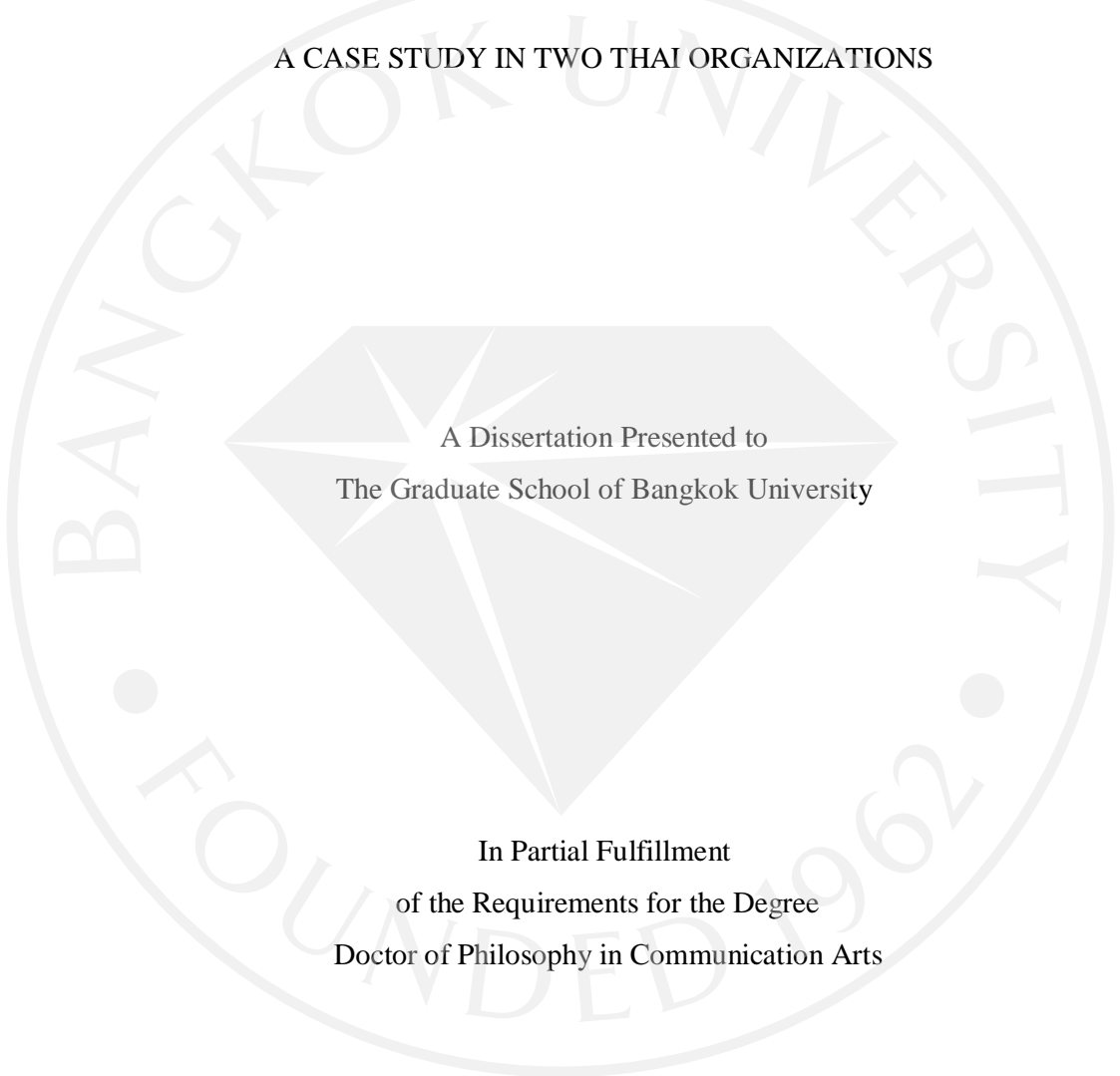COMMUNICATION SATISFACTION AS A MODERATOR OF THE

RELATIONSHIP BETWEEN ORGANIZATIONAL COMMITMENT AND

WILLINGNESS TO PARTICIPATE IN PLANNED ORANIZATIONAL CHANGE:

A CASE STUDY IN TWO THAI ORGANIZATIONS

A Dissertation Presented to

The Graduate School of Bangkok University

In Partial Fulfillment

of the Requirements for the Degree

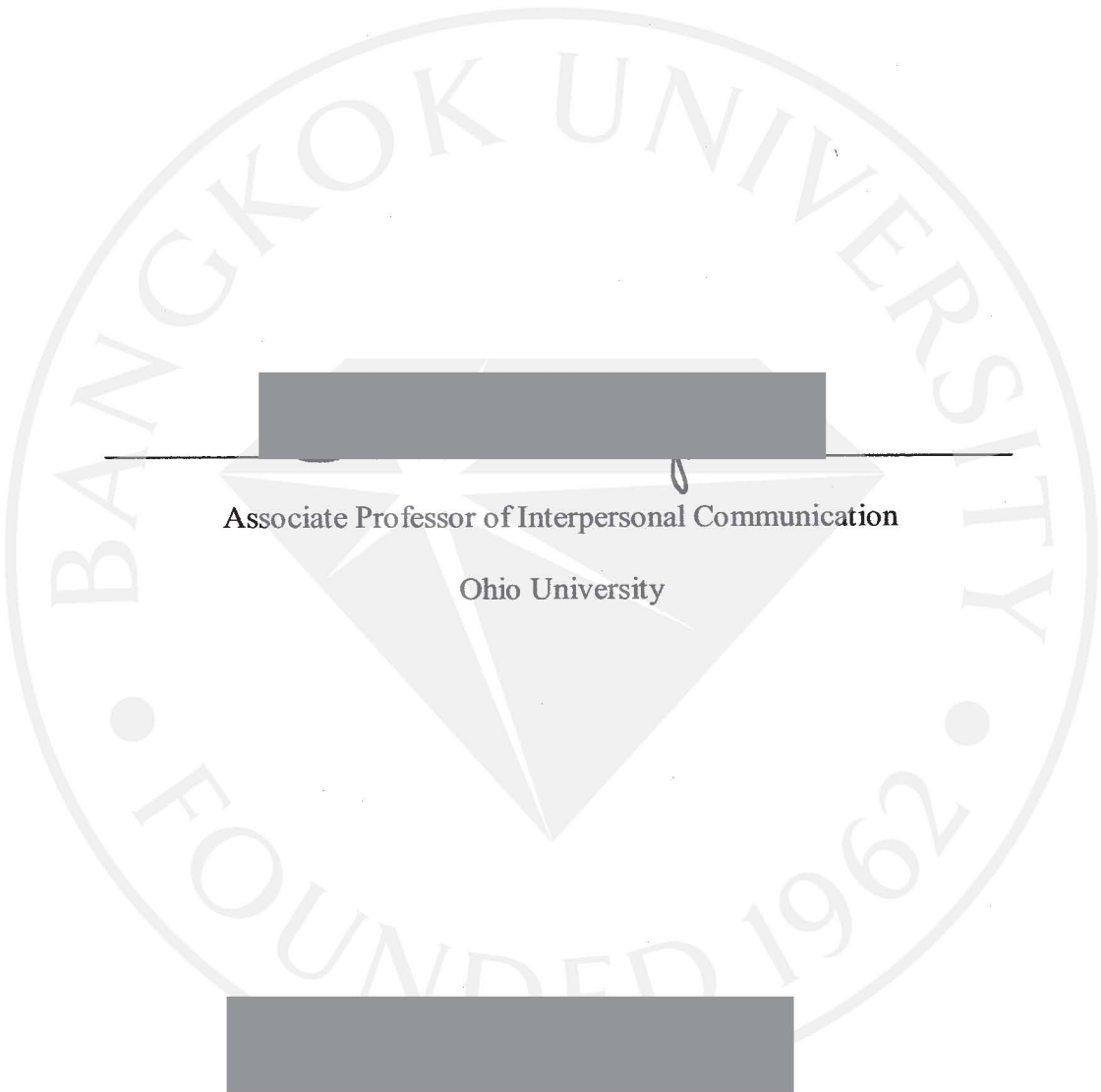Doctor of Philosophy in Communication Arts

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<u>Communication Satisfaction as a Moderator of the Relationship between Organizational</u>

<u>Commitment and Willingness to Participate in Planned Organizational Change: A Case</u>

<u>Study in Two Thai Organizations</u> (224 pp.)

Advisor of dissertation: Associate Professor Anita C. James, Ph.D.

ABSTRACT

Previous studies tend to focus on how to increase the degree of employees' willingness to participate in change by recognizing the importance of communication or employees' commitment as the mean to promote change in the organizations. Questions concerning how employees' commitment and communication satisfaction function during the change process require more critical examination. This study was interested in discovering what the interrelationship are among three variables with communication satisfaction hypothesized as mediating the relationship between organizational commitment and willingness to participate in planned organizational change.

A case of culture change being implemented in two large organizations in Thailand was the site for collecting the data for this study. Three-hundred sixteen participants from the two organizations rated questionnaires in order to provide quantitative findings for the research hypotheses. The instrument used in this study include Meyer and Allen's Commitment Scale and Down and Hazen's Communication Satisfaction Questionnaire. The respondents also completed the Willingness to Participate in Change Scale which was developed based on Miller, Johnson, and Grau.

