	31.6%
Total	Count	5	27	104	203	339	
	% within Autonomy Recoded	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	1.5%	8.0%	30.7%	59.9%	100.0%	

Symmetric Measures

	Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal Gamma	.506	.066	6.801	.000
N of Valid Cases	339			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

Organizational Commitment Recoded * Job Characteristics Recoded

Crosstab

			Job Characteristics Recoded				Total
			1.00	2.00	3.00	4.00	
Organizational Commitment Recoded	1.00	Count	1	7	1		9
		% within Job Characteristics Recoded	8.3%	7.8%	.8%		3.3%
		% of Total	.4%	2.5%	.4%		3.3%
	2.00	Count	4	45	24		73
		% within Job Characteristics Recoded	33.3%	50.0%	19.7%		26.4%
		% of Total	1.4%	16.3%	8.7%		26.4%
	3.00	Count	4	31	61	15	111
		% within Job Characteristics Recoded	33.3%	34.4%	50.0%	28.8%	40.2%
		% of Total	1.4%	11.2%	22.1%	5.4%	40.2%
	4.00	Count	3	7	36	37	83
		% within Job Characteristics Recoded	25.0%	7.8%	29.5%	71.2%	30.1%
		% of Total	1.1%	2.5%	13.0%	13.4%	30.1%
Total	Count	12	90	122	52	276	
	% within Job Characteristics Recoded	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	4.3%	32.6%	44.2%	18.8%	100.0%	

Symmetric Measures

	Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal Gamma	.672	.052	10.851	.000
N of Valid Cases	276			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

Organizational Commitment Recoded * Direct Job Characteristics Recoded

Crosstab

			Direct Job Characteristics Recoded				Total
			1.00	2.00	3.00	4.00	
Organizational Commitment Recoded	1.00	Count	7	7			14
		% within Direct Job Characteristics Recoded	36.8%	22.6%			4.0%
		% of Total	2.0%	2.0%			4.0%
	2.00	Count	11	14	39	22	86
		% within Direct Job Characteristics Recoded	57.9%	45.2%	42.4%	10.7%	24.8%
		% of Total	3.2%	4.0%	11.2%	6.3%	24.8%
	3.00	Count	1	8	46	82	137
		% within Direct Job Characteristics Recoded	5.3%	25.8%	50.0%	40.0%	39.5%
		% of Total	.3%	2.3%	13.3%	23.6%	39.5%
	4.00	Count		2	7	101	110
		% within Direct Job Characteristics Recoded		6.5%	7.6%	49.3%	31.7%
		% of Total		.6%	2.0%	29.1%	31.7%
Total	Count		19	31	92	205	347
	% within Direct Job Characteristics Recoded		100.0%	100.0%	100.0%	100.0%	100.0%
	% of Total		5.5%	8.9%	26.5%	59.1%	100.0%

Symmetric Measures

	Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal Gamma	.786	.038	13.435	.000
N of Valid Cases	347			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

Crosstabs

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Organizational Commitment Recoded * Hierarchy/Authority Recoded	337	67.0%	166	33.0%	503	100.0%
Organizational Commitment Recoded * Participation Recoded	352	70.0%	151	30.0%	503	100.0%
Organizational Commitment Recoded * Initiation/Structure Recoded	335	66.6%	168	33.4%	503	100.0%
Organizational Commitment Recoded * Consideration Recoded	341	67.8%	162	32.2%	503	100.0%
Organizational Commitment Recoded * Department Size Recoded	352	70.0%	151	30.0%	503	100.0%
Organizational Commitment Recoded * Organizational Characteristics Recoded	319	63.4%	184	36.6%	503	100.0%
Organizational Commitment Recoded * Direct Organizational Characteristics Recoded	344	68.4%	159	31.6%	503	100.0%

Organizational Commitment Recoded * Hierarchy/Authority Recoded

Crosstab

			Hierarchy/Authority Recoded				Total
			1.00	2.00	3.00	4.00	
Organizational Commitment Recoded	1.00	Count	5	6	1	2	14
		% within Hierarchy/Authority Recoded	5.6%	7.3%	1.6%	2.0%	4.2%
		% of Total	1.5%	1.8%	.3%	.6%	4.2%
	2.00	Count	20	32	18	12	82
		% within Hierarchy/Authority Recoded	22.2%	39.0%	28.6%	11.8%	24.3%
		% of Total	5.9%	9.5%	5.3%	3.6%	24.3%
	3.00	Count	42	28	25	41	136
		% within Hierarchy/Authority Recoded	46.7%	34.1%	39.7%	40.2%	40.4%
		% of Total	12.5%	8.3%	7.4%	12.2%	40.4%
	4.00	Count	23	16	19	47	105
		% within Hierarchy/Authority Recoded	25.6%	19.5%	30.2%	46.1%	31.2%
		% of Total	6.8%	4.7%	5.6%	13.9%	31.2%
Total	Count		90	82	63	102	337
	% within Hierarchy/Authority Recoded		100.0%	100.0%	100.0%	100.0%	100.0%
	% of Total		26.7%	24.3%	18.7%	30.3%	100.0%

Symmetric Measures

	Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal Gamma	.243	.060	3.977	.000
N of Valid Cases	337			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

Organizational Commitment Recoded * Participation Recoded

Crosstab

			Participation Recoded				Total
			1.00	2.00	3.00	4.00	
Organizational Commitment Recoded	1.00	Count	13		1		14
		% within Participation Recoded	6.1%		2.3%		4.0%
		% of Total	3.7%		.3%		4.0%
	2.00	Count	55	18	11	2	86
		% within Participation Recoded	25.9%	22.5%	25.0%	12.5%	24.4%
		% of Total	15.6%	5.1%	3.1%	.6%	24.4%
	3.00	Count	82	34	21	4	141
		% within Participation Recoded	38.7%	42.5%	47.7%	25.0%	40.1%
		% of Total	23.3%	9.7%	6.0%	1.1%	40.1%
	4.00	Count	62	28	11	10	111
		% within Participation Recoded	29.2%	35.0%	25.0%	62.5%	31.5%
		% of Total	17.6%	8.0%	3.1%	2.8%	31.5%
Total	Count	212	80	44	16	352	
	% within Participation Recoded	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	60.2%	22.7%	12.5%	4.5%	100.0%	

Symmetric Measures

	Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal Gamma	.155	.076	2.038	.042
N of Valid Cases	352			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

Organizational Commitment Recoded * Initiation/Structure Recoded

Crosstab

			Initiation/Structure Recoded				Total
			1.00	2.00	3.00	4.00	
Organizational Commitment Recoded	1.00	Count	2	6	3	1	12
		% within Initiation/Structure Recoded	8.7%	4.7%	2.0%	3.1%	3.6%
		% of Total	.6%	1.8%	.9%	.3%	3.6%
	2.00	Count	4	39	32	7	82
		% within Initiation/Structure Recoded	17.4%	30.5%	21.1%	21.9%	24.5%
		% of Total	1.2%	11.6%	9.6%	2.1%	24.5%
	3.00	Count	12	52	63	6	133
		% within Initiation/Structure Recoded	52.2%	40.6%	41.4%	18.8%	39.7%
		% of Total	3.6%	15.5%	18.8%	1.8%	39.7%
	4.00	Count	5	31	54	18	108
		% within Initiation/Structure Recoded	21.7%	24.2%	35.5%	56.3%	32.2%
		% of Total	1.5%	9.3%	16.1%	5.4%	32.2%
Total	Count	23	128	152	32	335	
	% within Initiation/Structure Recoded	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	6.9%	38.2%	45.4%	9.6%	100.0%	

Symmetric Measures

	Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal Gamma	.236	.073	3.207	.001
N of Valid Cases	335			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

Organizational Commitment Recoded * Consideration Recoded

Crosstab

			Consideration Recoded				Total
			1.00	2.00	3.00	4.00	
Organizational Commitment Recorded	1.00	Count	4	5	2	1	12
		% within Consideration Recoded	10.3%	4.6%	1.6%	1.4%	3.5%
		% of Total	1.2%	1.5%	.6%	.3%	3.5%
	2.00	Count	13	36	25	10	84
		% within Consideration Recoded	33.3%	33.3%	20.0%	14.5%	24.6%
		% of Total	3.8%	10.6%	7.3%	2.9%	24.6%
	3.00	Count	15	41	64	17	137
		% within Consideration Recoded	38.5%	38.0%	51.2%	24.6%	40.2%
		% of Total	4.4%	12.0%	18.8%	5.0%	40.2%
	4.00	Count	7	26	34	41	108
		% within Consideration Recoded	17.9%	24.1%	27.2%	59.4%	31.7%
		% of Total	2.1%	7.6%	10.0%	12.0%	31.7%
Total	Count	39	108	125	69	341	
	% within Consideration Recoded	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	11.4%	31.7%	36.7%	20.2%	100.0%	

Symmetric Measures

	Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal Gamma	.361	.064	5.411	.000
N of Valid Cases	341			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

Organizational Commitment Recoded * Department Size Recoded

Crosstab

			Department Size Recoded				Total
			1.00	2.00	3.00	4.00	
Organizational Commitment Recoded	1.00	Count	9	3	1	1	14
		% within Department Size Recoded	4.2%	5.0%	2.1%	3.4%	4.0%
		% of Total	2.6%	.9%	.3%	.3%	4.0%
	2.00	Count	60	10	11	5	86
		% within Department Size Recoded	27.8%	16.7%	23.4%	17.2%	24.4%
		% of Total	17.0%	2.8%	3.1%	1.4%	24.4%
	3.00	Count	82	26	20	13	141
		% within Department Size Recoded	38.0%	43.3%	42.6%	44.8%	40.1%
		% of Total	23.3%	7.4%	5.7%	3.7%	40.1%
	4.00	Count	65	21	15	10	111
		% within Department Size Recoded	30.1%	35.0%	31.9%	34.5%	31.5%
		% of Total	18.5%	6.0%	4.3%	2.8%	31.5%
Total	Count	216	60	47	29	352	
	% within Department Size Recoded	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	61.4%	17.0%	13.4%	8.2%	100.0%	

Symmetric Measures

		Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal	Gamma	.106	.075	1.416	.157
N of Valid Cases		352			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

Organizational Commitment Recoded * Organizational Characteristics Recoded

Crosstab

			Organizational Characteristics Recoded				Total
			1.00	2.00	3.00	4.00	
Organizational Commitment Recoded	1.00	Count	4	6	1	1	12
		% within Organizational Characteristics Recoded	17.4%	4.5%	.7%	3.7%	3.8%
		% of Total	1.3%	1.9%	.3%	.3%	3.8%
	2.00	Count	7	39	28	4	78
		% within Organizational Characteristics Recoded	30.4%	29.3%	20.6%	14.8%	24.5%
		% of Total	2.2%	12.2%	8.8%	1.3%	24.5%
	3.00	Count	8	64	48	7	127
		% within Organizational Characteristics Recoded	34.8%	48.1%	35.3%	25.9%	39.8%
		% of Total	2.5%	20.1%	15.0%	2.2%	39.8%
	4.00	Count	4	24	59	15	102
		% within Organizational Characteristics Recoded	17.4%	18.0%	43.4%	55.6%	32.0%
		% of Total	1.3%	7.5%	18.5%	4.7%	32.0%
Total	Count	23	133	136	27	319	
	% within Organizational Characteristics Recoded	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	7.2%	41.7%	42.6%	8.5%	100.0%	

Symmetric Measures

	Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal Gamma	.389	.070	5.343	.000
N of Valid Cases	319			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

Organizational Commitment Recoded * Direct Organizational Characteristics Recoded

Crosstab

			Direct Organizational Characteristics Recoded				Total
			1.00	2.00	3.00	4.00	
Organizational Commitment Recoded	1.00	Count	11	2	1		14
		% within Direct Organizational Characteristics Recoded	44.0%	3.7%	1.1%		4.1%
		% of Total	3.2%	.6%	.3%		4.1%
	2.00	Count	10	30	32	13	85
		% within Direct Organizational Characteristics Recoded	40.0%	55.6%	36.8%	7.3%	24.7%
		% of Total	2.9%	8.7%	9.3%	3.8%	24.7%
	3.00	Count	3	19	46	68	136
		% within Direct Organizational Characteristics Recoded	12.0%	35.2%	52.9%	38.2%	39.5%
		% of Total	.9%	5.5%	13.4%	19.8%	39.5%
	4.00	Count	1	3	8	97	109
		% within Direct Organizational Characteristics Recoded	4.0%	5.6%	9.2%	54.5%	31.7%
		% of Total	.3%	.9%	2.3%	28.2%	31.7%
Total	Count	25	54	87	178	344	
	% within Direct Organizational Characteristics Recoded	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	7.3%	15.7%	25.3%	51.7%	100.0%	

Symmetric Measures

	Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal Gamma	.781	.037	15.131	.000
N of Valid Cases	344			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Organizational Commitment Recoded * Growth Satisfaction Recoded	330	65.6%	173	34.4%	503	100.0%
Organizational Commitment Recoded * Security Recoded	323	64.2%	180	35.8%	503	100.0%
Organizational Commitment Recoded * Compensation Recoded	341	67.8%	162	32.2%	503	100.0%
Organizational Commitment Recoded * Co-Worker Recoded	336	66.8%	167	33.2%	503	100.0%
Organizational Commitment Recoded * Supervisor Recoded	315	62.6%	188	37.4%	503	100.0%
Organizational Commitment Recoded * Additional Satisfaction Recoded	332	66.0%	171	34.0%	503	100.0%
Organizational Commitment Recoded * Satisfaction Factors Recoded	264	52.5%	239	47.5%	503	100.0%
Organizational Commitment Recoded * Direct Satisfaction Recoded	351	69.8%	152	30.2%	503	100.0%

Organizational Commitment Recoded * Growth Satisfaction Recoded

Crosstab

			Growth Satisfaction Recoded				Total
			1.00	2.00	3.00	4.00	
Organizational Commitment Recoded	1.00	Count	3	9	2		14
		% within Growth Satisfaction Recoded	100.0%	20.5%	1.1%		4.2%
		% of Total	.9%	2.7%	.6%		4.2%
	2.00	Count		19	52	9	80
		% within Growth Satisfaction Recoded		43.2%	29.2%	8.6%	24.2%
		% of Total		5.8%	15.8%	2.7%	24.2%
	3.00	Count		11	76	43	130
		% within Growth Satisfaction Recoded		25.0%	42.7%	41.0%	39.4%
		% of Total		3.3%	23.0%	13.0%	39.4%
	4.00	Count		5	48	53	106
		% within Growth Satisfaction Recoded		11.4%	27.0%	50.5%	32.1%
		% of Total		1.5%	14.5%	16.1%	32.1%
Total	Count	3	44	178	105	330	
	% within Growth Satisfaction Recoded	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	.9%	13.3%	53.9%	31.8%	100.0%	

Symmetric Measures

	Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal Gamma	.577	.059	8.181	.000
N of Valid Cases	330			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

Organizational Commitment Recoded * Security Recoded

Crosstab

			Security Recoded				Total
			1.00	2.00	3.00	4.00	
Organizational Commitment Recoded	1.00	Count	5	7	1		13
		% within Security Recoded	41.7%	15.9%	.5%		4.0%
		% of Total	1.5%	2.2%	.3%		4.0%
	2.00	Count	1	20	53	2	76
		% within Security Recoded	8.3%	45.5%	26.5%	3.0%	23.5%
		% of Total	.3%	6.2%	16.4%	.6%	23.5%
	3.00	Count	5	13	78	33	129
		% within Security Recoded	41.7%	29.5%	39.0%	49.3%	39.9%
		% of Total	1.5%	4.0%	24.1%	10.2%	39.9%
	4.00	Count	1	4	68	32	105
		% within Security Recoded	8.3%	9.1%	34.0%	47.8%	32.5%
		% of Total	.3%	1.2%	21.1%	9.9%	32.5%
Total	Count	12	44	200	67	323	
	% within Security Recoded	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	3.7%	13.6%	61.9%	20.7%	100.0%	

Symmetric Measures

	Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal Gamma	.547	.058	7.699	.000
N of Valid Cases	323			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

Organizational Commitment Recoded * Compensation Recoded

Crosstab

			Compensation Recoded				Total
			1.00	2.00	3.00	4.00	
Organizational Commitment Recoded	1.00	Count	8	4	2		14
		% within Compensation Recoded	15.4%	2.7%	1.7%		4.1%
		% of Total	2.3%	1.2%	.6%		4.1%
	2.00	Count	15	45	22	2	84
		% within Compensation Recoded	28.8%	30.0%	18.3%	10.5%	24.6%
		% of Total	4.4%	13.2%	6.5%	.6%	24.6%
	3.00	Count	19	67	49	3	138
		% within Compensation Recoded	36.5%	44.7%	40.8%	15.8%	40.5%
		% of Total	5.6%	19.6%	14.4%	.9%	40.5%
	4.00	Count	10	34	47	14	105
		% within Compensation Recoded	19.2%	22.7%	39.2%	73.7%	30.8%
		% of Total	2.9%	10.0%	13.8%	4.1%	30.8%
Total	Count	52	150	120	19	341	
	% within Compensation Recoded	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	15.2%	44.0%	35.2%	5.6%	100.0%	

Symmetric Measures

	Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal Gamma	.373	.067	5.299	.000
N of Valid Cases	341			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

Organizational Commitment Recoded * Co-Worker Recoded

Crosstab

			Co-Worker Recoded				Total
			1.00	2.00	3.00	4.00	
Organizational Commitment Recoded	1.00	Count	2	5	5	1	13
		% within Co-Worker Recoded	14.3%	5.6%	3.3%	1.3%	3.9%
		% of Total	.6%	1.5%	1.5%	.3%	3.9%
	2.00	Count	6	28	39	9	82
		% within Co-Worker Recoded	42.9%	31.1%	25.7%	11.3%	24.4%
		% of Total	1.8%	8.3%	11.6%	2.7%	24.4%
	3.00	Count	5	40	55	37	137
		% within Co-Worker Recoded	35.7%	44.4%	36.2%	46.3%	40.8%
		% of Total	1.5%	11.9%	16.4%	11.0%	40.8%
	4.00	Count	1	17	53	33	104
		% within Co-Worker Recoded	7.1%	18.9%	34.9%	41.3%	31.0%
		% of Total	.3%	5.1%	15.8%	9.8%	31.0%
Total	Count	14	90	152	80	336	
	% within Co-Worker Recoded	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	4.2%	26.8%	45.2%	23.8%	100.0%	

Symmetric Measures

	Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal Gamma	.329	.061	5.124	.000
N of Valid Cases	336			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

Organizational Commitment Recoded * Supervisor Recoded

Crosstab

			Supervisor Recoded				Total
			1.00	2.00	3.00	4.00	
Organizational Commitment Recoded	1.00	Count	3	5	3	1	12
		% within Supervisor Recoded	25.0%	7.8%	2.0%	1.2%	3.8%
		% of Total	1.0%	1.6%	1.0%	.3%	3.8%
	2.00	Count	3	21	46	11	81
		% within Supervisor Recoded	25.0%	32.8%	30.1%	12.8%	25.7%
		% of Total	1.0%	6.7%	14.6%	3.5%	25.7%
	3.00	Count	4	24	65	37	130
		% within Supervisor Recoded	33.3%	37.5%	42.5%	43.0%	41.3%
		% of Total	1.3%	7.6%	20.6%	11.7%	41.3%
	4.00	Count	2	14	39	37	92
		% within Supervisor Recoded	16.7%	21.9%	25.5%	43.0%	29.2%
		% of Total	.6%	4.4%	12.4%	11.7%	29.2%
Total	Count	12	64	153	86	315	
	% within Supervisor Recoded	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	3.8%	20.3%	48.6%	27.3%	100.0%	

Symmetric Measures

	Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal Gamma	.332	.070	4.559	.000
N of Valid Cases	315			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

Organizational Commitment Recoded * Additional Satisfaction Recoded

Crosstab

			Additional Satisfaction Recoded				Total
			1.00	2.00	3.00	4.00	
Organizational Commitment Recoded	1.00	Count	8	4	1	1	14
		% within Additional Satisfaction Recoded	42.1%	4.7%	.6%	2.1%	4.2%
		% of Total	2.4%	1.2%	.3%	.3%	4.2%
	2.00	Count	10	28	44		82
		% within Additional Satisfaction Recoded	52.6%	32.9%	24.4%		24.7%
		% of Total	3.0%	8.4%	13.3%		24.7%
	3.00	Count	1	37	77	17	132
		% within Additional Satisfaction Recoded	5.3%	43.5%	42.8%	35.4%	39.8%
		% of Total	.3%	11.1%	23.2%	5.1%	39.8%
	4.00	Count		16	58	30	104
		% within Additional Satisfaction Recoded		18.8%	32.2%	62.5%	31.3%
		% of Total		4.8%	17.5%	9.0%	31.3%
Total	Count		19	85	180	48	332
	% within Additional Satisfaction Recoded		100.0%	100.0%	100.0%	100.0%	100.0%
	% of Total		5.7%	25.6%	54.2%	14.5%	100.0%

Symmetric Measures

	Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal Gamma	.556	.057	8.120	.000
N of Valid Cases	332			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

Organizational Commitment Recoded * Satisfaction Factors Recoded

Crosstab

			Satisfaction Factors Recoded				Total
			1.00	2.00	3.00	4.00	
Organizational Commitment Recoded	1.00	Count	6	5		1	12
		% within Satisfaction Factors Recoded	54.5%	6.3%		2.4%	4.5%
		% of Total	2.3%	1.9%		.4%	4.5%
	2.00	Count	2	34	28	1	65
		% within Satisfaction Factors Recoded	18.2%	42.5%	21.2%	2.4%	24.6%
		% of Total	.8%	12.9%	10.6%	.4%	24.6%
	3.00	Count	2	29	61	13	105
		% within Satisfaction Factors Recoded	18.2%	36.3%	46.2%	31.7%	39.8%
		% of Total	.8%	11.0%	23.1%	4.9%	39.8%
	4.00	Count	1	12	43	26	82
		% within Satisfaction Factors Recoded	9.1%	15.0%	32.6%	63.4%	31.1%
		% of Total	.4%	4.5%	16.3%	9.8%	31.1%
Total	Count		11	80	132	41	264
	% within Satisfaction Factors Recoded		100.0%	100.0%	100.0%	100.0%	100.0%
	% of Total		4.2%	30.3%	50.0%	15.5%	100.0%

Symmetric Measures

	Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal Gamma	.583	.064	7.772	.000
N of Valid Cases	264			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

Organizational Commitment Recoded * Direct Satisfaction Recoded

Crosstab

			Direct Satisfaction Recoded				Total
			1.00	2.00	3.00	4.00	
Organizational Commitment Recoded	1.00	Count	2	7	5		14
		% within Direct Satisfaction Recoded	50.0%	26.9%	3.2%		4.0%
		% of Total	.6%	2.0%	1.4%		4.0%
	2.00	Count	1	12	57	15	85
		% within Direct Satisfaction Recoded	25.0%	46.2%	37.0%	9.0%	34.2%
		% of Total	.3%	3.4%	16.2%	4.3%	24.2%
	3.00	Count		6	70	65	141
		% within Direct Satisfaction Recoded		23.1%	45.5%	38.9%	40.2%
		% of Total		1.7%	19.9%	18.5%	40.2%
	4.00	Count	1	1	22	87	111
		% within Direct Satisfaction Recoded	25.0%	3.8%	14.3%	52.1%	31.6%
		% of Total	.3%	.3%	6.3%	24.8%	31.6%
Total	Count	4	26	154	167	351	
	% within Direct Satisfaction Recoded	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	1.1%	7.4%	43.9%	47.6%	100.0%	

Symmetric Measures

	Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal Gamma	.709	.047	11.638	.000
N of Valid Cases	351			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Organizational Commitment Recoded * Years Employed	350	69.6%	153	30.4%	503	100.0%
Organizational Commitment Recoded * Professional Years	348	69.2%	155	30.8%	503	100.0%
Organizational Commitment Recoded * Age	343	68.2%	160	31.8%	503	100.0%
Organizational Commitment Recoded * Gender	352	70.0%	151	30.0%	503	100.0%
Organizational Commitment Recoded * Academic Degree	352	70.0%	151	30.0%	503	100.0%
Organizational Commitment Recoded * Academic Rank	352	70.0%	151	30.0%	503	100.0%
Organizational Commitment Recoded * Books Published	351	69.8%	152	30.2%	503	100.0%
Organizational Commitment Recoded * Articles Published	351	69.8%	152	30.2%	503	100.0%
Organizational Commitment Recoded * admin position	352	70.0%	151	30.0%	503	100.0%
Organizational Commitment Recoded * former position	351	69.8%	152	30.2%	503	100.0%
Organizational Commitment Recoded * further study	352	70.0%	151	30.0%	503	100.0%
Organizational Commitment Recoded * research	352	70.0%	151	30.0%	503	100.0%
Organizational Commitment Recoded * other work	352	70.0%	151	30.0%	503	100.0%
Organizational Commitment Recoded * Hours work elsewhere	352	70.0%	151	30.0%	503	100.0%
Organizational Commitment Recoded * Subject Areas	352	70.0%	151	30.0%	503	100.0%

Organizational Commitment Recoded * Years Employed

Crosstab

			Years Employed				Total
			5 years or less	6 to 10 years	11 to 20 years	21 years or more	
Organizational Commitment Recorded	1.00	Count	9	1	3		13
		% within Years Employed	5.3%	1.5%	4.8%		3.7%
		% of Total	2.6%	.3%	.9%		3.7%
	2.00	Count	50	12	13	11	86
		% within Years Employed	29.2%	17.6%	21.0%	22.4%	24.6%
		% of Total	14.3%	3.4%	3.7%	3.1%	24.6%
	3.00	Count	63	33	28	17	141
		% within Years Employed	36.8%	48.5%	45.2%	34.7%	40.3%
		% of Total	18.0%	9.4%	8.0%	4.9%	40.3%
	4.00	Count	49	22	18	21	110
		% within Years Employed	28.7%	32.4%	29.0%	42.9%	31.4%
		% of Total	14.0%	6.3%	5.1%	6.0%	31.4%
Total	Count	171	68	62	49	350	
	% within Years Employed	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	48.9%	19.4%	17.7%	14.0%	100.0%	

Symmetric Measures

		Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal	Gamma	.150	.070	2.142	.032
N of Valid Cases		350			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

Organizational Commitment Recoded * Professional Years

Crosstab

			Professional Years				Total
			5 years or less	6 to 10 years	11 to 20 years	21 years or more	
Organizational Commitment Recorded	1.00	Count	8	2	2	1	13
		% within Professional Years	5.6%	2.7%	2.9%	1.6%	3.7%
		% of Total	2.3%	.6%	.6%	.3%	3.7%
	2.00	Count	42	15	14	13	84
		% within Professional Years	29.4%	20.5%	20.6%	20.3%	24.1%
		% of Total	12.1%	4.3%	4.0%	3.7%	24.1%
	3.00	Count	54	37	27	23	141
		% within Professional Years	37.8%	50.7%	39.7%	35.9%	40.5%
		% of Total	15.5%	10.6%	7.8%	6.6%	40.5%
	4.00	Count	39	19	25	27	110
		% within Professional Years	27.3%	26.0%	36.8%	42.2%	31.6%
		% of Total	11.2%	5.5%	7.2%	7.8%	31.6%
Total	Count	143	73	68	64	348	
	% within Professional Years	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	41.1%	21.0%	19.5%	18.4%	100.0%	

Symmetric Measures

		Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal	Gamma	.183	.067	2.713	.007
N of Valid Cases		348			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

Organizational Commitment Recoded * Age

Crosstabs

			Age									Total
			Younger than 25	25 - 30	30 - 35	35 - 40	40 - 45	45 - 50	50 - 55	55 - 60	Older than 60	
Organizational Commitment Recoded	1.00	Count	1	4	3	4	1			1		14
		% within Age	5.3%	5.8%	5.4%	7.0%	3.4%			3.0%		4.1%
		% of Total	.3%	1.2%	.9%	1.2%	.3%			.3%		4.1%
	2.00	Count	5	25	12	10	7	11	8	4		82
		% within Age	26.3%	36.2%	21.4%	17.5%	24.1%	27.5%	25.5%	15.4%		23.9%
		% of Total	1.5%	7.3%	3.5%	2.9%	2.0%	3.2%	2.3%	1.2%		23.9%
	3.00	Count	6	22	19	31	15	16	11	7	6	137
		% within Age	42.1%	31.9%	33.9%	54.4%	51.7%	45.0%	32.4%	26.9%	46.2%	39.5%
		% of Total	2.3%	6.4%	5.5%	9.0%	4.4%	5.2%	3.2%	2.5%	1.7%	39.5%
	4.00	Count	5	18	22	12	6	11	15	14	7	110
Total		% within Age	26.3%	26.1%	39.3%	21.1%	20.7%	27.5%	44.1%	53.8%	53.8%	32.1%
		% of Total	1.5%	5.2%	6.4%	3.5%	1.7%	3.2%	4.4%	4.1%	2.0%	32.1%
	Count		19	69	56	57	29	40	34	26	13	343
	% within Age		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
	% of Total		5.5%	20.1%	16.3%	16.6%	8.5%	11.7%	9.9%	7.6%	3.8%	100.0%

Symmetric Measures

		Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal	Gamma	.176	.057	3.043	.002
N of Valid Cases		343			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

Organizational Commitment Recoded * Gender

Crosstab

			Gender		Total
			male	female	
Organizational Commitment Recoded	1.00	Count	7	7	14
		% within Gender	5.0%	3.3%	4.0%
		% of Total	2.0%	2.0%	4.0%
	2.00	Count	36	50	86
		% within Gender	25.7%	23.6%	24.4%
		% of Total	10.2%	14.2%	24.4%
	3.00	Count	51	90	141
		% within Gender	36.4%	42.5%	40.1%
		% of Total	14.5%	25.6%	40.1%
	4.00	Count	46	65	111
		% within Gender	32.9%	30.7%	31.5%
		% of Total	13.1%	18.5%	31.5%
Total	Count	140	212	352	
	% within Gender	100.0%	100.0%	100.0%	
	% of Total	39.8%	60.2%	100.0%	

