



A Study on Relationship of Organizational Communication and Effective
Teamwork: A Case Study of ABC (Thai) Limited

By
Somruthai Kacharat

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

Master of Management in
Organization Development & Management

Graduate School of Business
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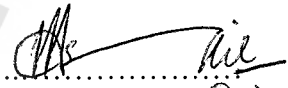

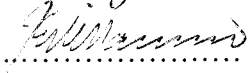
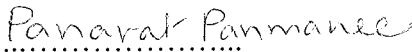
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ABSTRACT

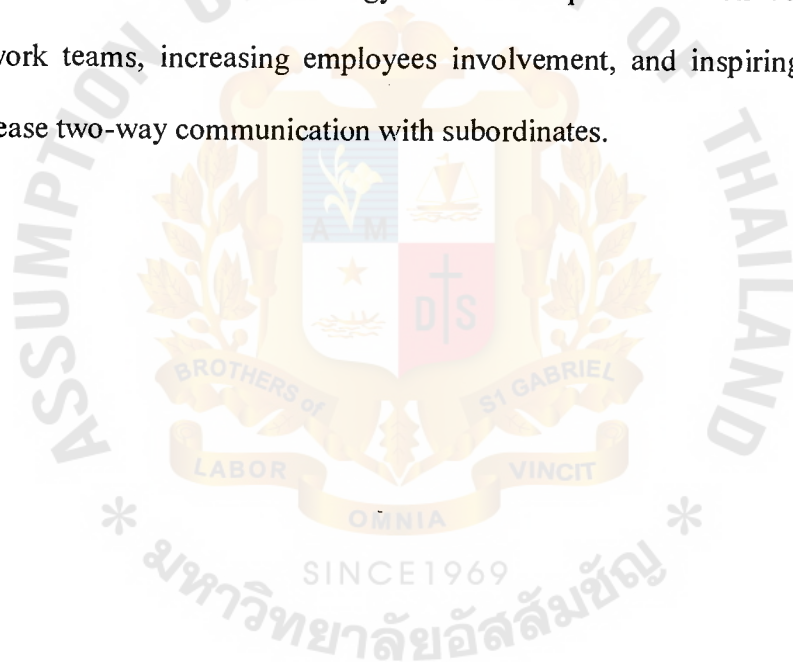
This study focused on determines the relationship between organizational communication and effective teamwork in ABC (Thai) Ltd. To answer the research objectives, two independent variables, i.e., demographic profiles (gender, age, education, employee level, work location, and number of years working) and organizational communication (downward, upward, and lateral communication) were used. The dependent variable set for the study was the effective teamwork (clear goals, role and responsibility, leadership behavior, collaborative, open communication, and support and trust).

The research reviewed several areas of literature on organizational communication theories, and theories related to team, teamwork, and effective teamwork. The population of this study was composed of Sales and Marketing employees at ABC (Thai) Ltd. Questionnaire survey and research interviews were used to collect data from respondents. The survey was a pretest for validity and reliability, using twenty agents.

The study found that staff members of ABC (Thai) Ltd. rated as favorably on all three factors of Organizational Communication, i.e. Downward, Upward, and Lateral Communication. In term of Effective Teamwork, the respondents of ABC (Thai) Ltd. rated as strongly agreed level only three variables of Effective Teamwork, i.e. Clear Goals, Role & Responsibility, and Collaboration. Three of the remaining factors, Leadership Behavior, Open Communication, and Support & Trust were rated as agreed and can be seen as an improvement areas for improving effective teamwork in organization.

The finding demonstrated a correlation between Organizational Communication in terms of Downward, Upward, and Lateral Communication that have significant relationships with Effective Teamwork in terms of Clear Goals, Role & Responsibility, Leadership Behavior, Open Communication, Collaborative and Support & Trust.

The statistical findings and suggestions from respondents on the open-ended question and interviewed were summarized, concluded, and presented to management of ABC (Thai) Ltd. The recommendation were that the company should not only focus on investment of communication technology but also improvement on developing self-managing work teams, increasing employees involvement, and inspiring management level to increase two-way communication with subordinates.



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TABLE OF CONTENTS

Chapter 1: Introduction.....	1
1.1 Generalities of the Study.....	1
1.2 Company Profile.....	4
1.3 Research Objectives.....	13
1.4 Statement of the Problem.....	14
1.5 Research Questions.....	14
1.6 Research Hypotheses.....	15
1.7 Significance of the Study.....	16
1.8 Scope and Delimitation of the Study.....	17
1.9 Definition of Terms.....	18
Chapter 2: Review of Related Literature –Conceptual Framework.....	20
2.1 Organization as System.....	20
2.2 Organization Development and Intervention.....	25
2.3 Organization Change Management.....	28
2.4 Organizational Communication	34
2.4.1 Choosing Media: A Contingency Recommendation.....	37
2.4.2 Direction of Communication.....	39
Downward Communication.....	39
Upward Communication.....	40
Lateral Communication.....	41

2.5	Effective Teamwork.....	42
2.5.1	Characteristics of Effective Teamwork.....	45
2.6	Conceptual Framework.....	52
Chapter 3: Research Methodology.....		55
3.1	Research Design.....	55
3.2	The Sample.....	56
3.2.1	Sample Size and Sampling Procedures.....	56
3.3	The Instruments / Questionnaire.....	59
3.4	Collection Data / Gathering Procedures.....	61
3.5	Data Analysis.....	62
Chapter 4: Presentation and Critical Analysis of Research Findings.....		64
4.1	Qualitative Finding.....	64
4.2	Employee's Demographic Profile.....	68
4.3	Perception on Organizational Communication.....	70
4.3.1	Perception toward Downward Communication.....	70
4.3.2	Perception toward Upward Communication.....	71
4.3.3	Perception toward Lateral Communication.....	72
4.3.4	Summary of Perceptions on Organizational Communication.....	73
4.4	Perception on Effective Teamwork.....	73
4.4.1	Perception on Clear Goals.....	74
4.4.2	Perception on Role & Responsibility.....	74

4.4.3	Perception on Leadership Behavior.....	75
4.4.4	Perception on Collaboration.....	76
4.4.5	Perception on Open Communication.....	76
4.4.6	Perception on Support & Trust.....	77
4.4.7	Summary of Perceptions on Effective Teamwork.....	78
4.5	Result of Hypotheses.....	79
Chapter 5:	Summary, Conclusion, and Recommendation.....	85
5.1	Summary of Findings.....	85
5.1.1	Demographic Profile.....	85
5.1.2	Perception on Organizational Communication.....	86
5.1.3	Perception on Effective Teamwork.....	86
5.1.4	Correlation Relationship between Organizational Communication and Effective Teamwork.....	87
5.2	Conclusion on the Research Finding.....	87
5.3	Recommendation for an ODI Proposal.....	89
5.3.1	Rational of OD Intervention.....	89
5.3.2	Purpose & Objective of ODI.....	90
5.3.3	ODI Framework.....	91
5.3.4	Organization Development Intervention.....	91
5.3.5	Management Support.....	95
5.3.6	Recommendation for Further Research.....	95
	BIBLIOGRAPHY.....	96-98
	APPENDIX	

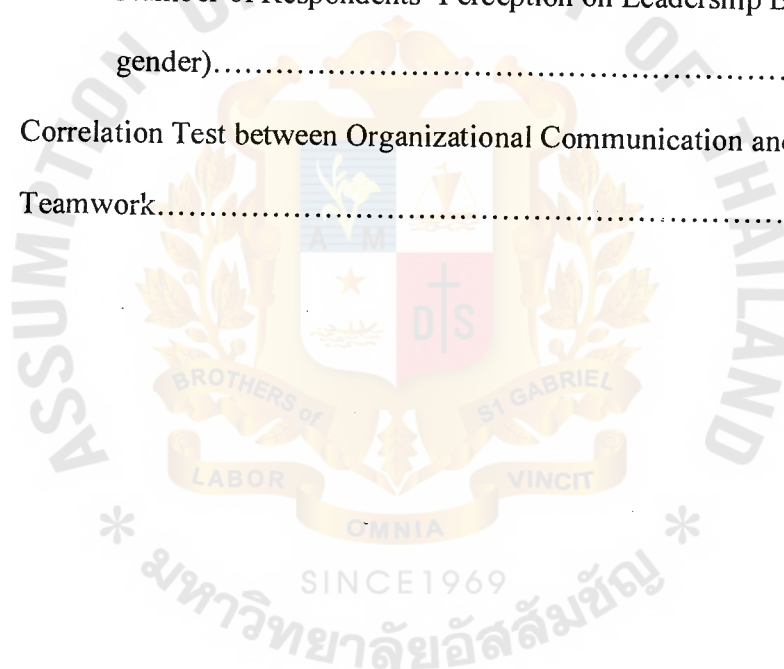
LIST OF FIGURES

Figure 1.1	Organization Chart of ABC (Thai) Ltd.....	8
Figure 1.2	Organization Situation.....	12
Figure 2.1	The Organization as an Open System.....	22
Figure 2.2	The Organization as an Open System (2).....	24
Figure 2.3	Organization Development's 6 Stages.....	27
Figure 2.4	Lewin's Force-Field Theory of Change.....	31
Figure 2.5	A Perceptual Model of Communication.....	35
Figure 2.6	The Benefits of Effective Communication.....	36
Figure 2.7	A Contingency Model for Selecting Communication Media.....	38
Figure 2.8	An Open Systems Model of Work Team Effectiveness.....	44
Figure 2.9	The Model of Team Effectiveness.....	48
Figure 2.10	Conceptual Framework.....	54
Figure 5.1	ODI Framework.....	91

LIST OF TABLES

Table 2.1	Forces for and Impediments to Change.....	30
Table 2.2	Steps to Leading Organizational Change.....	33
Table 3.1	R.V. Krejcie & D.W. Morgan's sample Size Estimation Table.....	57
Table 3.2	Number of Sample Size.....	58
Table 3.3	Research Instrument Design.....	60
Table 3.4	Cronbach's Alpha Coefficient-Pretest.....	61
Table 4.2.1	Gender.....	68
Table 4.2.2	Age.....	68
Table 4.2.3	Education Background.....	69
Table 4.2.4	Employee Level.....	69
Table 4.2.5	Work Location.....	70
Table 4.2.6	Number of Years Working.....	70
Table 4.3.1	Perception toward Downward Communication.....	71
Table 4.3.2	Perception toward Upward Communication.....	72
Table 4.3.3	Perception toward Lateral Communication.....	73
Table 4.3.4	Summary on Perceptions on Organizational Communication.....	73
Table 4.4.1	Perception on Clear Goals.....	74
Table 4.4.2	Perception on Role & Responsibility.....	75
Table 4.4.3	Perception on Leadership Behavior.....	75
Table 4.4.4	Perception on Collaboration.....	76
Table 4.4.5	Perception on Open Communication.....	77

Table 4.4.6	Perception on Support & Trust.....	77
Table 4.4.7	Summary of Perceptions on Effective Teamwork.....	78
Table 4.5.1.1-1	Pearson Chi-Square Gender and Effective Teamwork.....	80
Table 4.5.1.1-2	Number of Respondents' Perception on Effective Teamwork.....	80
Table 4.5.1.2-1	Pearson Chi-Square Gender and Clear Goals.....	81
Table 4.5.1.2-2	Number of Respondents' Perception on Clear Goals (by gender).	81
Table 4.5.1.3-1	Pearson Chi-Square Gender and Leadership Behavior.....	81
Table 4.5.1.3-2	Number of Respondents' Perception on Leadership Behavior (by gender).....	82
Table 4.5.2	Correlation Test between Organizational Communication and Effective Teamwork.....	83



Chapter 1

Introduction

1.1 Generalities of the Study

Global Context

In the era of the changing world environment, it is critical for every unit to keep themselves equipped with a mechanism that can help them to survive. Organizations have to have strategies that can make them ready to adapt quickly enough to compete with the severe situation in the market place. To achieve this complex position, many organizations around the world realize that it is important to have a great communication and effective teamwork. Because information and communication are the key assets within the global knowledge economy, economic growth, market access, and the ability to manage risk correlate directly with the rapidity and breadth of information access and the availability of appropriate communication channels. Communication becomes a vital mechanism of every organization in the changing world; especially communication between managers and employees provides the information necessary to get work done effectively and efficiently in organizations. Corporate leaders spend almost 80 percent of their day communicating (McShane, 2000). As such, there is no doubt that communication is fundamentally linked to managerial performance in every organization in the world.

Whether an organization is large, small, or virtual, sharing information among its parts and with the outside world is the glue that binds the organization together. When you join a company, you become a link in its information chain. Whether you're a top manager or an entry-level employee, you have information that others need in order to perform their jobs, and others have information that is crucial to you. In fact, communication is the lifeblood of an organization. (Bovee & Thill, 2003).

Being an effective communicator in today's organizations means being connected—most importantly to employees and customers, but actually to any of the organization's stakeholders. Therefore, each country tends to develop organizational communication ability and improve communication technology in order to achieve an effectiveness in their teamwork.

Many organizations are adapting team working organizational structures for becoming more responsive to market conditions and more effective in their operation. A similar trend has been found in the USA with 54% of leading USA companies being found to use team based working (<http://cyberg.wits.ac.za.htm>)

The use of teams in the workplace, then, is both a response to complexity, and a new source of complexity. Teamwork is a response to complexity because the synergy that is possible with a good team effort produces better and faster problem solving than individuals can achieve. Teamwork is a source of complexity because this way of working requires different skills, staffing, and management. In a same way ineffective teamwork can create high costs of coordination with little gain in productivity.

Thailand Context

Thailand is the world's leading producer of rice, sugar, tapioca, pine-apple and tropical fruits. It is the 14th largest food exporter holding 2.3% of the global market share (National Food Institute of Thailand, 2003). Exports account for half of the food and beverage industry's output in Thailand.

Because Thailand is the land of food producer, so there are many food and beverage international companies interested to invest in Thailand. There are more than 6,000 factories in Thailand consisting of small-, medium-, and large- scale

plants, which employ about 600,000 people (National Food Institute of Thailand, 2003).

Food processing is one of the country's biggest manufacturing sectors. About 61% of the processed food and beverage market in Thailand is food products while beverage make up the balance. The main types of processed food include fruits & vegetables, shrimp & seafood, poultry products, rice grain & cereal products, sugar & confectioneries and juice & beverage.

For dairy market, the value of this market is estimated to be US\$ 755 million in 2004 and is expected to grow up to US\$ 833 million in 2006 (Price Water House Coopers, 2004) This market can be segmented into the following; liquid milk (36%), ice cream (24%), powdered milk (14%), yogurt (14%), concentrated milk (9%), fats and spreads (2%) and others (2%). Growth in Thailand food and beverage market is likely to continue into the future, driven by various factors including large population and growing affluence.

Focusing on ice cream Thailand sector, the size of this sector is estimated to reach US\$ 182 million in 2004 and further grow over the next two years to US\$ 203 million in 2006 (Price Water House Coopers, 2004). That's why many companies would like to jump into this market sector. The key players in this sector are Unilever Thai Holding (Wall's is number 1 in market share), United Foods, Cremo, Bud's Swensen's, and ABC (Thai) Ltd.

In order to gain more competitive advantage, all players try to develop innovative products and special promotions that are more effective than the competitors'. But ABC (Thai) Ltd. realized that in the present competitive situation, to be a market leader using only marketing strategy (product, price, place and promotion) is not enough anymore. Therefore, the company has to consider an inside factor that has an impact on the employees' performance and job satisfaction.

The newest Asian trend of this era is not working alone but should be working as teamwork. The advantages of teamwork are many. Team brings diverse talents, experience, knowledge, and skill to the problem situation. They can, therefore, react to a variety of problems that are beyond the technical competence of any one individual. Teams can deal with problems, which cross department and division lines, and working on teams can be more satisfying and morale boosting for people than working alone (www.dbainc.com, 2005). Effective teamwork with clear goals, understanding role and responsibility, good leadership behavior, collaboration, open communication, and support and trust make employees satisfied and help the company improve productivity and efficiency, and also build satisfied customers and consumers.

Therefore, if there is lack of effective organizational communication and teamwork, the company cannot reach business achievement and become the real leader in the market especially in the era of rapidly changing world.

1.2 Company Profile

“ABC (Thai) Ltd. is the world food company dedicated to providing you with the best food throughout your life.” (ABC Group Thailand Manual, 2002)

The ABC Group started with the vision of a single person – a German chemist – who in 1867 invented an infant food in Vevey, Switzerland, in response to seeing many women in his country who, for various socio-economic reasons, were unable to feed their infants. Since then ABC infants foods have sustained and saved the lives of countless babies around the world. (ABC Group Thailand Manual, 2002)

Having been in the world for over 130 years, ABC (Thai) Ltd. understands the needs of consumers. ABC is dedicated to providing good food to people throughout

their lives. Its range of products can meet and enhance all the nutritional requirements across the consumer's life stages. (ABC Group Thailand Manual, 2002)

ABC Company Ltd. is the world's leading food and beverage company, with sales of about US\$ 72 Billion. It has 230,000 employees worldwide and operates 520 factories in 82 countries. Meanwhile, today ABC Group Thailand employs 3,000 people, has eight plants and spends over 10,000 million baht a year purchasing raw and packaged materials from 16,000 local suppliers. In the past five years ABC Group Thailand has spent over 4,000 million baht on new production facilities. (Nestle Group Thailand Manual, 2002, page13)

For ABC Group Thailand commitment (Nestle Thailand Presentation, 2004), the basic objective is to achieve profitable and consistent growth with the highest standards through responsible participation in the Thai foods and beverage industry, with value added products and superior service. Fundamental to achieving this objective is absolute commitment to:

Our Product : To provide for people appropriate growth opportunities, training and development, security of employment, job satisfaction, open communications, shares learning and rewards.

Our Products : To maintain the consistently high quality, consumer appeal and good value for many of our products.

Our Customers/Suppliers: To work in partnership with our trade customers and suppliers, to understand their changing needs, create superior action plans to meet those needs and achieve co-prosperity.

Our Consumers: To continue to refine and develop quality products, based on superior research and development that effectively responds to changing consumer needs, backed by an unconditional guarantee.

Our Community: To work as a leader in the Thai food and beverage industry, and to contribute to industrial advancement and community growth.

Our Environment: Healthy and stable world for future generations and to play an active role in the pursuit of environmental protection.

Nowadays, ABC (Thai) Ltd. ice cream has been a part of ABC Group Thailand. ABC (Thai) Ltd. has 500 employees. Since ABC (Thai) Ltd. is a trading and distribution company, therefore, the company focuses on Sales and Marketing function. As noticed from the organization chart (Figure 1.1) its headcount under Sales and Marketing department is more than the other departments. The sales department has National Sales and Distribution Manager as a head of Sales. The sales function is divided into two types, the first part is divided by regional areas consisting of Bangkok 1, Bangkok 2, Central, North, North-East, and South and the second part is divided by channel characteristics consisting of School and Tricycle channel. Moreover, there is the sales Support function for support sales activity, training, and analysis, both quantitative and qualitative. Another main function of ABC (Thai) Ltd. is the marketing department. This department has Category Marketing Manager as a head of the department, under the head of marketing which consists of four brands marketing which is divided by product types such as Take Home Product, Kids Product, Teen & Adults Product, and Scooping Product.

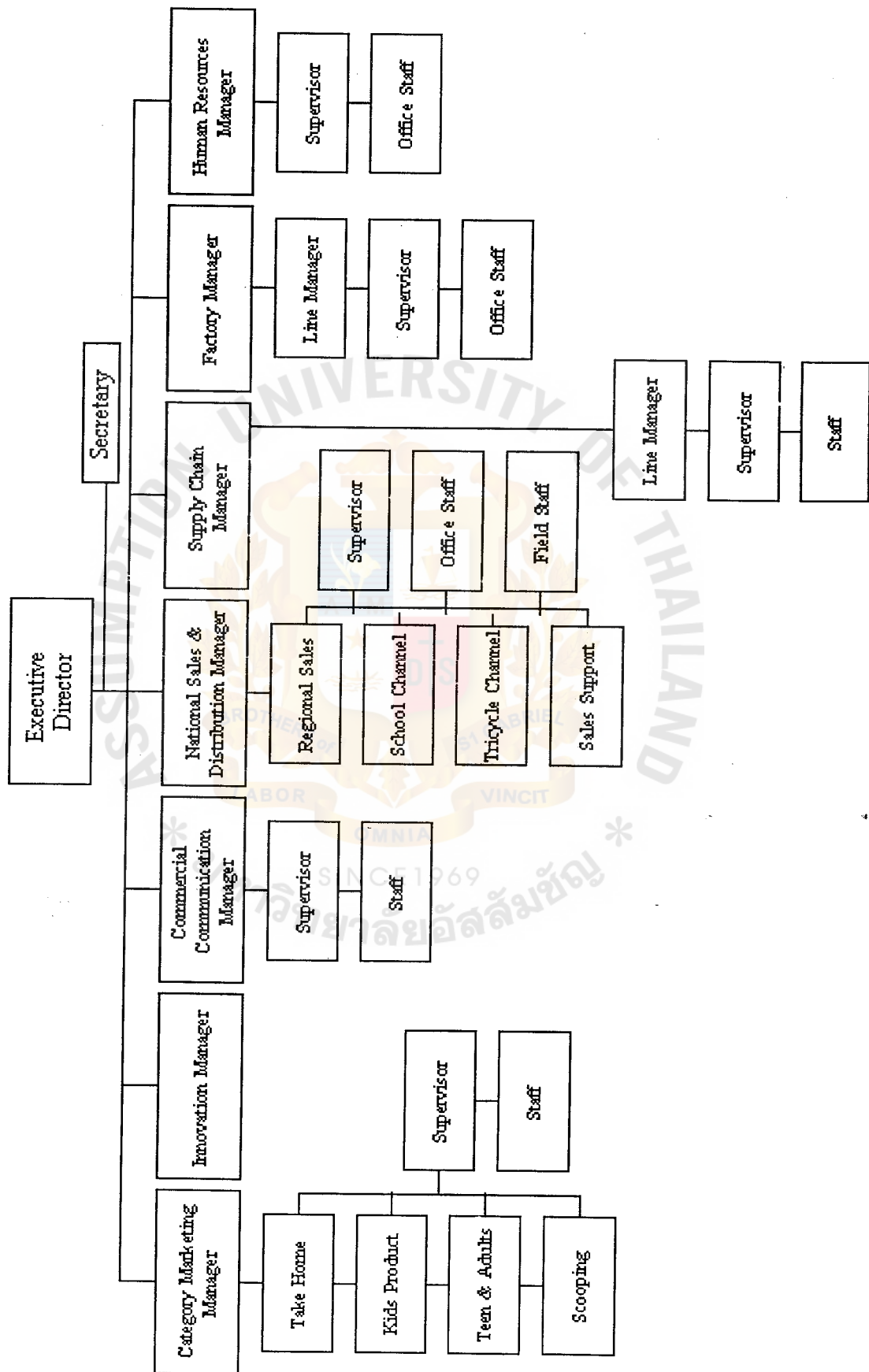
Besides Sales and Marketing Department, ABC (Thai) Ltd. also has other functions such as Commercial Communication, Supply Chain, Human Resources, Innovation and Renovation, and Factory.

