A STUDY OF COMMUNICATION SHARING, ORGANIZATIONAL ALIGNMENT AND COOPERATION BETWEEN THE PARENT AND SUBSIDIARY COMPANIES : A CASE STUDY

by

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A Thesis Submitted in Partial Fulfillment
of the Requirements for the Degree of

Master of Management

Graduate School of Business
Assumption University
Bangkok Thailand

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ABSTRACT

This study examined the relationships among Communication Sharing (policy, policy implementation, and information on company updates), Cooperation (use of resources, and expertise), and Organizational Alignment (purpose, people, and processes) of a Parent and Subsidiary Companies in Bangkok, Thailand. In order to understand the relationships among these variables, concepts were reviewed and synthesized to form the conceptual framework. A questionnaire consisted of forty-five questions was designed based on the conceptual framework. The respondents of this study were all full-time employees of the Parent and Subsidiary Companies whose business practice support to each other. One hundred thirty sets of questionnaires were distributed, one hundred and thirty completed questionnaires were returned, representing 100 percent of total population.

The research statistical technique used were the descriptive method in order to describe demographic profile of population while Chi-square was used to determine the significant relationship between Communication Sharing, Cooperation, and Organizational Alignment. Overall results analysis indicated that respondents of both Companies showed there is a significant relationship between Communication Sharing and Use of Resources. There is a significant relationship between Communication Sharing and Organizational alignment. Finally, there is no significant relationship between Use of Resources and Organizational Alignment.

The results of findings are summarized and concluded. For recommendation can be the tool or information to develop the organization management or any person who wants to study on the related research in the future.

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CHAPTER 1

INTRODUCTION

GENERALITIES OF THE TOPIC

1.1 Global Reality

Amidst the improving outlook of the US economy, rising exports and private investment, Thailand's economy is expected to grow by between 2% and 3% in 2002, according to the NESDB (March, 2002). The expected recovery of the US economy in the second half of 2002 had reduced the downside risk for world economic conditions. Even though, the impact of the September 11th, 2001 event and prolonged global economic contraction have exacerbated the weakened economy, the Thai Gross Domestic Profit in the last two quarters anticipated to register a lower growth rate than year 2001. However, the ripple effect onto the real estate market was minimal. The overall market showed greater equilibrium and rentals and capital values were fairly unchanged (Lasalle, 2002).

The global housing market during the 4th quarter, 2001 started to show signs of uncertainty but was not significantly affected by the September 11th, 2001 attacks on the US. Market demand has developed at a slower movement while supply and construction activity seems to remain on an upward trend. Meanwhile, it shows positive results of low interest rates and other government policies designed to boost demand (Lasalle, 2002).

1.2 National Reality

During 1997-2000, Thailand's economy took a turn for the worse situation, job losses and business closures rose sharply. Thai property developers faced with falling consumer purchasing power, a slumping stock market, and rising interest rates. The country's liquidity crisis put a large number of projects on hold. However, the lease market- including both serviced and non-serviced apartments- has wealthered the economic storm better than most sectors because it was not in an oversupply situation. Thailand at that time was in a painful economic slump, which has depressed the property market. Prices and rents have plunged with unprecedented discounts of up to 50% being offered in order to liquidate stock. In an effort to resolve country's problems, the government is implementing an economic programme under the guidance of the International Monetary Fund (IMF), the government pledged to reduce interest rates as part of a drive to increase liquidity and enhance exports. (Property Focus Bangkok, July 1998)

In 2001, negative effects were expected to be clearer in terms of poorer investment climate, employment rate and consumer spending. Thailand's economic growth was expected to slow down. Bank of Thailand (BOT) has continuously revised its forecast of 2001 GDP growth downward from 4.0-4.5% (Q4-00) to 3.0-4.5% (Q1-01) and to only 1.3-1.8% at present. The unemployment rate was forecasted to increase to 3.9% or 1.3 million persons at the end of 2001, according to the Ministry of Labor and Social Welfare. Despite the fact that housing is one of life's necessities, uncertainties over Thailand's economy are likely to delay the buying decision. Low interest rates and other government policies are expected to stimulate demand to the certain degree, but affordability and consumer confidence are more important factors. The demand growth is likely to continue to decelerate, with a slightly lower average sale/ project expected. Competition next year should be stronger, and well-established developers with sufficient fund and experience will have an advantage. (Housing Focus Research Paper, December 2001)

In 2002, Thailand's continuous economic growth has created more investment in both private and public sectors, which has resulted in the expansion of both local and foreign real estate businesses. Higher demand and higher land costs together with advanced technology have stimulated a higher level of housing project supply with modern and large scheme development entering the market. (Far Eastern Economic Review, August 2001)

1.3 The Governmental Policy Commitment to Maintain Economic Stability.

In order for the economy to achieve target for growth with stability, and to lay favorable foundations of investment atmosphere in the future, Thai government has given priorities for property stimulating initiatives action as the following main issues:
(http://www.joneslanglasalle.co.th/company_overview_bkkmart.html)

The Establishment of Regional Operating Headquarters (ROH)

The cabinet endorsed a package on December 11, 2001 with the Royal Decree to take effect at the beginning of 2002. The proposed tax incentives include:

- A reduction in corporate income tax to 10% from 30%.
- An adjustment of personal income tax collected from foreign experts from the current progressive rate to a 15% flat rate for no more than two years from the first to the last day of employment.
- Tax exemptions on dividends transferred from subsidiaries to the ROH, and also those offered by the ROH to overseas branches.
- An immediate 25% depreciation of the value of fixed assets at the time of purchase or transfer, with the remaining depreciation to be incurred gradually over 20 years.

Tax Reduction

Currently in use with an exception for specific business tax, which has not been announced in the Royal Gazette (January, 2002).

- Extension of the period for the reduction in (i) official registration fee for sale/transfer of real properties (from 2% to 0.01%) and (ii) specific business tax (from 3.3% to 0.11%) from December 31, 2001 to December 31, 2002.
- Reduction of official registration fees for mortgage of real properties from 1% to 0.01%.

- Reduction of official registration fees for sale/transfer of office buildings with or without land from 2% to 0.01%, provided that such office buildings duly obtained construction permits under the law on building control.

Other Tax Measures

These included deductible allowances for interest on housing loans up to Baht 50,000, exemption of VAT, Specific Business Tax and stamp duties for Type IV Property Funds.

For Thai Government policies encourage low mortgage rate, good financing condition by extending the longer- term mortgage rate and special operating tax for companies which have affect in appreciation home values and have made buying a home attractive for many prospective buyers. As well as to strengthened trade relations to be one of the largest Asian investor hub as being a nice place to live especially with Japan and China. Together with strong private investment and development by stimulating small/ medium enterprise (SME) development and leading to sustainable economic development. Infrastructure development sector, Thailand is now pursuing key mega-transportation projects in order to strengthen infrastructure services such as; Railway links between China and Singapore all passing through Thailand which is designed as a gateway to the region and a major hub operations, new Bangkok International Airport. Underground monorail.

NPLs in the Real Estate Sector

The Thai Asset Management Corp (TAMC) should accelerate the restructure policy, over the past few years, stated- owned banks had generally proved less effective at debt restructuring than privately- owned institutions. This year TAMC expects to restructure 500 billion baht worth of assets this year, with 50 billion baht completed date. (Yodchai Chusri, TAMC's managing director: Bangkok Post, Business section, March 2002)

Promotion of Industrial and Services Relocation

A new policy initiative of the Government is the promotion of private sector role in the decentralization efforts; therefore, the main approaches on decentralization aiming to improve quality of life and job opportunity of the rural population. (Jones, 2002)

In the 21st century, many international real estate companies around the world have to put out branches caused by more global competitions amongst the organizations in the same industry. The current environment of competition and scarce resources in land acquisition requires management to manage the organization differently to be effective and support the company uphold. Several companies are no longer expecting that product and services that succeeded in the past will remain practicable in the future without improving or changing. The current environment of competition and scarce resources in business requires company to behave differently to be effective and support its operation.

Companies go about meeting challenges and making continued business improvement. Many global corporations have realized not only having its core business operation, but also having another joint venture or merging companies as another underline businesses in order to diversify its business.

Thailand's Real Estate Situation

The past 2001 had witnesses a recovery in performance of many segment of the property development industry, despite the impact of the US terrorist attrack on September 11 and the negative investment sentiment caused by the concern over the instability of the US economy, which would adversely affect Thailand's export performance. Many believe the possible impact on Thai exports would decelerate the pace of the economic growth. Single- detached home segment, especially those targeting middle- to high- income earners, saw the highest demand improvement among other real estate sectors in 2001. It is believed that the target group still has adequate purchasing power, despite the cloudy economic atmosphere.

Meanwhile, land prices remained quite stable against the previous year, leaving property prices in the similar direction. Downside risk remains as a number of property developers are planning new projects, which will likely result in a large demand entering the market soon. Overall, the competition in this market segment is expected to be fierce among large- scale developer- both listed and non-listed, for example, Land & House, Quality House, Asian Property, Panjasab, Golden Land and Nobel, while small player could have less role in the market due to limited capital and manpower. The apartment for rent segment, was also continuously in great demand, especially from the expatriate group. Occupancy rate of apartments in prime areas such as Sukhumvit, Sathorn, Silom and Surawongse was as high as 90%, while competition level was only moderate due to limited supply. New projects hardly entered the market due to much higher construction cost, which would limit number of new peojects in the next couple years. The only significant competition movement in the prime- grade aprtment segment seen is that several apartment owners have renovated and upgraded their projects in a bid to raise rent.

The market of condominium in the Central Business Disrict of Bangkok (CBD) shown evident sign of improvement also due to the limited supply, especially high-quality condominium projects whose prices were comply with costs related land acquisition and construction. It si expected that prices tend to increase in the next 2 years and supply from financially troubled and unfinished projects will possibly enter the market soon after developers conclude debt restructuring deal with their creditors.

Contruction cost could be regared as the main cost of the property development industry. Since Thailand fell into an economic crisis in 1997, construction cost has dramatically increased, especially cost related construction of high- rise building, which requires imported materials. Meanwhile, local made goods prices alos incresed in line with energy and material costs. (Sansiri's Annual Report, 2002)

Background of the Company

The Parent Company involved in this study was established in 1984 by two of Thailand's leading real estate groups took the bold step of joining forces with a vision of redefining excellence in property development. By collaborating with Thai Danu Bank Plc. in 1998, this company diversified from its flagship business of real estate development into property management, asset management and property brokerage. The Parent Company made a major structure change in 1999 when it entered into Subscription Agreement with an American venture capital. Under this agreement, the Company granted them an option to subscribe and/ or designate its affiliates to subscribe for the shares in the company that, in aggregate, could make up 51% of the total paid up capital of the company. The option will expire on December 31, 2002.

In 2000, the Parent Company had diversified from its flagship business of real estate development into Internet related- business scheme. By joined force with an Internet Service Provider in Thailand, setting up a Subsidiary Company which is developing a real estate portal web site in order to establish the country's first online real estate marketplace which provides information on home and housing. Sections in web site comprise Property, which involves property search, sale and brokerage services, Financing, the instant mortgage application and other personal financial services, Home Services, the service directory, Décor & Garden, home improvement tips and Lifestyles, a variety of articles and tools related to every day life. Therefore, with this emergence, the Parent Company is involved in four groups of businesses, comprising property development, project management, property management and E-business and related investment schemes. In managing its subsidiaries, the Parent

Company allows managing director of the Subsiaries to have full management authority, monitoring their operations only sending company management to attend board of directors' meeting of those ventures at the Parent Company office.

Today as a group of integrated property development businesses at the forefront of the Thai real estate market, a corporation with a policy of steady expansion that consistently yields 360° high quality products and services to playing a leading role in the industry. Therefore, the Parent and Subsidiary companies engage in the real estate development business, which have shared the policy, resources, expertise, and group of customers. To breakdown the type of businesses can be categorized into 7 groups:

- **Real estate for sales**

  Comprised residential condominium in the central business district "CBD"
- **Real estate for long term lease and short term rents**

  Comprised office building and residential condominium.
- **Project management services**

  The company has prominent and professional consultant team architects, engineers, security, interior designer, sales, marketing, and legal teams to advice and to manage all real estate projects to the preference of the customers or the landowner.
- **Single- detached house project**

  To serve continued and growing demand as well as the government's measure such as reducing transfer fees from 2% to 0.01% and bank seeking to extend housing credit is favorable period of time to the Parent Company to expand its business.

The Parent and Subsidiary Companies have daily interaction to each other in terms of business operation by supporting from Parent Company's real estate database , expertise, reputation and market information assist Subsidiary Company to create insightful online web portal, in vice versa Subsidiary Company is acting as a one-stop service for all needs related to home and home services for consumer to search for properties, home buying and selling helper program, brokerage services, instant mortgage application and related products and services. In order to enhance communication sharing, cooperation and organizational aligment between companies, the Parent and Subsidiary Companies have asserted a connection among each others by making use of both offline and online methods which include formal letter, memo, suggestion box, newsletter, grapevine, bulletin board, meetings, Intranet as internal public folder and internet as internal and external methods, respectively. They have realized the essential value to align the organizational purpose, people and proceses in order to share and inform about company news and information between themselves.

The researcher worked with the Subsidiary Company for two years and is currently working at the Parent Company for five months. The researcher having the experience working in both companies saw the need to explore possibilities on how to enhance the sharing of policy, information on company update, resources, expertise between Parent and Subsidiary Companies to have the alignment in terms of purpose, people and processes.

Research Objectives

Drawing from the discussion with the Human Resources Manager, the Parent Company issue was raised concerning with the relationship between the Parent and Subsidiary Companies which now being focused as a challenge issue of the Parent Company. On daily basis, both Parent and Subsidiary Companies have to work autonomously to support each other, sometimes the Parent Company takes for granted in supporting Subsidiary Company's operation and vice versa. For example, when people from Subsidiary Company ask for information and cooperation from people at Parent Company, they are being ignored at the same time this kind of response may lead both companies to inefficiency to align their business and be competitive as expected. This research has raised such an issue and would specially attempt:

- To identify related factors of communication sharing and cooperation related to organizational alignment between the Parent and the Subsidiary Companies in order to improve their business relationship in terms of the policy, policy implementation, and information on company updates, use of resources and expertise in order to gain organizational alignment.

Statement of Research Problems

The main purpose of this study was to determine the relationship of communication sharing, cooperation and organizational alignment of the Parent and the Subsidiary Companies in Bangkok. Specifically, this study sought answers to the following questions.

1. Is there a significant relationship between communication sharing and cooperation between the Parent and Subsidiary Companies?

2. Is there a significant relationship between communication sharing in terms of

   a) Policy

   b) Policy Implementation

   c) Information on Company Updates

   and organizational alignment in term of purpose, people and processes for Parent and Subsidiary Companies?

3. Is there a significant relationship between cooperation in terms of

   a) Use of Resources

   b) Expertise

   and organizational alignment in term of purpose, people and processes for Parent and Subsidiary Companies?

Research Hypotheses

Ha 1: There is a significant relationship between communication sharing and cooperation of the Parent and the Subsidiary Companies.

Ha 2: There is a significant relationship between communication sharing in terms of policy, policy implementation and information on company updates, and organizational alignment in terms of purpose, people and processes for Parent and Subsidiary Companies.

Ha 3: There is a significant relationship between cooperation in terms of use of resources and expertise, and organizational alignment in terms of purpose, people and processes for Parent and Subsidiary Companies.

Scope and limitation of the study

This study takes into account communication sharing, cooperation and the organizational alignment issues. Furthermore, the study is designed to involve everybody from both Parent and Subsidiary Companies including: -

Ninety (90) target respondents who will be involved in the Parent Company and forty (40) in the Subsidiary Company, this will represent the total number of full-time employees who have been working in Parent and Subsidiary Companies more than 1 year. Therefore, total of one hundred and thirty (130) questionnaires will be distributed to all target respondents as 100% population of both companies. Both the Parent and Subsidiary Companies are located in Bangkok, Thailand.

As limitation of this study, the difficulties, which are foreseen by the researcher, are the following:

1) Location of the respondents: Some respondents are out in the field most of the time; therefore, it is difficult to collect the data from them.

2) Respondent: There will possibly be a gap between management's point of view and that of the employees' in answering the questionnaire.

Significance of the Study

This study will be beneficial to both the Parent and Subsidiary Companies. This will enable the management of both companies to promote communication sharing, cooperation and organizational alignment to improve their competitiveness in the market. The benefit of the research can be classified as: -

1. For management and shareholders, the findings will serve in clearing up some of the problems, and give critical aspects consequence to management to utilize the existing resources, expertise and facilities efficiently.

2. For employees who have direct involvement in both Parent and Subsidiary Companies, the study will lead to knowledge, create positive relationship to the importance of communication sharing, cooperation in order to improve their role, performance and also gain organizational alignment.

3. For other companies, the study will also be a guideline for both Thai parent company having subsidiary companies and would like to implement the study to create a better relationship for their organizations.

Definition of Terms

These are the following definitions of the relevant terms, which explain in the study in order to prevent misunderstanding of the reader.

Communication Sharing: refers to the process of sharing information between the Parent and Subsidiary Companies specifically in terms of policy, policy implementation and information on company updates.

Policy: refers to the guidelines formulated to insure proper implementation of company regulations and strategies like policies on human resources, business operation, and management.

Policy Implementation: refers to the way the companies put into operation of the policies.

Information on Company Updates: refers to exchange or linkage of company's news and updates.

Cooperation: refers to sharing in the use of resources and expertise between the Parent and Subsidiary Companies.

Use of Resource: refers to the use of financial resources, and facilities.

Expertise: refers to working skills, experiences and manpower between the Parent and Subsidiary Companies.

Organizational Alignment: refers to the relationship between two or more companies which features cooperation and mutual support in terms of purpose and processes between Parent and Subsidiary Companies.

Purpose: refers to the company's direction and common goals which every unit is expected to serve and achieve.

People: refers to the human resources of the organization who have to implement and sustain organizational alignment in both Parent and Subsidiary Companies.

Processes: refers to core basic work flows under individual organization's responsibility which support both Parent and Subsidiary Companies.

