



The Impact of OD Intervention on Motivation, Working Condition, and
Performance: The Case of Panapasert Factory

By

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

Master of Management in Organization Development and Management

Graduate School of Business
Assumption University
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ABSTRACT

This main purpose of this study is on the impact of OD intervention on motivation, working condition, and performance of Panapasert Factory. The research was conducted using the action research model. The primary data was collected through interview with management team and the use questionnaire collecting from 70 Panapasert's employees. Secondary data was searched from textbooks, journal, and website. The two methods were conduct twice, once before and once after the ODI phases.

The main findings of Pre- ODI phase demonstrated that (1) employees have low motivation in work place (2) employees have low performance (3) working condition is of lower standard. The perspective of the management was also considered through interview to get the whole picture of the situation.

The ODI phase included three initiatives in the implementation of interventions namely, training activities, rewards, and improvement of physical condition of the workplace. Findings from Post- ODI phase demonstrated that (1) employees have higher motivation in work place (2) employees have higher performance (3) working condition is on standard.

From the result, the recommendations were made to management team to continue doing on the purpose activities and also provide new activities to insure success in short team and long term.

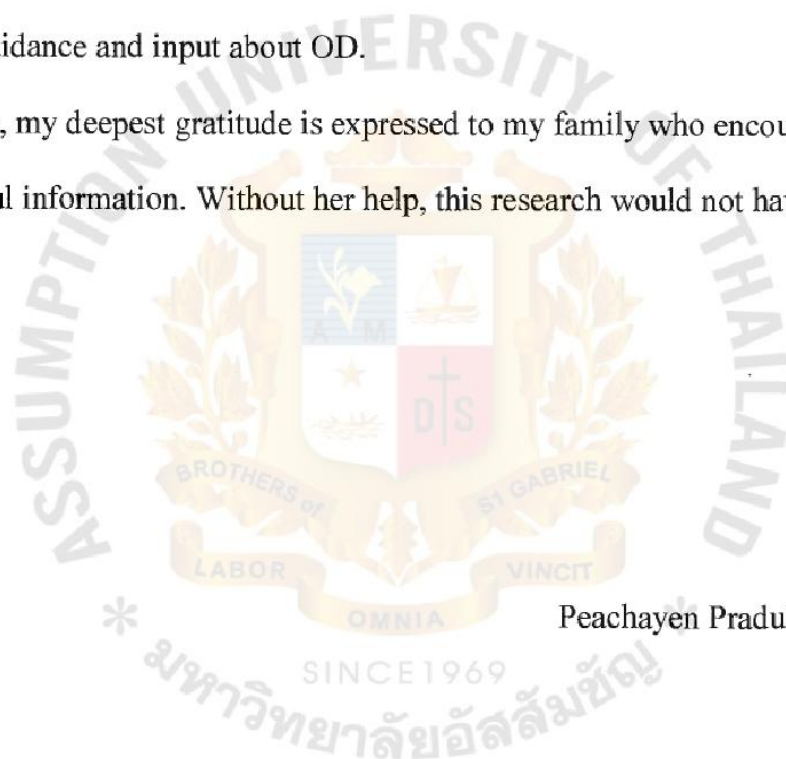
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Peachayen Pradubtanakit

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Chapter 1

Introduction

Background of the Study

Global Context

Environmental friendliness and global warming are keys that the globalization organization is talking about so, organizations need to use the raw materials as less as possible. To do that Motivation, Working Conditions and Performance are involved. People are the key that run the business and reduce waste.

From a Global context of study, there are five different countries that chose to study, which they are, USA, Australia, UK, Canada, and South Africa. Starting with USA, Bethlehem olive wood factory is the factory that used to study choose from the website. The interest about this factory is their slogan, which it is "No Tree was damaged or destroyed in the process." This is quite interesting because from the fact wood factory is the main factory that destroys the environment. However in this factory they grow the trees themselves so, they can control the price and also they will have a plenty of raw materials. (<http://www.bethlehemolivewood.net/>). Unlike Thailand, the shortage of raw material is one major problem. Moreover, people want to create an environment friendliness is opposite with what the organization is doing. To create the feeling of environment friendliness is one tactic that might help organizations get attention from customers. However to grow trees takes sometime.

Next is the figure from the website which shows the flow process of production activities in the Nelson/ Marlborough forest industry. 56 percent is processed in to sawn timber and other 44 percent is exported as a log. The production activities are very similar to the production activities with Panapasert Factory.

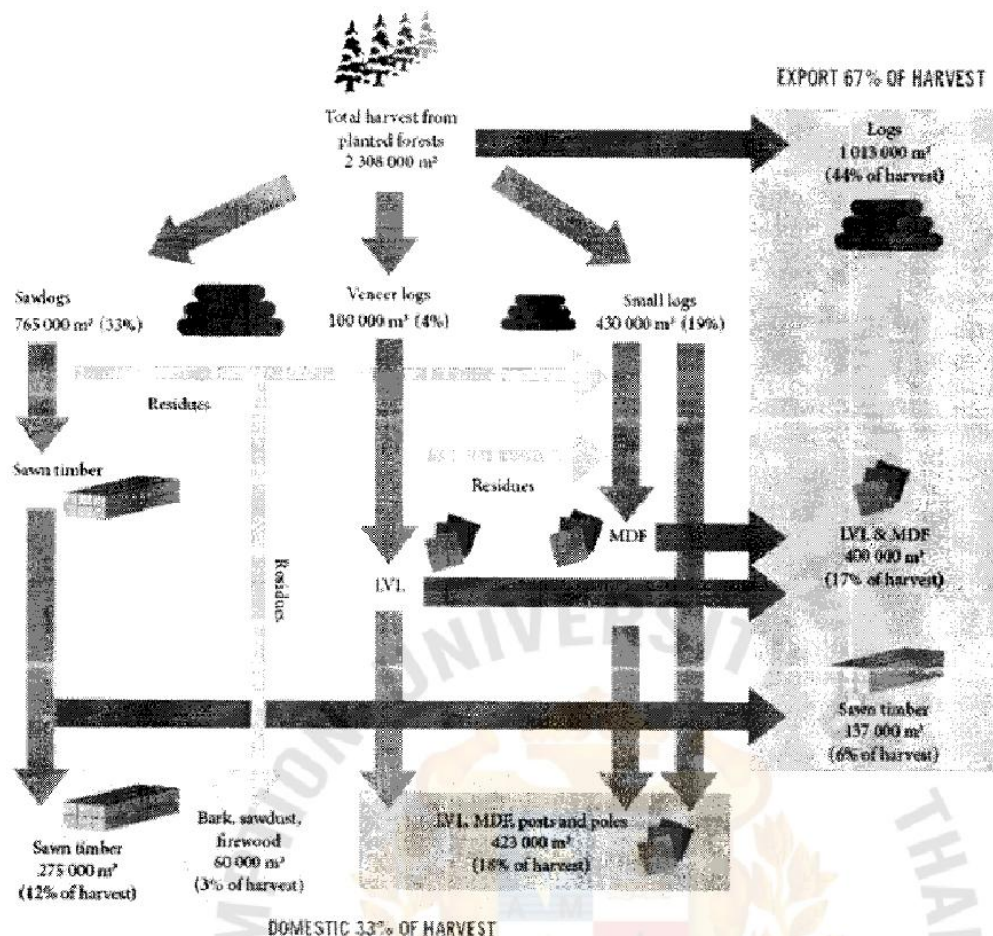


Figure 1.1 Production Process

(<http://www.maf.govt.nz/mafnet/publications/wood-availability/wood-supply5.htm>)

Next is UK, The way that they delivery the product is very interesting. “For our UK wholesale customers we offer nationwide deliver on stock items within 72 hours to your business or direct to your customer anywhere in the UK. Custom designed flooring takes a little longer! For our export client we offer a speedy delivery via containers or trucks of our complete package.” This is a very good tactic to get the attention from the customer. Delivery is one of major problem that the organization is facing with. To be able to delivery on time is one of major goal that the organization wants. Also they mention about environment friendly which it very similar to the USA. (<http://www.woodfactory.co.uk>)

For Canada, wood products industry is one of the major industries for the nation. There are more than 160,000 people who work in the wood industry in Canada. "The wood products industry supports a one of the national product and service industries"

48071 2 1

http://www.hrsdc.gc.ca/en/hip/hrp/sp/industry_profiles/woods.shtml

South Africa, The raw material is not a big issue for them because they have many of them. The problem that they are facing is how to produce a larger number to get more money. Performance of employee is one of major problem that they are facing. There are many raw materials however they don't have an ability to make useful of them. To be able to reduce waste, they need to focus more on working process which it creates by people (<http://www.timbermerchant.co.za/about.html>.)

Regional Context

Next is Regional level; in Asia there are two countries as an example, which are, China and Vietnam. Start with China, Jiashan Junlong. They are focusing on the quality of the product, quality of management, and production technique to produce better quality of product. China is a big country they have plenty of raw material.

"China's wooden furniture exports mainly go to four markets: the United States, Japan, Hong Kong and the EU. 88% of China's wooden furniture exports went to these four markets in 2004. The United States is the largest market for China's wooden furniture. By 2004, with average annual growth rates of 21% since 1997, the United States dominated imports of China's wooden furniture, far surpassing any other country. Over 40% (by volume) of China's wooden furniture exports went to the United States each year during 1997-2004."

(<http://www.jiancai365.cn/building/company.asp?id=168>.)

Figures below show the china wood furniture export by segments, China's Timber Product exports by product 1997- 2004, and China forest product exports 1997- 2004

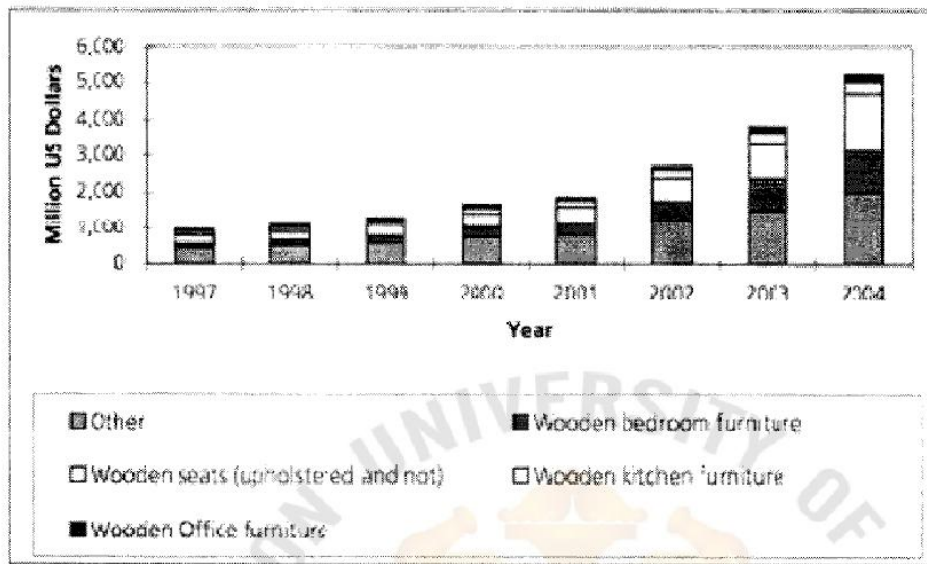


Figure 1.2 china wood furniture exports by segments

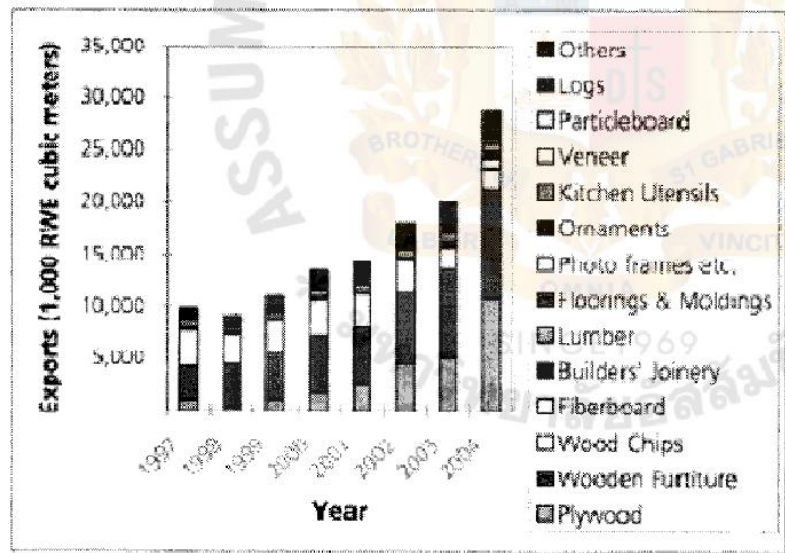


Figure 1.3China's Timber Product export by product 1997- 2004

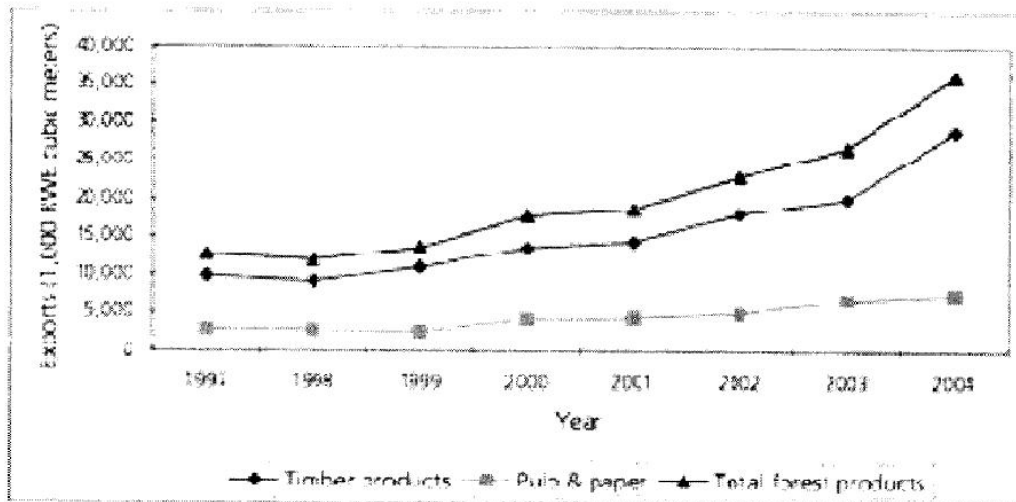


Figure 1.4 China forest product exports 1997- 2004

(http://www.forest-trends.org/documents/publications/Export%20Overview_final_rev%208-29-05.pdf)

As you can see from figure 1.2-14, you can see that china's market share is increasing every year. They have many raw materials in China. China is the biggest competitor that Thailand is facing because of raw material and labor.

Finally it is Vietnam, VIGO Company is the example. The need for wooden products in Vietnam is increasing however most of the products in the market are from abroad, which makes the price higher. Therefore the wooden factories in Vietnam are increasing to reduce the problem. However the regulation of the country is the barrier that they are facing.

(http://www.foresttrends.org/documents/publications/Export%20Overview_final_rev%208-29-05.pdf)

The problem is very similar to Panapasert, the regulation and the shortage of raw materials is the problem that limits the process of doing business unlike in China.

Thailand

Starting with the background of the wooden industry in Thailand; the wood in Thailand is under control by the government. Moreover the process of production in the industry is also control by the government. Shortage of raw materials is one of the major problems in this industry. "Since the Thai forest is owned by the state, the framework of forest management and conservation has been set forth by the RFD. The RFD must hold full responsibility over the administration and management of the forest resources and related forestry issues. Since 1970s, the RFD set forth several programmers to halt forest loss and combat deforestation. The national logging ban in Thailand was declared on January 17, 1989, in the form of Cabinet Resolution (Order number 32/2532). This resolution, canceling all logging concessions, followed shortly after severe floods and the resulting landslides which had resulted in a great tragedy centered in the Nakorn Sri Thammarat province in Southern Thailand." (http://www.bangkokcompanies.com/categories/thai_companies_p397.htm)

Nowadays industry transforms different business lines. For example furniture and knock down format house. They are two major wooden businesses that succeed in Thailand wood's industry. As mentioned before the shortage of raw materials is one of major problem in the industry, the reason why people are transforming themselves.

Next is the study from Thai Wooden Products and furniture SMEs. The study shows the problem of internal factors that are similar to Panapasert Factory.

"Problems Facing Sample Group of Wood Products and Furniture SMEs
Analysis found that the most important problems facing these 52 factories owned by SMEs came from manufacturing and technology, followed by management,

marketing, human resources, and finance and accounting respectively. Management problems: Planning: management system for the factory was absent, Visions; lack of directions and competition policy, Reporting or information system, lack of data collection for analysis purposes, Lack of unity, poor coordination, Organizational structure: internal management system not in place, using family business management style. Manufacturing problems: Quality problems: high defect rate in manufacturing process and inability to reduce it, fluctuations in quality, High manufacturing costs, Delays, Absence of manufacturing planning and control, Waste in work process leading to low production effectiveness, Other problems including improper stock management. The 42 medium enterprises factories also had manufacturing and technology as their top problem; their list, by order of importance, included management, marketing, human resources, and finance and accounting.”(<http://www.eppo.go.th/encon/encon-DC-Cogen03-ListFigs.doc>)

The figure below shows the problem in the wood factory that is caused by people in the organization such as production, management and technology.

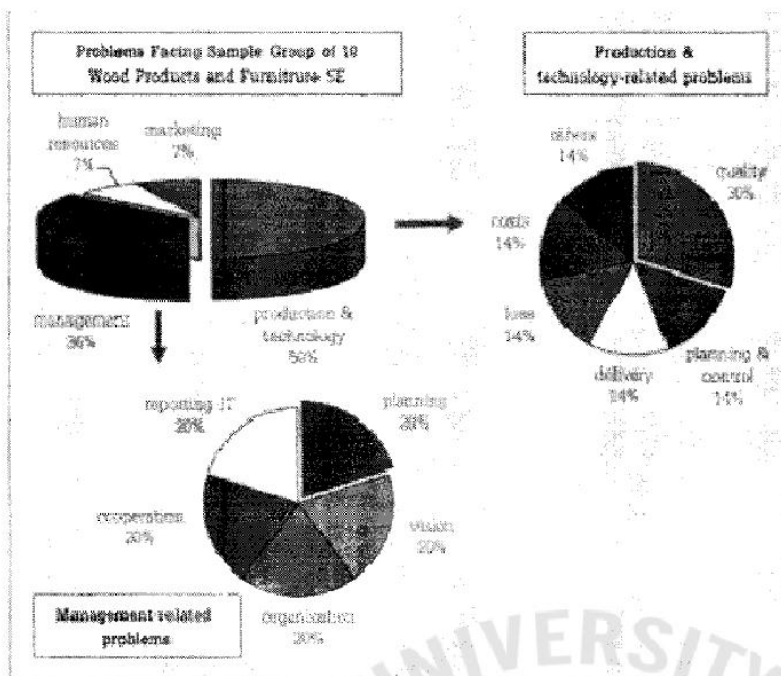


Figure 1.5 Problem facing

As you can see from the above problem that the organization is facing are very similar situation to Panapasert such as quality problem, delays, waste, and organization structure. They list problems by order of importance to solve the problem, which can be used in Panapasert. Shortage of raw materials is a major problem so, every wood factory needs to use as less as they can to produce more products.

Company Background

Panapasert factory is the organization that is chosen to be studied in this thesis. The owner established PP factory in 1995. The organization has a Thai owner. The numbers of employees are around 70. Most employees are laborers. Only 10 employees are working in the office. There are two types of laborers in the organization. First are laborers who work as a fulltime and second are laborers who work part time. The organization is divided in to three areas, which are accounting, production, and sales. The structure of the organization is top- down. The orders, strategies, and direction of the organization are direct from the owners to employees. PP factory is a wooden factory that provides many kinds of wood. The resources are coming from inside the country and out side such as from Lao and Malaysia. Factory brought logs and put in processes to become a lumber. Usually the wood has been used for buildings. The factory provides retail and wholesales. The target clients are house builders and retailers. Our strength is price. The price is lower than other the reason is because it is sawmill and close to the border. Right now factory are trying to expand the product line to meet customer needs. There are a very few number of resources that organization can find so, the owner are looking for another line such as photo frame, window frame, doorframe, and furniture that involve with wood. Unfortunately, the economic crisis is the main factor that organization is focusing on so, the project is on hold. The future of the factory is unpredictable; there are many factors that involve such as economic situation, policy, money, and market.

