



A Study of Flight Attendants' Attitude Toward Change Management:
The Case of Sky Airline Company

By

Woranuch Em-och

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 2004

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Examination Committee :

1. Dr. Salvacion E. Villavincencio (Advisor)
2. Dr. Ismail Ali Siad (Member)
3. Dr. Perla Rizalina M. Tayko (Member)
4. Assoc. Prof. Wirat Sanguanwongwan (MOE Representative)



.....
.....
Perla Rizalina M. Tayko
W. Sanguanwongwan

Examined on : November 15, 2004

Approved for Graduation on :

Graduate School of Business
Assumption University
Bangkok, Thailand

November 2004

Abstract

The main purpose of this study is to determine flight attendants' attitudes towards change management in Sky Airline Co.,Ltd. This study was conducted in Sky Airline Co.,Ltd. This study made use of survey to collect data and examine the difference between Thai Flight Attendants and European Flight Attendants toward Change in terms of flexibility, adaptability, scope and pace and Management in terms of trust and openness. The study made use of the questionnaires and group interview to collect data from the organization.

The findings of the study show that there is a difference between Thais and Europeans towards Change Management, in case of Sky Airline Co.,Ltd. Furthermore change management factors are the significant factors affecting the attitudes of flight attendants. Any plan to introduce change in the organization should take these factors into account in order to avoid any resistance from flight attendants.

This study suggests that organizations should focus on communication to prepare the environment for change and in conducting training in organization and management of change. Moreover management should facilitate and support implementation of Organizational Development Interventions (ODI) in organization to bring about improvement in this area. This study can also help management to determine possible causes of some difficulties arising during this period of change.

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CHAPTER 1

Introduction

1.1 Generalities of the Study

Change is a part of today's world. The world is constantly rotating. Increasing complexity in social life caused people to have more and more tension due to the competition in this world. The rapid changes in the business environment have forced organization to be more efficient and more flexible. Whenever the time of change comes, flight attendants' attitudes are the first question to consider. Company does not have only leader but also leader's follower. (McCauley, D., Harvard Business Review, 2003; 115)

Global Context

The world is moving very fast especially in current globalization environment. The pace of life is becoming faster. Good vision, useful information, network partner are very important factors. There are many crises that hit worldwide airline industry. Safety and financial viability are big issues of every company. Many multinational companies have managed to save money by using video conferencing and computers to make international connections because of travel bans. Other companies have lifted travel bans but remain cautious because SARS reports have varied so much and have decided to allow only essential travel. The tightening of travel policies can become permanent. Customers acting more like leisure travelers and using cheaper restricted fares to make lean budgets last longer. Crises have

forced every airline to change and adapt their strategies and contingency plan on how to tackle and make a profit in the soft market nowadays. Airline Industry has adapted to survive in several ways e.g. low cost airline which is the newest strategy for many Asian Countries. Only strong and efficient airlines will survive in airline industry from now on. Online Journal of Airline Suffers (www.cnn.com,2003)

Asian Context

The several crises have continuously attacked Asia Region. SARS and Uncertain circumstances around the world are those of the major problems in Asia until now. Every country is fighting with them. Airlines have adapted their strategies to survive. Some airlines reduce its fleet and cut its flights. Some airlines slashed its fares by half to revive passenger's traffic. The top five countries in danger of SARS are all in Asia, which are Thailand, China, Hong Kong, Taiwan, Singapore and Vietnam respectively.. Many multinational companies that invested in China, have postponed unessential travel within China because an employee contracted SARS. Online Journal of Slump may be over for airlines (www.cnn.com, 2003) Adapting to such change is a key challenge for management in order to ensure profitability. The airlines of many Asian Countries are still subsidized and maintained for political reasons. This has gone a stage further in the new millennium as the price-sensitive customer is a dominant element, especially in domestic air travel, and is concerned with a minimum standard of service. Airlines been forced to reduce operating costs and compete aggressively for business. The low-cost carrier is coming to be the new challenge of airline industry. What it will happen with the flag carriers and travelers? Is it really being developed in a way in which profits and demand are

balanced by the long-term needs of the environment and labor it affects? (Page, J., 2003)

Thai Context

Thailand is an angel city and has been popular destination but after the crisis of Sept 11 , Sars and the uncertain circumstances in the South of Thailand, the picture has dramatically changed. People are not sure about safety anymore. Many popular destinations like Phuket, Samui, Chiang Mai have suffered a lot. Tourism Authority of Thailand has requested for emergency aid. Tourist arrivals from January to April 2003 fell more than half compared to the previous year. The tourism industry in Thailand has been ravaged over the past several months due to SARS. Tourism Authority of Thailand, hotels and airlines have pushed "Unseen Thailand Campaign" to promote travel atmosphere within country. Campaigns encourage tourist and Thai people to travel within country. (Emergency Aid the Bangkok Post, May 23-25 2003, p.8.) Tourism is used by many national and local governments as a mechanism to aid the development and regeneration of economies. Tourism is a dynamic business. Striking the right balance between development, sustainable use, and destination or tourist appeal is a dynamic element that needs constant review (Page, J. 2003). Is Thai society and its people really ready for it? How will it impact upon our people?

At present, there are many low cost airlines born in Asia such as in Malaysia, Hong Kong, Sri Lanka and Thailand. They are fiercely competing with price as the expense of the safety and in flight-service. Globalization gives an opportunity to solve problems in a new way with a worldview of cooperation rather

than conflict. Every airline is now trying to see through the new ways of survival in this tough business. How can airline operate with competitive price and good service? How can passenger trust that they are safe? But before doing this entire airline must answer this question that how the airline creates an effective and flexible workforce ready for this new challenge?

Company Context

The company chosen for this study is Sky Airline. Sky Airline is a private company. Sky Airline was bankrupt on Oct 2001 due to the aim to broaden the scope of its activities by bringing all its companies under one roof since 1997. SkyGroup was subdivided into 4 operational holding companies: First, SkyAirLines, Second, SkyServies including the ground and technical service companies, Third, SkyTechnics and SkyLogistics including cargo and cargologic provide freight and logistics services, Forth, SkyRelation which includes the hotel chain and the air and rail caterers, Gate Gourmet and Rail Gourmet. Its structure becomes obvious that a large part of the SkyGroup tradition has been incorporated into the new name and presentation of the Skygroup and focus to profit from the broad service range of the SkyGroup. In addition Skygroup also incorporates program with others airlines in Europe such as Sabena Airlines, Volar Airlines etc. to harmonized fares and booking categories, through check-in and code-share flights to further destinations. The SkyGroup staffs are more than 25,000 including 2,000 pilots and 4,000 cabin crews out of which 60 are Thai Flight Attendants and more than 80 office branches around the world flying to more than 130 cities in Europe and overseas which are Asia, Africa and America. The result was gaining loss for the past several years and finally filed bankruptcy on Oct 2001 after 9/11 crisis in America. One of the main

reasons of their failure was their structure and operation network that become too big to manage and soft skilled for problem solving.

Sky Airline was reopened on April 2002. Sky Airline is a public company and the major shareholders are institution investors. Head Office is located in Basel and another 6 branches within Switzerland. It has 56 major offices abroad including Bangkok. These are about 10,000 employees including 1,357 pilots and 2,749 flight attendants of which 35 are Thai Flight Attendants flying in more than 40 countries around the world.

There are multi-cultural employees in Sky Airline which are European including Swiss, German, French, Italian and also Asian such as Chinese, Thai, Japanese, and Indian etc. All come from different environment, different culture and different background but work together as a team either on ground or on board. In addition Sky Airline is in the process of change and downsizing its operation including cabin crews, its fleets, branches and routes in order to adapt to the fiercely competitive airline industry. The competitive airline industry in Thailand is challenging to new airline as Sky Airline. There are many more airlines than the past especially low cost airlines which is smaller and more flexible than the bigger airlines such as Orient Thai Airline, Nok Air, Air Asia etc. Their cost and size advantages them so they can easily adapt their strategic, structure and working procedure to the market in time. In addition their booking, fare prices and routes are very attractive. The advertising campaigns are one of their main strategies. Comparing to the bigger airline which is less flexible and need time to process in change and also less advertising than those in the low cost airlines. Only the stronger and flexible airline can survive in the fiercely competitive aviation industry nowadays. The workplace

needs to be changed dramatically. The world of work has become unstable. These are circumstances that can lead to negative attitudes and self-defeating actions. A person with negative attitude has the same power to influence others as a person with a positive attitude. (Harrell, 2003) Individual change means organization change. When the time of change come, the attitude of members in organization are extremely important for organizations' enthusiasm, commitment and ultimately, performance. One organization must have good leader and good followers at the same time. Followers must know what their objectives are and how to achieve it. Everybody is organization's greatest asset. Management is the leader but cannot lead alone. Management needs a really good teamwork to work with them. Everybody shares responsibility for the firm's welfare. (Alan, J., Harvard Business Review, 2001:125-127)

It is in this light that the researcher got the inspiration to conduct a study about attitude of European and Thai flight attendants toward change management. Is employee ready to change? If not, how to create adaptability and flexibility to cope with change? How to deal with change effectively? Trust and confidence in company management is what matter most to the employees. (Sky Airline World Magazine,2003:15)

1.2 Research Objectives

1. To diagnose the organization specifically on flight attendants' attitude towards management.
2. To examine the level of the flight attendants' readiness to change
3. To find out the attendants' attitude toward change management

4. To determine factors which most likely affect flight attendants' attitude toward change management
5. To identify possible approaches and propose OD interventions in making change management effective in the organization.

1.3 Statement of the Problem

The main concern of the study is on flight attendants' attitude toward change management of Sky Airline. This study intends to provide answers to the following questions:

1. What is the attitude of flight attendant toward change in terms of flexibility, adaptability, scope and pace of organizational change?
2. What is the attitude of the flight attendants toward management in terms of trust and openness?
3. Is there any difference in the response of two groups of respondents (Europeans and Thais) in terms of attitude toward change (flexibility, adaptability, scope, and pace) and company management (trust and openness)?
4. What is this level of flight attendants' readiness to change?

1.4 Research Hypotheses

Ho1: There is no significant difference in the response of two groups of respondents (European and Thais) in terms of attitude toward change

(flexibility, adaptability, scope, and pace) and company management (trust and openness)

Ha1: There is significant difference in the response of two groups of respondents (European and Thais) in terms of attitude toward change (flexibility, adaptability, scope, and pace) and company management (trust and openness)

1.5 Significance of the Study

This research will provide the opportunity to employees of the organization to express their feelings and opinions. Furthermore, the research should enable the employee to be more understanding on the situation of the company management and company itself.

The findings of this study should enable the management of organization that had already implemented change in their organization to determine possible causes of some obstacles occurred during the change period. The findings should enable the company's management to determine the effective change process that can affect employees' attitude.

This finding also provides the mirror for the organization which will enable the organization to know the organization's culture better and enable the organization to know how to select the right employee and candidate who should fit to the organization's culture.

1.6 Scope of the Study

The scope of this study focuses on the attitude of flight attendants towards the process of change and company management. The components of Change comprise "Flexibility", "Adaptability", "Scope" and "Pace". Meanwhile, Company Management comprises two major factors which are "Trust" and "Openness". Target respondents are Thai Flight Attendants and European Flight Attendants.

1.7 Limitation of the Study

1. Time limitation.

European Flight Attendant flies around the world with different length of period per flight so it will take time to fill in the questionnaire and return to the researcher.

2. The nature of respondents' work

As the respondents' duty are traveling all the time with different length of period per flight, the personal mailbox is the only major communication channel to reach the respondents.

3. Sample Size

One of the limitations is difference in number of respondent between European respondent and Thai respondent. So we use minority number which is Thai respondent as standard for comparison

4. The name of the company is not going to be disclosed for confidential reasons and another name will be used in this study instead

5. The nationality of respondents are 2 groups which are European refer to Swiss, German and French that are treated as one group and another side is Thai.

1.8 Definition of Terms

Attitude: Evaluative statement or judgments concerning objects, people, or events. (Robbins 2001) It refers to how flight attendant feels about change and company's management when time of change

Change: is the phase where a planned change actually takes place (Lewis,2000) It is inevitable especially in time of dynamic environment. It refers to risky and uncertain situation.

Change Management: is a planned change to bring about organizational change. The change aims at specific objectives and is based on a diagnosis of problem areas. (Harvey & R.Brown,1996)

Readiness to change: Awareness and acceptance of the need for change. (Lewis,2000).

Resistance to change: Unwillingness to accept the change. (Lewis, 2000)

39977 e.2

Flexibility Evaluative statements or judgments concerning objects, people, or events. (Robbins, 2001) It refers to the ability of flight attendants to flex on rules, regulations and working procedures as well as on various changes that occur in the company.

Adaptability Ability to adapt oneself to situation. (Cave, 1994). It refers to the ability to adapt to the uncertain event, lot of new colleagues and outsiders.

Scope The area of focus (French, 1999). It refers to the level of change in working area.

Pace The direction to achieve the desired objective. (French, 1999). It refers to the direction of change.

Company's Management. A group of people who draw up formal plan, organization structure, and monitoring results against the plans. (Robbins, 2001) It refers to Board of Director, CEO and Manager Level 9

Trust A positive expectation that another will not act opportunistically. (Robbins, 2001) It refers to an ability of a person who can earn trust from other people.

Openness Rely on others to tell the truth (Robbins, 2001). It refers to an ability of a person to be transparent to other people and welcome their ideas.

OD intervention: is a planned process of change in an organization's culture through the utilization of behavioral technologies, research, and theory (Burke, 1994) It refers to a specific activities that may need management in order to modify the attitude of flight attendants toward change and company's management which will minimize cost, time frame and prospect obstacle when time of change.



CHAPTER 2

REVIEW OF THE RELATED LITERATURE AND CONCEPTUAL FRAMEWORK

In this chapter, the researcher aims to review the theories and past researches related to this research. The researcher concentrates on the relationship between attitude of European Flight Attendant and Thai Flight Attendant toward Change and Company's Management. The researcher will emphasize the appropriate theories that relate to dependent variables and independent variables of study. Moreover, the conceptual framework will conclude the relationship of each variable.

2.1 Attitude

❖ Component of Attitudes

Schiffman and Kanuk (2000) pointed out that it is useful to consider attitudes as having three components. First, cognitive component consists of a person's cognition. A person's cognition is knowledge and perceptions that are acquired by combination of direct experience with the attitude object and related information from various sources. This knowledge and resulting perceptions are commonly taken in the form of beliefs. The consumer believes that the attitude object possesses various attributes and that specific behavior will lead to specific outcomes.

Second, affective component is consumer's emotions or feelings about a particular product or brand. The emotions and feelings are frequently

treated by consumer researchers as primarily evaluative in nature; that is, they capture an individual's direct or global assessment of the attitude-object (or the extent to which to individual rates the attitude-object as favorable or unfavorable, good or bad)

Third, behavioral is concerned with the likelihood or tendency that an individual will undertake a specific action or behave in a particular way with regard to the attitude object. According to some interpretations, the cognitive component may include the actual behavior itself

It is generally accepted that attitudes are composed of affective (feelings), cognitive (beliefs), and behavioral (actual actions) components as graphically shown in figure2.1

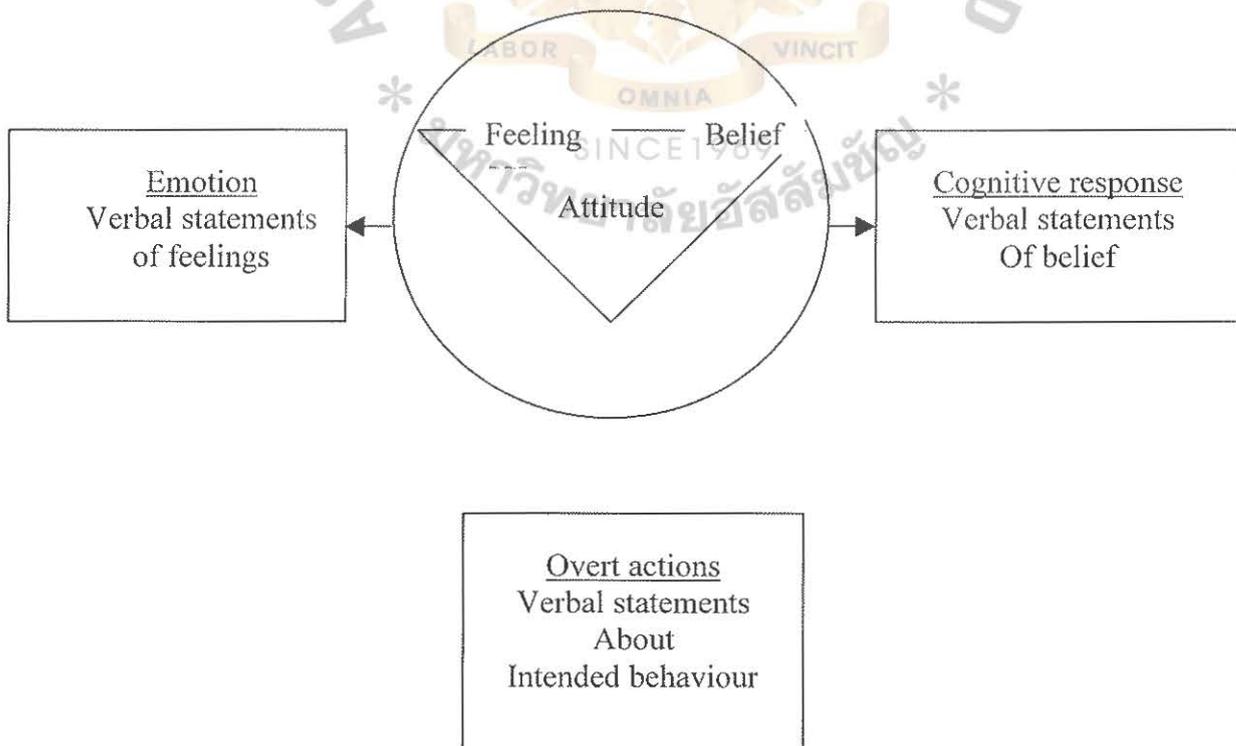


Figure 2.1 Source: Spooncer, F. (1992 reprint) Behavioural Studies for Marketing and Business Leckhampton, UK: Stanley Thornes (Publishers) Ltd. (first published 1989)

In Piderit's research (2000), she also examines the response of employees to organizational change along with *cognitive, emotional, and intentional* dimensions, which have same idea with cognitive, affective, and behavioral, respectively. The cognitive dimension might range from strong positive beliefs (i.e., "this change is essential for organization to succeed") to strong negative beliefs (i.e., "this change could ruin the company"). An employee's response along the emotional dimension might range from strong positive emotions (such as excitement or happiness) to strong negative emotions (such as anger or fear). An employee's response along the intentional dimension might range from positive intentions to support the change to negative intentions to oppose it.