Findings from the questionnaires revealed that when measuring organizational commitment and communication satisfaction in the Thai context, the dimensions should

be regrouped and renamed. It was also found that organizational commitment has low relationship with the degree of willingness to participate in change in the Thai context. This relationship somewhat varied by types of employee commitment, nature of willingness to participate in change, and differences in organizational realities. Furthermore, the results of an analysis of variance revealed that communication satisfaction did not serve as the moderator of the relationship between organizational commitment and the willingness to participate in change in the Thai context.

Ten interviewees from the two host organizations were also recruited to provide qualitative findings for the research questions. The comments made by the interviewees provided additional information regarding the factors that affect the degree of organizational commitment and communication satisfaction in the Thai employees.

This study highlights the importance of organizational commitment and communication satisfaction in shaping the degree of willingness to participate in change by providing detailed and comparative analyses between the two organizations. This study also includes general implications by noting recommendation both for the management of any enterprises and for further research.

Approved:_____

Signature of Advisor

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CHAPTER ONE

Introduction

Background of the study

Most people will have no trouble agreeing that continuing change has become

inevitable for most organizations. According to Eisenberg and Goodall (1997),

globalization, increased competitive pressure, and the changing relationship between

organizations and employees have become broad trends facing contemporary

organizations. These changes require today's managers to adopt new policies and apply

new approaches to organizing and dealing with external and internal pressures. Much

greater emphasis is being placed on flexibility and efficiency; that is, companies must

be able to change their conditions and to cut costs in order to be more competitive

(Meyer & Allen, 1997).

Although organizations tend to change primarily because of external

pressures rather than an internal desire or need to change (Goodstein & Burke, 1991),

the change process can be completed only if the internal conditions (e.g., people and

organizational readiness) are capable of surviving in the changing environment. A must

for management is to create effective processes to increase the readiness for change.

According to Armenakis, Harris, and Mossholder (1993), the readiness for change is

"the cognitive precursor to the behaviors of either resistance to, or support for, a

change effort" (p.681). The readiness for change can be reflected in organizational

members' beliefs, attitudes, and intentions regarding the extent to which changes are

needed. One primary process for creating readiness for change among employees is

engaging in efficient and sufficient communication about the change process and the

nature of the change being made. When communication is ignored, there is increased

probability that employees will be dissatisfied with their job, experience decreased organizational commitment, be absent from the job, or even quit the organization.

Due to pressing competition in the market, changes sometimes have been implemented so quickly that management might force employees to accept change without providing those employees with any opportunity for input. A consequence of the way changes are imposed is strong resistance from affected parties; therefore, many initiatives have ended up with change perceived as undesirable and as a battle. Resistance to change, when it occurs, can jeopardize the success of the planned change in an organization and can be even more problematic and costly than the change itself (Bevis, 1976).

Human and organizational factors are commonly identified as causes and contributors to failures in any change effort. Research focusing on resistance to change has indicated the involvement of, and cooperation from people is a key antecedent for a successful planned organizational change (e.g., Beer, Eisenstat, & Spector, 1990; Brown, 1991; Larkin & Larkin, 1994; Quinn, 1985). Miller, Johnson, and Grau (1994) also stated "employees' willingness to participate is fundamental to the success of any planned change. All organizations, to some extent, must rely on the voluntary cooperation of members to affect change" (p.63). Building on this notion, getting organizational members' acceptance of change and successfully managing resistance to change efforts are prerequisites for change management. These processes require a clear understanding between employees and management as well as the close investigation of people's attitudes toward proposed changes.

Since human beings are the most important determinants of the success or failure of the change process (Yousef, 2000), much of the research in this area has

emphasized an understanding of the cognitive processes underlying people's responses to organizational change (Bartunek, Lacey, & Wood, 1992). Dunham, Grube, Gardner, Cummings, and Pierce (1989) proposed that people manifest different strengths in overall attitude toward change depending on the specific issues and context involved. The task for researchers is, therefore, to specify variables and contexts that contribute to the development of people's attitudes. Two variables, communication satisfaction and organizational commitment, are burgeoning topics that have served as the focus for studies concerning individuals' attitudinal and behavioral responses to participating in planned organizational change.

Organizational scholars have long acknowledged the importance of communication in explanations of organizational change processes (Lewis, 2000). When a change program is introduced within an organization, it induces uncertainty among the employees. Each change might be more or less salient for each employee depending on numerous factors, such as an individuals' level of experiences and perceptions of the particular change, relationship with management, and the extent to which the employee is committed to the organization. Thus, management needs to clearly communicate with employees in order to create mutual understanding regarding any change and to gain collective cooperation from employees.

Lewis and Seibold (1993) have proposed that change-related interactions and how innovation structures are incorporated into organizational life are rooted in three sets of people's concerns: (a) performance concerns, (b) normative concerns, and (c) uncertainty concerns. As such, communication plays a role in several aspects of the implementation of change and in satisfying employees' concerns. Such efforts, as cited by Lewis (1999), include creating and articulating a vision; channeling feedback

implementers, key decision makers, and key users; providing social support; and appropriating and adapting features of the proposed changes.

Viewed from an organizational perspective, having a committed workforce would clearly appear to be an advantage for an organization (Meyer & Allen, 1997). A committed employee can be described as one who attends work regularly, protects company assets, remains loyal to the organization, and exhibits willingness to work toward organizational objectives. As such, one can argue that people who have high organizational commitment tend to accept changes more easily than those who have low commitment.

The relationship between organizational change and organizational commitment has been a prominent topic of interest among organizational researchers (Begley & Czajka, 1993; Coetsee, 1999; Iverson, 1996; Meyer & Allen, 1997; Schalk & Freese, 1997; Yousef, 2000). For example, Coetsee (1999) noted that successful change management should include attempts to create commitment, or the acceptance of change, as well as efforts to effectively manage resistance to change. The work of Yousef (2000), on the relationship among Islamic work ethics, organizational commitment, and attitude towards change, has shown that attitudes toward change efforts can be improved through strengthening both support for Islamic work ethics and organizational commitment. Iverson (1996) concluded that employees with high organizational commitment are more supportive of the goals and values of the organization and are willing to expend more effort on behalf of the organization. Thus, highly committed employees are more likely to accept organizational change. Bevis (1976) also suggested that the potential barriers to change include technical inadequacies, ineffective organization, and lack of total commitment.

Commitment does have a downside though. Randall (1987) suggested that highly committed employees might be too attached to the status quo. As a result, they might seek to protect the way the organization has functioned, thus resisting organizational change efforts. It is also widely recognized that decreasing the degree of commitment to the organization is sometimes helpful, rather than harmful, in that it allows the employees who perform poorly or who are disruptive to resign from the organization (Meyer & Allen, 1997). This suggests that the links between commitment and organizational change are more complex than previously assumed and require deeper exploration. Meyer and Allen (1997) also noted that commitment should be one of the most important predictors of future organizational management. Thus, more research concerning the relationship among communications, organizational commitment, and organizational change is warranted.

This study is notable in three respects; first, the research was undertaken a non-western context. To date, most conceptualizations of and theories about the three variables of interest have been dominated by Western biases. Whether or not the resultant conceptualizations theories are salient in Thai organizations has not been adequately explored. Despite the fact that Western literature has consistently revealed a direct relationship between communication satisfaction and degree of organizational commitment, and between effective communication and successful organizational change implementation, the potential exists for discovering a different picture when the socio-cultural context is changed.

Second, while an individual's cognitive understanding of changes is guided by a mental map representing the knowledge structure of change attributes and relationships among different change events (Lau & Woodman, 1995), the change

schema might not be the only cognitive variable affecting attitudinal and behavioral responses toward change. Lau and Woodman (1995) identified three factors affecting personal schema of change: locus of control, dogmatism, and organizational commitment. Researchers have argued for more attention to the relevance of organizational communication and commitment, both of which are believed to relevant to an individual's personal schema of change. Studies in this area include investigations of the relationship between communication and productivity (Clampitt & Downs, 1993), communication and job satisfaction (John, Jose, & Booby, 1997), communication satisfaction and organizational commitment (Joseph, Samuel, & Joseph, 1990; Varona, 1996), communication and change (Larkin & Larkin, 1994, 1996; Lewis, 1999), and commitment and change (Yousef, 2000). However, none of those studies has incorporated all three variables and revealed the interplay among all three variables, nor were data collected in a non-western organization. What is lacking in the literature is an investigation of the relationship among the three variables, particularly an investigation that treats communication satisfaction as a moderating influence.

Finally, there is some evidence contending that commitment and organizational change have been found to be related, and that they interact through the process of socialization. For example, Wanous (1992) considered effective socialization to be synonymous with organizational commitment, while Anakwe and Greenhaus (1999) viewed socialization more narrowly as a change in basic attitudes and beliefs that suggests an internal commitment to the organization. Other studies have shown that socialization has become an important process through which people

create their commitment to a company (Exum, 1998; O'Reilly, Chatman & Caldwell, 1991).

McCroskey, Richmond, and Stewart (1986) stated that interpersonal communication is one of the most effective channels for getting receivers to adopt either a new idea or a change. The Social Information Processing (SIP) Model posits that job attitudes do not result from correspondence between enduring needs and job characteristics, but result from available information influencing employee perceptions of their needs and job characteristics (Miller & Monge, 1985). Miller et al. (1994) stated "messages from others shape what members perceived their needs to be, what a job is like, and how they should express feelings" (p. 60). With the collectivistic culture of the Thai people (Knutson, 1998; Sriussadaporn-Charoenngam & Jablin, 1999), one can argue for a significant role to be played by socialization in Thai organizations. While the greater importance of socialization has been revealed, there remains a lack empirical descriptions indicating the degree to which the Thai people are satisfied with their communication in the organization and with how change processes occur.

