



The Impact of the Organizational Development Intervention on the
Effectiveness of Corporate Governance of a Family
Enterprise: A Case Study

By

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

Master of Management in Organization Development & Management

Graduate School of Business
Assumption University
Bangkok Thailand

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ABSTRACT

The main objective of this exploratory study was to find the impact of organizational development intervention on the effectiveness of corporate governance of a family enterprise. This piece of work may add to the almost non-existent Thai literature on three key themes pursued throughout the study: analysis of as-is situation in the organization before ODI, OD Intervention in action, and analysis of the differences between pre and post OD Intervention.

The study was conducted solely from primary data based on questionnaires, for the 76 respondents, 6 of whom were in management level.

The study found out that there is no clarity in organizational vision and mission, organizational values and beliefs but after OD Intervention had been put in practice, there was significance difference in the clarity of vision and mission as the mean has increased. On the other hand there is no significant difference in organizational values and beliefs after ODI had been taking place. In addition, on the transparency degree in terms of decision-making, communication, responsibility and accountability, there are significant differences after OD Intervention as the findings revealed.

For the first time implementation of the ODI to the company, the result came out in a positive way where managements were satisfied with the outcome and the feedback of the employees towards the training and their working style to be more cooperative. However ODI is a continuous process which needs to practiced and refreshed very often in order to make the company active all the time. So the recommendation is trying to keep some activities, such as job delegation and

empowerment, and team building workshop in order to keep the collaboration among the team.



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CHAPTER 1

INTRODUCTION

1.1 Introduction of the Study

Worldwide, corporate governance is increasingly recognized as a key to establishing a healthy corporation able to cope with rapidly changing markets, technology and expansion of operations (Lynn, 2001). During the decade of '90s the term corporate governance became a household name not only in the business and financial communities, but also with the public at large (Carlsson, 2001). Since corporate governance was initially developed and implemented in USA and then passed to the United Kingdom, the English term of what from the beginning was an Anglo-America phenomenon has also been accepted in its international proliferation. The purpose of corporate governance lies in two contributions; business prosperity and accountability. As Robert A.G. Monk, states that the challenge of corporate governance is to find a way to maximize wealth creation over time, in a manner that does not impose inappropriate cost on third parties or on society as a whole (Monk, 1995).

In Asia, corporate governance gained prominence when the Asian financial crisis in 1997 exposed the lack of openness and accountability of Asian companies and governmental organizations. There are several factors bringing governance to the forefront of corporate concern today.

Firstly, separation of ownership and management as a result of diversification and expansion has hastened the need for good corporate governance. Unlike corporations in the early 1900's most of which were family owned businesses with limited

diversification and therefore vulnerable to competition, expansion and diversification are vital to the survival of corporations in today's business environment.

Secondly, massive changes especially in technology and modernity have spurred the need for outside capital and the use of professionals as management. This is especially true for such industries as telecommunication and chemical and oil production.

Finally, the development of capital markets has provided a means for obtaining outside capital and has created number of public minority shareholders.

Even though, corporate governance is regarded as a key to establish healthy Asian corporation, imposing the entire Western model of corporate governance on Asian companies without modification is unlikely to create value to Asian companies. The fundamental difference in culture, as we know that US and Europe are known to be open society with written constitutions that protect freedom, strong frameworks of laws and regulation. But for Asian societies, businesses tend to have more secrecy where obedience and familial relationship are important. Trust, link by blood, is paramount, rather than fiduciary duty and accountability.

According to the eastern world especially in China, Japan and Korea including Thailand, most of the businesses are run in a family based system, therefore, the management in Asian companies is more reluctant to accept the concept of openness and transparency in information disclosure, and to admit fault. Problems are always hidden until they are beyond cure. They are closely involved in the operations of the business and do not see the need to have written policies and procedures. The coherence of family members is resistant to outside parties and are difficult for the external managers to enter. Moreover, family run businesses is that both the family and the business normally led by the eldest who is respected and seldom challenged.

In most cases, the non-executive directors are often held accountable to the Chairman or Managing director who place trust in their decisions without questioning.

In Thailand, during the bubble burst in 1997, the crisis hit and rocked the nation and it really shocked all Thais. Later on, Thailand realized that the root causes of the crisis originated from mismanagement due to the fact that Thailand and the whole of Asian had not been aware of the practice of good corporate governance. However, it is not so easy to apply a corporate governance practice and the accounting and auditing reform in both public and private sectors due to most business firms in Thailand are family owned and financed by the family-owned money. Thus, the need to raise capital in the stocks market is not necessary and hence any disclosure leading to what they consider as of trade secret is taboo (Kiattisak, 1999).

By the end of year 1999, corporate governance has suddenly come into sharp focus. Since the heart of the governance is “Transparency” so in order to gain other investors’ trust, Thailand need to improve the governance issue to meet investor expectation. Therefore, the Thai government started to promote the practice of corporate governance by educating, training and guiding all members how to carry out their responsibilities to help in achieving company objectives. Thai corporate governance has evolved from a debut of Thai philosophy of ethical values, and a selective adoption of international principles of good corporate governance. They combine “form”, “substance” and “spirit” to make up Thai corporate governance (Chaovalit, 2000)

The main principal of good corporate governance is transparency disclosure, which should provide a balanced, readable and predictable picture of the company’s past, current and future performance. However it should be noted that Thai emerging paradigm in the past Asian Crisis era is more complex than ever. It involves family-

based management preferences and styles, western-model joint ventures and alliances. As well as Asian models, the new constitution provides more freedom and participation of citizens, human dignity issues, environmental preservation, international financial structure reforms, deregulation but higher standards syndrome, legal reforms, misalignment in governance philosophy, framework, process, substance and spirit (Kiattisak, 1999)

Many public companies in Thailand have implemented the concept of corporate governance to their firms in order to increase the transparency within their organization to gain the trust of shareholder. However for this research, the researcher adapted some concept of the good governance into a management perspective especially the term transparency. The researcher is of the opinion that in an effective enterprise, profit is not the only thing that keeps the firm effective and efficient, other factors must be included such as people who work in the organization and also the process of how the work in organization flows. Without a good business flow and a clear job process it can lead poor results in the organization. In order to improve efficiency of the organization, the researcher feels that the company should provide a clear role for each person in organization in order to get increased transparency in their responsibilities. Once the transparency on the personal role has been cleared, other factors such as decision-making, communication, and accountability within the organization, can also be improved.

Overview of N & T Printing Co. Ltd

N & T Printing is a printing company which was founded since the year 1970 as a family based business. The organization is a small to medium size company where there are approximately 70 employees. N & T Printing is managed by 6

members of the family where each of them hold the different functions in the company, but the business is under the control of the company founder.

In 1975, N & T Printing has provided die-cutting of packaging boxes. But later on, in the year 1984, the founder had expanded the market by implementing the new technology of printing into the market, its called offset printing which provides full range of packaging production and high quality products to customers, starting from printing, die-cutting, folding, packing & delivery.

As the company is run as the family based system it was observed that the Chinese management style was fully implemented and the most of the manager's styles were run according to their experiences and skills. The major principles which were practiced in doing their work were diligence, honesty, being economical, and being patient. The founder believes that these principles can help the company to be successful. However, in the 21st century, the practice of these four major principles seems to be not enough to compete with other companies.

Since there are tougher market situations due to higher competition, not only the new technology of the machines but also the services which the company gives to customers become important. Therefore in becoming competitive in the market, the management team of N & T Printing has to adapt themselves to the rapid change in the market. The company should know its strength, weakness, opportunity and threat in order to improve and gain advantage from their existing resources. From the brief assessment scan on N & T Printing company, the researcher found out that the company has the strength improve its business since the organization still has a good reputation among both suppliers and customers, besides, the company has full range of production capacity. Moreover, the top management was concerned mostly about developing the production and quality improvement to meet customer's satisfaction.

But as N & T Printing was run as family style business, therefore the vision and mission statement has not been developed because the management did not see its importance. That led the lacking of good direction in doing the work to achieve the company goals. Besides lacking the clarity of vision, individual values and beliefs in doing work also led people in the company to do work according to their own perspectives and experiences which lead to a lack of the good cooperation among the member. In addition, a strong belief in the seniority system is practiced continuously in the company, that leads to a lower degree of transparency in decision-making and also communication within the organization.

Besides lacking the transparency in decision-making and communication within the company, the other weakness is the unclear responsibility of each member since there is no job description provided, so it leads to the overlapping of task and role ambiguity during the work. Therefore, in this action research there were two areas of concern focused on, i.e., unclear vision and mission of the company including organizational values and beliefs, and the lack of transparency in terms of decision making style, communication, responsibility and accountability.

From the researcher's point of view, the issue on transparency is a critical issue and when attended or addresses, it can lead the organization to operate much more effectively and efficiently.

1.2 Research Objective

- 1.2.1 To identify the present situation of the N & T Printing Co., Ltd in terms of its vision, mission and organizational values and beliefs.
- 1.2.2 To identify the present situation of the organization in terms of the top management's decision-making style, communication, responsibility and accountability.

- 1.2.3 To determine what OD Interventions (ODI) are appropriate for the effectiveness of Corporate Governance of N & T Printing Co. LTD.
- 1.2.4 To introduce the chosen OD Intervention (ODI) to N & T Printing Co., LTD.
- 1.2.5 To determine the impact of OD Intervention (ODI) on the effectiveness of corporate governance of N & T Printing Co., Ltd.

1.3 Statement of Problem

The main purpose of this study was to determine the impact of organization Development Intervention (ODI) on the effectiveness of corporate governance of a family enterprise, N & T Printing Co., Ltd.

1.4 Research Questions

- 1.4.1 What is the present situation of the company in terms of its vision, mission, organization values and beliefs?
- 1.4.2 What is the present situation of the company in terms of the top management's decision-making style, communication, responsibility and accountability?
- 1.4.3 What OD Interventions are appropriate for the effectiveness of corporate governance of a family enterprise in terms of the clarity of vision, mission, organizational values and beliefs?
- 1.4.4 What OD Interventions are appropriate for effectiveness of corporate governance of a family enterprise in terms of decision making style, communication, responsibility and accountability?
- 1.4.5 Is there a difference in the clarity of vision, mission before and after OD Intervention?
- 1.4.6 Are the Organizational Values and beliefs clearly identified after OD Intervention?

1.4.7 What are the differences in decision making styles before and after OD Intervention?

1.4.8 What are the differences in communication flow before and after OD Intervention?

1.4.9 What are the differences in the exercise of responsibility & accountability before and after OD Intervention?

1.5 Hypotheses

Ho1 : There is no significant difference in the clarity of vision, mission and organizational value and beliefs before and after the ODI

Ha1 : There is a significant difference in the clarity of vision, mission and organizational value and beliefs before and after the ODI

Ho2 : There is no significant difference in the transparency in organization in terms of decision making style, communication, responsibility & accountability before and after the ODI.

Ha2 : There is a significant difference in the transparency in organization in terms of decision making, communication, responsibility and accountability before and after the ODI.

1.6 Scope and the Limitation of the research

The target respondents of this research composed of six respondents from management level and another 70 employees in N & T Printing Co., Ltd. The research was conducted in Bangkok and Pattaya was the location for the outdoor trip.

The Limitations of this study were:

1.6.1 The limitation of time frame from June – November, 2003, in implementing the ODI is too short since some changes need more time, such as organizational structure and culture. Because of this short time duration, it is

expected that the impact could be at the perceptual level more than at the behavioral. The latter would take more time for internalization and characterization in the operation of the organization.

1.6.2 The overload of work of the company's management level may in one way or another affect the time and attention they could give to the conduct of the ODI.

1.6.3 The strong preference or bias orientation of the management towards running the business from their own perspectives, rather than from the OD perspective may be a constraint in the conduct of the ODI in this research.

1.6.4 The length of service for some staffs in the company is lower than six months, and because they are relatively new, they do not want to participate in any kind of activities that the researcher had come up as they claim that they don't know much about it.

1.7 Significance of the Study

After the completion of this research, the researcher expects that this study would benefit the company in having clearer direction and mission. Besides, it helps the organization to identify organizational values and beliefs. In addition, this study also will enhance the transparency of family governance in terms of decision making, communication, responsibility and accountability by increasing participation in decision making, more open flows of communication and having clearly defined responsibility and accountability, respectively.

Management would benefit from the implementation of OD Interventions in having a clear picture of the company vision, mission, organizational values and beliefs. On the other hand, employees would clarify their roles and accountability during the communication with their supervisors.

Moreover, this research will be a guide for other individuals, groups, and organizations which would like to do the same practical implementation, especially those which are similar in size of business or problems.

1.8 Definition of Terms

To clarify the meanings of some of the terms used, the following section provides their definition:

Corporate Governance It refers to the concept of promoting corporate fairness, transparency and accountability within the organization to all parties concerned in organization. (<http://www.encycogov.com/whatisGorpGov.asp>)

Vision It refers to a basic shape of the future that allows an organization the flexibility of means to build around it (Lipton, 2003)

Mission It refers to a general statement of intended direction that evokes emotional feelings in organization members (Bennis & Manus, 2000)

Value It refers to the basic beliefs about what is important and unimportant, and what one should and should not do (Dessler, 2002)

Decision Making Style It refers to the process of developing and analyzing alternatives and choosing from among them (Dessler, 2002)

Communication It refers to the exchange of information and the transmission of meaning (Dessler, 2002)

Responsibility It refers to the obligation someone has to perform assigned work or to make certain that someone else performs it in a prescribed way (Dessler, 2002)

Accountability It refers to the answerability of an employee to his or her boss

Team Building It refers to the process of improving the effectiveness of a team through action research or other techniques.

Organization Development It refers to a behavioral approach that improves communication, group and inter-group behavior, leadership skill and power relations by changing employee knowledge skills, interactions, and attitudes as well as the organizational culture (Gordon J.R., 2000)

Organization Development Intervention It refers to in-depth human process interventions such as sensitivity training aimed at changing employees' attitudes, values, and behavior. (Harvey and Brown R., 1996)

Organizational Culture It refers to the characteristic set of values and ways of behaving that employees in an organization share.

Shared Vision Activity It refers to the activities that allow people to share their ideas and thinking in order to let the company increase the degree of openness and open-system organization

Open-system Organization It refers to the organization that allows two-way communications to increase the effectiveness of the organization.

Empowerment It refers to a process as a result of which individual employees have the autonomy, motivation, and skills necessary to perform their jobs in a way which provides them with a sense of ownership and fulfillment while achieving shared organizational goals. (Dearlove, 1998)

Job Delegation It refers to an act of distributing and entrusting work to the people in your charge and granting them the authority they need to get the work done. (Longenecker and Simonetti , 2001)

Job Description It refers to the written statement of what a job holder does and how it is done and why it is done.(Robbins, 1998)

Job Analysis It refers to the way in developing a detailed description of the task involved in determining the relationship of a given job to other jobs and ascertaining

the knowledge, skills, and abilities necessary for an employee to perform the job successfully (Robbins, 1998)

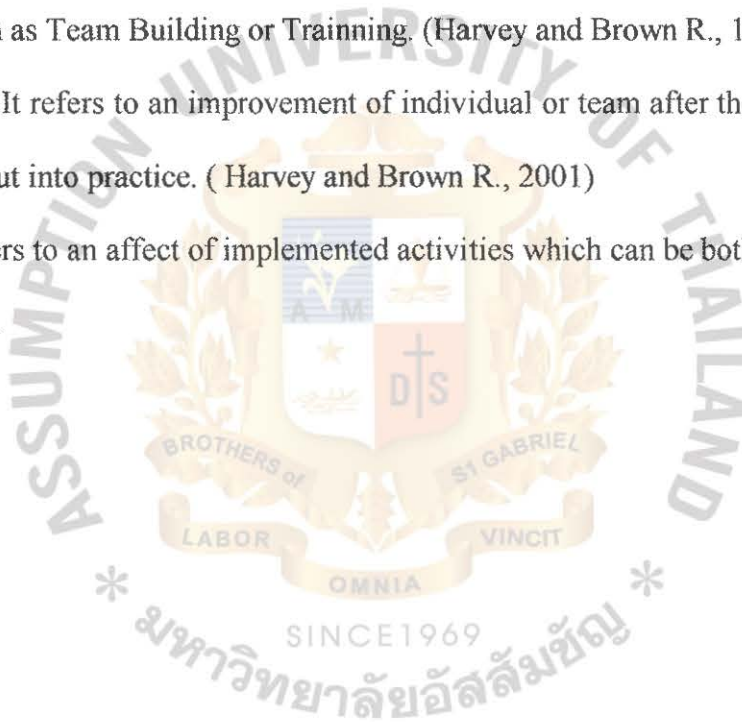
Family Business It refers to any business in which majority ownership or control lies within a single family. ([Http://www.sbaer.uca.edu/research/1999/usasbe/99USA](http://www.sbaer.uca.edu/research/1999/usasbe/99USA))

Transparency It refers to a process by which information about the existing conditions, decision and actions is made accessible, visible and understandable.

Intervention It refers to an array of planned activities participated among members or groups of an organization for the purpose of improving the effectiveness of the process such as Team Building or Training. (Harvey and Brown R., 1996)

Effectiveness It refers to an improvement of individual or team after the planned change had been put into practice. (Harvey and Brown R., 2001)

Impact It refers to an affect of implemented activities which can be both positive and negative result



CHAPTER 2

THE REVIEW OF LITERATURE

THE THEORETICAL & CONCEPTUAL FRAMEWORK

This chapter consists of the review of literature related to the theme of this study on “The impact of Governance on the Transparency of a Chinese Family Business : A Case Study”. The flow of this chapter begins with the concept of the governance that helps to promote the transparency of a family-based business and Organization Development Intervention (ODI). Theories related to the designed OD Interventions Plan, as well as the theories and approaches which are related to three main variables: Vision-Mission-Organizational Value, Transparency and effective enterprise, are presented here.

2.1 Corporate Governance Concept

The term corporate governance did not exist in the English language until 25 years ago. But in the last two decades, corporate governance issues have become important not only in the academic literature but also in public policy debates. During this period corporate governance has been identified with takeovers, financial restructuring, and institutional investors activism. Governance is synonymous with the exercise of authority, direction, and control.

Different people, companies, organizations or countries may have different definitions of "corporate governance". A simple definition is "the management of an activity by some means, such that a range of desired outcomes is attained...". Another refers it to system by which the company is directed and controlled. Another takes the

narrow view by focusing upon maximization of wealth of the shareholders. Another focuses it on the effectiveness of mechanisms that minimize agency conflicts involving managers, with particular emphasis on the legal mechanisms that prevent managers from expropriating minority shareholders. Another views it broader to cover the question of the stakeholders and the social responsibility of a company. The other defines it wider not only as the arrangements among the shareholders, the board and the management team but also as the mechanisms directly influences the economic decisions for the firms.

Governance is the process whereby people in power make decisions that create, destroy or maintain social systems, structures and processes. A function of governance is to rule, lead, create and maintain structures and systems and to monitor performance. How people govern depends on their values and beliefs, their ability to make decisions, as well as their capacity to ensure effective implementation of decisions (McGregor, 2000).

The challenge of corporate governance is to find a way to maximize wealth creation over time, in a manner that does not impose inappropriate cost on third parties or on society as a whole (Monk, 1995).

Governance is a necessary condition to ensure the companies' long-term survival as well as to protect the interests of shareholders, in extending the stakeholders, remains a debate with little empirical research (Monks & Minor, 1996; Bain & Bang, 1996).

In an era when corporate governance is being examined in great depth, family and closely held businesses can benefit greatly from a well-run board of directors. Each of the contributors offers thoughts about the value of the board, practices which

support effective use of the board as well as the importance of other family organizations to the management of boundaries between the family and the business.

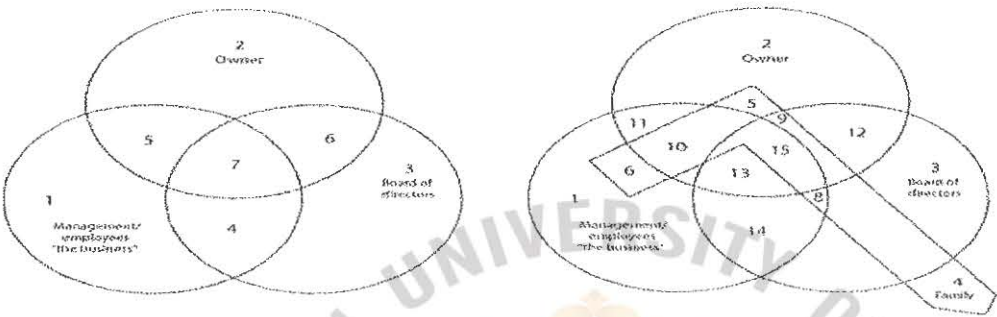
The need for family governance may be less obvious, but it is no less important. While different forms of governance work for different families, you may want to consider establishing a family council, made up of representative group of family members. By holding regular meetings, you will set a boundary between the family and the company, and provide a safe forum for family members, especially those not involved in the business, to discuss issues related to the company and the long-term interests of the family (http://www.btpivatebanking.com/index3html?02%04_05)

The popular view of corporate governance in family businesses is that efforts to improve the situation are as likely to succeed as efforts to reform financing. Moreover, the goal in establish governance are controlling family's commitments to maintain and enhance the quality of its relationships and preserving the values and culture of the family, while simultaneously protecting its core financial assets.

Neubauer et al.(1998) states that family business faces a more complex corporate governance structure than those of non-family business because of the family dimension in the company. Figure 2.1 illustrates the increased complexities of family businesses. If not family were involved, seven roles can be detected: (1) Just Management/Employees,(2) Just owner, (3) just board of directors, (4) Management-board of directors, (5) management-owner, (6) owners-board of directors, and (7) management-owners-board of directors. Including the family the number of roles increases up to fifteen where the overlap of family and the three circles leads to far more complex challenges than those faced by fully open, publicly held corporations. These challenges put particular demands on governance structures of family firms.

