



Employee's Personal Competency, Commitment, Social Interaction,
Job Satisfaction and Job Performance and Proposed Organization
Development Intervention: A case Study of Thai Mee Co., Ltd.

By
Yang Ruili

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

Master of Management in
Organization Development & Management

Graduate School of Business
Assumption University
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Abstract

This study targeted an exporting company-Thai Mee Co., Ltd.- to discover the problematic areas centering on employees' personal competency, commitment, social interaction, job satisfaction and job performance.

Firstly, questionnaires were distributed to the 24 office employees within Thai Mee to obtain the employees' perception on those five problematic areas. The researcher adopted four-point-scale to determine the level of the employees' perception and used the means and frequency tables to describe and demonstrate the employees' perception. In the meanwhile, the researcher conducted in-depth interviews respectively with the company's owner and the two managers to further appreciate the company's problems.

Secondly, substantial OD interventions were designed, developed, proposed and suggested to the company's owner focusing on these five problematic areas. However, based on the realistic situation these proposed OD interventions currently could not be implemented and the effects of the implementation of these interventions could not surface right now. The researcher visualized the prospects and foresaw what would happen within this company if these proposed OD interventions could be able to be implemented with the company.

Finally, the summary of the findings were that the employees of this company were perceived as being lack of personal competency, commitment, social interaction, job satisfaction and job performance. To address the findings, a set of ODI recommendations was designed and developed as proposed for implementation.

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Table of Content

Abstract

Acknowledgement

List of Tables and Figures

Chapter 1 Introduction

1.1 World Trade	1
1.2 Thai Trading Situation	3
1.3 Profile of Thai Mee Co., Ltd	7
1.4 Current Situation	11
1.5 Objective of the Study	18
1.6 Statement of Research Problems	18
1.7 Research Questions	19
1.8 Significant of the study	19
1.9 Scopes and Limitation of the Study	20
1.10 Definition of Terms	21

Chapter 2 Review of literatures and Conceptual Framework

2.1 Organization as a System	24
2.2 Organization Effectiveness	26
2.3 Organization Development	29
2.4 Personal Competency	33
2.5 Organization Commitment	37
2.6 Reciprocal Influences of Individual and Social Context	41
2.7 Social Interaction	46
2.8 The Nature of Job Satisfaction	49
2.9 Job Performance and Related Theories	59
2.10 Conceptual framework	66

Chapter 3 Research Methodology

3.1 Research design	69
3.2 Respondent	70
3.3 Research Instrument	71
3.4 Data Collection Technique and Procedure	73
3.5 Data Analysis	74
3.6 Reliability Test	74

Chapter 4 Research Findings and Proposed OD Interventions

4.1 The Demographic Profiles of Employees	76
4.2 Employee's Perception	80
4.2.1 On Employees' Personal Competency	80
4.2.2 On Employee's Commitment	82
4.2.3 On Employee's Social Networking and Interaction	84
4.2.4 On Employee's Job Satisfaction	85
4.2.5 On Employees' Job Performance	87
4.3 Implication of Qualitative Analysis of Relationships of Variables	88
4.4 Proposed OD Interventions	90
4.4.1 The Methods to Develop Personal Competency	91
4.4.2 The Methods to Develop Commitment	93
4.4.3 The Methods to Develop Social Interaction	97
4.4.4 The Methods to Develop Job Satisfaction	99
4.4.5 The Methods to Develop Job Performance	103

Chapter 5 Summary, Conclusion and Recommendation

5.1 Summary of the Research Findings	106
5.2 Conclusion	107
5.3 Recommendation for Further Study	108

Epilogue	109
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Bibliography	110
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Appendixes

Appendix 1 English Version of Interview Guideline

Appendix 2 English Version of Questionnaire

Appendix 3 Thai Version of Interview Guideline

Appendix 4 Thai Version of Questionnaire

Appendix 5 Reliable Test

List of Tables and Figures

List of Tables:	Page
Table 2.1 Mean Correlations of Organizational Commitment with Several Work Variables	41
Table 2.2: Percentage of People Satisfied with 16 features of jobs in 1999	50
Table 3.1 Composition of the Respondents	71
Table 3.2 Arrangements of Questionnaires	72
Table 3.3 Reliability Test Table	75
Table 4.1.Frequency Distribution of Age	77
Table 4.2 Frequency Distribution of Gender	77
Table 4.3 Employees' Marital Status	78
Table 4.4 Highest Level of Education Achieved	79
Table 4.5 The Place of the Employee's Hometown	79
Table 4.6 The Length of Service of the Employees	80
Table 4.7 Perception of Personal Competency	82
Table 4.8 Employee's Perception of Personal Commitment	84
Table 4.9 Employees' Perception on Social Interaction	85
Table 4.10 Employee's Perception on Job Satisfaction	86
Table 4.11 Employee's Perception on Job Performances	88
Table 4.12 Proposed OD Interventions for Personal Competency	91
Table 4.13 Proposed OD Interventions for Commitment	94
Table 4.14 Proposed OD Interventions for Social Interaction	98
Table 4.15 Proposed OD Interventions for Job Satisfaction	100
Table 4.16 Proposed OD Interventions for Job Performance	103
Table.5.1 Summary of Variables	107
List of figures:	
Figure 1.1.Thailand's International Trade in 1994-2005	5
Figure 2.1 Major Influences on Each Commitment	39
Figure 2.2: Antecedents of Job Satisfaction	52
Figure 2.3 the relationship of Job performance and Job satisfaction	54
Figure 2.4 Influences of Personality and Ability on Job Performance	65
Figure 2.5 the Conceptual Framework Flow	67
Figure 2.6 the Conceptual Framework	68
Figure 4.1 Female Employee's Marital Status	78
Figure 4.2 Male Employee's Marital Status	78
Figure 4.3 Employees' Highest Education Level	79

CHAPTER ONE

Introduction

1.1 World Trade

World trade growth averaged 10.2 percent in 2004, reflecting rapid increases in industrial production and investment activity. The expansion in trade volumes in 2004 is reminiscent of the increase observed in 2000 and mirrors the rapid recovery in industrial production that began to take shape in the second half of 2003 until 2004. More than 20 percent of the increase in world merchandise trade volumes was represented by China, whose imports increased by 32 percent—reflecting both the positive impact of its accession to the World Trade Organization (WTO) and unsustainable rates of investment and consumption demand.

Trade in raw materials and investment goods were particularly strong. As indicated above, robust demand for raw materials was an important factor underlying the trade expansion in a number of developing countries. In particular, oil, steel, and minerals trade was strongly influenced by the rapid increase in Chinese manufacturing and construction sectors. Similarly, fast-growing global investment expenditures were particularly important in spurring export demand in countries such as Germany and Japan that specialize in the fabrication of machinery and other physical capital.

As a whole, developing countries have grown their share in world markets by about 19 percent, up from 19 to 23 percent since 2000. Much of this rise is

attributed to China, which has seen its share in world exports double from 2.9 to 5.8 percent between 2000 and 2004. Excluding China, the improvement in the export share of low- and middle-income countries has been more modest (from 16 to 17 percent), although developing countries in the South Asia and Europe and Central Asia regions have increased their market shares considerably. Other regions either maintained their market share (the rest of the Eastern Asia and Pacific and the Middle East and North Africa) or lost market share (Sub-Saharan Africa and Latin America and the Caribbean).

(http://www.un.org/special-rep/ohrrls/ldc/Global-Reports/2005_GEP.pdf)

The world economy is expected to moderate in 2007 dragged by U.S. economy, according to new UN forecasts on the global economy released. Stepping back from the all-time high growth in world gross product of 4.0 percent reached in 2005 and 3.8 percent growth for 2006, global growth is expected to slacken at a pace of 3.2 percent this year, said World Economic Situation and Prospects 2007. A weakening housing market in the United States is a major factor into the global slowdown, according to the annual UN report.

The cooling of the housing boom is expected to depress consumer demand and slow the growth of the U.S. economy to a rate of 2.2 percent this year. The U.S. current account deficit increased further to almost 900 billion dollars last year and about two-thirds of this deficit was matched by surpluses of the major oil exporting countries and Asian and other developing countries also run significant savings surpluses to counter balance to U.S. deficit. Growth in Europe, which exceeded

expectations in 2006, is expected to moderate to around 2 percent in 2007 and in Japan, which also experienced robust growth in 2006, will slow to below 2 percent in 2007, according to new UN forecasts on the global economy released.

(http://english.people.com.cn/200701/11/eng20070111_339958.html)

1.2 Thai Trading Situation

The Thai economy in 2005 has started off on a slow pace of 3.3 percent in the first quarter compared to its growth of 6.5 percent in 2004. Many factors have contributed to this downturn both domestically and internationally, including the sharp increase in crude oil prices that have pushed up inflation, drought conditions in many parts of Thailand that have cut agricultural production, the after effects of the tsunami, as well as the unrest in the three southern-most provinces that have resulted in a 10.1 percent drop in foreign tourism. The government undertook many initiatives to improve these conditions, such as drought relief programs, restoring tourist destinations affected by the tsunami, tourism promotion, introduction of wholesale and retail price controls, and actively promoting exports. These measures resulted in economic growth of 4.6 percent in the second quarter of the year 2005 and by 5.3 percent in the third quarter, averaging 4.4 percent for the first 3 quarters.

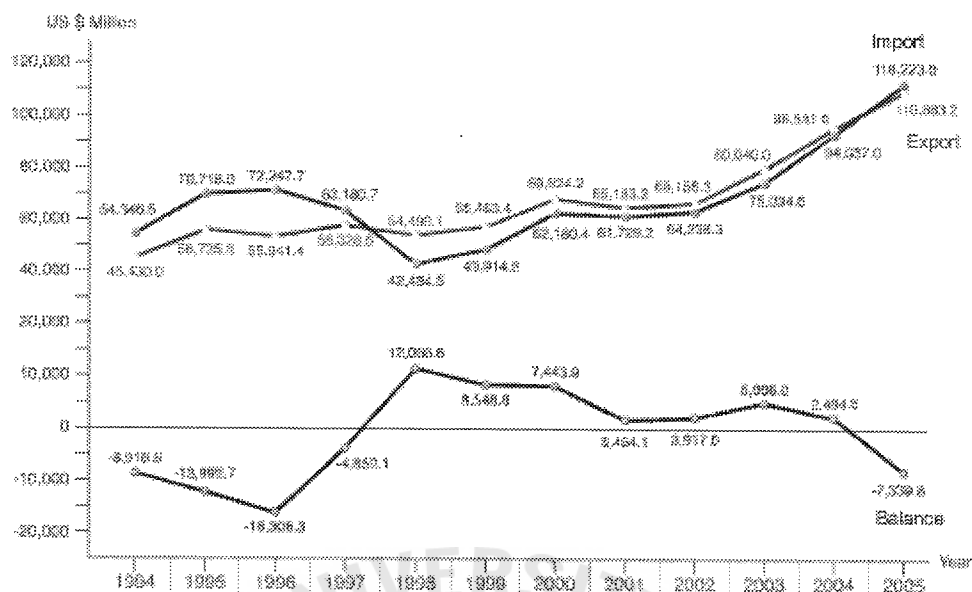
(<http://www.dep.thai.go.th/Annual/th/Annual05/05overview.htm>)

1.2.1 The Export Situation of 2005

In the first half of 2005, imports grew at a rate of 31.3 percent, valued at US\$59.6 billion, due mostly to imports of more costly fuel, capital goods, and raw materials, while exports grew at 12.9 percent, valued at US\$51.8 billion, resulting in a trade deficit of US\$7.8 billion.

The government implemented dual-track measures to remedy the trade deficit, such as actively promoting exports, while monitoring imports. To increase exports, the government and private sectors cooperated more closely to open new markets and expand existing markets, for example, by sending Special Task Forces on missions to target markets; organizing Thailand Exhibitions; arranging Inbound and Outbound Missions; designating September as Export Month with 9 separate trade fairs for health and beauty products, air-conditioners, electrical appliances, automotive components and parts, gems and jewelry and garments and leather goods.

Via import monitoring and control measures, exports increased by 24.9 percent in August and by 23.2 percent in September, while imports increased at a slower rate of 21.7 percent in August and of 20.6 percent in September. This resulted in a trade surplus of US\$9.8 million in August and US\$820 million in September. Consequently exports for the whole of 2005 were increased by 15 percent to US\$110.9 billion with industrial goods increasing by 15.8 percent, while agricultural products increased by 5 percent. Imports for the whole of 2005 were increased by 26 percent to US\$118.2 billion, rising across the board. Major imports were fuel (up 59.1 percent); capital goods (up 27.2 percent); and raw materials and semi-finished goods (up 16.9 percent). In 2005, Thailand experienced a trade deficit of US\$7.3 billion. (<http://www.depthai.go.th/Anual/th/Anual05/05overview.htm>)



(Source from <http://www.dephtai.go.th/Anual/th/Anual05/05overview.htm>)

Figure 1.1. Thailand's International Trade in 1994-2005

1.2.2 Export Situation in 2006

Even if the Thai baht appreciated sharply in 2006 against the US dollar and reserves accumulated, it is uncertain that this threatened the economy or export businesses. In trade-weighted terms, the appreciation was unexceptional. Also, the appreciation did not deter healthy export performance, and the trade balance moved from deficit to surplus in 2006. business with the trade balance moving from deficit to surplus in 2006.

(<http://www.adb.org/Documents/Books/ADO/2007/ado2007-highlights.pdf>)

Total exports topped US\$ 130 billion, with exports of agriculture, as well as of labor-intensive and machinery manufacturers growing robustly. Their growth rates were either similar to earlier years or significantly higher, as in the case of agriculture which was recovering from drought. Exports of machinery reached US\$57 billion,

while agriculture and labor intensive manufactures remained close to US\$11 and US\$10 billion respectively, higher than the receipts in 2005. Exports to China grew just as strongly as earlier years.

(http://siteresources.worldbank.org/INTTHAILAND/Resources/2007april_tem_report.pdf)

1.2.3. Outlook of Thai Trading Industry in 2007

Thailand's current account will continue to be in surplus this year. With import growth slowing down sharply while exports continued to perform well last year, the current account reverted to a surplus of US\$3.2 billion or 1.6 percent of GDP in 2006 compared to a deficit of US\$7.9 billion in 2005. The balance of payments registered a surplus of US\$12.7 billion by the end of 2006 and foreign reserves reached US\$67 billion. The strong inflows were the main reason for the 13-percent appreciation of the baht since the beginning of 2006. This had promoted the imposition of the capital controls, which has been subsequently relaxed. The current account should remain in surplus by around 1.5 percent of GDP in 2007 as imports will not recover quickly. Imports have slowed down significantly in 2006 and would increase slightly in 2007 with the slow recovery in investments. In 2006 imports of goods in real terms contracted by 0.8 percent from that of 2005 as a result of the contraction of oil imports and the sharp deceleration of capital good and raw material imports growth. This contraction is partly due to the running down of inventories in 2006 and exceptional high base in 2005 in which import of oil and iron and steel rose sharply, the latter for stocking up. As a result, import values increased by only 7

percent compared to over 26 percent in 2004 and 2005. In 2007 imports in real terms should increase from its low base last year by around 5 percent as inventory is rebuilt. Import values would speed up slightly from 7 percent growth last year to 9.5 percent this year.

(http://siteresources.worldbank.org/INTTHAILAND/Resources/2007april_tem_report.pdf)

Exports, on the other hand, grew robustly last year but will slow down this year with the slow down in the global economy. Exports of goods in real terms grew sharply last year by 9 percent. As a result, export values of goods grew by more than 17 percent last year compared to 15 percent in 2005. Services receipts also grew sharply at 19.6 percent with the recovery of the tourism after 2005 which was a tsunami-affected year. Given that both the global demand and the growth of Thailand's key trading partners are projected to slow down this year, exports growth will unlikely be as impressive as last year's. Export volume and values of goods this year would therefore unlikely to increase by more than 6 percent and 10 percent, respectively. Exports of services will also expand at a slower rate this year with the slow down in tourist receipts are negatively affected by the new year bombing and political issues in Thailand.

(http://siteresources.worldbank.org/INTTHAILAND/Resources/2007april_tem_report.pdf)

1.3 Profile of Thai Mee Co., Ltd.

According to the world trade statistics by country and region generated in

real time, there are totally 390 global exporting companies in Thailand. (http://www.exportbureau.com/global_world_trade_statistics.html). Thai Mee Co., Ltd. is one of the leading exporters of foodstuffs in Thailand. After the breakout of SARS in East Asian countries, such as Hong Kong, Taiwan and Singapore, and China, Thai Mee Co., Ltd. experienced a downturn of annual sales because Thai Mee Co., Ltd.'s main clients are from these above countries and the economy of these countries more or less suffered from SARS, especially Hong Kong. However, benefited from promoting export measures of Thai government in 2005, Thai Mee's annual sales gain the previous momentum again.

1.3.1 The Background of the Company

Thai Mee Co., Ltd.Co., Ltd., located in Thai-C.C. Tower, South Sathorn Road of Bangkok, was established in 1989 as one of the leading exporters of Foodstuffs in Thailand. It is a large-volume exporter which specializes in various kinds of food products, such as foodstuffs, fruits & vegetables, canned foods, sea food, snacks, candy and jelly to the world-wide markets. It is also professional in trading business because the strong relationship with suppliers has been built up so that all requirements can be satisfied. Normally Thai Mee Co., Ltd. has its own products under "NA NA" brand name. It is able to arrange the customized contract processing or packing products according to the requirement of the clients.

Thai Mee Co., Ltd. consists of office employees and warehouse workers. The office employees are mainly responsible for contacting with the clients and the suppliers. The warehouse workers need to be coordinated with the office employees

and put the products containers into the ship cargos.

The strength of Thai Mee Co., Ltd. is in its capability to customize arrangements to achieve customer satisfaction by carefully selecting the best quality product sources and concentrate on production process as well as delivery to ensure that customers get the qualified products on time at reasonable-fair price in perfect condition. Its market has been already spread to many countries in U.S.A., Europe, Asia, Canada, Australia, New Zealand and South Africa, etc.

1.3.2 Policy and Commitment

Thai Mee Co., Ltd. is fully committed to a policy based on providing the quality products and services. So, its customers can be certain of enjoying the freshest, tastiest products upon serving. With its experience in exporting business and marketing the products with time utilization, it provides one-stop-shopping service and updating information about Thailand's food, introduce potential products to the market, choose product packaging, and design labels for its customers to maximize the value and gain competitive advantage with the minimization of cost accordingly. With the strength in mixed container service, the customers can benefit from marketing new products with minimal quantity but maximum items and they will be more flexible.

It is committed to provide customers with the consistent high quality, standard and customized products with graceful package at competitive price and terms as well as punctual deliveries. Thai Mee Co., Ltd. does continuous research on its existing and new manufacturers in order to get best solution for Thai Mee's

customers.

1.3.3 Company Provided Service

Thai Mee Co., Ltd. values clients and has been always devoted to satisfying every client with professional and sincere service which is listed as the following:

Best quality at ideal price & best price at ideal quality

As Thai Mee Co., Ltd. is the food trader which has very good connection with several manufacturers; this is the reason why it can offer very competitive way to its customers

Mixed Container for Market Trial

When there are several new products on your interest, the customer can ask for our mixed container service so that customers can take several products for initial shipment. After the customers realize their market demand in each product, they can increase ordering volume of each item in next shipment. If they have specific manufacturer in mind Thai Mee Co., Ltd. can contact on behalf of the customers, so that the customer does not need to purchase in full container on one product but mixed several products by order through Thai Mee Co., Ltd..

Customized Packaging and Customized Ingredient Services

Based on the common sense of different preference and perception in each country, Thai Mee Co., Ltd. is willing to provide customized design upon minimum purchasing volume.

News, Information and Special Promotion

The customer will be kept informed of any news and information in

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regional and worldwide market. And only Thai Mee Co., Ltd. customer will get the privilege on any special promotion advertised by Thai Mee Co., Ltd..

Specialized skill in the international language

Thai Mee Co., Ltd. owns many sale persons to serve the customers in many languages to make customers feel convenient to contact Thai Mee Co., Ltd..

1.4 Current Situation

As Thai Mee Co., Ltd. is a family business; the scale of company is not as big as the transnational company. She has 25 employees working in the office and 14 working in the warehouse. The advantage of the small company surfaces as the flexibility of the operation and decision-making. Although some times the top management made some wrong decision, it still can be quickly adjusted to the right way. However, the company's owner makes all the definitive decisions. Not only the external relationship with the clients, suppliers and shipping companies does the owner need to keep, but also the internal operation and management the owner has to keep an eye on. Furthermore, the owner has four children to be cared in living and study. Based on the above statements, even though the owner treats everybody as a member of the family, the employees' feeling, attitudes and the approaches to motivate them is seldom taken into accounts by the owner. The employees can not be of capability to satisfy the clients and negotiate with the supplying factories based on the limited competency. They cannot link their personal interest with the company's interest and not be committed fully to their job. They are not socially interactive with the outside to gain the working experience. The problems are stated specifically in the

following.

