



"The Study of Communication, Teamwork and Cross-Functional Collaboration
and Proposed Organization Development Intervention:
A Case Study of Back Office at AT Company Limited"

By
Aniwachr Kimsuwannawong

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

Master of Management in Organization Development and Management

Graduate School of Business
Assumption University
Bangkok, Thailand

November 2008

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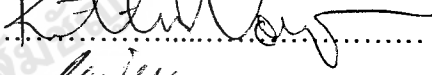
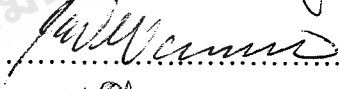

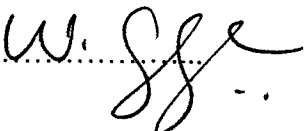
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ABSTRACT

The main purpose of the thesis was to conduct a diagnosis current situation on Communication, Teamwork and Cross-Functional Collaboration of the AT Company Limited.

The objectives of the Study were: (1) To describe and analyze the current situation, functioning and performance of the company as “human social system” or “corporate living person”. (2) To describe and analyze the current situation, and conduct diagnosis of the company focusing on communication, teamwork and cross-functional collaboration. (3) To recommend an ODI program for communication, teamwork and cross-functional collaboration.

There were quantitative and qualitative data, which the researcher collected for data analysis. The researcher distributed questionnaires to all of the respondents who worked in the back office which were Finance and Accounting Department, Human Resource Department, and Purchasing Department. The survey questionnaires were sent to the 27 target respondents from both the management level and the non-management level. For qualitative data, the researcher analyzed from observations and interview answers.

The main results of the demographic profile of the respondents, it could be summarized that the non-management mainly was female, young, and single, with the education of bachelor's degree, to be staff and the working period with the company was less than one year. Therefore they were not familiar with each other, and their job knowledge was not good enough. These were the causes that the results of the data

analysis of the perception on communication, teamwork, and cross-functional collaboration were not good. This study covered only the diagnosis phase and proposed organization development intervention to the top management. However the researcher would recommend the findings of the research and provide suggestions for further study for the front office with the same perception on communication, teamwork, and cross-functional collaboration. In addition, it would study other areas; such as leadership style, job satisfaction, job motivation, and organization commitment.



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CHAPTER ONE

INTRODUCTION

This chapter presents the generalities of the study, the global context, regional context, and Thailand's context, of the business related to document processing technology by using machines. This business is document management of used second hand machines. The background of AT Company Limited, which was selected organization for this case study, is not the real name of the company. The company was presented along with the current situation to reflect and help in understanding the background of this research. The research objectives, statements of the problem, research questions were presented. Not only the significance of the study, but also the scope and limitations of the study were discussed. In the last parts, the definition of terms that were used throughout the paper was done to ensure a common understanding of concepts and processes of the study.

1.1 Generalities of the Study

Nowadays, document processing technology has become necessary in business. Advanced document processing technology continues to revolutionize the world and change the ways in which we communicate and do business. The ability to communicate effectively would be a key for success as organizations face such growing pressures as global competition. High-speed digital devices, corporate networks, the internet, electronic storage and delivery systems were transforming the way of creating, managing and distributing documents information.

Organizations found that effective management of document information was cost reduction. The workflow and the devices enabled them huge savings potential.

While better document management could improve business processes, industry analysts estimated that 98% of companies did not have an effective document management system. A document management system could improve productivity and reduce costs within an organization by streamlining and optimizing. However, “bigger, better and faster” solutions were limited in their ability to help an organization unless they were applied directly and correctly to mission-critical business processes. Greater efficiency could be achieved by examining and improving document workflow. (www.ikon.com, April 2008)

A document management could offer a complete line of document processing technology including copying systems, facsimile machines, printers, Multi-Function Peripheral (MFP) and all related technical service support and supplies. The document management business of used machines was the business that provided service of used products. This business was an independent distributor rather than a manufacturer. It was positioned to deliver best- in-class technologies from leaders such as Canon, Ricoh, HP, Toshiba, and Konica Minolta, and best-practice services to fit organizations’ specific needs and offered services by professional technical when customers had got problems. Customers used these services without purchasing the machines as their asset. This business was a driving force for successful business because the fundamental purpose was to enable companies to copy, manage and distribute documents, both internally and externally efficiently and cost effectively.

AT Company Limited, which was the selected organization for this case study, had a front office and a back office. The front office for this business was the marketing department, Research & Development department, Engineer department, Operation department, and Production department. The back office was Finance and

Accounting department, Purchasing department, and Human Resource department. It was therefore, essential for the organization to identify the back office that could be developed and improved in order to prepare for future growth.

1.1.1 Global Context

The office landscape had fundamentally changed with the advent of digital technology, with the truly networked office now a reality. The world's largest independent channel for document management systems and services enabled customers worldwide to improve document workflow and increased efficiency. This business integrated copiers, printers and multi-functional products technologies from leading manufacturers, such as Canon, Ricoh, Konica Minolta, and HP, and document management software and systems from companies like Captaris, Kofax, EFI, eCopy and others to deliver tailored, high-value solutions implemented and supported by its global services organization. The best – practice services fit an organization's specific needs and challenges. The team of systems professionals could provide a complete assessment of a current workflow and design customizes solution to help an organization maximize resources, minimize costs and save time and effort. The company combined the right hardware with the right software and services to implement a range of document solutions to increase efficiency – from digital networked copiers, printers, faxes and scanners to workflow management tools and enablers. Moreover the company supported solutions with complete installation, implementation, training and system integration.

In this business the world's largest company was IKON. The strength on the sales and distribution front was matched with one of the broadest portfolios of services in the industry including equipment services supported by technical service

and supplier professionals, on-site outsourcing services, lease financing and systems support ranging from basic connectivity to advanced application design. With fiscal year 2007's revenues of \$4.2 billion, approximately 25,000 employees in over 400 locations throughout North America and Western Europe. (www.ikon.com, April 2008)

This line of business integrated and applied industry-leading expertise and innovative technology to help companies met today's complex document workflow demanded and prepared them for tomorrow's challenges. It provided customized, scalable solutions that streamlined every phase of the document lifecycle – from input to output, as well as distribution, storage and retrieval. It enabled companies in every market space to:

- Maximize productivity and minimize expenses
- Recognize and reduce document – related cost
- Gain and maintain a competitive advantage
- Share and access information around the world
- Improve communication with clients and suppliers
- Automate time – consuming manual tasks

(www.ikon.com, April 2008)

There were so many companies which provided solutions to document management and business communication challenges; such as IKON, Marathon Services Inc., Documentation, Best Image Systems, Inc., Business Machines, and Lyra Research, Inc. (www.ikon.com, April 2008), (www.marathon.com, April 2008), (www.mation.com, April 2008), (www.bestimagesystems.com, April 2008)

1.1.2 Regional Context

Documents were a high-impact area and, ironically, few companies had a document strategy in place to address these hidden costs. The first step in this process was to analyze companies' current spending and processes to gain an accurate baseline and to identify existing costs. It was then critical to map those processes to corporate goals and strategies to develop an overall document strategy. In Asia there were many companies doing this business, such as Singapore, Thailand and Vietnam. However the main site in this region was in Singapore. Some companies were the regional offices of the companies in Europe and USA. Annual sales range was also about US\$15 Million. The products of this business were used products not the new products. The used products came from its original brand name companies; such as Canon, Ricoh, HP, Toshiba, and Konica Minolta. Mainly the companies in this region sold spare parts and accessory products. (www.scgroup.com, April 2008)

There was a company, namely SC Group PTE Ltd., which had evolved into being the leader in the re-manufacturing of photocopiers with a fully high-tech factory in the heart of Asia. This company was also one of the leading exporters offering good quality used copiers. Then the company had large stock, wide selections of copier line-ups. The products and services were Used Copiers, Photocopiers, Refurbished copiers, Copy machines, Facsimiles, Copier Spare Parts, Consumables, all major brands and most models, analog and digital. The machines were in great condition and tested before shipped. It could supply in loose cargo or in container loads, equipped with well-experienced packing and loading know-how, space & facilities to load for 20ft or 40ft containers. The main markets were North America,

South America, Western Europe, Eastern Europe, Eastern Asia, South East Asia, Mid East, Africa, Oceania. (www.scgroup.com, April 2008)

Archer Marketing & Development (S) PTE Ltd. distributed various brands of photocopiers and accessories to China, Middle East and South East Asia. The company traded in used / refurbished photocopiers and accessories products from countries such as the United States of America, various parts of Europe, Africa and Asia. (www.archer.com, April 2008)

In Vietnam it was Thongdaco Ltd. This was the trading company started in 1990. The business type was a distributor and wholesaler including service of used copiers and used printers. (www.alibama.com, October 2008)

1.1.3 Thailand Context

The digital age had given businesses the ability to capture documents electronically. The electronic document management solution provided immediate access to business records and created a workflow process to make any business more efficient. With the onslaught of technology, Thailand had also identified the need to keep up with the combination of a copier, a laser printer, a fax and scanner, and networking system. It was not only made life much easier with reliable products, but also helped companies cost management by reducing unnecessary maintenance expenses, avoiding complicating office supplies planning and procurement. The document efficiency at work, for every phase of the document lifecycle – from input to archive- the largest re-manufacturing and re-conditioning company that offered products and services to enhance efficiency.

In Thailand the document management business that provided used machines mostly was not a big company. Big companies mainly were new machines from the

brand name, such as Canon that had got market share 25%, and Fuji Xerox for the brand name Xerox. That made customers' cost expensive. There was not a big company for the used machines if compared with the brand name. For examples: FMA that had got market share 11% last year, JMS Automation (1990) Limited Partnership, IQ South East OA Udonthanee, Deacha Phanich at Khonkaen Province and Ditto Thailand Co., Ltd.. The document management business that provided used machines and mainly was the AT Company Limited (not the real name). They possessed the largest inventory of digital multi-function copiers which integrated the function of a high quality laser printer, a copier, and a fax and scanner, both in black & white and in color to respond to the many demands of the specific requirements. Normally they supplied their products; Used Copiers, Photocopiers, Refurbished copiers, Copy machines, Facsimiles, from USA and Europe. However they supplied Copier Spare Parts, Consumables products like Copier Toner, Fax Films, and Inkjet Cartridges, and Accessories products from Singapore. (Ban Muang Newspaper, October 10, 2008), (www.manager.co.th/Cyberbiz/ViewNews.aspx?NewsID=9510000097831, October 2008), (www.matichon.co.th/prachachat/prachachat_detail.php?s_tag=02com09280151&day=2008-01-28§ionid=0209, October 2008), (www.jmsautomation.com, October 2008), (www.maxudon.com, October 2008), (www.manager.co.th/Local/ViewNews.aspx?NewsID=9500000122973, October 2008), (www.dittothailand.com, October 2008)

1.2 Company Background

The history of AT Company Limited, which was not the real name of the company, was the expert in document intelligence systems and document solutions. The company's professional consultant team collected and thoroughly analyzed customer's requirements and documentation issues. Then the company proposed plans for the most suitable office equipments and networking systems, suggesting appropriate locations and the use of existing resources to maximize efficiency and minimize costs for customer organization. The company owned the largest re-manufacturing and re-conditioning facility in Thailand. Adhering to international manufacturing standards, the company emphasized quality at each process. Every single part of the machine was scrutinized and checked by an experienced engineering team before it proceeded through the manufacturing process. The company's QC and QA finally checked all machines before they were delivered to customers. This company provided document Solution that could save time, save manpower, save maintenance cost, no investment and increase work efficiency for customers.

Over the years AT Company Limited had established itself as one of the leading Used Copier Machine companies in Thailand with an outstanding reputation for quality and service. In 2002 the company turnover was about Baht 50 million. The turnover increased to Baht 200 million in 2007. The growth of this company in 5 years was very fast. (www.AT.com, April 2008)

1.2.1 Company Profile

According to AT Company Limited profile, there were the company vision, the company mission, the company objective/goals, the company strategy, and the company action plan, as the following:

The company's vision was defined as follows;

“To move from a single alone machine to a quality complete line of document processing technology and network that enhance customer's daily life convenience in office document solution.”

The company mission was defined as follows;

“Provide cost effective office document solutions & services and well trained staff at the lowest possible cost with quality assurance.”

The company objective/goals were defined as follows;

1. To become a healthy company; grow ahead of the industry (At least at the average annual increase of 25%), with reasonable return on investment.
2. To be number one in the used copier marketing in Thailand and gradually expand the market in south East Asia thereafter.
3. Well motivated employees with transparency.

The company strategy was defined as follows;

1. Systematic approaches to market with clear market segmentations
2. To develop and participate in tender businesses
3. To develop new technological products and services
4. To develop supply chain management system with reliable suppliers
5. Deal with suppliers and customers as if they are business partners
6. To expand business into Franchise and/or Service Center.
7. Well trained technicians with skills and know-how
8. To motivate employee for higher productivity with satisfactory fringe benefits

9. To build up good team spirit with good attitude toward the company and among employee
10. To become the exclusive sole agent for some reliable copier brands and related products
11. Effective use of “AT.com” website to promote the company’s products/image
12. To develop 3Rs concept, namely Reduce, Reuse and Recycle

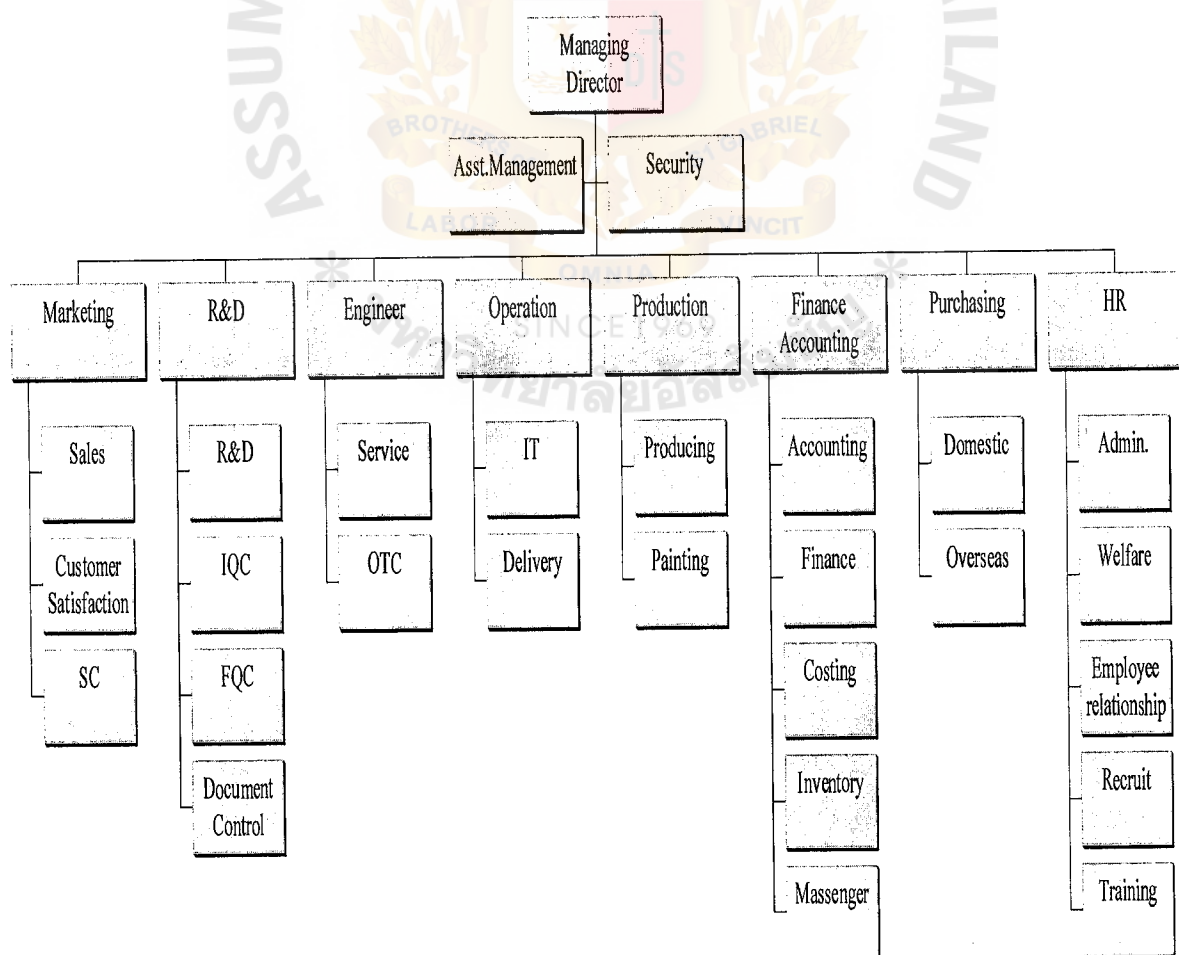
The company action plan was defined as follows;

1. Market identification and segmentation, government Vs private sectors free Vs tender business.
2. To develop a competitive edge through services professionally (excellence).
3. Encourage departmental heads to draw up their real business plans.
4. Launch “Smart Counter” and “Smart Card” upon receipt of its registration.
- 5 Enhance performance of “Service center” through training and seminar.
6. Set up a few more model of “Franchise copying centers”.
7. Arrange training courses according to identified needs.
8. Continue improving technical supports and services to customers.
9. Value employee’s wellness at the end of the year.
10. Find out a few more reliable suppliers apart from IKON.