Figure 2.1 Corporate Governance in the family business context

Figure 1: Corporate governance in the family business context



Source : Neubauer et al. (1998)

The family is used to seeing the business as part of the family, but as it grows, the Board must steer the business, while providing reasonable returns to family owners. This may involve challenging certain element in the family. For Family Governance, families need a place to plan their future, talk about their hopes and dreams, and address the issues associated with being a business owing family. Family harmony comes from a formalized structure and clear policies that allow the family to come together and make decisions. Family governance allows the family to:

- Build trust, intimacy, and caring among family member
- Create, review, and update the family plan
- Develop “one voice” with which the family can communicate with the family shareholders and business leaders.
- Cleary the boundary between the family and the business

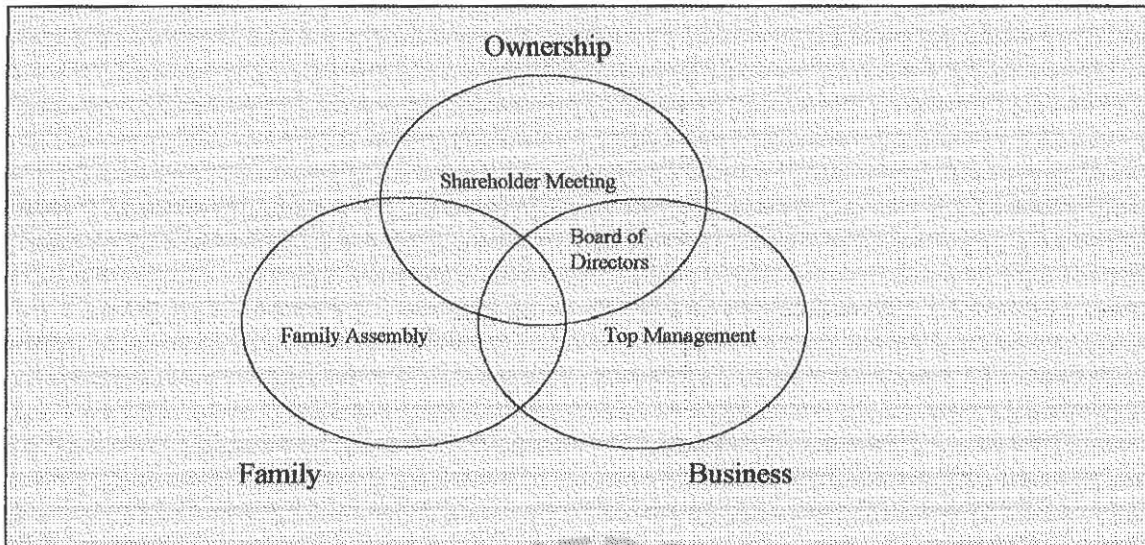
Whereas, the Business Governance all structures, policies, and systems much be clear in order to achieve and sustain business prosperity. These include:

- High performing leadership Team with clear goal, roles and responsibilities
- Objective analysis of complex decision.
- Accountability for CEO
- Greater alignment with family shareholder goal and plan.

The quality of governance depends on the individual and combined input of participants. Good working relationships are not only necessary for effective governance, they are also satisfying and fulfilling for those engaged in the task. Although good relationships do not in themselves create effective governance, those groups who have the professional expertise, intelligence and competence to fulfil their tasks, and also have excellent relationships, do produce outstanding financial performance. They often also have a reputation for treating people with respect and they attract and maintain good people. A chairman of two major global companies was delighted with the annual results. 'They are all due to improved communication'

According to John A. Davis, he suggests that there are three components to family governance. Firstly, it is the periodic assemblies of the family; all families in business can benefit from activity. Secondly is strengthening business family communication and bond. Finally, the family's policies and the guide for vision and values that regulate members' relationship with the business (<http://www.quantilex.com/art200112153.htm>).

Figure 2.2 Basic Governance Structures of the Family Business System



Properly composed and managed, a family assemble and family council help to develop clarity on roles, rights and responsibilities for family members; encourage family member to act responsibly toward the business and the family; and regulate appropriate family in business discussion.

Family assembly activities include learning through presentations on the direction of the company, important skill and also a good forum to get updated on changes in the family. Moreover, families in business need to nurture members' feelings of trust and pride concerning the family and business as well as build a sense of teamwork to keep a family committed and disciplined in its relationship to the business. (McGregor, 2000)

In Thailand takes the broader definition of corporate governance by meaning it to encompass the responsibility of a company for the stakeholders and the community. According to Dr.Prasarn Trairatvorakul, the Deputy Secretary-General, Securities and Exchange Commission of Thailand, corporate governance means the internal mechanism within a company that respect the three following principles.

The first principle is fairness. Rights of shareholders and other stakeholders should be observed, respected and treated fairly. All shareholders, both insiders and outsiders, should be entitled to receive equitable treatment.

The second principle is transparency. The operations of a company should be transparent both in terms of decision-making process and the disclosure of information. Timely, accurate and sufficient information should be disclosed for decision making of investors and other stakeholders.

The third principle is accountability. The board of directors and the management should have accountability on their performance to not only shareholders but also other stakeholders and the community.

Therefore, The good governance implied on accountability, transparency, participation and the openness of the organization.

As figure 2.3, the components of an organization's corporate governance arrangement consists of:

- The parties : The people with a role to play in the effective governance of the organization.
- The principles : The underlying principles inherent in an effective governance framework and which need to be considered in developing a governance framework for any organization.
- The culture and value : The culture and values of the organization which must be supportive of the governance approach to ensure it is effective and has the necessary substance
- The tools : The mechanisms and means to apply the governance principles to best effect. These tools must be customized to best fit the nature of each individual organization.

There must also be a clear emphasis on open communication, disclosure and accountability. When combined in a manner that is appropriate to a specific organization, these components will provide a foundation on which an effective, organizationally specific corporate governance framework can be based.

Figure 2.3 The essence of Corporate Governance



Source: Electronic source

http://www.cpaaustralia.com.au/05_about_cpa_aust/06_centres_of_excellence/5_6_2_1_corpgov.asp

Concept of Transparency

The term transparency has become recognize as one of the important factor for organizational effectiveness due to everything in the organization will be disclosure to all parties that concern in the organization. This help organization to have a good governance since all shareholders and stakeholders will be informed all necessary information in all matters. Therefore, "*transparency*" refers to a process by which information about existing conditions, decision and actions is made accessible, visible

and understandable but it is not a destination or a description of an activity. Transparency should be viewed as a range on one end of a continuum assessing the nature of how activity implement reached.

In this context, the researcher is using the term transparency in management field where all the organizational communication, decision-making, accountability and responsibility will be disclosure to an effective family enterprise.

It is not an easy job to apply a good governance concept into practice in family business fully at a time, since the old way of thinking and the resistance to the change which might occur. Therefore, the company should find the right techniques in implementing them and let all people in the company aware of its importance in making the company to be healthy and be able to grow.

In order to come up with good techniques, people need to know how the organization can be developed and what are the important of the Organizational Development important to the company.

2.2 Accountability

According the organization with formal structure where they require the hierarchy, the accountability show the answerability of an employee to his or her boss in the first order. It is worth to know that the authority and accountability flow in different direction where authority flows downward from the president to the workers, but the accountability flow upward as shown in figure 2.4

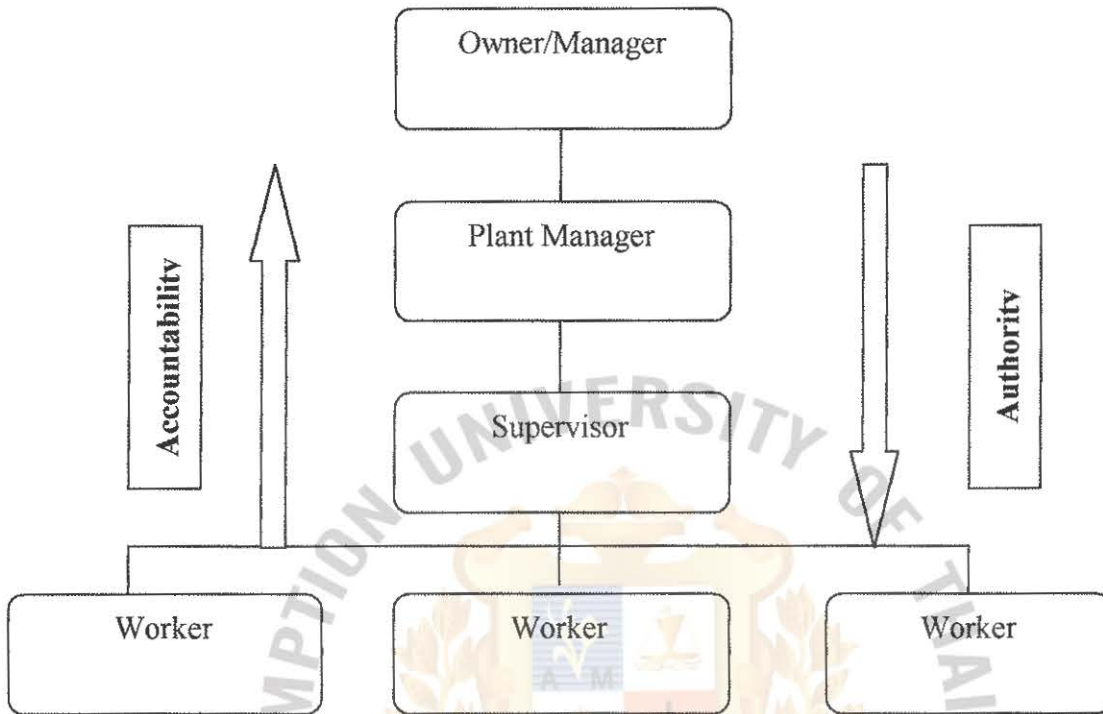


Figure 2.4 Accountability flows upward; authority flows downward

Employee accountability is a popular concept these days and it is easier to control than empowerment (Timothy F. Prosser, 1998). For a work unit to get desired results, it is imperative that the leader attempts to create an environment in which employees have a sense of ownership in the activity and output of the group. At the same time, there must be accountability for the achievement of desired levels of performance. Even though, motivation is an inner drive of people since they are willing to expend effort when it satisfies some need that is important to them. But motivation is not simply mean to get people to pursue organizational goals, but it means to get people to buy in and take ownership of the organization's needs as well

as their own. These practices fell into two categories; practices to increase ownership of performance and practices to create accountability for results.

Practices to Increase Ownership of Performance

- Develop a personal connection with each employee so that you know and understand that employees's strengths and weaknesses. Managers can encourage ownership by developing trust and maintaining a positive attitude with their employees.
- Clarify each employee's responsibility through effective delegation so that they all know what challenges they must meet and what work they must take ownership of.
- Ensure that people are properly trained and equipped to perform their work so they will feel prepared to succeed. Make it clear that you want all your people to be successful.
- Make sure that employees are empowered with the authority and information they need to make decisions that affect their performance.
- Involve employees in key practices that affect them – such as goal-setting, planning, and implementing change- so that they take ownership of decisions that affect them.
- Always listen to employees, and when problems emerge, encourage participation, new ideas, and ownership of solutions.
- Practice “open-book management” with employees in terms of sharing organizational and work-unit goals, plans, and performance feedback. In this way, your people see the bigger picture
- Develop linkage between desired performance and rewards and incentives to demonstrate to people that there are good reasons to take ownership of their performance.
- Allow people an opportunity to grow and develop new skills and talents. Doing so causes people to be more committed to both the job and the organization.
- Celebrate success because people want to be part of a winning enterprise and because feeling successful makes it easier for people to come to work. Recognition for strong performance increases the desire for more good performance.

Practices to Create Accountability for Results

- When responsibilities and goals have been clarified, always establish standards of performance that should be challenging yet realistic enough to encourage people to hit the mark.
- Provide balanced, ongoing performance feedback for your people so that they know and have no doubt about how well they are performing.
- Provide ongoing coaching for your people on how to improve their performance and be very specific in doing so.
- Use the formal appraisal process as strategic planning activity to review performance, identify ways to improve, and recognize and reinforce desired levels of performance.
- Deal with nonperformers who are damaging work unit performance and morale by either implementing a corrective action program or setting the stage

for the person's departure from the organization. To not do so is to send all the wrong messages to nonperformers and performers alike.

Sources :, Clinton O. Longenecker and Jack L. Simonetti, 2001, *Getting Result : five absolutes of high performance*, p. 90-91)

2.3 Organizational Development

Change is avalanching down upon our heads and most people are utterly unprepared to cope with it. Tomorrow's world will be different from today's calling for new organizational approaches. Organizations will need to adapt to these changing market conditions and at the same time cope with the need for a renewing rather than reactive workforce. Moreover, global competition and economic downturns have exposed a glaring weakness in many organizations with the fact that those organizations have become overstaffed, cumbersome, slow and inefficient. (Harvey and Brown, 2001).

Organization development is an emerging discipline with the purposed in increasing the effectiveness of the organization and its members by means of a systematic change program. This included a series of planned behavioral science intervention activities that carried out in collaboration with organizational members to help in finding the improvement ways of working together toward individual and organizational goal.

Organization development is long-range efforts and programs aimed at improving an organization's ability to survive by changing its problem-solving and renewal processes. OD involves moving towards and adaptive organization and achieving corporate excellence by integrating the desires of individuals for growth and development with organizational goals. According to Richard Bechard, organization development is an effort of planning, organization-wide, managed from the top,

increasing organization effectiveness and health, and finally planning interventions in the organization's processes using behavioral science knowledge.

According to Edgar Schein, “ An organization is the planned coordination of the activities of a number of people for the achievement of some common explicit purpose or goal, through division of labor and function and through a hierarchy of authority and responsibility. In term of development, Edgar Schein's definition is the act, process, result, or state of being developed - which in turn, means to advance, to promote the growth of, to evolve the possibilities of, to further; to improve, or to enhance something. Combining these words suggests that organization development is the act process, or result of furthering, advancing, or promoting the growth of an organization.”

In the behavioral science, and perhaps ideal, sense of the term, organization development is a long-range effort to improve an organization's problem-solving and renewal processes, particularly through a more effective and collaborative management of organization culture – with special emphasis on the culture of formal work teams – with the assistance of a change agent, or catalyst, and the use of the theory and technology of applied behavioral science, including action research. (Zawacki, 2000)

Change requires that ‘things’ become different. It's important to know that things those are different must be measurable and/or observe the difference between a present and future or past state such as size, performance, structure, policies, procedures, culture and management style.

The early focus of OD was on changing organizations through changing the personal value systems for achieving an effective organization for example; Team Development, Job Design, Organizational Design, Management and Leadership Style

Management and Industrial Democracy. Later on, Peters and Waterman had identified 7 keys factors that help to shared values are structure, strategy, systems skills, shared values, staff, and style which they classified factors those are easier to deal with referred as 'hard' and factors those are difficult to deal with referred to 'soft' as the following list:

- Structure - Hard
- Strategy - Hard
- Skills - Hard/Soft
- Systems - Hard/Soft
- Staff - Soft/Hard
- Style - Soft
- Shared values - Soft

As an approach to managing change OD is concerned with ensuring that these soft areas are given attention at least equal to that given to the hard area, and that the soft areas are enabled to provide an engine for change through being utilized for effective organization (Stewart, 1996).

According to Timothy J. Galpin, in order for an organizational change effort to be successful, two levels of change must be addressed: the strategic level and the grassroots level. Strategic change has two primary goals are technical goal and establishment of the momentum for change. For grassroots change, it is the effort that drives change deep into an organization. The primary goal of grassroots change is to implement and sustain desired changes. The difference between strategic and grassroots change lie in the scope of the effort, the people most deeply involved, and the outcome goals for each level of change.

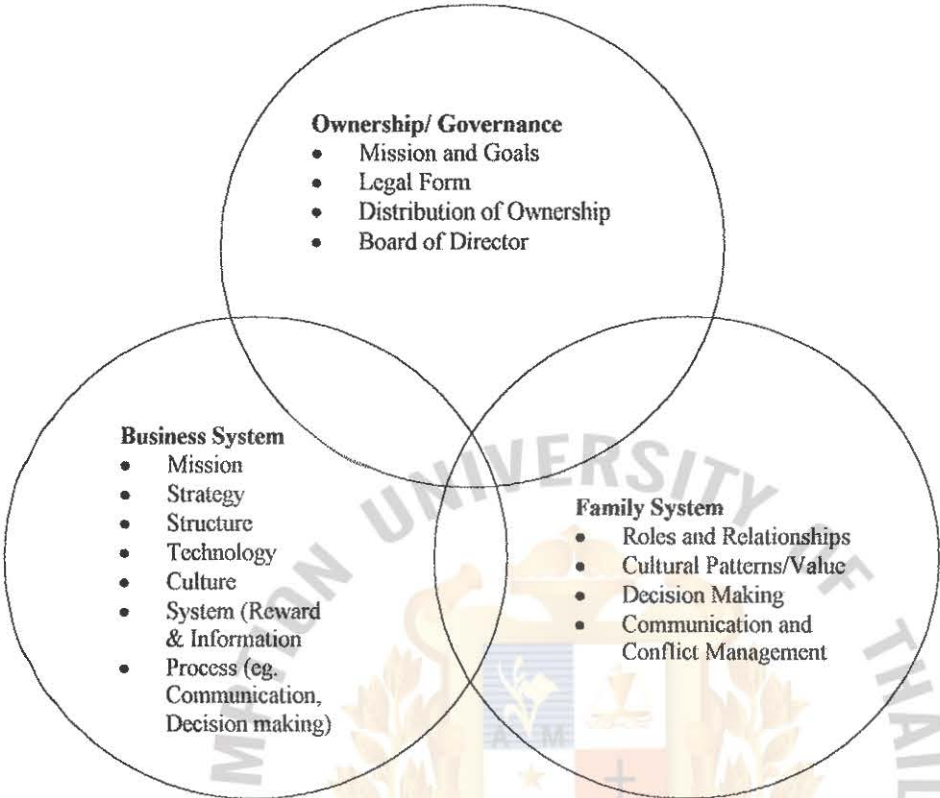
Table 2.1 The Differences Between Strategic and Grassroots Change

Strategic Change		Grassroots Change
Leadership	Top Management	Local Management
Infrastructure	a select few	Management, employees, "the masses"
Diagnostics	The entire organization	Specific sites
Comparison points	Comparison of external benchmarking and best practices to internal	Implementation of best practices
Tools (process mapping, surveys, activity-based costing, and so on)	Introduction and application of data collection tools and techniques to a select few	Application of implementation tools to "the masses"
Training	Assessment of needs, some design and delivery	Assessment of needs, extensive design and delivery
Outcome goals	Recommendations for change and momentum Building	Implementation of changes

Even though family businesses are the most common form of organization in the world but it is worth to remember that each enterprise is unique in some way. Therefore, we have to understand its system before implementing any development or change since most of change efforts in family businesses are not likely to succeed unless there is the right combination of both content and process knowledge along with the ability to deal with emotions in helping family business.

Family firm system is helpful in clarifying the functions of the family firm where comprise of an overlapped of the system as shown in Figure 2.4

Figure 2.5 Systems of a Family Firm



Source : R. Tagiuri & Ja. Davis (1982) bivalent attributes of the family firm. Working paper. Harvard University Press, Cambridge, MA. [Reprinted in Family Business review, IX(2), pp. 199-208.]

Since there is a unique dynamic of a family business as the systems were overlapped one another, therefore most of conflicts, issues, dilemmas result in different value between family system and business system which show in table 2.2

Table 2.2 A Comparison of Family and Business System

Area of Conflict	Family System	Business System
Goal	Development and support of family member	Profit, revenues, efficiency, growth
Relations	Deeply personal, of primary important	Semi-personal or impersonal, of secondary important
Rules	Informal expectations ("That's how we've always done it")	Written and formal rules, often with rewards and punishment spelled out
Evaluation	Members rewarded for who they are; effort counts; unconditional love and support	Support conditional on performance and results; employees can be promoted or fired
Succession	Caused by death, divorce, or illness	Caused by retirement, promotion, or departure
Authority	Based on family position or seniority	Based on formal position in the organization's hierarchy
Commitment	Intergenerational and lifetime; based on one's identity with the family	short-term; based on rewards received for employment

Source : Jane Hilburt-Davis, W. Gibb Dyer, Jr.(2003) Consulting to Family Businesses, A Practical Guide to Contracting, Assessment, and Implementation, pp.8

Besides understanding the system of family business, knowing strength and weakness of the family business running can help to develop for change easier. As the table 2.3 the important dimensions have been listed to find the strength and weakness of the family run business.

Table 2.3. Strengths and Weaknesses of Family Firm

Dimension	Strength	Weakness
Infrastructure	informal; flexible; entrepreneurial; innovative	Unclear; confusing; boundary problems; indecisive; resistant to change; lack of management development; no organization chart
Roles	Often play multiple roles; flexible dual relationships; quick decision making	Role confusing; jobs aren't done; dual roles interfere with learning and objectivity; family birthright can lead to unqualified family members in jobs
Leadership	Creative; ambitious; informal authority entrepreneurial	Autocratic; resistant to structure and systems; avoids letting go
Family Involvement	Employees committed; loyal; shared values and belief system; family Spirit family name; family dream; Strong sense of mission/vision	Can't keep family issues out of business; inability to balance family's and business need for liquidity; lack of objective; Inward looking and emotionally charged decision-making
Time	Long term perspective; committed; patient capital; loyalty; deeper ties; trust built up over time	Hard to change; tradition bound; history of family affects business decisions; trust affected by early disappointment
Ownership/governance	Closely held; family owned; high degree of control; earnings are motivator	May sacrifice growth for control; do not have to answer to stockholders; often no outside board of directors; high premium on privacy
Culture	Innovative; informal; flexible; creative and adaptable	Founder's role stifles innovation; Inefficient highly emotional; resistant to change; reactive; high risk for conflicts
Complexity	Can foster creativity; rich interplay of roles and goals	Must be manage to avoid confusion; can be a drain of resources and energy.

Source : Jane Hilburt-Davis, W. Gibb Dyer, Jr.(2003) Consulting to Family Businesses, A Practical Guide to Contracting, Assessment, and Implementation, pp 24

People see where the organization seeks to go. A vision helps to communicate the value of change to the organization. Therefore the vision should be expressed in a way that allows all people in the organization to understand it. Relate to it, and see their roles in achieving it. Moreover, the vision for change should stretch the organization and the people within it while at the same time be perceived as attainable. Vision for an organizational wide should be developed by senior leaders, and more narrowly focused vision for change can be developed at division or operating unit level. Once a vision is developed, it must be disseminated through out the organization so that management and employees alike can understand and buy into it.

Vision and Mission

Vision is an essential ingredient to the success of any company, and particularly to those that are attempting rapid growth because a comprehensive vision provides the driving force that can get a company through the growing pains it will inevitable encounter (Lipton,2003).

In addition, vision is a basic shape of the future that allows an organization the flexibility of means to build around it. A good vision must speak to three core themes those are: First, the vision must articulate an organization's purpose to encapsulate its very reason for being and determine while it get involved in various activities. Second, the vision must define a strategy, which help organization in establish the identity and distinctive characteristics that differentiate from anyone else. Lastly, the vision should embraces the key assumptions, attitudes, and beliefs embodied by the organization as a value which represents in the daily flow of activities necessary for moving it closer to the organization's purpose for supporting the strategy (Lipton, 2003)

As vision has been described as a way of fostering a feeling of community and satisfying some of the high level needs of Maslow's hierarchy and vision allows organizational members to achieve autonomy by making decisions to act on the vision and by building their own vision.

The company vision is a general statement of its intended direction that evokes emotional feelings in organization member as Warren Bennis & Bert Manus say:-

"To choose a direction, a leader must first have developed a mental image of a possible and desirable future state for the organization. This image, which we call a vision, may be as vague as a dream or as precise as a goal or mission statement. The critical point is that a vision articulates a view of a realistic credible, attractive future for the organization a condition that is better in some important ways than what now exists."

