

CHAPTER FOUR

4. ANALYSIS

4.1. RESPONSE RATE

This research applied a non-probability sampling technique with a specification of quota and convenience sampling. The personally administrated survey questionnaire was completed by a sample of 330 sales employees, of which 325 forms were validly used. The study's sample size was constituted of a total main unit of 330 participants of which 325 questionnaires were feasibly used, generating a rate of 98% (Table 1). A total of five questionnaires was not correctly completed and had to eventually be rejected. Literature approves the remaining sample size of 325 responses and thus, an adequate and representative size of sampling was achieved (Roscoe, 1975; Sekaran, 2003).

| Objects | Figures and Rates |
|-------------------------------|-------------------|
| Questionnaires main unit | 330 |
| Amount of responses | 330 |
| Amount of unuseable responses | 5 |
| Amount of useable responses | 325 |
| Response rate | 100% |
| Final useable response rate | 98.48% |

TABLE 1: RESPONSE RATE OF QUESTIONNAIRES

4.2. PROFILE CHART

The sample respondents' profile comprised a total of 325 sales employees within the industrial, resp. manufacturing automotive sector. The majority – with a percentage of 69% – of the participating sales employees was male; a corresponding share of 31% was female. The group of 25 to 34 years old employees constituted with 30% the largest share within the age classification, followed by 35 to 44 years old employees with 28%. A share of 24% of the sales employees was aged between 45 to 54 years; while a share of 11% comprised employees aged less than or equal 24 years and a remaining share of 6% comprised the entity of employees aged 55 years or above. A total of 183 respondents, resp. 56% were single; a share of 34% of the participating employees was married, while another share of 9% was in another marital relation. In regard to the participants' highest educational level, one third (32%) of the respondents were holding a vocational apprenticeship diploma, while another 38% accomplished a Bachelor's degree. A share of 12% was holding a Master's degree, another share of 6% a Doctorate degree and a remaining percentage of 3 was constituted of high school graduates (Table 2).

| Employees' attribute | Classification | Absolute share | Percentage share |
|----------------------|-----------------------------------------|----------------|------------------|
| Gender | Female | 101 | 31.08% |
| | Male | 224 | 68.92% |
| | Other | 0 | 0.00% |
| Age | Less than or equal 24 years | 37 | 11.38% |
| | 25 to 34 years | 99 | 30.46% |
| | 35 to 44 years | 91 | 28.00% |
| | 45 to 54 years | 77 | 23.69% |
| | More than or equal 55 years | 21 | 6.46% |
| Marital status | Single | 193 | 59.38% |
| | Married (incl. divorced, widowed, etc.) | 132 | 40.62% |
| Educational level | High School Graduate | 9 | 2.77% |
| | Vocational Diploma | 103 | 31.69% |
| | University Diploma | 32 | 9.85% |
| | Bachelor's Degree | 123 | 37.85% |
| | Master's Degree and higher Degree | 108 | 17.85% |

TABLE 2: EMPLOYEES' PROFILE CHART

4.3. RELIABILITY ANALYSIS

Table 3 specifies the variables' values within Cronbach's alpha framework, establishing a scope of 0.82 to 0.89. Each variable's value attains the minimum of 0.70 and hence, the conclusion of an adequate degree of reliability within the measures is justified.

| Variable | Subvariable | Items | Cronbach's alpha |
|-------------|--------------------------------------|-------|------------------|
| Independent | Pride manifestation for work | 2 | 0.88 |
| | Pride manifestation for organization | 2 | 0.89 |
| Dependent | Affective org. commitment | 8 | 0.83 |
| | Continuance org. commitment | 8 | 0.82 |
| | Normative org. commitment | 8 | 0.84 |

TABLE 3: RELIABILITY OF VARIABLES AND CRONBACH'S ALPHA

4.4. DESCRIPTIVE STAT. FIGURES: PRIDE MANIFESTATION

The descriptive statistical figures for the two specified pride dimensions expose a stronger manifestation of pride for the employees' work than for their respective organization or company (Table 4). The manifestation of pride for work was measured with a mean of 4.5728 and corresponding standard deviation of 0.93418, while the manifestation of pride for the organization or company itself ranged at the mean value of 4.5532 and standard deviation of 0.77707. The average of the employees' pride manifestation displays a high sentiment of pride among the sales employees of the automotive sector, with a mean of 4.4630 and standard deviation of 0.85563.