CHAPTER 2

REVIEW OF THE LITERATURE

According to Hurst (1996) suggested some parent companies have their subsidiary companies located far away from the main office. It is essential for companies to maintain, updates and information regarding policies, strategies of implementing such policies for organizational alignment and efficiency. The success of any parent and subsidiary companies relationship depend on communication sharing and cooperation between them. Equally crucial to such relationship in how well is communication being carried out? Where the messages properly and timely delivered and expressed? When received, were they properly interpreted?

2.1 Communication Sharing

The word communication in a dictionary, shown several definitions, including "an act or instance of transmitting" and "a process by which information is exchanged between individuals through a common system of symbols, signs, or behaviors." The critical feature of an organization may seem an obvious one- that is, an organization consists of two or more people. However, it is a critical one to include, as social collectivities behave in a manner that is substantially different from that of individuals. At the most basic level, social collectivities require some level of understanding, cooperation, and communication to act together. The complexity of the task increases by leaps and bounds as the needs and desires of additional individuals must be taken into account. Thus, it is important to consider the notion of a collectivity—whether that collectivity is two partners managing a catering business or a multinational corporation employing many thousands worldwide (Pfeffer & Salancik, 1978).

Understanding organizational communication is important fro a variety of reasons, First, organizations are now paying special interest to the function of communication. As communication scholars Bachrach and Aiken (1977) suggested, most of the daily routines inside organizations entail information exchange and coordination. Additionally, leaders of organizations understand the importance of fostering an understanding of the dynamics of organizational communication throughout every level of management. They believe that an understanding and appreciation for the process of communication is critical to an organization's success. Communication has traditionally been defined as "behavior". It has been suggested that we "cannot not communicate" (Watzlawick, Beavin, & Jackson, 1967, p. 49), just as we cannot not behave. Behavior has no opposite. According to this perspective, every act, both conscious and unconscious, contains information that is then interpreted by a receiver.

Communication with another person is called interpersonal or dyadic communication. Some scholars imply that the most common type of communication to function as both a sender and receiver. The message is the information provided, the channel is usually sight and sound, and feedback is the response provided by each member of the dyad. Other examples of interpersonal communication in organizations are, for instance, talking with our supervisor about sales meeting, standing by the coffee machine discussing the recent company new projects, or updating with new policy changes (Adler & Rodman, 1994).

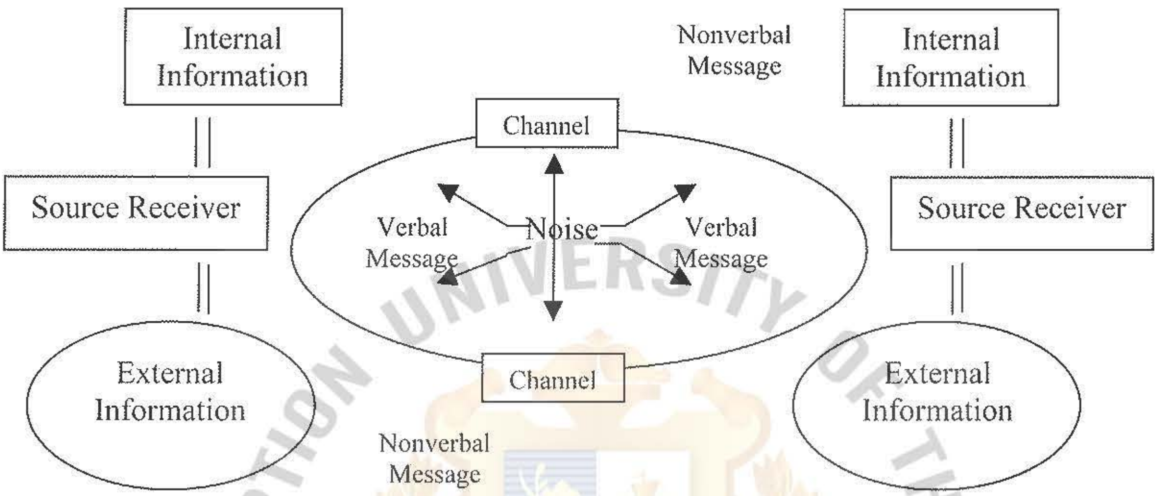
Small group communication occurs whenever a small number of people come together for a purpose. Small group consists of several sender/ receivers. With the addition of more people, the communication becomes more complicated. Since the group is together for a specific purpose, the messages are generally a bit more structures than in interpersonal communication. The Traditional types of communication occurring in organizations, can be further grouped into the primary "forms", or categories of communication sharing in organization (Lesikar, 1976), (1) Internal- operational communication: consists of "structured communication within the organization directly related to achieving the organization's work goals" (Lesikar, 1976: p, 9) Example of this type of organizational communication are inter-departmental communications, department needs to inform superiors and subordinates if important information which is most often done through memos, reports, e-mail, and telephone calls all intended to serve the function of coordinating efforts and achieving the working goals are related to the form of communication sharing. (2) External- operational communication is that communication structured and concerned with achieving the organization's work goals, or interorganizational activity (Lesikar, 1976). It refers to the communication the organization engages in with its subsidiary company, the public, its customers, vendors, and the press.

Communication is seen as the glue holding the systems and subsystems together, allowing for units to function in sync with each other. Danials and Spiker, 1994 states communication defines the organization. It is the mean through which the subsystem organizes themselves and work together. It is the means through which homeostasis is maintained and wholeness is achieved. It shares freely throughout the hierarchy (Tracy, 1989).

Figure 2.1 adapted from Dean Barnlund's (1962) model, represent the conception of organizational communication as transaction. We no longer see the process as being either linear or circular. The crux of the transaction model is that we are; simultaneously and continuously share between both sender and receiver. It can depict two individuals engaged in a transaction. Each person is both simultaneously a sender and a receiver. Each person emits nonverbal and verbal messages, and each person possesses internal information such as experiences, attitudes, and ideas that influence how messages are encoded and decided. Each person also perceives external information such as the location, the time, and any cues related to the context that affects how messages are encoded and encoded. Noise is anything that interfaces with the transmission or reception of the message. These elements, taken together, give us a picture of communication as a transaction between companies also (Hybels & Weaver, 1992).

<u>Figure 2.1</u>: Communication as transaction.

<u>Source</u>: Barnlund, D. (1962). <u>Toward a meaning- centered philosophy of communication</u>. Journal of communication, 12, 197- 211.



Communication sharing within organization was usually downward and used for direction and control. Upward communication was mostly cosmetic in that it was not truly valued by those higher up. Communication was used to guide and provide direction s well as to convey feeling of belongingness (Gibson & Hodgetts, 1991).

It has already been noted that organizations develop their own cultures, with language, rituals, and styles of communications (Frost et al., 1985; Morgan, 1986: Ott, 1989). It is clear that organizations attempt to share and socialize their personnel so that communication problems are minimized (Pascale, 1985). Despite the presence of a common culture and socialization efforts, however, organizations contain the seeds of communication problem when their vertical and horizontal components are considered

Vertical Communication

Patterns of vertical communication have received a good deal of attention, primarily because they are so vital in organizational operations, from the length of organizational structure, power, and leadership, it should be evident that the vertical element is a crucial organizational fact of life. Since communication is also crucial, the vertical element intersects in a most important way. Vertical communications in organizations involve both downward and upward flows. 1) Downward Communication: there are five elements of downward communication (Katz and Kahn, 1978: pp. 440-43). *The first* is the simple and common job instruction, in which a subordinate is told what to do either through direct orders, training sessions, or job descriptions. *The second* element is move subtle and less often stressed. It involves the rationale for task and its relationship to the rest of the organization. It is here that different philosophies of life affect how much this sort of information is communicated. *The third* element is information regarding procedures and practices within the organization. This is similar to the first element, in that it is relatively straightforward and no controversial. The fourth is a consistent part, which is feedback to individuals regarding their performance, when the feedback has a negative tone to it. The final element of downward communication involves attempts to indoctrinate subordinates into accepting and believing in the organization's (or the subunit's) goals. The intent here is to get the personnel emotionally involved in their work and add this to the motivational system (Katz & Kahn, 1978).

Upward and Downward Communication

Communication up the line takes many forms. It can be reduced, however, to what people say (1) about themselves, their performance, and their problems, (2) about others and their problems, (3) about organizational practices and policies, and (4) about what needs to be done and how it can be done (Katz & Kahn, 1978)

The most obvious problem in upward communication is *hierarchy*. People are unlikely to pass information up if it will be harmful to themselves or their peers. Thus, hierarchy affects the amount and kind of information that is likely to be passed upward. Information content is also related to hierarchy. Favorable information is passed upward, while unfavorable information, as well as more complete, more important information, tends to be passed laterally, rather than up or down the hierarchy (O'Reilly & Roberts, 1974). Whereas communications downward become more detailed and specific, those going up the hierarchy must become condensed and summarized. There is an interesting twist here. Computer- based information technology is increasingly important in the organizational communication and sharing. Management leave computer- based information to their staff and subordinates (March and Sproul, 1990). It is not clear what impact this has on the content of upward communication. The situation may also change as people who are comfortable with computers move into top management positions.

Horizontal Communication

Communications in organizations go in more directions than up and down. Horizontal and lateral communication is a regular and important facet of organizational life. Organizations are information- sharing systems; the communication in organizations contains elements that are strongly organizational and strongly individual. The organizational input into the communication sharing comes from the structured communication channels. For example, memos, bulletin board, meeting, public folder, e-mail, telephone and others factors that affect the sending, receiving, perception, and interpretation of communication. (Morgan, 1986)

Communication sharing is crucial for organizational managers and their work; Kanter (1997) found that the managers spent an overwhelming proportion of their time in communications. These communications have been shared usually involved face- to face interactions with subordinates, superiors, peers, and customers. There were also meetings of one kind or another. Mail and phone messages had to be answered. In short, the business of the managers is communication. It is estimated that some 80 percent of manager's time is spent on interpersonal communication (Klauss & Bass, 1982). As one moves to the top of organizations, the proportion of time devoted to communication decreases, it should be noted, of course, that the work of clerical personnel is overwhelmingly concerned with information sharing.

Communication is most important; therefore, in organizations and organizational segments that must deal with uncertainty, that are complex, and that have a technology that does permit easy routinization. Both external and internal characteristics affect the centrality of communication. The more an organization is people and idea oriented, the more important communication becomes. Even in a highly mechanized system, communications underlie the development and use of machines. Workers are instructed on usage, orders are delivered, and so on. Ignorance of the potentiality for distortion has been responsible for the failure of many organizational attempts to improve operations simply by utilizing more communications. Once the importance of communication was recognized, many organizations jumped on a communication bandwagon, believing that if sufficient communications were available to all members of the organization, everyone would know and understand what was going on and most organizational problems would disappear (Katz & Kahn, 1978: p, 430).

Information Tech.

Extensive attention has been given to the relationship of communication technologies on patterns of communication within the organization. The finding in this area stems from an earlier observation that new technologies augment existing technologies rather than replacing them. Because of this, organizations that adopt new communication technologies in sharing company's information are marked by an overall increase in the amount of communication (Rice & Case, 1983; Kraemer, 1982). For example, when video conferencing is available, it will be used in addition to face- to- face meeting (not instead of them), increasing the overall level of organizational communication.

More specific issues regarding communication patterns have also been investigated. For example, Rice and Case (1983) found that an electronic message system increased the prevalence of upward communication in the organization, and

Huber (1984) found that communication contacts were more diverse with communication sharing

2.1.1 Policy

A commonly accepted definition is: "A policy is a guide for carrying out action." It may express the values, philosophies, principles, and purposes of the organization (Higginson, 1966). General Electric provided one of the better definitions (General Electric Company, 1953-1955: p. 15):

> " A policy is definition of a common purpose for organization components or the company as a whole in matters where, in the interest of achieving both component and overall company objectives, it is desirable that those responsible for implementation exercise discretion and good judgment in appraising and deciding among alternate courses of action."

Policy is board guidelines to actions in the pursuit of objectives. They are general uses of action, and they stem directly from fulfilling objectives. In fact, policies are developed to ensure that the fulfilling objectives are achieved. Therefore, policy serves a key role in spelling out and clarifying fulfilling objectives. Policies therefore sharpen the meaning of the fulfilling objectives and guide specific decisions in a direction that supports the fulfilling objectives. Policy is required in an organization because of delegation of authority and for control purposes. A manager delegate's authority to his immediate subordinates, but his accountability for proper managerial performance is not delegated. Therefore, delegation requires cooperation and concerted effort between supervisors and subordinates, as well as cooperation of an environment (McNichols, 1975).

Policies are essential to organizations in order to ensure that daily decisions and actions are consistent with the organization's objectives, strategies and values. Organization policies help organizations to (Armstrong, 1982):

- Achieve efficiency;
- Co- ordinate activities;
- Communicate the desired image both internally and externally;
- Develop human resources- managers take responsibility, exercise discretion and develop themselves and others.

For each organization the components need to be examined for interrelationships and for mutual supportiveness. The following questions should be asked: Are the policies, procedures, and structures of companies consistent with the functional? Do the policies generate useful and timely information for company strategy? Is the policy defined in such a way as to take advantage of related company's? Do exist skills and competencies transferable to the related business upon mutual consistency? (Peters, 1980).

Whereas strategies are major actions or patterns of action, policies guide and channel the implementation of strategy and prescribe how processes within the organization will function and be administered, Thus, the term *policy* refers to organizational procedures, practices, and structure associated with implementation and executing strategy. For example, a strategy involving high quality products or services may have a policy of extensively monitoring services activities. Obviously, each strategy will require more than one policy to implement the strategy. Policies can also be defined as general procedures that are to be used in response to a particular type of stimulus. As with strategies, certain sets of procedures are linked to each other. One set might include various activities for monitoring or developing time, resources, quality, and quantity, in order to ensure progress. Policy refers not only to the implementing of strategy through procedures and practices, at also to the structure associated with administering and operating the organization on a day- to –day basis. The structure of an organization incorporates the coupling of tasks and procedures of members of the various coalitions and the resulting flow of information and authority. The technical tasks of operations, marketing, finance, research and development, and so on, must be arranged to make the organization strategically successful. One-way of doing this structurally is to gear the whole organization around those key tasks upon which strategic success or failure depends. Each organization has a set of issues, a way of defining its business (es), a number of coalitions, a network of goal structures, and a network of means, i.e. strategies and policies, to attain those negotiated goals. (Pain & Naumes, 1995)

Policy refers not only to the implementing is strategy through procedures and practices, but also to the structure associated with administering and operating the organization on a day- to- day basis, following are shared approach to develop continuing formation of company policy: (1) to help the managers design and implement methods for obtaining information on the state of the environment and the organization; (2) to feed back information to individual managers and to the entire company group; (3) to provide skill and expertise in designing information in sharing the chairmanship with operating managers and staff; (4) to share in analyzing information for developing solutions; (5) to identify developmental methods for improved communication and problem solving; and (6) to set as part of the staff for development program. (Peters, Thomas. Business Week, 21 July 1980: 35-41.)

2.1.2 Policy Implementation

The term policy is normally used to designate broad guidance created to insure the successful formulation and implementation of strategy. Most policies have a broad and major impact on the organization, but some have a more limited impact and are designed to guide decisions through the use of more specific constraints. Policies provide organization members, primarily managers, with a framework within which decisions may be made. The Master Strategy derives from the organization's mission and from the policies, which exist to provide guidance in formulating this strategy. These policies are usually created by the owners, the board of directors, or the chief executive office (CEO). However, other organizational strategies may aid in their formation. Some organizations refer to this guidance as their "basic assumption". Other organizations designate this guidance as "primary objective". Still others refer to these policies as their "master policies". But regardless of its designation, certain guidance must be available to the organization's strategists as they formulate the Master Strategy. In the business organization, this guidance normally relates to the following issues although exact policies vary from firm to firm. The term *policy* is normally used to designate board guidance created to insure the successful formulation and implementation of strategy. Most policies have a broad and major impact on the organization, but some have a more limited impact and are designed to guide decision making through the use of more specific constraints. Policies provide organization members, primarily managers, with a framework within which decisions may be made. Examples of policies include the following: Only products with at least a return on investment (ROI) will be considered as an addition to existing product lines. And only products with high quality will be chosen for inclusion in our product line. These policies save time and effort because managers do not have to determine what level of ROI is appropriate or what level of product quality is sought for the accomplishment of organizational mission. This has already been considered and incorporated into policy (Broom, 1969).

Implementation is equally critical to mission accomplishment because the actions taken by organizational members must be effective and efficient. Implementation is viewed as the summation of activities in which organizational members engage in order to accomplish the objectives of the strategy. Successful implementation results primarily from appropriate managerial functioning at lower levels of management. Successful implementation also depends on integrated planning and control systems and on proper managerial functioning in other levels of management. (James M. Higgins, 1979)

The idea of policy connects decision and action by and for company. Those things that can be resolved satisfactorily by people acting alone, or by a few individuals negotiating with one another, do not become policy problem. But "company" is itself not a simple idea. The implementation of policy requires the authority to do it. Usually someone is hurt by any policy initiative, and the physical power and authority of the company must be invoked in order to secure sacrifices from the injured parties for the good of others. The point is that when someone says something like "Company" must awaken to the dangers of inaction, determine its goal and implement policies to attain them (Randall, 1985).

2.1.3 Information on Company Updates

To survive within the environment, organizations often form ongoing relationships with other organizations. These interorganizational relationships form the system link up to exchange information and resources. Interorganizational relationships are formed as a way of coping with organizational environment. It is possible, however, to distinguish more specific factors that motivate organizations to link up with one another. Oliver (1990) has delineared six "critical contingencies" that influence interorganizational relationship.

> The first factor Oliver identifies is necessity as "an organization often establishes linkage or exchange with other organizations in order to meet policy or organization's requirement. For example, two subsidiaries in a large corporate structure are required to interact because of the mandate of the higher authority. The second factor Oliver highlights is asymmetry. This factor is evident when interorganizational relationships are motivated "by the potential to exercise or control over another organization to its resources" A third factor influencing the formation of interorganizational relationships is efficiency. This factor is evident when a linkage is formed to improve internal organizational functioning. For example, a small manufacturing firm might develop a relationship with a machine maintenance company to reduce downtime and increase productivity. The final two factors Oliver identifies deal directly with the information environment. One of these, stability, considers interorganizational linkages that are especially formed to help organizations cope with uncertainty. Finally, Oliver contends that organizations link with others to enhance legitimacy" in order to appear in agreement with the prevailing norms, rules, beliefs, or expectation of another companies (Oliver, 1990: 243, 246).