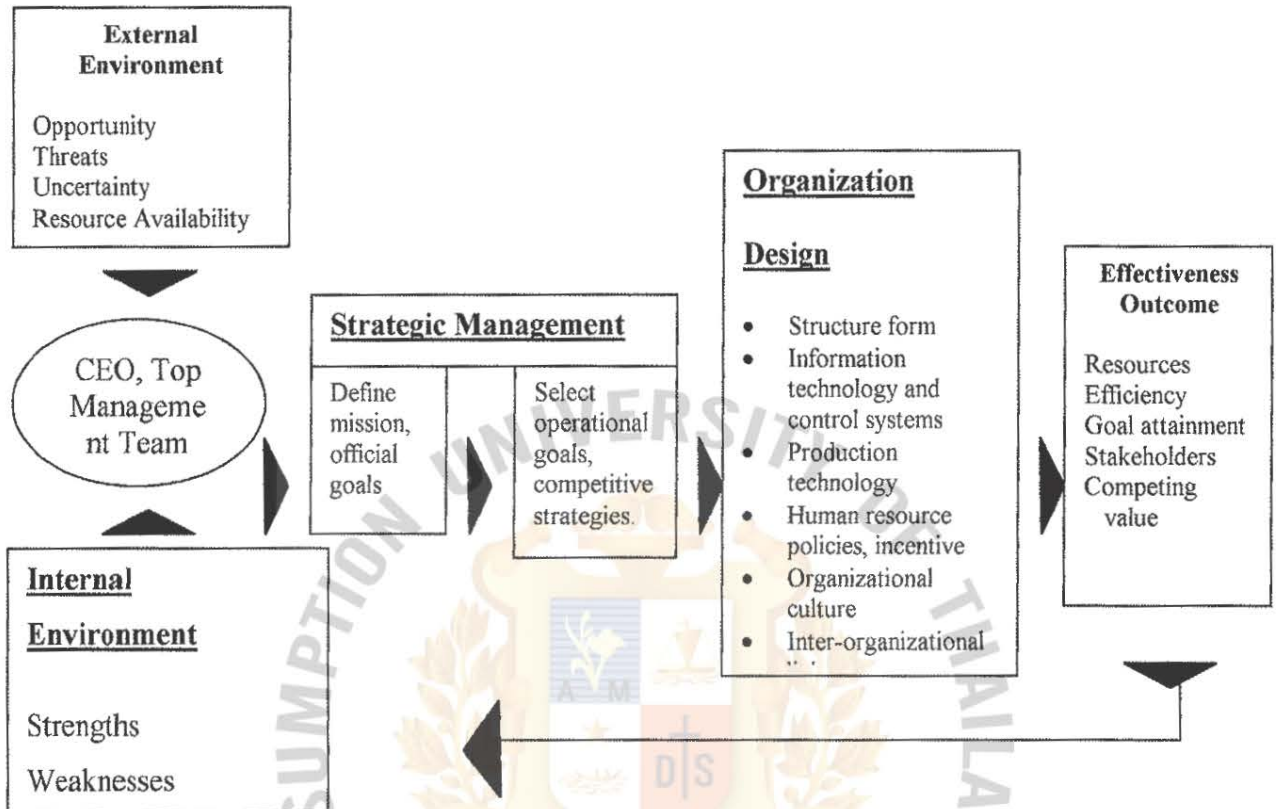
(Source : Dessler Gary (2002), A Framework of Management, (2nd edition), Printice-Hall, New Jersey, USA., p 122)

Not only vision that help the organization to grow and success, but mission also consider to be another important factor for business success since it helps in defining the company purpose and answer the question. In defining the organizational mission managers need to identify the scope of its products or services carefully. The organizational mission provide clues to what the company see as their reason for being in business

The company mission helps in setting direction and defines the boundaries, both of which are critical to the organization's effectiveness and success. Therefore, most of the company always comes up with the mission statement in order to give direction to practice activity, rather than presents highly detailed goals and it should be inspire commitment from everyone who works in the organization.

Besides vision and mission, other elements, which help to increase the effectiveness of the organizational change, are Communication, Team (empathy and participation).

Figure 2.6 Top Management Role in Organization Direction, Design, and Effectiveness



Source : Adapted from Arie Y lewin and Carroll U. Stephens, "CEO Attributes as Determinants of Organization Design: An Integrated Model." Organization Studies 15 no. 2 (1994): 183-212

The figure 2.6 Illustrates how managers evaluate the effectiveness of organizational efforts- that is the extent to which the organization realizes its goals. **Mission** is the overall goal for an organization where its describe the organization's vision, shared values and beliefs. Some time Mission is called Official goals, which are the formally stated definition of business scope and outcomes the organization is trying to achieve.

2.4 Decision Making

Organizational decision-making is problem solving, where the problem is sensed, solutions are sought, evaluated, and accepted or rejected for authorization and implementation. The decisions refer to the judgments directly affecting the courses of

action involved in the problem. Decisions are action oriented. They are judgments that directly affect a course of action (Griffiths, 1958). But the decision process involves both thought and action culminating in an act of choice. Thought-oriented decision-making can be defined in terms of information acquisition, information processing, and communication. On the other hand, action-oriented decision-making defines it in terms of resource acquisition, resource allocation, and commitment (Stricklin, 1966)

In organizational decision-making, alternatives of choice are likely to be complex and characterized by multiple attributes and multiple objectives. Organizational decisional situations contain at least two dilemmas that must be solved simultaneously: the problem itself, and a set of viable organizational arrangements, compatible with the problem solution and organizational interrelationships.

Within the organization as a whole, numerous units are involved in decision making to accomplish the organization's objectives. But a decision made by a particular unit may commit the entire organization to a certain course of action. More often decisions committing the organization are made by several units, reviewed at several levels in formal structure, and eventually authorized by the chief executive or the top administrator.

The dynamics of organizational decision-making parallel those of the individual decision maker. Thus, organizations appear to use strategies in complex problem-solving situations that are functionally similar to strategies employed by individuals. However organizational decision-making requires much additional exposition. For instance, organizational decision-making is more open to observation and cross checking than is isolated human decision-making. Organizational decision-making is an important aspect of organizational life. A way to capture the qualities of the

process is to break it up into ideal phases even-though, the separation between phases may be fuzzy.

It is obvious that the organizational structure in which the decision-making occurs is likely to affect the decision process. Organizations seem to be characterized by an action versus contemplation dimension. Some have the structures that act quickly upon judgments; others are so structured that they more often than not lose opportunities to act. The decision maker is limited by the structure and authority relationships unique to his or her organization.

Alexis and Wilson suggested that the organization impacts on the individual decision maker and channels person centered behavior towards organization defined ends by means of the whole collection of experiences and expectations developing out of recurring and nonrecurring situations that form the premises for the individual's decision. Organizational structures provided status systems with defined roles. The become premises for individual decisions.

Organizations are faced with the dilemma of both flexible enough to maintain the appropriate match and sufficiently reliable to provide the necessary predictabilities to keep the organizations from becoming chaotic. Murdia stated that the structures created to handle decision processes depend on the goals of the organization, its technology, and its environment as well as history, culture, custom, and precedent. Emergency decision-making is facilitated by a clear, hierarchical, machine-modeled, chain-of command; routine decision making, by functional organizations; ill-structured problems, by project teams; flexibility, by matrix organizations; and shared participation in decision making by the linchpin plan.

Summary of decision-making flow in different type of organization structure:

- a) Hierarchical Organization is predicated on the traditional authority structure with downward flows of decision. Authority originates at the top and spreads in a downward pyramid by delegation. Unity of command and obedience to higher authority is expected so that response to emergencies can be rapid and unquestioning.
- b) Functional Organizations are most typical. They are structurally defined by mean-end analysis. The members are grouped by the function they perform. This structure appears to be most appropriate for carrying out routine, repetitive work and it also permits a degree of integration sufficient to get the organization's work done.
- c) Project Organization is composed of temporary work groups brought together to accomplish a specific purpose, usually for a few months to a few years. Walker and Lorsch suggest that if the task is making decision for problem solving, the project organization seems to be appropriate, particularly where there is a need for tight integration among specialists. The project organization form allows the greater differentiation in time orientation and structure that specialists need to attack problems.
- d) Matrix Organization tends to interact with peers having similar skill where it combines with functional and project attachments for its members. Knight suggested that decision-making processes in the matrix organization are likely to be influenced more readily by those with specialize information; informal leadership abilities, and knowledge of how to integrate lateral process.
- e) Centralization versus decentralization as the organizations varied in the degree to which they are centralized or decentralized in decision-making. Centralization is performed the greatest when all decisions are made by a

single person in the organization. Centralization decision-making requires that the decision-making unit have the information necessary to make the decision, information available at the lower or peripheral levels. On the other hand, decentralization makes more flexible coordination among activities possible. The executives involved are less restricted.

According to Judith r. Gordon (1998) Decision-making occurs at individual, group, and organizational levels. Decision maker can judge the effectiveness of the decisions in terms of their quality, timeliness, acceptance, and ethical appropriateness whereas:-

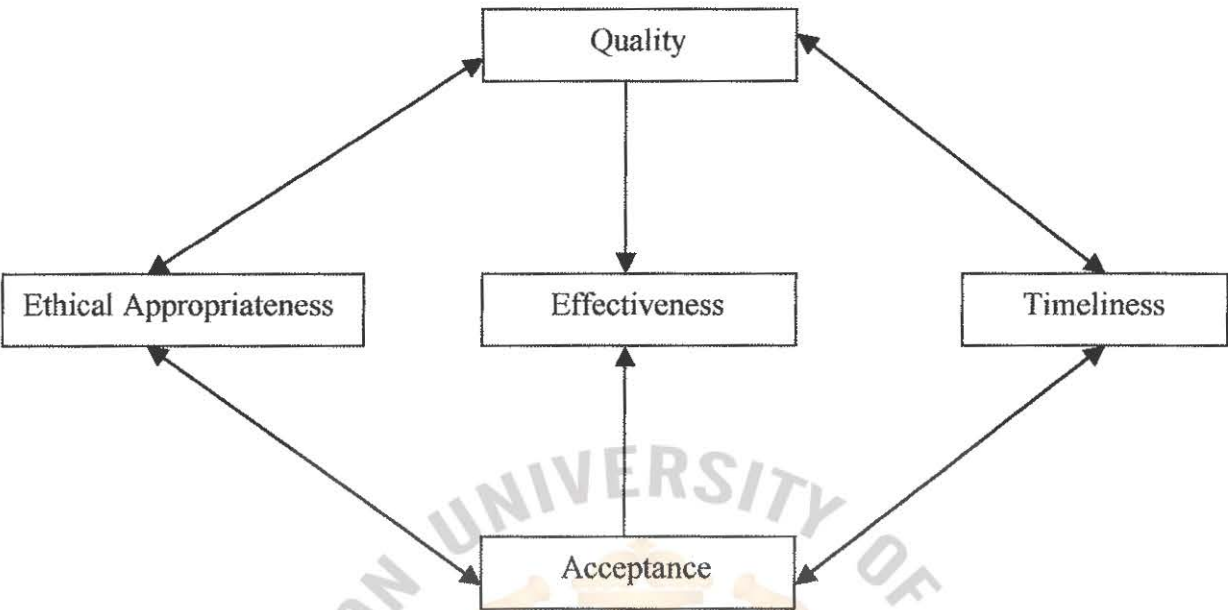
Quality – This helps the organization accomplish its strategic goals. It likely results in increased profit, service or performance which also meet the needs of the organization's stakeholder.

Timeliness – All decision must be made within an acceptable time frame, if not it would result in inefficient use of resources, decreased worker satisfaction, and inability to compete effectively in the marketplace. Even the best decision loses its value when made too late.

Acceptance – The decision must be able to be understood, implemented

Ethical Appropriateness – All decision makers should evaluate a decision according to how ell it meets the criterion of ehical justness. Multiple and potentially conflicting stakeholders, interests, and values, as well as ambiguous laws. Often give rise to ethical issues.

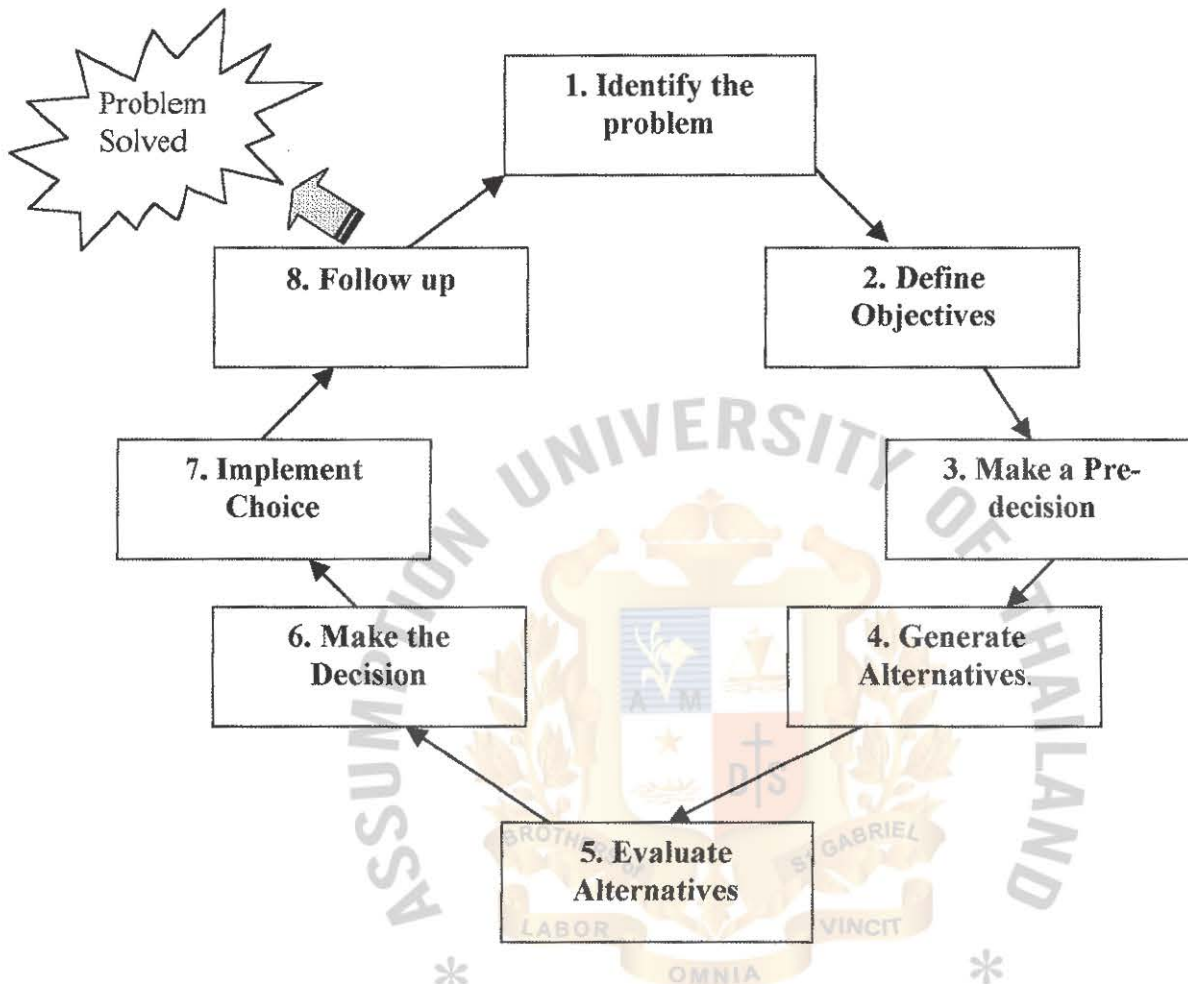
Figure 2.7 Criteria of Decision-Making Effectiveness



Source : Judith R. Gordon,(1998), Organization Behavior : a diagnostic approach, (5th edition), Printice Hall, p. 213)

Traditionally, scientists have found it useful to conceptualize the process of decision-making as a series of steps that groups or individuals take to solve problem. A general model of the decision-making process can help us understand the complex nature of organizational decision-making process. They are consisting of identify the problem, define objectives., make a pre-decision, generate alternatives, evaluate alternative solutions, make a choice, implement the chosen alternative and follow up which was shown in figure2.8

Figure 2.8 The Decision-Making Process of Wedley & Field, 1984 (Management Behavior in Organization : Jerald Greenberg



- **Identify Problem** – To determine the key elements in the situation including a recognition of a problem to be solved or decision to be made, followed by the exploration and classification of the decision situation.
- **Define objectives** – To set the goals and objectives that the decision must accomplish, as well as the criteria that will be used to assess its effectiveness.
- **Making a Pre-decision** – To use the research that can support the effectiveness of decisions that made under different circumstances.
- **Generate alternatives** – To identify a set of realistic and potentially acceptable solutions to the problem or ways of accomplishing the stated objectives. The alternatives should achieve the decision objective without producing undesirable consequences. This stage should emphasize the generation of ideas, not their evaluation.
- **Evaluate Alternatives Solution** – To evaluate each alternative in terms of whether it will result in a quality decision.
- **Make the Decision** – To choose the alternative that best meets his or her objective within the constraints of the situation.
- **Implement the chosen alternative** – Whatever alternative was chosen is now carried out

- **Follow up** – This allows the decision maker a final opportunity to reassess the situation, adjust the objectives, and ensure that sufficient alternatives were examined.

The effective and efficient decision-making of the family business is important since all family members must be involved in making the decision. Since family decision-making provides an environment where the family works towards goals that all family members have in common. Properly structured family business meetings, can be used to focus family teamwork on important business decision and can increase the chances of making the right business decisions. There are several methods to make decisions that affect the future of the business, those are:-

a) Autocratic Decision Making

The decision that is made by one person and often be the owner of the business or father. It is the fastest and easiest way to make decision. This type of decisions is work best for decisions where the individual parties don't feel a need to contribute, or the time for making the decision is very short such as routine decisions.

b) Democratic Decision Making

This type of decision is good procedure for a large group or where consensus or collaborative decision-making is inappropriate or fail. Therefore the decisions will be depended on the majority or voting.

c) Consensus Decision Making

This type of decision-making is effective when the fact can be used to outline pros and cons.

d) Collaborative Decision Making

This type of decision is used for making major business decision that requires the support of everyone involved to be successful.

The above decision-making styles are considered to be for an individual, in practical group decision-making play an important role in an organization since it provides more complete information, alternatives and legitimacy. There are four techniques for creating the potential for groupthink, those are:-

- a) **Brain Storm** – An ideal generating process that encourages alternatives while withholding criticism.
- b) **Nominal group technique** – A group decision-making technique in which group members are physically present but operate independently.
- c) **Delphi technique** – A group decision-making technique in which members never meet face to face.
- d) **Electronic meetings** – Decision-making groups that interact by using linked computers.

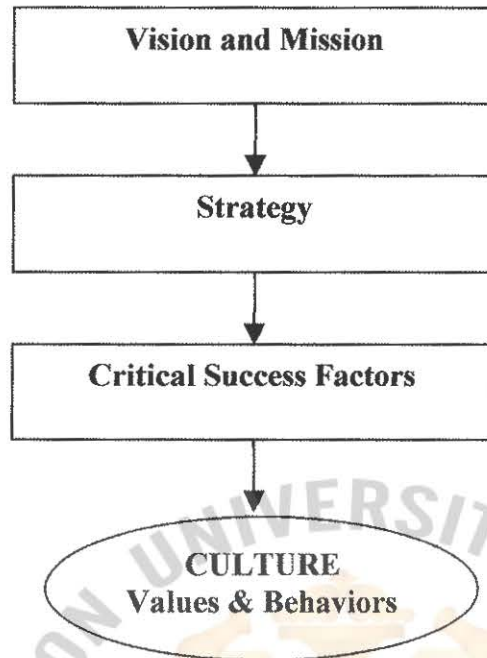
Source : Stephen P. Robbins and Mary Coulter, (2000), *Management*, (6th edition), Pearson Education, USA p.463-464).

On the concept of good governance, there should be the clear accountability as well as transparency in the organization, as the same goes to decision-making process. As most of the organization are unhealthy is because they lack transparent in decision-making accountability (DMA). A lack of well-defined and clear accountability leads to organizational sclerosis and inefficiency (Dive,2002)

An unclear accountability in an organization can cause lots of problem include: lacking of vision or unclear vision, duplication of work, lacking of true delegation, unclear career progression, ineffective meetings, under-utilization of individual capacity, loss of creativity and excessive numbers of authorization stops which kept the company located in Unhealthy Stage.

In applying Decision-making Accountability approach at work to lead an efficiency and effectiveness in the company, it is important to remember that *job holders must take decisions that cannot be taken at a lower level and which need not be taken at a higher level*. The concept of DMA is a life blood to any goal-oriented organization since it will link people to the business strategy as the model below

Figure 2.9 Linking people to business strategy



(Source : Brian Dive (2002), *The Healthy Organization : a revolutionary approach to people and management*, Kogan Page, USA., p. 47)

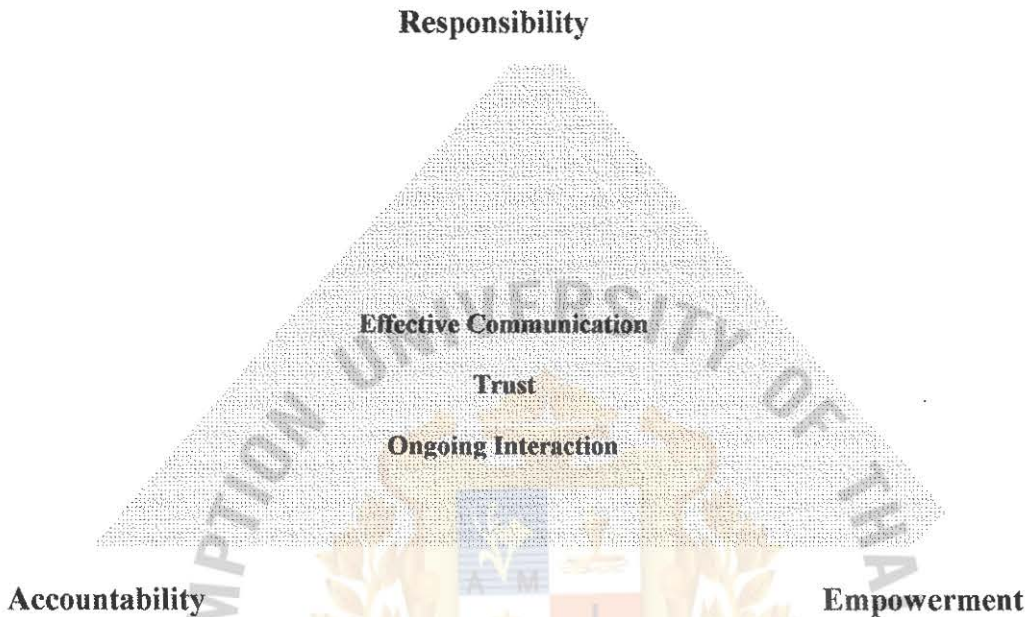
From the figure 2.9, the model helps the people who work in the organization in getting an idea in determining how an organization will function and helps them in examining the levels of decision making in an organization in order to improve the accuracy and efficiency under their boundary.

2.5 Delegation

According to Douglas McGregor, he states that effective delegation was described as one of the most important management practices since it helps to clarify the employee's role in getting things done. Therefore, he defined delegation as the act of distributing and entrusting work to the people in your charge and granting them the authority they need to get the work done.

Delegation is a process that involves three distinct but highly interrelated activities where the process is always based on effective communication, trust, and ongoing interaction as illustrated as a triangle in figure 2.12

Figure 2.10 The Delegation Triangle



- *Clarifying Responsibilities.* Create an obligation to do work by clarifying subordinate duties, work assignments, and goals through effective communication.
 - *Empowerment.* Ensuring the subordinate has the power, sanction, knowledge, information, and resources necessary to fulfill the assigned responsibilities.
 - *Providing Accountability.* Developing ongoing control and feedback mechanisms to determine if work is being performed as desired. Performance planning and performance management skills are very necessary
- (Source: Clinton O. Longenecker and Jack L. Simonetti, *Getting Result [Five Absolutes for High Performance, 2001 (P.39)]*)

Even though some manager are afraid to delegating the job or authority to their subordinate due to they feel reluctant to share the power or lacking or trust, however, managers need to delegate some authority to their subordinates in order to make the work flow effectively and efficiently.