Over the past three years, ABC (Thai) Ltd. has sales growth of approximately 30% per year. The company can achieve sales more than the target and the competitors' (when compared with growth percentage). And ABC (Thai) Ltd. has also targeted growth of sales to 30% in year 2005. For achievement preparation, the

company plans to expand many headcounts in sales functions both in Bangkok and Upcountry force in order to fully service nationwide.



Figure 1.1: Organization Chart of ABC (Thai) Ltd.



Nowadays, ABC (Thai) Ltd. workplaces are located in two different places. Firstly, the ABC Ice cream factory at Bangchan Factory, which produces all ice cream products and the office of the Human Resources department. Secondly, located at Onnuch Road, are the ice cream warehouse and the office of Top Manager, Marketing, Sales, and Supply Chain Department. Besides, the ABC Ice cream employees can contact if necessary with other officers located at different places like the Head Office at Pleonchit Road such as Accounting, Purchasing, Consumer Service Department, and other Business Units of ABC (Thai) Ltd.

As I mentioned earlier, the main functions at ABC (Thai) Ltd. are Sales and Marketing functions. Therefore, many communication problems also come from Sales Team and Marketing. These two functions are necessary to be connected with each other always. The sales Representatives at ABC (Thai) Ltd. have responsibilities in different areas of Thailand, some live in Bangkok, some live in Upcountry, and some have to move between Bangkok and Upcountry. The company will help on mobile phone expenses because it is necessary to call customers many times in a day. Each of the sales Representatives has his/her own email address that is provided by ABC (Thai) Ltd. So the whole day, we can contact all Sales Reps. by using the Mobile Phone and email.

Large distance between employees in office and in the field makes a big gap to work together. In terms of Downward Communication, most of the planning will be provided to employees in the field by people in the office but unfortunately, most of the communications are performed in a one way communication. Therefore, the company rarely gets to know of any feedback from the field employees. Moreover, the limitation of communication equipment also created a problem of organizational communication because the company cannot know how many employees miss the

messages or how many employees understand about the messages and how many do not.

Sales Manager will set the meeting with the Sales Representative one time per month. The objectives of the monthly meeting are information update about business plan and strategy, new product launch and promotion update, to be informed about the competitive situation in the market, sales performance, evaluation, and etc. The Sales Representatives have a chance to share information between their manager and peers. And they also can comment or give feedback on any plans that affect their job, but actually, most of them do not. Some managers are really confident about themselves and do not listen to the subordinates' opinion and some managers always asks their subordinates for any comment but finally they decide to believe in their own opinion. For the organization policy level, only one time per month can they know about the company policy and movement directly from their own manager, so the company cannot avoid the rumors that tend to occur in the market about changes. When the Sales Representatives are not clear or suspect anything, most of them tend to find information or ask from their colleague in the same level, but they do not ask their supervisor because maybe they are afraid and do not want to show their manager that they have a problem.

For another example from the Marketing function, when the company has a new promotion or new product, Marketing will communicate to all involved by sending e-mail to all sales. Meanwhile, some of the sales people cannot open their e-mail due to Internet error connection, or maybe employees are not comfortable to use the Internet while working. Therefore, some of the employees would miss the message and do the wrong practice and employees also feel dissatisfied due to misunderstanding. Therefore, because of lack of effective downward communication, the team could not achieve the best performance in teamwork because they are not

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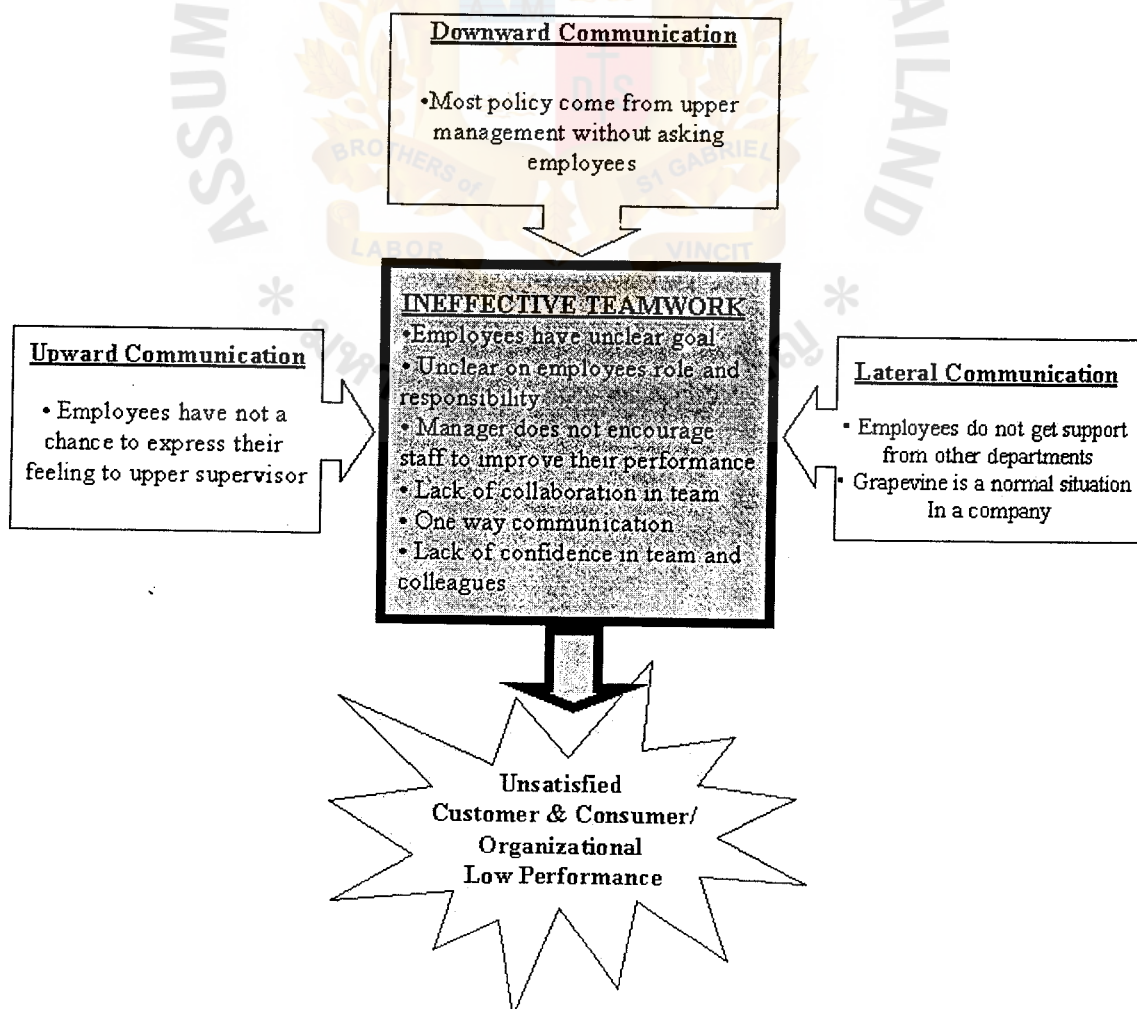
clear about the company goal, unclear about their role and responsibility and team communication is not open due to the character and behavior of the manager.

In terms of Upward Communication, the upper management and middle management level will provide most of the strategy without asking the staff's opinion although those policies will affect them directly. For example, the upper management level and the channel manager agree to change the incentive of all sales representatives. When they introduce the new scheme incentive thinking to all Sales and which everyone has to use next month, in the meeting room, there are many sales representatives who do not agree with the new scheme. All of them agree that the new scheme is a good idea but will not work in practice. However, there is no change in the new incentive scheme because the management believes that it is good and should be tried out, if it does not work in the real time, the scheme should be adapted. Finally, the new incentive scheme has to be adjusted in order to find more practical sales in the field because it is not effective when used in real time. For effective teamwork, Upward Communication is also important to ABC (Thai) Ltd. in terms of open communication and support and trust.

Besides, Downward and Upward Communication, employees find it necessary to communicate with their colleagues and employees in other functions. The most problems come from a large distance between people who work in Bangkok and the Salesman upcountry, especially people who work in different divisions tend to avoid helping each other because each of the employee thinks that his/her job is more important than others and others have to follow his/her rule and reputation without thinking of other divisions limitations. For instance, when the Sales representative in the field wants to request POSM from the marketing department, they will call the Marketing Admin at the Bangkok office that is responsible for the POSM stock. The salesman wants to request in urgent but he/she cannot send the requisition document

to the marketing admin right now because he/she is working in the field and cannot send the email right now. But the marketing admin cannot provide POSM to the salesman as requested because it is not a requisition rule and the requisition process use a lead-time for 3 days. From this problem, the Salesman thinks that Marketing should be more flexible in working than now because when Salesman work in the field, there are many problems and limitations. But from the marketing view, they want the Salesman to plan and act by the plan and rule of others, not just only doing for their own convenience. Support and trust will not occur between employees if they lack effective Lateral Communication.

Figure 1.2 An Organization Situation



Therefore, to improve the performance of ABC (Thai) Ltd. the company needs to conduct a research on organizational communication and effective teamwork in order to find a major problem and implement a practical intervention to solve the problem and to acquire the competitive advantage.

1.3 Research Objectives

The objectives of this research are as follows:

1.3.1 To describe and analyze the current situation, functioning and performance of the organization as a “human social system” of “corporate living person”.

1.3.2 To describe the situation of the Organizational Communication at ABC (Thai) Ltd to have more effective and efficient communication.

1.3.3 To determine the level of Teamwork Effectiveness towards Organizational Communication at ABC (Thai) Ltd.

1.3.4 To determine if there is a significant relationship between Organizational Communication and Effective Teamwork.

1.3.5 To identify and recommend appropriate Organizational Development Intervention to improve organizational communication and effective teamwork.

1.4 Statement of the Problem

The main purpose of this study is on the relationship of the Organizational Communication in terms of Downward, Upward, and Lateral Communication and Effective Teamwork in terms of Clear Goals, Role & Responsibility, Leadership Behavior, Collaboration, Open Communication, and Support & Trust at ABC (Thai) Ltd.

1.5 Research Questions

To meet the research objectives, research questions are defined as follows:

1.5.1 What are the demographic profiles of respondents in terms of:

- a) Gender
- b) Age
- c) Educational background
- d) Employee Level
- e) Work Location
- f) Number of work experience?

1.5.2 What are the types that are critical to Organizational Communication of ABC (Thai) Ltd. in terms of:

- a) Downward Communication
- b) Upward Communication
- c) Lateral Communication?

1.5.3 How is the level of Teamwork Effectiveness at ABC (Thai) Ltd. in terms of:

- a) Clear Goals
- b) Role & Responsibility
- c) Leadership Behavior

- d) Open Communication
- e) Collaboration
- f) Support & Trust?

1.5.4 Is there a significant relationship between Demographic Profile in terms of Gender, Age, Educational Background, Employee Level, Work Location, and Number of work experience and Effective Teamwork in term of Clear Goals, Role & Responsibility, Leadership Behavior, Collaborative, Open Communication, and Support & Trust?

1.5.5 Is there a significant relationship between Organizational Communication in terms of Downward, Upward and Lateral Communication, and Effective Teamwork in terms of Clear Goals, Role & Responsibility, Leadership Behavior, Collaboration, Open Communication, and Support & Trust?

1.6 Research Hypotheses

H₀₁: There is no significant relationship between Employees' Demographic profiles in terms of Gender, Age, Education Background, Work Location, and Number of work experience and Effective Teamwork in terms of Clear Goals, Role & Responsibility, Leadership Behavior, Collaboration, Open Communication, and Support & Trust.

H_{a1}: There is significant relationship between Employees' Demographic profiles in terms of Gender, Age, Education Background, Work Location, and Number of work experience and Effective Teamwork in terms of Clear Goals, Role & Responsibility, Leadership Behavior, Collaboration, Open Communication, and Support & Trust.

- Ho2: There is no relationship between Organizational Communication in terms of Downward, Upward and Lateral Communication, and Effective Teamwork in terms of Clear Goals, Role & Responsibility, Leadership Behavior, Collaboration, Open Communication, and Support & Trust at ABC (Thai) Ltd.
- Ha2: There is relationship between Organizational Communication in terms of Downward, Upward and Lateral Communication, and Effective Teamwork in terms of Clear Goals, Role & Responsibility, Leadership Behavior, Collaboration, Open Communication, and Support & Trust at ABC (Thai) Ltd.

1.7 Significance of the Study

The study of organizational communication is not new, but it has only recently achieved some degree of recognition as a field of academic study. It has largely grown in response to the needs and concerns of business. The first communication programs were typically located in speech departments, but most business schools now include organizational communication as a key element of study. The study of organizational communication recognized that communication in organizations goes far beyond training managers to be effective speakers and to have good interpersonal communicational skills. Moreover, it recognizes that all organizations, not just business organizations, have communication needs and challenges. (Baker, 2002)

Although, ABC (Thai) Ltd. had invested more than 50 million baht to improve the communication system at the company, it is still unclear on how much the new system can help the sales employees around the country to work easier, faster, and with greater efficiency. Mostly, the organization has developing technology and tries to improve the Sales skill continuously in order to achieve the market leader position in the Ice cream market but the grass root problem that the organization does not emphasize is how to communicate with effective teamwork.

Therefore, the main area that ABC (Thai) Ltd. should improve today is Organizational Communication. Although, ABC (Thai) Ltd. is the large company and has many products well known among consumers but if the company lacks the effective Communication within the organization, they cannot also reach the efficiency of organizational performance. Clear and continuous communication is a critical success factor in a company.

From this study ABC (Thai) Ltd. can improve the communication barriers that take place in the organization to increase effective teamwork in it. The benefits of effective teamwork are to be more effective in Clear Goals, Role & Responsibility, Leadership Behavior, Open Communication, Collaboration and Support & Trust.

The effective teamwork of employees also leads to satisfied customers. Due to the little changes in the staff, the customers always get the same contact person for their needs, receive professional service and build up a relationship of trust with the company. The employee, on the other hand, receives a positive motivational input from the customer's appreciation. The trust relationship facilitates the employee to achieve his goal easier and faster.

1.8 Scope and Delimitation of the Study

The research limitations are as follows:

1.8.1 This study covers the management level to the staff level, of Marketing and Sales department, number of sample size is 144 people.

1.8.2 This study focus on Marketing and Sales Departments of Ice cream division only.

1.8.3 This study not use all business units of ABC (Thai) Ltd. but will focus only on the Ice cream division.

1.8.4 The company requested the real name of the company not be mentioned in the research.

1.9 Definition of Terms

The operational definitions of terms used in this study are as follows:

Downward Communication means process of higher level managers telling those below them what to do and how to do it.

Effectiveness is defined as the achievement of the design objective.

Effective Teamwork means the one that achieves and maintains high levels of both task performance and member satisfaction, and retains its viability for future action. (Schermerhorn, 2004).

Feedback is response or reaction that the receiver gives to the source's message sent (Seiler, 1996).

Lateral Communication means the flow of information between colleagues and peers.

Noise means a disturbance in communication that distorts the message (Devito, 1994).

Organizational Communication means the communication process that takes place among units / departments of an organization. Besides, organization communication included interpersonal communication, at the interpersonal level where communication takes place among people or colleague.

Subordinate refers to a person who will follow the order or command of the higher position (Wongjarouskul, 2001).

Team means a small group with complementary skills who hold themselves mutually accountable for a common purpose (Katzembach & Smith, 1994).

Trust is defined as a multidimensional concept including honesty, loyalty, truthfulness, competency, and consistency (Vongvanich, 2002).

Upward Communication means employees send a message to their bosses, and managers learn about what is going on in the organization and often about customers, through employees.



Chapter 2

Review of Related Literature Conceptual Framework

Communications are vital to all organizations, including in the ABC (Thai) Ltd. Differences in distance between employees who work in an office and sales representatives who work in the field may cause problems in conversations. A sales representative is the key one who directly contacts the customer, and needs to use a lot information that must be provided by the office center such as organizational policies, product information and promotions. In contrast, the office center needs to know about the market situation and also the competitor situation in the field. Therefore, many theories prove that communication is the key for all organizations today.

2.1 Organization as System

Kreitner & Kinicki (2004) defined the organization according to Chester I Barnrd's definition that an organization is "a system of consciously coordinated activities or forces of two or more persons".

Cook, et al., (1997) defined that Organizations are a form of social system made up of people and a variety of resources and subsystems integrated for the purpose of transforming inputs into mission satisfying outputs.

Harvey & Brown (2000) found out that a system is a set of interrelated parts unified by design to achieve some purpose or goal. Organizations are systems. Each organization can be viewed as a number of interrelated, interdependent parts, each of which contributes to the total organizational functioning and to the achievement of its goal. The systems approach is one of the most important concepts in OD because it deals with change and interrelationships in complex organizations. The notion of

system interdependency is critical because a change in one part of an organization system has consequences in other parts of the organization.

The term system is used in many different contexts: for example, defense system, weapons system, solar system, and stereo system. A system has been defined as an organized unitary whole composed of two or more interdependent parts components or subsystems and delineated by identifiable boundaries from its environment. (Harvey & Brown, 2000)

A system has several basic qualities:

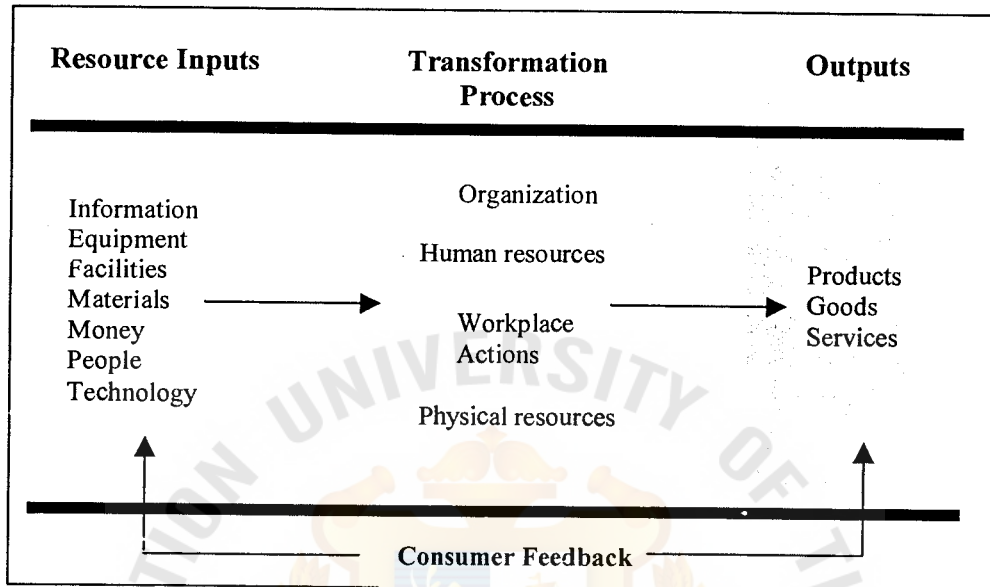
- A system must be designed to accomplish an objective.
- The elements of a system must have an established arrangement.
- Interrelationships must exist among the individual elements of a system.
- The basic ingredients of a process (the flows of information, energy, and materials) are more vital than the basic elements of a system.
- Organization objectives are more important than the objectives of its elements, and thus there is a deemphasis of the parochial objectives of the elements of a system.

The focus of the systems approach is the recognition of the effect of managerial functions and the interrelationship between sub-elements of the organization. Rather than view the organization as a static set of relationships, the organization is viewed as a set of flows of information, personnel, and material. Time and change become critical aspects. The flow of inputs is a basic starting point in the description of the system (see Figure 2.1) There are three basic elements that make up such a system (Harvey & Brown, 2000):

1. Inputs are the resources that are applied to the processing function.
2. Processes are the activities and functions that are performed to produce goods and services.

3. Outputs are the products and services produced by the organization

Figure 2.1 The Organization as an Open System



Source: Harvey, D.& Brown, D. (2000). An experimental approach to organizational development. (6th edition). New Jersey: Upper Saddle River.