1. Being lack of the personal competency because of the limited knowledge and skills

Even though the high education does not necessarily provide the exact knowledge and skills that will be required at work, with it persons can be able to be of the capability to learn by themselves and be aware of what they should learn to make them perform in the work. To some degree, education is not making you more knowledgeable but being of more consciousness and deeper perception of the objectives. Nevertheless, in this family-based company, most of the employees did not obtain the higher education because some of them come from the suburb area or distant province and the chances for them to get the education are less comparing to the people who live in Bangkok.

The employees in Thai Mee Co., Ltd. deal with their work via their empirical knowledge and lack the ability to put their working experience into a systematic way and a higher academic level. Therefore when the employees do the job, they do not have a clear cue to direct them and just tackle with the problems out of their own willingness and the sense of the feeling.

From them, the professionalism cannot be shown and the company will suffer from being recognized not being able to meet the requirements and standardization by the clients. Even when they pick up a phone call, their language and manner is not formal and professional enough and sometimes they lose the patience to the clients and suppliers. Thai Mee Co., Ltd. is a trading company and her clients are mainly speaking English and Chinese. Usually, the marketing staff deals

with the clients. However, the other Thai Mee Co., Ltd. employees do not know either English or Chinese and when they meet the foreign customers due to the absence of the marketing staff, they just say “wait a moment” such simple sentences. They are reluctant to learn English to improve their communicative skills. When the regular suppliers can not offer what the clients require, usually they will not turn to other suppliers. They do not know how to be flexible in their work and make more profits for the company. The human resource manager usually interviews so many people just for one position and finally selects the person that she thinks will be fit. However, who she selected usually will leave the job after several days or even just only one day. So she is always in dealing with the recruiting affairs. She lacks the capability to select the right person for the right position even she treats everybody well.

Thai Mee Co., Ltd. employees’ lack of willingness and capability to learn and update their knowledge and skill because they think they are able to deal with the job and they need not update their capability and competency since the job is so routine. Nevertheless, they do not realize that their knowledge and skills have been already obsolete and after a certain period of time they do not certify on the skills needed. If they make their mind fresh for the skills and knowledge, they may perform the job better. On the part of Thai Mee, the cost for the employees’ obsolete skills and knowledge will be inflicted on Thai Mee. For those seniors who have stayed in Thai Mee Co., Ltd. since the establishment, they are not conscientious that their leading and managing mode and skills have already not been effective and fit.

Generally speaking, Thai Mee Co., Ltd. employees are not capable of being working professionally and skillfully and they do not know how to make them ready for the change.

2. The employees being not fully committed and the employees' attitudes being undisciplined.

In Thai Mee, some of the employees cannot come to work on time even though they will stay later to make up for the working hours. Therefore, their working schedules are not complying with the company and the other majority of the employees. So sometimes there will be a discrepancy between the on-time employees and non-on-time employees. The working process is delayed and when some decisions are needed making, these persons still do not turn up. Usually after 6 pm, there is no work for those latecomers to do because the clients, suppliers and the warehouse staff have already left the work. They just stay in the office to waste time on surfing internet and chattering. Normally these persons have been in Thai Mee Co., Ltd. for a long time and even the human resource manager cannot criticize them and has to compromise.

These undisciplined attitudes also can have an impact on their work. When the clients call them for inquiry, they have not yet got to in the office. Sometimes the clients lose patience after several calling. Even the employee already arrives in the office, he will not call back to the clients as quick as he can. Usually he may drink a cup of coffee and check the news on Internet. The clients feel so uncomfortable that they even sometimes want to cancel the orders.

In Thai Mee, there are other kinds of “strange” employees whose schedule is totally arranged according to the boss’s timetable. They seem like so familiar with the boss’s timetable so that they can make themselves seen on the working place by the boss all the time. If the boss stays at working place until late at night, they will be there also. At noon, usually the boss does not go for lunch outside, so these kinds of persons will also stay in the company until the boss goes. Their behavior is so confusing and finally it is found out that they want the boss to see how hard they work for the company and want to make a fake phenomenon that they are so dedicated to the company. Their focus is not laid on their work but how to curry favor with the boss and their attitudes should be turned back on the right ways, because now the other employees complain that the boss does not see how diligently they work and only see those who specialized in sucking up to the boss. The employees perceive themselves treated unequally.

Some employees are not committed to their work. Usually the food package stickers will be put on the package of the foodstuff and specify the expiry date of the food and the content. Once the supplying factory put the sticker that said the expiry date was *31st of November* and Thai Mee Co., Ltd. directly sent the foodstuff to the clients. The clients were very angry. If the employees had checked carefully and made commitment on this kind of trivial things, those incidents would not have happened. The entire daily working operation is trivial things and such kind of mistakes often happens in Thai Mee.

Generally Thai Mee Co., Ltd. employees’ working attitudes is in urgent

need to be improved and turned back to the right committed attitudes.

3. There is no social interaction for the employees to obtain the working experience and improve their working styles.

There is no doubt that working experience plays a great role in job performance and social achievement promotes the job satisfaction for the employees. Subconsciously every employee requires gaining more working experience in an organization and owning a more exciting social life. Sometimes the intermediary for employees to obtain social life and activities can be the company that they work for. However, Thai Mee Co., Ltd. did less in improving the working experience and social life for the employees.

Most of the employees of Thai Mee Co., Ltd. started their working life from Thai Mee Co., Ltd. and some of them have been here for 5-7 years. All the working experience is from Thai Mee Co., Ltd. and they have never had an opportunity to compare to other trading company and gain more experience to serve their work. All the knowledge and experience is handed down from the senior employees to the new ones. Because of being a small company and the scale of the business being not large added that the employees' job is routine, the chance for gaining better experience is rare. Reversely, the inadequate experience limited the growth of Thai Mee Co., Ltd. and the excellent employees who desire more experience will move to another company. So the brain talents in Thai Mee Co., Ltd. are continually in loss. Now and then there are some people being interviewed to replace the resigned employees. Thai Mee Co., Ltd. consequently makes an unstable image to the public.

Social exposure is a way for the person to get the adequate self-esteem and self-confidence and to be injected with the passion and innovation that cannot be obtained just within the working place.

Nevertheless, Thai Mee Co., Ltd. employees are limited within the box of this company. The day-based life is centering on the company. Their social life is exploited and the company never intends to offer them social activities. The boss never took the normal employees for the conference and never considered thinking of a need for them to take any social activities. There is no communication, no comparison, no innovation and no inspiration. Comparing to the other companies, Thai Mee's employees feel lack of self-esteem and self-confidence. Being lack of self-confidence leads to being lack of passion to create and inject valuable and innovative ideas to the company. For Some employees, the only expression on their faces is dumb and seems like no spirit and morale. Despite their personal factors, the company also has the responsibility due to the employees' most time being devoted to the company. The company needs to be composed by a group of happy employees and enrich the employees' social life and exposure so that they will be developed with their full size.

If there is no effective way to activate and energize the employees to own more experience and self-confidence, Thai Mee Co., Ltd. will suffer from a lot since the human is the most valuable resource in any company.

1.5 Objective of the Study

This research objectives as identified are shown as follows:

1. To describe and analyze the current situation of employees' personal competency, employees' commitment and employees' social interaction in Thai Mee Co., Ltd. Co., Ltd.
2. To identify and diagnose the present situation of job satisfaction and job performance in terms of personal competency, commitment and social interaction of employees
3. To identify, design and propose Organization Development Interventions for Thai Mee Co., Ltd. based on the findings of the diagnosis.

1.6 Statement of the Research Problem

Within Thai Mee, the employees' competency is not sufficient to meet the demand of the business development. On account of their limited competency, the clients cannot be gratified and they cannot obtain the best goods to the clients through a better negotiation with the supplying factories. There are some channels needed creating for the employees to acquire more competencies.

Basically the employees of Thai Mee Co., Ltd. do not regard themselves as part of the company and seldom put their personal interests linked with the company. They do not put enough efforts to their job and there are mistakes happening in their work.

Furthermore, the employees' acquired working experience is only confined within this company and there is no social interaction for them to exchange their

knowledge with the outside and compare their work with the other knowledgeable persons from famed companies.

1.7 Research Questions

1. What are the current issues existing in Thai Mee Co., Ltd. in term of personal competency, commitment, social interaction, job satisfaction and job performance?
2. What are the appropriate OD interventions that can be designed and proposed to address the company concerns in term of personal competency, commitment, social interaction, job satisfaction and job performance?

1.8 Significance of this Study

This research aimed at improving the company into a high-standard level through reducing the main blocks on their way to develop. More or less, the company would benefit from this research and at least the managers would rethink and reconsider their management styles and attitudes towards the employees' career and social life.

Furthermore, the employees would also learn to change themselves and change their rooted perception about the work and themselves. These changes, for employees themselves as well as for the company, would make an unexpected influence on the employees' individual development as well as the company's future.

In addition, this research could be a reference for the other family business in Thailand because of their similarity in management and general social environment. They would learn the lessons which could be avoided and assimilate some approaches

pertinent to their problems.

At last but not the least, for the researcher own benefits, this kind of actual practice provided a good opportunity to appreciate a business environment and know about some detailed operation within a company. Whereas at first the researcher experienced an embarrassing situation because the researcher had to pick up courage to doubt and ask critical questions and had to challenge the patience of the interviewed managers and employees, after such a kind of the whole process, the researcher had the confidence to deal with the difficult situation in the future career and would perform more excellently.

This research helped the researcher gain the experience which would give vision and insight for the researcher's own future business. Furthermore, the researcher learned to relate the academic learning with the actual business field and promotes the researcher's academic knowledge into a new high level.

1.9 Scope and Limitation

1.9.1 Scope

This research studied Thai Mee Co., Ltd. and target 24 office employees that consist of marketing department, supplying department and human resource department. The main focus of this research was on the diagnosis of the company in terms of employees' personal competency, commitment, social interaction, job satisfaction and job performance.

1.9.2 Limitation

Due to the fact that the researcher is a Chinese, the problems in the

researcher's eye view might be just a habit or no big deal to Thai people's perspectives. The targeted company is Thai-owned Company, therefore the main language used within this company is Thai language, which inhibited the researcher to communicate with the owner and employees and the depth and width of problems' identification was limited. Sometimes the researcher turned to a person who could both speak Chinese and Thai or English and Thai to translate the information. The accuracy of information could not be guaranteed and the meaning of the employees' conversation might be, to some extent, distorted. Based on the above statement, there might be a discrepancy for the researcher to understand more about the employees and the company.

One of the main values of Thai people is "Kreng Jai". Even there were big problems existing within the management and company, they would feel hesitated to point out. Consequently, the accuracy of the interview and questionnaires to some extent would not be able to truly reflect the problems that happen within the company. This would influence the final result of the diagnosis and analysis of the data and information.

Because the research focused on the employees' personal competency, commitment, social interaction, job satisfaction and job performance, the other problems within this company was not covered in this research.

1.10 Definition of Terms

Change: The process or result of making or becoming different.

Communication: The exchange of thoughts, messages, or information by speech,

signals, writing, behavior and interpersonal rapport.

Education: The act or process of being educated and the knowledge and skills obtained by a learning process.

Export: To send or transport a commodity abroad especially for trade or sale.

Family Business: A company owned, controlled, and operated by members of one or several families.

Innovation: The creation, exchange, evolution and application of new ideas into marketable goods and services for the success of an organization, the vitality of a nation's economy, and the advancement of society as a whole.

Job Performance: Employee-controlled behavior that is relevant to organizational goals.

Job Satisfaction: The extents to which rewards actually received meet or exceed the perceived equitable level of rewards.

Knowledge: Familiarity, awareness, or understanding gained through experience or study.

Organization: A generic term for any type of group or association of individuals who are joined together either formally or legally. The term organization includes a corporation, government, partnership, and any type of civil or political association of people.

Organizational Commitment: An acceptance of the organizational goals, a willingness to work hard for the organization and the desire to stay with the organization.

Organization Development: A complex strategy intended to change the beliefs,

attitudes, values, and structure of organization so that they can better adapt to new technologies, markets, and challenges.

Personal Competency: Personal Competencies are abilities that include a combination of knowledge, skills, attitudes, values and behaviors that lead to successful performance in a job and which can be acquired by doing, learning, training and coaching.

Self-esteem: The disposition to experience oneself as being competent to cope with the basic challenges of life and of being worthy of happiness

Skills: Proficiency, facility, and dexterity that is acquired or developed through training or experience

Social Exposure: Appearance in the public and the society

Social Interaction: Refer to particular forms of externalities, in which the actions of a reference group affect an individual's preferences.

System: A group of interacting, interrelated, or interdependent elements forming a complex whole.

Working Experience: Active participation in working events or activities, leading to the accumulation of knowledge and skills related to work.

CHAPTER TWO

Literature Review and Conceptual Framework

This review of literature was organized into nine major sections, which was conducive for the researcher to appreciate the organization situation and have a general understanding of what the antecedents had done in the organization's field. The first section is on organization as a system. The second section focuses on organization effectiveness. The third section is organization development. The fourth section discusses on personal competency. The fifth is on organizational commitment. The sixth is on relationship of the individual and the social context. The seventh is on social interaction. The eighth discusses on the nature of job satisfaction. And finally the ninth is on job performance and related theories.

2.1 Organization as a system

Organizations are human invention. These are formed or organized to support an activity, a business or service. How should organizations be viewed for better understanding?

Cummings and Worley (2000) point that the better way to appreciate all structures and functioning of the organization is to view organization as system. The meaning of the system is defined as a set of concepts and relationships that describe the properties and behaviors of things. Systems can generally be classified on a continuum from closed to an open system. Organizations are systems because they contribute a number of related and interdependent parts that each part contributes to

total organizational functioning and to the achievement of its goal.

Cummings and Worley (2000) say that organizations are systems consisting of parts or subsystems, for example, department, operations, and finance. Both systems and subsystems work together to achieve the goals. Thai Mee Co., Ltd can be regarded as a system consisting of subsystems-human resource department, marketing department, supplying department and warehouse.

Organization is usually viewed as an open system instead of a close system. It takes on inputs from its external and internal environment as much as it creates impact on the same. A closed system subsists completely on its own and is completely insulated from its environment. Since closed systems cannot interact with the environment, they cannot take in materials (inputs) or produce products (outputs). Although closed systems generally do not occur in nature, humans have constructed some closed systems. A movement towards entropy, a process of degradation, disorder, and eventual death of the system characterizes closed systems. No system can go on indefinitely without refreshing itself by taking in fresh material or expelling waste (Smither & Houston, 1996).

In contrast, an open system can be defined as a set of interrelated and interconnecting elements that acquires inputs from the environment, transforms them, and discharges outputs to the external environment (Daft, 1989). Interaction with the environment in form of inputs and outputs represents a critical feature of open systems. Organizations are clearly open systems since they must interact with the environment to survive.

Luthans (2002) states that the hearts of the open system are the processes, operations, and channels that transform the inputs into the outputs. Here is where the internal organization design plays an important role. The transformation process consists of a logical network of subsystems, which lead to the output. The subsystems are translated into a complex systems network that transforms the inputs into the operation.

From the system theory perspectives, an organization is defined as: a hard system of variables (within and across functions) interacting with soft variables (people) in the organizations. A business organization like Thai Mee Co., Ltd., therefore from the systems theory perspective, is definitely viewed as an open system because it provides the service and products to the external clients and has to comply with the regulations of Thai government (Output). On the other contrary, Thai Mee Co., Ltd. gets the payment from clients to support its continual business (input).

2.2 Organization effectiveness

When a business organization operates to achieve business goals and targets, invariably, the next focus of management is on organizational effectiveness.

As a concept, organizational effectiveness relates to the capacity of an organization to sustain the people, strategies, learning, infrastructure and resources it needs to continue to achieve its mission. It is a long-term outcome that some capacity building strategies may affect, while others may not (and this is acceptable in the continuum of management support service strategies needed to build capacity). There are many definitions and characterizations of effectiveness, taking into consideration

elements such as organizational structure, organizational culture, climate, leadership, governance, strategy, fiscal, material human resources, dynamics and the like. Putting back into Thai Mee Co., Ltd., the factors of effectiveness needed to be taken into account are the leadership and the dynamics. Because those seniors who are supposed to take a leading role for the subordinates are usually taking privileges and these privileges easily pose the unequal perception of employees which discourage the whole spirit and effectiveness of the employees.

(http://www.allianceonline.org/about/capacity_building_and_1.page)

The study of organizational effectiveness has long been the province of those in the management sciences. In recent years, however, workplace consultants and strategists have become increasingly interested in designing physical environments that promote organizational effectiveness and success. The researcher thinks that the outlook and decoration really has the influence on the eye views of employees. If the workplace is simply decorated, they will feel that their jobs are not very graceful. Although there are many ways to measure effectiveness and success, the researcher only abstracted some factors related with the effectiveness.

- Achieving organizational mission – the process of fulfilling what the organization commits itself to pursue. Within Thai Mee Co., Ltd., there is not any clear organizational mission understood and agreed by every employee.
- Product/service quality and value – the emphasis on quality and value of every product/service of the business. This is the vital factor influencing

the company to achieve the sustainable survival within the current changing environment.

- Customer satisfaction –the extents to which the clients’ demand is satisfied.
- Capacity for innovation and creativity – if there are no innovative products, service or technology to input, the company finally will be fallen behind from the other competitors. This factor has been the most important indicator to measure the competency of the companies nowadays.
- Adaptation to organizational and technological change – the knowledge and the skills of the employees require updating often especially with the advent of the information technology.
- Effective information sharing and communication – at present it is the information age and any effective information will have an important role in decision-making.

For any given organization, measures of effectiveness vary, depending upon its mission, environmental context, nature of work, the product or service it produces, and customer demands. Thus, the first step in evaluating organizational effectiveness is to understand the organization itself—how it functions, how it is structured, and what it emphasizes. (http://www.wbdg.org/design/design_orgeff.php)

Related to Thai Mee Co., Ltd, the desired effectiveness which is urgently needed has surfaced particularly on how to effectively develop the employees at their full length of potential capability to guarantee the quality of work life and operational

efficiency, how to activate the employees to be more initiatives and innovative in their work. Through this effectiveness in employees, the company would achieve the effectiveness in developing partnerships and alliances with the suppliers and clients and finally make the perpetual profit.

2.3 Organization Development (OD)

Nowadays all organizations are seeking for the strategies to get the organizations developed. So the strategies pertinent to organization development are given more and more attention.

Organization development is both a professional field of social action and an area of scientific inquiry. The practice of OD covers a wide spectrum of activities, with seemingly endless variations upon them. Team building with top corporate management, structural change in a municipality, and job enrichment in a manufacturing firm are all examples of OD. Similarly, the study of OD addresses a broad range of topics, including the effects of change, the methods of organizational change, and the factors influencing OD success.

Each definition for OD has a slightly different emphasis. Burke's description focuses attention on culture as the target of change; French's definition is concerned with OD's long-term interest and the use of consultants; and Beckhard's and Beer's definitions address the process of OD. The following definition incorporates most of these views: organization development is a system wide application of behavioral science knowledge to the planned development and reinforcement of organizational strategies, structures, and processes for improving an organization's effectiveness. .

(Cummings& Worley, 1997)

This definition emphasizes several features that differentiate OD from other approaches to organizational change and improvement, such as technological innovation, training and development, and organization evolution.

First, OD focuses on an entire system, such as an organization, a single plant of multiplant firm, or a department or work group. In contrast, those approaches, such as training and development or technological innovation, only focus on one or only a few aspects of a system. In these approaches, attention is narrowed to individuals within a company or to improvement of particular products or processes.

Second, OD is based on behavioral science knowledge and practice, including micro concepts and macro approaches both. Micro concept is such as leadership, group dynamics, and work design, and macro approaches are such as strategy, organization design, and international relations. These subjects distinguish OD from such applications as technological innovation that emphasizes the technical and rational aspects of organizations.

Third, whereas OD is concerned with planned change, it is not associated with business planning, technological innovation or organization evolution. Rather, OD is more an adaptive process for planning and implementing change than a blueprint for how things should be done. It involves planning to diagnose and solve organizational problems, but such plans are flexible and often revised as new information is gathered about the progress of the change program. (Cummings, T.G. & Worley, C.G.) If, for example, within Thai Mee Co., Ltd., the job performance of

employees were a concern, a reorganization process might begin with plans to assess the current job performance of employees and to redesign them if necessary. These plans would be modified if the assessment discovered that most of the employee's poor performance could be attributed to a lower personal competency, a poor commitment and insufficient social interaction.