1.2.2 Organization Chart

According to the organization chart of AT Company Limited, there were eight main departments in the office as the figure 1.1 below. AT Company Limited, which was the selected organization for this case study, had a front office and a back office. The front office for this business had five departments that were; Marketing department, Research & Development department, Engineer department, Operation department, and Production department. The back office had three departments which were; Finance and Accounting department, Purchasing department, and Human Resource department.

Figure 1.1 Organization Chart of AT Company Limited



The front office for this business was as the following:

Marketing Department: consists of Sales section, Customer satisfaction section and Service center section.

Research & Development Department: consists of Research & Development section, Incoming quality control section, Final quality control section and Document control section.

Engineer Department: consists of Engineer service section and Office Technical center section.

Operation Department: consists of Information Technology section and Delivery section.

Production Department: consists of Producing section and Painting section.

The back office was the department below:

Finance and Accounting Department: consists of Accounting section, Finance section, Costing section, Inventory section and Messenger section.

Purchasing Department: consists of Domestic purchasing section and oversea purchasing section.

Human Resource Department: consists of Administration section, Welfare section, Employee relationship section, Recruit section and Training section.

1.3 Current Situation

The AT Company Limited started its business seven years ago. The management style focused on the company growth. In 2002 the company turnover was about Baht 50 Million. The turnover increased to Baht 200 Million in 2007. The

company had a tremendous growth in 5 years. Johannsen (2004) stated that in the growth phase, one expected to see the revenues climb, new services and products developed more employees hired and so on. The growth was sometimes divided into an early growth phase (fast growth) and maturity phase (slow growth or no growth), however, maturity often lead to decline. If the management did not have a good control or manage the company, it had high potential to go to the decline stage.

1.3.1 SWOT Analysis

Table 1.1 SWOT Analysis of AT Company Limited

Strengths	Weaknesses
<ul style="list-style-type: none"> • Efficient cost, high quality • Good support from reliable suppliers • Complete range of spare parts • Good technical support team (with know-how) • Backed up by own R&D who is capable of repairing main boards • To be the 2nd Reconditioning Plant out of 2 plants granted license by the government • Existing big customers based e.g. Thai International Airways, Thai Army and etc. 	<ul style="list-style-type: none"> • Ineffective Communications • Lack of Teamwork • Inefficient coordination of Cross-Functional Collaboration • Confuse of System and various reports • Narrow distribution of Job Groups
Opportunities	Threats
<ul style="list-style-type: none"> • Enter into stock exchange market • Act on various items as listed under the heading “Key Challenges” 	<ul style="list-style-type: none"> • Competition on supply prices from China or India • Could not catch up well with technological changes • Copier technology change to E-book • Ban of imported used copiers

1.3.1.1 Strength (S)

With advance integrated functions to combine a copier, a laser printer, a fax and scanner, and networking system the AT Company Limited could serve customers with efficient cost, but high quality. An image in the business in terms of the largest re-manufacturing and re-conditioning facility in Thailand made the company have a good support from reliable suppliers. Moreover the company had got the complete range of spare parts. When service assistance was required, there were more than 70 experienced technicians (with know-how), ready to give an advice and solve all problems which happened. However, Research & Development Department who was capable of repairing main boards backed the company. The company was the 2nd Reconditioning Plant out of two plants granted license by the government. As a professional and expert company in document intelligence systems and document solutions trusted by the top multimillion- dollars organizations nationwide, the AT Company Limited had an existing customers base e.g. Thai International Airways, Thai Army, The bank of Ayudhya, The Chulalongkorn University and etc.

(<http://www.AT.com/>),

1.3.1.2 Weakness (W)

The turnover of AT Company Limited increased from Baht 50 million in 2002 to Baht 200 million in 2007. The turnover was extremely growth in these five years. As pointed out by the top management, the operation from the back office has got some problems. The employees from the back office, which was Finance and Accounting department, Purchasing department, and Human Resource department, could not submit reports in time. Even the company has already increased manpower. The coordination of the back office was rarely smooth. The employees from the back

office had ineffective communications, lack of teamwork, and inefficient coordination of cross-functional collaboration. They confused of system and various reports. Sometimes it was the narrow distribution of job groups.

1.3.1.3 Opportunities (O)

The AT Company Limited owned the largest re-manufacturing and re-conditioning facility in Thailand. Adhering to international manufacturing standard, the company had a good image in the business and had many well-known customers. Then the company aimed to enter into the stock exchange market. The company acted on various items as listed under the heading “Key Challenges”.

1.3.1.4 Threat (T)

The company has exported the used machines and accessories to other countries in Asia but has got the competition on supply prices from China or India. In addition, regarding a rapid technology in document processing, the AT Company Limited could not catch up well with technological changes. Moreover copier technology would change to E- book (paperless). However the company faced with the ban of imported used copiers. At present everyone was vigilant of electronic garbage. Then Thai government issued the rule to control used electronic machines with the punishment to imprison two years and / or fine Bht.200, 000 (http://www.tei.or.th/mec/th/news/news/electronic_gar.html).

1.4 Objectives of the Study

From the above situation the researcher would like to focus more on weaknesses concerning communication, teamwork and cross-functional collaboration.

The objectives of the study are the following;

- 1.4.1 To describe and analyze the current situation, functioning and performance of the company as “human social system” or “corporate living person.”
- 1.4.2 To describe and analyze the current situation and conduct a diagnosis of the company focusing on communication, teamwork and cross-functional collaboration.
- 1.4.3 To recommend an ODI program on communication, teamwork and cross-functional collaboration.

1.5 Statement of Problem

According to the rapid growth of the company turnover, the researcher found that the employees in the back office were very important to support this rapid growth. The researcher found there were several weaknesses, which might cause the slow growth.

The main purpose of the study was to diagnose Communication, Teamwork and Cross-Functional Collaboration in AT Company Limited

1. Ineffective communication among each department.
2. Lack of teamwork within each department.
3. Inefficient coordination among departments (cross-functional collaboration).

1.6 Research Questions

1. What is the current situation of communication in AT Company Limited?
2. What is the current situation of teamwork in AT Company Limited?

3. What is the current situation of cross functional collaboration in AT Company Limited?
4. What are the appropriate organization development interventions for communication, teamwork and cross-functional collaboration in AT Company Limited?

1.7 Significance of the Study

The study on organizational communication, teamwork and cross-functional collaboration, the researcher expected to benefit the organization itself, the top management, the middle management, the employees in the back office, and the researcher.

Benefits to organization itself, this research would help the organization, AT Company Limited, to improve communication, teamwork and cross-functional collaboration of the employees in the back office.

Benefits for the top and middle managements, this research would help the top and middle managements understand and know current situation of communication, teamwork, and cross-functional collaboration of the employees in the back office and used this research as a guideline to improve it.

Benefits for the employees or staff in the back office, this research shows findings of communication, teamwork, and cross-functional collaboration of the employees or staff in the back office.

Benefits for the researcher; this research also helped the researcher's knowledge in learning about communication, teamwork, and cross-functional collaboration in the workplace.

1.8 Scope and Limitation of the Study

1.8.1 Scope

Given the rapid growth of the company's turnover, the researcher found that the employees in the back office were very important to support this rapid growth. There were several weaknesses that might slow the growth. These weaknesses were ineffective communication, lack of teamwork, and inefficient coordination of cross-functional collaboration.

Communication: The employees in the back office had to communicate well in order to support employees in the front office for rapid growth of this business with high quality.

Teamwork: Good teamwork is necessary for the employees in the back office in order to support the employees in the front office for rapid growth of the business with high quality.

Cross-Functional Collaboration: The employees in the back office had to be well coordinated and collaborate among cross-functions in order to support the employees in the front office for rapid growth of the business with high quality.

1.8.2 Limitation of the Study

Due to the fact that this research studied the office document solutions business for used machines, this business was concealed in the company profiles. Especially in Thailand there were not so many companies doing this business. Mostly the company was not a big company. Therefore the top management asked the researcher for the dummy name as AT Company Limited. This was the reason that the researcher could not use the real name of the company.

1.9 Definition of Terms

For the purpose of this study the key terms below were defined as follows:

1.9.1 Communication: To inform, persuade, and explain, to make people achieve mutual understanding. In this study communication represented the flow of command, which also reflected the effectiveness of operational effectiveness.

(Morrison, & Liu, 1992).

1.9.2 Cross-Functional Collaboration: It was a group of people more than three person that worked in different functions and /or different departments with the experience to work together by crossing boundaries to achieve organizational goals.

1.9.3 Teamwork: A team is two or more people to coordinate their activities to achieve a common goal. The organizational structures and process to meet goals needed to support by operation of teams. (James, 1997). Teamwork was a group of individuals with complementary skills who depended upon one another to accomplish a common purpose or set of performance goals for which they held themselves mutually accountable.

1.9.4 The Back Office: The departments dealt with the customers indirectly. They were three departments in this study that were Finance, and Accounting department, Purchasing department, and Human Resource department. It was a part of most corporations where tasks dedicated to run the company by administrative functions that supported the trading. For example: Accounting supported by keeping a record of a company's sales and purchase transactions and updated reports, Purchasing supported for supply products for trade, and Human resources supported by recruiting and training good employees.

1.9.5 The front office: The departments dealt with the customers directly.

There were five departments in this study which are Marketing department, Research & Development department, Engineer department, Operation department, and Production department



CHAPTER TWO

Review of Literature and Conceptual Framework

This chapter presents the review of related literature on the topics on organization as a system, organizational development, change management, communication, teamwork and cross-functional collaboration as research findings from books and internet.

2.1 Organization as System

Donald R. Brown and Don Harvey (2006) defined organization as a system because a system was a set of interrelated parts unified and designing for achieve some purpose or goal. They referred that organization composed of two or more interdependent parts, components or subsystems and delineated for identified boundaries form environment. Systems had some several basic qualities such as designed to accomplish an objective, the flow of information or process and overall objectives of organization were more important than objective of elements of a system.

French and Bell (1999) explained organization development as a systematic process and practices behavioral science knowledge for increasing organization effectiveness and individual effectiveness.

Smither, Houston and McIntire (1996) mentioned that the organizations as systems were composed of two or more interdependent parts which existed within a larger environmental system or supra system. Systems could be classified from closed system to open system. In nature, closed system did not occur because it could not take in materials (input) or produce products (outputs).

2.2 Organization as an Open System

There were two basic types of systems. There were closed system and open system. A closed system was isolated from environment but real systems interacted with environment therefore a closed system only mentioned in theory.

Donald R. Brown and Don Harvey (2006) mentioned the three basic elements made up such a system. As figure 2.1 explained flow of open system were starting point from inputs the resources that applied to the processing function and activities which performed to produce goods and services then went to outputs the products and services of organization. In a business firm inputs were materials, people and energy then process or transformed elements to the environment as products. The open system was in continual interaction with its environment and continually received information in terms of feedback from its environment.

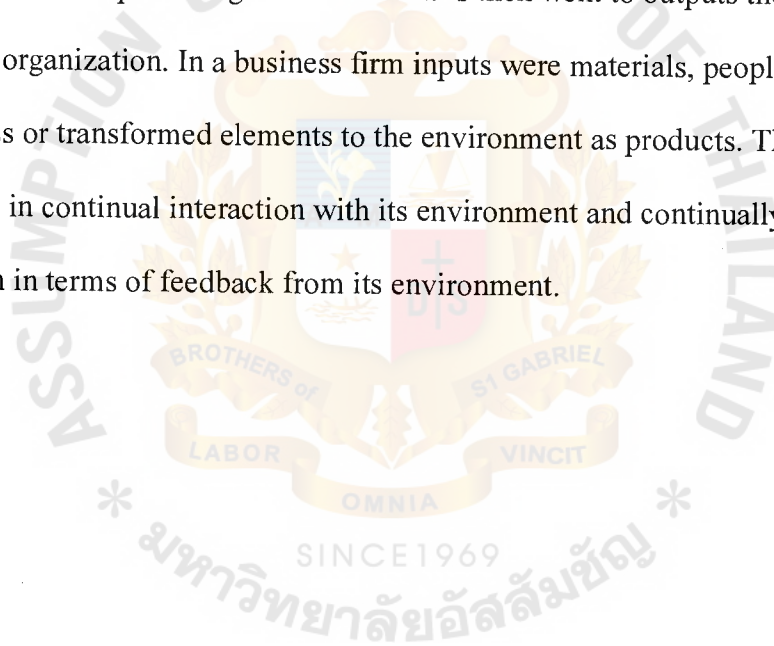
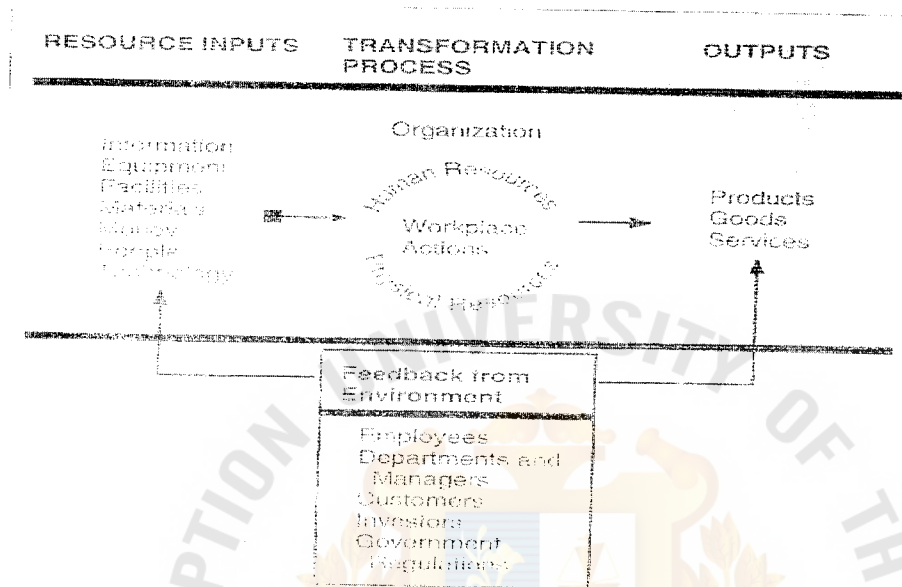


Figure 2.1: The Organization as an Open System

(Source: Donald R. Brown and Don Harvey, 2006, pp. 40)



Smither, Houston and McIntire (1996) defined open system as a set of interrelated and interconnecting elements that received inputs from the environment and then transformed and discharged output to the external environment.

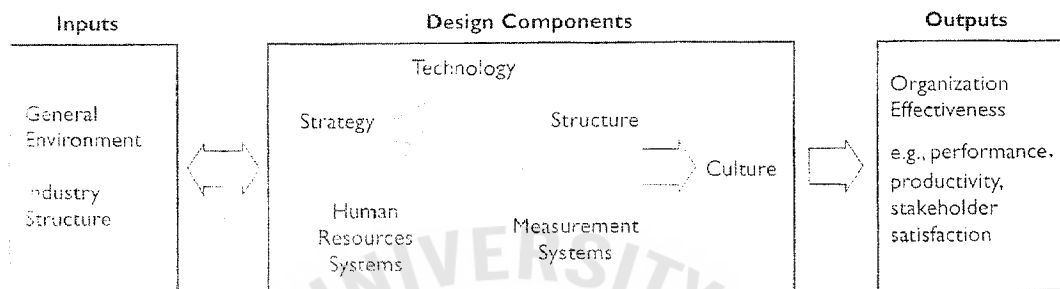
Grace S. Thomson (2007) defined an open system as one where the Organization had contact with the environment, its flows, interactions, and information.