Consider the changes that have taken place in workplace communication over the past 100 years. There are two major types of technology at have an impact on organizational life (Huber, 1990). The first of these, computer-assisted communication technologies, facilitate communicative interaction among individuals and groups within and between organizations. The second type of technologies impacting organizational life are computer- assisted decision- aiding technologies that allow individuals and groups to improve decision- making quality through quicker and more thorough access to relevant information and assistance in compiling and evaluating that information. For example, one of the most influential technologies is electronic mail (Turnage, 1990). By accessing an electronic mail network by means of a computer terminal, a worker can send and receive messages to / from others in the organization or to people outside of it. With these features, it is clear that electronic mail has the potential to make a big impact on organizational functioning.

Table 2.2: Examples of Organizational Communication Technology

Source: Turnage, J. J. (1990). The Challenge of New Workplace Technology or Psychology. American Psychologist, 45, 171- 178.

Technology	Description
Electronic Mail	User creates a written document at computer terminal and sends via computer to other user(s). Messages may be answered, filled, and /or discarded.
Voice Mail	Provided ability to leave and retrieve voice and votive synthesized messages by telephone. Messages can be edited, stores, and forwarded.

Facsimile (FAX)	Document images transmitted to other location by means of telephone and computer technology.
Information Retrieval System	Computer database that allows organizational member to search many internal and external sources for information on specified topic.
Video Conferencing	Allows participation in video group meeting by participants at two locations (for two- way communication). Transmits voice and images of participants, as well as graphic material.
Management Information System (MIS)	Computer system that stores and integrates information from throughout the organization for retrieval and use in decision making.

Wallace, 1990 indicates that there are a variety of communication vehicles available, and most companies utilize several to educate employees on the variable communication sharing.

- A brochure or other written instrument is basic to the communication process. This document should be simple, conveying only the basic facts of the plan or policy.
- Face- to- face meetings in which the plan is presented to groups of employees may be the most effective communications vehicles. These meeting enable the design group to explain the plan in some detail while

affording the employees the opportunity to ask questions and raise any concerns they may have.

- Presentation of the plan by supervisor to their work groups or crews, especially if the organization is large and it would be impractical to educate the entire workforce through small group meeting. If this avenue is selected, it is vital that supervisors receive adequate training to enable them to make a knowledgeable presentation and effectively respond to questions
- Video presentations represent another communications vehicle. This option tends to be used in large, geographically diverse organizations where face- to- face presentations by design team members are not feasible.

To share publicly disclosed financial information, data fro company performance, and other business information that will improve the employee's ability to contribute to the operation's effectiveness.

Many of these technologies allow message transmission that is faster than transmission by means of traditional organizational communication media. Some other features of new organizational communication media are less obvious. For example, new media often change ways of addressing messages
(Culnan & Marcus, 1987).

An important factor of the growth of unionism revealed to management the extent of worker discontent. Much of this blamed on poor management. The factor, according to Argyris was the development among managers of a sense of responsibility. According factors cited included an increase in the size of organizations, which caused a lack of communication updates between top and bottom levels or parent and subsidiary. Information relations represented just the first of many attempts to bring social science into the service of management. Despite endless disappointments the applications continue to this day because of the hope that is offered. First, the hope of increased efficiency: that social science can produce unparalleled co-operation in the workplace, which will transcend or utilize conflict, and potentially displace the necessity. Second, there is the hope of management contribution: that a newly enlightened and expert management in command of the total social of the workplace environment will attain the achievement of efficiency and satisfaction. (Argyris, 1957)

2.2 Cooperation

Cooperation is a process in which organization pursue their own goals and thus retain autonomy, while at the same time orientating their action toward a common issue or outcome (Mulford, 1980; Warren, Rose, and Bergunder, 1974). Cooperation is distinguished from coordination, since the latter process involves the pursuit of a common goal. Cooperation is typically viewed as a form of voluntary interaction (Maas, 1979) and would be found in instance of exchange- or voluntary-agreement- based relationships. Cooperation can involve personnel interchange or products and services for clients (Klonglan & Paulson, 1971; Aiken & Hage, 1968).

The cooperation process implies a rather small range of investment on the part of the organizations involved, but it does not mean that they have to take each other's actions for granted.

The critical features point out that organizations are composed of collectives of individuals achieving a multiplicity of individual and organization goals. The processes involve the cooperation of individual activities that facilitate goal achievement. A member of organizational theories has emphasized the importance of cooperation in defining organizational activities.

> Bennis (1973: 327) noted that a critical task of organizations en route to the penultimate task of realizing goals is the cooperation of the "human side" of the organization. Similarly, Perrow (1967: 194-195) states that "technology, or the work done in organizations, is the defining characteristic of organizations". Thus, the intersection of the social collective and its goals is found in the cooperation of activities or the actual behaviors of organizational members. Cooperation, in turn, is impossible without communication. Thus, the study will revolve around the ways in which communications facilitates or impedes the cooperation efforts of organization.

Clearly, if the organization conceptualizes that a great deal of communication activity in organizations will be directed toward the cooperation of behavior and the meeting of goals. Thus, a great deal of communication in organizations is task-related; such as, decision making processes, performance reviews, participative management, and feedback. All of these communication processed are intimately related to the cooperation of people for accomplishment of organizational and individual goals. There are several ways in which communication sharing is impacted when the organization conceptualizes as embedded in larger environment. First, people must see communication as both occurring within organizational boundaries and crossing organizational boundaries (Burgoon & Ruffner, 1978).

2.2.1 Use of Resources

Organizations are motivated by a variety of factors to form relationships with other organizations. Once motivated, what is the nature of these interorganizational linkages? Eisenberg and associates (1985) proposed taxonomy of interorganizational linkages composed of two dimensions: the *transactional content* of organizational exchange and the *linkage level* at which the exchange occurs. Eisenberg and associates (1985) noted two types of content that can be exchanged between organizations. The first of these, *material exchange* involves the flow of tangible resources such as money, goods, and personnel for example, a parent and its subsidiary companies begin a joint venture to take advantage of a local business opportunity. The second type of exchange content, *information exchange*, involves the flow of symbolic resources for example, two financial institutions use a system of automatic data transfer. These two types of exchange are not independent, however. Indeed, it is difficult to imagine the flow of materials between organizations that is not accompanied by the flow of enabling information.

Organizations are large and profitable, with an abundance of resources. Their employees, for instance, will have modern, high quality tools and equipment to do their jobs. When organizations have limited resources, so do their work groups. What a group actually accomplishes is, to a large degree, determined by what it is capable of accomplishing. The presence or absence of resources such as money, time, raw materials, and equipment-, which are allocated to the group by the organization- have a large bearing on the group's behavior. Exchange theory properly focuses on resource exchange, and the study will examine resources interdependency among organizations. The flow of resources varies in their intensity, so that this quantitative aspect of interactions will be examined. Resource interdependent are situations in which two or more organizations are dependent upon one another for the resources, each has access to or controls are the basis of resource interdependency. Resources take a variety of forms, such as inflows and outflows of information, money, and social support (Galaskiewicz & Marsden, 1978). There can be other resources in terms of funds, facilities, and personnel (Molnar, 1978). Organizations that have intersecting domains tend to be more interdependent. Equipment and meeting rooms can be added to the list of resources, which could be exchanged, as can be clients (Mulford, 1980; Boje & Whetten, 1981).

It has long been recognized that organizations are seldom capable of controlling all of the resources they require (Levine and White, 1961; Litwak and Hylton, 1962). An interorganizational division of labor can develop in which the participating organizations specialize by providing a particular service in return for a particular resource they need (Aldrich, 1979). Each organization becomes dependent upon the other in this type of situation. Organizations tend to resist dependence and to attempt to make other organizations dependent upon them (Benson, 1975).

It is unclear what the direction of resource flows means in terms of interdependence. On the one hand, a great outflow of some resource, such as money, could indicate great dependence, since the organization involved would appear to have to buy needed goods or services. On the other hand, money outflow may make other organizations more dependent upon the organization in question if this is their only source of funds. There are three forms of interdependence.

> When there is *horizontal interdependence*, all members of an organization set complete with each other in obtaining resources and disposing of goods and services. In cases of *vertical interdependence*, organizations interact at different stages of the production of goods or delivery of services. For example, in the juvenile justice system, police, courts, and halfway houses are in a sequential order. Each organization jockeys for power, but the competition is less than in horizontal interdependence. *Symbiotic interdependence* occurs when organizations complement each other in the rendering of service to individual clients. Here there is minimal competition, especially when agreements regarding domain have been achieved (Pennings, 1980b).

The basic premise of the resource- dependence model is that decisions are made within organizations. These decisions are managed within the internal political context of the organization. The decisions deal with environmental conditions faced by the organization (Schreyogg, 1980). Another important aspect of the model is that organizations attempt to deal actively with the environment. Organizations will attempt to manipulate the environment to their own advantage. Rather than being passive recipients of environmental forces, as the population- ecology model implies, organizations will make strategic decisions about adapting to the environment. The role of management is vital in this process.

The resource- independence model begins with the assumption that no organization is able to generate all of the various resources that it needs. Similarly, not every possible activity can be performed within an organization to make it self-sustaining. Both of those conditions mean that organizations must be dependent on the environment for resources. Even seemingly self-sustaining organizations must recruit new members or they will go out of existence. The resources that are needed can be in the form of raw materials, finances, personnel, or services or production operations that the organization cannot or does not perform for itself. Resources would also include technological innovation (Marple, 1982). The resources of resources in the environment are other organizations, with the exception being farming and extractive industries, which have the potential of owning the raw-material physical base. Even these organizations are dependent on other organizations for other resources. The fact that resources are obtained from other organizations means that the resource- dependence model can be thought of as an interorganizational resource- dependence model, since the resources come from other organizations.

Organizations are, or attempt to be, active in affecting their environment. This contributes to the variation among organizations, since variations are the result of conscious, planned responses to environmental contingencies. Organizations attempt to absorb interdependence and uncertainty, either completely, as through merger (Pfeffer, 1972b), or partially, as through cooperation (Pfeffer, 1972a; Allen, 1974) or the movement of personnel among organizations (Pfeffer and Leblebici, 1973: Aldrich and Pfeffer, 1976: 87). The conglomerate corporation is a striking example of variation in organizational form brought about by strategic choice. It is also striking that the conglomerate form has recently been disappearing or selected out.

It is wise to recognize human resources as human labor, knowledge, and technical capacity are employed to derive benefits from natural- resource utilization. According to resource dependence theory, the goal of an organization is to minimize its dependence on other organization for the supply of scarce resources in its environment and to find ways of influencing them to make resources available (Pfeffer, 1978). Thus an organization must simultaneously manage two aspects of its resource dependence: (1) It has to exert influence over other organizations so that it can obtain resources, and (2) it must respond to the needs and demands of the other organizations in its environment (Pfeffer, 1982). Whenever an organization involves itself in an interorganizational linkage, it must balance its need to reduce resource dependence against the loss in autonomy or freedom of choice that will result from the linkage (Galaskeiwicz, 1985). In general, an organization aims to choose the interorganizational strategy that offers the most reduction in uncertainty for the least loss of control. As at the business level, the interorganizational strategies discussed as an important means of increasing to value an organization can create through its corporate strategy. Interorganizational strategies increase value by allowing the organization to avoid the bureaucratic costs often associated with managing a new organization in a new domain. As the number of an organization's expansion increase interorganizational strategies such as strategies alliances may allow an organization to obtain the gains from cooperation between companies without experiencing the costs. Suppose two organizations establish a joint venturein a new domain. Each organization contributes a different skill or resource to the venture

(Jones & Pustay, 1988).

2.2.2 Expertise

Beliefs of organizational ownership relate to whether information and knowledge created by an individual knowledge worker are believed to be owned by the organization. Beliefs about property rights affect information and knowledge sharing. A belief in self- ownership was positively associated with organizational ownership- - suggesting a cooperation type of ownership situation for both information and expertise and for both internal (interorganizational) and external (interorganizational) sharing situations. Traditionally, some of this knowledge as disseminated to other individuals in their work group, some of whom internalized it and used it as a component of their individual knowledge and achievement bases. Occasionally, some of the knowledge was distributed through formal feedback systems to groups elsewhere in the organization, but the use of the knowledge, if not distribution itself, was greatly hindered by functional and divisional boundaries (Markus, 1984).

Advance in information and communication technology have increased the potential for greater dissemination of information and knowledge beyond its creator. Also have increased both technical and social connectivity within and between organizations, facilitating information and knowledge sharing (DeSanctis & Fulk, 1999). Expertise and information sharing have reduced the economic cost, also has created social conventions around diverse groups in an organization or across organizations (Argyres, 1999). Hence, the sharing has created the potential for greater horizontal information and knowledge flows as well as eased the central coordination of information. Through organization- wide systems, such as enterprise resource planning systems, information technology has facilitated greater upward movement of information (Davenport, 2000).

If a person perceives the information and expertise to be the property of the organization? Expertise is defined involving intangible information embodied in human memory, knowledge experience or skill. Because internal and external knowledge sharing are fundamentally different in their purpose and consequence (Argote & Ingram, 2000). The study about ownership beliefs are different depending on whether sharing occurs internally or externally. Sharing of expertise was not influenced by organizational norms of ownership. Rather, it occurred because sharing provided personal benefits (Constant, Kiesler & Sproull, 1994).

2.3 Organizational Alignment

Misaligned companies, like cars out of alignment, can develop serious problems if not corrected quickly. They are hard to steer and don't respond well to changes in direction. Managers must now keep their people cantered in the midst of change, deemphasize hierarchy, and distribute leadership by distributing authority, information, knowledge, and customer data throughout their organization. Alignment is a response to the new business reality customer requirement are in flux, where competitive forces are turbulent, and where the bond of loyalty between an organization and its people has been weakened. The old linear approach to management has given way to one of simultaneity- to alignment. In essence, alignment links the five key elements of an organization- people, process, customers, business strategies, and of course, leadership- - to obtain breakthrough results, chief among them, sustained growth and profit, loyal customers, and a high- performing work force (Labovitz & Rosansky, 1997).

- Alignment gives the power to get and stay competitive by bridging together perviously unconnected parts of the company into an interrelated, easily comprehensive model.
- Alignment gives the company the power to create an organizational culture of shared purpose.
- Enable managers to create a work forces where each employee can relate his or her activites to the goal and strategic objectives of the company.
- By intergrating core business factors, market factors, overall direction, leadership, and culture, alignment gives the company the power to achieve consistent, defined levels of growth and continuousely improve business processes – all at the same time.

The Parent Company can do by utilizing a new management approach called *alignment*. Alignment can be thought of as both a noun and a verb- - a state of being and a set of actions. Alignment as a noun refers to the integration of key systems and processes and responses to relate with the external environment. The real power of alignment comes when it is viewed as a set of actions - - as a verb. These following actions represent the management competence, a necessary skill set that will enable managers to 1) connect the employees' behavior to the mission of the company, tuning intentions into actions. 2) link teams and processes to the changing needs of customers. 3) shape busines strategy with real- time information from customers. 4) create a company culture in which these elements all work together seamlessly. "

Alignment is not about the management of quality. It is about the quality of management." (Michael, 1996)

Alignment refers to the notion that the sum of all the components taken together as a system is greater than the effect of each in isolation or nonsummativity. Also refers to wholeness as synergy, which implies that the sum of the whole is greater than the sum of the parts. All parts of the system are dependent on all other parts. Each subsystem interacts with other subsystems in cooperation to transform the input into output (Von Bertalanffy, 1968).

Psychologists have long recognized that human beings relate to people who are like themselves and tend to reject people who are different from them. Yet organizations continue to reate differences between people tn the interest of efficiency. Line versus staff, management versus labor, field versus corporate, and mother company versus its subsidiary companies. No wonder it's so hard tofocus people around common goals when they are so different from each other simply by virtue of what they do and where they do it. Specialization and expertise can be wedge that drives people further apart and makes it difficult for the to work together (Michael & James, 1993: p.5).

A system's overall effectiveness is determined by the extent to which the different parts are aligned with each other. This alignment or fit concerns the relationships between inputs and transformations, between transformations and outputs, and among the subsystems of the transformation process. Diagnosticians who view the relationships among the various parts of system as a whole are taking what is referred to as a *systemic* perspective. (Cumming & Worley, 2001)

> Alignment refers to a characteristic of the relationship between two or more parts. It represents the extent to which the features, operations, and characteristics of one system support the effectiveness of another system. Just as the teeth in two wheels of a watch must mesh perfectly for the watch to keep time, so do the parts of an organization need to mesh for it to be effective? For example, General Electric attempts to achieve its goals through a strategy of diversification, and a divisional structure is used to support that strategy. A functional structure would not be a good fit with the strategy because it is more efficient for one division to focus on one product line than one manufacturing department to try to make many different products. The systemic perspective suggests that diagnosis is the search for misfits_among the various parts and subsystems of an organization. (Cumming & Worley, 2001: 87)

Alignment also refers to effectiveness of an organization's current strategic orientation requires knowledge of the above information to determine the alignment among the different elements.

1. Does the organization's strategic orientation fit with the inputs?
2. Do the design components fit with each other?

<u>Organization level:</u>

General environment— technology, strategy, HRS, structure, culture- -organizational effectiveness in term of performance, productivity and stakeholder satisfaction.

<u>Group level:</u>

Organization design - - Goal clarity, task structure, group norms, team functioning - - team effectiveness in term of quality of work life and performance.

Individual level:

Organization design, group design, personal characteristics –skill variety, autonomy, task significance, feedback about results – individual effectiveness in term of job satisfaction, performance, absenteeism and personal development.