Symmetric Measures

		Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal	Gamma	.020	.088	.229	.819
N of Valid Cases		352			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

Organizational Commitment Recoded * Academic Degree

Crosstab

			Academic Degree			Total
			Bachelor	Master	Doctorate	
Organizational Commitment Recoded	1.00	Count	2	10	2	14
		% within Academic Degree	4.7%	4.3%	2.7%	4.0%
		% of Total	.6%	2.8%	.6%	4.0%
	2.00	Count	8	66	12	86
		% within Academic Degree	18.6%	28.1%	16.2%	24.4%
		% of Total	2.3%	18.8%	3.4%	24.4%
	3.00	Count	14	90	37	141
		% within Academic Degree	32.6%	38.3%	50.0%	40.1%
		% of Total	4.0%	25.6%	10.5%	40.1%
	4.00	Count	19	69	23	111
		% within Academic Degree	44.2%	29.4%	31.1%	31.5%
		% of Total	5.4%	19.6%	6.5%	31.5%
Total	Count	43	235	74	352	
	% within Academic Degree	100.0%	100.0%	100.0%	100.0%	
	% of Total	12.2%	66.8%	21.0%	100.0%	

Symmetric Measures

	Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal Gamma	.000	.082	-.004	.997
N of Valid Cases	352			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

Organizational Commitment Recoded * Academic Rank

Crosstab

			Academic Rank				Total
			lecturer	assistant professor	associate professor	professor	
Organizational Commitment Recoded	1.00	Count	13		1		14
		% within Academic Rank	5.0%		3.0%		4.0%
		% of Total	3.7%		.3%		4.0%
	2.00	Count	64	14	6	2	86
		% within Academic Rank	24.5%	27.5%	18.2%	28.6%	24.4%
		% of Total	18.2%	4.0%	1.7%	.6%	24.4%
	3.00	Count	101	22	16	2	141
		% within Academic Rank	38.7%	43.1%	48.5%	28.6%	40.1%
		% of Total	28.7%	6.3%	4.5%	.6%	40.1%
	4.00	Count	83	15	10	3	111
		% within Academic Rank	31.8%	29.4%	30.3%	42.9%	31.5%
		% of Total	23.6%	4.3%	2.8%	.9%	31.5%
Total	Count		261	51	33	7	352
	% within Academic Rank		100.0%	100.0%	100.0%	100.0%	100.0%
	% of Total		74.1%	14.5%	9.4%	2.0%	100.0%

Symmetric Measures

	Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal Gamma	.049	.089	.550	.582
N of Valid Cases	352			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

Organizational Commitment Recoded * Books Published

Crosstab

			Books Published										Total
			0	1	2	3	4	5	6	10	20	25	
Organizational Commitment Recoded	1.00	Count	10	4									14
		% within Books Published	4.0%	1.5%									4.0%
		% of Total	2.8%	1.1%									4.0%
	2.00	Count	58	15	4	1	3	3	1	1			86
		% within Books Published	23.3%	19.3%	23.3%	9.1%	27.3%	50.0%	50.0%	100.0%			24.5%
		% of Total	16.3%	4.3%	1.1%	.3%	.9%	.9%	.3%	.3%			24.5%
	3.00	Count	97	24	9	2	6	1	1			1	141
		% within Books Published	39.6%	45.3%	52.9%	18.2%	54.5%	20.0%	50.0%			100.0%	40.2%
		% of Total	27.6%	6.8%	2.6%	.6%	1.7%	.3%	.3%			.3%	40.2%
	4.00	Count	64	18	4	2	2	1			1		111
		% within Books Published	33.3%	19.9%	23.3%	22.2%	10.2%	20.0%			100.0%		31.5%
		% of Total	18.2%	5.1%	1.1%	.7%	.6%	.3%			.3%		31.5%
Total	Count	249	53	17	11	11	5	2	1	1	1	351	
	% within Books Published	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	70.9%	15.1%	4.8%	3.1%	3.1%	1.4%	.6%	.3%	.3%	.3%	100.0%	

Symmetric Measures

	Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal Gamma	-.091	.082	-1.095	.273
N of Valid Cases	351			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

Organizational Commitment Recoded * Articles Published

Crosstab

			Articles Published				Total
			0	1 to 5	6 to 10	11 or more	
Organizational Commitment Recoded	1.00	Count	11	2		1	14
		% within Articles Published	5.3%	1.7%		14.3%	4.0%
		% of Total	3.1%	.6%		.3%	4.0%
	2.00	Count	55	26	3	2	86
		% within Articles Published	26.4%	22.6%	14.3%	28.6%	24.5%
		% of Total	15.7%	7.4%	.9%	.6%	24.5%
	3.00	Count	73	53	12	3	141
		% within Articles Published	35.1%	46.1%	57.1%	42.9%	40.2%
		% of Total	20.8%	15.1%	3.4%	.9%	40.2%
	4.00	Count	69	34	6	1	110
		% within Articles Published	33.2%	29.6%	28.6%	14.3%	31.3%
		% of Total	19.7%	9.7%	1.7%	.3%	31.3%
Total	-	Count	208	115	21	7	351
		% within Articles Published	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	59.3%	32.8%	6.0%	2.0%	100.0%

Symmetric Measures

	Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal Gamma	.033	.079	.416	.677
N of Valid Cases	351			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

Organizational Commitment Recoded * admin position

Crosstabs

			admin position							Total
			None	Subject head	Deputy Head	Head department	Associate Dean	Dean	Board of Trustee	
Organizational Commitment Recoded	1.00	Count	11	2		1				14
		% within admin position	3.8%	8.0%		7.1%				4.0%
		% of Total	3.1%	.6%		.3%				4.0%
	2.00	Count	74	5	1	3	2	1		86
		% within admin position	25.6%	20.0%	12.5%	21.4%	18.2%	25.0%		24.4%
		% of Total	21.0%	1.4%	.3%	.9%	.6%	.3%		24.4%
	3.00	Count	114	12	6	4	4	1		141
		% within admin position	39.4%	48.0%	75.0%	28.6%	36.4%	25.0%		40.1%
		% of Total	32.4%	3.4%	1.7%	1.1%	1.1%	.3%		40.1%
	4.00	Count	90	6	1	6	5	2	1	111
		% within admin position	31.1%	24.0%	12.5%	42.9%	45.5%	50.0%	100.0%	31.5%
		% of Total	25.4%	1.7%	.3%	1.7%	1.4%	.6%	.3%	31.5%
Total	Count	289	25	8	14	11	4	1	352	
	% within admin position	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	82.1%	7.1%	2.3%	4.0%	3.1%	1.1%	.3%	100.0%	

Symmetric Measures

		Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal	Gamma	.086	.104	.821	.411
N of Valid Cases		352			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

Organizational Commitment Recoded * former position

Crosstabs

			former position							Total
			None	Subject head	Deputy Head	Head department	Associate Dean	Dean	Vice President	
Organizational Commitment Recorded	1.00	Count	11	1	1	1				14
		% within former position	4.2%	3.1%	5.3%	5.3%				4.0%
		% of Total	3.1%	.3%	.3%	.3%				4.0%
	2.00	Count	68	7	4	3	1	2	1	86
		% within former position	26.2%	21.9%	21.1%	15.8%	5.9%	100.0%	50.0%	24.5%
		% of Total	19.4%	2.0%	1.1%	.9%	.3%	.6%	.3%	24.5%
	3.00	Count	105	13	9	8	6			141
		% within former position	40.4%	40.6%	47.4%	42.1%	35.3%			40.2%
		% of Total	29.9%	3.7%	2.6%	2.3%	1.7%			40.2%
	4.00	Count	76	11	5	7	10		1	110
		% within former position	29.2%	34.4%	26.3%	36.8%	58.8%		50.0%	31.3%
		% of Total	21.7%	3.1%	1.4%	2.0%	2.8%		.3%	31.3%
Total	Count	260	32	19	19	17	2	2	351	
	% within former position	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	74.1%	9.1%	5.4%	5.4%	4.8%	.6%	.6%	100.0%	

Symmetric Measures

		Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal	Gamma	.155	.088	1.758	.079
N of Valid Cases		351			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

Organizational Commitment Recoded * further study

Crosstab

			further study		Total
			yes	no	
Organizational Commitment Recorded	1.00	Count	2	12	14
		% within further study	4.3%	3.9%	4.0%
		% of Total	.6%	3.4%	4.0%
	2.00	Count	8	78	86
		% within further study	17.4%	25.5%	24.4%
		% of Total	2.3%	22.2%	24.4%
	3.00	Count	21	120	141
		% within further study	45.7%	39.2%	40.1%
		% of Total	6.0%	34.1%	40.1%
	4.00	Count	15	96	111
		% within further study	32.6%	31.4%	31.5%
		% of Total	4.3%	27.3%	31.5%
Total	Count	46	306	352	
	% within further study	100.0%	100.0%	100.0%	
	% of Total	13.1%	86.9%	100.0%	

Symmetric Measures

		Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal	Gammas	-.085	.124	-.687	.492
N of Valid Cases		352			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

Organizational Commitment Recoded * research

Crosstab

			research						Total
			None	for the Faculty/university	for Master/Doktorate	for private company	for academic position	for self curiosity	
Organizational Commitment Recoded	1.00	Count	9	3	1		1		14
		% within research	4.8%	5.7%	3.0%		2.2%		4.0%
		% of Total	2.6%	.9%	.3%		.3%		4.0%
	2.00	Count	53	8	6	1	11	7	86
		% within research	28.0%	15.1%	18.2%	100.0%	23.9%	23.3%	24.4%
		% of Total	15.1%	2.3%	1.7%	.3%	3.1%	2.0%	24.4%
	3.00	Count	66	22	15		20	18	141
		% within research	34.9%	41.5%	45.5%		43.5%	60.0%	40.1%
		% of Total	18.8%	6.3%	4.3%		5.7%	5.1%	40.1%
	4.00	Count	61	20	11		14	5	111
		% within research	32.3%	37.7%	33.3%		30.4%	16.7%	31.5%
		% of Total	17.3%	5.7%	3.1%		4.0%	1.4%	31.5%
Total	Count	189	53	33	1	46	30	352	
	% within research	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	53.7%	15.1%	9.4%	.3%	13.1%	8.5%	100.0%	

Symmetric Measures

		Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal	Gamma	.030	.066	.455	.649
N of Valid Cases		352			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

Organizational Commitment Recoded * other work

Crosstabs

			other work							Total
			Outside Consultant	Government Agency	Business Owner	Business Partnership	Other Part-Time Job	Political Advisor	None	
Organizational Commitment Recoded	1.00	Count	1		2				11	14
		% within other work	14.3%		15.4%				3.8%	4.0%
		% of Total	3%		4%				3.1%	4.0%
	2.00	Count	1	1	3	3	8	2	68	86
		% within other work	14.3%	8.3%	23.1%	37.5%	44.4%	66.7%	23.4%	24.4%
		% of Total	3%	3%	9%	9%	2.3%	.6%	19.3%	24.4%
	3.00	Count	2	6	3	4	3		123	141
		% within other work	28.6%	50.0%	23.1%	50.0%	16.7%		42.3%	40.1%
		% of Total	.6%	1.7%	.9%	1.1%	.9%		34.9%	40.1%
	4.00	Count	3	5	5	1	7	1	89	111
		% within other work	42.9%	41.7%	38.5%	12.5%	38.9%	33.3%	30.6%	31.5%
		% of Total	.9%	1.4%	1.4%	.3%	2.0%	.3%	25.3%	31.5%
Total		Count	7	12	13	8	18	3	291	352
		% within other work	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	2.0%	3.4%	3.7%	2.3%	5.1%	.9%	82.7%	100.0%

Symmetric Measures

		Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal	Gamma	.002	.109	.020	.984
N of Valid Cases		352			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

Organizational Commitment Recoded * Hours work elsewhere

Crosstab

			Hours work elsewhere				Total
			None	Less than 5 hours per week	6 to 10 hours per week	more than 10 hours per week	
Organizational Commitment Recoded	1.00	Count	10	1	2	1	14
		% within Hours work elsewhere	3.8%	3.3%	5.4%	5.3%	4.0%
		% of Total	2.8%	.3%	.6%	.3%	4.0%
	2.00	Count	58	9	11	8	86
		% within Hours work elsewhere	21.8%	30.0%	29.7%	42.1%	24.4%
		% of Total	16.5%	2.6%	3.1%	2.3%	24.4%
	3.00	Count	109	12	14	6	141
		% within Hours work elsewhere	41.0%	40.0%	37.8%	31.6%	40.1%
		% of Total	31.0%	3.4%	4.0%	1.7%	40.1%
	4.00	Count	89	8	10	4	111
		% within Hours work elsewhere	33.5%	26.7%	27.0%	21.1%	31.5%
		% of Total	25.3%	2.3%	2.8%	1.1%	31.5%
Total	Count		266	30	37	19	352
	% within Hours work elsewhere		100.0%	100.0%	100.0%	100.0%	100.0%
	% of Total		75.6%	8.5%	10.5%	5.4%	100.0%

Symmetric Measures

	Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal Gamma	.187	.089	-2.042	.041
N of Valid Cases	352			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

Organizational Commitment Recoded * Subject Areas

Crosstab

			Subject Areas												Total
			Law	Economics	Math	Science	Education	Health	Business Admin	Engineering	Language	Computer Science	Medical Science	Social Science	
Organizational Commitment Recoded	1.00	Count			1	1	1		1	1	2			1	14
		% within Subject Areas			14.3%	2.0%	1.7%		4.1%	11.1%	4.0%			2.3%	4.0%
		% of Total			.3%	.3%	.3%		.9%	.9%	.6%			.3%	4.0%
	2.00	Count	1	6		12	3	2	13	4	10	2	4	3	86
		% within Subject Areas	12.5%	27.3%		36.1%	11.1%	6.3%	46.2%	14.3%	32.2%	15.2%	14.0%	11.6%	24.4%
		% of Total	.3%	1.7%		3.7%	.9%	.6%	9.4%	1.1%	2.8%	.6%	1.1%	2.3%	24.4%
	3.00	Count	5	9	5	10	11	8	20	5	16	2	14	20	141
		% within Subject Areas	62.5%	40.9%	71.4%	38.9%	46.7%	33.3%	34.1%	32.3%	31.6%	17.1%	36.0%	46.5%	40.1%
		% of Total	1.4%	2.6%	1.4%	2.8%	3.1%	2.3%	5.6%	1.4%	4.5%	.6%	3.9%	5.7%	40.1%
	4.00	Count	2	7	1	8	12	14	16	11	17	2	-	14	111
		% within Subject Areas	25.0%	31.6%	14.3%	22.2%	44.4%	52.2%	19.1%	46.7%	37.4%	15.1%	28.0%	33.6%	31.5%
		% of Total	.6%	2.0%	.3%	2.3%	3.4%	4.0%	4.5%	3.1%	4.8%	.6%	2.8%	4.0%	31.5%
Total	Count	8	22	7	36	27	24	53	21	49	6	28	43	352	
	% within Subject Areas	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	2.3%	6.3%	2.0%	10.2%	7.7%	6.8%	15.1%	5.9%	13.9%	1.7%	7.9%	12.2%	100.0%	

Symmetric Measures

	Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal Gamma	.030	.051	.580	.562
N of Valid Cases	352			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

Crosstabs

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Direct Organizational Commitment Recoded * Role Conflict Recoded	436	86.7%	67	13.3%	503	100.0%
Direct Organizational Commitment Recoded * Role Ambiguity Recoded	425	84.5%	78	15.5%	503	100.0%
Direct Organizational Commitment Recoded * Skill Variety Recoded	459	91.3%	44	8.7%	503	100.0%
Direct Organizational Commitment Recoded * Task Identification Recoded	420	83.5%	83	16.5%	503	100.0%
Direct Organizational Commitment Recoded * Task Significant Recoded	448	89.1%	55	10.9%	503	100.0%
Direct Organizational Commitment Recoded * Autonomy Recoded	454	90.3%	49	9.7%	503	100.0%
Direct Organizational Commitment Recoded * Job Characteristics Recoded	335	66.6%	168	33.4%	503	100.0%
Direct Organizational Commitment Recoded * Direct Job Characteristics Recoded	463	92.0%	40	8.0%	503	100.0%

Direct Organizational Commitment Recoded * Role Conflict Recoded

Crosstab

			Role Conflict Recoded				Total
			1.00	2.00	3.00	4.00	
Direct Organizational Commitment Recoded	1.00	Count	2	7	3		12
		% within Role Conflict Recoded	3.6%	3.4%	2.1%		2.8%
		% of Total	.5%	1.6%	.7%		2.8%
	2.00	Count	4	11	4		19
		% within Role Conflict Recoded	7.3%	5.3%	2.8%		4.4%
		% of Total	.9%	2.5%	.9%		4.4%
	3.00	Count	30	93	44	2	169
		% within Role Conflict Recoded	54.5%	44.7%	31.2%	6.3%	38.8%
		% of Total	6.9%	21.3%	10.1%	.5%	38.8%
	4.00	Count	19	97	90	30	236
		% within Role Conflict Recoded	34.5%	46.6%	63.8%	93.8%	54.1%
		% of Total	4.4%	22.2%	20.6%	6.9%	54.1%
Total	Count	55	208	141	32	436	
	% within Role Conflict Recoded	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	12.6%	47.7%	32.3%	7.3%	100.0%	

Symmetric Measures

		Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal	Gamma	.422	.063	6.321	.000
N of Valid Cases		436			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

Direct Organizational Commitment Recoded * Role Ambiguity Recoded

Crosstab

			Role Ambiguity Recoded				Total
			1.00	2.00	3.00	4.00	
Direct Organizational Commitment Recoded	1.00	Count	2	1	3	2	8
		% within Role Ambiguity Recoded	18.2%	1.5%	1.5%	1.3%	1.9%
		% of Total	.5%	.2%	.7%	.5%	1.9%
	2.00	Count	3	7	8	6	24
		% within Role Ambiguity Recoded	27.3%	10.6%	4.1%	3.9%	5.6%
		% of Total	.7%	1.6%	1.9%	1.4%	5.6%
	3.00	Count	4	37	87	32	160
		% within Role Ambiguity Recoded	36.4%	56.1%	44.4%	21.1%	37.6%
		% of Total	.9%	8.7%	20.5%	7.5%	37.6%
	4.00	Count	2	21	98	112	233
		% within Role Ambiguity Recoded	18.2%	31.8%	50.0%	73.7%	54.8%
		% of Total	.5%	4.9%	23.1%	26.4%	54.8%
Total	Count	11	66	196	152	425	
	% within Role Ambiguity Recoded	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	2.6%	15.5%	46.1%	35.8%	100.0%	

Symmetric Measures

		Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal	Gamma	.476	.063	6.821	.000
N of Valid Cases		425			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

Direct Organizational Commitment Recoded * Skill Variety Recoded

Crosstab

			Skill Variety Recoded				Total
			1.00	2.00	3.00	4.00	
Direct Organizational Commitment Recoded	1.00	Count	3		6	3	12
		% within Skill Variety Recoded	23.1%		2.8%	1.9%	2.6%
		% of Total	.7%		1.3%	.7%	2.6%
	2.00	Count	3	8	7	8	26
		% within Skill Variety Recoded	23.1%	11.4%	3.2%	5.0%	5.7%
		% of Total	.7%	1.7%	1.5%	1.7%	5.7%
	3.00	Count	5	41	85	45	176
		% within Skill Variety Recoded	38.5%	58.6%	39.2%	28.3%	38.3%
		% of Total	1.1%	8.9%	18.5%	9.8%	38.3%
	4.00	Count	2	21	119	103	245
		% within Skill Variety Recoded	15.4%	30.0%	54.8%	64.8%	53.4%
		% of Total	.4%	4.6%	25.9%	22.4%	53.4%
Total	Count	13	70	217	159	459	
	% within Skill Variety Recoded	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	2.8%	15.3%	47.3%	34.6%	100.0%	

Symmetric Measures

	Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal Gamma	.357	.066	5.131	.000
N of Valid Cases	459			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

Direct Organizational Commitment Recoded * Task Identification Recoded

Crosstab

			Task Identification Recoded				Total
			1.00	2.00	3.00	4.00	
Direct Organizational Commitment Recoded	1.00	Count		3	6		9
		% within Task Identification Recoded		2.5%	3.0%		2.1%
		% of Total		.7%	1.4%		2.1%
	2.00	Count	1	12	9	2	24
		% within Task Identification Recoded	7.7%	10.2%	4.4%	2.3%	5.7%
		% of Total	.2%	2.9%	2.1%	.5%	5.7%
	3.00	Count	4	52	83	19	158
		% within Task Identification Recoded	30.8%	44.1%	40.9%	22.1%	37.6%
		% of Total	1.0%	12.4%	19.8%	4.5%	37.6%
	4.00	Count	8	51	105	65	229
		% within Task Identification Recoded	61.5%	43.2%	51.7%	75.6%	54.5%
		% of Total	1.9%	12.1%	25.0%	15.5%	54.5%
Total	Count	13	118	203	86	420	
	% within Task Identification Recoded	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	3.1%	28.1%	48.3%	20.5%	100.0%	

Symmetric Measures

	Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal Gamma	.309	.068	4.364	.000
N of Valid Cases	420			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

Direct Organizational Commitment Recoded * Task Significant Recoded

Crosstab

			Task Significant Recoded				Total
			1.00	2.00	3.00	4.00	
Direct Organizational Commitment Recoded	1.00	Count	3		1	7	11
		% within Task Significant Recoded	9.7%		.8%	2.8%	2.5%
		% of Total	.7%		.2%	1.6%	2.5%
	2.00	Count	8	4	5	8	25
		% within Task Significant Recoded	25.8%	8.3%	4.2%	3.2%	5.6%
		% of Total	1.8%	.9%	1.1%	1.8%	5.6%
	3.00	Count	13	22	60	80	175
		% within Task Significant Recoded	41.9%	45.8%	50.0%	32.1%	39.1%
		% of Total	2.9%	4.9%	13.4%	17.9%	39.1%
	4.00	Count	7	22	54	154	237
		% within Task Significant Recoded	22.6%	45.8%	45.0%	61.8%	52.9%
		% of Total	1.6%	4.9%	12.1%	34.4%	52.9%
Total	Count	31	48	120	249	448	
	% within Task Significant Recoded	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	6.9%	10.7%	26.8%	55.6%	100.0%	

Symmetric Measures

	Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal Gamma	.340	.068	4.640	.000
N of Valid Cases	448			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

Direct Organizational Commitment Recoded * Autonomy Recoded

Crosstab

			Autonomy Recoded				Total
			1.00	2.00	3.00	4.00	
Direct Organizational Commitment Recoded	1.00	Count		6	3	4	13
		% within Autonomy Recoded		15.8%	2.1%	1.5%	2.9%
		% of Total		1.3%	.7%	.9%	2.9%
	2.00	Count	1	4	10	9	24
		% within Autonomy Recoded	20.0%	10.5%	7.1%	3.3%	5.3%
		% of Total	.2%	.9%	2.2%	2.0%	5.3%
	3.00	Count	2	18	70	83	173
		% within Autonomy Recoded	40.0%	47.4%	50.0%	30.6%	38.1%
		% of Total	.4%	4.0%	15.4%	18.3%	38.1%
	4.00	Count	2	10	57	175	244
		% within Autonomy Recoded	40.0%	26.3%	40.7%	64.6%	53.7%
		% of Total	.4%	2.2%	12.6%	38.5%	53.7%
Total	Count	5	38	140	271	454	
	% within Autonomy Recoded	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	1.1%	8.4%	30.8%	59.7%	100.0%	

Symmetric Measures

	Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal Gamma	.456	.064	6.157	.000
N of Valid Cases	454			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

Direct Organizational Commitment Recoded * Job Characteristics Recoded

Crosstab

			Job Characteristics Recoded				Total
			1.00	2.00	3.00	4.00	
Direct Organizational Commitment Recoded	1.00	Count	1	2	2		5
		% within Job Characteristics Recoded	7.1%	1.8%	1.3%		1.5%
		% of Total	.3%	.6%	.6%		1.5%
	2.00	Count	3	11	3		17
		% within Job Characteristics Recoded	21.4%	10.0%	2.0%		5.1%
		% of Total	.9%	3.3%	.9%		5.1%
	3.00	Count	7	60	57	8	132
		% within Job Characteristics Recoded	50.0%	54.5%	37.5%	13.6%	39.4%
		% of Total	2.1%	17.9%	17.0%	2.4%	39.4%
	4.00	Count	3	37	90	51	181
		% within Job Characteristics Recoded	21.4%	33.6%	59.2%	86.4%	54.0%
		% of Total	.9%	11.0%	26.9%	15.2%	54.0%
Total	Count	14	110	152	59	335	
	% within Job Characteristics Recoded	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	4.2%	32.8%	45.4%	17.6%	100.0%	

Symmetric Measures

		Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal	Gamma	.600	.059	8.476	.000
N of Valid Cases		335			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

Direct Organizational Commitment Recoded * Direct Job Characteristics Recoded

Crosstab

			Direct Job Characteristics Recoded				Total
			1.00	2.00	3.00	4.00	
Direct Organizational Commitment Recoded	1.00	Count	9		2	1	12
		% within Direct Job Characteristics Recoded	32.1%		1.7%	.4%	2.6%
		% of Total	1.9%		.4%	.2%	2.6%
	2.00	Count	7	10	4	3	24
		% within Direct Job Characteristics Recoded	25.0%	23.3%	3.4%	1.1%	5.2%
		% of Total	1.5%	2.2%	.9%	.6%	5.2%
	3.00	Count	9	27	73	68	177
		% within Direct Job Characteristics Recoded	32.1%	62.8%	61.3%	24.9%	38.2%
		% of Total	1.9%	5.8%	15.8%	14.7%	38.2%
	4.00	Count	3	6	40	201	250
		% within Direct Job Characteristics Recoded	10.7%	14.0%	33.6%	73.6%	54.0%
		% of Total	.6%	1.3%	8.6%	43.4%	54.0%
Total	Count	28	43	119	273	463	
	% within Direct Job Characteristics Recoded	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	6.0%	9.3%	25.7%	59.0%	100.0%	

Symmetric Measures

		Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal	Gamma	.748	.039	12.160	.000
N of Valid Cases		463			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

Crosstabs

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Direct Organizational Commitment Recoded * Hierarchy/Authority Recoded	445	88.5%	58	11.5%	503	100.0%
Direct Organizational Commitment Recoded * Participation Recoded	485	96.4%	18	3.6%	503	100.0%
Direct Organizational Commitment Recoded * Initiation/Structure Recoded	451	89.7%	52	10.3%	503	100.0%
Direct Organizational Commitment Recoded * Consideration Recoded	462	91.8%	41	8.2%	503	100.0%
Direct Organizational Commitment Recoded * Department Size Recoded	486	96.6%	17	3.4%	503	100.0%
Direct Organizational Commitment Recoded * Organizational Characteristics Recoded	409	81.3%	94	18.7%	503	100.0%
Direct Organizational Commitment Recoded * Direct Organizational Characteristics Recoded	457	90.9%	46	9.1%	503	100.0%

Direct Organizational Commitment Recoded * Hierarchy/Authority Recoded

Crosstab

			Hierarchy/Authority Recoded				Total
			1.00	2.00	3.00	4.00	
Direct Organizational Commitment Recoded	1.00	Count	6	3		4	13
		% within Hierarchy/Authority Recoded	4.4%	3.1%		3.1%	2.9%
		% of Total	1.3%	.7%		.9%	2.9%
	2.00	Count	4	7	5	6	22
		% within Hierarchy/Authority Recoded	2.9%	7.2%	6.0%	4.7%	4.9%
		% of Total	.9%	1.6%	1.1%	1.3%	4.9%
	3.00	Count	51	43	42	39	175
		% within Hierarchy/Authority Recoded	37.5%	44.3%	50.0%	30.5%	39.3%
		% of Total	11.5%	9.7%	9.4%	8.8%	39.3%
	4.00	Count	75	44	37	79	235
		% within Hierarchy/Authority Recoded	55.1%	45.4%	44.0%	61.7%	52.8%
		% of Total	16.9%	9.9%	8.3%	17.8%	52.8%
Total	Count		136	97	84	128	445
	% within Hierarchy/Authority Recoded		100.0%	100.0%	100.0%	100.0%	100.0%
	% of Total		30.6%	21.8%	18.9%	28.8%	100.0%

Symmetric Measures

		Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal	Gamma	.057	.065	.876	.381
N of Valid Cases		445			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

Direct Organizational Commitment Recoded * Participation Recoded

Crosstab

			Participation Recoded				Total
			1.00	2.00	3.00	4.00	
Direct Organizational Commitment Recoded	1.00	Count	12		1		13
		% within Participation Recoded	4.0%		1.7%		2.7%
		% of Total	2.5%		.2%		2.7%
	2.00	Count	23	2	2		27
		% within Participation Recoded	7.6%	2.0%	3.4%		5.6%
		% of Total	4.7%	.4%	.4%		5.6%
	3.00	Count	130	34	20	2	186
		% within Participation Recoded	43.0%	33.3%	34.5%	8.7%	38.4%
		% of Total	26.8%	7.0%	4.1%	.4%	38.4%
	4.00	Count	137	66	35	21	259
		% within Participation Recoded	45.4%	64.7%	60.3%	91.3%	53.4%
		% of Total	28.2%	13.6%	7.2%	4.3%	53.4%
Total	Count	302	102	58	23	485	
	% within Participation Recoded	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	62.3%	21.0%	12.0%	4.7%	100.0%	

Symmetric Measures

		Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal	Gamma	.389	.070	5.400	.000
N of Valid Cases		485			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