Cummings and Worley (2005) had described open systems view could be diagnosed at three level from organization level, group level and individual level. And the key to diagnosis should know what to look for each level. From each level consisted of different design components based on variables of each level as the figure 2.2

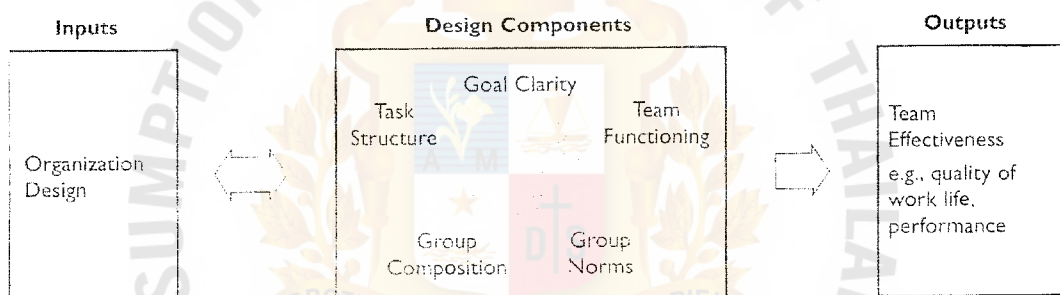
Figure 2.2: Comprehensive Model for Diagnosing Organization Systems

(Source: Cummings and Worley, 2005, pp. 89)

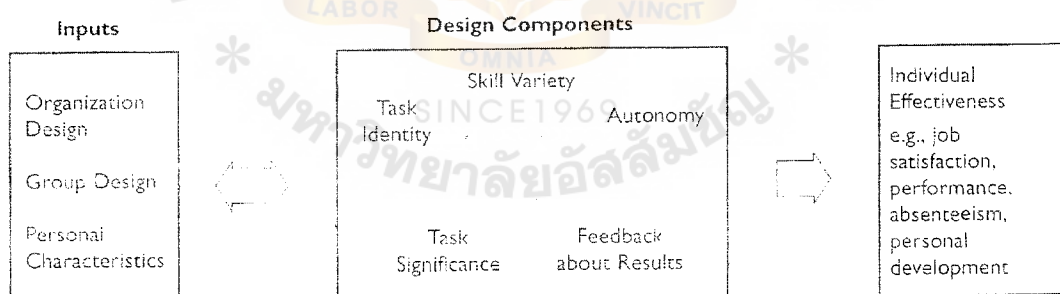
A. ORGANIZATION LEVEL



B. GROUP LEVEL



C. INDIVIDUAL LEVEL



2.3 Organization Development

Cummings and Worley (2005) described “Organization Development (OD) was a system-wide application of behavioral science knowledge to the planned development and reinforcement of organizational strategies, structures, and processes

for improving an organization's effectiveness.” He mentioned organization development was a process which applied behavioral science knowledge and practiced to change and moreover, to achieve effectiveness by knowing to plan development and processes for improvement organization.

Smither, Houston and McIntire (1996) summarized organization development had three key elements. Firstly organization development was directed towards improving organization performance. Second element was organization's members and third important element was social sciences. For successful organization development most OD practitioners brought about changes in worker behavior by had summarized employees who had experienced an effective intervention by OD specialists as below:

- Communicate more openly
- Collaborate more effectively
- Take more responsibility
- Solve problems more effectively
- Interact with each other more effectively
- Be more open to experimentation and new ways of doing things.

According to Nelson and Quick (2006) explained organization development was a systemic approach to organization improvement by applied behavioral science

Organization Development was a body of knowledge and practice that enhanced organizational performance and individual development, viewing the organization as a complex system of systems that existed within a larger system, each of which had its own attributes and degrees of alignment. OD interventions in these systems were inclusive methodologies and approached to strategic planning,

organization design, leadership development, change management, performance management, coaching, diversity, and work/life balance.

Matt Minahan, MM & Associates, Silver Spring, Maryland

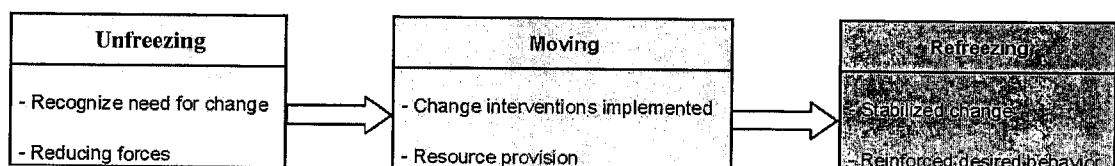
(www.odnetwork.org/aboutod/index.php, May 2008)

Richard Beckhard (1969) defined organizational development as: "an effort, planned, organization-wide, managed from the top, to increase organization effectiveness and health through planned interventions in the organization's 'processes', using behavioral-science knowledge"

2.4 Change Management

Kurt Lewin (1947) explained his model of change in three-steps. The process began with unfreezing which involved encouraging recognition of the need for change and discarding old behavior. The second step was the moving step which meant change process in new attitudes, values and behaviors. The final step was refreezing which changed stability, in this step new attitude, values and behavior was established as the new status as figure 2.3

Figure 2.3: Kurt Lewin's Change Model



(Source from Lewin, Kurt. (1947). "Frontiers in group dynamic," *Human Relation 1*)

2.5 Communication

The basic concepts of communication was human communication by considering the nature and area of communication.

Joseph A. Devito (1994) explained the areas of human communication by starting from intrapersonal communication which communicated with oneself, interpersonal which communicated between two persons, small group which communicated within a small group of persons, organizational which communicated within a formal organization through public and mass communication as figure 2.4. The principles of communication for human communication was the act, by one or more persons, of sending and receiving messages that were distorted by noise, which occurred within a context, and provided some opportunity for feedback. Universal communication consisted of the elements present in every communication act, source-receiver, message, channel, noise, sending or encoding processes, receiving or decoding process, feedback, fed forward and effect as below figure 2.5.

figure 2.4: Human Communication

(Source: Joseph A. Devito, 1994, pp. 6)


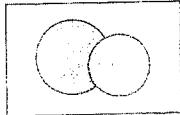
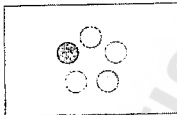

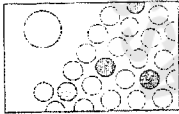
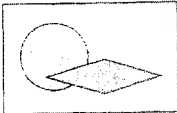

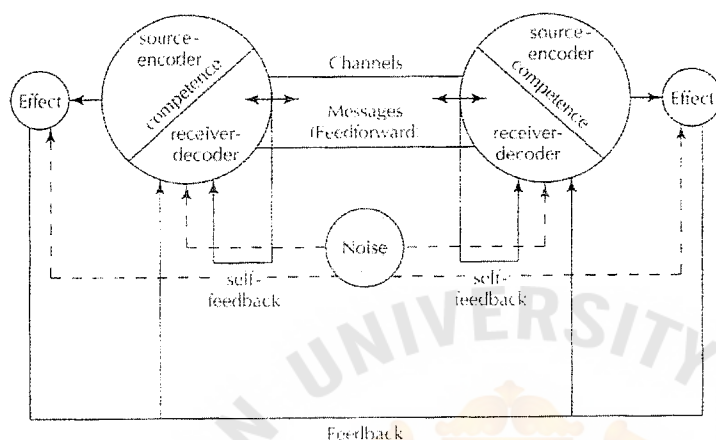
	Areas of Human Communication	Some Common Purposes
	Intrapersonal: communication with oneself	To think, reason, analyze, reflect
	Interpersonal: communication between two persons	To discover, relate, influence, play, help
	Small group: communication within a small group of persons	To share information, generate ideas, solve problems, help
	Organizational: communication within a formal organization	To increase productivity, raise morale, inform, persuade
	Public: communication of speaker to audience	To inform, persuade, entertain
	Intercultural: communication between persons of different cultures	To learn, relate, influence, play, help
	Mass: communication addressed to an extremely large audience, mediated by audio and/or visual means	To entertain, persuade (reinforce, change, activate, ethicize), inform, confer status, narcotize, create ties of union

figure 2.5: *The universals of human communication*

(Source: Joseph A. Devito, 1994, pp. 9)



Janine Waclawski, Allan H. Church, Editors (2002) mentioned that all kinds of communications were fundamental to building teams, and ranged from the formal exchange of information regarding to the actual team-building activities that were directed toward establishing productive working relationships. The methods of communications were face-to-face, E-mail, teleconferencing, and video teleconferencing. Some methods or some technological tools could develop teams without nonverbal communications such as E-mail.

Communication was defined as a process by which we assigned and conveyed meaning in an attempt to create shared understanding. This process required a vast repertoire of skills in intrapersonal and interpersonal processing, listening, observing, speaking, questioning, analyzing, and evaluating. Use of these processes was developmental and transferred to all areas of life: home, school, community, work, and beyond. It was through communication that collaboration and cooperation

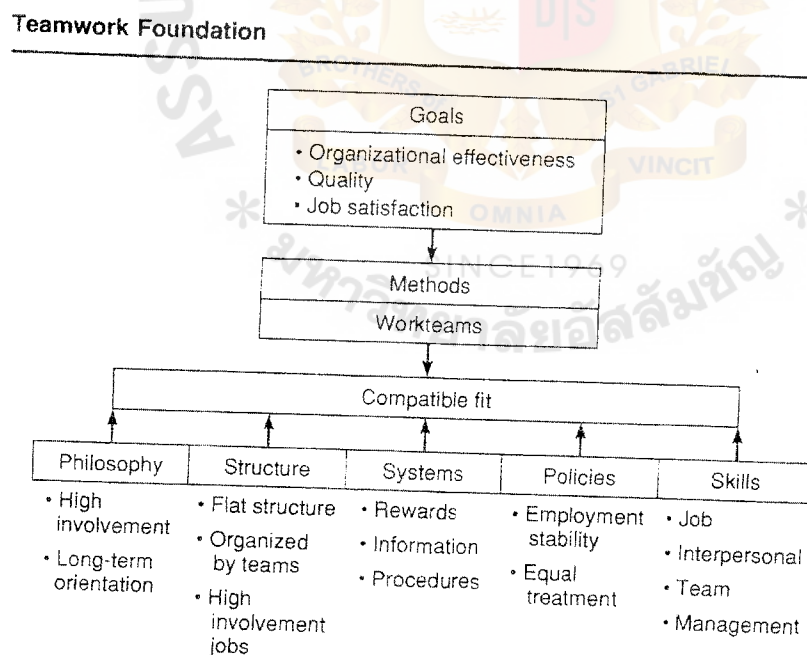
occurred. (www.k12.wa.us/CurriculumInstruct/communications/default.aspx, May 2008)

2.6 Teamwork

James H. Shonk (1997) defined a team was of two or more people to coordinate their activities to achieve a common goal. The organizational structures and process to meet goals needed to support by operation of teams as figure 2.6, Team Foundation. There were five areas supportive of teamwork as well as compatible with each other. Each area could changes or some organization might not be ready for changes to improve teams.

figure 2.6: Teamwork Foundation

(Source: James H. Shonk, 1997, pp. 36)

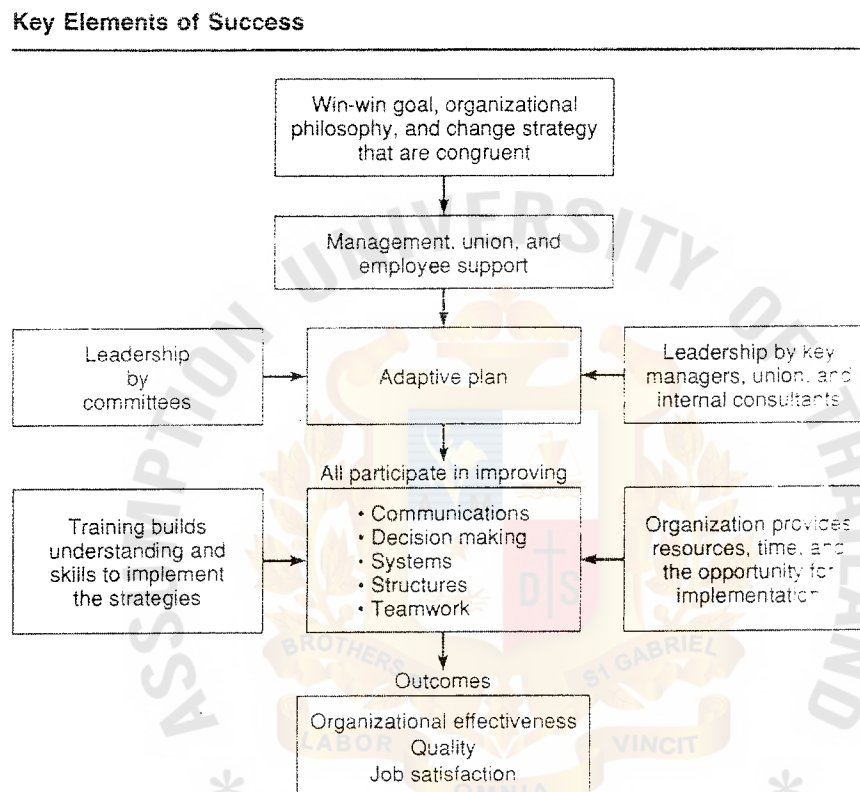


Teams were a function of the coordination required to accomplish work and increased employee contributions and productivity. The success depended upon several key factors such as a clear adaptive team plan that was congruent with

organization's goals, management and employee support, leadership, Knowledge and skill to work in teams as figure 2.7 James H. Shonk (1997).

figure 2.7: *Key Elements of Success*

(Source: James H. Shonk, 1997, pp. 11)



Phil Ashley, Getty Images, October/November 2008; Asia's Creative Meeting Magazine mentioned the success of most organizations depended on the ability of individuals to build functional teams. The benefits in teambuilding was to create an experience where participants saw the value of working more effectively together.

Teamwork was defined in Webster's New World Dictionary as a joint action by a group of people, in which each person individual interested and opinioned to the unity and efficiency of the group. The most effective teamwork was produced when

all the individuals involved harmonize their contributions and work towards a common goal. There were eight characteristics of effective teams such as

1. The team must have a clear goal.
2. The team must have a results-driven structure.
3. The team must have competent team members.
4. The team must have unified commitment
5. The team must have a collaborative climate.
6. The team must have high standards that are understood by all.
7. The team must receive external support and encouragement.
8. The team must have principled leadership.

(www.ndt-ed.org/TeachingResources/ClassroomTips/Teamwork.htm, May 2008)

2.7 Cross-functional collaboration

Cross functional was a group of people with different functional expertise and working collaboration was the interacting skill process as a team to achieve organizational goals.

Peggy A, Dettmer, Norma T. Dyck and Linda P. Thurston (1996) explained collaboration was the way of working in which both power struggles and inappropriate politeness were regarded as secondary to team goals.

Peter F. Drucker (2002) mentioned for some factors influencing the success of collaboration which related to environment, membership characteristics, process, structure, communication, purpose and resources.

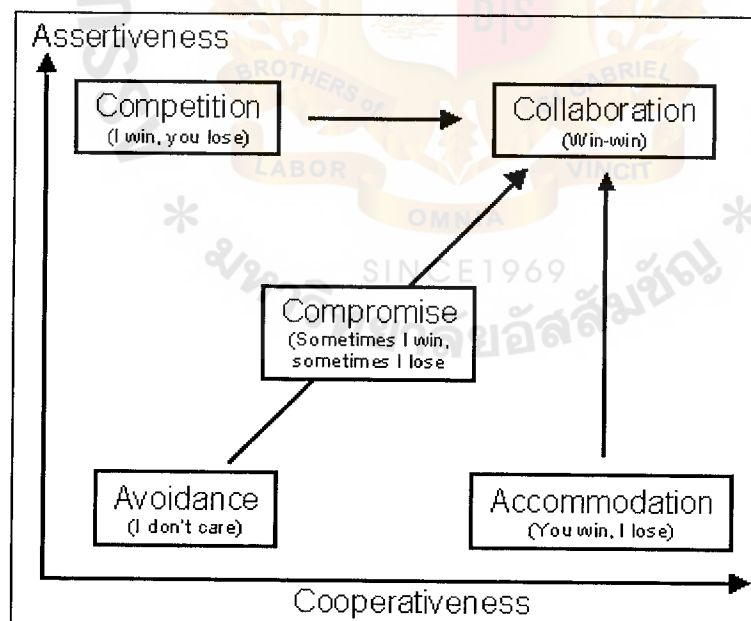
A cross functional team was a team composed of at least three members from diverse functional entitled working together towards a common goal. This team would

have members with different functional experiences and abilities, and who would likely come from different departments within the organization.

Collaboration was the basis for bringing together the knowledge, experience and skills of multiple team members to contribute to the development of a new product more effectively. The collaboration required effective team work, trust, open communication, a willingness to accept input from others and respect for one another. There were often conflicting goals in product development. Therefore decision-making had to be based on a collaborative approach. This is shown in the following model.

Figure 2.8. Collaborative approach

(Source: <http://www.npd-solutions.com/collaboration.html>)



The above model represented two axes: Cooperativeness and Assertiveness. Different approaches to dealing with an issue were mapped against these two axes. A low degree of assertiveness and cooperativeness represented avoidance of an issue or

the approach of "I do not care". A high degree of cooperativeness and a low degree of assertion represented accommodation or the approach of "You win, I lose". A high degree of assertiveness and a low degree of cooperativeness represented competition or the approach of "I win, you lose". Many people believed compromise was the ideal. Compromise represented a moderate degree of both assertiveness and cooperativeness. It represented the approach of "Sometimes I win and sometimes I lose". This, however, was not the ideal. A good team included people that had strong beliefs and were professionally committed the team members believe was important to the company and the development program (but not necessarily to just the narrow functional perspective of their discipline). We also wanted a high degree of cooperation. This represented the basis for a collaborative approach or the "win-win" approach. The key to the win-win approach was to creatively search for solutions that could mutually satisfy the needs of the team rather than focusing on just two competing solutions that involved trade-offs or were mutually exclusive.