According to the foregoing background, striving to extend the study of the relationship among communication satisfaction, organizational commitment, and willingness to participate in planned change, using the collectivistic context of an organization in Thailand was, therefore, worth further investigating.

Statement of the Problem

Thailand at this moment has advanced her economy markedly and rapidly. Mergers and acquisitions, privatization, and performance-based human resources management are the trends in many organizations both private and public sectors.

Many companies had to lay off employees, restructure, and/or downsize in order to increase their competitiveness or reduce overhead costs.

Such practices have changed the relationship between management and employees. Leon, Richard, and Edward (2000) noted, "downsizing is affecting large numbers of employees and producing a range of negative attitudinal and behavioral outcomes" (p. 8). As difficuty in doing business increases, the morale of employees will decline, at least in part because of higher pressure on the job with lower motivation. Collectively, disruptive environments have caused employees to become more angry at, less productive in, less trustful of, and less committed to the organization (Leon, Richard, & Edward, 2000; Mone, 1994). A concern of Thai management today is to restore employee commitment and be well prepared for the new age of turbulences and chaotic environments. Questions concerning which factors should be addressed during change efforts or how employee commitment functions during the change process requires more critical examination. This study discovered the interrelationship among three variables with communication satisfaction hypothesized as mediating the relationship between organizational commitment and willingness to participate in planned organizational change.

<div align="center">Research Variables</div>

Three variables (communication satisfaction, organizational commitment, and willingness to participate in planned change) have been identified based on the review of literature concerning change management, business communication, and organizational development. The communication satisfaction construct, operationalized by Downs and Hazen (1977), has become a prominent research stream in organizational communication (Varona, 1996). According to Clampitt and Downs

(1993), "communication satisfaction is a multidimensional construct as opposed to a unidimensional one; that is, employees are not merely satisfied or dissatisfied with communication in general, but can express varying degrees of satisfaction about definite categories or types of communication" (p. 6). The Organizational Communication Satisfaction Questionnaire (CSQ), developed by Downs and Hazen in 1977, is one of the notable instruments used by many researchers in measuring level of organizational communication satisfaction. Most research in this area has sought to explore the relationship between communication satisfaction and job satisfaction. A factor analysis of the CSQ scale articulated eight dimensions of communication satisfaction in this instrument: a) communication climate, b) supervisory communication, c) organizational integration, d) media quality; e) organizational perspective, f) co-worker communication, g) corporate information, h) personal feedback, and I) subordinate communication.

According to Jaros, Jermier, Koehler, and Sincich (1993), the concept of organizational commitment remains controversial, with the controversy centered on whether commitment is an attitudinal or a behavioral phenomenon. Although several conceptualizations of attitudinal commitment exist, Allen and Meyer (1990a) suggested that each of these conceptualizations reflects one of three general themes—affective commitment, continuance commitment, and normative commitment. Their preliminary test of the three variables has evidenced that the affective, the continuance, and the normative components of attitudinal commitment are conceptually and empirically separable and can be measured reliably. The three variables can be measured by using the Affective, Continuance, and Normative Commitment Scale developed by Allen and Meyer. This scale has been widely used and the most popular

instrument of measuring organizational commitment today (Mathieu & Zajac, 1990). This study, thus, used these three variables to test the level for employee commitment to an organization.

A scale to measure willingness to participate in planned changed has been derived from the work of Miller, et al. (1994). The Openness to Change Scale measures antecedents to willingness to participate in planned change. Compared with other relevant scales, such as the Job Changes Index (AJCI) developed by Patchens (1965), or the Attitude toward Change Scale developed by Dunham et al. (1989), the Miller, et al. scale is more specific because it was developed to measure a large scale change in an organization. Thus, the Openness to Change Scale can be modified and used for this study.

Purpose of the Study

This research intended to replicate previous research as well as to explore new ideas with regard to the relationships among communication satisfaction, organizational commitment, and willingness to participate in planned organizational change. Three objectives have been outlined. First, the primary research goal seeks to test the assumption that communication satisfaction is one of the organizational variables that exerts a moderating effect on the relationship between organizational commitment and willingness to participate in planned change in a Thai organization. Second, this research embraced the goal of exploring the effects of three dimensions of commitment (i.e., affective, continuance, normative) on the level of willingness of Thai employees to participate in planned organizational change. Finally, this research sought to determine what factors make significant differences in the extent to which people are satisfied with communication in and are committed to their organization. A wide range

of variables, such as organizational characteristics, personal characteristics, work experience, length of employment, or supervisory level, have been revealed by earlier studies to impact the development of employee commitment to the organziation and satisfaction with organziaitonal communication. These variables are, therefore, also of interest and will be included in this study.

<div align="center">Research Hypotheses</div>

Based upon the foregoing background, the research literature has confirmed that relationships exist between organizational commitment and attitude toward organizational change (e.g., Begley & Czajka, 1993; Iverson, 1996; Meyer & Allen, 1997; Yousef, 2000).

Hypotheses H-1a through H-1d extend previous studies in reconfirming whether any relationship exists between organizational commitment and willingness to participate in planned organizational change wihtin a Thai organizational context. The last research hypothesis constituted the primary purpose for conducting this investigation, which was to measure the moderating effect of communication satisfaction on the two variables—organizational commitment and willingness to participate in planned change.

Two research questions served to explore new ideas about which variables in the Thai organizational context impact the degree of organizational commitment and communication satisfaction of Thai employees in a Thai organization.

H-1a: There is a direct and positive relationship between overall organizational commitment and willingness to participate in planned change in Thai organizations.

H-1b: There is a direct and positive relationship between affective organizational commitment and willingness to participate in planned change in Thai organizations.

H-1c: There is a direct and negative relationship between continuance organizational commitment and willingness to participate in planned change in Thai organizations.

H-1d: There is a direct and positive relationship between normative organizational commitment and willingness to participate in planned change in Thai organizations.

H-2:   Communication satisfaction will be a moderator of organizational commitment and willingness to participate in planned change in Thai organizations.

RQ1:   What are the factors that significantly effect the extent to which employees are committed to a Thai organization?

RQ2:   What are the factors that significantly effect the extent to which employees are satisfied with communication in a Thai organization?

Significances

Collectively, this study was expected to be of benefit both to academic scholars and to practitioners in the organizational communication arena. The findings of this study offered the potential of providing a specific framework for practitioners or teachers seeking to understand the role of communication in the change implementation process and in enhancing commitment of employees in Thai organizations. The need to understand the role of communication satisfaction as a mediator of organizational commitment and response to change has, so far, gone unnoticed in the literature. Culturally, this study might produce new findings since

some of instruments adopted for this study have seldom been been used in the Thai context.

<div align="center">Definition of Key Terms</div>

<u>Organizational commitment</u>: refers to the strength of an individual's identification with and involvement in a particular organization (Mowday, Porter, & Steers, 1982). The common view of organizational commitment is as "a psychological state that (a) characterizes the employee's relationship in the organization, and (b) has implications for the decision to continue membership in the organization" (Meyer & Allen, 1991, p.67).

<u>Planned organizational change</u>: refers to change that is brought about through the purposeful efforts of organizational members as opposed to change that is due to environmental or uncontrollable force. Types of planned changes in organizations include change in technologies, programs, policies, and processes (Lewis, 2000).

<u>Affective commitment</u>: refers to employees' emotional attachment to, identification with, and involvement in, an organization (Allen & Meyer, 1990a)

<u>Continuance commitment</u>: refers to commitment based on the costs that employees associate with leaving an organization. Employees who have strong continuance commitment to an organization stay with that organization because they believe they have to do so (Meyer & Allen, 1997).

<u>Normative commitment</u>: Normative commitment refers to employees' feelings of obligation to remain with an organization (Meyer & Allen, 1997). Employees with strong normative commitment will remain with an organization by virtue of their belief that it is the "right and moral" thing to do.

Organizational Socialization: refers to the process through which individuals are taught and learn particular knowledge and skills associated with an organizational role in a specific work setting (Schein, 1985).

Communication Satisfaction: refer to "the personal satisfaction inherent in successfully communicating to someone or in successfully being communicated with each other"(Thayer, 1968, p. 144).

Communication Climate: refers to the extent to which communication in an organization motivates and stimulates workers to meet organizational goals and the extent to which employees are identified with an organization (Varona, 1996).

Supervisory Communication: refers to the extent to which a superior is open to ideas, the extent to which the supervisor listens and pays attention, and the extent to which guidance is offered in solving job-related problems (Varona, 1996).

Organizational Integration: refers to the degree to which individuals receive information about their immediate environment. Items include the degree of satisfaction with information about departmental plans, the requirements of an employee's jobs, as well as information about the organization itself (Varona, 1996).

Media Quality: refers to the extent to which meetings are well organized, written directives are short and clear, and the degree to which the amount of communication is about right (Varona, 1996).

Co-worker Communication: The extent to which horizontal and informal communication is accurate and free flowing. This factor also includes satisfaction with the activeness of the grapevine (Varona, 1996).

Corporate Information: The broadest kind of information about the organization as a whole. It includes notifications about changes, information about the

organization's financial standing, and information about overall organizational policies and goals (Varona, 1996).

Personal Feedback: refers to the extent to which workers need to know how they are being judged and how their performance is being appraised (Clampitt & Downs, 1993).