A business firm takes such inputs as materials, people, and energy, and converts them into the products or services desired by consumers. The organization receives inputs from its environment, acts on those inputs by transforming them, and returns these transformed elements to the environment as products. (Harvey & Brown, 2000)

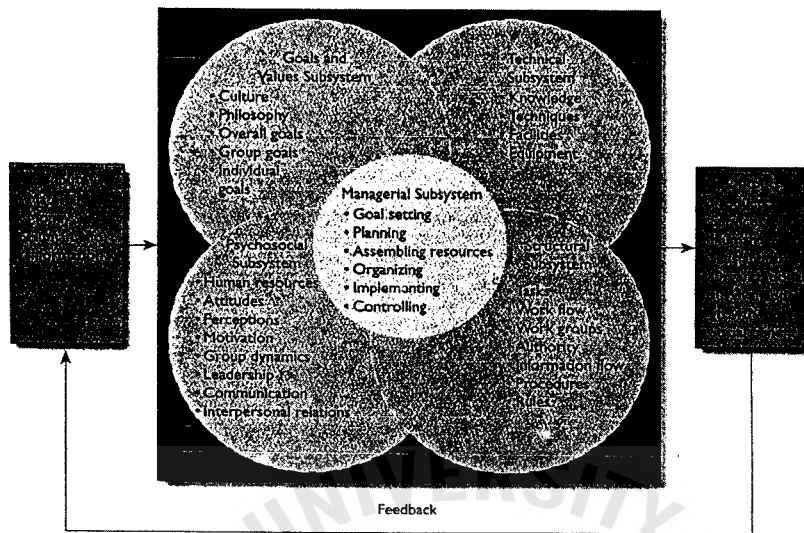
The Organization as an Open System

Cook, et al., (1997) defined organizations as an open system, subject to pressures and inputs from outside their boundaries and thus are more complex and more difficult to control than closed systems.

There are two basic types of systems: open and closed. A closed system is one that is self-contained and isolated from its environment. In the strictest sense, closed systems exist only in theory, for all real systems interact with their environment. The emphasis is on treating organizations as open systems. (Harvey & Brown, 2000)

By far the most important type of system is the open system. An open system influences and is influenced by the environment through the process of interdependency, which results in dynamic (changing) equilibrium. A business organization provides an excellent example of the process of reciprocity, therefore, of an open system. The open system is in continual interaction with its environment and therefore achieves a steady state of dynamic equilibrium. The system could not survive without the continuous influence of transformational outflow. As the open system interacts with its environment, it continually receives information termed feedback from its environment, which helps it adjust. The departments also interact with one another, because they have interacting tasks to perform. Therefore, the overall efficiency of the system depends upon the level and degree of interaction with other elements. (Harvey & Brown, 2000)

Figure 2.2 Organization as an Open System (2)



Source: Kreitner, R., Kinicki, A.(2004). Organization behavior. (6th edition). New York: The McGraw-Hill Companies Inc.

According to Kreitner & Kinicki (2004) the resulting open-system model linked organizations to the human body. Accordingly, the model in Figure 2.2, reveals the organization to be a living organism that transforms inputs into various outputs. The outer boundary of the organization is People, information, capital, and goods and services move back and forth across this boundary. Moreover, each of the five organizational subsystems—goals and values, technical, psychosocial, structural, and managerial—is dependent on the others. Feedback about such things as sales and customer satisfaction or dissatisfaction enables the organization to self-adjust and survive despite uncertainty and change. In effect, the organization is alive.

2.2 Organization Development and Intervention

Kreitner & Kinicki (2004) summarized that the Organizational Development (OD) is an applied field of study and practice. A pair of OD experts defined organization development as follows:

Organization development is concerned with helping managers plan change in organizing and managing people that will develop requisite commitment, coordination, and competence. Its purpose is to enhance both the effectiveness of organizations and the well-being of their members through planned interventions in the organization's human processes, structures, and systems, using knowledge of behavioral science and its intervention methods. (Walton, 1990)

Cook, et al., (1997) defined organizational development as a system wide application of behavioral science knowledge to the planned development and reinforcement of organizational strategies, structures, and processes for improving an organization's effectiveness.

Wood (2004) stated that organization development is the application of behavioral science knowledge in a long range effort to improve an organization's ability to cope with change in its external environment and to increase its problem-solving capabilities.

According to Cook, et al., (1997), OD interventions have three major characteristics. First, the diagnosis stage is based on an understanding of how the organization or unit actually functions. Second, the intervention must reflect the organizational members' free and informed choices. OD practitioners do not order to intervene in a certain way. Third, to be successful, the interventions must gain the internal commitment of those affected, not just their outward compliance. Internal commitment usually results from people having been involved in diagnosing the

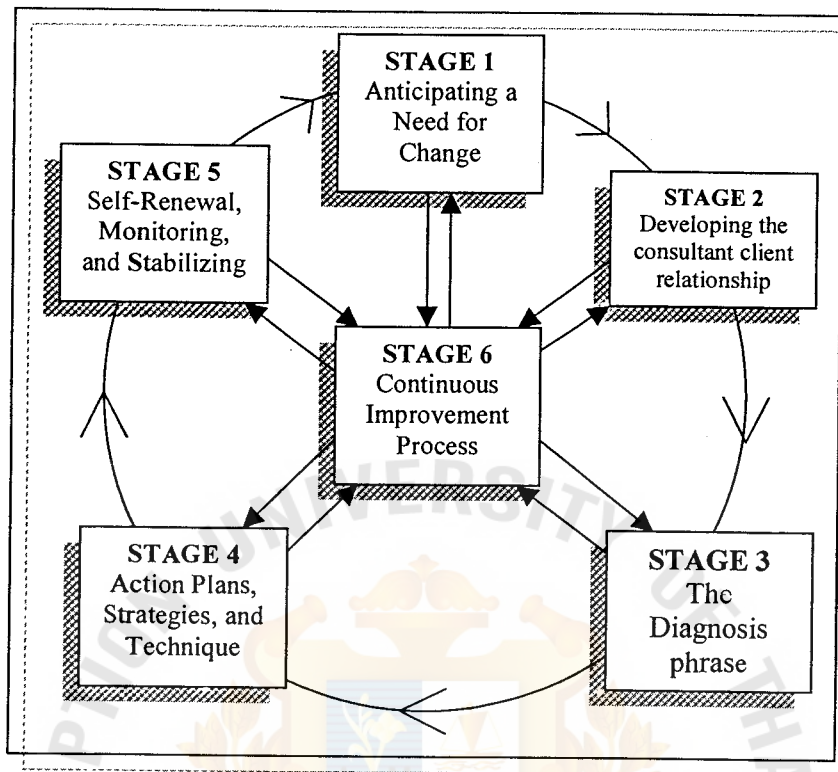
problem and determining interventions. This participation leads to their feeling of some ownership of and responsibility for actions taken and results achieved.

Harvey & Brown (2000) defined Organization Development (OD) is a long-range efforts and programs aimed to improving an organization's ability to survive by changing its program-solving and renewal processes. OD involved moving towards an adaptive organization and achieving corporate excellence by integrating the desires of individuals for growth and development with organization goals.

Jennifer, G., Gareth, J., (2004) defined organizational development (OD) as a series of techniques and methods that managers can use in their action research program to increase the adaptability of their organization.

OD is a continuing process of long-term organizational improvement consisting of a series of stages, as shown in Figure 2.3. In an OD program, the emphasis is placed on a combination of individual, group, and organization relationships (Kreitner, R., Kinicki, A. 2004).

Figure 2.3 Organization development's 6 stages



Source: Kreitner, R., Kinicki, A. (2004). Organization behavior. (6th edition). New York: The McGraw-Hill Companies Inc.

Wood (2004) stated that organizational development consists of three stage as follows;

- **Diagnosis.** Management perceived a performance gap and recruited a consultant. The consultant interviewed key people and planned a workshop whereby managers could analyze the interview results in a problem-solving format. Survey feedback is a popular intervention that begins with the collection of data via questionnaire responses from organization members.
- **Intervention.** The workshop was held. Participants were coached on how to analyze the data and how to determine appropriate action direction; they also received advice on the effectiveness of the group process.

- Reinforcement. The consultant continued to meet periodically with the group to review its progress; additional help was given when things stalled; problem-solving workshops became events for the firm.

The goal of OD is to improve organizational effectiveness and to help people in organizations reach their potential and realize their goals and objectives. (Jennifer, G., Gareth, J., 2004).

2.3 Organization Change Management

Luis (2004), defined organization change as the process by which organizations move from their present state to some desired future state to increase their effectiveness. The goal of planned organizational change is to find new or improved ways of using resources and capabilities in order to increase an organization's ability to create value and improve returns to its stakeholders. An organization in decline may need to restructure its resources to improve its fit with the environment.

Wood (2004), stated that 'Change' is the watchword of the day for most organizations. Some of this change may be described as radical change. This is change that results in a major make-over of organization and/or of its component systems. In today's business environments, such radical changes are often initiated by a critical event, such as a new chief executive officer, a new ownership brought about by merger or take-over, or a dramatic failure in operating results. Another and more common form of organizational change is incremental change. This is change that occurs more frequently and less traumatically as part of an organization's natural evolution. Typical changes of this type include new products, new technologies and new systems.

Targets of Change

Planned organizational change is normally targeted at improving effectiveness at one or more of four different levels as follows:

Human Resources—are an organization's most important asset. Ultimately, an organization's distinctive competences lie in the skills and abilities of its employees. Organization must continually monitor their structures to find the most effective way of motivating and organizing human resources to acquire and used their skills (Luis, 2004).

Functional Resources—each organizational function needs to develop procedures that allow it to manage the particular environment it faces. As the environment changes, organization often transfer resources to the functions where the most valued can be created. Crucial functions grow in importance, while those whose usefulness is declining shrink (Luis, 2004).

Technological Capabilities—the ability to develop a constant stream of new products or to modify existing products so that they continue to attract customers is one of an organization's core competences. Similarly, the ability to improve the way goods and services are produced in order to increase their quality and reliability is a crucial organizational capability (Luis, 2004).

Organizational Capabilities—through the design of organizational structure and culture. Changes in structure and culture take place at all levels of the organization and include changing the routines and individual uses to greet customers, changing work group relationship, improving integration between divisions, and changing corporate culture by changing the top management team (Luis, 2004).

From Wood (2004) reviewed, he showed the theory about phase of planned change by Kurt Lewin. Managers using Lewin's ideas will be sensitive to the need to

ensure that any change effort properly addresses each of these three phases of change as follows;

1. Unfreezing: getting people and things ready for change.
2. Changing: implementing the change.
3. Refreezing: making sure the change 'sticks' as part of new routines.

Jennifer, G., Gareth, J.(2004), defined organizational change is the movement of an organization away from its present state and toward some desired future state to increase its effectiveness. Why does an organization need to change the way it performs its activities? The organizational environment is constantly changing, and an organization must adapt to these changing in order to survive. Table 2.1 lists the most important forces for and impediments to change that confront an organization and its manager.

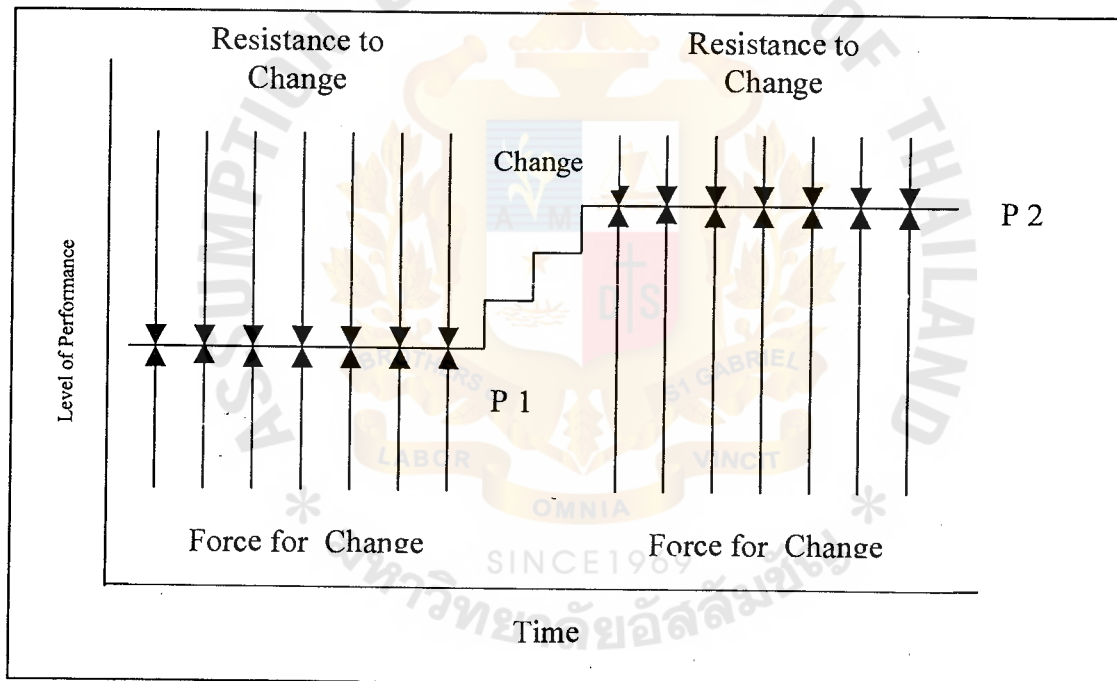
Table 2.1 Forces for and Impediments to Change

Forces for and Impediments to Change	
FORCES FOR CHANGE	IMPEDIMENTS TO CHANGE
Competitive forces	Organizational impediments
Economic and political forces	Power and conflict
Global Forces	Differences in functional orientation
demographic and social forces	Mechanistic structure
Ethical forces	Organizational Culture
	Group impediments
	Group norms
	Group cohesiveness
	Groupthink and escalation of commitment
	Individual impediments
	Uncertainty and insecurity
	Selective perception and retention
	Habit

Source: Jennifer, G., Gareth, J.(2004). Organization behavior. (3rd edition). The United States of America: Prentice-Hall International, Inc.

Researcher Kurt Lewin developed a theory about organization change, “Force-Field Theory”, these two sets of forces are always in opposition in an organization. When the forces are evenly balanced, the organization is in the state of inertia and does not change. To get an organization to change, managers must find a way to increase the factors for change, reduce resistance to change, or do both simultaneously. Any of these strategies will overcome inertia and induce an organization to change (Luis, 2004)

Figure 2.4 Lewin’s Force-Field Theory of Change



Source: Luis, K. (2004). Change management in organization communication, climate, and culture. Bangkok: Assumption University.

Figure 2.4 illustrates Lewin’s theory. An organization at performance level P1 is in balance: Forces for change and resistance to change are equal. Management, however, decides that the organization should strive to achieve performance level P2. To get to level P2, managers must increase the forces for change (the increase is

represented by the lengthening of the up arrows), reduce resistance to change (the reduction is represented by the shortening of the down arrows), or do both. If they pursue any of the three strategies successfully, the organization will change and reach performance level P2. (Luis, 2004)

According to Kreitner & Kinicki (2004), who revealed the eight steps for Leading Organizational Change by John Kotter, an expert in leadership and change management, believes that organizational change typically fails because senior management commits one or more of the following errors;

1. Failure to establish a sense of urgency about the need for change.
2. Failure to create a powerful-enough guiding coalition that is responsible for reading and managing the change process.
3. Failure to establish a vision that guides the change process.
4. Failure to effectively communicate the new vision.
5. Failure to remove obstacles that impede the accomplishment for the new vision.
6. Failure to systematically plan for and create short-term wins. Short-term wins represent the achievement of important results or goals.
7. Declaration of victory too soon. This derails the long-term changes in infrastructure that are frequently needed to achieve a vision.
8. Failure to anchor the changes into the organization's culture. It takes years for long-term changes to be embedded within an organization's culture.

Kotter recommends that organizations should follow eight sequential steps to overcome this problem (see table 2.2).

Table 2.2 Steps to Leading Organizational Change

Step	Description
1. Establish a sense of urgency	Unfreeze the organization by creating a compelling reason for why change is needed.
2. Create the guiding coalition	Create a cross-functional, cross-level group of people with enough power to lead the change.
3. Develop a vision and strategy	Create a vision and strategic plan to guide the change process.
4. Communicate the change vision	Create and implement a communication strategy that consistently communicates the new vision and strategic plan.
5. Empower broad-based action	Eliminate barriers to change, and use target elements of change to transform the organization. Encourage risk taking and creative problem solving.
6. Generate short-term wins	Plan for and create short-term wins for improvements. Recognize and reward people who contribute to the wins.
7. Consolidate gains and produce more change	The guiding coalition uses credibility from short-term wins to create more change. Additional people are brought into the change process as change cascades throughout the organization. Attempts are made to reinvigorate the change process.
8. Anchor new approaches in the culture	Reinforce the changes by highlighting connections between new behavior and processes and organizational success. Develop methods to ensure leadership development and succession.

SOURCE: The steps were developed by J. P. Kotter, *Leading Change* (Boston: Harvard Business School Press, 1996).

Source: Kreitner, R., Kinicki, A. (2004). Managing Change and Stress: Organizational Behavior, New York.

Each of the steps shown in Table 2.2 is associated with the eight fundamental errors just discussed. These steps also subsume Lewin's model of change. The first four steps represent Lewin's "Unfreezing" stage. Steps five, six, and seven represent "Changing", and step eight corresponds to "Refreezing". The value of Kotter's steps is that they provide specific recommendations about behaviors that managers need to exhibit to successfully lead organizational change. It is important to remember that Kotter's research reveals that it is ineffective to skip steps and that successful organizational change is 70% to 90% leadership and only 10% to 30% management. Senior managers are advised to focus on leading rather than managing change. (Kreitner & Kinicki, 2004)

Cook, et al., (1997) said that to survive and prosper, organizations must respond and adapt to these multiple forces. They must innovate and continuously improve their products and services to meet changing customer demands and

competition. Technologies must be updated, and new and better ways to organize and manage must be found.

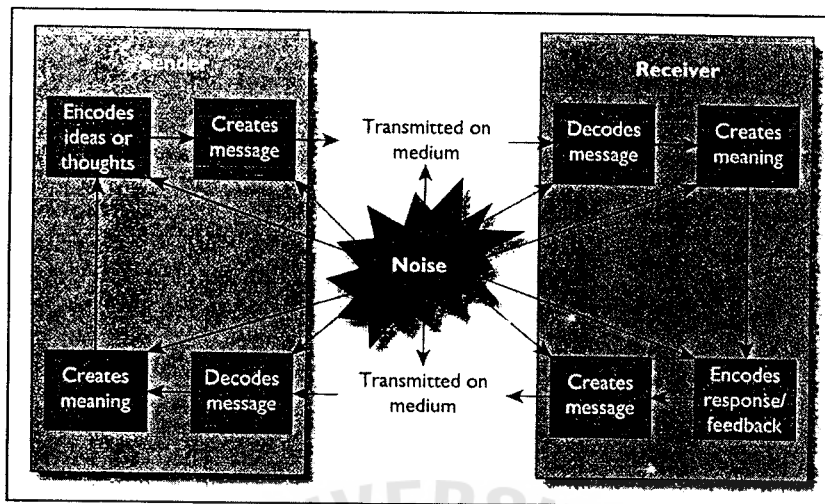
2.4 Organizational Communication ✓

Communication, nowadays, is an important part in both our daily and working life. It was through observing and understanding how people communicated with each other through words, symbols, and behaviors that we were able to improve our daily activities in our organization.

Good communication skills have always been important in the workplace. They are even more vital today, when the changing workplace has brought these communication challenges: advances in technology, globalization, an increasing culturally diverse workforce, and the adoption of team-based organizational structures. (Bovee & Thill, 2003).

Kreitner & Kinicki (2004) defined communication as “the exchange of information between a sender and a receiver, and the inference (perception) of meaning between the individual involved” (Wiley & Sons, 1997). Analysis of this exchange reveals that communication is a two-way process consisting of consecutively linked elements (see figure 2.5).

Figure 2.5 A Perceptual Model of Communication



Source: Kreitner R., Kinicki A. (2004). Organizational Communication in the Internet Age: Organizational Behavior, New York.

Drenth et al., (1998) define communication as the sending and receiving of messages by means of symbols and see organizational communication as a key element of organizational climate.

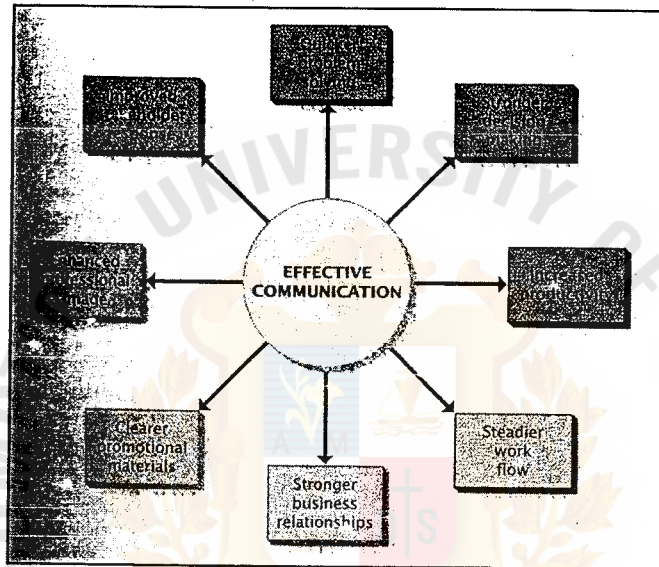
Cook, et al., (1997) stated that the communication in organization serves three major purposes. It allows members to coordinate actions, share information, and satisfy social needs. When employees are happy with what their supervisors communicate with them, their job satisfaction and work output increase and they are more committed to the organization. Simply asking employees for advice can have dramatic payoffs.