| Independent Variable | Mean | Standard Deviation |
|--------------------------------------|--------|--------------------|
| Pride manifestation for work | 4.5728 | 0.93418 |
| Pride manifestation for organization | 4.5532 | 0.77707 |
| Average | 4.4630 | 0.85563 |

TABLE 4: DESCRIPTIVE STATISTICAL FIGURES OF ANALYZED PRIDE DIMENSIONS

The demographic analysis of the employees' pride manifestation was assessed through a t-Test, measuring the relation between the pride's manifestation and gender, resp. marital status as well as through a One-Way ANOVA, evaluating the relation between the pride's manifestation and age, resp. educational level. The t-values of 0.5318, resp. 0.9542 within the gender item expose – by conventional criteria – a difference between these groups of no statistical significance. Within the matrix of both pride manifestation dimensions and marital statuses, the t-values of 1.0307 and 0.819 as well represent no significant statistical differences. The F-values in table 6 generate a range between 0.929 to 2.922 and thereby identify no significant statistical differences among the sample. Recapitulatorily analyzing these found figures, there is no substantial difference within the responses' mean on the employees' pride manifestation across the demographic sample – i.e., gender, marital status, age, and educational level.

| Item | Response | Pride manifestation for work | | | Pride manifestation for organization | | |
|----------------|----------|------------------------------|---------------|---------|--------------------------------------|---------------|---------|
| | | Mean | St. Deviation | t-Value | Mean | St. Deviation | t-Value |
| Gender | Female | 3.7819 | 0.87821 | 0.5318 | 3.9603 | 0.61322 | 0.9542 |
| | Male | 3.8236 | 0.52361 | | 3.8919 | 0.59121 | |
| | Other | N/A | N/A | | N/A | N/A | |
| Marital Status | Single | 3.7669 | 0.79253 | 1.0307 | 3.8102 | 0.81341 | 0.819 |
| | Married | 3.8503 | 0.58726 | | 3.8974 | 0.71642 | |

TABLE 5: T-TEST ON PRIDE MANIFESTATION BY GENDER AND MARITAL STATUS

| Item | Response | Pride manifestation for organization | | | Pride manifestation for work | | |
|-------------------|--------------------|--------------------------------------|---------------|---------|------------------------------|---------------|---------|
| | | Mean | St. Deviation | F-Value | Mean | St. Deviation | F-Value |
| Age | ≤ 24 yrs. | 4.8254 | 0.82369 | 1.699 | 4.6102 | 1.02514 | 1.796 |
| | 25-34 yrs. | 5.1375 | 0.81417 | | 4.7478 | 1.05142 | |
| | 35-44 yrs. | 5.0347 | 0.78226 | | 4.5456 | 1.11372 | |
| | 45-54 yrs. | 5.1983 | 0.73629 | | 4.9485 | 0.80092 | |
| | ≥ 55 yrs. | 5.0611 | 0.35268 | | 4.9836 | 1.99127 | |
| Educational Level | High School Gr. | 4.7369 | 0.91196 | 1.839 | 5.0000 | 0.71377 | 0.929 |
| | Vocational Diploma | 4.5892 | 0.99113 | | 4.8545 | 0.90535 | |
| | University Diploma | 4.7621 | 0.87291 | | 5.1215 | 0.86113 | |
| | Bachelor's Degree | 4.3441 | 0.86577 | | 5.0511 | 0.96316 | |
| | ≥ Master's Degree | 4.4953 | 0.99389 | | 4.9342 | 0.87103 | |

TABLE 6: ONE-WAY ANOVA ON PRIDE MANIFESTATION BY AGE AND EDUCATIONAL LEVEL

4.5. DESCRIPTIVE STAT. FIGURES: ORG. COMMITMENT

The descriptive statistical figures undergird the amplitude of affective organizational commitment within the three commitment dimensions among the sales employees. Table 7 outlines the analyzed standard deviations and mean for each dimension of organizational commitment within the present study's context. The shown figures specify the elevation of affective commitment – with a mean of 4.5660 and a standard deviation of 0.71825 – in comparison with the remaining two dimensions; the normative organizational commitment dimension thereby follows on a second ranking with a mean of 4.4325 and a standard deviation of 0.95274. The faintest amplitude within these dimensions is effected by the continuance commitment level among the sales employees, with a mean of 3.8061 and a respective standard deviation of 0.92368. The average of commitment among the sales employees rates at 4.2682, resp. 0.86489 and thus, delineates a medium level of organizational commitment.