If the delegation is used correctly, it offers a means for systematically training junior staff; by challenging their skills, building confidence and inspiring them to greater achievement (O'Connor, 1994)

2.6 Communication

Every individual needs to communicate in one or the other way. It takes many forms such as writing, speaking and listening. The hard facts are that a manager, however skilled, needs to learn some basic rules to get the message across, clearly. Communication is the life blood of every organization and its effective use helps build a proper chain of authority and improve relationships in the organization. About 50 % of a manager's time is spent in generating information. So the importance of developing skills in interpersonal communication is necessary.

Communication is a process that involves transfer of information and behavioral inputs. It is the transfer of information from a sender to a receiver with the information being understood by the receiver. It is a function by which organized activity is unified. It is looked upon as means by which social inputs are fed into social systems, means by which behavior is modified, change is effected, information is made productive in a manner so as to achieve goals. It is absolutely essential, whether it be in a family, in a temple, in an army cantonment or in a business unit to communicate.

Communicating is a two-way process. In organizations, one communicates to get the things done, process and disseminate information, arrive at decisions and achieve consensus. The sender needs to formulate a message so that the reader can understand it. This responsibility pertains primarily to written and oral communications. It points towards the necessity for planning the message stating the underlying assumptions and applying the generally accepted rules for effective writing and speaking. The greater the integrity and consistency of written, oral and nonverbal messages, as also the moral behavior of the sender, the greater is the

acceptance of the message by the receiver. (<http://www.top-education.com/management/delegation.asp>)

Communication involves the exchanges of information between two or more parties. It is a central feature of the structure of groups and organizations that help coordinate tasks and activities within and between organization (Judith r. Gordon,).

Communication is contact sport since it brings people together. Many businesspeople agree that people who communicate clearly tend to be more effective and more valued in organizations

Communication is one of the keys to the management of change. Effective Communication mean to create understanding and not merely to send.

Luft and Ingham (1984) developed a model of interpersonal communication for programs they were conducting in group dynamics. They called their framework the Johari Window where it allows individuals to assess both how they present and how they absorb the information necessary to create effective interpersonal relationships. The model uses a grid containing four regions that illustrate the amount of information exchange between individuals during interactions. The Johari Window underlying concept of the framework is that open, two-way communications enhance interpersonal effectiveness.

Figure 2.11 The Johari Window

I. Arena	II Blindspot
III Façade	IV Unknow

Source: Reprinted from Group Processes: An Introduction to Group Dynamics by Joseph Luft by permission of Mayfield Publishing Company. Copyright 1984,1970 and 1963 by Joseph Luft.

Region I – The Arena is the section where information known-by-oneself and known-by-others region is the most productive area for people to operate in. When information is mutually held, productivity and effectiveness in individual relationships are increased. The larger the arena, the more effective, productive and mutually beneficial a relationship becomes.

Region II – The Blinds-pot represents the information that is known by others but not by oneself. The blindspot is considered to be a handicap because it is unlikely we will understand the reactions and perceptions of others if we do not know the information upon which those reactions and perceptions are based.

Region III – The Façade is an area that hinders interpersonal effectiveness because exchange of information favors oneself. People protect themselves by hiding information.

Region IV – The unknown is the area of the grid where information that is unknown by both ourselves and by others exists.

The major concept of Johari Window is the expanding the arena area where the information known to oneself and to others since it will enhance interpersonal relationships and it can be applied to organizational effectiveness.

In order to be effective, a communications plan must be guided by several fundamental principles.

- Message should be linked to the strategic purpose of the change initiative. Clearly making the link to the strategic purpose will help establish an understanding of the need to change, keep people motivated and on track

during the process of change, and establish credibility around the initiative as a positive thing to do for the business.

- Communication should be realistic and honest since it helps people in believing the messages. In addition, explaining the parameters, limits, and goals of a change effort will help prevent people from jumping to conclusions of worst case scenario.
- Communication must be proactive rather than reactive since it helps avoiding the need for a defensive position during the process.
- Messages should be repeated consistently through varying channels since the multiple channels help to increase the opportunity for people to receive the whole message and to internalize it.
- Two-way communication help ensure successful implementation of the changes therefore, feedback mechanisms must be established.

Communication within the family is extremely important because it enables members to express their needs wants, and concerns to each other. Honest communication creates an atmosphere that allows family members to express their differences as well as love and admiration for one another. This is an important characteristic of strong, healthy families (<http://www.ext.vt.edu/pubs/family/350-092/350-092.htm>.)

Epstein et al. (1993) have identified 4 styles of communication

1. Clear and Direct Communication : the most healthy form of communication and occurs when the message is stated plainly and directly to the appropriate family member.
2. Clear and Indirect Communication : the communication style that message is clear, but it is not directed to the person for whom it is intended.
3. Masked and Direct Communication : the communication which occurs when the content of the message is unclear, but directed to the appropriate family member.
4. Masked and Indirect Communication : the communication that the content of the message and intended recipient are unclear.

2.7 Team Building

There are several techniques which help to improve team performance, team building is considered to be a well-known method that is practiced widely. Team building is a catch-all term for a whole host of techniques aimed at improving the internal functioning of work groups. Team Building workshops strive for greater cooperation, better communication, and less dysfunctional conflict.

Team Building allows team members to wrestle with simulated or real life problems. Outcomes are then analyzed by the group to determine what group processes need improvement. With cross-cultural teams becoming commonplace in today's global economy, team building is more important than ever.

There are eight attributes for high-performance teams:-

1. Participative leadership : Creating an interdependency by empowering, freeing up, and serving others
2. Shared responsibility : establishing an environment in which all team members feel as responsible as the manager for the performance of the work unit.
3. Aligned on purpose : Having a sense of common purpose about why the team exists and the function it serves.
4. High communication : creating a climate of trust and open, honest communication
5. Future focused : Seeing change as an opportunity for growth.
6. Focused on Task : Keeping meetings focused on results.
7. Creative talents : Applying individual talents and creativity
8. Rapid response : Identifying and acting on opportunities.

Even though these eight attributes effectively combine many progressive ideas on today's management, but patience and diligence are required since "high performance teams may take three to five years to build. (Robert Kreitner and Angelo Kinicki, 2002)

According to Stephen P. Robbins (1998) team building is a high interaction group activity to increase trust and openness among team members. Team building can be applied within groups or at the inter-group level where activities are interdependent.

The objective of team building is to improve coordinative efforts of members, which will result in increasing the team's performance. The activities considered in team building typically include goal setting, development of interpersonal relations among team members, role analysis to clarify each member's role and responsibilities, and team process analysis. This process has become particularly important in organizations that have moved to a team-based structure.

2.8 Empowerment

Empowerment became the buzzword of the 1990s, it was broadly speaking as to describe a greater freedom of decision making. However, there is no method for determining the appropriate levels of responsibility and freedom for the 'empowered' decision maker has been identified.

In 1994, Aileen Stewart concluded that empowerment allows organizations to respond rapidly, flexibly and efficiently to customer and market demands. The result is reduced waste, delays and errors and a work-force in which staff are a fully utilized resource (Dive, 2002).

Even though Empowerment is a relatively new technique for unleashing human potential in organizations but the concept of empowerment in delegating power and decision making to lower levels will help employees to be more proactive and self-sufficient in helping their organization to achieve their goals. Therefore, the empowerment attempts to move the organization from the traditional type of culture to one of shared vision and goals (Don Harvey, Donald R. Brown, 2001)

However, there is a large number of empowerment initiatives have not yielded the results expected because of middle manager and supervisor is not given up the power to their step just overnight and another reason is not all lower down level are

ready to accept it. So some additional support should be given to newly empowered workforces such as additional training to cope with their new responsibilities and try to give them a working environment or culture which is supportive for them to change (Dearlove, 1998)

According to Ian Cunningham, director of the center for study of Change notes:

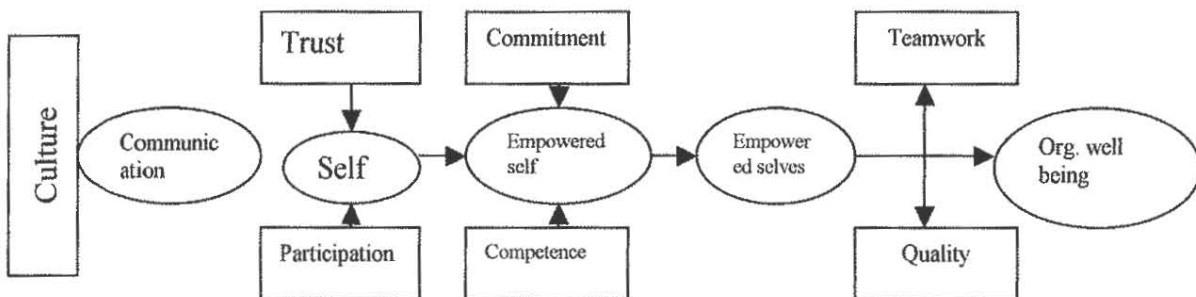
‘With the flattening of hierarchies, empowerment has become a fashionable term. In practice, it is often just a synonym for delegation. Instead of granting genuine power to their staff, managers remain as likely as ever to make the important decisions and only pas on relatively unimportant tasks to others.’

‘Delegation starts off as part of a manager’s job which he or she then delegates. Empowerment, however, involves removing constraints which present someone doing their job as effectively as possible’

(Source : Des Dearlove (1998), *Key Management Decision, tools and techniques of the executive decision making*, Pitman, London, p.149)

The researcher agreed with above statement that management always delegate work rather than empowering since they are lacking of trust on the ability of his/her employees and staffs. However, if management or higher level could practice an empowered in decision making, it will help the organization to run more effective than autocratic decision making due to the not only the speed of the decision process is faster but also the quality of decision might be increase since the individual specialization will help them to make the right and effective decision.

Figure 2.12 Process Model of Empowerment



Source : empowerment in Organization : How to spark exceptional performance, Judith F. Vogt & Kenneth L. Murrell, 1990 p.69

According to figure 2.12, the model shows that a culture valuing openness, individual contributions, interdependence, and personal well-being must first be in place. And also the communications process that is multi leveled is open to asking and listening and encourages everyone's input is crucial. Such a communication system creates the opportunity for each person to express his or her authentic self and to received feedback that foster growth and promotes participation. Once the freedom of empowerment is attained, the individual feels an integral part of the system and becomes willing to commit himself or herself to group and organizational goals (Vogt & Murrell, 1990).

2.9 Job Analysis and Job Description

Job Analysis is the process of identifying and determining the tasks and requirements that are necessary for a given job. The process considers the purpose or reason for the job, the essential functions or the job duties which are critical to the performance of the job, the frequency and duration of each task, the environment in which the tasks are performed, the job qualifications or skills an individual must possess to perform the essential functions, the equipment used to complete the task, etc. (http://www.businessolver.com/hrsolver/guides/job_analysis.jsp)

From the researcher point of view, job analysis is very important since the people who did the job will know how the work match to them and how much they satisfy with their work. In addition to this, the work should be match with their skill so the result of the task assign will come out better.

As a result of the job analysis process, a job description is created which provides a list of responsibilities and functions that are required for the given job. The job

description should be clear and specific and accurately set forth the essential functions of the job.

A well written and properly used job description will be most effective in communicating what is expected of an employee and helping to avoid the issues that evolve around the employee not understanding their job duties, their inability to perform them, or unwillingness to perform the job duties. For this reason, it is recommended the company not only provide a job description but also ask applicants/employees to sign an acknowledgment form stating they have read and understand the job description.

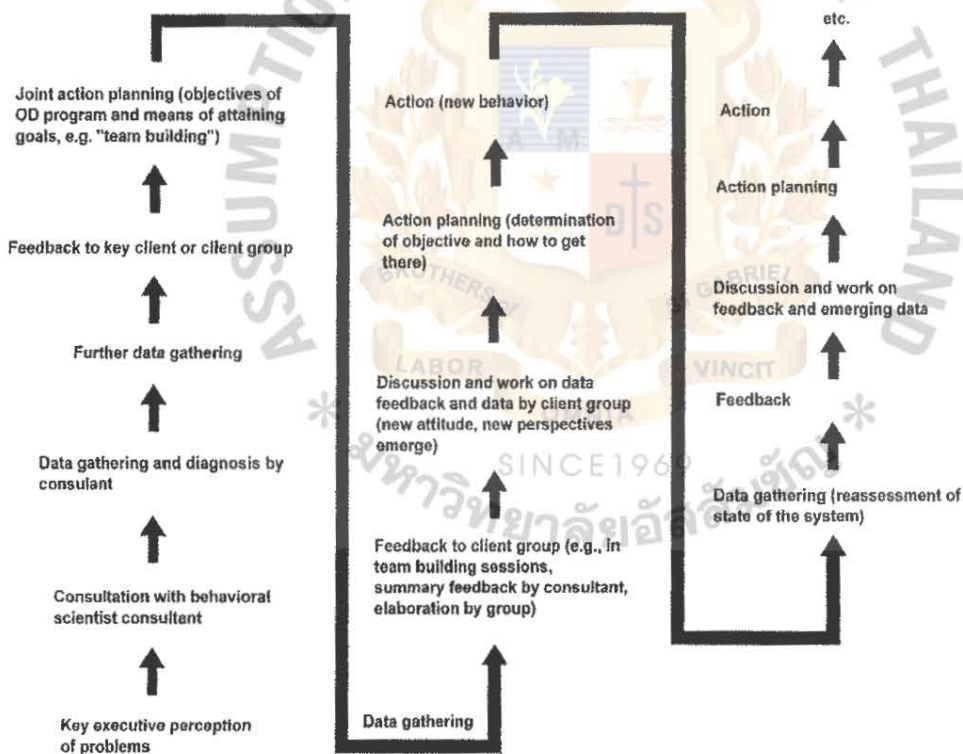
There are several reasons exist as to "why" it is a good idea to implement and provide the applicant/employee a description of the particular position. The following reasons exemplify some of the uses a job description may have before and during employment:

- creating the advertisement for the position
- conducting the interview with an applicant
- making a decision to hire
- providing the employee with guidance regarding job duties
- assessment of return-to-work capabilities when the employee is receiving medical treatment
- performance evaluations
- performance coaching or counseling
- making termination decisions, etc.

2.10 Action Research Framework

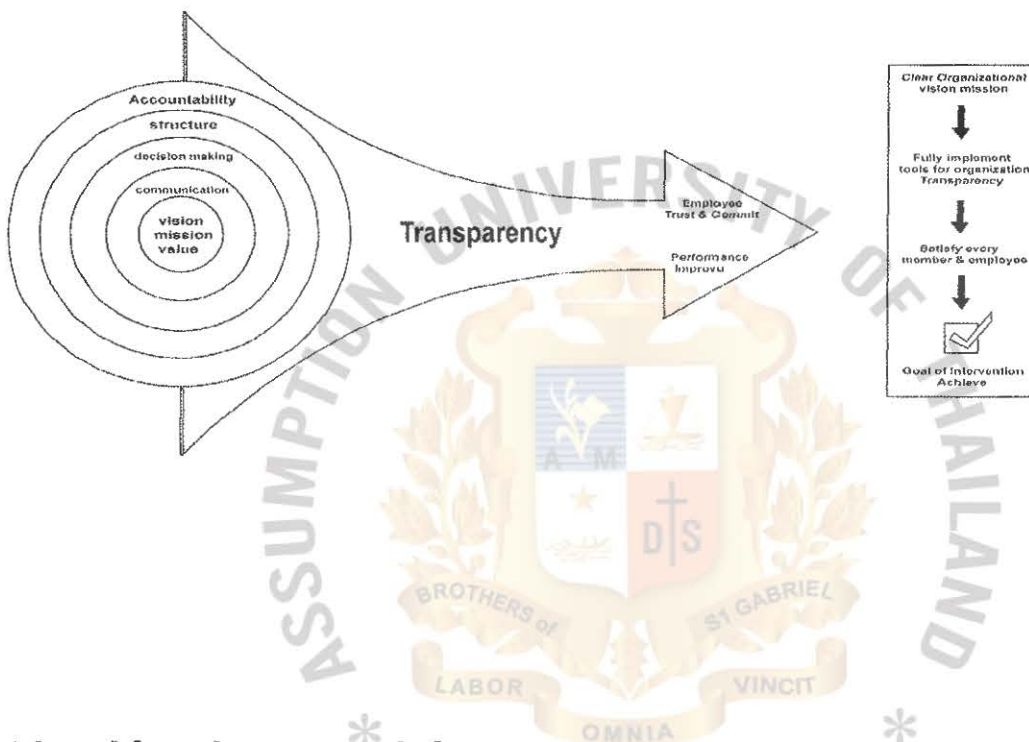
In the year 1960s and 1970's change become more valued, therefore some managers adopted an action research approach as shown in figure 2.11. Many organizations still use this approach in which the change agent collaborates extensively with the client in gathering and feeding back data. Together they collect and discuss the data and then use the data for planning.

Figure 2.13 Action Research Process Framework



Source: W. French, "Organization Development: Objectives, "Assumptions and Strategies." 1969 by the Regents of University of California Management Review 12(2): 26, by permission of the Regents

Figure 2.14 Theoretical Framework as an effective governance concept apply with ODI

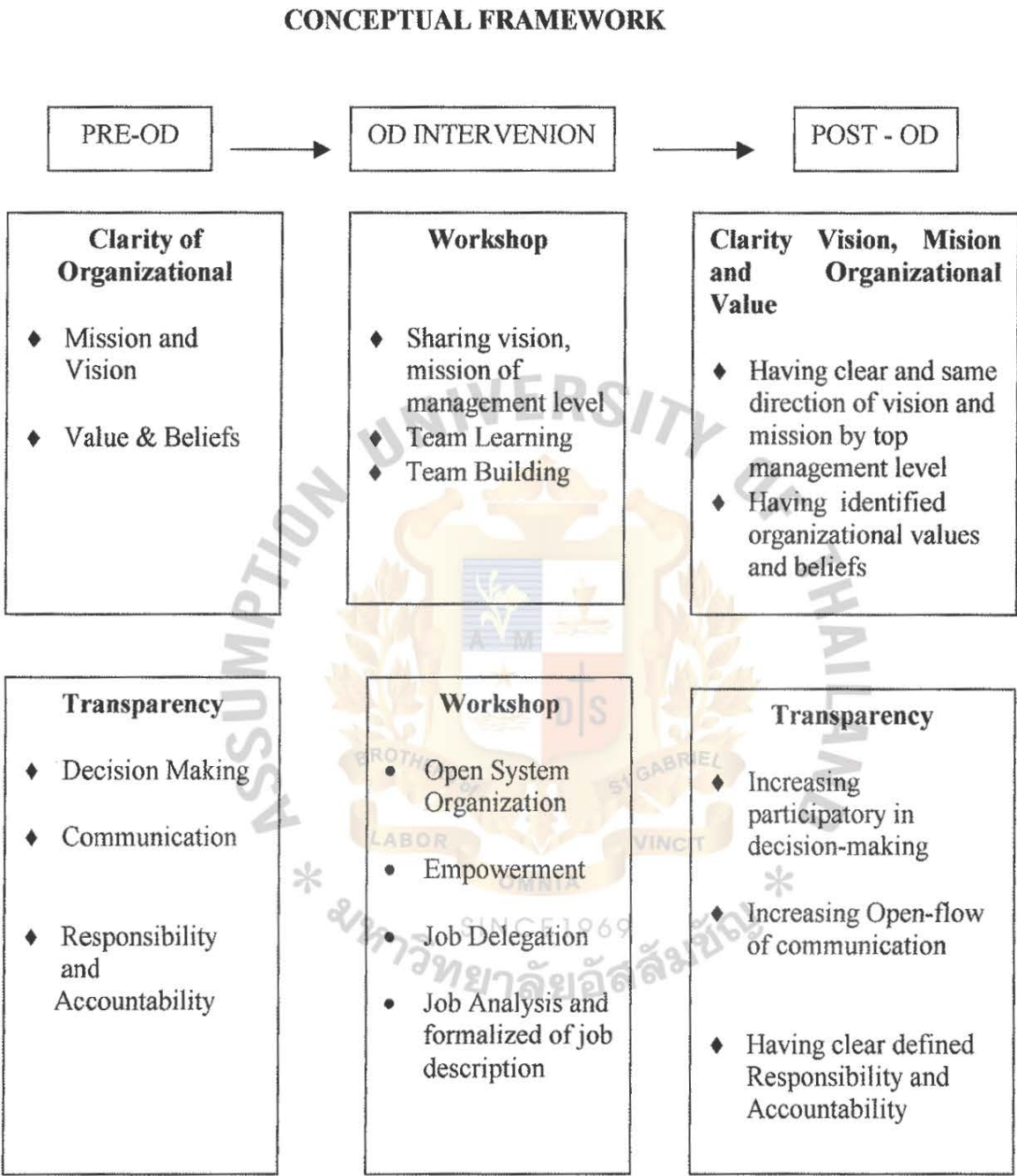


Adapted from the conceptual of transparency

http://www.cpaaustralia.com.au/05_about_cpa_aust/06_centres_of_excellence/5_6_2_1_corpgov.asp

As figure 2.14, the study will focus on the good governance on allow the organization to have the clear organizational vision, mission and value in order to have the same direction of work to achieve the company goal. Moreover, the study will be focused on the disclosure degree of communication, decision-making, responsibility and accountability in organization in order to boost the transparency degree on family business for an effective enterprise.

Figure 2.15



AS shown on figure 2.15, the researcher developed this conceptual based on the Action Research Process where it begins with diagnosis stage to find the problem of the organization and after diagnosis on the identified problem, the researcher can determine the strategies to intervene on problems correctly.

For the diagnosis stage, the researcher found that there was no clear vision and mission were develop and in the company and also there was a strong values and beliefs in working a group rather than team and the respectful for seniority was played as a major issue in all family business base. Therefore the researcher had come up with an OD Intervention strategies to help the company in having clear and same direction of vision and mission by everyone in the company and also having identified organizational values and beliefs, by conducting the Team Building Activities to promote the concept of working as a team and networking for further development of the organization.

Besides, the lack of clarity in vision and mission inside the company, the degree of transparency in terms of decision-making, communication, responsibility and accountability in the company is quite low. Therefore, the researcher use OD Intervention activities such as the open system organization to allow anyone to communicate and discuss freely without fear and reluctant to come up with new idea. By this way it will lead the company in increasing the participatory in all kind of decision making. In addition, the research also include other activities like job delegation and empowerment together with job analysis and job description since this will help the company to have clear defined responsibility and accountability to ease everyone to work more effectively.

CHAPTER 3

RESEARCH METHODOLOGY

The purpose of this chapter was to present the research design and methodology, subjects of the study, sources of data, research instrument, tools and other data-gathering techniques and procedures and the instrument, tools for quantitative analysis and design and development of OD Interventions opted and utilized.