To understand how a total organization functions, it is necessary to examine particular inputs, design components, and the alignment of the two sets of dimensions. It shows that two key inputs affect the way an organization designs its strategic orientation: the general environment and industry structure. (Cumming & Worley, 2001: 89-92)

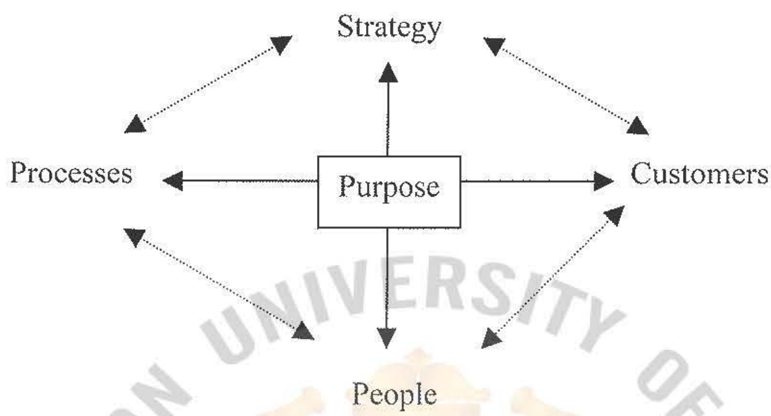
People usually take care of what they own. As a colleague used to say. "No one washes a rented car." When the workforces have a true sense of ownership of the workplace, the job, and the enterprise, there is a greater likelihood they will take good care of it. When they feel alienated or not part of the business, their work becomes just a job, where they tend to operate on the principle of compliance. In a Cooperative Workplace, Management proactively engages the workforce in building ownership of the organization. To use Steven Covey's term, an organization is not like a piece of real estate. The true owners of the organization reside in its workplace. By increasing their stake in its success, the managers can do nothing but gain. Equally important is the value of alignment that is driven by a high level of ownership. So, if ownership is the rocket booster, alignment is the guidance system. The processes designed to achieve strategic alignment within the organization will enable the cooperative organization to hit its true market niche, serve its customers with excellence, and outstrip the competition. In more traditional sense, alignment occurs when all the members of an organization agree on the vision, mission, and strategic course of action for the company or organization. It also occurs when the company is aligned with the market, is demonstrating its unique and value- added role, and is focused on achieving competitive advantage (Covey, 1989).

Alignment relies on two essential dimensions: vertical and horizontal. The vertical dimension is concerned with organizational strategy and the people company relies on daily to transform strategy into meaningful work. The horizontal dimension involves the business processes that create what the customer most values. Both of these dimensions must by in sync – independently and with each other. Once alignment is achieved, performance measures and proper management are needed to keep it that way (Michael & James, 1993: p.35). The idea of alignment is not new. Back in the late 1960s, Paul Lawrence and Jay Lorsch of Harvard Business School used the term "integration" to describe the state of collaboration that exists between departments/ organizations that are required to achieved unity of effort by the demands of the environment (Paul & Jay, 1969: 11). Lawrence and Lorsch found that integrated organizations performed better in every measurament financial standard than did their nonintegrated counterparts. Actually, the term " aligned" has more favour over " integrated" because it conveys direction as well as internal coherence.

When alignment is achieved in both dimensions, as demonstrated in Figure 2.3, a dynamic relationship exists between all four elements. When the four elements of alignment are simultaneouslt connected with each other, each element is supported and strengthened by the others.

Figure 2.3: Full alignment

Source: Labovitz, G., & Rosansky, V. (1997). The power of alignment: How great companies stay centered and accomplish extraordinary things: New York: John Wiley and Sons, Inc., p.44.



Vertical Alignment

Vertical aligment is about the *rapid* deployment of business strategy that is manifested in the actions of people at work. When vertical alignment is reached, employees bunderstand organization-m wide goals and their role in achieving them. Everyone should be able to articulate the broader strategy and how his or her work is connected to it. The ultimate proof if vertical alignment is observable in the actions of employees.

Horizontal Alignment

Vertical alignment alone will not yield sufficient growth and profits. Companies that sustain a position of industry leadership must make an absolute commitment to their customers. That commitment pervades every aspect of their business and the way they meet customer requirements. Over past decade, companies have learned how to improve - - or even reengineer - - the process through which they meet or anticipate customer requirements. Because these processes generally cut across different functions of the company, they are called "horizontal". One that goes beyond process management and links customer requirements with the way of doing business. It' snecessary that people work together across varying activities and functions, but it is also necessary that they work on the *right* things. This must be determined by customers. Unfortunately, the customer voice is often lost beneath other, louder sounds: departmental reorganizations, the budgeting process, and office politics. Understanding what customers really want is only half the battle for achieving horrizontal alignment. The other half is follow through - - creating and delivering what your customers want, when and how they want it! Today it is almost unversally understood that this is accomplished through the right business processes. The best companies align their processes with customer requirements and then work constantly at improving them. Most of the organizations that have stalles in their progress toward superior performance have mastered local or departmental processes, but not cross- functional processes that lead to customer staisfaction and retention. In other words, they have mastered the easier smaller processes, but not the big ones that matter most.

When both dimensions are aligned : vertical and horizontal. Now these must be brought ito *alignment with each other*. Neither a great strategy nor the full commitment of managers and employees will have the right result if a company's processes for creating and delivering value have targeted the wrong customers - - or worse, if they have targeted the right customers with the wrong product. When alignment is achieved in both dimensions, as demonstrated in figure 2.3, a dunamic relationship exists between all four elements. When the four elements of alignment are simultaneously connected with each other, each element is supported and strengthened by the others. The full power of alignment is unleashed, and great things happen. The organization has great resilience and agility. It moves and adapts with catlike speed. When it hits a wall it can pick itself up and move on. With both the vertical and horizontal dimensions aligned, the strategy and people are synchronized with customer focus and process capabilities. Consider what would happen if a new technology substaintially increased demand for a product or service provided by a fully aligned company. As the strategy to meet this need was formulated, market data would be analyzed determine the optimal way to meet customer needs. At the same time, process capacities would be reviewed and adjusted to ensure that they could meet those needs. When the strategy was executed by employees, it would naturally bring with it all of the customer and process information that had contributed to its formulation. All of the people in the company would help carry out the strategy in some way, And each would be linked to the company's customers and processes.

Bartlett and Ghoshal (1998) argue that alignment must be a continuing process for companies when they manage across its boundaries. All aspects of the firm's organizational structure and management processes must be consistent and reinforcing in order to maintain competitiveness, develop flexibility, facilitate learning, legitimize diversity, manage complexity, and build commitment. Porter's (1990) contention that a firm's competitive advantage rests on its ability to organize, perform, and cooperate discrete activities so that companies add value for customers is an argument for alignment. Porter (1990, p:41) emphrasized that a firm's value chain is an interdependent syatem or network of activities, connected by linkages. As firms expand internationally they must realign components of the value chain through reconfiguration and cooperation. Cooperation requires sharing information and allocation management responsibilities to achive alignment. Reich and Benbasat, (1996); Henderson and Venkatraman, (1993) suggest one of the key factors in alignment is the close linkage of functional operations and business strategy. Alignment facilitates acquisition and deployment of resources that are congruent with the organization's competitive needs rather than maintaining engrained patterns developed in the past. Algnment requires a sharedunderstanding of organizational objectives by functional managers and the need to change functional objectives as corporate strategy evolves.

Flamholtz and Aksehirli (2000) contend that successful companies align six essential capacities. These include the ability to develop: (1) viable marketniches; (2) product or services for the chosen market niches; (3) resources required to operate the firm; (4) day- to- day operation; (5) management systems for long-term functioning of the organization; and (6) the organizational culture needed to guide the firm. Although firms often react quickly to changing external conditions and challenges, the results can be disappointing or, in some cases, damaging to the company's overall performance if companies do not do so strategically. Fuch et al (2000: p. 118) says problems usually arise because the response are not and can not be intergrated into a coherent strategy. As noted , central to alignment is a shared understanding of organizational objectives by managers across the corporation. Clear consistent communications from top- level executives help all employees understand the corporate strategy.

2.3.1 Purpose

Every organization has a purpose - - the single most powerful expression of what it hopes to accomplish, its instrument for producing growth and profits. Growth and profits are the ultimate aim of any business organization, but they are outcomes of succeeding with the purpose which is called the " Theory of the business". Every successful business has, at its heart, a theory of the business - - an underlying set of supporting objectives and a corporate philosophy that gives people a foundation on which to operate. Working inside that framework, they' ve got an idea of what companies want hem to do - - to prioritize. The organization must has a very clear business mission and a business theory which is understood certainly by every member of the management team, and probably by 90 percent of the workforce. The purpose for the organization as a whole must be a common and unifying concept to which every unit can contribute at the same time each department and team must be able to see a direct relationship between what it does and this overarching goal. The most important is the purpose must be clear, easy to understand, consistent with the strategy of the organization, and actionable by every group and individual (Far Eastern Economic Review, 1996).

" The *main thing* is to keep the *main thing*, the *main thing*". The expression from Jim Barksdale, the CEO of Netscape, the single sentense captures the greatest challenge that managers face today. - - keeping their people and organizations centered in the midst of change. There are two aspects to this challenge. The first is to ge everyone headed in the same direction with a shared purpose. The second is to integrate the resources and systems of the organization to achieve that purpose which is called the main thing. The age of alignmentcan be viewed in term of purpose as: (1) Imagine working in an organization where every member, from top management to the newly hired employees, shares an understanding of the business, its goals and purpose. (2) Imagine working in a department where everyone knows how he or she contributes to the company's busines strategy. (3) Imagine being on a team whose every member can clearly state the needs of the company's customers and how the team contributes to satisfying those needs. - - Sound impossible? It's not. The best organizations act this way and have accomplished extraordinary things. Other oganization can do so by utilizing a new management approach called this approach *alignment*. Alignment is a force. It coalesces and focuses an orgniazation and moves it forward. Although they were unknown to each other, they had advantage of knowing each of them. The all align their organizations by following the same deceptive;y simple steps (Hammer, 1996):

- Carefully crafting and articulating the essense of their businesses and determining the main thing.
- Definign a few critical strategic goals and imperatives and deplying them throughout their oganizations.
- Tying performance measures and metrics to those goals.
- Linking these measures to a system of rewards and recognition.
- Personally reviewing the performance of their people to ensure the goals are met.

2.3.2 People

Organizations have been defined as collections of individuals assigned to specialized groups whose activities are integrated in order to pursue a set of purposes or objectives. Individual come to the organization with a set of needs and values obtained from the home and from membership in other organization, such as schools. The needs are the result of various experiences the individual has had in his prior life, and his values reflect the socilaization process which has occurred during these prior experience. Once the individual enters the world of work, he is again exposed to the socializing process, this time in the employeeing organization. The effect on the individual of this process depends upon the results of previous socializations and the nature and importance of the new groups to him (Peter & Richard, 1971).

It would be easy to think that everything about alignment is for senior managers only. On the contrary, the activities and behavior of people at *every level* must be aligned with the main thing (purpose). Whe this happens, tremendous organizational power is created. The energy of the many is focused in a single direction. In its absence energy is dissipated; the organization is like an engine whose cylinders are not firing at the right time in the prpper sequence. This is why middle and lower- level managers need to be as awarw of alignment aas the people at the top. The key to the effort's success, and the innovation borne from it, was the sheer excitement and focus engendered by getting so many people working simultaneously on the same thing. In order to check how well people are aligned in the organization, try bto ask the right three questions: What is the strategy of the organization?, what do you do? and How does what you do support the strategy?. The finding shows that most people have a good idea of what they do but often don not have a clue about the organization's strategy and how their job connects to it. It is easy for employees in big companies with functional departments to lose sight of what written in *the Far Eastern Economic Review*, "the theory of the business", or to confuse it with preparing financial statements, or creating marketing plans, or writing programs for the Management Information Systems (MIS) department, or whatever. Employees need to see the larger purpose in their particular jobs and their connection to the main thing (purpose). That is why managers at every level - - from top to bottom - - must be concerned with alignment. (Far Eastern Economic Review, 1996)

The ways in which organizations are envisioned and managed seems to have fundamentally changed in the last several years. As more attention is focused on the corporation of the future, it is clear that organizational priorities now revolve around becoming and remaining more flexible. Companies are restructuring in ways that will allow them to respond quickly to turbulent times. To become less encumbered, many have chosen to invest less in human capital. Increasing the use of contingent work forces, reducing the permanent core of employees to a relatively small cadre, and downsizing the organization are a few indications that the manner in which firms view employees has changed. In a similar vein, shorter tenure with any one firm, the increasing popularity of multiple careers, and the revitalization of entrepreneurship signal that employees may be viewing organizations differently as well. It is management position that visions of reciprocal " human" relationships between people and organizations, based on notions of mutual commitment and loyalty, are outdated. Continuing to subscribe to them or attempting to recapture them will have serious negative consequences for both parties. Though there is value in understanding history, there are costs in assuming that what worked well before will work well again, if only can find a way to recreate the past. As the discussion about the organization of the future unfolds, it needs to include an acknowledgement those employees and organizations can no longer be connected to each other as they once were. The relationship of people and organizations has been a subject of writing and study for about 100 years. In the early twentieth century, the relationship was openly acknowledged to be utilitarian. The company's goal was to secure maximum work efficiency and profits; the worker's goal was to receive maximum financial reimbursement. Employees began to assume that, at least in past, the role of an organization was to take care of those it employed. In return, employees were to be trustworthy and reliable workers, placing corporate interests above personal ones when necessary (Kunda, 1992).

2.3.3 Processes

There is no generally accepted definition of a business process. Rather, there are a plethora of intuitive process and process- equivalent definitions, depending on the persective taken when viewing organizations. For this report, the inpretation of a processes as "... a specific ordering of work activities across time and place, with a beginning, an end, and clearly identifies inputs ad outputs: a structure for action" (Davenport, 1993: p.5). Organizational processes are only as good as the people who carry them out. The best conceived programs are unlikely to succeed if the people designing and executing the are incapable or unmotivated (Lado & Wilson, 1994).

What is a process? The conventional response might be that a proces is " a series of actions, changes or functions that bring about an end or result" (American Heritage, 1978). This definition is useful but incomplete for the purpose of systematic improvement. Wesner, Hiatt, and Trimble (1994) offer another definition that is more suitable for business: " Process is defined as one or more tasks that transform a set of inputs into a specified set of outputs (goods and services) for another person (customer) or process via a combination of people, prcedures, and tools.

Melan (1993) contributs to this defintion by starting that a process must provide an putput of greater value that the inputs by means of one or more transformations. By integrating Melan's contribution with Weener, Hiatt, and Trimble's defintion, a more robust explanation is established:

> Process: One or more tasks that add value by transforming a set of inputs tnto a specified set of outputs (goods or services) for another person (customer) by a combination of people, methods, and tools.

Having defined *processes*, the next is to understand where to find them and where to draw their boundaries in the organization. Everyone who produces a product or provides a service obviously uses a processes by which inputs are transformed into outputs. Sometimes, as in professional services practiced by attorneys or accountants the processes are invisible, since they may have never been documented. Regarless of the level of process visibility, in every case in which an output has been generated a process or series of processes was employed to produce that product or to deliver that service. Processes havse historically been identified by their association with functions or department, and one technique to identify processes is to first identify the functions that exist within an organization. Therefore, processes are well known and clearly bounded that the group performing the work tasks on the name of the process. In finance, for example, groups are commonly named after processes, such as accounts payable, account receivable, invoicing, payroll, and credit (Harrington, 1991: 10-13).

Geary A. Rummler and Alen P. Brache, in their excellent book entitled "Improving Performance: How to Manage the White Space on the Organization Chart have found that the process level to be the least understood and least managed level of business enterprise performance. *Processes* are rolling along (or, frequently, stumbling along) in organizations, whether we attend to them or not. There are two choices - - we can ignore processes and hope that they do what we wish, or we can understand them and manage them. A business process is a series of steps designed to produce a product or service. Some processes may be contained wholly within a function. However, most processes are cross- funtional, spanning the 'white space' between the boxes on the organization chart. Some processes result in a product or service that is received by an organization's external customer which is also called processes. Other processes - - products or services that are visable to the external customer but essential to the effective management of the business, includes actions managers should take to support the business processes. Management processes include goal setting, day- to- day planning, performance feedback, rewards, and resource allocation (Rummler & Alan, 1990).

Are business processes a new phenomena? Clearly not, the word process is an integral part of our language. The terms management processes and production process have long been common place in many sectors of the economy. The dictionary definition (Collins, 1986) of the woed is captured in a number of different meanings, including (a) a series of actions or proceedings used in making, manufacturing, or achieving something, (b) Progress, course, (c) A natural or involuntary operation or series of changes. Described in this simple way processes have been an integral part of all enterprises and esssentially describe the way any endeavour is successfully completes. We can see processes in the historical context of organizations being the series of activities which were carried out to achieve goals of making, moving or caretaking. When enterprises were small a group of individuals were the people who were essentially involved in all activities or were in close proximity to each other. As enterprise grew they started to assume the organizational structure commonplace for most of this century in which the individual activities necessaary to make products or to move things remained mainly the same. However, scale and size increased and philosophy of Scientific Management (Taylor, 1967) drove the division of work into separate entities each devoted to making part of the product and providing the administratiove surround. Each part of the divided enterprise continued to operate a process but more within its own boundaries which often by choice became isolated from the external environment (Thompson, 1967). Over a period of time the functional hierarchical structures of organizations arose, each with its own rituals, language, skills, and separate aspirations which affected the way in which processes were conceived, operated, controlled and developed.

There are certain behavioral processes give life to an organizational structure. The model includes two behavioral processes that contribute to effective organizational performance: communication, and decision making. For communication, organizational servival is related to management's ability to receive, transmit, and act on information. The communication process links the organization to its environment as well as to its parts. Information flows to and from the organization and within the organization. Another one is decision making, the quality of decision making in an organization depends on selecting proper goals and identifying means for achieving them. With good integration of behavioral and structural factors, management can increase the probability that high- quality decision are made. Since managerial decision affect people's lives and well- being, ethics play a major role (Quinn, Sue, Michael & Michael, 1996). Ethic suggest that managers when faced with a problem, situation, or opportunity requiring a choice among several alternatives, must evaluate their decision on what course to follow as good or bad, right or wrong, ethical or unethical. Managerial decision making is permeated by ethical isues. Managers have power and authority and when these factors exist there is potential for wrong and right, good and evil. A few indications that managerial decisions are linked to ethics are 1) Managers make decision that affect the lives, careers, and well- being of people. 2) Managers make decisions involving the allocation of limited resources (Risher & Charles, 1995).