Current Situation

The factory sales volume is decreasing. It was an opportunity to interview the owner of the organization she said that “ we are in a good position right now the major of problem that we face is not from internal because we are taking a good care of our employees, our labor get the highest salary compare with other factory in the province however the problem that we face is lack of resources”. If an organization is to survive, it must respond to changes in its environment. When competitors introduce new products or services, government agencies enact new laws, important sources of supplies go out of business, or similar environmental changes take place, the organization needs to adapt. (Robbins & Judge 2007)

Many factors affect the factory process which it divide in to two areas; internal and external factor.

Starting with internal factor, which it focuses on employees. Most of the employees in the factory are labors so, owner needs to understand that they are uneducated and they don't like to make a decision or suggestion. There are only 10 staffs who are educated. However they don't like to make decision. Decision-making is the first problem. Most of the employees in the organization are following the order from the boss because they avoid making mistakes if they get suggestions. There are pros and cons. Employees follow the orders from the boss (top-down) so, the direction of the factory is in the same way and also the employees do not have a pressure while they are working. However the employees who do not want to give an opinion or suggestion can cause a negative effect to the factory. For example the factory will not get new ideas that might lead the factory to be better. Moreover the boss might not know that she is right or wrong because no one ever speaks up. Then

the employees will not have a motivation to drive them to work because they don't have space to use their creativity so the work is not challenging.

Second is communication, There are very small numbers of meeting that is affected because communication is very important. There will be a meeting when the problem is on hand.

Third, an organization does not have vision and mission. This is also important because it drives the employees motivation. They should know where we are leading them and also the company chart shows them where they are and who is their supervisor and subordinate.

Fourth is the training area. There are many times a worker makes a lot of mistakes while they are producing the products so, the factory needs to have a training area for workers. It makes the factory lose money and customer. There are many times that the worker produces the wrong products that customers order so the organization loses trust.

Fifth, there is no reward system in the organization, which impacts the organization; employees do not have the motivation to work because they do not know why they need to work hard when they get the same salary. This is the problem that needs to be addressed because it will decrease the quality standard.

Sixth, they don't have an organization chart, which is wrong because the employees in the organization will know their upper level, lower level, and co-worker in the same division.

Finally the physical setting is very low. Such as restroom, café, and working space. Especially working space is dusty, which can cause health problems to the employees. Dust is all around the work place, which impact healthy, and motivation

of the workers. The reason is because the space that is dusty is in the production area so, it is really hard to stop the process and put some concrete on it.

All of the situations that have been shown above affect the employee's performance, working condition and motivation. There are many times that the spec of an order is wrong then the deliver day need to be delay which it cause by communication. Moreover there are many times that the employees have a health problem, which is caused by physical settings and working conditions. Next the quality of product is decreased because of the reward system and training. Many employees don't have a motivation to work as mentioned earlier, they do not want to work harder to get the same salary as others.

External factor is another problem that the organization is facing with for example resources and policy. As it is an external factor it is impossible to control. As mentioned before the business is stable. However organizations could make more profit if the management focuses more on people but it is not that easy because the resources are decreasing everyday. There is no reason why they need to put money on the thing that cannot increase profits. The owner does not know when the business has to stop because of this external factor. The owner has decided to develop her employee's performance and motivation because they are very important parts that drive the organization. Whether the organization expands the product line or will not, it will create an opportunity for the organization to be more professional. Since employees are the main factor in the organization. There are many ways to increase their motivation and job performance according to the books. There are several ways that fit with the organization, which are; First of all management needs to understand the importance of employees then choose the right strategies.

There are two factors that have been mentioned before external and internal factors. External factors that organizations are facing with are resources. Internal factors is the situation or conditions that impact job performance, working condition, and motivation which involves with many factors such as work environment, Need of employees, security, training areas, and direction of the organization. These factors are the keys that create motivation, working condition and performance of employees. Internal factors can increase the external problems indirectly. For example, employees have high motivation and performance and create a quality product and reduce waste which helps the organization saves costs for external factor.

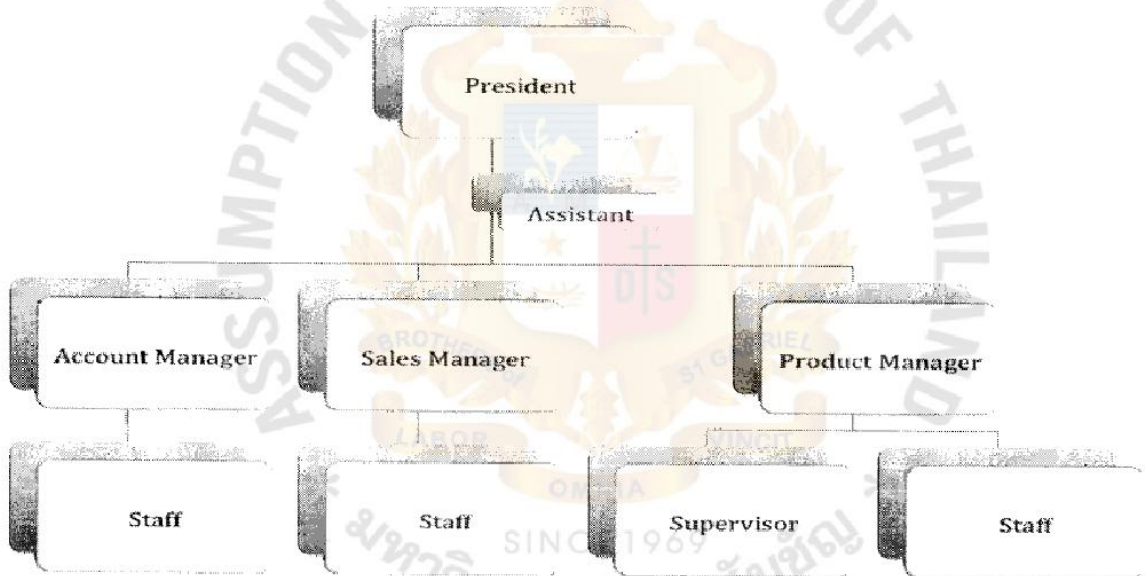


Figure 1.6 Organization Chart

The organization chart that shown above represents the organization. The organization chart is very flat therefore the process in the organization is easy to manage.

SWOT Analysis

Figure 1.7 SWOT Analysis

Strength <ul style="list-style-type: none"> • Leadership • Good reputation • Cost advantage • Location and geographical (close to border) 	Weakness <ul style="list-style-type: none"> • Job performance • Lack of motivation • Low working condition • Delay of deliver
Opportunity <ul style="list-style-type: none"> • Arrival to new technologies • Expand the product line/ achieve new market • Change of Life style trend • Product development • Business development • Employees development 	Threats <ul style="list-style-type: none"> • New regulation • Political problem • Economic crisis (aboard, home) • Loss of key staff • Oil prices

Strengths are leadership, management, organizing, good reputation, cost advantage, location and geographical (close to border). Owner of the factory has good skills in this area of business and well known by others. The factory is located near the border of Laos so it is very easy to get raw materials cheaper and faster.

Weaknesses are job performance, quality of product, lack of motivation, and low working conditions. The organization has a problem with the quality of products

and delays of delivery, which is caused by the performance, motivation of workers, and working conditions.

Opportunities are new technologies, expanding product lines/ achieve new market, change of Life style trends, product development, business development, and employee development. The opportunities can be created if the organization has money and effort and also wiliness of workers to develop.

Threats are new regulations, political problems, economic crisis (abroad, home) and loss of key staff. Most of them are caused by the external factor.

As you can see above most strengths of the organization are from the management level. However the weaknesses are the labor and staff levels, which are very important for the organization, Management level has to create a core value for employees to see the directions that they can follow.

From the weaknesses, which are Job performance, Quality of products, Lack of motivation, Low working conditions and delays of delivery that impacts OD Intervention on Motivation, Working Condition, and Performance.

Research Objectives

1. To describe and analyze the current situation, functioning and performance of the company as “human social system” or “corporate living person”
2. To identify and implement appropriate OD interventions
3. To determine the difference between the Pre and the Post ODI on motivation, Working condition, and performance
4. To determine the impact of OD intervention on motivation, working condition, and performance

Statement of Problem

The main purpose of this study is on the impact of OD intervention on motivation, working condition, and performance.

Research Questions

This study aims to answer the following questions:

1. What is the current situation of the company in terms of motivation, working condition, and performance?
2. What are the appropriate OD interventions for motivation, working condition, and performance?
3. Is there a difference between the Pre and the Post ODI on motivation, working condition, and performance?
4. Does OD intervention have impact on motivation, working condition, and performance?

Hypotheses

Ho1: There is no significant difference between the pre and the post ODI on motivation, working condition, and performance.

Ha1: There is a significant difference between the pre and the post ODI on motivation, working condition, and performance.

Ho2: OD intervention has no impact on motivation, working condition, and performance.

Ha2: OD intervention has impact on motivation, working condition, and performance.

Definition of Terms

Motivation: The process of arousing and sustaining goal- directed behavior (Nelson, 1997) As the process of arousing, directing, and maintaining behavior toward a goal. (Greenberg, 1996)

Working Condition: The physical environment on work place, including the actual space, the quality of ventilation, heat, light and degree of safety.

(http://www.worksite.actu.asn.au/showall.php3?secid=he&workst_Session=0)

Performance: Completion of a task or tasks; taking action in accordance with requirement (Drafke and Kossen, 1998)

Self- interest: What is in the best interest and benefit to an individual (Nelson, 1997)

Goal setting: The process of establishing desired results that guide and direct behavior (Nelson, 1997)

Rewards or outcomes: A satisfying return or result for performance of a require behavior (Drafke and Kossen, 1998)

Performance management: A process or set of processes for establishing shared understanding about what is to be achieved, and of managing and developing people in a way which increase the probability that is will be achieved in the short and longer term. (Armstrong, 1992)

Intervention: Any interference that may affect the interests of others; especially, of one or more states with the affairs of another; mediation.

(www.brainyquote.com/words/in/intervention180079.html)

Transformation: Any change in an organism which alters its general character and mode of life, as in the development of the germ into the embryo, the egg into the

animal, the larva into the insect (metamorphosis), etc.; also, the change which the histological units of a tissue are prone to undergo. See Metamorphosis.

(<http://www.brainyquote.com/words/tr/transformation231751.html>)

Transition: Passage from one place or state to another; change; as, the transition of the weather from hot to cold.

(<http://www.brainyquote.com/words/tr/transition231789.html>)

Organization development: As defined by, "Organization development" (OD) is a planned, top-down, organization-wide effort to increase the organization's effectiveness and health. OD is achieved through interventions in the organization's "processes," using behavioural science knowledge. (Beckhard 2008)

Significance of the Study

This study will benefit the organization in many ways. The sales volume would be increased and loss will reduce. Trust will be increased from customer because of the performance and quality of the products. It will help the organization to survive as a whole. The happiness of employees will be increased. Moreover it will meet the organization's objective.

For the owner and the management in the organization will understand the motivation and the relationship between motivation, working conditions and job performance. Leaders will know what they need to do to increase the motivation of the employees in their organization by increasing job performance to meet the target goals.

Employees in the organization will find that the environment of the work place, quality of working area, and relationship will be increased. Employees will get the right tactic to solve a variety of problems. Their willingness to work and effort will be increased in the working areas.

The public and other organizations will benefit from this study by adapting an OD intervention that is shown in this study to use it for their organization because motivation, working conditions, and performance do not exist only in wood factory however, it can be used very broadly.

Scope and Delimitation

This study will cover the whole organization in the topic of motivation, working condition and performance. The number of employees that the organization is targeting are 70 employees, which includes management, staff, and worker in three different departments, which are accounting, producing, and sales of Panapasert Factory.

The limitation of the study is time because the time for the study is short and the organization is big.

Chapter 2

Review of related discussion and conceptual framework

Organization as a System

A system is a set of interrelated parts unified by design to achieve some purpose or goal. Organizations are systems. Every organization can be viewed as a number of interrelated, interdependent parts, each of which contributes to total organization functioning and to the achievement of the overall organizational goal. (Brown & Harvey 2006)

One of the major breakthroughs in understanding the complex world of systems is systems theory. The application of this theory is called systems analysis. One of the tools of systems analysis is systems thinking. Very basically, systems thinking is a way of helping a person to view the world, including its organizations, from a broad perspective that includes structures, patterns and events, rather than just the events themselves. This broad view helps one to identify the real causes of issues and know where to work to address them. (McNamara, 2007

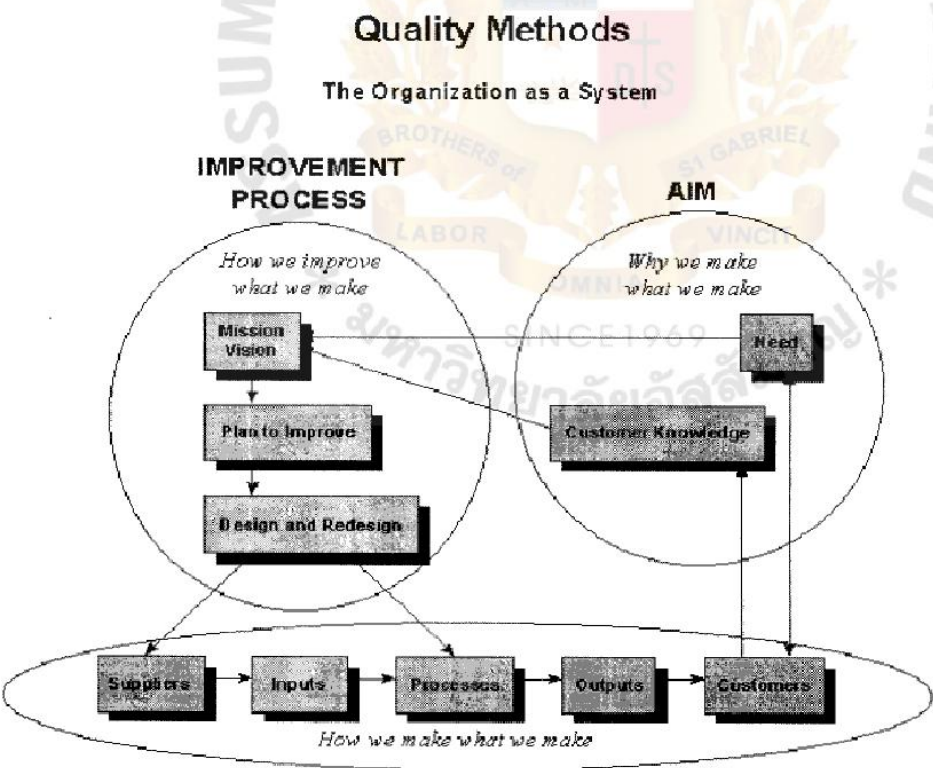
http://www.managementhelp.org/org_thry/org_sytm.htm)

Organization as a System: A 10-Step Process; Deming first called attention to the importance of linking a system for production with a system for improvement and tying them to a common aim for the future. He referred to this as "viewing production as a system." Dr. Thomas Nolan, of Associates in Process Improvements, Silver Spring, MD and Dr. Paul Batalden of the Center for the Evaluative Clinical Sciences,

Dartmouth Medical School, are responsible for creating this document based on the work of Dr. Deming. This exercise has helped many leaders view their organization as a system. This document is used with permission.

All the tools and methods of quality improvement revolve around a basic understanding of "production as a system." Whether the organization produces cars, bank deposits, surgery or education, the principles are the same. Therefore, it is important to read through this section in its entirety being mindful that this will later be part of your project. Deming defined a system as a group of interdependent people, items, processes, products, and services that have a common purpose or aim as shown in figure 2.1. (<http://mot.vuse.vanderbilt.edu/mt322/Oas.htm>)

Figure 2.1- Quality Method (The Organization as a system)



(Dr. Nolan, 2008)

Organizational development

As is true for human resource development (HRD), the field of organization development (OD) draws from numerous disciplines to inform its theory base. However, the identification and selection of theory to inform improved practice remains a challenge and begs the question of what can be used to inform and guide one in the identification and selection of practice-informing theory. This article considers the topic of OD for performance improvement and proposes that the selection of OD theory relevant to the topic can be informed from two perspectives: the theoretical foundations of HRD and multiple domains of performance improvement. When integrated, these two views inform the development of a heuristic and theory-for-practice (TFP) matrix useful to researchers and practitioners. The synthesis of this heuristic is presented, discussed, and applied to the topic of OD for performance improvement. Implications of the TFP matrix for further research and improved practice are briefly noted. (Lynham, Chermack, & Noggle, 2004 <http://hrd.sagepub.com/cgi/content/abstract/3/2/151>)

Change management

As regulatory pressures, increasing customer demands and competitive forces impact utilities worldwide, change is becoming the norm rather than the exception. It is becoming increasingly important for utility managers to act not only in their traditional roles as managers, but also as transitional leaders — a role that focuses on guiding people through the changes inherent in our industry today. (Eric Kimberling, 2002)

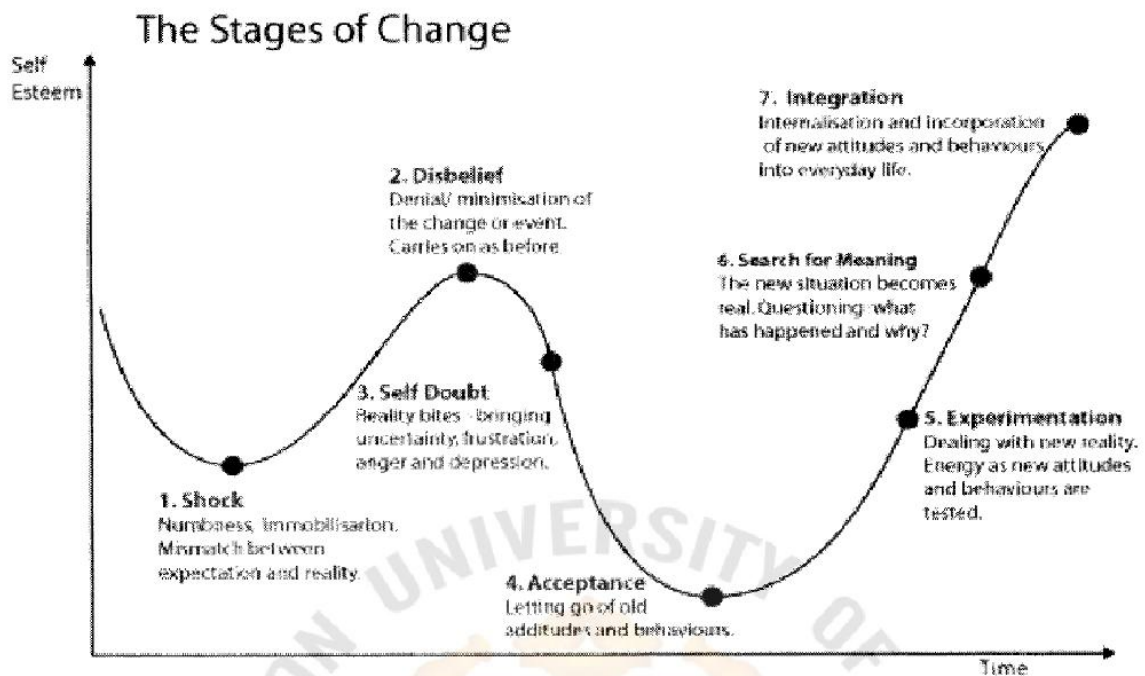
If an organization is to survive, it must respond to changes in its environment. When competitors introduce new products or services, government agencies enact new laws, important sources of supplies go out of business, or similar environmental changes take place, the organization needs to adapt. (Robbins & Judge 2007)

If you know where you are on the emotional map, you'll be better able to deal with your career change. Shock. This is an immediate reaction. Even if you've planned your change, when it actually happens you're likely to feel disorientated and strangely disconnected from what is going on. You may be unable to concentrate and have problems with your memory. This state will be more marked and could last longer if the change is unanticipated and unwelcome. Disbelief and denial are the second stage of shock; you get back the ability to carry on with everyday life - a natural survival strategy. Intellectually, you'll know what are happening and the implications. Emotionally, you may 'box off' the new reality from daily life, as it is processed at a deeper level. This disconnection normally passes with time as you come to terms with the reality. You're more likely to get 'stuck' in this phase if you're changing unwillingly. Self-doubt. This is uncomfortable. Old attitudes and habits are no longer relevant. You're in limbo until you develop new ways of being. This is especially true of changing career, which is bound up in a sense of identity. Your confidence may be low and you could feel despairing, fearful about the future, angry and resentful or guilty. Doubt creeps in about whether you've made the right decision, whether you're up to it, whether you'll make it. You may not feel like facing people, despite feeling isolated and misunderstood. You may lack motivation. You could experience all this at the same time as being excited - at odd moments or for days on end. Stick with it - it will pass. Acceptance. You're on the home run and able to face

the future. Letting go stops being painful and finding new ways of being becomes a challenge rather than bereavement. Energy levels go up as confidence builds.