Subordinate Communication: refers to upward and downward communication with subordinates. Subordinate communication includes subordinate responsiveness to downward communication and the extent to which subordinates initiate upward communication (Clampitt & Downs, 1993).
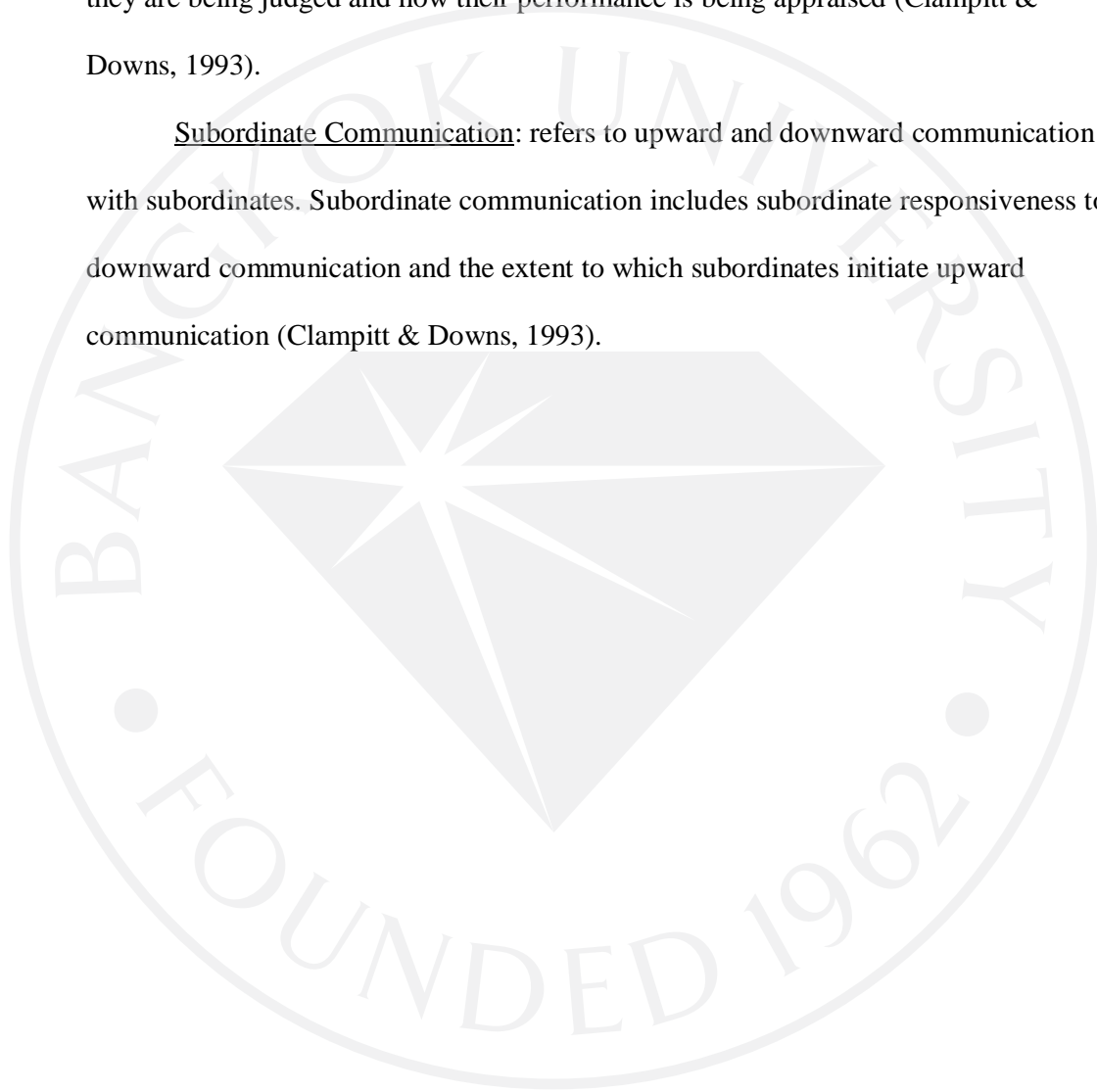
CHAPTER TWO

Literature Review

The main emphasis of this chapter is to explore existing literature describing the three variables of interest in this study—organizational commitment, communication satisfaction, and willingness to participate in organizational change. The chapter is presented in three parts: introduction to the literature, critical review of relevant literature, and conclusion and summary. In each part, the discussion is structured topically and historically, moving from broader to specific perspectives.

<u>Introduction to the Literature</u>

Before organizational commitment, communication satisfaction, and willingness to participate in organizational change under a microscope, it is important to point out general concepts and their correlates with organizational functioning. By acknowledging this concern, this section provides overviews of those variables employing relevant theoretical and cultural dimensions.

<u>Organizational Theories</u>

Long-standing conceptions of organizational theory fall into three broad categories, consisting scientific management theory, human relation theory, and contingency theory Stickland (1998). Referencing the trend in organizational management, Collins (1998) asserted "the classical school is presented and in turn tends to be portrayed as giving way to human relations approaches, which might in turn be portrayed as giving way to contingency theory" (p. 9). The scientific view of management is based on the assumption that "management is a true science resting on clearly defined laws, rules, and principles" (Eisenberg & Goodall, 1997, p. 64).

Baughman (1989) noted organizations, pursuant to scientific management theory, are

comprised of a) a division of labor in which authority and responsibility are clearly

defined, b) employee's work duties and responsibilities are organized in hierarchical

order, c) organizational members are selected for their technical competence, and d)

career managers work for fixed salaries. From the 1930s onward, theorists began to

focus more on the human as a reaction against the machine-like metaphor advocated by

the scientific management theorists. Theories have emphasized the informal and social

nature of organizations, as well as the importance of human needs, attitudes, and

emotional and psychological facets as important for the success of an organization

(Stickland, 1998). Finally, shifting away from the notion that there needed to be one

best approach in operating and managing organizations, the broader view of change

under the contingency theory became more prevalent. Contingency theory noted

contemporary organizations are more dependent on internal and external driving forces

(Euske & Roberts, 1992; Stickland, 1998).

Different management approaches will render varied effects on organizational

change and commitment. In an organization operating with a scientific management

approach, the work of employees will be functionally oriented. Organizational change

will be concerned with altering specific job actions to achieve maximum efficiency.

Individual creativity as the source of change might very well go untapped (Stickland,

1998). No direct and clear explanation has been found to account for the effect of the

scientific view of management on commitment; however, some people might be

committed to the organization if they believe that leaving the organization is not

possible (Meyer & Allen, 1997). In an organization operating according to the human

relations approach, change might focus on increasing the emotional satisfaction of

employees with the belief that the greater the satisfaction, the greater the productivity and organizational effectiveness. In essence, when the employees have stronger psychological attachment to an organization, it is believed that rewarding relationships will increase the level of commitment and prompt more cooperation from the employees.

The contingency theory view of change suggests that structural changes in organizations are a common practice. Stickland (1998) argued that organizational operation and structure is contingent upon a variety of internal and external variables. These variables are dynamic over time. Once the environmental variables have been identified and structural changes made to account for them, the organization will operate efficiently and effectively. In a longitudinal study of commitment and communicative events in organizations, Sline (1999) demonstrated that structural changes were the most frequently reported triggering events in organizations. As such, it is likely that employees might be advised to not too committed to the organization; and that employee commitment and communication are crucial for the successful planned change an call for greater attention.

Communication Theories

The crucial issue related to implementing a change is that the employees generate ideas for innovations, rather than having innovations imposed by management (Kanter, 1983). As such, communication has become the primary tool for securing employee participation as well as in delivering the message of change to employees. Since an idea generator, who must convince employees to participate initiates innovations, willingness to participate on the part of the majority group is a critical outcome of communication (Johnson, 1990). Individuals will be more willing to

participate if they see the possibility of rewards; however, the central problem of a change is that it often triggers uncertainties that make people dissatisfied. Those uncertainties include the risk of job security, job evaluation, personal competency, and changes in other social and work-related priorities (Lewis, 2000).

According to Uncertainty Reduction Theory (see Berger & Calabrese, 1975), people strive to make the behaviors of self and others predictable, and try to develop causal structures that provide explanations for those behaviors (Burgoon, Hunsaker, & Dawson, 1994). Most likely, increased uncertainty leads individuals to express their behavior in the form of resistance to innovations (Coch & French, 1948). According to Johnson (1990), uncertainty is "a function of the number of alternative ideas (complexity), the risks associated with them, and the extent to which an individual can be sure of the alternatives" (p.11). As such, overcoming perceptions of risk and complexity is crucial to inducing the involvement of employees. Through communication, people can share ideas with members of their network. This process will provide more information and reduce the tension caused by changes. Communication can also provide a satisfactory environment that invites more participation from employees.

However, risk can be minimized if the employees trust management and are highly committed to the organization (McLain & Hackman, 1999). Employees with strong commitment might have a greater motivation to cooperate in any development than will employees who have weak commitment. To enhance the degree of trust and commitment, communication through which people can socialize, build relationships, and identify themselves as operating under common shared-values, is required. McLain and Hackman (1999) asserted "trust is generalizable, informal, and derived

from the forms of social information common to organizational interactions" (p. 154).

Barker and Camarata (1998) stated that mutual cooperation among employees is achieved through communication and mutual trust. Consistent with this, other researchers found that positive socialization activities are important to enhancing commitment to the company on the part of employees (Barker & Camarata, 1998; Exum, 1998; O'Reilly et al., 1991).

