

A STUDY OF EMPLOYEES' WILLINGNESS TO COMMUNICATE, JOB  
SATISFACTION, AND SELF-PERCIEVED PRODUCTIVITY



A STUDY OF EMPLOYEES' WILLINGNESS TO COMMUNICATE, JOB SATISFACTION,  
AND SELF-PERCIEVED PRODUCTIVITY

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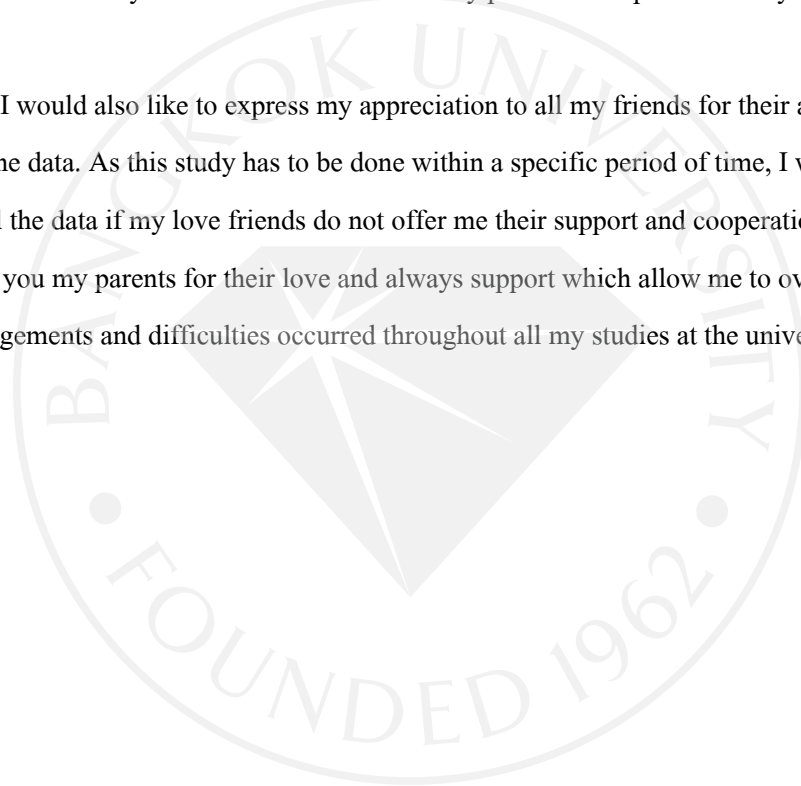
### **ABSTRACT**

The main objective of this research is to investigate the relationship between employees' willingness to communicate, job satisfaction, and self-perceived productivity. Variables in this study include attitude toward communication, willingness to communicate, amount of communication, Organizational Communication Index (openness, trust, distribution of control, and flow of communication), job satisfaction, and self-perceived productivity. Two-hundred and two employees who currently work in Bangkok participated in this project. There are seven instruments utilized in this study including personal background information, attitude toward communication scale, the Willingness to Communicate Scale, amount of communication scale, job satisfaction scale, self-perceived productivity scale, and Organizational Communication Index. Questionnaires were distributed to collect the data. All the data were analyzed by using Pearson coefficient correlation. The results show that attitude toward communication is significantly and positively correlated to willingness to communicate. Willingness to communicate is significantly and positively associated with amount of communication and job satisfaction, but not significantly associated with self-perceived productivity. Finally, Organizational Communication Index has significant and positive correlations to job satisfaction and self-perceived productivity.

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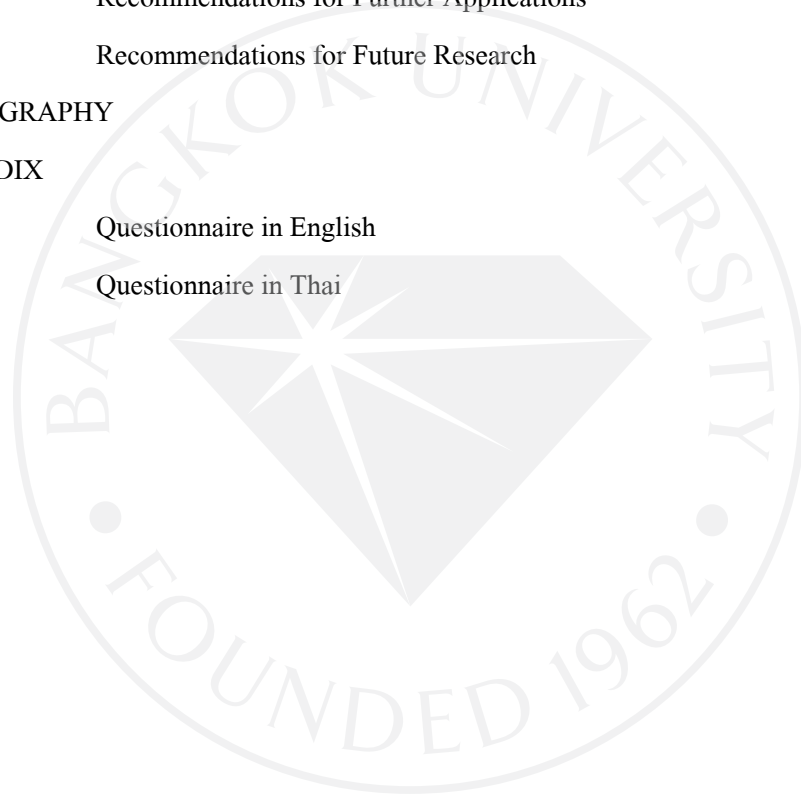
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## TABLE OF CONTENTS

	Page
ABSTRACT	iv
ACKNOWLEDGEMENT	v
LIST OF TABLES	viii
CHAPTER 1: INTRODUCTION	
Rationale	1
Problem Statement	4
Research Questions	7
Objectives of Study	7
Significance of the Study	7
Definition of Terms	8
CHAPTER 2: LITERATURE REVIEW	
Introduction	10
Review of Related Concepts and Studies	10
Review of Related Theories	15
Hypotheses	16
Conceptual Model	17
CHAPTER 3: METHODOLOGY	
Introduction	18
Research Design	18
Population and Subjects	18
Variables	19
Instruments	19
Data Collection	22
Data Analysis	22
CHAPTER 4: RESULTS	
Introduction	24

Demographic Data	24
Hypothesis Testing	25
Conclusion	29
CHAPTER 5: DISCUSSION AND CONCLUSION	
Introduction	30
Hypotheses Summary and Discussion	30
Limitation of the Study	33
Recommendations for Further Applications	33
Recommendations for Future Research	35
BIBLIOGRAPHY	36
APPENDIX	
Questionnaire in English	39
Questionnaire in Thai	46





## LIST OF TABLES

	Page
Table 1: Respondents' Gender Distribution	24
Table 2: Respondents' Age Distribution	25
Table 3: Respondents' Type of Organization Distribution	25
Table 4: Respondents' Length of Employment Summary	25
Table 5: Correlation Coefficient between Attitude toward Communication and Willingness to Communicate	26
Table 6: Correlation Coefficient between Willingness to Communicate and Amount of Communication	26
Table 7: Correlation Coefficient between Willingness to Communicate and Job Satisfaction	27
Table 8: Correlations Coefficient between Willingness to Communicate and Self-perceived Productivity	27
Table 9: Correlations Coefficient between Organizational Communication Index and Job Satisfaction	28
Table 10: Correlations Coefficient between Organizational Index and Self-perceived Productivity	28

## CHAPTER 1

### INTRODUCTION

#### Rationale

Willingness to communicate is now gaining more and more attention from researchers in various fields. It has been investigated in many different contexts. In other countries, for example, willingness to communicate is studied in the health context whether it is related to health information seeking behaviors and patient assertiveness (Wright, Fray & Sopory, 2007).

In the U.S. and Taiwan, willingness to communicate is examined in the cross-cultural context by Hsu (2007) investigating the differences between Americans and Taiwanese in their willingness to communicate. In the classroom context, especially in the second language classroom context, factors such as time and situational variables are explored in relation to willingness to communicate (Cao, 2006).

In the country like Japan where there is a fast technological development, willingness to communicate is tested together with Internet technology whether it is enhanced if members of task-oriented groups employ online chat program in their communication (Freiermuth & Jarrell, 2006). Research about willingness to communicate is not only conducted in other countries, but it is also studied by researchers in Thailand such as the work done by Knutson, Komolsevin, Chatiketun and Smith (2002) which tries to make a comparison between Thais' and Americans' willingness to communicate.

Based on the primary review of the literature, willingness to communicate is one of the popular research areas that many researchers try to explore. Although there are lots of research done about willingness to communicate in different contexts, there is no or little (if any) research investigating willingness to communicate in the context of organizations or companies, or

employees' willingness to communicate. Therefore, this study is initiated to fill in the blank of the unanswered research area.

When talking about organizations or companies as the context, it can be mentioned undoubtedly that one of predominant aspects that most company owners or executives would like to promote in their employees is productivity. A global company such as Siemens group invests its money on Internet technologies to increase its employee productivity (Knox, Maklan, Payne, Peppard & Ryals, 2003). National Restaurant Association (2000) reports that in the restaurant industry, restaurants now allocate their budgets to technological improvements and advancements to enhance productivity (cited in Chmelynski, 1998). Those are evidences showing that companies view productivity as a significant outcome.

It is very important for every organization to have productive employees; otherwise the organization can be affected negatively. Capzzoli (1993) notes that developing productive employees is so much important to success of organizations, any organizations that fail to promote productivity in their employees, they might not survive in the competition and have to going out of the business. The productive employees can perform the jobs effectively. Employers can expect very little errors or mistakes from the productive employees. The companies do not have to waste time and money to correct those errors and mistakes occurred by the non-productive employees. Also, the productive employees can finish their works within the time frames. As a result, pleasant customer experience is enhanced because the employees can serve them effectively and efficiently.