The concept of managerial work that developed is brought into perspective and focus on behavior of individual and groups in organizations. To cordinate behavior and to satisfy evaluators, managers engage in activities intended to plan, organize, lead, and control behavior. Major factors in determining individual and group behavior are task and authority relationships (Gregory, 1983: pp 97-107). Therefore, managers must design organizatonal structures and processes to facilitate communication among employees. However, as will become obvious, organizations and people are not simple. Managing culturally diverse people in organizations to achieve meaningful goals and purposes of individual, group, and organization is challenging, rewarding, and frustrating (Frank & Don, 1982).

Summary

This chapter has gathered the essential relevant literature addressed on the importance the relationship between communication sharing, cooperation and organizational alignment . For example: what is organization communication? What are the different types of communication in organizations? What is the sharing of companies communication? How companies shared resources and expertise as interdependent companies? and How important of organizatonal alignment has towards Parent and Subsidiary companies?.

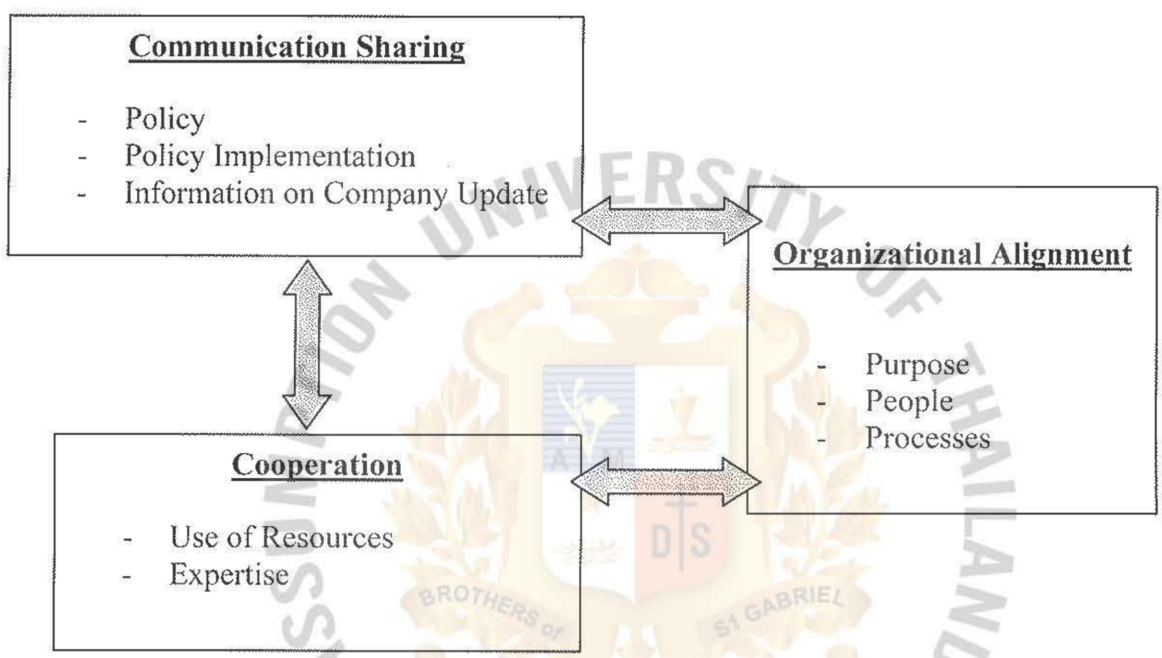
There are factors which found related and supported organizational alignment , there are three aspects under communication sharing: policy, policy implementation, and information on company updates; there are 2 under cooperation: use of resources and expertise; the last one under organizational alignment are purpose, people, and processes which will be used to create the conceptual framework for this study.

Conceptual Framework

The conceptual framework shows the relationship of the communication sharing, cooperation and organizational alignment of the Parent and Subsidiary Companies in Bangkok. The literature review shows the relationship of the mentioned variables. The conceptual framework shows the close relationship of the communication sharing and the cooperation toward the organization alignment.

The conceptual framework, there are three main variables, namely Communication Sharing, Cooperation and Organizational Alignment. This framework shows the relationship among Communication Sharing in terms of Policy, Policy Implementation and Information on company updates with Cooperation in terms of Use of Resources and Expertise and Organizational Alignment in terms of Purpose, People, and Processes of both Parent and Subsidiary Companies. The diagram (figure 2.4) shown the whole picture of the study illustrated as follows:

Figure 2.4: CONCEPTUAL FRAMEWORK



CHAPTER 3

RESEARCH METHODOLOGY

This chapter presents the kind of research design and methodology applied, the target respondent, sample procedure to be applied, the research instrument, questionnaires, data gathering procedures, and data analysis.

Research Design

The research design aim to collect the ideas or opinions of The Parent and Subsidiary Companies's employees concerning their perception in term of organizational alignment consisting of policy, policy implementation, information on companies updates, use of resources, expertise, purpose, people and processes. Then after that researcher rank the score and scale and find out the significant relationship of these variables following the Hypothesis testing regarding of problems in Chapter 1. Making use of the descriptive research method by using questionnaire established by the researcher to collect the data in order to determine in the quantitative terms. Descriptive statistic aims to describe and summarize the data that have collected by the survey. The scale obtained in the survey was treated and used in cross-tabulation to indicate the relationship between Part I and Part II of the questionnaire.

Population

Respondent of the study is the population of full-time employees from both Parent and Subsidiary Companies who have been working for both companies at least 1 year, from the Parent Company; ninety (90) target respondents will be involved. There are: the executive office 5, project development 20, business development and acquisition 6, central operation 42, legal 8, research office 4, and 5 in marketing. For the Subsidiary Company, there will be forty (40) target respondents. There are: management 5, web production 10, account executive 15, administration 6, and accounting 4. Those from the Parent Company are working at a public real estate organization and those from the Subsidiary Company working in a real estate web portal. Both companies are located in Bangkok, Thailand.

Table 3.1: List of The Respondent

Source of Sample	Total Population	Respondents	Percentage
The Parent Company:	**90**	**90**	**100%**
Executive office	5		
Project development	20		
Business development & Acquisition	6		
Central operation	42		
Legal	8		
Research office	4		
Marketing.	5		
The Subsidiary Company	**40**	**40**	**100%**
Management	5		
Web production	10		
Account executive	15		
Administration	6		

Accounting	4		
Total	**130**	**130**	**100%**

Research Instrument

The instruments used to gather data were: 1) Questionnaire which was designed by the researcher. The questionnaire for the study were translated in Thai since all the respondents are Thai to facilitate a better understanding for those in answering the questions and to minimize misinterpretation. The English version also provided upon request of the respondent. 2) Checklist was being used to gain access to documents, needed for the study like organization chart, and company policies.

The questionnaire were divided into two sections. The first section aimed to gain the information regarding demographic file of the respondents in both Parent and Subsidiary Companies. The second section was designed to gather data on communication sharing, cooperation and organizational alignment. In order to ensure the reliability of the answer the open-ened questions are designed to gather the respondent's opinions regarding to all six aspects in this study.

In obtaining the most reliable result of this survey and convenient for respondents to answer the questionnaire, five point Likert Scale is used for setting question in Part 2 shown as follow:

The Five Scale:	5	=	Strongly Agree
	4	=	Agree
	3	=	Undecided
	2	=	Disagree
	1	=	Strongly Disagree

Table 3.2: The Questionnaire Allocation

	Question	**Type of Question**
1. Communication Sharing		***Likert Scales***
-Policy	1.1	
-Policy Implementation	1.2	
-Information on Company Updates	1.3	
2. Cooperation		***Likert Scales***
-Use of Resources	2.1	
-Expertise	2.2	
3. Organizational Alignment		***Likert Scales***
- Purpose	3.1	
- People	3.2	
- Processes	3.3	

Instrumentation

- **Reliability Test**

Questionnaires with the proposed set of attributes was drafted and reviewed by the advisor, the field research to determine the quality and reliability of the questionnaires to achieve the stated objective of this research. To measure reliability of the questionnaire, data are calculated by SPSS reliability test's using coefficient alpha, which is most widely used and most suitable for rating scale questionnaire. For this research, the number of 20 non-respondents has been tested with the number of 58 items. The outcome has exhibited relatively high alpha value and falling within the acceptable value. The alpha value is 0.8697 due to the reliability analysis, it indicated that alpha coefficient's scale was near 1.00, meant that the reliability analysis of the variables are internally related, the questionnaire was good and reliable (shown in table)

Table 3.3: Reliability Test Table

Number of cases	Number of items	Alpha value
20.0	58	0.8697

Experts from ABAC and SASIN, Chulalongkorn University reviewed the questionnaire. At least 2 of them are proficient in both Thai and English. The questionnaire was also pre- tested in order to check the reliability and validity. This was pilot tested with a group of twenty (20) who are non-respondents. The questionnaires were distributed randomly. The researcher observed the respondent's both verbal and non-verbal messages while answering the questionnaires. The results of the measurement used to prove whether the questionnaire is reliable enough in content and construction for the conduct of the actual research.

Table 3.4: Operationalization Table

Part No.	Hypotheses	Question No.	Descriptions
I	Demographic Profile	1	Gender
I	Demographic Profile	2	Age
I	Demographic Profile	3	Education Attainment
I	Demographic Profile	4	Year of Work
I	Demographic Profile	5	Company Facility
II	Ha1: There is a relationship between communication sharing and cooperation of Parent and Subsidiary Companies.	1-5	Policy
II	Ha1: There is a relationship between communication sharing and cooperation of Parent and Subsidiary Companies.	6-10	Policy Implementation
II	Ha1: There is a relationship between communication sharing and cooperation of Parent and Subsidiary Companies.	11-15	Information on Company Updates
II	Ha1: There is a relationship between communication sharing and cooperation of Parent and Subsidiary Companies.	16-20	Use of Resources
II	Ha1: There is a relationship between communication sharing and cooperation of the Parent and the Subsidiary Companies.	21-25	Expertise
II	Ha 2: There is a significant relationship between communication sharing in terms of policy, policy implementation and information on company updates, and organizational alignment in terms of	1-5	Policy

	purpose, people and processes.		
II	Ha 2: There is a significant relationship between communication sharing in terms of policy, policy implementation and information on company updates, and organizational alignment in terms of purpose, people and processes.	6-10	Policy Implementation
II	Ha 2: There is a significant relationship between communication sharing in terms of policy, policy implementation and information on company updates, and organizational alignment in terms of purpose, people and processes.	11-15	Information on Company Updates
II	Ha 2: There is a significant relationship between communication sharing in terms of policy, policy implementation and information on company updates, and organizational alignment in terms of purpose, people and processes.	26-30	Purpose
II	Ha 2: There is a significant relationship between communication sharing in terms of policy, policy implementation and information on company updates, and organizational alignment in terms of purpose, people and processes.	31-35	People
II	Ha 2: There is a significant relationship between communication sharing in terms of policy, policy implementation and information on company updates, and organizational alignment in terms of purpose, people and processes.	36-40	Processes
II	Ha 3: There is a significant relationship between cooperation in terms of use of resources and expertise, and organizational alignment in terms of purpose, people and processes.	16-20	Use of Resources
II	Ha 3: There is a significant relationship between cooperation in terms of use of resources and expertise, and organizational alignment in terms of purpose, people and processes.	21-25	Expertise.

II	Ha 3: There is a significant relationship between cooperation in terms of use of resources and expertise, and organizational alignment in terms of purpose, people and processes.	26-30	Purpose
II	Ha 3: There is a significant relationship between cooperation in terms of use of resources and expertise, and organizational alignment in terms of purpose, people and processes.	31-35	People
II	Ha 3: There is a significant relationship between cooperation in terms of use of resources and expertise, and organizational alignment in terms of purpose, people and processes.	36-40	Processes

Data- Gathering Techniques

Data gathering process for this study, researcher applied through (1) The questionnaire, which was written in both Thai and English versions and distributed to the target respondents both the Parent and it's Subsidiary Companies. Besides, researcher also used (2) Archival sources from the company, textbooks, journals, magazines, newspaper and Internet for data gathering. (3) As researcher is being a part of the Parent Company as well as used to work for the Subsidiary Company, observation will be beneficially applied in order to support the gathering process. (4) Informal interview had been done. These can support researcher to gain the insightful information from spontaneous conversation with the colleagues.

Data Gathering Procedure

The researcher had been worked for the selected subsidiary for 2 years and currently working for the Parent Company. Then, the critical areas concerned with communication sharing, cooperation and organizational alignment will be considered important for researcher to pursue further study in order to gain the insight information to improve or guidance for better organizational performance. The first step, the researcher had consulted with Human Resources Manager on how to go about the distribution of questionnaires. Then, the researcher asked for permission to gain office staff's cooperation to complete the questionnaire.

The questionnaire distribution and collection process was the researcher's responsibility. At the first part of the questionnaire, there was a short introduction about the objectives of the study. The respondent from both companies was individually asked for cooperation in completing the questionnaire during May to June 2002. The respondents had a request to return the completed questionnaire to the researcher before the mid of July 2002.

Data Analysis

After the questionnaire had been collected, it was the step to prepare the data analysis through the statistic formula. From the mentioned information, after the data has been collected, each part of data will be encoded and processes by the Statistical Package for Social Sciences (SPSS) 11.0 program was being used in making calculating formula in terms of frequency, distributions, and means in order to bring the finding data as the analysis part. To analyze data, the researcher used the Descriptive Statistic to be applied to analyze the Demographic data and Chi- Square was going to be used to identify the relationship of Communication Sharing, Organizational Alignment and Cooperation between the Parent and the Subsidiary Companies.

The Chi-square (X^2) test allows the researcher to test for significance in the analysis of frequency distribution. Chi-Square distribution is a statistical distribution that can be used to test if an observed series of values differs significantly from their expected values (Vinai, 1988: 128).

$$\boxed{X^2 = \Sigma \frac{(O - E)^2}{E}}$$

O= Observed frequency
E= Expected frequency

(or)

$$\boxed{X^2 = \Sigma \frac{O^2}{E} - N}$$

N= Total number of observation

Thus, categorical data in variables such as sex, or educational attainment may be statistically analyzed. The logic inherent in the (X^2) test allows the researcher to compare the observed frequencies (*O*i) with the expected frequencies (*E*i) based on the theoretical ideas about the population distribution or the presupposed proportions. In other words, this technique tests whether the data come from a certain probability distribution. It tests the "goodness of fit" of the observed distribution with the expected distribution.

CHAPTER 4

RESEARCH FINDING AND ANALYSIS

4.1 Finding and Analysis

To serve the objective of the research, 130 sets of questionnaire were distributed to managing staffs, employees who have been working for both Parent and Subsidiary Companies more than one year. The questionnaire was re-checked by an expert before distributed in order to have the best retain the meaning of both Thai and English versions questionnaire. The 130 sets of questionnaire had been launched, separated into 90 sets of Parent Company and 40 sets of Subsidiary Company. The expected return rate was 100% percent and found out zero missing value from both Companies.

The total 130 sets of questionnaires, all 130 sets were returned to the researcher after the survey. From the total questionnaires received, there are none invalid questionnaires. There are some comments from respondents on the lengthiness of the questionnaires made respondents tried of answering rear part questions. As such of the total 130 questionnaires received, the 130 sets were counted as valid for analysis, which equal to the population size.

Demographic Profiles of the Respondents

This section was focused on the demographic profile of 130 respondents in terms of Gender, Age, Educational Attainment, Length of work, and facilities received from Companies, therefore, the use of descriptive statistics is an efficient means of summarizing the characteristics of large set of data, which can be presented in frequency and percentages. The analysis is segmented as follows:

Table 4.1.1: Distribution of Respondents by Gender

Gender	Frequency	Percentage
Female	P= 47 S= 31 Total 78	60
Male	P= 43 S= 9 Total 52	40
Total	130	100

As shown on table 4.1.1, it was indicated that from both Parent and Subsidiary Companies that 78 respondents a significant majority are female, representing 60% and 52 respondents are male which was represented 40%.

Table 4.1.2: Distribution of Respondents by Age

Age (years)	Frequency	Percent age
Below 25	P= 10 S= 11 Total 21	16.2
26-30	P= 27 S= 16 Total 43	33.1
31-35	P= 31 S= 8 Total 39	30
36-40	P= 10 S= 5 Total 15	11.5
41-50	P= 12 S= 0 Total 12	9.2
50 and above	-	-
Total	130	100

From table 4.1.2, it was shown that the majority age range of the respondents were between 26-30 years old represented 33.1%, followed by between 31-35 years old accounted by 30% and the age below 25 years old represented by 16.2% respectively, while the minority age of the respondents between 36-40 years old was accounted by 11.5% and only 9.2% were 41-50 years old and there is no the age above 50 years old. As of the result, it was indicated that the middle age employees were the majority age range who have been working in both Companies for more than one year with 90.8% are less than 40 years old. Most of them are young people.

Table 4.1.3: Distribution of Respondents by Educational Attainment

Education	Frequency	Percent age
Under diploma	P= 3 S= 4 Total 7	5.4
Bachelor Degree	P= 62 S= 33 Total 95	73.1
Master Degree	P= 23 S= 5 Total 28	21.5
PhD. Degree	-	-
Total	130	100

Table 4.1.3 has reported that 95 respondents or 73.1% obtained Bachelor degree, with 28 respondents or 21.5% received Master degree, whereas seven respondents obtained under diploma degree. It indicated that more than half of respondents from Both Parent and Subsidiary Companies received high level of education background in Bachelor's or Master Degree, which will be advantageous to develop the knowledge and skills for the employees.