Direct Organizational Commitment Recoded * Initiation/Structure Recoded

Crosstab

			Initiation/Structure Recoded				Total
			1.00	2.00	3.00	4.00	
Direct Organizational Commitment Recoded	1.00	Count	2	2	3	2	9
		% within Initiation/Structure Recoded	6.5%	1.2%	1.4%	5.0%	2.0%
		% of Total	.4%	.4%	.7%	.4%	2.0%
	2.00	Count	2	10	8	3	23
		% within Initiation/Structure Recoded	6.5%	6.0%	3.8%	7.5%	5.1%
		% of Total	.4%	2.2%	1.8%	.7%	5.1%
	3.00	Count	16	76	75	11	178
		% within Initiation/Structure Recoded	51.6%	45.5%	35.2%	27.5%	39.5%
		% of Total	3.5%	16.9%	16.6%	2.4%	39.5%
	4.00	Count	11	79	127	24	241
		% within Initiation/Structure Recoded	35.5%	47.3%	59.6%	60.0%	53.4%
		% of Total	2.4%	17.5%	28.2%	5.3%	53.4%
Total	Count	31	167	213	40	451	
	% within Initiation/Structure Recoded	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	6.9%	37.0%	47.2%	8.9%	100.0%	

Symmetric Measures

	Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal Gamma	.208	.073	2.828	.005
N of Valid Cases	451			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

Direct Organizational Commitment Recoded * Consideration Recoded

Crosstab

			Consideration Recoded				Total
			1.00	2.00	3.00	4.00	
Direct Organizational Commitment Recoded	1.00	Count	3	4	1	2	10
		% within Consideration Recoded	5.1%	2.8%	.6%	2.2%	2.2%
		% of Total	.6%	.9%	.2%	.4%	2.2%
	2.00	Count	7	8	6	3	24
		% within Consideration Recoded	11.9%	5.7%	3.6%	3.2%	5.2%
		% of Total	1.5%	1.7%	1.3%	.6%	5.2%
	3.00	Count	31	64	68	19	182
		% within Consideration Recoded	52.5%	45.4%	40.2%	20.4%	39.4%
		% of Total	6.7%	13.9%	14.7%	4.1%	39.4%
	4.00	Count	18	65	94	69	246
		% within Consideration Recoded	30.5%	46.1%	55.6%	74.2%	53.2%
		% of Total	3.9%	14.1%	20.3%	14.9%	53.2%
Total	Count	59	141	169	93	462	
	% within Consideration Recoded	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	12.8%	30.5%	36.6%	20.1%	100.0%	

Symmetric Measures

		Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal	Gamma	.366	.061	5.801	.000
N of Valid Cases		462			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

Direct Organizational Commitment Recoded * Department Size Recoded

Crosstab

			Department Size Recoded				Total
			1.00	2.00	3.00	4.00	
Direct Organizational Commitment Recoded	1.00	Count	8	4	1		13
		% within Department Size Recoded	2.7%	4.9%	1.5%		2.7%
		% of Total	1.6%	.8%	.2%		2.7%
	2.00	Count	18	5	2	2	27
		% within Department Size Recoded	6.1%	6.2%	3.1%	4.5%	5.6%
		% of Total	3.7%	1.0%	.4%	.4%	5.6%
	3.00	Count	119	28	24	15	186
		% within Department Size Recoded	40.2%	34.6%	36.9%	34.1%	38.3%
		% of Total	24.5%	5.8%	4.9%	3.1%	38.3%
	4.00	Count	151	44	38	27	260
		% within Department Size Recoded	51.0%	54.3%	58.5%	61.4%	53.5%
		% of Total	31.1%	9.1%	7.8%	5.6%	53.5%
Total	Count	296	81	65	44	486	
	% within Department Size Recoded	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	60.9%	16.7%	13.4%	9.1%	100.0%	

Symmetric Measures

		Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal	Gamma	.116	.072	1.628	.104
N of Valid Cases		486			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

Direct Organizational Commitment Recoded * Organizational Characteristics Recoded

Crosstab

			Organizational Characteristics Recoded				Total
			1.00	2.00	3.00	4.00	
Direct Organizational Commitment Recoded	1.00	Count	2	3	3	1	9
		% within Organizational Characteristics Recoded	6.3%	1.7%	1.7%	3.2%	2.2%
		% of Total	.5%	.7%	.7%	.2%	2.2%
	2.00	Count	4	10	3		17
		% within Organizational Characteristics Recoded	12.5%	5.7%	1.7%		4.2%
		% of Total	1.0%	2.4%	.7%		4.2%
	3.00	Count	17	86	55	8	166
		% within Organizational Characteristics Recoded	53.1%	49.4%	32.0%	25.8%	40.6%
		% of Total	4.2%	21.0%	13.4%	2.0%	40.6%
	4.00	Count	9	75	111	22	217
		% within Organizational Characteristics Recoded	28.1%	43.1%	64.5%	71.0%	53.1%
		% of Total	2.2%	18.3%	27.1%	5.4%	53.1%
Total	Count	32	174	172	31	409	
	% within Organizational Characteristics Recoded	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	7.8%	42.5%	42.1%	7.6%	100.0%	

Symmetric Measures

	Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal Gamma	.409	.068	5.606	.000
N of Valid Cases	409			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

Direct Organizational Commitment Recoded * Direct Organizational Characteristics Recoded

Crosstab

			Direct Organizational Characteristics Recoded				Total
			1.00	2.00	3.00	4.00	
Direct Organizational Commitment Recoded	1.00	Count	8	2	1		11
		% within Direct Organizational Characteristics Recoded	22.9%	2.9%	.8%		2.4%
		% of Total	1.8%	.4%	.2%		2.4%
	2.00	Count	7	11	4	1	23
		% within Direct Organizational Characteristics Recoded	20.0%	15.7%	3.3%	.4%	5.0%
		% of Total	1.5%	2.4%	.9%	.2%	5.0%
	3.00	Count	14	40	69	50	173
		% within Direct Organizational Characteristics Recoded	40.0%	57.1%	56.6%	21.7%	37.9%
		% of Total	3.1%	8.8%	15.1%	10.9%	37.9%
	4.00	Count	6	17	48	179	250
		% within Direct Organizational Characteristics Recoded	17.1%	24.3%	39.3%	77.8%	54.7%
		% of Total	1.3%	3.7%	10.5%	39.2%	54.7%
Total	Count	35	70	122	230	457	
	% within Direct Organizational Characteristics Recoded	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	7.7%	15.3%	26.7%	50.3%	100.0%	

Symmetric Measures

		Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal	Gamma	.709	.040	12.458	.000
N of Valid Cases		457			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

Crosstabs

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Direct Organizational Commitment Recoded * Years Employed	483	96.0%	20	4.0%	503	100.0%
Direct Organizational Commitment Recoded * Professional Years	482	95.8%	21	4.2%	503	100.0%
Direct Organizational Commitment Recoded * Academic Degree	486	96.6%	17	3.4%	503	100.0%
Direct Organizational Commitment Recoded * Academic Rank	486	96.6%	17	3.4%	503	100.0%
Direct Organizational Commitment Recoded * Books Published	485	96.4%	18	3.6%	503	100.0%
Direct Organizational Commitment Recoded * Articles Published	485	96.4%	18	3.6%	503	100.0%
Direct Organizational Commitment Recoded * Age	474	94.2%	29	5.8%	503	100.0%
Direct Organizational Commitment Recoded * Gender	486	96.6%	17	3.4%	503	100.0%
Direct Organizational Commitment Recoded * admin position	486	96.6%	17	3.4%	503	100.0%
Direct Organizational Commitment Recoded * former position	485	96.4%	18	3.6%	503	100.0%
Direct Organizational Commitment Recoded * further study	486	96.6%	17	3.4%	503	100.0%
Direct Organizational Commitment Recoded * research	486	96.6%	17	3.4%	503	100.0%
Direct Organizational Commitment Recoded * other work	486	96.6%	17	3.4%	503	100.0%

Direct Organizational Commitment Recoded * Years Employed

Crosstab

			Years Employed				Total
			5 years or less	6 to 10 years	11 to 20 years	21 years or more	
Direct Organizational Commitment Recoded	1.00	Count	6	1	3	2	12
		% within Years Employed	2.6%	1.1%	3.5%	2.9%	2.5%
		% of Total	1.2%	.2%	.6%	.4%	2.5%
	2.00	Count	19	2	4	2	27
		% within Years Employed	8.2%	2.1%	4.7%	2.9%	5.6%
		% of Total	3.9%	.4%	.8%	.4%	5.6%
	3.00	Count	98	41	29	18	186
		% within Years Employed	42.2%	43.2%	33.7%	25.7%	38.5%
		% of Total	20.3%	8.5%	6.0%	3.7%	38.5%
	4.00	Count	109	51	50	48	258
		% within Years Employed	47.0%	53.7%	58.1%	68.6%	53.4%
		% of Total	22.6%	10.6%	10.4%	9.9%	53.4%
Total	Count	232	95	86	70	483	
	% within Years Employed	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	48.0%	19.7%	17.8%	14.5%	100.0%	

Symmetric Measures

	Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal Gamma	.219	.066	3.299	.001
N of Valid Cases	483			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

Direct Organizational Commitment Recoded * Professional Years

Crosstab

			Professional Years				Total
			5 years or less	6 to 10 years	11 to 20 years	21 years or more	
Direct Organizational Commitment Recoded	1.00	Count	4	2	3	3	12
		% within Professional Years	2.0%	2.0%	3.2%	3.4%	2.5%
		% of Total	.8%	.4%	.6%	.6%	2.5%
	2.00	Count	19	2	4	2	27
		% within Professional Years	9.5%	2.0%	4.3%	2.3%	5.6%
		% of Total	3.9%	.4%	.8%	.4%	5.6%
	3.00	Count	86	46	29	24	185
		% within Professional Years	43.2%	45.1%	30.9%	27.6%	38.4%
		% of Total	17.8%	9.5%	6.0%	5.0%	38.4%
	4.00	Count	90	52	58	58	258
		% within Professional Years	45.2%	51.0%	61.7%	66.7%	53.5%
		% of Total	18.7%	10.8%	12.0%	12.0%	53.5%
Total	Count	199	102	94	87	482	
	% within Professional Years	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	41.3%	21.2%	19.5%	18.0%	100.0%	

Symmetric Measures

		Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal	Gamma	.241	.063	3.791	.000
N of Valid Cases		482			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

Direct Organizational Commitment Recoded * Academic Degree

Crosstab

			Academic Degree			Total
			Bachelor	Master	Doctorate	
Direct Organizational Commitment Recoded	1.00	Count		9	4	13
		% within Academic Degree		2.7%	4.1%	2.7%
		% of Total		1.9%	.8%	2.7%
	2.00	Count	4	20	3	27
		% within Academic Degree	6.8%	6.1%	3.1%	5.6%
		% of Total	.8%	4.1%	.6%	5.6%
	3.00	Count	24	127	35	186
		% within Academic Degree	40.7%	38.6%	35.7%	38.3%
		% of Total	4.9%	26.1%	7.2%	38.3%
	4.00	Count	31	173	56	260
		% within Academic Degree	52.5%	52.6%	57.1%	53.5%
		% of Total	6.4%	35.6%	11.5%	53.5%
Total	Count	59	329	98	486	
	% within Academic Degree	100.0%	100.0%	100.0%	100.0%	
	% of Total	12.1%	67.7%	20.2%	100.0%	

Symmetric Measures

		Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal	Gamma	.048	.080	.601	.548
N of Valid Cases		486			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

Direct Organizational Commitment Recoded * Academic Rank

Crosstab

			Academic Rank				Total
			lecturer	assistant professor	associate professor	professor	
Direct Organizational Commitment Recoded	1.00	Count	8	3	2		13
		% within Academic Rank	2.2%	4.2%	4.3%		2.7%
		% of Total	1.6%	.6%	.4%		2.7%
	2.00	Count	22	4		1	27
		% within Academic Rank	6.1%	5.6%		11.1%	5.6%
		% of Total	4.5%	.8%		.2%	5.6%
	3.00	Count	146	23	13	4	186
		% within Academic Rank	40.6%	32.4%	28.3%	44.4%	38.3%
		% of Total	30.0%	4.7%	2.7%	.8%	38.3%
	4.00	Count	184	41	31	4	260
		% within Academic Rank	51.1%	57.7%	67.4%	44.4%	53.5%
		% of Total	37.9%	8.4%	6.4%	.8%	53.5%
Total		Count	360	71	46	9	486
		% within Academic Rank	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	74.1%	14.6%	9.5%	1.9%	100.0%

Symmetric Measures

		Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal	Gamma	.145	.089	1.663	.096
N of Valid Cases		486			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

Direct Organizational Commitment Recoded * Books Published

Crosstab

			Books Published										Total
			0	1	2	3	4	5	6	10	20	25	
Direct Organizational Commitment Recoded	1.00	Count	9	4									13
		% within Books Published	2.6%	5.2%									2.7%
		% of Total	1.8%	.8%									2.7%
	2.00	Count	17	8	1			1		1			27
		% within Books Published	3.6%	16.4%	4.2%			8.3%		36.4%			5.6%
		% of Total	3.5%	1.6%	.2%			.2%		2%			5.6%
	3.00	Count	133	32	7	4	7	3		1			186
		% within Books Published	29.8%	41.6%	29.2%	23.2%	26.8%	25.3%		36.4%			38.3%
		% of Total	27.4%	6.6%	1.4%	.8%	1.4%	.6%		.2%			38.3%
	4.00	Count	342	33	16	13	7	8	2		2	1	403
		% within Books Published	53.4%	42.9%	46.7%	76.9%	26.8%	64.6%	100.0%		100.0%	100.0%	53.4%
		% of Total	37.9%	6.8%	3.3%	2.7%	1.4%	1.6%	.4%		.2%	.2%	53.4%
Total	Count	341	77	24	17	14	12	2	2	2	1	485	
	% within Books Published	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	70.3%	15.9%	4.9%	3.5%	2.9%	2.5%	.4%	.2%	.2%	.2%	100.0%	

Symmetric Measures

		Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal	Gamma	.028	.080	.353	.724
N of Valid Cases		485			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

Direct Organizational Commitment Recoded * Articles Published

Crosstab

			Articles Published				Total
			0	1 to 5	6 to 10	11 or more	
Direct Organizational Commitment Recoded	1.00	Count	8	3	1	1	13
		% within Articles Published	2.7%	2.0%	3.8%	9.1%	2.7%
		% of Total	1.6%	.6%	.2%	.2%	2.7%
	2.00	Count	17	7	1	2	27
		% within Articles Published	5.7%	4.6%	3.8%	18.2%	5.6%
		% of Total	3.5%	1.4%	.2%	.4%	5.6%
	3.00	Count	118	57	9	2	186
		% within Articles Published	39.9%	37.5%	34.6%	18.2%	38.4%
		% of Total	24.3%	11.8%	1.9%	.4%	38.4%
	4.00	Count	153	85	15	6	259
		% within Articles Published	51.7%	55.9%	57.7%	54.5%	53.4%
		% of Total	31.5%	17.5%	3.1%	1.2%	53.4%
Total	Count	296	152	26	11	485	
	% within Articles Published	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	61.0%	31.3%	5.4%	2.3%	100.0%	

Symmetric Measures

	Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal Gamma	.064	.080	.800	.424
N of Valid Cases	485			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

Direct Organizational Commitment Recoded * Age

Crosstab

			Age								Total	
			Younger than 25	25 - 30	30 - 35	35 - 40	40 - 45	45 - 50	50 - 55	55 - 60		Older than 60
Direct Organizational Commitment Recoded	1.00	Count		4	3	1	1		3	1		13
		% within Age		4.1%	4.2%	1.3%	2.2%		6.1%	2.9%		2.7%
		% of Total		.8%	.6%	.2%	.2%		.6%	.2%		2.7%
	2.00	Count	2	9	5	6		3	2			27
		% within Age	8.0%	9.2%	7.0%	8.0%		4.7%	4.1%			5.7%
		% of Total	.4%	1.9%	1.1%	1.2%		.6%	.4%			5.7%
	3.00	Count	12	48	25	28	23	21	16	5	5	181
		% within Age	48.0%	49.0%	35.2%	37.2%	51.1%	32.8%	32.7%	14.7%	23.1%	38.2%
		% of Total	2.5%	10.1%	5.2%	5.9%	4.9%	4.6%	3.6%	1.1%	.6%	38.2%
	4.00	Count	31	37	34	40	21	40	28	28	10	253
		% within Age	44.0%	37.3%	53.5%	53.3%	46.7%	62.5%	57.1%	82.4%	76.9%	53.4%
		% of Total	6.3%	7.8%	8.0%	8.4%	4.4%	8.4%	5.9%	5.9%	2.1%	53.4%
Total	Count	25	90	71	75	45	64	49	34	13	474	
	% within Age	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	5.3%	20.7%	15.0%	15.8%	9.5%	13.5%	10.3%	7.2%	2.7%	100.0%	

Symmetric Measures

	Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal Gamma	.248	.053	4.664	.000
N of Valid Cases	474			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

Direct Organizational Commitment Recoded * Gender

Crosstab

			Gender		Total
			male	female	
Direct Organizational Commitment Recoded	1.00	Count	5	8	13
		% within Gender	2.6%	2.7%	2.7%
		% of Total	1.0%	1.6%	2.7%
	2.00	Count	14	13	27
		% within Gender	7.3%	4.4%	5.6%
		% of Total	2.9%	2.7%	5.6%
	3.00	Count	73	113	186
		% within Gender	38.0%	38.4%	38.3%
		% of Total	15.0%	23.3%	38.3%
	4.00	Count	100	160	260
		% within Gender	52.1%	54.4%	53.5%
		% of Total	20.6%	32.9%	53.5%
Total	Count		192	294	486
	% within Gender		100.0%	100.0%	100.0%
	% of Total		39.5%	60.5%	100.0%

Symmetric Measures

	Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal Gamma	.059	.084	.698	.485
N of Valid Cases	486			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

Direct Organizational Commitment Recoded * admin position

Crosstab

			admin position							Total
			None	Subject lead	Deputy Head	Head department	Associate Dean	Dean	Board of Trustees	
Direct Organizational Commitment Recoded	1.00	Count	9	2		1	1			13
		% within admin position	2.3%	5.4%		3.0%	5.6%			2.7%
		% of Total	1.9%	.4%		.2%	.2%			2.7%
	2.00	Count	24	1	1	1				27
		% within admin position	6.1%	2.7%	9.1%	3.0%				5.6%
		% of Total	4.9%	.2%	.2%	.2%				5.6%
	3.00	Count	160	12	4	3	6	1		186
		% within admin position	40.6%	32.4%	36.4%	15.0%	33.3%	20.0%		38.3%
		% of Total	32.9%	2.3%	.8%	.6%	1.2%	.2%		38.3%
	4.00	Count	201	22	6	15	11	4	1	260
		% within admin position	51.0%	59.5%	54.5%	75.0%	61.1%	80.0%	100.0%	53.5%
		% of Total	41.4%	4.3%	1.2%	3.1%	2.3%	.8%	.2%	53.5%
Total	Count	394	37	11	20	18	5	1	486	
	% within admin position	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	81.3%	7.6%	2.3%	4.1%	3.7%	1.0%	.2%	100.0%	

Symmetric Measures

	Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal Gamma	.214	.101	2.158	.031
N of Valid Cases	486			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

Direct Organizational Commitment Recoded * former position

Crosstab

			Former position							Total
			None	Subject lead	Deputy Head	Head department	Associate Dean	Dean	Vice President	
Direct Organizational Commitment Recoded	1.00	Count	9	3			1			13
		% within former position	2.5%	8.8%			4.3%			2.7%
		% of Total	1.9%	.6%			.2%			2.7%
	2.00	Count	22	2	2	1				27
		% within former position	6.2%	4.5%	6.5%	4.2%				5.6%
		% of Total	4.5%	.4%	.4%	.2%				5.6%
	3.00	Count	151	12	11	6	3	3		186
		% within former position	42.6%	27.3%	33.5%	25.0%	13.0%	75.0%		38.4%
		% of Total	31.1%	2.5%	2.3%	1.2%	.6%	.6%		38.4%
	4.00	Count	174	27	18	17	19	1	3	259
		% within former position	48.9%	61.4%	58.1%	70.8%	82.6%	25.0%	100.0%	53.4%
		% of Total	35.9%	5.6%	3.7%	3.5%	3.9%	.2%	.6%	53.4%
Total	Count	356	44	31	24	23	4	3	483	
	% within former position	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	73.4%	9.1%	6.4%	4.9%	4.7%	.8%	.6%	100.0%	

Symmetric Measures

	Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal Gamma	.282	.083	3.409	.001
N of Valid Cases	483			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

Direct Organizational Commitment Recoded * further study

Crosstab

			further study		Total
			yes	no	
Direct Organizational Commitment Recoded	1.00	Count	1	12	13
		% within further study	1.5%	2.9%	2.7%
		% of Total	.2%	2.5%	2.7%
	2.00	Count	4	23	27
		% within further study	6.2%	5.5%	5.6%
		% of Total	.8%	4.7%	5.6%
	3.00	Count	22	164	186
		% within further study	33.8%	39.0%	38.3%
		% of Total	4.5%	33.7%	38.3%
	4.00	Count	38	222	260
		% within further study	58.5%	52.7%	53.5%
		% of Total	7.8%	45.7%	53.5%
Total	Count		65	421	486
	% within further study		100.0%	100.0%	100.0%
	% of Total		13.4%	86.6%	100.0%

Symmetric Measures

		Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal	Gamma	-.101	.124	-.831	.406
N of Valid Cases		486			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

Direct Organizational Commitment Recoded * research

Crosstab

			research						Total
			None	live the faculty/university	for Master/Douctorate	for private company	for academic position	for self curiosity	
Direct Organizational Commitment Recoded	1.00	Count	6	2	1		3	1	13
		% within research	2.3%	2.0%	2.5%		4.9%	2.2%	2.7%
		% of Total	1.2%	.4%	.2%		.6%	.2%	2.7%
	2.00	Count	16	4	2		3	2	27
		% within research	6.1%	5.6%	5.0%		4.9%	4.3%	5.6%
		% of Total	3.3%	.8%	.4%		.6%	.4%	5.6%
	3.00	Count	100	18	14	3	26	25	186
		% within research	37.9%	25.0%	35.0%	100.0%	42.6%	54.3%	38.3%
		% of Total	20.6%	3.7%	2.9%	.6%	5.3%	5.1%	38.3%
	4.00	Count	142	48	23		29	18	260
		% within research	53.8%	66.7%	57.5%		47.5%	39.1%	53.5%
		% of Total	29.2%	9.9%	4.7%		6.0%	3.7%	53.5%
Total	Count		264	72	40	3	61	46	486
	% within research		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
	% of Total		54.3%	14.8%	8.2%	.6%	12.6%	9.5%	100.0%

Symmetric Measures

	Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal Gamma	-.068	.065	-1.032	.302
N of Valid Cases	486			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

Direct Organizational Commitment Recoded * other work

Crosstabs

			other work							Total
			Outside Consultant	Government Agency	Business Owner	Business Partnership	Other Part-Time Job	Political Advisor	None	
Direct Organizational Commitment Recoded	1.00	Count	1	1	1		1		9	13
		% within other work	11.1%	5.9%	5.6%		4.5%		2.2%	2.7%
		% of Total	.2%	.2%	.2%		.2%		1.9%	2.7%
	2.00	Count			3	1	2	1	20	27
		% within other work			16.7%	10.0%	9.1%	25.0%	4.9%	5.6%
		% of Total			.6%	.2%	.4%	.2%	4.1%	5.6%
	3.00	Count	4	4	5	6	8		159	186
		% within other work	44.4%	23.5%	27.8%	60.0%	36.4%		39.2%	38.3%
		% of Total	.8%	.8%	1.0%	1.2%	1.6%		32.7%	38.3%
	4.00	Count	4	12	9	3	11	3	218	260
		% within other work	44.4%	70.6%	50.0%	30.0%	50.0%	75.0%	53.7%	53.5%
		% of Total	.8%	2.5%	1.9%	.6%	2.3%	.6%	44.9%	53.5%
Total	Count	9	17	18	10	22	4	406	486	
	% within other work	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	1.9%	3.5%	3.7%	2.1%	4.5%	.8%	83.5%	100.0%	

Symmetric Measures

	Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal Gamma	.063	.104	.593	.553
N of Valid Cases	486			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

Crosstabs

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Direct Organizational Commitment Recoded * Growth Satisfaction Recoded	448	89.1%	55	10.9%	503	100.0%
Direct Organizational Commitment Recoded * Security Recoded	433	86.1%	70	13.9%	503	100.0%
Direct Organizational Commitment Recoded * Compensation Recoded	463	92.0%	40	8.0%	503	100.0%
Direct Organizational Commitment Recoded * Co-Worker Recoded	454	90.3%	49	9.7%	503	100.0%
Direct Organizational Commitment Recoded * Supervisor Recoded	419	83.3%	84	16.7%	503	100.0%
Direct Organizational Commitment Recoded * Additional Satisfaction Recoded	430	85.5%	73	14.5%	503	100.0%
Direct Organizational Commitment Recoded * Satisfaction Factors Recoded	326	64.8%	177	35.2%	503	100.0%
Direct Organizational Commitment Recoded * Direct Satisfaction Recoded	480	95.4%	23	4.6%	503	100.0%

Direct Organizational Commitment Recoded * Growth Satisfaction Recoded

Crosstab

			Growth Satisfaction Recoded				Total
			1.00	2.00	3.00	4.00	
Direct Organizational Commitment Recoded	1.00	Count	2	6	5		13
		% within Growth Satisfaction Recoded	40.0%	9.5%	2.1%		2.9%
		% of Total	.4%	1.3%	1.1%		2.9%
	2.00	Count	1	12	10	1	24
		% within Growth Satisfaction Recoded	20.0%	19.0%	4.2%	.7%	5.4%
		% of Total	.2%	2.7%	2.2%	.2%	5.4%
	3.00	Count	2	30	112	26	170
		% within Growth Satisfaction Recoded	40.0%	47.6%	47.1%	18.3%	37.9%
		% of Total	.4%	6.7%	25.0%	5.8%	37.9%
	4.00	Count		15	111	115	241
		% within Growth Satisfaction Recoded		23.8%	46.6%	81.0%	53.8%
		% of Total		3.3%	24.8%	25.7%	53.8%
Total	Count		5	63	238	142	448
	% within Growth Satisfaction Recoded		100.0%	100.0%	100.0%	100.0%	100.0%
	% of Total		1.1%	14.1%	53.1%	31.7%	100.0%

Symmetric Measures

		Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal	Gamma	.666	.049	10.451	.000
N of Valid Cases		448			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

Direct Organizational Commitment Recoded * Security Recoded

Crosstab

			Security Recoded				Total
			1.00	2.00	3.00	4.00	
Direct Organizational Commitment Recoded	1.00	Count	4	2	4		10
		% within Security Recoded	25.0%	3.0%	1.5%		2.3%
		% of Total	.9%	.5%	.9%		2.3%
	2.00	Count	4	11	9	1	25
		% within Security Recoded	25.0%	16.4%	3.4%	1.1%	5.8%
		% of Total	.9%	2.5%	2.1%	.2%	5.8%
	3.00	Count	6	34	103	13	156
		% within Security Recoded	37.5%	50.7%	39.3%	14.8%	36.0%
		% of Total	1.4%	7.9%	23.8%	3.0%	36.0%
	4.00	Count	2	20	146	74	242
		% within Security Recoded	12.5%	29.9%	55.7%	84.1%	55.9%
		% of Total	.5%	4.6%	33.7%	17.1%	55.9%
Total	Count	16	67	262	88	433	
	% within Security Recoded	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	3.7%	15.5%	60.5%	20.3%	100.0%	

Symmetric Measures

		Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal	Gamma	.626	.056	8.871	.000
N of Valid Cases		433			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

Direct Organizational Commitment Recoded * Compensation Recoded

Crosstab

			Compensation Recoded				Total
			1.00	2.00	3.00	4.00	
Direct Organizational Commitment Recoded	1.00	Count	5	6	2		13
		% within Compensation Recoded	6.4%	2.9%	1.3%		2.8%
		% of Total	1.1%	1.3%	.4%		2.8%
	2.00	Count	12	14	1		27
		% within Compensation Recoded	15.4%	6.8%	.6%		5.8%
		% of Total	2.6%	3.0%	.2%		5.8%
	3.00	Count	39	97	40	2	178
		% within Compensation Recoded	50.0%	47.1%	25.6%	8.7%	38.4%
		% of Total	8.4%	21.0%	8.6%	.4%	38.4%
	4.00	Count	22	89	113	21	245
		% within Compensation Recoded	28.2%	43.2%	72.4%	91.3%	52.9%
		% of Total	4.8%	19.2%	24.4%	4.5%	52.9%
Total	Count	78	206	156	23	463	
	% within Compensation Recoded	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	16.8%	44.5%	33.7%	5.0%	100.0%	

Symmetric Measures

	Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal Gamma	.561	.052	9.395	.000
N of Valid Cases	463			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

Direct Organizational Commitment Recoded * Co-Worker Recoded

Crosstab

			Co-Worker Recoded				Total
			1.00	2.00	3.00	4.00	
Direct Organizational Commitment Recoded	1.00	Count	3	5	1	4	13
		% within Co-Worker Recoded	14.3%	4.1%	.5%	3.6%	2.9%
		% of Total	.7%	1.1%	.2%	.9%	2.9%
	2.00	Count	3	5	13	3	24
		% within Co-Worker Recoded	14.3%	4.1%	6.6%	2.7%	5.3%
		% of Total	.7%	1.1%	2.9%	.7%	5.3%
	3.00	Count	11	63	71	30	175
		% within Co-Worker Recoded	52.4%	51.2%	35.9%	26.8%	38.5%
		% of Total	2.4%	13.9%	15.6%	6.6%	38.5%
	4.00	Count	4	50	113	75	242
		% within Co-Worker Recoded	19.0%	40.7%	57.1%	67.0%	53.3%
		% of Total	.9%	11.0%	24.9%	16.5%	53.3%
Total	Count	21	123	198	112	454	
	% within Co-Worker Recoded	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	4.6%	27.1%	43.6%	24.7%	100.0%	