Employees are considered to be the key element in companies' success (Christopher, Payne & Ballantyne, 2002). They need to be treated well, so that in return they treat the customers well. Hence, apart from productivity, many employers nowadays also pay very close attention to making the employees happy and satisfied. Simpson (2002) advises that during the tough times of any companies, it is important to keep employees happy as they will help the company pass through any difficulties successfully.

It would be very difficult for a company to satisfy customers if its employees have a low level of job satisfaction. Christopher et al. (2002) suggest that satisfied employees can satisfy customer. Employees are the ones who interact with the customers both directly and indirectly. There are many alternatives for the customers out there in the market to choose from. Therefore, it is quite risky to lose the customers if the companies do not have satisfied employees who can satisfy the customers.

In the context of organizations or companies, productivity and job satisfaction are the central focus of employers. They are two critical elements that can impact the success of an organization. With the very competitive climate in the markets, it is very hard to keep the customers with the companies. However, with the help from satisfied employees who can work productively, the companies can ensure their success in terms of both acquiring new customers and retain current customers.

Richmond and Roach (1992) state that low willingness to communicate result in the limited frequency and small amount of individual communication which later on is linked with a variety of negative communication outcomes such as negative perceptions toward low willingness to communicate employees. The results from the study of Wright et al. (2007) goes in line with the above statement revealing that willingness to communicate about individuals' health with their health care center is related to health information-seeking behaviors which can be considered a positive communication behavior. The more willingness to communicate a patient has, the more tendencies he has in seeking for related information which could help him know what to do to effectively cure his sickness.

This is quite similar to the case of this study which is productivity. It is important for an employee to communicate or seek for more information; otherwise he cannot have a good understanding of his job, and then it is impossible for him to perform his job productively. When it comes to job satisfaction, communication is one of the variables that can promote it. It is advised by Kowitz and Knutson (1980) that communication is a source of satisfaction when people have to work together in a group. The more people communicate, the more they are

satisfied. Willingness to communicate might be related to job satisfaction in the sense that quiet employees would not communicate as much as high willingness to communicate employees would. Therefore, they might be less satisfied in the organizations.

Therefore, based on the above suggestions from many researchers, the relationship between employees' willingness to communicate, job satisfaction and productivity might be assumed. However, its relationship has not yet been studied. As productivity and job satisfaction are very critical elements to promote business success, the purpose of this study, therefore, is to explore willingness to communicate and its relationship to job satisfaction and productivity in the Thai context.

### **Problem Statement**

Willingness to communicate refers to “the person’s general level of desire to initiate and respond to communication with others” (McCroskey & Richmond, 1996, p. 56). When people from the western countries have a chance to interact with Thai people, they may sometimes experience difficulties in understanding them because general Thais have low level of willingness to communicate which make them not talk much. Knutson (2004) expresses his experience with and observation about Thai people communication behaviors when they develop their daily interpersonal relationships that Thais are kind, considerate and quiet. Thais are perceived to be quite quiet especially comparing to people in the western countries.

McCroskey & Richmond (1996) suggest that there are at least seven reasons why people have low willingness to communicate. The first reason is hereditary factors which are about physical and emotional characteristics that people inherited from their parents. The second reason is childhood reinforcement. At the time of growing up, people learn from their experience whether communication behaviors are reinforced or refused. The research conducted by Knutson, Hwang and Vivatananukul (1995) found that Thai samples express more agreement on the sentences which indicate childhood discouragement of communication such as “In my childhood,

children in our family are discouraged from expressing their opinions” than the U.S. samples (p. 31). This can be an example of childhood reinforcement.

The third reason proposed by the researchers is skill deficiencies such as poor ability to communicate. Next, it is social introversion which is individuals’ personality that show desire to communicate with others. The fifth reason is social alienation. The researchers advise socially alienated persons normally reject the values in the society. In many countries, communication is one of the values in the society. If the person rejects the value of communication, he or she will become less willing to communicate (McCroskey & Richmond, 1996).

Ethic or cultural divergence is also another factor contributing to the reduction in willingness to communicate. Communication norms among different parts of the world are different and some value silence more than talking (McCroskey & Richmond, 1996). The last reason advised by the researcher is communication apprehension which is believed to be a source of low willingness to communicate.

In order for an organization or company to run their business effectively and efficiently, communication is one of very important variables that can have a big impact on the overall success of the company especially employee communication. In the task-oriented group context which is similar to the organizational context as their nature is about a group of people who work together to achieve goals, group member communication is a significant source of group member productivity and member satisfaction (Kowitz & Knutson, 1980).

Many companies now are experiencing a high level of employee turnover rate. People nowadays change their career a lot. U.S. Secretary of Labor Elaine L. Chao (2006) remarks that Americans between ages of 18 to 38 will have had 10 jobs in average (cited in U.S. Department of Labor, 2008). Many employees quit the companies because those companies cannot satisfy them. The consequences from this career change phenomena requires that the companies have to spend time to find new employees. Besides, a lot of money has to be invested in training the new employees before they can perform the job properly.

Some companies do not only face the issue of the lack of manpower, but they also experience having low productive employees. Gardyasz (2005) states that in the child care business, child care centers in the U.S. try to maintain productive employees so that parents are happy with the services provided. For an employee to be productive in performing his job, he has to understand what to do. When he has questions about his work, he has to ask and communicate for the answers. It is quite impossible to be a productive employee if he does not communicate much.

Job satisfaction is a very critical element contributing to the success of a company. Adomaitiene and Slatkeviciene (2008) state that nowadays “customer loyalty is viewed as a primary determinant of a firm’s profit and growth” (p. 157). The value of the company to its customers is a very important variable helping develop customer loyalty. This value is created and enhanced by loyal and satisfied employees (Adomaitiene & Slatkeviciene, 2008). HR Focus (2008) show the results of SHRM’s 2008 Job Satisfaction Report revealing that fifty percent of six hundreds employees who did the survey state that communication between employees and senior management is one of the top important aspects contributing to their job satisfaction. From the above statements, the relationship between communication and job satisfaction can be seen, which later on could lead to the company success.

When it comes to employee productivity, The South West Airlines, the 7<sup>th</sup> U.S. domestic carrier, found that the customer perceptions of the company value are high because the company has productive employees who can perform several jobs if necessary (Heskett, Jones, Loveman, Sasser & Schlesinger, 2008). Consequently, its productive employees allow the company to deliver services faster than competing airlines (Heskett et al., 2008). The company’s business is successful because many customers are happy with the fast services delivered by the productive employees which make them keep flying with the company (Heskett et al., 2008).

The Central New York Business Journal (2007) found from the surveys that sixty three percent of five hundred and nineteen full-time and part-time employees agree that their productivity is enhanced when coworkers are friends outside the work environment. Fifty seven

percent of one hundred fifty senior executives also report that befriending coworkers can develop on-the-job performance, (The Central New York Business Journal, 2007). In order for a person to become friends of another, their friend relationship has to be developed through communication. There is no way to get to know each other and become friends if they do not communicate. Therefore, there might be a relationship between communication and employee productivity.

To conclude, as mentioned in the previous section that low employees' willingness to communicate can result in negative communication outcomes (Richmond & Roach, 1992). And relationship between communication, and job satisfaction, and productivity is believed to exist by scholars. Willingness to communicate can be related to communication in that it affects the amount and frequency of communication. Therefore, the relationship between employees' willingness to communicate, job satisfaction and productivity might exist too. However, this is still being waited for being tested scientifically to confirm its relationship which the aim of this research to provide answers to the problems.

### **Research Questions**

1. Does willingness to communicate have any relationship with job satisfaction?
2. Does willingness to communicate have any relationship with self-perceived productivity?

### **Objectives of Study**

1. To explore the relationship between willingness to communicate and job satisfaction
2. To examine the relationship between willingness to communicate and self-perceived productivity

### **Significance of the Study**

This study is significant directly to employers, executives, and business owners who run a company or organization and who have employees to work for them. This study will reveal very



useful information about their employee productivity which many employers try to improve in their employees. In addition, this study will help employers, executives, and business owners save money in training new employees and time wasting in finding new employee as it will advise valuable data about job satisfaction which is believed to be a cause of employee retention in the companies.

Also, employees themselves will benefit from this study. They will understand how to improve themselves to be an effective and efficient employee. Being productive is very important to all employees as it is one of the influential factors that many company owners, employers, and executive consider when they promote an employee to be in a higher position. Productivity is an important thing for an employee to get his career advancements. The advancements in career paths are a goal that many employees try to achieve.

Lastly, scholars especially in Communication and Human Resources Management fields will get the benefits from this study as well. They can use information from this study to further develop their research. The data from this study might help explain the phenomena about willingness to communicate that occurs in other different contexts which they are investigating.

### **Definitions of Terms**

Employees refer to people who are hired to work for any companies or organizations. They can be both temporary and permanent staff. They work for the companies to get salary or money in return. The companies can be from the governmental, non-profit or private sectors.

Willingness to communicate is defined by McCrosky and Richmond (1991) as “an individual’s predisposition to communicate more or less across a variety of situations (cited in Knutson et al., 2002, p. 5). This same concept is applied here in this study. It is about the tendency of individual to display their communication behaviors to other people.

Job satisfaction signifies positive or good feelings that employees have towards being an employee of an organization or a company. In general, the good feelings or job satisfactions of employees will occur when their needs and wants are met. Their needs and wants can be both tangible and intangible such as the need for money (tangible) or the need for social acceptance (intangible).

Productivity refers to employees' ability to work for a company effectively and efficiently. In this study, it is self-perceived productivity of employees. Productive employees will normally be able to complete the job within the deadlines with very little or no errors or mistakes at all. As a consequence, they can help the companies promote customer satisfaction.

Attitude signifies "the favorability or unfavorability of the evaluation made by an individual toward an object, person or event" (Bettinghaus, 1973, p. 18). In this research, it means the evaluation of employees towards communication with others in the daily life whether they like or unlike it.

## CHAPTER 2

### LITERATURE REVIEW

#### Introduction

In this chapter, related studies and concepts on willingness to communicate, job satisfaction and employee productivity are presented respectively. As a final point, hypotheses and a conceptual model are provided.