Experimentation. Don't be surprised if you can't stick to your plan! One week you're on track and the next you're investigating a career in thatching, floristry, setting up a B&B! The world opens up - you could do or be anything. Some people may experience more self-doubt than excitement now - choice and opportunity are not for everyone. If you think you want to change tack, give the ideas time to settle. Write them down, put the list aside for a couple of weeks; if any still look feasible, they're worth researching. Search for meaning. When you have embarked on your new career, you may start examining where you were, what has happened and why. It's time to fit your experience into your 'story' and to reconstruct your view of yourself and the world. You start to make sense of it. Integration. At the end of the change process, all being well, you will be comfortable and confident, feeling you belong in your new life as shown in figure 2.2. (www.melanieallen.co.uk)

Figure 2.2- The Stages of Change

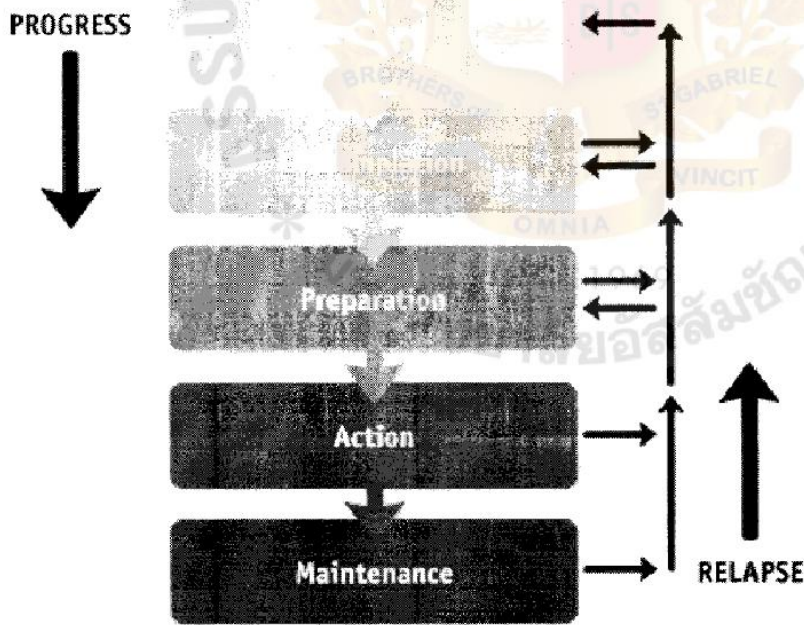


Source: Adapted from Allen, 2008

The Stages of Change model describes five stages of readiness pre contemplation, contemplation, preparation, action, and maintenance - and provides a framework for understanding behavior change (DiClemente and Prochaska, 1998). For most people behavior change occurs gradually over time, with the person progressing from being uninterested, unaware, or unwilling to make a change (*pre contemplation*), to considering a change (*contemplation*), to deciding and preparing to make a change (*preparation*). This is followed by definitive action, and attempts to maintain the new behavior over time (*maintenance*). People can progress in both directions in the stages of change. Most people will "recycle" through the stages of change several times before the change becomes fully established (Zimmerman et al., 2000). The Stages of Change model is useful for identifying appropriate interventions to foster positive behavior change (Table 6); by identifying where a person is in the

change process, interventions can be tailored to the person's "readiness" to change (Zimmerman et al., 2000). Anything that moves a person along the continuum towards making a positive change should be viewed as a success. Once the person reaches the contemplation stage, additional strategies can be employed to help the person move along the stages of change. It is important to evaluate a person's readiness to change for any proposed intervention (Zimmerman et al., 2000). Interventions that are not staged to the readiness of the individual will be less likely to succeed. Also, interventions that try to move a person too quickly through the stages of change are more likely to create resistance that will impede behavior change as show in figure 2.3. (<http://www.adultmeducation.com>)

Figure 2.3- The 5 State of change model



Source: Adapted from DiClemente and Prochaska, 1998

Organization Development

OD practitioners collect data in an unbiased and systematic manner in order to gain their own understanding of organizational problems. Practitioners then use these findings to develop a clear rationale for change. (Smither, Houston, & McIntire, 1996)

Developing understanding of an organization's current state is a critical first step in all successful OD efforts. Before an appropriate change strategy can be formulated, the OD practitioner and senior management must understand what problem needs to be solved to improve organizational effectiveness. (Smither, Houston, & McIntire, 1996)

No matter what kind of information you seek- whether you look at information flow, equipment design, people's attitude- or what dimension you analyze, there are some general ways to describe the steps involved in data collection that might be helpful. (Nowlan, 2000)

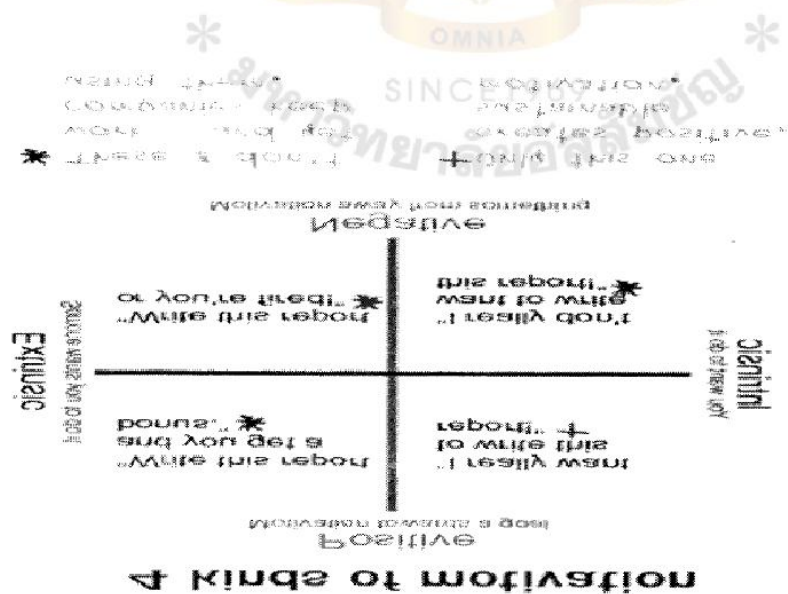
Motivation

The role of supervisors in motivating trainees was studied by surveying 194 individuals from 14 training programs in five organizations. The results indicated that supportive supervisors and voluntary attendance at training programs increased the employees' motivation. Organizations can increase employees' motivation by monitoring their attitudes toward training and recognizing their accomplishments. (Cohen, 1990)

Trust should be a primary value of the organizational culture, that behavior which promotes trust and protection should be encouraged in teamwork, and that trustworthy behavior should be treated as a measurement of performance for the purposes of employee appraisal. (Erdem and Ozen 2003, p.131)

There are four different kinds of motivation. Only one of them works and unfortunately, many managers focus exclusively on the other three. These are the four different kinds of motivation. First, motivation can be intrinsic or extrinsic. Intrinsic motivation is when you want to do something. Extrinsic motivation is when somebody else tries to make you do something. Secondly, there is positive and negative motivation. Positive motivation is when you want to get something - motivation towards some goal. Negative motivation is away from something you want to avoid. Combine these two dimensions and we get four kinds of motivation as show in figure 2.4. (www.workingamerica.com's MyBadBoss contest.)

Figure 2.4- 4 Kinds of Motivation



Source: Adapted from kohn, 2006

A motivation model, it start with creates or felt need then motivate and resulting in by effort and ability to accomplishing the goal which it might be the reward. Outcome can be negative or positive. Need can be in many ways such as need for approval, need for achievement, need for competence and need for power. (Michael & Stan, 1998)

Some employees would happily do overtime when they had to if they know their efforts would be recognized (Campaign, 2005)

As a manager you have an enormous impact on the motivation and attitude of your people. The more you can understand about yourself and your influence on other, the easier it will be for you to adapt your approach and improve your role as a manager. Understanding the assumptions you hold about others, your attitude and your behavior will help you to understand the impact you have. (Jones, 2007)

“Transformational leaders empower others by keeping them "in the know," by keeping them fully informed on everything that effects their jobs. People want and need to feel that they are “insiders,” that they are aware of everything that is going on. There is nothing so demoralizing to a staff member than to be kept in the dark about their work and what is going on in the company. Give Regular Feedback. One empowering behavior practiced by transformational leaders is regular feedback on performance and results. People need to know how they're doing so they can improve if performance is below standards and so that they can be proud of their successes. The more feedback you give to people, the better it is, as long as the feedback is objective and not critical. Your goal is to become a

transformational leader, the kind of person that motivates and inspires people to perform at levels far beyond anything that they had previously thought possible. rd, says that, "Positive feedback is the breakfast of champions." (Vadim Kotelnikov, 2008)

Money is an objective, that the receipt of more money is easily knowable and easily measurable demonstrates the objectivity of money. If you ask for more exciting work, you might have difficulty deciding whether or not the new work really is more exciting and how much more exciting it is. If you earn \$10 an hour and get 10 percent increase, there is no question that is \$1 an hour more. Money has no subjectivity as show in figure 2.5. (Drafke & Kossen, 2002)

The Power of Self-Motivation, You can achieve everything you have ever wanted to have, experience, or become. The power has and always will be within you, but nothing will happen until you get and stay motivated to make something happen, to change your life and achieve your desires. (<http://www.1000ventures.com>)

Figure 2.5- Self Motivation Model

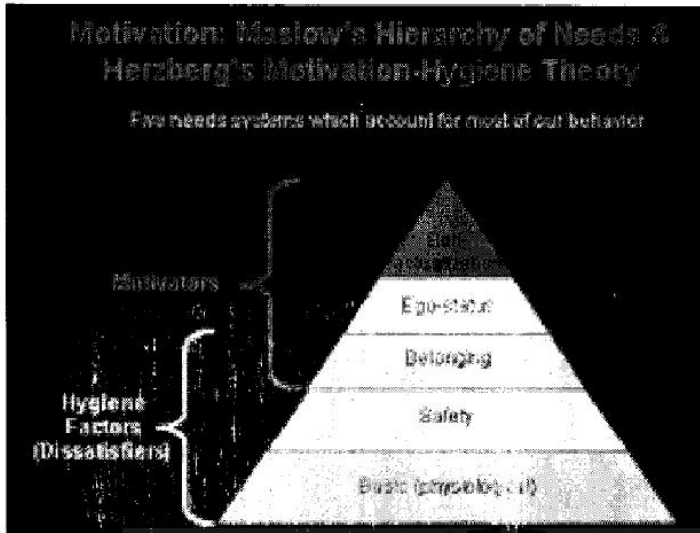


Source: Adapted from Cairo, 2008

Each of us is motivated by needs. Our most basic needs are inborn, having evolved over tens of thousands of years. Abraham Maslow's Hierarchy of Needs helps to explain how these needs motivate us all. Maslow's Hierarchy of Needs states that we must satisfy each need in turn, starting with the first, which deals with the most obvious needs for survival itself. Only when the lower order needs of physical and emotional well being are satisfied are we concerned with the higher order needs of influence and personal development. Conversely, if the things that satisfy our lower order needs are swept away, we are no longer concerned about the maintenance of our higher order needs. Maslow's original Hierarchy of Needs model was developed between 1943-1954, and first widely published in *Motivation and Personality* in 1954. At this time the Hierarchy of Needs model comprised five needs. This original version remains for most people the definitive Hierarchy of Needs as show in figure 2.6.

(Vadim Kotelnikov,

Figure 2.6- Maslow's Hierarchy of needs Model



Source: Adapted from Tracy, 2008

Performance

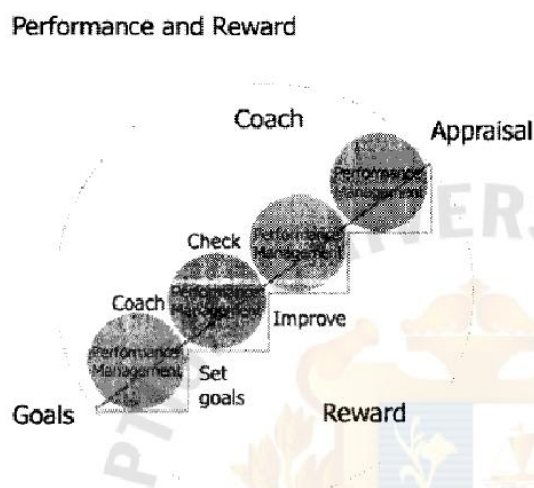
If your business is successful, you'll have many occasions to ask people on your team to talk on positions of ever- increasing responsibility and authority, typically with increased compensation, on a long- term basis (Devine, 1997)

Performance has become something of a business buzzwork for the 1990s. That is no bad thing, because it is useful to remind us frequently that organizations exist for a purpose. They are established to do things and to achieve results—and that applies to public service and not- for- profit organizations as it does to profit- motivated commercial firms. (Rudman, 2000)

Performance & Reward, We reward employees' contributions and qualifications, instead of degree, experience, seniority and title. □Our performance management is designed result-oriented. Managers are responsible for helping staff to

improve their performance and capability through continuously setting goals, coaching, appraising and communicating as show in figure 2.7.
(http://www.huawei.com/the_workplace/performance_reward.do)

Figure 2.7 Performances and Reward Model

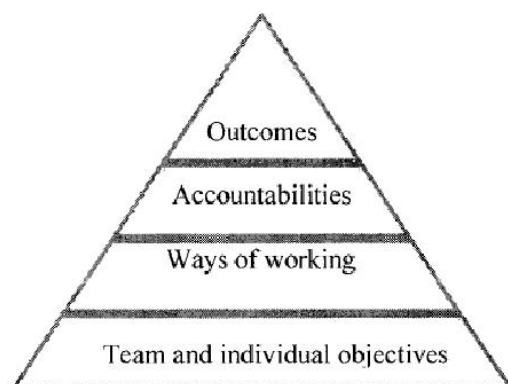


Source: Adapted from www.huawei.com, 2008

Your assumptions and attitudes drive your behavior. Your beliefs often lead to ‘self- fulfilling prophecies’ - What you expect is what you get. Your everyday approach will have an effect on your team. But how do you know what will encourage good performance (Jones, 2007)

Once the purpose has been set and agreed by all parties the next stage is to focus on team performance. This section looks at how to reach those outcomes by agreeing on team accountabilities and responsibilities, way of working together to achieve you purpose, and finally setting some clear, focused objectives to ensure that team is able to achieve its overall objectives as show in figure 2.8. (Jones, 2007)

Figure 2.8- Team Performance Model



Source: Adapted from Jones, 2007

Working Condition

The goal of a workforce strategy is to drive effective strategy execution. In terms of both the content of the workforce strategy and the execution of the strategy, there needs to be much greater emphasis on differentiation if a firm’s workforce strategy is to meet that goal. (Huselid & Becker, 2005)

A new study of Ireland’s top companies has confirmed a strong link between better working conditions, bottom-line business performance and the use of high-performance work systems (HPWS) at the workplace. HPWS include strategic human resource management (HRM) in relation to staffing, training and development, performance management and remuneration, and communication and participation practices, as well as partnership, diversity and equality strategies, and flexible working arrangements. (Dobbins, 2008)

Conceptual Framework

The conceptual framework of research study about motivation, working condition, and performance is shown below in figure 2.1

Figure 2.9 Conceptual Frameworks

Pre ODI	ODI	Post ODI
Motivation		
Discomfort, stress	Physical activities, Bonus	Relax
No goal setting	Personal training motivation	More motivate, More effort on job
Dislike responsibility	Promoting	More responsibility
Working Condition		
Health problem	Change physical setting Rest room, working area, café	Improve working condition, minimize incident of mistake of employees
Performance		
Delay	Workshop/ communication	On time
Poor quality of product	Training	Better quality of product
Wrong spec	Wood skill Machine skill	Right spec
Work as little as possible	Formal reward system, coaching	Work harder
Sale volume decrease	Meeting/ workshop	Sale volume increase

Areas that are focused upon are motivation, working conditions, and performance, which have different ODI to solve the problems. The results will be shown on the post ODI.

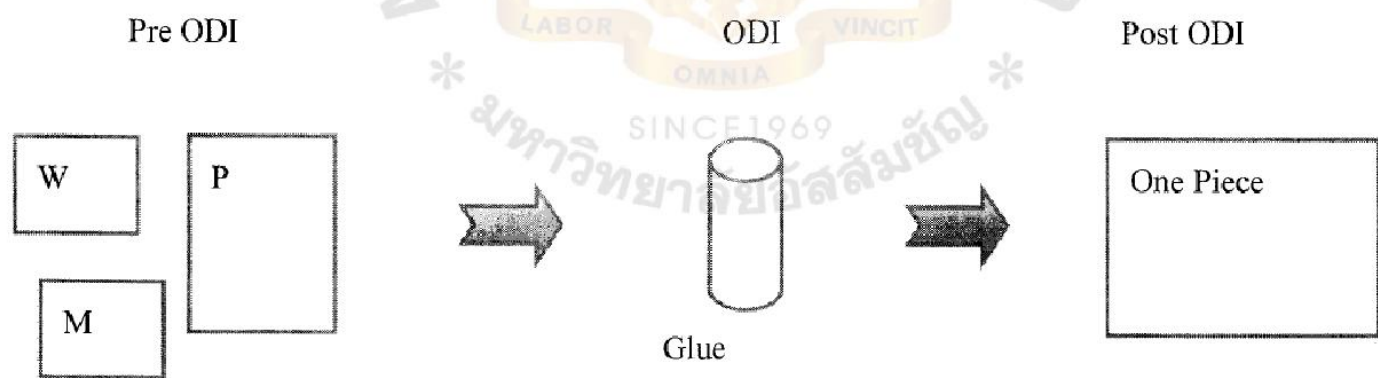
Firstly, motivation in the organization is one of major problems in the organization. Discomfort, stress, no goal setting, and dislike for responsibility are the problems that are related to motivation. To be able to solve the problem, management level needs to understand and use ODI, which are Physical activities, bonus, personal

training in motivation and promotion. To be able to get the results are, Relax, more motivate, put more effort on the job, and more responsibility.

Second, working condition is one of other problems in the organization; the problem is health in working area. ODI will be used to solve the problem by are changing physical settings, rest room, working areas, and café. After using ODI researcher hope that the result will be Improve working condition, minimize incident of mistake of employees.

Lastly is job performance. The problems that the organization is facing are delays, poor quality of products, wrong specification work as little as possible, and sale volume decrease. To use ODI will be focusing on workshop, communication, training, wood skill, machine skill, set a formal rewards system, coaching, and meeting. After implementing ODI, Post ODI will be delivery on time, better quality of products, produce the right specification, workers will work harder, and sale volume will increase.

Figure 2.10 Conceptual Frameworks II



As you can see from figure above it shows the connection between Pre ODI, ODI, and Post ODI. ODI is like glue that connects all the parts that separates each other and makes them together. Every past is connected so, the workflow will be very smooth.

Chapter3
Methodology

Research Design

This study was designed using the three- phase action research model (Pre ODI, ODI and, Post ODI), which makes use of the qualitative and quantitative tools.

For Pre ODI, the researcher will gather the data from each level in the organization from the President, Supervisors, staffs, and workers at random.

For ODI, the researcher will use instruments including questionnaires, interview guidelines, and interview schedules to solve the problem

For Post ODI, the results are shown in the framework (figure 2.1). To be able to get the results, the researcher will redo the questionnaires and interviews to confirm the change.

Respondents

The respondents will be 70 from the total of 70 employees. Sixty are laborers and ten are employees from the office.

Table 3.1 Respondents

Position	Accounting (Office)	Sales (Office)	Production	Total
Supervisor	1	1	2	4
Staff	2	4	60	66
Sub total				70

The Instruments

Instruments include questionnaires, interview guidelines, and interview schedules. Use of questionnaires as a primary source of gathering data.

Questionnaires will be translated from English into Thai and sent to 70 employees in the organization.

Questionnaire

It will be sent to everyone in the organization. The question would be about demographic profile, motivation, working conditions, and performance. Before it is distributed, the questionnaires would be tested by similar companies.

Table 3.2 Ares of questionnaire question

Part	Area of question	Question	Items
1	Overall question	Age Gender Education Income Position	1 2 3 4 5
2	Motivation	Motivation question	6-13
3	Performance	Performance question	14-22
4	Working condition	Working condition question	23-28

Interview Guidelines

It will focus on the motivation, working condition, and job performance. The question will be asked in different areas in each item such as question about performance, motivation, and working conditions. Moreover specific questions will be asked to specific persons in each department.

