A Study of Decision Making Process of Middle Manager and
Employee's Job Satisfaction: A Case Study of Thai Rubber
Latex Corporation (Thailand) Public Company Limited

By

Chalongkwan Wongsasuthikul

A Thesis submitted in partial fulfillment
of the requirements for the degree of

Master of Management in Organization Development and Management

Graduate School of Business
Assumption University
Bangkok, Thailand

November 2004

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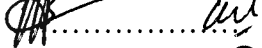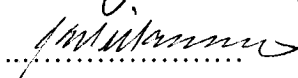
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ABSTRACT

The overall objective of this study is to examine the relationship of demographic profile to decision making process and employee job satisfaction and to examine the correlation of decision making process and employee job satisfaction. To understand the relationship of the variables, relevant theories and concepts are taken and reviewed to form the theoretical and conceptual framework. Dimension of decision making consists of solution, participants, problem, rule of thumb, choice of opportunity, and limited information processing. Determinants of employee job satisfaction consist of advancement and growth, achievement, affiliation, job security, and physiological needs. There are 60 questionnaires that were distributed to subordinates in Thai Rubber Latex Corporation (Thailand) Public Company Limited with 24 questions in decision making part and 20 questions in employee job satisfaction part. Mostly respondents are female more than 80%. They agree and perceive all variables in decision making but notice that they focus on participants as the top priority. For employee job satisfaction they agree mostly with Affiliation. For the correlation between decision making process and employee job satisfaction, there is positive correlation among them. After findings, some recommendations have been made to follow the result of the study. The managers should be delegating authority to employees, pushing them to know when the problem arise, playing more roles in teamwork, having more selection to find better result, and using information technology. Moreover, the recommendations include focusing on employee training, supporting employee empowerment, and having the reward system in the company to encourage employees.

ACKNOWLEDGEMENT

First of all, I would like to express my sincere gratitude and wish special thank to all Professors who taught me with their full contribution in MM 6 for 2 years as well as their support to optimize my knowledge through out my study.

I would like to thank Dr. Ismail for his advises that enable me tohave better understanding and also his constructuve feedback and comments to help me finish my theisis.

I wish to thank my father who is the most important person in my life to support me to continue the second Master course in management. I hope to utilize my knowledge obtained from this course to help him sustain the business in the future. I also wish to give a thank to my lovely husband who encourage me to study this course.

Lastly, I would like to thank all of my friends in MM 5&6 that welcome me to study and do activities with them and also value their friendship and their suppport for my study for 2 years.

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CHAPTER 1

INTRODUCTION

1.1 Background of the study

1.1.1 Rubber Situation in Thailand

According to (Summarpan, P. 2004), the plantation of rubber started in Thailand 100 years ago and nowadays Thais own 30 million acre (12 million rai) of rubber farms with the total production of 2.8 million ton/ year. This figure classified Thais as the biggest rubber production and the biggest rubber exporter in the world. In the mean time, all parties who are involved in this rubber project including government, private sectors, and agriculture had been participating to build the high quality Thai rubber especially, the development of application of rubber in industry to achieve the highest value added and the invention of innovation in the use of rubber to respond to the market demand.

According to the present production of the natural rubber, there are 3 parts of processing concern:

- The field production begins with the rubber farmers who collect the rubber liquid from the tree and send to the treatment.

- The middle stage involves delivery of the rubber from the farm to the treatments 90% into first simple industry's process and 10% into various products.

- The final stage of modification involves from the pre-finishing of rubber into the higher value of industrial products divided as follows:

o 90% export of the rubber's products (2.2 million tons) in form of raw material as rubbed smoked sheet, block rubber, latex concentrate, etc.

o 10% (2.8 hundred thousand tons) in the variability of consumer products, 5% local uses, and 5% export such as automobile's tires, rubber gloves, medical products, etc.

1.1.2 The Development of Natural Rubber Industry in Future

The analysis of the future situation of rubber suggests a tendency of continuous increase in consumption of rubber in the world more than the production volume where Thailand is in the position of the biggest producer in the world. The development of Thai rubber industry will concern the price's stability in competition with the substitute products such as synthetic rubber.

Table 1.1.2-1 Supply / Demand Balance for Natural Rubber ('000 tones)

	1999	2000	2001	2002	2003
	Total	Total	Total	Total	Total
World Production	6920	6945	7011	7310	7647
World Consumption	6764	7169	7038	7372	7710

Source: LMC Commodity bulletin, March 2004, LMC International Ltd.

From the table above, the figures show the total world production and world consumption from 1999 to 2003. The increase of rubber production follows the rise of rubber consumption. From 1999 – 2003, it is found that the demand of rubber exceeds the total world supply of rubber. In this situation, rubber is in shortage and its price may continue to go up .

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Table 1.1.2-2 Thailand NR
Production

Metrictons

Year/Month	Production	Exports	Domestic Consumption	Stock	Imports
1990	1,275,105	1,150,790	99,131	83,696	196
1991	1,340,596	1,231,945	103,107	89,328	88
1992	1,530,941	1,412,850	118,371	89,060	12
1993	1,553,384	1,396,783	130,236	115,561	136
1994	1,717,861	1,604,964	132,195	96,546	283
1995	1,804,788	1,635,533	153,159	113,030	388
1996	1,970,265	1,762,989	173,671	147,669	1,034
1997	2,032,714	1,837,148	182,020	159,374	
1998	2,075,950	1,839,396	186,379	209,546	
1999	2,154,560	1,886,339	226,917	250,850	
2000	2,346,487	2,166,153	249,549	188,635	
2001	2,319,549	2,042,079	253,105	213,000	
2002	2,615,104	2,354,416	278,355	196,680	

source: Thailand Rubber Statistics Vol. 31 (2002) No. 4 , Rubber Research Institute of Thailand

From table 1.1.2-2, it shows data of Thailand rubber production which has increased more than 100% from 1990. It also shows the stock, import figures and domestic consumption from 1990- 2002. When looking closely at table 1.1.2-3 below, it shows domestic consumption and production by types. Production of rubber mostly are transformed to RSS (rubber smoke sheet), STR (Standard Thai Rubber), and concentrated latex. The rest goes to make rubber crepe and other rubber products.

Table 1.1.2-3 Domestic Consumption of NR Production by Types

Year/Month	RSS	STR	Conc.Latex	Crepe	Others	Total
1994	40,340	39,768	32,736	7,918	4,455	132,195
1995	46,772	47,691	35,583	9,330	6,483	153,159
1996	48,567	62,718	39,105	8,818	7,313	173,671
1997	49,506	65,527	40,954	8,959	9,788	182,020
1998	42,932	66,532	51,890	6,689	11,160	186,379
1999	60,960	77,699	71,454	2,245	3,583	226,917
2000	55,041	88,223	81,183	1,316	10,079	242,549
2001	610,83	96,309	75,047	10,720	3,190	6,756
2002	688,28	107,024	77,888	11,363	3,381	9,871

After the transforming process, several kinds of rubber types are used as major raw materials in many industries to produce rubber finished products such as rubber gloves, rubber mattresses, rubber tyres, rubber bands, rubber nipples and so on.

Table1.1-4 Domestic Consumption of NR by Type of Products

Metrictons

Type of Products	1996	1997	1998	1999	2000	2001	2002
vehicle tyre	70,175	74,338	74,124	76,606	93,801	96390	111190
motorcycle tyre	12,637	12,652	11,132	16,976	12,262	18772	19899
rubber band	21,832	25,260	21,272	20,985	31,225	25942	27499
rubber spare part	4,480	4,164	2,011	7,418	5,737	7307	7745
shoes	8,965	9,195	8,123	9,865	11,241	14865	14327
rubber tube	1,501	1,677	132	276	597	721	764
rubber assemble	2,511	2,880	2,887	3,285	2,766	2651	2810
rubber gloves	22,218	22,887	32,024	38,405	34,021	33890	35924
condom	550	653	651	828	515	484	513
rubber thread	15,223	14,149	17,215	19,024	22,246	28625	31831
balloon	132	132	101	481	321	441	467
bubble products	233	277	639	893	474	552	585
rubber adhesive	427	423	189	287	192	507	747
medical instruments	189	247	650	498	622	755	1684
others	12,588	13,176	14,229	31,090	26,529	38103	22370
Total	173,671	182,020	186,379	226,917	242,549	253105	278355

(The Rubber Vol.2 No. 22 October 2000 pg. 57-60) "Directions of Thai Rubber Products Industry" written by Mr. Bunja Junhasavasdidul mentioned that there are several problems prevailing in the rubber industry which may become a big obstacle for development in Thailand

1. Although Thailand is the leader of rubber industry, however, products made from natural rubber are still low.

2. Medium and small-sized operators still lack sufficient knowledge and information on management technology, marketing, production standards, and methods to improve quality and production.

3. Thailand still lacked experts on rubber technology and machinery.

4. The rubber products industry do not have enough supplementary industries to support, for, example, molds and rubber mixture machinery.

5. Unclear government policy which could facilitate the industrial development and on a delay of implementing the policy.

6. Promotion of rubber products industry is not on a continual basis as concentration is focused mainly on rubber growing and on intermediate rubber processing which again have not received sufficient interests.

7. Lack of cooperation between the public and private sectors in conducting research and development, support for information on marketing and technology, quality tests, products development and the use of natural rubber in businesses.

8. Tariffs on raw materials used in rubber products industry are not supportive for development

9. Environmental problems especially in the concentrated latex industry which have created air and water pollutions.

Summary of Analysis on Advantages, Disadvantages, Opportunities, Risks of Thai Rubber Product Industry

Strong Points	Weak Points
1. Thailand has oversupply in rubber and its cost is lower than Malaysia 2. Thai manufacturers have joint investments with foreigners in producing tyres, condoms and gloves. 3. Thai manufacturers have experience and can produce better with government support.	1. Difficult to control small-sized rubber factories. 2. Lack of experienced technicians. 3. Absence of good R&D. Slow product development by small and medium-sized enterprises 4. Lack of development in infrastructure. 5. Lack of technology for SR. 6. Too few rubber grades for producers.
Opportunities	Obstacles
1. Producers are willing to solve environment problems. 2. Reduction in rubber plantations in Malaysia. 3. The weak baht should offer short-term benefit to	1. Rubber price intervention, supply and the price increase of latex. 2. Tariff on raw material and chemical

experts. 4. Importing countries are enjoying economic growth. 5. Opportunity exists for value-added on rubber products	components will not promote manufacturing of rubber products. 3. Requirements of foreign partners to supply technology and trade marks. 4. Long-term planning is difficult due to intervention policy and changes in government.

Source: The rubber magazine Vol. 2 No. 22 October 2000 Page 57

1.1.3 Company Profiles

Thai Rubber Latex Corporation (Thailand) PLC or Thaitex is recognized as Thailand's leading producer of latex concentrate. With eight latex concentrate factories under the parent company, they are totally committed to supply the best raw material latex concentrate and skim block to leading rubber product companies worldwide.

The history of Thai Rubber started 29 years ago in 1967 in Songkhla Province, Southern Thailand with the establishment of Klong Ngae Rubber co.,Ltd. From this beginning alliances were made with other latex companies becoming a public company limited listed in the stock exchange since 1990.