Bovee & Thill (2003) defined communication as the process of sending and receiving messages. However, communication is effective only when the message is understood and when it stimulates action or encourages the receiver to think in new ways. Communication processes are central to the conduct of organizational life and to individual effectiveness. Each and everyone in the organization has to be aware that

communication is transactional, it means that each person is seen as both speaker and listener, as simultaneously sending and receiving messages (Nawng Hkio, 2003).

According to Bovee & Thill (2003), the ability to communicate effectively increase productivity, both yours and your organization's (see Figure 2.6).

Figure 2.6 The benefits of Effective Communication



Source: Bovee & Thill.(2003). Business Communication Today (7th Edition). United States of America: Prentice Hall.

With good communication skills, you can anticipate problems, make decisions, coordinate workflow, supervise others, develop relationships, and promote products and services. You can shape the impressions you and your company make on colleagues, employees, supervisors, investors, and customers in addition to perceiving and responding to the needs of these stakeholders (the various groups you interact with). Without effective communication, people misunderstand each other and misinterpret information. Ideas misfire or fail to gain attention, and people and companies flounder. In fact, studies show that on average, 14 percent of each 40-hour

workweek is wasted because of poor communication between staff and management (Armour, 1998)

In a recent survey of CIO's, 68% of the respondents said that communication and team building are more important today than five years ago because management is placing a higher value on solid interpersonal abilities (McGee, 1996). Driving the trend in communication training is the need for organizations to demonstrate observable and measurable change in performance (Charney, 1996)

Organizational communication is the process by which manager are sent, the monitoring of what types of messages are sent, the values associated with those messages, the amount of information conveyed, the rules and norms under which messages are sent, and the organizational variables affecting the process like structure and outcome measures. It is those very structures and outcome variables that make organizational communication different from family communication. (DeWine, 1994)

The greater the number of managers in a business who are good communicators, the better the leadership in that business, and the better its performance is likely to be (DeWine, 1994)

2.4.1 Choosing Media: A Contingency Recommendation (Kreitner & Kinicki, 2004, Organizational Behavior, page 539)

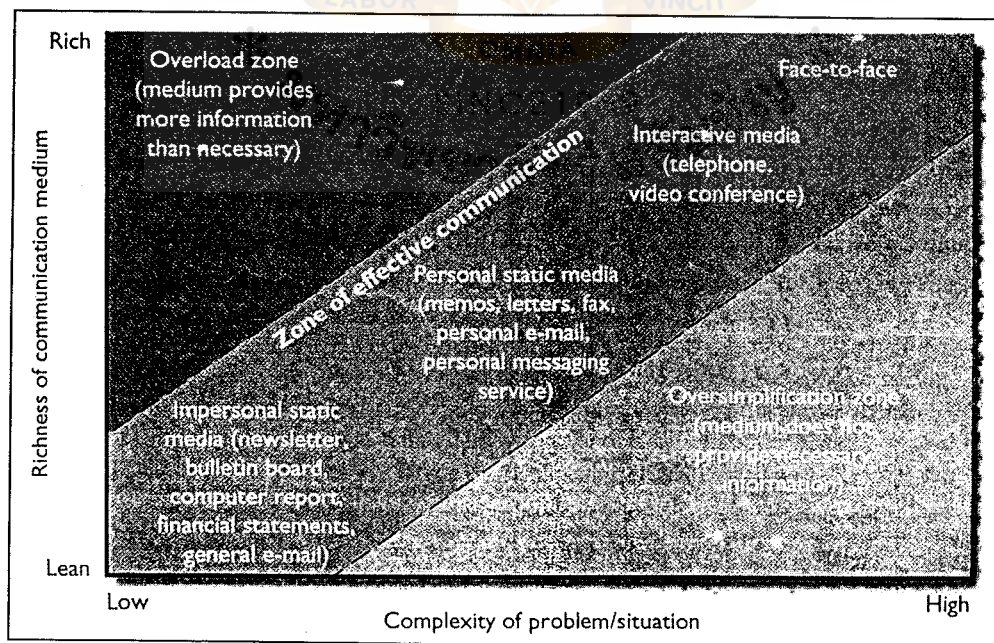
The contingency model for selecting media is graphically shown in Figure 2.7. As shown, there are three zones of communication effectiveness. Effective communication occurs when the richness of the medium is matched appropriately with the complexity of the problem of situation. Media low in richness—impersonal static and personal static—are better suited for simple problems; media high in richness—interactive media and face-to-face—are appropriate for complex problems

or situations. DaimlerChrysler's CEO followed this recommendation when communicating with employees about layoffs.

Since DaimlerChrysler announced big workforce cuts in January (2001), Chief Executive Dieter Zetsche has held town hall-style meetings with employees at several plants, with plans to visit all three dozen North American plants. He fielded questions and rallied the troops at each site. (Chen, 2001)

Conversely, ineffective communication occurs when the richness of the medium is either too high or too low for the complexity of the problem or situation. For example, a district sales manager would fall into the overload zone if he or she communicated monthly sales reports through richer media. Conducting face-to-face meetings or telephoning each salesperson would provide excessive information and take more time than necessary to communicate monthly sales data. The oversimplification zone represents another ineffective choice of communication medium. In this situation, media with inadequate richness are used to communicate about complicated or emotional issues. (Kreitner & Kinicki, 2004)

Figure 2.7 A Contingency Model for Selecting Communication Media



Source: Kreitner R., Kinicki A. (2004). Organizational Behavior. New York.

2.4.2 Direction of Communication

Communication can flow vertically or laterally. The vertical dimension can be further divided into downward and upward communication.

- **Downward Communication**

Bovee & Thill (2003) defined Downward flow is organizational decision usually made at the top and then flow down to the people who will carry them out. Most of what filters downward is agreed toward helping employees do their jobs. From top to bottom, each person must understand each message, apply it, and pass it along.

Cook, et al., (1997) mentioned that Downward Communication is used by managers to assign goals; provide job instructions; inform about policies, procedures, and practices; provide performance feedback; point out problems; and socialize employees. Downward communication can take many forms: speeches, memos, company newsletters, bulletin boards, and policy and procedure manuals. Surveys of employees show that they do not think the information in downward employee reports is relevant to them, and they have difficulty understanding it because it is communicated in head-office language. Employees rely on and trust their supervisors most for relevant downward information.

These are the channels which are used to inform, persuade, explain, enthuse, prompt action and provide a sense of direction. They are particularly important in a time of change. Other communication mechanisms (upward and lateral) cannot work effectively without these downward channels working well. Examples of downward communication include: large scale open meeting, team briefings, newsletters, Intranet and email systems.

(http://www.lg-employers.gov.uk/od/employee_communication/interfna.html)

"Information flowing from the top of the organizational management hierarchy and telling people in the organization what is important (mission) and what is valued (policies)."

Andrews, P.H. & Herschel, R.T. 1996. Organizational communication Empowerment in a technological society. A-18. Boston: Houghton Mifflin Company.

- **Upward Communication**

Bovee & Thill (2003) mentioned Upward flow and described that to solve problems and make intelligent decisions, managers must learn what's going on in the organization. Because they can't be everywhere at once, executives depend on lower-level employees to furnish them with accurate, timely reports on problems, emerging trends, opportunities for improvement grievances, and performance.

Cook, et al., (1997), stated that Upward communication provides managers with information about current problems, updates on employee' progress toward goals, suggestions for improvement, proposals for innovations, employee grievances, and feedback about employee attitudes. Upward communication can take the form of employee surveys, suggestion boxes, face-to-face encounters, open-door policies, or required reports.

Larkin and Larkin (1994) found low levels of satisfaction with all the strategies commonly used to enhance upward communication, including employee surveys, suggestion programs, employee grievance programs, and employee participation programs such as quality circles and team meetings. Gibson and Hodgetts (1991) noted several management based reasons for this lack of satisfaction, particularly that these strategies often do not have two-way communication. are not packaged well, are poorly timed, and are apt to trigger defensiveness on the part of managers.

Channels for upward communication that are particularly relevant for a fast changing environment include: seminar managers 'walking the job'; using trades

unions or employee representatives' consultative committees; suggestion schemes; setting up telephone help-lines or advice centers; conducting employee surveys; Intranet discussion forums; establishing project teams or working parties; letters pages in magazines or newsletters; team briefing and feedback forms. (http://www.lg-employers.gov.uk/od/employee_communication/interfna.html)

- **Lateral Communication**

Bovee & Thill (2003) defined the Horizontal flow as a communication that also flows from one department to another, either laterally or diagonally. This horizontal communication helps employees share information and coordinate tasks, and it is especially useful for solving complex and difficult problems.

Cook, et al., (1997), Horizontal communication takes place among peers and can cut across departments and work groups. These lateral communications benefit the organization by more efficiently providing support, coordination, and information than could vertical channels. Some organizations form task forces and committees to facilitate information exchange and coordination between departments.

Horizontal or Lateral communication. Most of the above channels already mentioned can contribute to effective lateral communication and they avoid administrative and operational waste or potential misinformation and ensure that lessons learnt in one part of the organization are applied in others. Effective lateral communication can also prevent work from being duplicated or left undone because people wrongly presume it is being carried out elsewhere. (http://www.lg-employers.gov.uk/od/employee_communication/interfna.html)

2.5 Effective Teamwork

From reviewing thesis under the topic about team effectiveness by Sansuktaweesub (2000), he mentioned that today's business world is changing. Team-based organizations are replacing the bureaucratic hierarchies of the past. A lone player is no longer efficient in nowadays' environment. Team environment is more flexible and easier for an organization to adjust itself toward the changing world. People are participating more in contributing their ideas to help the company survive and succeed.

Most tasks in organizations are well beyond the capabilities of individuals alone—they can only be accomplished by people working together in teams. Especially in this age of intellectual capital and knowledge work, true managerial success will be earned in substantial part through success at mobilising, leading and supporting high-performing teams. The new organizational designs and cultures require it, as does any true commitment to empowerment and employee involvement. (Schermerhorn, 2004)

Schermerthorn (2004) also defined a team as a small group of people with complementary skills, who work together to accomplish shared goals while holding themselves mutually accountable for performance results. And teamwork is the process of people working together to accomplish these goals.

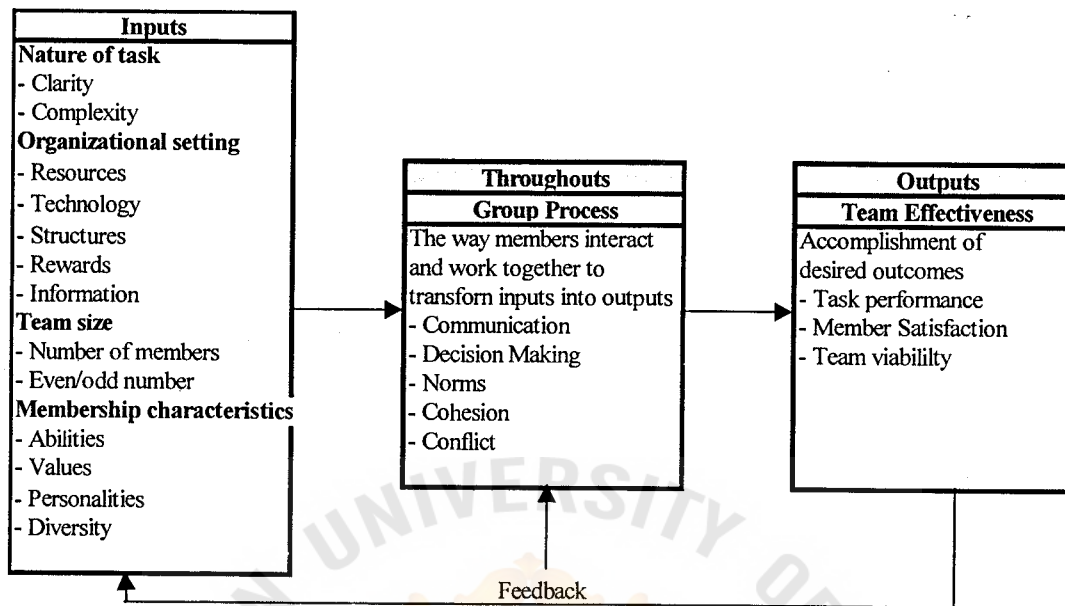
From the book, "Business Today" by Mescon, Bovee, and Thill (2002), it had defined the definition of a team as a unit of two or more people who work together to achieve a goal. Teams differ from work groups in that work groups interact primarily to share information and to make decisions to help one another perform within each member's area of responsibility. In other words, the performance of a work group is merely the summation of all group members' individual contributions. By contrast team members have a shared mission and are collectively responsible for their work.

By coordinating their efforts, team members generate a positive synergy and achieve a level of performance that exceeds what would have been accomplished if members had worked individually.

Robbins (2004) referred that work teams are different from work groups and have their own traits. Work teams are groups whose members work intensely on a specific, common goal using their positive synergy, individual and mutual accountability, and complementary skills. In a work team, the combined individual efforts of team members result in a level of performance that is greater than the sum of those individual inputs.

Schermerhorn (2004), defined an Effective Team as one that achieves and maintains high levels of both task performance and member satisfaction, and retains its viability for future action. Figure 2.8 shows how any team can be viewed as an open system that transforms various resource inputs into these outcomes. Among the important inputs are such things as the organizational setting, the nature of the task, the team size and the membership characteristics. Each of these factors plays a role in setting the stage for group performance. The team that is communicating and functioning well has synergy: that is why people working as a team can achieve better results than individuals working alone (Vongvanich, 2002).

Figure 2.8 An open-systems model of work team effectiveness



Source: Schermerhorn (2004). Management: An Asia-Pacific Perspective. Australia: John Wiley & Sons Australia.

In the definition of McShane (2000), teams are groups of two or more people who interact and influence each other, are mutually accountable for achieving common objectives, and perceive themselves as a social entity within an organization. All teams exist to fulfill some purpose, such as assembling a product, providing a service, or making an important decision. Team members are held together by their interdependence and need for collaboration to achieve common goals. All teams require some form of communication so members can coordinate and share common objectives. Team members also influence each other, although some members are more influential than others regarding the team's goals and activities.

2.5.1 Characteristics of Effective Teamwork

2.5.1.1 Theory of Mescon (2002). For a team to be successful over time, it must also be structured to accomplish its task and to satisfy its members' needs for social well-being. Effective teams usually fulfill both requirements with a combination of members who assume one of the four roles: (1) task specialist: focusing on helping the team reach its goals. In contrast, (2) socioemotional role: focusing on supporting the team's emotional needs and strengthening the team's social unity. (3) Dual role: contributing to the task and still meeting members' emotional needs. These members often make effective team leaders. (4) Nonparticipator: contributing little to reaching the team's goals or to meeting members' emotional needs.

Other characteristics of effective teams include the following:

- *Clear sense of purpose.* Team members clearly understand the task at hand, what is expected of them, and their role on the team.
- *Open and honest communication.* The team culture encourages discussion and debate. Team members speak openly and honestly, without the threat of anger, resentment, or retribution. They listen to and value feedback from others. As a result, all team members participate.
- *Creative thinking.* Effective teams encourage original thinking, considering options beyond the usual.
- *Focused.* Team members get to the core issues of the problem and stay focused on key issues.
- *Decision by consensus.* All decisions are arrived at by consensus. No easy, quick votes are taken (Mescon, 2002).

2.5.1.2 Theory of Robbins (2004). Research on teams provides insights into the characteristics associated with effective teams. Let's look more closely at these characteristics, which are listed as follows:

- *Clear Goals*, High-performance teams have a clear understanding of the goal to be achieved. Members are committed to the team's goals; they know what they're expected to accomplish and understand how they will work together to achieve these goals.
- *Relevant Skills*, Effective teams are composed of competent individuals who have the necessary technical and interpersonal skills to achieve the desired goals while working well together. This last point is important since not everyone who is technically competent has the interpersonal skills to work well as a team member.
- *Mutual Trust*, Effective teams are characterized by high mutual trust among members. That is, members believe in each other's ability, character, and integrity. But as you probably know from personal relationship, trust is fragile. Maintaining this trust requires careful attention by managers.
- *Unified Commitment*, Unified commitment is characterized by dedication to the team's goals and a willingness to expend extraordinary amounts of energy to achieve them. Members of an effective team exhibit intense loyalty and dedication to the team and are willing to do whatever it takes to help their team succeed.
- *Good Communication*, not surprisingly, effective teams are characterized by good communication. Members convey messages, verbally and nonverbally, to each other in ways that are readily and clearly understood.

Also, feedback helps to guide team members and to correct misunderstandings.

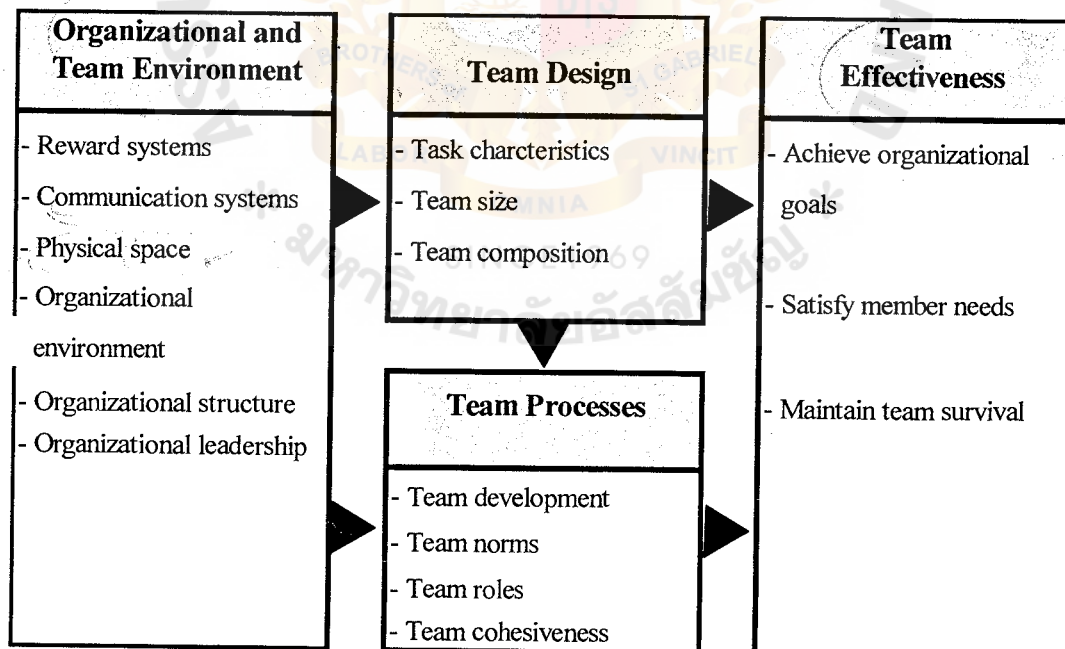
- *Negotiating Skills*, effective teams are continually making adjustments as to whom does what. This flexibility requires team members to possess negotiating skills. Since problems and relationships are regularly changing in teams, members need to be able to confront and reconcile differences.
- *Appropriate Leadership*, effective leaders can motivate a team to follow them through the most difficult situation. How? By clarifying goals, demonstrating that change is possible by overcoming inertia, increasing the self-confidence of team members, and helping members to more fully realize their potential. Increasingly, effective team leaders act as coaches and facilitators. They help guide and support the team, but do not control it.
- *Internal and External Support*, the final condition necessary for an effective team is a supportive climate. Internally, the team should have a sound infrastructure, which means having proper training, a clear and reasonable measurement system that team members can use to evaluate their overall performance, an incentive program that recognizes and rewards team activities, and a supportive human resource system. The right infrastructure should support members and reinforce behaviors that lead to high levels of performance. Externally, managers should provide the team with the resources needed to get the job done (Robbins 2004).

2.5.1.3 Theory of McShane (2000) Refers to how the team affects the organization, individual team members, and the team's existence. First, most teams exist to serve some purpose relating to the organization or other system in which the

group operates. Second, team effectiveness considers the satisfaction and well-being of its members. People join groups to fulfill their personal needs, so it makes sense that effectiveness is partly measured by this need fulfillment. Finally, team effectiveness includes the team's viability—its ability to survive. It must be able to maintain the commitment of its members, particularly during the turbulence of the team's development. Without this commitment, people leave and the team will fall apart. It must also secure sufficient resources and find a benevolent environment in which to operate.

Figure 2.9 presents the model of team effectiveness. The model starts from the elements of the team's and organization's environment that influence team design, processes, and outcomes.

Figure 2.9 The Model of Team Effectiveness (McShane, 2000)



Source: MsShane.(2000). Organizational Behavior. United States of America: McGraw-Hill.

2.5.1.4 Theory of DuBrin (1995). “The Breakthrough Team Player, Becoming the M.V.P. on Your Workplace Team”. DuBrin starts with task-related actions and attitudes on how to achieve the goal:

- *Technical Expertise*: Not only good at doing the job but also the willingness and ability to share that expertise.
- *Assuming responsibility for problems*: The five magic words—it will be my responsibility—are golden to the team leader and other team members. Learn to volunteer.
- *Willingness to commit to team goals*: The effective team player will sacrifice personal goal to team goal.
- *Ability to see the big picture*: We have to think conceptually in a big picture. Do not get stuck by a small difficulty. Focus more on macro in order to accomplish bigger assigned task.
- *Belief in consensus*: A major task-related attitude for outstanding team play is to genuinely believe that consensus has merit. Consensus is general acceptance of a decision by the group. Although we are not fully agreed with the decision, however, we should respect it and accept it. We have to live with and support that consensus.
- *Willingness to ask tough question*: Good team players do not avoid challenging the group’s thinking for fear of being disliked by team leader or other team members. In fact, this will help the team to avoid the problem called “groupthink”. A tough question helps the group achieve insight into the nature of the problem that it is facing. It also helps the group to see the big picture.