❖ Attitude in Individual behavior

First, *Biographical Characteristics* include data that are contained in almost every employee's personnel file. The most important conclusions can be drawn after reviewing the evidence. Age seems to have no relationship to productivity, older workers and those with longer tenure are less likely to resign, and married employees have fewer absences, less turnover, and report higher job satisfaction than those unmarried employees.

Second, *Ability* directly influences an employee's level of performance and satisfaction through the ability-job fit. In addition, providing training for

employees can keep the abilities of incumbents current or provide new skills as times and condition change.

Third, *learning* any observable change in behavior is prima facie evidence that learning has taken place. Positive reinforcement is a powerful tool for modifying behavior. By identifying and rewarding performance-enhancing behaviors, management increases the likelihood that they will be repeated. Management should expect that employees will look to them as models. Management who are constantly late to work, or take two hours for lunch, or help themselves to company office supplies for personal use should expect employees to read the message and model their behavior accordingly.

The concept of an "organizations" is an artificial notion. The physical properties of organizations-such as building and equipment tend to obscure the fact that organizations are really nothing other than aggregates of individuals. People to about doing their jobs in different ways. Differ in interactions with bosses and co-workers. Vary in terms of work habits promptness in completing tasks, conscientiousness in doing quality work, cooperation with co-workers, and the like. Individual difference variables such as values, attitudes, perceptions, motives, and personalities. To be able to explain employee behavior; need to recognize the overwhelming influence that individual differences play. (Robbins, 2001)

- ❖ **Attitude in Organizational Behavior** First, *organizational behavior* is a field of study that investigates the impact that individuals, groups, and structure have on behavior within organizations for the purpose of applying such knowledge toward improving and organization's effectiveness. It studies three determinants of behavior in

organizations which are individuals, groups, and structure. In addition, OB applies the knowledge gained about individuals, groups, and the effect of structure on behavior in order to make organizations work more effectively. OB is concerned with the study of what people do in an organization and how that behavior affects the performance of the organization. It emphasizes behavior as related to jobs, work, and absenteeism. Employment turnover, productivity, human performance, and management. OB includes the core topics of interpersonal communication, attitude, perception, conflict and work stress. It offers specific insights to improve a manager's people skills. In times of rapid and ongoing change what most managers face today? OB can help managers cope in a world of temporariness and learn ways to stimulate innovation. Finally, OB can offer managers guidance in creating an ethically healthy work climate.

There is an increasing amount of evidence that successful organizations put people first because employees are its only true competitive advantage. The characteristic that differentiates successful companies from their less successful counterparts in almost every industry is the quality of the people they are able to get and keep. These organizations spend heavily to make sure employee skill levels are kept current. This not only ensures that employees can handle the latest technologies and processes for the organization but that employees will be marketable to other employers. People first organizations empower their employees. They push authority and responsibility down to the lowest levels.

Organizations that put people first have a more dedicated and committed workforce. This, in turn, translates into higher employee productivity, satisfaction and positive attitude. These employees are willing to put forth the extra effort to do whatever is necessary to see that their jobs are done properly and completely. People-first strategies also lead to organizations being able to recruit smarter, more conscientious, and more loyal employees. (Robbins,2001)

Why is it important to know an individual's attitudes? An employee's performance and satisfaction are likely to be higher if his or her attitude fit well with the organization and employees are more likely to be satisfied if they perceive that they do fit in. Employee's attitude plays important roles because attitudes give warning of potential problems and because they influence behavior.

During the 1920s, an emphasis on the human side of the workplace began to establish its influence on management thinking. Major branches that emerged in this behavioral or human resource approach to management are shown in Figure 2.1. They include the famous Hawthorne studies and Maslow's theory of human needs, as well as theories generated from these foundations by Douglas McGregor, Chris Argyris, and others. The behavioral approaches maintain that people are social and self-actualizing. People at work are assumed to seek satisfying social relationships, respond to group pressures, and search for personal fulfillment.

This study had a scientific management perspective and sought to determine how economic incentives and the physical conditions of the workplace affected the output of workers. It also focuses on employee attitudes, interpersonal relations, and group relations. These studies contributed to the emergence of the human relations

movement as an important influence on management thought during the 1950s and 1960s. This movement was largely based on the viewpoint that managers who used good human relations in the workplace would achieve productivity. Furthermore, the insights of the human relations movement set the stage for what has now evolved as the field of organizational behavior, the study of individuals and groups in organizations. (Schermerhorn,2002) p.97-98

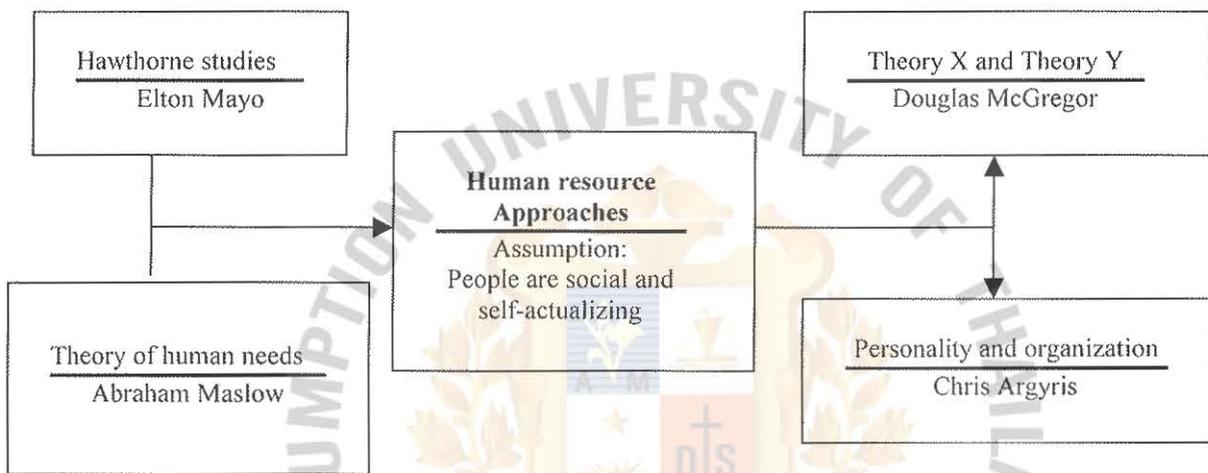


Figure 2.2 Foundations in the behavioral or human resource approaches to management.

(Source: Schermerhorn, The Hawthorne studies and Human Relations, Management, 2002, p37)

In 1927 Mayo began more research to examine the effect of worker's fatigue on output by separating six workers in a special test room. They were given various rest pauses and several lengths of workdays and workweeks while production was regularly measured. Mayo concluded that two factors are shown out. One was the group atmosphere; the workers shared pleasant social relations with one another and wanted to do a good job. The other was more participative supervision.

❖ **Employee Attitude, Interpersonal Relations within organization**

Mayo studies continued to examine these factors until the worsening economic conditions of the Depression forced their termination in 1932. Until then, interest focused on employee attitudes, interpersonal relations, and group relations. In one study, over 21,000 employees were interviewed to learn what they liked and disliked about their work environment. “Complex” and “baffling” results led the researchers to conclude that The Hawthorne studies helped shift the attention of managers and management researchers away from the technical and structural concerns of the classical approach and toward social and human concerns as keys to productivity. They showed that people’s feelings, attitudes, and relationships with coworkers should be important to management, and they recognized the importance of the work group.

The Hawthorne studies contributed to the emergence of the human relations movement as an important influence on management thought during the 1950s and 1960s. This movement was largely based on the viewpoint that managers who used good human relations in the workplace would achieve productivity.

Maslow’s Theory is a key foundation of human needs. They are from lowest to highest in order. They are physiological, safety, social, esteem, and self-actualization needs.

McGregor’s Theory X and Theory Y called upon managers to shift their view of human nature away from a set of assumption. “Theory X assumes people dislike

work and lack ambition whereas Theory Y assumes people are willing to work and creative.

Argyris's Theory believes that managers who treat people positively and as responsible adults will achieve productivity. He believes that the common problems of employee apathy, alienation, etc. may be signs of a mismatch between worker's mature personalities and outdated management practices.

According to all of the above theories, concerning people's attitude and relationship many evidents have shown that people's attitude and human relation can affect the output of the organization. People may have many various needs that can change over time as dynamic robot meanwhile they also possess a range of talents and capabilities that can be developed. Organizations and managers, therefore, should know and understand employee's attitude. So manager can choose the right person at the right time and in the right place especially in time of crisis.

2.2 Theories and related studies about Attitude

Larry L. Barker & Deborah A. Barker (1993) defined attitude as a "Learned Tendency" to react positively or negatively to an objective or situation. It implied a positive or negative evaluation of someone or something. Attitudes operated at three different levels; (1) cognitive (belief), (2) affective (feeling), and (3) instrumental (action). The cognitive level involved a particular belief, the affective level involved a particular feeling, and the instrumental level involved overt behavior or action.

2.2.1 Job-related attitudes

A person can have thousand of attitudes, but the researcher will focus on job-related attitudes. Those job-related attitudes tap positive or negative evaluations that employees hold about aspect of their work environment.

2.2.2 Cognitive Dissonance Theory

Leon Festinger(1950) proposed the theory of cognitive dissonance. This theory sought to explain the linkage between attitudes and behavior. Dissonance means an inconsistency. Cognitive dissonance refers to any incompatibility that an individual might perceive between two or more of attitudes, or between behavior and attitudes. Festiger stated that any form of inconsistency is uncomfortable and that individuals will attempt to reduce the dissonance and, hence, the discomfort. Therefore, individuals will seek a stable state in which there is a minimum of dissonance.

2.2.3 Self – Perception Theory

Theory states that attitudes are used after the fact to make sense out of an action that has already occurred rather than as devices that precede and guide action. And contrary to cognitive dissonance theory, attitudes are just casual verbal statements. When people are asked about their attitudes, and they do not have strong convictions or feelings, self-perception theory says they tend to create plausible answers. (Page, J., Harvard Business

Review 2003). Self-perception theory has been well supported. While the traditional attitude-behavior relationship is generally positive, the behavior attitude relationship is stronger. This is particularly true when attitudes are vague and ambiguous. When you have had few experiences regarding an attitude issue or given little previous thought to it, you will tend to infer your attitudes from your behavior. However, when your attitudes have been established for a while and are well defined, those attitudes are likely to guide your behavior.

2.2.4 Employees' attitudes

Attitude can be defined as readiness to respond to a psychological object with some degree of favorableness. The evaluative reaction of favor or disfavor can range from extremely negative to extremely positive, through the neutral point, on a dimension such as: "good bad", "pleasant unpleasant", or "favor opposed" (UMASS, 2002)

Attitudes are linked with many other aspects of behavior. They have traditionally been considered to be relatively stable disposition to behave in particular ways towards objects, institutions, situations, ideas or other people. They are also usually considered to develop as a result of experience. In other words they influence an individual's response to something or someone. All people have attitudes towards things-school, university, parents, work, politics, sport, religion and other people (Martin, 2002)

Theories and studies related to work attitudes are direct experience and social learning. Research has shown that attitudes that are received from the direct experience are stronger. They are held more firmly and more difficult to change than the attitudes formed through indirect experience. (Stewart, 1997)

2.3 The Effect of Culture on Attitude

Culture & Attitudes

Based on the findings of Hofstede (1997) and Schein (1985), culture is manifested at different level: visible or tangible level such as norms and behavior; and invisible or intangible level such as basic assumptions, feelings, beliefs, values, and attitudes. Work attitudes are defined as feelings, beliefs, values, and behavioral tendencies towards various aspects of the job, the setting in which the work is conducted, and/ or the people involved. They are evaluative statement, either favorable or unfavorable. Differences among the world's cultures may be understood in respect to how people handle relationships with one another, their attitudes toward time, and their attitudes toward the environment. Practices that are successful in one culture may work less well in others.

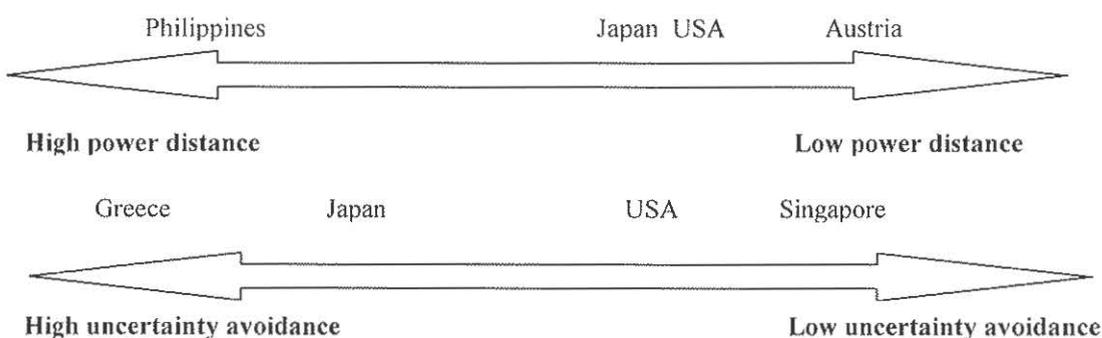
Organizational Culture is a Common perception held by the organization's members; a system of shared meaning Culture as liability (Robbins 2001) noted for his work in organizational culture theory that culture enhances organizational commitment and increases the consistency of

employee behavior. These are clearly benefits to an organization. From an employee's standpoint, culture is valuable because it reduces ambiguity. It tells employees how things are done and what is important. But we should not ignore the potentially dysfunctional aspects of culture, especially a strong one, on an organization's effectiveness.

Barrier to Change Culture is a liability when the shared values are not in agreement with those that will further the organization's effectiveness. This is most likely to occur when an organization's environment is dynamic. When an environment is undergoing rapid change, an organization's entrenched culture may no longer be appropriate. So consistency of behavior is an asset to an organization when it faces a stable environment. It may, however, burden the organization and make it difficult to respond to changes in the environment.

2.4 Theories and related studies about Culture

According to Hofstede, a Dutch scholar and international management Consultant, he offers one framework for understanding the management implications of broad differences in national cultures. Figure 2.1 shows how selected countries rank on the five dimensions Hofstede now uses in his model



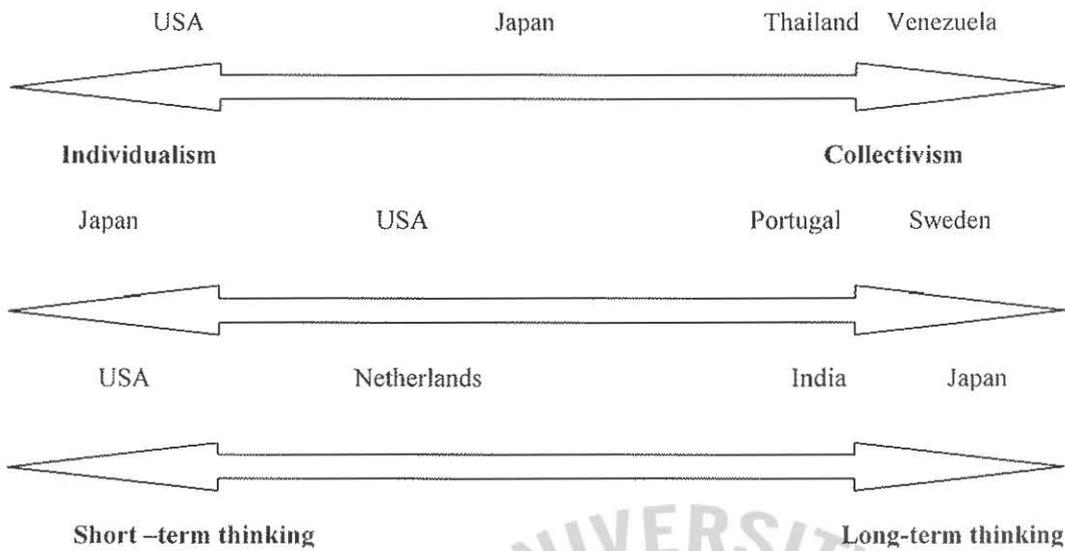


Figure 2.3 Hofstede's dimensions of national culture

(Source: Schermerhorn, Value and National Cultures, Management, 2002, p131)

Power distance is the degree to which a society accepts or rejects the unequal distribution of power in organizations and the institutions of society. The next factor is uncertainty avoidance that is the degree to which a society tolerates risk and situation. For uncertainties Individualism-collectivism is the degree to which a society emphasizes individual accomplishment and self interests versus collective accomplishments and the good of groups. The next factors are masculinity-femininity that is the degree to which a society values assertiveness and material success, versus feelings and concern for relationships. Last factors is time orientation that is the degree to which a society emphasizes short-term considerations versus greater concern for the future.

Hofstede's framework helps identify useful managerial implications form. These potential cultural differences. In high uncertainty-avoidance cultures, employment practices that increase job security are likely to be favored. In highly

individualistic societies (The United States ranked as the most individualistic in Hofstede's sample), workers are expected to emphasize self-interests more than group loyalty. Outsiders may find that the workplace in more masculine societies, such as Japan. That displays more rigid gender stereotypes. Also, corporate strategies in more long-term cultures are likely to be just that – more long-term oriented.

Changing or developing attitudes depend on who you are, the strength of the employee's attitude, the magnitude of the change, and the technique you choose to try to change the attitude and where you come from. Employees are most likely to respond to change efforts made by someone who is liked, credible, and convincing. (Robbins, 2001)

2.4.1 Organizational Culture

Goffee and Jones stated that organizations attempt to select new members who fit well with the organization's culture. And most job candidates similarly try to find organizations where their values and personality will fit in. There are two dimensions underlie organizational culture. The first they call sociability. This is a measure of friendliness. High sociability means people do kind things for one another without expecting something in return and relate to each other in a friendly, caring way. The second is solidarity. It's a measure of task orientation. High solidarity means people can overlook personal biases and rally behind common interests and common goals. Figure 2.2 illustrates a matrix with these two dimensions rated as either high or low. They create four distinct culture types.