As the world's largest producer of latex concentrate with over 30 years experience and expertise, today this company is capable of handling very large volumes even during periods of seasonal shortage.

Subsidiaries of Thaitex Group

Universal Latex Products Company Limited (ULP) was established since 1989 as a downstream diversification of Thaitex Group to manufacture quality latex gloves. The production facility located at Chonburi on the eastern seaboard of Thailand has annual installed capacity for output of over 350 million latex gloves.

Using coagulant dipping process, ULP offers the best quality latex gloves for medical examination and general or household use.

At *ULP*, the production process is monitored to ensure that all finished products conform to the highest international quality standards. The proximity of our production facility to rubber plantations and concentrate factories assures good quality material and uninterrupted supplies.

World Flex Co., Ltd. was established in 1993 and is part of the THAITEX group of companies. World Flex Co., Ltd. has a manufacturing plant for high quality talcum and silicone coated natural rubber thread with sophisticated machinery. The factory located at Rayong on the Eastern Seaboard in Thailand has an integrated manufacturing process starting from latex raw material to finished rubber thread. The present annual capacity is around 9,000 tons. Apart from their own raw material production, they have the advantage of their own know-how in machine construction with precision control systems to serve the needs of the global market. The rubber thread is widely used in the textile and garment industries

1.1.4 Market Situation

The rubber industry is one of agricultural businesses containing very low margin and have high risk on investment due to some factors which can not be under control such as climate, government interference etc. Now the situation of rubber in Thailand is on the decline stage where growth rate is not consistent and margin is low . Moreover, competition is severe since rubber is one of the "commodity" products. .

There is high competitiveness in this business as it does not have many entry barriers. High technology and high investment may not be significantly required for such commodity products like rubber gloves, rubber thread, latex, rubber nipples and

so on. Currently, the market is on the buyer's side due to supply over demand making severe competition. Pricing and quality issues become major regular topics being discussed with the customers. (The Rubber Vol.2 No. 22 October 2000 pg. 57-60).

The opportunity of survival of the company in this industry is getting less when competition is high. The company needs to realize its position where it should be in the market and to be strongly concerned to how it can make itself sustainable and lead a long life with prosperous growth. What people in the organization do mainly involves decision-making and job satisfaction. Wrong decision-making by top management may lead the company to fail and its employees possibly dissatisfied at work. This failure has a significant impact on the company's performance and employees' productivity and finally minimize its competitiveness.

In the organization, decision making of managers can lead to satisfaction or dissatisfaction of employees. High employee turnover could be a result if managers make bad decision making.

In Thai Rubber Latex Corporation (Thailand) PLC, employees feel that decision made by top management sometimes are less respectable due to their management styles in process of making decision. For example, they make decision of big investment project without concerning risk analysis, participation from expert or their subordinates. Then, the decision make is quite unrealistic and unprofitable and cause failure when implementing this project.

1.2 Objective of Study

The objectives of this study are as follows:

- To determine the decision-making process of middle managers in the organization

- To determine the correlation between the decision-making process of middle managers and job satisfaction of employees in the organization.

- To determine the relationship of demographic profile of respondents to decision making process of middle managers and employee job satisfaction.

- To determine the demographic profile of respondents in the organization.

- To develop an Organization Development Intervention (ODI) for this study.

1.3 Statement of Problem

The purpose of this research is to determine the decision-making process and its relationship on employees job satisfaction and also to examine the relationship between respondents' demographic profiles and decision-making process and the employees job satisfaction.

Research questions are obtained for this research as regards:

1. What are the demographic profile of respondent in terms of:

- Age

- Sex

- Education

- Career Experience (Working Years)

- Salary

2. What are the perceptions of respondents in decision making in terms of:

- Solution

- Participants

- Problem

- Rule of thumb

- Choice of opportunity

- Limited Information Processing

3. What are the perception of respondent in job satisfaction in terms of:

- Advancement and growth

- Achievement

- Affiliation

- Job security

- Physiological needs

4. What is the relationship between Demographic profile through decision-making process and job satisfaction?

5. What is the correlation between decision-making process and job satisfaction?

1.4 Hypothesis

H1: There is a significant relationship between the demographic profile of respondent to the decision making process of middle managers and job satisfaction of employees in the organization.

H2: There is a significant correlation between decision-making process of middle managers and job satisfaction of employees in the organization.

1.5 Definition of Terms

Decision making process: The act of choosing one alternative from among a set of alternatives. The process includes recognizing and defining the nature of a decision situation, identifying alternatives, choosing the best alternative and putting it into practice. (Ricky, 1996)

Job Satisfaction :   The favorableness or unfavorableness with which employees via their work (Wanous, J.P. , Lawler, E.E. 1972 , p. 95)

Job Security: The fear of anxiety to lose job or insecure in work to get demoted or to be rotated or to be laid-off.

Programmed Decision Making:Defined as routine and repetitive and can be dealt with through the use of specific handing method(Lee,D., Newman, P., Price, R. 1999)

Non-Program Decision Making: Defined as one-of occurrences and may also be less structured. (Lee,D., Newman, P., Price, R. 1999)

Intuitive Decision Making: An unconscious process created out of distilled experience. (Robbins, S.P. 1995)

1.6 Scope and Delimitation of Study

This study aims to study the relationship between decision-making process of middle managers and job satisfaction of employees in this organization and hope all findings might give an advantage to the organization in some way or another.

The target respondents are the company's subordinates selected from some departments at Headquarter office. It specially concentrates on their decision-making process which may have relationship on employee's job satisfaction.

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This research only focuses on the study of decision making process and employee job satisfaction and not include other management processes such as management planning or leadership issue which are aslo quite important and effect the nature of decision making of top management.

1.7 Significance of Study

1. To obtain useful information on the managers' decision-making process in the organization.

2. To examine the nature of decision-making process of middle managers, which may help increase job satisfaction of their employees

3. To assist the company to achieve competency and competitiveness in the industry by having more information about the relationship of decision-making process towards job satisfaction on employees. The company will know what kind of decision-making process can improve employees' job satisfaction.

CHAPTER 2

REVIEW OF RELATED LITERATURE

2.1 Theory and Model

A theory is an interrelated set of statements of relation whose purpose is to explain and predict and model a systemized representation of a theoretical network, usually designed through the use of symbols and physical analogues (David and Cosenza, 1993). Models in this research are used as representations of theoretical systems.

2.1.1 Theory of decision making

Definition of Decision Making

Decision making is the cornerstone of planning It is the catalyst that drives the planning process. An organization's goals follows from decisions made by various managers (Griffin, 1996) . Taking decision is like turning a mental switch: before, various possibilities were considered, but once the decision is taken attention is focused on one option only. Note that a decision may pertain to goals as well as to means. Decision making is a study of identifying and selecting alternatives which are the most preferable by decision makers. Decision making is very important in most of organizations worldwide. Whether organizations can achieve their goals, part of the achievement may derive from the rational decision making of top management

Define Decision Making

Theory of Robbin (1995) of decision making

Robbin (1995) believes that four decision styles can be identified that relate to an individual's "way of thinking" to "tolerance for ambiguity"

1. Directive style – low tolerance for ambiguity and a rational way of thinking. Managers who have this kind of style may be efficient and logical but their efficiency concerns result in decisions made with minimal information and with few alternatives assessed. Decision makers make decisions fast and focus on shortrun.

2. Analytical style – high tolerance for ambiguity and a rational way of thinking. The tolerance of managers may be more than the one with directive style. They require more information and consideration of more alternatives than the first type. This style may be the best characterized decision makers that can cope with new situations.

3. Conceptual style – high tolerance for ambiguity and an intuitive way of thinking. This style tends to be very broad in their outlook and consider many alternatives. Managers who have the conceptual style may be so creative that they find the way to solve problem.

4. Behavioral style – low tolerance for ambiguity but an acceptance of intuition. This style of manager can work well with others. They are concerned with the achievement of peers and are receptive to suggestions from others, relying

heavily on meeting for communicating. They try to avoid conflicts and seek
acceptance.

Figure 2.1.1-1 The relationship between ambiguity tolerance, structure, and logical
relational forces

Way of thinking

	Rational	Intuitive
Logical	←	→

Tolerance for ambiguity

Cognitive Complexity (↑↓)

Analytical
Enjoys problem solving
variety, innovation, control,
analysis, challenges

Conceptual
Is achievement oriented,
creative, artistic future
oriented, motivated by
recognition

Slow decision-maker | Often democratic decision maker

Directive
Is aggressive, verbal,
expects results, act rapidly,
uses rules, use intuition,
power oriented

Behavioral
Is supportive empathetic,
uses persuasion,
communicates easily,
prefer meetings,
sometimes insecure,
affiliation oriented

Need for structure

Robbin also explained that the four styles are based on decisions being related
to the way in which an individual thinks – that is , rationality set against the use of
intuition, and the desire for consistency and logical order set against inconsistency
(ambiguity) of information and ideas. The greater an individual's desire to be
rational, the more that individuals will seek to be entirely logical in their approach
to decision making.

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The figure 2.1.1-1 outlines the relationship between tolerance for ambiguity, the need for structure, and relational forces. This relationship will determine the way that an individual approaches decision making, whether it is programmed or non-programmed.

As the level of ambiguity becomes more of an issue, the tolerance level is reduced; the individual will become more directive as there is a desire for a rational and logical approach to be adopted. Conversely, if there is a high tolerance for ambiguity, then a more analytical approach may be adopted.

Theory of Schermerhorn

Individuals generally could have different decision-making styles.

Schermerhorn (1993) believes that individuals may adopt one of three approaches:

❖ Problem seeker - someone who actively seeks out problems

❖ Problem solver - someone who solves problems as they arise

❖ Problem avoider – someone who avoids and / or ignores problem-relevant situations.

As can been seen the attitude of an individual toward involvement in decision-making will very much depend on psychological orientation toward active problem solving. It is best perhaps to regard the three approaches as representing a continuum

of attitude, where individuals may actually adopt a different mind set dependent on the situation and the other relevant factors as previously outlined.

Figure 2.1.1-2
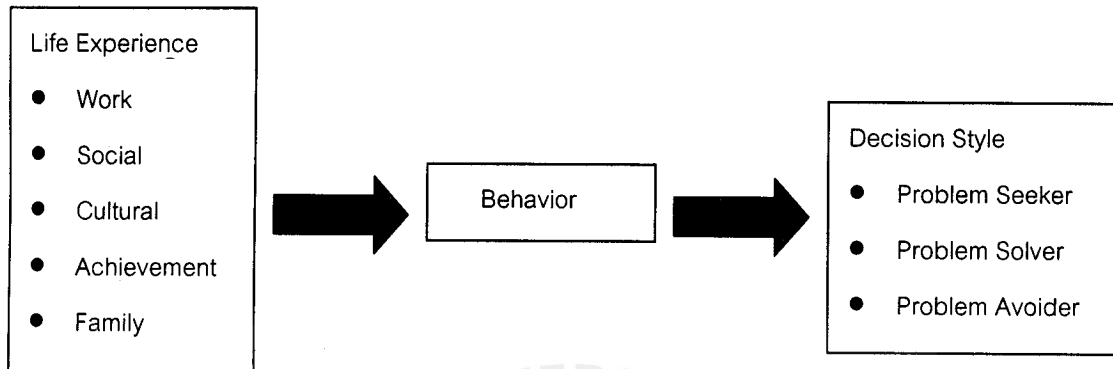
Behavior is a factor which can have relationship with decision making style . Life experiences will have an effect on the individual's attitude toward decision making. Individual difference can lead to difference in the decision-making style.