OD Data Gathering Techniques

It will be a combination of observations and it will be divided into two sets of questionnaires. The first set will be sent to the organization that has the same areas of business (twenty copies) and second set will be sent for use in the main study. Both primary (questionnaires) and secondary sources (in-depth interview, group interview, and observation) will be used.

In depth interview

It will be used for supervisors in every department including the office supervisors and working area supervisors.

Group interview

Group interviews will be used for the workers and staff. Ten staff and twenty workers will be interviewed.

Observation

It will focus on motivation, working conditions, and performance in both working area and office.

Data Gathering Procedure

1. To be able to collect the data in the organization, discussion about the purpose of the study with the owner needs to be made.
2. The areas of questions which need to be discussed before distributing the questionnaire and conducting the interview.
3. The respondents were free to answer the questions as they feel.
4. Results of the questionnaires and interviews need to be discussed and redo it again if necessary.

Data Analysis

Qualitative analysis

Interview results will be use as a qualitative data. Interviews will be divided into three areas to focus on; Motivation, working conditions, and performance.

Quantitative

There are two questionnaires to be made. First is for pre ODI and second is for post ODI. For pre ODI questionnaires, the questions will be asked about the opinion of employees who work for the organization. After that the results will be calculated and see what is really going on in the organization. Then ODI will be used to fulfill the problem. After that the second questionnaire will be sent to the employees to see that the problem has been solve.

In the study the researcher will use Sample t- test to calculate the results. The test that will be used to determine the differences between pre and post ODI is the second questionnaire and interviews will be launched after ODI to see the differences between pre and post ODI.

Chapter 4

Finding and data analysis

This chapter presents the finding of the survey results, including the interview conducted to 4 management officers and the questionnaires distributed to 66 employees. This chapter is divided into three parts. First part is the findings from the Pre- ODI phase, the second part explains the implementation process during ODI phase and last is the finding from the Post- ODI phase.

4.1 Qualitative Data

For this research, interviewing four management officers of Panapasert was to collect the qualitative data. There were many points which were discovered from the interviews.

4.1.1 The management Team's perception towards Employee Motivation

From the interview, it was found that Panapasert had provided various factors to their employees. However, most of them were hygiene factors, not motivation factors. The management believes that the comparison of Panapasert and the market will be over standard such as salary that was the highest in the province. Moreover Panapasert had provided social security coverage and a safe workplace.

However Panapasert did not have a program to create the motivation directly. Management agrees that there was some stress in the working area because of the workload. For the achievement, management believes that there were some career paths available, but only for a few. From management level most employees did not like to take responsibility. Moreover, most of the employees are not well educated and

live without goals, they just come to work and get drunk after work and sleep. This is the routine for most of the employees.

4.1.2 The management Team's perception towards Employee Working

Condition

The working conditions, the managements agree needs to be improved, although most of the facilities are standard. However they think some of them need to be improved to make them healthy and more attractive to use such as a restroom, and working area. Dust is one of the major problems that they think should be improved. Organizations provide the mask for everyone. However staff never use them because of the weather is hot and it uncomfortable.

4.1.3 The management Team's perception towards Employee Performance

Job performance is the major problem in the organization. From management perspective they agree that it needs to be improved as soon as possible because they think it can affect sales volume. There are many problems such as delay, poor quality of product, wrong specification, and sale volume decrease. Management thinks that the employees need to understand the area were they take responsibility. Sometimes there is some rotation in the working areas when supervisors are off duty. The staffs who work in lower level step up and take over his place. That causes the problem. It is like a domino when one problem occurs it effect the rest.

4.2 Quantitative Data

Besides interviews, the quantitative data was collected from the 70 employees to gain their attitude towards motivation, working conditions, and job performance. From the questionnaires, the first five questions were focused on the demographics profile. The

distribution of respondents of Panapasert include gender, age, education background, salary range, and department are presented in Table 4.1- 4.5

4.2.1 Respondents Characteristics

Table 4.1: Respondents Characteristics- Gender

Gender				
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Male	55	78.57	78.57	78.57
Female	15	21.43	21.43	100.00
Total	70	100.0	100.0	

From the above table, it shows 79% of respondents were male and 21% were females. The majority of employees were male. The reason of hiring more male was because of two reasons. Most of job tasks in the organization require physical strength such as carrying the lumber and dealing with heavy machines which require some technical skills. Second, some jobs require working overnight which will be easier for men. Most females worked in the accounting, marketing, and sales departments and only seven females worked in the production department.

Table 4.2: Respondents Characteristics- Age

Age		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 20	0	0	0	0
	21-30	49	70.71	70.71	70.71
	31-40	15	20.71	20.71	91.43
	More than 40	6	8.57	8.57	100.00
	Total	70	100.00	100.00	

Table 4.2 indicates that the majority of respondents were between 21- 30 years. Only 21% were over 40 years of age. This result can be linked to the management interview that most employees in the organization work for the organization for less than 3 years. Employees aged over 40 years got promoted and became a supervisor. For employees aged 31 to 40 will become the next generation of supervisors. Therefore, the majority of employees were young which can be an advantage and disadvantage for the organization. Since young employees can learn faster and are easier to change it is an advantage, but young employees have their own belief and they do not like to be told by other which is a disadvantage.

Table 4.3: Respondents Characteristics- Education Background

Education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Junior High School	56	80.00	80.00	80.00
	High School	4	5.71	5.71	85.71
	Diploma or Vocational	7	10.00	10.00	95.71
	Bachelor or Higher	3	4.29	4.29	100.00
	Total	70	100.00	100.00	

The education background of Panapasert shows that a majority of employees were found mainly in Junior High school (80%). Only 4% got Bachelors or higher degrees. Ten percent were Diploma or vocational level.

According to the interview of management team, there was the reason why most employees were in low level of education. First of all, the job tasks did not require education; it can be trained by seniors. Moreover higher education cannot guarantee the higher technical experience. Secondly of all, the position that requires a higher education was only supervisor which it has very few. Thirdly, the candidates who have a higher education background have more opportunities to select jobs more than those who have lower education background.

Table 4.4: Respondents Characteristics- Salary Range

Salary Range		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 8,000 baht	56	80.00	80.00	80.00
	8,001 – 10,000 baht	11	15.71	15.71	95.71
	More than 10,000 baht	3	4.29	4.29	100.00
	Total	70	100.00	100.00	

From the table 4.4, 80% of employees were found to have low salary range. It was because all of them had a low education. However, the salary ranges were higher than that required by the labor laws and higher than the market (Ubon Ratchatane). All employees who got higher salary were supervisors. The interviews show that the management level believes that salary was fair for the job tasks and responsibility of employees. There were no complaints about the salary of employees, however there were some complaints about bonus and rewards.

Table 4.5: Respondents Characteristics- Department

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Production	62	88.57	88.57	88.57
	Sales	5	7.14	7.14	92.71
	Accounting	3	4.29	4.29	100.00
	Total	70	100.00	100.00	

Table 4.5, shows that 89% of employees were in the production department. The main reason is because Panapasert is the factory, which requires more than to who work in the office.

According to the respondent in third chapter there were 70 respondents and the management had a strong support to this project. As a result, the researcher could collect all questionnaires back 100%.

4.2.1 Finding from Pre- ODI Phase

4.2.2.1 The Respondent’s Perception towards Employee Motivation

According from Figure 2.1 Conceptual Frameworks in ODI, the table below shows the perceptions of respondents on bonus, personal training motivation, fairness, and promotion.

Table 4.6: Motivation

Statement	Valid	Means	Qualitative Rating
1) I do my best when my job assignment is fairly difficult	70	2.71	Neutral
2) My salary is suited for my assignment	70	2.56	Disagree
3) I have an extra bonus when I do a special assignment	70	2.19	Disagree
4) I like a challenging assignment	70	1.91	Disagree
5) My boss treat my fairly	70	1.90	Disagree
6) I am happy with my work life	70	2.01	Disagree
7) I am fairly paid with what I do	70	1.89	Disagree
8) My salary is always increasing	70	1.87	Disagree

As shown in table 4.6, the average means of all items, only the first question “I do my best when my job assignment is fairly difficult” that got mean Neutral. Most of them got disagree mean. From the interview, it shows that most of the time workers feel that they work very hard and they want something in return. The average of the salary in Panapasert are higher than other companies in the some city. However employees do not know that and they want something more. The management feels that they want some extra money for working hard because Panapasert don’t have a formal bonus setting. All employees will get the same bonus at the end of the year, depending on the profits of the organization weather they work hard or not they will get the same result. In this case money is an object.

4.2.2.2 The Respondent’s Perception towards Employee Performance

Table 4.7: Performance

Statement	Valid	Means	Qualitative Rating
1) I try very hard to improve on my past performance at work	69	1.99	Disagree
2) I often solve the problem instead of avoiding	69	2.20	Disagree
3) I understand the role of my responsibility	69	2.26	Disagree
4) I prefer to do my own work instead of doing for other	69	2.28	Disagree
5) I have enough ability to do my job	69	2.25	Disagree
6) I usually find my job is too easy	69	2.22	Disagree
7) I find my job suited for me	69	2.26	Disagree
8) I usually follow the right order from my supervisor	69	2.36	Disagree

9)	I have enough and up to date equipment to use in my work	69	2.41	Disagree
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In table 4.7, the findings clearly show that the mean totally disagrees. The average mean as 2.20 to 2.41. The first question I try very hard to improve my past performance at work got 1.99. From the interview, management shows that the workload was very high that was the reason the employees could not improve their performance. It causes an effect by they doing the same mistake over and over again because the work itself needed a skill and experience to do that. The workers made the same mistakes and they get blame by the supervisor, which it makes them unhappy to work and think that the work was not suit for them. Supervisors don't have time to teach all workers because there was works need to be run and get it done on time. For the question number nine about the equipments. The average was 2.41, which it was on disagree.

The findings from the owner shows that the machines have different generation, some of them had been running more than ten years and some were less than one year. For the cutting machines that ages over ten years, it clamed that all of them cannot be change to the cutting machines that have a better quality, the reason is because of the law and regulation. All of cutting machines need to improve by government, that's the reason why they cannot be change. Many times the machines were broke and that stop the process.

4.2.2.3 The Respondent's Perception towards Employee Working Condition

Table 4.8: Working Condition

Statement	Valid	Means	Qualitative Rating
Worker			
1) The restrooms are adequate for the employees	70	2.02	Disagree
2) The cafeteria is adequate for the employees	70	2.06	Disagree
3) I have an opportunity to take care of the facilities	70	1.80	Disagree
4) I help maintain the restroom clean	70	2.02	Disagree
5) The facilities have no impact on my working condition	70	1.82	Disagree
6) Most of the restrooms are always in good condition	70	1.85	Disagree
7) I like to work in my working area	70	1.91	Disagree
8) I don't have health problem last month	70	1.88	Disagree
9) I am not worried about my safety when I come to work	70	1.97	Disagree
Management			
10) The protection to avoid accident in using the machine is enough	70	2.25	Disagree
11) Employees don't have any comments about facilities	70	1.75	Strongly Disagree
12) The proper instructions on how to use the machines are provided	70	2.50	Disagree
13) Restrooms are maintained in a good condition	70	2.00	Disagree
14) Most of the facilities (restrooms, cafeteria) are clean	70	1.25	Strongly Disagree

In table 4.8, it demonstrates the results in “working condition” area. It seems that employees feel that the facilities are in lower standard. The questionnaire divided into two parts; worker and management. Start with worker part. The first area from question number 1,2, and 6. “The restrooms are adequate for the employees” mean is 2.02. “The cafeteria is adequate for the employees” mean is 2.06. “Most of the restrooms are always in good condition” mean is 1.85. Workers feel unhappy with the facilities. From interview, it shows that there were only two restrooms in the work place, which it cleaned by the workers. Most of the time worker use it and don’t take care of it. For cafeteria, there was not enough space for the worker however the workers usually go back home and have lunch instead of having lunch in working area. Most of workers live close to the factory.

For question number three and four. “I have an opportunity to take care of the facilities”. “I help maintain the restroom clean”. The means were 1.80 and 2.02. As mention earlier, the restrooms were clean by workers themselves. However they don’t feel that make the restroom clean was one of their responsibilities. From an interview management feel that the restroom need to be renovate very soon.

Next area is about facility impact on working area. “The facilities have no impact on my working condition”. “I like to work in my working area”. Mean are 1.82 and 1.91. As mention earlier employees don’t take a good care of facilities so, it causes impact to working condition of employees. Management feel that, solve the problem of irresponsibility will decrease the problem in this area. Moreover, employees did concern about their health and safety in work place. As mention earlier, working areas have dust all around. Then organization did provide the mask for employees. However they did not used them the reason was because of the comfortable. Health problem can cause the effect on working process.

For management level part, they feel the same way with employees; they feel that the facilities are not maintained in a good condition. From the interview the management feels that it is above their responsibility to tell the workers to keep the facilities clean and maintain them in a good condition because management level have their own restroom which is always clean when compared with the one workers use. They get many complaints from the workers about machines, restroom, and working condition but the management feels that workers also need to take care of the cleanliness as show in figure below.

Figure 4.1 Photos of facilities before ODI



4.2.3 Finding from ODI Phase

4.2.3.1 ODI – Planning

From the findings, there were six areas to be improved bonus, promoting, physical setting (rest room, working area), training, formal reward setting, and coaching.

Table 4.9: Weakness areas and proposed ODI (Motivation)

Statements	Means	Proposed ODI
Motivation		
- I have an extra bonus when I do a special assignment	2.19	Reward Activities
- I like a challenging assignment	1.91	Reward Activities
- My boss treat my fairly	1.90	Buddy system
- I am fairly paid with what I do	1.89	Special Day off
- My salary is always increasing	1.87	Bonus

In table 4.9, it shows weak areas and proposed ODI of Motivation.

Four sets of activities were designed to help improve these areas. First reward activities were designed to improve employees’ moral. Second buddy system was design to increase the relationship between worker and supervisor. Third special day off was providing to increase the income of employee’s who work hard. Finally bonus was providing to increase motivation to work hard. Some employees would happily do the overtime when they had to if they know their efforts would be recognized (Campaign, 2005)

Table 4.10: Weakness areas and proposed ODI (Performance)

Statements	Means	Proposed ODI
Performance		
- I try very hard to improve on my past performance at work.	1.99	
- I often solve the problem instead of avoiding.	2.20	
- I understand the role of my responsibility.	2.26	- Training Activity - Special day off
- I have enough ability to do my job.	2.25	
- I usually follow the right order from my supervisor.	2.36	

Training will be used as activities to help improve these areas. It is a learning process that involves the acquisition of knowledge, sharpening of skills, concepts, rules, or changing of attitudes and behaviors to enhance the performance of employees. (<http://traininganddevelopment.naukrihub.com>, 2008)

Training is a sub-system of the organization because the departments such as, marketing & sales, HR, production, finance, etc depend on training for its survival. Training is a transforming process that requires some input and in turn it produces output in the form of knowledge, skills, and attitudes (KSAs). (<http://traininganddevelopment.naukrihub.com>, 2008)

Table 4.11: Weakness areas and proposed ODI (Working Condition) WORKER

Statements	Means	Proposed ODI
- The restrooms are adequate for the employees	2.02	Announce for build more restroom
- I help maintain the restroom clean	2.02	Make a turn to take care
- Most of the restrooms are always in good condition	1.85	Repaint and clean the restroom
- I don't have health problem last month	1.88	Provide a new type of mask/ renovate the floor in long term plan

Figure 4.11, shows weakness areas and proposed ODI (Working Condition) from workers perspectives. Four sets of activities were designed to improve. First announce for building more restrooms. It helps to make employees feel that management level is concerned about their conditions at work even it is in a long term. Next make a turn to take care; it helps to build the feeling of responsibility to the facility. Next repaint and clean the restroom, it helps to increase working conditions. Finally provide a new type of mask in short term and renovate the floor in the long term plan to decrease health problems.

Table 4.12: Weakness areas and proposed ODI (Working Condition)

MANAGEMENT

Statements	Means	Proposed ODI
- The protection to avoid accident in using the machine is enough.	2.25	Post a notice sign on each machine
- Restrooms are maintained in a good condition.	2.00	Repaint and clean the restroom
- Most of the facilities (restrooms, cafeteria) are clean	1.25	Make a turn to take care

Table 4.12, shows weak areas and proposed ODI (Working Condition) from management perspectives. Three sets of activities were designed to improve. First was post a notice sign on each machine to reduce accidents. Second and third were to use the same activities like the worker which they were repaint and clean the restroom and make a turn to take care.

4.2.3.2 ODI- Implementation

Organization development (OD) is used to improve performance in organization of many types (Schermerhorn et al, 2005).

After the complete of plan and activities, all information was presented to the owner and management level. In order to invest the money, it needs to approve with the owner.

After distributed and collected the first set of questionnaire, the researcher set the meeting with the management and the owner of Panapasert to review the result.

After one week of distributing and collecting the first set of questionnaires, the second meeting had been set to present the activities for approval. They were happy with the Reward Setting Activities, Training Schedule, and Change Physical setting. However the owner was concerned about the money to be spent in order to change the physical settings.

Figure 4.2- Action Plan and Timelines

Activities	Sep	Oct	Nov	Dec
Pre – ODI Questionnaire- Distribution, Collection and Data Analysis	25-27			
ODI <ul style="list-style-type: none"> Activities purposed to the management level and the owner 	28			
Implementation				
1) Reward Setting Activities				
- Introduce to each department head		1 Oct		
- Post the activities on the announcement board		(2-7 Oct)		
- Trial Period		(6 Oct -6 Nov)		
2) Training Schedule				
- Introduce to each department head		1 Oct		
- Add unique program to fit to each department		(2-7 Oct)		
- Trial Period		(6 Oct -6 Nov)		
3) Change Physical setting				

- Introduce to each department head	1 Oct		
- Invent a new type of masks	3 Oct		
- Renovate the restroom	(4-5 Oct)		
- Renovate working area (floor)			(29-31Dec)
- Add the notice sign on the machines	6 Oct		
- Announce for build more restroom	(2-7 Oct)		
- Make a turn to clean restroom	6 Oct		
Post- ODI Questionnaire- Distribution, Collection and Data Analysis			7 Nov

On 1st October the activities were introduced to each department supervisor and all employees.

On the 3rd October the activities were announce for build more restroom and invent a new type of masks

During 2nd – 7th October the activities were posted on the announcement board, Add unique program to fit to each department, renovate the restroom, and add the notice sign on the machines.

During 29th – 31st December, the floor has been renovating.

During 6th October- 6th November, the activities of training and reward setting were implemented.

Training Schedule

The term training refers to the acquisition of knowledge, skills, and competencies as a result of the teaching of vocational or practical skills and knowledge that relate to specific useful competencies. It forms the core of apprenticeships and provides the backbone of content at technical colleges and polytechnics. In addition to the basic training required for a trade, occupation or profession, observers of the labor-market [who?] recognize today the need to continue training beyond initial qualifications: to maintain, upgrade and update skills throughout working life. People within many professions and occupations may refer to this sort of training as professional development.

(<http://en.wikipedia.org/wiki/Training>, 2008)

Figure 4.3 Training Schedule

Date	Training Program	Trainer
6- 10 Oct 1600-1800	Training 1- Wood cutting skill (beginner)	Supervisor
13-17 Oct 1600- 1800	Training 2- Wood cutting skill (intermediate)	Supervisor
20 –24 Oct 1600-1800	Training 3- Technical skill for machine	Supervisor
27 Oct- 6 Nov 1600-1800	Overall training	Supervisor

Example of training program and schedule were proposed to the management team as shown in Figure 4.2. After that it was introduce to production head and supervisor. There were three training conducted during the trial period such as:

- Training 1- Wood cutting skill for beginner (run by the supervisors to junior employees and new hired staffs)

- Training 2- Wood cutting skill for intermediate (run by head supervisor to supervisor and junior employees whom were out standing)
- Training 3- technical skill for machine (run by technical supervisors)
- Training 4- Overall training (run by supervisor to juniors and new staffs)

Reward Activities

Figure 4.4 Reward Activities

REWARD ACTIVITY	
Rewards	Conditions
Monthly post “Employee of the month” voted by supervisor	<ul style="list-style-type: none"> • The voted employees will get 500 baht cash as a reward. • Employees who got highest score in 6 months will get promoted
Special half day off	<ul style="list-style-type: none"> • For those whose overtime higher than 20 hours in a month
Special one day off	<ul style="list-style-type: none"> • For those whose overtime higher than 30 hours in a month

The “Reward Activity” There is no subject that brings more energy to a discussion than rewards. You can list ten problems or recommendations, with rewards at the bottom of the list, and it will always be the topic people begin with (Nowlan, 2000)

Most of activities did not require a high budget which the owner happy with them, which included

- Monthly post “Employee of the month” voted by supervisor include; no day off, high out put quality, best attitude, helpful, and friendly.