- *Helping team members do their jobs better:* Take initiative to help coworkers improve their assignments. Make constructive suggestions.
- *Lending a hand during peak workloads:* It is a good opportunity for being a good team player during peak workloads. If you have slack time, offer your help to those who are overloaded. This will strengthen our role as a team player.
- *Rarely turning down a coworker's request:* Theory of reinforcement is involved in this case. If we comply with a request from a coworker, he or she will be rewarded and return with another request. If you turn down his or her request, he or she will stop making requests. Good team players accept any reasonable request.
- *Openness to new ideas:* Thinking freely and creatively can only be effective if people are willing to listen to and consider the ideas of others even through these ideas conflict with our own. This will increase our characteristic of breakthrough team player.
- *Engaging in mutually beneficial exchange:* Help other coworkers when they need help. This can be both task-related and people-related actions and attitude of the consummate team player.

Now come to see people-related actions and attitudes. The interpersonal relationships are meaningless if they do not contribute to task accomplishment (DuBrin, 1995).

- *Trusting team members:* If we do not trust in other team members, it will be difficult to share opinions and ideas. It is hard for a team member to believe in other team members' idea.

- *Sharing the glory:* A not-to-be overlooked tactic for emphasizing teamwork is to share credit for the accomplishments with the team. Each and every team member has his/her contribution to team success.
- *Recognizing the interests and achievements of others:* Be prepared to compliment any tangible achievement and be realistic to give compliments.
- *High level of cooperation and collaboration:* Working jointly with others to solve mutual problem.
- *Action listening and information sharing:* An active listening strives to grasp both the facts of and the feeling behind what is being said. Observing the teammate's nonverbal communication is another part of active listening. Sharing information such as bringing positive news to your coworker is also a form of information sharing.
- *Giving helpful criticism:* Provide constructive, tactful and sincere criticism. It is more effective that we criticize the person's work or idea, not the person and ask question rather than a declarative statement. This will give the person a chance to improve his/her own work.
- *Receptiveness to helpful criticism:* Not only give helpful criticism but also prepare to take criticism.
- *Giving the benefit of the doubt:* The effective team player criticizes and confronts when necessary, but remains flexible. Willingness to take the teammate's word is more effective than engaging in a needless dispute.
- *Being a team player even when personally inconvenienced:* Do what is best for the team even if it causes us an inconvenience.

- *Keeping up the team spirit when things are going poorly:* Play a motivator role when things go wrong. Help keep the group focus on possible favorable outcomes.

2.6 Conceptual Framework

The conceptual framework is developed for this study based on the major theories of Organizational Communication and Effective Teamwork.

Communication is a complex process of transmitting and understanding information between two or more people and it is one of the most frequently discussed dynamics in the entire field of organizational behavior, but it is seldom clearly understood. In practice, effective communication is a basic prerequisite for the attainment of organizational goals (Luthans, 1995). Hattersley and McJannet (1997) argued that experienced managers insist that success depends largely on effective communication.

Teamwork involves effective communication among members, which often involves closed-loop communication: the team communication refers to the exchange of information between sender and receiver. It is logical to assert that teamwork involves the exchange of information from one team member to other team members. In one sense, the team close-loop communication defines the exchange of information that occurs in any successful communication. In another sense, close-loop communication describes something particularly important about decision-making teamwork. In order for information to be exchanged successfully in the context of simultaneous information flow, particular skill is required of the sender to ensure that the information is received as intended. Close-loop communication involves the following sequences of behavior: (1) the sender initiates the message; (2) the receiver accepts the message and provides feedback to indicate that the message has been

received; and 93) the sender double-checks to ensure that the intended message was received. (Praopro, 2002).

Garner (1994) also mentioned the four basic tenets of work in the helping professions. Communication is essential: Communication among the professionals serving the same individuals is viewed as fundamental and essential teamwork to occur. Each discipline has important information to communicate regarding the nature of problems and needs for the person being served. Each discipline has somewhat different and sometimes unique perspective regarding the effects of these the problems on the clients and family.

From the theoretical ideas mentioned above, the lack of effective communication may create obstacles to achieve effective teamwork in any organization.

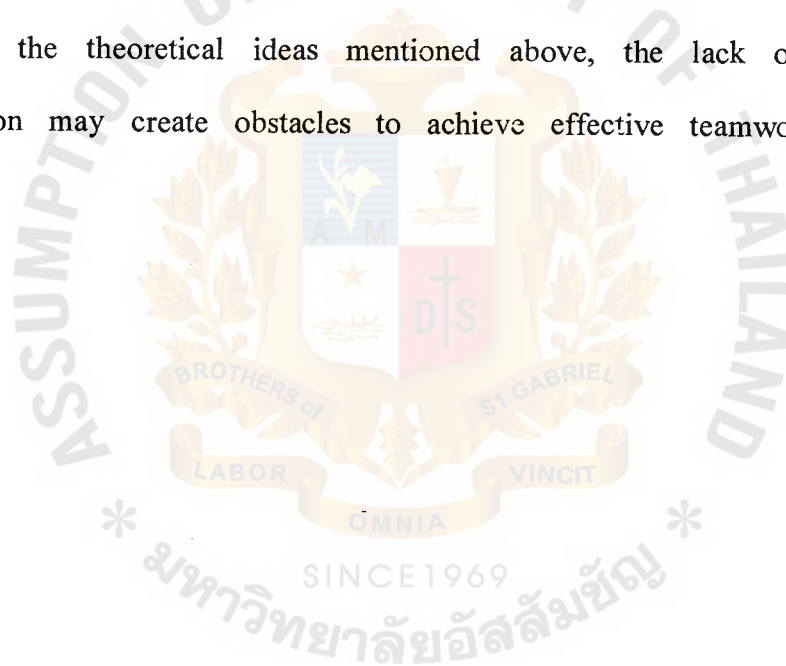
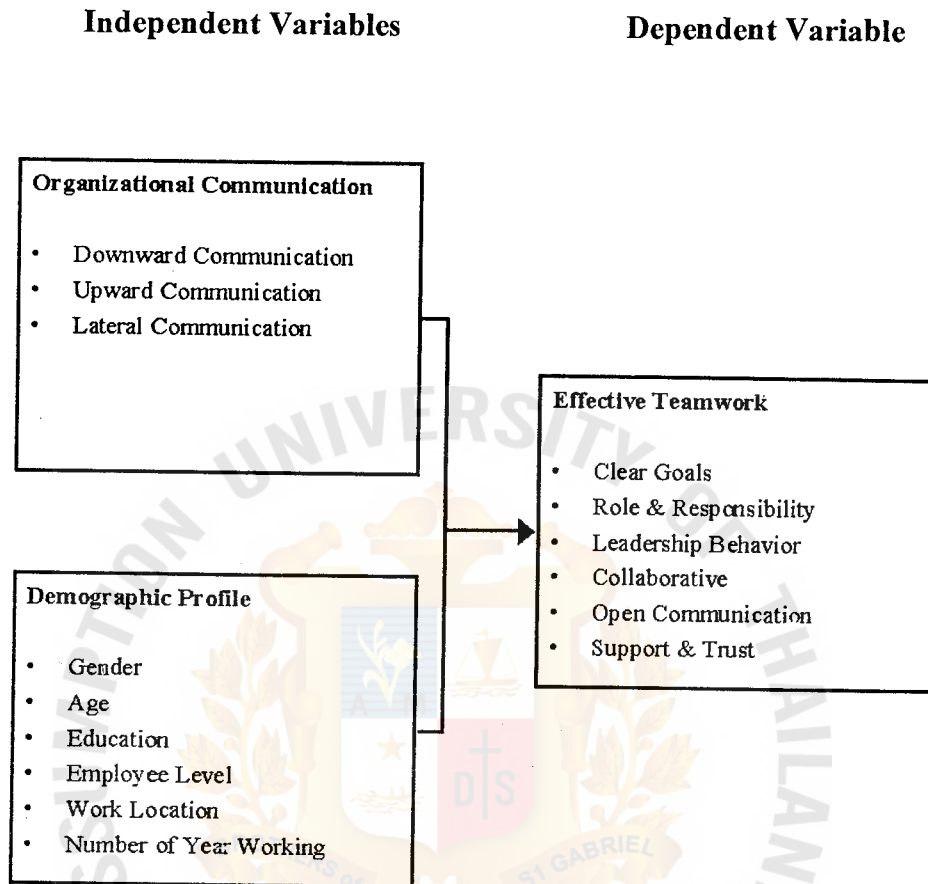


Figure 2.10 Conceptual Framework



This study determined the relationship between Demographic profiles, organizational Communication and Effective Teamwork. The independent variables are the demographic profiles, i.e. Gender, Age, Education Background, Employee Level, Work Location, and Number of years working. Another independent variable is Organizational Communication comprising of Downward Communication, Upward Communication and Lateral Communication.

The dependent variable is the Effective Teamwork comprising of Clear Goals, Role & Responsibility, Leadership Behavior, Collaboration, Open Communication, and Support & Trust.

Chapter 3

Research Methodology

This chapter represents the research methodology in terms of action research designed to be used, respondents, sampling procedures, research instruments/questionnaires, data collection, the gathering of data procedures and statistical treatment of data.

The research was concentrated on the Diagnosis stage, which is the first stage of Organization Development. Diagnosis stage was an important early step in OD process. For Diagnostic, the researcher used many techniques to gather data both quantitative and qualitative such as interviews, observations, and using the questionnaire in order to understand actual organizational functions, situations, and problems.

3.1 Research Design

In this study, a definitive problem of communication was identified in the company, and the researcher was interested in analyzing the symptoms and the sources of the problem. The study could be classified as action research because it has helped to diagnose the problem itself, find the major causes—both through the use of qualitative and quantitative research, and also suggest solutions that could help solve the problem.

The researcher has also used correlation research to find relationships between each other. Correlation Coefficients generally range from -1.00 to $+1.00$.

- 1.00 Perfect negative correlation
- 0.95 Strong negative correlation
- 0.50 Moderate negative correlation

- 0.0 No correlation
- +0.10 Weak position correlation
- +0.50 Moderate position correlation
- +0.95 Strong position correlation
- +1.00 Perfect position correlation

3.2 The Sample

The primary respondents of the study were the employees of ABC (Thai) Ltd. in scope of Marketing and Sales Departments. For Sales Department included all Sales in Bangkok and upcountry.

This study covered all levels in the company, from management to staff level, both male and female genders. Education levels were varied from vocational level to Master's degree. These staff members are full-time. Temporary employees and others departments, i.e., Human Resource, Production and Supply Chain staffs were not included as respondents in this study.

3.2.1 Sample Size and Sampling Procedures

The target samplings of marketing and sales employees were 144 persons. The researcher calculated the number based on the total employees' number of Marketing and Sales Department in October 2004. The total Marketing and Sales employees in October 2004 were 231 persons. Then, the researcher determined the sampling size by comparing to the R.V. Krejcie & D.W. Morgan's Sample Size Estimation.

Table 3.1 R.V. Krejcie & D.W. Morgan's Sample Size Estimation Table.

no of population	sample size	no of population	sample size	no of population	sample size	no of population	sample size
25	24	170	118	480	214	2200	327
30	28	180	123	500	217	2400	331
35	32	190	127	550	226	2600	335
40	36	200	132	600	234	2800	338
45	40	210	136	650	242	3000	341
50	44	220	140	700	248	3500	346
55	48	230	144	750	254	4000	351
60	52	240	148	800	260	4500	354
65	56	250	152	850	265	5000	357
70	59	260	155	900	269	6000	361
75	63	270	159	950	274	7000	364
80	65	280	162	1000	278	8000	367
85	70	290	165	1100	285	9000	368
90	73	300	169	1200	291	10000	370
95	76	320	175	1300	297	15000	375
100	80	340	181	1400	302	20000	377
110	86	360	186	1500	306	30000	379
120	92	380	191	1600	310	40000	380
130	97	400	196	1700	313	50000	381
140	103	420	201	1800	317	75000	382
150	108	440	205	1900	320	100000	384
160	113	460	210	2000	322		

Source: R.V. Krejcie & D.W. Morgan (1970), Determining sample size for research activities, Educational and Psychological Measurement, Vol. 30, No. 3, pp. 607-610.

Later, in order to have appropriate representation of whole population simply sees the breakdown below:

Table 3.2 Number of Sample Size

<i>I</i>	<i>II</i>	<i>III</i>	<i>IV</i>
<i>Department</i>	<i>No. of Employees</i>	<i>% of each department to total employee</i>	<i>No. of Sample Size</i>
Management level	20	9%	12
Marketing Department	19	8%	12
Sales (Bangkok)	50	22%	32
Sales (Central)	30	13%	19
Sales (North)	26	11%	16
Sales (North East)	32	14%	20
Sales (South)	34	15%	21
Sales Administrative	20	9%	12
<i>Total</i>	<i>231</i>	<i>100%</i>	<i>144</i>

The researcher used the method of non-probability sampling, defined by Arlene Fink (1995), which considers the group of individuals or unit that is ready available, or Convenience Sampling to voluntary the sample. A sample size would be approximately 144 in 95% confidence level with 5% of tolerance rate.

3.3 The Instruments / Questionnaire

Questionnaire was used as an instrument in gathering the result in this research. The Questionnaire was divided into four parts as follow:

- Part I:** The Demographic Profile of the respondents
- Part II:** Organizational Communication
- Part III:** Effective Teamwork
- Part IV:** Open-ended questions

Sources of questionnaire:

- Bonnie, W., 2004, Manual for job-communication satisfaction-importance (JCSI) questionnaire
<<http://www.samuelmerritt.edu/depts/nursing/duldt/JCSI-MANUAL.pdf>>
- Employers' organization, 2004, Internal communication mechanisms
<http://www.lg-employers.gov.uk/od/employee_communication_internal.html>
- Vongvanich, S., 2002, Thesis: A study on relationship of effective teamwork factors and job performance.

The researcher used both open-ended and closed-ended alternative questionnaire. It consisted of four parts of questions to be asked to respondents. The first part question was about the demographic profile, which were consisted of 6 multiple choices. Part two consisted of the perception on Organizational Communication and in part three, the perception of Effective Teamwork. All Part II and III used the Likert Scale. And Part IV used open-ended questions, and this part was organized to garner opinions and suggestions of respondents on organizational communication and effective teamwork. All questions relating to all sub-variables

were arranged as shown in Table 3.3. For more reliability in the actual research, the pilot test of 20 respondents from the target employees were considered in order to see their understanding and responsiveness to all questions. The questionnaire was structured as follows:

Table 3.3 Research Instrument Design

Part No.	Variable / Sub-variable	Questions	Number of items	Type of Statistics
I	<u>Demographic Profile</u>			
	Gender	1	1	Multiple-Choice
	Age	2	1	Multiple-Choice
	Education	3	1	Multiple-Choice
	Employee Level	4	1	Multiple-Choice
	Work Location	5	1	Multiple-Choice
	No. of year working	6	1	Multiple-Choice
II	<u>Organizational Communication</u>			
	Downward Communication	1-7	7	Likert Scale
	Upward Communication	8-12	5	Likert Scale
	Lateral Communication	13-16	4	Likert Scale
III	<u>Effective Teamwork</u>			
	Clear Goals	17-20	4	Likert Scale
	Role & Responsibility	21-24	4	Likert Scale
	Leadership Behavior	25-28	4	Likert Scale
	Collaborative	29-32	4	Likert Scale
	Open Communication	33-36	4	Likert Scale
	Support & Trust	37-40	4	Likert Scale
IV	<u>Respondents' Opinion</u>			
	On Organizational Communication	1-2	2	Open-Ended
	On Effective Teamwork	3-5	3	Open-Ended

Before the researcher started to distribute the questionnaire, the research had pretested with twenty subjects. The result of pretesting, using Reliability Analysis—Scale Alpha of Cronbach appeared as follows:

Table 3.4 Cronbach's Alpha Coefficient--Pretest

Case Processing Summary

		N	%
Cases	Valid	20	100.0
	Excluded(a)	0	.0
	Total	20	100.0

a Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.964	40

The alpha coefficient of collected data from 20 respondents was analyzed by means of SPSS software program. The statistical reliability test was confirmed with the alpha value of 0.964 which was greater than 0.60, therefore, the questionnaire was distributed to the target respondents were eligible to meet the objective of the study.

3.4 Collection of Data / Gathering Procedures

Data collection combined of both questionnaires and informal interviews with respondents from ABC (Thai) Ltd.

Pretest Survey: The twenty questionnaires were distributed to twenty sample persons who stay in Bangkok in order to: a) determine the understanding on the questionnaire; b) ascertain the time spent for answering the questionnaire; c) find out whatever which part of the questionnaire was difficult or any category needs to be added; d) check the reliability of the questionnaire for necessary modification of the instrument were done prior to conducting the final survey.

The research questionnaire was administered according to the following indicated action steps;

- (a) The questionnaire was translated into the Thai language for proper understanding of the respondents.
- (b) The questionnaire was brought in the entire samples that live in Bangkok and upcountry and those questionnaires were collected at the end of the day for employees at the office but to employees who works in the field, the questionnaires were distributed by mailing and the researcher collected within one week by mailing. All questionnaires were distributed and completed within four weeks.
- (c) After gathering all distributed questionnaires, the return and completed questionnaires were 144 copies that represented the rate of return of 62 percent.

For interviewing, the researcher conducted small focus groups (two focus groups were conducted, there were 5 persons per group). Questions for interviewing were prepared before the interview started by using informal questions. Observation technique was used at the same time with interviewing.

3.5 Data Analysis

The data from collected questionnaires were collated, inputted, and analyzed by using test from the Statistical Package for Social Science—SPSS with the following categories;

Part I: Demographic Profile: For question 1 to 6, all data were used to explain on the demographic profiles of respondents at ABC (Thai) Ltd. by Descriptive Statistic of frequency distribution and percentage.

Part II – III: Information from questionnaire Parts II and III were analyzed by descriptive statistics. And in consideration of the level of responses on study variable, it was referred from the mean value of each mentioned variable that has reference as follows;

<u>Arbitrary Level</u>	<u>Descriptive Rating</u>
4.20 – 5.00	Strongly Agree
3.40 – 4.19	Agree
2.60 – 3.39	Undecided / Neutral
1.80 – 2.59	Disagree
1.00 – 1.79	Strongly Disagree

The information from questionnaire Part II and Part III were analyzed by using the Bivariate Correlation test so as to identify the significant relationship between Organizational Communication and Effective Teamwork.

Chapter 4

Presentation and Critical Analysis of The Research Findings

This chapter presents the research findings and analysis of the survey as well as the insights for group interview. The research findings are presented in the same order as the questionnaire. The findings are the opinion of 144 employees. The researcher has made an explanation at the end of each table for better understanding of the research finding.

4.1 Qualitative Finding

Qualitative Finding based on a part of the open-ended questions in the research questionnaire that let respondents to show their ideas or any recommendation related with organizational communication and effective teamwork. And also information from the focus group interview. Items summarized all ideas as follows;

1) *What problems do you find in communication ^{level of management} with your team?*

- Too much layers on communication process, make delay on working.
- Lack of literacy skill in the English language.
- Lack of communication within teams does not support other functions.
- Unclear about communication message, there are no set timelines and responsible persons.
- Distort meaning from word of mouth communication without making notes.
- Large distance working place create problems in communication, sometimes cannot contact mobile phones in the emergency cases.
- Differences in team attitude, gender, and age create problems when communicating with each other.

- Somebody tends to dominate others in meetings and does not listen to others' opinion.
- Supervisor does not listen to the subordinates' opinion

2)

What is your suggestion on effective organizational communication?

- Use face-to-face communication such as meetings rather than emails.
- Subordinates should have a chance to express their idea and have a power to make decisions that affects them.
- Supervisors should update information such as new product launch or performance update every week.
- Job rotation: employees should learn and understand tasks of other functions.
- English training to improve employees' English language skills.
- Should have an employee center as a hub for providing same information and giving actual information.
- Conduct an activity club for employees to increase participation with each other such as Football Club, Singer Academy, and etc.

3)

What problems do you find in your team?

- Difficult to contact with other departments because there are too many hierarchies in the company.
- Differences in employee performance; some are clever and work hard but some are slow.
- Lack of support from other functions.
- Team has no harmony and unity.

- Someone has too much self-confidence and has a bad attitude, and does not allow others to express their opinion.
- Supervisor cannot help subordinates solve the problem.
- Unclear role & responsibility in team.
- Too late to resolve the problem from the office center.
- Afraid to talk directly with supervisor about their private life.
- Grapevine situation.

4) ***What is your suggestion on effective teamwork?***

- Good teams should share ideas openly within the team and with other functions.
- More communication within teams, should set a meeting one time a week or at least one time a month for updating new information and have the same direction.
- Improve knowledge and skill of employees by training.
- Consider the overall benefits of the company rather than the individual's, work in teams, have the same direction and helping each other in a team.
- A good leader can lead team success, so he has to be efficient, transparent, and able to motivate team members.
- Evaluate performance of both team and individuals.
- Conduct seminars or parties to improve relationship within the team and other functions.
- Reduce the steps of working, should make it easy and more flexible.

5) ³ *From your point of view, which is the direction of organizational communications between downward, upward, and lateral that most affects your team performance and effectiveness? Why?*

Downward Communication affects the team the most.

- Because it give clear information and is the most important.
- Because communication from supervisors is like a beginning of a business plan, we have to know the company direction first.
- Because we will get the most trustworthy information.
- Unless there is effective downward communication, subordinates will be unclear about their task and cannot achieve the team goal.

Upward Communication affects the team the most.