Kenneth A. Crow, DRM Associates (2002), (www.npd-solutions.com/collaboration.html, May 2008)

2.8. Conceptual Framework

The conceptual framework of this study which is shown in Figure 2.9 was derived from diagnosing company's current situations. The researcher developed this conceptual framework based on the Action Research Process, which it began with diagnosis stage to fine the problem of the organization and after diagnosis on the identified problem; the researcher could propose an OD intervention to the organization.

Figure 2.9. Conceptual Framework

Pre-ODI (Diagnosis)	Proposed ODI	Expected outcome
<p><u>Communication:</u></p> <ul style="list-style-type: none"> - Lack of frequency meeting among colleagues, and between staff and management. - Misunderstanding in term of different knowledge and experience. - Unclear language communication, especially in technical term - One way communication (Order) 	<p><u>Communication:</u></p> <ul style="list-style-type: none"> - Set up for weekly meeting. - Change role during meeting - Set intranet FAQ(Frequency Asking Question) - Arrange training about jobs knowledge (Jobs knowledge training) - Arrange training about communication skill training course 	<p><u>Communication:</u></p> <ul style="list-style-type: none"> - Improve communication - All the staff and management freely communicate without any misunderstanding - Two way communication
<p><u>Teamwork:</u></p> <ul style="list-style-type: none"> - No clear goal and planning in Management - No coordinate for job responsibility and problem issue between managers and staff. - No teamwork building cause of high turnover rate. 	<p><u>Teamwork:</u></p> <ul style="list-style-type: none"> - Set goal, clear job flow and meeting. - Teambuilding activity and brainstorming for problem issue. - Motivation system such as morning speech 	<p><u>Teamwork:</u></p> <ul style="list-style-type: none"> - Employees clear all role and responsibility - Good coordination between managers and staff. - Create Unity and effective teamwork.

Figure 2.9. Conceptual Framework *continue*

Pre-ODI (Diagnosis)	Proposed ODI	Expected outcome
<u>Cross -functional Collaboration:</u> - Management no sharing goal to employees (Management don't provide clear goal to employees.) - Work alone with heavy workload - No interact among employees	<u>Cross -functional Collaboration:</u> - Set up weekly meeting for sharing idea to each department - Set up clear work objective - Set informal meeting between departments	<u>Cross -functional Collaboration:</u> - Break the boundary between each other (each department) - Reduce work load - Good interaction among employees - Effective Cross Functional Collaboration

2.8.1 Communication

2.8.1.1 Pre- Organization Development Interventions (Pre-ODI): It

focused to the lack of frequency meeting among colleagues and between the staff and the management. There was unclear language communication with the colleagues and between staff and the management. They frequently got problems within and out of the departments.

2.8.1.2 Proposed Organization Development Interventions:

The researcher proposed the top management as follows:

- Set up weekly meetings within the department and out of departments.
- Arrange training and seminars to make all the employees be familiar with each other.
- Arrange special training about job knowledge

2.8.2 Teamwork

2.8.2.1 Pre- Organization Development Interventions (Pre-ODI): The management did not clear goal and planning. The manager and staff did not coordinate for job responsibility. There was a big turn over in the back office.

2.8.2.2 Proposed Organization Development Interventions: The researcher proposes to the top management the following:

- The company had to set up goals.
- Arrange teambuilding activities.
- Introduce motivation systems.

2.8.3 Cross-Functional Collaboration

2.8.3.1 Pre- Organization Development Interventions (Pre-ODI): The management did not share goals with the employees. Some employees had to work alone with heavy workload with no interaction among employees.

2.8.3.2 Proposed Organization Development Interventions: The researcher proposed to the top management follows:

- The company had to set up a weekly meeting
- The company had to clear work objectives.
- Arrange informal meetings between the departments whenever they had got problems in order to share ideas.

CHAPTER THREE

Research Methodology

This chapter describes research design and methodology which consists of research design, methodology, respondents, research instruments, data collection techniques, data collection procedure, and data analysis procedure.

3.1 Research Design

In this study, the researcher designed to use qualitative and quantitative questions to conduct diagnosis of the back office, which were the three departments of AT Company Limited (Finance and Accounting Department, Human Resource Department, and Purchasing Department). The topics of diagnosis were Communication, Teamwork and Cross-functional Collaboration.

This research design consisted of three phases of organization development, which I s discussed below:

Phase I: Pre-Organization Development Intervention (Pre ODI)

In this phase, the researcher would concentrate on the diagnosis to find out what was the current situation at AT Company Limited by gathering information and analyzing it. Since to get the management approved the research areas of focus, the researcher would set up a meeting with the top management of the AT Company Limited to explain the objective of this diagnosis.

Phase II: Proposed Organization Development Intervention (Proposed ODI)

In this phase, the researcher would discuss with the top management for the result of diagnosis and propose appropriate OD interventions for the AT Company Limited to implement in the near future.

Phase III: Desired Outcome after Organization Development Intervention

This phase, the researcher expected the results from OD intervention on Communication, Teamwork and Cross-functional Collaboration.

3.2. Respondents

The population of the back office, Finance and Accounting Department, Purchasing Department and Human Resource Department, is divided into two levels that were the management and the non-management levels. The management level composed of each department manager, section manager, and assistance section manager. The non-management level composed of any staff that excluded the department manager, section manager and assistance section manager. For the purpose of this study, the researcher wanted to identify problems of communication, teamwork and cross-functional collaboration among each department.

The population in this study is 27 employees. There were 8 employees in the management level and 19 employees in the non- management level. In Finance and Accounting Department, there were 4 employees in the management level and 11 employees in the non- management level. Human Resource Department, there were 2 employees in the management level and 6 employees in the non- management level. The Purchasing Department, there were 2 employees in the management level and the same 2 employees in the non- management level.

The researcher distributed questionnaires to all of the employees a total of 27 respondents who worked in the Finance and Accounting Department, Human Resource Department, and Purchasing Department as follows:

Table 3.1. *Respondents*

Department	Finance/ Accounting	HR	Purchasing	Total
Management Level	4	2	2	8
Non-Management Level	11	6	2	19
Total	15	8	4	27

3.3. Research Instrument

The research instrument used in this research was a guide of interviews, a guide to observe during the meetings, interview period, and questionnaire. The interviews were carried out according to the guidelines, in which the researcher modified one statement and five questions that were appropriate and avoided the difficulty within the respondents to fit in. The observation during the meetings, interview period, and questionnaires were made according to the guidelines. The researcher conducted a self-designed questionnaire based on the working experience.

3.3.1 Questionnaire

In communication, the researcher had developed questions in the questionnaire to measure and identify misinterpretation of communication.

In teamwork, the researcher had developed questions in the questionnaire to gather information relating to a person's ability to work as a team within the department.

In cross-functional collaboration, the researcher had developed questions in the questionnaire to measure cooperation of the three departments and get along with the other departments.

The questionnaire used closed-ended questions and translated into Thai language because the all target respondents were Thai and not fluent in English. There were four parts in the questionnaire. The questionnaire consisted of 6 questions in the demographics profile, 7 questions in communication, 7 questions in teamwork and the same 7 questions in cross-functional collaboration. The total was 27 questions as shown in Table 3.2

Table 3.2. *Questionnaire Structure*

Part	Area	Question number	Total
Part. I	Demographic profile	1 – 6	6
Part. II	Communication	1 – 7	7
Part. III	Teamwork	1 – 7	7
Part. IV	Cross Functional Collaboration	1 – 7	7
TOTAL			27

3.3.2 Pilot Test of the Questionnaire

To find out the reliability of the questionnaire, reliability analysis was performed to test groups of consistent questions. The reliability analysis procedure calculated a number of commonly used measures of scales of reliability and also provided information about the relationships between individual items in the scales. The self-designed questionnaire based on the researcher's working experience, the researcher selected 18 staff who were non-respondents to test for the understanding of the questions in the questionnaire. This group of respondents was also chosen from the same company (AT company Limited) but worked in the other departments excluding

the Finance and Accounting Department, Human Resource Department, and Purchasing Department.

3.3.3 Interview Guide

Interview guide was used as a guideline in the interview of the back office of the AT Company Limited, which was Finance and Accounting Department, Human Resource Department, and Purchasing Department. The researcher would interview all the respondents totaling 27 respondents. However the researcher would conduct an informal interview to expand the areas of the problem and collect more supportive evidence to identify areas of improvement. This interview would help in gaining a deeper insight in what the employees really thought. The guide would be used to interview the respondents one-by-one not only the management but also the non-management level. It would consist of one statement and five questions that would focus on the communication within their own departments and other departments.

3.3.4 Observation Guide

The researcher would observe AT Company Limited during meetings, interview period, and questionnaires. The observation was in the two parts that were general environment of the workplace and the location of the respondents who worked in the company.

3.4. Data Collection Technique and Procedure

The researcher used the following techniques of data collection

3.4.1 Data Collection Technique

The primary data collection techniques used are questionnaires, interviews and observations. Moreover the researcher designed to implement a qualitative diagnosis

for collecting more information before collecting the result from the diagnosis in quantitative data. The researcher designed the use interviews and observation techniques to be used.

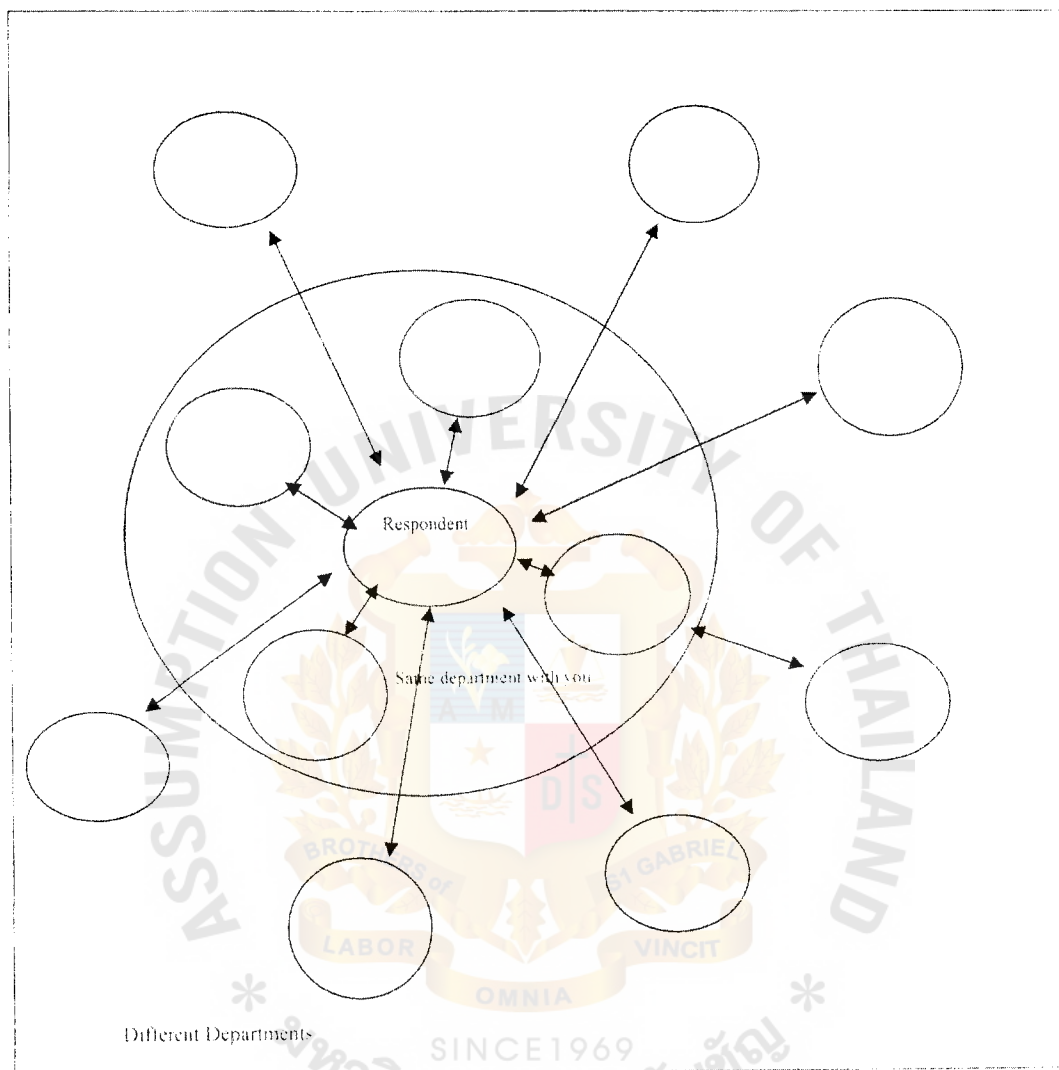
3.4.1.1 Questionnaires

One of the most efficient ways to collect data was through questionnaires. This type of instrument typically contains fixed-respondent questions about various features of an organization. It also could be analyzed quickly, especially with the use of computer software. The researcher asked the Human Resource Department for distribution of the questionnaires to the target respondents. For the Pre-ODI phase, it would be necessary to launch the questionnaires to the target respondents to diagnose and propose ODI.

3.4.1.2 Interview

Before the interview period, the researcher designed one framework and distributed them to the respondents (figure 3.1). This framework asked the respondents about their communication feeling between colleagues in their own department and the other departments.

Figure 3.1 Framework before Interview Period



According to the above *Figure 3.1* Framework before Interview Period, the researcher provided the instructions as the follows:

- Start from yourself, the small middle circle, put your name and department in the middle circle
- Put the dummy name in the small circle within the big circle, the small circle around your circle is in the same department as yours.

- Put the dummy name and the other department in the small circle out of the big circle, all the small circle out of the big circle was the other department (the quantity of the small circle base on how many people/departments you communicated). Pointed your feeling as the following:

1. Please point +, if you feel good when you communicate.
2. Please point ++, if you feel very good when you communicate.
3. Please point +++ (+ as much as you feel), if you feel excellence when you communicate.
4. Please point -, if you feel bad when you communicate.
5. Please point --, if you feel very bad when you communicate.
6. Please point --- (- as much as you feel), if you feel extremely bad when you communicate.
7. Please point +/-, if you feel not good or bad when you communicate.

In the interview period, the researcher conducted a framework and interviewed the respondents one-by-one, which allowed the respondents to be open-minded. The researcher would create a positive environment for quality of the interview such as; setting the seat where the interviewee could see the researcher's notes because the interviewee might be nervous about what the researcher recorded. It let interviewees know that the researcher was open and had nothing to hide. This was important. It could be given the sensitive nature of some of the questions that were often asked in a diagnostic interview. The interview results could be an effective way of data collection; because it would an interactive or two-way communication and the immediate answer could be obtained.

The researcher designed one statement and five questions to ask the respondents in order to find out the problems by referring to the results of the framework in the figure 3.1

The interview statement and the questions were as follows:

1. Please introduce yourself, talk about your position and job description.
2. Could you explain the reason saying why you marked your communication feeling on the framework?
3. What was your opinion on the communication within your department and other departments (reference to the filled framework)?
4. How did you feel with the management?
5. Did you have any problem which you would like to inform the management?
6. Did you have any suggestions for your department or your company?

3.4.1.3 Observation

Using the observation was a kind of collecting data. The data would help to support the analysis of the primary data of this research. The researcher would observe the AT Company Limited during the meetings, interview period, and questionnaire. The observation was in two parts as follows:

3.4.1.3.1. General Environment of the Workplace: The researcher would observe the company's general overall environment of the company.

3.4.1.3.2. The Location of the Respondents: The researcher would observe the location of the respondents in the areas of the back office, which is Finance and Accounting Department, Human Resource Department, and Purchasing Department.

3.4.2 Data Collection Procedure

The managing director of the company made an announcement for the diagnosis to the management especially in the back office that were Finance and Accounting Department, Human Resource Department, and Purchasing Department. Then the researcher would distribute a framework and interview the target respondents on the appointment date. The researcher also used external people to interview and observed the areas. After collecting the data, the researcher used SPSS window program to analyze the data.

Table 3.3 Data collection procedure

	Questionnaire.	Interview	Observation
1	Submit questionnaire to top management to get approve	Prepare framework as a guideline for interview the respondents	Prepare the observation checklist as guideline when observe
2	Set the respondents' number.	Prepare questionnaire and review the questions by the expert	Review the checklist by expert
3	Set the date of distributing questionnaires and collect questionnaires	Interview individual respondent according to the framework and questions.	Observe the respondents according to the observation checklists
4	Set the person who response in distribute and collect questionnaires	Summarize the finding from personal interview	Summarized the findings from checklist
5	Key in data in SPSS program		
6	Summarize the finding from questionnaires		

3.5 Data Analysis

3.5.1 Questionnaire

The questionnaire data collection would be analyzed using computer SPSS for Windows program. The researcher would analyze the data as follows:

3.5.1.1 Demographic profile of respondents: The researcher used frequency tables to describe the respondents.

3.5.1.2 Current situation finding analysis: In the current situation of the variable topics in Communication, Teamwork and Cross-Functional Collaboration, the researcher used descriptive statistics means to identify the perception of Communication, Teamwork and Cross-Functional Collaboration. The average weight mean would assign the categories of ratings as in figure 3.4:

Table 3.4. *Rating scale of measurement*

Descriptive rating	Point	Arbitrary level
Strongly Agree	4	3.26 – 4.00
Agree	3	2.51 – 3.25
Disagree	2	1.76 – 2.50
Strongly Disagree	1	1.00 – 1.75

3.5.2 Interview

The researcher would use Open-ended questionnaires together with interview information to analyze characteristics of the management level and the non-management level.