Fourth, OD involves both the creation and the reinforcement of change. It moves beyond the initial efforts to implement a change program to a longer-term concern for stabilizing and institutionalizing new activities within the organization. For example, within Thai Mee Co., Ltd., the implementation of making employees being more committed might focus on ways in which the employees could connect their personal interests with the company. After workers had more commitments, attention would shift to assuring that the employees' commitment could be maintained. This assurance might include rewarding employees for making more contribution to the company. This attention to reinforcement is similar to training and development approaches that address maintenance of new skills or behaviors but differs from other change perspectives that do not address how a change can be institutionalized. (Cummings, T.G. & Worley, C.G.)

Fifth, OD encompasses strategy, structure, and process changes, although different OD programs may focus more on one kind of change than another.

Finally, OD is oriented to improving organizational effectiveness. This involves two major assumptions. First, an effective organization is able to solve its own problems and focus its attention and resources on achieving key goals. OD helps

organization members gain the skills and knowledge necessary to conduct these activities by involving them in the process. Second, an effective organization has both high performance, including quality products and services, high productivity, and continuous improvement, and a high quality of work life. The organization's performance is responsive to the needs of external groups, such as stockholders, customers, suppliers, and government agencies that provide the organization with resources and legitimacy. Moreover, it is able to attract and motivate effective employees who then perform at high levels (Cummings, T.G. & Worley, C.G.). If Thai Mee Co., Ltd. could conduct OD process within the company; it would help the employees to gain the skills and knowledge necessary by involving them in the process. Based on the ineffectiveness of this company, there is an impetus to implement the OD into the company since the OD is mainly oriented to improving the organization effectiveness.

2.3.1 The Importance of OD

OD is playing an increasingly key role in helping organizations to change them. It is helping organizations to assess themselves and their environments and to revitalize and to rebuild their strategies, structures, and processes.

Cummings & Worley states that OD is helping organization members to go beyond surface changes to transform the underlying assumptions and values governing their behaviors. The different concepts and methods are increasingly finding their way into government agencies, manufacturing firms, multinational corporations, service industries, educational institutions, and not-for-profit

organizations. Perhaps at no other time has OD been more responsive and practically relevant to organizations' needs to operate effectively in a highly complex and changing world.

Cummings & Worley tell that Organization development can help managers and staff personnel to perform their tasks more effectively. It can provide the skills and knowledge necessary for establishing effective interpersonal and helping relationships. It can show personnel how to work effectively with others in diagnosing complex problems and in devising appropriate solutions. It can help others become committed to the solutions, thereby increasing chances for their successful implementation. In short, OD is highly relevant to anyone having to work with and through others in organizations. (Cummings & Worley, 1997)

As far as the researcher know, OD is also important to those who are either internal consultants employed by an organization or as an external consultant practicing in many organizations. A career in OD can be highly rewarding, providing challenging and interesting assignments working with managers and employees to improve their organizations and their work lives.

2.4 Personal Competency

The personal competency strongly decides the organization's whole competency and it is the company's rooted power to compete and survive within the current more and more fierce competition. Within the researcher's targeted company, employees are lacking of the personal competency to serve their job and meet the

expectation of the clients. Hereby the management of competency is identified.

Personal competencies involve a combination of knowledge, skills, attitudes, values and behaviors that lead to successful performance in a job and which can be acquired by doing, learning, training and coaching. Competency management is of benefit to the organization as a whole, to its management and to its individual staff members.

1. For the organization, the use of competencies enables a clearer identification of the skills and qualities required of staff in order to meet organizational objectives. It allows for the best possible fit between person and job, and will ensure continued employability of staff members over time. As within Thai Mee Co., Ltd. , the Job and Competency Profiles should be drawn up, describing the functions and required competencies for different jobs in each department. The standard profiles can be used as a blueprint or starting point for the preparation of a job profile for any given post. The result will increase coherence in job descriptions throughout the organization and administrative economy in post management.

2. Managers should use the competencies to structure appraisal and performance management of their staff, providing a common language for dialogue in these areas, and to identify training needs and coach staff under their responsibility. They should also use the competency framework to better identify recruitment needs in their own sector. Within Thai Mee Co., Ltd., a Competency Inventory describing all the competencies considered necessary for employees, should be developed. The preparation of this inventory involves an analysis of the employee's daily operation,

behaviors activities, human resources practices and existing job descriptions. Validation meetings and surveys should be organized for managers and staff and feedback requested from staff as a whole.

It can be said that competency management is actually a transversal aspect of human resource policy, applicable across all its main fields: recruitment and selection, job classification, appraisal, career development. Moreover, the application of a competency framework facilitates respect for diversity and equal opportunities within all these areas. The competency management has the following obvious benefit for the human resource sector.

Recruitment and selection (external and internal): Competency-based specifications will be prepared for recruitment and selection purposes, and the key competencies thus identified will be included in job descriptions and vacancy notices. Within Thai Mee Co., Ltd., the human resource department lack of the ability to select the right person to the right place and usually after the new employees work for several days they leave the job. Therefore the HR staff should be trained to conduct recruitment and selection interviews focusing on eliciting evidence of behaviors demonstrating the key competencies required for the post, allowing for fairer and more objective assessment of candidates.

Job classification: The Competency Inventory is being used to clarify the key competencies necessary for any given job or role within the organization. The development of job profiles using this reference tool will increase coherence across the organization, and permit better management of staff movements and career

planning through the matching of job requirements against the individual competencies of staff members.

Appraisal: Objective-setting should include a section covering the key competencies required in the post, based on the reference function for that post and a choice of additional specific competencies for each individual. Appraisal interviews will include a discussion on the extent to which staff members demonstrate in their behaviors this selection of key competencies for their own job profile. Personal objectives and training needs can be better identified using the competency framework, as can the expected behaviors required to remedy persisting underperformance.

The responsibility for the competency management is not only the HR's task and it should be shared among the different stakeholders in the organization: Individual staff members are responsible for developing their own personal competencies and for maintaining their employability. Managers are responsible for fostering, actively supporting and acknowledging the development of the competencies of their staff members, particularly through appraisal, training and coaching. The Human Resources is responsible for developing and managing the competency framework and tools and for implementing competency management in a coherent fashion across all relevant fields of human resources policy. It is responsible for providing the necessary support and advice to managers and staff members for the recognition and development of competencies. Thus, from the company owner downwards the employees, the responsibility is committed.

2.5 Organizational Commitment

Organizational commitment is another popular attitudinal variable in the work domain. It is strongly related to job satisfaction.

There have been several somewhat different definitions of commitment, but all involve the attachment of the individual to the organization. The most often studied conception is based on the work of Mowday, Sters, and Porter (1979), which views organizational commitment as consisting of three components:

1. An acceptance of the organization's goals – This means the organizational goals should be agreed by each employee and set up on the basis of each employee. The organizational goals will unify the employees' minds and efforts to directly towards it. Within Thai Mee Co., Ltd., the company does not have the organizational goals to clarify the directions of the employees' work. There should be a session to discuss and get an agreement of the organizational goals.
2. A willingness to work hard for the organization – There is no willingness, so there is no output for the work from the employees. In Thai Mee Co., Ltd., the employees do not feel interested in their jobs and are not willing to put their adequate efforts to get the better performance.
3. The desire to stay with the organization – If the employees have the desire to stay with the organization, they will feel as part of the company and feel the same way of the companies' growth.

More recently, this three-component conception of commitment has been developed (Meyer, Allen, & Smith, 1993). The three types of commitment are:

affective, continuance, and normative. These three types are defined and discussed as follows:

Affective commitment occurs when the employee wishes to remain with the organization because of an emotional attachment. Thai Mee Co., Ltd. owner treats every employees nicely and wishes the employees feel the company as their own family. She hopes the employees feel emotionally attached with the company. Continuance commitment exists when a person must remain with the organization because he or she needs the benefits and salary or cannot find another job. For those low competent employees, there is no job offer to them and some of them just make a living from the company. Once there is a better offer for them, their commitment will disappear. Normative commitment comes from the values of the employee. The person believes that he or she owes it to the organization to remain because of a sense that this is the right thing to do.

Meyer et al. (1993) discuss the nature and origins of the three components of commitment. Figure 2.1 shows the major influences on each. Different factors are involved in each component. Affective commitment arises from job conditions and met expectations, that is, whether the job provided the rewards the employee expected. Continuance commitment is produced by the benefits accrued from working for the organization and by the lack of available alternative jobs. Normative commitment comes from the employee's personal values and from the obligations the person feels toward the employer. These obligations derive from favors that the organization has done, such as paying the person's school expenses.

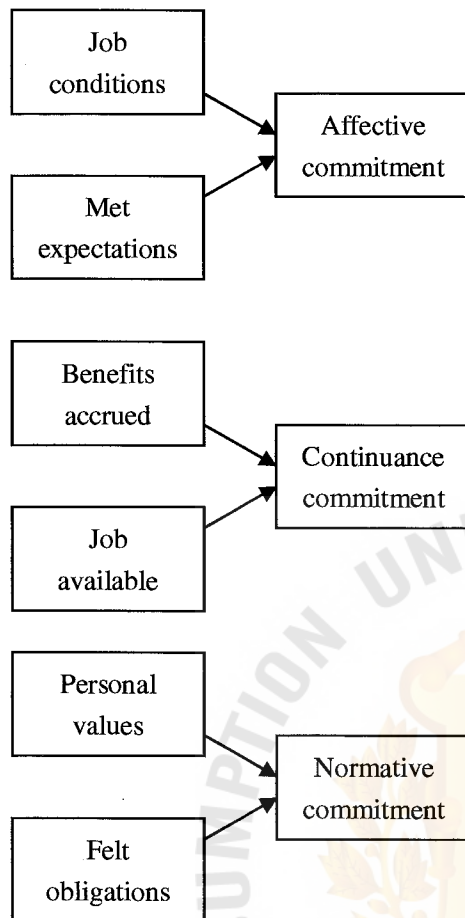


Figure 2.1:

Antecedents of the three components of organizational commitment. Each type of commitment has different antecedents. Affective commitment arises from favorable experiences on the job. Continuance is produced by the investments in the job and the difficulty in finding another job. Normative commitment derives from a sense of obligation either because of the person's values or from favors done for the person by the organization.

Source: Meyer, J. P. & Allen, N. J. (1997). Commitment in the workplace: theory, research, and application. USA: Sage

Figure 2.1 Major Influences on Each Commitment

2.5.1. Assessment of Organizational Commitment

Organizational commitment is measured with self-report scales, unlike those used to assess job satisfaction. Four items from the most popular scale, developed by Mowday et al. (1979), are shown here: ① I find that my values and the organization's values are very similar. ② I am proud to tell others that I am part of this organization. ③ I could just as well be working for a different organization as long as the type of work was similar. ④ This organization really inspires the very best in me in the way of job performance.

The items tap the three aspects of commitment-acceptance of goals, willingness to work hard, and intention to stay with the organization. All three components relate strongly to one another, and combined they indicate commitment.

2.5.2 Organizational Commitment and Other Variables

Organizational commitment has been prominent in a number of models involving many organizational variables. Turnover in particular has been a focus of much commitment research (eg., Eisenberger, Armeli, Rexwinkel, Lynch, & Rhoades, 2001; Williams & Hazer, 1986). Because commitment refers to the attachment of people to jobs, it should be related to turnover. Those with low commitment should be more likely to quit the job than those with high commitment. All three-commitment components (affective, continuance, and normative) have been shown to correlate with turnover in the study of Cohen (1993). (Hackett et al., 1994; Jaros, Jermier, Koehler, & Sincich, 1993). For all three components, low commitment was associated with quitting the job.

Commitment has been studied in relation to many organizational and personal variables. Table 2-1 contains a sample of the findings of Mathier and Zajac (1990). There are many parallels between commitment and job satisfaction. This should not be surprising because there is a strong correlation between organizational commitment and global job satisfaction.

Table 2.1 shows that organizational commitment is related to age with about the same correlation that job satisfaction relates to age. There was little relation with gender, indicating that men and women displayed about the same level of

commitment.

Organizational commitment relates to several work environment variables, including job scope, role ambiguity, and role conflict, as well as work-family conflict (Netemeyer, Boles, & McMurrian, 1996). It also relates to absence and turnover, with about the same magnitude of correlation as does job satisfaction.

Table 2.1 Mean Correlations of Organizational Commitment with Several Work Variables

VARIABLE	MEAN CORRELATION
Skill variety	0.14
Autonomy	0.15
Job scope	0.38
Role ambiguity	-0.24
Role conflict	-0.27
Job satisfaction (global)	0.49
Job performance (supervisor ratings)	0.13
Absence	0.12
Turnover	-0.25
Age	-0.2
Gender	-0.09

Source: Meyer, J. P. & Allen, N. J. (1997). Commitment in the workplace: theory, research, and application. USA: Sage

2.6 Relationship of the individual and the social context.

People learn to predict probable consequences of their various actions on the basis of hearsay, observation or past experience, and to choose their activities accordingly. Besides actual behavior, then, there are potential actions in which a person and the members of his social context could engage. These potential actions are often referred to as elements of an individual's "behavioral repertoire." The word "potential," in short, refers to what a person has already learned and not what he could learn. Since most people could learn almost any behavior, we need no special term for

such theoretically possible activities. The sociological terms “status” and “role” are useful shorthand expressions for the sets of potential activities which can be assumed people to have. The concept of “role” usually includes not only behavior but societal expectations and sanctions as well. When one knows a person is a father, for example, he can make rather good guesses of how he is likely to behave in certain situations. The more one knows about a person’s status, the better his prediction of how he will play his roles; if he knows that he is a high school graduate and a machinist, his prediction of how he will behave as a father will be somewhat better, but still not perfect. (Herbert H. Blumberg, 1983)

Blumberg argues that when a person looks at an individual’s past, he sees his social context consisted of many different activities performed by various people. His future context and what he takes into account in selecting present behavior, consists of the potential activities of many people or, in short, his potential environment. (Herbert H. Blumberg, 1983)

Much of the behavior of people in their environment is only potentially there until they make the effort—the right effort, at the right time; to the right people—to elicit the context’s actual reactions. This behavioral variation on the old theme of reaping what one sows are of great significance in the assignment of causal properties. Here it is treated that the context as more or less “given” and the individual’s behavior as result. Now it can be seen that social interaction cannot be viewed quite so simply, for what the context “does” is the result of both its potential activities and the individual’s actual behavior. To a large extent, then, a person in effect helps produce

his own consequences by determining which of the several potential activities in his context will actually occur. Hence man is far from being a weak pawn subject to immutable environmental forces. (Herbert H, Blumberg, 1983)

Furthermore, the size of one's own behavioral repertoire affects the variety of the environment's reactions: in order to take full advantage of one's potential environment, one must have a wide behavioral repertoire. What has been called "cultural deprivation" refers to a small behavioral repertoire, which does not enable an individual to take full advantage of his environment's potential responses and especially to experience the normal number of rewards. (Herbert H, Blumberg, 1983)

A good illustration of the reciprocal relationship between individual and context is provided by recent discussions of "learned helplessness." According to Seligman and others, people learn to have confidence in themselves and their own powers by being able to manipulate, and thus control significant portions of their social and physical environment. Such control, however, is possible only when there is a functional tie between several behaviors and their consequences. Conversely, if the context's reactions are capricious, not related to preceding activities, or the result of what a person is rather than what he does, one is likely to feel discouraged, powerless, and depressed-in short, helpless. Furthermore, one's view of the world is likely to be quite negative and to include such elements as being cold, cruel, unresponsive, uncontrollable, and unpredictable. One's own actions, in turn, will be congruent with these views of oneself and the world; i.e., one will do very little to the context, shrink from interactions with it, and ascribe whatever happens to chance or

luck. (Herbert H, Blumberg, 1983). Like the employees working within Thai Mee Co., Ltd., they have no chances to be socially interactive with the environment. They surely do not control and manipulate portion of their social and physical environment. They feel discouraged, powerless and lack of self-esteem.

There are two major factors responsible for severing the functional relationship between individual and social context. When a person does not know how to behave appropriately called “behavior deficits,” and when there are extraneous characteristics, such as his race or class membership, it is called of “discrimination.” Many people in the society and in other countries find that their efforts and good intentions produce little of the “good life” described by the mass media, and that little if any part of the world responds to what they do. Hence they see themselves mainly as the “effects” and not as the “causes” of events. Such a life, with few or no behavior-consequence linkages, is dreary and hopeless indeed, imbued with both a poverty of goods and a poverty of spirit. ((Herbert H, Blumberg, 1983)

One example of what can happen when these linkages are cut for whatever reason is described in David Matza’s theory of delinquency. He speaks of “the mood of fatalism is the negation of the sense of active mastery over one’s environment. It is likely to culminate in a sense of desperation among those who place profound stress on their capacity to control the surrounding.” In order to regain one’s sense of control, to believe again that one can make things happen, and indeed to feel one’s manhood again and to rejoin the human race, one may engage in new infractions, for these at least produce reactions from one’s context. Thus “the delinquent is rejoined to moral

order by the commission of crime!” (Herbert H, Blumberg, 1983)

While potential environments within a nation ideally are similar for all citizens, and while it may be said that a nation has only a small number of legitimately different potential environments (depending, for example, on a person's age), there may well be as many different subjective views of the environment as there are groups and subcultures. Since the solution to many social problems requires behavior modification on the part of both the individual who is part of the problem and the people who make up their context, their conceptions of the potential environment should be known. Once this knowledge is equipped, it may be enough to show people how the context actually operates. On the other hand, it may be suggested that longer time perspective is required, or it may be concluded that the context itself will have to be restructured, in whole or in part. (Herbert H, Blumberg, 1983)

The actual behavior which people exhibit depends not only on their potential activities and their environment's responses, but also on a third factor: how they are defined. The label attached to a person often restricts the number and variety of context's reactions. If one person is defined as “friendly,” for example, usually on the basis of past actions, failure to greet people will probably be ascribed to his being momentarily cross, and people will continue to make overtures in the future. But if one person is defined as “unfriendly,” failure to greet people will be viewed as being in character, and few further efforts of friendliness are likely to be made.

2.7 Social Interaction

Human beings are social in nature. They exist in a social milieu. Thus, social interaction is a phenomenon that happens when people are in contact with one another.

Schaefer and Lamm in 1998 defines that social interactions are the acts, actions, or practices of two or more people mutually oriented towards each other's selves, that is, any behavior that tries to affect or take account of each other's subjective experiences or intentions. This means that the parties in the social interaction must be aware of each other--have each other's self in mind. This does not mean being in sight of or directly behaving towards each other. Friends writing letters are socially interacting, as are enemy generals preparing opposing war plans.

Social interaction is not defined by type of physical relation or behavior, or by physical distance. It is a matter of a mutual subjective orientation towards each other. Thus even when no physical behavior is involved, as with two rivals deliberately ignoring each other's professional work, there is social interaction. Moreover, social interaction requires a mutual orientation. The spying of one on another is not social interaction if the other is unaware. Nor do the behaviors of rapist and victim constitute social interaction if the victim is treated as a physical object; nor behavior between guard and prisoner, torturer and tortured, machine gunner and enemy soldier. Indeed, wherever people treat each other as object, things, or animals, or consider each other as reflex machines or only cause-effect phenomena, there is not

social interaction. Such interaction may comprise a system; it may be organized, controlled, or regimented. But it is not the social interaction.

The social interaction has to be distinguished from the behaviors. Behavior comes in many forms--blinking, eating, reading, dancing, and shooting. What then distinguishes social behavior? Behavior that is peculiarly social is oriented towards other selves. Such behavior apprehends another as a perceiving, thinking, moral, intentional, and behaving person; considers the intentional or rational meaning of the other's field of expression; involves expectations about the other's acts and actions; and manifests an intention to invoke in another self certain experiences and intentions. Then what differentiates social from nonsocial behavior? It is whether the others are taken into account in one person's acts, actions, or practices.

For example, dodging and weaving through a crowd is not social behavior. Others are considered as mere physical objects, as human barriers with certain reflexes. Neither is keeping in step in a parade social behavior. Other marchers are physical objects with which to coordinate one's movements. Neither is a surgical operation social behavior. The patient is only a biophysical object with certain associated potentialities and dispositions. However, let the actor become involved with another's self, as a person pushing through a crowd recognizing a friend, a marcher believing another is trying to get him out of step, or a surgeon operating on his son, and the whole meaning of the situation changes. (Schaefer and Lamm, 1998).

With this understanding of social, a social act is defined as any intention, aim, plan, purpose, and so on, which encompass another self. These may be affecting another's emotions, intentions, or beliefs; or anticipating another's acts, actions, or practices. Examples of social acts would be courtship, helping another run for a political office, teaching, buying a gift, or trying to embarrass an enemy. Social actions then are directed towards accomplishing a social act. So long as their purpose is a social act, actions are social whether involving other selves or not, whether anticipating another's acts, actions, or practices. The actions of an adolescent running away from home and living in a commune for a year to prove his independence to his parents and those of a physicist working in an isolated laboratory for years on a secret weapon for U.S. defense are both social. And no less social are the actions of a girl combing her hair to look attractive for her date. ((Schaefer & Lamm, 1998).