According to social exchange theory, people communicate and build relationships to gain rewards, and they stay with relationships that are more rewarding (Wood, 1995). Eisenberger, Huntington, Hutchison, and Sowa (1986) have suggested that emotion-based and theories of organizational commitment have been integrated into the social-exchange approach. Theory has suggested that the company with a greater relation-based atmosphere should therefore have a greater chance of success in gaining cooperation and commitment from its employees. By and large, communication has been regarded as the key tool in promoting that relation-based atmosphere in an organization that will effect the level of the employee commitment in an organization.

Organizational Culture

Organizational culture is another aspect of interest found in the literature concerning organizational development. Whether an employee will resist or accept a change and its related issues could be a function of the particular cultural elements of each organization. For example, Krikman and Shapiro (1997) found that culture influences the acceptance of self-managed work teams in an organization. Other research has also demonstrated links between cultural values and job attitudes and behaviors (e.g., Lim, 1995; Palich, Hom, & Griffeth, 1995). Deal and Kennedy (1982)

argued for the importance of a strong organizational culture in contributing to the success of organizational performance. The significance of communication and culture has been underlined by Schein (1985), who argued culture is embedded and transmitted both implicitly and explicitly through many forms of messages in organizations. Cheney (1983) related communication of cultural messages to employee development of a sense of belonging or identification with the organization (see, also, Morley, Shockley-Zalabak, & Cesaria, 1997). By focusing on organizational commitment and culture, Vardi, Wiener, and Popper (1989) found employees in an organization whose mission was consistent with cultural values had stronger normative commitment to the organization than did those in an organization whose mission was not consistent with cultural values. Guzzo and Noonan (1994) also argued that, to have the intended effect on employee commitment, organizational policies and practices must be consistent with one another, with the overall business strategy, and with the existing culture of the organization.

Cultural variables can provide a basis for understanding differences in commitment and acceptance of change, especially when taking into consideration a non-western cultural context. Hofstede (1980a) identified four cultural dimensions: power distance, individualism/collectivism, masculinity/femininity, and uncertainty avoidance (a fifth dimension, long term orientation, was added later). A different approach to describing culture came from Schwartz (1994) who derived seven dimensions of value: mastery, harmony, conservatism, intellectual and affective autonomy, egalitarian commitment, and hierarchy. Glen (1981), on the other hand, offered a model based on patterns of thought which distinguish between two opposite categories of culture—associative and abstractive. This study is, however, based on the

analysis of cultural values per Hofstede's model since this model appeared in previous studies concerning the Thai organizational context.

Power distance refers to the degree of sensitivity to the distribution of power within a specific socio-cultural group. Power distance is "the extent to which the less powerful members of institutions and organizations within a country expect, and accept that power is distributed unequally" (Hofstede, 1991, p. 28). According to Kirkman and Shapiro, (1997), "employees from the low power distance cultures expect to bypass their boss(es) frequently in order to get their work done; have little concern for titles, status, and formality and are comfortable accepting higher levels of responsibility and autonomy" (p.737). In contrast, employees from high power distance cultures expect managers to lead change efforts and will become uncomfortable with delegated authority in making decisions (Adler, 1997). High power distance can, in turn, suppress learning processes and employee self-initiative, both of which are critical for the change implementation. Nevertheless, management might exercise its power in encouraging new knowledge and successfully adopting an organizational change. Mumby and Stohl (1991) discussed the fact that power can play a key role in creating discourse and new knowledge in an organization.

When implementing a change, some people might resist that change because they are oriented more towards self-interest in reaching their own goals and expressing their philosophy, but others might support that change if they view it as a reward for the welfare of the collective group. This concept is referred to correspondingly as the cultural dimension of "collectivism" versus "individualism." Hofstede (1980b) defined collectivism as a tight social framework in which a person's identity is based in the social system, and his or her thrust is placed in the group's decisions. In contrast,

people in individualistic cultures tend to put forth and promote their own welfare over the interests of their group or organization (Hofstede, 1980a).

The correlates among collectivism and organizational commitment, communication, and other related issues have become noticeable in the literature. Moorman and Blakely (1995) found evidence of the relationships between collectivistic values and employee organizational citizenship behaviors; that is, loyalty to the company, interpersonal relationships among employees, and individual initiatives tend to be higher in collectivistic organizations. Meyer and Allen (1997) noted the affective component of commitment that has been found to have the strongest links with the degree of commitment in the Western organization studied might not be applicable in other cultures. Research by Morley (1997) demonstrated that "the greater the need for more communication, the less the agreement was with the prevailing cultures, and the lower were estimations of organization effectiveness" (p. 267). In the harmony model, third parties are more frequently involved in conflict situations (Kozan, 1997). Since conflict has been reported to closely tie with implementing a change, this interconnection can be seen as another view of the importance of a third party in implementing change. Bond, Leung, and Wan (1982) found that, in collectivistic cultures, members prefer a more egalitarian assignment of rewards and punishments in order to preserve group harmony.

Uncertainty avoidance is "the extent to which the members of a culture feel threatened by uncertainty or unknown situations" (Hofstede, 1991, p. 123.). In low uncertainty avoidance cultures, members have a free communication environment with less formality and more room for disagreement than members from high uncertainty avoidance cultures (Luckanavanich, 1997). When facing a conflict situation, members

in collectivistic cultures, where social harmony is of primary concern, tend to avoid conflicts to prevent discussions of an undesirable or inappropriate action that might cause arousal or reduce relational satisfaction (Roloff & Ifert, 2000). Consequently, high conflict avoidance could be an obstacle that prevents an organization from achieving new learning. Since conflict avoidant organizations tend to let the existing system remain unchanged and unchallenged with new ideas (Bartunek et al., 1992).

With regard to high masculinity cultures, power, assertiveness, and competitiveness have been emphasized as dominant practices while members in a high femininity culture think that actions are primarily governed by passion and nature (Hofstede, 1984). One can argue that people in a high masculinity culture would believe they, themselves, influence the surrounding environment and its associated outcomes and, therefore, will resist any organizational change they view as a threat to their control over their environment. In contrast, people from a high femininity culture might believe that they have little control over environmental change; thus, they might be more likely to accept a changed environment.

Thais' Cultural Values

Evidently, Thai organizational culture can be identified as collectivistic with high power distance in social structure (Roongrengsuke & Chansuthus, 1998; Sriussadaporn-Charoenngam & Jablin, 1999). According to Komin (1991), the hierarchical differences and social rank of the Thai people can be broadly determined by personal characteristics and family background, such as age, gender, and level of education. For example, younger people are taught to pay respect to the elders and subordinates in organizations should pay respect to supervisors. In the Thai organizational practice, public confrontation with those in authority is viewed as

socially disruptive insubordination and is strongly discouraged (Roongrengsuke &

Chansuthus, 1998). Additionally, Thai culture is placed at the high end of the

uncertainty avoidance continuum (Hofstede, 1991); Thais are perceived as a cohesive

collectivistic group who are friendly, cooperative, and passive (Roongrengsuke &

Chansuthus, 1998); and Thais are categorized as a high femininity culture (Hofstede,

1980; Sriussadaporn-Charoenngam & Jablin, 1999).

Based on empirical evidence, Komin's (1990, 1991) research provided a more

specific and prudent framework of Thai cultural values, identifying Thai culture as

clustering around nine characteristics or orientations. According to Komin, Thai people

emphasize ego orientation, grateful relationships with each other, smooth interpersonal

relationship orientation, flexibility and adjustment orientation, religio-psychical

orientation, education and competence orientation, interdependence orientation,

achievement-task orientation, and fun-pleasure orientation. Komin's work is

considered by Kapur-Fic (1998) as groundbreaking work that identified the behavioral

patterns applicable in the study of Thai work values in the modern and urban

environment.

A more in-depth look at Thai values was offered by Roongrengsuke and

Chansuthus (1998). They stressed that differences in power distance in the Thai social

structure might be influenced by the concept of kingship, stemming from the past, that

has changed from king as father to king as god; the *sakdina* system (system of social

stratification that gave power to each person and a portion of land based on that

person's rank); and the patron-client system of ancient times. Thai culture is also

strongly believed to be influenced by Buddhism, the national religion. One Buddhist

philosophy that might be related to the aspect of change is Buddhism's law of Karma.

This law argues that everything has a consequence. Karmic law notes that a person's wealth and status at the present time is a result of accumulated merits from the past, and winning at the expense of others today will become losses in a future life. As such, negative behaviors associated with conflict situations must be avoided (Roongrengsuke & Chansuthus, 1998, p. 183). Buddhism's Eightfold Path or the "Middle Way," which emphasizes we should live our life by refraining from extreme actions, emotions, and desires, has been another mechanism that ensures social harmony has been maintained and another's face has been preserved. In Thai organizations, relationships and connection power are thus revealed as factors that greatly effect communication patterns and behaviors between subordinates and supervisors (Sriussadaporn-Charoenngam & Jablin, 1999).

In conclusion, the foregoing review indicates the key cultural variables that explain Thai practices and how Thai organizational culture has been distinctive compared to the non-Thai organizations. Such cultural variables are believed to be reflected in the attitudes and behaviors of Thai employees, influencing Thai employees' commitment to their organization and willingness to participate in organizational activities. To illustrate, one prominent characteristic of Thai organizations is known as bureaucratic style (Boonprasert, 1974; Paphaphoj, 1978); in the Thai bureaucracies, Paphaphoj (1978) noted the relationship between Thai superiors and subordinates was involved superiors giving orders and subordinates offering obedient responses rather than a free exchange of ideas between the two groups. This might be a result of Thai cultural facets that are collectivistic, high power distant, high uncertainty avoidant, and high feminized. Darlington (1990) noted that different concepts of Buddhism and morality would render different impacts on how

northern peoples of Thailand had responded to the development project. Sriphadoong (1985) indicated Thai government agencies, which are reported as being highly bureaucratic, have encountered recurring problems in their operations such as inefficient decision-making, failure to delegate authority, or a lack of coordination and cooperation from the employees.