#### Review of Related Concepts and Studies

Willingness to communicate can be mentioned that it is one of the academic terms that can be confusing sometimes especially to people who are not in the communication field. Some people might perceive that it is the same as communication apprehension which is another popular area of research. This is evident when Inoue (2007) states that willingness to communicate “is defined in terms of low communication anxiety” which is also known as communication apprehension (p. 4).

However, willingness to communicate and communication apprehension is different. Therefore, it is important to have a good understanding of these two concepts first. Then related studies about willingness to communicate will be investigated. Foss and Littlejohn (2008) suggest that communication apprehension is referred to any events that people are afraid to communicate or dislike to talk. Apprehensive people will be fear or anxious of communication (McCroskey, 2006). If people have abnormal level of communication apprehension, there will be bad consequences such as feeling discomfort or avoiding communication to the point that they become unproductive and unsatisfied which affect their participation in the society (Foss & Littlejohn, 2008).

Willingness to communicate, on the other hand, refers to “the person’s general level of desire to initiate and respond to communication with others” (McCroskey & Richmond, 1996, p. 56). Physical actions generated by apprehensive communicators can be observed in terms of body movements, eye contact, gestures, etc. (Mulac & Sherman, 1974, as cited in Fin, Sawyer & Behnke, 2003). Hand shaking as a kind of body movements might be considered a physical behavior normally shown by apprehensive communicators. However, the observable actions of high or low willingness to communicate individuals can be seen only in terms of the actual amounts or frequency of communication as evident in the Willingness to Communicate Scale which ask individuals to indicate their tendency to communicate to measure their willingness to communicate (McCroskey, 1992).

Although those two terms are different by their definition and some behaviors generated by the apprehensive and less willingness to communicate communicators, they are interrelated (McCroskey & Richmond, 1996). McCroskey and Richmond (1996) make a presumption advising that communication apprehension is one of the causes of reduced willingness to communicate in the sense that apprehensive communicators will have more negative attitude toward communication causing them to be less likely to initiate communication with others.

As this study will investigate willingness to communicate in the Thai context, it, therefore, would be a good idea to start with reviewing research that study about Thais’ communication behaviors. A research conducted by Knutson, Komolsevin, Chatiketun and Smith (2002) reveals that Thai and American people are significantly different when it comes to willingness to communicate. The results of this research show that Thais have less communication willingness than Americans no matter it is communication with strangers, communication with acquaintances or communication with friends.

The researchers advise that there are cultural differences between Thais and Americans. In America, it is a low context, individualistic culture where people give high value to verbal communication (Knutson et al., 2002). On the contrary, Thai people live in a high context, collectivist culture where verbal communication is not reinforced much (Knutson et al., 2002).

Thais pay more consideration on appropriate communication which promotes social harmony and social relation which are important values in Thai society while Americans value social recognition which can not be gained if they do not communicate (Knutson et al., 2002).

The results of Knutson et al. (2002)'s study go in line with the results of Hsu (2007)'s study confirming people in western countries have higher level of willingness to communicate when comparing to other high context eastern countries. Willingness to communicate of Americans and Taiwanese is one of communication orientations explored in Hsu (2002)'s study together with other communication orientations including communication apprehension, communication competence, argumentativeness, and general disclosiveness. Among all mentioned communication orientations, willingness to communicate between these two groups is found to have the largest communication difference.

The results show that Taiwanese are less willing to communicate than Americans. Taiwanese also have lower self-perceived communication competence and argumentativeness than Americans. In contrast, when it comes to self-disclosure and communication apprehension, the Taiwanese report higher level of those two communication orientations than the Americans.

The level of communication orientations does not only vary across different nations, it is actually different among genders too. Donovan and MacIntyre (2004) have junior high school, high school and university students in France as their sample in their research. They found that females are significantly higher in willingness to communicate than males only in junior high school level. University females also report higher in communication apprehension than university males, but in terms of self-perceived communication competence, university males have higher self-perceived communication competence than university females. According to the research results, communication apprehension is a significant predictor of willingness to communicate in women, but self-perceived communication competence becomes a significant predictor of willingness to communicate of both genders.

Richmond and Roach (1992) list negative organizational consequences caused by low willingness to communicate of employees. The researchers advise that employees with low willingness to communicate are considered at risk in organizational context. The major drawback of low willingness to communicate involves perception of others toward quiet people (Richmond & Roach, 1992). The researchers suggest that the lack of oral communication of an organizational individual has a negative effect on other organizational members' perception about that individual in terms his talent, intellect, etc. which in reality he might not be skill deficient.

Quiet people are perceived by others that they are less socially attractive, less task attractive, less sociable, less competent, less extrovert, and less desirable as a leader (Richmond & Roach, 1992). Moreover, low willingness to communicate of employees may also affect their credibility and participation in organizations in the sense that less willingness to communicate employees will contribute less than talkative employees in terms information sharing (Richmond & Roach, 1992). Richmond and Roach (1992) also mentioned that "how a person is perceived may be more influential than actual level of intelligence, skill and performance" (p. 106).

In addition, Daly and McCrosky (1975) state that negative predictions of future success and achievement are associated with low willingness to communicate (as cited in Richmond & Roach, 1992). Also, Daly, Richmond and Leth (1979) found that low willingness to communicate people "are projected to be associated with low productivity" (as cited in Richmond & Roach, 1992, p. 107). As a result of all negative perceptions about low willingness to communicate people, relationship between supervisors and employees is damaged and evaluations of quiet people by the management people are harmed as they view quiet employees as organizational risk (Richmond & Roach, 1992). Richmond and Roach (1992) conclude that negative perceptions affect not only the ways low willingness to communicate people are treated by other, but they also impact on their organizational success.

When it comes to the relationship between willingness to communicate and job satisfaction, Baird and Biebolt (1976) found that communication frequency with the supervisor is positively interrelated to job satisfaction. The researchers conduct a study with forty subordinates

and five superiors drawn from five clerical departments from a medium-size Midwestern manufacturing corporation. Apart from job satisfaction, communication frequency with the supervisor also has a positive relationship with subordinate's relationship with his mediated supervisor and with his relationship with the overall company. Richmond and Roach (1992) note that low willingness to communicate will result in a small amount of communication, or in other words, people with low willingness to communicate are likely to generate less communication frequency which is one of variables investigated in the study of Baird and Biebolt (1976) in relation to job satisfaction.

Apart from communication frequency as a variable in association with job satisfaction, Martensen and Gronholdt (2001) introduce the model of employee satisfaction and loyalty which they develop based on extensive literature reviews and qualitative research. In the model, it is advised that determinants of job satisfaction include top management, daily leadership, working and appointment conditions, co-operation and people relations, and development of competencies. The researchers empirically tested the model with full-time three hundred social pedagogues working in residential institutions for adults in the County of Aarhus. All subjects of this study have been employed with the institution for at least six months. The researchers found that the estimation of the model achieve a very good explanation of job satisfaction All mentioned five determinants are found to have significant relationships with job satisfaction.

Regarding employee productivity, it is important to enhance communication between companies and its employees as communication help promote productivity. Gary and Rudy (1983) found that the more communication especially job-related or general company information between a company and its employees happens, the more productivity of employees can be expected. In their field study, the data were collected from assembly line workers in a large health care industrial plant. The researchers created a ten-week program designed to enhance communication between the company and its employees. During the time of implementing this program, the company communicates job-specific and other information about the company to its employees.

The employees are also more encouraged to discuss their problems and suggestions during weekly meetings (Gary & Rudy, 1983). There have been a measurable improvement after the program was implemented comparing to before the program was introduced in overall employee productivity, which in this research productivity improvements are measured in terms of the decrease in product waste, product rejection and product placed on hold. Communication can develop a better understanding about employees' jobs and functions in the organization which leads to a significant development in their work performance (Gary & Rudy, 1983).

### **Review of Related Theories**

The phenomena about low willingness to communicate of Thai people can be explained by applying Theory of Reasoned Action developed by Icek Ajzen and Martin Fishbein. This theory advises that “your intention to behave in a certain way is determined by your attitude toward the behavior and a set of beliefs about how other people would like you to behave” (Littlejohn & Foss, 2008). McCroskey and Richmond (1996) advise that people are born without attitudes, beliefs and values. The attitudes, beliefs and values are learned and formed through the process of reinforcement by people around them. Based on McCroskey and Richmond (1996) suggestion, the attitude toward a specific behavior would get along with the subjective norm of the society or what others think a person should behave because the attitude is influenced by people around him.

In Thai society, people learn that they should not communicate much especially when confronting senior people. Thai people like well-mannered children. Talking less is one of the well manners in Thai society. It is also a way to show a respect to senior people. Therefore, communication is not encouraged much in Thailand. People form this attitude about communication which consequently affects their intention to communicate. As advised by Theory of Reason Action, people's intention to behave in a specific way is influenced by the attitude they hold about the behavior and the expectation of others about that behavior, Thai people in general, as a result, has low intention or low willingness to communicate.



Human Resources Management theory advises that communication must flow in all directions; downward, upward, and horizontally in order to promote job satisfaction and productivity (Health & Bryant, 2002). The sense of sharing control over employees' job by allowing them to involve in task-related decision can enhance their productivity and job satisfaction (Health & Bryant, 2002). This theory suggests that employees should be encouraged to communicate by allowing them to offer their opinions or feedback about the ways tasks are performed (Health & Bryant, 2002). When employees communicate, it is important for the managers to be open and responsive to their needs (Health & Bryant, 2002). The main idea of this theory is that openness, trust, and proper distribution of control between companies and their employees can lead to an improvement in employee productivity and job satisfaction.