But there are nonsocial acts, such as aiming for a college degree, trying to enhance one's self-esteem, planning to go fishing, intending to do scientific research on the brain, and so on. No other self is involved in these acts, but may be involved in the associated actions. Are such actions social if the act is not? Regardless of the act, associated actions are still social if oriented to another's feelings, beliefs, or intentions, or if they anticipate another's acts, actions, or practices. For example, in trying to achieve a college degree, usually a nonsocial act, we may have to consider a professor's perspective in answering an exam, or an adviser's personality before selecting him.

Finally, there are social practices. These are rules, norms, custom, habits, and the like that encompass or anticipate another person's emotions, thoughts, or intentions. Shaking hands, refusing to lie to others, or passing another on the right are examples. Not all practice, however, is social. Drinking and smoking habits can be manifest while alone, and many norms can be practiced without thought to others, such as using the proper utensils when dining alone. ((Schaefer & Lamm, 1998).

2.8 The Nature of Job Satisfaction

Job satisfaction is an attitudinal variable that reflects how people feel about their jobs overall as well as about various aspects of them. In simple terms, job satisfaction is the extent to which people like their jobs; job dissatisfaction is the extent to which they dislike them.

According to Locke's (1976), there have been two approaches to the study of job satisfaction-the global approach and the facet approach. The global approach treats job satisfaction as a single, overall feeling toward the job.

The alternative approach is to focus on job facets, or different aspects of the job, such as rewards (pay or fringe benefits), other people on the job (supervisors or coworkers), job condition, and the nature of the work itself. Lists of the most often studied facets are payment, promotion opportunities, fringe benefits, supervision, coworkers, job conditions, nature of the work itself, communication and security.

The facet approach permits a more complete picture of job satisfaction. An individual typically has different levels of satisfaction with the various facets. He or she might be very dissatisfied with pay and fringe benefits, but at the same time be

very satisfied with the nature of the work and supervisors.

Table 2.2 shows the findings of the survey done by Ethan A. Winning in terms of factors that influence the job satisfaction in 1999.

Table 2.2: Percentage of People Satisfied with 16 Features of Jobs in 1999

FEATURE	PERCENTAGE SATISFIED
Relations with co-workers	94
Physical safety conditions of the workplace	91
Flexibility of hours	87
Supervisor	82
Job security	81
Amount of work	81
Opportunity to learn and grow	81
Vacation time	80
Recognition received for accomplishments	73
Health insurance	73
Family and medical leave	70
Pay	70
On-the-job stress	65
Promotion opportunities	64
Retirement plan	61

Source: <http://www.ewin.com/arch/js2004.htm>

2.8.1 The Assessment of Job Satisfaction

Asking people how they feel about their jobs, either with a questionnaire or an interview, almost always assess “Job Satisfaction”. Dozens of scales can be administered in a questionnaire, and satisfaction is usually assessed in this way. Sometimes, more often in practice than in research, employees are interviewed about their satisfaction. A few cases can be found in which job satisfaction was assessed by asking supervisors (e.g., Spector, Dwyer, & Jex, 1988) or observers (Glick et al., 1986) to estimate another person’s satisfaction. One study even asked elementary school

children to estimate the satisfaction of their parents (Trice & Tillapaugh, 1991), and in another study husbands were asked about their wives' satisfaction with being working mothers (Barling & MacEwn, 1988). In this study husbands assessments correlated well with their wives' reports of their own satisfaction.

2.8.1.1 Job Descriptive Index (JDI)

Of all the job satisfaction scales, the Job Descriptive Index (JDI) (P.C. Smith, Kendall, & Hulin, 1969) has been the most popular with researchers. It is also the most thoroughly and carefully validated. This scale assesses five facets: work, pay, promotion opportunities, supervision and coworkers.

Many users of the scale have summed the scale into an overall job satisfaction score. However, this practice is not recommended by one of the scale's developers, Patricia Cain Smith (Ironson, Smith, Brannick, Gibson, & Paul, 1989).

The five facets of the JDI are Work on Present Job, Present Pay, Opportunities for Promotion, Supervision, and Coworkers. These serve to diagnose important aspects of the job. Within the researcher's questionnaires, all these five facets were investigated to help find the employees' job satisfaction.

2.8.2 Antecedents of Job Satisfaction

What makes people like or dislike their jobs? This question has been addressed in hundreds of research studies. Most of them have taken an environmental perspective. They have investigated features of jobs and organizations that lead employees to be satisfied or dissatisfied. Several studies have shown, however, that people with the same jobs and highly similar job condition can vary considerably in

their satisfaction. Findings such as these have led some researchers to take a personality perspective. Their purpose has been to show that certain types of people are inclined to like or dislike their jobs. Still other researchers have taken the integrationist perspective of person-job fit, which combines the environment and personality approaches. Person-job fit recognizes that different people prefer different features of a job. It attempts to learn which sorts of people are satisfied with which sorts of job conditions. Job satisfaction, according to this view, is the product of appropriately matching the individual to the job (Tett & Meyer, 1993). All three perspectives-environment, personality, and the joint of the environment and personality-are illustrated in Figure 2-2

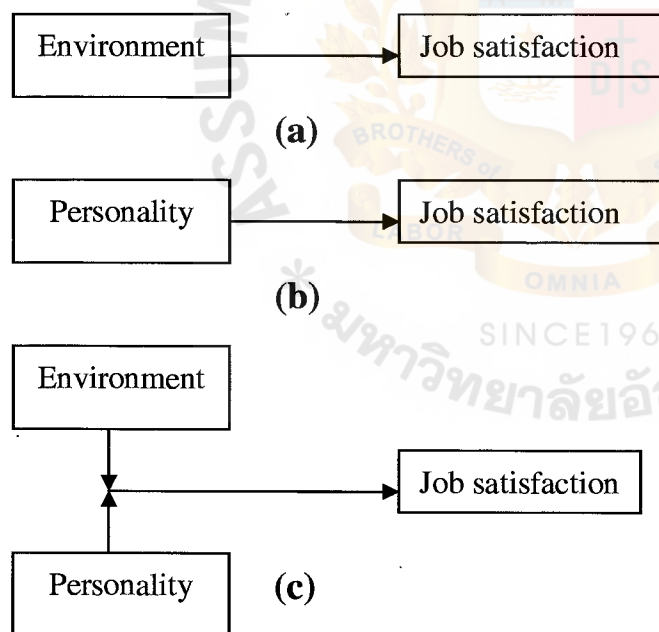


Figure 2.2

Three models illustrating (a) the impact of the job environment on job satisfaction, (b) the impact of personality on job satisfaction, and (c) the joint influence of the environment and personality on job satisfaction

Source: Tett, R. P., & Meyer, J. P. (1993). Job satisfaction, commitment, turnover intention, turnover: Path analysis based on meta-analytic findings. *Personnel Psychology*, 64, 259-287.

Figure 2.2: Antecedents of Job Satisfaction

2.8.3 Potential Effects of Job satisfaction

A number of organizationally relevant behaviors are thought to be the result of job satisfaction or dissatisfaction. Many I/O psychologists have felt compelled to justify their interest in job satisfaction to managers by showing that it is relevant to behaviors that have an important impact on the well-being of organizations. Three of the behaviors have been prominent in the literature: job performance, turnover, and employee absence. In recent years, job satisfaction has been seen as important because of its potential effects on variables that of more concern to employees than to organizations. Of particular interest is the relation of job satisfaction to health and well-being. (Frohman, Saskin, and Kavanagh, 1996)

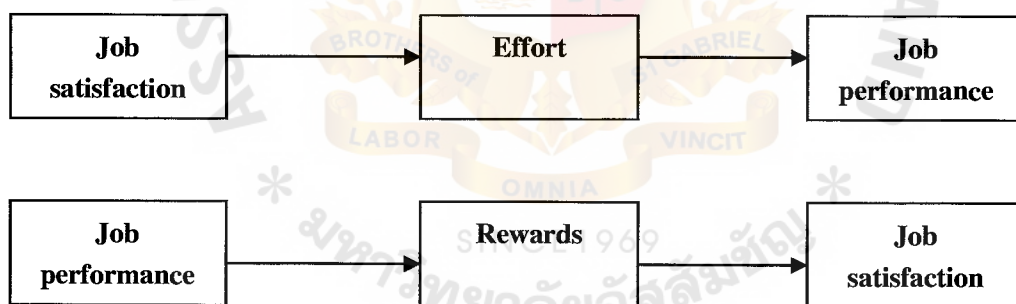
2.8.4 Job Satisfaction and Job Performance

Two meta-analyses have related job performance to job satisfaction. Both suggest that the correlation between global job satisfaction and job performance is in the middle.20s (Iaffaldano & Muchinsky, 1985; Petty, McGee, & Cavender, 1984). The correlation with individual facets, however, is variable, raging from .054 for pay satisfaction to .196 for satisfaction with intrinsic aspects of the job in the Iaffaldano and Muchinsky (1985) study.

At least part of the reason for the relatively small mean correlations found in these meta-analyses may have to do with the measures of job performance available in many studies. Most studies rely on supervisor ratings of performance, which suffer from several limitations. Supervisors frequently exhibit rating errors, especially when ratings are for organizational purposes. This can produce inaccuracy

in performance ratings, which introduces extra error into the statistics. Relations of satisfaction with performance would likely be stronger if more accurate measures of performance were used.

Although it is clear that performance and satisfaction are related, there are two opposite explanations. First, satisfaction might lead to performance. That is, people who like their jobs work harder and therefore perform better. Second, performance might lead to satisfaction. People who perform well are likely to benefit from that performance, and those benefits could enhance satisfaction (Cranny, Smith, and Stone, 1992). A well-performing person might receive more pay and recognition, which might increase job satisfaction. Both of these explanations are illustrated in Figure 2.3:



Source: Cranny, C. J., Smith, P. C., and Stone, E. F. (1992). *Job Satisfaction: How People Feel About Their Jobs and How It Affects Their Performance*. New York: Lexington Books.

Figure 2.3 the Relationship of Job Performance and Job Satisfaction

In the top part of the figure, satisfaction leads to effort, which in turn leads to performance. In the bottom part, performance leads to rewards and rewards lead to satisfaction. Within Thai Mee Co., Ltd., if the employees do not put their efforts to their job, the job performance is low and they will not get benefit from their job,

therefore their job satisfaction is low.

Jacobs and Solomon (1977) conducted a study that supports the second explanation. They hypothesized that satisfaction and performance would be related more strongly when performance leads to rewards. The rationale is that employees who perform well will be more satisfied because they have received rewards. Jacobs and Solomon (1977) found support for their hypothesis that a performance reward linkage leads to stronger satisfaction-performance relations.

2.8.5 Job Satisfaction and Turnover

Quitting the job, or turnover, has been tied to job satisfaction. Many studies have shown that dissatisfied employees quit their jobs. (e.g., Crampton & Wagner, 1994; Dickter, Roznowski, & Harrison, 1996).

Correlations between job satisfaction and turnover have been interpreted as indicating the effects of satisfaction on behavior. One reason that it has been possible to demonstrate such a linkage between job satisfaction and turnover has to do with the designs of turnover studies and the nature of turnover. Most turnover studies are predictive, assessing job satisfaction in a sample of employees and then waiting some period of months or years to see who quits. The predictive nature of these studies allows the conclusion that dissatisfaction is a factor that leads employees to quit their jobs.

2.8.6 Job Satisfaction and Absence

Conventional wisdom suggests that absence from work is the by-product of employee job dissatisfaction. People who dislike their jobs will be more likely to miss

work than people who like their jobs. Several meta-analyses have looked at this question, and they show that the connection between job satisfaction and absence is inconsistent and usually quite small. For example, Farrell and Stamm (1988) found correlations of $-.13$ and $-.10$, respectively, between absence and global job satisfaction using two different measures of absence. These are typical correlations found in absence studies. Tharenou (1993), however, found correlations as high as $-.34$ between absence and job satisfaction in a sample of Australian blue-collar workers. Perhaps absence and satisfaction are more related under some conditions.

Hackett and Guion (1985) found that absence correlated more strongly with some satisfaction facets than with others. Satisfaction with the nature of the work itself correlated most strongly with absence.

One possible reason for the small relation between satisfaction and absence is that a person can be absent for many reasons (Kohler & Mathieu, 1993), including employee illness, family-member illness (especially children), personal business, and fatigue, as well as just not feeling like going to work. Whereas some of these reasons might be associated with job satisfaction others probably are not. For example, satisfaction might be associated with absence caused by not feeling like going to work, but it is not likely to be associated with absence caused by serious illness. Thus, overall absence is not likely to have a strong relation with job satisfaction. If reasons for absence are considered, however, relations should be stronger (Kohler & Mathieu, 1993).

2.8.7 Health and Well-being

A number of I/O psychologists have been concerned that job satisfaction might be related to employee health and well-being. Indeed, claims can be found that job satisfaction might be a factor in serious illness and even death.

Some co-relational studies show that job satisfaction relates to health variables. Studies have found that dissatisfied employees reported more physical symptoms, such as sleep problems and upset stomach, than their satisfied counterparts (Begley & Czajka, 1993; O'Driscoll & Beehr, 1994). Dissatisfaction has also been found to correlate with negative emotions at work, such as anxiety and depression (Jex & Gudanowski, 1992; Thomas & Ganster, 1995). These negative emotional states could be considered indicators of psychological health or well-being at work. Evidence relating job satisfaction to more serious health problems, such as heart disease, has been harder to produce.

2.8.8 Job and Life Satisfaction

Another important issue concerns the contribution of job satisfaction to overall life satisfaction-how satisfied a person is with his or her life. Life satisfaction is considered an indicator of overall happiness or emotional well-being. According to a 1991 Gallup poll, 87% of Americans are satisfied with their lives (Hugick & Leonard, 1991). Studies of life satisfaction have found that it correlates with job satisfaction (e.g., Adams, King, & King, 1996; Carlson & Kacmar, 2000; Judge & Watanabe, 1993; Lance, Lautenschlager, Sloan, & Varca, 1989).

Three hypotheses have been proposed about how job and life satisfaction

might affect one another (Rain, Lane, & Steiner, 1991). The spillover hypothesis suggests that satisfaction (or dissatisfaction) in one area of life affects, or spills over to, another (Weaver, 1978). Thus, problems and dissatisfaction at home can affect satisfaction with work, and problems and dissatisfaction at work can affect satisfaction with home. The satisfaction with work, and problems and dissatisfaction at work can affect satisfaction with home. The compensation hypothesis says that dissatisfaction in one area of life will be compensated for in another. A person with a dissatisfying job will seek satisfaction in other aspects of life. A person with a dissatisfying home life might seek satisfaction in work. The segmentation hypothesis states that people compartmentalize their lives and that satisfaction in one area of life has no relation to satisfaction in another. (Rain, Lane, & Steiner, 1991)

The three hypotheses lead to contradictory predictions about the correlation between job and life satisfaction. Spillover predicts a positive correlation in that satisfaction at work will affect satisfaction in other areas of life. Compensation predicts a negative correlation because dissatisfaction in one area of life will be compensated for by satisfaction in another. Segmentation predicts no correlation because people keep satisfaction with different areas of life separated. Rain in 1991 pointed out that because research had consistently found a positive correlation between job and life satisfaction, the spillover hypothesis was the only one supported by studies.

Assuming that the spillover hypothesis is correct, the next question of concern is why job satisfaction and life satisfaction are correlated. Explanations have

been advanced that life satisfaction causes job satisfaction and that job satisfaction causes life satisfaction. Judge and Watanabe (1993) conducted a longitudinal study over a five-year span that suggests that both explanations are correct. That is, job satisfaction and life satisfaction affect one another in that satisfaction or dissatisfaction in either will affect the other.

Nevertheless, too little attention has been given to the interplay of work (e.g., job characteristics) and non-work (e.g., family problems) factors in the experiences of and reactions to jobs. A complete understanding of either the work or non-work domain will not likely be possible without a better understanding of how they affect one another. (French & Bell, 1999)

2.9 Job Performance and Related Theories

Job performance is the quantity and quality of tasks accomplished by an individual or group at work. Performance was commonly said to be the “bottom line” for people at work. It was a cornerstone of productivity and it should contribute to the accomplishment of organizational objectives. Indeed, a value-added criterion is being used in more and more organizations to evaluate the worthwhileness of jobholders. The performance of every job should add value to the organization’s production of useful goods and services. (Shermerhorn & Chappel, 2000).

Campbell, McCloy, Oppler, & Sager (1993) defined work performance as employee-controlled behavior that was relevant to organizational goals. Two things were of importance in their definition of job performance. First, performance was multidimensional. Job performance is no one single variable. A job is a very complex

activity, and, from any job, there are a number of major performance components distinguishable in terms of their determinants and co-variation patterns with other variables (Campbell, 1990).

Job performance is complex, dynamic, and multidimensional; personnel selection systems consequently may predict individual differences for several types of job performance (Hough & Oswald, 2000). Second, performance is behavior, and not necessarily the results of the behavior. The job performance represents a set of behaviors that are relevant to the goals of the organizations or the organizational units in which a person works (Sekiguchi, 2002).

Measures used to identify the performance of individuals include quantity and quality of output, absenteeism, tardiness, and turnover. These measures take on different values and for each job some implicit or explicit standard existed. (Gibson, Ivancevich & Donnelly, 1982)

2.9.1. Initiatives of Work

An initiative is a person's ability to generate new ideas or fresh ways of viewing existing ideas. Because the innovation drives business growth, the company needed a continuous flow of new ideas that can open up new opportunities. It is much easier to say that the initiator is an asset to the organization than to say how the organization can foster it. One approach is to seek out people who think more initiatives than the average person. Organizations need initiatives, creativity, or innovation idea of every member in order to cope with the rapid change in the world of competition. Many new products come from the initiative ideas of people who

study or start up from their routine work.

2.9.2. Quality of Work

The customers or clients desire for quality characteristics. Examining the customer's preferences, technical specifications, marketing department suggestions and competitive products provided quality-characteristic information. (Ivancevich, Donnelly & Gibson, 1986)

Normally, the company wants accuracy and speedy output. There must be a sincere belief by employees, from top management to operation employees, that high quality in all outputs is the accepted practice. To satisfy customers or client's quality must be a goal for all employees. Employees must have the skills and abilities to achieve the quality standards set by management toward customers. Such as in Thai Mee Co., Ltd., the employees need improving their communicative skills to get along well with the clients, especially when there is clash happening, the employees need to have adaptive skills to deal with the contingency. The supplying staff's negotiation skills need to be improved so that they can get the in-demand products with the cheapest price for the clients.

2.9.3. Punctuality of Work

Punctuality is primarily an issue with employees in the administrative and operations. It means coming to work every day is full prepared and ready to work at the beginning of work schedule and continue until the day's work is done. Employees are committed to make appropriate arrangements when adverse weather or other problems may delay on-time arrival to conform to work hours of schedule, or to

notify others immediately when unexpected problems cause absence, lateness, or the need to leave early. (Grote, 2002) Punctuality problems exists within Thai Mee Co., LTd.. The senior managers always have different excuses to be late. Their work schedule can not comply with the other employees and they also do not make appropriate arrangements in advance when they know they will be late next day.

2.9.4. Theories Related to Job Performance

The following theories about the job performance are quoted from different authors in different times with different perspectives.

2.9.4.1 Theory of Benton (1998)

From years of research, Bento indicates that Job performance is dependant on the following variable factors, which are rewards, coworkers, and management competency, the intrinsic quality of the work itself, promotion opportunities and others such as social recognition and external conditions.

In terms of reward, there are many kinds of reward such as monetary and non monetary. Monetary is a reward that can give instant satisfaction to the recipient because he or she can exchange it for merchandise directly. As regards non-monetary rewards, satisfaction cannot be exchanged for money and include work recognition, job security etc. Monetary and non-monetary usually are the most sought after by employees and affected the job performance directly. There is a close relationship between performance and pay, as increasing the pay will result in higher performance. However this relationship is often complicated by factors of age, education and occupational level.