- Special half day off for those whose overtime higher than 20 hours in a month
- Special one day off for those whose overtime higher than 30 hours in a month

Change Physical setting Schedule

Figure 4.5 Change Physical setting Schedule

Date	Section	Required Participants
4-5 October	Restroom	Production department
29-31 December	Working area (Floor)	Production department
4-5 October	Add sign	Production department

Change physical setting schedule to focus on the production department, which it covers, restroom, working areas, and add sign on the machine. They were short and long term depending on the appropriate time. For long term, change working area (floor) it needs to take at lease three days for a long holiday. New year would be a good choice to make.

4.2.4 Finding from Post- ODI Phase

After the completion of ODI phase, the same sets of questionnaires were distributed to the same set of respondents. After that the results were input in SPSS program for calculation. For the Post- ODI, the data was analyzed by Paired Sample T- Test to investigate the differences between Pre and Post ODI phase.

4.2.4.1 The respondent’s Perception towards Employee Motivation

The table 4.13 presents questionnaire results on motivation factors between Pre and Post ODI phase.

In the following Paired Sample Test Table, the computed significance value at fifth column labeled Sig. (2 tailed), indicated value .000 in every part. These values are less than .05, it is shown that there is a signification difference between Pre- and Post- ODI Phase and the mean difference of choice 6th (-1.16), 7th (-1.47), 8th (-1.44), 9th (-1.76), 10th (-1.74), 11th (-1.70), 12th (-1.77), and 13th (1.93) are all lower than 0, indicated that the results at Post- ODI are higher than the results at Pre- ODI phase.

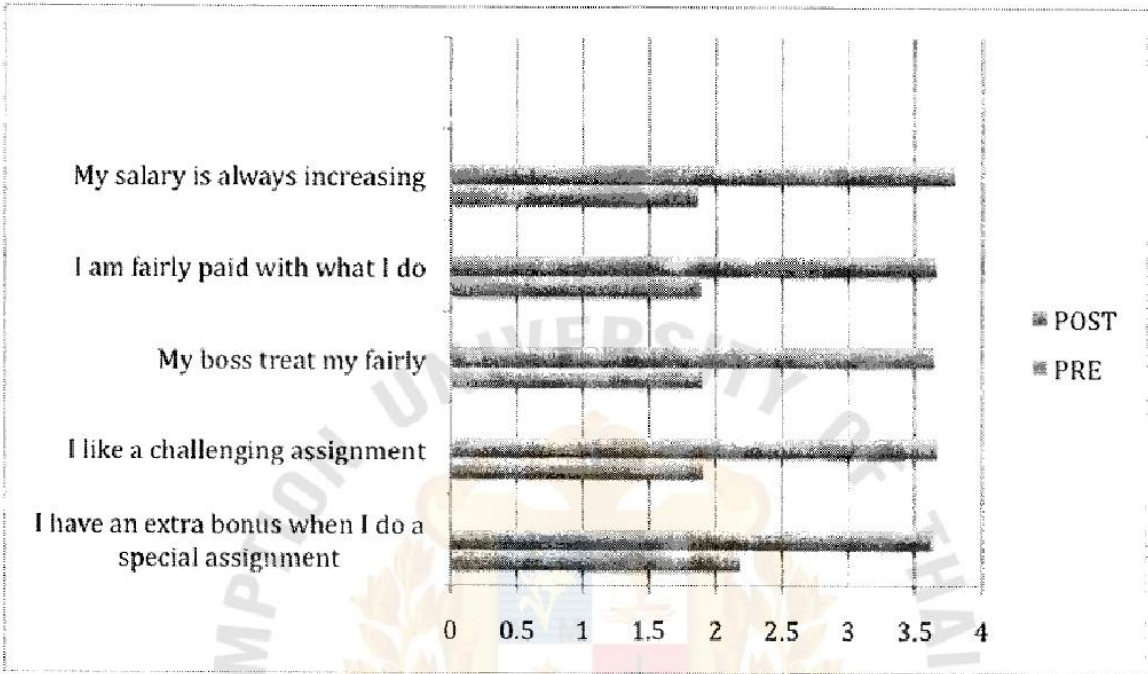
Table 4.13 Paired Sample- Motivation Factors

Group Statistics				
A	N	Mean	Std. Deviation	Std. Error Mean
6 before	70	2.71	1.09	.13
	70	3.87	.76	9.08E-02
7 before	70	2.56	1.29	.15
	70	4.03	.87	.10
8 before	70	2.19	.73	8.70E-02
	70	3.63	.64	7.66E-02
9 before	70	1.91	.76	9.04E-02
	70	3.67	.65	7.81E-02
10 before	70	1.90	.78	9.36E-02
	70	3.64	.82	9.77E-02
11 before	70	2.01	.79	9.43E-02
	70	3.71	.68	8.18E-02
12 before	70	1.89	.84	.10
	70	3.66	.74	8.84E-02
13 before	70	1.87	.82	9.74E-02
	70	3.80	.71	8.54E-02

Independent Samples Test									
		Levene's Test for Equality of Variances		t-test for Equality of Means					
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference Lower Upper
6	Equal variances assumed	18.729	.000	-7.277	138	.000	-1.16	.16	-1.47 -.84
	Equal variances not assumed			-7.277	123.129	.000	-1.16	.16	-1.47 -.84
7	Equal variances assumed	21.439	.000	-7.908	138	.000	-1.47	.19	-1.84 -1.10
	Equal variances not assumed			-7.908	120.689	.000	-1.47	.19	-1.84 -1.10
8	Equal variances assumed	.419	.519	-12.445	138	.000	-1.44	.12	-1.67 -1.21
	Equal variances not assumed			-12.445	135.811	.000	-1.44	.12	-1.67 -1.21
9	Equal variances assumed	.280	.598	-14.709	138	.000	-1.76	.12	-1.99 -1.52
	Equal variances not assumed			-14.709	135.131	.000	-1.76	.12	-1.99 -1.52
10	Equal variances assumed	.908	.342	-12.885	138	.000	-1.74	.14	-2.01 -1.48
	Equal variances not assumed			-12.885	137.749	.000	-1.74	.14	-2.01 -1.48
11	Equal variances assumed	.027	.871	-13.618	138	.000	-1.70	.12	-1.95 -1.45
	Equal variances not assumed			-13.618	135.267	.000	-1.70	.12	-1.95 -1.45
12	Equal variances assumed	2.431	.121	-13.210	138	.000	-1.77	.13	-2.04 -1.51
	Equal variances not assumed			-13.210	135.697	.000	-1.77	.13	-2.04 -1.51
13	Equal variances assumed	3.624	.059	-14.889	138	.000	-1.93	.13	-2.18 -1.67
	Equal variances not assumed			-14.889	135.660	.000	-1.93	.13	-2.18 -1.67

Table below show the different score between Pre and Post- ODI phase for the weakness areas.

Figure4.6- Motivation Factors (Pre and Post- ODI phase)



All statements of motivation factors which received low score (disagree) from Pre ODI are presented in the above figure. Result from Post- ODI, all of them received a higher score. Most Post- ODI got double the score than Pre- ODI. From the figure above you can see that, respondents were happier with the company’s reward policy which they are, Reward Activities, Special Day off, and Bonus. Panapasert did not increase any salary directly however; Panapasert gave extra money and special day off for employees which it increases employees’ motivation in the area that concerned with money. For the third question “ My boss treats me fairly” it shows that buddy system was effective, most of the time employees do not want to talk to supervisors which creates a misunderstanding among them. Buddy system creates a better relationship among them.

4.2.4.1 The respondent's Perception towards Employee performance

Table 4.14 Paired Sample- Performance Factors

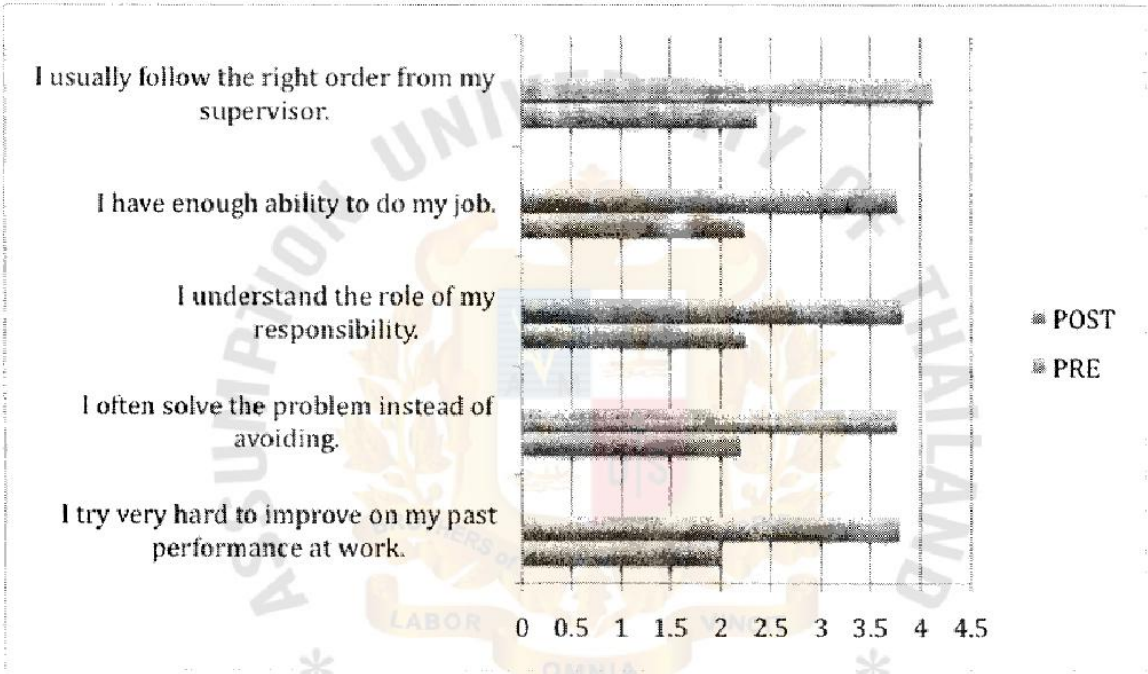
Group Statistics				
A	N	Mean	Std. Deviation	Std. Error Mean
14 before	69	1.99	.65	7.86E-02
14 after	70	3.79	.61	7.31E-02
15 before	69	2.20	.70	8.41E-02
15 after	70	3.76	.69	8.25E-02
16 before	69	2.26	.87	.10
16 after	70	3.83	.72	8.63E-02
17 before	69	2.28	.73	8.73E-02
17 after	70	3.80	.75	9.01E-02
18 before	69	2.25	.86	.10
18 after	70	3.77	.66	7.93E-02
19 before	69	2.22	.80	9.66E-02
19 after	70	3.90	.68	8.18E-02
20 before	69	2.26	.96	.12
20 after	70	4.01	.69	8.26E-02
21 before	69	2.36	1.01	.12
21 after	70	4.13	.76	9.08E-02
22 before	69	2.41	1.23	.15
22 after	70	4.16	.77	9.24E-02

Independent Samples Test										
		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
14	Equal variances assumed	.681	.411	-16.783	137	.000	-1.80	.11	-2.01	-1.59
	Equal variances not assumed			-16.775	136.125	.000	-1.80	.11	-2.01	-1.59
15	Equal variances assumed	.688	.408	-13.197	137	.000	-1.55	.12	-1.79	-1.32
	Equal variances not assumed			-13.196	136.906	.000	-1.55	.12	-1.79	-1.32
16	Equal variances assumed	2.614	.108	-11.580	137	.000	-1.57	.14	-1.84	-1.30
	Equal variances not assumed			-11.565	131.863	.000	-1.57	.14	-1.84	-1.30
17	Equal variances assumed	.012	.914	-12.149	137	.000	-1.52	.13	-1.77	-1.28
	Equal variances not assumed			-12.153	136.921	.000	-1.52	.13	-1.77	-1.28
18	Equal variances assumed	7.152	.008	-11.680	137	.000	-1.53	.13	-1.78	-1.27
	Equal variances not assumed			-11.658	127.495	.000	-1.53	.13	-1.78	-1.27
19	Equal variances assumed	2.968	.087	-13.313	137	.000	-1.68	.13	-1.93	-1.43
	Equal variances not assumed			-13.298	133.069	.000	-1.68	.13	-1.93	-1.43
20	Equal variances assumed	10.191	.002	-12.329	137	.000	-1.75	.14	-2.03	-1.47
	Equal variances not assumed			-12.300	123.164	.000	-1.75	.14	-2.04	-1.47
21	Equal variances assumed	8.826	.004	-11.631	137	.000	-1.77	.15	-2.07	-1.47
	Equal variances not assumed			-11.607	126.044	.000	-1.77	.15	-2.07	-1.47
22	Equal variances assumed	10.390	.002	-10.073	137	.000	-1.75	.17	-2.10	-1.41
	Equal variances not assumed			-10.041	114.311	.000	-1.75	.17	-2.10	-1.41

As mention earlier, if the Sig. (2-tailed) value is less then 0.05, it indicated that there is a significant different between Pre and Post ODI. From table above, in the area of performance, the computed significance value indicated that the Sig (2-tailes)

value of them is .000, and then it shows that there is a significant difference. And the mean difference of choice 14th (-1.80), 15th (-1.55), 16th (-1.57), 17th (-1.52), 18th (-1.53), 19th (-1.68), 20th (-1.75), 21st (-1.77), and 22nd (-1.75) are all lower than 0, indicating that the results at Post- ODI phase are higher than the result at Pre- ODI phase.

Figure4.7- Performance Factors (Pre and Post- ODI phase)



According to the weak area of performance, all statement received better score in Post questionnaire. From the result, it shows that respondents got a better perspective on their performance. Employees follow the right order, they feel that they have enough ability, understand the role of responsibility, and try to improve themselves. In this areas researcher use Training Activity and Special day off as an ODI.

4.2.4.1 The respondent's Perception towards Working Condition
(Worker)

Table 4.15 Paired Sample- Working Condition Factors (worker perspective)

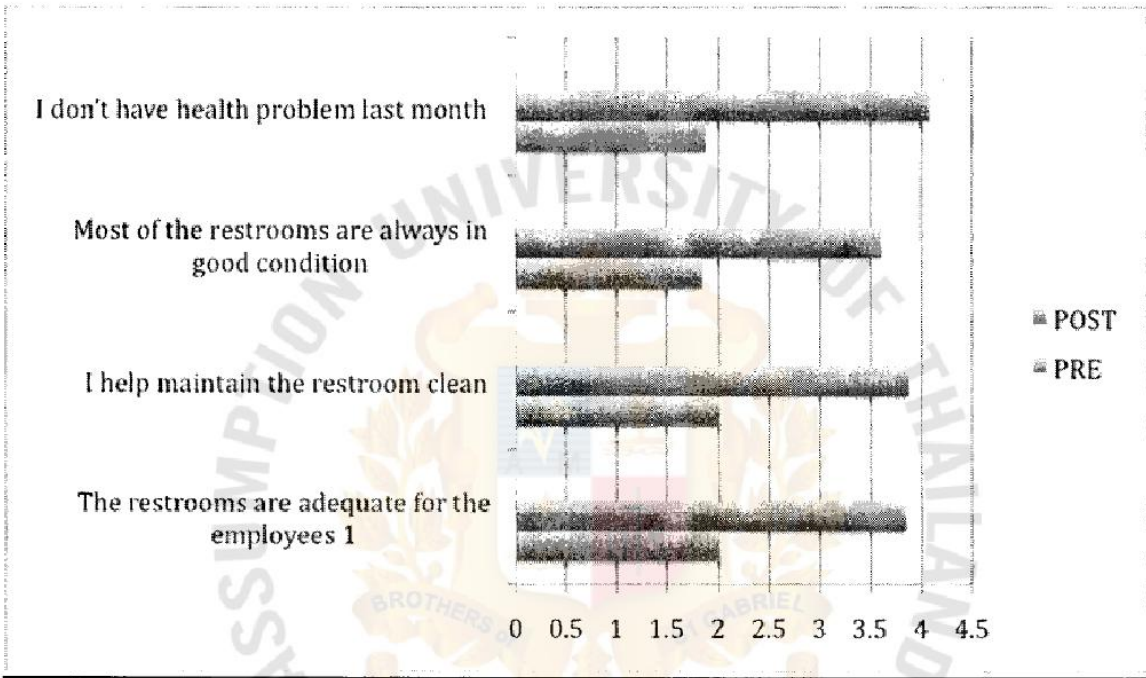
Group Statistics				
A	N	Mean	Std. Deviation	Std. Error Mean
23 before	66	2.02	.45	5.50E-02
23 after	66	3.85	.75	9.22E-02
24 before	66	2.06	.46	5.66E-02
24 after	66	3.85	.66	8.15E-02
25 before	66	1.80	.79	9.71E-02
25 after	66	3.85	.77	9.47E-02
26 before	66	2.02	.69	8.50E-02
26 after	66	3.89	.68	8.40E-02
27 before	66	1.82	.70	8.61E-02
27 after	66	3.83	.69	8.52E-02
28 before	66	1.85	.81	9.95E-02
28 after	66	3.62	.60	7.41E-02
29 before	66	1.91	.67	8.29E-02
29 after	66	3.88	.57	7.00E-02
30 before	66	1.88	.90	.11
30 after	66	4.08	.66	8.17E-02
31 before	66	1.97	.98	.12
31 after	66	4.11	.66	8.12E-02

Independent Samples Test										
		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
23	Equal variances assumed	18.686	.000	-17.073	130	.000	-1.83	.11	-2.05	-1.62
	Equal variances not assumed			-17.073	106.065	.000	-1.83	.11	-2.05	-1.62
24	Equal variances assumed	6.638	.011	-18.017	130	.000	-1.79	9.92E-02	-1.98	-1.59
	Equal variances not assumed			-18.017	115.911	.000	-1.79	9.92E-02	-1.98	-1.59
25	Equal variances assumed	.914	.341	-15.080	130	.000	-2.05	.14	-2.31	-1.78
	Equal variances not assumed			-15.080	129.920	.000	-2.05	.14	-2.31	-1.78
26	Equal variances assumed	.660	.418	-15.725	130	.000	-1.88	.12	-2.12	-1.64
	Equal variances not assumed			-15.725	129.982	.000	-1.88	.12	-2.12	-1.64
27	Equal variances assumed	.152	.697	-16.631	130	.000	-2.02	.12	-2.25	-1.78
	Equal variances not assumed			-16.631	129.986	.000	-2.02	.12	-2.25	-1.78
28	Equal variances assumed	1.024	.313	-14.291	130	.000	-1.77	.12	-2.02	-1.53
	Equal variances not assumed			-14.291	120.099	.000	-1.77	.12	-2.02	-1.53
29	Equal variances assumed	1.357	.246	-18.157	130	.000	-1.97	.11	-2.18	-1.76
	Equal variances not assumed			-18.157	126.478	.000	-1.97	.11	-2.18	-1.76
30	Equal variances assumed	4.120	.044	-15.925	130	.000	-2.20	.14	-2.47	-1.92
	Equal variances not assumed			-15.925	119.335	.000	-2.20	.14	-2.47	-1.92
31	Equal variances assumed	4.319	.040	-14.734	130	.000	-2.14	.14	-2.42	-1.85
	Equal variances not assumed			-14.734	114.090	.000	-2.14	.14	-2.42	-1.85

In the above Paired Samples Test, the computed significance value of Sig (2-tailed), it indicated value .000 for all of them (worker perspective). These value are less than .05, it shows that there is a significant different between Pre and Post- ODI Phase. The mean difference of quality of choice 23rd (-1.83), 24th (-1.79), 25th (-2.05),

26th (-1.88), 27th (-2.02), 28th (-1.77), 29th (-1.97), 30th (-2.20), and 31st (.2.14) are all lower than 0, indicated that the results at Post- ODI phase are higher than the results at Pre- ODI phase.

Figure4.8- Working Condition Factors in worker perspective (Pre and Post- ODI phase)



Working condition is the main area that the researcher focused on because it is visualized. In this area announcement for building more restrooms, make turns to take care, Repaint and clean the restroom, and provide a new types of mask/ renovate the floor in the long-term plan. In the short term the owner renovate the restroom for employees and provide a new mask. For long term plan the owner promises to renovate the floor as shown in the figure 4.9.