3.1 Research Design

The research design was action research consisting of 3 phases:

3.1.1 Phase I : Pre OD Intervention was a diagnosis phase where the information were gathered and analyzed. The initial diagnosis for this study had begun several years after the researcher joined the company. The systematic method was used such as questionnaire. In this phase the research has to explain to the top management about the diagnostic information in order to get the management approval on the research area of focus and the further OD Intervention in next phase. By the way, the ODI or planned change that the researcher planned at the beginning could be changed according to the pre-ODI results.

Pre OD Intervention objectives:

1. To determine the as-is situation in the organization in terms of
 - ❖ Clarity of Organization vision, mission, value and belief
 - ❖ The transparency in communication, decision making, responsibility and accountability
2. The specific areas of focus were:

- ❖ Clarity of organizational vision, mission, value and belief
- ❖ Level of transparency in terms of decision making style, communication, responsibility and accountability.

3.1.2 Phase II : OD Intervention Implementation: It was the action-taking phase where the researcher designed appropriate OD Interventions to address the problem identified in diagnostic phase and expected a change after ODI in each variable. The selected interventions would directly reflect and response to the diagnosis. In this phase, the management approval for planned change was needed. However, the design of ODI could be changed after the analysis of the survey, in order to be compatible with the situation.

OD Intervention Objective

- ❖ To determine the impact of ODI on clarity of organization vision, mission and value.
- ❖ To determine the strategies and processes for the improvement of organization transparency in terms of decision-making style, communication, responsibility, and accountability.

3.1.3 Phase III : Post OD Intervention was an evaluation phase of the OD effort to determine the impact or the consequence of the action. It also explained and helped to identify the gap between the expectation of planned change and the actual consequence. This phase included the summary reports to the management. In addition, some additional secondary data were needed to support the research after the Post ODI phase.

Post OD Intervention Objective

- ❖ To determine the impact between Pre ODI and Post ODI in the perception of the respondents towards the clarity of vision, mission, organizational values and beliefs.
- ❖ To determine the impact between Pre ODI and Post ODI in the perception of the respondents towards the transparency on decision-making, communication, responsibility and accountability

3.2 The Target respondents

Target group of respondents for this research were those who working in N & T Printing Company, both in the management level and in the rank and file. The total number of respondents is 76 as shown below:

POSITION / DEPARTMENT	TOTAL NO. OF RESPONDENTS
MANAGEMENT LEVEL	6 PERSONS
OFFICE STAFF	5 PERSONS
PRINTING SECTION	20 PERSONS
DIE-CUTTING SECTION	15 PERSONS
FOLDING SECTION & TRANSPORTATION	30 PERSONS
TOTAL	76 PERSONS

In order to get an effective and accurate result from the OD Implementation, there were about 16 persons who were exempt from OD activities because of several reasons. Firstly, some of them were working in the company less than six months and they also felt reluctant to participate in all kind of activities, as they are afraid of negative feedback that might lead them into trouble later on. Secondly, some of the staffs are engaged with an emergency work, which had coming up during the time of OD Activities were arranged.

Therefore, only 60 respondents were chosen to do ODI Activities and the respondents' profile could be summarized as the table 3.2.1 to 3.2.5

3.2.1 Respondents' Type

Respondents' Type	Frequency	Percent
Staff	50	83.3
Executive	10	16.7
Total	60	100.0

Most respondents have worked as staff. There were 10 respondents or 16.70% whose position was in the executive level.

3.2.2 Gender

Gender	Frequency	Percent
Male	40	66.7
Female	20	33.3
Total	60	100.0

The gender of respondents was principally male, there were 40 respondents or 66.70%, who were male. Whereas, 20 respondents, or 33.30% of the total respondents, were female.

3.2.3 Age

Age	Frequency	Percent
25 years or below	14	23.3
26-30 years	23	38.4
31-40 years	15	25.0
41 years or above	8	13.3
Total	60	100.0

There were 23 respondents or 38.40% of all respondents whose ages were in the 26-30 years old range. This range was the largest portion of the population.

There were 15 respondents amounting to 25.00% whose ages were in 31-40 years old range. While, the minority group was the group of 8 respondents, whose ages were 41 years and above, representing only 13.30%.

3.2.4 Education

Education	Frequency	Percent
Secondary School	27	45.0
High School	14	23.3
Vocation	15	25.0
Bachelor Degree	4	6.7
Total	60	100.00

There were 27 respondents or 45.00% of all respondents whose education level was secondary school. This group of people was the largest portion of the population. There were 15 respondents counted to 25.00% who graduated at the vocational level. While, the minority group was the group of 4 respondents who graduated with a bachelors degree, representing only 6.70%.

3.2.5 Length of Service

Length of Service	Frequency	Percent
Less than 1 year	6	10.0
1 year – less than 3 years	15	25.0
3 years – less than 5 years	16	26.7
5 years – less than 7 years	6	10.0
7 years – less than 10 years	7	11.7
10 years or over	10	16.7
Total	60	100.0

Most respondents worked for the company between 3 years –less than 5 years. A total of 16 respondents, or 26.70%, was in this range, followed by 15 respondents, or 25.00%, who have had working experience between 1 year – less than 3 years. There were 10 respondents, or 16.70% of all survey respondents, who have worked for 10 years or over. While, there were 2 groups of respondents, composing of 6 respondents for each group, or 10% of all respondents, who have had work experience less than 1 year and 5 years-less than 7 years, represented as the minority group.

3.3 The Instrument

Questionnaire

Questionnaires were prepared by the researcher and were used to obtain data from the target group of respondents. This questionnaire was translated from English to Thai language and was reviewed by experts, two of them are proficient in both Thai and English. This was pre-tested on a group of 20 who were non- respondents.

Table 3.2 The Arrangement of questionnaire

No.	Main Variables	Details	No. of Questions	Style
1	Clarity of Organization Vision, Mission, Values and Beliefs	Vision	No. 1 - 5	Likert Scale
		Mission	No. 6 - 10	Likert Scale
		Organizational Values	No. 10 - 14	Likert Scale
		Organizational Beliefs	No. 15 - 19	Likert Scale
2	Organizational Transparency	Decision Making	No. 20 - 24	Likert Scale
		Communication	No. 25 – 33	Likert Scale
		Responsibility	No. 34 – 41	Likert Scale
		Accountability	No. 42 - 45	Likert Scale

3.4 Data Collection Techniques and Procedure

For this study, the data that the researcher had collected was mainly primary data because this was the first time that OD interventions were implemented in the company, so there was no secondary data for the researcher to collect and study. The researcher had a plan to collect the primary data by

- ***Questionnaires***
- ***OD Intervention*** – The researcher observed all responses of all respondents from Seminar Workshop and sessions with the staffs, together with the Team of OD Consultants.

3.5 Data Analysis

For Pre ODI phase, Thai version questionnaire was distributed to respondents before implementation in order to compare with the questionnaire of Post ODI phase that would be implemented.

For the Post ODI phase the researcher used statistical analysis SPSS for descriptive statistics which was used to analyze the demographic profile in form of Paired Sample T-Test. ***Paired Sample t-Test*** was used to analyze the differences between the actually situation and the preferred development in terms of the impact of corporate governance on effective family enterprise and ***Average Weighted Mean*** would be used to measure the perception of the respondent in terms of the impact of corporate governance on effective family enterprise

The descriptive statistics were used to clarify the respondents' perceptions on each factor. Also, the five-point-scale was used for rating the respondents' perceptions levels based on the descriptive rating and arbitrary level shown as follows:

Arbitrary level	Descriptive Rating
1.00 – 1.79	Strongly Disagree (SD)
1.80 – 2.59	Disagree (D)
2.60 – 3.39	Undecided (UND)
3.40 – 4.19	Agree (A)
4.20 – 5.00	Strongly Agree (SA)

Table 3.3 Alpha Cronbach Coefficient (Pre-Test Table)

Alpha (Cronbach) Coefficients

Variable	α -Coefficient	Standardized item
Clarity of Vision	0.9149	0.9296
Clarity of Mission	0.7026	0.7133
Organizational Values	0.6287	0.5486
Organizational Beliefs	0.6966	0.7161
Transparency in Organization		
▪ Decision Making	0.8144	0.8154
▪ Communication	0.6032	0.6039
▪ Responsibility	0.7514	0.7692
▪ Accountability	0.8625	0.8709

3.6 Design/Development OD Interventions.

The researcher designed OD Intervention to implement each variable for the expected results as below:-

3.6.1 Meeting for Sharing Vision and Mission

The researcher set up an interview with the top management to assist them in conceptualizing their organizational vision and mission and getting their approval

The objective of this activity was to create and conceptualize the organizational vision and mission in order to have a clear direction in achieving the organization's goal or target.

3.6.2 Team Building

The researcher designed some activities to create a sense of teamwork, collaboration, and relationship during the outdoor trip during July 14-15, 2003.

The objective was to develop a sense of teamwork to reduce conflict among the employees, blend the employees from different departments in order to have a sense of unity, increase the employees' satisfaction and encourage better communication throughout the organization.

3.6.3 Open-System Organization

The researcher's design was aimed at implementing some technique in helping the flow of the information within the organization to be more effective and more transparent and increase two-way communication both downward and upward.

The objectives of this activity would help to increase the participation in decision making within the organization instead of relying only on the seniority system. Moreover, this would help to increase the open flow of the communication among the staff from all departments and management levels.

3.6.4 Empowerment and Job Delegation

The researcher created an activity to help the top management know how to empower and to delegate their jobs to other members instead of taking the whole control over the business

The objective of this activity helped everyone to increase their responsibility on their jobs. This activity also helped the staffs to be more attentive to the task assigned and make suitable decisions about their work.

3.6.5 Job Analysis and Job Description

The researcher allowed the top management to write down their job description in order to get a clear role of each manager within the organization.

The objective of this activity helped each management level to know their scope of work and responsibility in the company and it also helped to increase accountability and transparency for all staffs to know whom they should report to.



CHAPTER 4

RESEARCH FINDINGS AND ANALYSIS

This chapter contains the entire process of action research of organization development in three phases: PRE OD, ODI and POST ODI. It presents its activities, discussion and result of the study derived from the analysis of data based on the research questions.

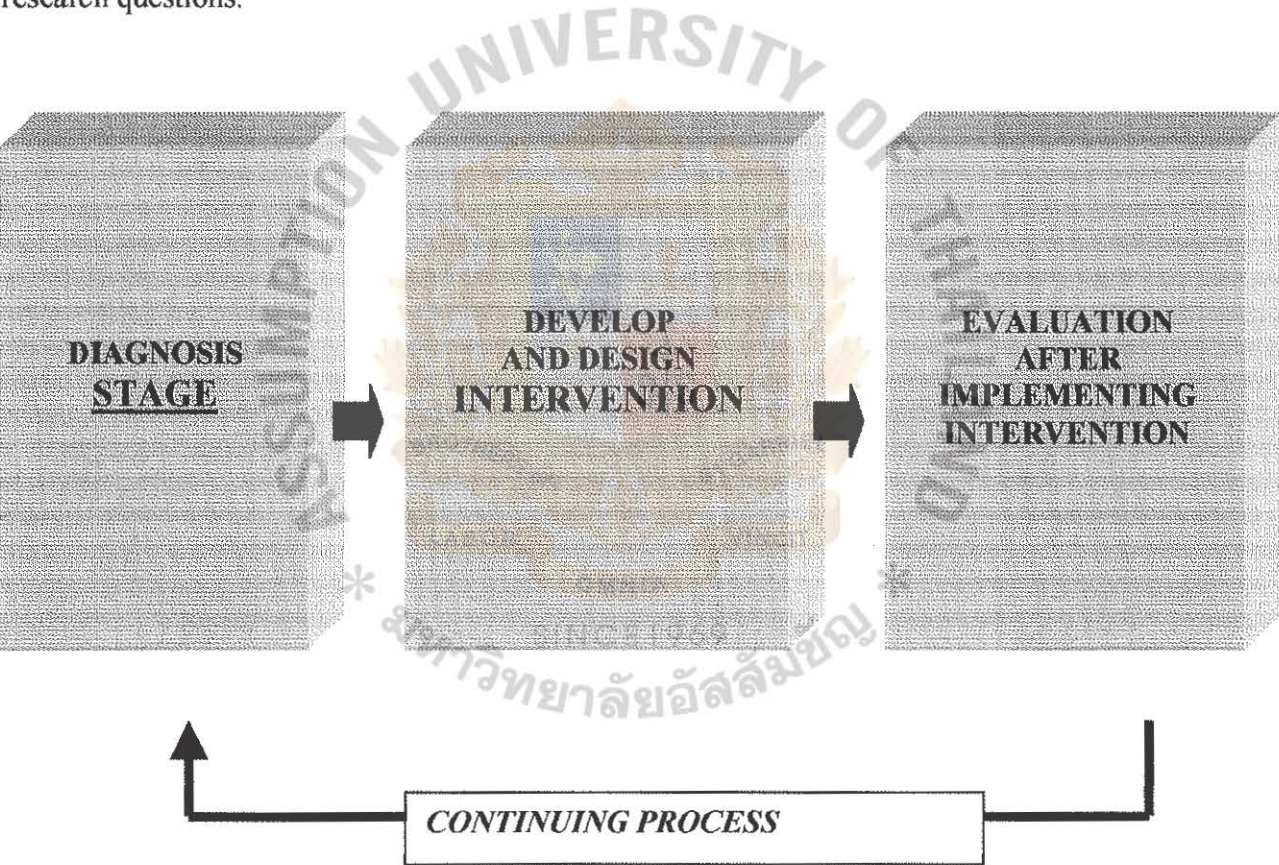


Figure 4.1 Organizational Development Intervention Process

According to the Figure 4.1, it represents the flow and linkage of OD process which was divided into 3 stages. The first stage is called Diagnosis Stage or AS-IS situation. This stage represents the present situation of the company and ODI

activities were designed to improve the situation. The second stage was called ODI in action, which represents the designed ODI activities that were put into action to improve both governance and transparency in the organization. Stage three is the evaluation stage which represents the comparison of the clarity of organizational vision, mission, values and beliefs and also the transparency in terms of decision making, communication, responsibility and accountability before and after ODI implementation.

Stage I : Pre ODI Process

This stage focused on the present situation of the organization into two main areas those were 1) The clarity of organizational vision, mission, values and beliefs 2) The level of transparency in term of decision-making, communication, responsibility and accountability. In order to identify the problem in the organization and to find appropriate ODI activities to improve its present situation.

Most of data were collected mainly from primary data, which included questionnaires, by both formal and informal method. Some additional information was gathered by using special tools in discovering the organization's personality. These are the research findings in the PRE ODI Intervention Phase, which is based on the three sources of data for PRE-ODI:

Perceptions of Respondents

The descriptive statistics were used to clarify the respondents' perceptions on each factor. And the five-point-scale was used for rating the respondents' perceptions levels based on the descriptive rating and arbitrary level shown as in table 4.1

Table 4.1 Descriptive Rating and Arbitrary Level Table

Arbitrary level	Descriptive Rating
1.00 – 1.79	Strongly Disagree (SD)
1.80 – 2.59	Disagree (D)
2.60 – 3.39	Undecided (UND)
3.40 – 4.19	Agree (A)
4.20 – 5.00	Strongly Agree (SA)

4.1 Research Question 1 : What is the present situation of the company in terms of its vision, mission and organizational values and beliefs?

4.1.1 Perceptions toward Clarity of Vision of Respondents Before ODI

Table 4.2 The perception of respondents towards Clarity of Vision

Item	Mean	SD	Rating
I understand clearly about the statement of company vision and its importance	2.30	.82	D
Company vision is well defined to everyone	2.50	.97	D
Middle management has applied company vision to department.	2.90	.74	UND
Company vision is linked to the purpose in achieving goals	3.60	.84	A
Company vision is communicated well to everyone	2.10	1.20	D
Clarity of Vision	2.6800	.7671	UND

The overall perception of respondents towards the clarity of organizational vision was rated at “Undecided Rate” with the average mean of 2.680 and standard deviation of 0.7671. This implied that the respondents could not decide whether they agree with the clarity of organizational vision or not. From the table 4.5, it showed that respondents agreed in viewing company vision as linked to the purpose in

achieving goals. Top management level know what they want in the future but they have not come up with any statement due to the fact that they believe that staffs have to follow company policy and strategies. That is the main reason why other factors were rated in “Disagree Rate” level.

4.1.2 Perceptions toward Clarity of Mission of Respondents before ODI

Table 4.3 The perception of respondents towards Clarity of Mission

Item	Mean	SD	Rating
Organization provides clear purpose and direction.	4.10	.74	A
Goals are achievable	3.80	.42	A
The scope of product and service is defined clearly in mission statement	3.90	.74	A
There is a clear objective provided	4.00	.47	A
This mission is measurable	3.80	.42	A
Clarity of Mission	3.9200	.2860	A

According to the table 4.2, the researcher found that the perception of respondents towards the organizational mission was rated as “Agree” with the average mean of 3.92 and standard deviation of 0.2860. This implied that the company provided not only a clear objective, but also the direction in achieving company goal to everyone in the organization.

From the interview with top management level, the researcher found that the N & T company tried to simplify the mission to everyone to achieving goal by encouraging all employees with a simple statement that could be understood easily. However, the company did not have a formal written policy in clarifying both vision and mission as a guideline, which sometimes led to people failing to perform well in their work.

4.1.3 Perceptions toward Organizational Values of Respondents before ODI

Table 4.4 The perception of respondents toward Organization Value Before ODI

Item	Mean	SD	Rating
Everyone understands the company goals	4.03	.82	A
Company put high value on a good cooperation in working together	4.37	.64	SA
Hard work is an important factor for the success of the organization.	4.57	.62	SA
There is a strong concern with family relationship rather than business relationship.	4.07	.95	A
Organizational Values	4.2583	.4892	SA

Referring to the table above, the researcher found that the total respondents have similar values in working together to achieve the company goal. As the perception of the respondents towards the organizational value was rated as “Strongly Agree” with the average mean of 4.2583 and standard deviation of 0.4892.

4.1.4 Perceptions toward Organizational Beliefs of Respondents before ODI

For the overall perception of respondents toward the organizational beliefs, it was rated as “Agree Level” where the average mean is 3.8483 and standard deviation of 0.4608. From this point of view, the researcher found out that some of respondents would do everything according to their boss’ command without objection as the average mean shows 3.95 as the highest score on the Table 4.5

Table 4.5 The perception of respondents towards Organizational Beliefs
before ODI

Item	Mean	SD	Rating
I believe that I am concerned with the success of the organization	3.97	.91	A
I believe that I do everything according to my boss' command without any objection	3.95	.77	A
I believe that company gives me the stability in my work	3.95	.77	A
I believe that everyone get the equal opportunity for promotion in their work	3.73	.83	A
I believe that I can achieve the company target which was given annually	3.65	.82	A
Organizational Beliefs	3.8483	.4608	A

At the same time they believed that the company provided them with stability in working and a chance for promotion.

4.2 Research Question 2 : What is the present situation of the company in terms of the top management's decision-making, communication, responsibility and accountability?

As the perception of respondents shows in the table below, before ODI is on "Agree Rate" where the average mean equal to 3.6200 and standard deviation is 0.6957.

4.2.1 Perceptions toward Decision-making before ODI

Table 4.6 The perception of respondents towards the decision-making before ODI

Item	Mean	SD	Rating
I have a chance to participate in all kinds of important decision-making in organization	3.40	.97	A
I have an opportunity to express my opinions to help my boss in making any decision	3.80	1.03	A
I can make the decision under the parameters of my work	4.10	.88	A
My boss allows me to make the decision by myself	3.60	.52	A
Everyone is encouraged to express their idea in their work	3.20	.79	UND
Decision-making Style	3.6200	.6957	A

From this point of view the researcher thinks that all management levels have the authority in making their own decision under his/her boundary but sometimes not everyone was encourages to express their ideas because the senior would prefer junior management to follow the plan which was already set by them. Therefore, the average mean of “Everyone was encouraged to express their idea in their work”, was ranked at the lowest score as “Undefined” or with the average mean of 3.20 and standard deviation of .79

4.2.2 Perceptions toward Communication before ODI

Table 4-7 The perception of respondents towards the communication before ODI

Item	Mean	SD	Rating
All important information will be given to everyone in an organization	3.40	.70	A
I fully understand all information that the company has provide for me	4.10	.88	A
I was encouraged to express my ideas freely	3.60	.97	A
I can share different opinion in order to get the best solution during my work.	3.80	1.03	A
I can talk with my boss openly	3.80	.63	A
I always do things according to my boss' command.	3.80	.79	A
I can argue with my boss when I think something goes wrong .	3.50	.85	A
I can discuss everything freely with my boss	3.80	.92	A
I always communicate to other group members that I appreciate their abilities and skills	4.00	.67	A
Communication	3.7556	.5944	A

The overall picture for communication shows that the perception of respondents towards communication of Management is rated in "Agree Level" as the researcher found out that the average mean is 3.7556 and standard deviation of .5944. From the questionnaire, the findings show that everyone can communicate clearly with everyone. But according to the management level, after having an interview with the researcher, it was found that most of the communication is top-down and juniors always follows the direction or command of top management level. However, the company allowed everyone to share their ideas through brainstorming as the Table

shows that everyone can argue with boss when something goes wrong , is rated with mean of 3.50 and standard deviation 0.8500, which is the lowest rate in the table.

4.2.3 Perceptions toward Responsibility before ODI

Table 4.8 The perception of respondents towards the responsibility before ODI

Item	Mean	SD	Rating
I have clear responsibility in my task	4.10	.74	A
Responsibility had been clearly identified	3.90	.88	A
I am specialized on my job assigned	4.00	.67	A
My job description had been written clearly	3.70	.95	A
My assigned tasks are under the scope of my job descriptions	3.70	.67	A
I always get dual roles in the company	4.00	.82	A
I have right to make any decision under the scope of my job description.	4.10	.57	A
I can explain the work that I do to everyone	4.50	.53	SA
Responsibility	4.0000	.3333	A

The perception of the respondents on the responsibility for the operational level shows that they agree with having clear responsibility because the job description of each person is clear and most of the job they do will be set within their scope and skill of their work. However, in the perception of management level after an observation and interview, they believe that they don't have a clear job description and most of the time they have to work double roles in the company which sometimes lead to ineffective working in the company, since they suffer from work overload.

4.2.4 Perceptions toward Accountability before ODI

Table 4-9 The perception of respondents towards the accountability before ODI

Item	Mean	SD	Rating
I know whom should I report to	4.40	.52	SA
Each supervisor always discusses their work in detail.	3.70	.67	A
Everyone will responsible for the mistake that they had made during their work.	4.00	1.05	A
My boss gives full support and advice on my work.	4.10	.74	A
Accountability	4.0500	.5375	A

The perception of the respondents toward accountability was rated as “Agree Level” with an average mean of 4.050 with the standard deviation .5375. The highest mean fell on the column of the respondents know whom should they report to as 4.40 and standard deviation of 0.5200 as it was rated as “Strongly Agree”. From this point of view, it shows that the company has clear lines of authority since in this company, there is no middle management and first line management, but top management deal directly with staffs that was the reason why rating in accountability in the company is higher than the researcher’s original assumption.

Besides the questionnaire, the researcher also obtained information through observations and interview with management and the researcher found out that there was no vision developed in the company, since the company is run as a family business and owners just did what is right for that moment. Moreover, there was no formal written strategic planning for marketing rather than the shared ideas and target verbally. Therefore, each manager had his or her own direction in achieving goals or targets that were planned.