First, *Networked culture (high sociability; low on solidarity)*.

These organizations view members as family and friends. People know and like each other. The major negative aspect associated with this culture is that the focus on friendships can lead to a tolerance for poor performance and creation of political cliques.

Second, *Mercenary culture (low on sociability; high on solidarity)*.

These organizations are fiercely goal focused. People are intense and determined to meet goals. They have a powerful sense of purpose. The downside of this culture is that it can lead to an almost inhumane treatment of people who are perceived as low performers.

Third, *Fragmented culture (low on sociability; low on solidarity)*

These organizations are made up of individualists. Commitment is first and foremost to individual members and their job tasks. The major negatives in these cultures are excessive criticizing of others and an absence of collegiality.

Forth, *Communal culture (high on sociability; high on solidarity)*.

This final category values both friendship and performance. People have a feeling of belonging but there is still a ruthless focus on goal achievement.

The downside of these cultures is that they often consume one's total life.

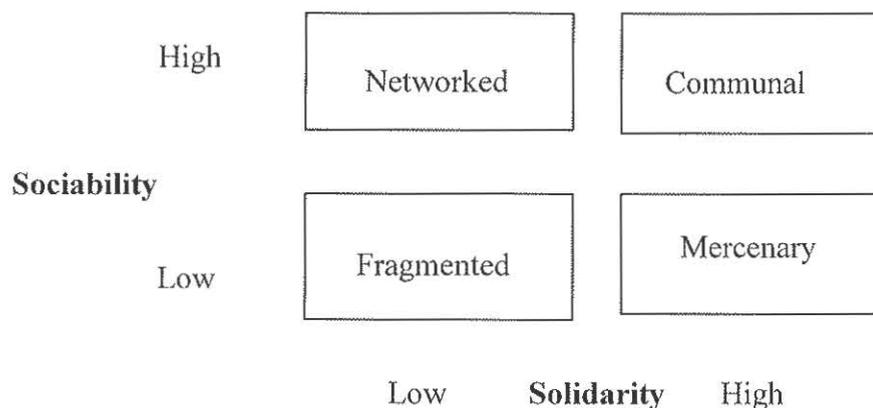


Figure 2.4 Four-Culture Typology

(Source: Adated from R. Goffee and G.Jones, The Character of a Corpotation
(New York: Harper Business, 1998,p.21)

2.5 Individual difference in culture influence performance.

(Vrugt, 1996) Employees who are intellectually more able than the rest of others tend to find complex cognitive task easier and so do more, in less time, and to a higher standard. The definition of intelligence is "learning facility", i.e., the amount of time and effort one have to expend to learn something new and the ease with which we can apply this learning to new situations. Time limitation to learn to perform tasks, and especially when work is constantly pitching into new situations, a limited ability to learn and apply one's knowledge is a serious handicap. Self-efficacy power has a great deal of potential explanatory power. However, it does not appear to be a general aspect of personality. Rather, belief in one's ability to perform well and cope with stressors is specific to certain aspects of our functioning and limited to particular contexts. Attitude of mind, which leads the person to believe that mastery and success are possible.

Workplace "stress" is a complex matter since so many factors mediate between objective stressors and adverse reactions to them including appraisal of threatening events and situations, personality, the person's feelings of self-efficacy, and job factors such as control over work. This may lead to some employers refusing to accept that the work conditions they create could have an adverse impact on employee's commitment to one's organization.

The results of finding consistent with Vrugt's study (1996) that Time limitation to learn to perform tasks, and especially when work is constantly pitching into new situations, a limited ability to learn and apply one's knowledge is a serious handicap. In addition according to open-ended question and group interview's results also consistent that Workplace "stress" is a complex matter since so many factors mediate between objective stressors and adverse reactions to them. Including appraisal of threatening events and situations, personality, the person's feelings of self-efficacy, and job factors such as control over work. This may lead to some employers refusing to accept that the work conditions they create can have an adverse impact on employee's commitment to one's organization.

2.6 Core Idea about Change Management

Robbins, 2001 stated that the change options essentially fall into four categories. The options could be divided into four categories: structure, technology, physical setting, and people

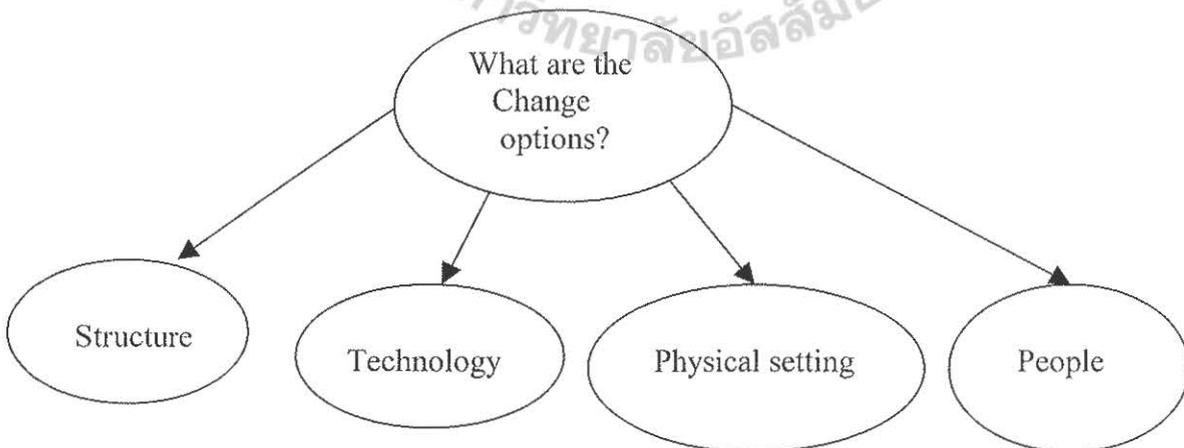


Figure 2.5 Change Options

(source; Stephen P. Robbins Organizational Change and Stress Management, Organizational behavior, 2001, p.543)

First, *Changing Structure* an organization's structure is defined how tasks are formally divided, grouped, and coordinated such as work specialization, span of control, and various organizational designs.

Second, *Changing Technology* is a competitive factor or innovations within an Industry often require company management to introduce new equipment, tools, or operating methods. Most organizations now have sophisticated management information systems that link the organization's employees regardless of where they are located.

Third, *Changing The Physical Setting* is the layout of work space which will not be a random activity. Typically, management thoughtfully considers work demands, formal interaction requirements, and social needs when making decisions about space configurations, interior design, equipment placement, and the like.

Fourth, *Changing People* is the final area in which change agents operate is helping individuals and groups within the organization to work more effectively together. This category typically involves changing the attitudes and behaviors of organizational members through processes of communication, decision making, and problem solving.

2.7 Theories and related studies about Attitude toward Change Management

Zidle (2002) mentioned in "An Ear to Hear" "Finding out What Your Workers Really Think" that organizations want to get a better understanding of the impact of a

major change on employees perhaps after organizational change. The most dangerous position for a company is not knowing how employees feel about an issue. Progressive organizations today recognize that employees are first people who have personal situations and perspective that affect their work attitudes and behaviors. By acknowledging these “people” issues, organizations enhance employee commitment and create workers who are on the job not only in body, but in mind and spirit as well.

Not all employees will oppose change, and both support and resistance are not uncommon for employees will take sides. For example, those who favor a particular change and who feel most comfortable with it invariably will support the change, while employees adversely affected by the change usually will be less excited by it, are more likely to be anxious about it and usually will resist it (Carr, 1994; Geyer, 1995). The affected factors on the resistance are the employees' knowledge and training (Porter and Lawler, 1968), and communication skills (Seibold, Cantrill, and Meyers, 1985)

Schalk, Campbell, and Freeze (1998) noted that the company should make employees have positive attitude to organizational change. This requires the creating readiness for change and dealing with resistance of change.

First, *Attitude in term of Flexibility* if we can measure something, we can see if it changes. What we say about things can reflect how we feel and behave more generally. Attitudes have been described as capable of change through learning and it is important in bringing about change in individual behavior. Any attempt to manage organizational change must therefore take account of the flexible of the

attitudes for example the subordinate will likely to listen to the person that they like even they have to change their attitude because attitude has more flexibility than value (Ambrose, 1997)

Second, *Attitudes in term of adaptability*. According to the cognitive dissonance Festinger explain that the cognitive dissonance refers to any incompatibility that an individual might perceive between two or more attitudes, or between behavior and attitudes. Any form of inconsistency is uncomfortable and that individuals will attempt to reduce the dissonance and, hence, the discomfort. Therefore, individuals will seek a stable state in which there is a minimum of dissonance. The reducing of dissonance means that attitude can be adapted depending on the importance of the element creating the dissonance, the degree of influence the individual believes that one has over the elements, and the rewards that may be involved in dissonance.

Third, *Attitude in term of Scope and Pace* mean the degree of change and the direction of change influence individuals attitude for example Mr.A has a new boss which has a totally different style comparing with the previous boss because new boss has directive style while previous boss has a supportive style. Mr. A feels uncomfortable with this situation because he thinks that it is too much change. So Mr.A has to consider shifting the attitude in terms of scope and pace to fit new boss in order to work well together

The Life Cycle Of Resistance to Change

Goodwin Watson (2002) stated that Organization program such as downsizing and reengineering which involves innovation and change, will

probably encounter some degree of resistance. This resistance will be evident in individuals and groups in such forms as controversy, hostility, and conflict, either overtly or covertly. The change itself tends to move through a life cycle.

Phase 1 In the first phase, there are only a few people who see the need for change and take reform seriously. Resistance appears massive. At this point the change program may die or it may continue to grow.

Phase 2 The movement for change begins to grow the forces for the change and against the change become identifiable. The change is discussed. The threat associated with the change can be lessened because of increased understanding.

Phase 3 In this phase there is a direct conflict and a showdown between the forces pro and con. This phase will probably mean life or death to the change effort, as those enthusiastic about the change frequently underestimate the strength of those resistant to the change.

Phase 4 If, after the decisive battles, the supporters of the change are in power, the remaining resistance is seen as stubborn and a nuisance.

Phase 5 In the last phase the resisters to change are as few and as alienated as were the advocates in the first phase. Although these phases may give the impression that a battle is being waged between those trying to bring about change and those resisting the change, the actual conflict is

usually more subtle and may only surface in small verbal disagreements, questions, reluctance, and so forth.(Harvey & Brown,1996)

The result of the first hypothesis is consistent with Harvey & Brown(2001) in making changes in an organization are the degree of change and the impact on the culture. Evidence suggest that change is difficult to accomplish and resistance can be expected whenever a change involves a significant impact on the traditional behavior, power, culture and structure within an organization which devide to four possible change situations.

A Change Model

Harvey & Brown (2001) stated that two major considerations in making changes in an organization are the degree of change and the impact on the culture. Evidence suggests that change is difficult to accomplish and resistance can be expected whenever a change involves a significant impact on the traditional behavior, power, culture, and structure within an organization. The Change Model in Figure 2.4 the areas in the divisions of the figure show the relative resistance encountered to four possible change situations.

Minor change, minor impact on culture means where there the change to be introduced is relatively minor and the impact on the existing culture is small, there will predictably occur the lowest level of resistance and the highest probability of a successful change. The next situation is quite contrary which is **minor change, major impact on culture**. That means where the change is minor but has a large impact on the culture, some resistance can be expected, depending on the size of

the threat, and the speed of the change. Another situation refer to a good management is **major change, minor impact on culture**. Here the change is major, but the impact on existing culture is minor, so while some resistance is likely, good management can probably overcome resistance. The most difficult situation is **major change, major impact on culture**. When the degree of change is large and the impact on the existing culture is high, the greatest resistance can be predicted. In this situation, the probability of success is low. In managing change, experience suggests that both the level of resistance and the time it takes to implement change tend to be underestimated. An alternative plan, assuming the organization has the time, is to break the change into smaller components that will be introduced over a longer time. Each component will encounter low resistance by representing a small degree of change and small impact on the culture

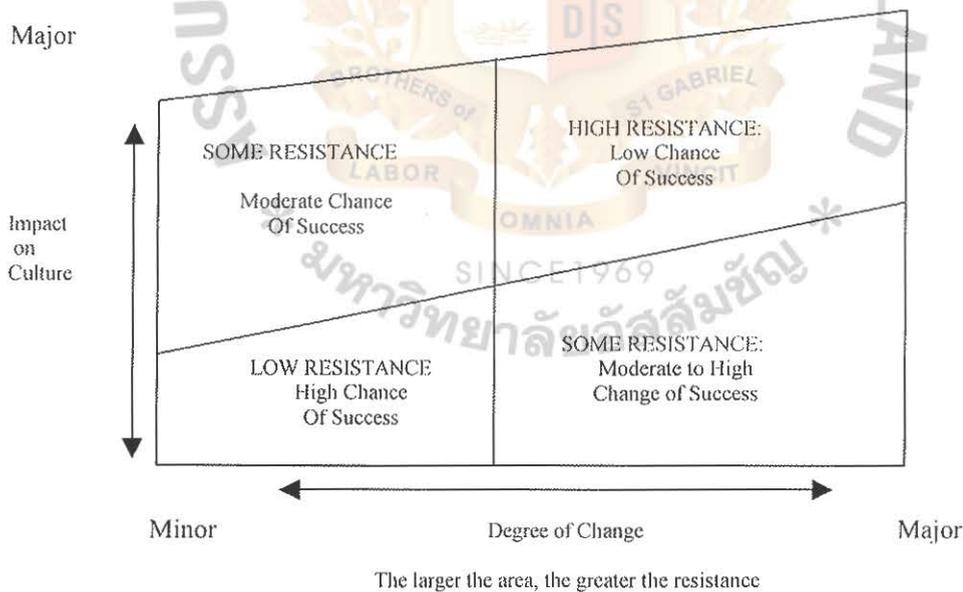


Figure 2.6 The Change Model

(Source: Harvey & Brown, Overcome Resistance to Change, Organizational Development, 1996, p.157)

Coping with change has become a major challenge for most enterprises. Staff are growing or at least changing and employers must constantly master new business processes and tools. It is sometimes difficult to tell where one function stops and another starts. Dynamic Organizations must have outstanding leaders to lead their knowledgeable workers into the right direction at the right time. (Oct2003 Learning Organization IBM, www.ibm.com.)

In addition Kurt Lewin (1951), a social psychologist noted for his work in organizational theory, proposed the three-step model of change: unfreezing, change and refreezing.

Unfreezing means melting resistance to change; the people who will be affected by the change come to accept the need for it. People tend to resist change because it increases anxiety and stress, and it may threaten their self interests. Also, because it entails giving up old ways, change often creates a feeling of loss. Resistance to change "melts" when events or information cause people to conclude that the status quo is unacceptable and that change is worth the effort. If unfreezing succeeds, people want to make a change, but they still need to see a path to a better state. That path is the second stage of Lewin's model.

The transformation stage requires altering one or more characteristics of the work setting: the structure and systems of the organization, social factors, the organization's technology and the physical setting. The implication is that changes in the work setting will lead to changes in individual behavior, which in turn will improve the organization's outcomes.

Refreezing, for the change to endure, must be reinforced as part of a new stem. The resulting benefits will in and of themselves reinforce the change.

The employee often feels attacked and betrayed by changes. Many respond with resistance, anger, frustration and confusion. So Organizations should implement the policies and practices, which will cause employees to feel valued by the organization, and once employees feel valued by the organization there are more likely to accept change.

2.8 Change Management

Employees are most likely to respond to change efforts made by someone who is liked, credible, and convincing. ★ Credibility implies trust and openness, expertise, and objectivity. So you are more likely to be accepted by employee, if employee sees you as believable, knowledgeable, and unbiased in your presentation. Finally, it will maximize benefit of the organization.

It is easier to build positive attitude if employee is not strongly committed to it. Conversely, the stronger the belief about the attitude, the harder it is to change it. In addition, attitudes that have been expressed publicly are more difficult to change because it requires one to admit that employee has made a mistake. It is easier to change attitudes when that change is not very significant. To get an employee to accept a new attitude that varies greatly from his or her current position requires more effort. It may also threaten other deeply held attitudes and create increased dissonance. Over the last decade we have seen a sea change in the way people are managed. The relationship between employer and employee, the institutions which

surround it and indeed the bigger question of how people think about their management become more and more importance especially in time of crisis. These positive attitudes toward work are not an aberration. Studies consistently show that workers are satisfied with their job and also management. (Schermerhorn, 2002)

2.9 Theories and related studies about Attitude toward Management

The management and organization are the same thing in the view of employee. One organization consists of people, rather than buildings, equipment, machinery, etc. People within the organization must, to some extent, be working to achieve a common goal that has been formed by company's management. Relationship between employee and management is important for one organization to succeed because it will create belief and acceptance of the values and goals of the organization. If a person has a strong value membership and agrees with company's goal, that person is likely to have a positive attitude toward management as well.

Reichers, 1985; Barling & Fullagar (1990) pointed out that people feel multiple commitments at work – not only to their management, but also perhaps to their location, department, work group or trade union.

2.9.1 Understanding Employees' Attitude

A good manager should understand subordinate's attitude because attitudes tap positive or negative evaluations that employees hold about aspects of their work environment. A good manager can act as a consultant

which will create a good work environment and enhance good employee relationship within the organization. In addition, if subordinate has positive attitude it will increase job satisfaction, job involvement and organizational commitment as well. (Cave, 1994)

2.9.2 Employment relationship

Focus in tight on the importance of trust in the conduct of the relationship between managers and subordinate, what seems to be required here is a high degree of trust to exist in the employment relationship. If the employees are prepared to allow the formal constraints of employment contracts to be relaxed and renegotiated enough and if managers trust group of staff sufficiently to allow them the opportunity and the power to experiment with ways of working that might mark a radical positive attitude toward managers.(Fox , 1974)

Management need to know employees' attitude. Employees' attitude can be expressed in a number of ways. They are defined as follows: (Robbins, 2001)

First, *Exit* Behavior directed toward leaving the organization, including looking for a new position as well as resigning. Second, *Voice* is actively and constructively attempting to improve conditions, including suggesting improvements, discussing problems with superiors, and some forms of union activity. Third, *Loyalty* is passively but optimistically waiting for conditions to improve, including speaking up for the organization in the face of external

criticism and trusting the organization and its management to “do the right thing. Fourth, *Neglect* passively allowing conditions to worsen, including chronic absenteeism or lateness, reduced effort, and increased error rate.