Theory of Simon (1973) Simon's Normative Model

This theory is helpful in identifying the process that can be used by manager for making decision. The process is guided by a decision maker's bound rationality. Bounded rationality represents the notion that decision makers are "bounded" or restricted by a variety of constraints when making decisions. These constraints include any personal or environmental characteristics that reduce rational decision making. The constraints could be the limited capacity of human mind, the complexity and uncertainty of problems, timing , and limited information.

As opposed to the rational model, Simon's normative model suggests that decision making is characterized by the followings:

- Limited Information Processing.   According to bounded rationality, managers are limited by limitation of information processing. In the long run, this constraint may result in failure and distortion of making decision

- Use of Rules of Thumb or shortcuts.   Decision-makers use rules of thumb to help them make decision and reduce information-processing demands. Since Rules of Thumb normally derive from knowledge gained from past experience, then, this shortcut may cause prejudice in making decision.

- Satisficing . Satisficing consists of choosing a solution that meets minimum requirement or qualification. Satisfing resolves problems by producing solution that is satisfactory, as opposed to optimal. The decision made may not be the best but good enough for decision-makers.

Theory of The Garbage Can Model

The Garbage Can Model expresses general ideas of temporal sorting used to deal with flows of solutions and problem, as well as wit participants in what has come to be called a garbage can decision process. In a garbage can process, it is assumed that there is exogenous, time – dependent arrivals of choice opportunities, problems, solutions, and decision-makers. Problems and solutions are attached to choices, and thus to each other, not because of any means-ends linkage but because of their temporal proximity. At the limit, for example almost any solution can be associated

with almost any problem-provided they are evoked at the same time (March, J. 1994, p. 199-200).

According to Garbage Can Model, decision-making could be resulted from a complex interaction between four independent streams of events: problems, solutions, participants, and choice opportunities. The interaction of these events creates "a collection of choices looking for problems, issues and feelings looking for decision situations in which they might be aired, solutions looking for issues on which they might be the answer, and decision makers looking for work". The garbage can model attempts to explain how these events interact and lead to a decision. These four events represent independent entities that flow into and out of organizational decision situations. As decision is a function of the interaction among these independent events, the stages of problem identification and problem solution may be unrelated. Solution may be proposed for the problem that does not exist.

The four events are shown descriptively as follows:

- Problems   Problems represent a gap between an actual situation and a desired condition. Since problems are unrelated to alternatives, then, problems may or may not lead to solutions. Problems are more likely to catch decision maker's attention and create self-interest. They want to solve problems that are visible to others. If the decision-maker faces a conflict between selecting a problem that is important to the organization and one that is important to the decision-maker, self-interest tends to win out (Thompson, J.G. 1967, p. 123)

- Solution   Solutions are answers looking for questions. They represent ideas constantly flowing through an organization. Solutions can be conveyed to

decision making process once decision makers do not know what they want until they have some ideas what is going to happen or what they can get.

- Participants are one of the factors which can lead to decision making as they may come with different values, attitudes or creative thinking which can be workable and help decision making easier especially when time is so limited and full of pressure.

- Choice Opportunities are occasions in which an organization is expected to make a decision. Decision makers can seek for optimal solutions from a variety of alternatives rather than choosing the satisficing one.

Theory of Delphi Method

The Delphi method is particularly attractive when one is interested in the judgement of a pool of experts, but it is impossible or impractical to organize a face-to face meeting (Noorderhaven, N. 1995 , p. 206-207) This technique is useful also when disagreements and conflict are likely to impair communication or when groupthink exists in the process of decision making.

Experts' ideas are obtained from questionnaires. The process begins by the manager identifying the issue (s) he or she wants to investigate. The next step is that participants are identified and a questionnaire is developed and sent to participants and returned to the manager. At this stage, the participants are requested to

- Review the feedback

- Prioritize the issues being considered, and

- Return the survey within a specified time period . The cycle repeats until the manager obtains the necessary information he or she wants.

This method was originally developed by the Rand Corporation for technological forecasting.

Critical Analysis of The Theories of Decision Making

From the study of 5 different theories, there were 6 sub-variables found. Each sub-variable is shown on table 2.1.1-3 below

Table 2.1.1-3 Generic Set of Sub-Variable on decision making

	Theory 1	Theory 2	Theory 3	Theory 4	Theory 5	Rank
Solution	x		x	x	x	1
Participants	x			x	x	2
The use of rule of thumb	x		x			5
Choice Opportunities	x	x		x		3
Problem		x		x	x	4
Limited Information Processing	x		x			6