The word “coworker” does not mean only horizontal level personnel such as peers and colleagues but it also includes the personnel above and under such as managers, supervisors and subordinates. These personnel as part of an employee’s social environment affected job performance in terms of career duration. In other words, the time an employee has been working with the organization affect his or her job performance and it depends coworkers and the social environment. (Benton, 1998)

Management and supervisory competency of the organization is also an important factor concerning an employee’s job performance. Most employees’ job performance outcome depends on their expectation of the competency of an organization’s management and supervisory system. Competency in this sense is the skill of ability of managers and supervisors focus on such aspects as technical, interpersonal, communication, etc. Therefore, the employees will not perform diligently if the competency of the managers and supervisors are below their expectation. (Benton, 1998)

Another factor considered is the intrinsic quality of the work itself, which is the satisfaction that the employees receive besides the extrinsic factors such as the quality of management, coworkers and pay. This intrinsic quality of work itself may come in the form of self-fulfillment. (Benton, 1998)

Finally promotion opportunities view is that not all employees want promotions but they want at least some promotion opportunities to be presented. The absence of promotion opportunities causes employee’s dissatisfaction, which lead to

negative job attitudes and ineffective performance. (Benton, 1998)

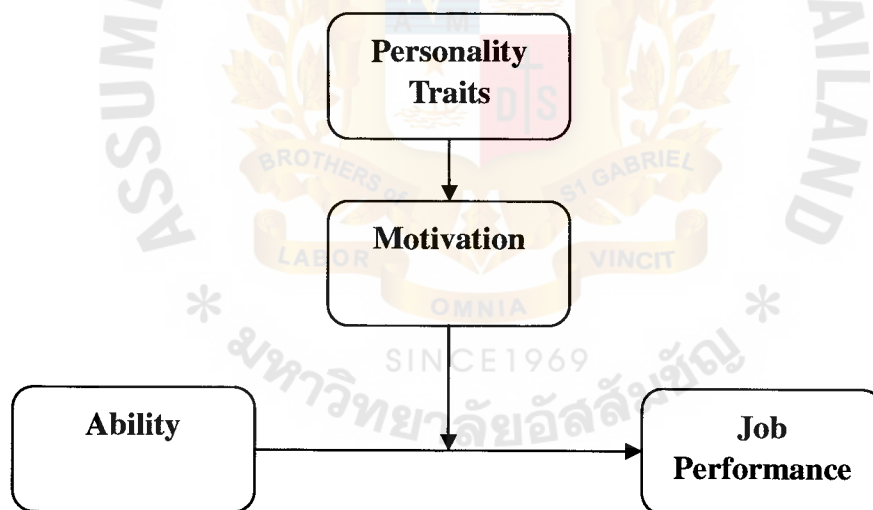
2.9.4.2 Theory of Robert A. Baron, 1983

Baron identifies major determinants of performance, or what cause us to perform the way we do. He proposes three major determinants, which are physical environment, ability and motivation, and personality. Firstly, physical environment may be overlooked as the determinants of job performance. It is the same meaning of working condition and discusses its four aspects, which are illumination, temperature, noise and work schedule. Secondly, the ability, and motivation, and the ability is different in each individual. A person who has greater ability will outperform a given task comparing to a person with lesser ability while the motivation is the amount of individual effort exerted on the job. Baron points out that both ability and motivation are required to perform tasks. Last, personality of individuals on the job is a factor. For which the certain types of individual are better suited for some jobs than others. (Baron, 1983)

According to Baron, physical environment is the environmental factor that the organization has to provide to the people. The physical environment is aligned with the physiological needs of Maslow. It seems not to be an important thing, but it can affect the job performance as well. The other two factors: ability and motivation, and personality are the personal factors. The organizations normally adjust them by providing the training program both on the job training and off the job training. (Baron, 1983)

2.9.4.3 Theory of Wright and Noe, 1996

Wright and Noe define job performance as behaviors that are relevant to the organization's goals and can be measured in terms of each individual's proficiency, or level of contribution. According to this definition, job performance describes what people do (behaviors), not the results of those actions. This definition distinguishes from job performance from effectiveness and productivity. Effectiveness concerns the results of performance (whether those results are what is desired); it depends not only on what individual employees do, but also on the resources available to the employee and the cooperation of others in the organization. Productivity compared effectiveness to the cost of achieving it (Wright & Noe, 1996).



Source: Wright, P., M. and Noe, R., A. (1996). Management of Organizations. Irwin, Chicago

Figure 2.4 Influences of Personality and Ability on Job Performance

According to Figure 2.4, the abilities have a direct impact on performance. Personality, in contrast affects performance indirectly by influencing motivation. In

other words, people with certain personalities are more motivated in some jobs or organizations motivation and abilities together lead to the resulting level of job performance. (Wright & Noe, 1996).

In conclusion, not only motivation influences with job performance, but also personality trait and ability. Personality trait is a key factor to assign an employee's task. Since people have different characteristics, some are introverts or extroverts or some have assertiveness or accountability, management should put the right person to the right job. More to the point, some jobs need the suitable persons who fit those jobs such as firefighters must have strength and endurance. That is the reason that many companies must have physical tests before hiring employees and physical fitness is an important topic of performance evaluation. (Wright & Noe, 1996).

2.10 Conceptual Framework

The researcher utilized the action research process to conduct this research. Firstly, it began with the diagnosis stage and there were several issues identified within this targeted company. The research centered on the employees' personal competency, commitment, social interaction, job performance and job satisfaction to collect data and information to analyze the current situation of the company and consequently make accurate statements of the problems. Initial observation and informal interviews prior to the formal conduct of the research, indicated that the issues confronting a fast growing company of Thai Mee Co., Ltd. revolved around the employees and how they handle themselves at work and in relations with clients,

customers and even among each other as co-workers. Secondly, based on the diagnosis, the substantial ODI was proposed which aimed at improving the company to be more healthy and stable with a group of committed, talented, energetic and confident employees which will contribute to the strong relationship with the customers and suppliers leading to the stable profit and growth. Finally, the researcher visualized some prospects of this company if there is any opportunity for the researcher to implement these proposed ODI, the company would benefit a lot.

The brief of the research was shown in Figure 2.5. The researcher diagnosed the company closely centering on the employee's personal competency, commitment and social interaction. Then based on the findings of the diagnosis, the researcher proposed OD interventions and finally visualized the outcome if the ODI had been implemented within this company.

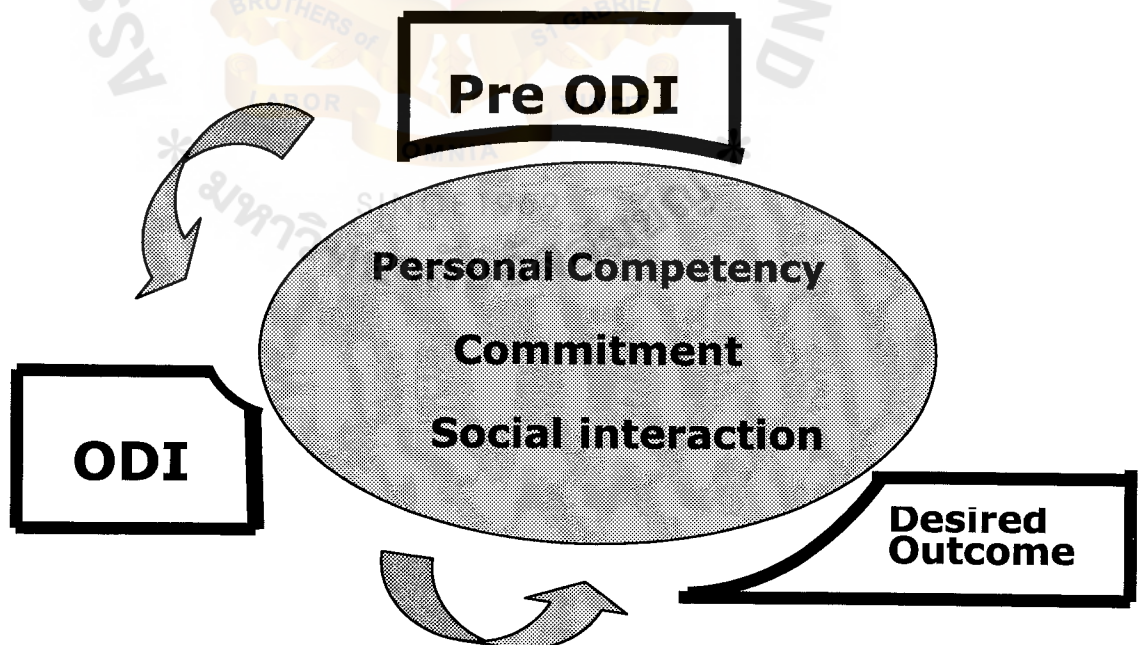


Figure 2.5 the Conceptual Framework Flow

Figure 2.6 utilized the action research model to display what the researcher has done through the whole research. The focus of this research focused on the diagnosis, design and development of ODI and the outcomes if the company owner applies these ODI to the company.

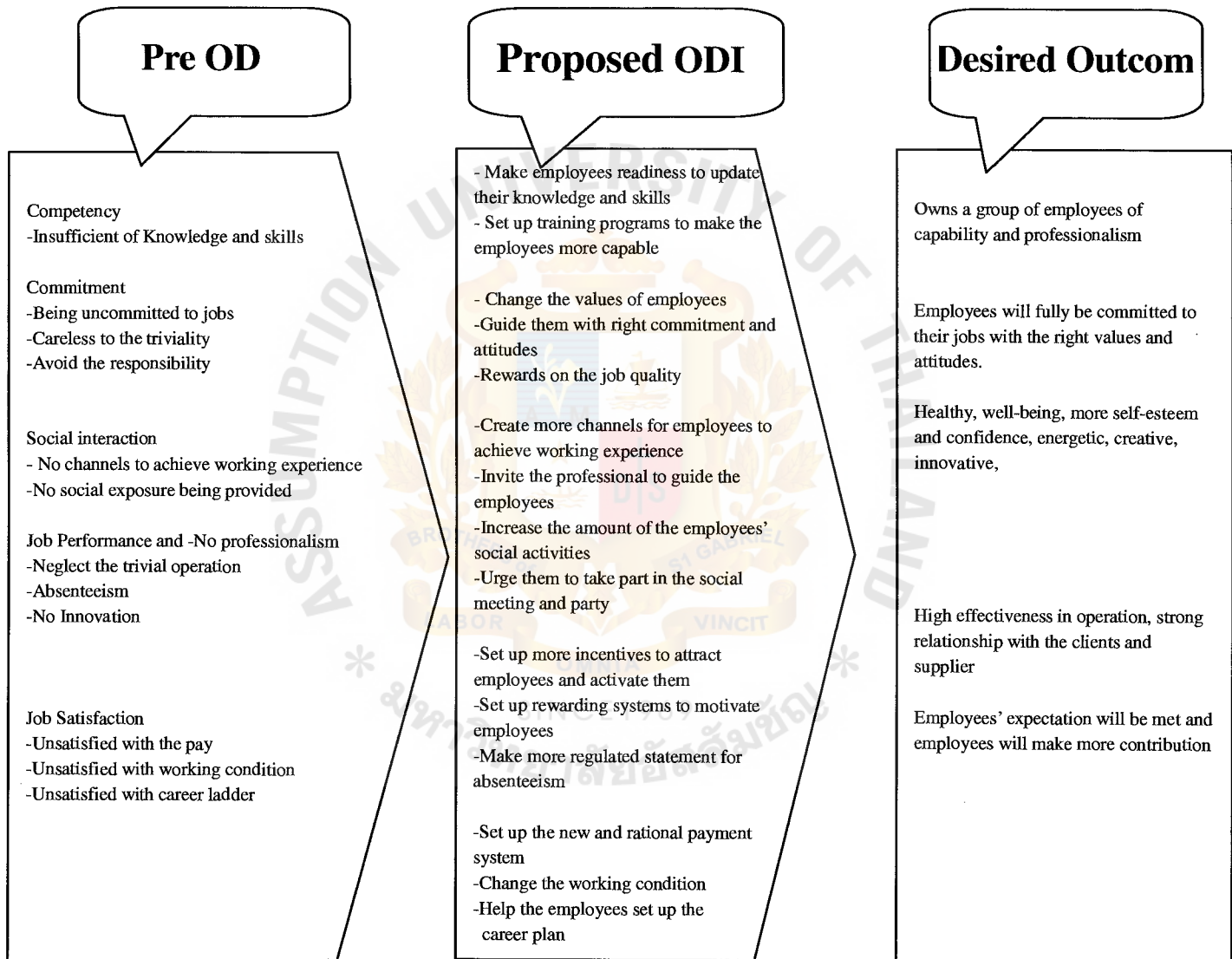


Figure 2.6 the Conceptual Framework

CHAPTER THREE

Research Methodology

The purpose of this chapter is to present the research design, the respondents, research instruments, the techniques & procedure of collecting the data, and the methods that were used for creating data analysis.

3.1 Research Design

The researcher conducted this research with the adoption of the action research model, which consists of three phases – Pre-OD, the post ODI and the outcome. Due to the realistic situation, the researcher only focused on the first stage and part of the second stage of the model.

In the diagnosis phase, the researcher focused attention on the areas of the employees' personal competency, commitment, social interaction, job satisfaction and job performance of Thai Mee Co.,Ltd. The survey questionnaires were developed, pilot tested and administered. In the meanwhile the other approaches were also adopted to help check those five areas. Thereafter the researcher synthesized all the data and information to accurately portray the problems of those five targeted areas within Thai Mee Co., Ltd. In the second phase, feasible OD interventions were designed, developed and proposed in order to advance the employees in the areas of personal competency, commitment, social interaction, job satisfaction and job performance. In the third phase, based on the realistic reasons, the researcher only visualized the prospects of this company if those OD interventions can be

implemented within this company.

1. Problem Identification

The researcher was working in the marketing department of Thai Mee Co., Ltd. Based on the personal perception and experience added up to the good relationship with the senior managers in Thai Mee Co.,Ltd, the researcher was able to find the problems existing within this company. The researcher only focused on the 24 office employees from Human Resource Department, Marketing Department and Supplying Department. The warehouse was separated with the office, so the employees working in the warehouse were ruled out of this investigation of this study.

2. Data gathering

There were four basic methods of gathering the data and information required: in-depth interviews, observation, questionnaires and informal interviews

3. Analyzing and evaluating data and information and summarize and get conclusion

4. Propose the feasible measures to deal with the problems in the future

3.2 Respondents

There were two groups of the respondents: the first respondents were the management team which only 3 persons involved-the owner of Thai Mee Co., Ltd. and the two managers respectively from the marketing division and the supplying division; the second group of respondents was the whole 24 office employees. For the second group of respondents, the composition was shown as the Table 3.1.

Table 3.1 Composition of the Respondents

Department	Number of employees
Marketing Department	14
Purchasing Department	7
Human Resource Department	3
Total	24

3.3 Research Instruments

In this study, the approaches the researcher used in getting the primary data were the questionnaires and personal interview via the management team.

3.3.1 Questionnaires:

The researcher developed the questionnaires on the basis of the studies of Allen & Meyer (1990), Herbert H, Blumberg (1983), P.C. Smith, Kendall, & Hulin (1969), Campbell, McCloy, Oppler, & Sager (1993) to respectively investigate the employees' commitment, social interaction, job satisfaction and job performance. Experts, at least two of them who were proficient in English and Thai, reviewed these questionnaires. This was also translated into both Chinese and Thai language because of the preference of the different employees.

The questionnaire was classified into 2 parts as following:

Part I: Demographic profile to describe the characteristic of the employees

Part II: The measurement of the employees' perception in personal competency, employees' commitment, social interaction, job satisfaction and job performance.

Table 3.2 Arrangements of Questionnaires

Part	Main Variables	Sub Variables	Questionnaire Items
1	Demographic profiles	-Age -Gender -Marital Status -Educational Level -Department and the position	6
2	Personal competency	-English Fluency - Channels to updating competency	5
3	Commitment	- Connection with company - The extent of efforts	7
4	Social Interaction	-Channels to social interaction -Self-confidence	10
5	Job Satisfaction	-Security -Career visualization -Life satisfaction	8
6	Job Performance	-Initiatives of Work -Quality of Work -Punctuality of Work	6

3.3.2 Interview Guideline:

The researcher used both informal and formal interview with the management team of Thai Mee Co., Ltd. to appreciate the situation of the company and identify the current problems that inhibits the growth of the company. A third person was involved to interpret the interview content due to the limited Thai language of the researcher and the limited English of the interviewees. Thus it was convenient for the researcher to conduct the interview and got more specific information without intermediate persons.

3.3.3 Observation:

As working in this company, the researcher used this advantage to keep an eye on the employees' working style every day. This also helped the researcher to identify the current problems within this company and further to explore the factors that have an impact on the job performance.

3.3.4 Informal Interview

Through the discussion and gossips of a small group of people, the researcher got some degree of depth in knowing more about the current issues and situations.

3.4 Data Collection Techniques and Procedures

The researcher gathered data through the observation, which generalized about what the researcher, observed and what was being conducted within Thai Mee. The other way for the researcher to collect data was through questionnaires, because it covered the information that the researcher needed to know with less energy and cost comparing to the other methods.

The researcher was adaptive, allowing the interviewer to modify questions and to probe emergent issues during the interview process. This method also permitted the interviewer to develop an empathetic relationship with employees, frequently resulting in frank disclosure of pertinent information.

The procedures were as follows:

Step 1: The researcher asked the permission from the owner to allow doing the diagnostic research.

Step 2: Then the researcher made confirmation that with whom the researcher was going to interview and decided the actual date on which the interview can be taken.

Step 3: The researcher observed during the researcher working time and got the information with the coworker informal information.

Step 4: The research prepared questionnaires and distributed the questionnaire to the employees

Step 5: According to the schedule the researcher interviewed the management team.

3.5 Data Analysis

For getting a more clear answer from the employees and avoiding the employees to easily tickle the neutral answer, herby the four-point-scale were arranged to assess the employee's perception level. The following descriptions were used for interpreting the results of the survey data.

<u>Arbitrary Level</u>	<u>Descriptive Rating</u>
1.00-1.74	Strongly Disagree (SDA)
1.75-2.49	Disagree (D)
2.50-3.24	Agree (A)
3.25-4.00	Strongly Agree (SA)

1. Questionnaire I: Descriptive statistics, frequency tables, and average mean were used for analyzing the demographic profiles of the respondents.
2. Questionnaire II: The employees' individual perception on the skills & knowledge, commitment, working experience & social exposure, job satisfaction and job performance were measured by average weighted mean.

3.6 Reliability Test

To measure the reliability of this questionnaire, the researcher firstly distributed this questionnaire to 30 respondents from another similar trading company. Thereafter data were collected and calculated with SPSS reliability test by means of coefficient alpha. As shown in Table 3.3, the total reliability coefficient alpha is 0.9199 and therefore it demonstrated that this questionnaire was reliable enough to be distributed to the employees in Thai Mee Company.

Table 3.3 Reliability Test Table

Questionnaire	Number of cases	Number of items	Alpha value
Personal Competency	30	5	0.5933
Commitment	29	7	0.9164
Social Networking	30	10	0.8602
Job Satisfaction	30	7	0.7535
Job Performance	30	6	0.6823
Total	29	35	0.9199

CHAPTER FOUR

Research Findings and Analysis

Within this chapter the researcher exhibited the analysis of data gathered on the employee's demographic profiles, the employee's perception on the personal competency and commitment, employee's perception of the social networking and the employee's perception of the job satisfaction and job performance. Based on the analysis of findings, a set of OD interventions was designed, developed and proposed.

4.1 The Demographic Profiles of Employees

A total of 24 questionnaires were distributed to and answered by the employees who work in the sales department, supplying department and the human resource department in Thai Mee Co., Ltd. The warehouse and the shipping department were ruled out of the survey. Therefore the researcher analyzed the data drawn from these 24 questionnaires. What follows were the profiles of the respondents by age, gender, marital status, the education level and the place of hometown.

4.1.1 Age

As to the age item, it ranges from 22-46 and is divided to 6 groups. There are 2 employees whose age ranges from 22-25 years old and who take account for 8.3% among the 24 employees. 8 employees are in the 26-30 years old range and the percentage is 33.3% and this percentage is the biggest compared to the other percentage. 7 employees whose percentage is 29.2% are in the 31-35 years old range

and the following is 3 employees in the 36-40 years old range which proportion is 12.5%. In the 41-45 years old item, the number of employees is also 3 persons. In the last range there is only one person who accounts for 4.17%. Besides from the percentage frequency, the cumulative percentage was also calculated. As shown in Table 4.1, the employees whose age is less than 40 years old account for 83.3% in Thai Mee Co., Ltd.

Table 4.1.Frequency Distribution of Age

Age	No. of Employees	Percentage Frequency	Cumulative Frequency
22-25 years old	2	8.3%	8.3%
26-30 years old	8	33.3%	41.7%
31-35 years old	7	29.2%	70.8%
36-40 years old	3	12.5%	83.3%
41-45 years old	3	12.5%	95.8%
Over 46 years old	1	4.17%	100
Total	24	100%	100%

4.1.2 Gender

There are only 24 office employees in this study. As shown in Table 4.2 majority of the employees are females and the percentage for the females is 66.7%.

Table 4.2 Frequency Distribution of Gender

Gender	No. of Employees	Frequency Percentage
Male	8	33.3%
Female	16	66.7%
Total	24	1.00

4.1.3 Marital Status

The marital status is divided into four types: single, married, divorce and separate. As shown in Table 4.3, the male employees make up the 75% of them have already been married whereas amongst females only 25 of them have been married.