One can argue that some of the Thai cultural practices might prevent the company from achieving new aspects of learning in that the free exchange of information from bottom up might be suppressed, and Thai people avoid conflict rather than providing constructive or initiative feedbacks. This foregoing illustrates the importance of Thai cultural values, especially those values relevant to organizational development. Although cultural variables were not proposed as tested variables in this study, they are paramount to analyzing part, especially the qualitative analysis of Thai behaviors. Thus, embracing the Thai situational context pursues the needs for further study across cultures and organizations, and is one of the significances of the work proposed here.

<center>Critical review of relevant literature</center>

This section examines recent literature on the variables of interest in conjunction with the research questions and hypotheses proposed in this study. The structure of this section has been, in part, derived from the notion of discipline, as offered by Murray (1972). Murray defined a discipline as a unified body of knowledge possessing a specific domain, a theoretical foundation, various methods of research, a system of application, and a method of criticism or evaluation. Employing guideline from Murray provides a convenient way to understand the variables of interest and to frame propositions offered in this study. As such, approaches of study, antecedents,

consequences, measurement, and research practices of each variable will be highlighted. The literature related to the three variables, including discussions of strengths and weaknesses, research findings, consistencies and inconsistencies, as well as areas that have been neglected, will be also discussed.

<u>Organizational Commitment</u>

- Approach of Commitment

Organizational commitment has been one of the more popular research topics over the past two decades (Allen & Meyer, 1990a; Becker, 1992; Brown, 1996). The study of commitment, as agreed by several scholars (e.g., Mowday et al., 1982; Reichers, 1985; Salancik, 1977; Scholl, 1981; Staw, 1977), has tended to follow one of the two traditions—attitudinal commitment or behavioral commitment. According to Mowday et al. (1982), attitudinal commitment has focused "the process by which people come to think about their relationship with the organization. In many ways it can be thought of as a mindset in which individuals consider the extent to which their own values and goals are congruent with those of the organization" (p.26). The same researchers referred to behavioral commitment as "the process by which individuals become locked into a certain organization and how they deal with this problem" (p. 26). According to Meyer & Allen (1997), attitudinal commitment is typically concerned with the demonstrating of commitment as being associated with desirable outcomes in an organization and the determination of personal characteristics and situations that contributed to an increase of commitment in an individual. On the other hand, the objective of behavioral research is to discover the conditions under which an individual becomes committed to a course of action in an organization (Meyer & Allen, 1997). Brown (1996) summarized that various distinctions can be drawn

between the two approaches to commitment (i.e., attitudinal and behavioral) and the three types of commitment (i.e., affective, continuance, and normative). Meyer & Allen (1997), however, posited that the two states of attitudes and behaviors should be developed retrospectively, and argued that affective, continuance, and normative commitment should be regarded as components rather than as types of commitment.

This study is among those efforts that explore attitudinal commitment since its main proposition is to measure an individual's willingness to participate in organizational planned change as related to communication satisfaction. Guests (1987) suggested researchers have tended to use the attitudinal component of commitment, as opposed to the behavioral component. Morrow (1993) argued that the attitudinal approach is the most extensively used approach to study organizational commitment and concluded although organizational commitment is itself a multidimensional construct, it is clearly distinguishable from other forms of workplace commitment and, therefore, worthy of study.

- Definition of Organizational Commitment

As noted by many scholars, common to all conceptualizations of commitment is the notion that commitment binds an individual to the organization. Commitment is broadly defined as an attitudinal variable characterized by an enduring psychological attachment to the organization (O'Reilly & Chatman, 1986; Somers & Birnbaum, 1998). Two widely studied forms of attachment have been found: affective commitment, and perceived cost of staying in the organization (Mathieu & Zajac, 1990). Kanter (1968) described the first dimension as "the attachment of an individual's fund of affectivity and emotion to the group" (p. 507). Buchanan (1974) defined commitment as "the partisan, affective attachment to the goals and values of

the organization, to one's role in relation to goals and values, and to the organization for its own sake, apart from its purely instrumental worth" (p.533). Kelman (1958) suggested that commitment is predicated on three separate bases of attachment: compliance, identification, and internalization. Consistent with Kelman, Ferris and Aranya (1983) viewed organizational commitment as the relative strength of an individual's identification with, and involvement in a particular organization as well as the individual's willingness to exert efforts to remain with the organization.

The second definition falls within the stance of commitment perceived as the cost of leaving the organization. Kanter (1968) viewed this kind of commitment as "profit associated with continued participation and a 'cost' associated with leaving" (p 504). By the same token, Becker (1960) noted "commitment comes into being when a person, by making a side bet, links extraneous interests with a consistent line of activity" (p. 32). Although the two distinctions of commitment have been evidenced, Meyer and Allen argued that commitment contains broader meanings and applications in everyday use of the term. They argued various definitions of commitment reflect the three broad themes or components, that is, reflecting an affective orientation toward the organization, recognition of costs associated with leaving the organization, and a moral obligation to remain with the organization. Those components were subsequently labeled as affective, continuance, and normative commitment (Allen & Meyer, 1990a; Meyer & Allen, 1997).

- Measurement of Organizational Commitment

The factor structure of commitment measures have been examined in a variety studies using either exploratory or confirmatory approaches. It was found that some instruments have incorporated the three components, as Allen and Meyer had argued;

others have included only the affective and/or the continuance component. For example, an instrument developed by Hrebiniak and Alutto (1972), or the H & A instrument, was based on an exchange reward-cost model, and was refined in terms of Becker's (1960) notion of side bets (Ferris & Aranya, 1983). This instrument measured the employee's propensity to leave the organization and measure the individual's calculative involvement with the organization. The Organizational Commitment Questionnaire (OCQ), developed by Porter, Steers, Mowday, and Boulian (1974), is one of the most commonly used measures of commitment. This instrument emphasizes the employee's moral involvement with the organization. To compare the H&A and Porter et al.'s instruments, Ferris and Aranya (1983) indicated both have high internal reliability, but the Porter et al. scale was found to have significantly greater predictability with respect to intent-to-leave. They also argued Porter et al.'s instrument was a more efficient measure of commitment.

However, Dunham, Grube, and Castaneda (1994) demonstrated the OCQ is loaded with affective commitment items, all scoring on a single dimension. Compared to the Allen and Meyer's instrument, the OCQ has converged with affective commitment, while neglecting continuance and normative commitment. Dunham, Grube, and Castaneda (1994) also suggested the Allen and Meyer's instrument provides a workable operationalization of the multidimensional construct of organizational commitment. An examination of the construct validity of the Affective, Continuance, and Normative Commitment Scales by Allen and Meyer (1996) revealed data suggesting the continued use of the three facets of commitment in research was justified. In essence, their study found, first, the test-retest reliabilities of the instruments are within an acceptance range; second, the three measures are

distinguishable from each other; and finally, scores obtained on the three instruments are distinguishable from other attitude constructs, such as job satisfaction, work value, career commitment, and perceived organizational support.

Despite the fact that affective commitment, as noted by Meyer and Allen (1997), has been strongly linked with the extent of organizational commitment in Western contexts, it is likely that other forms of commitment, for instance, normative commitment, might be better predictors of commitment in collectivistic cultures. Due to the construct validities of the instrument and its inclusion of various dimensions of commitment, this study employs Allen and Meyer's instrument to measure commitment in Thai organizations.

- Antecedents of Organizational Commitment

A considerable number of studies have examined a wide array of variables hypothesized to be the antecedents of commitment, most of which can be classified into the three facets suggested by Allen and Meyer (Dunham, et al., 1994; Hackett, Bycio, & Hausdorf, 1994; Mottaz, 1988; Steers, 1977). Generally, the wide range of variables believed to be the antecedents of affective commitment include organizational characteristics (e.g., fairness, organizational justice), personal characteristics (e.g., age, tenure, gender, work ethic, need for achievement), and work experience (e.g., job challenge, job scope, and opportunity for self-expression, job participation) (Meyer & Allen, 1997). Similarly, Mowday et al. (1982) identified four antecedents of commitment as consisting of personal characteristics, role-related characteristics (e.g., job scope and challenge, role conflict, role ambiguity), structural characteristics (e.g., organizational size, formalization, functional dependence, decentralization), and work experience. Of these antecedents, work experience has

been reported to be the best predictor of affective commitment (Meyer & Allen, 1997, Mowday et al., 1982). Collectively, a work environment in which employees are supported, treated fairly, and made to feel they are important to the organization will enhance the self-worth and increase the affective commitment of the employees.

The continuance commitment has been found in some studies to be comprised of two related dimensions: one reflecting lack of alternatives, and the other reframing high personal sacrifice (e.g., Dunham et al., 1994; Hackett et al., 1994; McGee & Ford, 1987; Meyer & Allen, 1991). More particularly, Dunham et al. (1994) noted the antecedents for continuance commitment include age, tenure, career satisfaction, and intent to leave the workplace. However, the implications of continuance commitment are still unclear (Meyer & Allen, 1997). McGee and Ford (1987) found that the two subscales—job alternatives and personal sacrifice—measure somewhat different constructs, while others (e.g., Hackett et al., 1994) found the two dimensions are highly related.