Symmetric Measures

	Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal Gamma	.334	.064	5.005	.000
N of Valid Cases	454			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

Direct Organizational Commitment Recoded * Supervisor Recoded

Crosstab

			Supervisor Recoded				Total
			1.00	2.00	3.00	4.00	
Direct Organizational Commitment Recoded	1.00	Count	4	2	5	1	12
		% within Supervisor Recoded	20.0%	2.4%	2.5%	.9%	2.9%
		% of Total	1.0%	.5%	1.2%	.2%	2.9%
	2.00	Count	1	9	7	3	20
		% within Supervisor Recoded	5.0%	10.6%	3.5%	2.7%	4.8%
		% of Total	.2%	2.1%	1.7%	.7%	4.8%
	3.00	Count	8	50	85	28	171
		% within Supervisor Recoded	40.0%	58.8%	42.1%	25.0%	40.8%
		% of Total	1.9%	11.9%	20.3%	6.7%	40.8%
	4.00	Count	7	24	105	80	216
		% within Supervisor Recoded	35.0%	28.2%	52.0%	71.4%	51.6%
		% of Total	1.7%	5.7%	25.1%	19.1%	51.6%
Total	Count	20	85	202	112	419	
	% within Supervisor Recoded	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	4.8%	20.3%	48.2%	26.7%	100.0%	

Symmetric Measures

	Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal Gamma	.450	.063	6.621	.000
N of Valid Cases	419			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

Direct Organizational Commitment Recoded * Additional Satisfaction Recoded

Crosstab

			Additional Satisfaction Recoded				Total
			1.00	2.00	3.00	4.00	
Direct Organizational Commitment Recoded	1.00	Count	6	4	2		12
		% within Additional Satisfaction Recoded	24.0%	3.6%	.9%		2.8%
		% of Total	1.4%	.9%	.5%		2.8%
	2.00	Count	6	9	6		21
		% within Additional Satisfaction Recoded	24.0%	8.1%	2.6%		4.9%
		% of Total	1.4%	2.1%	1.4%		4.9%
	3.00	Count	11	58	82	11	162
		% within Additional Satisfaction Recoded	44.0%	52.3%	36.0%	16.7%	37.7%
		% of Total	2.6%	13.5%	19.1%	2.6%	37.7%
	4.00	Count	2	40	138	55	235
		% within Additional Satisfaction Recoded	8.0%	36.0%	60.5%	83.3%	54.7%
		% of Total	.5%	9.3%	32.1%	12.8%	54.7%
Total	Count	25	111	228	66	430	
	% within Additional Satisfaction Recoded	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	5.8%	25.8%	53.0%	15.3%	100.0%	

Symmetric Measures

	Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal Gamma	.607	.053	9.164	.000
N of Valid Cases	430			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

Direct Organizational Commitment Recoded * Satisfaction Factors Recoded

Crosstab

			Satisfaction Factors Recoded				Total
			1.00	2.00	3.00	4.00	
Direct Organizational Commitment Recoded	1.00	Count	3	6	1		10
		% within Satisfaction Factors Recoded	23.1%	5.9%	.6%		3.1%
		% of Total	.9%	1.8%	.3%		3.1%
	2.00	Count	3	12	4		19
		% within Satisfaction Factors Recoded	23.1%	11.8%	2.4%		5.8%
		% of Total	.9%	3.7%	1.2%		5.8%
	3.00	Count	5	52	57	6	120
		% within Satisfaction Factors Recoded	38.5%	51.0%	34.5%	13.0%	36.8%
		% of Total	1.5%	16.0%	17.5%	1.8%	36.8%
	4.00	Count	2	32	103	40	177
		% within Satisfaction Factors Recoded	15.4%	31.4%	62.4%	87.0%	54.3%
		% of Total	.6%	9.8%	31.6%	12.3%	54.3%
Total	Count	13	102	165	46	326	
	% within Satisfaction Factors Recoded	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	4.0%	31.3%	50.6%	14.1%	100.0%	

Symmetric Measures

		Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal	Gamma	.649	.057	8.985	.000
N of Valid Cases		326			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

Direct Organizational Commitment Recoded * Direct Satisfaction Recoded

Crosstab

			Direct Satisfaction Recoded				Total
			1.00	2.00	3.00	4.00	
Direct Organizational Commitment Recoded	1.00	Count	3	6	3		12
		% within Direct Satisfaction Recoded	60.0%	17.1%	1.3%		2.5%
		% of Total	.6%	1.3%	.6%		2.5%
	2.00	Count	1	12	12	1	26
		% within Direct Satisfaction Recoded	20.0%	34.3%	5.2%	.5%	5.4%
		% of Total	.2%	2.5%	2.5%	.2%	5.4%
	3.00	Count		15	140	28	183
		% within Direct Satisfaction Recoded		42.9%	60.6%	13.4%	38.1%
		% of Total		3.1%	29.2%	5.8%	38.1%
	4.00	Count	1	2	76	180	259
		% within Direct Satisfaction Recoded	20.0%	5.7%	32.9%	86.1%	54.0%
		% of Total	.2%	.4%	15.8%	37.5%	54.0%
Total	Count	5	35	231	209	480	
	% within Direct Satisfaction Recoded	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	1.0%	7.3%	48.1%	43.5%	100.0%	

Symmetric Measures

		Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal	Gamma	.857	.028	16.319	.000
N of Valid Cases		480			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

Crosstabs

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Organizational Commitment (Direct Item) * Role Conflict Recoded	201	83.8%	39	16.3%	240	100.0%
Organizational Commitment (Direct Item) * Role Ambiguity Recoded	205	85.4%	35	14.6%	240	100.0%
Organizational Commitment (Direct Item) * Skill Variety Recoded	223	92.9%	17	7.1%	240	100.0%
Organizational Commitment (Direct Item) * Task Identification Recoded	204	85.0%	36	15.0%	240	100.0%
Organizational Commitment (Direct Item) * Task Significant Recoded	212	88.3%	28	11.7%	240	100.0%
Organizational Commitment (Direct Item) * Autonomy Recoded	216	90.0%	24	10.0%	240	100.0%
Organizational Commitment (Direct Item) * Job Characteristics Recoded	155	64.6%	85	35.4%	240	100.0%

Organizational Commitment (Direct Item) * Role Conflict Recoded

Crosstab

			Role Conflict Recoded				Total
			1.00	2.00	3.00	4.00	
Organizational Commitment (Direct Item)	not committed	Count	1	4	1		6
		% within Role Conflict Recoded	3.6%	4.3%	1.5%		3.0%
		% of Total	.5%	2.0%	.5%		3.0%
	minimal commitment	Count		3	3		6
		% within Role Conflict Recoded		3.2%	4.5%		3.0%
		% of Total		1.5%	1.5%		3.0%
	moderately committed	Count	16	35	17	2	70
		% within Role Conflict Recoded	57.1%	37.2%	25.4%	16.7%	34.8%
		% of Total	8.0%	17.4%	8.5%	1.0%	34.8%
	extremely committed	Count	11	52	46	10	119
		% within Role Conflict Recoded	39.3%	55.3%	68.7%	83.3%	59.2%
		% of Total	5.5%	25.9%	22.9%	5.0%	59.2%
Total	Count	28	94	67	12	201	
	% within Role Conflict Recoded	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	13.9%	46.8%	33.3%	6.0%	100.0%	

Symmetric Measures

	Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal Gamma	.330	.100	3.212	.001
N of Valid Cases	201			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

Organizational Commitment (Direct Item) * Role Ambiguity Recoded

Crosstab

			Role Ambiguity Recoded				Total
			1.00	2.00	3.00	4.00	
Organizational Commitment (Direct Item)	not committed	Count	2	1	1	1	5
		% within Role Ambiguity Recoded	40.0%	4.5%	1.1%	1.1%	2.4%
		% of Total	1.0%	.5%	.5%	.5%	2.4%
	minimal commitment	Count	1	1	2	5	9
		% within Role Ambiguity Recoded	20.0%	4.5%	2.3%	5.6%	4.4%
		% of Total	.5%	.5%	1.0%	2.4%	4.4%
	moderately committed	Count	2	12	32	21	67
		% within Role Ambiguity Recoded	40.0%	54.5%	36.4%	23.3%	32.7%
		% of Total	1.0%	5.9%	15.6%	10.2%	32.7%
	extremely committed	Count		8	53	63	124
		% within Role Ambiguity Recoded		36.4%	60.2%	70.0%	60.5%
		% of Total		3.9%	25.9%	30.7%	60.5%
Total	Count	5	22	88	90	205	
	% within Role Ambiguity Recoded	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	2.4%	10.7%	42.9%	43.9%	100.0%	

Symmetric Measures

	Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal Gamma	.364	.105	3.198	.001
N of Valid Cases	205			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

Organizational Commitment (Direct Item) * Skill Variety Recoded

Crosstab

			Skill Variety Recoded				Total
			1.00	2.00	3.00	4.00	
Organizational Commitment (Direct Item)	not committed	Count	2		3	1	6
		% within Skill Variety Recoded	66.7%		3.0%	1.0%	2.7%
		% of Total	.9%		1.3%	.4%	2.7%
	minimal commitment	Count		2	3	5	10
		% within Skill Variety Recoded		9.5%	3.0%	5.1%	4.5%
		% of Total		.9%	1.3%	2.2%	4.5%
	moderately committed	Count	1	11	37	25	74
		% within Skill Variety Recoded	33.3%	52.4%	36.6%	25.5%	33.2%
		% of Total	.4%	4.9%	16.6%	11.2%	33.2%
	extremely committed	Count		8	58	67	133
		% within Skill Variety Recoded		38.1%	57.4%	68.4%	59.6%
		% of Total		3.6%	26.0%	30.0%	59.6%
Total	Count	3	21	101	98	223	
	% within Skill Variety Recoded	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	1.3%	9.4%	45.3%	43.9%	100.0%	

Symmetric Measures

		Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal	Gamma	.319	.103	2.909	.004
N of Valid Cases		223			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

Organizational Commitment (Direct Item) * Task Identification Recoded

Crosstab

			Task Identification Recoded				Total
			1.00	2.00	3.00	4.00	
Organizational Commitment (Direct Item)	not committed	Count		1	3		4
		% within Task Identification Recoded		2.0%	3.0%		2.0%
		% of Total		.5%	1.5%		2.0%
	minimal commitment	Count		6	2	1	9
		% within Task Identification Recoded		11.8%	2.0%	2.2%	4.4%
		% of Total		2.9%	1.0%	.5%	4.4%
	moderately committed	Count	2	25	33	12	72
		% within Task Identification Recoded	25.0%	49.0%	33.3%	26.1%	35.3%
		% of Total	1.0%	12.3%	16.2%	5.9%	35.3%
	extremely committed	Count	6	19	61	33	119
		% within Task Identification Recoded	75.0%	37.3%	61.6%	71.7%	58.3%
		% of Total	2.9%	9.3%	29.9%	16.2%	58.3%
Total	Count	8	51	99	46	204	
	% within Task Identification Recoded	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	3.9%	25.0%	48.5%	22.5%	100.0%	

Symmetric Measures

		Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal	Gamma	.324	.099	3.153	.002
N of Valid Cases		204			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

Organizational Commitment (Direct Item) * Task Significant Recoded

Crosstab

			Task Significant Recoded				Total
			1.00	2.00	3.00	4.00	
Organizational Commitment (Direct Item)	not committed	Count	2			3	5
		% within Task Significant Recoded	33.3%			2.2%	2.4%
		% of Total	.9%			1.4%	2.4%
	minimal commitment	Count	1	1	2	6	10
		% within Task Significant Recoded	16.7%	6.7%	3.8%	4.3%	4.7%
		% of Total	.5%	.5%	.9%	2.8%	4.7%
	moderately committed	Count	3	7	27	38	75
		% within Task Significant Recoded	50.0%	46.7%	50.9%	27.5%	35.4%
		% of Total	1.4%	3.3%	12.7%	17.9%	35.4%
	extremely committed	Count		7	24	91	122
		% within Task Significant Recoded		46.7%	45.3%	65.9%	57.5%
		% of Total		3.3%	11.3%	42.9%	57.5%
Total	Count	6	15	53	138	212	
	% within Task Significant Recoded	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	2.8%	7.1%	25.0%	65.1%	100.0%	

Symmetric Measures

	Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal Gamma	.394	.103	3.344	.001
N of Valid Cases	212			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

Organizational Commitment (Direct Item) * Autonomy Recoded

Crosstab

			Autonomy Recoded				Total
			1.00	2.00	3.00	4.00	
Organizational Commitment (Direct Item)	not committed	Count		2	2	3	7
		% within Autonomy Recoded		28.6%	3.7%	2.0%	3.2%
		% of Total		.9%	.9%	1.4%	3.2%
	minimal commitment	Count			4	5	9
		% within Autonomy Recoded			7.4%	3.3%	4.2%
		% of Total			1.9%	2.3%	4.2%
	moderately committed	Count	1	2	25	45	73
		% within Autonomy Recoded	50.0%	28.6%	46.3%	29.4%	33.8%
		% of Total	.5%	.9%	11.6%	20.8%	33.8%
	extremely committed	Count	1	3	23	100	127
		% within Autonomy Recoded	50.0%	42.9%	42.6%	65.4%	58.8%
		% of Total	.5%	1.4%	10.6%	46.3%	58.8%
Total	Count	2	7	54	153	216	
	% within Autonomy Recoded	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	.9%	3.2%	25.0%	70.8%	100.0%	

Symmetric Measures

	Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal Gamma	.392	.111	3.066	.002
N of Valid Cases	216			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

Organizational Commitment (Direct Item) * Job Characteristics Recoded

Crosstab

			Job Characteristics Recoded				Total
			1.00	2.00	3.00	4.00	
Organizational Commitment (Direct Item)	not committed	Count	1	1	1		3
		% within Job Characteristics Recoded	25.0%	3.1%	1.2%		1.9%
		% of Total	.6%	.6%	.6%		1.9%
	minimal commitment	Count		2	2		4
		% within Job Characteristics Recoded		6.3%	2.5%		2.6%
		% of Total		1.3%	1.3%		2.6%
	moderately committed	Count	2	18	29	6	55
		% within Job Characteristics Recoded	50.0%	56.3%	35.8%	15.8%	35.5%
		% of Total	1.3%	11.6%	18.7%	3.9%	35.5%
	extremely committed	Count	1	11	49	32	93
		% within Job Characteristics Recoded	25.0%	34.4%	60.5%	84.2%	60.0%
		% of Total	.6%	7.1%	31.6%	20.6%	60.0%
Total	Count	4	32	81	38	155	
	% within Job Characteristics Recoded	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	2.6%	20.6%	52.3%	24.5%	100.0%	

Symmetric Measures

	Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal Gamma	.583	.095	5.103	.000
N of Valid Cases	155			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Organizational Commitment (Direct Item) * Hierarchy/Authority Recoded	211	87.9%	29	12.1%	240	100.0%
Organizational Commitment (Direct Item) * Participation Recoded	232	96.7%	8	3.3%	240	100.0%
Organizational Commitment (Direct Item) * Initiation/Structure Recoded	211	87.9%	29	12.1%	240	100.0%
Organizational Commitment (Direct Item) * Consideration Recoded	222	92.5%	18	7.5%	240	100.0%
Organizational Commitment (Direct Item) * Department Size Recoded	233	97.1%	7	2.9%	240	100.0%
Organizational Commitment (Direct Item) * Organizational Characteristics Recoded	190	79.2%	50	20.8%	240	100.0%

Organizational Commitment (Direct Item) * Hierarchy/Authority Recoded

Crosstab

			Hierarchy/Authority Recoded				Total
			1.00	2.00	3.00	4.00	
Organizational Commitment (Direct Item)	not committed	Count	3	2		2	7
		% within Hierarchy/Authority Recoded	5.3%	4.2%		2.8%	3.3%
		% of Total	1.4%	.9%		.9%	3.3%
	minimal commitment	Count		2	4	2	8
		% within Hierarchy/Authority Recoded		4.2%	11.4%	2.8%	3.8%
		% of Total		.9%	1.9%	.9%	3.8%
	moderately committed	Count	20	20	14	20	74
		% within Hierarchy/Authority Recoded	35.1%	41.7%	40.0%	28.2%	35.1%
		% of Total	9.5%	9.5%	6.6%	9.5%	35.1%
	extremely committed	Count	34	24	17	47	122
		% within Hierarchy/Authority Recoded	59.6%	50.0%	48.6%	66.2%	57.8%
		% of Total	16.1%	11.4%	8.1%	22.3%	57.8%
Total	Count	57	48	35	71	211	
	% within Hierarchy/Authority Recoded	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	27.0%	22.7%	16.6%	33.6%	100.0%	

Symmetric Measures

	Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal Gamma	.077	.094	.820	.412
N of Valid Cases	211			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

Organizational Commitment (Direct Item) * Participation Recoded

Crosstab

			Participation Recoded				Total
			1.00	2.00	3.00	4.00	
Organizational Commitment (Direct Items)	not committed	Count	6		1		7
		% within Participation Recoded	5.2%		2.8%		3.0%
		% of Total	2.6%		.4%		3.0%
	minimal commitment	Count	7	2	2		11
		% within Participation Recoded	6.1%	2.9%	5.6%		4.7%
		% of Total	3.0%	.9%	.9%		4.7%
	moderately committed	Count	46	20	13		79
		% within Participation Recoded	40.0%	28.6%	36.1%		34.1%
		% of Total	19.8%	8.6%	5.6%		34.1%
	extremely committed	Count	56	48	20	11	135
		% within Participation Recoded	48.7%	68.6%	55.6%	100.0%	58.2%
		% of Total	24.1%	20.7%	8.6%	4.7%	58.2%
Total	Count	115	70	36	11	232	
	% within Participation Recoded	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	49.6%	30.2%	15.5%	4.7%	100.0%	

Symmetric Measures

	Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal Gamma	.305	.100	3.037	.002
N of Valid Cases	232			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

Organizational Commitment (Direct Item) * Initiation/Structure Recoded

Crosstab

			Initiation/Structure Recoded				Total
			1.00	2.00	3.00	4.00	
Organizational Commitment (Direct Item)	not committed	Count	2			1	3
		% within Initiation/Structure Recoded	12.5%			5.9%	1.4%
		% of Total	.9%			.5%	1.4%
	minimal commitment	Count	1	3	4		8
		% within Initiation/Structure Recoded	6.3%	3.5%	4.3%		3.8%
		% of Total	.5%	1.4%	1.9%		3.8%
	moderately committed	Count	7	34	28	5	74
		% within Initiation/Structure Recoded	43.8%	39.5%	30.4%	29.4%	35.1%
		% of Total	3.3%	16.1%	13.3%	2.4%	35.1%
	extremely committed	Count	6	49	60	11	126
		% within Initiation/Structure Recoded	37.5%	57.0%	65.2%	64.7%	59.7%
		% of Total	2.8%	23.2%	28.4%	5.2%	59.7%
Total	Count	16	86	92	17	211	
	% within Initiation/Structure Recoded	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	7.6%	40.8%	43.6%	8.1%	100.0%	

Symmetric Measures

	Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal Gamma	.212	.111	1.871	.061
N of Valid Cases	211			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

Organizational Commitment (Direct Item) * Consideration Recoded

Crosstab

			Consideration Recoded				Total
			1.00	2.00	3.00	4.00	
Organizational Commitment (Direct Item)	not committed	Count	3			1	4
		% within Consideration Recoded	10.3%			2.2%	1.8%
		% of Total	1.4%			.5%	1.8%
	minimal commitment	Count	4	2	3	1	10
		% within Consideration Recoded	13.8%	3.2%	3.5%	2.2%	4.5%
		% of Total	1.8%	.9%	1.4%	.5%	4.5%
	moderately committed	Count	14	25	34	6	79
		% within Consideration Recoded	48.3%	39.7%	40.0%	13.3%	35.6%
		% of Total	6.3%	11.3%	15.3%	2.7%	35.6%
	extremely committed	Count	8	36	48	37	129
		% within Consideration Recoded	27.6%	57.1%	56.5%	82.2%	58.1%
		% of Total	3.6%	16.2%	21.6%	16.7%	58.1%
Total	Count	29	63	85	45	222	
	% within Consideration Recoded	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	13.1%	28.4%	38.3%	20.3%	100.0%	

Symmetric Measures

	Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal Gamma	.403	.089	4.252	.000
N of Valid Cases	222			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

Organizational Commitment (Direct Item) * Department Size Recoded

Crosstab

			Department Size Recoded				Total
			1.00	2.00	3.00	4.00	
Organizational Commitment (Direct Item)	not committed	Count	5	2			7
		% within Department Size Recoded	4.0%	4.8%			3.0%
		% of Total	2.1%	.9%			3.0%
	minimal commitment	Count	6	1	2	2	11
		% within Department Size Recoded	4.8%	2.4%	3.8%	14.3%	4.7%
		% of Total	2.6%	.4%	.9%	.9%	4.7%
	moderately committed	Count	43	14	19	3	79
		% within Department Size Recoded	34.7%	33.3%	35.8%	21.4%	33.9%
		% of Total	18.5%	6.0%	8.2%	1.3%	33.9%
	extremely committed	Count	70	25	32	9	136
		% within Department Size Recoded	56.5%	59.5%	60.4%	64.3%	58.4%
		% of Total	30.0%	10.7%	13.7%	3.9%	58.4%
Total	Count	124	42	53	14	233	
	% within Department Size Recoded	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	53.2%	18.0%	22.7%	6.0%	100.0%	

Symmetric Measures

	Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal Gamma	.079	.103	.767	.443
N of Valid Cases	233			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

Organizational Commitment (Direct Item) * Organizational Characteristics Recoded

Crosstab

			Organizational Characteristics Recoded				Total
			1.00	2.00	3.00	4.00	
Organizational Commitment (Direct Item)	not committed	Count	2			1	3
		% within Organizational Characteristics Recoded	20.0%			5.9%	1.6%
		% of Total	1.1%			.5%	1.6%
	minimal commitment	Count	1	3	1		5
		% within Organizational Characteristics Recoded	10.0%	3.9%	1.2%		2.6%
		% of Total	.5%	1.6%	.5%		2.6%
	moderately committed	Count	3	36	27	3	69
		% within Organizational Characteristics Recoded	30.0%	46.8%	31.4%	17.6%	36.3%
		% of Total	1.6%	18.9%	14.2%	1.6%	36.3%
	extremely committed	Count	4	38	58	13	113
		% within Organizational Characteristics Recoded	40.0%	49.4%	67.4%	76.5%	59.5%
		% of Total	2.1%	20.0%	30.5%	6.8%	59.5%
Total	Count	10	77	86	17	190	
	% within Organizational Characteristics Recoded	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	5.3%	40.5%	45.3%	8.9%	100.0%	

Symmetric Measures

	Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal Gamma	.376	.112	3.152	.002
N of Valid Cases	190			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

Crosstabs

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Organizational Commitment (Direct Item) * Years Employed	232	96.7%	8	3.3%	240	100.0%
Organizational Commitment (Direct Item) * Professional Years	232	96.7%	8	3.3%	240	100.0%
Organizational Commitment (Direct Item) * Academic Degree	233	97.1%	7	2.9%	240	100.0%
Organizational Commitment (Direct Item) * Academic Rank	233	97.1%	7	2.9%	240	100.0%
Organizational Commitment (Direct Item) * Books Published Recorded	232	96.7%	8	3.3%	240	100.0%
Organizational Commitment (Direct Item) * Articles Published	232	96.7%	8	3.3%	240	100.0%
Organizational Commitment (Direct Item) * Age	230	95.8%	10	4.2%	240	100.0%
Organizational Commitment (Direct Item) * Gender	233	97.1%	7	2.9%	240	100.0%
Organizational Commitment (Direct Item) * admin position	233	97.1%	7	2.9%	240	100.0%
Organizational Commitment (Direct Item) * former position	233	97.1%	7	2.9%	240	100.0%
Organizational Commitment (Direct Item) * further study	233	97.1%	7	2.9%	240	100.0%
Organizational Commitment (Direct Item) * research	233	97.1%	7	2.9%	240	100.0%
Organizational Commitment (Direct Item) * other work	233	97.1%	7	2.9%	240	100.0%

Organizational Commitment (Direct Item) * Years Employed

Crosstab

			Years Employed				Total
			5 years or less	6 to 10 years	11 to 20 years	21 years or more	
Organizational Commitment (Direct Item)	not committed	Count	1		3	2	6
		% within Years Employed	1.3%		6.5%	3.1%	2.6%
		% of Total	.4%		1.3%	.9%	2.6%
	minimal commitment	Count	4	1	4	2	11
		% within Years Employed	5.2%	2.2%	8.7%	3.1%	4.7%
		% of Total	1.7%	.4%	1.7%	.9%	4.7%
	moderately committed	Count	27	22	12	18	79
		% within Years Employed	35.1%	48.9%	26.1%	28.1%	34.1%
		% of Total	11.6%	9.5%	5.2%	7.8%	34.1%
	extremely committed	Count	45	22	27	42	136
		% within Years Employed	58.4%	48.9%	58.7%	65.6%	58.6%
		% of Total	19.4%	9.5%	11.6%	18.1%	58.6%
Total	Count	77	45	46	64	232	
	% within Years Employed	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	33.2%	19.4%	19.8%	27.6%	100.0%	

Symmetric Measures

	Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal Gamma	.065	.091	.718	.473
N of Valid Cases	232			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

Organizational Commitment (Direct Item) * Professional Years

Crosstab

			Professional Years				Total
			5 years or less	6 to 10 years	11 to 20 years	21 years or more	
Organizational Commitment (Direct Item)	not committed	Count	1		2	3	6
		% within Professional Years	1.5%		4.4%	4.2%	2.6%
		% of Total	.4%		.9%	1.3%	2.6%
	minimal commitment	Count	5		4	2	11
		% within Professional Years	7.6%		8.9%	2.8%	4.7%
		% of Total	2.2%		1.7%	.9%	4.7%
	moderately committed	Count	22	25	13	19	79
		% within Professional Years	33.3%	51.0%	28.9%	26.4%	34.1%
		% of Total	9.5%	10.8%	5.6%	8.2%	34.1%
	extremely committed	Count	38	24	26	48	136
		% within Professional Years	57.6%	49.0%	57.8%	66.7%	58.6%
		% of Total	16.4%	10.3%	11.2%	20.7%	58.6%
Total	Count	66	49	45	72	232	
	% within Professional Years	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	28.4%	21.1%	19.4%	31.0%	100.0%	

Symmetric Measures

	Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal Gamma	.103	.092	1.113	.266
N of Valid Cases	232			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

Organizational Commitment (Direct Item) * Academic Degree

Crosstab

			Academic Degree			Total
			Bachelor	Master	Doctorate	
Organizational Commitment (Direct Item)	not committed	Count		4	3	7
		% within Academic Degree		2.9%	3.7%	3.0%
		% of Total		1.7%	1.3%	3.0%
	minimal commitment	Count	1	7	3	11
		% within Academic Degree	8.3%	5.0%	3.7%	4.7%
		% of Total	.4%	3.0%	1.3%	4.7%
	moderately committed	Count	3	48	28	79
		% within Academic Degree	25.0%	34.3%	34.6%	33.9%
		% of Total	1.3%	20.6%	12.0%	33.9%
	extremely committed	Count	8	81	47	136
		% within Academic Degree	66.7%	57.9%	58.0%	58.4%
		% of Total	3.4%	34.8%	20.2%	58.4%
Total	Count	12	140	81	233	
	% within Academic Degree	100.0%	100.0%	100.0%	100.0%	
	% of Total	5.2%	60.1%	34.8%	100.0%	

Symmetric Measures

	Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal Gamma	-.024	.118	-.207	.836
N of Valid Cases	233			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

Organizational Commitment (Direct Item) * Academic Rank

Crosstab

			Academic Rank				Total
			lecturer	assistant professor	associate professor	professor	
Organizational Commitment (Direct Item)	not committed	Count	2	3	2		7
		% within Academic Rank	1.6%	5.2%	4.5%		3.0%
		% of Total	.9%	1.3%	.9%		3.0%
	minimal commitment	Count	6	4		1	11
		% within Academic Rank	4.8%	6.9%		14.3%	4.7%
		% of Total	2.6%	1.7%		.4%	4.7%
	moderately committed	Count	44	20	12	3	79
		% within Academic Rank	35.5%	34.5%	27.3%	42.9%	33.9%
		% of Total	18.9%	8.6%	5.2%	1.3%	33.9%
	extremely committed	Count	72	31	30	3	136
		% within Academic Rank	58.1%	53.4%	68.2%	42.9%	58.4%
		% of Total	30.9%	13.3%	12.9%	1.3%	58.4%
Total	Count	124	58	44	7	233	
	% within Academic Rank	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	53.2%	24.9%	18.9%	3.0%	100.0%	

Symmetric Measures

	Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal Gamma	.022	.102	.214	.830
N of Valid Cases	233			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