3.5.3 Observation

The researcher would use the observation checklist to process.

CHAPTER FOUR

Research Findings and Analysis of Data

This chapter presents the research findings and analysis of data. There were three parts as follows:

Part I: Quantitative Data. It presents research findings and analysis of data from questionnaires, which were responded by the target respondents.

Part II: Qualitative Data. The researcher designed to implement qualitative diagnosis for collecting more information before collecting the results from diagnosis in the quantitative data. The researcher designed to use interview and observation techniques.

Part III: Discussion of quantitative and qualitative findings. Reference to the information from the diagnosis of quantitative data findings and qualitative data.

The analysis of data was done at the stage of pre-organization development intervention. The research findings of the pre-ODI phase provided for the researcher and the management of the company to improve communication, teamwork and cross-functional collaboration.

Part I: Quantitative Data

The researcher did questionnaires by dividing the data into two parts as follows:

1. Demographic Profile of Respondents
2. The Current Situation Finding Analysis

4.1 Demographic Profile of Respondents

The demographic profiles of the respondents in this study included gender, age, marital status, educational level, position and the working period at the AT Company Limited. The questionnaires from the researcher were distributed to Finance Accounting Department, Purchasing Department, and Human Resource Departments, which were the back office. The total of 27 questionnaires were distributed to 27 respondents. It was 100% of respondents.

4.1.1 Gender

According to the table 4.1.1 Gender Frequency and Percentage Distribution, it showed that the total frequency of gender was 27 respondents. There were 6 respondents (or 22.2%) that were male and 21 respondents (or 77.8%) that were female. The majority of respondents were distinctively female with 77.8%.

Table 4.1.1. Gender Frequency and Percentage Distribution

Gender	Frequency	Percent
Male	6	22.2
Female	21	77.8
Total	27	100

Staff Level	Gender		Total
	Male	Female	
Management	2	6	8
Non-management	4	15	19
Total	6	21	27

As the above table there were 2 respondents that were male and work

at the management level and 4 respondents that were males who worked at the non-management level. For the female there were 6 respondents who worked at the management level and 15 respondents who worked at the non-management level.

4.1.2 Age

According to the table 4.1.2. Age Frequency and Percentage, the 27 respondents were group into six level. There were 5 respondents with the age level below or equal 24 years old or 18.5%. There were 16 respondents with the age level 25-30 years old or 59.3%. There were 3 respondents with the age level 31-35 years old or 11.1%. There were three levels, with the age level 36-40 years old, the age level 41-45 years old, and the age level more than 46 years old, that had only one respondent or 3.7%.

Table 4.1.2. Age Frequency and Percentage

Age	Frequency	Percentage
Below or equal 24	5	18.5
25 – 30	16	59.3
31 – 35	3	11.1
36 – 40	1	3.7
41 – 45	1	3.7
More than 46	1	3.7
Total	27	100

Staff Level	Age						Total
	Below or equal 24	25 - 30	31 - 35	36 – 40	41 - 45	More than 46	
Management	0	2	3	1	1	1	8
Non-management	5	14	0	0	0	0	19
Total	5	16	3	1	1	1	27

As the above table the majority, with 16 respondents, was in the level of 25-30 years old. Mostly that was non-management level with 14 respondents. The majority of the management level with 3 respondents was in the level of 31-35 years old.

4.1.3 Marital Status

According to the table 4.1.3. Marital Status Frequency and Percentage Distribution, there were 24 respondents who were single (or 88.9%) and 3 respondents who were married (or 11.1%).

Table 4.1.3. Marital Status Frequency and Percentage Distribution

Marital Status	Frequency	Percent
Single	24	88.9
Married	3	11.1
Total	27	100

Staff Level	Marital Status		Total
	Single	Married	
Management	7	1	8
Non-management	17	2	19
Total	24	3	27

As the above table the majority with 17 respondents were single and worked at the non-management level. Mostly of the management level with 7 respondents were single.

4.1.4 Education Level

According to the table 4.1.4. Education Level Frequency and Percentage Distribution, there were 21 respondents (or 77.8%) whose education was Bachelor's degree, 4 respondents (or 14.8%) whose education was Diploma/College degree, and

2 respondents (or 7.4%) whose education was Master's degree. There was no respondent whose education was high school level.

Table 4.1.4. Education Level Frequency and Percentage Distribution

Education Level	Frequency	Percent
High School	0	0
Diploma/College Degree	4	14.8
Bachelor Degree	21	77.8
Master Degree	2	7.4
Total	27	100

Staff Level	Education Level				Total
	High School	Diploma/College Degree	Bachelor Degree	Master Degree	
Management	0	1	5	2	8
Non-management	0	3	16	0	19
Total	0	4	21	2	27

As the above table 4.1.4 the majority with 16 respondents educated at the level of bachelor's degree and were in the non-management level. The majority with 5 respondents educated at the level of Bachelor's degree and were in the management level. However there were only 2 respondents educated to the level of master's degree and were in the management. There was no respondent who was educated at the level of master's degree and in the non-management level.

4.1.5 Position

According to the table 4.1.5 Position Frequency and Percentage Distribution, there were 19 respondents (or 70.4%) whose position was staff, 3 respondents (or 11.1%) whose position was a supervisor, 3 respondents (or 11.1%) whose position was an assistant manager and 2 respondents (or 7.4%) whose position was a manager.

Table 4.1.5. Position Frequency and Percentage Distribution

Position	Frequency	Percent
Staff	19	70.4
Supervisor	3	11.1
Assistant Manager	3	11.1
Manager	2	7.4
Total	27	100

4.1.6 Working Period at the AT Company Limited

According to the table 4.1.6. Working Period at the AT Company Limited Frequency and Percentage Distribution, there were 11 respondents with the level of working period of less than 1 year (or 40.7%). There were 6 respondents with the level of working period between one to three years (or 22.2%). There were 5 respondents with the level of working period between three to four years (or 18.5%). There were 3 respondents with the level of working period between four to six years (or 11.1%) and 2 respondents with the level of working period of more than six years (or 7.4%).

Table 4.1.6. Working Period at the AT Company Limited Frequency and Percentage Distribution

Working Period	Frequency	Percent
Less than 1 Year	11	40.7
1 - 3 Years	6	22.2
3 - 4 Years	5	18.5
4 - 6 Years	3	11.1
More than 6 years	2	7.4
Total	27	100

Staff Level	Working Period					Total
	Less than 1 Year	1 - 3 Years	3 - 4 Years	4 - 6 Years	More than 6 years	
Management	1	1	2	2	2	8
Non-management	10	5	3	1	0	19
Total	11	6	5	3	2	27

As in the above table 4.1.6 the majority of 10 respondents was at the non-management level and worked less than one year. The above table indicated that the management level worked at the company longer than the non-management level. There was no respondents of the non-management level who worked for more than six years.

4.2 The Current Situation Finding Analysis

The researcher focused on the current situation of the variable topic referred to the research question in Chapter one, “What is the current situation in terms of Communication, Teamwork and Cross Functional Collaboration?” This phase, was the

process to identify the problem in the organizations and to find appropriate ODI activities to improve its current situation. The researcher intended to use descriptive statistics to analyze the current situation of the variable topic and used the arbitrary level and descriptive rating to define the results of closed-ended questions. The researcher separated respondents into two groups. The first group was the non-management level and the second group was the management level.

4.2.1 Perception on Communication

From the table 4.2.1 and the figure 4.1, the total of 27 respondents were asked questions about communication with 7 indicators; it showed a total average mean score of 2.61 which was equivalent to the perception rating level of “Agree”. The management level with 8 respondents with the total average mean score of 2.86 which was equivalent to the perception rating level of “Agree”. The non-management level with 19 respondents were total average mean score of 2.48 which was equivalent to the perception rating level of “Disagree”.

The indicators that the non-management level score of Disagree were below:

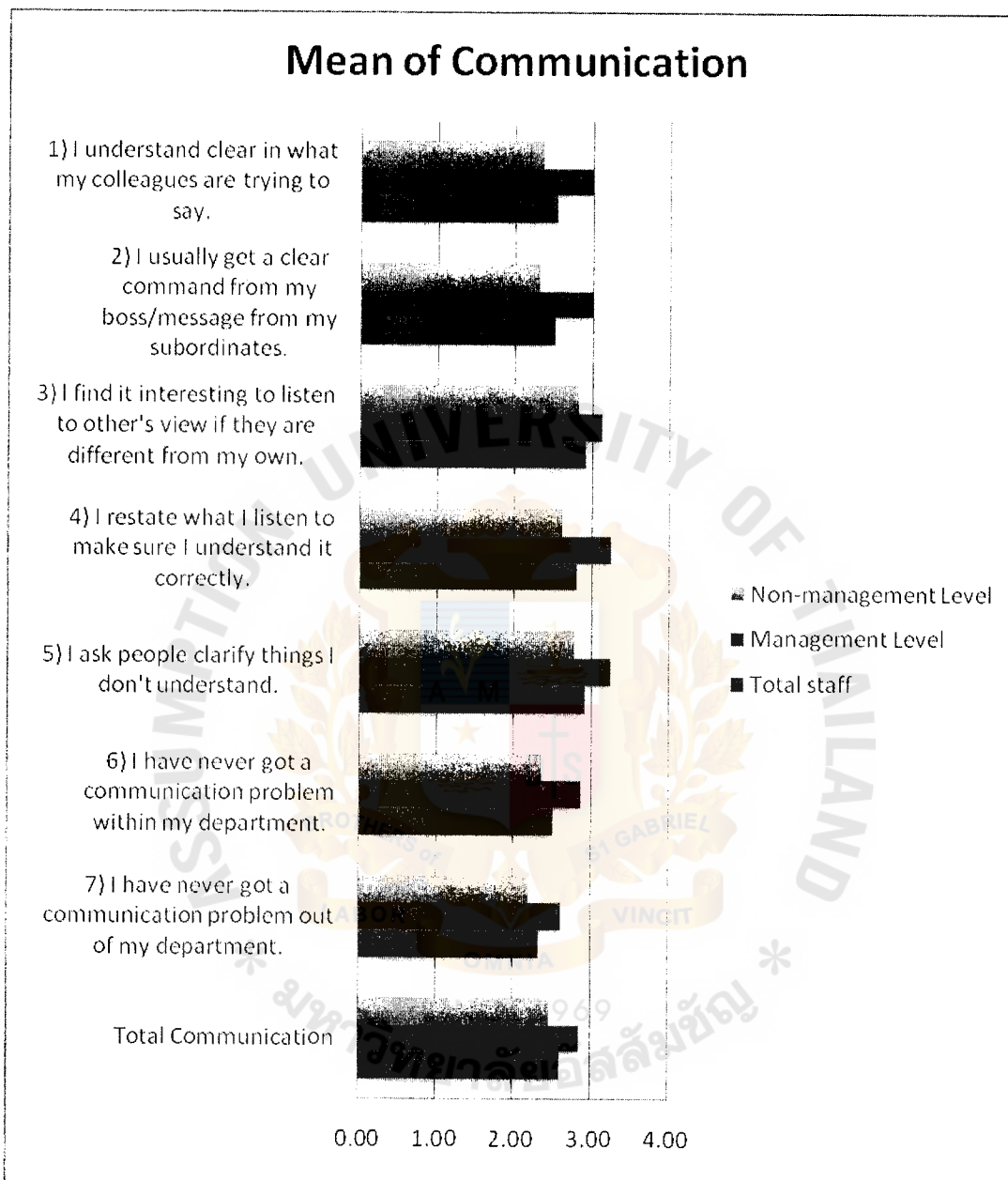
- I understand clearers what my colleagues are trying to say.
- I usually get a clear command from my boss/message from my subordinates.
- I have never got a communication problem within my department.
- I have never got a communication problem out of my department.

It meant mainly the non-management got a communication problem unclear communication with their boss and colleagues within their own department and the other departments. Even though the management level score was “agree” the lowest indicators score was only 2.63 which had a communication problem with the other departments also.

Table 4.2.1. Means and perception rating of Communication

Item	Total staff		Management Level		Non-management Level	
	Mean	Perception Rating	Mean	Perception Rating	Mean	Perception Rating
1) I understand clear in what my colleagues are trying to say.	2.56	Agree	3.00	Agree	2.37	Disagree
2) I usually get a clear command from my boss/message from my subordinates.	2.52	Agree	3.00	Agree	2.32	Disagree
3) I find it interesting to listen to other's view if they are different from my own.	2.93	Agree	3.13	Agree	2.84	Agree
4) I restate what I listen to make sure I understand it correctly.	2.81	Agree	3.25	Agree	2.63	Agree
5) I ask people clarify things I don't understand.	2.93	Agree	3.25	Agree	2.79	Agree
6) I have never got a communication problem within my department.	2.52	Agree	2.88	Agree	2.37	Disagree
7) I have never got a communication problem out of my department.	2.33	Disagree	2.63	Agree	2.21	Disagree
Total Communication	2.61	Agree	2.86	Agree	2.48	Disagree

Figure 4.1 Mean of Communication



4.2.2 Perception on Teamwork

From the table 4.2.2 and the figure 4.2, the total of 27 respondents were asked questions about teamwork with 7 indicators; it showed a total average mean score of 2.88 which was equivalent to the perception rating level of “Agree”. The management level with 8 respondents and the non-management level with 19 respondents had the

total average mean score of 3.05 and 2.81 which was equivalent to the perception rating level of “Agree” too.

The indicators that the non-management level score of Disagree are shown below:

- I am involved in planning and responsibility.
- Manager and staff discuss about problems by free opening.
- Teamwork within my department is efficiency

It meant mainly the non-management might have some gaps with the management level then the score of teamwork were not confident to show “Agree”.

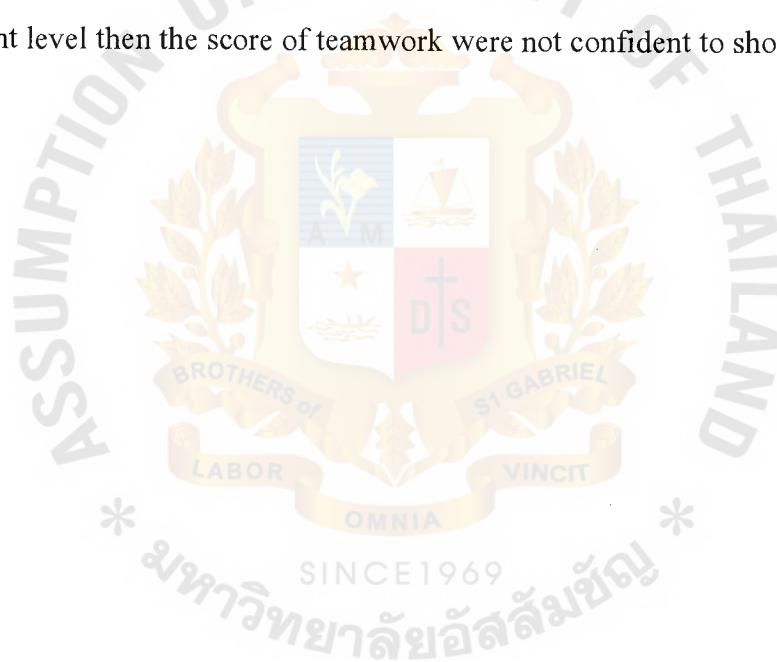
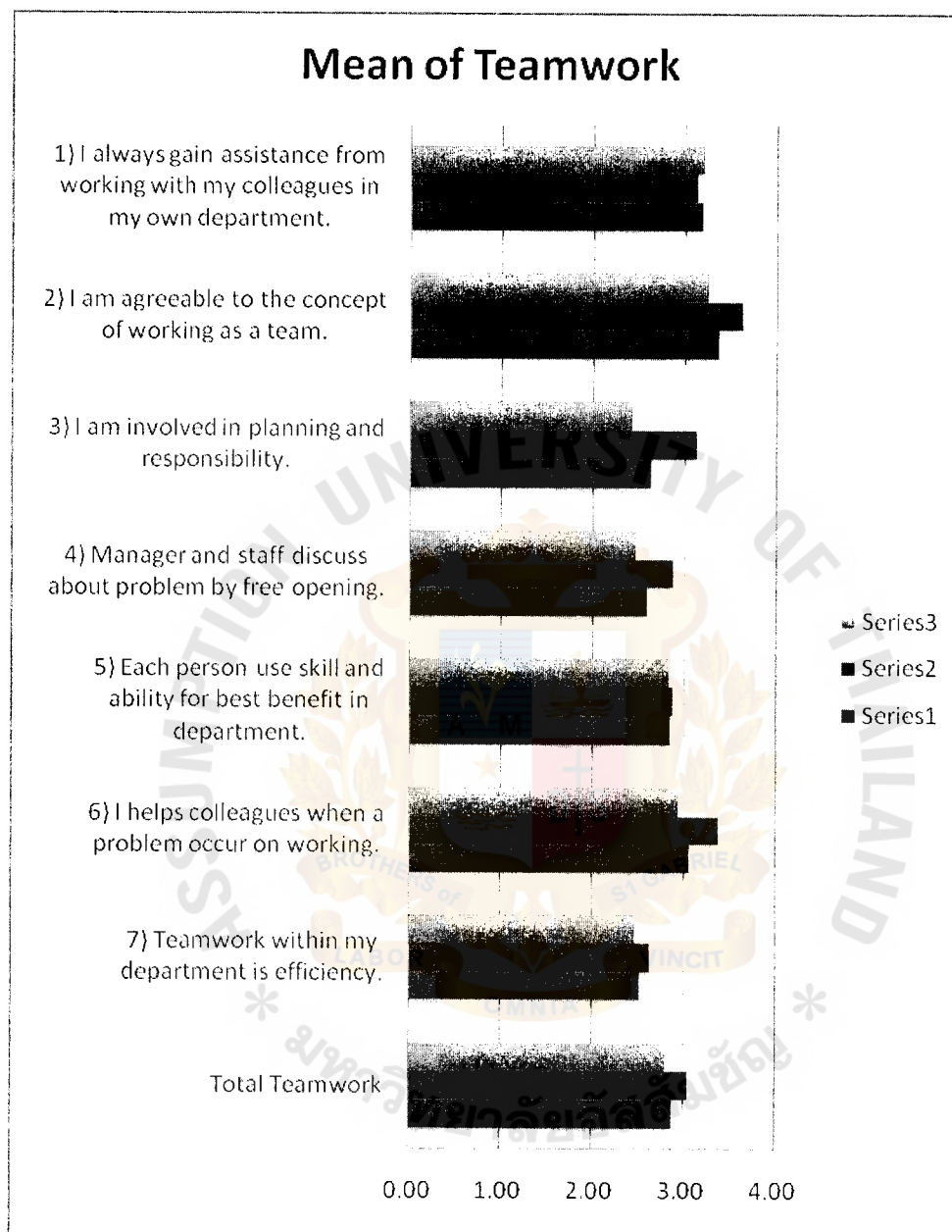