| Dependent Variable | Mean | Standard Deviation |
|------------------------|--------|--------------------|
| Affective Commitment | 4.5660 | 0.71825 |
| Continuance Commitment | 3.8061 | 0.92368 |
| Normative Commitment | 4.4325 | 0.95274 |
| Average | 4.2682 | 0.86489 |

TABLE 7: DESCRIPTIVE STATISTICAL FIGURES OF ANALYZED ORGANIZATIONAL COMMITMENT DIMENSIONS

Table 7 focuses on the descriptive statistical figures of the three organizational commitment dimensions within the classification of the demographic structure according to the response profile of this study. T-test and One-Way ANOVA were implemented following the identical set of items as the pride manifestation analyses were run – gender and marital status as well as age and educational level, respectively. The figures generated through the One-Way ANOVA analysis indicate no difference of a significant statistical level across the items age and educational level within the three dimensions of organizational commitment, ranging from F-values of 0.587 to 1.808. While these figures range in the scope of no significant statistical difference, the t-test across the gender item and the normative organizational commitment dimension exposes a significant statistical difference with a t-value of 2.4416. By conventional criteria, this value is considered to be statistically significant, with a 95% confidence interval of this difference from -0.4868 to -0.0524 and a standard error of difference of 0.110. The normative organizational commitment of male employees thereby reveals a higher level than the female employees' normative commitment. Thus, the normative commitment significantly differs across the employees' gender, with male respondents unfolding a higher degree of normative organizational commitment.

| Item | Response | Aff. Comm. | | | Con. Comm. | | | Nor. Comm. | | |
|----------------|----------|------------|----------|--------|------------|----------|--------|------------|----------|---------|
| | | Mean | St. Dev. | t-Val. | Mean | St. Dev. | t-Val. | Mean | St. Dev. | t-Val. |
| Gender | Female | 4.5012 | 0.68934 | 1.0223 | 3.9013 | 0.93498 | 1.4692 | 4.2765 | 0.82991 | 2.4416* |
| | Male | 4.5901 | 0.74121 | | 3.7356 | 0.94367 | | 4.5461 | 0.95943 | |
| | Other | N/A | N/A | | N/A | N/A | | N/A | N/A | |
| Marital Status | Single | 4.6341 | 0.76576 | 1.4486 | 3.8591 | 0.95231 | 1.0691 | 4.4576 | 0.98221 | 0.0609 |
| | Married | 4.5133 | 0.69611 | | 3.7451 | 0.93181 | | 4.4511 | 0.88714 | |

TABLE 8: T-TEST ON ORGANIZATIONAL COMMITMENT BY GENDER AND MARITAL STATUS

* 5% level of significance

| Item | Response | Aff. Comm. | | | Con. Comm. | | | Nor. Comm. | | |
|-------------|--------------------|------------|----------|--------|------------|----------|--------|------------|----------|--------|
| | | Mean | St. Dev. | F-Val. | Mean | St. Dev. | F-Val. | Mean | St. Dev. | t-Val. |
| Age | ≤ 24 yrs. | 4.5041 | 0.76521 | 0.986 | 3.9221 | 0.95711 | 0.619 | 4.3111 | 0.91112 | 1.808 |
| | 25-34 yrs. | 4.6557 | 0.75879 | | 3.7581 | 0.99983 | | 4.5068 | 0.89319 | |
| | 35-44 yrs. | 4.4751 | 0.71551 | | 3.7499 | 0.87912 | | 4.3778 | 0.94821 | |
| | 45-54 yrs. | 4.5728 | 0.56959 | | 3.6991 | 0.90391 | | 4.6442 | 0.96994 | |
| | ≥ 55 yrs. | 4.6741 | 0.66541 | | 3.9697 | 0.78271 | | 4.8119 | 0.98673 | |
| Educ. Level | High School G. | 4.7061 | 0.75535 | 0.587 | 3.7441 | 0.91665 | 1.007 | 4.1867 | 1.24453 | 0.913 |
| | Voc. Diploma | 4.4589 | 0.76431 | | 3.9099 | 0.91491 | | 4.2309 | 0.98409 | |
| | University Diploma | 4.4931 | 0.75199 | | 3.7431 | 0.95819 | | 4.5534 | 0.88061 | |
| | BA's Degree | 4.5751 | 0.71431 | | 3.6834 | 0.99215 | | 4.3917 | 0.97241 | |
| | ≥ MA's Degree | 4.5709 | 0.70256 | | 3.8645 | 0.86417 | | 4.3091 | 0.88881 | |