- Feedback is really important for working in teams.
- Upward communication comes from the real market situation so the company can use this information to improve the company's advantages.

Lateral Communication affects the team the most.

- Employees in the same level should communicate more with each other in order to have effective working.
- Members should be able to talk to each other easily and can help to solve the problem quickly.
- If there is lack of lateral communication, communication from downward and upward will not be effective too.
- Teamwork is the most important asset in the company, so we have to concentrate on the power of communication between colleagues.

All are equally important

- All communications have to have the same direction and communicate about the same thing.
- All are good for effective teamwork.
- If each of them is unclear, we cannot achieve the target easily.

All are important depending on different situations.

4.2 Employees' Demographic Profile

4.2.1 Gender

The majority of respondents were found to be male with 84 respondents or 58.3% of the total respondents while 41.7% or 60 respondents were female.

Table 4.2.1 Gender

Gender	Frequency	Percent
Male	84	58.3
Female	60	41.7
Total	144	100.0

4.2.2 Age

The employee respondents' age profiles are as follows: The majority which was (48.6%) of respondents, 70 in numbers were in the age group of 20-30 years, followed by 54 respondents (37.5%) in the age group of 31-40 years, 18 respondents (12.5%) were in the age group of 41-50 years while 2 respondents (1.4%) were in the age group of 51 years and above.

Table 4.2.2 Age

Age	Frequency	Percent
20-30	70	48.6
31-40	54	37.5
41-50	18	12.5
51 and above	2	1.4
Total	144	100.0

4.2.3 Education Background

The majority of respondents, 86 respondents (59.7%) had Bachelor's degree, followed by 25 respondents (17.4%) who were College Graduates and 18 respondents (12.5%) had finished Secondary school whereas the rest of the respondents, 15 respondents (10.4%) had Master's Degree.

Table 4.2.3 Education Background

Educational Background	Frequency	Percent
Secondary School	18	12.5
College Graduate	25	17.4
Bachelor Degree	86	59.7
Master Degree	15	10.4
Total	144	100.0

4.2.4 Employee Level

The majority of respondents, 85 respondents (59%) were staff level, followed by 46 respondents (31.9%) who were assistance managers or at the supervisor level, while, 13 respondents (9%) were at the manager level.

Table 4.2.4 Employee Level

Employee Level	Frequency	Percent
Manager	13	9.0
Assistant Manager / Supervisor	46	31.9
Staff	85	59.0
Total	144	100.0

4.2.5 Work Location

The majority of respondents with 87 respondents or 60.4% of the total respondents have worked in Bangkok while 39.6% or 57 respondents have worked upcountry.

Table 4.2.5 Work Location

Work Location	Frequency	Percent
Bangkok	87	60.4
Upcountry	57	39.6
Total	144	100.0

4.2.6 Number of Years Working

The majority of respondents, 51 respondents (35.4%) have worked for the company for 1-3 years. The second largest group of respondents, 31 (21.5%) have worked for 5-9 years, followed by 25 respondents (17.4%) with 3-5 years and 23 respondents (16%) have worked within the company below 1 year. The smallest group was 14 respondents (9.7%) who have served the company for 10 years up.

Table 4.2.6 Number of Years Working

No. of years working	Frequency	Percent
Below 1 year	23	16.0
1-3 years	51	35.4
3-5 years	25	17.4
5-9 years	31	21.5
10 years and above	14	9.7
Total	144	100.0

4.3 Perception on Organizational Communication

The following section presented an analysis of perception on the groups of independent variables in this study that consists of Downward, Upward, and Lateral Communication. The respondents' perceptions were rated on the 5-points scale in which value on mean of each item was read according to the arbitrary rating and not the descriptive one.

4.3.1 Perception toward Downward Communication

From Table 4.3.1 it was shown that the respondents tended to rate highly favorable on downward communication. The mean value of the variable was 3.99

with the standard deviation of 0.67. “My supervisor always asks me to express my suggestions” was rated the highest among the seven constructs of downward communication at the mean value 4.16 with standard deviation of 0.84. The other constructs were rated with similar scores of 4.06, 4.05, 4.03, 4.00, and 3.99 accordingly. However, there was a highly deviated 0.94 in “the upper management well informed employees on what was going on in the company”. The overall picture of respondents’ perception on downward communication was rated as “Agree”, which indicated that respondents most agreed in the same way on downward communication.

Table 4.3.1 Perception toward Downward Communication

Variable	Mean	SD	Degree
Downward Communication	3.99	0.67	Agree
1. The company clearly communicates its goals and strategies to me.	3.99	0.82	Agree
2. I know everything that going on in the company from upper management	3.65	0.94	Agree
3. My supervisor often guides me to solve my problems.	4.03	0.84	Agree
4. My supervisor always asks me to express my suggestions.	4.16	0.84	Agree
5. My supervisor communicates clearly about my task.	4.05	0.84	Agree
6. My supervisor uses proper language to communicate.	4.00	0.79	Agree
7. After I finish my task, I always get evaluation or feedback from my supervisor.	4.06	0.86	Agree

4.3.2 Perception toward Upward Communication

In the overall picture, the respondents’ perception toward upward communication as one factor that was associated to organizational communication was “Agree” at the mean 3.75 with the standard deviation of 0.60. As shown in Table 4.3.2, “When I meet the important problem from working, I will give feedback to my supervisor directly” was rated the highest among the five constructs at the mean value 4.21 and the standard deviation of 0.69. Moreover, they feel that they can share ideas about decision-making process and particular decisions that affect themselves.

However, there was a highly deviated 1.07 in “available opportunities to express ideas to upper management”.

Table 4.3.2 Perception toward Upward Communication

Variable	Mean	SD	Degree
Upward Communication	3.75	0.60	Agree
8. There are opportunities available to me to express my ideas to upper management.	3.42	1.07	Agree
9. I have freedom to access the information whenever I need to know.	3.57	0.93	Agree
10. I will give feedback to my supervisor directly when I meet the working problem.	4.21	0.69	Strongly Agree
11. I can share my ideas about the decision-making process and particular decisions which affect myself.	3.81	0.84	Agree
12. My supervisor almost always believes in information that is provided by me.	3.73	0.74	Agree

4.3.3 Perception toward Lateral Communication

Table 4.3.3 showed that the overall perceptions of respondents on Lateral Communication fell in the “agreed level” with the average mean 3.88 and standard deviation of 0.45, which meant that the respondents agreed that their departments satisfy with overall lateral communication in terms of good communication in group, openly talk & share problems with colleagues, and using informal communication. Especially items good communication in group and using informal communication with peers were rated as “strongly agreed level” which meant that there was a good communication and using informal communication within their group meanwhile qualitative data from interviewing stated that respondents were not a problem about communication within their team but they had a communication problem with other departments and cross function in term of support and helping each other.

There was only one item that was rated in the “Neutral level”, which concerned “the grapevine was the normal situation in their department”.

Table 4.3.3 Perception toward Lateral Communication

Variable	Mean	SD	Degree
Lateral Communication	3.88	0.45	Agree
13. There is a good communication in my group.	4.22	0.65	Strongly Agree
14. I can talk openly and share my problems with my colleagues.	4.10	0.67	Agree
15. Grapevine is the normal situation in my department.	2.97	1.06	Neutral
16. I can use informal communication with my peers.	4.24	0.65	Strongly Agree

4.3.4 Summary of Perceptions on Organizational Communication

In summary, the perception of respondents on organizational communication was agree or favorable with the mean value of 3.87 and the standard deviation of 0.46. The overall standard deviation was moderate for the perception of respondents on all constructs, which means they agreed that all sub-variables that were important for company's organizational communication. This is specially true for downward communication that represents the highest mean value at 3.99 with the standard deviation of 0.67, while respondents' perception on upward communication was considerably less than the others with a mean score of 3.75 as shown in Table 4.3.4

Table 4.3.4 Summary of Perceptions on Organizational Communication

Variable	Mean	SD	Degree
Downward Communication	3.99	0.67	Agree
Upward Communication	3.75	0.60	Agree
Lateral Communication	3.88	0.45	Agree
Organizational Communication	3.87	0.46	Agree

4.4 Perception on Effective Teamwork

The following section presents an analysis of perception on effective teamwork, which is the dependent variable in this study. It consists of six constructs such as Clear Goals, Role & Responsibility, Leadership Behavior, Open Communication, Collaboration and Support & Trust.

4.4.1 Perception on Clear Goals

In the overall picture, respondents had a tendency to strongly agree on clear goals with a mean value of 4.37 and the standard deviation of 0.56. Respondents' perceptions strongly agreed on "clear and definite goal in team" as well as "having the same goal is a part of a successful team" with the mean scores of 4.57 and 4.56 respectively. For all other statements, the respondents rated their perceptions in the "agreed level" in terms of being perform well if there were interesting and inspiring goals and taking team goal and objectives and assume to shared understanding.

Table 4.4.1 Perception on Clear Goals

Variable	Mean	SD	Degree
Clear Goals	4.37	0.56	Strongly Agree
17. Good teams have clear and definite goals.	4.57	0.72	Strongly Agree
18. A team can be successful only if everyone in the team has the same goal.	4.56	0.66	Strongly Agree
19. I can perform well if the goals are always interesting and inspiring.	4.17	0.84	Agree
20. I take our team goal and objectives literally, and assume a shared understanding.	4.17	0.69	Agree

4.4.2 Perception on Role & Responsibility

From Table 4.4.2 it was shown that the respondents fell in the "strongly agreed level" on three items which were "Being quick to get on the task on hand and do not spend too much time" at the mean value of 4.22 with the standard deviation of 0.68. "Everyone in team understands clearly on role and responsibility" and "they feel that to be a part of team and share responsibilities for the team's success or failure" at the same mean value of 4.33 with the standard deviation of 0.71. There was only one item that the respondents fell in "agreed level" on understanding the whole procedure of their job. However, the overall picture of respondents' perception on role and responsibility was rated as "strongly agree level" at the mean value 4.26 with the standard deviation of 0.52.

Table 4.4.2 Perception on Role & Responsibility

Variable	Mean	SD	Degree
Role & Responsibility	4.26	0.52	Strongly Agree
21. I fully understand the whole procedure of my job.	4.14	0.76	Agree
22. I am quick to get on the task on hand and do not spend too much time.	4.22	0.68	Strongly Agree
23. Everyone in the team understands clearly his or her role and responsibility.	4.33	0.71	Strongly Agree
24. I feel that to be a part of a team we are all in it together and share responsibilities for the team's success or failure.	4.33	0.71	Strongly Agree

4.4.3 Perception on Leadership Behavior

As shown in Table 4.4.3, in the overall picture, respondents had a tendency to agree on leadership behavior with a mean value of 4.02 and standard deviation of 0.65. Effective leader affects performance improvement of employees was rated the highest score among four constructs at mean value of 4.58 with standard deviation of 0.60 and was rated at strongly agree. This meant that effective leader affects to improve subordinated performance. There were two items that were rated in the “agreed level” on supervisor always give an advice and assistance to subordinates and always give a chance to freely raise any suggestion and opinion. While neutral rate on does not get pressure from supervisor even could not achieve work at mean value of 3.39 with high standard deviation of 1.04.

Table 4.4.3 Perception on Leadership Behavior

Variable	Mean	SD	Degree
Leadership Behavior	4.02	0.65	Agree
25. The effective leader affects me to improve my performance.	4.58	0.60	Strongly Agree
26. My supervisor always gives me advice and assistance when I face any problem.	4.08	0.94	Agree
27. My supervisor always gives a chance to freely raise any suggestion and opinion.	4.03	0.94	Agree
28. My supervisor does not put pressure on me, even if I could not achieve my work.	3.39	1.04	Neutral

4.4.4 Perception on Collaboration

As shown in Table 4.4.4, all constructs were rated at strongly agree with the similar mean values of 4.60, 4.42, 4.40, and 4.22 accordingly, “A team with collaboration tends to be successful than one that does not was rated the highest score. For the overall picture, respondents had a tendency to strongly agree on collaboration with a mean value of 4.41 and the standard deviation of 0.56. It could be said that the respondents’ perception on collaboration was the important variable for effective teamwork.

Table 4.4.4 Perception on Collaboration

Variable	Mean	SD	Degree
Collaborative	4.41	0.56	Strongly Agree
29. Best team performance is a result of collaboration and cooperation.	4.40	0.68	Strongly Agree
30. I am willing to help my friend during his or her leaves.	4.22	0.69	Strongly Agree
31. It is necessary for a team member to be each other's back up to do the work uninterrupted.	4.42	0.63	Strongly Agree
32. Team with collaboration tends to be successful than one that does not.	4.60	0.65	Strongly Agree

4.4.5 Perception on Open Communication

Perceptions of respondents on open communication were favorable with a mean of 3.85 and a standard deviation of 0.45. Respondents agreed the most that open communication is one of the effective teamwork characteristics at the mean value of 4.47, with the moderate deviation value at 0.61. There were two items that the respondents rated as “strongly agreed level”, i.e. everyone shares his/her ideas freely in order to get the best solution and team members consult each other when they have problems. However, respondents disagreed that they do not want to share any ideas, as they do not want to have any conflict at the mean value of 2.17, with the deviation value at 1.00. This implied that the respondents want to share their idea freely but from the qualitative finding found that although they want to share their idea freely

but there were somebody in the company tends to dominate others in meeting and does not listens other's opinion.

Table 4.4.5 Perception on Open Communication

Variable	Mean	SD	Degree
Open Communication	3.85	0.45	Agree
33. Open communication is one of the effective teamwork characteristics.	4.47	0.61	Strongly Agree
34. I do not want to share any ideas as I do not want to have any conflict.	2.17	1.00	Disagree
35. It is good that everyone shares his/her idea freely in order to get the best solution.	4.33	0.73	Strongly Agree
36. It is important that team members consult each other when they have problems.	4.42	0.64	Strongly Agree

4.4.6 Perception on Support & Trust

Perceptions of respondents on support & trust were favorable with a mean of 3.69 and a standard deviation of 0.45. Most respondents strongly agreed that they fully accept each other's strengths and weaknesses at the mean value of 4.24, with the moderate deviation value at 0.65. And for items "I have confidences in my team leader and colleagues" and "I can express my idea and my ability freely", the respondents rated as "agreed level". However, respondents disagreed that they were afraid to ask other for help at the mean value of 2.48, with the deviation value at 1.10. This meant that the respondents were not afraid to ask others for help.

Table 4.4.6 Perception on Support & Trust

Variable	Mean	SD	Degree
Support & Trust	3.69	0.45	Agree
37. I fully accept each other's strengths and weakness.	4.24	0.65	Strongly Agree
38. I have confidences in my team leader and colleagues.	4.10	0.76	Agree
39. I can express my idea and my ability freely.	3.93	0.75	Agree
40. I am afraid to ask others for help.	2.48	1.10	Disagree

4.4.7 Summary of Perceptions on Effective Teamwork

In summary, the overall perception of respondents toward effective teamwork was rated at “agree level” with an average mean of 4.10 and the standard deviation of 0.40. This implied that the respondents agreed with effective teamwork. Respondents’ perceptions strongly agreed on three constructs; collaboration with the most mean value of 4.41 and the standard deviation of 0.56, followed by clear goals with the mean value of 4.37 and the standard deviation of 0.56 and role & responsibility with the mean value 4.26 and the deviation of 0.52. All other variables were rated on agreed with similar levels of both means and standard deviations, i.e. leadership behavior, open communication, and support & trust. This implied that leadership behavior, open communication, and support & trust should be improved in term of effective teamwork. This support from the qualitative finding that the respondents felt that there were too much layers on communication process, so it made delay on working and lack of communication within teams and does not support from other functions.

Table 4.4.7 Summary of Perceptions on Effective Teamwork

Variable	Mean	SD	Degree
Clear Goals	4.37	0.56	Strongly Agree
Role & Responsibility	4.26	0.52	Strongly Agree
Leadership Behavior	4.02	0.65	Agree
Collaboration	4.41	0.56	Strongly Agree
Open Communication	3.85	0.45	Agree
Support & Trust	3.69	0.45	Agree
Effective Teamwork	4.10	0.40	Agree

4.5 Result of Hypotheses

4.5.1 Hypothesis 1: Relationship between demographic profiles and effective teamwork

The question of the research focused on the relationship between demographic profiles and effective teamwork. In determining the relationship of these independent variables and dependent variables, the chi-square was used to test the following hypotheses:

Ho1: There is no significant relationship between employees' demographic profiles and effective teamwork.

Ha1: There is significant relationship between employees' demographic profiles and effective teamwork.

The result from testing the hypotheses indicated no significant relationship between demographic variables and effective teamwork was true except the following.

4.5.1.1 Relationship between Gender and Effective Teamwork

As indicated in the Table below, testing the null hypothesis of having no significant relationship between gender and effective teamwork was not true. The significant value of $0.021 < 0.05$ at 0.05 level of significance, the value of chi-square computed $(9.71) > 7.815$ tabular value of chi-square confirmed that gender and effective teamwork was significantly correlated

Table 4.5.1.1-1 Pearson Chi-Square: gender and effective teamwork

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	9.71	3	0.021

From the results shown in the Table below, it revealed that the most respondents expressed agreed opinions on the effective teamwork at total 53.5% that was female at 58.3% and male at 50%. The total numbers of respondents who responded on the agreed scale were 96.6%. The total numbers on the opposite opinions were only 1.4% leaving respondents who expressed their opinions on the neutral zone at 2.1%

Table 4.5.1.1-2 Number of respondents' perceptions on effective teamwork (by Gender)

Gender	Effective Teamwork									
	Disagree		Undecided		Agree		Strongly Agree		Total	
	Count	%	Count	%	Count	%	Count	%	Count	%
Male	0	0.0	0	0.0	42	50.0	42	50.0	84	100.0
Female	2	3.3	3	5.0	35	58.3	20	33.3	60	100.0
Total	2	1.4	3	2.1	77	53.5	62	43.1	144	100.0

4.5.1.2 Relationship between Gender and Clear Goals

As indicated in the Table below, testing the null hypothesis of having no significant relationship between gender and Clear Goals was not true. The significant value of $0.05 = 0.05$ at 0.05 level of significance, the value of chi-square computed $9.48 = 9.48$ tabular value of chi-square confirmed that gender and Clear Goals was significantly correlated.

Gender }
[]

Table 4.5.1.2-1 Pearson Chi-Square: gender and clear goals

✓	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	9.48	4	0.050

From the results shown in the Table below, it revealed that respondents males were the largest groups who expressed strongly agreed opinions on the effective teamwork. The total numbers of respondents who responded on the agreed scale were 96.5%. The total numbers on the opposite opinions were only 1.4% leaving respondents who expressed their opinions on the neutral zone at 2.1%

Table 4.5.1.2-2 Number of respondents' perceptions on clear goals (by Gender)

Gender	Clear Goals									
	Disagree		Undecided		Agree		Strongly Agree		Total	
	Count	%	Count	%	Count	%	Count	%	Count	%
Male	0	0.0	1	1.2	17	20.2	66	78.6	84	100.0
Female	2	3.3	2	3.3	22	36.7	34	56.7	60	100.0
Total	2	1.4	3	2.1	39	27.1	100	69.4	144	100.0

4.5.1.3 Relationship between Gender and 3.3 Leadership Behavior

As indicated in the Table below, testing the null hypothesis of having no significant relationship between gender and Leadership Behavior was not true. The significant value of $0.010 < 0.05$ at 0.05 level of significance, the value of chi-square computed $11.28 > 7.815$ tabular value of chi-square confirmed that gender and Leadership Behavior was significantly correlated.

Table 4.5.1.3-1 Pearson Chi-Square: gender and leadership behavior

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	11.28	3	0.010

From the results shown in the Table below, it revealed that respondents males were the largest groups who expressed strongly agreed opinions on the Leadership Behavior. The total numbers of respondents who responded on the agreed scale were 86.1%. The total numbers on the opposite opinions were only 4.2% leaving respondents who expressed their opinions on the neutral zone at 9.7%

Table 4.5.1.3-2 Number of respondents' perceptions on leadership behavior (by Gender)

Gender	Leadership Behavior									
	Disagree		Undecided		Agree		Strongly Agree		Total	
	Count	%	Count	%	Count	%	Count	%	Count	%
Male	2	2.4	3	3.6	39	46.4	40	47.6	84	100.0
Female	4	6.7	11	18.3	25	41.7	20	33.3	60	100.0
Total	6	4.2	14	9.7	64	44.4	60	41.7	144	100.0



4.5.2 Hypothesis 2: Relationship between organizational communication and effective teamwork

To test the relationship between variables, the Bivariate test (Pearson Relationship) was used for proving hypothesis 2 set to find out the relationship between organizational communication and effective teamwork.

Ho2: There is no significant relationship between organizational communication and effective teamwork.

Ha2: There is significant relationship between organizational communication and effective teamwork.

Table 4.5.2 Correlation Test between organizational communication and effective teamwork

		Effective Teamwork
2.1 Downward Communication	Pearson Correlation	.653(**)
	Sig. (2-tailed)	0.000
2.2 Upward Communication	Pearson Correlation	.561(**)
	Sig. (2-tailed)	0.000
2.3 Lateral Communication	Pearson Correlation	.445(**)
	Sig. (2-tailed)	0.000
Organizational Communication	Pearson Correlation	.711(**)
	Sig. (2-tailed)	0.000

**** Correlation is significant at the 0.01 level (2-tailed).**

Overall, the relationship coefficient between organizational communication and effective teamwork was 0.711 at a moderate positive relationship, and its significant value was 0.000, was less than 0.05 at the level of significance, thus the

null hypothesis was rejected. It implied that there was significant relationship between organizational communication and effective teamwork.