Table 4.2.2. Means and perception rating of Teamwork

Item	Total staff		Management Level		Non-management Level	
	Mean	Perception Rating	Mean	Perception Rating	Mean	Perception Rating
1) I always gain assistance from working with my colleagues in my own department.	3.19	Agree	3.13	Agree	3.21	Agree
2) I am agreeable to the concept of working as a team.	3.37	Agree	3.63	Agree	3.26	Agree
3) I am involved in planning and responsibility.	2.63	Agree	3.13	Agree	2.42	Disagree
4) Manager and staff discuss about problem by free opening.	2.59	Agree	2.87	Agree	2.47	Disagree
5) Each person use skill and ability for best benefit in department.	2.85	Agree	2.88	Agree	2.84	Agree
6) I help colleagues when a problem occurs on working.	3.07	Agree	3.38	Agree	2.95	Agree
7) Teamwork within my department is efficiency.	2.52	Agree	2.63	Agree	2.47	Disagree
Total Teamwork	2.88	Agree	3.05	Agree	2.81	Agree

Figure 4.2 Mean of Teamwork



4.2.3 Perception on Cross Functional Collaboration

From the table 4.2.3 and the figure 4.3, the total of 27 respondents were asked questions about cross functional collaboration with 7 indicators; it showed a total average mean score of 2.65 which equivalent to the perception rating level of “Agree”. The management level with 8 respondents and the non-management level with 19

respondents with the total average mean score of 2.71 and 2.62 which was equivalent to the perception rating level of “Agree” too.

The indicators that the non-management level score of Disagree were below:

- To analyze the working conditions, problems and obstacles together between departments.
- To set up a target and objective together between departments.
- Cross Function Collaboration within the company is efficient.

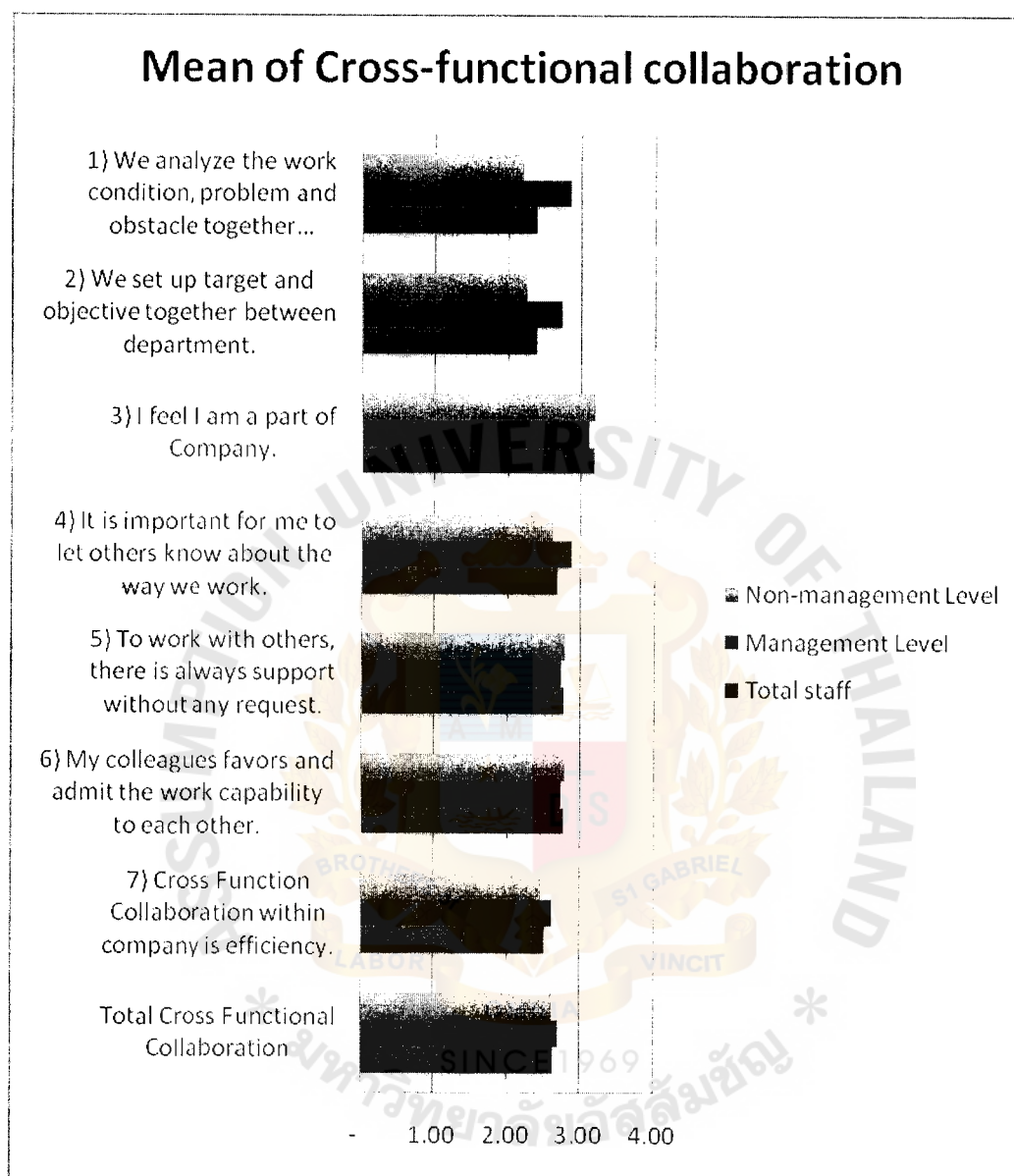
It meant mainly the non-management had never got an opportunity to collaborate among each department.



Table 4.2.3. Means and perception rating of Cross Functional Collaboration

Item	Total staff		Management Level		Non-management Level	
	Mean	Perception Rating	Mean	Perception Rating	Mean	Perception Rating
1) We analyze the work condition, problem and obstacle together between departments.	2.41	Disagree	2.87	Agree	2.21	Disagree
2) We set up target and objective together between departments.	2.41	Disagree	2.75	Agree	2.26	Disagree
3) I feel I am a part of Company.	3.19	Agree	3.13	Agree	3.21	Agree
4) It is important for me to let others know about the way we work.	2.70	Agree	2.88	Agree	2.63	Agree
5) To work with others, there is always support without any request.	2.78	Agree	2.75	Agree	2.79	Agree
6) My colleagues favor and admit the work capability to each other.	2.78	Agree	2.75	Agree	2.79	Agree
7) Cross Function Collaboration within company is efficiency.	2.52	Agree	2.63	Agree	2.47	Disagree
Total Cross Functional Collaboration	2.65	Agree	2.71	Agree	2.62	Agree

Figure 4.3 Mean of Cross Functional Collaboration



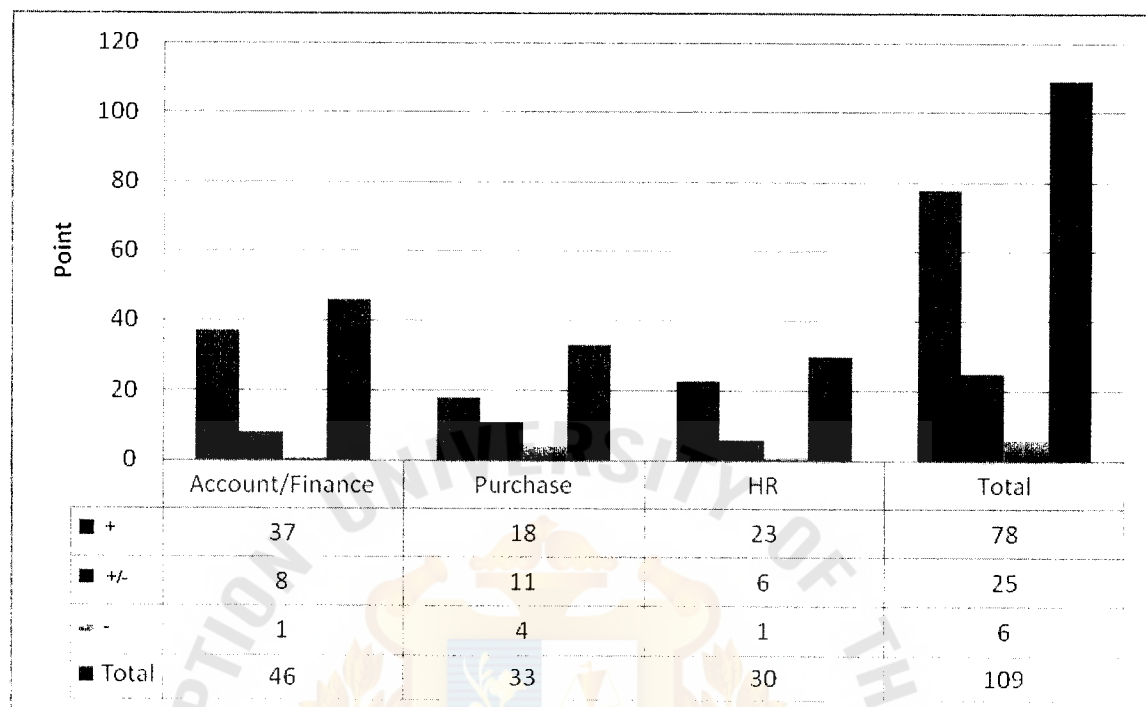
Based on the data analysis above, it shows that there were some gaps between the management level and the non-management level of the communication, teamwork and cross-functional collaboration.

Part II: Qualitative Data

According to chapter three, the researcher designed to implement qualitative diagnosis for collecting more information before collecting the results from the diagnosis in quantitative data. The framework before the interview period, which is mentioned in chapter three, asked the respondents about their communication feeling with colleagues between their own department and other departments.

The result of framework (as the figure 4.4) researcher would consider only the number of the results of the point minus “-” and point “+/-” to support the interview questions. The researcher took two days for interview all the respondents (27 respondents) but there were only 22 respondents to interview. The other 5 respondents were not available. Since the interview was conducted over two days, the results of the framework was different. The result of the framework on the first day was practical. The respondents could express their real feeling. There were some minus “-” points and neutral “+/-” points including with add “+” points. On the second day the interview was different. There was only add “+” points and neutral “+/-” points. The researcher asked the respondents on the second day. They told that they talked with the respondents on the first day. If there was some minus “-” points, the researcher would ask them the reasons. While on the first day all the respondents could not talk about the framework.

Figure 4.4. The Result Point



According to the above Figure 4.4 The Result Point for – and +/-, there were 4 minus mark (-) that felt bad when they communicated at Purchase Department, and 1 minus mark (-) at Accounting and Finance Department the same as Human Resource Department. There were 11 marks of (+/-) that felt not good or bad when they communicated with Purchase Department; there were 8 marks of (+/-) at Accounting and Finance Department and 6 marks of (+/-) at Human Resource Department.

The researcher found that the mark of (+/-) was so high; it meant that the non-management level felt not good or bad when they communicated. It showed that they were not eager to communicate with each other.

4.3 Interview Result

In the interview period, the researcher interviewed the respondents one by one totaling twenty respondents. There were five respondents who worked for the

management level and fifteen respondents who worked for the non-management level. The other seven respondents were not available on that day.

Each of the respondents came with the field frameworks. The researcher designed one statement and five questions to ask the respondents in order to find out the problems by referring to the results of the framework in the figure 4.4.

The interview statement and the questions were as follows:

1. Please introduce yourself, talked about your position and job description.
2. Could you explain the reason why you marked your communication feeling on the framework?
3. What was your opinion on the communication within your department and other departments (reference to the filled framework)?
4. How did you feel with the management?
5. Did you have any problem when you would like to inform the management?
6. Did you have any suggestions for your department or your company?

The researcher could conclude the interview results from the statement and the questions above as the following:

1. First statement: "Please introduce yourself, talk about your position and job description". There were some respondents in the management level who said that sometime their jobs had been changed by the other managers without any reasons such as supervisor order staff to do some reports and then the assistant manager asked the same staff to change some information on the same report giving no explanation. Mostly the respondents in the non-management level did not understand their jobs well.

2. The question No. 2: "Could you explain the reason why you marked your communication feeling on the framework?" Most of respondents especially the non-

management level mentioned that the working period they joined the company was not so long ago (less than one year). Then the respondents were not intimately acquainted with the others.

3. The question No. 3: “What was your opinion on communication within your department and other departments (reference to the filled framework)?” Most respondents said that there was no problem with communication and teamwork within their own department. Only the Purchase Department has been blamed on communication with the others.

4. The question No. 4: “How did you feel with the management?” All the respondents felt happy with top the management.

5. The question No. 5: “Did you have any problem when you would like to inform the management?” Some respondents in the non-management level said that sometimes when the management asked them for the reports they did not dare to explain the reasons for late reports.

6. The question No. 6: “Did you have any suggestions for your department or your company?” All the respondents suggested that the company should have a nursing room.

Moreover the researcher got more information from the respondents in good and bad points, such as:

- The AT Company Limited sent Birthday Card to every employee.
- The company had a party on the Valentine’s Day
- Costing section in the Accounting and Finance Department did late reports because they received documents from the Purchasing Departments late. They worked in the same building and had internal telephone lines.

- The bill collection in the Finance and Accounting Department sometimes did not coordinate with one who did account receivable well. When the bill collection could not collect the money from the company's account receivables, it took more than one or two months to collect the same invoice. In fact if they worked together with the same department, they would remain together.

- The administration section in the Human Resource Department sometimes had to get some accessories that the domestic purchasing section in the Purchasing Department ordered from the company's suppliers. They did not know the size of the accessories. They went to get the accessories by motorcycle but could not take them. They had to take the accessories again by pick up.

- The position of the Human Resource Department manager was vacant for a few months.

4.4 Observation Result

The researcher observed the AT Company Limited in the two parts that were general environment of the workplace and the location of the respondents working in the company.

The general environment: was very good. The researcher found that the company had a big banner of the company slogan. Moreover there was a board for the company announcement. There were the company announcement, the photos of the last activity like family day and sport day on the board. The office was very clean. There were sufficient toilets with beautiful and clean at each floor.

On the location of respondents working in the company: the researcher found that they did not arrange the location based on their jobs. For example, Account &

Finance Department was separated in different floors and not closed. The Purchasing Department was in a different floor with the Administration Section in the Human and Resource Department.