Figure 4.9 Photo of the restroom after renovation



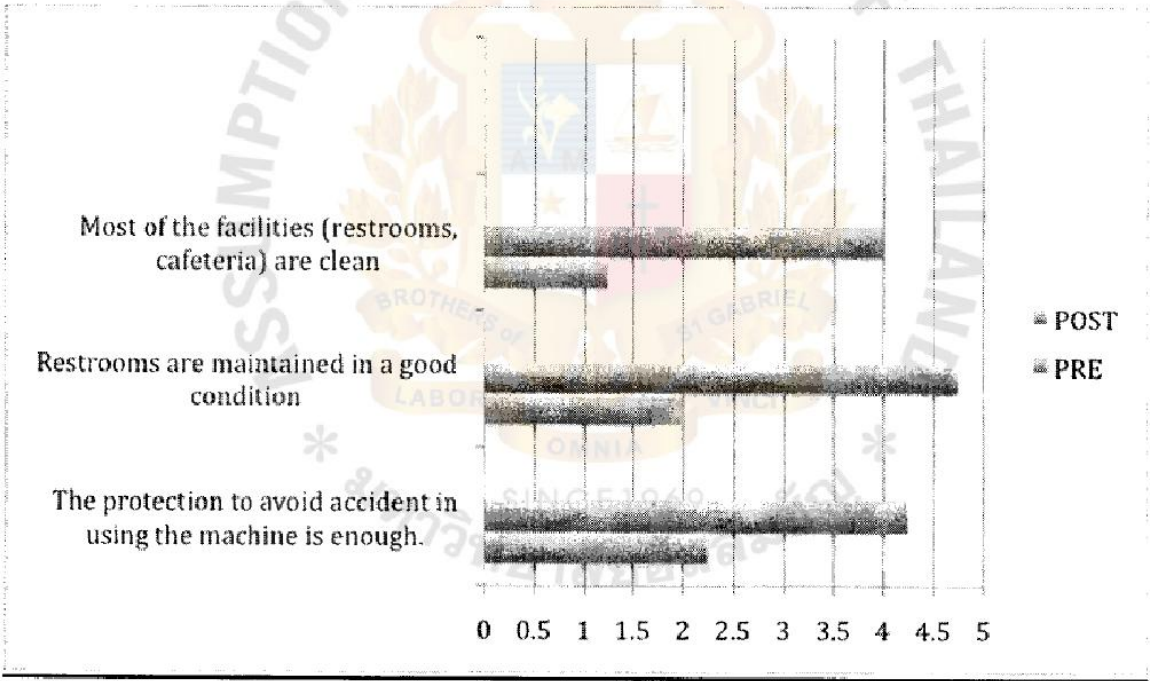
Table 4.16 Paired Sample- Working Condition Factors (Management perspective)

Group Statistics					
	A	N	Mean	Std. Deviation	Std. Error Mean
32	before	4	2.25	.50	.25
	after	4	4.25	.50	.25
33	before	4	1.75	.50	.25
	after	4	4.75	.50	.25
34	before	4	2.50	.58	.29
	after	4	4.25	.50	.25
35	before	4	2.00	.82	.41
	after	4	4.75	.50	.25
36	before	4	1.25	.50	.25
	after	4	4.00	.00	.00

Independent Samples Test										
		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
32	Equal variances assumed	.000	1.000	-5.657	6	.001	-2.00	.35	-2.87	-1.13
	Equal variances not assumed			-5.657	6.000	.001	-2.00	.35	-2.87	-1.13
33	Equal variances assumed	.000	1.000	-8.485	6	.000	-3.00	.35	-3.87	-2.13
	Equal variances not assumed			-8.485	6.000	.000	-3.00	.35	-3.87	-2.13
34	Equal variances assumed	1.000	.356	-4.583	6	.004	-1.75	.38	-2.68	-.82
	Equal variances not assumed			-4.583	5.880	.004	-1.75	.38	-2.69	-.81
35	Equal variances assumed	.158	.705	-5.745	6	.001	-2.75	.48	-3.92	-1.58
	Equal variances not assumed			-5.745	4.973	.002	-2.75	.48	-3.98	-1.52
36	Equal variances assumed	9.000	.024	-11.000	6	.000	-2.75	.25	-3.36	-2.14
	Equal variances not assumed			-11.000	3.000	.002	-2.75	.25	-3.55	-1.95

As show above, Pair Smaples Test, the computed significance value of Sig (2-tailed) it indicated value .001 for 32nd choice, 0.00 for 33rd , .004 for 34th , .001 and .002 for 35th , 0.00 and 0.02 for 36th . These values are less than .05, it is shown that there is a significant different between Pre- and Post –ODI Phase and the mean difference of choice 32nd (-2.00), 33rd (-3.00), 34th (-1.75), 35th (-2.75), and 36th (-2.75) are all lower than 0, indicating that the results at Post- ODI phase are higher than the results at Pre- ODI Phase.

Figure 4.10- Working Condition Factors in management perspective (Pre and Post- ODI phase)



According from weakness area of working condition, it shows a huge change from Pre and Post ODI. From the first question management level feels that most of facilities are cleaner than before, restroom is maintained in a good condition, and protection to avoid accident is enough. From their perspective they believe that the

ODI helped the employees to be more aware of working conditions. Therefore employees were more aware in helping to take care of the facilities.

4.3 Testing of Hypotheses

From the finding, the results indicated that there is a significant different between Pre- and Post ODI phase. Therefore it can be summarized that the first hypothesis, Ha1 “There is a significant difference between Pre- and Post ODI phase on motivation, working condition, and performance” was accepted. The second hypothesis, Ha2 “OD intervention has an impact on motivation, working condition, and performance” was accepted in this study.



Chapter 5

Summary of Findings, Conclusion and Recommendations

This chapter presents a summary of findings the details were presented in previous chapter. Conclusion and recommendations are also presented in this chapter to give an idea for Panapasert for further study.

5.1 Summary of findings

The following are the findings that responses to the researcher. The findings come from interviews with management team and some employees.

5.1.1 Finding from the Pre- and Post- ODI: Motivation

The following are the findings on employees' motivation before and after ODI.

Pre- ODI Phase

Finding from the interview with the management team, they accepted that (1) Panapasert had provided various factors to their employees. However, most of them were hygiene factors, not motivation factors, (2) the comparison of Panapasert and the market will be over standard such as salary that was the highest in the province. Moreover Panapasert had provided social security coverage and safety at the workplace, (3) Panapasert did not have a program to create the motivation directly. (4) Managements agree that there as some stress in the working area because of the workload. (5) Management believes that there was some career path available, but only for a few. From management level most employees do not like to take

responsibility. (6) Most of the employees are not well educated and live with no goal setting.

Post- ODI Phase

Findings from the interviews with management team, they believe that the ODI activities were useful in many areas. First, they helped management to think more about employees. Second, they helped setting up those formal activities to create motivation. Third, they helped decrease conflicts between employees and supervisor. Finally, they helped create employee motivation.

Findings from interviews with employees, showed that the employees were more satisfied in motivation area. They feel that management level care about them more over they feel happier to work for the organization because they get something in return.

5.1.2 Finding from the Pre- and Post- ODI: Working Condition

Next it shows the research question from working conditions before and after ODI implementation.

Pre- ODI Phase

The working conditions, the management agrees that it needs to be improved, although most of the facilities are standard. However they think that restrooms and working areas need to be improved. Dust is one of the major problems that they think should be improved. Organizations did provide the mask for everyone. However staffs never use them because the weather is hot and it uncomfortable.

Findings from the questionnaires from Pre- ODI, employees are concerned with their health and they feel that the facilities are of lower standard.

Post- ODI Phase

The owner renovated the facilities in the organization and made some announcements about the future development plans.

Findings from interviews with management team, they feel that there are a big difference between Pre and Post ODI. They feel that employees were more satisfied in this area. They saw the differences between Pre- and Post ODI, they were active to meet the objective.

Findings from the interviews with employees shows that employees are happier to work in their working areas. The facilities were a lot better than before (restroom, cafeteria) and they thought that management was concerned for them. They are waiting for a new renovation in the future.

5.1.3 Finding from the Pre- and Post- ODI: Performance

Pre- ODI

Job performance is the major problem in the organization. From the management perspective they agree that it needs to be improved as soon as possible because they think it can affect sales volume. There are many problems such as (1) delay, (2) poor quality of product, (3) wrong specification, and (4) sales volume decrease. Management thinks that the employees need to understand the area that they take responsibility. Sometimes there were some rotations in the working areas when supervisors call off. The staffs who work in the lower level step up and take over his place.

Post- ODI

Findings from the interviews with the management team, they agree those training programs were working. They were confident about the substitution that could step up for the supervisor. They feel that employees were happy to train because they got skills and overtime.

Findings from employees; they love to train because they feel that it makes them have higher skills. Moreover, they feel that training programs made them understand the role and responsibilities and avoid conflicts with supervisors. They felt that it was another step for them to be able to get promoted. Finally they loved that organization pays them to train.

For new junior employees, they appreciated the training program because it helps them learn new things and they feel that they can make things right in further task.

5.2 Conclusions

From the above summary, with a support from the quantitative findings (table 4. 9– 4. 15), it could be concluded that there were significant increases between Pre- and Post ODI phase.

Pre- ODI

- The employees did not want to take any responsibility.
- The employees did not have goal setting.
- The employees were not happy about salary.
- The employees did not get enough training.
- The employees had conflict with supervisor.

- The employees worried about their health condition.
- The employees are unhappy about the facilities.
- The employees did not get a formal reward.
- The employees had low skills in their work task.

Post ODI

- The employees wanted to take a responsibility.
- The employees had goal setting.
- The employees were happy about salary.
- The employees got enough training.
- The employees decreased their conflict with supervisor.
- The employees did not concern about their health condition.
- The employees happy about the facilities.
- The employees got a formal reward.
- The employees had higher skills in their work task.

5.3 Recommendations

Although, there were a significant differences between Pre- and Post ODI phase, some areas were not complete. Since the limitation of timeline, the purpose activities might be not effective enough to offer all plans. Although employees seemed to be more satisfied, management could not get it passed in time, therefore the researcher would recommended the follow

For short- term solutions

5.3.1 The organization should concern about cleaning routine that has been set up to be able to keep the facilities in a good condition. It was easy to renovate the facilities but it's hard to keep them in a good condition.

5.3.2 Management should continue the training program that has been set. This was a learning center for employees, which it was the center that create the motivation and performance for the organization.

5.3.3 Supervisors should send a weekly report about employees' performance to the management in the meeting to grade the performance.

5.3.4 Management should check the fairness about the grading about employees' performance. Therefore, employees who work hard might stop working if supervisor treat them unfairly.

5.3.5 Management should keep their promises about renovation of the working area (floor)

For long term solution

5.3.6 Management team should set a new type of training to make employees ready to expand a product line for the organization.

5.3.7 Organization should create more career path within the organization.

Management should create more positions so the employees are able to set a career goal.

5.3.8 Management should keep track about working performance, to create a new reward.

5.3.9 Management should listen to employees' opinions about everything to be able to gather important information for the future.

5.3.10 Management team should be send to seminar about the field that they take a responsibility to be able to gain more knowledge and bring something new to the organization.

For next possible solution

5.3.10 From the limitation of timeline, only motivation, performance, and working conditions were studied, but not the deeper level which it is relationship among employees, employees and supervisor, and within supervisor. Relationship is also an important role; “an interpersonal relationship is a relatively long-term association between two or more people. This association may be based on emotions like love and liking, regular business interactions, or some other types of social commitment. Interpersonal relationships take place in a great variety of contexts” (http://en.wikipedia.org/wiki/Interpersonal_relationship, 2008). It can cause conflict in the future.

5.3.11 Since Panapasert is a medium company with few management team, a strong performance of them are needed. Another possible ODI is on leadership skill of supervisor it includes type of management they are, their weakness and strength. Moreover, an EQ “EQ actually stands for Emotional Intelligence Quotient. Much like an intelligence quotient, or IQ, an EQ is said to be a measure of a person’s emotional intelligence” (<http://www.wisegeek.com/what-is-an-emotional-quotient-eq.htm>) it will show how they can deal with the situation among hand by control their emotion.

5.4 Research Reflection

Since to the sales volume has decreased in Panapasert Factory and the researcher is interest in people management area, the research topic “The Impact of

OD Intervention on Motivation, Working Conditions, and Performance: The Case of Panapasert Factory” was selected. The researcher composed five chapters: starting from the first chapter to give background of the study including a global context, regional context, Thailand context, company background, current situation and problem, the second chapter to refer to some related literature and conceptual framework, the third chapter to introduce the method and process to get require data, the fourth chapter to present the finding and the last chapter to summarize the research.

To gain the data it requires two types of data sources in this research. First was secondary data, which the researcher studied from the textbooks, on- line journals, and websites. The second was primary data. There were two methods used to receive primary data. First was from the interview. This was not difficult because the management was available at the factory. The second were questionnaires to all employees. Researcher translated questionnaire from English to Thai and sent them to people fluent in Thai and English to collect. The difficult part was a change before distributing the questionnaires; thirty employees were out for their personal business and did not come back on time. However that was not a big problem because the researcher could wait and collect all copies.

After receiving the data, the following steps were used. The researcher used SPSS software to ensure the correct output. The finding of Pre- and Post ODI was presented in form of SPSS table and also in bar chart to better understanding.

Panapasert was far from Bangkok, the researcher had to visit that many times for meeting, data collection, interviews, and observations. Time is important. The management team gave a high support to this study, the researcher could get details in every area, everyone was willing to share their ideas and they feel safe to talk. Researcher completed all variables that had been set for this study.

5.5 Personal Reflection

Since selecting the research topic, the researcher had in mind not to just get the masters degree, however get something real and to be able to apply in real life. When it came to a real approach, the researcher gained knowledge from real activities.

Firstly the researcher felt that it was hard to adapt the knowledge that had learnt in class to adapt and use in real situations. In real situations the researcher felt that knowledge that had been learned from the class can be used smoothly. The entire textbooks that had been kept in the closet can be use again. All instruments were important and can be used.

The researcher had gained huge knowledge during the research. Since the beginning, the researcher has learnt the importance of information. To start doing things, the researcher needed to start from data gathering, reading many textbooks and journals, the researcher gained more knowledge.

When collecting data, the researcher had to exercise communication and persuasion skills in the meeting. Moreover the researcher learnt about the culture of organization as well. The researcher has learned that, an organization is very detailed and deep. To understand the root problems in an organization, the researcher needs many factors. Owner, management, and staff were very important to every step. To be able to do that the researcher needs to offer trust to them. Make them feel that the researcher was willing to help them solve problems.

For return on investment, as the problem was sales volume decrease and waste of raw materials, the researcher hopes that next year the organizations sales volume will increase by reducing waste in production activities, and better quality of products, and on time delivery.

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APPENDICES



Appendix A: Interview Guild (for Management Team)

Please express you opinion on these following topics:

General

1. Your view on SWOT Analysis of organization.
2. Your view of current situation in the organization.
3. Employees issue in your department.
4. Overall employee performance in your department.

Motivation

1. Your view on employees' motivation in your department.
2. Complain of employees and work task in your department.
3. Reward setting in your department.
4. Relationship among employees and supervisors in your department.
5. Activities should be added in your department.

Working Condition

1. Your view on organization working condition.
2. Complain in your department.

Performance

1. Method using to measure employee performance in your department.
2. Your view about training program in department
3. Problem that you are facing in past 3 months.

Appendix B: Attitude Survey

Please answer these following questions.

Part 1: General Data

- 1) Age
- | | |
|----------|----------|
| 1) < 20 | 2) 21-30 |
| 4) 31-40 | 4) >40 |
- 2) Gender
- | | |
|---------|-----------|
| 1) Male | 2) Female |
|---------|-----------|
- 3) Education
- | | |
|-------------------|--------------------|
| 1) Primary school | 2) high school |
| 3) Diploma degree | 4) Bachelor degree |
- 4) Income
- | | | |
|-----------------------------|----------------|----------------|
| 1) Lower than 8000
10000 | 2) 8000- 10000 | 3) higher than |
|-----------------------------|----------------|----------------|
- 5) Area of working
- | | | | |
|---------------|---------------|--------------|----------|
| 1) Production | 2) Accounting | 3) Marketing | 4) Sales |
|---------------|---------------|--------------|----------|

Part 2: Motivation

- 6) I do my best when my job assignment is fairly difficult
- | | | | | | |
|-------------------|---|---|---|---|----------------|
| Strongly Disagree | 1 | 2 | 3 | 4 | Strongly Agree |
|-------------------|---|---|---|---|----------------|
- 7) My salary is suited for my assignment
- | | | | | | |
|-------------------|---|---|---|---|----------------|
| Strongly Disagree | 1 | 2 | 3 | 4 | Strongly Agree |
|-------------------|---|---|---|---|----------------|
- 8) I have an extra bonus when I do a special assignment
- | | | | | | |
|-------------------|---|---|---|---|----------------|
| Strongly Disagree | 1 | 2 | 3 | 4 | Strongly Agree |
|-------------------|---|---|---|---|----------------|
- 9) I like a challenging assignment
- | | | | | | |
|-------------------|---|---|---|---|----------------|
| Strongly Disagree | 1 | 2 | 3 | 4 | Strongly Agree |
|-------------------|---|---|---|---|----------------|
- 10) My boss treat my fairly
- | | | | | | |
|-------------------|---|---|---|---|----------------|
| Strongly Disagree | 1 | 2 | 3 | 4 | Strongly Agree |
|-------------------|---|---|---|---|----------------|
- 11) I am happy with my work life
- | | | | | | |
|-------------------|---|---|---|---|----------------|
| Strongly Disagree | 1 | 2 | 3 | 4 | Strongly Agree |
|-------------------|---|---|---|---|----------------|
- 12) I am fairly paid with what I do
- | | | | | | |
|-------------------|---|---|---|---|----------------|
| Strongly Disagree | 1 | 2 | 3 | 4 | Strongly Agree |
|-------------------|---|---|---|---|----------------|
- 13) My salary is always increasing
- | | | | | | |
|-------------------|---|---|---|---|----------------|
| Strongly Disagree | 1 | 2 | 3 | 4 | Strongly Agree |
|-------------------|---|---|---|---|----------------|

Part 3: Performance

14) I try very hard to improve on my past performance at work

Strongly Disagree 1 2 3 4 Strongly Agree

15) I often solve the problem instead of avoiding

Strongly Disagree 1 2 3 4 Strongly Agree

16) I understand the role of my responsibility

Strongly Disagree 1 2 3 4 Strongly Agree

17) I prefer to do my own work instead of doing for other

Strongly Disagree 1 2 3 4 Strongly Agree

18) I have enough ability to do my job

Strongly Disagree 1 2 3 4 Strongly Agree

19) I usually find my job is too easy

Strongly Disagree 1 2 3 4 Strongly Agree

20) I find my job suited for me

Strongly Disagree 1 2 3 4 Strongly Agree

21) I usually follow the right order from my supervisor

Strongly Disagree 1 2 3 4 Strongly Agree

22) I have enough and up to date equipment to use in my work

Strongly Disagree 1 2 3 4 Strongly Agree

Part4: Working condition

Worker

23) The restrooms are adequate for the employees

Strongly Disagree 1 2 3 4 Strongly Agree

24) The cafeteria is adequate for the employees

Strongly Disagree 1 2 3 4 Strongly Agree

25) I have an opportunity to take care of the facilities

Strongly Disagree 1 2 3 4 Strongly Agree

26) I help maintain the restroom clean

Strongly Disagree 1 2 3 4 Strongly Agree

27) I help maintain the cafeteria clean

Strongly Disagree 1 2 3 4 Strongly Agree

28) The facilities have no impact on my working condition

Strongly Disagree 1 2 3 4 Strongly Agree

29) Most of the restrooms are always in good condition

Strongly Disagree 1 2 3 4 Strongly Agree

30) The cafeteria is always in good condition

Strongly Disagree	1	2	3	4	Strongly Agree
31) I like to work in my working area					
Strongly Disagree	1	2	3	4	Strongly Agree
32) I don't have health problem last month					
Strongly Disagree	1	2	3	4	Strongly Agree
33) I am not worried about my safety when I come to work					
Strongly Disagree	1	2	3	4	Strongly Agree