Table 4.3 Employees' Marital Status

Gender	Male	Frequency Percentage	Female	Frequency Percentage
Single	2	25%	11	68.8%
Married	6	75%	4	25%
Divorce	0	0%	0	0%
Separate	0	0%	1	6.25%
Total	8	1.00	16	1.00



Figure 4.1 Female Employee's Marital Status

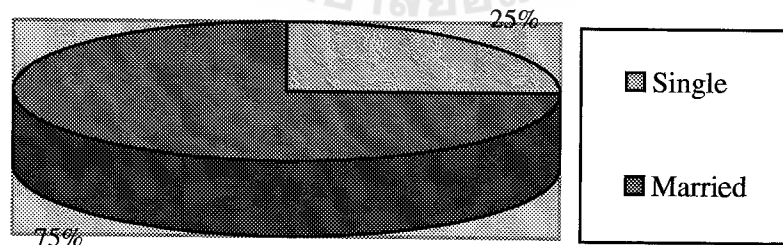


Figure 4.2 Male Employee's Marital Status

4.1.4. The Achieved Highest Level of Education

As shown in the cumulative percentage in Table 4.4, the employees'

education level is mainly lower than the bachelor degree, which accounts for 66.7% among the 24 employees whereas amongst the rest of the employees, 20.8% of them have the bachelor degree and 12.5% have the master degree.

Table 4.4 Highest Level of Education Achieved

Highest Education Level	Frequency	Percentage	Cumulative Percentage
High School	10	41.7%	41.7%
Technical School	6	25%	66.7%
Bachelor	5	20.8%	87.5%
Master	3	12.5%	100%
Total	24	1.00	1.00

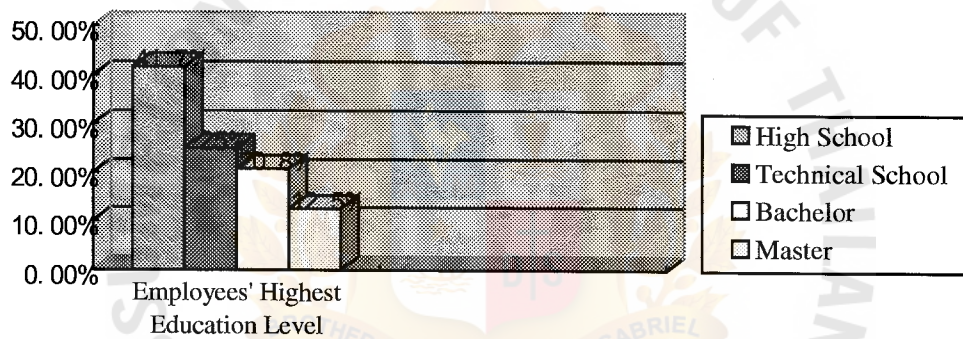


Figure 4.3 Employees' Highest Education Level

4.1.5 The Place of the Employee's Hometown

Based on Table 4.5, there are only three (3) employees from Bangkok and accounts for only 12.5% whereas the percentage of the employees from the province and suburb of Bangkok is up to 66.7%. This company also employed five (5) foreigners which percentage is 20.8%.

Table 4.5 The Place of the Employee's Hometown

Place	Frequency	Percentage	Cumulative Percentage
Province of Thailand	9	37.5%	37.5%
Suburb of Bangkok	7	29.2%	66.7%
Bangkok	3	12.5%	79.2%
Other Countries	5	20.8%	100%

4.1.6 The Length of Service of the Employees

Table 4.6 shows that the majority of employees, which accounts for 79%, serve in this company no more than 8 years. Among these people, 25% of the employees are just newcomers who work in the company for only 1-2 years. The number of those who stayed in this company above 8 years is only 5 persons and accounts for only 20.8%.

Table 4. 6 the length of service of the employees

Years	Frequency	Frequency Percentage	Cumulative Percentage
1-2Years	6	25%	25%
3-5 Years	5	20.8%	45.8%
6-8 Years	8	33.3%	79%
Above 8 Years	5	20.8%	100%
Total	24	1.00	1.00

4.2 Employees' Perception

4.2.1 On Employee's Personal Competency

As shown in Table 4.7, the employees' perception on their personal competency is rated with the mean of 2.12. It demonstrated that the employees' overall perception on personal competency is identified as "Disagree". The employees themselves seldom created channels to improve their competency that is rated with

the mean of 2.00. However, the company did not provide the training programs for them to acquire more knowledge and skills (2.12).

The overall perception of employees towards the personal competency was rated as “disagree”. Most of the employees could not speak English or another language as a tool to communicate with the people. At present they seemingly did not create some channels to update their skills and knowledge. In that the employee’s skills and knowledge would be able to serve the company that they work for, the company had the compulsory responsibility to equip the employees to be more competent. Nevertheless, Thai Mee Co., Ltd. did not provide any training programs to her employees, which was rated as “strongly disagree”. Therefore, within this company, there was a clear need to provide the employees some certain channels to obtain more skills and knowledge and offer some programs to equip the employees the necessary working competency.

According to the interview with the company owner, at the beginning of the company’s establishment the low competent persons were hired because at that time the company was experiencing the unstable stage and could not attract those skilled persons. With the growth of the company, those low competent employees were still kept and still did the same job as long as they could be able to do their job.

On the basis of interview with the sales manager, she pointed out that the supplying staff lack of the negotiation skills to negotiate with the factories to get the highly demanded products with the cheapest prices.

Table 4.7 Perception of Personal Competency

Item	Mean	SD	Qualitative Rating
◆ I am capable to do m current job	2.71	0.73	A
◆ My English is perfect	2.25	0.97	D
◆ Except English I can speak a foreign language	1.50	0.91	D
◆ I readily update my knowledge and skills to be more competent and I make efforts to seek for and create the different channels to acquire the knowledge and skills	2.00	0.48	SD
◆ My company provides the training programs to equip me with the needed skills and knowledge.	2.12	0.60	D
Overall Competency Perception	2.12	0.55	D

4.2.2 On Employee's Commitment

According to Table 4.8, in terms of employee's perception of commitment, it was found that the average mean was only 2.39. Being interpreted by the qualitative rating, the result was "disagree". Most of them were not feeling happy when they knew their work had made a contribution to the growth and interest of the company and the mean was 3.33 that was interpreted as "strongly agree". However, in terms of being willing to go all out to help the company and being proud to let the others know whom they work for, the means were respectively 2.21 and 1.67, which showed the employees did not commit that their own interest and honor were connected to this company. Another fact that also had to be pointed out was that the employees were not able to be very careful about the detailed operation because the mean was only 2.17.

The employees were not committed to their work. When the mistakes happened, they often tried to discharge the responsibility from themselves and

criticize the other persons instead of seeking for the way to solve the problems. The employees needed to be more careful to get their work done, such as checking whether the products really met the demand of the clients and making efforts to bargain with the factories to guarantee the best price for the clients. The employees did not feel they were part of this company and regarded themselves as the outsiders (2.17). They did not really care about the company's growth as long as they could make a living from this company. The employees did not think their own interest and honor should be connected to this company.

Based on what the company owner stated, she really made efforts to treat everybody nicely and make everybody feel like working within the family because she really hoped the employees committed to their work and the company. However, she said some employees did not commit in the way that she hoped. Some employees resigned the job without any notification in advance and some employees also made some easy mistakes. She said due to some easy mistakes, the clients always complained to her and thought the company was not professional. When asked the punctuality of the employees, the owner said that it was very hard to require those employees who had been working here and contributing to the company for many years. Moreover, they were competent and well-experienced and already became core of this company. The owner had to be polite and give them the more privilege than the other employees.

On the basis of interview with the sales managers, she pointed out that sometimes the supplying staff would neglect some mistakes so that she always got

complaint from the clients, such as putting the wrong expiry date, the wrong label and wrong orders of products. She said when the problems happened, the staff tried to discharge the responsibilities from them. According to the statement of supplying manager, he said when they met the problems and needed to consult with the sales they could not find the sales manager because she was too late to enter the office.

Table 4.8 Employee's Perception of Personal Commitment

Item	Mean	SD	Qualitative Rating
◆ I really feel as if this organization's problems are my own problems	2.33	0.85	D
◆ I am very careful about the detailed operation	2.17	1.07	D
◆ To know that my own work had made a contribution to the company would please me	3.33	0.62	SA
◆ I am ready and willing to put myself out just to help the company	2.21	1.04	D
◆ I am quite proud to be able to tell people whom I work for	1.67	0.75	SD
◆ I feel I am part of the company	2.17	0.99	D
◆ In my work I like to feel I am making some contribution, not just for myself but for the company as well	2.88	2.57	A
Overall Commitment Perception	2.39	0.50	D

4.2.3 On Employee's Social Interaction

In table 4.9, the average mean of the employees towards the social interaction was 2.03, which was "disagree" interpreted by the qualitative rating. The majority of employees believed that they were very important persons in their family and friend's circle. Nevertheless, when they were asked whether the company provided the opportunities and channels to help them achieve the life goal and social status, they rated it with a low score, which was only 1.71. Therefore, the company could be identified as having failed to offer the chances for her employees to gain

more experience and communicate with the others from outside.

The employees seldom had the chances to communicate with the outsiders to exchange the working experience and knowledge. There were no incentives to encourage them to be more sociable to achieve the social goal. They did not think they could achieve more working experience within this company (2.00) since this company was a small business company and did not provide any programs to push the employees forward through the comparison and communication with the outside.

Table 4.9 Employees' Perception on Social Interaction

Item	Mean	SD	Qualitative Rating
◆ I believe I can get more working experience within this company	2.00	0.76	D
◆ I easily get a channel to compare my working and communication with the others who work in big and famed company	1.75	0.78	D
◆ My company makes attempts to create more channels for me to gain more working experience	1.71	0.79	SD
◆ I feel my current working experience is enough to compete with the competitors	2.04	0.68	D
◆ I feel I am the important person within my family and friends group.	3.08	0.49	A
◆ I have strong confidence to achieve my life goal	2.00	0.71	D
◆ I can take it easy when I speak in public	2.08	0.91	D
◆ I feel so freely talking and attending the activities in a party	2.67	0.91	A
◆ My company has so many incentives for me to interact with the society	1.25	0.43	SD
◆ My company does programs to help me achieve my status quo	1.71	0.61	SD
Overall Social Interaction Perception	2.03	0.49	D

4.2.4 On Employees' Job Satisfaction

Table 4.10 shows that the average mean was 2.34 which indicated that the

overall perception of employees towards the job satisfaction falls within “disagree” range. Even though the employees got along with their coworkers and feel secured working within this company, they still lack of a clear visualization for their future career (2.08) and they are not satisfied with what they were paid (1.58). Furthermore, they could not find a feeling of accomplishment from their job, which was rated with 2.08 only. They did not feel career prospect within this company and did not feel the accomplishment from the job. The company’s working condition did not meet the expectation of the employees. According to the interview with the two managers, both of them complained that when the salary was paid, there was no payment slips to describe and explain why they got this amount of money. There were no clear descriptions to show the regulation of the money paid.

Table 4.10 Employees’ Perception on Job Satisfaction

Item	Mean	SD	Qualitative Rating
◆ I feel secured employed within this company	3.12	0.88	A
◆ Doing my work makes use of my ability	2.67	0.85	A
◆ I get along with my boss and coworkers	2.79	0.58	A
◆ The company’s working condition is exactly what I expect	2.04	0.61	D
◆ I always have a feeling of accomplishment from the job I am doing	2.08	0.76	D
◆ The amount of my pay is really satisfied	1.58	0.63	SD
◆ I feel I have chances to be promoted in the future within this company and can visualize my career clearly	2.08	0.76	D
Overall job satisfaction	2.34	0.50	D

4.2.5 On Employees' Job Performances

As shown in Table 4.11, the overall perceptions of employees toward job performances were defined as “disagree”, which the average mean was measured at 2.32. Therefore, it could be interpreted that the employees perceived their job performance as not satisfying. When they did the routine work, the new approaches seldom came to their mind and just did the work repetitively (2.04). As to taking initiatives for the work, they perceived that if there were no pressure from the coworker or the boss, they would postpone finishing the job (2.46). The employees perceived not to be able to take initiatives for their jobs, not to be capable to deal with the unfamiliar difficulties and not to be skilled to go through a brainstorming within their routine jobs (1.79). The trifles were easily ignored (2.38) and mistakes were often taken place so that the clients complained so frequently. There was a need for the employees to get their job performance improved.

According to supplying manager, every time the supplying staff pushed the sales to contact with the clients to finish ordering in order to have enough time for shipping date. Sometimes they felt “Kreng Jai” and do not want to push the salesman always.

Table 4.11 Employee's Perception on Job Performances

Item	Mean	SD	Qualitative Rating
◆ I am always punctual	2.83	0.85	A
◆ I seldom make mistakes in my work	2.39	0.62	D
◆ Even the trivial working, I will never neglect	2.38	0.75	D
◆ I always take initiatives to do my job without any person urging me and never postpone finishing my job	2.46	0.71	D
◆ Although there are difficulties that I've never met before, I still can be able to handle with them	1.79	0.64	D
◆ There are often new innovative ideas coming up to my mind when I do the routine work	2.04	0.79	D
Overall job performance	2.32	0.38	D

4.3 Implication of Qualitative Analysis of Relationships of Variables

Due to the limited number of employees within this company, the relationship of these variables could not be quantitatively investigated and demonstrated. Therefore, it could not be implied from the descriptive results that the low means of the competency, commitment, and social interaction would necessarily lead to the low job satisfaction and job performance. Therefore, hereby the researcher only discusses the implication of these variables.

4.3.1 The Implication of Competency on Job Satisfaction and Job Performance

Employees of Thai Mee Co., Ltd. were lacking of competency and when they served the clients, they could not show their proficiency and professionalism due to their insufficient skills and knowledge. Once they could not meet the expectation of their clients, it could be expected that these clients would leave and probably choose Thai Mee' competitors. Thus the employees could not assure a stable contribution to this company. They had no feeling of accomplishments from their job. If Thai Mee

employees were equipped with necessary competencies, they would be able to deal with more difficulties and challenges. They would provide the service of high quality to the clients and arrange the whole business process extraordinarily and defeat their competitors. The clients would be retained and the potential clients would also be explored. Their job performance surely would be improved. Thus they would get a feeling of accomplishment and they would feel satisfied with their job. E.g., if Thai Mee employees could speak fluent foreign languages, they would feel free to communicate with more clients and take more challenges. Therefore they would experience more business process and push the company forward. Once they made the contribution to the company, they would feel the company needs them and gain respect from the company. Their satisfaction would be met.

4.3.2 The Implication of Commitment on Job Satisfaction and Job Performance

Employees of Thai Mee Co., Ltd. did not commit to their work and surely would not fully put their efforts to their job. Thus the jobs were done without care and focus and therefore there would be many mistakes taking place. Consequently the job performances were not perfect and they always got the complaints from the clients or other departments. They positioned themselves as outsiders of the company and the fate of this company had nothing to do with them. In such a circumstance, they could not feel happy or interested in doing their jobs.

4.3.3 The Implication of Social Interaction on Job Satisfaction and Job Performance

Being not sociable, Thai Mee employees would tend to be inhibited to

interact with the outside to gain more experience and knowing of more changing world. So this was a reason why the scale of Thai Mee Co., Ltd. now was the same as the scale ten years ago. No comparison and no much communication would make the company fall behind her competitors. The conventional business style was already broken by the advent of new technology. The company felt harder to survive nowadays and how could her employees feel secured? A person needs to be exposed outside sometimes to update his knowledge and appreciation, keep his mind fresh and create innovative ideas to serve his company. Thus his job performance no doubt will be improved and make more contribution to the company.

4.3.4 The Implication of Job Satisfaction on Job Performance

Employees of Thai Mee Co., Ltd. were not satisfied with their job and they did not feel psychologically connected with their company, thus they would not put more efforts to obtain better performances. On the other hand, their job performance was not perfect and they could not benefit from their job. They would not get the rewards or the salary increasing based on their job performance as well as the recognition from their supervisor or the boss. Consequently they felt so distressed and felt no promising working for this company.

4.4 Organization Development Intervention (ODI): A Proposed Program

The second phase of the Action Research Process is on the design and development of ODI based on the results and findings of the first phase on diagnosis. While it is accepted that in this research, the full implementation of the second phase could not be assured during the research period, the first stage of this phase which is

on ODI design and development is presented in this chapter as part of the outputs of the action research process. Thus, this section deals with strategies, approaches, processes and activities that could address the identified problems confronting the organization of Thai Mee Co., Ltd..

4.4.1 The Methods to Develop Personal Competency

The following table shows the matrix of the features of the proposed OD intervention to develop employees' personal competency.

Table 4.12 Proposed OD Intervention for personal competency

Result of Diagnosis	Proposed OD Intervention		Expected Outcomes
Employees are perceived as lacking of personal competency	1. Defining the specific skills needed for the company 2. Establishing the intrinsic learning process and program 3. Inviting the outsiders to be in the company to make some seminars	1.Session of skills definition 2.Workshop of job description 1.employees instruct Chinese 2.employees instruct English 3.Seniors instruct the working knowledge 4. get the support from owner 1.Small seminars from bank staff 2.Seminars from the famed firms	The company will have a group of proficient and competent employees equipped with the updated knowledge and skills

1. Defining the specific skills needed for the company

First, by understanding the skills and knowledge necessary for each position within the company, filling vacant positions with the right staff, either internally or externally, becomes much easier. Second, knowing the specific skills and knowledge makes the managers easily define the training programs required to develop current staff, so they can meet current and future job demands. Knowing the skill profiles of the key positions within the company is the basis for hiring new staff, developing training programs and communicating job requirements to the staff. Thus,

organizations can maintain high levels of customer satisfaction for long periods when they are staffed with consistent skill levels.

2. Establishing the intrinsic learning process and program

On the ground that this company has the Chinese employees, the employees can be able to learn Chinese from the foreigners since the main language spoken with the clients is Chinese. Plus there are also some employees graduating from English speaking countries and international school who can be capable of speaking fluent English and these persons can be the volunteers to conduct English class for the other employees. As to the working experience and handling with the difficulties, the seniors should systematically impart their own knowledge to the employees instead of learning by themselves. Therefore, a learning environment within this company will be established. In that the learning is organized within this company and utilizes the skills and knowledge of his own employees, the cost will be minimized and this learning will not make any cost to the company. Undoubtedly, the employees themselves, but the owners cannot organize this kind of learning. If only the owner is conscious of the importance of learning, this kind of learning process will be supported and systematically and regularly organized. Thus, the desire for employees to learn can be increased.

3. Inviting the outsiders to be in the company to make some seminars

The owner and the employees can use their own relationship to invite some knowledgeable persons to come for having a small seminar. The topic can cover different kinds of things. For example, as far as the researcher knows, the owner of

this company has a good relationship with the staff of banks. So the owner can invite the staff of banks to deliver knowledgeable speeches about banking, such as the types of payments, how to invest the money and the like. There is no much cost for the company to do so. Because their coming to share their knowledge is based on the personal relationship, plus being invited to deliver a speech is an honored thing. In the meanwhile, the outsiders can improve his bank or the company's image and advertise for his companies. This is a really win-win situation.

4.4.2 The Methods to Develop Commitment

The following table shows the features of the proposed OD Interventions to develop employee commitment. Table 4.13 shows generalized the ODI process and activities for improving commitment.

Table 4.13 Proposed OD Intervention for Commitment

Result of Diagnosis	Proposed OD Intervention		Expected Outcomes
Employees are perceived as lacking of personal competency	1.Understanding, agreement & personal interest 2.Sharing common vision 3.Provide challenging & thinking workshop 4.Practicing servanthood attitudes 5. Developing sense of family 6. Accountability, responsibility and leadership	{ 1.Session of company's regulation & the whole process 2.Workshop on agreement of individual job description 3. Impart the employees to know the personal interest from the company { 1. the discussion on common vision 2. the team of writing the statement to get the common understanding, agreement and interests { 1.workshop full of challenges 2. workshop full of innovation { 1.help the needy 2. do volunteer job in the church, orphanage, & kindergarten { 1.do activities all together 2.care each other { 1.session of accountability 2. discussion of responsibility 3. no privilege for seniors	Employees will be more committed to their job and really feels a part of the company. Their honor and interest will be closely connected with the company. They will make more contribution to the growth of the company.

The specification for ODI of commitment is shown in the following.

1. Understanding, agreement and personal interests

Understanding is where it all starts. If the staff don't understand what is expected, it is impossible to be committed. The problem is, the employees don't always like to admit it when they don't understand. That's why the employees are needed to understand the situation of the company, the importance of their work and the whole process and the specific areas of their work.

Agreement leads to action. The employees need to have an agreement about the ways to do the job, the regulation of the company and the job description for each employee. The company needs their supports

Personal interest is the third element and it has tremendous power. It adds the passion for actually making things happen. If the employees can find “What’s In It For Me” (WIIFM) from the work, their commitment probably will be going up. Because usually many employees think that without a WIIFM, there cannot be full commitment. Personal interest goes beyond this. It is what gets you up in the morning and gets you moving. Personal interest leading to commitment is far more complex than just offering a cash bonus. Yes, there are some people who will work hard for more money, but others may be completely unmotivated by it. The managers and the company should find out what the employees really want and help them know what they can get from their work.