In detail, the significant value of organizational communication sub-variables namely Downward, Upward and Lateral communication were equal to 0.000, which were less than 0.05 at the level of significance, thus the null hypothesis was rejected. It implied that there was significant relationship between organizational communication sub-variables namely Downward, Upward and Lateral communication and effective teamwork. The relationship coefficient between Downward communication and effective teamwork displayed the highest value ($r = 0.653$); therefore, the level of relationship fell to a moderate positive relationship.



Chapter 5

Summary, Conclusion, and Recommendation

In this chapter the researcher has given a clear summary of the survey as well as conclusion drawn from the results. The recommendations that are given for development has been made based on the results of the survey. The researcher also provides recommendation on OD intervention and suggestions for future research.

5.1 Summary of Findings

The following results are analyzed and interpreted as follows:

5.1.1 Demographic Profile

1. Gender: Majority was male respondents which was represented by 58.3% and 41.7% for female.
2. Age: Majority of the respondents was at the age range of 20-30 years which was the largest, presented by 48.6%.
3. Education Background: The largest group of respondents' education background was Bachelor's degree represented by 59.7% and the second was college graduates represented by 17.4%.
4. Employee Level: The largest group of respondents' level was staff level represented by 59% and the second was assistance managers or supervisor level represented by 31.9%.
5. Work Location: The majority of the respondents work in Bangkok represented by 60.4%.
6. Number of Years Working: The majority of the respondents was at 1-3 year represented by 35.4%.

5.1.2 Perception on Organizational Communication

The perception of respondents on organizational communication was rated “agree” in terms of downward communication (mean = 3.99) with the highest mean score, respondents believed that it was an important criteria of organizational communication and respondents also perceived clear communication from their supervisor. There were quite similar mean levels among other variables, and respondents also agreed on lateral communication (mean = 3.88) and upward communication (mean = 3.75).

In general, it could be said that respondents perceived “agree” on organizational communication.

5.1.3 Perception on Effective Teamwork

Based on the finding, the respondents rated “agree” on Effective Teamwork in terms of Clear Goals (mean = 4.37), Role & Responsibility (mean = 4.26), Leadership Behavior (mean = 4.02), Collaborative (mean = 4.41), Open Communication (mean = 3.85), and Support & Trust (mean = 3.69). With the highest mean of collaboration variable followed by clear goals and role & responsibility rated by “strongly agree”, this showed that respondents believed that collaboration, clear goals and role & responsibility were vital factors of effective teamwork, but other factors were also important.

In general, it could be said that respondents perceived agree on effective teamwork.

5.1.4 Correlation Relationship between Organizational Communication and Effective Teamwork

There are moderate by strong correlation relationship between organizational communications. The two were statistically correlated at 0.01 level of confidence with correlation value of 0.711 indicating moderate relationship between the two groups of independent and dependent variables of this study.

Variables of the independent factor also correlated with variables of the dependent indicating dependable effective teamwork on organizational communication. Downward communication correlated with all dependent variables. Upward communication correlated with all dependent variables. And Lateral communication also correlated with all dependent variables. This means that if the employees or staffs of the organization are satisfied with organizational communication it was mostly likely that they would have effective teamwork in their job.

5.2 Conclusion on the Research Finding

In this study, there were four primary domains of focus in the data findings. The first is the demographic information of employees in the Marketing and Sales departments of ABC (Thai) Ltd. The second examined the perceptions of employees on three organizational communications, i.e. downward, upward, and lateral communication. The third revealed the perception of employees toward effective teamwork in terms of clear goals, role & responsibility, leadership behavior, collaboration, open communication, and support & trust. The fourth examined the relationship in the perception of respondents on organizational communication and effective teamwork.

An examination of the profile of employees showed that the majority of the respondents were predominantly male, between 20 to 30 years, had Bachelor's degree level education, and had been working for ABC (Thai) Ltd. for a period of between 1 to 3 years. The types of jobs that these respondents were engaged in were mostly of the staff type who works in Bangkok.

Results from the examining perception of respondents on organizational communication were rated on the favorable rating in term of downward, upward, and lateral communication. There were rooms for improvement despite overall favorable on upward and lateral communication because of its lower rating than downward type. Almost all of the items on these variables came under the "agreed" range but there was some item that was rated as "Neutral" range that was grapevine situation in the department. This may be accounted by the fact that ABC (Thai) Ltd. has a large distance between employees who work in Bangkok and upcountry. Therefore, some of them may found the grapevine situation but other may not.

In term of effective teamwork, the overall perception of the respondents in term of effective teamwork was rated as "agreed level". It appears that the employees in ABC (Thai) Ltd. strongly agreed on collaboration in their department with the highest mean score at 4.41 and they had clear goals and clear role & responsibility (mean 4.37, 4.26).

Downward communication was rated with the highest mean score (mean 3.99) when compared with other variables. That is why clear goals, role & responsibility in effective teamwork also were rated in "strongly agreed level" because the subordinates were informed about their role & responsibility and the company goals by their supervisor (downward communication).

It is not surprising that the finding showed that the respondents rated support & trust with the lowest mean score on effective teamwork. This may be accounted by

the fact of interviewing that employees feel that there were not support from other functions because each of employee think that their job is more important than other and others have to follow their rule and reputation without think of others division limitation.

The correlation between organizational communication and effective teamwork showed a moderate positive relationship. The relationship coefficient between downward communication and effective teamwork displayed the highest value ($r = 0.653$). Meanwhile the relationship coefficient between lateral communication and effective teamwork showed the lowest value ($r = 0.445$). An interpretation of this is simple. The more effective organizational communication also builds more on effective teamwork.

5.3 Recommendation for an ODI Proposal

The recommendation section has provided some critical thinking and potential ideas in order to develop team effectiveness on organizational communication at ABC (Thai) Ltd. based upon the results of the study. The following issues would be beneficial for ABC (Thai) Ltd.

5.3.1 Rationale of OD Intervention

Organization Development (OD) is the practice of helping organizations solve problems and reach their goals.

Organization Development (OD) is a powerful approach for applying behavioral scientific knowledge to improving organizational effectiveness and human fulfillment at work. Its primary emphasis is on relationships and processes between and among individuals and groups. OD is especially beneficial to groups experiencing rapid change depending on the specific needs or issues to be addressed.

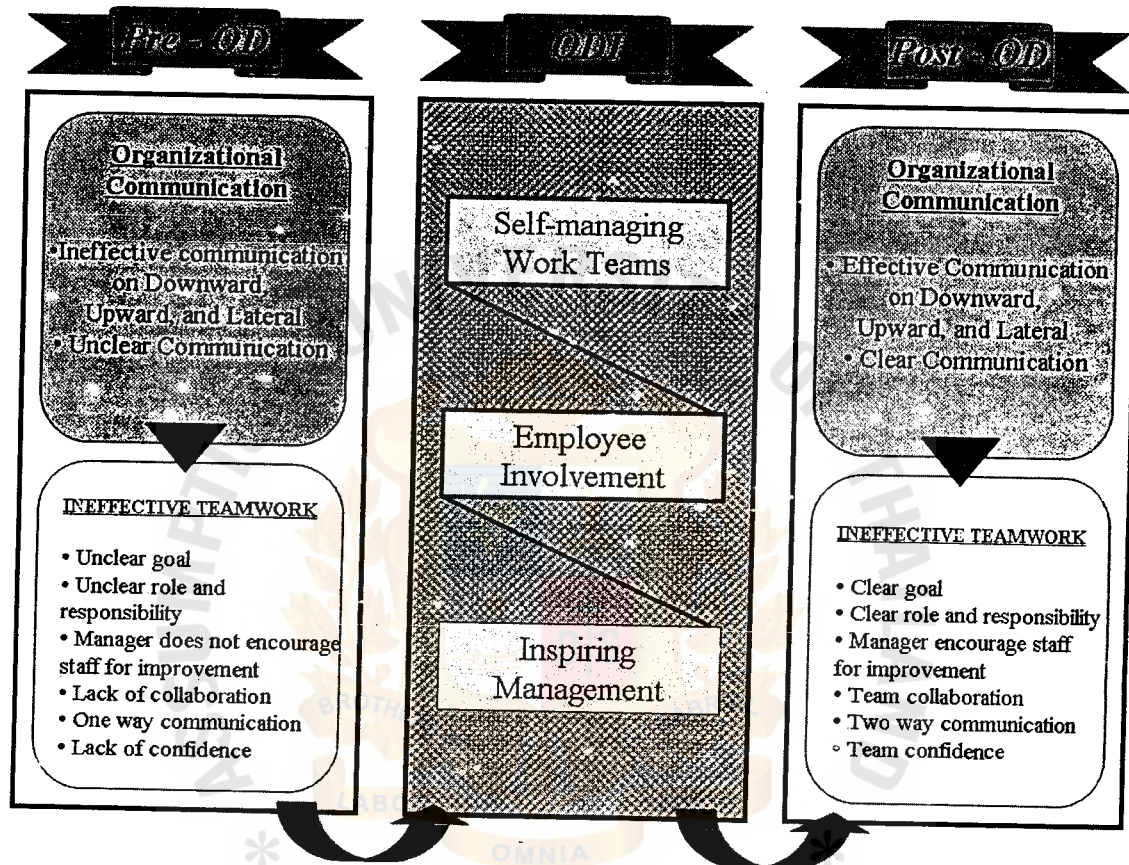
Interventions are specific activities that result from the process of diagnosis and feedback. That is, the intervention is the procedure the OD consultant uses, after diagnosis of an organizational situation and providing feedback to management, to address an organizational problem at ABC (Thai) Ltd.

5.3.2 Purpose & Objective of ODI

Organization Development is the planned process of developing an organization to be more effective in accomplishing its desired goals. Organization Development Intervention is recommended to the company in accordance with the research finding and analysis in order to create the sustainable organizational effectiveness in the long run. The recommended ODI is in the process of development strategy. ODI is pertinently designed and implemented for the purpose of helping the company to increase team effectiveness on organizational communication that consists of downward, upward, and lateral communication.

5.3.3 ODI Framework

Figure 5.1 ODI Framework



5.3.4 Organization Development Intervention

An organization development is a sequence of activities, action, and events intended to help an organization improve its performance and effectiveness. Intervention design, or action planning, derives from careful diagnosis and is meant to resolve specific problems and to improve particular areas of organizational functioning identified in the diagnosis. OD interventions vary from standardized programs that have been developed and used in many organizations, to relatively unique programs tailored to a specific organization or department.

In this study, there are some statements of low ratings on the perception of respondents, which OD intervention may address to solve the problem areas.

Action and Implementing Intervention

With regards to the results of this research study, the considerations that the researcher would like to propose for the organization are as follows:

1. Developing Self-managing Work Teams

Self-managing work teams are small groups of people empowered to manage themselves and the work they do on a day-to-day basis. This is the step-by-step methods of developing self-managed teams that can move authority and responsibility to all levels to allow employees to manage their own activities and help managers feel more comfortable with the process of empowering employees.

To increase self-managing work teams, the company has to action as follows;

- ❑ The company has to build more communication networks in team. The company should develop organization network from a traditional organization that is a long hierarchy to a flexible and dynamic network as such teams operate with fewer layers of management. Members of the team typically handle job assignments, plan and schedule work, make production-related decision and take actions on problems because they will be encouraged in the team to communicate openly and work collaboratively to deliver the best result for the company. Less hierarchical layers also call for increased cooperation between colleagues i.e. clear eagerness to help others.
- ❑ Another long-term recommendation would be a thorough analysis of the current organization chart to see whether some of the levels can be combined

or removed. This would help in expediting the process and getting managers closer to their subordinates.

- Organizing English language training for subordinate who lack of English skill. The training program can be both inside and outside training depend on working convenience. Improving English skill can build confidence to employees when they have to communicate with foreigner manager and also colleagues.
- Arrange “ABC employee center” as a hub for providing same information for employee who want to know any information but they are not convenience to seek at that time. This center can help to provide the accurate information to the employee whenever they want. Besides, the employee can give any feedback or suggestion via this channel if they do not want to tell to their boss directly.

2. Increase Employee Involvement

Employee involvement seeks to increase member's input into decisions that affect organization performance and employee well-being. The goals of an employee involvement are often relate to the total quality concepts and the quest for continuous improvement in all operations, raise productivity and improve the quality of work life.

Employee involvement teams are mechanism for participation and resolve ineffective upward communication in the company. They allow workers to gain influence over matters affecting them and their work. And the company also allows the full advantages of their decision making to become a part of everyday organization affairs. But the opportunities for the workers to have an influence on what happens to them must be real.

- Job rotation, the subordinate should be rotate to across function that they have to work with. Employee should learn and understand task of other functions. Job rotation can reduce the problem about support and trust from employees in other functions as well.

3. Inspiring Management

Two-way communication is so important for the company, so the leaders have to gain feedback from employees as much as possible. They have to improve the two-way communication approach and participate with their subordinates which would create a better understanding and build up good relationship between team.

- The supervisor has to conduct formal meeting with their subordinates at least twice a months rather than just forwarding electronic mail. The advantage of this meeting is for increase two- way communication within department and this is a best opportunity to gain feedback from their subordinate as much as possible.
- The company should develop an “SUGGESTION BOX” as a channel for subordinate to express their idea and any suggestion from their working. This box is a responsible for human resource department to collect all letter every week and summary to upper management level for any action. The suggestion box should place in every floor of office.
- Organizing joint activities such seminars, year-end parties, or outing trips to enhance the relationship between supervisor and subordinate and between colleagues. These activities would provide more opportunities among staff to open up their mind with colleagues and would get closer relationships.

5.3.5 Management Support

From the recommendations stated above, it is very crucial that management support should take place in order to achieve all of the ideas suggested above. It was strongly agreed that management is necessary to help improve the organizational development. It is the direct responsibility of the management to initiate, encourage, and support organization-wide changes that impact the employees, in order to let the changes have the expected results. OD project is the long term project that needs the high involvement of top management.

5.3.6 Recommendation for Further Research

The findings of this study have raised additional questions for further investigation. These are as follows;

Further research is needed to explore other dimensions, apart from organizational communication that impact effective teamwork. For example, leadership behavior that is also linked to effective teamwork.

Further research might address the extent to which organization culture is related to effective teamwork. It would be useful to study the impact of culture and differences that might exist among top management, middle management, and support staff.

Similar or identical studies should be conducted in organization other than ABC (Thai) Ltd. It would be valuable information to know other result from finding of other companies in the same industry for the purpose of comparison to this study.

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APPENDIX



Gender * 3.1 Clear Goals

Crosstab

Count

		3.1 Clear Goals					Total
		Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree	
Gender	Male	0	0	1	17	66	84
	Female	1	1	2	22	34	60
Total		1	1	3	39	100	144

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	9.478(a)	4	.050
Likelihood Ratio	10.159	4	.038
Linear-by-Linear Association	9.171	1	.002
N of Valid Cases	144		

a. 6 cells (60.0%) have expected count less than 5. The minimum expected count is .42.

Gender * 3.2 Role & Responsibility

Crosstab

Count

		3.2 Role & Responsibility				Total
		Disagree	Undecided	Agree	Strongly Agree	
Gender	Male	0	1	32	51	84
	Female	2	2	30	26	60
Total		2	3	62	77	144

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	6.701(a)	3	.082
Likelihood Ratio	7.424	3	.060
Linear-by-Linear Association	6.361	1	.012
N of Valid Cases	144		

a. 4 cells (50.0%) have expected count less than 5. The minimum expected count is .83.

Gender * 3.3 Leadership Behavior

Crosstab

Count

		3.3 Leadership Behavior				Total
		Disagree	Undecided	Agree	Strongly Agree	
Gender	Male	2	3	39	40	84
	Female	4	11	25	20	60
Total		6	14	64	60	144

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	11.281(a)	3	.010
Likelihood Ratio	11.404	3	.010
Linear-by-Linear Association	7.872	1	.005
N of Valid Cases	144		

a. 2 cells (25.0%) have expected count less than 5. The minimum expected count is 2.50.

Gender * 3.4 Collaborative

Crosstab

Count

		3.4 Collaborative				Total
		Disagree	Undecided	Agree	Strongly Agree	
Gender	Male	0	0	25	59	84
	Female	3	1	17	39	60
Total		3	1	42	98	144

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	5.766(a)	3	.124
Likelihood Ratio	7.170	3	.067
Linear-by-Linear Association	2.674	1	.102
N of Valid Cases	144		

a. 4 cells (50.0%) have expected count less than 5. The minimum expected count is .42.

Gender * 3.5 Open Communication

Crosstab

Count

		3.5 Open Communication				Total
		Disagree	Undecided	Agree	Strongly Agree	
Gender	Male	0	11	51	22	84
	Female	1	8	35	16	60
Total		1	19	86	38	144

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	1.433(a)	3	.697
Likelihood Ratio	1.789	3	.617
Linear-by-Linear Association	.081	1	.776
N of Valid Cases	144		

a. 2 cells (25.0%) have expected count less than 5. The minimum expected count is .42.

Gender * 3.6 Support & Trust

Crosstab

Count

		3.6 Support & Trust				Total
		Disagree	Undecided	Agree	Strongly Agree	
Gender	Male	1	13	59	11	84
	Female	1	16	34	9	60
Total		2	29	93	20	144

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	3.323(a)	3	.344
Likelihood Ratio	3.296	3	.348
Linear-by-Linear Association	.940	1	.332
N of Valid Cases	144		

a 2 cells (25.0%) have expected count less than 5. The minimum expected count is .83.

Gender * Effective Teamwork

Crosstab

Count

		Effective Teamwork				Total
		Disagree	Undecided	Agree	Strongly Agree	
Gender	Male	0	0	42	42	84
	Female	2	3	35	20	60
Total		2	3	77	62	144

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	9.713(a)	3	.021
Likelihood Ratio	11.529	3	.009
Linear-by-Linear Association	7.728	1	.005
N of Valid Cases	144		

a 4 cells (50.0%) have expected count less than 5. The minimum expected count is .83.

Age * 3.1 Clear Goals

Crosstab

Count

		3.1 Clear Goals					Total
		Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree	
Age	20-30	1	1	3	18	47	70
	31-40	0	0	0	16	38	54
	41-50	0	0	0	5	13	18
	51 and above	0	0	0	0	2	2
Total		1	1	3	39	100	144

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	6.357(a)	12	.897
Likelihood Ratio	8.791	12	.721
Linear-by-Linear Association	2.346	1	.126

N of Valid Cases	144		
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a. 15 cells (75.0%) have expected count less than 5. The minimum expected count is .01.

Age * 3.2 Role & Responsibility

Crosstab

Count

		3.2 Role & Responsibility				Total
		Disagree	Undecided	Agree	Strongly Agree	
Age	20-30	2	1	30	37	70
	31-40	0	2	25	27	54
	41-50	0	0	7	11	18
	51 and above	0	0	0	2	2
Total		2	3	62	77	144

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	5.554(a)	9	.784
Likelihood Ratio	7.319	9	.604
Linear-by-Linear Association	1.328	1	.249
N of Valid Cases	144		

a. 10 cells (62.5%) have expected count less than 5. The minimum expected count is .03.

Age * 3.3 Leadership Behavior

Crosstab

Count

		3.3 Leadership Behavior				Total
		Disagree	Undecided	Agree	Strongly Agree	
Age	20-30	5	11	30	24	70
	31-40	1	1	25	27	54
	41-50	0	2	9	7	18
	51 and above	0	0	0	2	2
Total		6	14	64	60	144

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	13.849(a)	9	.128
Likelihood Ratio	16.551	9	.056
Linear-by-Linear Association	5.969	1	.015
N of Valid Cases	144		

a. 8 cells (50.0%) have expected count less than 5. The minimum expected count is .08.

Age * 3.4 Collaborative

Crosstab

Count

		3.4 Collaborative				Total
		Disagree	Undecided	Agree	Strongly Agree	
Age	20-30	3	1	15	51	70
	31-40	0	0	22	32	54
	41-50	0	0	5	13	18
	51 and above	0	0	0	2	2
Total		3	1	42	98	144

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	9.938(a)	9	.356
Likelihood Ratio	11.919	9	.218
Linear-by-Linear Association	.371	1	.542
N of Valid Cases	144		

a. 10 cells (62.5%) have expected count less than 5. The minimum expected count is .01.

Age * 3.5 Open Communication

Crosstab

Count

		3.5 Open Communication				Total
		Disagree	Undecided	Agree	Strongly Agree	
Age	20-30	1	10	38	21	70
	31-40	0	7	36	11	54
	41-50	0	2	11	5	18
	51 and above	0	0	1	1	2

Total	1	19	86	38	144
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Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	3.788(a)	9	.925
Likelihood Ratio	4.396	9	.883
Linear-by-Linear Association	.084	1	.772
N of Valid Cases	144		

a. 9 cells (56.3%) have expected count less than 5. The minimum expected count is .01.

Age * 3.6 Support & Trust

Crosstab

Count

		3.6 Support & Trust				Total
		Disagree	Undecided	Agree	Strongly Agree	
Age	20-30	2	17	39	12	70
	31-40	0	10	39	5	54
	41-50	0	2	14	2	18
	51 and above	0	0	1	1	2
Total		2	29	93	20	144

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	9.150(a)	9	.424
Likelihood Ratio	9.752	9	.371
Linear-by-Linear Association	1.423	1	.233
N of Valid Cases	144		

a. 9 cells (56.3%) have expected count less than 5. The minimum expected count is .03.

Age * Effective Teamwork

Crosstab

Count

		Effective Teamwork				Total
		Disagree	Undecided	Agree	Strongly Agree	

Age	20-30	2	3	34	31	70
	31-40	0	0	32	22	54
	41-50	0	0	11	7	18
	51 and above	0	0	0	2	2
Total		2	3	77	62	144

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	8.875(a)	9	.449
Likelihood Ratio	11.452	9	.246
Linear-by-Linear Association	.978	1	.323
N of Valid Cases	144		

a. 10 cells (62.5%) have expected count less than 5. The minimum expected count is .03.