Sub-Variable for Decision Making

There are 6 sub-variables selected for decision making

Figure 2.1.1-4   Generic Set of Sub-Variable of Decision Making

```
┌─────────────────────────────┐
│ Generic Set of Variable of  │
│ Decision Making             │
│  ● Solution                 │
│  ● Problem                  │          ┌──────────────────┐
│  ● Participants             │   ➡      │ Decision Making  │
│  ● The use of rule of thumb │          └──────────────────┘
│  ● Choice opportunities     │
│  ● Limited information       │
└─────────────────────────────┘
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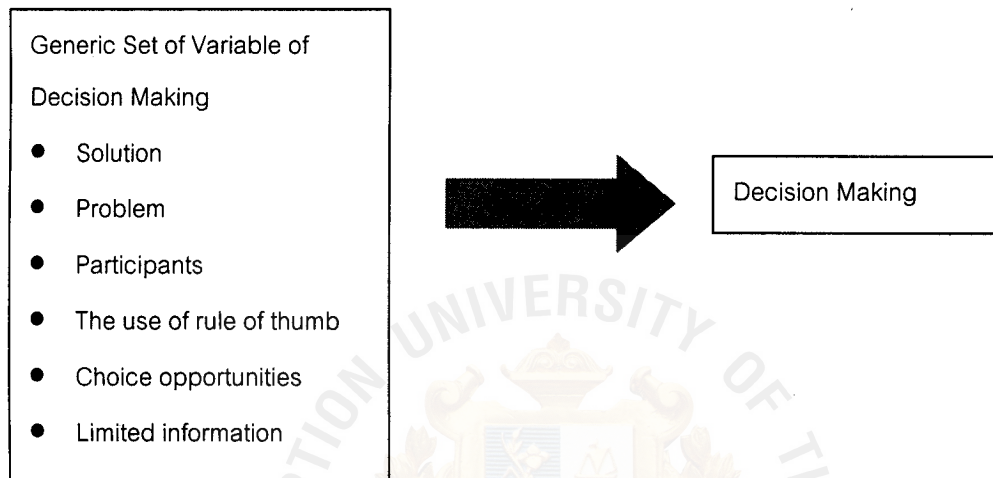
2.1.2 Theory Related To Job Satisfaction

Define Job Satisfaction

Job satisfaction is the degree to which an individual feels positively or negatively about work (Schermerhorn & Chappell, 2000)

"Satisfaction only leads to greater productivity under certain conditions. We can speculate on what those might be: having personal goals, talents, approapriate reward contingencies, and organizational supports such as adequate resource"(O'Malley, M. N. 2000 , p. 157) Satisfaction of employees is very important to the organization as a whole as it is related to success and competitiveness . If employees are satisfied with

their job and have good relationships and love where there belong, then, they may attempt to make the company attain the goals and objectives.

Define Job Satisfaction

Theory of Maslow: Hierarchy of Needs

According to Maslow's theory, there are five needs which consist of

- Physiological includes hunger, thirst, shelter, sex, and other bodily needs such as cloths, house, drugs etc.

- Safety includes security and protection from physical and emotional harm. People can express their security needs as a desire for a stable job with medical, unemployment, and retirement benefits.

- Social or Affiliation includes affection, belongingness, acceptance, and friendship. Employees with high affiliation enjoy working at work their workplace with other colleagues. When the organization does not focus on affiliation needs, an employee's dissatisfaction may be expressed in terms of frequent absenteeism, low productivity, high turnover and stress .

- Esteem   includes internal esteem factors such as self-respect, autonomy, and achievement, and external esteem factors such as status, recognition, and attention. To satisfy these needs, people seek for opportunities for achievement, promotion, prestige and status to reinforce their competence and worth.

- Self-Actualization   It is the drive to become what one is capable of becoming. These needs are desire for personal growth, self – fulfillment, and realization and achieving one's potential.

The Two-Factor Theory (MotivationHygiene Theory)

This theory was proposed by Frederick Herzberg, a psychologist. The model focuses on job factors which can be related to job satisfaction and job dissatisfaction.

- Motivation factors   such as work itself, responsibility, and achievement, recognition, achievement.

- Hygiene factors such as company policy and administration, supervision, salary, co-worker, formal status, job security. When these factors are adequate, people will be satisfied.

ERG Theory

This model is derived from Clayton Alderfer of Yale University. He has reworked Maslow's need hierarchy and revised it called ERG theory.

E-Existence   - it is concerned with providing the basic material existence requirements. This can be included in Maslow's physiological and safety needs.

R-Relatedness - the desire that we have for maintaining important interpersonal relationships such as desires to have friends, love, social safety, social esteem

G- Growth - an intrinsic desire for personal development. The desires to be creative, to make useful and productive contribution and to have opportunities.

Theory of Victor Vroom's Expectancy Model

Victor Vroom suggested that people choose among alternative behaviors. They anticipate that particular behaviors will lead to one or more desirable or undesirable outcomes such as recognition, challenges. Employees will be motivated to improve their performance if they know that they are capable of the desired behavior, believe that satisfactory performance will result in the desired outcome and value that outcome. Vroom's expectancy model rests on three basic assumptions:

- Forces within individuals and in their job situation combine to motivate and determine behavior

- People make conscious decisions about their own behavior

- Selecting a course of action depends on the expectation that a certain behavior will lead to one or more desired outcomes instead of undesired outcomes.

Theory of McClelland's Learned Needs

This theory was developed by David McClelland and his associates. It focuses on three needs

- Need for achievement: the drive to excel, to achieve in relation to a set of standards, to strive to succeed. People have a desire to do something better than what they have done before.

- Need for power: the need to make others behave in a way that they would not have behaved otherwise. People can have power to control others or influence over others

- Need for affiliation: The desire for friendly and close interpersonal relationship.

Table 2.1.2-1 Selecting Sub-Variable On Employee Job Satisfaction

Job Satisfaction	Theory 1 Maslow's	Theory 2 ERG	Theory 3 Herzberg's	Theory 4 Vroom's	Theory 5 McClelland's	Rank
Affiliation	X	X	X	X	X	1
Achievement	X		X	X	X	2
Advancement And Growth	X	X	X			3
Job Security	X	X	X			4
Physiological needs	X	X	X			5
Company				X		
Policies				X		
Reliability				X		

It was found that there are 5 significant sub-variables of job satisfaction to be discussed for this research.

2.2 Conceptual Framework

Demographic Profile
- Gender
- Age
- Education
- Working field
- Working Years
- Income
- Salary

Employee Job Satisfaction
Dependent Variables
- Affiliation
- Achievement
- Advancement
- Job Security
- Physiological needs

Decision Making Process
Independent Variables
- Solution
- Participants
- Problem
- Rule of thumb
- Choice Opportunity
- Limited Information Processing
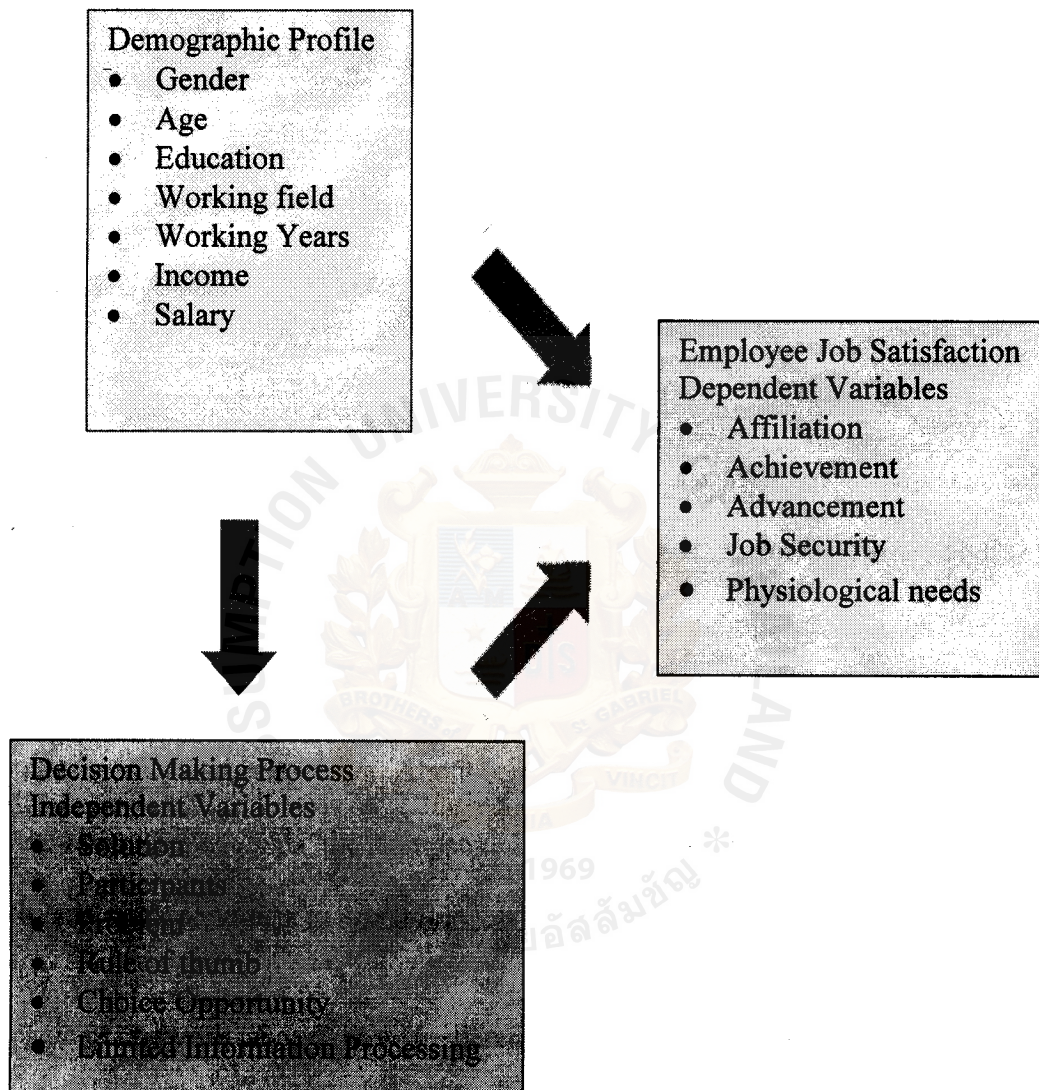
The conceptual framework is a tool that can show a whole picture of how all variables are related.

In the conceptual framework, "solution" is the most involved in decision making process in the aspect that individuals are active to seek out problems to get the answers that meet their requirement. "Participant" is involved that managers are

likely to need participation from their employees to support their decision making. "The rule of thumb" is also involved that managers are keen to find their logical ways to make decision making by using knowledge gained from their experience. "Problem" is involoved that concern about managers who look at the problems when they arise to see how they should make decision to solve problems. "Choice of opportunity" is an outstanding variable to show that managers like to find more alternatives before making decision. "Limited Information Processing" is involved that managers' characteristics is to find information to support and help them to make decision

For job satisfaction, affiliation is about affection, belongings, acceptance and friendship that can influence job satisfaction of employees. Acheivement is aobut self acheivement, recognition from others, and desire to accomplish and challenging objectives. Advancement and growth refers to employee's need to have personal growth, creativity and innovation. About job security , employees need job stability, and retirement policy from the company. Physiological needs involves pay, fringe benefit, and work condition to determine job satisfaction.

This framework shows how to determine the relationship between decision making process and job satisfaction of employee by involving 6 independent variables of decision making process and 5 dependent variables of employee's job satisfaction. From the above framework, demographic profile has some effects on decision making process and then relate to job satisfaction of employee.

2.3 Operating of the Independent and Dependent Variables of

Decision Making and Job Satifaction

Independent Variable: Table 2.3-1 Operationalization of Decision Making

Sub-Variable	Operationalization
1. Solution	• Answer • Formulate problems • Solutions that meet some minimum requirements
2. Participant	• Organizational employees • Having different values, attitudes, ideas, and experience to share • Time pressure limit
3. Problem	• Gap between actual and desired. Situation • Alerted by signal that a decision is needed • May or may not lead to solution
4. The use of rule of thumb	• Knowledge gained from past experience
5. Choice opportunities	• Occasions in which company is expected to make a decision
6. Limited information processing	• The limitation of information obtained to make decision.

Dependent Variables: Table 2.3-2 Operationalization of Job Satisfaction

Sub-Variable	Operationalization
1. Affiliation	• Friendship and having good relationship with other employees • Co-working between managers and employees • Acceptance by others
2. Achievement	• Self- achievement • Recognition from others • Desire to accomplish difficult and challenging objectives.
3. Advancement and Growth	• Personal Growth • Creativity and innovation • Work challenge
4. Job Security	• Job stability • Unemployment • Retirement benefit
5. Physiological needs	• Pay • Fringe Benefit • Working condition

CHAPTER 3

RESEARCH METHODOLOGY

3.1 Research Method

This research aims to study on decision making of middle managers and employee job satisfaction in the organization. It would utilize a descriptive research to provide predominantly quantitative data by using descriptive and correlation methods which describe in quantitative terms. The quantitative method can be a tool to measure relationships between variables in a systematic and statistical way. Data gathering will be done and presented in table form or framework for best understanding. The correlation methods would relate two dominant independent variables to a main dependent variable and describe the relationship between variables. SPSS software will be implemented for assisting and analyzing the data.

3.2 Respondent and sampling procedure

The targeted respondents are full-time routine subordinates who work at the Headquarter office in this organization. The size of sampling follows the theory of Krejcie and Morgan.1970: 608-609. Total population (N) = 70, Sampling (S) = 60.

This research would involve 60 subordinates, representing a total of 70 people of employee population at the Headquarter office in Thai Rubber Latex Corporation (Thailand) Public Company Limited.

3.3 <u>Research Instrument</u>

This research has made use of questionnaire. The questions are established to answer the research hypothesis. All questionnaires are composed of two parts:

- Part I : General information about demographic profile in multiple choice.

- Part II : About Decision making of middle managers with 28 questions

- Part III: About Employee job satisfaction with 25 questions

To minimize misinterpretation, the questionnaire is conducted in a bi-lingual form as some of the employees in this organization are Thai.

3.4 <u>Data Collection – Techniques, Procedure</u>

- Primary data   the researcher would use questionnaire as a tool of data gathering.

- Secondary data   in addition to primary data, secondary data is mostly widely used by the researcher. It is normally obtained from several sources such as from textbooks, research report etc. for better understanding and explaining research problems.

3.5 <u>Data Analysis</u>

The researcher would use descriptive statistic to determine the result and also use Chi-Square to determine the relationship between decision making of middle managers and employee job satisfaction.

CHAPTER 4

PRESENTATION & ANALYSIS OF THE RESULTS