Organizational Commitment (Direct Item) * Books Published Recoded

Crosstab

			Books Published Recoded						Total
			None	1 Book	2 Books	3 Books	4 Books	5 or more books	
Organizational Commitment (Direct Item)	not committed	Count	4	3					
		% within Books Published Recoded	2.9%	6.7%					3.0%
		% of Total	1.7%	1.3%					3.0%
	minimal commitment	Count	3	6	1			1	1
		% within Books Published Recoded	2.2%	13.3%	5.3%			14.3%	4.7%
		% of Total	1.3%	2.6%	.4%			4%	4.7%
	moderately committed	Count	49	15	5	3	5	2	79
		% within Books Published Recoded	35.8%	33.3%	26.3%	21.4%	50.0%	28.6%	34.1%
		% of Total	21.1%	6.5%	2.2%	1.3%	2.2%	.9%	34.1%
	extremely committed	Count	81	21	13	11	5	4	135
		% within Books Published Recoded	59.1%	46.7%	68.4%	78.6%	50.0%	57.1%	58.2%
		% of Total	34.9%	9.1%	5.6%	4.7%	2.2%	1.7%	58.2%
Total	Count	137	45	19	14	10	7	233	
	% within Books Published Recoded	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	59.1%	19.4%	8.2%	6.0%	4.3%	3.0%	100.0%	

Symmetric Measures

	Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal Gamma	-.016	.099	-.157	.875
N of Valid Cases	232			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

Organizational Commitment (Direct Item) * Articles Published

Crosstab

			Articles Published				Total
			0	1 to 5	6 to 10	11 or more	
Organizational Commitment (Direct Item)	not committed	Count	4	1	1	1	7
		% within Articles Published	3.6%	1.1%	5.3%	14.3%	3.0%
		% of Total	1.7%	.4%	.4%	.4%	3.0%
	minimal commitment	Count	1	7	1	2	11
		% within Articles Published	.9%	7.4%	5.3%	28.6%	4.7%
		% of Total	.4%	3.0%	.4%	.9%	4.7%
	moderately committed	Count	40	32	6	1	79
		% within Articles Published	35.7%	34.0%	31.6%	14.3%	34.1%
		% of Total	17.2%	13.8%	2.6%	.4%	34.1%
	extremely committed	Count	67	54	11	3	135
		% within Articles Published	59.8%	57.4%	57.9%	42.9%	58.2%
		% of Total	28.9%	23.3%	4.7%	1.3%	58.2%
Total	Count	112	94	19	7	232	
	% within Articles Published	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	48.3%	40.5%	8.2%	3.0%	100.0%	

Symmetric Measures

	Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal Gamma	-.108	.108	-.979	.328
N of Valid Cases	232			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

Organizational Commitment (Direct Item) * Age

Crosstab

			Age								Total	
			Younger than 25	25 - 30	30 - 35	35 - 40	40 - 45	45 - 50	50 - 55	55 - 60		Older than 60
Organizational Commitment (Direct Item)	not committed	Count		1	1		1		1	1		7
		% within Age		4.0%	4.5%		3.6%		7.1%	1.7%		3.0%
		% of Total		.4%	.4%		.4%		1.3%	.4%		3.0%
	minimal commitment	Count		1	3	3		2	2			11
		% within Age		4.0%	11.6%	8.3%		4.7%	4.8%			4.8%
		% of Total		.4%	1.3%	1.3%		.9%	.9%			4.8%
	moderately committed	Count	2	8	8	15	13	16	13	3	1	79
		% within Age	33.3%	32.0%	36.4%	41.7%	46.4%	37.2%	31.0%	11.1%	100.0%	34.3%
		% of Total	.9%	1.5%	3.5%	6.5%	5.7%	7.0%	5.7%	1.3%	.4%	34.3%
	extremely committed	Count	4	15	10	18	14	25	24	23		133
		% within Age	66.7%	60.0%	45.5%	50.0%	50.0%	58.1%	57.1%	85.2%		57.8%
		% of Total	1.7%	6.5%	4.3%	7.8%	6.1%	10.9%	10.4%	10.0%		57.8%
Total	Count	4	25	22	36	28	43	42	27	1	230	
	% within Age	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	2.6%	10.9%	9.6%	15.7%	12.2%	18.7%	18.3%	11.7%	.4%	100.0%	

Symmetric Measures

	Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal Gamma	.143	.081	1.754	.079
N of Valid Cases	230			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

Organizational Commitment (Direct Item) * Gender

Crosstab

			Gender		Total
			male	female	
Organizational Commitment (Direct Item)	not committed	Count	2	5	7
		% within Gender	2.5%	3.2%	3.0%
		% of Total	.9%	2.1%	3.0%
	minimal commitment	Count	4	7	11
		% within Gender	5.1%	4.5%	4.7%
		% of Total	1.7%	3.0%	4.7%
	moderately committed	Count	24	55	79
		% within Gender	30.4%	35.7%	33.9%
		% of Total	10.3%	23.6%	33.9%
	extremely committed	Count	49	87	136
		% within Gender	62.0%	56.5%	58.4%
		% of Total	21.0%	37.3%	58.4%
Total	Count		79	154	233
	% within Gender		100.0%	100.0%	100.0%
	% of Total		33.9%	66.1%	100.0%

Symmetric Measures

		Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal	Gamma	-.097	.130	-.755	.450
N of Valid Cases		233			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

Organizational Commitment (Direct Item) * admin position

Crosstabs

			admin position							Total
			None	Subject head	Deputy Head	Head department	Associate Dean	Dean	Board of Trustee	
Organizational Commitment (Direct Item)	not committed	Count	5			1	1			7
		% within admin position	2.7%			12.5%	8.3%			3.0%
		% of Total	2.1%			.4%	.4%			3.0%
	minimal commitment	Count	10		1					11
		% within admin position	5.5%		12.5%					4.7%
		% of Total	4.3%		.4%					4.7%
	moderately committed	Count	65	8	3		3			79
		% within admin position	33.7%	38.1%	37.5%		25.0%			33.9%
		% of Total	27.9%	3.4%	1.3%		1.3%			33.9%
	extremely committed	Count	102	13	4	7	8	1	1	136
		% within admin position	56.0%	61.9%	50.0%	87.5%	66.7%	100.0%	100.0%	58.4%
		% of Total	43.8%	5.6%	1.7%	3.0%	3.4%	.4%	.4%	58.4%
Total	Count	182	21	8	8	12	1	2	233	
	% within admin position	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	78.1%	9.0%	3.4%	3.4%	5.2%	.4%	.4%	100.0%	

Symmetric Measures

	Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal Gamma	.196	.142	1.421	.155
N of Valid Cases	233			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

Organizational Commitment (Direct Item) * former position

Crosstabs

			former position							Total
			None	Subject head	Deputy Head	Head department	Associate Dean	Dean	Vice President	
Organizational Commitment (Direct Item)	not committed	Count	5	1			1			7
		% within former position	3.2%	4.5%			5.0%			3.0%
		% of Total	2.1%	.4%			.4%			3.0%
	minimal commitment	Count	7	2	2					11
		% within former position	4.5%	9.1%	11.1%					4.7%
		% of Total	3.0%	.9%	.9%					4.7%
	moderately committed	Count	62	5	6	1	3	2		79
		% within former position	39.7%	22.7%	33.3%	9.1%	15.0%	66.7%		33.9%
		% of Total	26.6%	2.1%	2.6%	.4%	1.3%	.9%		33.9%
	extremely committed	Count	82	14	10	10	16	1	3	136
		% within former position	52.6%	63.6%	55.6%	90.9%	80.0%	33.3%	100.0%	58.4%
		% of Total	35.2%	6.0%	4.3%	4.3%	6.9%	.4%	1.3%	58.4%
Total	Count	156	22	18	11	20	3	3	233	
	% within former position	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	67.0%	9.4%	7.7%	4.7%	8.6%	1.3%	1.3%	100.0%	

Symmetric Measures

	Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal Gamma	.292	.111	2.683	.007
N of Valid Cases	233			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

Organizational Commitment (Direct Item) * further study

Crosstab

			further study		Total
			yes	no	
Organizational Commitment (Direct Item)	not committed	Count		7	7
		% within further study		3.2%	3.0%
		% of Total		3.0%	3.0%
	minimal commitment	Count	1	10	11
		% within further study	6.7%	4.6%	4.7%
		% of Total	.4%	4.3%	4.7%
	moderately committed	Count	4	75	79
		% within further study	26.7%	34.4%	33.9%
		% of Total	1.7%	32.2%	33.9%
	extremely committed	Count	10	126	136
		% within further study	66.7%	57.8%	58.4%
		% of Total	4.3%	54.1%	58.4%
Total	Count	15	218	233	
	% within further study	100.0%	100.0%	100.0%	
	% of Total	6.4%	93.6%	100.0%	

Symmetric Measures

		Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal	Gamma	-.171	.258	-.681	.496
N of Valid Cases		233			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

Organizational Commitment (Direct Item) * research

Crosstab

			research						Total
			None	for the faculty/university	for Master/Doctorate	for private company	for academic position	for self curiosity	
Organizational Commitment (Direct Item)	not committed	Count	3	2			2		7
		% within research	3.2%	4.3%			3.8%		3.0%
		% of Total	1.3%	.9%			.9%		3.0%
	minimal commitment	Count	3	3			3	2	11
		% within research	3.2%	6.4%			5.8%	6.9%	4.7%
		% of Total	1.3%	1.3%			1.3%	.9%	4.7%
	moderately committed	Count	27	9	4	3	22	14	79
		% within research	29.0%	19.1%	44.4%	100.0%	42.3%	48.3%	33.9%
		% of Total	11.6%	3.9%	1.7%	1.3%	9.4%	6.0%	33.9%
	extremely committed	Count	60	33	5		25	13	136
		% within research	64.5%	70.2%	55.6%		48.1%	44.8%	58.4%
		% of Total	25.8%	14.2%	2.1%		10.7%	5.6%	58.4%
total	Count	93	47	9	3	52	29	233	
	% within research	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	39.9%	20.2%	3.9%	1.3%	22.3%	12.4%	100.0%	

Symmetric Measures

	Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal Gamma	-.205	.087	-2.326	.020
N of Valid Cases	233			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

Organizational Commitment (Direct Item) * other work

Crosstab

			other work							Total
			Outside Consultant	Government Agency	Business Owner	Business Partnership	Other Part-Time Job	Political Advisor	None	
organizational commitment direct item)	not committed	Count		1	1				5	7
		% within other work		7.1%	11.1%				2.6%	3.0%
		% of Total		.4%	.4%				2.1%	3.0%
	minimal commitment	Count			1		1	1	8	11
		% within other work			11.1%		8.3%	100.0%	4.2%	4.7%
		% of Total			.4%		.4%	.4%	3.4%	4.7%
	moderately committed	Count	1	2	1	1	4		70	79
		% within other work	25.0%	14.3%	11.1%	50.0%	33.3%		36.6%	33.9%
		% of Total	.4%	.9%	.4%	.4%	1.7%		30.0%	33.9%
	extremely committed	Count	3	11	6	1	7		108	136
		% within other work	75.0%	78.6%	66.7%	50.0%	58.3%		56.5%	58.4%
		% of Total	1.3%	4.7%	2.6%	.4%	3.0%		46.4%	58.4%
all	Count	4	14	8	2	12	1	191	233	
	% within other work	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	1.7%	6.0%	3.9%	.9%	5.2%	.4%	82.0%	100.0%	

Symmetric Measures

	Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal Gamma	-.146	.155	-.969	.332
N of Valid Cases	233			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

Crosstabs

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Organizational Commitment (Direct Item) * Growth Satisfaction Recoded	213	88.8%	27	11.3%	240	100.0%
Organizational Commitment (Direct Item) * Security Recoded	212	88.3%	28	11.7%	240	100.0%
Organizational Commitment (Direct Item) * Compensation Recoded	216	90.0%	24	10.0%	240	100.0%
Organizational Commitment (Direct Item) * Co-Worker Recoded	217	90.4%	23	9.6%	240	100.0%
Organizational Commitment (Direct Item) * Supervisor Recoded	190	79.2%	50	20.8%	240	100.0%
Organizational Commitment (Direct Item) * Additional Satisfaction Recoded	201	83.8%	39	16.3%	240	100.0%
Organizational Commitment (Direct Item) * Satisfaction Factors Recoded	153	63.8%	87	36.3%	240	100.0%

Organizational Commitment (Direct Item) * Growth Satisfaction Recoded

Crosstab

			Growth Satisfaction Recoded				Total
			1.00	2.00	3.00	4.00	
Organizational Commitment (Direct Item)	not committed	Count	1	3	3		7
		% within Growth Satisfaction Recoded	50.0%	16.7%	2.7%		3.3%
		% of Total	.5%	1.4%	1.4%		3.3%
	minimal commitment	Count		3	6		9
		% within Growth Satisfaction Recoded		16.7%	5.3%		4.2%
		% of Total		1.4%	2.8%		4.2%
	moderately committed	Count	1	5	50	15	71
		% within Growth Satisfaction Recoded	50.0%	27.8%	44.2%	18.8%	33.3%
		% of Total	.5%	2.3%	23.5%	7.0%	33.3%
	extremely committed	Count		7	54	65	126
		% within Growth Satisfaction Recoded		38.9%	47.8%	81.3%	59.2%
		% of Total		3.3%	25.4%	30.5%	59.2%
Total	Count	2	18	113	80	213	
	% within Growth Satisfaction Recoded	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	.9%	8.5%	53.1%	37.6%	100.0%	

Symmetric Measures

	Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal Gamma	.623	.080	6.078	.000
N of Valid Cases	213			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

Organizational Commitment (Direct Item) * Security Recoded

Crosstab

			Security Recoded				Total
			1.00	2.00	3.00	4.00	
Organizational Commitment (Direct Item)	not committed	Count	2		3		5
		% within Security Recoded	25.0%		2.4%		2.4%
		% of Total	.9%		1.4%		2.4%
	minimal commitment	Count	1	4	5		10
		% within Security Recoded	12.5%	16.7%	4.0%		4.7%
		% of Total	.5%	1.9%	2.4%		4.7%
	moderately committed	Count	3	12	46	8	69
		% within Security Recoded	37.5%	50.0%	36.5%	14.8%	32.5%
		% of Total	1.4%	5.7%	21.7%	3.8%	32.5%
	extremely committed	Count	2	8	72	46	128
		% within Security Recoded	25.0%	33.3%	57.1%	85.2%	60.4%
		% of Total	.9%	3.8%	34.0%	21.7%	60.4%
Total	Count	8	24	126	54	212	
	% within Security Recoded	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	3.8%	11.3%	59.4%	25.5%	100.0%	

Symmetric Measures

	Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal Gamma	.607	.082	5.906	.000
N of Valid Cases	212			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

Organizational Commitment (Direct Item) * Compensation Recoded

Crosstab

			Compensation Recoded				Total
			1.00	2.00	3.00	4.00	
Organizational Commitment (Direct Item)	not committed	Count	1	5	1		7
		% within Compensation Recoded	2.4%	4.9%	1.7%		3.2%
		% of Total	.5%	2.3%	.5%		3.2%
	minimal commitment	Count	5	5	1		11
		% within Compensation Recoded	12.2%	4.9%	1.7%		5.1%
		% of Total	2.3%	2.3%	.5%		5.1%
	moderately committed	Count	20	40	13	1	74
		% within Compensation Recoded	48.8%	39.2%	21.7%	7.7%	34.3%
		% of Total	9.3%	18.5%	6.0%	.5%	34.3%
	extremely committed	Count	15	52	45	12	124
		% within Compensation Recoded	36.6%	51.0%	75.0%	92.3%	57.4%
		% of Total	6.9%	24.1%	20.8%	5.6%	57.4%
Total	Count	41	102	60	13	216	
	% within Compensation Recoded	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	19.0%	47.2%	27.8%	6.0%	100.0%	

Symmetric Measures

	Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal Gamma	.481	.083	5.314	.000
N of Valid Cases	216			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

Organizational Commitment (Direct Item) * Co-Worker Recoded

Crosstab

			Co-Worker Recoded				Total
			1.00	2.00	3.00	4.00	
Organizational Commitment (Direct Item)	not committed	Count	2	3	1	1	7
		% within Co-Worker Recoded	25.0%	4.5%	1.1%	2.0%	3.2%
		% of Total	.9%	1.4%	.5%	.5%	3.2%
	minimal commitment	Count	1	5	1	2	9
		% within Co-Worker Recoded	12.5%	7.5%	1.1%	3.9%	4.1%
		% of Total	.5%	2.3%	.5%	.9%	4.1%
	moderately committed	Count	3	32	28	10	73
		% within Co-Worker Recoded	37.5%	47.8%	30.8%	19.6%	33.6%
		% of Total	1.4%	14.7%	12.9%	4.6%	33.6%
	extremely committed	Count	2	27	61	38	128
		% within Co-Worker Recoded	25.0%	40.3%	67.0%	74.5%	59.0%
		% of Total	.9%	12.4%	28.1%	17.5%	59.0%
Total	Count	8	67	91	51	217	
	% within Co-Worker Recoded	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	3.7%	30.9%	41.9%	23.5%	100.0%	

Symmetric Measures

	Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal Gamma	.452	.092	4.566	.000
N of Valid Cases	217			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

Organizational Commitment (Direct Item) * Supervisor Recoded

Crosstab

			Supervisor Recoded				Total
			1.00	2.00	3.00	4.00	
Organizational Commitment (Direct Item)	not committed	Count	4	1	2		7
		% within Supervisor Recoded	40.0%	2.7%	2.2%		3.7%
		% of Total	2.1%	.5%	1.1%		3.7%
	minimal commitment	Count		3	3		6
		% within Supervisor Recoded		8.1%	3.3%		3.2%
		% of Total		1.6%	1.6%		3.2%
	moderately committed	Count	3	20	35	11	69
		% within Supervisor Recoded	30.0%	54.1%	38.5%	21.2%	36.3%
		% of Total	1.6%	10.5%	18.4%	5.8%	36.3%
	extremely committed	Count	3	13	51	41	108
		% within Supervisor Recoded	30.0%	35.1%	56.0%	78.8%	56.8%
		% of Total	1.6%	6.8%	26.8%	21.6%	56.8%
Total	Count	10	37	91	52	190	
	% within Supervisor Recoded	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	5.3%	19.5%	47.9%	27.4%	100.0%	

Symmetric Measures

	Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal Gamma	.527	.086	5.218	.000
N of Valid Cases	190			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

Organizational Commitment (Direct Item) * Additional Satisfaction Recoded

Crosstabs

			Additional Satisfaction Recoded				Total
			1.00	2.00	3.00	4.00	
Organizational Commitment (Direct Item)	not committed	Count	3	2	1		6
		% within Additional Satisfaction Recoded	27.3%	4.9%	.8%		3.0%
		% of Total	1.5%	1.0%	.5%		3.0%
	minimal commitment	Count	3	2	2		7
		% within Additional Satisfaction Recoded	27.3%	4.9%	1.7%		3.5%
		% of Total	1.5%	1.0%	1.0%		3.5%
	moderately committed	Count	4	24	37	2	67
		% within Additional Satisfaction Recoded	36.4%	58.5%	31.4%	6.5%	33.3%
		% of Total	2.0%	11.9%	18.4%	1.0%	33.3%
	extremely committed	Count	1	13	78	29	121
		% within Additional Satisfaction Recoded	9.1%	31.7%	66.1%	93.5%	60.2%
		% of Total	.5%	6.5%	38.8%	14.4%	60.2%
Total	Count	11	41	118	31	201	
	% within Additional Satisfaction Recoded	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	5.5%	20.4%	58.7%	15.4%	100.0%	

Symmetric Measures

	Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal Gamma	.740	.065	7.524	.000
N of Valid Cases	201			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

Organizational Commitment (Direct Item) * Satisfaction Factors Recoded

Crosstabs

			Satisfaction Factors Recoded				Total
			1.00	2.00	3.00	4.00	
Organizational Commitment (Direct Item)	not committed	Count	2	3			5
		% within Satisfaction Factors Recoded	50.0%	6.4%			3.3%
		% of Total	1.3%	2.0%			3.3%
	minimal commitment	Count		5	1		6
		% within Satisfaction Factors Recoded		10.6%	1.3%		3.9%
		% of Total		3.3%	.7%		3.9%
	moderately committed	Count	1	23	25	2	51
		% within Satisfaction Factors Recoded	25.0%	48.9%	32.5%	8.0%	33.3%
		% of Total	.7%	15.0%	16.3%	1.3%	33.3%
	extremely committed	Count	1	16	51	23	91
		% within Satisfaction Factors Recoded	25.0%	34.0%	66.2%	92.0%	59.5%
		% of Total	.7%	10.5%	33.3%	15.0%	59.5%
Total	Count	4	47	77	25	153	
	% within Satisfaction Factors Recoded	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	2.6%	30.7%	50.3%	16.3%	100.0%	

Symmetric Measures

	Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal Gamma	.690	.081	6.308	.000
N of Valid Cases	153			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

PRIVATE UNIVERSITIES

Crosstabs

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Organizational Commitment (Direct Item) * Role Conflict Recoded	235	89.4%	28	10.6%	263	100.0%
Organizational Commitment (Direct Item) * Role Ambiguity Recoded	220	83.7%	43	16.3%	263	100.0%
Organizational Commitment (Direct Item) * Skill Variety Recoded	236	89.7%	27	10.3%	263	100.0%
Organizational Commitment (Direct Item) * Task Identification Recoded	216	82.1%	47	17.9%	263	100.0%
Organizational Commitment (Direct Item) * Task Significant Recoded	236	89.7%	27	10.3%	263	100.0%
Organizational Commitment (Direct Item) * Autonomy Recoded	238	90.5%	25	9.5%	263	100.0%
Organizational Commitment (Direct Item) * Job Characteristics Recoded	180	68.4%	83	31.6%	263	100.0%

Organizational Commitment (Direct Item) * Role Conflict Recoded

Crosstab

			Role Conflict Recoded				Total
			1.00	2.00	3.00	4.00	
Organizational Commitment (Direct Item)	not committed	Count	1	3	2		6
		% within Role Conflict Recoded	3.7%	2.6%	2.7%		2.6%
		% of Total	.4%	1.3%	.9%		2.6%
	minimal commitment	Count	4	8	1		13
		% within Role Conflict Recoded	14.8%	7.0%	1.4%		5.5%
		% of Total	1.7%	3.4%	.4%		5.5%
	moderately committed	Count	14	58	27		99
		% within Role Conflict Recoded	51.9%	50.9%	36.5%		42.1%
		% of Total	6.0%	24.7%	11.5%		42.1%
	extremely committed	Count	8	45	44	20	117
		% within Role Conflict Recoded	29.6%	39.5%	59.5%	100.0%	49.8%
		% of Total	3.4%	19.1%	18.7%	8.5%	49.8%
Total	Count	27	114	74	20	235	
	% within Role Conflict Recoded	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	11.5%	48.5%	31.5%	8.5%	100.0%	

Symmetric Measures

	Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal Gamma	.509	.079	5.785	.000
N of Valid Cases	235			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

Organizational Commitment (Direct Item) * Role Ambiguity Recoded

Crosstab

			Role Ambiguity Recoded				Total
			1.00	2.00	3.00	4.00	
Organizational Commitment (Direct Item)	not committed	Count			2	1	3
		% within Role Ambiguity Recoded			1.9%	1.6%	1.4%
		% of Total			.9%	.5%	1.4%
	minimal commitment	Count	2	6	6	1	15
		% within Role Ambiguity Recoded	33.3%	13.6%	5.6%	1.6%	6.8%
		% of Total	.9%	2.7%	2.7%	.5%	6.8%
	moderately committed	Count	2	25	55	11	93
		% within Role Ambiguity Recoded	33.3%	56.8%	50.9%	17.7%	42.3%
		% of Total	.9%	11.4%	25.0%	5.0%	42.3%
	extremely committed	Count	2	13	45	49	109
		% within Role Ambiguity Recoded	33.3%	29.5%	41.7%	79.0%	49.5%
		% of Total	.9%	5.9%	20.5%	22.3%	49.5%
Total	Count	6	44	108	62	220	
	% within Role Ambiguity Recoded	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	2.7%	20.0%	49.1%	28.2%	100.0%	

Symmetric Measures

	Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal Gamma	.525	.082	5.789	.000
N of Valid Cases	220			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

Organizational Commitment (Direct Item) * Skill Variety Recoded

Crosstab

			Skill Variety Recoded				Total
			1.00	2.00	3.00	4.00	
Organizational Commitment (Direct Item)	not committed	Count	1		3	2	6
		% within Skill Variety Recoded	10.0%		2.6%	3.3%	2.5%
		% of Total	.4%		1.3%	.8%	2.5%
	minimal commitment	Count	3	6	4	3	16
		% within Skill Variety Recoded	30.0%	12.2%	3.4%	4.9%	6.8%
		% of Total	1.3%	2.5%	1.7%	1.3%	6.8%
	moderately committed	Count	4	30	48	20	102
		% within Skill Variety Recoded	40.0%	61.2%	41.4%	32.8%	43.2%
		% of Total	1.7%	12.7%	20.3%	8.5%	43.2%
	extremely committed	Count	2	13	61	36	112
		% within Skill Variety Recoded	20.0%	26.5%	52.6%	59.0%	47.5%
		% of Total	.8%	5.5%	25.8%	15.3%	47.5%
Total	Count	10	49	116	61	236	
	% within Skill Variety Recoded	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	4.2%	20.8%	49.2%	25.8%	100.0%	

Symmetric Measures

	Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal Gamma	.350	.090	3.728	.000
N of Valid Cases	236			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

Organizational Commitment (Direct Item) * Task Identification Recoded

Crosstab

			Task Identification Recoded				Total
			1.00	2.00	3.00	4.00	
Organizational Commitment (Direct Item)	not committed	Count		2	3		5
		% within Task Identification Recoded		3.0%	2.9%		2.3%
		% of Total		.9%	1.4%		2.3%
	minimal commitment	Count	1	6	7	1	15
		% within Task Identification Recoded	20.0%	9.0%	6.7%	2.5%	6.9%
		% of Total	.5%	2.8%	3.2%	.5%	6.9%
	moderately committed	Count	2	27	50	7	86
		% within Task Identification Recoded	40.0%	40.3%	48.1%	17.5%	39.8%
		% of Total	.9%	12.5%	23.1%	3.2%	39.8%
	extremely committed	Count	2	32	44	32	110
		% within Task Identification Recoded	40.0%	47.8%	42.3%	80.0%	50.9%
		% of Total	.9%	14.8%	20.4%	14.8%	50.9%
Total		Count	5	67	104	40	216
		% within Task Identification Recoded	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	2.3%	31.0%	48.1%	18.5%	100.0%

Symmetric Measures

	Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal Gamma	.276	.096	2.767	.006
N of Valid Cases	216			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

Organizational Commitment (Direct Item) * Task Significant Recoded

Crosstab

			Task Significant Recoded				Total
			1.00	2.00	3.00	4.00	
Organizational Commitment (Direct Item)	not committed	Count	1		1	4	6
		% within Task Significant Recoded	4.0%		1.5%	3.6%	2.5%
		% of Total	.4%		.4%	1.7%	2.5%
	minimal commitment	Count	7	3	3	2	15
		% within Task Significant Recoded	28.0%	9.1%	4.5%	1.8%	6.4%
		% of Total	3.0%	1.3%	1.3%	.8%	6.4%
	moderately committed	Count	10	15	33	42	100
		% within Task Significant Recoded	40.0%	45.5%	49.3%	37.8%	42.4%
		% of Total	4.2%	6.4%	14.0%	17.8%	42.4%
	extremely committed	Count	7	15	30	63	115
		% within Task Significant Recoded	28.0%	45.5%	44.8%	56.8%	48.7%
		% of Total	3.0%	6.4%	12.7%	26.7%	48.7%
Total	Count	25	33	67	111	236	
	% within Task Significant Recoded	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	10.6%	14.0%	28.4%	47.0%	100.0%	

Symmetric Measures

		Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal	Gamma	.280	.091	2.944	.003
N of Valid Cases		236			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

Organizational Commitment (Direct Item) * Autonomy Recoded

Crosstab

			Autonomy Recoded				Total
			1.00	2.00	3.00	4.00	
Organizational Commitment (Direct Item)	not committed	Count		4	1	1	6
		% within Autonomy Recoded		12.9%	1.2%	.8%	2.5%
		% of Total		1.7%	.4%	.4%	2.5%
	minimal commitment	Count	1	4	6	4	15
		% within Autonomy Recoded	33.3%	12.9%	7.0%	3.4%	6.3%
		% of Total	.4%	1.7%	2.5%	1.7%	6.3%
	moderately committed	Count	1	16	45	38	100
		% within Autonomy Recoded	33.3%	51.6%	52.3%	32.2%	42.0%
		% of Total	.4%	6.7%	18.9%	16.0%	42.0%
	extremely committed	Count	1	7	34	75	117
		% within Autonomy Recoded	33.3%	22.6%	39.5%	63.6%	49.2%
		% of Total	.4%	2.9%	14.3%	31.5%	49.2%
Total	Count	3	31	86	118	238	
	% within Autonomy Recoded	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	1.3%	13.0%	36.1%	49.6%	100.0%	

Symmetric Measures

	Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal Gamma	.486	.082	5.207	.000
N of Valid Cases	238			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

Organizational Commitment (Direct Item) * Job Characteristics Recoded

Crosstab

			Job Characteristics Recoded				Total
			1.00	2.00	3.00	4.00	
Organizational Commitment (Direct Item)	not committed	Count		1	1		2
		% within Job Characteristics Recoded		1.3%	1.4%		1.1%
		% of Total		.6%	.6%		1.1%
	minimal commitment	Count	3	9	1		13
		% within Job Characteristics Recoded	30.0%	11.5%	1.4%		7.2%
		% of Total	1.7%	5.0%	.6%		7.2%
	moderately committed	Count	5	42	28	2	77
		% within Job Characteristics Recoded	50.0%	53.8%	39.4%	9.5%	42.8%
		% of Total	2.8%	23.3%	15.6%	1.1%	42.8%
	extremely committed	Count	2	26	41	19	88
		% within Job Characteristics Recoded	20.0%	33.3%	57.7%	90.5%	48.9%
		% of Total	1.1%	14.4%	22.8%	10.6%	48.9%
Total	Count	10	78	71	21	180	
	% within Job Characteristics Recoded	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	5.6%	43.3%	39.4%	11.7%	100.0%	