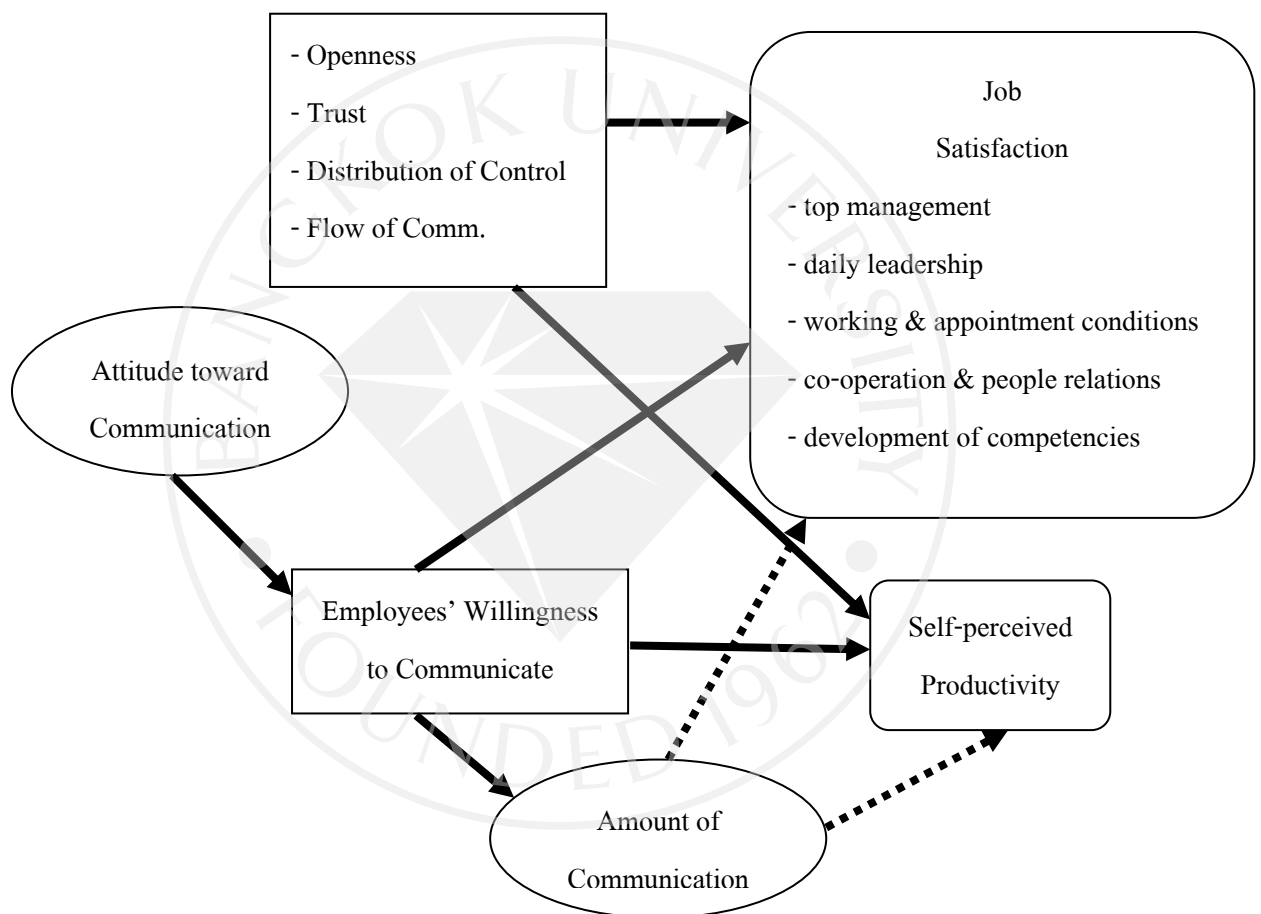
In conclusion, willingness to communicate can impact the actual communication behavior of employees in terms of their amount communication. As advised by Human Resource Management theory, communication in an organization must be upward, downward, and horizontal in order to improve job satisfaction and employee productivity. Openness, trust, and proper distribution of control should also be promoted; otherwise job satisfaction and productivity of employees may be suffered. Based on the review of related concepts, studies and theories, communication is seen as a very important aspect contributing to an improvement in job satisfaction and employee productivity. The information gained from the literature review then is developed into hypotheses discussed in the next section.

### **Hypotheses**

1. The more positive attitude employees hold toward communication, the more willingness to communicate they have.
2. The higher willingness to communicate employees have, the higher amount of communication they generate.
3. The higher willingness to communicate employees have, the more job satisfaction can be expected.
4. The higher willingness to communicate employees have, the more productive they are.

5. The more employees score on openness, trust, proper distribution of control and flow of communication, the more job satisfaction can be expected.
6. The more employees score on openness, trust, proper distribution of control and flow of communication, the more productive they are.

### Conceptual Model



## CHAPTER 3

### METHODOLOGY

#### **Introduction**

The purpose of this chapter is to present the research design, a description of the subjects, the variables under the study, the instrument used, the data collection procedures, and the statistical tools used in analyzing data.

#### **Research Design**

This study applied the quantitative research approach, using a survey as the specific method for gathering data.

#### **Population and Subjects**

Due to the time constraint, the subjects of this study were 202 Thai people who were currently hired as an employee of any organizations. Those organizations could be from the private, governmental, non-profit or any sectors located in Bangkok. They could be Thai or international organizations, regardless of size or type of business. The subjects of this study had to have been employed in a specific company for at least six months, so that their level of willingness to communicate would be stable at a certain level as the subjects would be familiar with their boss, colleagues, others employees and the environment. Also, their productivity and job satisfaction would be steady as there would be no tension from assimilation to the environment that could fluctuate their productivity and job satisfaction level.

Accidental sampling was used as a sampling method which the subjects were picked up conveniently. The researcher and assistants were the ones who attributed the questionnaires

among the subjects. The results from this study were aimed to apply with all Thai employee population in Bangkok.

### **Variables**

There were many pairs of variables in this study. The first pair was attitude towards communication (independent variable) and employees' willingness to communicate (dependent variable). The second pair of variables was employees' willingness to communicate (independent variable) and amount of communication (dependent variable). The third pair of variables included employees' willingness to communicate (independent variable) and job satisfaction (dependent variable). Regarding the fourth pair of variables, employees' willingness to communicate acting as an independent variable was again tested together with self-perceived productivity acting as a dependent variable.

The next pair of variables was Organizational Communication Index (independent variable) and job satisfaction (dependent variable). The organizational communication index in this research included openness, trust, proper distribution of control and flow of communication calculated together as a whole before testing with job satisfaction. The last pair of variables was Organizational Communication Index (independent variable) and self-perceived productivity (dependent variable).

### **Instruments**

This study exploited seven instruments to collect the data including personal background information, attitude toward communication scale, the Willingness to Communicate Scale, amount of communication scale, job satisfaction scale, self-perceived productivity scale, and Organizational Communication Index. Therefore, the questionnaire were divided into seven parts which each part represented each instrument

The personal background information section consists of a list of questions asking the subjects to provide their demographic data such as gender, age, length of employment, types of their companies, etc. Subjects who had less than six months of employment were asked to stop doing the questionnaire. Regarding the attitude toward communication, a bipolar scale consisting of two totally contrast adjectives on each item were employed asking the respondents to indicate their feeling toward communication.

When it comes to Willingness to Communicate Scale (WTC), the researcher used the scale developed by McCroskey and Richmond in 1985 (as cited in McCroskey, 1992). It was composed of twenty items measuring the respondents' willingness to communicate with three types of receivers: strangers, acquaintances, and friends, across four types of communication contexts (public, meeting, group, and dyad). Only twelve items were scored as part of the scale as there were eight items acting as fillers. This instrument measured the respondents' willingness to communicate by asking them to indicate their percentage of times they would choose to communicate with the receivers in different situations.

The validity of this instrument was assured by McCroskey (1992). Regardless of content validity, construct validity or predictive validity, this instrument was tested and found to be satisfactory in all types of validity. In terms of reliability of the instrument, it was found to be highly reliable. It is reported that many studies that used this instrument had found that the estimates of internal reliability of the total score range from .86 to .95 with a modal estimate of .92.

The amount of communication was measured through a Likert-type scale asking the respondents to indicate their agreement or disagreement toward five statements which reflected how much communication they perceived they generated themselves. In terms of the instrument for job satisfaction, the researcher developed questions measuring job satisfaction based on the Employee Satisfaction and Loyalty Model created by Martensen and Gronholdt (2001). According to this model, it was advised that there were five determinants that link to job satisfaction. Those determinants included top management, daily leadership, working and

appointment conditions, co-operation and people relations, and development of competencies. Ten items were developed based on the model and the answers reflected the five determinants. One more item was added to check about overall job satisfaction with the organization.

Questions allowing respondents to express agreement on a 1-5 scale to each item were designed such that the agreement indicated job satisfaction in aspects of their organizations. This means that the more agreement was expressed toward each item, the more job satisfaction the employees were assumed to have. Regarding the measurement of self-perceived productivity, most of the time it was measured in terms of output quantity. However, productivity was not only the matter of quantity, but it was also the matter of quality as advised by Katzen (1985) that “quality is productivity” (p. 13).

Therefore, the questionnaire was developed based on this idea that productivity concerned output quantity and quality. Ten items were developed allowing the respondents to assess their own productivity on a 1-5 scale both quantitatively and qualitatively. The last instrument was Organizational Communication Index which consisted of twelve statements. It was again a Likert-scale questionnaire which asked the respondents to indicate their agreement or disagreement on each statement. Organizational Communication Index was further divided into four sub-sections including openness, trust, distribution of control and flow of communication. Each sub-section comprised of three statements reflecting each section.

Apart from Willingness to Communicate Scale (as McCroskey (1992) had already assured its validity and reliability), all instruments were submitted to a communication expert for face-validity testing. Reliability of each instrument was tested by utilizing Cronbach’s alpha reliability coefficient ( $r$ ). In this study, an alpha of .7 or above was considered to indicate an acceptable reliability of the instruments.

The reliability of all the instruments used to measure the variables in this study was tested with 202 samples using Cronbach’s alpha reliability coefficient ( $r$ ). The scale used to measure attitude toward communication achieved a reliability of .87, which was highly reliable.