Continuance commitment has been found to be influenced by a successful socialization process in the organization (e.g., Allen & Meyer, 1990b; Ashforth, & Saks, 1996; Buchanan, 1974). Caldwell, Chatman, and O'Reilly (1990) also illustrated that rigorous recruitment, selection procedures, and a strong and clear organizational value system are associated with higher levels of employee' commitment based on internalization and identification. Wiener (1982) argued that normative commitment develops on the basis of collective influences individuals experience during their early socialization (from family and culture) and during socialization as newcomers to the organization. In a somewhat different view, Settoon, Bennett, and Liden (1996) revealed that perceived organizational support is associated with organizational

commitment, whereas leader-member exchange is, in turn, associated with citizenship and in-role behaviors.

In addition, Meyer and Allen (1997) suggested normative commitment is developed on the basis of organizational investments in the employees and psychological contracts that are developed between the employees and their organization. In particular, Dunham et al. (1994) asserted the antecedents of normative commitments have included coworker commitment, organizational dependability, and participatory management. By far, most of the work on the development of normative commitment has been theoretical and needs more empirical support (Meyer & Allen, 1997).

In general, age and tenure have interacted differently with the three forms of commitment. Significant positive relationships were evidenced for affective commitment and continuance commitment as they related to age and tenure, while little support exists for expecting a relationship between those factors and either affective or normative commitment (Hackett et al., 1994). Although it is apparent that growing older should affect employees by reducing their employment alternatives, Meyer and Allen (1997) argued that older employees might actually have more positive experiences and attitudes than younger employees, and there are probably other confounding variables that are related to age and/or tenure. Vandenberg and Self (1993), for instance, suggested the scales used to measure the extent of commitment might not be appropriate for use with new employees. Tenure could be indicative of intangible personal investments, such as relationships with coworkers, which would increase the cost of leaving the company. Consistent with the investigation of demographics and situational factors identified in the Western setting in the U.S., the

antecedents of employees commitment in a Korean context were found to be related to position hierarchy, tenure, and age (Sommer, Bae, & Luthans, 1996). Gender was also reported to impact affective commitment. Women as a group have been found to be more committed to their company than are men (Mathieu & Zajac, 1990; Mowday et al., 1982; Scandura & Lankau, 1997); however, results of meta-analyses have shown gender and affective commitment to not be significantly related (Aven, Parker, & McEvoy, 1993). While Mowday et al. (1982) suggested education has been found to have an inverse relationship with commitment, Meyer and Allen (1997) argued that neither marital status nor educational level appeared to consistently relate to affective commitment. Potisarattana (2000) argued that the manager ratings of employee continuance commitment in the Thai context were weakly tied to side bets (i.e., age, tenure, education, and marital status).

Attempting to conceptualize the antecedent variables of commitment, Meyer, Irving, and Allen (1998) noted two broad variables—situational characteristics and personal characteristics—interact and play roles in the development of commitment. In most theoretical discussions, situational characteristics are considered to be causal variables, and the person characteristics are treated as moderators (Mathieu & Zajac, 1990; Meyer & Allen, 1991). Meyer et al. (1998) suggested situational variables contribute to the main effects on commitment and are of primary attention because it is easier to change situational characteristics than it is personal characteristics.

- Consequences of Organizational Commitment

Of all studies concerning the consequences of organizational commitment, most have focused on the relationship between job satisfaction and work performance. With respect to individual and organizational outcomes, several studies have shown

organizational commitment to be positively related to work performance (Aranya, Kushnir & Valency, 1986; Fletcher & Williams, 1996; Johnston, Parasuraman, Futrell, & Black, 1990). Variables of interest in organizational commitment research have included work attendance (Mathieu & Zajac, 1990), organizational citizenship behaviors (Fain, 1992; Moorman, Niehoff, & Organ, 1993), and potential for promotion (Meyer, Paunonen, Gellatly, Goffin, & Jackson, 1989). In contrast, commitment has been negatively related to turnover (Mathieu & Zajac, 1990; Mowday et al., 1982; Porter et al., 1974), absenteeism (Hackett et al., 1994), and turnover intentions (Williams & Hazer, 1986). Wimalasiri (1995) measured the linkages between the Singapore employees' job satisfaction and organizational commitment. The results showed the causal connections between organizational commitment and job satisfaction and between job satisfaction and work outcome were reciprocal. Consistent with Western findings, Potisarattana (2000) found organizational citizenship behaviors and job performance, as rated by the managers in Thai organizations, were positively related to employee affective commitment and negatively relate to employee continuance commitment.

However, Meyer and Allen (1991) posited employee willingness to contribute to organizational goals would be influenced differently depending on the nature of their commitment. For instance, continuance commitment and absenteeism were found to be unrelated (Hackett et al., 1994; Meyer, Irving, & Allen, 1993), but Somers (1995) contended continuance commitment would interact with affective commitment in predicting job withdrawal intentions and absenteeism. In recent reviews of literature, while affective commitment and normative commitment have been found to correlate with performance, continuance commitment was either unrelated or negatively related

to affective commitment (Allen & Meyer, 1996; Meyer & Allen, 1991, Somers, 1995).

Meyer and Allen (1997) also noted the relationship between commitment and job

performance might be moderated by other factors, such as the ability to control work,

employee dependability, and organizational characteristics.

The significance of commitment has been evidenced by several studies focused

on other domains. For example, in the examination of the relationship between the

employees' acceptance of change and organizational commitment, Iverson (1996)

found that acceptance of change was, in part, increased by organizational commitment,

and organizational commitment was also found to act as both a determinant and a

mediator in the organizational change process. Meyer et al. (1993) found that affective

and normative commitment were positively related to willingness to suggest

improvements (voice), to accept things as they are (loyalty), and negatively related to

passive withdrawal from dissatisfying situations (neglect). Turan (1998) examined the

relationships between teachers' commitment and organizational climate in 40 public

schools in Turkey. The results showed there are linkages between commitment and

overall organizational climate. Yousef (2000) revealed that organizational commitment

mediates the influence of Islamic work ethics on attitudes toward organizational

change in his investigation of 30 organizations in the United Arab Emirates.

- Research on Organizational Commitment

To date, more attention has been given to distinguishing among different forms

and to examining the outcomes of the antecedents and the implications of commitment.

Most of the work discussed has been relevant to affective commitment. Meyer and

Allen (1997) remarked that further refinements in the conceptualization and

measurement of commitment, especially with respect to the examination of the internal

consistency of the Continuance Scale, are needed. Additionally, confounding variables that impact the development or maintenance of commitment in an organizational level of analysis and the negative consequence of commitment are worth investigating. Although no evidence has portrayed the measurement of commitment as culture specific, Allen and Meyer (1996) suggested more systematic investigation of commitment across cultures is needed. According to Meyer et al. (1998), only a few studies have examined the joint influence of situational and personal characteristics on commitment. This study answers that critique by exploring links between situational variables and commitment as mediated by work experience and communication in selected Thai organizations.

Organizational Change

In the past decade and a half, rapid change has emerged as a critical topic and trend with organizations challenged to keep pace (Cushman & King, 1994). Stickland (1998) noted that change-relevant literature in the social sciences between 1984 and 1995 expanded rapidly, with the number of journals using the word "change" in their title more than doubling. The following examines the conceptual overviews and previous findings concerning the planned organizational change relevant to the research propositions of this study.

- Approach of Organizational change

Since the 1960s, approaches to the change have proliferated, ranging in focus from broad theoretical perspectives to operational and practical aspects of change. One way of identifying different approaches to change is manifested in terms of level of practice. According to Goldfried (1980), there are four levels of organizational change: a) theoretical framework, b) guiding heuristic, c) collective strategy, and d)

change technique procedure. For example, the concept of regulation versus radical change (Burrell & Morgan, 1979) can be identified as an example of work falling in the theoretical framework. Popular concepts of change, such as total quality management (e.g., Demming, 1982), and business process re-engineering (e.g., Hammer & Champy, 1993), might be classified within the collective strategy level.

An overarching distinction of approaches to change, as summarized in the work of Lewis and Seibold (1998), concerns ways of engaging the change process and implementation of change. The first distinction focuses on the change process, be it "rule-bound" or "autonomous" in nature. According to Marcus (1988), a rule-bound approach involves central direction and highly programmed tasks, whereas an autonomous approach accepts that "people in the lowest echelons of an organization exhibit autonomy by redefining polices during the course of implementation" (p. 237). From the literature, the autonomous or bottom-up approach has gained substantial support since it can be argued that rule-bound changes tend to prompt more resistance. Marcus (1988) indicated employees of decentralized organizations make more helpful contributions to the implementation of change than do those of highly centralized bureaucratic organizations. The second distinction centers on implementation, whether it is "adaptive" or "programmatic" in nature. Roberts-Gray (1985) concluded that the choice of an adaptive or programmatic change depends on whether the implementer wishes to adapt the innovation to fit the organization (adaptive), or alter the organization to accommodate the innovation (programmatic). In a similar vein, Goodman and Kurke (1982) labeled the various approaches to change, by focusing on the relationship between environment and the organization as either that of "adaptation" or of "planned change."