Symmetric Measures

	Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal Gamma	.596	.082	6.177	.000
N of Valid Cases	180			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

Crosstabs

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Organizational Commitment (Direct Item) * Hierarchy/Authority Recoded	234	89.0%	29	11.0%	263	100.0%
Organizational Commitment (Direct Item) * Participation Recoded	253	96.2%	10	3.8%	263	100.0%
Organizational Commitment (Direct Item) * Initiation/Structure Recoded	240	91.3%	23	8.7%	263	100.0%
Organizational Commitment (Direct Item) * Consideration Recoded	240	91.3%	23	8.7%	263	100.0%
Organizational Commitment (Direct Item) * Department Size Recoded	253	96.2%	10	3.8%	263	100.0%
Organizational Commitment (Direct Item) * Organizational Characteristics Recoded	219	83.3%	44	16.7%	263	100.0%

Organizational Commitment (Direct Item) * Hierarchy/Authority Recoded

Crosstab

			Hierarchy/Authority Recoded				Total
			1.00	2.00	3.00	4.00	
Organizational Commitment (Direct Item)	not committed	Count	3	1		2	6
		% within Hierarchy/Authority Recoded	3.8%	2.0%		3.5%	2.6%
		% of Total	1.3%	.4%		.9%	2.6%
	minimal commitment	Count	4	5	1	4	14
		% within Hierarchy/Authority Recoded	5.1%	10.2%	2.0%	7.0%	6.0%
		% of Total	1.7%	2.1%	.4%	1.7%	6.0%
	moderately committed	Count	31	23	28	19	101
		% within Hierarchy/Authority Recoded	39.2%	46.9%	57.1%	33.3%	43.2%
		% of Total	13.2%	9.8%	12.0%	8.1%	43.2%
	extremely committed	Count	41	20	20	32	113
		% within Hierarchy/Authority Recoded	51.9%	40.8%	40.8%	56.1%	48.3%
		% of Total	17.5%	8.5%	8.5%	13.7%	48.3%
Total	Count	79	49	49	57	234	
	% within Hierarchy/Authority Recoded	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	33.8%	20.9%	20.9%	24.4%	100.0%	

Symmetric Measures

	Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal Gamma	.022	.091	.242	.809
N of Valid Cases	234			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

Organizational Commitment (Direct Item) * Participation Recoded

Crosstab

			Participation Recoded				Total
			1.00	2.00	3.00	4.00	
Organizational Commitment (Direct Item)	not committed	Count	6				6
		% within Participation Recoded	3.2%				2.4%
		% of Total	2.4%				2.4%
	minimal commitment	Count	16				16
		% within Participation Recoded	8.6%				6.3%
		% of Total	6.3%				6.3%
	moderately committed	Count	84	14	7	2	107
		% within Participation Recoded	44.9%	43.8%	31.8%	16.7%	42.3%
		% of Total	33.2%	5.5%	2.8%	.8%	42.3%
	extremely committed	Count	81	18	15	10	124
		% within Participation Recoded	43.3%	56.3%	68.2%	83.3%	49.0%
		% of Total	32.0%	7.1%	5.9%	4.0%	49.0%
Total	Count	187	32	22	12	253	
	% within Participation Recoded	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	73.9%	12.6%	8.7%	4.7%	100.0%	

Symmetric Measures

	Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal Gamma	.455	.102	4.063	.000
N of Valid Cases	253			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

Organizational Commitment (Direct Item) * Initiation/Structure Recoded

Crosstab

			Initiation/Structure Recoded				Total
			1.00	2.00	3.00	4.00	
Organizational Commitment (Direct Item)	not committed	Count		2	3	1	6
		% within Initiation/Structure Recoded		2.5%	2.5%	4.3%	2.5%
		% of Total		.8%	1.3%	.4%	2.5%
	minimal commitment	Count	1	7	4	3	15
		% within Initiation/Structure Recoded	6.7%	8.6%	3.3%	13.0%	6.3%
		% of Total	.4%	2.9%	1.7%	1.3%	6.3%
	moderately committed	Count	9	42	47	6	104
		% within Initiation/Structure Recoded	60.0%	51.9%	38.8%	26.1%	43.3%
		% of Total	3.8%	17.5%	19.6%	2.5%	43.3%
	extremely committed	Count	5	30	67	13	115
		% within Initiation/Structure Recoded	33.3%	37.0%	55.4%	56.5%	47.9%
		% of Total	2.1%	12.5%	27.9%	5.4%	47.9%
Total	Count	15	81	121	23	240	
	% within Initiation/Structure Recoded	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	6.3%	33.8%	50.4%	9.6%	100.0%	

Symmetric Measures

		Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal	Gamma	.236	.097	2.417	.016
N of Valid Cases		240			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

Organizational Commitment (Direct Item) * Consideration Recoded

Crosstab

			Consideration Recoded				Total
			1.00	2.00	3.00	4.00	
Organizational Commitment (Direct Item)	not committed	Count		4	1	1	6
		% within Consideration Recoded		5.1%	1.2%	2.1%	2.5%
		% of Total		1.7%	.4%	.4%	2.5%
	minimal commitment	Count	3	6	3	2	14
		% within Consideration Recoded	10.0%	7.7%	3.6%	4.2%	5.8%
		% of Total	1.3%	2.5%	1.3%	.8%	5.8%
	moderately committed	Count	17	39	34	13	103
		% within Consideration Recoded	56.7%	50.0%	40.5%	27.1%	42.9%
		% of Total	7.1%	16.3%	14.2%	5.4%	42.9%
	extremely committed	Count	10	29	46	32	117
		% within Consideration Recoded	33.3%	37.2%	54.8%	66.7%	48.8%
		% of Total	4.2%	12.1%	19.2%	13.3%	48.8%
Total	Count	30	78	84	48	240	
	% within Consideration Recoded	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	12.5%	32.5%	35.0%	20.0%	100.0%	

Symmetric Measures

		Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal	Gamma	.329	.083	3.882	.000
N of Valid Cases		240			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

Organizational Commitment (Direct Item) * Department Size Recoded

Crosstab

			Department Size Recoded				Total
			1.00	2.00	3.00	4.00	
Organizational Commitment (Direct Item)	not committed	Count	3	2	1		6
		% within Department Size Recoded	1.7%	5.1%	8.3%		2.4%
		% of Total	1.2%	.8%	.4%		2.4%
	minimal commitment	Count	12	4			16
		% within Department Size Recoded	7.0%	10.3%			6.3%
		% of Total	4.7%	1.6%			6.3%
	moderately committed	Count	76	14	5	12	107
		% within Department Size Recoded	44.2%	35.9%	41.7%	40.0%	42.3%
		% of Total	30.0%	5.5%	2.0%	4.7%	42.3%
	extremely committed	Count	81	19	6	18	124
		% within Department Size Recoded	47.1%	48.7%	50.0%	60.0%	49.0%
		% of Total	32.0%	7.5%	2.4%	7.1%	49.0%
Total	Count	172	39	12	30	253	
	% within Department Size Recoded	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	68.0%	15.4%	4.7%	11.9%	100.0%	

Symmetric Measures

	Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal Gamma	.111	.105	1.052	.293
N of Valid Cases	253			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

Organizational Commitment (Direct Item) * Organizational Characteristics Recoded**Crosstab**

			Organizational Characteristics Recorded				Total
			1.00	2.00	3.00	4.00	
Organizational Commitment (Direct Item)	not committed	Count		3	3		6
		% within Organizational Characteristics Recorded		3.1%	3.5%		2.7%
		% of Total		1.4%	1.4%		2.7%
	minimal commitment	Count	3	7	2		12
		% within Organizational Characteristics Recorded	13.6%	7.2%	2.3%		5.5%
		% of Total	1.4%	3.2%	.9%		5.5%
	moderately committed	Count	14	50	28	5	97
		% within Organizational Characteristics Recorded	63.6%	51.5%	32.6%	35.7%	44.3%
		% of Total	6.4%	22.8%	12.8%	2.3%	44.3%
	extremely committed	Count	5	37	53	9	104
		% within Organizational Characteristics Recorded	22.7%	38.1%	61.6%	64.3%	47.5%
		% of Total	2.3%	16.9%	24.2%	4.1%	47.5%
Total		Count	22	97	86	14	219
		% within Organizational Characteristics Recorded	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	10.0%	44.3%	39.3%	6.4%	100.0%

Symmetric Measures

		Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal	Gamma	.407	.087	4.395	.000
N of Valid Cases		219			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Organizational Commitment (Direct Item) * Years Employed	251	95.4%	12	4.6%	263	100.0%
Organizational Commitment (Direct Item) * Professional Years	250	95.1%	13	4.9%	263	100.0%
Organizational Commitment (Direct Item) * Academic Degree	253	96.2%	10	3.8%	263	100.0%
Organizational Commitment (Direct Item) * Academic Rank	253	96.2%	10	3.8%	263	100.0%
Organizational Commitment (Direct Item) * Books Published Recoded	253	96.2%	10	3.8%	263	100.0%
Organizational Commitment (Direct Item) * Articles Published	253	96.2%	10	3.8%	263	100.0%
Organizational Commitment (Direct Item) * Age	244	92.8%	19	7.2%	263	100.0%
Organizational Commitment (Direct Item) * Gender	253	96.2%	10	3.8%	263	100.0%
Organizational Commitment (Direct Item) * admin position	253	96.2%	10	3.8%	263	100.0%
Organizational Commitment (Direct Item) * former position	252	95.8%	11	4.2%	263	100.0%
Organizational Commitment (Direct Item) * further study	253	96.2%	10	3.8%	263	100.0%
Organizational Commitment (Direct Item) * research	253	96.2%	10	3.8%	263	100.0%
Organizational Commitment (Direct Item) * other work	253	96.2%	10	3.8%	263	100.0%

Organizational Commitment (Direct Item) * Years Employed

Crosstab

			Years Employed				Total
			5 years or less	6 to 10 years	11 to 20 years	21 years or more	
Organizational Commitment (Direct Item)	not committed	Count	5	1			6
		% within Years Employed	3.2%	2.0%			2.4%
		% of Total	2.0%	.4%			2.4%
	minimal commitment	Count	15	1			16
		% within Years Employed	9.7%	2.0%			6.4%
		% of Total	6.0%	.4%			6.4%
	moderately committed	Count	71	19	17		107
		% within Years Employed	45.8%	38.0%	42.5%		42.6%
		% of Total	28.3%	7.6%	6.8%		42.6%
	extremely committed	Count	64	29	23	6	122
		% within Years Employed	41.3%	58.0%	57.5%	100.0%	48.6%
		% of Total	25.5%	11.6%	9.2%	2.4%	48.6%
Total	Count	155	50	40	6	251	
	% within Years Employed	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	61.8%	19.9%	15.9%	2.4%	100.0%	

Symmetric Measures

	Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal Gamma	.373	.093	3.829	.000
N of Valid Cases	251			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

Organizational Commitment (Direct Item) * Professional Years

Crosstab

			Professional Years				Total
			5 years or less	6 to 10 years	11 to 20 years	21 years or more	
Organizational Commitment (Direct Item)	not committed	Count	3	2	1		6
		% within Professional Years	2.3%	3.8%	2.0%		2.4%
		% of Total	1.2%	.8%	.4%		2.4%
	minimal commitment	Count	14	2			16
		% within Professional Years	10.5%	3.8%			6.4%
		% of Total	5.6%	.8%			6.4%
	moderately committed	Count	64	21	16	5	106
		% within Professional Years	48.1%	39.6%	32.7%	33.3%	42.4%
		% of Total	25.6%	8.4%	6.4%	2.0%	42.4%
	extremely committed	Count	52	28	32	10	122
		% within Professional Years	39.1%	52.8%	65.3%	66.7%	48.8%
		% of Total	20.8%	11.2%	12.8%	4.0%	48.8%
Total	Count	133	53	49	15	250	
	% within Professional Years	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	53.2%	21.2%	19.6%	6.0%	100.0%	

Symmetric Measures

	Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal Gamma	.362	.086	4.056	.000
N of Valid Cases	250			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

Organizational Commitment (Direct Item) * Academic Degree

Crosstab

			Academic Degree			Total
			Bachelor	Master	Doctorate	
Organizational Commitment (Direct Item)	not committed	Count		5	1	6
		% within Academic Degree		2.6%	5.9%	2.4%
		% of Total		2.0%	.4%	2.4%
	minimal commitment	Count	3	13		16
		% within Academic Degree	6.4%	6.9%		6.3%
		% of Total	1.2%	5.1%		6.3%
	moderately committed	Count	21	79	7	107
		% within Academic Degree	44.7%	41.8%	41.2%	42.3%
		% of Total	8.3%	31.2%	2.8%	42.3%
	extremely committed	Count	23	92	9	124
		% within Academic Degree	48.9%	48.7%	52.9%	49.0%
		% of Total	9.1%	36.4%	3.6%	49.0%
Total	Count	47	189	17	253	
	% within Academic Degree	100.0%	100.0%	100.0%	100.0%	
	% of Total	18.6%	74.7%	6.7%	100.0%	

Symmetric Measures

	Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal Gamma	.003	.121	.024	.981
N of Valid Cases	253			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

Organizational Commitment (Direct Item) * Academic Rank

Crosstab

			Academic Rank				Total
			lecturer	assistant professor	associate professor	professor	
Organizational Commitment (Direct Item)	not committed	Count	6				6
		% within Academic Rank	2.5%				2.4%
		% of Total	2.4%				2.4%
	minimal commitment	Count	16				16
		% within Academic Rank	6.8%				6.3%
		% of Total	6.3%				6.3%
	moderately committed	Count	102	3	1	1	107
		% within Academic Rank	43.2%	23.1%	50.0%	50.0%	42.3%
		% of Total	40.3%	1.2%	.4%	.4%	42.3%
	extremely committed	Count	112	10	1	1	124
		% within Academic Rank	47.5%	76.9%	50.0%	50.0%	49.0%
		% of Total	44.3%	4.0%	.4%	.4%	49.0%
Total	Count	236	13	2	2	253	
	% within Academic Rank	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	93.3%	5.1%	.8%	.8%	100.0%	

Symmetric Measures

	Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal Gamma	.468	.197	2.128	.033
N of Valid Cases	253			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

Organizational Commitment (Direct Item) * Books Published Recoded

Crosstabs

			Books Published Recoded						Total
			None	1 Book	2 Books	3 Books	4 Books	5 or more books	
Organizational Commitment (Direct Item)	not committed	Count	5	1					6
		% within Books Published Recoded	2.5%	3.1%					2.4%
		% of Total	2.0%	.4%					2.4%
	minimal commitment	Count	14	2					16
		% within Books Published Recoded	6.9%	6.3%					6.3%
		% of Total	5.5%	.8%					6.3%
	moderately committed	Count	84	17	2	1	2	1	107
		% within Books Published Recoded	41.2%	53.1%	40.0%	33.3%	50.0%	20.0%	42.3%
		% of Total	33.2%	6.7%	.8%	.4%	.8%	.4%	42.3%
	extremely committed	Count	101	12	3	2	2	4	124
		% within Books Published Recoded	49.5%	37.5%	60.0%	66.7%	50.0%	80.0%	49.0%
		% of Total	39.9%	4.7%	1.2%	.8%	.8%	1.6%	49.0%
Total	Count	204	32	5	3	4	5	253	
	% within Books Published Recoded	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	80.6%	12.6%	2.0%	1.2%	1.6%	2.0%	100.0%	

Symmetric Measures

	Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal Gamma	.016	.132	.125	.901
N of Valid Cases	253			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

Organizational Commitment (Direct Item) * Articles Published

Crosstab

			Articles Published				Total
			0	1 to 5	6 to 10	11 or more	
Organizational Commitment (Item)	not committed	Count	4	2			6
		% within Articles Published	2.2%	3.4%			2.4%
		% of Total	1.6%	.8%			2.4%
	minimal commitment	Count	16				16
		% within Articles Published	8.7%				6.3%
		% of Total	6.3%				6.3%
	moderately committed	Count	78	25	3	1	107
		% within Articles Published	42.4%	43.1%	42.9%	25.0%	42.3%
		% of Total	30.8%	9.9%	1.2%	.4%	42.3%
	extremely committed	Count	86	31	4	3	124
		% within Articles Published	46.7%	53.4%	57.1%	75.0%	49.0%
		% of Total	34.0%	12.3%	1.6%	1.2%	49.0%
Total		184	58	7	4	253	
% within Articles Published		100.0%	100.0%	100.0%	100.0%	100.0%	
% of Total		72.7%	22.9%	2.8%	1.6%	100.0%	

Symmetric Measures

	Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
by Ordinal Gamma	.204	.118	1.712	.087
Valid Cases	253			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

Organizational Commitment (Direct Item) * Age

Crosstab

			Age								Total	
			Younger than 25	25 - 30	30 - 35	35 - 40	40 - 45	45 - 50	50 - 55	55 - 60		Older than 60
Organizational Commitment (Direct Item)	not committed	Count		3	2	1						6
		% within Age		4.1%	4.1%	2.6%						2.5%
		% of Total		1.2%	.8%	.4%						2.5%
	minimal commitment	Count	2	8	2	3		1				16
		% within Age	10.5%	11.0%	4.1%	7.7%		4.8%				6.6%
		% of Total	.8%	3.3%	.8%	1.2%		.4%				6.6%
	moderately committed	Count	10	40	17	13	10	5	3	2	2	102
		% within Age	52.6%	54.8%	34.7%	33.3%	38.8%	23.8%	42.9%	28.6%	16.7%	41.8%
		% of Total	4.1%	16.4%	7.0%	5.3%	4.1%	2.0%	1.2%	.8%	.8%	41.8%
	extremely committed	Count	7	22	28	22	7	15	4	5	10	120
		% within Age	36.8%	30.1%	57.1%	56.4%	41.2%	71.4%	57.1%	71.4%	83.3%	49.2%
		% of Total	2.9%	9.0%	11.5%	9.0%	2.9%	6.1%	1.6%	2.0%	4.1%	49.2%
Total	Count	19	73	49	39	17	21	7	7	12	244	
	% within Age	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	7.8%	29.9%	20.1%	16.0%	7.0%	8.6%	2.9%	2.9%	4.9%	100.0%	

Symmetric Measures

	Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal Gamma	.342	.070	4.802	.000
N of Valid Cases	244			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

Organizational Commitment (Direct Item) * Gender

Crosstab

			Gender		Total
			male	female	
Organizational Commitment (Direct Item)	not committed	Count	3	3	6
		% within Gender	2.7%	2.1%	2.4%
		% of Total	1.2%	1.2%	2.4%
	minimal commitment	Count	10	6	16
		% within Gender	8.8%	4.3%	6.3%
		% of Total	4.0%	2.4%	6.3%
	moderately committed	Count	49	58	107
		% within Gender	43.4%	41.4%	42.3%
		% of Total	19.4%	22.9%	42.3%
	extremely committed	Count	51	73	124
		% within Gender	45.1%	52.1%	49.0%
		% of Total	20.2%	28.9%	49.0%
Total	Count	113	140	253	
	% within Gender	100.0%	100.0%	100.0%	
	% of Total	44.7%	55.3%	100.0%	

Symmetric Measures

	Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal Gamma	.153	.111	1.360	.174
N of Valid Cases	253			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

Organizational Commitment (Direct Item) * admin position

Crosstab

			admin position						Total
			None	Subject head	Deputy Head	Head department	Associate Dean	Dean	
Organizational Commitment (Direct Item)	not committed	Count	4	2					6
		% within admin position	1.9%	12.5%					2.4%
		% of Total	1.6%	.8%					2.4%
	minimal commitment	Count	14	1		1			16
		% within admin position	6.6%	6.3%		8.3%			6.3%
		% of Total	5.5%	.4%		.4%			6.3%
	moderately committed	Count	95	4	1	3	3	1	107
		% within admin position	44.8%	25.0%	33.3%	25.0%	50.0%	25.0%	42.3%
		% of Total	37.5%	1.6%	.4%	1.2%	1.2%	.4%	42.3%
	extremely committed	Count	99	9	2	8	3	3	124
		% within admin position	46.7%	56.3%	66.7%	66.7%	50.0%	75.0%	49.0%
		% of Total	39.1%	3.6%	.8%	3.2%	1.2%	1.2%	49.0%
Total	Count	212	16	3	12	6	4	253	
	% within admin position	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	83.8%	6.3%	1.2%	4.7%	2.4%	1.6%	100.0%	

Symmetric Measures

	Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal Gamma	.207	.147	1.420	.156
N of Valid Cases	253			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

Organizational Commitment (Direct Item) * former position

Crosstab

			former position						Total
			None	Subject head	Deputy Head	Head department	Associate Dean	Dean	
Organizational Commitment (Direct Item)	not committed	Count	4	2					6
		% within former position	2.0%	9.1%					2.4%
		% of Total	1.6%	.8%					2.4%
	minimal commitment	Count	15			1			16
		% within former position	7.5%			7.7%			6.3%
		% of Total	6.0%			.4%			6.3%
	moderately committed	Count	89	7	5	5		1	107
		% within former position	44.5%	31.8%	38.5%	38.5%		100.0%	42.5%
		% of Total	35.3%	2.8%	2.0%	2.0%		.4%	42.5%
	extremely committed	Count	92	13	8	7	3		123
		% within former position	46.0%	59.1%	61.5%	53.8%	100.0%		48.8%
		% of Total	36.5%	5.2%	3.2%	2.8%	1.2%		48.8%
Total	Count	200	22	13	13	3	1	252	
	% within former position	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	79.4%	8.7%	5.2%	5.2%	1.2%	.4%	100.0%	

Symmetric Measures

		Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal	Gamma	.232	.129	1.799	.072
N of Valid Cases		252			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

Organizational Commitment (Direct Item) * further study

Crosstab

			further study		Total
			yes	no	
Organizational Commitment (Direct Item)	not committed	Count	1	5	6
		% within further study	2.0%	2.5%	2.4%
		% of Total	.4%	2.0%	2.4%
	minimal commitment	Count	3	13	16
		% within further study	6.0%	6.4%	6.3%
		% of Total	1.2%	5.1%	6.3%
	moderately committed	Count	18	89	107
		% within further study	36.0%	43.6%	42.3%
		% of Total	7.1%	35.2%	42.3%
	extremely committed	Count	28	96	124
		% within further study	56.0%	47.3%	49.0%
		% of Total	11.1%	37.9%	49.0%
Total	Count	50	203	253	
	% within further study	100.0%	100.0%	100.0%	
	% of Total	19.8%	80.2%	100.0%	

Symmetric Measures

		Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal	Gamma	-.147	.144	-1.027	.304
N of Valid Cases		253			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

Organizational Commitment (Direct Item) * research

Crosstab

			research					Total
			None	for the faculty/university	for Master/Doctorate	for academic position	for self curiosity	
Organizational Commitment (Direct Item)	not committed	Count	3		1	1	1	6
		% within research	1.8%		3.2%	11.1%	5.9%	2.4%
		% of Total	1.2%		.4%	.4%	.4%	2.4%
	minimal commitment	Count	13	1	2			16
		% within research	7.6%	4.0%	6.5%			6.3%
		% of Total	5.1%	.4%	.8%			6.3%
	moderately committed	Count	73	9	10	4	11	107
		% within research	42.7%	36.0%	32.3%	44.4%	64.7%	42.3%
		% of Total	28.9%	3.6%	4.0%	1.6%	4.3%	42.3%
	extremely committed	Count	82	15	18	4	5	124
		% within research	48.0%	60.0%	58.1%	44.4%	29.4%	49.0%
		% of Total	32.4%	5.9%	7.1%	1.6%	2.0%	49.0%
Total	Count	171	25	31	9	17	253	
	% within research	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	67.6%	9.9%	12.3%	3.6%	6.7%	100.0%	

Symmetric Measures

	Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal Gamma	.016	.106	.148	.882
N of Valid Cases	253			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

Organizational Commitment (Direct Item) * other work

Crosstab

			other work						Total	
			Outside Consultant	Government Agency	Business Owner	Business Partnership	Other Part-Time Job	Political Advisor		None
Organizational Commitment (Direct Item)	not committed	Count	1				1		4	6
		% within other work	20.0%				10.0%		1.9%	2.4%
		% of Total	.4%				.4%		1.6%	2.4%
	minimal commitment	Count			2	1	1		12	16
		% within other work			22.2%	12.5%	10.0%		5.6%	6.3%
		% of Total			.8%	.4%	.4%		4.7%	6.3%
	moderately committed	Count	3	2	4	5	4		89	107
		% within other work	60.0%	66.7%	44.4%	62.5%	40.0%		41.4%	42.3%
		% of Total	1.2%	.8%	1.6%	2.0%	1.6%		35.2%	42.3%
	extremely committed	Count	1	1	3	2	4	3	110	124
		% within other work	20.0%	33.3%	33.3%	25.0%	40.0%	100.0%	51.2%	49.0%
		% of Total	.4%	.4%	1.2%	.8%	1.6%	1.2%	43.5%	49.0%
Total	Count	5	3	9	8	10	3	215	253	
	% within other work	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	2.0%	1.2%	3.6%	3.2%	4.0%	1.2%	85.0%	100.0%	

Symmetric Measures

	Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal Gamma	.285	.133	1.950	.051
N of Valid Cases	253			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

Crosstabs

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Organizational Commitment (Direct Item) * Growth Satisfaction Recoded	235	89.4%	28	10.6%	263	100.0%
Organizational Commitment (Direct Item) * Security Recoded	221	84.0%	42	16.0%	263	100.0%
Organizational Commitment (Direct Item) * Compensation Recoded	247	93.9%	16	6.1%	263	100.0%
Organizational Commitment (Direct Item) * Co-Worker Recoded	237	90.1%	26	9.9%	263	100.0%
Organizational Commitment (Direct Item) * Supervisor Recoded	229	87.1%	34	12.9%	263	100.0%
Organizational Commitment (Direct Item) * Additional Satisfaction Recoded	229	87.1%	34	12.9%	263	100.0%
Organizational Commitment (Direct Item) * Satisfaction Factors Recoded	173	65.8%	90	34.2%	263	100.0%

Organizational Commitment (Direct Item) * Growth Satisfaction Recoded

Crosstab

			Growth Satisfaction Recoded				Total
			1.00	2.00	3.00	4.00	
Organizational Commitment (Direct Item)	not committed	Count	1	3	2		6
		% within Growth Satisfaction Recoded	33.3%	6.7%	1.6%		2.6%
		% of Total	.4%	1.3%	.9%		2.6%
	minimal commitment	Count	1	9	4	1	15
		% within Growth Satisfaction Recoded	33.3%	20.0%	3.2%	1.6%	6.4%
		% of Total	.4%	3.8%	1.7%	.4%	6.4%
	moderately committed	Count	1	25	62	11	99
		% within Growth Satisfaction Recoded	33.3%	55.6%	49.6%	17.7%	42.1%
		% of Total	.4%	10.6%	26.4%	4.7%	42.1%
	extremely committed	Count		8	57	50	115
		% within Growth Satisfaction Recoded		17.8%	45.6%	80.6%	48.9%
		% of Total		3.4%	24.3%	21.3%	48.9%
Total	Count	3	45	125	62	235	
	% within Growth Satisfaction Recoded	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	1.3%	19.1%	53.2%	26.4%	100.0%	

Symmetric Measures

	Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal Gamma	.694	.064	8.332	.000
N of Valid Cases	235			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

Organizational Commitment (Direct Item) * Security Recoded

Crosstab

			Security Recoded				Total
			1.00	2.00	3.00	4.00	
Organizational Commitment (Direct Item)	not committed	Count	2	2	1		5
		% within Security Recoded	25.0%	4.7%	.7%		2.3%
		% of Total	.9%	.9%	.5%		2.3%
	minimal commitment	Count	3	7	4	1	15
		% within Security Recoded	37.5%	16.3%	2.9%	2.9%	6.8%
		% of Total	1.4%	3.2%	1.8%	.5%	6.8%
	moderately committed	Count	3	22	57	5	87
		% within Security Recoded	37.5%	51.2%	41.9%	14.7%	39.4%
		% of Total	1.4%	10.0%	25.8%	2.3%	39.4%
	extremely committed	Count		12	74	28	114
		% within Security Recoded		27.9%	54.4%	82.4%	51.6%
		% of Total		5.4%	33.5%	12.7%	51.6%
Total	Count	8	43	136	34	221	
	% within Security Recoded	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	3.6%	19.5%	61.5%	15.4%	100.0%	

Symmetric Measures

	Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal Gamma	.639	.078	6.456	.000
N of Valid Cases	221			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

Organizational Commitment (Direct Item) * Compensation Recoded

Crosstab

			Compensation Recoded				Total
			1.00	2.00	3.00	4.00	
Organizational Commitment (Direct Item)	not committed	Count	4	1	1		6
		% within Compensation Recoded	10.8%	1.0%	1.0%		2.4%
		% of Total	1.6%	.4%	.4%		2.4%
	minimal commitment	Count	7	9			16
		% within Compensation Recoded	18.9%	8.7%			6.5%
		% of Total	2.8%	3.6%			6.5%
	moderately committed	Count	19	57	27	1	104
		% within Compensation Recoded	51.4%	54.8%	28.1%	10.0%	42.1%
		% of Total	7.7%	23.1%	10.9%	.4%	42.1%
	extremely committed	Count	7	37	68	9	121
		% within Compensation Recoded	18.9%	35.6%	70.8%	90.0%	49.0%
		% of Total	2.8%	15.0%	27.5%	3.6%	49.0%
Total	Count	37	104	96	10	247	
	% within Compensation Recoded	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	15.0%	42.1%	38.9%	4.0%	100.0%	

Symmetric Measures

	Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal Gamma	.655	.062	8.383	.000
N of Valid Cases	247			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