After interviews with senior management level, the researcher found out that only 3 of them understand the concept of vision but they didn't see its importance in putting it into practice since they believe their current working system is already very effective. As we could refer to the table of the clarity of Vision in PRE-ODI stage which shows that perception of the respondents was rated on "Undefined" level due to the lack of clarity of the organization's vision.

On the other hand, the perception of respondents towards the clarity of mission is higher as the average mean was 3.92 which shows that everyone in the company not only knows the company goal, but they also understand the scope of the product and service they provide.

However, after the researcher had interviewed and gathered data for the first distribution of questionnaires, it shows that most of the respondents were strongly in agreement with the organizational values of hard working and had high rating for good co-operation in working together, where the mean of each item was shown as 4.58 and 4.38 respectively. This result might occur because they were taught when they were young and first entered the company that hard work and working together were the most important factors for success in working.

For the organizational beliefs, all respondents, especially employees, agreed that the company could give them the stability in their work and they believed that everyone was being treated equally and there was an equal opportunity for promotion in their work, as the mean shows as 3.95 and 3.73, respectively. However, the mean score for the belief of the respondents that they completed their jobs according the boss' command without any objection was low, this implied that most of the employees did not have the right to argue or come up with different ideas from their boss.

As for the degree of transparency in decision-making, communication, responsibility and accountability in the company from the questionnaires, it shows that everything was running on the agree level which implies that the organization had a well defined communication line, responsibility and accountability to their employees, as the mean for transparent communication, responsibility and accountability were 3.7556, 4.000 and 4.0500, respectively. As the researcher had found in the diagnosis process by an interview with the management level, they believed that they had assigned the task to all staffs equally within their skills and capability in doing a job. Since each machine in the company required a skilled person to operate, the job description for each department is clear. However, there was lack of empowerment to staffs since everyone needed to go and ask everything from the management level, which sometimes wasted time and led to ineffective work by demanding that managers work twice harder.

After collecting information through all techniques that the researcher had mentioned, the researcher could come up with a summary as below.

Summary assessments: (Interview, Observation and Questionnaires) of present situation it could be concluded as follows:-

- The company did not have formal written statements of vision and mission for both management and employees to follow.
- The company did not have written data for performance evaluation in every section due to the complication of the evaluation system and the company did not have a Human Resource Management Section.
- There was no formal written business plan to follow, only the concept and target were provided verbally.

- Everyone in the company had the same values in achieving the company goal.
- For the decision making, everyone was encouraged to come up with ideas and opinions but most of the decisions were made based on seniors' suggestions
- Basic communication style in the company was one-way communication because most of the employees are waiting for the manager's command. But for management level, there would be little objection among the management, as they would like to avoid conflict.
- All of the employees had been provided with clear roles and had clear line of command compared to management level. While all top management had dual roles in the company which led to an ineffective working system because they were busy with giving orders and solving the problem day to day, rather than thinking about the long term plan .
- The concept of Organizational Development was very new to the company, hence there were some doubts about its usefulness.

Therefore, the researcher designed appropriate ODI activities to improve the effectiveness of the corporate governance on family enterprise and put it in to action in stage II.

State II: Designed ODI Activities

Due to the management system is based on a family business system where the organizational vision and mission has been overlooked, experience is more important. However, as the time passed, the clear direction and vision of the company have become more important for the company growth in a competitive world,

therefore, the company should set the vision as the big view or target for the company to achieve by having mission as a driver to those goals.

However, changing the perception of top management was considered to be a difficult task due to the change resistance that always occurred to prevent any interruption in their work. And as this was the first time that the organization was confronted with the OD activities, the researcher expected the management to have a positive thinking about the activities and considered that it was worthwhile for the company after their investment on this project. Therefore, the researcher joined with the OD consulting team to conduct all activities, which the researcher believed, its matched the objectives, that management expected to see as improvements in the company.

The researcher had discussed with the team of OD Consultants about the objectives and type of activities that the management and researcher would like to conduct to promote strong teamwork. At first, the management level preferred to arrange OD activities within the company premises but at the suggestion of the team of OD consultants, they arranged all activities in different places, as it helped making all participants feel relax and free from the feeling of being forced to participate in activities. Therefore, management allowed all activities to be conducted in Pattaya for one day and one night.

There were several activities that the OD consultant team and researcher had put into action in order to clarify vision & mission, to identify organizational values and to increase the transparency level in terms of decision-making, communication, responsibility and accountability. But all this activities were arranged as simply as possible in order to make all participants felt ease and enjoy with the activities

The first activity that the researcher put into action was Team Building Workshop. It had been arranged to be as simple as possible and it blended with many activities that helped in clarifying the vision and mission of the company by having a seminar or training in focusing on company vision and mission as a drive to the success and growth of the organization in the future; ice-breaking activities to let everyone feel free to open their inner self to other groups; and walk rally activity to improve the collaboration among the group, communication skills, trust building and learn how to manage time in doing assigned tasks. During the conduct of this activity, everyone would learn how to open oneself to others and learn how to accept the difference and adapt those differences in order to have a comfortable working environment.

Another activity that the researcher had come up with was the activity that helped the organization to identify its values and belief that was "Value Card". The objective of this activity was to know the individual values and to share those values among the group to come up with a set of organizational values, which was accepted by everyone.

In order to apply the concept of transparency in the organizational development, responsibility and accountability were considered to be important factors, which was put into focus. According to the diagnosis stage, all employees' job description has been clarified clearly because most of the work was distributed according to the skills and capability. But the management level always got a dual task since they did not have a formal job description and there was a lack of empowerment to staff since everyone needed to go and ask everything from their boss which sometimes wasted time and led to ineffective work. Therefore, the researcher tried to suggest to management level to make a job delegation, not only for

distributing the jobs, but management needed to grant their authority to their staffs in making decisions within their work boundaries to make the staffs feel that they are capable in doing their work. After this activity was completed, the management level would have better results.

From the table below, all implement activities were summarized with the objectives and expected result that the company liked to have after fully practicing these activities.

4.3 Research Question 3 & 4 : What are appropriate OD Interventions for the effectiveness of corporate governance of a family enterprise in terms of the clarity of vision, mission organizational values and beliefs, decision making, communication, responsibility and accountability?

The OD Intervention activities were carefully chosen (See Table 4.10) based on the identified problems in the PRE-ODI in order to address the issues and raise the level of awareness of management and the staff on these issues. With the help of an external OD consultant/facilitator these activities were considered appropriate for the objectives of the study.

This was the first time that the company arranged these activities and it was not surprising that the company felt uncertain. The results of the diagnosis stage with questionnaire showed that the perception towards the effectiveness of corporate governance on family enterprise tended to be higher than the researcher's perception. However the researcher expected that after the workshop had been completed, all managers and employees would work together more efficiently.

Table 4.10 ACTIVITIES FOR TEAM BUILDING WORKSHOP

ODI ACTIVITIES	OBJECTIVES	EXPECTED RESULT
Seminar on Team Building	<ul style="list-style-type: none"> - To allow participants to understand "Team" - To learn how Team affect their work result 	<ul style="list-style-type: none"> - All management and employees understand how to work in "Team" rather than "Individually"
Ice Breaking	<ul style="list-style-type: none"> - To allow everyone to get to know each other and get ready to join the new group rather than their own department staffs 	<ul style="list-style-type: none"> - All employees are able to work with other groups without hesitating.
	<ul style="list-style-type: none"> - To learn how to accept an open oneself. - To exchange all kinds of information, apart from work - To build high cooperation 	<ul style="list-style-type: none"> - All management and staffs are ready to be open and accept others' opinions.
Seminar on Organizational vision & mission	<ul style="list-style-type: none"> - To know the importance of vision and mission for organization. - To allow everyone to share their ideas and their goals - To provide two-way communication - To create clear direction for everyone to follow. 	<ul style="list-style-type: none"> - Company will have a clear organization vision and mission to achieve goal. - Each department can come up with the new department vision to achieve their department goal. - Being more active in responding to the change in the market - Everyone is able to use organizational vision to develop them in creating the right mission to achieve the company goal.
Walk Rally	<ul style="list-style-type: none"> - To improve two-way communication. - To reduce conflicts which already exist among the staffs - To improve communication skills, time-management and openness to new things - To learn how to work as a team rather than individually or group. 	<ul style="list-style-type: none"> - All management and employees have high collaboration. - Everyone can communicate freely in all environment and with different group - Everyone learns how to make decision, trusting others and time management

Based on the interviews with management, everyone in the company was motivated, encouraged and promoted to work as a team since the first day the staff

was recruited, yet in real terms, they were working in group form rather than teams. This activity allowed everyone to communicate freely and it also allowed two-way communication in practice.

The Team Building Session in Pattaya, engaged all participants to form a team in order to do the activities on the following day. The researcher noticed easily that most of the members in a team were distant or seemingly unfriendly with those from the same department and the management level also did not join with any other staffs at the start of the activity. But finally, all management level were asked to split and joined with different team.

While the OD Activities were taking place, the researcher observed and found out that all management level and staffs were enjoying themselves and each other in the activities. Even though the staffs felt reluctant to do the activities with management level, at the start for fear of making a mistake, they later on felt more comfortable in speaking and raising up ideas to help the group to achieve the target.

However, the researcher found out that during the seminar on Team Building, most of the staffs had some difficulty in understanding the theoretical concept that the OD Consultant used to explain the process due to their limited educational background. But, as the OD consultant team realized this difficulty, the concepts were translated into practical exercises and games such that the concepts could be understood clearly by the staff.

Consequently, when the activities were evaluated by the participants, most of the results showed outstanding improvements in their communication processes, teamwork or sense of belongings and time management. However, in terms of decision-making, it was observed that understanding and processing the issues by management would require more time and reflection especially on the issue of

transparency and empowerment. In this aspect the OD consultant recommended further assistance and processing activities for the management and staff to undergo.

TABLE 4.11 ODI ACTIVITIES TO IDENTIFY ORGANIZATIONAL VALUES AND BELIEFS

ODI ACTIVITIES	OBJECTIVES	EXPECTED RESULT
Value Card	<ul style="list-style-type: none"> - To know individual values - To share individual value and come up with clear organizational value 	<ul style="list-style-type: none"> - Company is able to identify organizational values to achieve company goals - Company has its own value, which was understood and followed by everyone.
Training for building Self-confidence	<ul style="list-style-type: none"> - To learn to accept the differences - To have positive thinking about self. 	<ul style="list-style-type: none"> -Everyone in the company has confidence in working - Everyone learns to accept the differences of each person

In reference to the “Team Building Workshop” some part of the activity helped everyone to understand and accept himself or herself as they have different background in family, education, region and others which leads them to have different values in perception. Hence, they have to learn to accept others and blend each difference to create the same values and beliefs to achieve the organizational goal. The most important value that company required from everyone was hard work since they believed that this was the most important factor in success in everything. Moreover, the company would like everyone to think they were working as a family, rather than being employer and employee. From the above activities, the company expected to be able to identify the organizational values and better practice them.

TABLE 4.12 ODI ACTIVITIES IN INCREASING TRANSPARENCY IN DECISION-MAKING, COMMUNICATION, RESPONSIBILITY AND ACCOUNTABILITY.

ODI ACTIVITIES	OBJECTIVES	EXPECTED RESULT
Job Description	<ul style="list-style-type: none">- To have a clearly identified job responsibilities- To create clear lines of command and accountability	<ul style="list-style-type: none">- Everyone will have a clear role and responsibility in the company
Job Delegation	<ul style="list-style-type: none">- To assign responsibility- To learn to cede authority	<ul style="list-style-type: none">- Senior Management will be able to trust the middle management level to make decisions and do work on their own.

Besides team building activity that helped to promote the transparency in communication and decision-making, the promotion of job description and job delegation in the organization was also initiated which could help the company to increase their transparency level. Based on the researcher observation and interview with top management in the company, the researcher found out that there was no job description being listed for any management level position, could the be source of role ambiguity and unclear responsibility in the organization.

Therefore the researcher had come up with job analysis and job description in order to help most of management to clarify their role and responsibility to make them work effectively and efficiently. In this activity, all management level were asked to list all works which they were responsible for, then shared it among others management level to come up with a specific job description under their responsibility. After the job description had been clearly defined, job delegation was another activities that management needed to put into practice, as it helped all

management level to work effectively and efficiently as he or she could make decision within their work boundary.

As the researcher had found in the diagnosis process by an interview with the management level, they believe that they had assigned the task to all staffs equally within their skills and capability in doing their job. Since each machine in the company requires a skilled person to operate that is why the job description for each department is clear. However, there was a lack of empowerment to staffs since everyone needed to ask everything from management level, which often wastes time. Therefore, the researcher suggested that management level should also keep on practice in using a job delegation to their staff as well in not only distributing the job but management need to grant their authority to their staffs in making the decision within their work boundary to make the staffs feel that they are capable in doing their work. After this activity has been completed, the management level would have work more efficiently.

Based on the researcher observation at the first time that the job description had been clarify among the management level, some of them were not satisfied with the listed job description, as they had to deal several tasks than they did in the past. In addition, they could not let others to do things for them as they had their own group to be responsible for, there was little conflict occurred during that time. However, after passing several months, they felt more comfortable in working as the clear scope of their task and they have their own power in making decision upon their boundary which helped them in having effective and efficient work result.

Stage III : POST ODI Intervention

The post ODI process consisted of the quantitative data and analysis from the difference between pre ODI and Post ODI intervention. The presentation and discussion in this section are based on the test of hypotheses.

This part was provided to answer the 1st hypothesis and the 5th and 6th research questions stating whether there was a significant difference before and after OD intervention. The Independent-Sample T-test was brought into use to find out the answers, which are appropriate for a test of difference.

Since there should be the test of equality of variance of two series of respondents' responses for the study before testing the equality of mean, Levene's Test was used for this condition, and then the T-test would be used in proving the difference.

4.4 Hypothesis 1

H₀: There is no significant difference in the clarity of vision, mission, organizational values, and organizational beliefs before and after the ODI.

H_a: There is a significant difference in the clarity of vision, mission, organizational values, and organizational beliefs before and after the ODI.

As there were 4 sub-variables under this hypothesis, 4 sub-hypotheses were set up for testing all sub-variables differences.

4.4.1 **Sub-Hypothesis 1.1**

H₀: There is no significant difference in the clarity of vision before and after the ODI.

H_a: There is a significant difference in the clarity of vision before and after the ODI.

Table 4.13 The paired sample statistic on the clarity of vision before and after the ODI

		Levene's Test for Equality of Variances		t-test for Equality of Means	
		F	Sig.	t	Sig. (2-tailed)
Clarity of Vision	Equal variances assumed	1.231	.282	-4.435	.000
	Equal variances not assumed			-4.435	.000

The findings on the above table implied that there was a significant difference in the clarity of vision before and after the ODI. Since, the p-value of Levene's test for equality of variance, equaled to 0.282, was greater than the significance level of 0.05, the equal variance assumed was used.

For the p-values of the t-test for equality of means, it was equaled to 0.000, which was less than the significance level of 0.05 so, the null hypothesis was

rejected. Therefore, it was concluded that there was a significant difference in the clarity of vision before and after the ODI.

Table 4-14 The comparison of mean on the perception of respondent towards the clarity of vision before and after ODI

	PRE-ODI			POST-ODI		
Item	Mean	SD	Rating	Mean	SD	Rating
I understand clearly about the statement of company vision and its importance	2.30	.82	D	4.00	.67	A
Company vision is well defined for everyone.	2.50	.97	D	3.4	.70	A
Middle management has applied company vision to department.	2.90	.74	UND	3.9	.74	A
Company vision is linked to the purpose in achieving goals	3.60	.84	A	4.3	.48	SA
Company vision is communicated well to everyone	2.10	1.20	D	4.3	.67	SA
Clarity of Vision	2.6800	.7671	UND	3.9800	.5203	A

According to the comparison table of PRE-ODI and POST-ODI on the clarity of the organizational vision, it shows that there was an improvement after the ODI had been implemented. The findings show that the perception of the respondents towards the organizational vision has been improved since they were clear about the organization vision and knew how important it was for them in achieving the company goal. After the organizational vision was communicated to everyone, they were also trying to apply the vision to their department in order to get a better result in working, as the average mean for the clarity of organizational vision has been increasing from 2.6800 to 3.9800 which was now rated in the agree level.

4.4.2 Sub-Hypothesis 1.2

- H₀: There is no significant difference in the clarity of mission before and after the ODI.
- H_a: There is a significant difference in the clarity of mission before and after the ODI.

Table 4-15 The paired sample statistics on clarity of mission before and after ODI

		Levene's Test for Equality of Variances		t-test for Equality of Means	
		F	Sig.	t	Sig. (2-tailed)
Clarity of Mission	Equal variances assumed	.836	.373	-5.596	.000
	Equal variances not assumed			-5.596	.000

Since, the p-value of Levene’s test for equality of variances was 0.373, which was greater than the significance level of 0.05, the null hypothesis was accepted. Thus, *the equal variance assumed was concentrated.*

In contrast, *the p-values of the t-test for equality of mean* was 0.000, which was less than the significance level of 0.05, so, the null sub-hypothesis was rejected. Thus, it could be concluded that there was a significant difference in the clarity of mission before and after the ODI.

Table 4.16 The comparison mean on the perception of the respondents towards the clarity of mission before and after ODI

Item	PRE-ODI			POST-ODI		
	Mean	SD	Rating	Mean	SD	Rating
Organization provides clear purpose and direction	4.10	.74	A	4.50	.53	SA
Goals are achievable	3.80	.42	A	4.50	.53	SA
The scope of product and service is defined clearly in mission statement	3.90	.74	A	4.70	.48	SA
There is a clear objective provided	4.00	.47	A	4.80	.42	SA
This mission is measurable	3.80	.42	A	4.40	.52	SA
Clarity of Mission	3.9200	.2860	A	4.5800	.2394	SA

According to the comparison table on the PRE-ODI and POST-ODI on the clarity of organizational mission, it showed that there was an improvement of the clarity of organizational mission after implementing ODI activities as the rating had been switched from Agree rate to be a Strongly Agree in all items with the average mean of 3.9200 to 4.5800 respectively, especially on the clear objective that the company had provided for all the staffs to achieve the goal.

4.4.3 Sub-Hypothesis 1.3

- H₀: There is no significant difference in the organizational values before and after the ODI.
- H_a: There is a significant difference in the organizational values before and after the ODI.

Table 4.17 The paired sample statistic on organizational value before and after ODI

		Levene's Test for Equality of Variances		t-test for Equality of Means	
		F	Sig.	t	Sig. (2-tailed)
Organizational Values	<i>Equal variances assumed</i>	.025	.874	-1.195	.235
	Equal variances not assumed			-1.196	.234

From the above table, the p-value of Levene's test for equality of variances was equaled to 0.874, which was greater than the significance level of 0.05, the null hypothesis was accepted. Thus, *the equal variances assumed was used.*

And *the p-values of the t-test for equality of mean was 0.235, which was greater than the significance level of 0.05, so, the null sub-hypothesis was accepted.* This could imply that there was no significant difference in the organizational values before and after the ODI.

Table 4.18 The comparison of mean on the perception of the respondents towards the organizational values before and after ODI

Item	PRE-ODI			POST-ODI		
	Mean	SD	Rating	Mean	SD	Rating
Everyone understands the company goals	4.03	.82	A	4.15	.64	SA
Company put high concern for a good corporation in working together	4.37	.64	SA	4.38	.58	SA
Hard working is an important factor for the success of the organization	4.57	.62	SA	4.60	.53	SA
There is high concern on family relationship rather than business relationship	4.07	.95	SA	4.29	.74	SA
Organizational Values	4.2583	.4892	SA	4.3602	.4386	SA

According to the comparison table of PRE-ODI and POST-ODI on organizational values, it showed that perception of the respondents towards the organizational values showed no difference before and after ODI, since most of the respondent's ratings on organizational values were within the Strongly Agree level. The perception of value in hard working is the highest rank which was followed by high concern for team work. However, there was an improvement on the value related to the family relationship rather than business relationship, of which the mean increased from 4.07 to 4.29, respectively.

4.4.4 Sub-Hypothesis 1.4

- H₀: There is no significant difference in the organizational beliefs before and after the ODI.
- H_a: There is a significant difference in the organizational beliefs before and after the ODI.

Table 4.19 The paired sample statistics on organizational beliefs before and after ODI

		Levene's Test for Equality of Variances		t-test for Equality of Means	
		F	Sig.	t	Sig. (2-tailed)
Organizational Beliefs	Equal variances assumed	11.250	.001	-1.744	.084
	Equal variances not assumed			-1.733	.086

From table, *the equal variances not assumed was used*, because the p-value of Levene's test for equality of variances was equaled to 0.001 that was less than the significance level of 0.05, the null hypothesis was rejected.

Moreover, *the p-values of the t-test for equality of mean* was 0.086, which was greater than the significance level of 0.05, so, the null sub-hypothesis was accepted. This could be implied that there was no significant difference in the organizational beliefs before and after the ODI.

Table 4-20 The comparison of mean on the perception of respondents towards organizational beliefs before and after ODI

Item	PRE-ODI			POST-ODI		
	Mean	SD	Rating	Mean	SD	Rating
I believe that I am concerning in the success of the organization	3.97	.91	A	4.15	.52	A
I believe that I do everything according to my boss' command without any objection.	3.95	.77	A	4.05	.67	A
I believe that company gives me the stability in my working	3.95	.77	A	4.17	.62	A
I believe that everyone gets an equal opportunity for promotion in their work	3.73	.83	A	3.60	.74	A
I believe that I can achieve the company target which is given annually	3.65	.82	A	3.90	.63	A
Organizational Beliefs	3.8483	.4608	A	3.9733	.3047	A

According to the comparison table of PRE-ODI and POST-ODI on organizational beliefs, it showed that there was a slightly change on the perception of respondents towards the organizational beliefs after implementing an ODI activities as the average mean of 3.8483 and 3.9733, respectively. However, the perception of the respondents on some items showed a slight decrease, such as, the perception on the

equal opportunities in promotion in their work as the question for Post ODI. This could be because the activities were launched during the time that there was a new investment project on the new machine and most of the old staffs were expected to be chosen to operate the new machine so the distortion of data gathering on this item might be caused by dissatisfaction. However, they still had a strong belief that the organization had provided stability in their work life as was shown on the highest mean as 4.17 which was rated under Agree level.

The Degree of Transparency in the Organization

This part was provided to answer the 2nd hypothesis and research question no. 7-9 stating whether there was a significant difference before and after OD intervention. The Independent-Sample T-test was brought into use to find out the answer, which was appropriate for testing the differences of respondents' responses before and after ODI.

Since, there should be the test of equality of variance of two series of respondents' responses for the study before testing the equality of mean, Levene's Test was used for this condition, and then the T-test would be used in proving the difference.

4.5 Hypothesis 2

H₀: There is no significant difference in the transparency in organization in term of decision making style, communication, responsibility, and accountability before and after the ODI.

H_a: There is a significant difference in the transparency in organization in term of decision making style, communication, responsibility, and accountability before and after the ODI.

As there were 4 sub-variables under this hypothesis, the 4 sub-hypotheses were set up for testing all sub-variables differences.

4.5.1 Sub-Hypothesis 2.1

H₀: There is no significant difference in the transparency in organization in term of decision making style before and after the ODI.

H_a: There is a significant difference in the transparency in organization in term of decision making style before and after the ODI.