This chapter presents the research findings and analysis of the study in order to answer the research questions and the research hypothesis mentioned in the previous section. This chapter begins with the description of respondents' perception. The following section is the analysis of correlation between the variables of the study Demographic Profiles and the analysis of correlation between independent variables with dependent variables.

4.1 Description of respondents Demographic Profile

Table 4.1 Gender frequencies table

Gender	Frequency	Valid Percent
Male	11	18.3
Female	49	81.7
Total	60	100.0

Considering Gender, it is found that from 60 respondents the majority of gender is female which is 49 respondents accounted for 81.7% and the next is male which is 11 respondents or 18.3%

Table 4.2 Age frequencies table

Age	Frequency	Valid Percent
Lower than 30 year	24	40.0
31 to 45 year	35	58.3
More than 45 year	1	1.7
Total	60	100.0

The range of major age is 31-45 years old which is 35 respondents or 58.3%. The rest will be between age of lower than 30 years old that accounted for 24 respondents or 40% and more than 45 years with 1 respondent or 1.7% ranked at the lowest consequence respectively.

Table 4.3 Education frequencies table

Education	Frequency	Valid Percent
Vocational	9	15.0
Bachelor	46	76.7
Master	5	8.3
Total	60	100.0

The majority of respondents is from the Bachelor group which contains about 76.7%. Next is vocational degree that accounted for 9 respondents or 15%. The Master degree comes last with 5 respondents or 8.3%

Table 4.4 Working years frequencies table

Working Year	Frequency	Valid Percent
Lower than 2 year	14	23.3
3 to 5 year	13	21.7
5 to 10 year	21	35.0
More than 10 year	12	20.0
Total	60	100.0

For working year frequency, mostly the majority group is at the working year 5-10 year with 35%. Next is lower than 2 years with 14 respondents or 23.3%, 3-5 years with 13 respondents or 21.7%, and more than 10 years with 12 respondents or 20% respectively.

Table 4.5 Salary frequencies table

Salary	Frequency	Valid Percent
Lower than 20,000 Baht	48	80.0
More than 20,000 Baht	12	20.0
Total	60	100.0

Considering Salary variable, out of 60 respondents there are 48 respondents or 80% from lower than 20,000 baht ranked on the top of the group. The rest is 12 respondents or 20% from more than 20,000 baht salary range.

4.2 Descriptive / Perception on Variables

The following section is on analysis of respondents' perception of Decision Making Process and Employee Job Satisfaction. The perception is rated on a five-point –scale in which value of the mean of each item is based on arbitrary rating.

Decision-Making Process is composed of six significant variables – Solution,

Participants, Problem, Rule of Thumb, Choice Opportunity, and Limited Information

Processing.

Employee Job Satisfaction comprises of five variables – Advancement and Growth,

Achievement, Affiliation, Job Security, Physiological Needs.

4.2.1 Descriptive on Decision Making

Table 4.2.1.1Descriptive of respondents on Solution

Solution	Mean	SD.	Rating
1.The answer to the problem is accepted and satisfies everyone.	3.48	.70	A
2. When I am in trouble, then, I think about solution and get out of problem easily.	3.35	.80	U
3. Most of solutions to the problems meet the minimum requirement.	3.08	1.06	U
4. Solutions always come from my department	3.27	1.09	U
Total	3.37	.51	U

As shown in the table, descriptive of respondents on Solution is rated at mean

3.37 and standard deviation is 0.51. The result shows " Undecided". In this table,

respondents perceive that solution is one of the decision making process they agree

with in the aspect that the answer to the problem is accepted and satisfies everyone.

Table 4.2.1.2 Descriptive of respondents on Participants

Participants	Mean	SD	Rating
5. I make decision with my co-workers.	4.13	.68	A
6. I believe in team to provide better result.	4.35	.68	A
7. Team meetings are scheduled weekly so that team members can express their ideas.	3.45	1.02	U
8. When making decision, time is always limited.	3.65	.94	A
Total	3.89	.47	A

From the overview, The respondents "Agreed" in Participants in decision making process with value of mean of 3.89 and standard variation of 0.47. The respondents agree that participant is important in making decision. From the results, they believe in team and are willing to work with their coworkers . Yet, they feel that the meetings are not well scheduled and have less chance to express their idea.

Table 4.2.1.3 Descriptive of respondents on Problem

Problem	Mean	SD	Rating
9. It is often what I expect does not always come true.	3.58	.83	A
10. Problem is recognized, when it comes.	4.07	.69	A
11. Problem may not lead to a solution.	3.48	.98	U
12. There is a signal that a decision is needed.	4.03	.71	A
Total	3.79	.46	A

The overall descriptive of respondents on Problem come up wit the mean 3.79 and standard variation of 0.46 . The rating is " Agreed" From the results, respondents perceive that quite often problem can not be solved even they know when it comes. They think that problem need top management to make decision how to solve it.

Table 4.2.1.4 Descriptive of respondents on Rule of thumb

Rule of thumb	Mean	SD	Rating
13. When I make decision, I make it by instinct.	2.80	1.15	D
14. I like to use my past experience to help me make decision.	3.85	.73	A
15. I often use shortcut way to solve problem.	2.92	.91	D
16. I find my knowledge is helpful for making decision.	4.20	.63	A
Total	3.44	.57	U

The respondents in overall " Undecided" that Rule of Thumb is a process of decision making with mean of 3.44 and standard deviation of 0.57. The respondents in this company like to use their knowledge to help them make decision with the highest mean. They also accept that using past experience is one of the decision making process they like to use.

Table 4.2.1.5 Descriptive of respondents on Choice of opportunity

Choice of opportunity	Mean	SD	Rating
17. I like to analyze all choices before making decision.	3.98	.79	A
18. When I have a chance to make a decision, I made it right away.	3.50	.97	A
19. Environmental force pushes me to make decision.	3.55	.83	A
20. I like to find some selection to make better decision.	4.18	.70	A
Total	3.81	.56	A

From descriptive variable of Choice of Opportunity, it shows in the table that mean is 3.81, with "Agreed" that choice of opportunity is one of the processes in decision making with standard variation of 0.56. The respondents agree with all above points about choice of opportunity that they like to have choice of opportunity as one of their decision making process.

Table 4.2.1.6 Descriptive of respondents on Limited information processing

Limited information processing	Mean	SD	Rating
21. I make decision with minimal information.	3.20	1.04	U
22. I make decision by using information provided by my department.	3.40	.94	U
23. I found that Information is not frequently updated when situation is changed.	3.48	1.03	U
24. I like to find some information by myself to support my decision-making.	4.13	.72	A
Total	3.55	.65	A

It is found that respondents "Agreed" that Limited Information Processing is one of the processes in decision making with mean of 3.55 and standard variation of 0.65. The respondents in this company like to find some information by themselves to support their decision making but quite not agree with other items.

4.2.2 Description of Employee Job satisfaction

Table 4.2.2.1 Description of respondents on Advancement and growth

Advancement and growth	Mean	SD	Rating
1. I will be acknowledged and will get promoted whenever I'm successful in assigned tasks.	3.72	.87	A
2. I get a challenging and creative task to challenge my own abilities.	3.68	.85	A
3. I realize that I hold the capabilities to afford the excess responsibilities, which are coming up on work.	3.97	.61	A
4. I have made use and put my field of study into practice.	4.17	.76	A
Total	3.88	.51	A

The respondents "Agreed" that advancement and growth is an important characteristics of job satisfaction at average mean of 3.88 and standard deviation of 0.51 . The respondents agree all the items in advancement and growth that these are

factors to influence their job satisfaction. They like to get promoted, get challenging, working a little harder and making use of their knowledge into practice.

Table 4.2.2.2 Description of respondents on Achievement

Achievement	Mean	SD	Rating
5. I do my best on my job especially the one that is very difficult.	3.92	.83	A
6. I try hard to improve my performance at work.	4.22	.67	A
7. I have a good plan and try to achieve it.	4.08	.56	A
8. My decision-making has been acknowledged.	3.52	.57	A
Total	3.93	.49	A

It is perceived by the respondents as "Agreed" as one of characteristics of empolyee job satisfaction with the average mean of 3.93 and standard variation of 0.49. The respondents agree all of items above in Achievement that this influence their job satisfaction in the company.

Table 4.2.2.3 Descriptive of respondents on Affiliation

Affiliation	Mean	SD	Rating
9. I like to work with your co-worker and try to solve problem together.	4.25	.54	A
10. I pay good attention to feelings of others at work.	4.42	.56	A
11. I like the way to be treated by my boss.	3.78	.83	A
12. I am well accepted and noticed to be part of my team.	4.02	.57	A
Total	4.12	.36	A

The result of mean 4.12 with standard variation of 0.36 shows that the respondents "Agreed" to have Affiliation as one of the employee job satisfaction characteristics. The respondents agree all of items above in Affiliation that this influence their job satisfaction in the company.

Table 4.2.2.4 Description of respondents on Job security

Job security	Mean	SD	Rating
13. The organization has a clear statement notifying about fringe benefit policy of employees at work.	3.13	1.10	U
14. I often try to change job.	2.67	.97	D
15. I want to spend my work life in this company.	2.57	.85	U
16. My company has been well recognized and reputable.	3.73	.61	A
Total	3.03	.51	U

With the mean of 3.03 and standard variation of 0.51, it shows that respondents "Undecided" to Job Security as one of employee job satisfaction characteristics. Respondents perceive that this company is well recognized but they are not sure about the company's benefit policy and work life spending.

Table 4.2.2.5 Descriptive of respondents on Physiological needs

Physiological needs	Mean	SD	Rating
17. I satisfy with welfare the company provides for me.	2.65	1.10	U
18. I like working place.	3.48	.91	A
19. I think salary is worth the effort that I put in doing my work.	2.88	.92	U
20. I feel good when having annual bonus.	4.27	.80	A
Total	3.32	.63	A

It is found that respondents give a mean value of 3.32 with standard variation 0.63 to Physiological Needs , meaning that they "Agreed" that Physiological Needs is one of employee job satisfaction characteristics. The respondents agree that they like the working place and feel good to have annual bonus but they are not quite satisfied with the welfare provided and salary.

4.3 Relationship between Demographic Profile to Decision Making Process and Employee Job Satisfaction

This section is to examine the relationship between Demographic Profile to Decision-Making Process and Employee Job Satisfaction. To examine the relationship, hypothesis testing is employed by using Pearson Chi-Square.

Hypothesis I : There is significant relationship between the demographic profile of respondent to the decision making process of middle managers and job satisfaction of employees in the organization.

4.3.1 Relationship between demographic profile and decision making

4.3.1.1. Decision Making Frequency table

Decision Making	Frequency	Valid Percent
Lowest	35	58.3%
Highest	25	41.7%
Total	60	100.0%

From the result of decision making frequency, the majority of respondents who are in the lowest group is 35 respondents or 58.3% and highest group is 25 respondents or 41.7%. The Lowest is below the mean and the highest is above the mean.