2. Sharing a common vision

A shared vision is a great place to start to get the increased commitment. Everyone sees things are not the same. Take the time to develop a common vision. Through the process of the team and the workshop, it will be good to develop a vision statement. The process has structure and guidelines and should be easily recognized. The vision should be a statement that expresses the employee’s common understanding, agreement and interests. To be effective, the vision statement should be believable, inspiring, clear, short and memorable. From the clear vision, the employees clearly know what direction they are making efforts to and what personal

interest they can get from the company. Furthermore, the process of writing a vision statement facilitates getting understanding and agreement as well as identifying personal interest.

3. Provide a challenging and thinking workshop

The company can organize workshops full of challenges that need every employee to be fully committed to finish the task. Thus, the employees will be trained to gradually be committed and learn how to tackle the difficulties instead of fleeing from the difficulties or put the responsibility to others.

4. Practicing a servanthood attitudes

The company can encourage the employees to do some voluntary jobs, such as helping the needy, going to the church, the orphanages or the kindergartens to do some volunteer job. Doing this kind of goodness will be conducive for the employees to establish a servanthood attitudes and will develop a deeper sense of commitment to the company and their jobs.

5. Developing a sense of family

The company should help the employees to develop a sense of family and make them feel that they are the whole family and cannot be separated. The company's honor is the employee's own honor and vice versa. The company should take a birthday party, organize the employees to have some activities, and take care of each other from the upper level to the lower level. This kind of climate will strengthen the employees' commitment and connect them more closely.

6. Accountability, Responsibility, and Leadership

Accountability and the responsibility should be clearly assigned to each employee. This makes them no excuses to avoid their mistake and next time they will make attempts to avoid these mistakes. Everyone has a sense of being ashamed of if they repetitively make mistakes.

The managers of each department should play a leading role to be committed to the regulation of the company and their jobs. They firstly have to regulate their own behavior and working attitudes and are not supposed to take any privileges that will be easily perceived as unequal treatment by the other employees. Secondly, they should give the employees the correct and specific guidance. When the employees meet the difficulties and make the mistakes due to the lack of experience, they may turn to the managers for the help. The managers should give them precautionary guidance and direction beforehand so that the mistakes may not be made by the employees.

4.4.3 The Methods to Increase Social Interaction

Social interactions refer to particular forms of externalities, in which the actions of a reference group affect on individual's preferences. The reference group depends on the context and is typically an individual's family, neighbors, friends or peers. Social interactions are sometimes called non-market interactions to emphasize the fact that these interactions are not regulated by the price mechanism. Table 4.14 has shown the ODI processes and activities for improving the social interaction.

Table 4.14 the proposed OD Intervention for Social Interaction

Result of Diagnosis	Proposed OD Intervention		Expected Outcomes
The employees are perceived as being not sufficient to interact with the society	1. Setting up the incentives for the employees	Annual incentives offered to employees	Employees will have more channels to interact with the outside and be more confident for their life. They will be of more self-esteem and be more experience.
	2. Participating the fairs and seminars	send the employees to take part in fairs and seminars in Bangkok	
	3. Encouraging the employees to make remarks in front of the others	offer the chances for employees to make remarks within the company	
	4. Instructing the employees to know the customs, culture and tradition	1. HR staff collect the information of customs, culture and tradition 2. Impart these knowledge to employees regularly	

1. Setting up the incentives for the employees

There is a Chinese saying: Reading as many books as possible cannot get the benefit as the traveling does because traveling refreshes persons' mind and expand their visions. Traveling adds the opportunities to interact with the different persons with different cultures. After traveling, there must be some attainments and change and if these things are put back to the work, the employees may well be able to break the routine way of doing job but seeking for a more innovative way.

The company can consider setting up the annual incentives to give the employees chances to have sightseeing in other places. Everybody should be rotated to enjoy this opportunity and not only limited to the seniors.

2. Participating in fairs and seminars

There are so many different types of fairs and seminars hold in Bangkok every year. So the owner should allow a group of employees (organized in rotation) to

visit the fairs, not considering whether they are related to the company's business or not. It is a cheap way to make the employees more sociable, to obtain more knowledge and to expand their horizon of their knowledge.

3. Encouraging the employees to make remarks in front of the others

Often providing the chances for the employees to make remarks or give honest constructive feedback within the company would also help them conquer the fear of speaking in the public. Once they are not afraid of talking, they can be more sociable and will have a desire to participate the social activities.

4. Instructing the employees to know the customs, culture and tradition

The company can assign staff of the human resource department to collect the information pertinent the customs, culture and tradition of foreign countries and regularly share different countries' information with the employees. Thai Mee Co., Ltd.'s business is not within Thailand but through all over the world. Namely if the employees know more about the culture, tradition and customs, this will help them more sociable if one day they need contacting with the foreigners.

4.4 .4 The Methods to develop the Job Satisfaction

The OD Intervention to promote and sustain job satisfaction is proposed as shown in the table below.

Table 4.15 Proposed OD Interventions for Job Satisfaction

Result of Diagnosis	Proposed OD Intervention		Expected Outcomes
The employees are perceived as lacking of satisfaction about their jobs.	1.Developing the payment and rewarding systems	1.HR set up the payment description 2.Announce within the company with transparency	Employees' job expectation will be met and they will contribute more to the company
	2.Changing the physical work conditions	Decorate the company beautifully	
	3.The human resource staff should be responsible to help the employees meet their needs	1. HR make survey of every employee's expectation, need 2. HR set up a distinctive caring plan for every employee	
	4.Help the employees to design their future career	1.discuss with everyone to know their future career 3.design a specific career ladder for employees 3.illuminate employees what they can get in the future career	
	5.Establish a proficient group of human resource staff	1. HR make efforts to be of interpersonal skills 2. HR try to make a harmonious working ambience	

Table 4.15 lists explicitly the process and activities proposed for developing the employee's job satisfaction. The details are elaborated in the following discourse.

1. Developing the payment and rewarding systems

At present there are no specific payment systems at this company. The HR staff will submit the conclusion of the employees' working days and job performance only to the company owner. When they give the pay to the employees, there is even no payment slips for the employees to know why this month they get that much of money. The human resource staff seemingly is only responsible for owner. Till now the employees are still confused about the tax payment, the annual leave with money and insurance. Consequently there is an impetus for the human resource staff to establish a complete and clear payment system reports and

announce it to the employees. Otherwise there are often suspicion and perception of unequal treatment.

There also should be a rewarding system to be set up. If there is no any response from the company for the employees who make more contribution and put more efforts to the company, their active spirit will be discouraged. Thus they feel no sense of accomplishment and no prospect in the future if continuing to work with this company. Once their performance gets the recognition, they will feel the success and pride for themselves so that their needs for demonstrating their ability will be satisfied.

2. Changing the physical work conditions

The employees are not satisfied with their working conditions because the simple decoration makes them feel their work is not very graceful. Furthermore, there are often foreign clients who pay a visit to Thai Mee Co., Ltd. and it is really needed to have a beautiful decoration to make the company look elegant and make the clients have more confidence on this company.

3. The human resource staff should be responsible to help the employees meet their needs

Within this company, the employees' interests, needs and expectations from the company varies according to the difference in age, marital status and having kids. The human resource staff should design specific personal caring plans to give the employees distinguished warmth. What the employees need and what kind of care they want should be reported to the owner to get the approval to implement the next

step. The human resource not only has to be responsible for the owner, but also need being responsible for the employees. The human resource staff should have the interpersonal skills to communicate with the employees rather than supervising them and making some accounting.

4. Help the employees to design their future career

If the employees can be able to visualize their future career and the human resource helps them design their career and illuminate them with the future chances to be promoted, the employees are going to feel more gratified, stay within this company and grow with the company. No matter what the employee's current job performance, the human resource department should clearly guide them to prefigure the prospect of their future and motivate them to be more satisfactory. There should be a career ladder to be able to climb even in a small company. The employees are supposed to know what they can gain in the future if they continue to stay at this company on part of their own interests.

5. Establish a hardened group of human resource staff

The small company usually neglects the importance of the human resource department and always expects HR to singularly serve the owner. However, the human resource represents the willingness and power of the boss and also needs to reflect the willingness of the employees upward to the boss. They are the bridge to link the two sides. They suggest the boss where and what should be developed and improved. The employees are always alienated with the boss. A good human resource management team can be able to use their interpersonal skills to make the workplace

harmonious and peaceful and the work easily completed. The human resource department ought to create a better ambience and be endowed with a personality of melting different persons into a unified group.

4.4.5 The Methods to Develop Job Performance

To develop job performance requires a composite of activities that relate to job description, competency development and other related organizational processes.

The following ODI is proposed to promote and develop job performance.

Table 4.16 Proposed OD Interventions for Job Performance

Result of Diagnosis	Proposed OD Intervention		Expected Outcomes
The employees' job performance is perceived not very high.	1. Enforcing the employees to be punctual without any bias on the seniors	Exploit the privilege of the seniors	The employees will be more innovative, proficient and the company will benefit more.
	2. Setting up workshops for the supplying department and market department	Set up special workshop needed to be done by the supplying and marketing staff together	
	3. Creating Standards for Key Areas of Responsibility	1.set up the standardization for each job 2.employees compare their job result with standardization	
	4. Identifying Actions & Behaviors for Success	Session to identify the actions and behaviors to perform the daily job	

As shown in Table 4.16 ODI the OD Interventions are proposed for job performance and these process and activities are elaborated in the following.

1. Enforcing the employees to be punctual without any bias on the seniors

The senior's privilege easily poses the perception of unequal treatment and the ignorance of the regulation of the company will lead to the doubt and suspicion of the professionalism and dedication of employees from the others' eye. Everyone should abide by the regulations of the company otherwise the undesirable

consequences will be brought about. The regulations are the agreements that every employee should reconcile with and be committed to. The human resource should have detailed conversation with those employees. Thus, the employees think they are fairly treated and the regulations are not only applied to them.

2. Setting up workshops for the supplying department and market department

These two departments do not coordinate very well, and have lack of mutual understanding. Their standpoints are in different directions and their interests go into different ways. Therefore, if there are some programs and workshops to ask them to take the same task and unify their directions and interests, they will experience a better understanding process. This kind of cooperative attitudes will be continually put into their future mutual work. They will understand each other better and this may lead to the reconciliation.

3. Creating Standards for Key Areas of Responsibility

The company needs to set performance standards for each key area of responsibility on the employee's job description, especially focusing on tasks that have the greatest importance. Standards are usually established when an assignment is made, and should be reviewed if the employee's job description is updated. The discussion of standards should include the criteria for achieving satisfactory performance and the proof of performance (methods will be used to gather information about work performance). In departments where more than one person do the same task or function, standards written for that task will be the same and can be applied to all positions doing that task.

4. Identifying Actions & Behaviors for Success

In addition to objectives and standards, it is important to consider other aspects of performance. Understanding the actions and behaviors that employees can use to perform the job is often as important to success as end results. Behavior is the day-to-day activity in which the employees engage to produce results and relates closely to the process side of work.

Focusing on the way the employees go about their work is based on the belief that doing things correctly will lead to positive organizational results. For example, if success in meeting an objective such as “make every employee willing to close to you” requires strong interpersonal skills, then being able to do that should know how to build solid relationships, collaborate, and incorporate ideas and suggestions made by colleagues. Performance will be assessed on how well behaviors associated with interpersonal skills.

As presented above, the proposed ODI can be presented to Top Management and when adequate orientation, preparation and persuasion on the value and impact of ODI to employees’ personal competence, commitment, job performance and job satisfaction, it could be argued that the impact would contribute to the long term development of the organization.

CHAPTER FIVE

Summary, Conclusion and Recommendation

This chapter presents the summary of the research findings, conclusion and the recommendations for further research within the company as need and beyond where the issues are shared or similar.

5.1 Summary of the Research Findings

At Thai Mee Co., Ltd., the majority of employees are younger than 40 years old. The majority of the employees are females and account for 66.7%. For the male employees, most of them have already been married whereas amongst females only a few of them have been married. The employees' education level is mostly lower than the bachelor degree, which accounts for 66.7% among the 24 employees. The majority of employees serve in this company no more than 8 years and some of them are new comers working here just for 1-2 years. Most of the employees do not come from Bangkok.

The summary of variables is listed in Table 5.1. The employee's perceived personal competency is low, which indicates that the employees are lack of the competency to perform their job. The perceived commitment of the employees is 2.39 which imply the employees lack of the commitment to their job. The overall social interaction perception is 2.03, which indicate that the employees are perceived as being lack of the social interaction with the outside to exchange their working experience and absorb the updating knowledge with the knowledgeable persons. The

mean of the overall job satisfaction and job performance is respectively 2.34 and 2.32, which is interpreted that the employees are perceived as being not satisfied with their job and not having the high job performance.

Table.5.1 Summary of Variables

Item	Mean	Qualitative Rating
Overall Personal Competency Perception	2.31	D
Overall Commitment Perception	2.39	D
Overall Social interaction Perception	2.03	D
Overall Job Satisfaction	2.34	D
Overall Job Performance	2.32	D

5.2 Conclusion

Based on the perceptions of the employees from the questionnaires and the interviews conducted, the employees perceived a lack of ability to satisfy the customers with the best products and service. The employees showed lack of commitment to their jobs and often felt themselves like outsiders of this company. Their social interactions were not sufficient to gain more knowledge and experience. The employees were not satisfied with their job due to the payment, the working conditions and career advancement. The employees did not perform the job well. The mistakes were easily made and no innovation was put in their job.

The company failed to provide opportunities for group interaction and socialization among employees and did not provide programs to enhance or develop the personal competency, the commitment, social interaction, job satisfaction and job performance.

5.3 Recommendation for Further Research

The findings in this study have raised additional issues for further investigation. The next investigation should pay attention to the human resource management, such as the recruitment and retention of the employees. Further research is needed to learn about the external environment's influence on the company's business, such as the influence of Thai trading economy and Thai Baht exchange rate with other foreign currencies on the business of trading companies.

Due to the inadequate number of the employees in this company, the quantitative relationships of personal competency, commitment, and social interaction with job satisfaction and job performance were not investigated. Therefore, the next investigation should be implemented into a big company so that this kind of relationships can be checked.

EPILOGUE

Personal Reflection

Through the conduct of this action research in Thai Mee Co., Ltd., the researcher gained so many benefits. Firstly, through the diagnosis, the researcher clearly appreciated the business process as well as the detailed operations and problems within the company. The researcher had to be very sensitive to the employees' talking, action and all the trivial things in the workplace to find the problems.

Secondly, through such an actual practice, the researcher learned how to build an effective partnership and relationship with the company. The researcher had to get the permission to conduct her research within the company based on the trust of the company's owner. At the meantime, the employees trusted the researcher and therefore took the interview and shared their ideas with the researcher.

Thirdly, through more interaction with Thai employees, the researcher knew more about Thai working style and culture. The researcher would put the advantage of Thai working style and culture into her future workplace back in her own country.

At last, on the ground of this action research, the researcher had the opportunity to apply her academic knowledge into practice. Furthermore, this practice also enhanced researcher's academic knowledge into another higher level. The researcher had gained a deeper appreciation of what it means to be an OD Practitioner now and in the future.

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APPENDIXES



Interview Guideline

Please kindly complete the following questions. We ask your commitment to all the information that you fill and please try to keep the information authentic. All the information will be also kept confidentially. Thank your cooperation.

QUESTIONS FOR INTERVIEW GUIDELINE

1. Personal Competency and Commitment

- a) What is your education level and from which university did you graduate?
- b) What is your major?
- c) Beside your major, have you attained any certificate of skills?
- d) Which sectors are you interested and own more knowledge about that?
- e) How many languages do you speak and what levels are your foreign languages in reading, writing, listening and speaking?
- f) When you manage to finish a hard task, will you try to seek another better way to do it instead of the routine way?
- g) Can you speak the official and mannered language and have ever been trained in this area?
- h) What kind of ability do you think you should own in working place?
- i) What kind of ability required in work do you think you do not have?
- j) How many efforts do you put into your work?
- k) What kind of relationship do you feel with this company and do you care about this company's fate?

L) What kind of detailed operation do you often neglect and finally lead to big mistakes?

2. Social Interaction

- a) Which company is your first working company?
- b) What kind of working experience did you gain from the external?
- c) Which channels do you have to gain more working experience on your own accord?
- d) What kind of approaches do you have to compare your working and communicate with the other persons who work in a big and famed company?
- e) What do you feel you are important for the family, your friends and the society?
- f) Do you feel you have so strong confidence and self-esteem to achieve your life goal?
- g) What kind of opportunities do you obtain to take part in social activities and communicate with the talented persons?
- h) When you are exposed into a big party, what do you feel embarrassed if you are gave a chance to present in front of all the people?

3. Job Performance

- a) Do you often take a sick leave and ask for the annual leave?
- b) Do you usually finish your job on time and never postpone to the next day?
- c) Do you take initiative to perform your wok without your boss or your senior to push you?
- d) When you wok, what kind of mistakes do you often commit to?

e) What kind of approaches do you think will help you to improve your job performance?

4. Job Satisfaction

a) What do you feel working within this company?

b) What do you think your boss and your coworker?

c) List five happy things that you work with this company?

d) Considering your skills and the effort you put into the work, how satisfied are you with your pay?

e) What do you feel with the working experience and progress that you have gained in this organization up to now?

f) How satisfied do you feel with your chances for getting ahead in this company in the futures? And what is your visualization about the future career and can you achieve within this company?

Questionnaire

Please kindly complete the following questions. We ask your commitment to all the information that you fill and please try to keep the information authentic. All the information will be also kept confidentially. Thank your cooperation.

Part I: Personal Information

1. Age

☐ 22-25 ☐ 26-30 ☐ 31-35 ☐ 36-40 ☐ 41-45 ☐ Over 46

2. Gender

☐ Male ☐ Female

3. Marital Status

☐ Married ☐ Single ☐ Separated ☐ Divorced

4. Education Level

☐ High School ☐ Technical School ☐ Bachelor

☐ Master ☐ Doctor

5. What is your hometown?

☐ Bangkok ☐ Province of Thailand ☐ Suburb of Bangkok

☐ Other Nation (please specify which city your hometown is)

6. Years of Working

☐ 1-2 Years ☐ 3-5 Years ☐ 6-8 Years ☐ Above 8 Years

7. Department of Working

☐ Marketing ☐ Supplying ☐ Human Resource

Part II: Employees' Individual Perception

Please mark an "X" on the number that best describe you perception.

Scale Interpretation

1 = Strongly Disagree

2 = Disagree

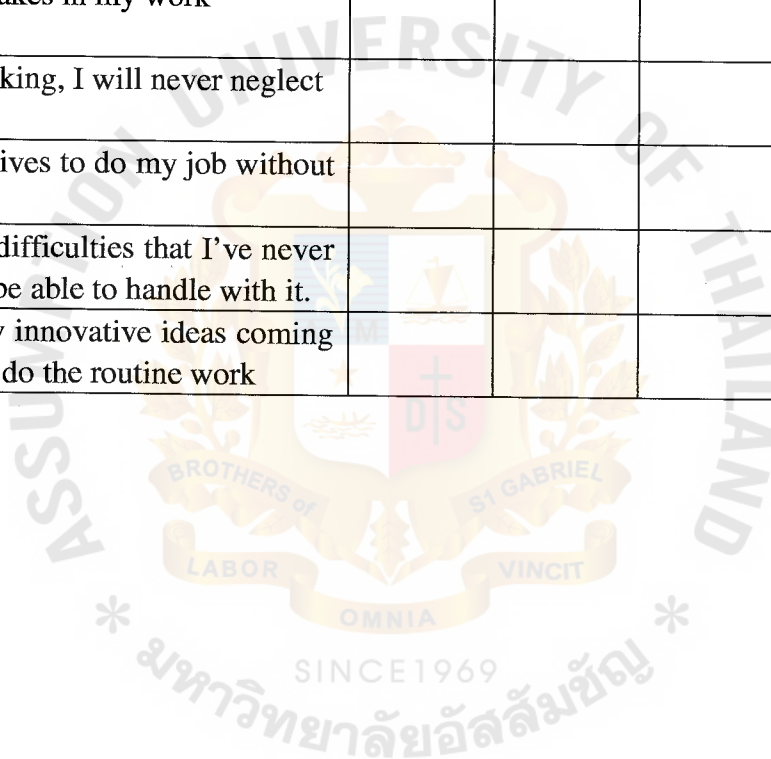
3 = Agree

4 = Strongly Agree

Scale of Agree	Strongly Disagree	Disagree	Agree	Strongly Agree
	1	2	3	4
Personal Competency				
1. I am capable enough to do my current job ✓				
2. My English is perfect				
3. I can speak a foreign language except English				
4. 4. I readily update my knowledge and skills to be more competent and I make efforts to seek for and create the different channels to acquire the knowledge and skills.				
5. My company provide the training programs to equip me with the needed skills and knowledge				
Employees' Commitment				
1. I really feel as if this organization's problems are my problems				
2. I am very careful about the detailed operation				

3. To know that my own work had made a contribution to the good of the company would please me				
4. I am ready and willing to put myself out just to help the company				
5. I am quite proud to be able to tell people who it is I work for				
6. I feel I am part of the company				
7. In my work I like to feel I am making some contribution, not just for myself but for the company as well				
Social Interaction				
1. I believe I can get more working experience within this company				
2. I easily get a chance to compare my working and communication with the others who work in big and famed companies.				
3. My company makes attempts to create more channels for me to gain more working experience.				
4. I feel my current working experience is enough to compete with the competitors				
5. I feel I am the important person within my family, friends group and the society				
6. I have strong confidence to achieve my life goal				
7. I can take it easy when I speak in public				
8. I feel so freely talking and attending the activities in a party				
9. My company has so many incentives for me to interact with the society				
10. My company does programs to help me achieve the social status quo				
Job Satisfaction				
1. I feel secured employed within this company				
2. Doing my work makes use of my ability				
3. I get along with my boss, coworker.				