Organizational Commitment (Direct Item) * Co-Worker Recoded

Crosstab

			Co-Worker Recoded				Total
			1.00	2.00	3.00	4.00	
Organizational Commitment (Direct Item)	not committed	Count	1	2		3	6
		% within Co-Worker Recoded	7.7%	3.6%		4.9%	2.5%
		% of Total	.4%	.8%		1.3%	2.5%
	minimal commitment	Count	2		12	1	15
		% within Co-Worker Recoded	15.4%		11.2%	1.6%	6.3%
		% of Total	.8%		5.1%	.4%	6.3%
	moderately committed	Count	8	31	43	20	102
		% within Co-Worker Recoded	61.5%	55.4%	40.2%	32.8%	43.0%
		% of Total	3.4%	13.1%	18.1%	8.4%	43.0%
	extremely committed	Count	2	23	52	37	114
		% within Co-Worker Recoded	15.4%	41.1%	48.6%	60.7%	48.1%
		% of Total	.8%	9.7%	21.9%	15.6%	48.1%
Total	Count	13	56	107	61	237	
	% within Co-Worker Recoded	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	5.5%	23.6%	45.1%	25.7%	100.0%	

Symmetric Measures

	Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal Gamma	.249	.089	2.747	.006
N of Valid Cases	237			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

Organizational Commitment (Direct Item) * Supervisor Recoded

Crosstab

			Supervisor Recoded				Total
			1.00	2.00	3.00	4.00	
Organizational Commitment (Direct Item)	not committed	Count		1	3	1	5
		% within Supervisor Recoded		2.1%	2.7%	1.7%	2.2%
		% of Total		.4%	1.3%	.4%	2.2%
	minimal commitment	Count	1	6	4	3	14
		% within Supervisor Recoded	10.0%	12.5%	3.6%	5.0%	6.1%
		% of Total	.4%	2.6%	1.7%	1.3%	6.1%
	moderately committed	Count	5	30	50	17	102
		% within Supervisor Recoded	50.0%	62.5%	45.0%	28.3%	44.5%
		% of Total	2.2%	13.1%	21.8%	7.4%	44.5%
	extremely committed	Count	4	11	54	39	108
		% within Supervisor Recoded	40.0%	22.9%	48.6%	65.0%	47.2%
		% of Total	1.7%	4.8%	23.6%	17.0%	47.2%
Total	Count	10	48	111	60	229	
	% within Supervisor Recoded	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	- 4.4%	21.0%	48.5%	26.2%	100.0%	

Symmetric Measures

	Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal Gamma	.385	.089	4.181	.000
N of Valid Cases	229			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

Organizational Commitment (Direct Item) * Additional Satisfaction Recoded

Crosstab

			Additional Satisfaction Recoded				Total
			1.00	2.00	3.00	4.00	
Organizational Commitment (Direct Item)	not committed	Count	3	2	1		6
		% within Additional Satisfaction Recoded	21.4%	2.9%	.9%		2.6%
		% of Total	1.3%	.9%	.4%		2.6%
	minimal commitment	Count	3	7	4		14
		% within Additional Satisfaction Recoded	21.4%	10.0%	3.6%		6.1%
		% of Total	1.3%	3.1%	1.7%		6.1%
	moderately committed	Count	7	34	45	9	95
		% within Additional Satisfaction Recoded	50.0%	48.6%	40.9%	25.7%	41.5%
		% of Total	3.1%	14.8%	19.7%	3.9%	41.5%
	extremely committed	Count	1	27	60	26	114
		% within Additional Satisfaction Recoded	7.1%	38.6%	54.5%	74.3%	49.8%
		% of Total	.4%	11.8%	26.2%	11.4%	49.8%
Total	Count	14	70	110	35	229	
	% within Additional Satisfaction Recoded	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	6.1%	30.6%	48.0%	15.3%	100.0%	

Symmetric Measures

	Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal Gamma	.500	.079	5.524	.000
N of Valid Cases	229			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

Organizational Commitment (Direct Item) * Satisfaction Factors Recoded

Crosstab

			Satisfaction Factors Recoded				Total
			1.00	2.00	3.00	4.00	
Organizational Commitment (Direct Item)	not committed	Count	1	3	1		5
		% within Satisfaction Factors Recoded	11.1%	5.5%	1.1%		2.9%
		% of Total	.6%	1.7%	.6%		2.9%
	minimal commitment	Count	3	7	3		13
		% within Satisfaction Factors Recoded	33.3%	12.7%	3.4%		7.5%
		% of Total	1.7%	4.0%	1.7%		7.5%
	moderately committed	Count	4	29	32	4	69
		% within Satisfaction Factors Recoded	44.4%	52.7%	36.4%	19.0%	39.9%
		% of Total	2.3%	16.8%	18.5%	2.3%	39.9%
	extremely committed	Count	1	16	52	17	86
		% within Satisfaction Factors Recoded	11.1%	29.1%	59.1%	81.0%	49.7%
		% of Total	.6%	9.2%	30.1%	9.8%	49.7%
Total	Count	9	55	88	21	173	
	% within Satisfaction Factors Recoded	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	5.2%	31.8%	50.9%	12.1%	100.0%	

Symmetric Measures

	Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal Gamma	.612	.079	6.289	.000
N of Valid Cases	173			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

Correlations

	Organizational Commitment	Direct Commitment Item	Job Characteristics	Direct Job Char. Item	Role conflict	Role Ambiguity	Skill Variety	Task Identity	Task Significant	Autonomy
Organizational Commitment										
Pearson Correlation	1.000	.731**	.605**	.704**	.402**	.539**	.429**	.323**	.339**	.452**
Sig. (2-tailed)		.000	.000	.000	.000	.000	.000	.000	.000	.000
N	352	348	276	347	336	322	341	330	335	339
Direct Commitment Item										
Pearson Correlation	.731**	1.000	.463**	.608**	.281**	.344**	.282**	.193**	.248**	.332**
Sig. (2-tailed)	.000		.000	.000	.000	.000	.000	.000	.000	.000
N	348	486	335	463	436	425	459	420	448	454
Job Characteristics										
Pearson Correlation	.605**	.463**	1.000	.625**	.617**	.749**	.629**	.688**	.476**	.860**
Sig. (2-tailed)	.000	.000		.000	.000	.000	.000	.000	.000	.000
N	276	335	340	334	340	340	340	340	340	340
Direct Job Char. Item										
Pearson Correlation	.704**	.608**	.625**	1.000	.375**	.510**	.391**	.379**	.302**	.487**
Sig. (2-tailed)	.000	.000	.000		.000	.000	.000	.000	.000	.000
N	347	463	334	477	434	426	451	415	440	451
Role conflict										
Pearson Correlation	.402**	.281**	.617**	.375**	1.000	.355**	.082	.351**	-.006	.346**
Sig. (2-tailed)	.000	.000	.000	.000		.000	.088	.000	.909	.000
N	336	436	340	434	450	408	432	402	422	429
Role Ambiguity										
Pearson Correlation	.539**	.344**	.749**	.510**	.355**	1.000	.507**	.430**	.320**	.534**
Sig. (2-tailed)	.000	.000	.000	.000	.000		.000	.000	.000	.000
N	322	425	340	426	408	439	421	389	407	417
Skill Variety										
Pearson Correlation	.429**	.282**	.629**	.391**	.082	.507**	1.000	.269**	.505**	.443**
Sig. (2-tailed)	.000	.000	.000	.000	.088	.000		.000	.000	.000
N	341	459	340	451	432	421	470	414	438	445
Task Identity										
Pearson Correlation	.323**	.193**	.688**	.379**	.351**	.430**	.269**	1.000	.230**	.493**
Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000		.000	.000
N	330	420	340	415	402	389	414	430	407	411
Task Significant										
Pearson Correlation	.339**	.248**	.476**	.302**	-.006	.320**	.505**	.230**	1.000	.304**
Sig. (2-tailed)	.000	.000	.000	.000	.909	.000	.000	.000		.000
N	335	448	340	440	422	407	438	407	462	436
Autonomy										
Pearson Correlation	.452**	.332**	.860**	.487**	.346**	.534**	.443**	.493**	.304**	1.000
Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000	
N	339	454	340	451	429	417	445	411	436	458

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

Correlations

	Organizational Commitment	Direct Commitment Item	Organizational Commitment	Organizational Characteristics	Direct Org. Char. Item	Hierarchy / Authority	Participation	Initiation / Structure	Consideration	Department Size
Organizational Commitment	Pearson Correlation Sig. (2-tailed) N	.731** .000 348	1.000	.318** .000 319	.716** .000 344	.198** .000 337	.144** .007 352	.181** .001 335	.324** .000 341	.036 .503 352
Direct Commitment Item	Pearson Correlation Sig. (2-tailed) N	1.000	.731**	.277** .000 409	.574** .000 457	.045 .344 445	.245** .000 485	.123** .009 451	.285** .000 462	.042 .355 486
Organizational Characteristics	Pearson Correlation Sig. (2-tailed) N	.277** .000 319	.318**	1.000	.335** .000 394	.309** .000 415	.563** .000 415	.757** .000 415	.829** .000 415	.212** .000 415
Direct Org. Char. Item	Pearson Correlation Sig. (2-tailed) N	.574** .000 344	.716**	.335**	1.000	.136** .005 429	.183** .000 470	.230** .000 435	.331** .000 446	-.009 .848 471
Hierarchy / Authority	Pearson Correlation Sig. (2-tailed) N	.045 .344 445	.198**	.309**	.336**	1.000	.090 .055 455	.083 .091 420	.167** .001 431	.042 .370 455
Participation	Pearson Correlation Sig. (2-tailed) N	.245** .000 352	.144**	.563**	.183**	.090 .055 455	1.000	.107** .021 460	.182** .000 472	.039 .385 501
Initiation / Structure	Pearson Correlation Sig. (2-tailed) N	.123** .009 335	.181**	.757**	.230**	.083 .091 420	.107**	1.000	.647** .000 454	.084 .071 461
Consideration	Pearson Correlation Sig. (2-tailed) N	.285** .000 341	.324**	.829**	.331**	.167** .001 431	.182**	.647**	1.000	.067 .144 473
Department Size	Pearson Correlation Sig. (2-tailed) N	.042 .355 352	.036	.212**	-.009 .848 471	.042 .370 455	.039 .385 501	.084 .071 461	.067 .144 473	1.000 503

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

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

		Organizational Commitment	Direct Commitment Item	Years Employed	Professional Years	Academic Degree	Academic Rank	Books Published	Articles Published	Age	Gender
Organizational Commitment	Pearson Correlation	1.000	.731**	.131*	.176**	-.004	.048	.025	-.029	.219**	.044
	Sig. (2-tailed)		.000	.014	.001	.947	.371	.646	.595	.000	.406
	N	352	348	352	352	352	352	351	351	343	352
Direct Commitment Item	Pearson Correlation	.731**	1.000	.132**	.132**	.007	.051	.063	-.006	.185**	.034
	Sig. (2-tailed)	.000		.004	.004	.876	.262	.169	.890	.000	.457
	N	348	486	485	485	486	486	485	485	474	486
Years Employed	Pearson Correlation	.131*	.132**	1.000	.871**	.245**	.613**	.037	.029	.692**	.067
	Sig. (2-tailed)	.014	.004		.000	.000	.000	.410	.522	.000	.134
	N	352	485	502	502	502	502	501	501	489	502
Professional Years	Pearson Correlation	.176**	.132**	.871**	1.000	.225**	.580**	.023	.013	.805**	.044
	Sig. (2-tailed)	.001	.004	.000		.000	.000	.604	.771	.000	.326
	N	352	485	502	502	502	502	501	501	489	502
Academic Degree	Pearson Correlation	-.004	.007	.245**	.225**	1.000	.372**	.150**	.180**	.309**	.009
	Sig. (2-tailed)	.947	.876	.000	.000		.000	.001	.000	.000	.836
	N	352	486	502	502	503	503	502	502	489	503
Academic Rank	Pearson Correlation	.048	.051	.613**	.580**	.372**	1.000	.135**	.102*	.534**	.054
	Sig. (2-tailed)	.371	.262	.014	.000	.000		.002	.023	.000	.227
	N	352	486	502	502	503	503	502	502	489	503
Books Published	Pearson Correlation	.025	.063	.037	.023	.150**	.135**	1.000	.758**	.090*	-.035
	Sig. (2-tailed)	.646	.169	.410	.604	.001	.002		.000	.047	.439
	N	351	485	501	501	502	502	502	502	488	502
Articles Published	Pearson Correlation	-.029	-.006	.029	.013	.180**	.102*	.758**	1.000	.033	-.034
	Sig. (2-tailed)	.595	.890	.522	.771	.000	.023	.000		.462	.442
	N	351	485	501	501	502	502	502	502	488	502
Age	Pearson Correlation	.219**	.185**	.692**	.805**	.309**	.534**	.090*	.033	1.000	-.016
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.047	.462		.723
	N	343	474	489	489	489	489	488	488	489	489
Gender	Pearson Correlation	.044	.034	.067	.044	.009	.054	-.035	-.034	-.016	1.000
	Sig. (2-tailed)	.406	.457	.134	.326	.836	.227	.439	.442	.723	
	N	352	486	502	502	503	503	502	502	489	503

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

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

Correlations

	Organizational Commitment	Pearson Correlation Sig. (2-tailed)	N	Organizational Commitment	Direct Commitment Item	Satisfaction Factors	Direct Satisfaction Item	Growth Satisfaction	Security	Compensation	Co-worker	Supervisor	Additional Satisfaction factors
Organizational Commitment				1.000	.731**	.576**	.573**	.550**	.464**	.362**	.334**	.312**	.567**
				.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
				352	348	264	351	330	323	341	336	315	332
Direct Commitment Item				.731**	1.000	.520**	.631**	.495**	.480**	.385**	.243**	.336**	.494**
				.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
				348	486	326	480	448	433	463	454	419	430
Satisfaction Factors				.576**	.520**	1.000	.631**	.860**	.696**	.666**	.752**	.812**	.717**
				.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
				264	326	336	335	336	336	336	336	336	336
Direct Satisfaction Item				.573**	.631**	.631**	1.000	.601**	.531**	.532**	.318**	.406**	.515**
				.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
				351	480	335	497	462	444	476	466	429	440
Growth Satisfaction				.550**	.495**	.860**	.601**	1.000	.632**	.511**	.581**	.570**	.493**
				.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
				330	448	336	462	465	419	450	436	405	414
Security				.464**	.480**	.696**	.531**	.632**	1.000	.404**	.340**	.437**	.412**
				.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
				323	433	336	444	419	447	431	420	390	400
Compensation				.362**	.385**	.666**	.532**	.511**	.404**	1.000	.333**	.430**	.354**
				.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
				341	463	336	476	450	431	480	453	419	426
Co-worker				.334**	.243**	.752**	.318**	.581**	.340**	.333**	1.000	.518**	.503**
				.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
				336	454	336	466	436	420	453	469	416	430
Supervisor				.312**	.336**	.812**	.406**	.570**	.437**	.430**	.518**	1.000	.480**
				.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
				315	419	336	429	405	390	419	416	432	397
Additional Satisfaction factors				.567**	.494**	.717**	.515**	.493**	.412**	.354**	.503**	.480**	1.000
				.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
				332	430	336	440	414	400	426	430	397	444

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

Model	Variables Entered	Variables Removed	Method
1	Gender, Academic Rank, Articles Published, Satisfaction Factors, Academic Degree, Books Published, Age, Organizational Characteristics, Job Characteristics, Years Employed, Professional Years		Enter

a. All requested variables entered.

b. Dependent Variable: Organizational Commitment

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.607 ^a	.446	.414	9.5260

a. Predictors: (Constant), Gender, Academic Rank, Articles Published, Satisfaction Factors, Academic Degree, Books Published, Age, Organizational Characteristics, Job Characteristics, Years Employed, Professional Years

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	14072.185	11	1279.290	14.098	.000 ^a
	Residual	17513.619	193	90.744		
	Total	31585.805	204			

a. Predictors: (Constant), Gender, Academic Rank, Articles Published, Satisfaction Factors, Academic Degree, Books Published, Age, Organizational Characteristics, Job Characteristics, Years Employed, Professional Years

b. Dependent Variable: Organizational Commitment

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	13.417	6.134		2.187	.030
	Job Characteristics	.494	.093	.396	5.293	.000
	Organizational Characteristics	-5.827E-02	.084	-.047	-.695	.488
	Satisfaction Factors	.334	.087	.299	3.849	.000
	Years Employed	.164	.162	.111	1.016	.311
	Professional Years	.106	.171	.080	.620	.536
	Academic Degree	1.216	1.411	.052	.862	.390
	Academic Rank	-3.214	1.310	-.191	-2.453	.015
	Books Published	-.518	.583	-.054	-.889	.375
	Articles Published	-3.030E-02	.156	-.011	-.194	.846
	Age	3.353E-02	.110	.029	.304	.762
	Gender	1.180	1.403	.047	.841	.401

a. Dependent Variable: Organizational Commitment

Regression

Model	Variables Entered	Variables Removed	Method
1	Gender, Compensation, Articles Published, Years Employed, Skill Variety, Hierarchy / Authority, Department Size, Participation, Books Published, Academic Degree, Additional Satisfaction factors, Initiation / Structure, Task Significant, Security, Task Identity, Co-worker, Role conflict, Autonomy, Academic Rank, Role Ambiguity, Consideration, Age, Growth Satisfaction, Supervisor, Professional Years		Enter

a. All requested variables entered.

b. Dependent Variable: Organizational Commitment

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.729 ^a	.532	.467	9.0871

a. Predictors: (Constant), Gender, Compensation, Articles Published, Years Employed, Skill Variety, Hierarchy / Authority, Department Size, Participation, Books Published, Academic Degree, Additional Satisfaction factors, Initiation / Structure, Task Significant, Security, Task Identity, Co-worker, Role conflict, Autonomy, Academic Rank, Role Ambiguity, Consideration, Age, Growth Satisfaction, Supervisor, Professional Years

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	16804.698	25	672.188	8.140	.000 ^a
	Residual	14781.107	179	82.576		
	Total	31585.805	204			

^a. Predictors: (Constant), Gender, Compensation, Articles Published, Years Employed, Skill Variety, Hierarchy / Authority, Department Size, Participation, Books Published, Academic Degree, Additional Satisfaction factors, Initiation / Structure, Task Significant, Security, Task Identity, Co-worker, Role conflict, Autonomy, Academic Rank, Role Ambiguity, Consideration, Age, Growth Satisfaction, Supervisor, Professional Years

b. Dependent Variable: Organizational Commitment

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	15.783	6.608		2.388	.018
	Role conflict	.306	.307	.071	.996	.321
	Role Ambiguity	1.466	.509	.230	2.881	.004
	Skill Variety	.961	.424	.153	2.265	.025
	Task Identity	-1.820E-02	.387	-.003	-.047	.963
	Task Significant	.498	.705	.046	.706	.481
	Autonomy	-1.293E-02	.243	-.004	-.053	.958
	Hierarchy / Authority	.638	.497	.078	1.283	.201
	Participation	-9.813E-02	.180	-.032	-.546	.586
	Initiation / Structure	-.331	.277	-.091	-1.195	.234
	Consideration	.393	.227	.148	1.729	.086
	Department Size	-.482	.568	-.049	-.849	.397
	Growth Satisfaction	.367	.347	.095	1.056	.293
	Security	.955	.476	.144	2.007	.046
	Compensation	.621	.360	.115	1.723	.087
	Co-worker	-.504	.368	-.099	-1.368	.173
	Supervisor	-.519	.374	-.132	-1.441	.151
	Additional Satisfaction factors	1.467	.431	.236	3.403	.001
	Years Employed	4.807E-03	.165	.003	.029	.977
	Professional Years	.182	.171	.137	1.062	.290
	Academic Degree	.828	1.497	.036	.553	.581
	Academic Rank	-2.669	1.307	-.159	-2.043	.043
	Books Published	-.512	.601	-.054	-.851	.396
	Articles Published	-5.911E-03	.152	-.002	-.039	.969
	Age	2.758E-02	.312	.024	.247	.805
	Gender	1.847	1.396	.074	1.322	.188

a. Dependent Variable: Organizational Commitment

Regression for Public Universities

Model	Variables Entered	Variables Removed	Method
1	Gender, Task Identity, Professional Years, Books Published, Task Significant, Initiation / Structure, Department Size, Hierarchy / Authority, Academic Degree, Compensation, Participation, Additional Satisfaction factors, Security, Skill Variety, Articles Published, Role conflict, Consideration, Autonomy, Co-worker, Role Ambiguity, Academic Rank, Supervisor, Growth Satisfaction, Age, Years Employed		Enter

a. All requested variables entered.

b. Dependent Variable: Organizational Commitment

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.773 ^a	.597	.447	7.6381

a. Predictors: (Constant), Gender, Task Identity, Professional Years, Books Published, Task Significant, Initiation / Structure, Department Size, Hierarchy / Authority, Academic Degree, Compensation, Participation, Additional Satisfaction factors, Security, Skill Variety, Articles Published, Role conflict, Consideration, Autonomy, Co-worker, Role Ambiguity, Academic Rank, Supervisor, Growth Satisfaction, Age, Years Employed

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5794.706	25	231.788	3.973	.000 ^a
	Residual	3908.863	67	58.341		
	Total	9703.570	92			

a. Predictors: (Constant), Gender, Task Identity, Professional Years, Books Published, Task Significant, Initiation / Structure, Department Size, Hierarchy / Authority, Academic Degree, Compensation, Participation, Additional Satisfaction factors, Security, Skill Variety, Articles Published, Role conflict, Consideration, Autonomy, Co-worker, Role Ambiguity, Academic Rank, Supervisor, Growth Satisfaction, Age, Years Employed

b. Dependent Variable: Organizational Commitment

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	20.484	11.007		1.861	.067
	Role conflict	-1.594E-02	.401	-.004	-.040	.968
	Role Ambiguity	2.065	.723	.380	2.858	.006
	Skill Variety	1.245	.552	.235	2.254	.027
	Task Identity	.517	.504	.118	1.025	.309
	Task Significance	1.475	1.094	.149	1.348	.182
	Autonomy	-.124	.324	-.045	-.382	.703
	Hierarchy / Authority	9.174E-02	.622	.014	.148	.883
	Participation	-3.829E-02	.262	-.015	-.146	.884
	Initiation / Structure	-.529	.349	-.175	-1.517	.134
	Consideration	.593	.278	.268	2.132	.037
	Department Size	-.725	.823	-.085	-.881	.382
	Growth Satisfaction	.564	.519	.171	1.087	.281
	Security	-.279	.642	-.051	-.435	.665
	Compensation	.286	.436	.065	.655	.515
	Co-worker	-.647	.624	-.154	-1.036	.304
	Supervisor	-.309	.503	-.091	-.614	.541
	Additional Satisfaction factors	.823	.566	.146	1.454	.151
	Years Employed	-9.208E-02	.209	-.089	-.441	.661
	Professional Years	.276	.253	.277	1.089	.280
	Academic Degree	1.735	1.806	.096	.961	.340
	Academic Rank	-1.977	1.604	-.171	-1.233	.222
	Books Published	-.156	.800	-.022	-.195	.846
	Articles Published	-.228	.290	-.083	-.786	.434
	Age	-5.773E-03	.260	-.006	-.029	.977
	Gender	.788	2.063	.038	.382	.704

a. Dependent Variable: Organizational Commitment

Regression for Private Universities

Variables Entered/Removed^b

Model	Variables Entered	Variables Removed	Method
1	Gender, Academic Rank, Additional Satisfaction factors, Articles Published, Books Published, Participation, Task Significant, Hierarchy / Authority, Academic Degree, Department Size, Security, Initiation / Structure, Skill Variety, Age, Co-worker, Task Identity, Compensation, Role Ambiguity, Autonomy, Years Employed, Role conflict, Supervisor, Growth Satisfaction, Consideration, Professional Years ^a		Enter

a. All requested variables entered.

b. Dependent Variable: Organizational Commitment

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.767 ^a	.588	.468	10.0929

a. Predictors: (Constant), Gender, Academic Rank, Additional Satisfaction factors, Articles Published, Books Published, Participation, Task Significant, Hierarchy / Authority, Academic Degree, Department Size, Security, Initiation / Structure, Skill Variety, Age, Co-worker, Task Identity, Compensation, Role Ambiguity, Autonomy, Years Employed, Role conflict, Supervisor, Growth Satisfaction, Consideration, Professional Years

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12479.143	25	499.166	4.900	.000 ^a
	Residual	8760.571	86	101.867		
	Total	21239.714	111			

a. Predictors: (Constant), Gender, Academic Rank, Additional Satisfaction factors, Articles Published, Books Published, Participation, Task Significant, Hierarchy / Authority, Academic Degree, Department Size, Security, Initiation / Structure, Skill Variety, Age, Co-worker, Task Identity, Compensation, Role Ambiguity, Autonomy, Years Employed, Role conflict, Supervisor, Growth Satisfaction, Consideration, Professional Years

b. Dependent Variable: Organizational Commitment

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	14.423	10.070		1.432	.156
	Role conflict	.468	.543	.098	.863	.391
	Role Ambiguity	.835	.781	.115	1.069	.288
	Skill Variety	.505	.721	.069	.700	.486
	Task Identity	-.531	.663	-.078	-.801	.425
	Task Significant	.663	1.045	.058	.634	.527
	Autonomy	-2.507E-02	.407	-.006	-.062	.951
	Hierarchy / Authority	1.800	.823	.187	2.188	.031
	Participation	-.297	.283	-.085	-1.049	.297
	Initiation / Structure	1.858E-02	.474	.005	.039	.969
	Consideration	-.204	.397	-.070	-.513	.609
	Department Size	-.293	.947	-.028	-.310	.757
	Growth Satisfaction	.353	.564	.082	.625	.534
	Security	1.719	.770	.228	2.233	.028
	Compensation	1.069	.706	.170	1.514	.134
	Co-worker	-.830	.542	-.146	-1.532	.129
	Supervisor	-.589	.609	-.131	-.967	.336
	Additional Satisfaction factors	2.048	.712	.316	2.878	.005
	Years Employee	9.202E-02	.511	.037	.296	.768
	Professional Years	.181	.253	.100	.713	.477
	Academic Degree	-.327	2.703	-.011	-.121	.904
	Academic Rank	-3.448	2.503	-.118	-1.378	.172
	Books Published	-1.286	1.000	-.101	-1.286	.202
	Articles Published	.132	.202	.048	.652	.516
	Age	4.050E-02	.151	.032	.268	.789
	Gender	6.116	2.255	.220	2.713	.008

a. Dependent Variable: Organizational Commitment

Regression for Public Universites (in block of variables)

Model	Variables Entered	Variables Removed	Method
1	Gender, Organizational Characteristics, Years Employed, Articles Published, Academic Degree, Job Characteristics, Books Published, Satisfaction Factors, Academic Rank, Age, Professional Years ^a		Enter

a. All requested variables entered.

b. Dependent Variable: Organizational Commitment

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.680 ^a	.463	.390	8.0213

a. Predictors: (Constant), Gender, Organizational Characteristics, Years Employed, Articles Published, Academic Degree, Job Characteristics, Books Published, Satisfaction Factors, Academic Rank, Age, Professional Years

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4491.963	11	408.360	6.347	.000 ^a
	Residual	5211.606	81	64.341		
	Total	9703.570	92			

a. Predictors: (Constant), Gender, Organizational Characteristics, Years Employed, Articles Published, Academic Degree, Job Characteristics, Books Published, Satisfaction Factors, Academic Rank, Age, Professional Years

b. Dependent Variable: Organizational Commitment

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	26.613	10.268		2.592	.011
	Job Characteristics	.504	.120	.460	4.204	.000
	Organizational Characteristics	8.262E-03	.104	.008	.080	.937
	Satisfaction Factors	.231	.110	.240	2.107	.038
	Years Employed	.125	.197	.121	.635	.527
	Professional Years	.187	.239	.188	.784	.435
	Academic Degree	.927	1.696	.051	.547	.586
	Academic Rank	-1.752	1.545	-.238	-1.782	.079
	Books Published	-.685	.742	-.099	-.923	.359
	Articles Published	-6.513E-02	.268	-.024	-.243	.809
	Age	-6.768E-02	.186	-.065	-.363	.717
	Gender	-2.477	1.892	-.119	-1.309	.194

a. Dependent Variable: Organizational Commitment

Regression for Private Universities (in block of variables)

Variables Entered/Removed^b

Model	Variables Entered	Variables Removed	Method
1	Gender, Academic Rank, Satisfaction Factors, Articles Published, Books Published, Academic Degree, Years Employed, Organizational Characteristics, Age, Job Characteristics, Professional Years		Enter

a. All requested variables entered.

b. Dependent Variable: Organizational Commitment

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.676 ^a	.457	.397	10.7396

a. Predictors: (Constant), Gender, Academic Rank, Satisfaction Factors, Articles Published, Books Published, Academic Degree, Years Employed, Organizational Characteristics, Age, Job Characteristics, Professional Years

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9705.823	11	882.348	7.650	.000 ^a
	Residual	11533.891	100	115.339		
	Total	21239.714	111			

a. Predictors: (Constant), Gender, Academic Rank, Satisfaction Factors, Articles Published, Books Published, Academic Degree, Years Employed, Organizational Characteristics, Age, Job Characteristics, Professional Years

b. Dependent Variable: Organizational Commitment

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	9.906	8.847		1.120	.266
	Job Characteristics	.397	.161	.284	2.470	.015
	Organizational Characteristics	-.149	.132	-.112	-1.125	.263
	Satisfaction Factors	.469	.142	.391	3.313	.001
	Years Employed	.223	.290	.089	.769	.443
	Professional Years	7.764E-02	.248	.043	.313	.755
	Academic Degree	-5.537E-02	2.529	-.002	-.022	.983
	Academic Rank	-3.833	2.533	-.131	-1.513	.133
	Books Published	-.553	.984	-.043	-.563	.575
	Articles Published	3.047E-02	.206	.011	.148	.883
	Age	8.627E-02	.151	.067	.571	.569
	Gender	4.542	2.216	.164	2.050	.043

a. Dependent Variable: Organizational Commitment

APPENDICES:

Appendix 1.1: Faculty Attitude Questionnaire: English

FACULTY ATTITUDE QUESTIONNAIRE

Personal Data: Please answer all of the following questions to provide a profile of professor and department characteristics. No attempt will be made to identify you or your department. All responses will remain anonymous and confidential.