Educational Background * 3.1 Clear Goals

Crosstab

Count

		3.1 Clear Goals					Total
		Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree	
Educational Background	Secondary School	0	0	0	6	12	18
	College Graduate	0	0	1	7	17	25
	Bachelor Degree	1	1	2	23	59	86
	Master Degree	0	0	0	3	12	15
Total		1	1	3	39	100	144

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	3.327(a)	12	.993
Likelihood Ratio	4.631	12	.969
Linear-by-Linear Association	.050	1	.824
N of Valid Cases	144		

a. 14 cells (70.0%) have expected count less than 5. The minimum expected count is .10.

Educational Background * 3.2 Role & Responsibility

Crosstab

Count

		3.2 Role & Responsibility				Total
		Disagree	Undecided	Agree	Strongly Agree	
Educational Background	Secondary School	0	0	11	7	18
	College Graduate	0	1	6	18	25
	Bachelor Degree	2	2	41	41	86
	Master Degree	0	0	4	11	15
Total		2	3	62	77	144

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	11.303(a)	9	.256
Likelihood Ratio	12.811	9	.171
Linear-by-Linear Association	.152	1	.697
N of Valid Cases	144		

a. 8 cells (50.0%) have expected count less than 5. The minimum expected count is .21.

Educational Background * 3.3 Leadership Behavior

Crosstab

Count

		3.3 Leadership Behavior				Total
		Disagree	Undecided	Agree	Strongly Agree	
Educational Background	Secondary School	0	1	8	9	18
	College Graduate	0	2	9	14	25
	Bachelor Degree	6	10	39	31	86
	Master Degree	0	1	8	6	15
Total		6	14	64	60	144

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	7.788(a)	9	.556
Likelihood Ratio	9.894	9	.359
Linear-by-Linear Association	2.407	1	.121
N of Valid Cases	144		

a. 7 cells (43.8%) have expected count less than 5. The minimum expected count is .63.

Educational Background * 3.4 Collaborative

Crosstab

Count

		3.4 Collaborative				Total
		Disagree	Undecided	Agree	Strongly Agree	
Educational Background	Secondary School	0	0	8	10	18
	College Graduate	0	1	4	20	25
	Bachelor Degree	3	0	27	56	86
	Master Degree	0	0	3	12	15
Total		3	1	42	98	144

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	11.649(a)	9	.234
Likelihood Ratio	11.588	9	.238
Linear-by-Linear Association	.118	1	.732
N of Valid Cases	144		

a. 9 cells (56.3%) have expected count less than 5. The minimum expected count is .10.

Educational Background * 3.5 Open Communication

Crosstab

Count

		3.5 Open Communication				Total
		Disagree	Undecided	Agree	Strongly Agree	
Educational Background	Secondary School	0	4	9	5	18
	College Graduate	0	3	17	5	25
	Bachelor Degree	1	11	51	23	86
	Master Degree	0	1	9	5	15
Total		1	19	86	38	144

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	3.561(a)	9	.938
Likelihood Ratio	3.854	9	.921

Linear-by-Linear Association	.735	1	.391
N of Valid Cases	144		

a. 9 cells (56.3%) have expected count less than 5. The minimum expected count is .10.

Educational Background * 3.6 Support & Trust

Crosstab

Count

		3.6 Support & Trust				Total
		Disagree	Undecided	Agree	Strongly Agree	
Educational Background	Secondary School	0	4	14	0	18
	College Graduate	0	7	15	3	25
	Bachelor Degree	2	16	54	14	86
	Master Degree	0	2	10	3	15
Total		2	29	93	20	144

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	6.541(a)	9	.685
Likelihood Ratio	9.626	9	.382
Linear-by-Linear Association	2.061	1	.151
N of Valid Cases	144		

a. 9 cells (56.3%) have expected count less than 5. The minimum expected count is .21.

Educational Background * Effective Teamwork

Crosstab

Count

		Effective Teamwork				Total
		Disagree	Undecided	Agree	Strongly Agree	
Educational Background	Secondary School	0	0	11	7	18
	College Graduate	0	1	12	12	25
	Bachelor Degree	2	2	47	35	86
	Master Degree	0	0	7	8	15
Total		2	3	77	62	144

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	3.684(a)	9	.931
Likelihood Ratio	4.964	9	.837
Linear-by-Linear Association	.009	1	.924
N of Valid Cases	144		

a. 8 cells (50.0%) have expected count less than 5. The minimum expected count is .21.

Employee Level * 3.1 Clear Goals

Crosstab

Count

		3.1 Clear Goals					Total
		Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree	
Employee Level	Manager	0	0	0	3	10	13
	Assistant Manager / Supervisor	0	0	0	10	36	46
	Staff	1	1	3	26	54	85
Total		1	1	3	39	100	144

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	5.466(a)	8	.707
Likelihood Ratio	7.280	8	.507
Linear-by-Linear Association	4.031	1	.045
N of Valid Cases	144		

a. 10 cells (66.7%) have expected count less than 5. The minimum expected count is .09.

Employee Level * 3.2 Role & Responsibility

Crosstab

Count

		3.2 Role & Responsibility				Total
		Disagree	Undecided	Agree	Strongly Agree	
Employee Level	Manager	0	0	3	10	13
	Assistant Manager / Supervisor	0	0	19	27	46
	Staff	2	3	40	40	85

Total	2	3	62	77	144
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Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	7.250(a)	6	.298
Likelihood Ratio	9.149	6	.165
Linear-by-Linear Association	6.154	1	.013
N of Valid Cases	144		

a. 6 cells (50.0%) have expected count less than 5. The minimum expected count is .18.

Employee Level * 3.3 Leadership Behavior

Crosstab

Count

		3.3 Leadership Behavior				Total
		Disagree	Undecided	Agree	Strongly Agree	
Employee Level	Manager	0	0	9	4	13
	Assistant Manager / Supervisor	1	5	15	25	46
	Staff	5	9	40	31	85
Total		6	14	64	60	144

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	9.047(a)	6	.171
Likelihood Ratio	10.661	6	.099
Linear-by-Linear Association	2.076	1	.150
N of Valid Cases	144		

a. 5 cells (41.7%) have expected count less than 5. The minimum expected count is .54.

Employee Level * 3.4 Collaborative

Crosstab

Count

		3.4 Collaborative				Total
		Disagree	Undecided	Agree	Strongly Agree	

Employee Level	Manager	0	0	2	11	13
	Assistant Manager / Supervisor	0	0	11	35	46
	Staff	3	1	29	52	85
Total		3	1	42	98	144

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	6.324(a)	6	.388
Likelihood Ratio	7.901	6	.245
Linear-by-Linear Association	5.702	1	.017
N of Valid Cases	144		

a. 7 cells (58.3%) have expected count less than 5. The minimum expected count is .09.

Employee Level * 3.5 Open Communication

Crosstab

Count

		3.5 Open Communication				Total
		Disagree	Undecided	Agree	Strongly Agree	
Employee Level	Manager	0	0	8	5	13
	Assistant Manager / Supervisor	0	6	31	9	46
	Staff	1	13	47	24	85
Total		1	19	86	38	144

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	5.073(a)	6	.534
Likelihood Ratio	7.112	6	.311
Linear-by-Linear Association	.792	1	.374
N of Valid Cases	144		

a. 5 cells (41.7%) have expected count less than 5. The minimum expected count is .09.

Employee Level * 3.6 Support & Trust

Crosstab

Count

		3.6 Support & Trust				Total
		Disagree	Undecided	Agree	Strongly Agree	
Employee Level	Manager	0	0	11	2	13
	Assistant Manager / Supervisor	0	10	28	8	46
	Staff	2	19	54	10	85
Total		2	29	93	20	144

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	5.896(a)	6	.435
Likelihood Ratio	9.139	6	.166
Linear-by-Linear Association	2.985	1	.084
N of Valid Cases	144		

a. 5 cells (41.7%) have expected count less than 5. The minimum expected count is .18.

Employee Level * Effective Teamwork

Crosstab

Count

		Effective Teamwork				Total
		Disagree	Undecided	Agree	Strongly Agree	
Employee Level	Manager	0	0	6	7	13
	Assistant Manager / Supervisor	0	0	22	24	46
	Staff	2	3	49	31	85
Total		2	3	77	62	144

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	6.248(a)	6	.396
Likelihood Ratio	8.023	6	.236
Linear-by-Linear Association	4.891	1	.027
N of Valid Cases	144		

a. 6 cells (50.0%) have expected count less than 5. The minimum expected count is .18.

Work Location * 3.1 Clear Goals

Crosstab

Count

		3.1 Clear Goals					Total
		Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree	
Work Location	Bangkok	1	1	3	25	57	87
	Upcountry	0	0	0	14	43	57
Total		1	1	3	39	100	144

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	3.986(a)	4	.408
Likelihood Ratio	5.747	4	.219
Linear-by-Linear Association	3.145	1	.076
N of Valid Cases	144		

a. 6 cells (60.0%) have expected count less than 5. The minimum expected count is .40.

Work Location * 3.2 Role & Responsibility

Crosstab

Count

		3.2 Role & Responsibility				Total
		Disagree	Undecided	Agree	Strongly Agree	
Work Location	Bangkok	2	3	38	44	87
	Upcountry	0	0	24	33	57
Total		2	3	62	77	144

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	3.641(a)	3	.303
Likelihood Ratio	5.401	3	.145
Linear-by-Linear Association	2.154	1	.142
N of Valid Cases	144		

a. 4 cells (50.0%) have expected count less than 5. The minimum expected count is .79.

Work Location * 3.3 Leadership Behavior

Crosstab

Count

		3.3 Leadership Behavior				Total
		Disagree	Undecided	Agree	Strongly Agree	
Work Location	Bangkok	6	10	38	33	87
	Upcountry	0	4	26	27	57
Total		6	14	64	60	144

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	5.406(a)	3	.144
Likelihood Ratio	7.543	3	.056
Linear-by-Linear Association	4.202	1	.040
N of Valid Cases	144		

a. 2 cells (25.0%) have expected count less than 5. The minimum expected count is 2.38.

Work Location * 3.4 Collaborative

Crosstab

Count

		3.4 Collaborative				Total
		Disagree	Undecided	Agree	Strongly Agree	
Work Location	Bangkok	3	1	24	59	87
	Upcountry	0	0	18	39	57
Total		3	1	42	98	144

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	2.811(a)	3	.422
Likelihood Ratio	4.220	3	.239
Linear-by-Linear Association	.689	1	.407
N of Valid Cases	144		

a. 4 cells (50.0%) have expected count less than 5. The minimum expected count is .40.

Work Location * 3.5 Open Communication

Crosstab

Count

		3.5 Open Communication				Total
		Disagree	Undecided	Agree	Strongly Agree	
Work Location	Bangkok	1	12	54	20	87
	Upcountry	0	7	32	18	57
Total		1	19	86	38	144

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	1.881(a)	3	.598
Likelihood Ratio	2.218	3	.528
Linear-by-Linear Association	1.284	1	.257
N of Valid Cases	144		

a. 2 cells (25.0%) have expected count less than 5. The minimum expected count is .40.

Work Location * 3.6 Support & Trust

Crosstab

Count

		3.6 Support & Trust				Total
		Disagree	Undecided	Agree	Strongly Agree	
Work Location	Bangkok	2	18	54	13	87
	Upcountry	0	11	39	7	57
Total		2	29	93	20	144

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	1.734(a)	3	.629
Likelihood Ratio	2.441	3	.486
Linear-by-Linear Association	.098	1	.755
N of Valid Cases	144		

a 2 cells (25.0%) have expected count less than 5. The minimum expected count is .79.

Work Location * Effective Teamwork

Crosstab

Count

		Effective Teamwork				Total
		Disagree	Undecided	Agree	Strongly Agree	
Work Location	Bangkok	2	3	50	32	87
	Upcountry	0	0	27	30	57
Total		2	3	77	62	144

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	5.943(a)	3	.114
Likelihood Ratio	7.676	3	.053
Linear-by-Linear Association	5.408	1	.020
N of Valid Cases	144		

a 4 cells (50.0%) have expected count less than 5. The minimum expected count is .79.

No.of year working * 3.1 Clear Goals

Crosstab

Count

		3.1 Clear Goals					Total
		Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree	
No.of year working	Below 1 year	0	0	0	9	14	23
	1-3 years	0	0	3	12	36	51
	3-5 years	1	0	0	6	18	25
	5-9 years	0	1	0	7	23	31
	10 years and above	0	0	0	5	9	14
Total		1	1	3	39	100	144

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	16.482(a)	16	.420
Likelihood Ratio	15.260	16	.506

Linear-by-Linear Association	.059	1	.808
N of Valid Cases	144		

a 16 cells (64.0%) have expected count less than 5. The minimum expected count is .10.

No.of year working * 3.2 Role & Responsibility

Crosstab

Count

		3.2 Role & Responsibility				Total
		Disagree	Undecided	Agree	Strongly Agree	
No.of year working	Below 1 year	0	0	12	11	23
	1-3 years	0	2	23	26	51
	3-5 years	1	0	8	16	25
	5-9 years	1	0	14	16	31
	10 years and above	0	1	5	8	14
Total		2	3	62	77	144

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	9.576(a)	12	.653
Likelihood Ratio	11.001	12	.529
Linear-by-Linear Association	.003	1	.959
N of Valid Cases	144		

a 10 cells (50.0%) have expected count less than 5. The minimum expected count is .19.

No.of year working * 3.3 Leadership Behavior

Crosstab

Count

		3.3 Leadership Behavior				Total
		Disagree	Undecided	Agree	Strongly Agree	
No.of year working	Below 1 year	0	2	14	7	23
	1-3 years	2	8	19	22	51
	3-5 years	1	1	12	11	25
	5-9 years	1	1	15	14	31
	10 years and above	2	2	4	6	14
Total		6	14	64	60	144

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	12.666(a)	12	.394
Likelihood Ratio	12.740	12	.388
Linear-by-Linear Association	.000	1	.998
N of Valid Cases	144		

a. 10 cells (50.0%) have expected count less than 5. The minimum expected count is .58.

No.of year working * 3.4 Collaborative

Crosstab

Count

		3.4 Collaborative				Total
		Disagree	Undecided	Agree	Strongly Agree	
No.of year working	Below 1 year	0	0	7	16	23
	1-3 years	1	1	11	38	51
	3-5 years	1	0	8	16	25
	5-9 years	1	0	12	18	31
	10 years and above	0	0	4	10	14
Total		3	1	42	98	144

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	6.152(a)	12	.908
Likelihood Ratio	7.076	12	.853
Linear-by-Linear Association	.593	1	.441
N of Valid Cases	144		

a. 11 cells (55.0%) have expected count less than 5. The minimum expected count is .10.

No.of year working * 3.5 Open Communication

Crosstab

Count

		3.5 Open Communication				Total
		Disagree	Undecided	Agree	Strongly Agree	

No.of year working	Below 1 year	0	3	10	10	23
	1-3 years	0	6	32	13	51
	3-5 years	1	2	15	7	25
	5-9 years	0	5	20	6	31
	10 years and above	0	3	9	2	14
Total		1	19	86	38	144

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	11.479(a)	12	.488
Likelihood Ratio	10.078	12	.609
Linear-by-Linear Association	3.380	1	.066
N of Valid Cases	144		

a. 10 cells (50.0%) have expected count less than 5. The minimum expected count is .10.

No.of year working * 3.6 Support & Trust

Crosstab

Count

		3.6 Support & Trust				
		Disagree	Undecided	Agree	Strongly Agree	Total
No.of year working	Below 1 year	0	6	14	3	23
	1-3 years	2	9	33	7	51
	3-5 years	0	3	17	5	25
	5-9 years	0	7	20	4	31
	10 years and above	0	4	9	1	14
Total		2	29	93	20	144

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	6.877(a)	12	.866
Likelihood Ratio	7.453	12	.826
Linear-by-Linear Association	.002	1	.963
N of Valid Cases	144		

a. 11 cells (55.0%) have expected count less than 5. The minimum expected count is .19.

No.of year working * Effective Teamwork

Crosstab

Count

		Effective Teamwork				Total
		Disagree	Undecided	Agree	Strongly Agree	
No. of year working	Below 1 year	0	0	13	10	23
	1-3 years	0	3	28	20	51
	3-5 years	1	0	10	14	25
	5-9 years	1	0	16	14	31
	10 years and above	0	0	10	4	14
Total		2	3	77	62	144

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	12.308(a)	12	.421
Likelihood Ratio	13.676	12	.322
Linear-by-Linear Association	.077	1	.781
N of Valid Cases	144		

a. 10 cells (50.0%) have expected count less than 5. The minimum expected count is .19.

ORGANIZATION SURVEY

This questionnaire is an instrument to collect data for a study required to fulfill the requirement of Master Degree of Organizational Management. Obtained data will be kept confidential. Therefore you can feel free to respond every item honestly. This questionnaire is about various aspects of your satisfaction in organizational communication. There is no right or wrong answer.

This questionnaire is comprised of two main parts as follows:

- Part I: Demographic Profile
- Part II: Organizational Communication
- Part III: Effective Teamwork
- Part IV: Open-ended questions

Please answer each of the following question by selecting the answer that most represents your experience and thinking about your company.

PART I: Demographic Profile of Respondents.

Please mark (X) to indicate your appropriate answer.

1. What is your gender? ☐ Male ☐ Female
2. How old are you? ☐ 20-30 ☐ 31-40
☐ 41-50 ☐ 51 and above
3. Educational Background
☐ Secondary School ☐ College Graduate
☐ Bachelor Degree ☐ Master Degree
☐ Other (Please specify.....)
4. Employee Level
☐ Manager ☐ Assistant Manager / Supervisor
☐ Staff ☐ Others
5. Where is your work location?
☐ Bangkok ☐ Upcountry
6. How long have you been working with your organization?
☐ Below 1 year ☐ 1-3 years ☐ 3-5 years
☐ 5-9 years ☐ 10 years and above

PART II: Organizational Communication

Direction: Please indicates your opinion on only one scale directly describes your own personal feeling by marking an (X) in each statement base on the following scale;

1 = Strongly Disagree, 2 = Disagree, 3 = Undecided, 4 = Agree, 5 = Strongly Agree

Part 2.1 Downward Communication

No	Statement	1	2	3	4	5
1	The company clearly communicates its goals and strategies to me.					
2	I know everything that going on in the company from upper management					
3	My supervisor often guides me to solve my problems.					
4	My supervisor always asks me to express my suggestions.					
5	My supervisor communicates clearly about my task.					
6	My supervisor uses proper language to communicate.					
7	After I finish my task, I always get evaluation or feedback from my supervisor.					

Part 2.2 Upward Communication

No	Statement	1	2	3	4	5
8	There are opportunities available to me to express my ideas to upper management.					
9	I have freedom to access the information whenever I need to know.					
10	I will give feedback to my supervisor directly when I meet the working problem.					
11	I can share my ideas about the decision-making process and particular decisions which affect myself.					
12	My supervisor almost always believes in information that is provided by me.					

Part 2.3 Lateral Communication

No	Statement	1	2	3	4	5
13	There is a good communication in my group.					
14	I can talk openly and share my problem to my colleagues.					
15	Grapevine is the normal situation in my department.					
16	I can use informal communication with my peers.					

PART III: Effective Teamwork

Part 3.1 Clear Goals

No	Statement	1	2	3	4	5
17	Good teams have clear and definite goals.					
18	A team can be successful only if everyone in the team has the same goal.					
19	I can perform well if the goals are always interesting and inspiring.					
20	I take our team goal and objectives literally, and assume a shared understanding.					

Part 3.2 Role & Responsibility

No	Statement	1	2	3	4	5
21	I fully understand the whole procedure of my job.					
22	I am quick to get on the task on hand and do not spend too much time.					
23	Everyone in the team should understand clearly his or her role and responsibility.					
24	I feel that to be a part of the team we are all in it together and shares responsibilities for the team's success or failure.					

Part 3.3 Leadership Behavior

No	Statement	1	2	3	4	5
25	The effective leader affects me to improve my performance.					
26	My supervisor always gives me advice and assistance when I face any problem.					
27	My supervisor always gives a chance to freely raise any suggestion and opinion.					
28	My supervisor does not put pressure on me, even if I could not achieve my work.					

Part 3.4 Collaboration

No	Statement	1	2	3	4	5
29	The best team performance is a result of collaboration and cooperation.					
30	I am willing to help my friend during his or her leave.					
31	It is necessary for a team member to be each other's back up to finish the work uninterrupted.					
32	A team with collaboration tends to be successful than one that does not.					

Part 3.5 Open Communication ✕

No	Statement	1	2	3	4	5
33	Open communication is one of the effective teamwork characteristics.					
34	I do not want to share any ideas as I do not want to have any conflict.					
35	It is good that everyone shares his/her ideas freely in order to get best solution.					
36	It is important that team members consult each other when they have problems.					

Part 3.6 Support & Trust

No	Statement	1	2	3	4	5
37	I fully accept each other's strengths and weakness.					
38	I have confidence in my team leader and colleagues.					
39	I can express my idea and my ability freely.					
40	I am afraid to ask others for help.					

PART IV: Open-end

- 1) What problems do you find in communication with your team?

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- 2) What is your suggestion on effective organizational communication?

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- 3) What problems do you find in your team?

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- 4) What is your suggestion on effective teamwork?

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- 5) From your point of view, which is the direction of organizational communications between downward, upward, and lateral that most affects your team performance and effectiveness? Why?

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Thank you for your cooperation