It helps management to understand situations. Is it important to know an individual's attitudes? If employee's attitude align with the dominant values of organization, an employee's performance and satisfaction are likely to be higher if their attitude fit well with the organization. In addition management could select new employees who have the ability, experience, and motivation to perform but also have a value system that is compatible with the organizations

Management should be interested in their employees' attitudes because attitudes give warnings of potential problems and they also influence behavior. Satisfied and committed employees, for instance, have lower rates of turnover and absenteeism. Given that managers want to keep resignations and absences down – especially among their more productive employees – they will want to do those things that will generate positive job attitudes.

2.9.3 The importance of voice

The qualifications to this view have been expressed by the writers of the Harvard School in the US – most notably by Freeman and Medoff. Their starting point is that in the large organization, provide workers as a group (union) with a means of communicating with management – a collective

“voice” which can help bring actual and desired conditions closer together and provide as safety provision all things which affect everyone in the group (and which add to the productivity of the workplace) and will bring the positive attitude that align to the company’s strategic and minimize the obstacle to manage human resource. In addition, the attitude of employee toward management seems to depend on what type of leadership you are as well. Is it fit to the organization’s culture. There are many definition of good leadership. What type would manager chose to be?

Dubrin (1997) had defined leaders as persons who could make sure that their interactions with people went beyond just evaluating employees’ performance and rewarding them. Effective leaders had to lead people and the company to a high ground and helped the company to turnaround troubled organization toward a state of health. (Directive Type)

The other theory defined leaders as “joining, coming together, creating connections and partnerships, reducing barriers by encouraging conversations, information sharing, and joint responsibility across boundaries, seeing similarities rather than differences, implying common ground and a sense of community based on what people share – vision, norms, and outcomes (Supportive Type) Whatever type you chose to be, it must fit to the members and organization you work for. (Daft and Lengel, 1998)

2.9.4 Attitude-change technique

Oral persuasion techniques are most effective when you use a positive, tactful tone: present strong evidence to support your position; tailor your argument to the listener; use logic and support your evidence by appealing to the employee's fears, frustrations, and other emotions.

Training sessions in which employees share and personalize experiences and practice new behaviors can be powerful stimulants for change. Consistent with self-perception theory, changes in behavior can lead to changes in attitudes.

2.9.5 Attitude in term of Trust

Robbins(2001) stated that trust appears to be a primary attribute associated with leadership. Recent evidence has identified five key dimensions that underlie the concept of trust as follow

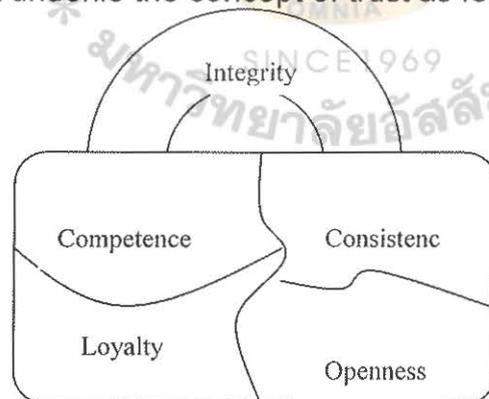


Figure 2.7 Trust Dimensions

(Source: Stephen P. Robbins, Trust and Leadership, Organizational Behavior,2001,p.336)

First, *Integrity* refers to honesty and truthfulness. Of all five dimensions, this one seems to be most critical. Second, *competence* refers to encompass an individual's technical and interpersonal knowledge and skills. Third, *Consistency* relates to an individual's reliability, predictability, and good judgment in handling situations. Fourth, *Loyalty* is the willingness to protect and save face for another person. Trust requires that you can depend on someone not to act opportunistically.

The common errors that bring to distrust are as follow:

Poor Management Communication Employee concerns is the fact that there is insufficient or conflicting information about the management 's vision and goals. They interpreted this to mean that the management was unsure about the future of the organization. This lead employees to speculate about whether the management really know what he was doing or really care about the issues and concerns. Further, because the flow of communication was one-way, with little opportunity for two-way dialogue, employee feedback, venting of feelings, they feel that they are expected to listen up to get the message and do as they are told.

Management Denial is evident when management give employees assurances that thing would cerntinly get better with the proper level of cooperation and that the likelihood of further layoffs is virtually none. Interestingly, employees are given few specific facts, figures, or projections to substantiate these claims. The promise of stability was one that management might not be able to keep in today's business environment. Questioning the willingness and ability of management to take care of their needs, employees begin to put their lives on hold.

Diminished Rewards and Resources. If employee is required to take on more and more responsibilities without additional compensation, employees will see this as a glaring in equity. It reinforced their sense of being underappreciated and exploited

Failure to Manage Cultural Clash. A clash of cultures not only occur when two different organizations come together through mergers but also occurs when an organization adapts a new way of doing business without letting go of old assumptions.(Ambrose, 1997)

2.9.6 Attitude in terms of openness

Openness means the ability of a person who can earn transparent from people. The management needs to have enough communication and listen to the feedback of employee. The management must declare the truth and avoid any situation that can lead to conflict among employee in the organization. Keeps communication open, offer facts, interprets ideas and clears up confusion. It is time to inquire management ability to master the challenges of change and career readiness in the evolving new workplace. (Robbins, 2001)

2.9.7 Managing change

Natalie Shope Griffin stated that most organizations struggle with leadership development. Promoting top performers into management roles, put them through a few workshops and seminars, and then let them to the

wolves. Those with the ability to survive and thrive are rewarded; those without it are disciplined or reassigned. An alarming number of people fall into the second category. It is not simply that new managers lack the talent or skills for the job. They fail, because organizations' development approaches fail them. Managers fall short because companies do not recognize the degree to which personal characteristics, ideologies, or behaviors affect an individual's ability to lead. The truth is, people do not check their individuality at the door before coming into the great corporate melting pot, nor do they all fit a single leader in training profile. There are four kinds of people that land in management development programs.

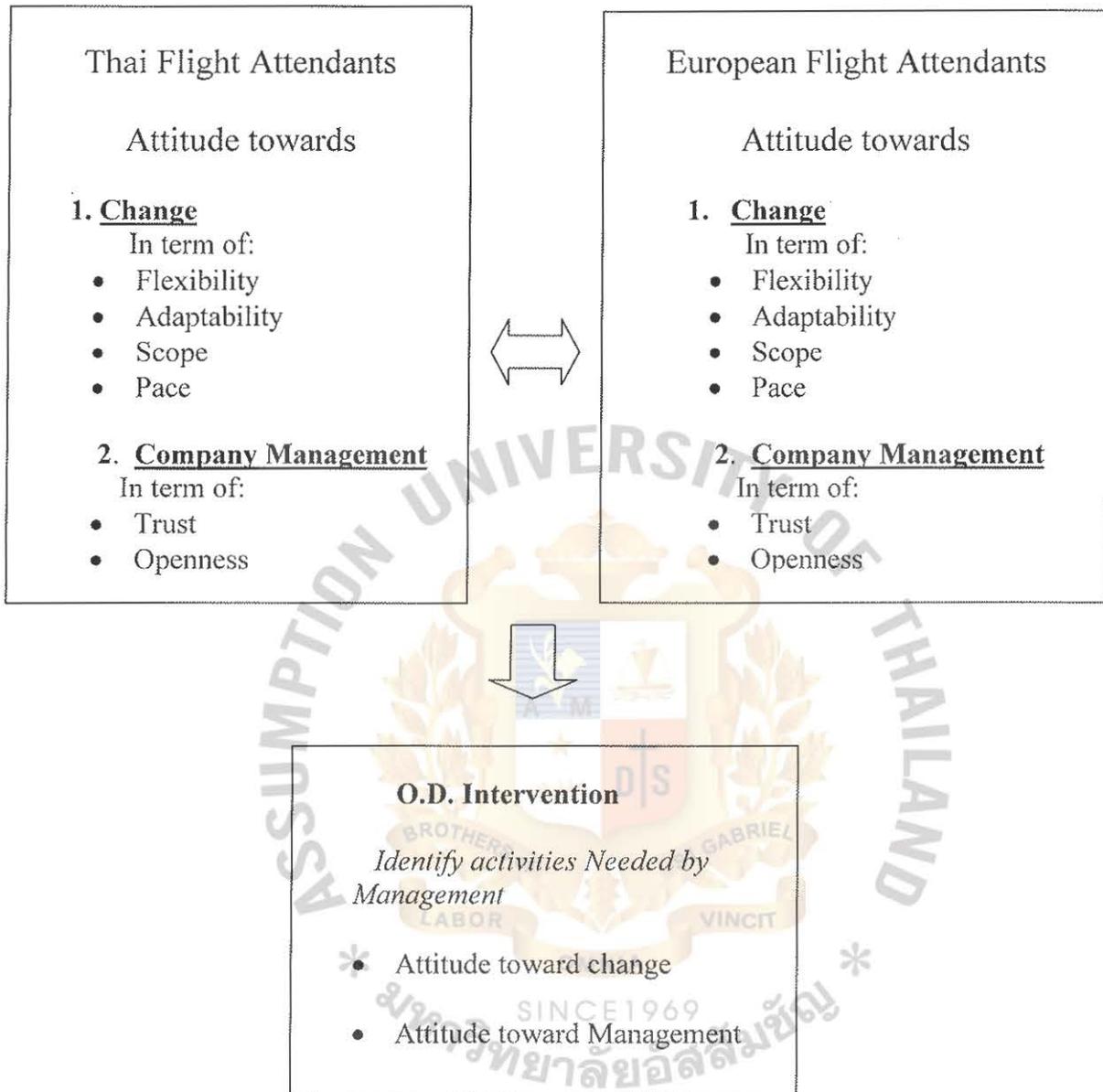
Reluctant Leaders appear to have all the necessary skills to be excellent managers but cannot imagine themselves succeeding in a leadership role. Arrogant leaders have the opposite problem; they believe they already possess all the leadership skills they will ever need. They typically lack the empathy and humility characteristic of an effective leader. Unknown Leaders have the right blend of humanity, confidence, and leadership skills, but that talents are overlooked because they fail to develop relationships outside of a small circle of close colleagues. Workaholics is the most common profile among our prospective managers. These individuals have been rewarded for putting work above all else and spending excessive hours at the office. Unfortunately, workaholics often lack both the perspective and personality to inspire others.

There are many theories that help organizations to face multiple challenges and threats today. Challenges from turbulent environments, increased competition,

and changing customer demands etc. Keeping organizations healthy and viable in today's world is a difficult task. Individuals in organizations likewise face multiple challenges. Simple survival continuing to have an adequate job is a major challenge today in the light of constant layoffs and cutbacks. There are enormous strategies available to help people and organizations cope, adapt, and survive. A variety of solutions exists; Understands the Power of Attitude is one of them. Attitude is everything. One of the first thing management need to do is to know employee's attitude. Dealing with negative attitudes in the workplace is one of the biggest challenges facing businesses, managers, and employees. A person with a negative attitude has the same power to influence others as a person with a positive attitude. The difference appears in the results. The difference between winners and losers in the workplace is often attitude. Attitude is one hundred percent of everything you do. (Harrell, 2003)

Without leadership or guidance, the link between individual and organizational goals may become tenuous. This could lead to a situation of sub optimization in which individuals work to achieve their own goals while the overall organization becomes inefficient in achieving its objectives.

Figure 2.8 Conceptual Framework

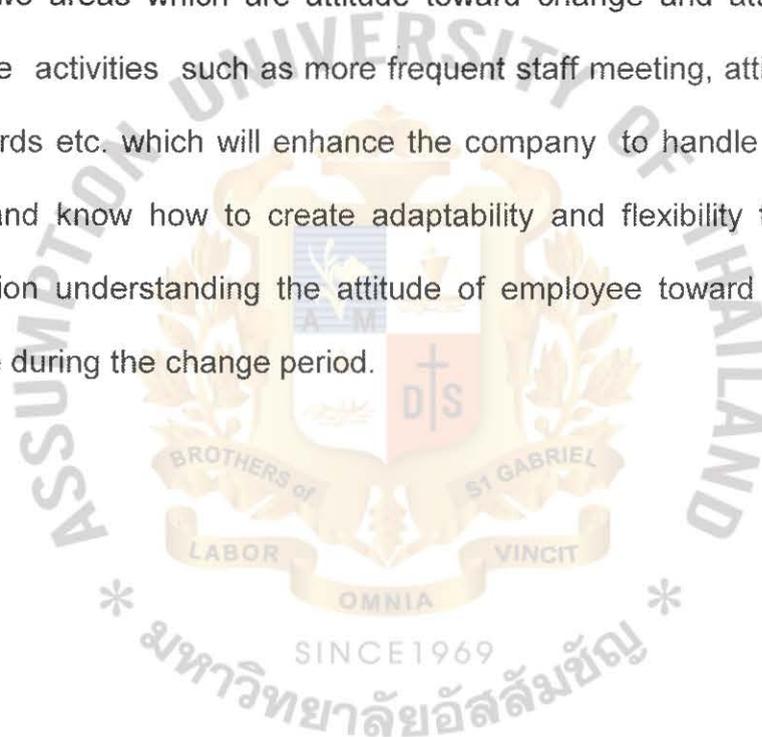


By reading through several books related to “Attitude”, “Change” and “Management” in time of crisis, there come up with generic ideas as below. The conceptual framework as shown in this chapter illustrates change, company’s management and attitude. The framework shows the relationship of each factor that plays important roles in an organization.

The components of Change comprises “Flexibility”, “Adaptability”, “Scope” and “Pace”. Meanwhile, Company Management comprises two major factors which

are “Trust” and “Openness” between “Attitude” among Thai Flight Attendants and European Flight Attendants.

The focus is on the difference between the attitude of European and Thai Flight Attendants toward Change in term of flexibility, adaptability, scope, and pace and toward Company Management in terms of trust and openness. The difference in attitude of both sides will lead to the activity of O.D. intervention that is needed by management in two areas which are attitude toward change and attitude toward management. The activities such as more frequent staff meeting, attitude training skill training, rewards etc. which will enhance the company to handle with change more effectively and know how to create adaptability and flexibility to cope with change. In addition understanding the attitude of employee toward change can avoid any obstacle during the change period.



CHAPTER 3

RESEARCH METHODOLOGY

This part provides the research methodology, including research design, method used, respondents, sampling procedure, research instrument, data collecting and data analysis.

3.1 Research Design

This part presents the research methodology applied for this study. The researcher used descriptive in order to determine the quantitative and qualitative analysis. This research intends to determine the attitude toward Change and Company's Management. The target respondents were Thai Flight Attendants and European Flight Attendants in Crew Operation Department.

3.2 Respondents and Sample Size

The respondents were Thai flight attendants and European flight attendants flying in 3 destinations (Thailand, Singapore and Switzerland) within 6 weeks that mean about 7 to 8 flights within 6 weeks. The selection will involve in various level which are senior supervisor or junior supervisor, F/A 1 (Senior First Class Cabin Crew), F/A 2 (Senior Business Class and Economic Class Cabin Crew) and F/A 3 (Junior Business Class and Economic Class Cabin Crew). There are 1,500 European Flight Attendants (excluding temporary Flight Attendants) and 35 Thai Flight attendants. On each flight comprise of 7 European Flight Attendants and 3 Thai Flight Attendants. Besides questionnaire, there are group interviews.

Interviewees are both European flight attendants which are Swiss, German, French and Thai Flight Attendants. They are chosen from 2 flights each flying to Singapore, Switzerland and Thailand. European flight attendants chosen as interviewees consist of respondents from three different levels – one senior, one middle level and one junior- whereas all Thai flight attendants are from the same level.

Crew	Operation	Target	Actual
Department		Respondents	Respondents
Thai Flight Attendant		35	32
European Flight Attendant		35*	29
Total		70	61

* In order to be able to compare each other, the researcher should select only 35 European Flight Attendants.

3.3 Research Instrument / Questionnaire

Data were gathered by using questionnaires and Sky Airline documents. The questionnaire contains the questions presented in three parts as follow:

Part I Demographic Profile (6 questions)

Part II Attitude toward change (16 questions) comprises of 4 questions on flexibility, 4 questions on adaptability, 4 questions on scope and 4 questions on pace and 3 open-ended questions.

Part III Attitude toward management (10 questions) comprises of 5 questions on trust and 5 questions on openness and two open-ended questions.

Part IV 2 Groups interview between 6 Thais and 6 Europeans flight attendants with 2 Open-ended questions

Through the use of the questionnaire design, the researcher would be able to translate the questions into items by using multiple choices. This questionnaire be used first in a pilot test with a group of ten who are not respondents in this study.

Pre Test

The pilot study's objective was to examine the reliability of the questionnaire. In this research, 10 respondents participated in the pre-test. It is essential for the researcher to look for evidence of correctness of questions, inappropriate wording, and so forth. Therefore, mistakes must be corrected and adjusted to fit the respondents understanding and to make sure that the questions are not bias or leading the respondents to certain answers. After presetting the questionnaire, and rechecking all wordings, the adjusted form of questionnaire will be distributed to the respondents.

The data collected from 10 questionnaires was analyzed by SPSS program to find the reliability by using Coefficient Alpha scales.

3.4 Data Collection Techniques and Procedure

3.4.1 Data Collection Techniques

The researcher used the following techniques:

- ❖ The conventional source as questionnaire ,
- ❖ Interview by group discussion using the interview guideline

- ❖ Using A as Airline's documents which are newsletter and company's website

3.4.2 Data Collection Procedure

Since every employee in this company had a personal mailbox in the office, the distribution of questionnaires or in other words the collection of data was done by means of personal mailbox. Secondary data had been obtained through company's documents including newsletter and company website .

The planning for collecting the data is as follows

Step I	Prepare questionnaire with 4 parts which included demographic profile, attitude towards change , attitude towards company's management and group interview.
Step II	Make appointment with the respondents for group discussion
Step III	Pilot test with 10 respondents by random sampling from different target groups of Sky Airline members to evaluate their understanding of the wording and subsequences of the questions.
Step IV	Distribute questionnaire to the respondents through personal mailboxes.
Step V	Interview the respondents by group discussion
Step VI	The questionnaire will be collected within 10 days after distribution.
Step VII	Conclude the information from every source

Questionnaire is arranged with a series of statement by indicating whether he or she strongly agree (5), agree (4), undecided (3), disagree (2), and/or strongly disagree (1).