<u>Table 4.1.4</u>: Distribution of Respondents by Working Experience

Working year(s)	Frequency	Percentage
1-2	P= 28 S= 23 Total 51	39.2
3-4	P= 8 S= 4 Total 12	9.2
5-6	P= 26 S= 8 Total 34	26.2
7-8	P= 18 S= 4 Total 22	16.9
More than 9	P= 10 S= 1 Total 11	8.5
Total	130	100

Table 4.1.4 summarized that 51 respondents or 39.2 % are the employees who have been working in the company for 1-2 years, followed by 5-6 years at 26.2 % and 7-8 years at 16.9%. The groups of 3-4 years and more than nine years are at 9.2% and 8.5% respectively. This indicated that both Companies have majority in working experience not more than two years due to the project expansion in last few years, the Companies recruited a lot of new employees while 51.6% served between 5-9 years of experience indicated most of employees have high loyalty for Companies.

For facilities the respondents received from Parent and Subsidiary Companies revealed that the highest score was 80 % of respondents have utilized meeting rooms, about 68.5% have used the fitness center. For financial support, most respondents are not interested in applying for this kind of support due to complicated rules and pay back conditions while pool car, Intranet, and upcountry resort accommodation more than half of the respondents were exposed to such a mentioned services. For 3.8% of others opinions, they indicated they received additional medical support from the Companies as well. In addition, respondents of both Companies had good attitude toward facilities offered such as, meeting room, pool car, fitness center, Intranet, and upcountry resort accommodation. Most of the respondents added they would like to have more equal access to Companies facilities in order to facilitate their works.

As mentioned, likert scale was used in five- point category continuum of strongly agreement to strongly disagreement. To interpret the answer, the response " strongly agree" indicates maximum perception and "strongly disagree" indicated minimum perception. Five rating scales were assigned as shown below:

Strongly agree	rating scale	4.50-5.00
Agree	rating scale	3.50-4.49
Neutral	rating scale	2.50-3.49
Disagree	rating scale	1.50-2.49
Strongly Disagree	rating scale	1.00-1.49

A mean score used to determine the degree of perception on Communication sharing, cooperation, and organizational alignment of Parent and Subsidiary Companies.

4.2 The relationship between Communication Sharing and Cooperation

To determine the following relationship, the statistical technique used is called Chi-Square. The following hypotheses were tested:

Ha 1: There is a significant relationship between communication sharing and cooperation of the Parent and the Subsidiary Companies

Table 4.2.1 showed that the significant values was less than 0.05 in Parent and Subsidiary Company, according to the correlation is significant at 0.05 level, X^2 value is 0.012. It means that there is rejected the null hypotheses, there is relationship between communication sharing and cooperation of the Parent and the Subsidiary Companies

Table 4.2.1 Correlation between Communication Sharing and Cooperation for Parent and Subsidiary Companies

Company		Value	df	Asymp. Sig. (2-sided)	Mean	Rating
Parent	Pearson Chi-Square	137.079	6	.000	3.51	Agree
Subsidiary	Pearson Chi-Square	8.865	2	.012	3.33	Undecied

* Correlation is significant at 0.05.

From table 4.2.1 showed that there is a significant relationship between communication sharing and cooperation for Parent and Subsidiary Companies. The Parent Company had favorable on "Agree rating which mean is 3.51" while Subsidiary Company had undecided response "Neutral rating which mean is 3.33".

Table 4.2.2 Correlation between Policy and Use of Resources

Company		Value	df	Asymp. Sig. (2-sided)	Mean	Rating
Parent	Pearson Chi-Square	24.025	6	.001	3.60	Agree
Subsidiary	Pearson Chi-Square	9.129	6	.166	3.47	Undecided

* Correlation is significant at 0.05.

Table from 4.2.2 showed that most population in Parent Company responded agree rating on policy (business policy and management policy) has relationship with the use/ sharing of resources (facility) with its Subsidiary, while a large group in Subsidiary Company responded to neutral rating For Subsidiary Company think that they sometime do not receive proper defined policy for benefits of provided facilities from Parent Company.

Table 4.2.3 Correlation between Policy and Expertise

Company		Value	df	Asymp. Sig. (2-sided)	Mean	Rating
Parent	Pearson Chi-Square	24.177	9	.004	3.68	Agree
Subsidiary	Pearson Chi-Square	5.864	4	.210	3.42	Undecided

* Correlation is significant at 0.05.

Form table 4.2.3 showed that most of respondents in Parent Company responded agree rating on policy (business policy and management policy) has relationship with sharing expertise and know-how with its Subsidiary, while the largest group of respondents in Subsidiary responded neutral rating. For Subsidiary

Company rated that they sometime do not receive enough support and assistance from Parent Company as mentioned in policy.

Table 4.2.4 Correlation between Policy Implementation and Use of Resources

Company		Value	df	Asymp. Sig. (2-sided)	Mean	Rating
Parent	Pearson Chi-Square	3.903	4	.419	3.61	Agree
Subsidiary	Pearson Chi-Square	3.736	3	.291	3.31	Undecided

* Correlation is significant at 0.05.

From table 4.2.4 showed the majority of respondents in Parent Company responded agree rating on policy implementation (procedures and in practice) has relationship with use/ sharing of resources (facility) in Subsidiary Company. While Subsidiary Company responded neutral rating. It means Subsidiary Comapany have some difficulty in term of using Parent Company's facilities in carrying out their daily works.

Table 4.2.5 Correlation between Policy Implementation and Expertise

Company		Value	df	Asymp. Sig. (2-sided)	Mean	Rating
Parent	Pearson Chi-Square	9.615	6	.142	3.60	Agree
Subsidiary	Pearson Chi-Square	2.693	2	.260	3.26	Undecided

* Correlation is significant at 0.05.

From table 4.2.5 showed that majority of respondents in Parent Company responded agree rating on policy implementation (procedures and in practice) has relationship with sharing expertise and know-how with Subsidiary Company. While Subsidiary Company think they are quite not encouraged to share skills/ ideas from Parent Company.

Table 4.2.6 Correlation between Information on Company Update and Use of Resources.

Company		Value	df	Asymp. Sig. (2-sided)	Mean	Rating
Parent	Pearson Chi-Square	12.630	6	.049	3.64	Agree
Subsidiary	Pearson Chi-Square	36.410	6	.000	3.52	Agree

* Correlation is significant at 0.05.

From table 4.2.6 showed that the majority of respondents in Parent and Subsidiary Companies expressed agree rating which means there is relationship between information on company update (communication channel and accessibility) and use/ sharing of resources (facility) with each other. There is a relationship between information on company update and use of resources means both Companies satisfied with the accessibility on communication channels for updating news and happening in both Companies.

Table 4.2.7 Correlation between Information on Company Update and Expertise

Company		Value	df	Asymp. Sig. (2-sided)	Mean	Rating
Parent	Pearson Chi-Square	8.873	9	.449	3.62	Agree
Subsidiary	Pearson Chi-Square	4.252	4	.373	3.21	Undecided

* Correlation is significant at 0.05.

From table 4.2.7 showed that most of population in Parent Company responded agree rating which means they think there is a relationship between information on company update (communication channel and accessibility) and sharing expertise and knowhow, while Subsidiary Company think that they sometime do not receive proper channels in conveying the information from Parent Company on sharing knowledge.

4.3 The relationship between Communication Sharing and Organizational Alignment

To determine the following relationship, the statistical technique used is called Chi-Square. The following hypotheses will be tested:

Ha 2: There is a significant relationship between communication sharing in terms of policy, policy implementation and information on company updates, and organizational alignment in terms of purpose, people and processes for Parent and Subsidiary Companies

From table 4.3.1 showed the significant values was less than 0.05 in Parent and Subsidiary Companies, according to the correlation is significant at 0.05 level, X^2 value is 0.04. It means that there is rejected the null hypotheses, there is relationship between communication sharing in terms of policy, policy implementation and information on company updates, and organizational alignment in terms of purpose, people and processes for Parent and Subsidiary Companies.

Table 4.3.1 Correlation between Communication Sharing and Organizational Alignment for Parent and Subsidiary Companies

Company		Value	df	Asymp. Sig. (2-sided)	Mean	Rating
Parent	Pearson Chi-Square	34.869	6	.000	3.71	Agree
Subsidiary	Pearson Chi-Square	13.309	3	.004	3.50	Agree

* Correlation is significant at 0.05.

The results from the table indicates the majority of respondents in Parent Company had favorable response "Agree rating which mean is 3.71" while also in Subsidiary Company had favorable response "Agree rating which 3.50" thus, rejected the null hypotheses i.e. There is a significant relationship between communication sharing in terms of policy, policy implementation and information on company updates, and organizational alignment in terms of purpose, people and processes for Parent and Subsidiary Companies.

Table 4.3.2 Correlation between Policy and Purpose

Company		Value	df	Asymp. Sig. (2-sided)	Mean	Rating
Parent	Pearson Chi-Square	25.055	6	.000	3.72	Agree
Subsidiary	Pearson Chi-Square	6.052	6	.417	3.56	Agree

* Correlation is significant at 0.05.

From table 4.3.2 showed that most of respondents in both Parent and Subsidiary Companies responded agree rating means they perceived there is a relationship between policy (business policy and management policy) and purpose (clear company purpose and attainment) for its subsidiary. It can be indicated Subsidiary's policies support to Parent Company's purpose and vice versa.

Table 4.3.3 Correlation between Policy and People

Company		Value	df	Asymp. Sig. (2-sided)	Mean	Rating
Parent	Pearson Chi-Square	43.531	9	.000	3.56	Agree
Subsidiary	Pearson Chi-Square	15.530	6	.017	3.52	Agree

* Correlation is significant at 0.05.

From table 4.3.3 showed that most respondents of Parent Company and Subsidiary Company responded in agree rating means there is relationship between policy (business policy and management policy) and people (employee and working team) for both Companies. It can be indicated that employees of both Companies know and understand Companies's policies very well.

Table 4.3.4 Correlation between Policy and Processes

Company		Value	df	Asymp. Sig. (2-sided)	Mean	Rating
Parent	Pearson Chi-Square	18.976	6	.004	3.77	Agree
Subsidiary	Pearson Chi-Square	15.630	6	.016	3.56	Agree

* Correlation is significant at 0.05.

From table 4.3.4 showed that the high level of respondents in Parent and Subsidiary Companies responded in high rating of agree level means there is relationship between policy (business policy and management policy) and processes (work process and management process) of both Companies. This means both Companies agreed that processes have contributed to achieve Companies's policies.

Table 4.3.5 Correlation between Policy Implementation and Purpose

Company		Value	df	Asymp. Sig. (2-sided)	Mean	Rating
Parent	Pearson Chi-Square	19.901	4	.001	3.72	Agree
Subsidiary	Pearson Chi-Square	3.483	3	.323	3.50	Agree

* Correlation is significant at 0.05.

From table 4.3.5 showed that most of respondents in Parent and Subsidiary Companies responded agree rating means there is a relationship between policy implementation (procedures and in practice) and purpose (clear company purpose and attainment), thus, Subsidairy Company sees its purposes are in line with Parent Company's in practice.

Table 4.3.6 Correlation between Policy Implementation and People

Company		Value	df	Asymp. Sig. (2-sided)	Mean	Rating
Parent	Pearson Chi-Square	15.162	6	.019	3.56	Agree
Subsidiary	Pearson Chi-Square	8.598	3	.035	3.50	Agree

* Correlation is significant at 0.05.

From table 4.3.6 showed that the majority of repondents in Parent and Subsidiary Companies responded agree rating which means there is relationship between policy implementation (procedures and in practice) and people (employee and working team) for both Companies. Therefore, both Companies strictly followed their Companies's policies.

Table 4.3.7 Correlation between Policy Implementation and Processes

Company		Value	df	Asymp. Sig. (2-sided)	Mean	Rating
Parent	Pearson Chi-Square	19.901	4	.066	3.78	Agree
Subsidiary	Pearson Chi-Square	3.483	3	.042	3.50	Agree

* Correlation is significant at 0.05.

From table 4.3.7 showed that most of respondents in Parent and Subsidiary Companies responded agree rating, which means Subsidiary Company, is concerned in conforming to the policy procedures given from Parent Company esp. ISO practice.

Table 4.3.8 Correlation between Information on Company Update and Purpose

Company		Value	df	Asymp. Sig. (2-sided)	Mean	Rating
Parent	Pearson Chi-Square	13.929	6	.030	3.75	Agree
Subsidiary	Pearson Chi-Square	6.525	6	.367	3.50	Agree

* Correlation is significant at 0.05.

From table 4.3.8 showed that in Parent and Subsidairy Companies have favourable in agree rating in information on company update (communication channel and accessibility) and purpose (clear company purpose and attainment) while most of respondents in both Companies think the Parent Company uses proper channels in conveying the information on Company's purposes.

Table 4.3.9 Correlation between Information on Company Update and People

Company		Value	df	Asymp. Sig. (2-sided)	Mean	Rating
Parent	Pearson Chi-Square	36.286	9	.000	3.60	Agree
Subsidiary	Pearson Chi-Square	16.371	6	.012	3.51	Agree

* Correlation is significant at 0.05.

From table 4.3.9 showed that most of respondents in Parent and Subsidiary Companies agreed that there is relationship between information on company update (communication channel and accessibility) and people (employee and working team) for both Companies as stated " I am provided with useful information on what company cares about ".

Table 4.3.10 Correlation between Information on Company Update and Processes

Company		Value	df	Asymp. Sig. (2-sided)	Mean	Rating
Parent	Pearson Chi-Square	24.454	6	.000	3.81	Agree
Subsidiary	Pearson Chi-Square	9.804	6	.133	3.45	Undecided

* Correlation is significant at 0.05.

From table 4.3.10 showed that the majority of respondents in Parent Company responded more favorable on agree rating, thus, there is relationship between information on company update (communication channel and accessibility) and processes (work process and management process) with its subsidiary while Subsidiary Company mostly responded neutral. This can be described Subsidiary

Company rated that their work processes or Parent work processes do not have properly communicated to each other.

4.4 The relationship between Cooperation and Organizational Alignment

To determine the following relationship, the statistical technique used is called Chi-Square. The following hypotheses will be tested:

Ha 3: There is a significant relationship between cooperation in terms of use of resources and expertise, and organizational alignment in terms of purpose, people and processes for Parent and Subsidiary Companies.

The result from the test shows the significant values of higher that 0.05 in Subsidiary Company, according to the correlation is significant at 0.05 level, X^2 value is 0.147. It means that there is no rejected the null hypotheses, there is no significant relationship between cooperation in terms of in terms of use of resources and expertise, and organizational alignment in terms of purpose, people and processes for Parent and Subsidiary Companies.

Table 4.4.1 Correlation between Cooperation and Organizational Alignment for Parent and Subsidiary Companies

Company		Value	df	Asymp. Sig. (2-sided)	Mean	Rating
Parent	Pearson Chi-Square	31.434	4	.000	3.85	Agree
Subsidiary	Pearson Chi-Square	9.503	6	.147	3.43	Undecided

* Correlation is significant at 0.05.

From table 4.4.1 showed that the majority of respondents in Parent Company had agree response on "Agree rating which is 3.85" while the majority of respondents in Subsidiary Company had undecided response on "Neutral rating which is 3.43", thus, no rejected the null hypothese i.e. There is no relationship between Cooperation in terms of in terms of use of resources and expertise, and organizational.

Table 4.4.2 Correlation between Use of Resource and Purpose

Company		Value	df	Asymp. Sig. (2-sided)	Mean	Rating
Parent	Pearson Chi-Square	20.815	4	.000	3.78	Agree
Subsidiary	Pearson Chi-Square	46.328	9	.000	3.50	Agree

* Correlation is significant at 0.05.

From table 4.4.2 showed that most of respondents for Parent and Subsidiary Companies responded agree on the relationship between use/ sharing of resources (facility) and purpose (clear company purpose and attainment) for both Companies which means Companies's facilities helped facilitate their works and could use the those to carry out their tasks under Companies's purposes.

Table 4.4.3 Correlation between Use of Resources and People

Company		Value	df	Asymp. Sig. (2-sided)	Mean	Rating
Parent	Pearson Chi-Square	15.285	6	.018	3.65	Agree
Subsidiary	Pearson Chi-Square	19.569	9	.021	3.37	Undecided

* Correlation is significant at 0.05.

From table 4.4.3 showed that most of respondents of Parent Company agreed that their companies have relationship between use of resources (facility) and people (employee and working team) for both Companies as stated " I am satisfied with the facilities the Companies provided". While Subsidiary Company responded neutral rating which means they are not happy and sometime it is not being shared equally.

Table 4.4.4 Correlation between Use of Resources and Processes

Company		Value	df	Asymp. Sig. (2-sided)	Mean	Rating
Parent	Pearson Chi-Square	8.699	4	.069	3.83	Agree
Subsidiary	Pearson Chi-Square	15.247	9	.084	3.46	Undecided

* Correlation is significant at 0.05.

From table 4.4.4 showed that most of respondents for Parent Company agreed while Subsidiary Company rated neutral can be described as most of respondents of Subsidiary Company are not clear about their work processes when they need support from Parent Company.

Table 4.4.5 Correlation between Expertise and Purpose

Company		Value	df	Asymp. Sig. (2-sided)	Mean	Rating
Parent	Pearson Chi-Square	4.307	6	.635	3.48	Undecided
Subsidiary	Pearson Chi-Square	7.375	6	.288	3.41	Undecided

* Correlation is significant at 0.05.

From table 4.4.5 showed that large amount respondents for Parent and Subsidiary Companies think there no relationship between sharing expertise and knowhow and purpose (clear company purpose and attainment) for both Companies which means Subsidiary company think they do not receive proper assistance from Parent Company in order to accomplish their tasks under the Parent Company's purpose.

Table 4.4.6 Correlation between Expertise and People

Company		Value	df	Asymp. Sig. (2-sided)	Mean	Rating
Parent	Pearson Chi-Square	19.613	9	.020	3.70	Agree
Subsidiary	Pearson Chi-Square	7.981	6	.239	3.42	Undecided

* Correlation is significant at 0.05.

From table 4.4.6 showed that majority of respondents of Parent Company agreed that there is relationship between sharing expertise and knowhow and people (employee and working team) for both while Subsidiary Company think they are not encouraged to share and to be shared knowledge and skills with Parent Company.