Cronbach's alpha reliability coefficient is .77 for the willingness to communicate scale, .78 for the amount of communication scale, .89 for the job satisfaction scale and .84 for the self-perceived productivity scale. Organization Communication Index achieved the Cronbach's alpha reliability coefficient of .90 which is the highest among all instruments used in this study.

### **Data Collection**

The questionnaire was translated into Thai by the researcher himself. It was administered in the month of November 2008. It was distributed to two hundred and two people who were employees of organizations in areas in Bangkok including at Bangkok University, Silom, Sathorn, Taksin, Klongsan, Vipawadee Rangsit areas. Each subject took no longer than fifteen minutes to complete the questionnaire. The confidentiality of the answers in the questionnaires was assured as the subjects answered the questionnaires with anonymity.

### **Data Analysis**

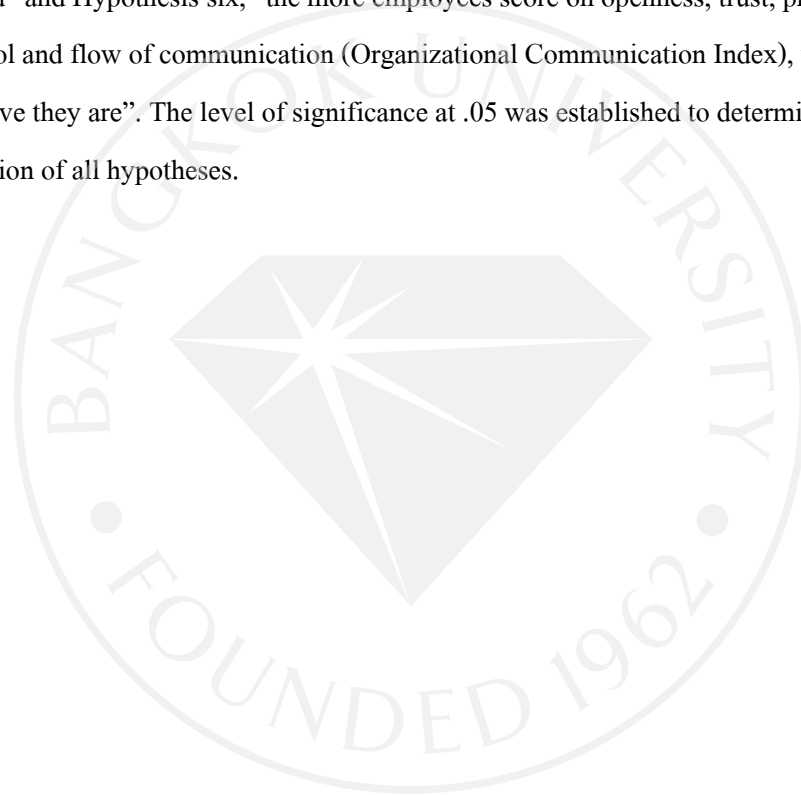
After the questionnaires had been collected, the data was input into the computer system at the Bangkok University library, and SPSS (Statistical Package for the Social Sciences) installed there was used to analyze the data.

To test Hypothesis one, "The more positive attitude employees hold toward communication, the more willingness to communicate they have." Pearson correlation was used to investigate the relationship among attitude toward communication and employees' willingness to communicate.

To test Hypothesis two, "the higher willingness to communicate employees have, the higher amount of communication they generate," Hypothesis three, "the higher willingness to communicate employees have, the more job satisfaction can be expected," and Hypothesis four, "the higher willingness to communicate employees have, the more productive they are," the same statistical analysis, Pearson correlation, was used again to examine the correlations of employees'

willingness to communicate to the amount of communication, to job satisfaction, and to self-perceived productivity.

Also, Pearson correlation was used to explore the associations of Organizational Communication Index with job satisfaction and with self-perceived productivity to test Hypothesis five, “the more employees score on openness, trust, proper distribution of control and flow of communication (Organizational Communication Index), the more job satisfaction can be expected” and Hypothesis six, “the more employees score on openness, trust, proper distribution of control and flow of communication (Organizational Communication Index), the more productive they are”. The level of significance at .05 was established to determine the acceptance or rejection of all hypotheses.





## CHAPTER 4

### RESULTS

#### Introduction

This chapter presents the results of data gathered for this research. The chapter begins with the analysis of demographic data of the subjects. Then, the reliability analysis of each instrument is discussed. Finally, the hypothesis testing is demonstrated.

#### Findings

##### *Demographic Data*

The 202 completed questionnaires were from the employees working in Bangkok. Demographic data are presented in Tables 1-4. The demographic data shows 58.9 percent of the respondents are female, while 41.1 percent are male. Two-thirds of the respondents (67.8%) are from private organizations while 31.2 percent are from government sectors. The other 1 percent comes from non-profit organizations. Two-thirds of the respondents (63.9%) age between 20-30 years old. In average, the respondents have the length of employment with the current company equivalent to 7.04 years.

Table 1: Respondents' Gender Distribution

Genders of Participants	<i>N</i>	Percentage
Male	83	41.1%
Female	119	58.9%
Total	202	100.0%

Table 2: Respondents' Age Distribution

Age of Participants	<i>N</i>	Percentage
Less than 20 years old	2	1.0%
20-30 years old	129	63.9%
31-40 years old	29	14.3%
41-50 years old	28	13.9%
51 years old or more	14	6.9%
Total	202	100.0%

Table 3: Respondents' Type of Organization Distribution

Age of Participants	<i>N</i>	Percentage
Private	137	67.8%
Government	63	31.2%
Non-profit	2	1.0%
Total	202	100.0%

Table 4: Respondents' Length of Employment Summary

	<i>N</i>	Min.	Max.	Mean	SD
Length of Employment (Year)	202	1	35	7.04	9.52

### *Hypotheses Testing*

Hypothesis One: The more positive attitude employees hold toward communication, the more willingness to communicate they have.

Pearson correlation was conducted to investigate the relationship between attitude toward communication and willingness to communicate. One-tailed significant test was used. The analysis demonstrated in Table 5 shows a significantly positive correlation between the variables. That is attitude toward communication is significantly and positively related to willingness to

communicate,  $r = .194$ ,  $p < .01$ . Even though the magnitude of this relationship is small, it is significant at  $\alpha = .01$ . Therefore, hypothesis one is accepted.

Table 5: Correlation Coefficient between Attitude toward Communication and Willingness to Communicate

Variable	AC	WTC
Attitude toward communication	1.00	
Willingness to communicate	.194**	1.00

\*\* $p < .01$ , one-tailed,  $N = 202$

AC = Attitude toward communication

WTC = Willingness to communicate

Hypothesis Two: The higher willingness to communicate employees have, the higher amount of communication they generate.

According to the Pearson correlation analysis, it is found that there is a significant correlation between willingness to communicate and amount of communication (see Table 6),  $r = .171$ ,  $p < .01$ . The direction of this relationship is positive. Although this correlation is weak, it is significant at  $\alpha = .01$ . Thus, hypothesis two is accepted.

Table 6: Correlation Coefficient between Willingness to Communicate and Amount of Communication

Variable	WTC	ATC
Willingness to communicate	1.00	
Amount of communication	.171**	1.00

\*\* $p < .01$ , one-tailed,  $N = 202$

WTC = Willingness to communicate

ATC = Amount of communication

Hypothesis Three: The higher willingness to communicate employees have, the more job satisfaction can be expected.

Based on the results from Pearson correlation analysis, willingness to communicate is positively correlated to job satisfaction,  $r = .208, p < .01$  (See Table 7). Even though this correlation is small, it is significant at  $\alpha = .01$ . Therefore, hypothesis three is accepted.

Table 7: Correlation Coefficient between Willingness to Communicate and Job Satisfaction

Variable	WTC	JS
Willingness to communicate	1.00	
Job satisfaction	.208**	1.00

\*\* $p < .01$ , one-tailed,  $N = 202$

WTC = Willingness to communicate

JS = Job satisfaction

Hypothesis Four: The higher willingness to communicate employees have, the more productive they are.

The result of Pearson correlation analysis shown in Table 8 notes that there is no significant correlation between employees' willingness to communicate and job satisfaction ( $r = .038, p > .05$ ). Hence, hypothesis four is not accepted.

Table 8: Correlations Coefficient between Willingness to Communicate and Self-perceived Productivity

Variable	WTC	SP
Willingness to communicate	1.00	
Self-perceived productivity	.038	1.00

$p < .05$ , one-tailed,  $N = 202$

WTC = Willingness to communicate

SP = Self-perceived productivity

Hypothesis Five: The more employees score on openness, trust, proper distribution of control and flow of communication (Organizational Communication Index), the more job satisfaction can be expected.

The results from Pearson correlation analysis in Table 9 revealed a significantly strong and positive association between Organizational Communication Index and job satisfaction ( $r = .766, p < .01$ ). For this reason, hypothesis five is accepted.

Table 9: Correlations Coefficient between Organizational Communication Index and Job Satisfaction

Variable	OCI	JS
OCI	1.00	
Job satisfaction	.766**	1.00

\*\* $p < .01$ , one-tailed,  $N = 202$

OCI = Organizational Communication Index

JS = Job satisfaction

Hypothesis Six: The more employees score on openness, trust, proper distribution of control and flow of communication (Organizational Communication Index), the more productive they are.

According to the Pearson correlation analysis, the relationship between Organizational Communication Index and self-perceived productivity exists,  $r = .366, p < .01$ , (see Table 10). This correlation, though, is weak, and is significant at  $\alpha = .01$ . The results advise a positive direction of relationship between the two variables. Therefore, hypothesis six is accepted.

Table 10: Correlations Coefficient between Organizational Index and Self-perceived Productivity

Variable	OCI	SP
OCI	1.00	
Self-perceived productivity	.366**	1.00

**\*\* $p < .01$ , one-tailed,  $N = 202$**

OCI = Organizational Communication Index

SP = Self-perceived Productivity

### **Conclusion**

In conclusion, it is found that all hypotheses are accepted except hypothesis four which predicts a significant correlation between willingness to communicate and self-perceived productivity. The results advise that there is a significant correlation among attitude toward communication and willingness to communicate. Willingness to communicate also has significant association with the amount of communication and with job satisfaction. As well, the significant correlations of Organizational Communication Index with job satisfaction and self-perceived productivity are found in this study.