3.5 Data Analysis

Question I This section on the demographic profile will be measured by descriptive statistics to include frequency distribution such as mean, standard deviation and range for describing variables.

Question II Average Weighted Means will be used to measure the perception of respondents on Attitude toward Change. The Average Weighted Mean will assign the categories of rating as follows:

Descriptive rating		Arbitrary level
Strongly Agree	5 points	4.20 – 5.00
Agree	4 points	3.40 – 4.19
Undecided	3 points	2.60 – 3.39
Disagree	2 points	1.80 – 2.59
Strongly Disagree	1 points	1.00 – 1.79

Question III Two sample T Tests and one sample T Test will be used to analyze the difference in the attitude of two groups of respondents towards change management.

The interview results and company's documents will be used as supportive data in terms of clarifying the meaning of the respondents' answers and for further analysis of data.

CHAPTER 4

PRESENTATION AND ANALYSIS OF DATA

This chapter contains the demographic profile of the respondents in term of gender, age, education, nationality, job title, member of years working in the company.

Analysis data on the following are presented:

- ❖ Attitude of flight attendants toward change and company management;
- ❖ The level of flight attendants' readiness to change
- ❖ Difference in the responses of the two groups of flight attendants namely the Thai and European flight attendants.

4.1 Demographic Profile of the Respondents

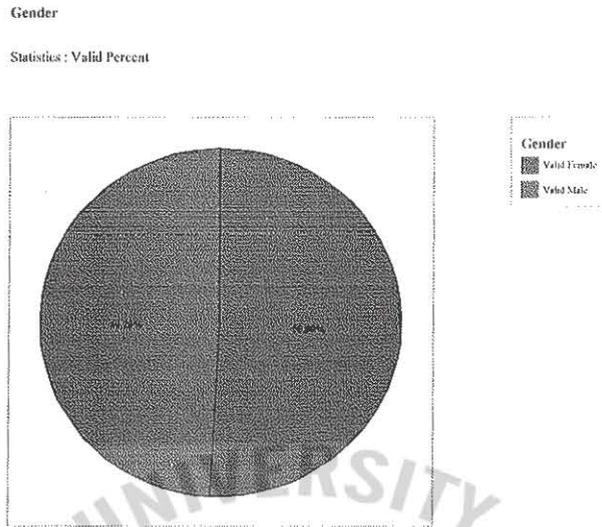
Demographic characteristics of all respondents are shown in Table 4.1-4.6 and Figure 4.1-4.6

Table 4.1: Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	31	50.8	50.8	50.8
	Male	30	49.2	49.2	100.0
	Total	61	100.0	100.0	

From the above table, the researcher found that most of the respondents are female 50.8 percent while male 49.2 percent.

Figure 4.1: Gender of the respondent



The above figure showed the Pie chart of Gender of the respondent in this study; which Female is more proportionate than Male respondent.

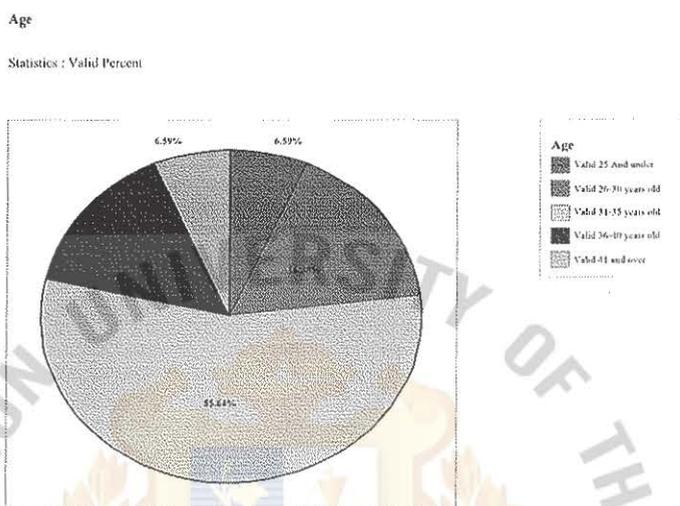
Table 4.2: Age of the respondent

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 25 And under	4	6.6	6.6	6.6
26-30 years old	10	16.4	16.4	23.0
31-35 years old	34	55.7	55.7	78.7
36-40 years old	9	14.8	14.8	93.4
41 and over	4	6.6	6.6	100.0
Total	61	100.0	100.0	

The above table indicates that 55.7 percent of the respondents are from the age group of (31-35 years old) while 16.4 percent stands for the age group of (26-30 years old). The second least percentage 14.8 percent represents the elderly age

group of (36-40 years old). The least percentage of 6.6 comes from the age group of 41 years old and over.

Figure 4.2: Age of the respondent



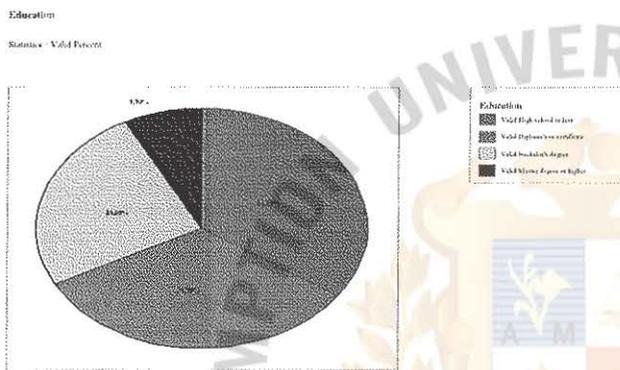
The maximum percentage of respondent are from the age group of 31 to 35 while the minimum percentage of respondent are from the age group 41 and over.

Table 4.3: Education of the respondent

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	High school or less	18	29.5	34.6	34.6
	Diploma's or certificate	17	27.9	32.7	67.3
	Bachelor's degree	13	21.3	25.0	92.3
	Master degree or higher	4	6.6	7.7	100.0
Total		52	85.2	100.0	
Missing	System	9	14.8		
Total		61	100.0		

The above table shows that 34.6 percentage of respondent have high school education while 67.3 percentages have diploma's certificate. The percentage of bachelor degree holder respondent is 25 percentage whereas percentage of Master degree or higher is only 7.7 percentage.

Figure 4.3: Education of the respondent



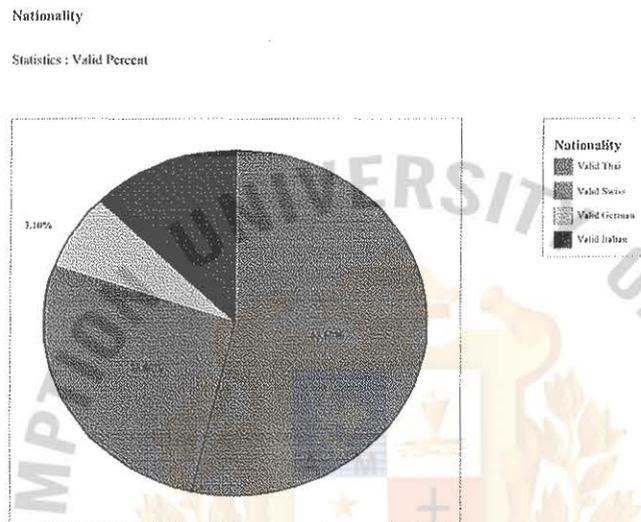
The above pie chart indicates that minimum percentage of 7.7% represents respondents with Masters or higher when maximum percentage of 34.6 percentages have high school certificate.

Table 4.4: Nationality of the respondent

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Thai	30	49.2	53.6	53.6
	Swiss	15	24.6	26.8	80.4
	German	4	6.6	7.1	87.5
	Italian	7	11.5	12.5	100.0
Missing	Total	56	91.8	100.0	
	System	5	8.2		
	Total	61	100.0		

The above table points out that 53.6 percent of respondents are Thai, followed by Swiss with 26.8 percentages, Italian with 12.5 percentages and German with 7.1 percentages.

Figure 4.4: Nationality of the respondent



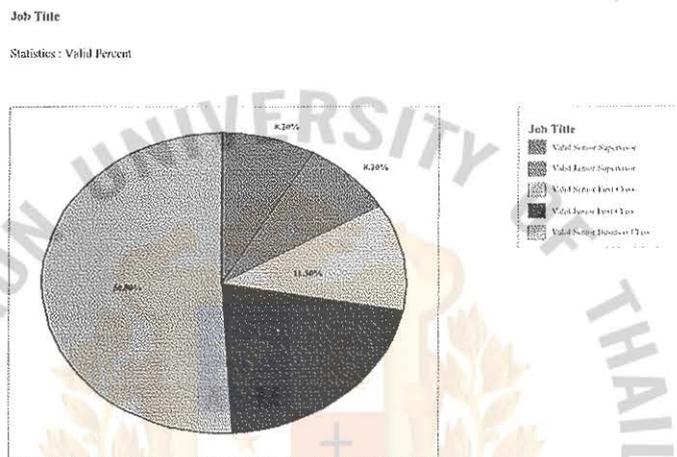
The above pie chart expresses that the maximum percentage of respondent with 53.6 percentages are Thai nationals whereas others are European.

Table 4.5: Job Title of the respondent

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Senior Supervisor	5	8.2	8.2	8.2
	Junior Supervisor	5	8.2	8.2	16.4
	Senior First Class	7	11.5	11.5	27.9
	Junior First Class	13	21.3	21.3	49.2
	Senior Business Class	31	50.8	50.8	100.0
	Total	61	100.0	100.0	

The above table clearly shows that 50.8 percent of respondents are senior business class attendants while 21.3 percentages are junior first class attendants. Senior first class attendants have the share of 11.5 percent whereas senior supervisors and junior supervisors have the same percentage at 8.2

Figure 4.5: Job Title of the respondent



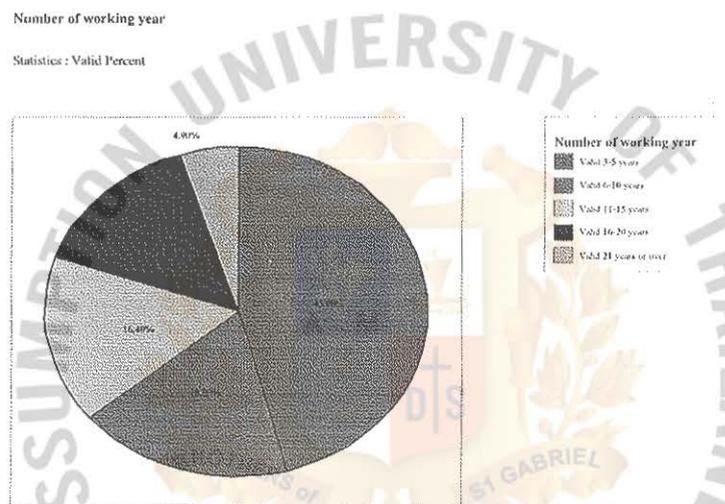
The above pie chart explains that maximum percentage of 50.8 belongs to respondents from senior business class whereas the minimum percentage of 8.2 goes to both senior and junior supervisors.

Table 4.6: Number of Working Years

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 3-5 years	28	45.9	45.9	45.9
6-10 years	11	18.0	18.0	63.9
11-15 years	10	16.4	16.4	80.3
16-20 years	9	14.8	14.8	95.1
21 years or over	3	4.9	4.9	100.0
Total	61	100.0	100.0	

The above table mentions that 45.9 percent of respondents have 3 to 5 years working experience followed by 18 percentages with 6 to 10 years experience, 16.4 percentages with 11 to 15 years experience, 14.8 percentages with 16 to 20 years experience. The least percentage of 4.9 belongs to those with 21 years and above experience.

Figure 4.6: Number of working years of the respondent



The above pie chart illustrates that the maximum percentage of respondents at 45.9 percentages have 3 to 5 years experience whereas minimum percentage of respondents at 4.9 percentages have 21 years and above experience.

4.1.2. Factors Relevant in Attitude towards change

The research instrument (Part 2 of the questionnaire) attempts to measure the factors of attitude toward change. It is categorized as follow; Change in terms of flexibility, adaptability, scope and pace. For each statement, the respondents are provided with the five point scale, ranging from one (strongly disagree) to five

(strongly agree). Mean scores and standard deviation are calculated for these responses according to these four factors of Change.

Table 4.7: Descriptive Table (Change)

Flexibility

Question No.	N	Minimum	Maximum	Mean	Std. Deviation
1. I have the ability to be flexible and adapt to changes that happened in the company.	61	2.00	5.00	3.5902	.84414
2. I am open to new situations and am always looking for new information and learning opportunities	61	2.00	5.00	3.4918	.56636
3. I am not upset if there is a sudden change in the work procedures.	61	1.00	4.00	1.7705	.82449
4. I can easily adjust to new rules and regulations being introduced in the company.	61	1.00	4.00	3.4426	.88552
Average	61			3.0738	

This table illustrates that flexibility is on an average level as mean value of 3.0738. The highest mean shows that flight attendants have ability to be flexible and adapt to changes that happened in the company however the lowest mean shows that they are upset if there is a sudden change in the work procedures.

Table 4.8: Descriptive Table (Change)

Adaptability

Question No.	N	Minimum	Maximum	Mean	Std. Deviation
Adaptability					
5. When some one presents me with a different point of view. I try to understand it rather than attack it	61	1.00	4.00	2.9016	1.04411
6. I can adjust my attitudes and behavior according to the new situation	61	2.00	4.00	3.5738	.56152
7. I am comfortable dealing with situations where the available information is incomplete and the outcomes unpredictable.	61	2.00	4.00	2.5902	.61582
8. The can easily cope with change that happen in the company	61	2.00	4.00	3.1803	.82681
Average	61			3.0615	

This table illustrates that flexibility is on an average level as mean value of 3.0615. The highest mean is flight attendant who can adjust attitudes and behaviour according to the new situation and the lowest mean show that they are uncomfortable dealing with situations where the available information is incomplete and the outcomes are unpredictable.

Table 4.9: Descriptive Table (Change)

Scope

Question No.	N	Minimum	Maximum	Mean	Std. Deviation
Scope					
9. I think the company changing too much and it will ruin the company	61	2.00	5.00	3.1967	.98013
10. I work hard to increase my understanding of people from outside	61	2.00	4.00	3.3279	.85091
11. I feel anxious when an unexpected crisis comes up	61	2.00	5.00	4.1639	.55318
12. I am overwhelmed by the changes that are introduced in the company	61	2.00	5.00	3.9508	.64359
Average	61			3.6598	

This table illustrates that scope is on high level as mean value of 3.6598. The highest mean shows that flight attendants does not feel anxious when an unexpected crisis comes up. Moreover they are not overwhelmed by the changes that are introduced in the company.

Table 4.10: Descriptive Table (Change)

Pace

Question No.	N	Minimum	Maximum	Mean	Std. Deviation
Pace					
13. I feel uncomfortable with the new working procedures	60	2.00	4.00	2.9667	.93820
14. I do not like the way that company change	61	2.00	5.00	3.3443	.62942
15I do not like the new authorization line because it take more time to reach my supervisor	61	1.00	4.00	2.2951	.88212
16The direction of the company is not clear to me.	61	2.00	5.00	3.7705	.64274
Average	61			3.0917	

This table illustrates that pace is on an average level as mean value of 3.0917. The highest mean shows that they are clear on the direction of the company however the lowest mean shows that they do not like the new authorization line because it takes more time to reach their supervisor.

Table 4.11: Descriptive Table (Change)

One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
Flexibility	61	3.0738	.60440	.07739
Adaptability	61	3.0615	.64494	.08258
Scope	61	3.6598	.55721	.07134
Pace	60	3.0917	.33181	.04284

table

In table 4.11, we found that Scope is the most important factor toward readiness to change with mean value of 3.6598; while Pace (mean = 3.0917), respectively.

4.1.3 Factors Relevant in Attitude towards management

The research instrument (Part III of the questionnaire) attempts to measure attitude toward Management in terms of openness and trust. For each statement, the respondents are provided with the five point scale, ranging from one (strongly disagree) to five (strongly agree). Mean scores and standard deviation are calculated for these responses according to these factors of Management. The results are summarized in Table 4.12-4.14

Table 4.12: Descriptive Table (Management)

Trust

Question No.	N	Minimum	Maximum	Mean	Std. Deviation
Trust					
1. This company is a pretty good place to work.	61	2.00	4.00	2.6230	.71096
2. I feel free to tell my boss what I think.	61	2.00	4.00	3.2787	.68632
3. I have trust and confidence in top management with the way they lead the company	61	2.00	4.00	2.3279	.72391
4. I believe that company situation will be better in spite of the dramatic change taking place	61	2.00	4.00	3.2459	.56733
5. I feel secure with my company	61	1.00	3.00	2.0000	.25820
Average	61			2.6951	

This table illustrates that trust is on an average level as mean value of 2.6951. The highest mean shows that flight attendants feel free to tell their boss what they think however the lowest mean shows that they feel insecure with the company.

Table 4.13: Descriptive Table (Management)

Openness

Question No.	N	Minimum	Maximum	Mean	Std. Deviation
Openness					
6. I am clear about company's policies, values, and objectives.	61	1.00	3.00	1.9836	.28820
7. Rules and procedures are adhered to equally by everyone	61	1.00	4.00	2.7541	.92477
8. I always know what is going on with my company	61	1.00	3.00	2.3607	.51745
9. Top Management being able to listen and understand others	61	2.00	4.00	3.0164	.22300
10. Top Management is open with ideas and information	61	1.00	4.00	2.2951	.52739
Average	61				2.4820

This table illustrates that openness is on low level as mean value of 2.4820. The highest mean shows that management being able to listen to and understand others however the lowest mean also shows that management should be more open with ideas and information.

Table 4.14: Descriptive Table (Management)

	N	Mean	Std. Deviation	Std. Error Mean
Trust	61	2.6951	.36075	.04619
Openness	61	2.4820	.29749	.03809

Therefore, comparing the average of mean of each attribute on table 4.14 it was found out that we found that Trust attributes is more significant important than Openness attributes; by mean value are equal to 2.6951 and 2.4820, respectively.