4. The company's working condition is exactly what I expect				
5. I always have a feeling of accomplishment from the job I am doing				
6. The amount of my pay is really satisfied				
7. I feel I have chances to be promoted in the future within this company				
Job Performance				
1. I am always punctual				
2. I seldom make mistakes in my work				
3. Even the trivial working, I will never neglect				
4. I always take initiatives to do my job without any person urging me.				
5. Although there are difficulties that I've never met before, I still can be able to handle with it.				
6. There are often new innovative ideas coming up to my mind when I do the routine work				



แนวทางการสอบสัมภาษณ์ งาน(Interview Guideline)

เพื่อความถูกต้องในการวิเคราะห์ข้อมูล ผู้จัดทำวิจัยจึงใคร่ขอความร่วมมือจากผู้ตอบแบบสอบถาม กรุณาตอบคำถามทุกข้อตาม

ความเป็นจริง โดยข้อมูลทุกอย่างของท่านจะถูกเก็บไว้เป็นความลับ ขอขอบพระคุณทุกท่านที่ให้ความร่วมมือมา ณ โอกาสนี้ด้วย

แบบสอบถามชุดนี้มีทั้งหมด 2 ส่วน

ส่วนที่ 1 ข้อมูลทั่วไปของผู้ตอบแบบสอบถาม

แบบสัมภาษณ์

3. ปัจจัยทางตัวบุคคล

- a) ระดับการศึกษาสูงสุดที่คุณได้รับและจบจากมหาวิทยาลัยใด
- b) คุณจบการศึกษาทางด้านใด
- c) คุณเคยได้รับใบรับรองจากด้านใดบ้าง
- d) คุณมีความสนใจทางด้านอื่นๆด้านใดบ้าง
- e) คุณสามารถพูดได้ทั้งหมดกี่ภาษาและมีทักษะในการฟัง พูด อ่าน เขียน ในระดับใด
- f) คุณมักจะหาวิธีการใหม่ๆ เพื่อที่จะจัดการกับงานที่มีปัญหาหลายๆ แทนที่จะใช้วิธีเดิมๆ ใชหรือไม่
- g) คุณสามารถใช้ภาษาอย่างชำนาญและเป็นทางการได้หรือไม่
- h) คุณคิดว่าความสามารถที่คุณมีนั้นเหมาะสมกับงานประเภทใดในองค์กร
- i) ความสามารถทางด้านใดที่ทางองค์กรต้องการแล้วไม่มีในตัวคุณ
- j) คุณมีความพยายามในการทำงานมากน้อยเพียงใด
- k) ความสัมพันธ์ของคุณกับองค์กรมีลักษณะใดและคุณว่าทิศทางขององค์กรในอนาคตเป็นอย่างไร
- l) คุณคิดว่าการทำงานในส่วนเล็กๆ ส่วนใดของคุณที่คุณมักจะละเลย จนทำให้มันกลายเป็นปัญหาที่ใหญ่ในเวลาต่อมา

2) ปัจจัยทางการปฏิบัติ

- a) คุณเริ่มทำงานครั้งแรกที่บริษัทใด
- b) ประสบการณ์ทำงานทางด้านใดที่คุณได้รับจากภายนอก
- c) วิธีการใดหรือช่องทางใดที่ทำให้คุณได้รับประสบการณ์ที่เกี่ยวข้องกับการทำงานของคุณเพิ่มมากขึ้น
- d) คุณใช้วิธีการใดที่จะสื่อสารกับบุคคลอื่นที่อยู่ในบริษัทที่ใหญ่และมั่นคงกว่าคุณ เพื่อที่จะเปรียบเทียบการทำงานของคุณกับเขาเหล่านั้น
- e) อะไรที่ทำให้คุณรู้สึกว่าคุณเป็นคนสำคัญของครอบครัว ของกลุ่มเพื่อน ของสังคม
- f) คุณมีความมั่นใจและเชื่อมั่นในตนเองว่ามีความสามารถที่จะทำให้ชีวิตของคุณประสบผลสำเร็จใช่หรือไม่
- g) คุณคิดว่าโอกาสอะไรที่จะทำให้คุณได้เข้าร่วมงานสังสรรค์กับสังคมและได้พูดคุยกับบุคคลอื่นที่มี
ความสามารถมากกว่าคุณ
- h) คุณจะรู้สึกเคอะเขินหรืออายหรือไม่ หากคุณต้องออกไปพูดต่อหน้าคนหมู่มากในงานสังสรรค์

3) การปฏิบัติงาน

- a) คุณมักจะลาป่วยหรือลาพักร้อนบ่อยๆใช่หรือไม่
- b) คุณมักจะทำงานให้เสร็จตรงเวลาโดยไม่ผัดวันประกันพรุ่งใช่หรือไม่
- c) คุณมักจะมีความคิดริเริ่มสิ่งใหม่ๆ เพื่อให้งานประสบผลสำเร็จ โดยไม่มีหัวหน้าหรือบุคคลอื่นมากระตุ้นให้คุณ
ต้องทำสิ่งนั้นๆ
- d) งานประเภทใดที่คุณมักจะทำผิดพลาดอยู่บ่อยๆ
- e) คุณมีวิธีการปรับปรุงการทำงานของให้คุณดีขึ้นอย่างไร

4) ความพึงพอใจในงาน

- a) คุณรู้สึกเช่นไรที่ได้ทำงานกับบริษัทนี้

- b) คุณคิดอย่างไรกับหัวหน้าและเพื่อนร่วมงานของคุณ
- c) โปรดระบุมา 5 อย่างที่ทำให้คุณมีความสุขในการทำงานกับบริษัทนี้
- d) หากพิจารณาจากผลการทำงานและความอดสาหัสของคุณ คุณพึงพอใจในค่าจ้างของคุณหรือไม่
- e) คุณคิดว่าคุณมีพัฒนาการในการทำงานเพิ่มมากขึ้นเมื่อได้ร่วมงานกับบริษัทแห่งนี้
- f) คุณจะรู้สึกพอใจมากน้อยเพียงใดหากคุณมีโอกาที่จะได้เลื่อนตำแหน่งในอนาคตอันใกล้ และคุณมีวิสัยทัศน์
อย่างไรที่จะทำให้องค์กรเจริญก้าวหน้า



แบบสอบถาม (Questionnaire)

เพื่อความถูกต้องในการวิเคราะห์ข้อมูล ผู้จัดทำวิจัยจึงใคร่ขอความร่วมมือจากผู้ตอบแบบสอบถาม กรุณาตอบคำถามทุกข้อตาม

ความเป็นจริง โดยข้อมูลทุกอย่างของท่านจะถูกเก็บไว้เป็นความลับ ขอขอบพระคุณทุกท่านที่ให้ความร่วมมือมา ณ โอกาสนี้ด้วย

แบบสอบถามชุดนี้มีทั้งหมด 2 ส่วน

ส่วนที่ 1 ข้อมูลทั่วไปของผู้ตอบแบบสอบถาม

1. อายุ

() 22-25 () 26-30 () 31-35 () 36-40 () 41-45 () มากกว่า 46

2. เพศ

() ชาย () หญิง

3. สถานภาพการสมรส

() สมรส () โสด () แยกกันอยู่ () หย่าร้าง

4. ระดับการศึกษา

() มัธยมศึกษาปีที่ 6 หรือต่ำกว่า () ปวช. หรือ ปวส. () ปริญญาตรีหรือเทียบเท่า

() ปริญญาโท () ปริญญาเอก

5. ภูมิลำเนาเดิม

() กรุงเทพฯ () ต่างจังหวัด () ปริมณฑล

() ประเทศอื่นๆ (โปรดระบุชื่อเมือง)

6. อายุการทำงาน

() 1-2 ปี () 3-5 ปี () 6-8 ปี () มากกว่า 8 ปี

7. แผนกที่สังกัด

() การตลาด () Supplying () ทรัพยากรบุคคล

ส่วนที่ 2 : การรับรู้รายบุคคลของพนักงาน

โปรดกากบาท X บนหมายเลขที่คุณเห็นว่าดีที่สุด

ระดับคะแนน

1 = ไม่เห็นด้วยอย่างยิ่ง

2 = ไม่เห็นด้วย

3 = เห็นด้วย

4 = เห็นด้วยอย่างยิ่ง

	ไม่เห็นด้วย อย่างยิ่ง	ไม่เห็นด้วย	เห็นด้วย	เห็นด้วย อย่างยิ่ง
	1	2	3	4
ทักษะความรู้รายบุคคล (Personal Skills and Knowledge)				
1.ฉันมีความสามารถเพียงพอในงานปัจจุบัน				
2. ฉันมีความรู้ภาษาอังกฤษอยู่ในเกณฑ์ดี				
3. ฉันสามารถพูดภาษาอื่นได้นอกจากภาษาอังกฤษ				
4. ฉันชอบอ่านหนังสือเพื่อเพิ่มพูนความรู้อยู่เสมอๆ				
5. ทางบริษัทมีการจัดฝึกอบรมในทักษะและความรู้ต่างๆให้แก่พนักงานตามความต้องการ				
พันธกิจในการทำงาน (Employee's Commitment)				
1.ฉันคิดว่าปัญหาขององค์กรก็คือปัญหาของฉันเช่นกัน				
2.ฉันมักจะทำงานอย่างกระตือรือร้นในการทำงานที่ต้องอาศัยความรอบคอบ				

3. ฉันรู้สึกว่าการทำงานของฉันส่งผลดีให้แก่บริษัท				
4. ฉันพร้อมที่จะอุทิศตนเพื่อบริษัท				
5. ฉันมีความภูมิใจเป็นอย่างมากในงานที่ทำ				
6. ฉันรู้สึกว่าฉันเป็นส่วนหนึ่งขององค์กร				
7. ฉันมักจะพยายามทำงานให้ได้ผลดีที่สุด โดยไม่เห็นแก่ประโยชน์ส่วนตน				
ประสบการณ์ทำงานและการแสดงออกทางสังคม (Working Experience and Social Exposure)				
1. ฉันเชื่อว่าฉันได้รับประสบการณ์ทำงานที่มากขึ้นจากการร่วมงานกับบริษัทนี้				
2. ฉันมักจะเปรียบเทียบและพูดคุยเกี่ยวกับการทำงานของฉันกับบุคคลอื่นที่ทำงานในบริษัทที่ใหญ่และมั่นคงกว่า				
3. ทางบริษัทก็มีส่วนช่วยให้ฉันมุ่งมั่นที่จะได้รับประสบการณ์จากช่องทางอื่นๆ				
4. ฉันคิดว่าประสบการณ์ทำงานที่ฉันมีในปัจจุบัน สามารถไปแข่งขันกับคู่แข่งได้				
5. ฉันรู้สึกว่าฉันเป็นคนสำคัญของครอบครัว กลุ่มเพื่อน และ สังคม				
6. ฉันมีความเชื่อมั่นอย่างมากว่าฉันจะประสบผลสำเร็จในชีวิต				
7. เมื่อต้องพูดในที่สาธารณะนั้นเป็นเรื่องที่ง่ายสำหรับฉัน				
8. ฉันรู้สึกไม่เกร็งและผ่อนคลาย หากต้องพูดคุยกับผู้อื่นในงานสังสรรค์				
9. ทางบริษัทมีการจูงใจพนักงานอย่างดีที่จะทำให้พนักงานดำรงชีวิตใน				

สังคมได้				
10. ทางบริษัทมีส่วนช่วยที่ทำให้ฉันประสบผลสำเร็จในสังคม				
ความพึงพอใจในงาน (Job Satisfaction)				
1. ฉันรู้สึกมั่นคงที่ได้เป็นพนักงานที่บริษัทนี้				
2. การทำงานที่นี่ทำให้ฉันได้ใช้ความสามารถที่มีอยู่				
3. ฉันสามารถเข้ากันกับหัวหน้าและเพื่อนร่วมงานได้เป็นอย่างดี				
4. กฎเกณฑ์ในการทำงานของบริษัทนี้มีความสมบูรณ์ตามที่ฉันคาดหวังไว้				
5. ฉันมักจะประสบผลสำเร็จในการทำงานอยู่เสมอ				
6. ฉันพอใจในค่าตอบแทนที่ฉันได้รับ				
8. ฉันรู้สึกว่ามีโอกาสที่จะได้เลื่อนตำแหน่งในเร็ววัน				
ผลการทำงาน (Job Performance)				
1. ฉันมักจะมาทำงานตรงเวลาเสมอ				
2. ฉันไม่ค่อยทำงานผิดพลาด				
3. ฉันมักจะละเลยงานย่อยๆหรืองานที่ไม่สำคัญ				
4. ฉันมักจะริเริ่มทำสิ่งใหม่ๆ โดยไม่ต้องมีคนอื่นมากระตุ้นให้ทำ				
5..ฉันสามารถที่จะจัดการงานยากๆ หรือ งานที่ไม่เคยทำมาก่อนได้เป็นอย่างดี				
6. จากการที่ได้ทำงานประจำทำให้ฉันจะมีความคิดใหม่ๆ อยู่เสมอๆ				

Reliability Test

1. Reliability (Employees' Personal Competency)

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Alpha if Item Deleted
A1	9.5333	4.5333	.3218	.5538
A2	10.0000	4.2069	.2788	.5792
A3	10.1000	4.0931	.3400	.5437
A4	9.4000	3.4897	.5059	.4401
A5	10.3000	4.4241	.3126	.5570

Reliability Coefficients

N of Cases = 30.0

N of Items = 5

Alpha = .5933

2. Reliability (Employees' Commitment)

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Alpha if Item Deleted
B1	16.6207	14.4581	.6885	.9095
B2	16.2414	14.6182	.6796	.9103
B3	16.3103	14.2931	.8139	.8973
B4	16.5172	13.9729	.7567	.9024
B5	16.7586	14.2611	.7740	.9007
B6	16.4828	14.2586	.7723	.9009
B7	16.5172	13.8300	.7326	.9055

Reliability Coefficients

N of Cases = 29.0

N of Items = 7

Alpha = .9164

3. Reliability (Employees' Social Interaction)

***** Method 1 (space saver) will be used for this analysis *****

R E L I A B I L I T Y A N A L Y S I S - S C A L E (A L P H A)

Item-total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Alpha if Item Deleted
C1	22.0667	21.0989	.7153	.8362
C2	22.5667	20.6678	.6015	.8443
C3	22.6000	22.1103	.4838	.8539
C4	22.0667	19.3747	.7017	.8345
C5	21.5333	23.0161	.3492	.8643
C6	21.7667	21.2195	.5371	.8501
C7	21.9667	23.6195	.3909	.8596
C8	21.7667	22.4609	.5755	.8480
C9	22.6000	20.8000	.6922	.8368
C10	22.4667	19.8437	.6724	.8375

Reliability Coefficients

N of Cases = 30.0

N of Items = 10

Alpha = .8602

4. Reliability (Employees' Job Satisfaction)

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Alpha if Item Deleted
D1	15.4000	6.8690	.4237	.7333
D2	15.1333	5.7747	.6027	.6908
D3	14.7000	6.8379	.2738	.7718
D4	15.5000	6.3276	.5684	.7032
D5	15.3667	6.6540	.5022	.7185
D6	15.5667	6.3920	.5699	.7039
D8	15.5333	6.4644	.4132	.7374

Reliability Coefficients

N of Cases = 30.0

N of Items = 7

Alpha = .7535

5. Reliability (Employees' Job Performance)

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Alpha if Item Deleted
E1	13.5333	5.2230	.2512	.7015
E2	13.7333	5.0299	.3973	.6461
E3	13.7333	4.6851	.3824	.6569
E4	13.6667	4.2299	.6806	.5414
E5	13.8333	5.5230	.3474	.6618
E6	13.8333	5.1782	.4951	.6226

Reliability Coefficients

N of Cases = 30.0

N of Items = 6

Alpha = .6823

6. The Overall Reliability (ทั้งฉบับ)

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Alpha if Item Deleted
A1	87.4483	171.8990	.4035	.9186
A2	87.8621	177.1232	.0513	.9238
A3	88.0345	178.8202	-.0182	.9239
A4	87.3103	166.5074	.5310	.9171
A5	88.2069	175.3842	.1678	.9214
B1	87.5862	165.5369	.6461	.9155
B2	87.2069	163.6700	.7644	.9140
B3	87.2759	167.0640	.6305	.9159
B4	87.4828	165.5443	.6263	.9158
B5	87.7241	163.2069	.8104	.9135
B6	87.4483	165.1847	.6995	.9150
B7	87.4828	164.1872	.6559	.9153
C1	87.6897	167.0788	.6455	.9158
C2	88.1724	163.6478	.6608	.9151
C3	88.2414	170.5468	.4161	.9185
C4	87.6897	163.1502	.6174	.9158
C5	87.1724	170.1478	.4375	.9182
C6	87.3793	167.3867	.4977	.9175
C7	87.5862	173.6084	.3449	.9192
C8	87.3793	171.6010	.4481	.9182
C9	88.2069	165.5985	.6609	.9154
C10	88.1034	163.6675	.6317	.9155
D1	87.7586	173.9039	.3177	.9194
D2	87.4828	166.5443	.6149	.9160
D3	87.0345	170.8916	.3808	.9190
D4	87.8276	172.7192	.3623	.9190

D5	87.7241	170.4212	.5517	.9172
D6	87.8966	172.1675	.4099	.9185
D8	87.8621	166.1946	.6624	.9155
E1	87.2414	172.2611	.3015	.9201
E2	87.4483	175.0419	.1924	.9210
E3	87.4828	176.0443	.1020	.9230
E4	87.4138	168.3941	.5363	.9170
E5	87.5862	169.6084	.6225	.9166
E6	87.5862	172.1798	.4433	.9183

—

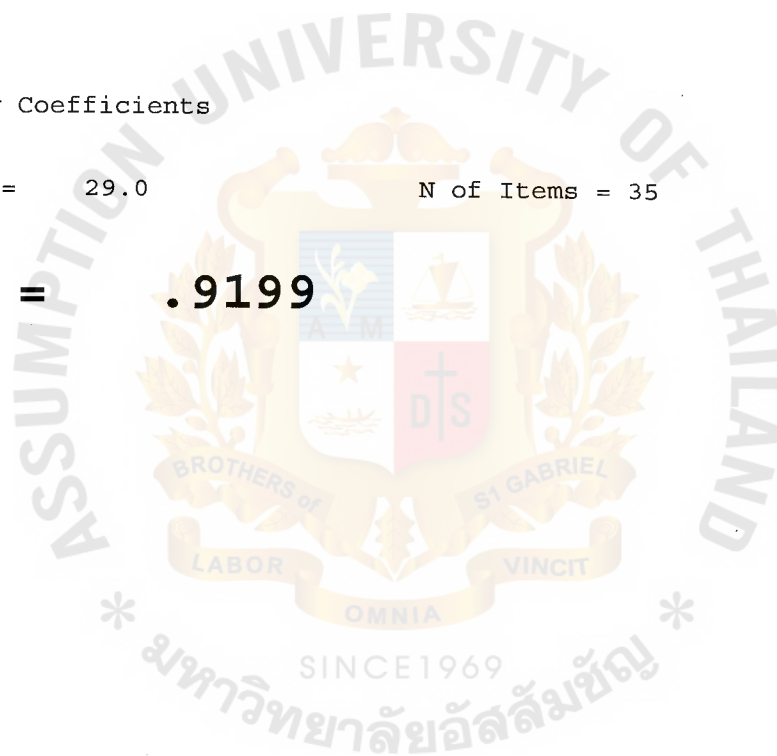
R E L I A B I L I T Y A N A L Y S I S - S C A L E (A L P H A)

Reliability Coefficients

N of Cases = 29.0

N of Items = 35

Alpha = .9199



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