Part III: Discussion of quantitative and qualitative findings

Reference to the information in the diagnosis of quantitative data findings, it could be summarized as follows in table 4.5.1:

Table 4.5.1. Summarized demographic profile

		Management	Non-management	Total
Gender	Male	2	4	6
	Female	6	15	21
	Gender-Total	8	19	27
Age	Below or equal 24	0	5	5
	25 – 30	2	14	16
	31 – 35	3	0	3
	36 – 40	1	0	1
	41 – 45	1	0	1
	More than 46	1	0	1
	Age-Total	8	19	27
Marital Status	Single	7	17	24
	Married	1	2	3
	Marital Status-Total	8	19	27
Education Level	High School	0	0	0
	Diploma/College Degree	1	3	4
	Bachelor Degree	5	16	21
	Master Degree	2	0	2
	Education Level-Total	8	19	27
Working Period	Less than 1 Year	1	10	11
	1 - 3 Years	1	5	6
	3 - 4 Years	2	3	5
	4 - 6 Years	2	1	3
	More than 6 years	2	0	2
	Working Period-Total	8	19	27

From the above demographic profile of respondents, it shows the gender in the AT Company Limited were females more than males both at the management and non-management levels. The age of the non-management employees was under thirty years old. Even the management level mainly (5 respondents from the total 8 respondents) the age was not more than thirty-five. Marital status of the respondents mostly were single in both levels. (7 respondents from the total 8 respondents) or the non-management (17 respondents from the total 19 respondents). Education level of the management (5 respondents from the total 8 respondents) or the non-management (16 respondents from the total 19 respondents) mainly was bachelor degree. The position of the respondents (19 respondents from the total 27 respondents) mostly was staff. The working period at the AT Company Limited especially the non-management level (10 respondents from the total 19 respondents) was less than one year. While the working period at the company of the management level mainly (6 respondents from the total 8 respondents) was more than three years.

According to the results of the demographic profile of the respondents, it could be concluded that the non-management mainly were females, young, and single, with the education of bachelor's degree, to be staff and working with the company for less than one year. Therefore they were not familiar with each other and their job knowledge was not good enough. These were the causes that the result of the data analysis of the perception on communication, teamwork, and cross-functional collaboration were not good as follow table 4.5.2 which shown each question that non management answered as "Disagreed".

Table 4.5.2. Summarized perception on communication, teamwork and cross-functional collaboration which non management disagreed

Questions		Total staff	Management Level	Non-management Level
		Perception Rating	Perception Rating	Perception Rating
Communication	1) I understand clear in what my colleagues are trying to say.	Agree	Agree	Disagree Agree
	2) I usually get a clear command from my boss/message from my subordinates.	Agree	Agree	Disagree Agree
	6) I have never got a communication problem within my department.	Agree	Agree	Disagree Agree
	7) I have never got a communication problem out of my department.	Disagree Agree	Agree	Disagree Agree
Teamwork	3) I am involved in planning and responsibility.	Agree	Agree	Disagree Agree
	4) Manager and staff discuss about problem by free opening.	Agree	Agree	Disagree Agree
	7) Teamwork within my department is efficiency.	Agree	Agree	Disagree Agree
Cross-functional collaboration	1) We analyze the work condition, problem and obstacle together between department.	Disagree Agree	Agree	Disagree Agree
	2) We set up target and objective together between department.	Disagree Agree	Agree	Disagree Agree
	7) Cross Function Collaboration within company is efficiency.	Agree	Agree	Disagree Agree

The researcher gave the respondents the framework to fill and then interview them related to the framework one by one in order that the respondents could express their feelings without any anxiety. The researcher found that most of the respondents dared not talk at first. The researcher tried to make a good atmosphere and informal in

order that the respondents could express themselves easily. When the researcher interviewed the respondents with one statement and five questions as mentioned in 4.3, the researcher found that some respondents were worried that their answer would effect them badly if they told the fact. Then the researcher emphasized on them there would be no impact and told them that the problems they had would be solved, Or at least it would be better than what they faced now. The researcher found that some respondents were eager to do their job and worked hard but they did not express themselves to the management. The reports they did sometimes were late because of the other departments while the management did not know the causes and blamed them. These made them to be discouraged.

From the observations, the general environment of the workplace was very good. However the location of the respondents working in the company had to change based on the jobs for smooth work

CHAPTER FIVE

Summary, Conclusion, and Recommendations

This chapter presents the summary, conclusion, and recommendation of the study for the AT Company Limited. There were three parts as follows:

Part I: The summary of findings.

Part II: The conclusion of research.

Part III: The recommendation of the research and provided suggestions for further study in the company

Part I: The summary of findings.

There was demographic profile of the target 27 respondents, the current situation finding analysis of the respondents for the perception on Communication, Teamwork, and Cross-Functional Collaboration including with the interview and the observation.

5.1 Summary of Findings

This research study focused on the communication, teamwork and cross-functional collaboration of the AT Company Limited. The target respondents were totally twenty-seven (100%) that worked in the back office. There were three departments in the back office, Accounting and Finance Department, Purchasing Department and Human Resource Department. A set of questionnaires was composed of namely demographics and close-ended question of the three topics, Communication, Teamwork, and Cross-Functional Collaboration of the company. In addition, the other two instruments, the informal interview and observation in

checklist, were applied to gain more valuable information and support the data analysis. The research findings of the study are summarized as follows:

5.1.1 Demographic Profile

There were six questions in the demographic profiles that composed of gender, age, marital status, education level, position, and the working period at the company. After distribution of the questionnaires to the total of 27 respondents who were the target group, it could be summarized as follows:

- The gender of the respondents in the company were females (77.8%) more than males (22.2%) or management (6 respondents from the total 8 respondents) or the non-management (15 respondents from the total 19 respondents)

- The age of the non-management (with the total 19 respondents 100%) was under thirty years old. Even the management mainly (5 respondents from the total 8 respondents) the age was not more than thirty-five.

- Marital status of the respondents mostly were single (24 respondents from the total 27 respondents 88.9%) either or the management (7 respondents from the total 8 respondents) or the non-management (17 respondents from the total 19 respondents).

- Education level of the respondents mainly was bachelor degree (21 respondents from the total 27 respondents 77.8%). It was the management (5 respondents from the total 8 respondents) and the non-management (16 respondents from the total 19 respondents).

- The position of the respondents was mostly (19 respondents from the total 27 respondents 70.4%) was staff.

- The working period at the AT Company Limited was mainly less than one year (11 respondents from the total 27 respondents 40.7%) especially the non-management level (10 respondents from the total 19 respondents). While the working period at the company of the management level mainly (6 respondents from the total 8 respondents) was more than three years.

5.1.2 The current situation finding analysis

The researcher used descriptive statistics to analyze the current situation and analyzing of the three topics, Communication, Teamwork, and Cross-Functional Collaboration of the company. In addition, the researcher used the arbitrary level and descriptive rating to define the result of closed-end questions. Each of the topics had seven closed-end questions. The target respondents (27 respondents) were separated into two groups, the management level and the non-management level for the three above topics.

5.1.2.1 Current perception on Communication

According to the results of the seven closed-end questions, it showed a total average mean score of 2.61 which equivalent to the perception rating level of “Agree”. The management level with 8 respondents was the total averages mean score of 2.86 which was equivalent to the perception rating level of “Agree”. The non-management level with 19 respondents were a total average mean score of 2.48 which was equivalent to the perception rating level of “Disagree”.

The closed-end questions that the non-management level score of Disagree were the following:

- I understand clearly what my colleagues are trying to say.
- I usually get a clear command from my boss/message from my subordinates.

- I have never got a communication problem within my department.
- I have never got a communication problem out of my department.

It mainly meant the non-management got a communication problem and unclear communication with their boss and colleagues within their own department and other departments. Even the management level score was “Agree” but the lowest indicators’ score was only 2.63 that got a communication problem with other departments also.

5.1.2.2 Current perception on Teamwork

The results of the seven closed-end questions, showed a total average mean score of 2.88 which equivalent to the perception rating level of “Agree”. The management level with 8 respondents and the non-management level with 19 respondents were the total average mean score of 3.05 and 2.81 which was equivalent to the perception rating level of “Agree” too.

The closed-end questions that the non-management level score “Disagree” is below:

- I am involved in planning and responsibility.
- Manager and staff discuss problem freely.
- Teamwork within my department is efficient.

The research findings showed that there was teamwork within each department. However there was a low teamwork in some parts of the non-management level. The non-management level did not involve and discuss any problem with the manager freely. It meant mainly the non-management might have some gaps with the management level then the score of teamwork were not confident to “Agree”.

5.1.2.3 Current perception on Cross Functional Collaboration

According to the results of the seven closed-end questions, it showed a total average mean score of 2.65 which equivalent to the perception rating level of “Agree”. The management level with 8 respondents and the non-management level with 19 respondents were the total average means score of 2.71 and 2.62 which equivalent to the perception rating level of “Agree” too.

The closed-end questions that the non-management level score of Disagree were below:

- We analyze the work conditions problems and obstacles together between departments.
- We set up target and objective together between departments.
- Cross Function Collaboration within company is efficiency.

It meant mostly the non-management had never got the opportunity for collaboration among each department.

5.1.2.4 Interview

The researcher got more information from the respondents in good and bad points. The respondents appreciated the top management and were happy for some special activities (Birthday Card, a party on the Valentine’s Day). However the respondents expressed their feeling about the communication, teamwork, and cross-functional collaboration within their department and the other departments. Each of the respondents talked about the problems they faced with communication, teamwork, and cross-functional collaboration. These led the researcher to get more information to support the study.

5.1.2.5 Observation

The researcher observed the company in the two areas that were general environment of the workplace and the location of the respondents work in the company. For the general environment, it was a very good and nice environment. The researcher found that the company had a big banner of the company slogan. There was a board for the company announcement with the active announcement and the photos of the last activity like family day and sports day. The office was very clean and had more sufficient toilets, neat and clean at each floor. However the researcher found that the location of the respondents working in the company was not appropriate. The company did not arrange the location based on their jobs.

Part II: The conclusion of research.

This part focused on the conclusion of the current situation of the communication, teamwork and cross-functional collaboration. In addition, the conceptual framework in the chapter two would be reference.

5.2 Conclusion

According to the results of the demographic profile of the respondents, it could be summarized that the non-management mainly were females, young, and single, with the education of bachelor's degree, to be staff and the working period with the company of less than one year. Therefore they were not familiar with each other, and their job knowledge was not good enough. These were the causes that the result of the data analysis of the perception on communication, teamwork, and cross-functional collaboration were not good.

The results of perception questions concerning communication, teamwork and cross-functional collaboration which mainly non-management answered disagreed some questions. It meant mainly that the non-management got a communication problem and were unclear for communication with their boss and colleagues within their own department. There was a low teamwork in some parts of the non-management level. The non-management level did not involve and discuss any problem with the manager freely. It meant mainly the non-management might have some gaps with the management and never got the opportunity for collaboration among each department.

The researcher found that most of management level did not support well for interview because 5 respondents who not attend who of were management level and most answers of management level were “Agree”. It meant that the management level understood well the questionnaire and were aware to answer facts.

5.3 Organization Development Interventions Proposal

This research paper focused on Organization Development Intervention on improving communication, teamwork and cross-functional collaboration among each department for the back office that were Accounting and Finance Department, and Human Resource Department of the company. Organization Development Interventions were proposed in three phases. The first phase focused on communication to improve their working communication skills. The second phase focused on improving teamwork of each department, and the third phase focused on improvement of the cross-functional collaboration in each department. The Proposed Organization Development Intervention is summarized below in figure 5.1

Figure 5.1. Conceptual Framework

Pre-ODI (Diagnosis)	Proposed ODI	Expected outcome
<p><u>Communication:</u></p> <ul style="list-style-type: none"> - Lack of frequency meeting among colleagues, and between staff and management. - Misunderstanding in term of different knowledge and experience. - Unclear language communication, especially in technical term - One way communication (Order) 	<p><u>Communication:</u></p> <ul style="list-style-type: none"> - Set up for weekly meeting within/out of department. - Change role during meeting - Set intranet FAQ(Frequency Asking Question) - Arrange training course (effective communication skill and workshop) - Arrange special training course for job knowledge 	<p><u>Communication:</u></p> <ul style="list-style-type: none"> - Improve communication, all the staff and management freely communicate without any misunderstanding - Clear direction and instruction two way communication
<p><u>Teamwork:</u></p> <ul style="list-style-type: none"> - No clear goal and planning in Management - No coordinate for job responsibility and problem issue between managers and staff. - No teamwork building cause of high turnover rate. 	<p><u>Teamwork:</u></p> <ul style="list-style-type: none"> - Set up goal, clear job flow and set meeting. - Arrange teambuilding activities (Playing game) - Brainstorming for problem issue. - Motivation system such as morning speech 	<p><u>Teamwork:</u></p> <ul style="list-style-type: none"> - Employees clear all role and responsibility - Good coordination between managers and staff. - Create Unity and effective teamwork.

Figure 5.1. Conceptual Framework *continue*

Pre-ODI (Diagnosis)	Proposed ODI	Expected outcome
<u>Cross -functional Collaboration:</u> - Management no sharing goal to employees (Management don't provide clear goal to employees.) - Work alone with heavy workload - No interact among employees	<u>Cross -functional Collaboration:</u> - Set up weekly meeting for sharing idea to each department - Set up clear work objective - Set informal meeting between departments	<u>Cross -functional Collaboration:</u> - Break the boundary between each other (each department) - Reduce work load - Good interaction among employees - Effective Cross Functional Collaboration

5.3.1 Communication

Reference to the current situation (Pre- Organization Development Interventions) the company, especially the back office is faced with some problems related to communication; such as lack of frequency meeting among colleagues, and between the staff and the management. Sometimes there was misunderstanding in term of different knowledge and experience. In addition, there was unclear language communication especially technical terms with the colleagues and between staff and the management. There frequently got problems within and out of the departments because staff experiences in the company was less than one year. Then they did not know the related work when they coordinated with each other. Moreover they communicated through one way communication (order).

The researcher proposed the top management as follows:

- Set up weekly meetings within the department and out of the departments. The meeting would talk about problems, solving the problems, and share work experience with each other. They would change roles during the meeting. It could be two-way communication.

- Set intranet Frequently Asked Questions (FAQ). All the employees could contact each other whenever they need.

- Arrange some activities and programs to make all the employees and the management to be close. For example: playing games together whenever the company had an informal party (the sports day, the Valentine's Day, the family day, and all the festival days). The management had to join the employees in order to be close with each other.

- Arrange some training, seminars to make all the employees be familiar with each other. For example: Effective Communication Skill Workshop, Assertive Communication Skill Workshop.

- Arrange special training courses about job knowledge. The working period with the company for most of the employees in the back office was less than one year and the age was less than thirty. Even some of them had got the experience from other companies, but they did not know the process to work in AT Company Limited well.

The researcher informed the top management for the expected outcome as follows:

- Effective communication: When the employees were close with the management and familiar with their colleagues, they could communicate clearly.

- All the staff and the management could communicate without any misunderstanding.

- All the staff could work with a clear direction and instruction. There were no problems with their jobs. Even if there was any problem, they could immediately solve the problems together because of two-way communication..

5.3.2 Teamwork

Referring to the current situation (Pre- Organization Development Interventions) the company, especially the back office faced with some problems related to teamwork; such as the management did not clear goal and planning. The manager and staff did not coordinate for job responsibility and there were some problems between the manager and staff. Moreover no teamwork building because of the high turnover rate of the non-management level. There was a big turn over in the back office that showed in the demographic profile of the working period with the company for the non-management level was less than one year. It shows the result as there was no teambuilding.

The researcher proposed the top management the following:

- The company had to set up goals, clear job flow and setting meetings whenever there was problem.
- Arrange teambuilding activities as proposed for communication. For example: playing games together whenever the company had an informal party (the sports day, the Valentine's Day, the family day, and all the festival days). The management had to join with the employees in order to be close with each other.
- Brainstorming whenever there was any problem which happened. The related persons had to join and brainstorm for their ideas.
- Motivation system: The AT Company Limited had to set quarterly reward system for the best performance team.

The researcher informed the top management of the expected outcome as follows:

- The employees would clear all roles and responsibility when they worked together with teamwork.
- There will be good coordination between the manager and the staff which could create unity and effective teamwork.

5.3.3 Cross-Functional Collaboration

Reference to the current situation (Pre- Organization Development Interventions) the company, especially the back office faced some problems related to cross-functional collaboration; such as the management did not share goal to the employees. Some employees had to work alone with heavy workload and no interaction among the employees.

The researcher proposed the top management the following:

- The company had to set up a weekly meeting for the department heads to share ideas and discuss about problem issues.
- The company had to clear work objectives. Sometimes the jobs had overlaps between the departments. The management had to consider if there was any workload for any employees. The top management had to make the decision for them.
- Arrange informal meetings between the departments whenever they had got problems in order to share ideas.

The researcher informed the top management of the expected outcome as follows:

- Break the boundary between each other and each department.
- Reduce work load.

- Create a good interaction among the employees.
- Initiate effective Cross-Functional Collaboration among employees.