Table 4.4.7 Correlation between Expertise and Processes

Company		Value	df	Asymp. Sig. (2-sided)	Mean	Rating
Parent	Pearson Chi-Square	52.619	6	.000	3.82	Agree
Subsidiary	Pearson Chi-Square	4.550	6	.603	3.41	Undecided

* Correlation is significant at 0.05.

From table 4.4.7 showed that most of respondents of Parent Company agreed that there is relationship between sharing expertise and know-how and processes (work process and management process) with Subsidiary Company while Subsidiary Company think they can not solicit ideas or suggestions from departments in Parent Company due to unclear contact processes.

CHAPTER 5

SUMMARY FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

Communication Sharing and Cooperation were keys basic assumption for organizational Alignment, public or private, the concern of this chapter was to provide tentative and supportive understanding of the relationship to have Organizational Alignment. It was expected that any Parent and Subsidiary Companies might learn and understand concepts, theories and practices on the relationship of these factors. The finding consisted of four major sections:-

1. The summary findings of the research questions and hypotheses.
2. The conclusions of the research.
3. The recommendation
4. Suggestion for future research

5.1 The Summary of Finding

The total population of Parent and Subsidiary Companies equal to 130 employees. According to major finding, the majority of Parent and Subsidiary's respondents are female (60%) in the range of 26- 30 years old (33.1%). More than half of the respondents have high level of educational attainment who held Bachelor degree (73%) with few holding Master degree (21%). At the same amount of respondents have been working for both Companies for 1-2 years (39%).

For facilities offered by Companies that they are current use, the highest score was meeting rooms (80%), Intranet (78.5%), upcountry resort accommodation (73.8%). Facilities that have the highest score for no check facilities were financial support (87.7%), and fitness center (68.5%).

The Summary of Finding Based on the Research Hypotheses

Ha 1 : There is a significant relationship between Communication Sharing and Cooperation of the Parent and Subsidiary Companies.

From the study indicated there were six pairs of significant relationship between communication sharing factors and cooperation factors which included the significant relationship between policy and use of resources, policy and expertise, policy implementation and use of resources, policy implementation and expertise, information on company updates and use of resources, information on company updates and expertise.

The results of hypothesis testing stated that the significant value less than 0.05 level of significant or 95% confidence interval, thus, there is rejected the null hypotheses. The Parent Company's computed score is 0.000 while Subsidiary Company's is 0.012. From table 5.1.1 indicated most of Parent Company agreed with policy and information updates with Subsidiary Company due to most of policies, resources and company situations also communication channels are most provided and informed internally in Parent Company. On the other hand, policy implementation, information on company updates, use of resources, and expertise are required to be pointed out in practice in order to ease working process equally and seriously for both Companies.

Table 5.1.1 Summarization for relationship between Communication Sharing and Cooperation of Parent and Subsidiary Companies

Hypothesis	Statistic Test	Level of Sig.	Null Hypothesis 1
H1:Policy and Use of Resources	Chi-Square	P: 0.001 S: 0.166	Reject Do not reject
H1: Policy and Expertise	Chi-Square	P: 0.004 S: 0.210	Reject Do not reject
H1: Policy implementation and Use of Resources	Chi-Square	P: 0.419 S: 0.291	Do not reject Do not reject
H1: Policy implementation and Expertise	Chi-Square	P: 0.142 S: 0.260	Do not reject Do not reject
H1: Information on Company Update and Use of Resources	Chi-Square	P: 0.049 S: 0.000	Reject Reject
H1: Information on Company Update and Expertise	Chi-Square	P: 0.449 S: 0.373	Do not reject Do not reject

Ha 2 : There is a significant relationship between Communication Sharing in terms of Policy, Policy Implementation and Information on Company Update, and Organizational Alignment in terms of Purpose, People, and Processes for the Parent and Subsidiary Companies.

From the study indicated there were nine pairs of significant relationship between communication sharing factors and organizational alignment factors which included the significant relationship between policy and purpose, policy and people, policy and processes, policy implementation and purpose, policy implementation and people, policy implementation and processes, information on company update and purpose, information on company update and people, information on company update and processes.

The results of hypothesis testing started that the significant value lower than 0.05 level of significant or 95% confidence interval, thus, there is rejected the null hypotheses. The Parent Company's computed score is 0.000 while Subsidiary's is 0.004. From table 5.1.2 indicated the Parent Company agreed with the relationship between policy, policy implementation, and information on company updates and purpose, people and processes with its Subsidiary Company. While Subsidiary Company's perception is not satisfied, most respondents rated in negative direction that purpose and policy from Parent Company are not properly shared as well as the implementation is not ease their work and display discrepancy with Parent Company

Table 5.1.2 Summarization for relationship between Communication Sharing and Organizational Alignment of Parent and Subsidiary Companies

Hypothesis	Statistic Test	Level of Sig.	Null Hypothesis 2
H2: Policy and Purpose	Chi-Square	P: 0.000 S: 0.417	Do not reject Reject
H2: Policy and People	Chi-Square	P: 0.000 S: 0.017	Do not reject Do not reject
H2: Policy and Processes	Chi-Square	P: 0.004 S: 0.016	Do not reject Do not reject
H2: Policy implementation and Purpose	Chi-Square	P: 0.001 S: 0.323	Do not reject Reject
H2: Policy implementation and People	Chi-Square	P: 0.019 S: 0.035	Do not reject Do not reject

H2: Policy implementation and Processes	Chi-Square	P: 0.066 S: 0.042	Reject Do not reject
H2: Information on Company Update and Purpose	Chi-Square	P: 0.030 S: 0.367	Do not reject Reject
H2: Information on Company Update and People	Chi-Square	P: 0.000 S: 0.012	Do not reject Do not reject
H2: Information on Company Update and Processes	Chi-Square	P: 0.000 S: 0.133	Do not reject Reject

Ha 3 : There is a significant relationship between Cooperation in terms of Use of resources, and Expertise, and Organizational Alignment in terms of Purpose, People, and Processes for the Parent and Subsidiary Companies.

From the study indicated there were six pairs of significant relationship between cooperation factors and organizational alignment factors which included the significant relationship between use of resources and purpose, use of resources and people, use of resources and processes, expertise and purpose, expertise and people, expertise and processes.

The results of hypothesis testing started that the significant value higher than 0.05 level of significant or 95% confidence interval, thus, there is no rejected the null hypotheses. From table 5.1.3 indicated the strong negative response of Parent and Subsidiary Companies are between use of resources and processes/ and expertise and purpose mean both Parent and Subsidiary Companies lack of supporting each other facilities and manpower assistance caused working processes could not contribute to the attainment Companies's purposes.

Table 5.1.3 Summarization for relationship between Cooperation and Organizational Alignment of Parent and Subsidiary Companies

Hypothesis	Statistic Test	Level of Sig.	Null Hypothesis 3
H3: Use of Resources and Purpose	Chi-Square	P: 0.000 S: 0.000	Do not reject Do not reject
H3: Use of Resources and People	Chi-Square	P: 0.018 S: 0.021	Do not reject Do not reject
H3: Use of Resources and Processes	Chi-Square	P: 0.069 S: 0.084	Reject Reject
H3: Expertise and Purpose	Chi-Square	P: 0.635 S: 0.288	Reject Reject
H3: Expertise and People	Chi-Square	P: 0.020 S: 0.239	Do not reject Reject
H3: Expertise and Processes	Chi-Square	P: 0.000 S: 0.603	Do not reject Reject

5.2 Conclusions

The purpose of this research was to identify related factors of communication sharing and cooperation related to organizational alignment between Parent and Subsidiary Companies in selected companies in Bangkok, Thailand. The major conclusion of this research can be summarized as follows:

5.2.1 Perception on Personal Factors

The population of Parent and Subsidiary Companies, the majority was female. A greatest percentage of employees are between 26-30 years old and holding Bachelor Degree. The largest percentage of young respondents who have been working for both Companies only 1-2 years. Most of them have used meeting room and fitness center as facilities provided from Parent Company.

5.2.2 Perception on Communication Sharing Factors

Communication Sharing consisted of three variables: policy, policy implementation, and information on company updates. Most of the respondents of Parent Company rated "agree" and satisfied on all variables while most of respondents of Subsidiary Company rated negative opinion "neutral / disagreed". It can conclude that most of Subsidiary Company's rating disagreed to policy implementation and information on company updates with its Parent Company. Subsidiary Company needed clear and defined business and management policies, no exceptional in policy practice as well as equal access to Parent Company situation updates via proper communication channels.

5.2.3 Perception on Cooperation Factors

Cooperation consists of two variables: use of resources and expertise. Most of respondents of Subsidiary Company disagreed/ unsatisfied with Parent Company's in terms of equal access to facilities provided by Parent Company and manpower assistance form other department in Parent Company. The results showed inadequate training session organized by both Companies in order to share ideas / skills with each other's. From this result would allow managers to allocate their limited resources wisely and get the best benefit from both Companies's expertise and knowledge by having well- satisfied user.

5.2.4 Perception on Organizational Alignment Factors

Organization Alignment consists of three variables: purpose, people, and processes. It appears that Parent and Subsidiary Companies do not clearly understand working processes caused by in Parent Company have re- organization and work processes. Employees in both Companies have been reallocated, therefore the process of contribution to achieve current strategic goals for both Companies needed to be re-ensured to reach organizational alignment.

5.3 Recommendation

From the conclusion the researcher would like to support some suggestions to Parent and Subsidiary Companies's management:

- Form respondent profile showed the largest group of newcomers who have been working less than two years in both Companies might be a part of the problem, therefore, Human Resources managers of both Companies should provide orientation session to newcomers by providing clarification for better understanding on type of Companies business, purposes, policies as well as the implementation and processes, which will help newcomers to update and align with Companies situation and information at the first time. Mentor program should be provided during settle into period in order to maintain good attitude toward Companies.

- Both Companies should promote and enhance Intranet and Extranet as two-way communication channels in order to approach and participate with their employees in terms of updating Companies news and situation, facilities availability and prompt response to distance departments. This suggestion will foster cooperation and eliminate lacking of communication sharing.

- Due to re- organization in Parent Company, many policies and processes have been adjusted as well as ISO practice has been re-organized. It is Human Resources manager's responsibilities to organize weekly meeting for each department to clarify scope of work, and to foster positive understanding on their work processes with close monitor to real environment and people. This suggestion will promote alignment between communication sharing and organizational alignment.

- From the results, Subsidiary Company are not satisfied with the sharing of resources and expertise provided by Parent Company. Therefore, Human Resources manager of Parent Company should send HR officers to train HR offices of Subsidiary Company in order to design standard scheme and come up with solutions for develop equal accessibility. This suggestion will foster communication of sharing resources between both Companies.

- More training sessions to both employees of Parent and Subsidiary Companies to get associate, share ideas, knowledge and skills once a month at upcountry resort in order to eliminate resources sharing problem as well as to have both Companies aligned in terms of purpose, people, and processes.

- The most important thing is every programme both Companies organized should be applicable and concrete to be done. Due to Companies have invested cost and time; thus, treasure it as the way to improve organizational alignment. At the same time Human Resources department has to keep employees informed and evaluation from time to time regarding to employee's feedback and implementation's result.

5.4 Suggestion for Future Research

- Further study on another different type of business operation to see any interesting concerns on Organizational Alignment such as, between Foreign Companies (MNC).
- Further in depth research on the perceived and find out more factors beside Communication Sharing and Cooperation as main variables for Organization Alignment.

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CHECK LIST

- ☐ **Organizational Chart**
- ☐ **Company policies**
- ☐ **Annual Report**
- ☐ **Search additional document at Human Resources Department**
- ☐ **Electronic sources: Internet**

APPENDIX A

QUESTIONNAIRE (แบบสอบถาม)

Dear Respondent,

This questionnaire is an instrument to obtain primary data for a thesis of Master Degree of Management (Organizational Management), Assumption University. The main objective is to find out the relationship of communication sharing, cooperation, and organizational alignment between Parent and Subsidiary Companies. The researcher is obliged to keep all data answered strictly confidential. Please fill in all answers of all questions freely according to your own perception.

Ms.Orasiri Charoenpanich

Researcher

เรียน ท่านผู้ตอบแบบสอบถาม

แบบสอบถามฉบับนี้เป็นส่วนหนึ่งของหลักสูตรการศึกษาปริญญาโท คณะบริหารธุรกิจ ด้านการบริการการจัดการองค์กร ของมหาวิทยาลัยอัสสัมชัญ จุดประสงค์หลักของแบบสอบถามนั้นเพื่อศึกษาความสัมพันธ์ระหว่างการสื่อสาร , ความร่วมมือ และ ความเป็นหนึ่งเดียวกันระหว่างบริษัทแม่ และบริษัทในเครือ จึงขอความร่วมมือท่านในการตอบแบบสอบถามในครั้งนี้ โดยข้อมูลทั้งหมดที่ได้รับจากการทำวิจัย ผู้ทำวิจัยจะเก็บรักษาไว้เป็นความลับ

อรสิริ เจริญพานิช

ผู้ทำวิจัย

This questionnaire consists of two parts :
แบบสอบถามประกอบด้วยคำถาม 2 ส่วนดังนี้

Part 1: Demographic Profile
ส่วนที่ 1 ข้อมูลส่วนบุคคล

Part 2: Questionnaire
ส่วนที่ 2 แบบสอบถาม

Part 1: Demographic Profile
ส่วนที่ 1 ข้อมูลส่วนบุคคล

Direction: Please complete the following information about yourself by marking the checkmark (X) or specify answer in the blanks related to your own profile.
โปรดตอบคำถามโดยใส่เครื่องหมาย (X) หรือระบุในช่องว่างที่กำหนดให้ ที่ใกล้เคียงกับท่านมากที่สุด.

1. Gender เพศ:

☐ Male ชาย ☐ Female หญิง

2. Age อายุปัจจุบัน :

☐ Below ต่ำกว่า 25 ☐ 26-30 ☐ 31-35 ☐ 36-40 ☐ 41-50
☐ Above มากกว่า 50

3. Educational Attainment ระดับการศึกษาสูงสุด:

☐ Diploma (ปวช/ ปวส)
☐ Bachelor Degree (ระดับปริญญาตรี)
☐ Master Degree (ระดับปริญญาโท)
☐ PhD., Doctor (ระดับปริญญาเอก)
☐ Others (specify)................. (อื่นๆ โปรดระบุ)

4. How long have you been working for this company (until June, 2002)
อายุการทำงานของท่านในองค์กร (นับจนถึงเดือน มิถุนายน 2545)

☐ 1-2 years (1-2 ปี)
☐ 3-4 years (3-4 ปี) ☐ 5-6 years (5-6 ปี)
☐ 7-8 years (7-8 ปี) ☐ 9 years and above (มากกว่า 9 ปี)

5. Facilities offered by the company that you currently use:
สิ่งอำนวยความสะดวกจากบริษัทที่ท่านใช้อยู่:

☐ Meeting rooms (ห้องประชุม)
☐ Fitness Center (ฟิตเนส)
☐ Scholarship/ Financial support (ทุนการศึกษา/ ความช่วยเหลือทางการเงิน)
☐ Intranet (เครือข่ายข้อมูลภายในองค์กร)
☐ Pool car/ messenger (รถบริษัท/ พนักงานรับส่งเอกสาร)
☐ Upcountry resort accommodation (ห้องพักต่างจังหวัด)
☐ Others (specify) .... (อื่นๆ ระบุ)

Part 2: Questionnaire
ส่วนที่ 2 แบบสอบถาม

Direction: The following statements are to indicate your own attitude toward existing relationship of communication sharing, cooperation and organizational alignment between Parent and Subsidiary Companies. Please mark (X) on only one scale in each statement that best fit to you.
ส่วนนี้เป็นการสอบถามความเห็นตามหัวข้อการทำวิจัยในเรื่องความสัมพันธ์ของ การสื่อสาร และความร่วมมือขององค์กร ที่คาดว่ามีความสัมพันธ์ในการทำให้เกิดประสิทธิภาพสูงสุดในด้านความเป็นอันหนึ่งอันเดียวกันในการดำเนินธุรกิจระหว่างบริษัทแม่ และบริษัทในเครือโปรดตอบคำถามโดยใส่เครื่องหมาย (X) ในข้อที่ตรงกับความเป็นจริง หรือความเห็นของท่านมากที่สุด

There are five scales:				
	1	=	Strongly Disagree	ไม่เห็นด้วยอย่างยิ่ง
	2	=	Disagree	ไม่เห็นด้วย
	3	=	Undecided	ไม่แสดงความเห็น
	4	=	Agree	เห็นด้วย
	5	=	Strongly Agree	เห็นด้วยอย่างยิ่ง

Communication Sharing/ การสื่อสารร่วมกัน

No	**Statement** คำถาม	(1)	(2)	(3)	(4)	(5)
	Policy					
1	I know and understand my company policies on Human Resources very well. ข้าพเจ้ารับทราบ และเข้าใจในนโยบายของแผนกบุคคลเป็นอย่างดี					
2	The business policy is clearly stated and defined. นโยบายทางการดำเนินธุรกิจของบริษัทมีการระบุและบัญญัติไว้อย่างชัดเจน					
3	I have the policy guide book since I entered the company ข้าพเจ้าได้รับเล่มนโยบายของบริษัทตั้งแต่เริ่มเข้าทำงาน					
4	I clearly understand ISO in practice. ข้าพเจ้าเข้าใจเรื่อง ISO ในทางปฏิบัติ					
5	I think the management policy of my company creates a good governance and benefits for Parent and Subsidiary Companies. ข้าพเจ้าคิดว่านโยบายด้านการบริหารของบริษัททำให้เกิดหลักการบริหารองค์กรที่ดีและเอื้อประโยชน์ทั้งบริษัทแม่ และบริษัทในเครือ					
	Policy implementation	(1)	(2)	(3)	(4)	(5)
6	Clear implementation of business policies eases my work การประยุกต์ใช้นโยบายทางการดำเนินธุรกิจของบริษัทที่ชัดเจนช่วยให้การทำงานงานของข้าพเจ้าง่ายขึ้น					