Table 4.21 The paired sample statistic on the transparent of decision making before and after ODI

		Levene's Test for Equality of Variances		t-test for Equality of Means	
		F	Sig.	t	Sig. (2-tailed)
Decision-making Style	Equal variances assumed	1.799	.182	-3.681	.000
	Equal variances not assumed			-3.678	.000

Since, the p -value of Levene's test for equality of variances was 0.182, which was greater than the significance level of 0.05, the null hypothesis was accepted. Thus, *the equal variance assumed was concentrated.*

In contrast, *the p -values of the t -test for equality of mean* was 0.000, which was less than the significance level of 0.05, so, the null sub-hypothesis was rejected. This could be concluded that there was a significant difference in decision making style before and after the ODI.

Table 4.22 The comparison of mean of the perception of respondents on the degree of transparency in decision making before and after ODI

Item	PRE-ODI			POST-ODI		
	Mean	SD	Rating	Mean	SD	Rating
I have a chance to participate in all kind of important decision-making in organization	3.40	.97	A	3.90	.99	A
I have an opportunity to express my opinions to help my boss in making any decision	3.80	1.03	A	4.00	.47	A
I can make the decision under the boundary of my working	4.10	.88	A	4.70	.48	SA
My boss allows me to make the decision by myself	3.60	.52	A	4.20	.63	SA
Everyone is encouraged to express their idea in their work	3.20	.79	UND	3.60	1.17	A
Transparency on Decision-making	3.6200	.6957	A	4.0800	.4826	A

According to the comparison table on PRE-ODI and POST-ODI on the transparency on decision-making, the findings show that the perception of the respondent towards the transparency on decision-making has been changed as the average mean has increased from 3.6200 to be 4.0800, where it was rated on the Agree

Rate. As the table shows, the respondents had more opportunity in making decisions within their boundary or their assigned task, whereas the results in the table showed that the mean perception has changed from Agree Rate to be Strongly Agree Rate. At the same time everyone in the company was encouraged to express his/her ideas during the work to improve the efficient work flow.

4.5.2 Sub-Hypothesis 2.2

- H₀: There is no significant difference in the transparency in organization in term of communication before and after the ODI.
- H_a: There is a significant difference in the transparency in organization in term of communication before and after the ODI.

Table 4.23 The paired sample test on the transparent of communication before and after ODI

		Levene's Test for Equality of Variances		t-test for Equality of Means	
		F	Sig.	t	Sig. (2-tailed)
Communication	Equal variances assumed	6.552	.012	-4.020	.000
	Equal variances not assumed			-3.974	.000

From the above table, the p-value of Levene's test for equality of variances was equaled to 0.012, which was less than the significance level of 0.05, the null hypothesis was accepted. Thus, *the equal variances not assumed was used*.

And the p-values of the t-test for equality of mean was 0.000, which was less than the significance level of 0.05, so, the null sub-hypothesis was rejected. This could be implied that there was a significant difference in the communication before and after the ODI.

Table 4.24 The comparison of mean on the perception of respondents towards the communication before and after ODI

Item	PRE-ODI			POST-ODI		
	Mean	SD	Rating	Mean	SD	Rating
All important information will be given to everyone in an organization	3.40	.70	A	3.6	.70	A
I fully understand all information that the company has provide for us	4.10	.88	A	4.60	.52	SA
I am encouraged to express my ideas freely	3.60	.97	A	4.00	.67	A
I can share different opinions in order to get the best solution during my work.	3.80	1.03	A	3.80	1.30	A
I can talk with my boss openly	3.80	.63	A	3.60	.52	A
I always do things according to my boss' command	3.80	.79	A	3.40	.97	A
I can argue with my boss when I think something goes wrong	3.50	.85	A	3.20	.63	UND
I can discuss everything freely with my boss	3.80	.92	A	3.60	.52	A
I always communicate to other group members that I appreciate their abilities and skills	4.00	.67	A	4.40	.52	SA
Transparency on Communication	3.7556	.5944	A	3.800	.2608	A

According to the comparison table 4-24 on the PRE-ODI and POST-ODI on the transparency on Communication, the findings show that the perception of the respondents towards the transparency on communication has improved since most of information were distributed and communicated to everyone in the company to make him/her know and understand what was going on within the company. The mean increased from 4.10 to 4.60. In addition, everyone in the company was able to communicate freely with people in different departments to clarify things they did not understand. Moreover, the mean of the post state shown on the item of 'I always do things according to my boss' command' decreased, which implied that the two-way communication had started to be practiced in the company. And everyone had the chance to come up with ideas if they believed that those ideas and comments was useful to the organization.

However, there were two items for which the mean had dropped after the ODI implementation took place, these are "I can communicate with my boss freely" and "I can argue with my boss when something goes wrong" as 3.80 to 3.60 and 3.50 to 3.20, respectively. The main reason for these results can be explained by looking at the tables as follows:

4.5.3 Sub-Hypothesis 2.3

H₀: There is no significant difference in the transparency in organization in term of responsibility before and after the ODI.

H₄: There is a significant difference in the transparency in organization in term of responsibility before and after the ODI.

Table 4.25 The paired sample statistic on the responsibility before and after ODI

		Levene's Test for Equality of Variances		t-test for Equality of Means	
		F	Sig.	t	Sig. (2-tailed)
Responsibility	Equal variances assumed	.003	.958	-4.068	.000
	Equal variances not assumed			-4.068	.000

Since, the p-value of Levene's test for equality of variances was 0.000, which was greater than the significance level of 0.05, the null hypothesis was accepted. Thus, the equal variance assumed was concentrated.

In contrast, the p-values of the t-test for equality of mean was 0.000, which was less than the significance level of 0.05, so, the null sub-hypothesis was rejected. This could be concluded that there was a significant difference in responsibility before and after the ODI.

According to the comparison table 4.26 of the PRE-ODI and POST-ODI on the transparency on Responsibility, it showed that the perception of the respondents towards the transparency of responsibility after ODI activity implemented has been improved, especially in terms of the clarity roles and responsibilities of their task.

Table 4.26 The comparison of mean on the perception of respondents toward the transparency on responsibility before and after ODI

Item	PRE-ODI			POST-ODI		
	Mean	SD	Rating	Mean	SD	Rating
I have clear responsibility in my task	4.10	.74	A	4.45	.69	SA
Responsibility had been clearly identified	3.90	.88	A	4.35	.81	SA
I am specialized on my job assigned	4.00	.67	A	4.35	.67	SA
My job description had been written clearly	3.70	.95	A	4.10	.91	A
My assigned tasks are under the scope of my job descriptions	3.70	.67	A	4.15	.75	A
I always get a dual roles in the company	4.00	.82	A	4.15	.75	A
I have the right to make any decision under the scope of my job description	4.10	.57	A	4.10	.55	A
I can explain the work that I do to everyone	4.50	.53	SA	4.75	.44	SA
Transparency on Responsibility	4.0000	.3333	A	4.3000	.4124	SA

As the formal job description has come out in written form which lets everyone know what they have to do, this has led to a clear cut responsibility to everyone in the company. This is evident as the mean has increased from 3.90 to 4.35 with the strongly agree rate. Moreover, all job assigned were done according to the person's skills and capability which caused the people no pressure in their work. Yet, one of the characteristic had no change after ODI implementation, and this was 'people are able to make the decision according to their job boundaries' with the mean of 4.10. However, the overall perception of the respondents has been improved as the average mean showed 4.0000 as PRE-ODI and 4.3000 on POST ODI, falling in the strongly agree level.

4.5.4 Sub-Hypothesis 2.4

- H₀:

There is no significant difference in the transparency in organization in term of accountability before and after the ODI.
- H_a:

There is a significant difference in the transparency in organization in term of accountability before and after the ODI.

Table 4.27 The paired sample statistic on accountability before and after ODI

		Levene's Test for Equality of Variances		t-test for Equality of Means	
		F	Sig.	t	Sig. (2-tailed)
Accountability	Equal variances assumed	.681	.411	-2.127	.036
	Equal variances not assumed			-2.127	.036

From table, the equal variances assumed was used, because the p-value of Levene’s test for equality of variances was equaled to 0.411 that was greater than the significance level of 0.05, the null hypothesis was accepted.

Moreover, the p-values of the t-test for equality of mean was 0.036, which was less than the significance level of 0.05, so, the null sub-hypothesis was rejected. This could be implied that there was a significant difference in the accountability before and after the ODI.

Table 4.28 The comparison of mean on the perception of the respondents towards the transparency on accountability before and after ODI

Item	PRE-ODI			POST-ODI		
	Mean	SD	Rating	Mean	SD	Rating
I know whom should I report to	4.40	.52	SA	5.00	0	SA
Each supervisor always discusses their work in detail	3.70	.67	A	3.60	.84	A
Everyone will be responsible for the mistake that he has made during his work.	4.00	1.05	A	4.10	.88	A
My boss gives full support and advice on my work.	4.10	.74	A	4.20	.42	SA
Transparency on Accountability	4.0500	.5375	A	4.2250	.4780	SA

According to the comparison table on the transparency on accountability, it shows that the perception of the respondents towards the transparency on accountability after the ODI activities had been implemented was improving, as the average mean increased from 4.0500 to 4.2250 and the rating level was changed from agree level to strongly agree level, respectively. As the result, the organization had clear line of responsibility, for whenever anyone had a problem, he could report to the manager directly instead of his supervisor since they felt free to talk and discuss things. However, the item of “Each supervisor always discusses his work in detail” tended to decrease since they preferred to transfer orders or commands which they received from management to their subordinates, rather than discussing the solution themselves. So the result for this item was lower.

From the two Hypotheses tests, the result came out that there is a significant difference before and after ODI on the clarity or vision and mission, and also the transparency degree in terms of decision-making, communication, responsibility and

accountability. These implied that the ODI activities, which the researcher had put into action, created a positive affect and should be continued as a process. But for the organizational values and beliefs, there was no significant difference before and after ODI, this implied that the outstanding organizational values and beliefs have been already identified and understood by all management level and employees of the company.



CHAPTER 5

SUMMARY, CONCLUSTIONS, AND RECOMMENDATION

In this chapter, a summary of the major findings of the study are presented under the three themes used throughout the study, analysis of as-is situation, in the organization before ODI, OD Intervention in action, and analysis of gap between pre and post OD Intervention. As mentioned in the introduction of this study, there are three reasons for doing this. First, to determine the effectiveness of corporate governance on family business enterprise in terms of the clarity of the vision, mission, organizational values and beliefs before and after ODI; second, to determine the degree of transparency in terms of decision-making, communication, responsibility and accountability before and after ODI; third, to design appropriate OD Intervention activities to implement to improve the present situation of the company. In the conclusion, all research questions are provided and the chapter ends with recommendations that could be pursued in further research on the impact of OD Intervention in a family-based business.

SUMMARY OF FINDINGS AND CONCLUSION

I. Pre-ODI

A.) Summary assessments (Interview, Observation and Questionnaires) of presents situation on the clarity of vision, mission, organizational values & beliefs and also the company transparency in term of decision-making, communication, responsibility and accountability, as it could be concluded as follows:-

- The company did not have formal written statement of vision and mission for both management and employees to follow.
- The company did not have written data for performance evaluation in every section due to the complication of the evaluation system and the company did not have a Human Resource Management Section.
- There was no formal written business plan to follow, only the concept and target were provided verbally.
- Everyone in the company had the same values in achieving the company goal.
- For the decision-making, everyone was encouraged to come up with ideas and opinions but most of the decision were made by the senior's suggestions.
- Basic communication style in the company was one-way communication because most employees waited for the manager's command. But for management level, there would be little objection among the management, as they would like to avoid conflict.
- All of the employees are provided with clear roles and have a clear line of command compared to management level. All top managers are having dual roles in the company, which leads to ineffective work because they are busy with giving orders and solving problems on their work, rather than thinking about the future plan.

B.) Designed and Develop ODI

- For vision and mission development in the company, the researcher came up with meeting and session in sharing vision and mission in order to help everyone in understanding and conceptualizing their organization's vision and mission for their further development. After everyone in the company was

clear about the term vision and mission, the company would come up with the statement and post it on the board where it could be noticed easily.

- To increase the open flow of the communication in the organization and participation in decision making, the researcher came up with Team building activities to create a sense of teamwork, to reduce conflict, to build up the sense of unity for effectiveness and efficiency in the organization.
- To have a clearly defined responsibility and accountability system, the researcher allowed the top management to analyze their job and write down their job descriptions in order to know their scope and clarify their roles in the company. It would help all staffs to know whom should they report to.
- To come up with the empowerment and job delegation practice in the organization in order to improve the transparency in terms of responsibility. The researcher planned this concept during the team building activities in order to help management to see the importance of empowerment and job delegation.

II. ODI Implementation

A. Findings of ODI Implementation

Organization Development Intervention concept is very new to the company as the top management are still not sure about the results, therefore the researcher needed an OD expert team in helping to conduct the activities. There were several activities that the OD consultant team and researcher put into action in order to clarify vision & mission, to identify organizational values, and to increase the transparency level in terms of decision-making, communication, responsibility and accountability. All activities were arranged as simple as possible to make all participants feel at ease and enjoy the activities.

➤ **ODI Activities in developing Team and clarity of vision, mission**
(Conducted in Pattaya)

- ***Seminar on Team Building*** – to help everyone to understand the word ‘team’ and learn how teams affect his/her work result.
- ***Seminar and training*** on clarifying company vision and mission – to understand the importance of vision and mission to the organization.
- ***Ice breaking activity*** – to allow everyone to speak freely to everyone
- ***Walk Rally*** – to improve two-way communication and reduce conflict, which was rampant. Moreover, this activity was used to improve transparency in decision-making and communication by helping everyone to learn how to trust each others as this practice helped in promoting empowerment practice in the future.
- **Activities to identify organizational values and beliefs**
 - ***Value card*** – to help identified individual and organizational values
 - ***Training in Building Self-confidence*** – to help everyone learns to accept the difference and have a positive thinking about themselves
- **Activities to have a clear defined responsibility and accountability**
 - ***Job Description*** – to identify job responsibilities and create clear line of command.
 - ***Job Delegation*** – to learn to grant authority on the job assigned to the staff for efficiency.

B. Conclusion of ODI Implementation

The first time that the researcher came up with ODI activities, most of the people in the organization felt reluctant to join the activities since they did not know what is the purpose of these activities and it was the first time for them to have this

kind of activity. Therefore, the researcher was not sure whether the results came out in the way the researcher expected or not. However, during the researcher's observation during outdoor activities, everyone enjoyed the activities which were arranged since they were very simple, and easy to understand for everyone. The management was satisfied with the result of the ODI activities as all of the staffs who joined the event in Pattaya had learned and adapted the lessons on what they learned from seminar and activities to their work in the company. In addition, the weekly meeting between management and staffs was conducted every week to keep on practicing on what they have learned to promote the teamwork within organization.

In addition, management level was satisfied with the job description after being clarified, as it helped them to have clear responsibility and line of command. Some of management started to delegate their works and also were trying to empower their staffs by having opportunity in making decision upon their assigned task. However, the practice of empowerment needs lots of time to complete them since the respect for seniors, still plays as an important factor in every family business.

III. Post ODI

After the ODI activities had been implement to the company, there were significance changes in the organization in positive way as the researcher can summarize as follows:-

Clarification of Vision and Mission

At the beginning, the organization did not have a clear vision and mission in doing business since they did everything according to their experience and sometimes by trial and error. However, since the market had been changes, and the company needs a good vision to keep the company on track and direction to achieve the

company goal, the researcher came up with the seminar on vision and mission which was arranged together with the team building workshop which the researcher arranged with the OD consultant Team. After the respondents had listened to the seminar on the importance of the organizational vision and mission session, they realized the importance of the organizational vision and mission and how these two things helped many companies to achieve the company goal. During the session, everyone was encouraged to think about the company vision and finally, the company came up with the company vision as **“Being the Leader of Packaging Design and Printing in Thailand”**

By having this vision, it helped everyone in the company to have the same direction in achieving the company goal. And each department was trying to use the main vision to come up with their sub vision to achieve their goals easily.

Decision Making

There were differences in decision making before and after OD Intervention. According to the PRE-ODI and POST-ODI on the transparency on decision-making, the findings showed that the perception of the respondents towards the transparency on decision-making had been changed as the average mean has been increasing from 3.6200 to be 4.0800 where it was rated on the Agree Rate. As the table showed, the respondents had more opportunity in making decision within their boundaries or their assigned tasks, and the results in the table showed that the mean perception had changed from Agree Rate to be Strongly Agree Rate. At the same time, everyone in the company was encouraged to express his/her idea during the work to improve the efficient workflow.

Communication

There were differences in communication flow before and after OD Intervention. According to the comparison between PRE-ODI and POST-ODI on the transparency on Communication, it showed that the perception of the respondents towards the transparency on communication had improved since most of information were distributed and informed to everyone in the company to make him/her know and understand what was going on within the company. The mean showed it increased from 4.10 to 4.60. In addition, everyone in the company was able to communicate freely with people in different departments to clarify something they didn't understand. Moreover, the mean of the post state showed on the item of ' I always do things according to my boss' command', had been decreasing which implied that the two-way communication was having an effect in the company. This was because everyone had a chance to come up with an idea if they believed that those idea and comment was useful to an organization.

However, there were two items of which the means dropped after the ODI implementation took place. These are " I can communicate with my boss freely" and "I can argue with my boss when something goes wrong " as 3.80 to 3.60 and 3.50 to 3.20, respectively. As the researcher mentioned earlier that there was a new installation of the new machine which led employee to have less than the usual time to communicate with their supervisors. But researcher expected that this problem would not last too

long since the management level were trying their best to open doors to all employees to discuss problems with them.

Responsibility

There were differences in the exercise of responsibility and accountability before and after ODI. According to the comparison between PRE-ODI and POST-ODI on the transparency on Responsibility, it showed that the perception of the respondents towards the transparency of responsibility after ODI activity was implemented had improved, especially in terms of the clarity of roles and responsibilities of their task. As the formal job description had come out in written form and was easy to follow, this led a clear cut responsibility to everyone in the company as the mean increased from 3.90 to 4.35 with the strongly agree rate. Moreover, all jobs assigned were done according to the person's skills and capability which caused no pressure in their work, however, some of the characteristics had no change after ODI implementation. However, the overall perception of the respondents has improved as the average mean showed 4.0000 as PRE-ODI, and 4.3000 on POST ODI within a strongly agree rating level.

On the other hand, the transparency on accountability, showed that the perception of the respondents towards the transparency on accountability after the ODI activities had been implemented was improving as the average mean was increasing from 4.0500 to 4.2250 and the rating level was changed from agree level to strongly agree level respectively. As a result, the organization had clear lines of responsibility for steps to report to whenever anyone had a problem, they reported to the manager directly instead of their supervisor since they felt free to talk and discuss things. However, the item of "Each supervisor always discuss their work in detail"

tended to decrease since they preferred to transfer orders or commands which they had received from management rather than discussing the solution themselves. So the result for this item was scored lower.

Recommendations

From the researcher's point of view, the result of the Organizational Development Intervention, which was implemented to improve the effectiveness of the corporate governance on family enterprise, was good. However, all these activities are a continuing process that the company needs to keep in focus. Actions such as job delegation and the practice of empowerment will help to increase the transparency and accountability in the organization. Besides, through the activity such as team building workshop, which the company can arrange semi annually or annually, the collaboration among the teams and emphasis on organizational vision, mission values can be emphasized.

Clarity of Vision and Mission

Term Vision is very new to the company and the researcher believes that all management level should put this into consideration since it will help the company know what they want and they can plan for the mission to achieve or reach their expectation. These vision and mission statements should be put on the company boards in order to be recognized by everyone in the company.

However, the organization vision and mission should be reinforced whenever the company arranges for a field trip for team building activities or any other kinds of seminar or training to keep up the awareness of everyone in the organization. And if there is a change in company vision, management has to make sure that the new vision and mission must be transferred to everyone in the company accordingly.

Decision Making

Even though the perception on the decision Making in the organization of N & T Printing has improved, management must learn to trust in the ability of their people in managing assigned task.

In addition, the company should arrange for a weekly meeting between management and staff in order to clarify the assigned tasks and check whether there is the problem during the work process or not. In this way, it will encourage everyone to come up with ideas in searching for the best solution to the problem which occur and also to plan ahead for an effective work flow. If this action were put into practice, it will benefit to both management and staffs since everyone will know what the other party wants and they can come up with the best solution to and help the organization to grow in terms of both human resources and productivity.

Communication

As mentioned above, a weekly meeting between management and staff will help to promote not only the decision-making among the management and staffs but will help in promoting two-way communication within the organization as well, since everyone is encouraged to share their ideas and participate in some decision making within their boundaries that make them feel comfortable in working within the company.

In addition, the company should have a record of the meeting summary, for marketing and production planning in a written form, either in terms of minutes of meeting or pasting on boards where everyone can refer to them easily.

Responsibility and Accountability

In order to clarify each person's roles and responsibility, the company can come out with the organization chart which shows the clear lines of command and department so that staff can recognize their superiors correctly.

However, the job description must be put in practice strictly to prevent the overlapping of the roles which might occur with the passing of time. And the renewal of job descriptions should be done annually in order to keep individual responsibility on track.

Recommendations for Further Study

1. The Impact of the Organizational Development Intervention on the effectiveness of Transitional Plan on Chinese Family Businesses
2. The Impact of the Change Management Process towards Performance Effectiveness in Family Businesses
3. The Impact of Self-Directed Leadership towards the Growth of the Family Enterprises.

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APPENDIX A



QUESTIONNAIRES

The questionnaires consist of the two parts: First is the demographic profile, second is the Likert-Scale questionnaires included with all area of focus such as clarity of organizational mission, vision, values and beliefs and also the transparency in terms of decision making, communication, responsibility and accountability.

Please understand that there are no right or wrong answers, the researcher is interested in the most thoughtful and valuable responses that truly reflect your feelings. **All the responses will be absolutely kept confidential.**

Part I Demographic Profile

Directions : Please completes the following information about yourself by making the (X) mark in the blank relating to your own profile. It is necessary to gather this data for research analysis.