Management

34) The protection to avoid accident in using the machine is enough					
Strongly Disagree	1	2	3	4	Strongly Agree
35) Employees don't have any comments about facilities					
Strongly Disagree	1	2	3	4	Strongly Agree
36) The proper instructions on how to use the machines are provided					
Strongly Disagree	1	2	3	4	Strongly Agree
37) Restrooms are maintained in a good condition					
Strongly Disagree	1	2	3	4	Strongly Agree
38) Most of the facilities (restrooms, cafeteria) are clean					
Strongly Disagree	1	2	3	4	Strongly Agree

แบบสอบถาม

แบบสอบถามนี้เป็นส่วนหนึ่งของรายงานการวิจัย (วิทยานิพนธ์) ของนักศึกษาปริญญาโทของมหาวิทยาลัยอัสสัมชัญ
วัตถุประสงค์ของการวิจัยในครั้งนี้คือ เพื่อสอบถามทัศนคติ ความพึงพอใจและแรงจูงใจของพนักงาน ในการทำงานที่โรงงานนี้

ข้อมูลที่ได้ในครั้งนี้ส่วนที่เป็นข้อมูลส่วนตัวจะถูกเก็บรักษาเป็น
ความลับส่วนที่เป็นผลคะแนนจะถูกรวบรวมเพื่อนำเสนอต่อผู้บริหารของโรงงานเพื่อประโยชน์ในการพัฒนาองค์กรต่อไป

ขอขอบพระคุณอย่างสูงในการสละเวลาในการตอบแบบสอบถามในครั้งนี้

ส่วนที่ 1: ข้อมูลส่วนตัว

1. อายุ

- | | |
|-------------------|------------------|
| 1) น้อยกว่า 20 ปี | 2) 21- 30 ปี |
| 3) 31- 40 ปี | 4) มากกว่า 40 ปี |

2. เพศ

- | | |
|--------|---------|
| 1) ชาย | 2) หญิง |
|--------|---------|

3. การศึกษา

- | | |
|----------------------------|--------------|
| 1) ประถม | 2) มัธยมต้น |
| 3) ปวช, ปวส, หรืออนุปริญญา | 4) ปริญญาตรี |

4. เงินเดือนที่ได้รับ

- | | |
|------------------|----------------|
| 1) น้อยกว่า 8000 | 2) 8000- 10000 |
| 3) มากกว่า 10000 | |

5. พื้นที่รับผิดชอบ

- | | |
|----------------|--------------|
| 1) ฝ่ายผลิต | 2) ฝ่ายบัญชี |
| 3) ฝ่ายการตลาด | 4) ฝ่ายขาย |

ส่วนที่ 2 แรงจูงใจในการทำงาน

6. คุณทำงานเต็มความสามารถเมื่องานที่ได้รับมอบหมายไม่จนซากเกินไป

ไม่เห็นด้วย 1 2 3 4 5 เห็นด้วย

7. เงินเดือนที่คุณได้รับมีความเหมาะสม

ไม่เห็นด้วย 1 2 3 4 5 เห็นด้วย

8. คุณได้รับเงินพิเศษเมื่อทำงานนอกเหนือจากงานปกติ

ไม่เห็นด้วย 1 2 3 4 5 เห็นด้วย

9. คุณชอบงานที่มีความท้าทาย

ไม่เห็นด้วย 1 2 3 4 5 เห็นด้วย

10. หัวหน้าปฏิบัติต่อคุณอย่างเท่าเทียมกับคนอื่น

ไม่เห็นด้วย 1 2 3 4 5 เห็นด้วย

11. คุณมีความสุขกับงานที่ทำอยู่

ไม่เห็นด้วย 1 2 3 4 5 เห็นด้วย

12. เงินที่คุณได้รับเหมาะสมกับความยากของงาน

ไม่เห็นด้วย 1 2 3 4 5 เห็นด้วย

13. เงินเดือนที่คุณได้รับปรับขึ้นเสมอ

ไม่เห็นด้วย 1 2 3 4 5 เห็นด้วย

ส่วนที่3 ผลงาน

14. คุณพยายามพัฒนาตนเองจากช่วงที่ผ่านมาอย่างสุดความสามารถ

ไม่เห็นด้วย 1 2 3 4 5 เห็นด้วย

15. คุณไม่หลีกเลี่ยงปัญหาที่พบ

ไม่เห็นด้วย 1 2 3 4 5 เห็นด้วย

16. คุณมีความเข้าใจในหน้าที่ที่ต้องรับผิดชอบอย่างชัดเจน

ไม่เห็นด้วย 1 2 3 4 5 เห็นด้วย

17. คุณพอใจเลือกทำงานของตัวเองมากกว่าทำให้ผู้อื่น

ไม่เห็นด้วย 1 2 3 4 5 เห็นด้วย

18. คุณมีความสามารถเพียงพอกับงานที่ได้รับมอบหมาย

ไม่เห็นด้วย 1 2 3 4 5 เห็นด้วย

19. คุณพบว่างานของคุณง่ายเกินไปเมื่อเปรียบเทียบกับความสามารถของคุณ

ไม่เห็นด้วย 1 2 3 4 5 เห็นด้วย

20. คุณพบว่างานของคุณเหมาะสมกับตัวคุณ

ไม่เห็นด้วย 1 2 3 4 5 เห็นด้วย

21. คุณทำงานได้ตรงตามคำสั่งของหัวหน้าเป็นประจำ

ไม่เห็นด้วย 1 2 3 4 5 เห็นด้วย

22. อุปกรณ์ในการปฏิบัติงานทันสมัยและเพียงพอสำหรับคุณ

ไม่เห็นด้วย 1 2 3 4 5 เห็นด้วย

ส่วนที่4 สถานที่ทำงาน

เฉพาะพนักงานและคนงาน

23. ห้องน้ำมีเพียงพอสำหรับพนักงาน

ไม่เห็นด้วย 1 2 3 4 5 เห็นด้วย

24. สถานที่รับประทานอาหารเพียงพอสำหรับพนักงาน

ไม่เห็นด้วย 1 2 3 4 5 เห็นด้วย

25. คุณมีโอกาสในการดูแลสิ่งแวดล้อมต่างๆ

ไม่เห็นด้วย 1 2 3 4 5 เห็นด้วย

26. คุณดูแลความสะอาดของห้องน้ำเป็นอย่างดี

ไม่เห็นด้วย 1 2 3 4 5 เห็นด้วย

27. สิ่งอำนวยความสะดวกต่างๆไม่มีผลต่อการทำงานของ

ไม่เห็นด้วย 1 2 3 4 5 เห็นด้วย

28. ห้องน้ำส่วนใหญ่อยู่ในสภาวะที่

ไม่เห็นด้วย 1 2 3 4 5 เห็นด้วย

29. คุณชอบที่ได้ทำงานในพื้นที่ของคุณ

ไม่เห็นด้วย 1 2 3 4 5 เห็นด้วย

30. เครื่องดื่มที่คุณไม่มีปัญหาสุขภาพ

ไม่เห็นด้วย 1 2 3 4 5 เห็นด้วย

31. คุณไม่กังวลต่อความปลอดภัยเมื่อมาทำงาน

ไม่เห็นด้วย 1 2 3 4 5 เห็นด้วย

เฉพาะฝ่ายบริหาร

32. การป้องกันการเกิดอุบัติเหตุในการใช้เครื่องจักรกลมีเพียงพอ

ไม่เห็นด้วย 1 2 3 4 5 เห็นด้วย

33. พนักงานไม่มีการร้องเรียนเกี่ยวกับสิ่งอำนวยความสะดวก

ไม่เห็นด้วย 1 2 3 4 5 เห็นด้วย

34. มีการแสดงคู่มือในการใช้เครื่องจักรแสดงไว้ให้เห็นชัดเจน

ไม่เห็นด้วย 1 2 3 4 5 เห็นด้วย

35. ห้องน้ำมีคุณภาพอยู่ในสถานะภาพที่ดี

ไม่เห็นด้วย 1 2 3 4 5 เห็นด้วย

36. สิ่งอำนวยความสะดวกส่วนใหญ่ (ห้องน้ำ, โรงอาหาร) มีความสะอาด

ไม่เห็นด้วย 1 2 3 4 5 เห็นด้วย

Source

Bhudnamphueng, Chatphoo- Miphong (2005) The impact of Organization Development Intervention on Employee Motivation, Job Satisfaction and Job Performance: A Case Study of ABC Printing Company. Thesis. Assumption University

Appendix C: Photos of facilities before ODI



Appendix C: Photos of facilities after ODI



Appendix D: Example of training program

Date	Training Program	Trainer
6- 10 Oct 1600-1800	Training 1- Wood cutting skill (beginner)	Supervisor
13-17 Oct 1600- 1800	Training 2- Wood cutting skill (intermediate)	Supervisor
20 –24 Oct 1600-1800	Training 3- Technical skill for machine	Supervisor
27 Oct- 6 Nov 1600-1800	Overall training	Supervisor
Date	Section	Required Participants
4-5 October	Restroom	Production department
29-31 December	Working area (Floor)	Production department
4-5 October	Add sign	Production department

Appendix E: Example of Reward Activity

REWARD ACTIVITY	
Rewards	Conditions
Monthly post “Employee of the month” voted by supervisor	<ul style="list-style-type: none">• The voted employees will get 500 baht cash as a reward.• Employees who got highest score in 6 months will get promoted
Special half day off	<ul style="list-style-type: none">• For those whose overtime higher than 20 hours in a month
Special one day off	<ul style="list-style-type: none">• For those whose overtime higher than 30 hours in a month



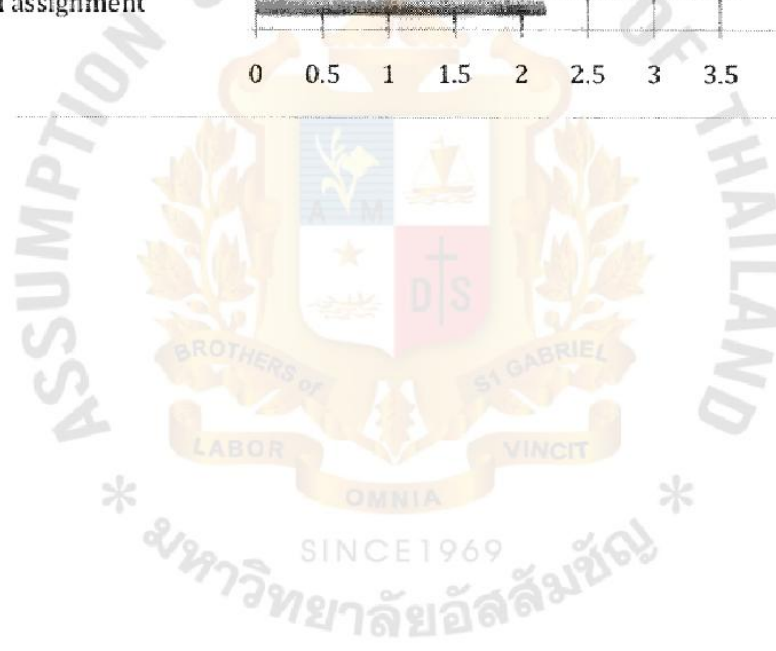
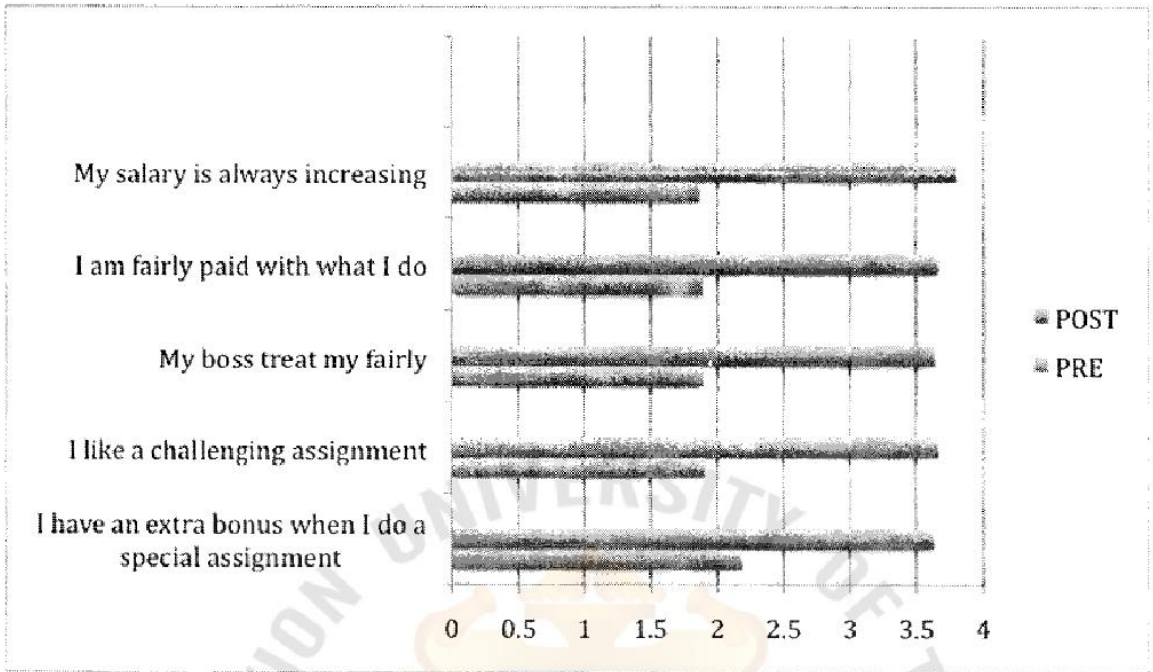
Appendix F: Timeline

Activities	Sep	Oct	Nov	Dec
Pre – ODI Questionnaire-				
Distribution, Collection and Data Analysis	25-27			
ODI				
<ul style="list-style-type: none"> Activities purposed to the management level and the owner 	28			
Implementation				
1) Reward Setting Activities				
- Introduce to each department head		1 Oct		
- Post the activities on the announcement board		(2-7 Oct)		
- Trial Period		(6 Oct -6 Nov)		
2) Training Schedule				
- Introduce to each department head		1 Oct		
- Add unique program to fit to each department		(2-7 Oct)		
- Trial Period		(6 Oct -6 Nov)		
4) Change Physical setting				
- Introduce to each department head		1 Oct		
- Invent a new type of masks		3 Oct		
- Renovate the restroom		(4-5 Oct)		
- Renovate working area (floor)				(29-31Dec)

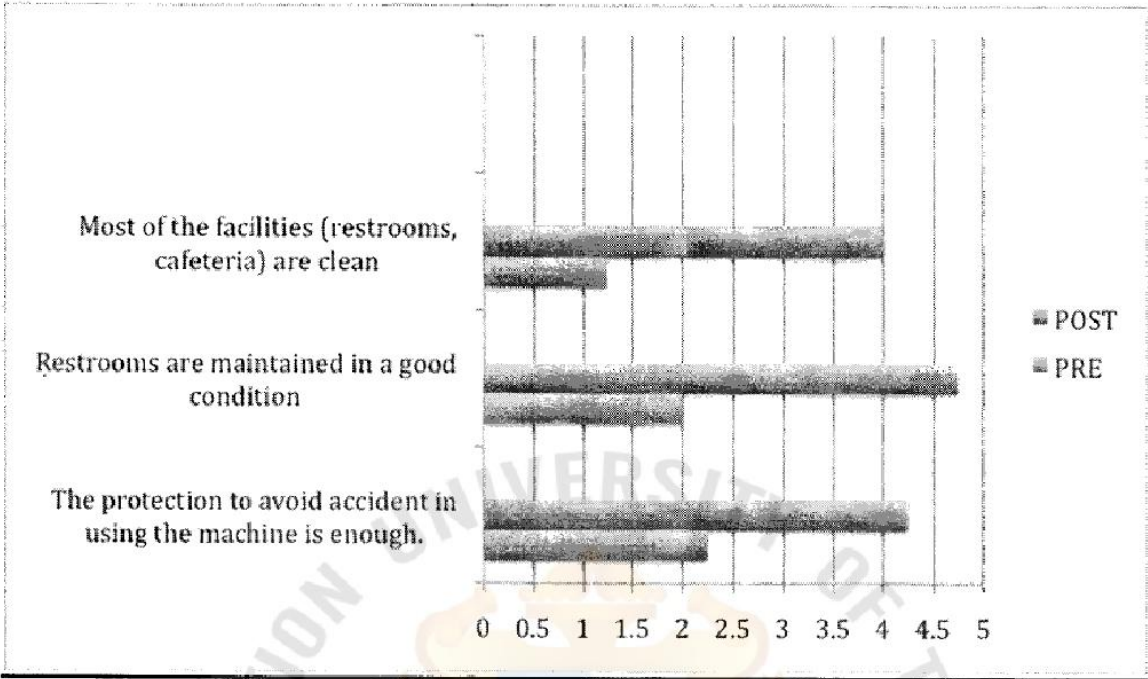
<ul style="list-style-type: none"> - Add the notice sign on the machines - Announce for build more restroom - Make a turn to clean restroom 		6 Oct (2-7 Oct) 6 Oct		
Post- ODI Questionnaire- Distribution, Collection and Data Analysis			7 Nov	



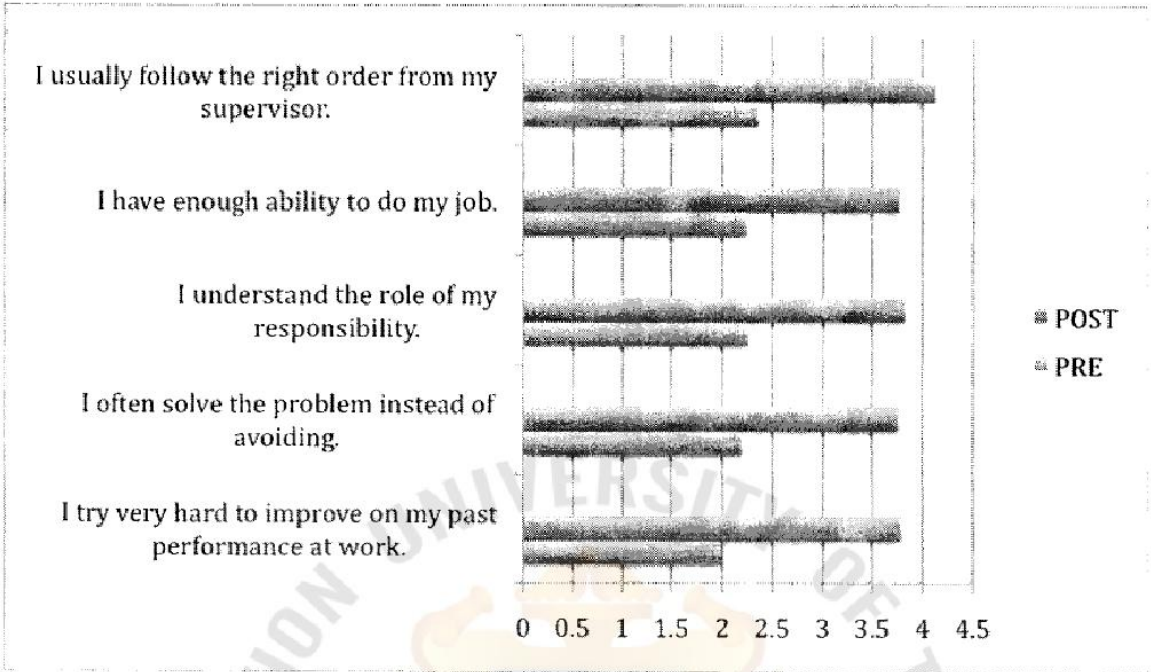
Appendix G: Motivation factors (Pre and Post- ODI)



Appendix H: Working Condition factors (Pre and Post- ODI)



Appendix I: Performance factors (Pre and Post- ODI)



Appendix J: SPSS Output

Frequency Table

age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	21-30 year	99	70.71	70.71	70.71
	31-40 year	29	20.71	20.71	91.43
	40 up	12	8.57	8.57	100.00
	Total	140	100.00	100.00	

sex

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	male	110	78.57	78.57	78.57
	female	30	21.43	21.43	100.00
	Total	140	100.00	100.00	

education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	primary	112	80.00	80.00	80.00
	middle	8	5.71	5.71	85.71
	diploma	14	10.00	10.00	95.71
	bachelor's degree	6	4.29	4.29	100.00
	Total	140	100.00	100.00	

salary

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	less 8000	112	80.00	80.00	80.00
	8000-10000	22	15.71	15.71	95.71
	10000	6	4.29	4.29	100.00
	Total	140	100.00	100.00	

section

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	produce	124	88.57	88.57	88.57
	account	6	4.29	4.29	92.86
	sale	10	7.14	7.14	100.00
	Total	140	100.00	100.00	