Table4.3.1.2 : Cross tabulation of Gender and Decision Making

| Gender | Decision Making | | Total |
	Lowest	Highest	
Male	4 (6.7%)	7 (11.7%)	11 (18.3%)
Female	31 (51.7%)	18 (30.0%)	49 (81.7%)
Total	35 (58.3%)	25 (41.7%)	60 (100.0%)

From Gender, out of 11 male respondents there are 7 or 11.7% in the highest area with "agree" in decision making process and 4 or 6.7% in the lowest area with "undecided and disagreed" . For female, there are 18 respondents or 30% on the highest and 31 respondents or 51.7% on the lowest.

Table 4.3.1.3 : Relationship between Decision Making Process and Gender

| Gender | Decision Making | | | | |
	N	Mean	SD.	χ^2 - test	Sig.
Male	11	3.67	.19	2.675	.102
Female	49	3.64	.39		

From the table above,it is clearly found that total 11 male respondents has mean of 3.67 and standard deviation of 0.19.The 49 female respondents have mean of 3.64 and standard deviation of 0.39. Using χ^2 – test, the result is 2.675 with Sig. 0.102 at 95% significance. Therefore, there is no significant relationship between decision-making process and gender

Table4.3.1.4 : Cross tabulation of Age and Decision Making Process

Age	Decision Making Lowest	Decision Making Highest	Total
Lower than 30 year	13 (21.7%)	11 (18.3%)	24 (40.0%)
31 to 45 year	21 (35.0%)	14 (23.3%)	35 (58.3%)
More than 45 year	1 (1.7%)	0 (0.0%)	1 (1.7%)
Total	35 (58.3%)	25 (41.7%)	60 (100.0%)

From Age, out of 24 respondents from lower than 30 years old there are 11 or 18.3% in the highest area with "agree" in decision making process and 13 or 21.7% in the lowest area with "undecided and disagreed". For the age of 31-45 years old, there are 14 respondents or 23.3% on the highest and 21 respondents or 35% on the lowest. For the age more than 45 years old, there is only one respondent who is in the lowest area.

Table 4.3.1.5 : Relationship between Decision Making and Age

Age	Decision Making N	Mean	SD.	χ^2 - test	Sig.
Lower than 30 year	24	3.64	.43		
31 to 45 year	35	3.65	.31	.926	.629
More than 45 year	1	3.33	.01		

The group of respondents with age lower than 30 years old has a mean of 3.64 with standard deviation 0.43. the group of 31-45 years old has a mean of 3.65 with standard deviation 0.31 . And the group of more than 45 years old has a mean of 3.33 with standard deviation 0.01. Using χ^2 – test, the result is 0.926 and Sig. is 0.629 at

95% significance . The result shows there is no significant relationship between decision-making process and age.

Table4.3.1.6 : Cross tabulation of Education and Decision Making Process

| Education | Decision Making | | Total |
	Lowest	Highest	
Vocational	8 (13.3%)	1 (1.7%)	9 (15.0%)
Bachelor	26 (43.3%)	20 (33.3%)	46 (76.7%)
Master	1 (1.7%)	4 (6.7%)	5 (8.3%)
Total	35 (58.3%)	25 (41.7%)	60 (100.0%)

Considering crossbabulataion of Education and decision making process, it is found that vocational has 8 respondents or 13.3% in lowest and 1 respondent or 1.7% in highest. Bachelor has 26 respondents or 43.3% in lowest and 20 respondents or 33.3% in highest. Master has only 1 respondent or 1.7% in lowest and 4 respondents or 6.7% in highest.

Table 4.3.1.7 : Relationship between Decision Making Process and Education

| Education | Decision Making | | | | |
	N	Mean	SD.	χ^2 - test	Sig.
Vocational	9	3.37	.44		
Bachelor	46	3.69	.34	6.542	.038
Master	5	3.74	.01		

The group of Vocational respondent has a mean of 3.37 with standard deviation 0.44. the group of Bachelor has a mean of 3.69 with standard deviation 0.34 .And the group of Master has a mean of 3.74 with standard deviation 0.01. Using

χ^2 – test, the result is 6.542 and Sig. is 0.038 at 95% significance. The result shows there is significant relationship between decision-making process and education.

Table 4.3.1.8 : Cross tabulation of Working Years and Decision Making

| Working Years | Decision Making | | Total |
	Lowest	Highest	
Lower than 2 year	6 (10.0%)	8 (13.3%)	14 (23.3%)
3 to 5 year	10 (16.7%)	3 (5.0%)	13 (21.7%)
5 to 10 year	9 (15.0%)	12 (20.0%)	21 (35.0%)
More than 10 year	10 (16.7%)	2 (3.3%)	12 (20.0%)
Total	35 (58.3%)	25 (41.7%)	60 (100.0%)

The working years of lower than 2 years has 8 respondents or 13.3% on the highest and 6 respondents or 10% on the lowest. 3-5 years has 3 and 10 respondents in the highest and in the lowest respectively. From 5-10 years, there are 12 respondents or 20% in the highest and 9 respondents or 15% on the lowest. From more than 10 years group, there are 2 respondents or 3.3% are in the highest and 10 respondents or 16.7% in the lowest

Table 4.3.1.9 : Relationship between Decision Making Process and Working Years

| Working Years | Decision Making | | | | |
	N	Mean	SD.	χ^2 - test	Sig.
Lower than 2 year	14	3.73	.39		
3 to 5 year	13	3.46	.39	8.383	.039
5 to 10 year	21	3.76	.36		
More than 10 year	12	3.52	.13		

The group that having lower than 2 years working respondent has a mean of 3.73 with standard deviation 0.39. the group of working years 3-5 years has a mean

of 3.46 with standard deviation 0.39 . The group of 5-10 working years has a mean of 3.76 with standard deviation 0.36. The group of more than 10 years working experience has mean of 3.52 with standard deviation of 0.13. Using χ^2 – test, the result is 8.383 and Sig. is 0.039 at 95% significance. The result shows there is significant relationship between decision-making process and working years.

Table4.3.1.10 : Cross tabulation of Salary and Decision Making Process

Salary	Decision Making		Total
	Lowest	Highest	
Lower than 20,000 Baht	30 (50.0%)	18 (30.0%)	48 (80.0%)
More than 20,000 Baht	5 (8.3%)	7 (11.7%)	12 (20.0%)
Total	35 (58.3%)	25 (41.7%)	60 (100.0%)

The group having salary lower than 20,000 baht has 18 respondents or 30% in the highest and 30 respondents or 50% in the lowest. The group of salary more than 20,000 baht has 7 respondents or 11.7% in the highest and 5 respondents or 8.3% in the lowest.

Table4.3.1.11: Relationship between Decision Making Process and Salary

Salary	Decision Making				
	N	Mean	SD.	χ^2 - test	Sig.
Lower than 20,000 Baht	48	3.63	.36	1.714	.190
More than 20,000 Baht	12	3.71	.35		

The group of lower than 20,000 baht respondent has a mean of 3.63 with standard deviation 0.36. The group of more than 20,000 baht has a mean of 3.71 with standard deviation 0.35 . Using χ^2 – test, the result is 1.714 and Sig. is 0.190 at 95%

significance. The result shows there is no significant relationship between decision-making process and salary.

4.3.2 Relationship between demographic profile to employee job satisfaction

Table 4.3.2.1 Job satisfaction Frequency table

Job satisfaction	Frequency	Valid Percent
Lowest	31	51.7%
Highest	29	48.3%
Total	60	100.0%

From Employee Job Satisfaction frequency, the majority of respondents who are in the lowest group is 31 respondents or 51.7% and highest group is 29 respondents or 48.3%. The Lowest is classified below the mean and the highest is above the mean.

Table 4.3.2.2 : Cross tabulation of Gender and Job satisfaction

Gender	Job satisfaction		Total
	Lowest	Highest	
Male	4 (6.7%)	7 (11.7%)	11 (18.3%)
Female	27 (45.0%)	22 (36.7%)	49 (81.7%)
Total	31 (51.7%)	29 (48.3%)	60 (100.0%)

From the table above, male respondents have 7 or 11.7% in the highest and 4 or 6.7% in the lowest. Female has 22 respondents or 36.7 in the highest and 27 respondents or 45% in the lowest.

Table 4.3.2.3 : Relationship between Job satisfaction and Gender

Gender	Job satisfaction				
	N	Mean	SD.	χ^2 - test	Sig.
Male	11	3.68	.01	1.263	.261
Female	49	3.65	.29		

The group having the male respondents have of mean 3.68 with standard deviation 0.01.The group of female has a mean of 3.65 with standard deviation 0.29 . Using χ^2 – test, the result is 1.263 and Sig. is 0.261 at 95% significance. The result shows there is no significant relationship between employee job satisfaction and gender.

Table 4.3.2.4 : Cross tabulation of Age and Job satisfaction

Age	Job satisfaction		Total
	Lowest	Highest	
Lower than 30 year	12 (20.0%)	12 (20.0%)	24 (40.0%)
31 to 45 year	19 (31.7%)	16 (26.7%)	35 (58.3%)
More than 45 year	0 (0.0%)	1 (1.7%)	1 (1.7%)
Total	31 (51.7%)	29 (48.3%)	60 (100.0%)

From Age, out of 24 respondents from lower than 30 years old there are 12 or 20% in the highest area rated "agree" in employee job satisfaction and 12 or 20% equally in the lowest area with "undecided and disagreed". For the age of 31-45 years old, there are 16 respondents or 26.7% on the highest and 19 respondents or 31.7% on the lowest. For the age more than 45 years old, there is only one respondent who is in the highest area.

Table 4.3.2.5 : Relationship between Job satisfaction and Age

| Age | Job satisfaction | | | | |
	N	Mean	SD.	χ^2 - test	Sig.
Lower than 30 year	24	3.67	.31		
31 to 45 year	35	3.64	.23	1.192	.551
More than 45 year	1	3.80	.01		

The group of respondents with age lower than 30 years old has a mean of 3.67 with standard deviation 0.1. The group of 31-45 years old has a mean of 3.64 with standard deviation 0.23 . And the group of more than 45 years old has a mean of 3.80 with standard deviation 0.01. Using χ^2 – test, the result is 1.192 and Sig. is 0.551 at 95% significance . The result shows there is no significant relationship between employee job satifaction and age.

Table 4.3.2.6 : Cross tabulation of Education and Job satisfaction

| *Education* | Job satisfaction | | Total |
	Lowest	Highest	
Vocational	5 (8.3%)	4 (6.7%)	9 (15.0%)
Bachelor	24 (40.0%)	22 (36.7%)	46 (76.7%)
Master	2 (3.3%)	3 (5.0%)	5 (8.3%)
Total	31 (51.7%)	29 (48.3%)	60 (100.0%)

From the table, it is noticed that the Bachelor group is the biggest group among those educational degree, having 36.7% in the highest and 40% in the lowest. Vocational is the second largest group having 4 respondents of 6.7% in the highest and 5 respondents or 8.3% in the lowest. The rest is Master degree having 3 respondents or 5% in the highest and 2 respondents or 3.3% in the lowest.

Table 4.3.2.7 : Relationship between Job satisfaction and Education

| Education | Job satisfaction | | | | |
	N	Mean	SD.	χ^2 - test	Sig.
Vocational	9	3.72	.37		
Bachelor	46	3.65	.24	.332	.847
Master	5	3.58	.24		

The group of Vocational respondents have a mean of 3.72 with standard deviation 0.37. The group of Bachelor has a mean of 3.65 with standard deviation 0.24 . And the group of Master has a mean of 3.58 with standard deviation 0.24. Using χ^2 – test, the result is 0.332 and Sig. is 0.847 at 95% significance. The result shows there is no significant relationship between job satisfaction and education.

Table 4.3.2.8 : Cross tabulation of working years and Job satisfaction

| Working Years | Job satisfaction | | Total |
	Lowest	Highest	
Lower than 2 year	6 (10.0%)	8 (13.3%)	14 (23.3%)
3 to 5 year	9 (15.0%)	4 (6.7%)	13 (21.7%)
5 to 10 year	11 (18.3%)	10 (16.7%)	21 (35.0%)
More than 10 year	5 (8.3%)	7 (11.7%)	12 (20.0%)
Total	31 (51.7%)	29 (48.3%)	60 (100.0%)

The working years of lower than 2 years has 8 respondents or 13.3% in the highest and 6 respondents or 10% in the lowest. The working year from 3-5 years has 4 and 9 respondents in the highest and in the lowest respectively. From 5-10 years, there are 10 respondents or 16.7% in the highest and 11 respondents or 18.3%

in the lowest. From more than 10 years group, there are 7 respondents or 11.7% are

in the highest and 5 respondents or 8.3% in the lowest

Table 4.3.2.9 : Relationship between Job satisfaction and Working Years

Working Years	Job satisfaction				
	N	Mean	SD.	χ^2 - test	Sig.
Lower than 2 year	14	3.79	.32		
3 to 5 year	13	3.51	.18	2.526	.471
5 to 10 year	21	3.65	.27		
More than 10 year	12	3.65	.16		

The group that having lower than 2 years working respondent has a mean of

3.79 with standard deviation 0.32. The group of working years 3-5 years has a mean

of 3.51 with standard deviation 0.18 . The group of 5-10 working years has a mean of

3.65 with standard deviation 0.27. The group of more than 10 years working