1. SEX

☐

MALE

☐

FEMALE

2. AGE

☐

BELOW 25

☐

26-30

☐

31-40

☐

41 & ABOVE

3. EDUCATION

☐

SECONDARY SCHOOL

☐

HIGH SCHOOL

☐

COMMERCIAL SCHOOL

☐

BACHERLOR

4. NUMBER OF YEAR IN JOINING THE COMPANY

☐

LESS THAN 1 YEAR

☐

1 – less than3 years

☐

3 – less than 5 years

☐

5 – less than 7 years

☐

7 – less than 10 year

☐

10 years over

5. DEPARTMENT

- ☐ PRINTING
- ☐ PUMPING
- ☐ FASTENING
- ☐ DELIVERY
- ☐ OTHERS



Part II : The perception of the respondents on the clarity of the company vision mission, organizational values and beliefs and also the transparency of the company in terms of decision-making, communication, responsibility and accountability

Instruction: Please mark (X) and match the strength of your agreement according to:

- 5 - Strongly Agree
- 4 - Agree
- 3 - Partially agree
- 2 - Disagree
- 1 - Strongly Disagree

Clarity of Vision	5	4	3	2	1
I understand clearly about the statement of company vision and its importance					
Company vision is well defined to everyone.					
Middle management has applied company vision to department.					
Company vision is linked to the purpose in achieving goals					
Company vision is communicate well to everyone					

Clarity of Mission	5	4	3	2	1
Organization provide clear purpose and direction					
Goal is achievable					
The scope of product and service defined clearly in mission statement					
There is a clear objective provided					
This mission is measurable					

Organizational Values	5	4	3	2	1
Everyone understands the company goals					
Company put high concern for a good corporation in working together					
Hard working is an important factor for the success of the organization					
There is high concern on family relationship rather than business relationship					

Organizational Beliefs	5	4	3	2	1
I believe that I am concerning in the success of the organization					
I believe that I do everything according to my boss command without any objection.					
I believe that company gives me the stability in my working					
I believe that everyone get the equal opportunity in promoting in their work					
I believe that I can achieve the company target which was given annually					

Transparency in Decision-Making	5	4	3	2	1
I have a chance to participate in all kind of important decision-making in organization					
I have an opportunity to express my opinions to help my boss in making any decision					
I can make the decision under the boundary of my working					
My boss allows me to make the decision by myself					
Everyone is encouraged to express their idea in their work					

Transparency on Communication	5	4	3	2	1
An important information will be given to everyone in an organization					
I am fully understand all information that the company has provide for us					
I was encouraged to express my ideas freely					
I can share different opinion in order to get the best solution during my work.					
I can talk with my boss openly					
I always do things according to my boss command					
I can argue with my boss when I think something goes in wrong way					
I can discuss everything freely with my boss					
I always communicate to other group members that I appreciate their abilities and skills					

Transparency in Responsibility	5	4	3	2	1
I have clear responsibility in my task					
Responsibility had been clearly identified					
I am specialized on my job assigned					
My job description had been written clearly					
My assigned tasks are under the scope of my job descriptions					
I always get a dual roles in the company					
I have right to make any decision under the scope of my job description					
I can explain my work that I do to everyone					

Transparency on Accountability	5	4	3	2	1
I know whom should I report to					
Each supervisor always discuss their work with their steps					
Everyone will responsible to the mistake that they had made during their work.					
My boss gives me a full support and advice on my work.					

แบบสอบถาม

ส่วนที่ 1 กรุณาให้ข้อมูลเกี่ยวกับตัวคุณเองโดยทำเครื่องหมาย (X) ในช่องว่างที่สอดคล้องกับคุณมากที่สุด

1. เพศ

☐

ชาย

☐

หญิง

2. อายุ

☐

25 หรือต่ำกว่า

☐

26-30

☐

31-40

☐

41 ปีหรือมากกว่า

3. การศึกษา

☐

มัธยมศึกษาตอนต้น

☐

มัธยมศึกษาตอนปลาย

☐

ปวช. หรือ ปวส.

☐

ปริญญาตรี

4. อายุการทำงานที่บริษัท

☐

น้อยกว่า 1 ปี

☐

1 ปี - น้อยกว่า 3 ปี

☐

3 ปี - น้อยกว่า 5 ปี

☐

5 ปี - น้อยกว่า 7 ปี

☐

7 ปี - น้อยกว่า 10 ปี

☐

10 ปี หรือมากกว่า

5. แผนก

☐

แผนกการพิมพ์

☐

แผนกปั๊ม

☐

แผนกปะ

☐

แผนกส่งสินค้า

☐

อื่น ๆ

ส่วนที่ 2 กรุณาทำเครื่องหมาย (X) ลงในช่องว่างที่ตรงกับความเห็นของคุณมากที่สุด

- 1
- ไม่เห็นด้วยอย่างยิ่ง
- 2
- ไม่เห็นด้วย
- 3
- เห็นด้วยบางส่วน
- 4
- เห็นด้วย
- 5
- เห็นด้วยอย่างยิ่ง

	5 เห็นด้วยอย่างยิ่ง	4 เห็นด้วย	3 เห็นด้วยบางส่วน	2 ไม่เห็นด้วย	1 ไม่เห็นด้วยอย่างยิ่ง
วิสัยทัศน์องค์กร					
1. ฉันเข้าใจถึงบทบาทความแสดงวิสัยทัศน์ขององค์กร และวิสัยทัศน์นั้นเป็นอย่างดี					
2. บริษัทมีกรอบวิสัยทัศน์ของทุกคนอย่างชัดเจน					
3. หัวหน้าแผนกได้นำวิสัยทัศน์องค์กรมาปรับใช้อย่างเหมาะสม					
4. วิสัยทัศน์องค์กรเป็นแนวทางในการวางแผนทางเพื่อบรรลุเป้าหมายบริษัท					
5. บริษัทได้มีการสื่อสารวิสัยทัศน์องค์กรให้กับทุกคนทราบและเข้าใจเป็นอย่างดี	*				
พันธกิจขององค์กร					
6. บริษัทมีจุดประสงค์และทิศทางการดำเนินการที่ชัดเจน					
7. เป้าหมายของบริษัทสามารถทำให้บรรลุได้					
8. พันธกิจของบริษัทให้ขอบข่ายคำจำกัดความของผลิตภัณฑ์และบริการต่าง ๆ ของบริษัทได้อย่างชัดเจน					
9. บริษัทวัดดูประสพผลที่ชัดเจนในการดำเนินการ					
10. พันธกิจของบริษัทนั้นสามารถระบุวัดความสำเร็จได้					
ค่านิยมขององค์กร					
11. พนักงานทุกคนเข้าใจเป้าหมายของบริษัท					
12. บริษัทให้ความสำคัญต่อการทำงานร่วมกัน					
13. ความขยันอดทนในการทำงานถือเป็นปัจจัยสำคัญในการประสบความสำเร็จในการทำงานขององค์กร					
14. บริษัทมุ่งเน้นการทำงานล้นที่พี่น้องมากกว่านอชจ้างและลูกจ้าง					

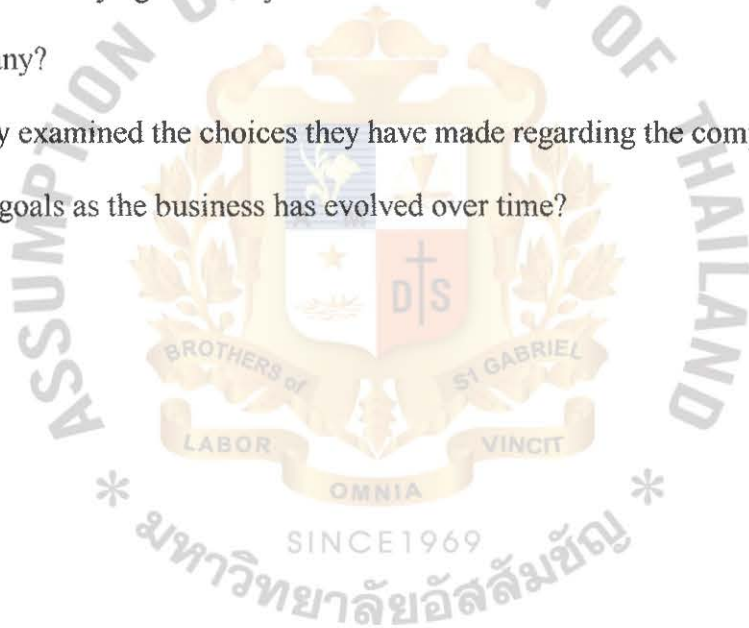
	5 เห็นด้วยอย่างยิ่ง	4 เห็นด้วย	3 เห็นด้วยบางส่วน	2 ไม่เห็นด้วย	1 ไม่เห็นด้วยอย่างยิ่ง
ความเชื่อมั่นในองค์กร					
15. ฉันเชื่อว่าฉันมีส่วนร่วมในความสำเร็จของบริษัท					
16. ฉันเชื่อว่าฉันมักจะปฏิบัติตามคำสั่งเจ้านาย โดยไม่มีข้อโต้แย้ง					
17. ฉันเชื่อว่าบริษัทให้ความมั่นคงในหน้าที่การงานกับฉัน					
18. ฉันเชื่อว่าหัวหน้าให้โอกาสในความก้าวหน้าในอาชีพกับทุก ๆ คนในบริษัทอย่างเท่าเทียมกัน					
19. ฉันเชื่อว่าฉันสามารถทำงานให้บรรลุเป้าหมายที่บริษัทกำหนดให้ในแต่ละปีได้					
ความชัดเจนในการตัดสินใจในองค์กร					
20. ฉันมีส่วนร่วมในการตัดสินใจในปัญหาสำคัญ ๆ ขององค์กร					
21. ฉันสามารถแสดงความคิดเห็นเพื่อใช้ประกอบการพิจารณาตัดสินใจของหัวหน้าได้					
22. ฉันสามารถตัดสินใจในขอบข่ายงานที่รับผิดชอบด้วยตัวเองได้					
23. หัวหน้าให้โอกาสฉันในการตัดสินใจ					
ความชัดเจนในการสื่อสารในองค์กร					
24. พนักงานทุก ๆ คนได้รับการส่งเสริมให้ออกความคิดเห็นในการทำงานเสมอ					
25. บริษัทเปิดเผยข้อมูลต่าง ๆ ที่จำเป็นให้พนักงานในองค์กรรับทราบ					
26. ท่านเข้าใจข้อมูลข่าวสารต่าง ๆ ของบริษัทเป็นอย่างดี					
27. ท่านได้รับการส่งเสริมให้ออกความคิดเห็นต่าง ๆ อย่างสม่ำเสมอ					
28. ท่านสามารถแสดงความคิดเห็นที่แตกต่างจากคนอื่น ๆ ได้เพื่อหาวิธีการแก้ปัญหาที่ดีที่สุด					
29. ท่านสามารถพูดคุยกับนายจ้างได้อย่างเปิดเผย					
30. ท่านมักจะทำตามคำสั่งหัวหน้าเพียงอย่างเดียว					
31. ท่านสามารถโต้แย้งกับหัวหน้าได้ถ้าท่านไม่เห็นด้วย					
32. ท่านสามารถปรึกษาเรื่องงานต่าง ๆ ที่ได้รับมอบหมายกับหัวหน้าได้อย่างสบายใจ					
33. ท่านมักปรึกษาพนักงานคนอื่น ๆ ที่ท่านเคารพในความสามารถ ความมีฝีมือในการทำงานกับงานที่ท่านให้ความสนใจ					
ความชัดเจนในขอบข่ายหน้าที่ที่ความรับผิดชอบ					
34. ท่านเข้าใจขอบข่ายหน้าที่ความรับผิดชอบของท่านเป็นอย่างดี					
35. ขอบข่ายความรับผิดชอบของท่านมีความชัดเจน					
36. ท่านมีความชำนาญในงานที่ท่านได้รับมอบหมาย					

	5 เห็นด้วยอย่างยิ่ง	4 เห็นด้วย	3 เห็นด้วยบางส่วน	2 ไม่เห็นด้วย	1 ไม่เห็นด้วยอย่างยิ่ง
37. ขอบข่ายหน้าที่ความรับผิดชอบของท่านถูกระบุได้อย่างชัดเจน					
38. งานที่ท่านได้รับมอบหมายส่วนใหญ่จะอยู่ภายใต้ขอบข่ายงานในความรับผิดชอบของท่าน					
39. ท่านมีหน้าที่ที่ต้องรับผิดชอบมากกว่า 1 หน้าที่ในองค์กร					
40. ท่านสามารถตัดสินใจเรื่องต่าง ๆ ที่อยู่ภายใต้ขอบข่ายงานในความรับผิดชอบได้ด้วยตัวท่านเอง					
41. ท่านสามารถชี้แจงงานที่ท่านรับผิดชอบต่อผู้อื่นได้					
ความชัดเจนของการรายงานผลงานตรงต่อหัวหน้างาน					
42. ฉันรู้ว่าหัวหน้างานของฉันคือใคร					
43. หัวหน้าแผนกจะปรึกษากับผู้ร่วมงานของแผนกคนเสมอ					
44. เมื่อเกิดข้อผิดพลาด ทุก ๆ คนในแผนกจะรับผิดชอบร่วมกัน					
45. หัวหน้าของฉันให้การสนับสนุนและให้คำแนะนำกับฉันในการปฏิบัติงานเสมอ					



INTERVIEW GUIDE

1. What are the core values of the family and the business?
2. Is individualism encouraged? Is family togetherness more important?
3. How are the decision made?
4. Is communication opened? Is it privacy respected when appropriate?
5. Are sensitive issues openly discussed?
6. How do the family and business deal with different opinion?
7. What is the vision of the family? Mission of the business? Are they compatible? Are they agreed to by the owners and communicated to everyone in the company?
8. Has the family examined the choices they have made regarding the company's mission and goals as the business has evolved over time?



APPENDIX B



Reliability

***** Method 2 (covariance matrix) will be used for this analysis *****

RELIABILITY ANALYSIS - SCALE (ALPHA)

Correlation Matrix

	VISION1	VISION2	VISION3	VISION4	VISION5
VISION1	1.0000				
VISION2	.6446	1.0000			
VISION3	.6715	.7829	1.0000		
VISION4	.5581	.8772	.6598	1.0000	
VISION5	.7987	.7266	.8666	.6685	1.0000

N of Cases = 20.0

Item Means	Mean	Minimum	Maximum	Range	Max/Min	Variance
	3.3300	2.9500	3.9500	1.0000	1.3390	.1458

Item-total Statistics

	Scale Deleted	Scale if Item Deleted	Corrected Total	Corrected Item-Squared Multiple Correlation	Alpha Deleted
	Mean	Variance	Item-Correlation	Squared Alpha	
	if Item Deleted	if Item Deleted	Total	Multiple	if Item Deleted
Deleted	Deleted	Correlation	Correlation	Deleted	
VISION1	13.5000	13.6316	.7587	.6623	.9014
VISION2	13.7000	14.4316	.8317	.8531	.8884
VISION3	13.2500	14.7237	.8548	.8167	.8870
VISION4	12.7000	16.1158	.7547	.7868	.9088
VISION5	13.4500	10.6816	.8771	.8476	.8915

Reliability Coefficients 5 items

Alpha = .9149 Standardized item alpha = .9296

***** Method 2 (covariance matrix) will be used for this analysis *****

RELIABILITY ANALYSIS - SCALE (ALPHA)

Correlation Matrix

	MISSION1	MISSION2	MISSION3	MISSION4	MISSION5
MISSION1	1.0000				
MISSION2	.1501	1.0000			
MISSION3	-.0875	.6239	1.0000		
MISSION4	-.0536	.2697	.5523	1.0000	
MISSION5	.3480	.4381	.5721	.5095	1.0000

N of Cases = 20.0

Item Means	Mean	Minimum	Maximum	Range	Max/Min	Variance
	4.2500	4.1000	4.4000	.3000	1.0732	.0150

Item-total Statistics

Scale	Scale	Corrected			
Mean	Variance	Item-	Squared	Alpha	
if Item	if Item	Total	Multiple	if Item	
Deleted	Deleted	Correlation	Correlation	Deleted	
MISSION1	16.9500	3.8395	.0940	.2982	.7969
MISSION2	17.1000	3.0421	.5499	.4402	.6182
MISSION3	16.9500	2.5763	.5952	.6324	.5884
MISSION4	16.8500	3.1868	.4534	.3892	.6562

MISSIONS 17.1500 2.8711 .7140 .5427 .5573

Reliability Coefficients 5 items

Alpha = .7026 Standardized item alpha = .7133

***** Method 2 (covariance matrix) will be used for this analysis *****

RELIABILITY ANALYSIS - SCALE (ALPHA)

Correlation Matrix

	VI0	VI1	VI2	VI3
VALUE1	1.0000			
VALUE2	.1784	1.0000		
VALUE3	.1471	.4371	1.0000	
VALUE4	-.4222	.3641	.6896	1.0000

N of Cases = 20.0

Item Means	Mean	Minimum	Maximum	Range	Max/Min	Variance
	3.6750	2.7000	4.1000	1.4000	1.5185	.4425

Item-total Statistics

Scale	Scale	Corrected			
Mean	Variance	Item-	Squared	Alpha	
if Item	if Item	Total	Multiple	if Item	
Deleted	Deleted	Correlation	Correlation	Deleted	
VALUE1	10.6000	9.3778	-.0384	.5835	.7429
VALUE2	10.9000	4.9889	.4836	.2671	.5011
VALUE3	10.6000	4.4889	.7184	.7094	.2896

VALUE4 12.0000 5.3333 .4613 .7751 .5188

Reliability Coefficients 4 items

Alpha = .6287 Standardized item alpha = .5476

***** Method 2 (covariance matrix) will be used for this analysis *****

RELIABILITY ANALYSIS - SCALE (ALPHA)

Correlation Matrix					
	V14	V15	V16	V17	
BELIEF1	1.0000				
BELIEF2	.2182	1.0000			
BELIEF3	.3436	.6999	1.0000		
BELIEF4	.3015	.3948	.3626	1.0000	
N of Cases = 20.0					
Item Means	Mean	Minimum	Maximum	Range	Max/Min
	4.2000	3.8000	4.7000	.9000	1.2368
					.1800

Item-total Statistics

Scale	Scale	Corrected			
Mean	Variance	Item-	Squared	Alpha	
if Item	if Item	Total	Multiple	if Item	
Deleted	Deleted	Correlation	Correlation	Deleted	
BELIEF1	12.9000	2.5444	.3682	.1594	.7074

BELIEF2	12.1000	2.7667	.5946	.5158	.6024
BELIEF3	13.0000	2.0000	.5976	.5304	.5500
BELIEF4	12.4000	2.4889	.4432	.2085	.6563

Reliability Coefficients 4 items

Alpha = .6966 Standardized item alpha = .7161

***** Method 2 (covariance matrix) will be used for this analysis *****

RELIABILITY ANALYSIS - SCALE (ALPHA)

Correlation Matrix

	DECISION	V18	V19	V20	V21
DECISION	1.0000				
V18	.4141	1.0000			
V19	.5197	.4855	1.0000		
V20	.5431	.5800	.4284	1.0000	
V21	.3615	.5293	.2889	.5408	1.0000

N of Cases = 20.0

Item Means	Mean	Minimum	Maximum	Range	Max/Min	Variance
	3.3419	2.9915	3.6667	.6752	1.2257	.0573

Item-total Statistics

Scale	Scale	Corrected		
Mean	Variance	Item-	Squared	Alpha
if Item	if Item	Total	Multiple	if Item

Deleted Deleted Correlation Correlation Deleted

DECISION	13.7179	8.2560	.5893	.3991	.7850
V18	13.3761	8.4953	.6508	.4615	.7640
V19	13.0427	9.1620	.5526	.3616	.7928
V20	13.3590	8.3873	.6912	.4967	.7520
V21	13.3419	9.1752	.5444	.3661	.7951

Reliability Coefficients 5 items

Alpha = .8144 Standardized item alpha = .8154

***** Method 2 (covariance matrix) will be used for this analysis *****

RELIABILITY ANALYSIS - SCALE (ALPHA)

Correlation Matrix

	COMMUNIC	V23	V24	V25	V26
COMMUNIC	1.0000				
V23	.3547	1.0000			
V24	.4190	.4989	1.0000		
V25	.2524	.2604	.4689	1.0000	
V26	.0781	.0470	.2728	.0987	1.0000
V27	.0099	.0743	-.1557	-.2604	.1812
V28	-.0625	-.0766	.2233	.4123	.0956
V29	.1011	.0832	.0712	.2534	.5600
V30	.0022	.2484	.3138	.3432	-.0573

	V27	V28	V29	V30
V27	1.0000			
V28	-.3236	1.0000		
V29	.1476	.1928	1.0000	
V30	-.3157	.3330	.0699	1.0000

N of Cases = 20.0

Item Means	Mean	Minimum	Maximum	Range	Max/Min	Variance
	3.6149	2.9828	4.2241	1.2414	1.4162	.1587

Item-total Statistics

	Scale	Scale	Corrected		
	Mean	Variance	Item-	Squared	Alpha
	if Item	if Item	Total	Multiple	if Item
	Deleted	Deleted	Correlation	Correlation	Deleted
COMMUNIC	28.9828	13.1997	.2906	.2638	.5743
V23	28.9828	12.8171	.3923	.3712	.5464
V24	29.2586	11.6369	.5808	.5440	.4898
V25	29.0690	11.8909	.4920	.4036	.5135
V26	28.3448	13.9148	.2944	.4463	.5743
V27	28.7845	16.6749	-.1699	.2500	.6815
V28	29.5517	13.8321	.1987	.3249	.5997
V29	28.3103	13.6594	.3565	.4352	.5610
V30	28.9914	13.5391	.2490	.2891	.5856

RELIABILITY ANALYSIS - SCALE (ALPHA)

Reliability Coefficients 9 items

Alpha = .6032 Standardized item alpha = .6039

***** Method 2 (covariance matrix) will be used for this analysis *****

RELIABILITY ANALYSIS - SCALE (ALPHA)

Correlation Matrix

RESPONSI V32 V33 V34 V35

RESPONSI	1.0000				
V32	.5045	1.0000			
V33	.3549	.3792	1.0000		
V34	.5915	.7919	.4159	1.0000	
V35	.2417	.3826	.1890	.3861	1.0000
V36	.0893	.0666	-.3115	-.0799	-.1077
V37	.4249	.4635	.0281	.3824	.2613
V38	.3445	.4257	.1855	.3831	.2829

V36 V37 V38

V36	1.0000		
V37	.2669	1.0000	
V38	.2626	.6305	1.0000

N of Cases = 20.0

Item Means	Mean	Minimum	Maximum	Range	Max/Min	Variance
	3.8373	3.3621	4.2414	.8793	1.2615	.1200

Item-total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Alpha if Item Deleted
RESPONSI	26.5431	13.7460	.5827	.4382	.7063
V32	26.6983	12.8908	.7033	.6813	.6827
V33	26.4569	15.2068	.2386	.3520	.7599
V34	26.8448	12.8105	.6421	.7046	.6895
V35	26.6034	14.5892	.3513	.2050	.7418
V36	27.3362	15.7555	.0570	.2860	.8072
V37	27.3103	12.9637	.5967	.5110	.6975
V38	27.0948	11.7040	.5995	.4727	.6923

RELIABILITY ANALYSIS - SCALE (ALPHA)

Reliability Coefficients 8 items

Alpha = .7514 Standardized item alpha = .7692

***** Method 2 (covariance matrix) will be used for this analysis *****

RELIABILITY ANALYSIS - SCALE (ALPHA)

Correlation Matrix

	ACCT1	V43	V44	V45
ACCT1	1.0000			
V43	.8531	1.0000		
V44	.2569	.3953	1.0000	
V45	.4450	.4564	.5774	1.0000

N of Cases = 20.0

Item Means	Mean	Minimum	Maximum	Range	Max/Min	Variance
	2.9800	2.3000	4.0000	1.7000	1.7391	.4720

tem-total Statistics

	Scale	Scale	Corrected		
	Mean	Variance	Item-	Squared	Alpha
	if Item	if Item	Total	Multiple	if Item
	Deleted	Deleted	Correlation	Correlation	Deleted

ACCT1	12.6000	8.0444	.7470	.9115	.8177
V25	11.7000	8.0111	.7830	.7624	.8063
V26	11.9000	10.3222	.5083	.7313	.8726
V27	10.9000	9.4333	.5756	.4635	.8606

Reliability Coefficients 5 items

Alpha = .8625 Standardized item alpha = .8709