## CHAPTER 5

### DISCUSSION AND CONCLUSION

#### Introduction

This chapter presents conclusions of the hypotheses and discussions. Limitations and recommendations are also presented to serve as a guideline for future study.

#### Hypotheses Summary and Discussion

Hypothesis One: The first hypothesis predicted that the more positive attitude employees hold toward communication, the more willingness to communicate they have. This hypothesis is accepted. The results show positive significant association between attitude toward communication and employees' willingness to communicate. The results of this study agree with the Theory of Reasoned Action which advises that individual's intention to show behaviors is the effect from his or her attitude about those behaviors and beliefs of what others expect the individual to behave (Littlejohn & Foss, 2008).

However, according to the results, this correlation is weak. This means that the relationship might be meaningless. This might be explained with the reason that the theory used to hypothesize the relationship between the attitude toward communication and the willingness to communicate was developed by researchers from the west. When applying this idea to the Asian context in this study, there might be some cultural differences which make the relationship not as strong as in the west.

Hypothesis Two: This hypothesis predicted that the higher willingness to communicate employees have, the higher amount of communication they generate. This hypothesis is accepted. The results coincide with the statement of communication scholars advising that low willingness to communicate will cause small amount of communication (Richmond & Roach, 1992).

Nevertheless, willingness to communicate and amount of communicate show the weak correlation in this study. Therefore, the relationship might not be meaningful. Some researchers believe that people do not always act or behave in accordance with their intentions (Littlejohn & Foss, 2008). People sometimes go against what they intend to do (Littlejohn & Foss, 2008). This might be the explanation of the weak correlation of these two variables.

Hypothesis Three: This hypothesis predicted that the higher willingness to communicate employees have, the more job satisfaction can be expected. According to the results, this hypothesis is accepted. The results go in line with the study conducted by Baird and Biebolt (1976), which found that communication frequency an individual generated in organizations as an employee is interrelated to his or her job satisfaction. The relationship between employees' willingness to communicate and job satisfaction can be explained by the advice that willingness to communicate has a positive impact on amount of communication and communication frequency (Richmond & Roach, 1992).

This logic explains why employees' willingness to communicate has a relationship with job satisfaction. However, the correlation of these two variables is quite weak in this study. That is the relationship might not be meaningful. This hypothesis is developed based on the study of Baird and Biebolt (1976) which found the relationship between communication frequency and job satisfaction. In stead of testing communication frequency, this study tests willingness to communicate with job satisfaction. The results of this study in the previous hypothesis advise that willingness to communicate and amount of communicate have only the small correlation. This means that willingness to communicate might not all the time guarantee communication frequency. This might affect the relationship between willingness to communicate and job satisfaction which consequently creates the weak correlation between the two variables.

Hypothesis Four: This hypothesis predicted that the higher willingness to communicate employees have, the more productive they are. This hypothesis is not accepted. The results show that there is no significant correlation between employees' willingness to communicate and self-perceived productivity meaning that the more willingness to communicate an employee has does



not guarantee that the employee will be more productive. Richmond and Roach (1992) explain the reason for this by advising that employees who have high willingness to communicate may spend thirty or forty minute coffee breaks drinking coffee and chatting with other colleagues several times a day or talk to other employees over the phone. These kinds of things can occur in high willingness to communicate employees which later on result in low productivity because they spend most of the time talking, so, they have less time to complete the tasks that they are assigned to do (Richmond & Roach, 1992).

Hypothesis Five: This hypothesis predicted that the more employees score on openness, trust, proper distribution of control and flow of communication (Organizational Communication Index), the more job satisfaction can be expected. The results reveal that this hypothesis is accepted revealing the strong correlation among the two variables. Human Resources Management Theory advises that openness, trust, proper distribution of control and flow of communication can help boost job satisfaction (Health & Bryant, 2002). The results of this study confirm the idea suggesting by the theory.

Hypothesis Six: The last hypothesis predicted that the more employees score on openness, trust, proper distribution of control and flows of communication (Organizational Communication Index), the more productive they are. This hypothesis is accepted. There is a positive significant relationship between self-perceived productivity and organization. The results again agree with the concepts introduced by Human Resources Management Theory believing that openness, trust, proper distribution of control and flows of communication can bring about productivity to employees (Health & Bryant, 2002).

However, the magnitude of relationship between these two variables is still weak in this study. This small correlation ( $r = .366$ ) might develop into the bigger correlation if the number of subjects in this study is increased. Therefore, this weak correlation between Organizational Communication Index and self-perceived productivity can be explained by the small number of subjects in this study.

### **Limitations of the Study**

Low level of generalizability of findings occurs as the study was done with a specific number of the target group. In addition, this study applies a nonrandom sampling method, convenient sampling, when collecting the data, the results, therefore, should be used to generalize with a great care.

The researcher has a very limited time to conduct this study. As a result, the literature review for this study could be done at a limited level prior to the hypotheses being set and the actual research being excelled. Hence, the accuracy of the results might be affected to some extent.

Many instruments used to measure the variables in this study were newly invented by the researcher. Therefore, there is a lack of replication in terms of validity and reliability testing which may affect the accuracy of the results of this study.

In addition, based on the demographic data of this study, there were only two subjects from the non-profit organization sector. Therefore, the results should be used carefully when applying with employees in the non-profit organization.

Finally, originally instruments were developed in English which later on were translated into Thai by the researchers and colleague. Therefore, there might be discrepancy between English and Thai languages which can affect the accuracy of the results.

### **Recommendations for Further Application**

According to the results shown in this study, willingness to communicate is found to be associated with job satisfaction. Therefore, in order to improve the job satisfaction, employers and executives ought to consider improving willingness to communicate among their employees. However, this correlation is small. Employers and executives, therefore, do not have to pay

attention only to improve willingness to communicate of their employees as there might be other variables that also have a greater impact on job satisfaction.

This study also found that the attitude toward communication has a significant relationship with the willingness to communicate. For this reason, it is important to build up positive attitude toward communication among the employees first so that they have higher willingness to communicate. But it is again a small correlation. Therefore, in order to develop employees' willingness to communicate, they should also pay attention to other variables they learn that they have the relationship with the willingness to communicate.

Willingness to communicate is found to be in association with amount of communication as well. Thus, if the employees and executives would like to enhance communication in their organization, they should try to increase the level of employees' willingness to communicate. Once again, the magnitude of the relationship between willingness to communicate and amount of communication is quite small according to the result of this study. Trying to improve employee willingness to communicate can help develop amount of communication in their organization, but it is not the only way that employers and executives should put into their consideration as there might also be other variables that might have stronger correlation to the amount of communication.

The results, however, show no correlation between willingness to communicate and self-perceived productivity. If the aim of employers and executives is increasing productivity, they should make sure that openness, trust, proper distribution of control and flow of communication are enhanced among the employees instead of enhancing employees' willingness to communicate as according to the results the relationship between Organizational Communication Index and self-perceived productivity exists.

Openness, trust, proper distribution of control and flow of communication are not only help increase self-perceived productivity, but they also, according to the results, have significant relationship with job satisfaction. Therefore, making sure that openness, trust, proper distribution

of control and flow of communication are properly handled in organization, the employees and executives could expect an increase in job satisfaction and self-perceived productivity in return.

### **Recommendations for Future Research**

For the future research and study, the following recommendations are given.

A similar study may be conducted in other places in big cities throughout Thailand where there are many companies or organizations located in, so that the results can be generalized to all Thai employees.

Future replication of research on the same topic with bigger samples using random sampling method might be conducted in order to gain a better understanding of and more accuracy information about the relationship among the variables. With more samples, Person correlation might show bigger associations among the variables.

As this study done by using quantitative method, qualitative method may be applied to obtain more profound information on a similar topic. Interviewing employees and employers or executives may bring about a more insight information to the topic.

Researchers may go further than job satisfaction to employee loyalty to investigate its relationship with employees' willingness to communicate. Other communication constructs such as communication apprehension, communication competence, or argumentativeness may also be included in the conceptual model to test with job satisfaction and loyalty.

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**APPENDIX**

**Questionnaire in English**





### Section 1: Background Information

Please fill in the correct information by marking an X in the beginning of the appropriate item or writing in the provided space.

1. Gender:                    ( ) A. Male                    ( ) B. Female
2. Age
- ( ) A. Less than 20 years old      ( ) B. 20-30 years old
- ( ) C. 31-40 years old              ( ) D. 41-50 years old
- ( ) E. 51 years old or more
5. Is your office located in Bangkok?
- ( ) A. Yes                    ( ) B. No
6. Educational Background
- ( ) A. Less than Bachelor's Degree      ( ) B. Bachelor's Degree
- ( ) C. Master's Degree              ( ) D. Doctoral Degree
7. Length of Employment with the current company \_\_\_\_\_
8. Type of Your Current Organization
- ( ) A. Private              ( ) B. Government
- ( ) C. Non-profit              ( ) D. Other: Please specify \_\_\_\_\_

### Section 2: Attitude toward Communication

DIRECTIONS: Please put an X in the appropriate space to express your attitude toward "Communication". The closer you mark is for one of the two terms, the more you feel that the term applies to you. Please make sure that you mark every scale.

Inappropriate	___ : ___ : ___ : ___ : ___ : ___ : ___	Appropriate
Unimportant	___ : ___ : ___ : ___ : ___ : ___ : ___	Important
Worthless	___ : ___ : ___ : ___ : ___ : ___ : ___	Valuable
Harmful	___ : ___ : ___ : ___ : ___ : ___ : ___	Beneficial
Dislike	___ : ___ : ___ : ___ : ___ : ___ : ___	Like
Bad	___ : ___ : ___ : ___ : ___ : ___ : ___	Good

### Section 3: Willingness to Communicate Scale (WTC)

DIRECTIONS: Below are twenty situations in which a person might choose to communicate or not to communicate. Presume you have *completely free choice*. Indicate the percentage of times you would choose to *communicate* in each type of situation. Indicate in the space at the left what percent of the time you would choose to communicate.