TABLE 9: ONE-WAY ANOVA ON ORGANIZATIONAL COMMITMENT BY AGE AND EDUCATIONAL LEVEL

4.6. CORRELATION ANALYSIS

Table 10 specifies the descriptive statistical figures and correlations across the study dependent and independent variables. As hypothetically anticipated, a dependent relationship of organizational commitment with the intrinsic motivational variable pride has been identified as well as the significance of perceived pride for each dimension of organizational commitment. The respondents' pride manifestation for work thereby was statistically proven to be interconnected to the variables of affective organizational commitment with a correlation coefficient of 0.547 ($r = 0.547$; $p = 0.01$), continuance organizational commitment with a coefficient of -0.255 ($r = -0.255$; $p = 0.05$), and normative organizational commitment with a coefficient of 0.643 ($r = 0.643$; $p =$

0.01), at a 0.01, resp. 0.05 level of significance. A similar structure is found in the employees' pride manifestation for their respective organization or company, stipulating correlation values of 0.567 for the variable of affective organizational commitment ($r = 0.567$; $p = 0.01$), -0.055 for continuance organizational commitment ($r = -0.055$; $p = 0.05$), and 0.796 for normative organizational commitment ($r = 0.796$; $p = 0.01$), at a 0.01, resp. 0.05 level of significance. Hence, confirming hypotheses H1 and H2, a relationship between these variables has been found as well as a stimulating effect (positivity or negativity not regarded) of pride manifestation for work and organization on all three dimensions of organizational commitment.

Positivity of the correlations of the subvariable pride manifestation for work on the dimensions of affective and normative commitment have been calculated, with coefficients of 0.547 and 0.643 ($r = 0.547$; $p = 0.01$ and $r = 0.643$; $p = 0.01$). Further similar positive relations between the subvariable of pride manifestation for the organization and affective commitment at a correlation of 0.547 ($r = 0.547$; $p = 0.01$) and normative commitment at a correlation of 0.643 ($r = 0.643$; $p = 0.01$), both at the significance level of 0.01, have been determined. A negative correlation coefficient between the pride manifestation for the organization to the variable of continuance organizational commitment has been established, providing a coefficient of -0.255 at 0.05 level of significance ($r = -0.255$; $p = 0.05$), determining a negatively interrelated, but not significantly statistical correlation. A similar not statistically significant negativity was found in the relation between pride manifestation for the organization and continuance organizational commitment ($r = -0.055$; $p = 0.05$). Thus, hypotheses H3 to H8 succeed to be supported, while the continuance commitment's significance levels across both independent variable correlation levels fail to support a significant relation of pride across all organizational commitment dimensions. Each established correlation was at the moderate degree and none of these coefficients were

considerably high, i.e., 0.7 or above. Thus, within this study, multi-collinearity is not representative of problematic nature.

| Variable | Subvariable | Descriptive Statistical Figures | | Correlations | | | | |
|-------------|-------------------------------|---------------------------------|----------|---------------|-----------------|------------|------------|------------|
| | | Mean | St. Dev. | Pride f. work | Pride f. organ. | Aff. Comm. | Con. Comm. | Nor. Comm. |
| Independent | Pride manif. for work | 4.5728 | 0.93418 | 1.000 | | | | |
| | Pride manif. for organization | 4.5532 | 0.77707 | 0.636** | 1.000 | | | |
| Dependent | Affective commitment | 4.5660 | 0.71825 | 0.547** | 0.567** | 1.000 | | |
| | Continuance commitment | 3.8061 | 0.92368 | -0.255* | -0.055 | -0.052 | 1.000 | |
| | Normative commitment | 4.4325 | 0.95274 | 0.643** | 0.796** | 0.579** | -0.056 | 1.000 |

TABLE 10: DESCRIPTIVE STATISTICAL FIGURES AND CORRELATIONS ANALYSIS BETWEEN STUDY VARIABLES

* Correlation lies at two-tailed 0.05 level of significance

** Correlation lies at two-tailed 0.01 level of significance