4.2 Hypotheses Testing

Hypothesis I

Ho1: There is no significant difference in the response of two groups of respondents in terms of attitude toward change (flexibility, adaptability, scope, and pace) and company management (trust and openness)

Ha1: There is significant difference in the response of two groups of respondents in terms of attitude toward change (flexibility, adaptability, scope, and pace) and company management (trust and openness)

Table 4.15: Independent Sample T-test (Change)

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means							
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference		
									Lower	Upper	
Flexibility	Equal variances assumed	16.155	.000	6.668	54	.000	.8404	.12603	.58770	1.09307	
	Equal variances not assumed			6.520	45.022	.000	.8404	.12889	.58079	1.09998	
Adaptability	Equal variances assumed	4.205	.045	13.087	54	.000	1.1346	.08670	.96079	1.30844	
	Equal variances not assumed			13.506	49.513	.000	1.1346	.08401	.96584	1.30339	
Scope	Equal variances assumed	.020	.889	-15.005	54	.000	-1.0244	.06827	-1.16122	-.88749	
	Equal variances not assumed			-15.199	53.945	.000	-1.0244	.06740	-1.15948	-.88923	
Pace	Equal variances assumed	3.890	.054	-4.669	53	.000	-.3670	.07861	-.52471	-.20938	
	Equal variances not assumed			-4.611	47.704	.000	-.3670	.07959	-.52710	-.20698	

From the above table, it was found out that there are significant difference between two groups of respondent in term of attitude toward change (Flexibility P-

value = 0.000, Adaptability P-value = 0.000, Scope P-value = 0.000 and Pace P-value 0.000) at 0.05 confidential levels. The next table show how each attributes are significantly different from each other.

Table 4.16: Descriptive Table (Change)

Group Statistics

	Thai or European	N	Mean	Std. Deviation	Std. Error Mean
Flexibility	Thai people	30	3.4750	.39583	.07227
	European	26	2.6346	.54420	.10673
Adaptability	Thai people	30	3.6250	.38141	.06964
	European	26	2.4904	.23959	.04699
Scope	Thai people	30	3.1583	.27452	.05012
	European	26	4.1827	.22976	.04506
Pace	Thai people	29	2.9310	.25788	.04789
	European	26	3.2981	.32419	.06358

The above table indicates Thai and Europeans' attitude toward change in terms of flexibility, adaptability, scope and pace. Thai flight attendants are more flexible than foreign flight attendants with mean value of 3.4750 and 2.6346, respectively. For Adaptability attributes, Thai flight attendants are also more adaptable than European flight attendants with mean value of 3.6250 and 2.4904, respectively. However, for Scope attribute, it was found out that foreign flight attendants have bigger Scope than Thai flight attendants with mean value of 4.1827 and 3.1583, respectively. For Pace attribute, it was also found out that foreign flight attendants have greater Pace than Thai flight attendants with mean value of 3.2981 and 2.9310, respectively. It seems that Thai flight attendant are more Flexible and more Adaptable than foreign flight attendants while foreign flight attendant have bigger Scope and greater Pace than Thai flight attendant.

Table 4.17: Independent Sample T-test (Management)

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Trust	Equal variances assumed	4.320	.042	.777	54	.441	.0785	.10101	-.12404	.28097
	Equal variances not assumed			.752	40.275	.457	.0785	.10439	-.13248	.28941
Openness	Equal variances assumed	.695	.408	-3.631	54	.001	-.2590	.07131	-.40195	-.11600
	Equal variances not assumed			-3.768	47.164	.000	-.2590	.06872	-.39722	-.12073

From the above table, it was found out that there is significant difference in openness factor between two group of respondent in term of attitude toward company management only Openness factor by p-value is equal 0.000 at 0.05 confidential levels; while Trust attribute is not significantly different between two group of respondent with p-value 0.441 at 0.05 confidential levels. The next table shows how Openness attributes is significantly different from each other.

Table 4.18: Descriptive Table (Management)

Group Statistics

	Thai or European	N	Mean	Std. Deviation	Std. Error Mean
Trust	Thai people	30	2.7400	.28357	.05177
	European	26	2.6615	.46224	.09065
Openness	Thai people	30	2.3333	.32092	.05859
	European	26	2.5923	.18314	.03592

From the above table, it was found out that Foreign flight attendant have higher rating in Openness than Thai flight attendant with mean value of 2.5923 and 2.3333, respectively.

Attitude Towards Change : Open-ended Question

Question I What do you think about your organization in the current situation?

From the above question, the researcher found that the first 3 ranges are as follow 36% feel disappointed and lost. 26% unclear about downsizing situation and 24% feel unstable and unsafe.

Question II What do you like your organization to be?

From the above question, the researcher found that the first 3 ranges are as follow 56% to be stable and safe place to work, 15% to be more open and clear to employees and 11% to have good business plan.

Question III. What situation do you prefer for your company? Why?

From the above question, the researcher found that the first 3 ranges are as follow 30% to be more cooperative and communicative in order to gain more understanding in the situation, 25% to be more secure, effective in change transparent etc. in order to create a good place to work for and 25% when we could bring back our reputation and valuable clients as a quality airline as before.

Attitude Towards Management : Open-ended question

Question I What do you think about the way management direct the company?

From the above question, the researcher found that the first 3 ranges are as follow 56% know just a little and not get much informed from management, 29% no well plan to change, no training before change and the less are vary such as politics, destroys airline's image etc.

Question II What kind of information do you expect management to share with you?

From the above question, the researcher found that the first 3 ranges are as follow: 54% as much as possible, 30% Change Plan and the less are Financial Plan, Policy and Future Plan.

Group Interview with 2 Questions: Attitude towards change and management

Question I What do you feel and think about change in your company?

Question II How is your ideal organization? How your current organization become or closes to your ideal organization?

1st Group

European Group includes 1 Senior Flight Attendant, 1 Middle level Flight Attendant, 1 Junior level

Thai Group includes 3 Middle level Flight Attendants

Question I What do you feel and think about change in your company?

Immediate and deep change can destroy the loyal of customers and staffs and make them feel unsecured and then can impact in overall.

Question II How is your ideal organization? How your current organization become or closes to your ideal organization?

The company should emphasize on the quality as before because they believe that there is still the room for a quality carrier like Sky Airline. But it may need to bring the loyalty back from their customers as soon as possible. They also need training and well plan for change. In addition Thais suggest that the company should have a good plan and training programs to change before start changing and they are also willing to do and help as much as possible according to the Change Plan.

2ND Group

European Group includes 1 Senior Flight Attendant, 1 Middle level Flight Attendant, 1 Junior level

Thai Group includes 3 Middle level Flight Attendants

Question I What do you feel and think about change in your company?

They believe that the company should be stable and not to take every step fast and more care about their staffs.

Question II How is your ideal organization? How your current organization become or closes to your ideal organization?

They would like to restore a once renowned company to its former place in the airline world. They will follow the management's plan in every aspect and will assist the plan but they feel that management should be more open-minded. Moreover, they want the company to make necessary arrangement for them to take proper training before changes are made. In addition, Thais would appreciate the company's collecting direct feed-backs from them. They also want more co-

operation and coordination by the company. Finally, they believe that transparency of the company would help create the better image of the company.



CHAPTER 5

Summary, Conclusions and Recommendations

This chapter consists of three sections. The first section is the summary of findings, which answers each of the question and hypothesis. The second section contains the conclusions of the study. The final section is composed of the recommendations for the top management. This chapter also includes suggestion for further research.

5.1 Summary of Findings

The purpose of this research was to examine the flight attendant's attitude towards Change in terms of flexibility, adaptability, scope, pace and Management in terms of trust and openness.

The results of this study shows that most of the respondents are female (50.8%) aged between 31 – 35 years old (55.7%). The majority of the respondents completed their High School or less (34.6%). Most of the respondents are Thai nationality and most of them are also in senior business class/ economic class flight attendants level (50.8%).

Research Question I: What is the attitude of flight attendant toward change in terms of flexibility, adaptability, scope and pace of organizational change?

There are only two main significantly important attributes which are cope (p value =0.000) and pace (p value = 0.037) that are significant at 0.05 confidential levels and mean value of 3.6598 and 3.0917 respectively.

Research Question II: What is the attitude of the flight attendants toward management in terms of trust and openness?

The result of the research indicates the flight attendants' attitude toward management in terms of trust and openness. They are significantly important at 0.05 confidential levels and mean value of 2.6951 and 2.4820, respectively

Research Question III: Is there a difference in the response of two groups of respondents in terms of attitude toward change (flexibility, adaptability, scope, and pace) and company management (trust and openness) ?

The hypothesis was used to test the difference between European and Thai flight attendants toward change and management . The four factors of change are flexibility, adaptability, scope and pace and two factors of management are trust and openness. Each factor is used to test the difference between two groups of the flight attendants' attitudes toward change in management. There are significant difference between two groups of respondent in term of attitude toward change which Thai flight attendants are more flexible and adaptable than European flight attendants while European flight attendants have bigger scope and greater pace than Thai flight attendants. Moreover there is significant difference between two groups of respondent in term of attitude toward management only openness attribute which European flight attendants have more openness than Thai flight attendants while trust attribute is not significantly difference.

Research Question IV: What is this level of flight attendants readiness to change?

It was found that flight attendants have quite good attitude towards scope factors as there are significant importance with the mean value of 3.6598 which is high . Meanwhile flexibility and adaptability factors are not significantly important. In

addition, there is significant importance in trust and openness but the mean value is average to low level.

These factors show the level of readiness to change of flight attendant that need to be improved in the areas of pace, trust and openness.

There are significant difference between two groups of respondents regarding attitude toward Change in terms of flexibility, adaptability, scope and pace. Thai flight attendants are more flexible than European flight attendants with the mean value of 3.4750 and 2.6346, respectively. For Adaptability attributes, Thai flight attendants are also more adaptable than European flight attendants with mean value of 3.6250 and 2.4904, respectively. However, for Scope attribute, the researcher found that European flight attendants have bigger Scope than Thai flight attendants with mean value of 4.1827 and 3.1583, respectively. For Pace attribute, the researcher also found that European flight attendants have greater Pace than Thai flight attendants with mean value of 3.2981 and 2.9310, respectively.

As Table 4.13 and 4.14 show there is significant difference in openness factor groups of respondents 'attitude toward Management while trust is not shown any significant difference as value of trust is 2.6951 and openness is 2.4820 respectively.

The summary of hypotheses testing in Table 4.11 and 4.12 indicates that there is a significant difference between two groups of flight attendants towards Change Management. Since the significant values of those are less than the set criteria (.05), the null hypothesis is rejected except Trust attribute which is more than

the set criteria (.05). Moreover, the factors that most likely affect on Change Factors are Scope and Pace whereas Management Factors are Trust and Openness

5.2 Conclusions

There is a difference between Thais and European in Change in terms of flexibility, adaptability, scope and pace and in Management in terms of openness. In case of Sky Airline, it is consistent with Major change, major impact on culture which indicate that when the degree of change is large and the impact on the existing culture is high, the greatest resistance can be predicted.

Flexibility

There is difference in flexibility between Thais and Europeans flight attendants as Thais are more flexible than Europeans.

Adaptability

There is difference in adaptability between Thais and Europeans flight attendants that is Thais are more adaptable than Europeans.

Scope

There is significant factors on scope. The results of the study show that scope is a factor, which affects flight attendants' attitudes and have the highest readiness level compare to all factors of change. Moreover there is difference between Thais and Europeans on scope because Europeans have bigger scope than Thais.

Pace

The results of the study show that pace is a factor, which affects flight attendants' attitudes and have the second highest readiness level compared to all

factors of change. Moreover, there is difference attitude between Thais and Europeans on pace as Europeans have greater pace than Thais.

Trust

There is a significant factor on trust. Trust is a factor, which affects flight attendants' attitudes and has the highest readiness level compared to all factors of Management. However, there is no difference attitude between Thais and Europeans on trust.

Trust appears to be a primary attribute associated with leadership. It is obvious and impossible to lead people who don't trust you.

Openness

The study shows that openness is a factor, which affects flight attendant's attitudes. Moreover, there is difference attitude between Thais and Europeans on openness as Europeans have more openness toward management than Thais.

An organization needs a transparent leader who is ambitious, intelligent and energetic. Moreover the leader should have self-confidence and job-relevant knowledge. What is more, the leader, who is perceived as trustworthy by the followers, is more likely to succeed as leader than individual with above-mentioned traits.

5.3 Recommendations

Today, Airline Companies are operating in a fiercely competitive environment. To survive and succeed in the airline industry, the company has to adapt and improve itself all the time. Below are the recommendations:

1. The attitude of flight attendant in flexibility, adaptability, scope and pace is in average level which can be improved by two-way communication and training before change which will create positive attitude within organization.

2. The attitude of flight attendant in trust and openness are in average and low level respectively which can be improved by more communication and cooperation and also the support from management which shows openness and transparent from the management. Understanding of employee's attitudes in the time of major change is important because it can indicate any obstacles that might occur during time of change.

3. From the result of the study it shows that there is a difference between Thais and Europeans flight attendants while Thais are more flexible and adaptable than Europeans while Europeans have more scope, pace and openness than Thai. Company should have a good plan and training to change in order to improve the ability of the people which have different background and culture to adapt to change effectively. Second, it seeks to change employee behavior. Since organization's success or failure is essential due to the things that its employees do or fail to do.

4. Flight Attendant's readiness to change is in average level which can be improved by more communication, training and support from the management.

Organization Development Intervention.

Since the working environment of the company has dramatically changed, the employees may have stress and lack of knowledge about the change. This may

cause employees to resist the change but if the employers acknowledge technical know-how training and provide necessary trainings to the employees, the employees will learn more knowledge so that they can work in a new environment of the company efficiently.

The activities are designed as follow:

<u>Situation</u>	<u>O.D. Intervention</u>	<u>Desired outcome</u>
<p>Attitude towards Change:</p> <p>Flexibility Thai > European</p> <p>Adaptability Thai > European</p> <p>Scope Thai < European</p> <p>Pace Thai < European</p> <p>Attitude towards Management</p> <p>Trust Thai = European</p> <p>Openness Thai < European</p>	<p>❖ Communication</p> <p>Such as</p> <ol style="list-style-type: none"> 1. Crew pre-flight meeting, 2. announcement timetable 3. Explain decisions and behaviors that may appear inconsistent or secretive. 4. Emphasize the downside, as well as the upside, of current decisions future plans, reason to change etc. 5. one-on one discussions, memos, group presentations, or reports. <p>❖ Training Change</p> <ol style="list-style-type: none"> 1. group observation participation <p>❖ Facilitate and Support</p> <ol style="list-style-type: none"> 1. counseling and therapy, 2. new-skills training, 3. short paid leave of absence, 	<p>❖ Reduce the difference in attitude and culture between Thais and Europeans</p> <p>❖ Reduce resistant to change</p> <p>❖ Increase employee's learning skill in change management</p> <p>❖ Increase employee's participation in change management</p>

Figure 5.1 Proposal Organizational Development Intervention Framework

Communication

The difference in both Thais and Europeans can be reduced through communicating with employees to help them see the logic of change. This tactic basically assumes that the source of resistance lies in misinformation or poor communication. If employees receive the full facts, resistance will subside.

1. Crew pre-flight meeting should emphasis the vision and goals of the company. Management should explain what is today's situation and the reason for

making change. Create an opportunity for two-way dialogue, employee feedback and suggestion for making effective change program.

2. Announce timetables for making important decisions.
3. Explain decisions and behaviors that may appear inconsistent or secretive.
4. Emphasize the downside, as well as the upside, of current decisions future plans, reason to change etc.
5. one-on one discussions, memos, group presentations, or reports.

Training Change

Since Sky Airline is a multicultural company and the working environment of the company has dramatic changed, the employees may have stress and lack of knowledge about the change and minor barrier etc. . This may cause employees to resist the change but if the employers acknowledge technical know-how training and provide necessary trainings to the employees, the employees will earn more knowledge so that they can work in a new environment of the company efficiently.

The activities are as follow:

Sensitivity Training by training groups that seek to change behaviour through unstructured group interaction, loosely directed by a change agent. Learning through observing and participating rather than being told in order to express their ideas, beliefs, and attitudes he or she does not accept. The objective is to provide the subjects with increased awareness of their own behavior and how others perceive them, greater sensitivity to the behavior of others and increased understanding of group processes.

Facilitation and Support

When employees' fear and anxiety are high, employee should be provided with counseling and therapy, new-skills training, or a short paid leave of absence, early retirement etc. In addition, assist unemployable and help seeking a new jobs and train new skills required for employment.

Top Management Support

The program will support from the top management in order to ensure the smooth for the overall program and increase good image of company management towards their employees from outsiders.



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APPENDIX A : QUESTIONAIRE

QUESTIONNAIRE

This part presents 3 parts of questionnaire in order to provide primary data and feedback between European Flight Attendant and Thai Flight Attendant toward Change and Company Management.