1. I have been employed by this university for _____ years.
2. I have been in the academic profession for _____ years.
3. The highest degree I have attained is ☐ bachelor's ☐ master's ☐ doctorate
4. Academic Position: ☐ Lecturer ☐ Assist. Prof. ☐ Associate Prof. ☐ Professor
5. The subject areas in which I teach can be broadly categorized as:
 _____ Law _____ Economics _____ Mathematic
 _____ Pure Science _____ Education _____ Nursing
 _____ Business Administration _____ Engineering _____ Architecture
 _____ Mass Communications _____ Language _____ Political Science
 _____ Computer Science _____ Others _____
6. What is the usual class sizes? _____
7. Faculty in my department on regular appointments number
 _____ under 10 _____ 10-20 _____ 21-30 _____ 31-40 _____ over 40
8. Within the last three years, I have published _____ books and _____ articles.
9. Age _____ years
10. Gender ☐ Male ☐ Female
11. Nationality: _____ Thai _____ American _____ French _____ English _____ Chinese
 _____ Australian _____ Vietnamese _____ Russian _____ Japanese
 _____ Burmese _____ Indian _____ Others: _____
12. Administrative Position
☐ None
☐ Subject Head/Coordinators
☐ Deputy Head Department
☐ Head Department
☐ Associate Dean
☐ Dean
13. Former Administrative Position
☐ None
☐ Subject Head/Coordinators
☐ Deputy Head Department
☐ Head Department
☐ Associate Dean
☐ Dean
14. Are you in the process of studying for another degree? ☐ yes ☐ No

15. Are you currently conducting research?

☐ None	☐ For the department/university
☐ Toward another degree	☐ For private company
☐ Toward an academic position	☐ For curious reasons

16. Are you currently working elsewhere?

☐ Outside consultant	☐ business owner	☐ working part-time	☐ None
☐ Gov. Agency	☐ Private Board	☐ Political Advisor	

17. How many hours per week are you currently lecturing elsewhere? _____

Your honest answers is highly valuable. Please do not write your name on the questionnaire. All your answers will be use for research purpose only and will be kept confidential. Please circle the appropriate response for each statement based on the following scale:

	1	2	3	4	5	6	7
	Extremely	Moderately	Slightly	Slightly	Moderately	Extremely	Not Sure
	Insufficient	Insufficient	Insufficient	Sufficient	Sufficient	Sufficient	
1. The amount of job security I have.						1 2 3 4 5 6 7	
2. The amount of pay and fringe benefits I receive.						1 2 3 4 5 6 7	
3. The amount of personal growth and development I get in doing my work.						1 2 3 4 5 6 7	
4. The degree of respect and fair treatment I receive from my head department.						1 2 3 4 5 6 7	
5. The feeling of worthwhile accomplishment I get from doing my work.						1 2 3 4 5 6 7	
6. The chance to get to know other people at my institution.						1 2 3 4 5 6 7	
7. The amount of support and guidance I receive from my head department.						1 2 3 4 5 6 7	
8. The degree to which I am fairly paid for what I contribute to this university.						1 2 3 4 5 6 7	
9. The amount of discretion I can exercise in my job.						1 2 3 4 5 6 7	
10. How secure things look for me in the future at this institution.						1 2 3 4 5 6 7	
11. The chance to help other people while at work.						1 2 3 4 5 6 7	
12. The amount of challenge in my job.						1 2 3 4 5 6 7	
13. In sum, how satisfy are you with this university?							
☐ not satisfy at all	☐ not satisfy	☐ moderately satisfy	☐ very satisfy	☐ not sure			

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Please circle the appropriate response for each statement based on the following scale:

1	2	3	4	5	6	7
Strongly Disagree	Moderately Disagree	Slightly Disagree	Slightly Agree	Moderately Agree	Strongly Agree	Not Sure
14. I have no complaint over the quality of supervision I receive at work.					1 2 3 4 5 6 7	
15. I have no complaint over my colleagues.					1 2 3 4 5 6 7	
16. I have no complaint over my students.					1 2 3 4 5 6 7	
17. I would be very glad to repeat the same decision to have come and teach here everytime.					1 2 3 4 5 6 7	
18. I work under incompatible policies and guidelines.					1 2 3 4 5 6 7	
19. I receive assignments that are within my training and capability.					1 2 3 4 5 6 7	
20. I receive incompatible requests from two or more people.					1 2 3 4 5 6 7	
21. I receive an assignment without adequate resources and material to execute it.					1 2 3 4 5 6 7	
22. I feel certain about how much authority I have.					1 2 3 4 5 6 7	
23. I know what my responsibilities are.					1 2 3 4 5 6 7	
24. I feel certain how I will be evaluated for a raise or promotion.					1 2 3 4 5 6 7	
25. My job involve doing a "whole" and identifiable piece of work where the result of my activities are easily seen in the final outcome.					1 2 3 4 5 6 7	
26. The job requires a number of different skills and talents as oppose to same routine over and over again.					1 2 3 4 5 6 7	
27. In general, the results of my work significantly affect the lives or well-being of other people.					1 2 3 4 5 6 7	
28. In regard to autonomy, the job permit me to decide on my own on how to go about conducting a class?					1 2 3 4 5 6 7	
29. The job denies me any chance to use my personal initiative or judgement in carrying out the work.					1 2 3 4 5 6 7	
30. The job gives me considerable opportunity for independence and freedom in how I do the work.					1 2 3 4 5 6 7	
31. The job requires me to use a number of complex or high-level skills.					1 2 3 4 5 6 7	
32. The job is arranged so that I do not have the chance to do an entire piece of work from beginning to end.					1 2 3 4 5 6 7	

33. I have the freedom in deciding my students' grades 1 2 3 4 5 6 7
34. There can be little action taken here until my head department approves a decision. 1 2 3 4 5 6 7
35. A person who wants to make his or her own decisions would be quickly discouraged here. 1 2 3 4 5 6 7
36. In sum, you strongly believe that this university is worth working for. 1 2 3 4 5 6 7
37. In sum, you strongly believe that the characteristic of this organization is worth working for. 1 2 3 4 5 6 7

Please select a value from the scale below to indicate the frequency of your experience.

1 = Never 2 = Seldom 3 = Occasionally 4 = Often 5 = Always

38. How frequently do you usually participate in decisions to hire new faculty? 1 2 3 4 5
39. How frequently do you usually participate in decisions on the promotion of any of the faculty? 1 2 3 4 5
40. How frequently do you participate in decisions on the adoption of new policies? 1 2 3 4 5
41. How frequently do you participate in decisions on the adoption of new programs? 1 2 3 4 5
- My Head Department:**
42. Makes his/her attitude clear to the faculty 1 2 3 4 5
43. Criticizes poor work. 1 2 3 4 5
44. Assigns faculty members to particular tasks. 1 2 3 4 5
45. Emphasizes the meeting of deadlines. 1 2 3 4 5
46. Sees to it that the work of faculty members is coordinated. 1 2 3 4 5
47. Does little things to make it pleasant to be a member of the faculty. 1 2 3 4 5
48. Finds time to listen to faculty members. 1 2 3 4 5
49. Looks out for the personal welfare of individual faculty members. 1 2 3 4 5
50. Treats all faculty members as his or her equals. 1 2 3 4 5
51. Gets faculty approval on important matters before going ahead. 1 2 3 4 5

	1	2	3	1 9 3 4	5	6	7
	Strongly Disagree	Moderately Disagree	Slightly Disagree	Slightly Agree	Moderately Agree	Strongly Agree	Not Sure
52. I am willing to put in a great deal of effort beyond that normally expected in order to help this institution be successful.						1 2 3 4 5 6 7	
53. I talk up this institution to my friends as great organization to work for.						1 2 3 4 5 6 7	
54. I would accept almost any type of reasonable job assignment in order to keep working for this university.						1 2 3 4 5 6 7	
55. I am proud to tell others that I am part of this university.						1 2 3 4 5 6 7	
56. The institution really inspires the very best in me in the way of job performance.						1 2 3 4 5 6 7	
57. I am extremely glad that I chose this university to work for over others.						1 2 3 4 5 6 7	
58. I really care about the fate of this institution.						1 2 3 4 5 6 7	
59. For you this is the best of all possible organizations for which to work.						1 2 3 4 5 6 7	
60. If the values of this university were different, I would not be as attached to this university.						1 2 3 4 5 6 7	
61. The reason I prefer this university is because of what it stands for, its values.						1 2 3 4 5 6 7	
62. I feel like I am more than just an employee. I feel like this university "belong" to me.						1 2 3 4 5 6 7	
63. Unless I am rewarded for it in some way, I see no reason to spend extra effort on behalf of this university.						1 2 3 4 5 6 7	
64. How hard I work for this university is directly linked to how much I am rewarded.						1 2 3 4 5 6 7	
65. My private views about the university are different than those I express publicly.						1 2 3 4 5 6 7	
66. I whole heartedly accept the customs and practices at this university.						1 2 3 4 5 6 7	
67. I frequently think of quitting this organization.						1 2 3 4 5 6 7	
68. In sum, how are you committed to this university?							
[] not committed [] minimal commitment [] moderately committed [] extremely							
[] not sure							

Please state additional comments that you may have in regard to university teaching. (feel free to use the back of this page for extended comments)

THANK YOU VERY MUCH FOR YOUR VALUABLE TIME AND THOUGHTS

Appendix 1.2: Faculty Attitude Questionnaire: Thai

1. จำนวนปีที่ท่านเป็นอาจารย์ในมหาวิทยาลัยแห่งนี้.....ปี

2. จำนวนปีที่ท่านสอนในมหาวิทยาลัยโดยรวม.....ปี

3. วุฒิการศึกษาสูงสุดคือ [] ปริญญาตรี [] ปริญญาโท [] ปริญญาเอก

4. ตำแหน่งทางวิชาการ [] อาจารย์ [] ผู้ช่วยศาสตราจารย์

[] รองศาสตราจารย์ [] ศาสตราจารย์

5. สาขาวิชาที่ท่านสอน : ☐ กฎหมาย ☐ เศรษฐศาสตร์ ☐ คำนวณ

☐ วิทยาศาสตร์ ☐ การศึกษา ☐ พยาบาล

☐ บริหารธุรกิจ ☐ วิศวกรรม ☐ สถาปัตย์

[] สื่อสารมวลชน [] ภาษา [] รัฐศาสตร์

[] คอมพิวเตอร์ [] อื่นๆ.....

6. จำนวนนักศึกษาในห้องปรกติที่ท่านสอน.....คน

7. จำนวนอาจารย์ประจำในแผนกวิชาที่ท่านอยู่

☐ น้อยกว่า 10 ☐ 10-20 ☐ 21-30 ☐ 31-40 ☐ มากกว่า 40

8. จำนวนสิ่งพิมพ์ของท่านในปี 2540-2543 :

หนังสือ.....เล่ม บทความในวารสาร.....บทความ

9. ท่านอายุ.....ปี

10. เพศ [] -ชาย [] หญิง

11. สัญชาติ ☐ ไทย ☐ อื่นๆ.....

12. ตำแหน่งบริหาร ☐ ไม่มี

13. เคยดำรงตำแหน่งบริหาร [] ไม่เคย

[] หัวหน้าวิชา [] หัวหน้าวิชา

[] รองหัวหน้าภาค [] รองหัวหน้าภาค

☐ หัวหน้าภาค ☐ หัวหน้าภาค

[] รองคณบดี

[] คณบดี

14. ท่านกำลังอยู่ในระหว่างการศึกษาคือหรือไม่? ☐ เรียนอยู่ ☐ ไม่ได้เรียน

15. ขณะนี้ท่านกำลังทำงานวิจัยหรือไม่? ☐ ไม่ได้ทำ ☐ วิจัยเพื่อคณะ / มหาวิทยาลัย

[] วิจัยเพื่อหลักสูตรปริญญาโท / เอก [] วิจัยสำหรับบริษัทเอกชน

[] วิจัยเพื่อตำแหน่งทางวิชาการ [] ทำเพื่อหาความรู้ส่วนตัว

16. ขณะนี้ท่านกำลังทำงานที่อื่นด้วยหรือไม่?

[] เป็นที่ปรึกษาบริษัทเอกชน [] เป็นที่ปรึกษานักเรียน

[illegible]

[] ทำงานบริษัทอื่นนอกเวลาสอน [] เป็นที่ปรึกษานักการเมือง [] ไม่ได้ทำ

17. จำนวน ช.ม. ที่ท่านเข้าสอนในมหาวิทยาลัยอื่นต่อสัปดาห์?..... ช.ม.

คำตอบที่เป็นจริงของท่านมีความหมายมากต่องานวิจัยเพื่อการพัฒนามหาวิทยาลัยไทย กรุณาอย่าระบุชื่อของท่าน ข้อมูลที่ท่านให้จะถูกเก็บเป็นความลับ จะเผยแพร่เป็นผลรวมในงานวิจัยเท่านั้น และไม่ส่งผลกระทบต่อท่านเป็นบุคคลแต่ประการใด

กรุณาเลือกถึงความพอใจในแต่ละแง่มุมของการทำงานของ ท่าน

1	2	3	4	5	6	7
น้อยอย่างยิ่ง	น้อย	ค่อนข้างน้อย	ค่อนข้างมาก	มาก	มากอย่างยิ่ง	ไม่แน่ใจ
1. ระดับความมั่นคงในงานที่ท่านมี					1 2 3 4 5 6 7	
2. ระดับเงินเดือนและสวัสดิการที่ท่านได้รับ					1 2 3 4 5 6 7	
3. ระดับความพัฒนาและความเจริญก้าวหน้าในการทำงาน					1 2 3 4 5 6 7	
4. ปริมาณของความเคารพและความเป็นธรรมที่ได้รับจากหัวหน้าภาควิชา					1 2 3 4 5 6 7	
5. ความรู้สึกถึงความสำเร็จที่คุ้มค่าจากการทำงาน					1 2 3 4 5 6 7	
6. โอกาสที่ได้รู้จักกับคนอื่นๆ ในสถาบันท่าน					1 2 3 4 5 6 7	
7. ระดับความสนับสนุนและคำแนะนำที่ได้รับจากหัวหน้าภาควิชา					1 2 3 4 5 6 7	
8. ความเป็นธรรมในเงินเดือนที่ได้รับเมื่อเทียบกับผลงานของท่านต่อมหาวิทยาลัย					1 2 3 4 5 6 7	
9. ระดับของวิจรณ์ญาที่ท่านสามารถใช้ได้ในงาน					1 2 3 4 5 6 7	
10. ความมั่นคงในอนาคตของท่านที่สถาบันนี้					1 2 3 4 5 6 7	
11. โอกาสในการได้ช่วยผู้อื่นในขณะทำงาน					1 2 3 4 5 6 7	
12. ความท้าทายในงานของท่าน					1 2 3 4 5 6 7	
13. โดยสรุปท่านคิดว่าท่านพอใจต่อมหาวิทยาลัยมากน้อยเพียงใด?						
[] ไม่พอใจเลย [] น้อย [] ปานกลาง [] มาก [] ไม่แน่ใจ						

กรุณาวงคำตอบของท่านในข้อความต่อไปนี้จากมาตรวัดตามนี้ :-

1	2	3	4	5	6	7
ไม่เห็นด้วย	ไม่เห็นด้วย	ค่อนข้างไม่	ค่อนข้าง	เห็นด้วย	เห็นด้วย	ไม่แน่ใจ
อย่างยิ่ง	ปานกลาง	เห็นด้วย	เห็นด้วย	ปานกลาง	อย่างยิ่ง	
14. ท่านไม่มีข้อคิดในวิธีการติดตามงานของท่านโดยหัวหน้าภาควิชา					1 2 3 4 5 6 7	
15. ท่านไม่มีข้อคิดเกี่ยวกับเพื่อนร่วมงานของท่าน					1 2 3 4 5 6 7	
16. ท่านไม่มีข้อคิดเกี่ยวกับนักศึกษาของท่าน					1 2 3 4 5 6 7	
17. ถ้าให้เลือกอีกที ท่านก็จะยินดีอย่างยิ่งที่จะเลือกมาสอนที่นี่					1 2 3 4 5 6 7	
18. ท่านทำงานภายใต้ความไม่สอดคล้องของนโยบายและระเบียบของมหาวิทยาลัย					1 2 3 4 5 6 7	
19. ท่านได้รับงาน ซึ่งอยู่ในขอบเขตความรู้ความสามารถของท่าน					1 2 3 4 5 6 7	
20. ท่านได้รับคำขอ ซึ่งไม่สอดคล้องกันจากสองคนขึ้นไป					1 2 3 4 5 6 7	
21. ท่านได้รับงาน ซึ่งไม่มีทรัพยากรและวัสดุเพียงพอที่จะปฏิบัติได้					1 2 3 4 5 6 7	
22. ท่านรู้สึกมั่นใจในขอบเขตของอำนาจที่ท่านมี					1 2 3 4 5 6 7	

1	2	3	4	5	6	7
ไม่เห็นด้วย อย่างยิ่ง	ไม่เห็นด้วย ปานกลาง	ค่อนข้างไม่ เห็นด้วย	ค่อนข้าง เห็นด้วย	เห็นด้วย ปานกลาง	เห็นด้วย อย่างยิ่ง	ไม่แน่ใจ
23.	ท่านรู้ว่ามีหน้าที่อะไรบ้าง					1 2 3 4 5 6 7
24.	ท่านมั่นใจในวิธีการประเมิน เพื่อเพิ่มเงินเดือนหรือเลื่อนตำแหน่ง					1 2 3 4 5 6 7
25.	ลักษณะงานของท่านสามารถเห็นเป็นชิ้นเป็นอัน และนับเป็นส่วนได้เมื่องานเสร็จ					1 2 3 4 5 6 7
26.	งานของท่านจำเป็นที่ต้องใช้ความชำนาญและความสามารถหลากหลาย ซึ่งตรงข้ามกับงานประเภทจำเจซ้ำซาก					1 2 3 4 5 6 7
27.	โดยทั่วไปผลของงานท่านมีส่วนสำคัญต่อความเป็นอยู่ของผู้คน					1 2 3 4 5 6 7
28.	ทางด้านความเป็นอิสระ, งานนี้เปิดโอกาสให้ท่านตัดสินใจด้วยตัวเองเกี่ยวกับวิธีการสอน					1 2 3 4 5 6 7
29.	งานนี้เปิดโอกาสท่านในการใช้ความคิดริเริ่ม หรือการตัดสินใจในการดำเนินงาน					1 2 3 4 5 6 7
30.	งานนี้เปิดโอกาสให้กว้างในการมีอิสรภาพและเป็นตัวของตัวเองในการทำงาน					1 2 3 4 5 6 7
31.	งานนี้ต้องใช้หลากหลายทักษะขั้นสูง					1 2 3 4 5 6 7
32.	งานนี้ถูกจัดไว้โดย ท่านหมดโอกาสที่จะทำครบทั้งชิ้นงานตั้งแต่ต้นจนจบ					1 2 3 4 5 6 7
33.	ท่านมีอิสรภาพในการตัดสินใจแก่นักศึกษาที่ท่านสอน					1 2 3 4 5 6 7
34.	งานจะเดินน้อยมากตราบเท่าหัวหน้าภาควิชาฯ ยังไม่มีมติเห็นชอบ					1 2 3 4 5 6 7
35.	ใครจะตัดสินใจเองจะถูกทำให้ท้ออย่างรวดเร็ว					1 2 3 4 5 6 7
36.	โดยสรุปท่านคิดว่างานของท่านในมหาวิทยาลัยแห่งนี้ น่าทำเป็นอย่างยิ่ง					1 2 3 4 5 6 7
37.	โดยสรุปท่านคิดว่ามหาวิทยาลัยแห่งนี้มีลักษณะขององค์กรที่น่าทำงานเป็นอย่างยิ่ง					1 2 3 4 5 6 7

กรณาวงคำตอบของท่านในข้อความต่อไปนี้จากมาตรวัดนี้ :-

1	2	3	4	5
ไม่เคย	นานๆ ครั้ง	บางครั้งบางคราว	บ่อย	สม่ำเสมอ
38.	ปกติท่านได้เข้าร่วมในการคัดเลือกอาจารย์ใหม่			1 2 3 4 5
39.	ปกติท่านได้เข้าร่วมในการพิจารณาเลื่อนขั้นอาจารย์ในคณะ			1 2 3 4 5
40.	ปกติท่านได้เข้าร่วมในการตัดสินใจรับนโยบายใหม่			1 2 3 4 5
41.	ปกติท่านได้เข้าร่วมในการตัดสินใจเปิดโครงการใหม่			1 2 3 4 5

หัวหน้าภาควิชาฯ โดยตรง :

42.	ให้ความคิดเห็นของเขากระจำ	1 2 3 4 5
43.	วิจารณ์งานไว้คุณภาพ	1 2 3 4 5
44.	มอบหมายหน้าที่เฉพาะกับอาจารย์ในแผนก	1 2 3 4 5
45.	เน้นการส่งงานตรงต่อเวลา	1 2 3 4 5
46.	สอดคล้องดูว่ามีการประสานงาน	1 2 3 4 5
47.	ดูแลในสิ่งเล็กๆ น้อยๆ ซึ่งชวนให้น่าเป็นสมาชิกของแผนก/คณะ	1 2 3 4 5

1	2	3	4	5
ไม่เคย	นานๆ ครั้ง	บางครั้งบางคราว	บ่อย	สม่ำเสมอ
48. หาเวลาว่างฟังอาจารย์ในแผนก/คณะ				1 2 3 4 5
49. เป็นห่วงเป็นใยต่อการปฏิบัติงานของอาจารย์แต่ละคนในแผนก/คณะ				1 2 3 4 5
50. เปรียบเสมอระดับเคียงกันกับอาจารย์ในแผนก/คณะ				1 2 3 4 5
51. รับมติประชุมของอาจารย์ในแผนก/คณะก่อนดำเนินงานในเรื่องสำคัญๆ				1 2 3 4 5

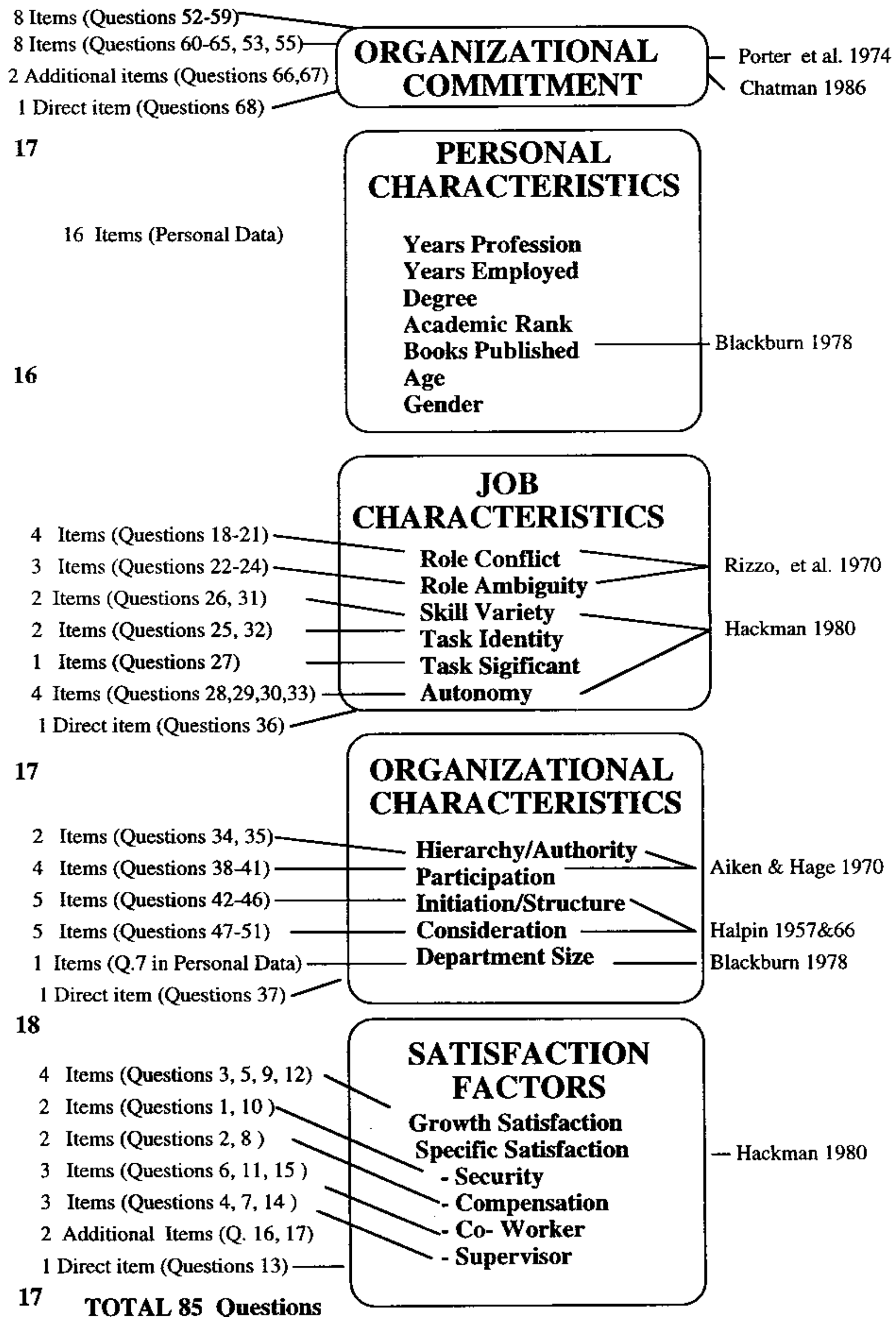
1	2	3	4	5	6	7
ไม่เห็นด้วย อย่างยิ่ง	ไม่เห็นด้วย ปานกลาง	ค่อนข้าง ไม่เห็นด้วย	ค่อนข้าง เห็นด้วย	เห็นด้วย ปานกลาง	เห็นด้วย อย่างยิ่ง	ไม่แน่ใจ
52. ท่านเต็มใจทุ่มเทการทำงานมากกว่าที่ปกติคาดหวังเพื่อความสำเร็จของสถาบัน						1 2 3 4 5 6 7
53. ท่านมักสรรเสริญสถาบันนี้ต่อเพื่อน ของท่านว่าเป็นองค์กรยิ่งใหญ่ที่น่าทำงานให้						1 2 3 4 5 6 7
54. ท่านพร้อมที่จะรับแทบทุกงานตามที่เห็นสมควร เพื่อให้ได้ทำงานอยู่ในมหาวิทยาลัยแห่งนี้						1 2 3 4 5 6 7
55. ท่านภูมิใจที่จะบอกกับใครๆ ว่า ท่านเป็นส่วนหนึ่งของมหาวิทยาลัยนี้						1 2 3 4 5 6 7
56. สถาบันนี้สร้างแรงบันดาลใจให้ท่านนำส่วนที่ดีที่สุดของท่านมาปฏิบัติงาน						1 2 3 4 5 6 7
57. ท่านดีใจอย่างมากที่ได้เลือกมหาวิทยาลัยแห่งนี้ทำงานแทนที่อื่น						1 2 3 4 5 6 7
58. ท่านรู้สึกห่วงใยในชะตากรรมของสถาบันนี้						1 2 3 4 5 6 7
59. สำหรับท่าน ที่นี่คือที่ๆ ดีที่สุดในจำนวนองค์กรทั้งหมดที่จะทำงาน						1 2 3 4 5 6 7
60. ถ้าค่านิยมของสถาบันนี้ต่างไป ท่านก็คงไม่ผูกติดกับมหาวิทยาลัยนี้เท่าไร						1 2 3 4 5 6 7
61. เหตุผลที่ท่านชอบมหาวิทยาลัยนี้เป็นเพราะความมีความหมายและค่านิยมของสถาบัน						1 2 3 4 5 6 7
62. ท่านมีความรู้สึกว่าเป็นมากกว่าลูกจ้างคนหนึ่งแค่ราวกับว่ามหาวิทยาลัยนี้เป็นของท่าน						1 2 3 4 5 6 7
63. นอกจากมีค่าตอบแทนอย่างใดอย่างหนึ่งท่าน ไม่เห็นเหตุผลที่จะลงทุนลงแรงเพื่อมหาวิทยาลัยนี้						1 2 3 4 5 6 7
64. ความขยันของท่านขึ้น โดยตรงกับค่าตอบแทน						1 2 3 4 5 6 7
65. ความกตัญญูของท่านต่อมหาวิทยาลัยนี้ต่างไปกับที่ท่านแสดงออกในสาธารณะ						1 2 3 4 5 6 7
66. ท่านเต็มใจยอมรับ ธรรมเนียมประเพณีและสิ่งปฏิบัติในมหาวิทยาลัยแห่งนี้						1 2 3 4 5 6 7
67. ท่านมักจะคิดที่จะลาออกจากองค์กรนี้บ่อยๆ						1 2 3 4 5 6 7
68. โดยสรุปท่านผูกพันกับมหาวิทยาลัยนี้นาน้อยเพียงใด?						

[] ไม่ผูกพันเลย [] น้อย [] ปานกลาง [] มาก [] ไม่แน่ใจ

กรุณากล่าวเพิ่มเติมในเรื่องเกี่ยวกับการสอนหรือเรื่องอื่นๆ ที่มีผลต่อการสอนในมหาวิทยาลัยของท่าน

ขอกราบขอบพระคุณอย่างสูงในเวลาและความคิดของท่าน

199 Appendix 2.0: Model Linkage to Questionnaire



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