PART2
Frequencies

Statistics

	N		Mean	Std. Deviation
	Valid	Missing		
6	140	0	3.29	1.10
7	140	0	3.29	1.32
8	140	0	2.91	1.00
9	140	0	2.79	1.13
10	140	0	2.77	1.18
11	140	0	2.86	1.13
12	140	0	2.77	1.19
13	140	0	2.84	1.23

6

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	improvement	13	9.29	9.29	9.29
	fair	18	12.86	12.86	22.14
	good	37	26.43	26.43	48.57
	very good	59	42.14	42.14	90.71
	excellent	13	9.29	9.29	100.00
	Total	140	100.00	100.00	

7

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	improvement	18	12.86	12.86	12.86
	fair	24	17.14	17.14	30.00
	good	26	18.57	18.57	48.57
	very good	43	30.71	30.71	79.29
	excellent	29	20.71	20.71	100.00
	Total	140	100.00	100.00	

8

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	improvement	12	8.57	8.57	8.57
	fair	38	27.14	27.14	35.71
	good	43	30.71	30.71	66.43
	very good	45	32.14	32.14	98.57
	excellent	2	1.43	1.43	100.00
	Total	140	100.00	100.00	

9

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid improvement	23	16.43	16.43	16.43
fair	31	22.14	22.14	38.57
good	44	31.43	31.43	70.00
very good	36	25.71	25.71	95.71
excellent	6	4.29	4.29	100.00
Total	140	100.00	100.00	

10

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid improvement	25	17.86	17.86	17.86
fair	30	21.43	21.43	39.29
good	49	35.00	35.00	74.29
very good	24	17.14	17.14	91.43
excellent	12	8.57	8.57	100.00
Total	140	100.00	100.00	

11

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid improvement	20	14.29	14.29	14.29
fair	31	22.14	22.14	36.43
good	45	32.14	32.14	68.57
very good	36	25.71	25.71	94.29
excellent	8	5.71	5.71	100.00
Total	140	100.00	100.00	

12

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid improvement	29	20.71	20.71	20.71
fair	23	16.43	16.43	37.14
good	47	33.57	33.57	70.71
very good	33	23.57	23.57	94.29
excellent	8	5.71	5.71	100.00
Total	140	100.00	100.00	

13

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid improvement	28	20.00	20.00	20.00
fair	25	17.86	17.86	37.86
good	39	27.86	27.86	65.71
very good	38	27.14	27.14	92.86
excellent	10	7.14	7.14	100.00
Total	140	100.00	100.00	

PART3

Frequencies

Statistics

	N		Mean	Std. Deviation
	Valid	Missing		
14	139	1	2.89	1.10
15	139	1	2.99	1.04
16	139	1	3.05	1.12
17	139	1	3.04	1.06
18	139	1	3.01	1.08
19	139	1	3.06	1.12
20	139	1	3.14	1.21
21	139	1	3.25	1.26
22	139	1	3.29	1.35

14

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid improvement	14	10.0	10.07	10.07
fair	46	32.9	33.09	43.17
good	24	17.1	17.27	60.43
very good	51	36.4	36.69	97.12
excellent	4	2.9	2.88	100.00
Total	139	99.3	100.00	
Missing missing	1	.7		
Total	140	100.0		

15

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	improvement	7	5.0	5.04	5.04
	fair	46	32.9	33.09	38.13
	good	37	26.4	26.62	64.75
	very good	40	28.6	28.78	93.53
	excellent	9	6.4	6.47	100.00
	Total	139	99.3	100.00	
Missing	missing	1	.7		
Total		140	100.0		

16

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	improvement	13	9.3	9.35	9.35
	fair	31	22.1	22.30	31.65
	good	44	31.4	31.65	63.31
	very good	38	27.1	27.34	90.65
	excellent	13	9.3	9.35	100.00
	Total	139	99.3	100.00	
Missing	missing	1	.7		
Total		140	100.0		

17

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	improvement	9	6.4	6.47	6.47
	fair	37	26.4	26.62	33.09
	good	43	30.7	30.94	64.03
	very good	39	27.9	28.06	92.09
	excellent	11	7.9	7.91	100.00
	Total	139	99.3	100.00	
Missing	missing	1	.7		
Total		140	100.0		

18

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	improvement	15	10.7	10.79	10.79
	fair	27	19.3	19.42	30.22
	good	46	32.9	33.09	63.31
	very good	43	30.7	30.94	94.24
	excellent	8	5.7	5.76	100.00
	Total	139	99.3	100.00	
Missing	missing	1	.7		
Total		140	100.0		

19

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	improvement	13	9.3	9.35	9.35
	fair	30	21.4	21.58	30.94
	good	45	32.1	32.37	63.31
	very good	37	26.4	26.62	89.93
	excellent	14	10.0	10.07	100.00
	Total	139	99.3	100.00	
Missing	missing	1	.7		
Total		140	100.0		

20

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	improvement	14	10.0	10.07	10.07
	fair	33	23.6	23.74	33.81
	good	29	20.7	20.86	54.68
	very good	45	32.1	32.37	87.05
	excellent	18	12.9	12.95	100.00
	Total	139	99.3	100.00	
Missing	missing	1	.7		
Total		140	100.0		

21

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	improvement	15	10.7	10.79	10.79
	fair	26	18.6	18.71	29.50
	good	32	22.9	23.02	52.52
	very good	41	29.3	29.50	82.01
	excellent	25	17.9	17.99	100.00
	Total	139	99.3	100.00	
Missing	missing	1	.7		
Total		140	100.0		

22

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	improvement	15	10.7	10.79	10.79
	fair	31	22.1	22.30	33.09
	good	27	19.3	19.42	52.52
	very good	31	22.1	22.30	74.82
	excellent	35	25.0	25.18	100.00
	Total	139	99.3	100.00	
Missing	missing	1	.7		
Total		140	100.0		

PART4.1
Frequencies

Statistics

	N		Mean	Std. Deviation
	Valid	Missing		
23	132	8	2.93	1.11
24	132	8	2.95	1.06
25	132	8	2.83	1.29
26	132	8	2.95	1.16
27	132	8	2.83	1.23
28	132	8	2.73	1.14
29	132	8	2.89	1.17
30	132	8	2.98	1.36
31	132	8	3.04	1.36

23

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	improvement	5	3.6	3.79	3.79
	fair	60	42.9	45.45	49.24
	good	16	11.4	12.12	61.36
	very good	41	29.3	31.06	92.42
	excellent	10	7.1	7.58	100.00
	Total	132	94.3	100.00	
Missing	missing	8	5.7		
Total		140	100.0		

24

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	improvement	5	3.6	3.79	3.79
	fair	55	39.3	41.67	45.45
	good	20	14.3	15.15	60.61
	very good	45	32.1	34.09	94.70
	excellent	7	5.0	5.30	100.00
	Total	132	94.3	100.00	
Missing	missing	8	5.7		
Total		140	100.0		

25

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	improvement	27	19.3	20.45	20.45
	fair	29	20.7	21.97	42.42
	good	28	20.0	21.21	63.64
	very good	36	25.7	27.27	90.91
	excellent	12	8.6	9.09	100.00
	Total	132	94.3	100.00	
Missing	missing	8	5.7		
Total		140	100.0		

26

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	improvement	13	9.3	9.85	9.85
	fair	42	30.0	31.82	41.67
	good	26	18.6	19.70	61.36
	very good	40	28.6	30.30	91.67
	excellent	11	7.9	8.33	100.00
	Total	132	94.3	100.00	
Missing	missing	8	5.7		
Total		140	100.0		

27

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	improvement	22	15.7	16.67	16.67
	fair	37	26.4	28.03	44.70
	good	24	17.1	18.18	62.88
	very good	40	28.6	30.30	93.18
	excellent	9	6.4	6.82	100.00
	Total	132	94.3	100.00	
Missing	missing	8	5.7		
Total		140	100.0		

28

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	improvement	24	17.1	18.18	18.18
	fair	31	22.1	23.48	41.67
	good	37	26.4	28.03	69.70
	very good	36	25.7	27.27	96.97
	excellent	4	2.9	3.03	100.00
	Total	132	94.3	100.00	
Missing	missing	8	5.7		
Total		140	100.0		

29

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	improvement	17	12.1	12.88	12.88
	fair	40	28.6	30.30	43.18
	good	21	15.0	15.91	59.09
	very good	48	34.3	36.36	95.45
	excellent	6	4.3	4.55	100.00
	Total	132	94.3	100.00	
Missing	missing	8	5.7		
Total		140	100.0		

30

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	improvement	25	17.9	18.94	18.94
	fair	29	20.7	21.97	40.91
	good	20	14.3	15.15	56.06
	very good	40	28.6	30.30	86.36
	excellent	18	12.9	13.64	100.00
	Total	132	94.3	100.00	
Missing	missing	8	5.7		
Total		140	100.0		

31

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	improvement	23	16.4	17.42	17.42
	fair	31	22.1	23.48	40.91
	good	14	10.0	10.61	51.52
	very good	46	32.9	34.85	86.36
	excellent	18	12.9	13.64	100.00
	Total	132	94.3	100.00	
Missing	missing	8	5.7		
Total		140	100.0		

PART4.2
Frequencies

Statistics

	N		Mean	Std. Deviation
	Valid	Missing		
32	8	132	3.25	1.16
33	8	132	3.25	1.67
34	8	132	3.38	1.06
35	8	132	3.38	1.60
36	8	132	2.63	1.51

32

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	fair	3	2.1	37.50	37.50
	good	1	.7	12.50	50.00
	very good	3	2.1	37.50	87.50
	excellent	1	.7	12.50	100.00
	Total	8	5.7	100.00	
Missing	missing	132	94.3		
Total		140	100.0		

33

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	improvement	1	.7	12.50	12.50
	fair	3	2.1	37.50	50.00
	very good	1	.7	12.50	62.50
	excellent	3	2.1	37.50	100.00
	Total	8	5.7	100.00	
Missing	missing	132	94.3		
Total		140	100.0		

34

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	fair	2	1.4	25.00	25.00
	good	2	1.4	25.00	50.00
	very good	3	2.1	37.50	87.50
	excellent	1	.7	12.50	100.00
	Total	8	5.7	100.00	
Missing	missing	132	94.3		
Total		140	100.0		

35

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	improvement	1	.7	12.50	12.50
	fair	2	1.4	25.00	37.50
	good	1	.7	12.50	50.00
	very good	1	.7	12.50	62.50
	excellent	3	2.1	37.50	100.00
	Total	8	5.7	100.00	
Missing	missing	132	94.3		
Total		140	100.0		

36

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	improvement	3	2.1	37.50	37.50
	fair	1	.7	12.50	50.00
	very good	4	2.9	50.00	100.00
	Total	8	5.7	100.00	
Missing	missing	132	94.3		
Total		140	100.0		

T-TEST1
T-Test

Group Statistics

A		N	Mean	Std. Deviation	Std. Error Mean
6	before	70	2.71	1.09	.13
	after	70	3.87	.76	9.08E-02
7	before	70	2.56	1.29	.15
	after	70	4.03	.87	.10
8	before	70	2.19	.73	8.70E-02
	after	70	3.63	.64	7.66E-02
9	before	70	1.91	.76	9.04E-02
	after	70	3.67	.65	7.81E-02
10	before	70	1.90	.78	9.36E-02
	after	70	3.64	.82	9.77E-02
11	before	70	2.01	.79	9.43E-02
	after	70	3.71	.68	8.18E-02
12	before	70	1.89	.84	.10
	after	70	3.66	.74	8.84E-02
13	before	70	1.87	.82	9.74E-02
	after	70	3.80	.71	8.54E-02

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
6	Equal variances assumed	18.729	.000	-7.277	138	.000	-1.16	.16	-1.47	-.84
	Equal variances not assumed			-7.277	123.129	.000	-1.16	.16	-1.47	-.84
7	Equal variances assumed	21.439	.000	-7.908	138	.000	-1.47	.19	-1.84	-1.10
	Equal variances not assumed			-7.908	120.689	.000	-1.47	.19	-1.84	-1.10
8	Equal variances assumed	.419	.519	-12.445	138	.000	-1.44	.12	-1.67	-1.21
	Equal variances not assumed			-12.445	135.811	.000	-1.44	.12	-1.67	-1.21
9	Equal variances assumed	.280	.598	-14.709	138	.000	-1.76	.12	-1.99	-1.52
	Equal variances not assumed			-14.709	135.131	.000	-1.76	.12	-1.99	-1.52
10	Equal variances assumed	.908	.342	-12.885	138	.000	-1.74	.14	-2.01	-1.48
	Equal variances not assumed			-12.885	137.749	.000	-1.74	.14	-2.01	-1.48
11	Equal variances assumed	.027	.871	-13.618	138	.000	-1.70	.12	-1.95	-1.45
	Equal variances not assumed			-13.618	135.267	.000	-1.70	.12	-1.95	-1.45
12	Equal variances assumed	2.431	.121	-13.210	138	.000	-1.77	.13	-2.04	-1.51
	Equal variances not assumed			-13.210	135.697	.000	-1.77	.13	-2.04	-1.51
13	Equal variances assumed	3.624	.059	-14.889	138	.000	-1.93	.13	-2.18	-1.67
	Equal variances not assumed			-14.889	135.660	.000	-1.93	.13	-2.18	-1.67

T-TEST2
T-Test

Group Statistics

A	N	Mean	Std. Deviation	Std. Error Mean
14 before	69	1.99	.65	7.86E-02
	70	3.79	.61	7.31E-02
15 before	69	2.20	.70	8.41E-02
	70	3.76	.69	8.25E-02
16 before	69	2.26	.87	.10
	70	3.83	.72	8.63E-02
17 before	69	2.28	.73	8.73E-02
	70	3.80	.75	9.01E-02
18 before	69	2.25	.86	.10
	70	3.77	.66	7.93E-02
19 before	69	2.22	.80	9.66E-02
	70	3.90	.68	8.18E-02
20 before	69	2.26	.96	.12
	70	4.01	.69	8.26E-02
21 before	69	2.36	1.01	.12
	70	4.13	.76	9.08E-02
22 before	69	2.41	1.23	.15
	70	4.16	.77	9.24E-02

Independent Samples Test										
		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
14	Equal variances assumed	.681	.411	-16.783	137	.000	-1.80	.11	-2.01	-1.59
	Equal variances not assumed			-16.775	136.125	.000	-1.80	.11	-2.01	-1.59
15	Equal variances assumed	.688	.408	-13.197	137	.000	-1.55	.12	-1.79	-1.32
	Equal variances not assumed			-13.196	136.906	.000	-1.55	.12	-1.79	-1.32
16	Equal variances assumed	2.614	.108	-11.580	137	.000	-1.57	.14	-1.84	-1.30
	Equal variances not assumed			-11.565	131.863	.000	-1.57	.14	-1.84	-1.30
17	Equal variances assumed	.012	.914	-12.149	137	.000	-1.52	.13	-1.77	-1.28
	Equal variances not assumed			-12.153	136.921	.000	-1.52	.13	-1.77	-1.28
18	Equal variances assumed	7.152	.008	-11.680	137	.000	-1.53	.13	-1.78	-1.27
	Equal variances not assumed			-11.658	127.495	.000	-1.53	.13	-1.78	-1.27
19	Equal variances assumed	2.968	.087	-13.313	137	.000	-1.68	.13	-1.93	-1.43
	Equal variances not assumed			-13.298	133.069	.000	-1.68	.13	-1.93	-1.43
20	Equal variances assumed	10.191	.002	-12.329	137	.000	-1.75	.14	-2.03	-1.47
	Equal variances not assumed			-12.300	123.164	.000	-1.75	.14	-2.04	-1.47
21	Equal variances assumed	8.826	.004	-11.631	137	.000	-1.77	.15	-2.07	-1.47
	Equal variances not assumed			-11.607	126.044	.000	-1.77	.15	-2.07	-1.47
22	Equal variances assumed	10.390	.002	-10.073	137	.000	-1.75	.17	-2.10	-1.41
	Equal variances not assumed			-10.041	114.311	.000	-1.75	.17	-2.10	-1.41

T-TEST3.1
T-Test

Group Statistics					
A	N	Mean	Std. Deviation	Std. Error Mean	
23 before	66	2.02	.45	5.50E-02	
	66	3.85	.75	9.22E-02	
24 before	66	2.06	.46	5.66E-02	
	66	3.85	.66	8.15E-02	
25 before	66	1.80	.79	9.71E-02	
	66	3.85	.77	9.47E-02	
26 before	66	2.02	.69	8.50E-02	
	66	3.89	.68	8.40E-02	
27 before	66	1.82	.70	8.61E-02	
	66	3.83	.69	8.52E-02	
28 before	66	1.85	.81	9.95E-02	
	66	3.62	.60	7.41E-02	
29 before	66	1.91	.67	8.29E-02	
	66	3.88	.57	7.00E-02	
30 before	66	1.88	.90	.11	
	66	4.08	.66	8.17E-02	
31 before	66	1.97	.98	.12	
	66	4.11	.66	8.12E-02	

Independent Samples Test										
		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
23	Equal variances assumed	18.686	.000	-17.073	130	.000	-1.83	.11	-2.05	-1.62
	Equal variances not assumed			-17.073	106.065	.000	-1.83	.11	-2.05	-1.62
24	Equal variances assumed	6.638	.011	-18.017	130	.000	-1.79	9.92E-02	-1.98	-1.59
	Equal variances not assumed			-18.017	115.911	.000	-1.79	9.92E-02	-1.98	-1.59
25	Equal variances assumed	.914	.341	-15.080	130	.000	-2.05	.14	-2.31	-1.78
	Equal variances not assumed			-15.080	129.920	.000	-2.05	.14	-2.31	-1.78
26	Equal variances assumed	.660	.418	-15.725	130	.000	-1.88	.12	-2.12	-1.64
	Equal variances not assumed			-15.725	129.982	.000	-1.88	.12	-2.12	-1.64
27	Equal variances assumed	.152	.697	-16.631	130	.000	-2.02	.12	-2.25	-1.78
	Equal variances not assumed			-16.631	129.986	.000	-2.02	.12	-2.25	-1.78
28	Equal variances assumed	1.024	.313	-14.291	130	.000	-1.77	.12	-2.02	-1.53
	Equal variances not assumed			-14.291	120.099	.000	-1.77	.12	-2.02	-1.53
29	Equal variances assumed	1.357	.246	-18.157	130	.000	-1.97	.11	-2.18	-1.76
	Equal variances not assumed			-18.157	126.478	.000	-1.97	.11	-2.18	-1.76
30	Equal variances assumed	4.120	.044	-15.925	130	.000	-2.20	.14	-2.47	-1.92
	Equal variances not assumed			-15.925	119.335	.000	-2.20	.14	-2.47	-1.92
31	Equal variances assumed	4.319	.040	-14.734	130	.000	-2.14	.14	-2.42	-1.85
	Equal variances not assumed			-14.734	114.090	.000	-2.14	.14	-2.42	-1.85

T-TEST3.2
T-Test

Group Statistics				
A	N	Mean	Std. Deviation	Std. Error Mean
32 before	4	2.25	.50	.25
	4	4.25	.50	.25
33 before	4	1.75	.50	.25
	4	4.75	.50	.25
34 before	4	2.50	.58	.29
	4	4.25	.50	.25
35 before	4	2.00	.82	.41
	4	4.75	.50	.25
36 before	4	1.25	.50	.25
	4	4.00	.00	.00

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
32	Equal variances assumed	.000	1.000	-5.657	6	.001	-2.00	.35	-2.87	-1.13
	Equal variances not assumed			-5.657	6.000	.001	-2.00	.35	-2.87	-1.13
33	Equal variances assumed	.000	1.000	-8.485	6	.000	-3.00	.35	-3.87	-2.13
	Equal variances not assumed			-8.485	6.000	.000	-3.00	.35	-3.87	-2.13
34	Equal variances assumed	1.000	.356	-4.583	6	.004	-1.75	.38	-2.68	-.82
	Equal variances not assumed			-4.583	5.880	.004	-1.75	.38	-2.69	-.81
35	Equal variances assumed	.158	.705	-5.745	6	.001	-2.75	.48	-3.92	-1.58
	Equal variances not assumed			-5.745	4.973	.002	-2.75	.48	-3.98	-1.52
36	Equal variances assumed	9.000	.024	-11.000	6	.000	-2.75	.25	-3.36	-2.14
	Equal variances not assumed			-11.000	3.000	.002	-2.75	.25	-3.55	-1.95



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