There are 3 parts of Questionnaire as follow:

Part I Demographic profile

Part II Attitude towards Change

Part III Attitude towards Company's Management

Please mark your answers in the box below by using ✓

PART I DEMOGRAPHIC INFORMATION

1. Sex

Female

Male

2. Age

25 & under

26 – 30

31 - 35

36 – 40

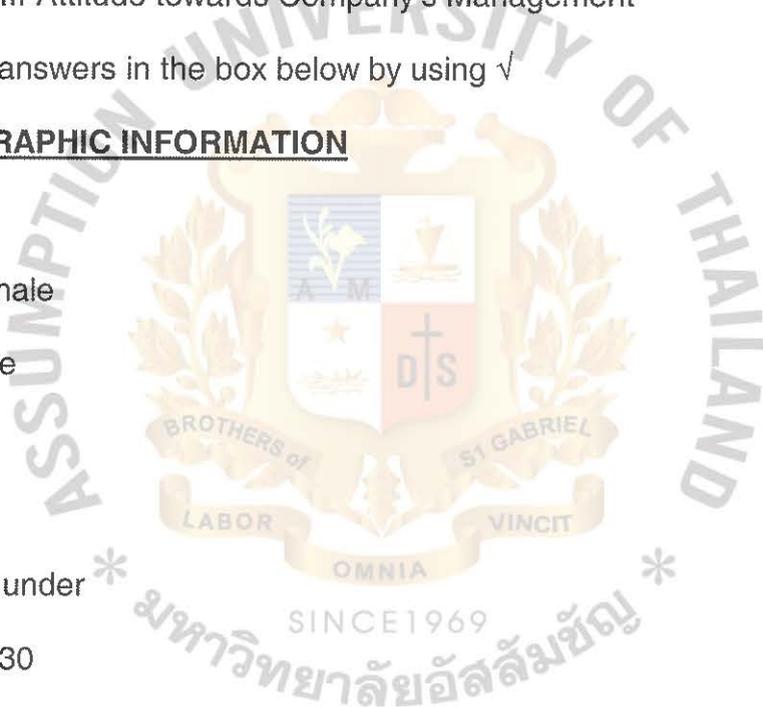
41 and over

3. Education

High School or less

Diploma or certificate

Bachelor Degree



Master Degree or higher

4. Nationality

German

Swiss

French

Other

5 .Job title

Maitre De Cabin long hauls (Senior Supervisor)

Maitre De Cabin short hauls (Junior Supervisor)

FC (Senior First Class Cabin Crew)

F/A 1 (Junior First Class Cabin Crew)

F/A 2 (Senior Business Class and Economic Class Cabin Crew)

F/A 3 (Junior Business Class and Economic Class Cabin Crew)

6. Number of working year.

2 Years or less

3 – 5 Years

6 – 10 Years

11 – 15 Years

16 – 20 Years

21 Years or over

PART II QUESTIONNAIRE ATTITUDE TOWARD CHANGE

Please ✓ mark your answers on the answer sheet. Using the following scale in your ratings:

5 = strongly agree

4 = Agree

3 = Undecided

2 = Disagree

1 = strongly disagree

Statement	1	2	3	4	5
Flexibility					
1. I have the ability to be flexible and adapt to changes that happened in the company.					
2. I am open to new situations and am always looking for new information and learning opportunities.					
3. I am not upset if there is a sudden change in the work procedures.					
4. I can easily adjust to new rules and regulations being introduced in the company.					
Adaptability					
5. When some one presents me with a different point of view. I try to understand it rather than attack it					
6. I can adjust my attitudes and behavior according to the new situation					
7. I am comfortable dealing with situations where the available information is incomplete and the outcomes unpredictable.					

8. The can easily cope with change that happen in the company					
Scope					
9. I think the company changing too much and it will ruin the company					
10. I work hard to increase my understanding of people from outside					
11. I feel anxious when an unexpected crisis comes up					
12. I am overwhelmed by the changes that are introduced in the company					
Pace					
13. I feel uncomfortable with the new working procedures					
14. I do not like the way that company change					
15I do not like the new authorization line because it take more time to reach my supervisor					
16The direction of the company is not clear to me.					

Please answers the following questions

1. What do you think about your organization in the current situation?

2. What do you like your organization to be?

3. What situation do you prefer for your company? Why?



PART III SAMPLE QUESTIONNAIRE ATTITUDE TOWARD MANANGMENT

Instructions Please ✓ mark your answers on the answer sheet. Using the following scale in your ratings:

5 = Strongly agree

4 = Agree

3 = Undecided

2 = Disagree

1 = Strongly Disagree

Statement	1	2	3	4	5
Trust					
1.This company is a pretty good place to work.					
2. I feel free to tell my boss what I think.					
3. I have trust and confidence in top management with the way they lead the company					
4.I believe that company situation will be better in spite of the dramatic change taking place					
5.I feel secure with my company					
Openness					
6. I am clear about company's policies, values, and objectives.					
7. Rules and procedures are adhered to equally by everyone					
8. I always know what is going on with my company					
9. Top Management being able to listen and understand others					
10. Top Management is open with ideas and information					

Please answer the following questions

1. What do you think about the way management direct the company?

2. What kind of information do you expect management to share with you?



PART VI Group Interview: Questions attitude towards change and management

1. What do you feel and think about change in your company?
2. How is your ideal organization? How your current organization become or closes to your ideal organization?





APPENDIX B : RELIABILITY TEST

FREQUEECIES

Notes

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Frequency Table

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	31	50.8	50.8	50.8
	Male	30	49.2	49.2	100.0
	Total	61	100.0	100.0	

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	25 And under	4	6.6	6.6	6.6
	26-30 years old	10	16.4	16.4	23.0
	31-35 years old	34	55.7	55.7	78.7
	36-40 years old	9	14.8	14.8	93.4
	41 and over	4	6.6	6.6	100.0
	Total	61	100.0	100.0	

Education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	High school or less	18	29.5	34.6	34.6
	Diploma's or certificate	17	27.9	32.7	67.3
	Bachelor's degree	13	21.3	25.0	92.3
	Master degree or higher	4	6.6	7.7	100.0
	Total	52	85.2	100.0	
Missing	System	9	14.8		
Total		61	100.0		

Nationality

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Thai	30	49.2	53.6	53.6
	Swiss	15	24.6	26.8	80.4
	German	4	6.6	7.1	87.5
	Italian	7	11.5	12.5	100.0
	Total	56	91.8	100.0	
Missing	System	5	8.2		
Total		61	100.0		

Job Title

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Senior Supervisor	5	8.2	8.2	8.2
	Junior * Supervisor	5	8.2	8.2	16.4
	Senior First Class	7	11.5	11.5	27.9
	Junior First Class	13	21.3	21.3	49.2
	Senior Business Class	31	50.8	50.8	100.0
	Total	61	100.0	100.0	

Number of working year

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3-5 years	28	45.9	45.9	45.9
	6-10 years	11	18.0	18.0	63.9
	11-15 years	10	16.4	16.4	80.3
	16-20 years	9	14.8	14.8	95.1
	21 years or over	3	4.9	4.9	100.0
	Total	61	100.0	100.0	

Statement 1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	11	18.0	18.0	18.0
	Neutral	6	9.8	9.8	27.9
	Agree	41	67.2	67.2	95.1
	Strongly agree	3	4.9	4.9	100.0
	Total	61	100.0	100.0	

Statement 2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	1	1.6	1.6	1.6
	Neutral	30	49.2	49.2	50.8
	Agree	29	47.5	47.5	98.4
	Strongly agree	1	1.6	1.6	100.0
	Total	61	100.0	100.0	

Statement 3

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	25	41.0	41.0	41.0
	Disagree	29	47.5	47.5	88.5
	Neutral	3	4.9	4.9	93.4
	Agree	4	6.6	6.6	100.0
	Total	61	100.0	100.0	

Statement 4

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	1	1.6	1.6	1.6
	Disagree	13	21.3	21.3	23.0
	Neutral	5	8.2	8.2	31.1
	Agree	42	68.9	68.9	100.0
	Total	61	100.0	100.0	

Statement 5

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	2	3.3	3.3	3.3
	Disagree	30	49.2	49.2	52.5
	Neutral	1	1.6	1.6	54.1
	Agree	28	45.9	45.9	100.0
	Total	61	100.0	100.0	

Statement 6

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	2	3.3	3.3	3.3
	Neutral	22	36.1	36.1	39.3
	Agree	37	60.7	60.7	100.0
	Total	61	100.0	100.0	

Statement 7

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	29	47.5	47.5	47.5
	Neutral	28	45.9	45.9	93.4
	Agree	4	6.6	6.6	100.0
	Total	61	100.0	100.0	

Statement 8

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	16	26.2	26.2	26.2
	Neutral	18	29.5	29.5	55.7
	Agree	27	44.3	44.3	100.0
	Total	61	100.0	100.0	

Statement 9

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Disagree	23	37.7	37.7	37.7
Neutral	4	6.6	6.6	44.3
Agree	33	54.1	54.1	98.4
Strongly agree	1	1.6	1.6	100.0
Total	61	100.0	100.0	

Statement 10

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Disagree	15	24.6	24.6	24.6
Neutral	11	18.0	18.0	42.6
Agree	35	57.4	57.4	100.0
Total	61	100.0	100.0	

Statement 11

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Disagree	1	1.6	1.6	1.6
Neutral	2	3.3	3.3	4.9
Agree	44	72.1	72.1	77.0
Strongly agree	14	23.0	23.0	100.0
Total	61	100.0	100.0	

Statement 12

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	4	6.6	6.6	6.6
	Neutral	2	3.3	3.3	9.8
	Agree	48	78.7	78.7	88.5
	Strongly agree	7	11.5	11.5	100.0
	Total	61	100.0	100.0	

Statement 13

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	27	44.3	45.0	45.0
	Neutral	8	13.1	13.3	58.3
	Agree	25	41.0	41.7	100.0
	Total	60	98.4	100.0	
Missing	System	1	1.6		
Total		61	100.0		

Statement 14

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	1	1.6	1.6	1.6
	Neutral	42	68.9	68.9	70.5
	Agree	14	23.0	23.0	93.4
	Strongly agree	4	6.6	6.6	100.0
	Total	61	100.0	100.0	

Statement 15

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	16	26.2	26.2	26.2
	Disagree	12	19.7	19.7	45.9
	Neutral	32	52.5	52.5	98.4
	Agree	1	1.6	1.6	100.0
	Total	61	100.0	100.0	

Statement 16

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	6	9.8	9.8	9.8
	Neutral	3	4.9	4.9	14.8
	Agree	51	83.6	83.6	98.4
	Strongly agree	1	1.6	1.6	100.0
	Total	61	100.0	100.0	

Management I

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	31	50.8	50.8	50.8
	Neutral	22	36.1	36.1	86.9
	Agree	8	13.1	13.1	100.0
	Total	61	100.0	100.0	

Management 2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	8	13.1	13.1	13.1
	Neutral	28	45.9	45.9	59.0
	Agree	25	41.0	41.0	100.0
	Total	61	100.0	100.0	

Management 3

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	50	82.0	82.0	82.0
	Neutral	2	3.3	3.3	85.2
	Agree	9	14.8	14.8	100.0
	Total	61	100.0	100.0	

Management 4

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	4	6.6	6.6	6.6
	Neutral	38	62.3	62.3	68.9
	Agree	19	31.1	31.1	100.0
	Total	61	100.0	100.0	

Management 5

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	2	3.3	3.3	3.3
	Disagree	57	93.4	93.4	96.7
	Neutral	2	3.3	3.3	100.0
	Total	61	100.0	100.0	

Management 6

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	3	4.9	4.9	4.9
	Disagree	56	91.8	91.8	96.7
	Neutral	2	3.3	3.3	100.0
	Total	61	100.0	100.0	

Management

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	1	1.6	1.6	1.6
	Disagree	32	52.5	52.5	54.1
	Neutral	9	14.8	14.8	68.9
	Agree	19	31.1	31.1	100.0
	Total	61	100.0	100.0	

Management 8

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	1	1.6	1.6	1.6
	Disagree	37	60.7	60.7	62.3
	Neutral	23	37.7	37.7	100.0
	Total	61	100.0	100.0	

Management 9

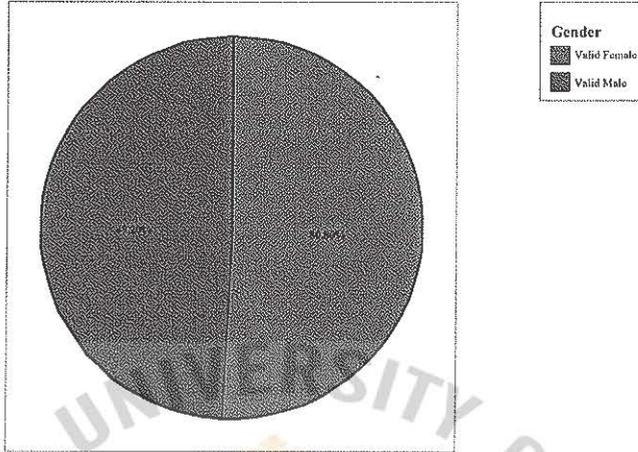
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	1	1.6	1.6	1.6
	Neutral	58	95.1	95.1	96.7
	Agree	2	3.3	3.3	100.0
	Total	61	100.0	100.0	

Management 10

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	1	1.6	1.6	1.6
	Disagree	42	68.9	68.9	70.5
	Neutral	17	27.9	27.9	98.4
	Agree	1	1.6	1.6	100.0
	Total	61	100.0	100.0	

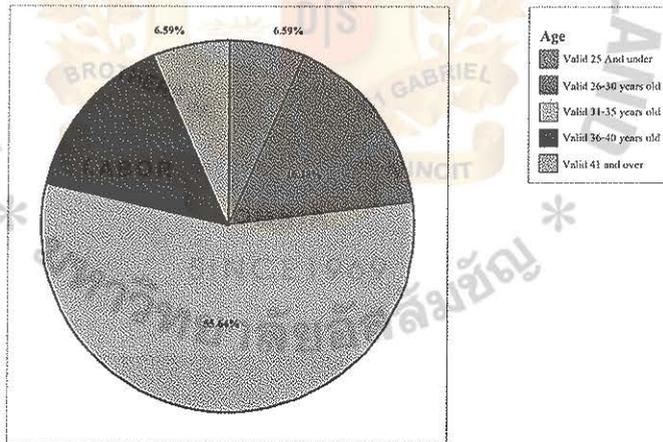
Gender

Statistics : Valid Percent



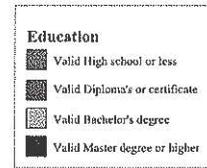
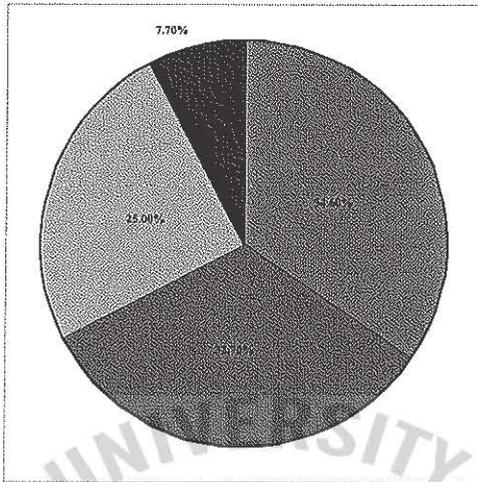
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Statistics : Valid Percent



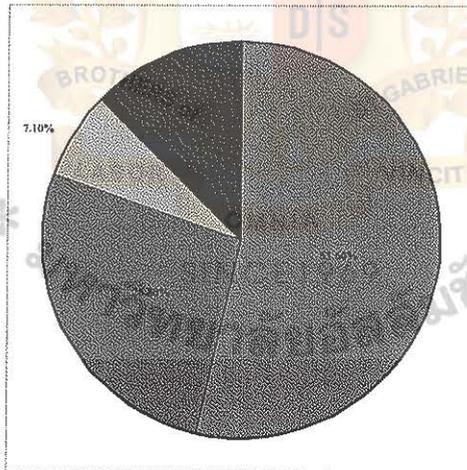
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Statistics : Valid Percent



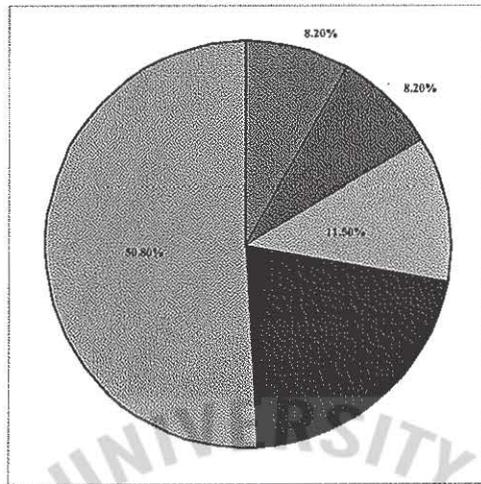
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Statistics : Valid Percent



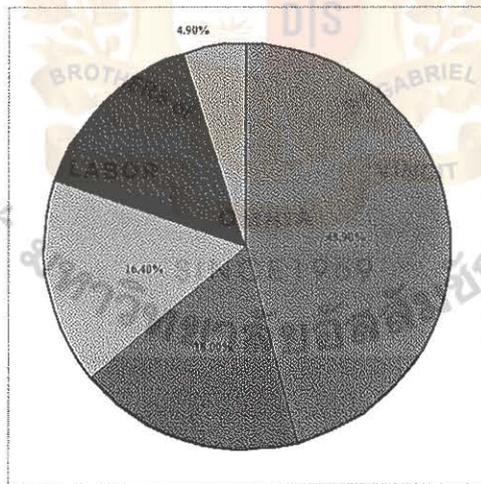
Job Title

Statistics : Valid Percent



Number of working year

Statistics : Valid Percent



T-Test

Notes

Output Created	17-SEP-2004 16:58:12	
Comments		
Input	Data	A:\aeey.sav
	Filter	na2=1 (FILTER)
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	17
Missing Value Definition of Handling	Missing	User defined missing values are treated as missing.
	Cases Used	Statistics for each analysis are based on the cases with no missing or out-of-range data for any variable in the analysis.
Syntax	T-TEST /TESTVAL=3 /MISSING=ANALYSIS /VARIABLES=flex adap scop pace /CRITERIA=CIN (.95) .	
Resources	Elapsed Time	0:00:00.11

One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
Flexibility	17	3.3235	.38288	.09286
Adaptability	17	3.5000	.46771	.11344
Scope	17	3.1765	.31579	.07659
Pace	16	2.8750	.30277	.07569

One-Sample Test

Test Value = 3						
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Flexibility	3.484	16	.003	.3235	.1267	.5204
Adaptability	4.408	16	.000	.5000	.2595	.7405
Scope	2.304	16	.035	.1765	.0141	.3388
Pace	-1.651	15	.119	-.1250	-.2863	.0363

T-Test

Notes

Output Created	17-SEP-2004 16:58:35	
Comments		
Input	Data	A:\acey.sav
	Filter	na2=2 (FILTER)
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	21
Missing Value Handling	Definition of Missing	User defined missing values are treated as missing.
	Cases Used	Statistics for each analysis are based on the cases with no missing or out-of-range data for any variable in the analysis.
Syntax	<pre>T-TEST /TESTVAL=3 /MISSING=ANALYSIS /VARIABLES=trust open /CRITERIA=CIN (.95).</pre>	
Resources	Elapsed Time	0:00:00.11

One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
Trust	21	2.8000	.39497	.08619
Openness	21	2.6381	.17457	.03810

One-Sample Test

Test Value = 3						
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Trust	-2.320	20	.031	-.2000	-.3798	-.0202
Openness	-9.500	20	.000	-.3619	-.4414	-.2824