Part III: The recommendation of the research and further study

This study covered only the diagnosis phase and proposed organization development intervention to the top management. However the researcher would recommend the findings of the research and provide suggestions for further study in AT Company Limited.

5.4 Recommendation

The researcher would like to recommend the diagnosis on management level because the researcher did not interview 5 management level respondents from a total 8 respondents of management level. The questionnaire for diagnosis of management level may not appropriate because management level understand well for the questionnaire and aware to answered by fact and management level avoided the interview by saying there was no time. Top management may consider arranging some meetings for the management level to share ideas with them and increase their motivation.

The proposed organization development intervention covered only three topics (communication, teamwork, and cross-functional collaboration) of the back office that was the employees who worked in Accounting and Finance Department, Purchasing Department, and Human Resource Department. There was a huge employee many turnover from the back office, while the front office could get more income to the company (from Bht.50 million in 2002 to Bht.200 million in 2007), it would be dangerous for the company if the back office worked ineffectively. There were many

serious problems which happened. For example: The Financial Statement was late by three or four months. The top management could not plan effectively. There were more invoices due and not yet collected that led to the account receivables amount being very high. The company cash flow would be get problems and risked doubtful bad debts.

5.5 Recommendation for Future Study in the Organization

The findings of this study had covered only the three topics (communication, teamwork, and cross-functional collaboration) of the back office that was employees who worked in Accounting and Finance Department, Purchasing Department, and Human Resource Department. The reasons that the researcher proposed organization development intervention in the three topics and for only the back office because of the serious problems as the researcher mentioned above in the recommendations. There were more areas for further study. The findings of this study have raised the additional questions for further research as the following:

- It needs to be explore all departments not only the 3 back office departments (Accounting and Finance Department, Purchasing Department, and Human Resource Department).
- Moreover it needs to investigate if there is any improvement on the communication, teamwork, and cross-functional collaboration of the back office in the three departments (Accounting and Finance Department, Purchasing Department, and Human Resource Department).
- In addition, further research would be for all departments with the other areas; such as leadership style, job satisfaction, job motivation, and organization commitment.

EPILOGUE

I knew Organization Development (OD) program ten years ago from my sister because she learned (Master of Management of Organization Development (MMOD) at Assumption University in the year 1998. At that time I knew only the big picture that the one who learned this course could be a consultant. I did not know the details of what was the OD program until I started to learn MMOD at Assumption University in the year 2007.

I got from OD program at the first time was the learning to know myself. It was very interesting for me to know what was my brain map or my thinking. I am impressed with this course at the first time. It was the starting point for me to be aware of myself systematically. Then I learned many words from OD. As I remembered that were Change, Diagnose, OD intervention and others. The key point that I mentioned this course here was not only the words but I value it so much. At first I tried to change myself. I have got the benefits at the beginning of my class. I could use all the subjects that I learned to practice myself and for my career at the same time. The knowledge that I learned from the OD program is unlimited and non-stop learning, is concerned with people and people related are to everything.

When I applied OD program, my work was effective. I continue to diagnose and do intervention for myself and my staff. Some subjects that I used for myself and my career were Communication, Teamwork or Teambuilding, Conflict management, Leader's capabilities and others.

I also had a chance to do a thesis research. It was a good experience for me to practice with the actual company from the beginning of the diagnosis. It seemed that I looked like a professional consultant.

Moreover, I have got a lot of OD friends or OD people with whom I could exchange my own experience or get some advice from professors. This was my new network of friends. It has been a valuable network for me to keep updated on OD and knowledge. Sometimes we could help each other and coordinate for solving some problems.

The two years when I learned OD program, I knew that it would be easy for me to change myself before changing others. If I could change myself, it was not difficult to change others. Finally this is my starting point of OD and not the end.



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Appendix A- Questionnaire

Part I: Demographic Profile

Directions : Please kindly complete the following questions by making the checkmark (✓) in front of blank relating to your own profile. All the information will be also kept confidentially. Thank you for your cooperation.

1. What is your gender?

- ☐ Male ☐ Female

2. How old are you?

- ☐ Under 24 years ☐ From 24-30 years
☐ From 30-35 years ☐ From 35-40 years
☐ From 40-50 years ☐ Over 50 years

3. Marital Status

- ☐ Single ☐ Married ☐ Divorced/Separated

4. Education Attainment

- ☐ Assistance Manager level ☐ Manager level
☐ High school ☐ Diploma/College degree
☐ Bachelor's degree ☐ Master's degree or higher

5. Current Position

- ☐ Staff level ☐ Supervisor level
☐ Assistance Manager level ☐ Manager level

6. Length of Service

- ☐ Below 1 year ☐ Between 1-3 year

☐ Between 3-4 years

☐ Between 4-6 years

☐ Over 6 years

Part II Communication

Please indicate the extent to which you agree or disagree with the following statements

4=Strongly Agree 3=Agree 2=Disagree 1=Strongly Disagree

Part II : Communication	Strongly Disagree	Disagree	Agree	Strongly Agree
1. I understand clear in what my colleagues are trying to say 1. ข้าพเจ้าเข้าใจอย่างชัดเจนถึงสิ่งที่เพื่อนร่วมงานของข้าพเจ้าพูด	1	2	3	4
2. I usually get a clear command from my boss/message from my subordinates. 2. ข้าพเจ้าเข้าใจอย่างชัดเจนถึงสิ่งที่ผู้บังคับบัญชา/ผู้ใต้บังคับบัญชาของข้าพเจ้าพูด	1	2	3	4
3. I find it interesting to listen to other's view if they are different from my own 3. ข้าพเจ้าสนใจที่จะฟังความคิดเห็นผู้อื่นที่มีความคิดต่างจากข้าพเจ้า	1	2	3	4
4. I restate what I listen to make sure I understand it correctly. 4. ข้าพเจ้ามักกล่าวซ้ำถึงสิ่งที่ได้ยินเพื่อความแน่ใจในสิ่งที่ข้าพเจ้าเข้าใจ	1	2	3	4
5. I ask people clarify things I don't understand. 5. ข้าพเจ้ามักถามเมื่อไม่เข้าใจในการสื่อสารกับใครก็ตาม	1	2	3	4
6. I have never got a communication problem within my department. 6. ข้าพเจ้าไม่เคยมีปัญหาในการสื่อสารกับผู้ร่วมงานในแผนก	1	2	3	4
7. I have never got a communication problem out of my department. 7. ข้าพเจ้าไม่เคยมีปัญหาในการสื่อสารกับผู้ร่วมงานนอกแผนก	1	2	3	4

Part III Teamwork

Please indicate the extent to which you agree or disagree with the following statements

4=Strongly Agree 3=Agree 2=Disagree 1=Strongly Disagree

Part III : Teamwork	Strongly Agree	Agree	Disagree	Strongly Disagree
1. I always gain assistance from working with my colleagues in my own department 1. ข้าพเจ้ามักได้รับความช่วยเหลือเป็นอย่างดีจากการทำงานกับเพื่อนร่วมงานในแผนก	1	2	3	4
2. I am agreeable to the concept of working as a team 2. ข้าพเจ้าเห็นด้วยกับแนวคิดของการทำงานเป็นทีม	1	2	3	4
3. I am involved in planning and responsibility 3. ข้าพเจ้ามีส่วนร่วมในการวางแผนและรับผิดชอบ	1	2	3	4
4. Manager and staff discuss about problem by free opening 4. มีการพูดถึงปัญหาต่างๆในการทำงานระหว่างพนักงานกับหัวหน้างานได้อย่างอิสระ	1	2	3	4
5. Each person use skill and ability for best benefit in department 5. ในหน่วยงานได้นำทักษะความรู้ความสามารถของแต่ละคนมาร่วมกันทำงาน เพื่อให้เกิดประโยชน์สูงสุด	1	2	3	4
6. I helps colleagues when a problem occur on working 6. ข้าพเจ้ามีส่วนช่วยเพื่อนเมื่อมีปัญหาเกิดขึ้นในการทำงานที่แผนก	1	2	3	4
7. Teamwork within my department is efficiency 7. โดยภาพรวมแล้วภายในแผนกข้าพเจ้ามีการทำงานเป็นทีมอย่างมีประสิทธิภาพ	1	2	3	4

Part IV Cross-Functional Collaboration

Please indicate the extent to which you agree or disagree with the following statements

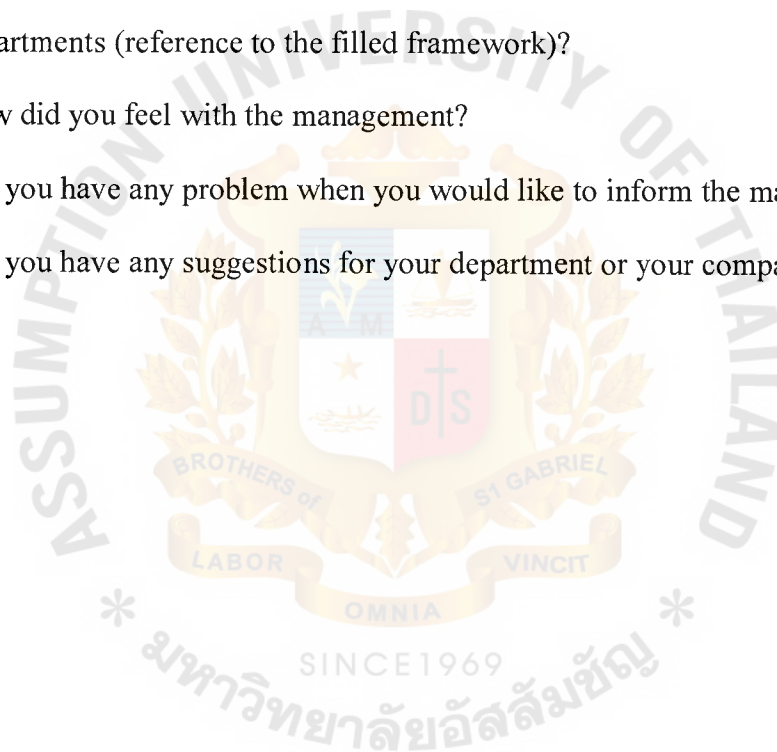
4=Strongly Agree 3=Agree 2=Disagree 1=Strongly Disagree

Part IV : Cross-Functional Collaboration	Strongly Agree	Agree	Disagree	Strongly Disagree
1. We analyze the work condition, problem and obstacle together between department. 1. มีการวิเคราะห์สภาพงาน ปัญหา และอุปสรรคร่วมกัน ระหว่างแผนก	1	2	3	4
2. We set up target and objective together between department. 2. มีการกำหนดเป้าหมายและวัตถุประสงค์ร่วมกัน ระหว่างแผนก	1	2	3	4
3. I feel I am a part of Company 3. ข้าพเจ้ารู้สึกข้าพเจ้าเป็นส่วนหนึ่งขององค์กร	1	2	3	4
4. It is important for me to let others know about the way we work 4. การให้ผู้อื่นรู้วิธีการทำงานของเราเป็นสิ่งสำคัญสำหรับข้าพเจ้า	1	2	3	4
5. To work with others, there is always support without any request. 5. ในการทำงานร่วมกับผู้อื่นจะมีการช่วยเหลืออยู่เสมอโดยไม่ต้องมีการร้องขอ	1	2	3	4
6. My colleagues favors and admit the work capability to each other. 6. เพื่อนร่วมงานมีลักษณะเอื้อเฟื้อเผื่อแผ่และยอมรับความสามารถในการทำงานซึ่งกันและกัน	1	2	3	4
7. Cross Function Collaboration within company is efficiency 7. โดยภาพรวมแล้วแต่ละแผนกภายในองค์กรมีการประสานงานและทำงานร่วมกันเป็นอย่างดี	1	2	3	4

Appendix B- Interview Guide

The interview statement and the questions were the following:

1. Please introduce yourself, talked about your position and job description.
2. Could you explain the reason why you marked your communication feeling on the framework?
3. What was your opinion on the communication within your department and other departments (reference to the filled framework)?
4. How did you feel with the management?
5. Did you have any problem when you would like to inform the management?
6. Did you have any suggestions for your department or your company?



Appendix C- Observation Guide

Question one: How busy are the employees?

Question two: Do they seem stressed?

Question three: Do they appear to be happy, angry, or sad?

Question four: How do they interact with each other within same department?

Question five: How do they interact with other department?

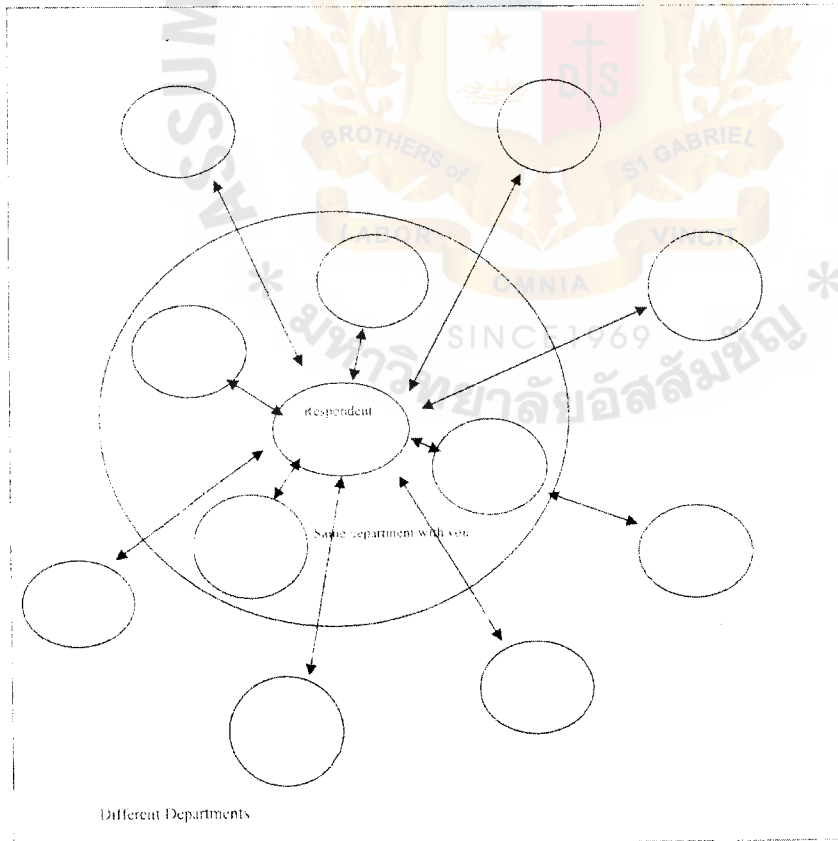
Question six: What is the work environment like--clean, dirty, messy, crowded, and spacious?



Appendix D- Framework before Interview

Communication feeling within department and the other department

- Start from yourself, the small middle circle, put your name and department in the middle circle
- Put the dummy name in the small circle within the big circle, the small circle around your circle was in the same department as yours.
- Put the dummy name and the other department in the small circle out of the big circle, all the small circle out of the big circle was the other department (the quantity of the small circle base on how many people/departments you communicated). Marked your feeling as the following:
 1. Please mark +, if you feel good when you communicate.
 2. Please mark ++, if you feel very good when you communicate.
 3. Please mark +++ (+ as much as you feel), if you feel excellence when you communicate.
 4. Please mark -, if you feel bad when you communicate.
 5. Please mark --, if you feel very bad when you communicate.
 6. Please mark --- (- as much as you feel), if you feel extremely bad when you communicate.
 7. Please mark +/-, if you feel not good or bad when you communicate.



การสื่อสารกับเพื่อนร่วมงานในแผนกและนอกแผนก

- เริ่มจากตัวของเราเองคือวงกลมตรงกลางเล็ก ใส่ชื่อแผนกของเรา
- ใส่ชื่อสมมติภายในวงกลมเล็กรอบตัวเรา (ภายใต้วงกลมใหญ่ที่เปรียบเสมือนแผนกเดียวกัน)
- ภายนอกวงกลมใหญ่ให้ใส่ชื่อสมมติและชื่อแผนกในวงกลมอื่นๆตามจำนวนที่เราติดต่อสื่อสารด้วยและใส่เครื่องหมายตามความรู้สึกดังนี้

1. ถ้ารู้สึกดีให้ใส่เครื่องหมาย +
2. ถ้ารู้สึกดีมากให้ใส่เครื่องหมาย ++
3. ถ้ารู้สึกดีมากก็ให้ใส่เครื่องหมาย +++ (มากตามจำนวนที่รู้สึก)
4. ถ้ารู้สึกแย่ที่ติดต่อสื่อสารด้วย ก็ให้ใส่เครื่องหมาย -
5. ถ้ารู้สึกแย่มากที่ติดต่อสื่อสารด้วย ก็ให้ใส่เครื่องหมาย - -
6. ถ้ารู้สึกแย่มาก ที่ติดต่อสื่อสารด้วย ก็ให้ใส่เครื่องหมาย - - - (มากตามจำนวนที่รู้สึก)

ถ้ารู้สึกเฉยๆ ก็ให้ใส่ทั้งเครื่องหมาย +/-