experience has a mean of 3.65 with standard deviation of 0.16. Using χ^2 – test, the

result is 2.526 and Sig. is 0.471 at 95% significance. The result shows there is no

significant relationship between job satisfaction and working years.

Table 4.3.2.10 : Cross tabulation of Salary and Job satisfaction

Salary	Job satisfaction		Total
	Lowest	Highest	
Lower than 20,000 Baht	28 (46.7%)	20 (33.3%)	48 (80.0%)
More than 20,000 Baht	3 (5.0%)	9 (15.0%)	12 (20.0%)
Total	31 (51.7%)	29 (48.3%)	60 (100.0%)

The group having salary lower than 20,000 baht has 20 respondents or 33.3%

in the highest and 28 respondents or 46.7% in the lowest. The group of salary more

than 20,000 baht has 9 respondents or 15% in the highest and 3 respondents or 5% in the lowest.

Table 4.3.2.11 : Relationship between Job satisfaction and Salary

| Salary | Job satisfaction | | | | |
	N	Mean	SD.	χ^2 - test	Sig.
Lower than 20,000 Baht	48	3.64	.28	4.271	.039
More than 20,000 Baht	12	3.70	.01		

The group of lower than 20,000 baht respondent has a mean of 3.64 with standard deviation 0.28. The group of more than 20,000 baht has a mean of 3.70 with standard deviation 0.01. Using χ^2 – test, the result is 4.271 and Sig. is 0.039 at 95% significance. The result shows there is significant relationship between job satisfaction and salary.

4.4 Correlation between Decision Making Process and Employee Job Satisfaction

This section shows the correlation between the two independent variables which are decision making process and employee job satisfaction. To examine the correlation, Pearson Correlation is applied to test hypothesis below:

Hypothesis 2

There is a significant correlation between decision making process of middle managers and job satisfaction of employees in the organization.

Table 4.4.1 Correlation between Decision Making and Job Satisfaction

Correlation	Job satisfaction	Advancement and growth	Achievement	Affiliation	Job security	Physiological needs
Decision	.363	.303	.411	.211	.137	-.049
Solution	.031	.229	.225	-.032	-.187	-.129
Participants	.267	.198	.299	.190	.073	-.010
Problem	.204	.244	.167	.170	.014	-.014
Rule of thumb	.280	.124	.213	.100	.271	.035
Choice of opportunity	.495	.305	.514	.296	.202	.040
Limited information processing	.163	.134	.215	.121	.124	-.110

From the above table, it indicates certain areas of correlation between decision making process and employee job satisfaction. The correlation between decision making process and employee job satisfaction is 0.363 which implies positive correlation at 95% significance. This means there is a significant correlation between decision making process of middle managers and job satisfaction of employees in the organization.

CHAPTER 5

SUMMARY, CONCLUSIONS AND

RECOMMENDATIONS

This chapter comprises of findings, conclusions, recommendations and suggestions for future research. The first section will summarize the results of research found from questionnaire to answer the statement of problem and research hypothesis. The researcher discusses the important findings and does the conclusion of the outcome of this study in the second section. The third section is the recommendation which can be helpful for the company and its employees. The last section is the suggestions of future use in conducting researches related to the present topic.

5.1 <u>Summary of Findings</u>

The outcome of this research in the topic of " A study in decision making process of middle managers and employee job satisfaction in Thai Rubber Latex Corporation (Thailand) Public Company Limited" is annualized from 70 completed questionnaires collected from the company headquarter in Bangkok. The findings will be presented following the statements of problem and hypothesis.

5.1.1 <u>Demographic profile of respondents in Thai Rubber Latex Corporation (Thailand) Public Company Limited.</u>

Gender : Majority of respondents is female representing 81.7%

Age : The largest group is in the age range of 31-45 years old accounting

for 58.3%

Education : The education of the majority group is Bachelor with 76.7%.

Working Years: Major group is the employee group working from 5-10 years,

accounted for 35%

Salary : The highest percentage is employees who earn salary lower than

20,000 baht or 80% out of total respondents.

5.1.2 Perception of respondents in the concept of decision making process

Solution : The highest mean is 3.48 representing " The answer to the problem is

accepted and satisfies everyone"

Participant : Respondents believe in teams to provide better the result with highest

mean of 4.35.

Problem : Respondents mostly agree that problem is recognized when it comes

with mean of 4.07.

Rule of Thumb: The highest mean is that respondents find knowledge is helpful for

making decision with a mean of 4.20

Choice Of Opportunity: Respondents mostly perceive that they like to find some

selection to make better decision with a mean of 4.18

Limited Information Processing: The highest mean id 4.13 representing that

respondents majorly like to find some information by themselves to

support decision making.

5.1.3 Perception of respondents in the concept of employee job satisfaction

Advancement and Growth: "I have made use and put my field of study into practice" got the highest mean of 4.17

Achievement: "I try hard to improve my performance at work" got highest mean of 4.22.

Affiliation ___ : " I pay good attention to feelings of others at work" received the highest mean of 4.42.

Job Security : Respondents' perception on job security agree with " My company has been well recognized and reputable" Highest mean is 3.73

Physiological Needs: Respondents give the highest mean of 4.27 to " I feel good when having annual bonus".

5.1.4 <u>The relationship between respondent demographic profile and decision making process</u>

- ❖ There are 3 pairs showing no significant relationship between respondent demographic profile - which are gender, age, and salary - and decision making process.

- ❖ There are 2 pairs showing significant relationship between demographic profile – education and working years – and decision making process.

5.1.5 <u>The relationship between demographic profile to employee job satisfaction</u>

- ❖ There is no significant relationship between demographic profile – gender, age, education and working years - and employee job satisfaction.

- ❖ There is significant relationship between demographic profile – salary – and employee job satisfaction.

5.1.6 <u>The correlation between decision making process and employee job satisfaction</u>

The result of correlation test between decision making process and employee job satisfaction is positive correlation $r = 0.363$. The test also shows that the pair of " Choice of Opportunity and Achievement and Growth" got the highest correlation with $r = 0.514$. The second highest correlation is the pair of " Choice of Opportunity and Employee Job Satisfaction" with $r = 0.495$.

The negative correlation is also presented below:

Decision making process and Physiological needs with $r = -0.049$

Solution and Affiliation with $r = -0.032$

Solution and Job security with $r = -0.187$

Solution and Physiological needs with $r = -0.129$

Participants and Physiological needs with $r = -0.010$

Problem and Physiological needs with $r = -0.014$

Limited information processing and Physiological needs with $r = -0.110$

5.2 **Conclusion**

The conclusion of the this research finding is shown below :

5.2.1 <u>Demographic Profile of Respondents</u>

The total number of respondents in this research is 60 people who work in Thai Rubber Latex Corporation (Thailand) Public Company Limited at the headquarter located in Bangkok. The largest group of respondents is female. Mostly respondents are in the age range of 31-45 years old. More than 70% have Bachelor degree and receive salary lower than 20,000 baht per month.

5.2.2 <u>Decision Making Process</u>

5.2.2.1 <u>Solution</u> Respondents perceive solution in the decision making process and mostly agree on the solution which gives answer to the problem is accepted and satisfied everyone.During making decision, middle managers need to assure that solution they have taken is acceptable and make their employees respect.

5.2.2 <u>Participant</u> Respondents like to participate during decision making process by working in team to find better result. They believe that teamwork is workable and help them a lot.

5.2.3 <u>Problem</u> Respondents perceive problems in the decision making process. They expect middle managers to recognize the problem when it comes so that decision making can be made properly.

5.2.4 <u>Rule of Thumb</u> Respondents perceive rule of thumb in the decision making process. They agree that knowledge gained is helpful for making decision. The knowledge may come from what they have learnt or what they have done.

5.2.5 <u>Choice of Opportunity</u> Respondent perceive that decision making process may be made based on considering a variety of selections. They do not think that making good decision comes from working at the corner. They believe that better result can come from having more selections and looking around so that they can choose the best one that is suitable for the situation.

5.2.6 <u>Limited Information Processing</u> Respondents perceive limited information processing in decision making process . They agree that sometimes making decisions need information support but it could be difficult to find all information. They like to find some information by themselves to support decision making , which may be quite limited.

5.2.3 <u>Employee Job Satisfaction</u>

5.2.3.1 <u>Advancement and Growth</u>   Respondents perceive advancement and growth in employee job satisfaction. They agree to make use and put their field of study into practice. Advancement may come from practice and growth will follow if they are successful in doing something they intend to do.

5.2.3.2 <u>Achievement</u>   Respondent perceive achievement in employee job satisfaction. They agree to try hard to improve the performance at work to get achievement.

5.2.3.3 <u>Affiliation</u>   Respondents perceive affiliation in employee job satisfaction. They agree to pay good attention to feelings of others at work. This could be quite important for them to have happy or unhappy social work life in the company.

5.2.3.4 <u>Job Security</u>   Respondents perceive job security in employee job satisfaction. They agree that the company has been well recognized and reputable. They will be secure if working in that such a good company.

5.2.3.5 <u>Physiological Needs</u>   Respondents perceive physiological needs in employee job satisfaction in the sense that they feel good when having annual bonus. Bonus is one of the incentives for employees to motivate them.

5.2.3.6 <u>The correlation between decision making and job satisfaction.</u> From the test result it can be concluded that the two variables have significant correlation in positive aspect.

5.3 <u>Organization Development Intervention(ODI) Proposal</u>

The purpose of ODI is to develop a plan for enhancing the organizational support towards change and organizational improvement.

An important element in developing and improving organization is the identification of areas for improvement or problems. Doing organizational diagnosis

is helpful to provide a rigorous analysis. It involves data gathering, interpretation and identification of problems and potential action programs.

Diagnosis Stage

Data gathering has been done through questionnaire technique regarding the topic of decision making process of middle managers and employee's job satisfaction. The result of the data has been interpreted. From the findings, it was found that overall perception of the respondents is above the mean with "agree" level. It was also recognizable that decision-making process of middle manager has a correlation with employee's job satisfaction in positive figure. This can be interpreted that to improve job satisfaction of employees, middle manager significantly consider their role of making decision. Moreover, the results from the findings show them the directions in which they can motivate their employees to achieve higher job satisfaction in the organization.