7	Clear policy guidance helps me make the right decision แนวนโยบายของบริษัทที่ชัดเจนนั้นช่วยข้าพเจ้าตัดสินใจได้อย่างถูกต้อง					
8	I can see the discrepancy between policy in Human Resources and what is being practiced. ข้าพเจ้าเห็นว่านโยบายของฝ่ายบุคคลของบริษัทนั้นไม่สามารถทำได้จริงในทางปฏิบัติ					
9	I am so concerned with conforming with the policy procedures. ข้าพเจ้าตระหนักถึงขั้นตอน และปฏิบัติตามนโยบายที่บริษัทวางไว้					
10	I see that everyone in both Parent and Subsidiary Companies is under the same set of policies; there is no exception. ทุกคนในบริษัทปฏิบัติอยู่ภายใต้ตามนโยบายเดียวกันโดยไม่มีการยกเว้น					
	Information on company updates	**(1)**	**(2)**	**(3)**	**(4)**	**(5)**
11	I always know what is going on about my company: new projects, company situation, and new comers ข้าพเจ้ารับทราบความเป็นไปของบริษัทโดยตลอด เช่นโครงการใหม่, สถานการณ์บริษัท รวมถึงพนักงานใหม่					
12	I can make quick and thorough access to company intranet system at anytime. ข้าพเจ้าสามารถดูข่าวสารของบริษัทโดยผ่านระบบเครือข่ายภายในได้อย่างสะดวกและรวดเร็ว					
13	For me, distance is not barrier in sharing communication. การทำงานคนละที่ของสองบริษัทไม่เป็นอุปสรรคในการรับรู้ข่าวสารสารระหว่างกัน					
14	I find the communication channels between organizations effective: ข้าพเจ้าเห็นการสื่อสารระหว่างบริษัทแม่และบริษัทในเครือดังต่อไปนี้มีประสิทธิภาพ:					
	14.1 Memo หนังสือเวียน					
	14.2 Management Information System ระบบจัดการข้อมูล (MIS)					
	14.3 Bulletin Board บอร์ดติดประกาศภายใน					
	14.4 Newsletter จุลสารบริษัท					
	14.5 Face- to- face meeting การประชุมพูดคุย					
15	I think my company uses proper channels in conveying the information. บริษัทมีการใช้สื่อที่เหมาะสมในการถ่ายทอดข้อมูลข่าวสารให้กับพนักงาน					

Cooperation/ ความร่วมมือขององค์กร

No	**Statement** คำถาม					
	Use of resources	**(1)**	**(2)**	**(3)**	**(4)**	**(5)**
16	I am satisfied with the facilities the company provided: ข้าพเจ้าพอใจกับการจัดสรรสิ่งอำนวยความสะดวกต่างๆ จากทางบริษัทดังนี้ :					
	1.1 Meeting room ห้องประชุม					

	1.2 Pool car/ messenger รถบริษัท/ พนักงานรับส่งเอกสาร					
	1.3 Fitness ฟิตเนส					
	1.4 Upcountry resort accommodation สวัสดิการห้องพักต่างจังหวัด					
17	I see that the employees of Parent and Subsidiary Companies have equal access to the facilities. พนักงานของบริษัทแม่ และบริษัทในเครือมีความเท่าเทียมกันในการใช้สิ่งอำนวยความสะดวกที่บริษัทมีให้					
18	I value the financial support scheme for the education of employees provided by both Parent and Subsidiary Companies. ข้าพเจ้าเห็นชอบกับการสนับสนุนทางการเงินในการให้ทุนการศึกษาแก่พนักงานของทั้งบริษัทแม่และบริษัทในเครือ					
19	Resource sharing between Parent and Subsidiary Companies helps facilitate my work. สิ่งอำนวยความสะดวกของบริษัทช่วยทำให้งานของข้าพเจ้าสะดวกสบายขึ้น					
20	I never have difficulty in using the company facilities to carry out my task. ข้าพเจ้าไม่เคยประสบปัญหากับการใช้สิ่งอำนวยความสะดวกของบริษัท					
	Expertise	**(1)**	**(2)**	**(3)**	**(4)**	**(5)**
21	I can easily solicit ideas/ suggestions from other departments. เป็นการง่ายที่ข้าพเจ้าจะได้รับความคิดเห็น หรือคำแนะนำจากแผนกอื่น					
22	I received a ready response I ask for manpower assistance from other departments during the grand opening of the new project. ข้าพเจ้าจะได้รับการช่วยเหลือจากแผนกอื่นๆ ด้วยดี เช่น ช่วงเปิดตัวโครงการใหม่					
23	I love sharing my ideas/ skills with others in the Parent and Subsidiary Companies. ข้าพเจ้ามีความสุขในการมีส่วนร่วมแบ่งปันความคิดและ ความสามารถกับผู้ร่วมงานคนอื่นของทั้งบริษัทแม่ และบริษัทในเครือ					
24	There are organized training sessions available to both employees of Parent and Subsidiary Companies. มีการจัดการอบรมในด้านต่างๆ โดยให้พนักงานของทั้งสองบริษัทมีส่วนร่วม					
25	Employees of the Parent Company are encouraged to share knowledge and skills to employee of Subsidiaries. บริษัทแม่สนับสนุน และพร้อมให้ความช่วยเหลือด้านความรู้ความสามารถแก่บริษัทในเครือด้วยดี					

Organizational Alignment / ความเป็นหนึ่งเดียวกันขององค์กร

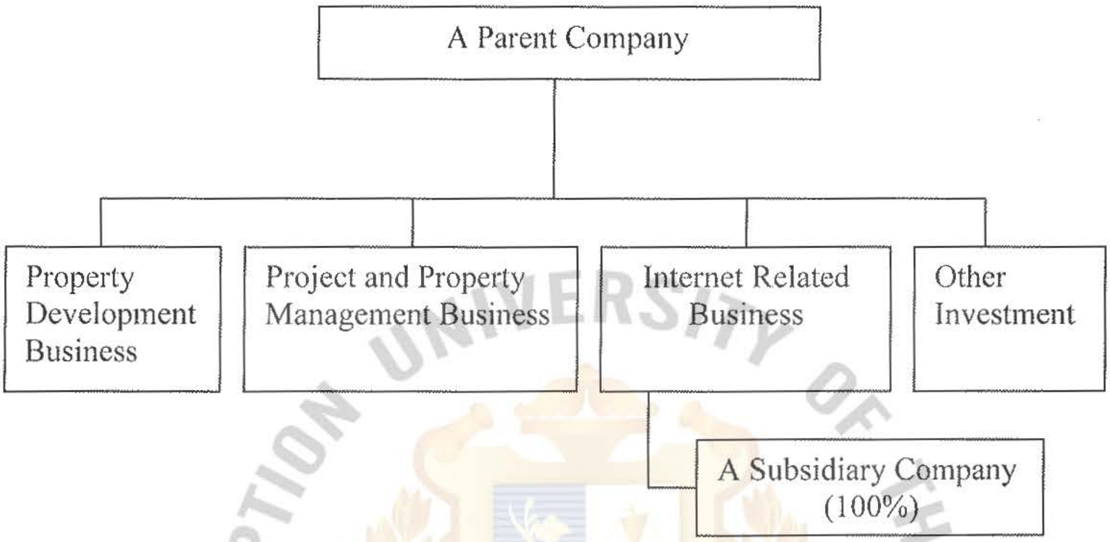
No	Statement คำถาม					
	Purpose	(1)	(2)	(3)	(4)	(5)
26	Purpose of my company is clearly communicated to me. ข้าพเจ้ารับทราบถึงวัตถุประสงค์ของบริษัทอย่างชัดเจน					
27	I support the company's purpose. ข้าพเจ้าพร้อมสนับสนุนวัตถุประสงค์ของบริษัท					
28	Purpose of Parent and Subsidiary Companies is in line with each other. วัตถุประสงค์ของบริษัทแม่ และบริษัทในเครือมีความสอดคล้องกัน					
29	I see that products and services that my company provides are consistent with the purpose of the company. สินค้าบริการของบริษัทนั้นมีความสอดคล้องตรงกับวัตถุประสงค์ของบริษัทที่ตั้งไว้					
30	Working processes are reviewed regularly to ensure that they contribute to the attainment of company purposes. ขั้นตอนการทำงานจะถูกนำมาพิจารณาเป็นระยะเพื่อให้มั่นใจว่าจะสามารถบรรลุวัตถุประสงค์ของบริษัทที่ตั้งไว้					
	People					
31	My company collects information about employee's performance. ทางบริษัทมีการเก็บข้อมูลในเรื่องการปฏิบัติงานของพนักงานว่าเป็นอย่างไร					
32	My work unit or team is rewarded for our performance as a team. หน่วยงานของข้าพเจ้าหากได้รับความชอบจะถือว่าเป็นความชอบของทุกคนในหน่วย					
33	Groups within my company cooperate to achieve customer satisfaction. กลุ่มต่างๆในบริษัทร่วมมือกันทำงานเพื่อให้บรรลุถึง ความพึงพอใจของลูกค้า					
34	When processes are changed, the impact on employee satisfaction is measured. เมื่อขบวนการทำงานมีการเปลี่ยน, ความพึงพอใจของพนักงานจะถูกประเมินและคำนึงถึง					
35	I am provided with useful information on what company cares about. ข้าพเจ้าได้รับทราบข้อมูลในเรื่องต่างๆ ที่บริษัทให้ความสำคัญ					
	Processes					
36	I clearly understand my work processes. ข้าพเจ้ามีความเข้าใจในขั้นตอนการทำงานของข้าพเจ้า					
37	I review my work processes regularly to see how well they are functioning. ข้าพเจ้าทบทวนขั้นตอนการทำงานอย่างสม่ำเสมอเพื่อให้เห็นว่าใช้ได้จริงหรือไม่					

38	When something goes wrong, I correct the underlying reasons so that the problem will not happen again. เมื่อมีปัญหาเกิดขึ้น, ข้าพเจ้าจะแก้ปัญหาที่ต้นเหตุเพื่อไม่ให้ปัญหานั้นเกิดขึ้นอีก					
39	Management processes are reviewed to ensure they contribute to the achievement of strategic goals. ขั้นตอนงานบริหารของบริษัทจะถูกพิจารณาให้แน่ใจว่าจะสามารถบรรลุเป้าหมายทางธุรกิจของบริษัท					
40	My managers care about how work gets done as well as about results. ผู้จัดการของข้าพเจ้าให้ความใส่ใจกับวิธีการทำงานเท่าๆ กับผลของงาน					

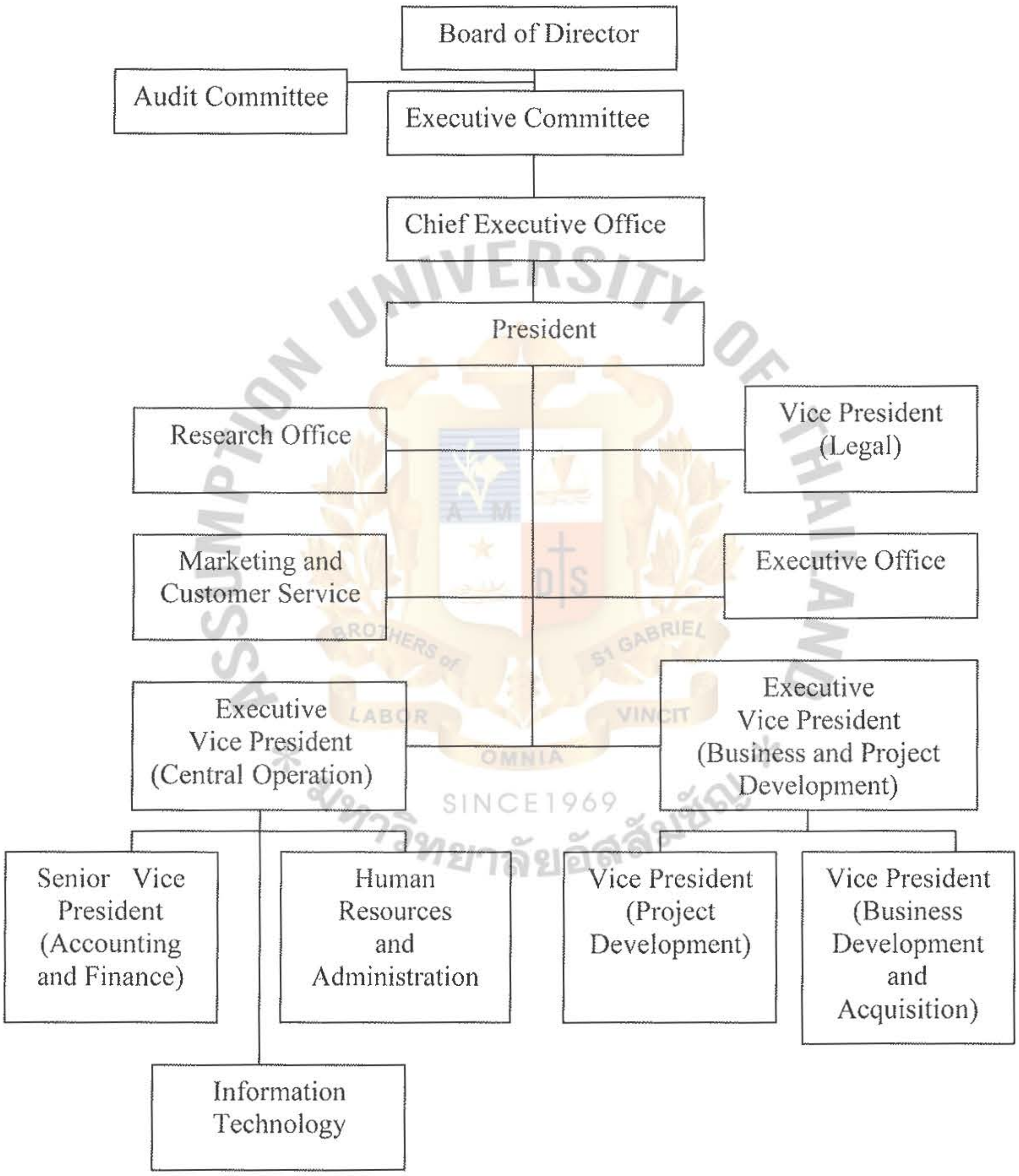
For general comments. (ความคิดเห็นอื่นๆ)

APPENDIX B

Appendix B1: The Overview of the Parent Company's Business



Appendix B2: **The Organization Chart of the Parent Company.**



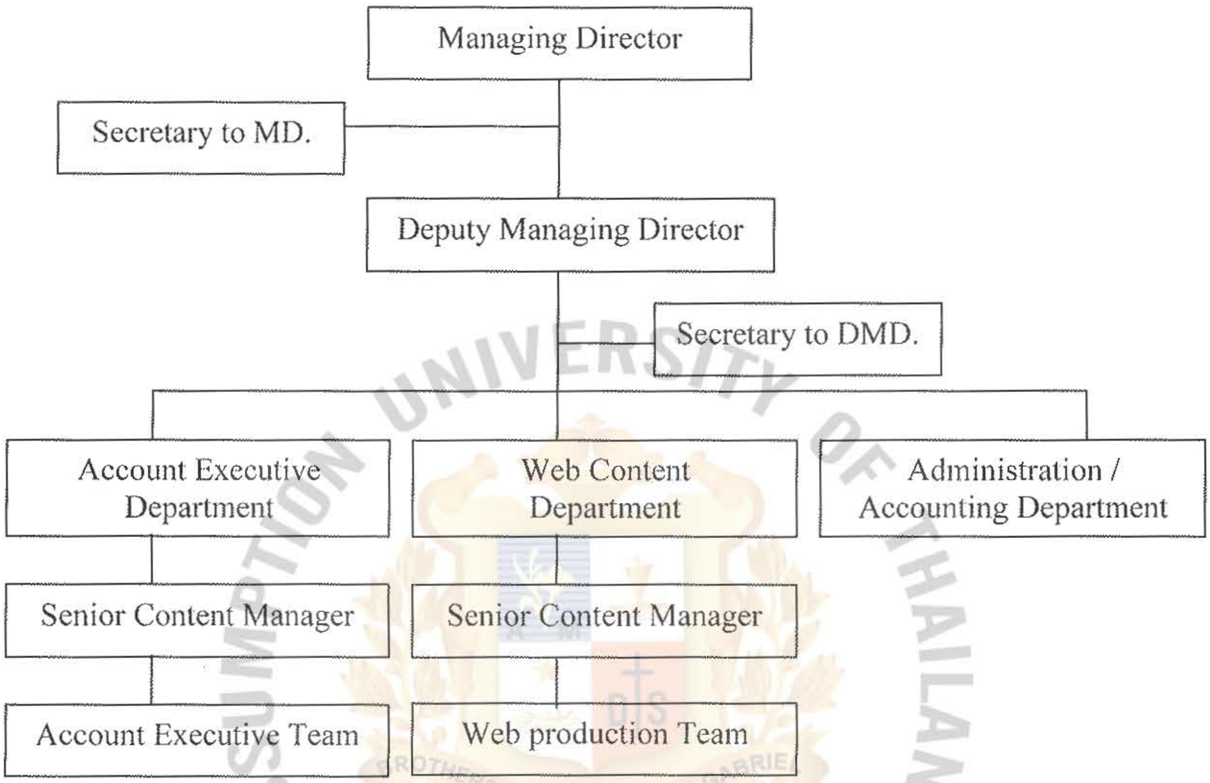
The Parent Company's Total Population:

Total population **90 persons**

Employees by departments

1. The Executive Office	5 persons
2. Project Development	20 persons
3. Business Development and Acquisition	6 persons
4. Central Operation	42 persons
Comprising:	
- Central Operation	2 persons
- Accounting and Finance	12 persons
- Finance	5 persons
- HR and Administration	18 persons
- Information Technology	5 persons
5. Legal	8 persons
6. Research Office	4 persons
7. Marketing	5 persons

<u>Appendix B3</u>: The Organization Chart of Subsidiary Company.



The Subsidiary Company's Total Population::

Total population	**40 persons**
1. Management	5 persons
- Managing Director	1 person
- Deputy Managing Director	2 persons
- Senior Account Manager	1 person
- Senior Content Manager	1 person
2. Web production	10 persons
3. Account executive	15 persons
4. Administration	6 persons
5. Accounting	4 persons