0 = never, 100 = always

- \_\_\_\_\_ 1. \*Talk with a service station attendant.
- \_\_\_\_\_ 2. \*Talk with a physician.
- \_\_\_\_\_ 3. Present a talk to a group of strangers.
- \_\_\_\_\_ 4. Talk with an acquaintance while standing in line.
- \_\_\_\_\_ 5. \*Talk with a salesperson in a store.
- \_\_\_\_\_ 6. Talk in a large meeting of friends. .
- \_\_\_\_\_ 7. \*Talk with a police officer.
- \_\_\_\_\_ 8. Talk in a small group of strangers.
- \_\_\_\_\_ 9. Talk with a friend while standing in line.
- \_\_\_\_\_ 10. \*Talk with a waiter/waitress in a restaurant.
- \_\_\_\_\_ 11. Talk in a large meeting of acquaintances.
- \_\_\_\_\_ 12. Talk with a stranger while standing in line.
- \_\_\_\_\_ 13. \*Talk with a secretary.
- \_\_\_\_\_ 14. Present a talk to a group of friends.
- \_\_\_\_\_ 15. Talk in a small group of acquaintances.
- \_\_\_\_\_ 16. \*Talk with a garbage collector.
- \_\_\_\_\_ 17. Talk in a large meeting of strangers.
- \_\_\_\_\_ 18. \*Talk with a spouse (or girl/boy friend).
- \_\_\_\_\_ 19. Talk in a small group of friends.
- \_\_\_\_\_ 20. Present talk to a group of acquaintances.

\*Filler Items

#### Section 4: Amount of Communication

DIRECTIONS: Please indicate / for each statement that most accurately reflects the extent to which you agree or disagree with statements.

Statements	Strongly Disagree	Disagree	Not Sure	Agree	Strongly Agree
1. In general I communicate a lot with people around me.	___	___	___	___	___
2. Many people have said I talk a lot	___	___	___	___	___
3. I normally generate high amount of talk.	___	___	___	___	___
4. I am an active communicator.	___	___	___	___	___
5. I still talk even though I feel uneasy.	___	___	___	___	___

#### Section 5: Job Satisfaction

DIRECTIONS: Please indicate / for each statement that most accurately reflects the extent to which you agree or disagree with statements.

Statements	Strongly Disagree	Disagree	Not Sure	Agree	Strongly Agree
1. The top management of my organization care about their employees.	___	___	___	___	___
2. I have confidence about the leadership of my top management.	___	___	___	___	___
Statements	Strongly Disagree	Disagree	Not Sure	Agree	Strongly Agree
3. My immediate boss or supervisor is open to my opinions.	___	___	___	___	___
4. My immediate boss or supervisor treats me	___	___	___	___	___

fairly.	___	___	___	___	___
5. I feel safe in my work environment.	___	___	___	___	___
6. My physical working conditions are good.	___	___	___	___	___
7. I can get along with other colleagues well.	___	___	___	___	___
8. There is a good cooperation among members of my department.	___	___	___	___	___
9. There are sufficient opportunities for me to receive trainings to improve my skills at this organization.	___	___	___	___	___
10. Working at this organization advance my competencies.	___	___	___	___	___
11. Overall, I am satisfied with this organization as a place to work.	___	___	___	___	___

### Section 6: Self-Perceived Productivity

DIRECTIONS: Please indicate / for each statement that most accurately reflects the extent you perceive yourself to have with the statements.

Statements	Never	Rarely	Sometimes	Often	Always
1. When I work, I can meet the deadlines.	___	___	___	___	___
2. Whenever I have to perform my job, it is usually error-free or mistake-free.	___	___	___	___	___
3. When I work, I can finish my work tasks fast.	___	___	___	___	___
Statements	Never	Rarely	Sometimes	Often	Always
4. As a result of my work performance, I help my company increase its profitability.	___	___	___	___	___
5. I can satisfy my customers or my supervisors.	___	___	___	___	___

6. I am a quality employee.	___	___	___	___	___
7. I can perform many tasks at the same time effectively.	___	___	___	___	___
8. I optimally use my company resources when working.	___	___	___	___	___
9. I contribute much to my team when working.	___	___	___	___	___
10. I can produce high amounts of finished tasks.	___	___	___	___	___

### Section 7: Organizational Communication Index

DIRECTIONS: Please indicate / for each statement that most accurately reflects the extent to which you agree or disagree with statements.

Statements	Strongly Disagree	Disagree	Not Sure	Agree	Strongly Agree
<b>Openness</b>					
1. My boss listens to my opinions when I offer them.	___	___	___	___	___
2. Important internal information is shared in my organization.	___	___	___	___	___
3. My immediate boss or supervisor is willing to receive and send information to his or her employees.	___	___	___	___	___
Statements	Strongly Disagree	Disagree	Not Sure	Agree	Strongly Agree
<b>Trust</b>					
4. I have confidence in my organization.	___	___	___	___	___
5. I believe what is promised by my	___	___	___	___	___

organization to offer to its employees is not ignored.	___	___	___	___	___
6. It is not risky being an employee of this organization.	___	___	___	___	___
Distribution of Control					
7. I am allowed to involve in task-oriented decision.	___	___	___	___	___
8. I am authorized to make a decision on some aspects of my work.	___	___	___	___	___
9. I have got reasonable power over the areas I am responsible for.	___	___	___	___	___
Flow of Communication					
10. I am encouraged to offer my opinions to my boss or organization.	___	___	___	___	___
11. My organization always communicates information to its employees.	___	___	___	___	___
12. Information related to my job and organization is discussed among employees.	___	___	___	___	___

\*\*End of Questionnaire\*\*

**APPENDIX**

**Questionnaire in Thai**



### ส่วนที่ 1: ข้อมูลเบื้องต้นของผู้ตอบแบบสอบถาม

โปรดกรอกข้อมูลโดยใส่เครื่องหมาย X ไว้ข้างหน้าข้อความที่ถูกต้อง หรือเขียนในพื้นที่ที่เตรียมไว้ให้

1. เพศ:            ( ) 1. ชาย                            ( ) 2. หญิง
2. อายุ
  - ( ) 1. น้อยกว่า 20 ปี                            ( ) 2. 20-30 ปี
  - ( ) 4. 31-40 ปี                                    ( ) 5. 41-50 ปี
  - ( ) 6. 51 ปีขึ้นไป
3. สำนักงานของคุณอยู่กรุงเทพหรือไม่?
  - ( ) 1. ใช่    ( ) 2. ไม่ใช่
4. ข้อมูลทางการศึกษา
  - ( ) 1. น้อยกว่าปริญญาตรี                    ( ) 2. ปริญญาตรี
  - ( ) 3. ปริญญาโท                                ( ) 4. ปริญญาเอก
5. ระยะเวลาที่เป็นพนักงานของบริษัทหรือองค์กรปัจจุบัน \_\_\_\_\_
6. ลักษณะขององค์กรของคุณ
  - ( ) 1. เอกชน                                      ( ) 2. รัฐบาล หรือ รัฐวิสาหกิจ
  - ( ) 3. องค์กรที่ไม่แสวงหาผลกำไร        ( ) 4. อื่นๆ โปรดระบุ: \_\_\_\_\_



## ส่วนที่ 2: ระดับทัศนคติต่อการสื่อสาร

คำสั่ง: กรุณาใส่เครื่องหมายกากบาท (X) ในพื้นที่ที่เตรียมไว้เพื่อแสดงระดับทัศนคติของท่านต่อ “การสื่อสาร” ยิ่งทำเครื่องหมายใกล้ค่าใดค่าหนึ่งในสองค่าของแต่ละข้อ ก็หมายความว่าท่านเห็นด้วยกับค่านั้นๆต่อ “การสื่อสาร” มากกว่าอีกค่าหนึ่งซึ่งอยู่อีกด้าน โปรดแน่ใจว่าทำเครื่องหมายทุกข้อ

ไม่เหมาะสม	___ : ___ : ___ : ___ : ___ : ___ : ___	เหมาะสม
ไม่สำคัญ	___ : ___ : ___ : ___ : ___ : ___ : ___	สำคัญ
ไร้ค่า	___ : ___ : ___ : ___ : ___ : ___ : ___	มีค่า
เป็นโทษ	___ : ___ : ___ : ___ : ___ : ___ : ___	เป็นประโยชน์
ไม่ชอบ	___ : ___ : ___ : ___ : ___ : ___ : ___	ชอบ
ไม่ดี	___ : ___ : ___ : ___ : ___ : ___ : ___	ดี

## ส่วนที่ 3: มาตราวัดเจตนาในการสื่อสาร (WTC)

คำสั่ง: ด้านล่างคือสถานการณ์ทั้งหมด 20 สถานการณ์ซึ่งคุณอาจจะเลือกที่จะสื่อสาร หรือไม่สื่อสารก็ได้ สมมุติว่าตัวคุณเองไม่ถูกบังคับใดๆทั้งสิ้นให้ต้องสื่อสาร โปรดระบุระยะเวลาที่คุณจะเลือกสื่อสารในแต่ละสถานการณ์ออกมาเป็นเปอร์เซ็นต์ที่ช่องว่างทางด้านซ้าย

0 = ไม่เลย, 100 = เสมอ

- \_\_\_\_\_ 1. คุณกับพนักงานที่อุ้ยอ้าย หรือพนักงานปมน้ำมัน
- \_\_\_\_\_ 2. คุณกับหมอ
- \_\_\_\_\_ 3. ทำการสนทนากับกลุ่มคนแปลกหน้า
- \_\_\_\_\_ 4. คุณกับคนรู้จักขณะเข้าคิวต่อแถว
- \_\_\_\_\_ 5. คุณกับพนักงานขายที่ร้าน
- \_\_\_\_\_ 6. คุณกับเพื่อนกลุ่มใหญ่ตอนที่นัดเจอกัน
- \_\_\_\_\_ 7. คุณกับตำรวจ
- \_\_\_\_\_ 8. คุณกับคนแปลกหน้ากลุ่มเล็กๆ
- \_\_\_\_\_ 9. คุณกับเพื่อนขณะเข้าคิวต่อแถว