ODI for middle managers: Recommended Potential Action Program

Based on the research result, middle managers in the organization have to explore and understand the decision making processes which are the processes to make decision and also make use of the research findings to improve employee job satisfaction. To know how to obtain employee job satisfaction, it would be a tool for middle managers in terms of making a right way of decision to motivate their employees to work for them in efficient and effective way.

5.3.1 <u>Delegating the authority to subordinates</u>

The subordinates should have a right to have delegation of authority to work They may feel more comfortable with the solution which is acceptable and satisfied by everyone as it does not come from the top only but from the cooperation with

subordinates. The subordinates can share responsibilities to finish the task with the most effort they can contribute to that job.

5.3.2 Participation

Managers should give a chance for their subordinates to share ideas with them to make decisions. They may like to know what is the problem and how to solve it correctly. Meeting is a link for the manager and the subordinates to expand all ideas into work and make it better with their creativity. Subordinates may be satisfied if they are part of the success.

5.3.3 Pushing employees to recognize a problem when it comes

Change is natural for the organization. If the organization is not concerned about change as a factor of success or failure, then, it will be critical to survive in globalization. Employees need to recognize when the problems come to them. They should be alert how to solve them and how to cope with them. Decision making from top management is very important. First of all, they need to know what the problem is and how it happens. Then they try to solve it correctly.

5.3.4 Using knowledge for making decision

People can make decision with or without using their knowledge. It would make more sense if decision making is based on a logical way of thinking. At least it could be better to have knowledge to lead the decision maker to the way they have experience with. Managers should use their knowledge to help them make decision .

5.3.5 Opening mind for more Selection

The more selection the managers have, the better they can make good decision. Subordinates like their boss to try selections not just stick on some conventional ways without exploring new things. Some managers are very conservative and reject change. They think what they do is the best. They never try

new ways which can give them more advantages. Selection may come from internal or exteral sources.

5.3.6 Going I T

The company should invest more in Information Technology for its benefit of obtaining much more information available and updated to help them make decision. Data is one of the most important factor for decision analysis.

5.3.7 Giving Empowerment to Subordinates

Subordinates should be empowered to work on their own by using their knowledge and experience to improve their performance. They will feel full of responsibility to finish their job and if they can do it well they will be proud and have more encouragement to work more.

5.3.8 Training

Training is very important for employees in the company . They should deserve this as one of the incentives . Mostly people in the organization work for achievement. They want to grow and go to higher positions. Training can improve their capability to get what they want.

5.3.9 Implementing Reward System

Employees who are fully contributing their utmost effort to the company should be rewarded . This is very important to motivate employees to increase job satisfaction. Top management may set annual bonus for employees or giving a gift to them occasionally. They should be admired in front of others etc.

5.3.10 Paying good attention to others

Feeling is sensitive. People working together in the company, whether they come from top or bottom line, should give good attention to others. The boss should

pay good attention to his subordinates. The subordinate should respect his boss. Things will go smoothly with good cooperation.

5.4 Recommendation for Future Research

The research should involve a larger number of employees so that the result can be more practicable. It should be done deeper into specific subsidiaries in which top management can have a clear picture and can set up an appropriate decision making policy based on each circumstance. The researcher should try to study other business types of companies in addition to public companies. It could be more interesting if the research can be done for family business. Comparison of result could be profitable to identify the aspect of factors associated with decision making which effect job satisfaction.

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QUESTIONNAIRE แบบสอบถาม

Part I :

Demographic Profile ข้อมูลทั่วไป

Direction:

Please answer the following questions concerning about yourself by marking (x) in front of the

appropriate answer.

กรุณาทำเครื่องหมาย X ในช่องว่าง

1. Gender(เพศ) _____ Male _____ Female

2. Age (อายุ) _____ <=30 years old _____ 31-45 years old

   _____ >= 46 years old

3. Education (การศึกษา) _____ Vocational _____ Bachelor

   _____ Master _____ Doctoral

4. Working Years _____ <=2 years _____ 3-5 years

(จำนวนปีที่ทำงาน) _____ 5-10 years _____ >10 years

5. Salary (เงินเดือน) _____ <= 20,000 baht _____ 21,000-50,000 baht

PartII: Decision Making เรื่องการตัดสินใจ

Direction: Please mark the following statement which you find it appropriate and fit you.

There are 5 scales:

5 = Strongly Agree	5 = เห็นด้วยมาก
4 = Agree	4 = เห็นด้วย
3 = Undecided	3 = ไม่แน่ใจ
2 = Disagree	2 = ไม่เห็นด้วย
1 = Strongly Disagree	1 = ไม่เห็นด้วยมาก

Statement	5	4	3	2	1
1. The answer to the problem is accepted and satisfies everyone การตอบปัญหาได้รับการยอมรับและเป็นที่น่าพอใจของทุกคน					
2. When I am in trouble, then, I think about solution and get out of problem easily. เมื่อฉันตกอยู่ในภาวะเดือดร้อน ฉันคิดหาทางแก้ปัญหาเพื่อหาทางออกได้โดยง่าย					
3. Most of solutions to the problems meet the minimum requirement วิธีการแก้ปัญหาเกือบทั้งหมดได้มาโดยผ่านข้อกำหนดขั้นต่ำที่ตั้งไว้					
4. Solutions always come from my department วิธีการแก้ปัญหามาจากแผนกของฉันเสมอ					
5. I make decision with my co-workers ฉันได้มีการร่วมตัดสินใจกับเพื่อนร่วมงาน					
6. I believe in team to provide better result. ฉันมีความเชื่อมั่นในความเป็นทีมในการได้มาซึ่งทางแก้ไขที่ดีกว่า					
7. Team meetings are scheduled weekly so that team members can express their ideas. การประชุมกลุ่มมีการจัดขึ้นทุกอาทิตย์เพื่อให้สมาชิก ในทีมได้มีการแสดงความคิดเห็น					
8. When making decision, time is always limited. เมื่อใดก็ตามที่มีการตัดสินใจ เวลามักจะมีจำกัดเสมอ					
9. It is often what I expect does not always come true. บ่อยครั้งสิ่งที่ฉันคาดหวังไว้มักจะไม่เป็นไปตามที่หวัง					
10. Problem is recognized, when it comes. เมื่อมีปัญหาเกิดขึ้น ได้มีการรับรู้ถึงปัญหานั้น					
11. Problem do not lead to a solution. ปัญหาไม่ได้นำไปสู่ทางแก้ปัญหา					

Statement	5	4	3	2	1
12. There is a signal that a decision is needed. มีสัญญาณที่บ่งบอกว่าการตัดสินใจเป็นเรื่องจำเป็น					
13. When I make decision, I make it by instinct. ฉันตัดสินใจโดยใช้สัญชาตญาณ					
14. I like to use my past experience to help me make decision. ฉันชอบที่จะใช้ประสบการณ์ในอดีตเพื่อช่วยในการตัดสินใจ					
15. I often use shortcut way to solve problem. ฉันมักจะใช้ทางลัดในการแก้ไขปัญหา					
16. I find my knowledge is helpful for making decision. ฉันพบว่าฉันสามารถใช้ความรู้ที่มีในการตัดสินใจได้					
17. I try to analize all choices before making decision. ฉันพยายามที่จะวิเคราะห์ทางเลือกทุกทางก่อนตัดสินใจเลือก					
18. When I have a chance to make a decision, I make it right away. เมื่อฉันมีโอกาสในการตัดสินใจ ฉันจะตัดสินใจทันที					
19. Environmental force push me to make decision. ข้อบังคับภายนอกต่าง ๆ ผลักดันให้ฉันต้องตัดสินใจ					
20. I like to find some selection to make better decision. ฉันชอบที่จะหาทางเลือกเพื่อใช้เป็นแนวทางในการตัดสินใจ					
21. I make decision with minimal information. ฉันตัดสินใจโดยใช้ข้อมูลที่มีอยู่อย่างจำกัด					
22. I make decision by using information provided by my department. ฉันตัดสินใจได้โดยอาศัยข้อมูลที่มีอยู่ในแผนก					
23. I found that information is not frequently updated when sitution is changed. ฉันพบว่าข้อมูลไม่ค่อยมีการ update เมื่อมีการเปลี่ยนแปลงเกิดขึ้น					
24. I like to find some information by myself to support my decision making. ฉันชอบหาข้อมูลที่จำเป็นด้วยตัวเองเพื่อช่วยในการตัดสินใจ					

Employee Job Satisfaction ความพึงพอใจของพนักงาน

Statement	5	4	3	2	1
1. I will be acknowledged and will get promoted whenever I'm successfully in assigned tasks. ฉันจะได้รับการยอมรับและได้รับการเลื่อนตำแหน่งเมื่อใดก็ตามที่ฉันประสบความสำเร็จ					
2. I get a challenging and creative task to challenge my own abilities. ฉันได้ทำงานที่มีความท้าทายและสร้างสรรค์เพื่อท้าทายความสามารถของฉัน					
3. I realize that I hold the capabilities to afford the excess responsibilities which are coming up on work. ฉันตระหนักว่าฉันมีความสามารถพอที่จะทำงานที่นอกเหนือจากความรับผิดชอบได้					
4. I have made use and put my field of study into practice. ฉันได้ใช้ความรู้ที่ได้เรียนมาในการทำงาน					
5. I do my best on my job especially the one that is very difficult. ฉันทำงานให้ดีที่สุดโดยเฉพาะงานที่มีความยากสำหรับฉัน					
6. I try hard to improve my performance at work. ฉันพยายามอย่างมากที่จะพัฒนาผลการดำเนินงานของฉัน					
7. I have a good plan and try to achieve it ฉันมีการวางแผนที่ดีและพยายามที่จะทำให้สำเร็จตามแผนนั้น					
8. My decision making has been acknowledged. การตัดสินใจของฉันได้รับการยอมรับ					
9. I like to work with your co-worker and try to solve problem together. ฉันชอบทำงานกับเพื่อนร่วมงานและร่วมกันแก้ไขปัญหา					
10. I pay good attention to feelings of others at work. ฉันให้ความสำคัญกับความรู้สึกของผู้อื่นในที่ทำงาน					
11. I likes the way to be treated by my boss. ฉันชอบการทำงานของหัวหน้าที่ปฏิบัติต่อฉัน					
12. I am well accepted and noticed to be part of my team. ฉันได้รับการยอมรับจากเพื่อนร่วมทีมให้เป็นส่วนหนึ่งในทีม					

Statement	5	4	3	2	1
13. The organization have a clear statement notifying about fringe benefit policy of employees at work. องค์กรมีการแจ้งให้พนักงานทราบอย่างชัดเจนเกี่ยวกับเรื่องนโยบายและสวัสดิการ					
14. I often try to change job. ฉันพยายามที่จะเปลี่ยนงานอยู่เสมอ					
15. I want to spend my work life in this company. ฉันต้องการที่จะอยู่กับที่ทำงานนี้ไปตลอดชีวิตการทำงานของฉัน					
16. My company has been well recognized and reputable. องค์กรของฉันเป็นองค์กรที่เป็นที่ยอมรับและมีชื่อเสียง					
17. I satisfy with welfares the company provide for me. ฉันพอใจในสวัสดิการขององค์กร					
18. I like working place. ฉันชอบสถานที่ทำงานนี้					
19. I think salary is worth the effort that I put in doing my work. ฉันคิดว่าเงินเดือนของฉันคุ้มค่ากับการทำงานของฉัน					
20. I feel good when having annual bonus . ฉันรู้สึกดีเมื่อได้รับโบนัสประจำปี					

SIZE OF SAMPLING IN THEORY OF KREJCIE AND MORGAN.1970: 608-609

Table shown the number of sampling size required from total population

N = population   S = size of sampling

N	S	N	S	N	S	N	S
10	10	120	92	300	169	1000	285
15	14	130	97	320	175	1400	302
20	19	140	103	340	181	1600	310
25	24	150	109	360	186	2000	322
30	28	160	113	380	191	3000	327
35	32	170	118	400	196	4000	351
40	36	180	123	420	201	5000	357
45	40	190	127	440	205	6000	360
50	44	200	132	480	214	7000	364
55	48	210	136	550	226	8000	367
60	52	220	140	600	234	9000	368
65	56	230	144	650	242	10000	370
70	60	240	148	700	248	20000	377
75	64	250	152	750	254	30000	379
80	68	260	155	800	260	40000	380
85	72	270	159	850	265	50000	381
90	76	280	162	900	269	77500	382
100	80	290	165	950	274	100000	384

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