T-Test

Notes

Output Created	17-SEP-2004 17:02:21	
Comments		
Input	Data	A:\aegy.sav
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	61
	Missing Value	Definition of Missing
	Handling	Cases Used
Syntax	<pre>T-TEST GROUPS=na2(1 2) /MISSING=ANALYSIS /VARIABLES=flex adap scop pace /CRITERIA=CIN(.95).</pre>	
Resources	Elapsed Time	0:00:00.06

Group Statistics

	Thai or foreigner	N	Mean	Std. Deviation	Std. Error Mean
Flexibility	Thai people	30	3.4750	.39583	.07227
	A foreigner	26	2.6346	.54420	.10673
Adaptability	Thai people	30	3.6250	.38141	.06964
	A foreigner	26	2.4904	.23959	.04699
Scope	Thai people	30	3.1583	.27452	.05012
	A foreigner	26	4.1827	.22976	.04506
Pace	Thai people	29	2.9310	.25788	.04789
	A foreigner	26	3.2981	.32419	.06358

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Flexibility	Equal variances assumed	16.155	.000	6.668	54	.000	.8404	.12603	.58770	1.09307
	Equal variances not assumed			6.520	45.022	.000	.8404	.12889	.58079	1.09998
Adaptability	Equal variances assumed	4.205	.045	13.087	54	.000	1.1346	.08670	.96079	1.30844
	Equal variances not assumed			13.506	49.513	.000	1.1346	.08401	.96584	1.30339
Scope	Equal variances assumed	.020	.889	-15.005	54	.000	-1.0244	.06827	-1.16122	-.88749
	Equal variances not assumed			-15.199	53.945	.000	-1.0244	.06740	-1.15948	-.88923
Pace	Equal variances assumed	3.890	.054	-4.669	53	.000	-.3670	.07861	-.52471	-.20938
	Equal variances not assumed			-4.611	47.704	.000	-.3670	.07959	-.52710	-.20698

T-Test

Notes

Output Created	17-SEP-2004 17:02:38	
Comments		
Input	Data	A:\aeey.sav
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data	61
	File	
Missing Value Handling	Definition of Missing	User defined missing values are treated as missing.
	Cases Used	Statistics for each analysis are based on the cases with no missing or out-of-range data for any variable in the analysis.
Syntax	<pre>T-TEST GROUPS=na2(1 2) /MISSING=ANALYSIS /VARIABLES=trust open /CRITERIA=CIN(.95).</pre>	
Resources	Elapsed Time	0:00:00.00

Group Statistics

	Thai or foreigner	LABOR N	Mean	Std. Deviation	Std. Error Mean
Trust	Thai people	30	2.7400	.28357	.05177
	A foreigner	26	2.6615	.46224	.09065
Openness	Thai people	30	2.3333	.32092	.05859
	A foreigner	26	2.5923	.18314	.03592

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Trust	Equal variances assumed	4.320	.042	.777	54	.441	.0785	.10101	-.12404	.28097
	Equal variances not assumed			.752	40.275	.457	.0785	.10439	-.13248	.28941
Openness	Equal variances assumed	.695	.408	-3.631	54	.001	-.2590	.07131	-.40195	-.11600
	Equal variances not assumed			-3.768	47.164	.000	-.2590	.06872	-.39722	-.12073

Frequencies

Output Created		17-SEP-2004 17:03:49
Comments		
Input	Data	A:\aeey.sav
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	61
	Missing Value Handling	Definition of Missing
	Cases Used	Statistics are based on all cases with valid data.
Syntax		FREQUENCIES VARIABLES=na2 /ORDER= ANALYSIS .
Resources	Elapsed Time	0:00:00.00
	Total Values Allowed	149796

Statistics

Thai or foreigner

N	Valid	56
	Missi	5
	ng	

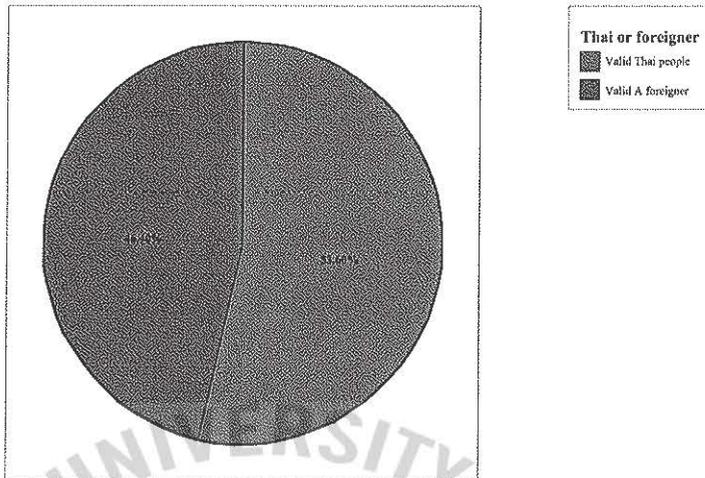
Thai or foreigner

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Thai people	30	49.2	53.6	53.6
	A foreigner	26	42.6	46.4	100.0
	Total	56	91.8	100.0	
Missing	System	5	8.2		
Total		61	100.0		



Thai or foreigner

Statistics : Valid Percent



Reliability

Notes

Output Created	17-SEP-2004 17:05:41
Comments	
Input	Data A:\acey.sav
	Filter <none>
	Weight <none>
	Split File <none>
	N of Rows in Working Data File 61
Syntax	RELIABILITY /VARIABLES=q.1 q.2 q.3 q.4 /FORMAT=NOLABELS /SCALE(ALPHA)=ALL/MODEL=ALPHA /STATISTICS=DESCRIPTIVE /SUMMARY=MEANS .
Resources	Elapsed Time 0:00:00.00

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

RELIABILITY ANALYSIS - SCALE (ALPHA)

	Mean	Std Dev	Cases
1. Q.1	3.5902	.8441	61.0
2. Q.2	3.4918	.5664	61.0
3. Q.3	1.7705	.8245	61.0
4. Q.4	3.4426	.8855	61.0

N of Cases = 61.0

Item Means	Mean	Minimum	Maximum	Range	Max/Min	Variance
	3.0738	1.7705	3.5902	1.8197	2.0278	.7587

Reliability Coefficients 4 items

Alpha = .7636 Standardized item alpha = .7758

Reliability

Notes

Output Created	17-SEP-2004 17:05:51
Comments	
Input	Data A:\accy.sav
	Filter <none>
	Weight <none>
	Split File <none>
	N of Rows in Working Labor 61
	Data File
Syntax	RELIABILITY /VARIABLES=q.5 q.6 q.7 q.8 /FORMAT=NOLABELS /SCALE(ALPHA)=ALL/MODEL=ALPHA /STATISTICS=DESCRIPTIVE /SUMMARY=MEANS .
Resources	Elapsed Time 0:00:00.00

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

RELIABILITY ANALYSIS - SCALE (ALPHA)

	Mean	Std Dev	Cases
1. Q.5	2.9016	1.0441	61.0
2. Q.6	3.5738	.5615	61.0
3. Q.7	2.5902	.6158	61.0
4. Q.8	3.1803	.8268	61.0

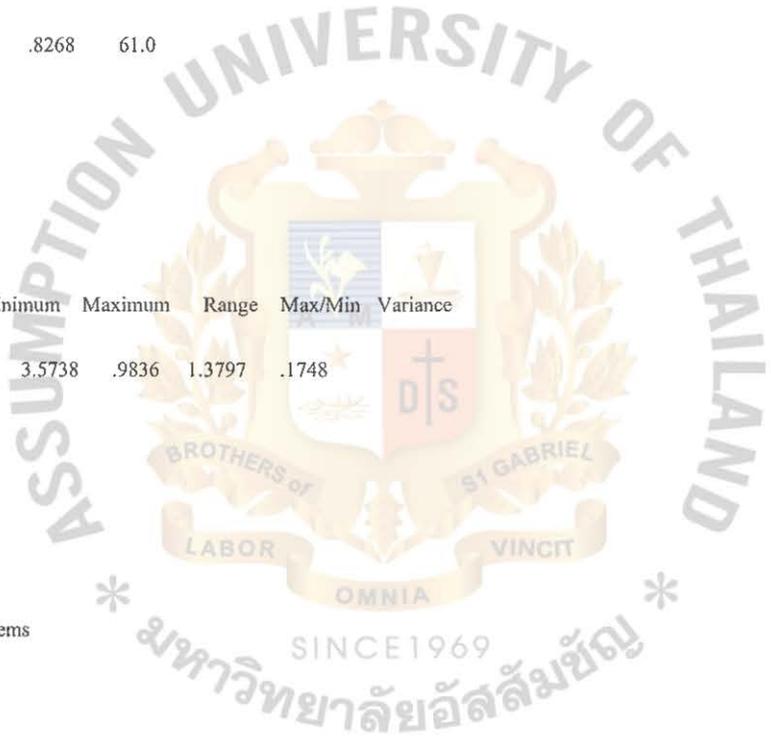
N of Cases = 61.0

Item Means	Mean	Minimum	Maximum	Range	Max/Min	Variance
	3.0615	2.5902	3.5738	.9836	1.3797	.1748

Reliability Coefficients 4 items

Alpha = .8388 Standardized item alpha = .8403

Reliability



Notes

Output Created	17-SEP-2004 17:06:05	
Comments		
Input	Data	A:\aeeey.sav
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	61
Syntax	RELIABILITY /VARIABLES=q.9 q.10 q.11 q.12 /FORMAT=NOLABELS /SCALE(ALPHA)=ALL/MODEL=ALPHA /STATISTICS=DESCRIPTIVE /SUMMARY=MEANS .	
Resources	Elapsed Time	0:00:00.00

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

RELIABILITY ANALYSIS - SCALE (ALPHA)

Mean Std Dev Cases

1.	Q.9	3.1967	.9801	61.0
2.	Q.10	3.3279	.8509	61.0
3.	Q.11	4.1639	.5532	61.0
4.	Q.12	3.9508	.6436	61.0

N of Cases = 61.0

Item Means	Mean	Minimum	Maximum	Range	Max/Min	Variance
	3.6598	3.1967	4.1639	.9672	1.3026	.2212

Reliability Coefficients 4 items

Alpha = .6879 Standardized item alpha = .6781

Reliability

Notes

Output Created	17-SEP-2004 17:06:17
Comments	
Input	Data LABOR A:\accy.sav
Filter	<none>
Weight	<none>
Split File	<none>
N of Rows in Working	61
Data File	
Syntax	RELIABILITY /VARIABLES=q.13 q.14 q.15 q.16 /FORMAT=NOLABELS /SCALE(ALPHA)=ALL/MODEL=ALPHA /STATISTICS=DESCRIPTIVE /SUMMARY=MEANS
Resources	Elapsed Time 0:00:00.06

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

RELIABILITY ANALYSIS - SCALE (ALPHA)

	Mean	Std Dev	Cases
.1 Q.60.0	9382.	2.9667	13
.2 Q.60.0	6331.	3.3500	14
.3 Q.60.0	8847.	2.2833	15
.4 Q.60.0	6475.	3.7667	16

N of Cases = 60.0

Item Means	Mean	Minimum	Maximum	Range	Max/Min	Variance
3971.	1.6496	1.4833	3.7667	2.2833	3.0917	

Reliability Coefficients 4 items

Alpha = .5461 Standardized item alpha = .1671

Reliability

Notes

Output Created	17-SEP-2004 17:06:49	
Comments		
Input	Data	A:\aeey.sav
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	61
Syntax	RELIABILITY /VARIABLES=b.1 b.2 b.3 b.4 b.5 /FORMAT=NOLABELS /SCALE(ALPHA)=ALL/MODEL=ALPHA /STATISTICS=DESCRIPTIVE /SUMMARY=MEANS .	
Resources	Elapsed Time	0:00:00.00

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

RELIABILITY ANALYSIS - SCALE (ALPHA)

	Mean	Std Dev	Cases
1. B.1	2.6230	.7110	61.0
2. B.2	3.2787	.6863	61.0
3. B.3	2.3279	.7239	61.0
4. B.4	3.2459	.5673	61.0

5. B.5 2.0000 .2582 61.0

N of Cases = 61.0

Item Means	Mean	Minimum	Maximum	Range	Max/Min	Variance
	2.6951	2.0000	3.2787	1.2787	1.6393	.3168

Reliability Coefficients 5 items

Alpha = .5242 Standardized item alpha = .4389

Reliability

Notes

Output Created		17-SEP-2004 17:07:01
Comments		
Input	Data	A:\aeeey.sav
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	61
Syntax		RELIABILITY /VARIABLES=b.6 b.7 b.8 b.9 b.10 /FORMAT=NOLABELS /SCALE(ALPHA)=ALL/MODEL=ALPHA /STATISTICS=DESCRIPTIVE /SUMMARY=MEANS .
Resources	Elapsed Time	0:00:00.00

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

RELIABILITY ANALYSIS - SCALE (ALPHA)

	Mean	Std Dev	Cases
1. B.6	1.9836	.2882	61.0
2. B.7	2.7541	.9248	61.0
3. B.8	2.3607	.5175	61.0
4. B.9	3.0164	.2230	61.0
5. B.10	2.2951	.5274	61.0

N of Cases = 61.0

Item Means	Mean	Minimum	Maximum	Range	Max/Min	Variance
	2.4820	1.9836	3.0164	1.0328	1.5207	.1644

Reliability Coefficients 5 items

Alpha = .3834 Standardized item alpha = .4941



Descriptives

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Statement 1	61	2.00	5.00	3.5902	.84414
Statement 2	61	2.00	5.00	3.4918	.56636
Statement 3	61	1.00	4.00	1.7705	.82449
Statement 4	61	1.00	4.00	3.4426	.88552
Statement 5	61	1.00	4.00	2.9016	1.04411
Statement 6	61	2.00	4.00	3.5738	.56152
Statement 7	61	2.00	4.00	2.5902	.61582
Statement 8	61	2.00	4.00	3.1803	.82681
Statement 9	61	2.00	5.00	3.1967	.98013
Statement 10	61	2.00	4.00	3.3279	.85091
Statement 11	61	2.00	5.00	4.1639	.55318
Statement 12	61	2.00	5.00	3.9508	.64359
Statement 13	60	2.00	4.00	2.9667	.93820
Statement 14	61	2.00	5.00	3.3443	.62942
Statement 15	61	1.00	4.00	2.2951	.88212
Statement 16	61	2.00	5.00	3.7705	.64274
Valid N (listwise)	60				

Descriptives

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Statement 1	61	2.00	5.00	3.5902	.84414
Statement 2	61	2.00	5.00	3.4918	.56636
Statement 4	61	1.00	4.00	3.4426	.88552
Statement 3	61	1.00	4.00	1.7705	.82449
Valid N (listwise)	61				

Descriptives

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Statement 6	61	2.00	4.00	3.5738	.56152
Statement 8	61	2.00	4.00	3.1803	.82681
Statement 5	61	1.00	4.00	2.9016	1.04411
Statement 7	61	2.00	4.00	2.5902	.61582
Valid N (listwise)	61				

Descriptives

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Statement 11	61	2.00	5.00	4.1639	.55318
Statement 12	61	2.00	5.00	3.9508	.64359
Statement 10	61	2.00	4.00	3.3279	.85091
Statement 9	61	2.00	5.00	3.1967	.98013
Valid N (listwise)	61				

Descriptives

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Statement 16	61	2.00	5.00	3.7705	.64274
Statement 14	61	2.00	5.00	3.3443	.62942
Statement 13	60	2.00	4.00	2.9667	.93820
Statement 15	61	1.00	4.00	2.2951	.88212
Valid N (listwise)	60				

Descriptives

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Management 2	61	2.00	4.00	3.2787	.68632
Management 4	61	2.00	4.00	3.2459	.56733
Management 1	61	2.00	4.00	2.6230	.71096
Management 3	61	2.00	4.00	2.3279	.72391
Management 5	61	1.00	3.00	2.0000	.25820
Valid N (listwise)	61				

Descriptives

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Management 9	61	2.00	4.00	3.0164	.22300
Management 7	61	1.00	4.00	2.7541	.92477
Management 8	61	1.00	3.00	2.3607	.51745
Management 10	61	1.00	4.00	2.2951	.52739
Management 6	61	1.00	3.00	1.9836	.28820
Valid N (listwise)	61				

Descriptives

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Management 1	61	2.00	4.00	2.6230	.71096
Management 2	61	2.00	4.00	3.2787	.68632
Management 3	61	2.00	4.00	2.3279	.72391
Management 4	61	2.00	4.00	3.2459	.56733
Management 5	61	1.00	3.00	2.0000	.25820
Management 6	61	1.00	3.00	1.9836	.28820
Management 7	61	1.00	4.00	2.7541	.92477
Management 8	61	1.00	3.00	2.3607	.51745
Management 9	61	2.00	4.00	3.0164	.22300
Management 10	61	1.00	4.00	2.2951	.52739
Valid N (listwise)	61				

Descriptives

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Management 2	61	2.00	4.00	3.2787	.68632
Management 4	61	2.00	4.00	3.2459	.56733
Management 1	61	2.00	4.00	2.6230	.71096
Management 3	61	2.00	4.00	2.3279	.72391
Management 5	61	1.00	3.00	2.0000	.25820
Valid N (listwise)	61				

Descriptives

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Management 9	61	2.00	4.00	3.0164	.22300
Management 7	61	1.00	4.00	2.7541	.92477
Management 8	61	1.00	3.00	2.3607	.51745
Management 10	61	1.00	4.00	2.2951	.52739
Management 6	61	1.00	3.00	1.9836	.28820
Valid N (listwise)	61				

T-Test

One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
Flexibility	61	3.0738	.60440	.07739
Adaptability	61	3.0615	.64494	.08258
Scope	61	3.6598	.55721	.07134
Pace	60	3.0917	.33181	.04284

One-Sample Test

	Test Value = 3					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Flexibility	.953	60	.344	.0738	-.0810	.2286
Adaptability	.744	60	.459	.0615	-.1037	.2267
Scope	9.249	60	.000	.6598	.5171	.8025
Pace	2.140	59	.037	.0917	-.0060	.1774

T-Test

One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
Trust	61	2.6951	.36075	.04619
Openness	61	2.4820	.29749	.03809

One-Sample Test

	Test Value = 3					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Trust	-6.601	60	.000	-.3049	-.3973	-.2125
Openness	-13.600	60	.000	-.5180	-.5942	-.4418