- \_\_\_\_\_ 10. คุณกับพนักงานเสิร์ฟในร้านอาหาร
- \_\_\_\_\_ 11. คุณกับคนรู้จักกลุ่มใหญ่ตอนที่เจอกัน
- \_\_\_\_\_ 12. คุณกับคนแปลกหน้าขณะเข้าคิวต่อแถว
- \_\_\_\_\_ 13. คุณกับเลขาค
- \_\_\_\_\_ 14. ทำการสนทนากับกลุ่มเพื่อน
- \_\_\_\_\_ 15. คุณกับกลุ่มคนเล็กๆที่เป็นคนรู้จัก
- \_\_\_\_\_ 16. คุณกับพนักงานเก็บขยะ
- \_\_\_\_\_ 17. คุณกับกลุ่มคนแปลกหน้ากลุ่มใหญ่
- \_\_\_\_\_ 18. คุณกับแฟน หรือคนรัก
- \_\_\_\_\_ 19. คุณกับกลุ่มคนเล็กๆที่เป็นเพื่อน
- \_\_\_\_\_ 20. ทำการสนทนากับกลุ่มคนรู้จัก

#### ส่วนที่ 4: ปริมาณการสื่อสาร

คำสั่ง: โปรดเขียนเครื่องหมายกากบาท (X) เพื่อระบุระดับความคิดเห็นของท่านต่อประโยคต่างๆที่กำหนดไว้ให้

ประโยค	ไม่เห็นด้วย อย่างยิ่ง	ไม่เห็นด้วย	ไม่แน่ใจ	เห็นด้วย	เห็นด้วย อย่างยิ่ง
1. โดยทั่วไป ข้าพเจ้าสื่อสารเยอะกับคนรอบตัวของข้าพเจ้า	_____	_____	_____	_____	_____
2. หลายคนบอกว่าข้าพเจ้าเป็นคนพูดเก่ง	_____	_____	_____	_____	_____
3. ปกติแล้ว ข้าพเจ้าจะพูดเยอะ	_____	_____	_____	_____	_____
4. ข้าพเจ้าเป็นผู้สื่อสารที่กระตือรือร้น	_____	_____	_____	_____	_____
5. ถึงแม้ว่าข้าพเจ้าจะไม่สบายใจที่จะคุย แต่ข้าพเจ้าก็ยังสามารถคุยได้	_____	_____	_____	_____	_____

### ส่วนที่ 5: ความพึงพอใจในงาน

คำสั่ง: โปรดเขียนเครื่องหมายกากบาท (X) เพื่อระบุระดับความคิดเห็นของท่านต่อประโยคต่างๆที่กำหนดไว้ให้

ประโยค	ไม่เห็นด้วย อย่างยิ่ง	ไม่เห็นด้วย	ไม่แน่ใจ	เห็นด้วย	เห็นด้วย อย่างยิ่ง
1. ผู้บริหารองค์กรของข้าพเจ้าเอาใจใส่ใจพนักงานของเขา	___	___	___	___	___
2. ข้าพเจ้ามีความมั่นใจในความเป็นผู้นำของผู้บริหารขององค์กรข้าพเจ้า	___	___	___	___	___
3. หัวหน้าของข้าพเจ้าเปิดกว้างต่อความคิดเห็นของข้าพเจ้า	___	___	___	___	___
4. หัวหน้าของข้าพเจ้าปฏิบัติต่อข้าพเจ้าอย่างเป็นธรรม	___	___	___	___	___
5. ข้าพเจ้ารู้สึกปลอดภัยในสถานที่ทำงานของข้าพเจ้า	___	___	___	___	___
6. สภาพทั่วไปของสถานที่ทำงานของข้าพเจ้าดี	___	___	___	___	___
7. ข้าพเจ้าเข้ากันได้ดีกับเพื่อนร่วมงาน	___	___	___	___	___
8. มีการร่วมมือกันทำงานที่ดีระหว่างพนักงานภายในแผนกของข้าพเจ้า	___	___	___	___	___
9. ข้าพเจ้ามีโอกาสดำเนินการอบรมที่เพียงพอที่จะสามารถพัฒนาความสามารถของข้าพเจ้าในองค์กรนี้	___	___	___	___	___
10. การทำงานในองค์กรนี้ช่วยพัฒนาความสามารถด้านต่างๆของข้าพเจ้า	___	___	___	___	___
11. โดยรวมแล้ว ข้าพเจ้ารู้สึกพอใจกับองค์กรนี้ในฐานะที่เป็นสถานที่ทำงานของข้าพเจ้า	___	___	___	___	___

### ส่วนที่ 6: ประสิทธิภาพในการทำงานที่ประเมินด้วยตนเอง

คำสั่ง: โปรดเขียนเครื่องหมายกากบาท (X) เพื่อระบุระดับความคิดเห็นของท่านต่อประโยคต่างๆที่กำหนดไว้ให้

ประโยค	ไม่เคย	น้อยครั้ง	บางครั้ง	บ่อย	เสมอ
1. ตอนข้าพเจ้าทำงาน ข้าพเจ้าสามารถทำงานเสร็จทันเวลา	___	___	___	___	___
2. โดยปกติแล้ว งานที่ข้าพเจ้าทำเสร็จจะไม่มีข้อผิดพลาด	___	___	___	___	___
3. ตอนข้าพเจ้าทำงาน ข้าพเจ้าทำงานแต่ละงานเสร็จอย่างรวดเร็ว	___	___	___	___	___
4. ผลกำไรหรือผลประโยชน์ที่เพิ่มขึ้นขององค์กรของข้าพเจ้าเป็นผลมาจากการทำงานของข้าพเจ้า	___	___	___	___	___
5. ข้าพเจ้าสามารถทำให้ลูกค้า หรือเจ้านายพอใจได้	___	___	___	___	___
6. ข้าพเจ้าเป็นพนักงานที่มีคุณภาพ	___	___	___	___	___
7. ข้าพเจ้าสามารถทำหลายงานพร้อมกันได้โดยมีประสิทธิภาพ	___	___	___	___	___
8. ข้าพเจ้าใช้ทรัพยากรต่างๆขององค์กรในการทำงานได้อย่างเหมาะสมและเป็นประโยชน์ที่สุด	___	___	___	___	___
9. เมื่อทำงานเป็นทีม ข้าพเจ้าสามารถช่วยเหลือทีมของข้าพเจ้าได้มาก	___	___	___	___	___
10. วันๆหนึ่ง ข้าพเจ้าสามารถทำงานได้เสร็จเป็นจำนวนมาก	___	___	___	___	___

### ส่วนที่ 7: Organizational Communication Index

คำสั่ง: โปรดเขียนเครื่องหมายกากบาท (X) เพื่อระบุระดับความเห็นชอบของท่านต่อประโยคต่างๆ ที่กำหนดไว้ให้

ประโยค	ไม่เห็นด้วย อย่างยิ่ง	ไม่เห็นด้วย	ไม่แน่ใจ	เห็นด้วย	เห็นด้วย อย่างยิ่ง
การเปิดเผยภายในองค์กร					
1. หัวหน้าของข้าพเจ้ารับฟังความคิดเห็นของ ข้าพเจ้า	___	___	___	___	___
2. ข้อมูลภายในที่สำคัญเกี่ยวกับองค์กรได้รับการ เปิดเผยต่อพนักงาน	___	___	___	___	___
3. หัวหน้าของข้าพเจ้ามีเจตนาที่จะรับและส่ง ข้อมูลต่างๆต่อลูกน้อง	___	___	___	___	___
ความไว้วางใจต่อองค์กร					
4. ข้าพเจ้าเชื่อมั่นในองค์กรของข้าพเจ้า	___	___	___	___	___
5. ข้าพเจ้าเชื่อว่าองค์กรของข้าพเจ้าจะทำในสิ่ง ที่ได้ให้สัญญาไว้กับพนักงาน	___	___	___	___	___
6. ข้าพเจ้ารู้สึกมั่นคงที่เป็นพนักงานขององค์กร แห่งนี้	___	___	___	___	___
การกระจายอำนาจ					
7. ข้าพเจ้าได้รับอนุญาตให้มีส่วนร่วมในการ ตัดสินใจเรื่องงานต่างๆที่ข้าพเจ้าเกี่ยวข้อง	___	___	___	___	___
8. ข้าพเจ้าได้รับสิทธิ์ที่จะตัดสินใจด้วยตัว ข้าพเจ้าเองต่อหลายๆด้านที่เกี่ยวกับงานของ ข้าพเจ้าโดยไม่ต้องผ่านหัวหน้า	___	___	___	___	___
9. ข้าพเจ้าได้รับอำนาจที่สมเหตุสมผลในเรื่อง ที่ข้าพเจ้าต้องรับผิดชอบ	___	___	___	___	___

ประ โยค	ไม่เห็นด้วย อย่างยิ่ง	ไม่เห็นด้วย	ไม่แน่ใจ	เห็นด้วย	เห็นด้วย อย่างยิ่ง
การไหลเวียนของการสื่อสาร					
10. ข้าพเจ้าได้รับการสนับสนุนให้เสนอความคิดเห็นต่อหัวหน้า หรือต่อองค์กรของข้าพเจ้า	___	___	___	___	___
11. องค์กรของข้าพเจ้าสื่อสารกับพนักงานอย่างสม่ำเสมอ	___	___	___	___	___
12. มีการพูดคุยแลกเปลี่ยนระหว่างพนักงานด้วยกันเกี่ยวกับข้อมูลต่างๆที่เกี่ยวข้องกับการทำงาน	___	___	___	___	___

\*\*จบแบบสอบถาม\*\*