More specific classifications of the approach to change can be found. Some of these draw on a metaphorical approach (e.g., Morgan, 1998; Palmer & Dunford, 1996; Thomas & Bennis, 1972, Van de Ven & Poole, 1995). Others are concerned with classifying the approach based on the scope of the change and the time span required. For example, Dunphy and Stace (1988) suggested the approach to change could be, as they termed it, "incremental" or "radical" change, and Burnes (1992) noted organizational change can take place at different levels, i.e., the organizational level, the group level, or the individual level. Levy (1986) highlighted the distinction that has emerged in the literature between "first-order" and "second-order" change. According to Stickland (1998), first-order change is a "slow and incremental process that does not challenge the organization's core structures; conversely, second-order change is typically radical, multidimensional and revolutionary in nature, altering fundamentally the organizations' worldview and design" (p. 49). According to Bartunek and Moch (1987), first-order and second-order changes are similar to or relevant to the notions of single-loop and double-loop changes (Argyris & Schon, 1978), and alpha and gamma changes (Golembiewski, Billingsley, & Yeager, 1976). Torbert (1985) further argued that first-order changes are often planned, while second-order changes tend to be unplanned and unpredictable.

The above analyses aid in understanding the way in which organizational change can be conceptualized and how planned organizational change differs from other forms of change. Klein and Sorra (1996) noted, "Although cross-organizational studies of the determinants of innovation adoption are abundant… cross-organizational studies of innovation implementation are extremely rare" (p. 1056). As such, there is limited ability to compare results of research across organizations, as the findings are

dependent on such a wide variety of variables, such as types of change, magnitude of change, and type of organization. To provide potential normative data across organizations, a clear determination of change therefore critical.

- Planned Organizational Change

According to Lewis (2000), planned organizational change refers to "change that is brought about by the purposeful efforts of organizational members as opposed to change that is due to environmental or uncontrollable forces" (p. 45). This change is based on deliberate or willful action, typically from top management, and is purposive in that the change is initiated based on some defined ends such as becoming more profitable, cost efficient, or competitive (Tenkasi & Chesmore, 2003). Lewis also derived the broad types of planned change—technological change, programmatic change, policies and process change. In work somewhat more pinpointed on business, Troy (1994) found, in 160 U.S. and European businesses, change was prioritized as falling into three related areas: a) competition and financial performance, b) new technology and globalization, and c) developing new relationships and alliances among firms. Planned change involves not only the presence new procedures or ideas, but also gives rise to a high degree of discontinuity and disruption in organizational work methods, relationships, and roles (Lewis, 1999). Stickland (1998) argued that every planned change has its own focus, but the process of change is common across foci; specially, the process of change consists of diagnosing, prescribing, designing and implementing effective change measures. However, planned change implementations often fail (Lewis, 2000). For example, implementation failure rate in some technological changes are as high as 50-75% (Majchrzak, 1988). A notable reason contributing to the failure of change has been resistance from employees. Miller et al.

(1994) noted "employee's willingness to participate is fundamental to the success of any planned change. All organizations, to some extent, must rely on the voluntary cooperation of members to affect change" (p. 65).   Miller et al. (1994) suggested resistance to change could be attributed to numerous political, cultural, normative, and individual causes.

- Willingness to Participate in the Planned Organizational Change

That change is often resisted during its introduction has been well documented; nonetheless, research concerning employee willingness to participate in the planned change has, so far, been underemphasized (Miller et al., 1994). Research on this topic can be found under the titles of response to change (e.g. Beckhard & Harris, 1987; Beer & Walton, 1987; Carnall, 1986; Turner, 1982) readiness for change (e.g., Armenakis et al., 1993; Kanter, 1983) and openness to change (Covin & Kilmann, 1990; Lewin, 1952; Lippit, Watson, & Westley, 1958).

The label of response to organizational change was conceptualized by Carnall, and appeared in the work of Smith (1990), to contain six dimensionalities: "a) resistance—no cooperation ranging from dispute to sabotage, b) opposition—tactics to delay or overturn change decision, c) acceptance—but work to modify, d) ritualistic response—pretense that the change has been made without actually doing so, e) acquiescence—with reduced moral commitment to the organization, and f) leaving the organization" (p. 18). Offering a boarder perspective, Beckhard and Harris (1987) summarized four responses to change including: a) intransigence (prevent it from occurring), b) indifference (let it happen), c) co-operation (help it happen), and d) engagement (make it happen). It is apparent that those who respond positively to change tend to be willing to participate in change efforts.

Armenakis et al. (1993) argued readiness for change is distinguished from resistance to change. They refer to readiness for change as the cognitive precursor to the behaviors of either resistance to, or support for, a change effort. Readiness for change might be relevant to willingness to participate in change in the sense that readiness act to preempt the likelihood of resistance to change and increase the potential for change efforts (Armenakis et al., 1993). Schein (1979) argued "the reason so many change efforts run into resistance or outright failure is usually directly traceable to their not providing for an effective unfreezing process before attempting a change induction" (p. 144). Lewin's (1951) three-phase model of change (unfreeze, change, and refreeze) suggested organizational members' beliefs, attitudes, and intentions regarding the extent to which changes are needed and the organization's capacity to successfully make changes are key concerns.

The present studies examined the influence of employee's needs and information environments on openness to change in its initial stage of change. Miller et al., (1994) elaborated on the key components of openness to change: a) support for change, b) positive effect about the potential consequences of the change, and c) the perceived necessity or importance of the change.

- Measurement of the Willingness to Participate in Planned Organizational Change

An extensive search of recent literature found the absence of an ubiquitous and consensual instrument for measuring individual willingness to participate in a planned organizational change. Perhaps, this is because organizational changes depend very much on context and a standard measurement scale might not be the most useful instrument. Among the instruments that exist is the Receptivity to Change Index,

developed by Hennigar and Taylor (1980). This instrument is intended to measure specific innovations in schools. Smith (1990) argued the PAAR index is appropriate for broadly measuring four different dimensions of attitudes toward change, consisting of promotion, ambivalence, acquiescence, and resistance. In Smith's study, moderate inter-item correlations from -.68 to .68 in some case—were presented. The overall reliability of the instrument was not addressed in the study. It was also evident that responses on the resistance index appeared to be unrelated to the instrument as a whole, and responses on the acquiescence index could not be predicted with much confidence from scores on the other indices. Dunham et al. (1989) measured attitudes toward organizational change as defined by three factors: cognitive, affective, and behavioral tendency. The internal consistency (Cronbach's alpha) for the overall scale and for the cognitive, affective, and behavioral tendency subscales as appeared in the Yousef's (2000) work, are as high as .77, .80, .83, and .86 respectively. Iverson (1996) developed a three item scale to measure respondents' attitudes toward change based on the perceived impact of, and the perceived improvement after, the implementation of the change initiative. Miller et al. (1994) posited that measuring the need to participate in a change, especially in the initial stage of the change, could be accessed by way of examining employee openness to change. In their study of the antecedents of willingness to participate in a planned organizational change, the Openness to Change Scale was developed and reported as having of a sufficient internal consistency.

- Antecedent to the Willingness to Participate in the Planned Organizational Change

A few studies have focused explicitly on antecedents to the willingness to participate in change, while prevailing studies have emphasized the importance of

employee characteristics as moderating variables (Miller et al., 1994). Miller et al.

(1994) concluded "employees who received ample information in a timely and

appropriate fashion and who had a high need for achievement were willing to

participate in an organizational change" (p.72). In particular, employee anxieties about

change, information environment, and need for achievement were postulated to be

significant antecedent variables in their study. The literature concerning anxieties or

uncertainties occurring during or prior to the change process is extensive (e.g.,

Ashford, 1988; Eisenberg & Riley, 1988; Lewis & Seibold, 1998; Miller & Monge,

1985; Redding, 1972; Rogers, 1995). A similar set of antecedents was postulated by

Lewis and Seibold (1996) as being comprised of a) performance concerns, b)

normative concerns, and c) uncertainty concerns.

Iverson (1996) provided general conceptualizations of the determinants of

organizational change as including personal variables (i.e., tenure, education, union

membership and positive affectivity), job-related variables (i.e., job security, role

conflict, job satisfaction and job motivation), and environmental variables (i.e.,

industrial relationships and environmental opportunity—alternative jobs outside the

organization). Of these determinants, Iverson found the most important determinant

with respect to the acceptance of change was union membership, and a second priority

was organizational commitment. That is, union members were found to be less

accepting of changes than non-union members. In addition, Iverson (1996) noted the

job-related variables of motivation, job security, and satisfaction indirectly influenced

the acceptance of organizational change with organizational commitment as a mediator

of those variables.

Focusing on the personal variables, Smith (1990) found there was no correlation between age and attitude toward change. Gender was found not to contribute to differences in promotion, ambivalence, or acquiescence, but females tended to resist change less. Education has a direct positive impact on organizational change; in contrast, tenure was found to have a direct negative impact on acceptance of change (Iverson, 1996). This is in harmony with Broadwell's (1985) argument that lower tenured employees, who has fewer preconceived notions about the organization, and are less settled in their ways, tended to accept change. Dourigan (1995) posited gender and position held in the organization showed significant differences in regard to continuance commitment and resistance to work change.

Several factors have been pointed out in the literature to be the consequences of willingness to participate in change. Such variables are, for instances, the role of change agent in facilitating the acceptance of change (e.g., Kanter, 1983; Rogers & Shoemaker, 1971), teams (Gluckstern & Packard, 1977), stress (Barr, 1991), and power and political activities (Coopman & Meidlinger, 2000; DeLuca, 1984). Others variables reported to be positively related to the acceptance of change include the need for individual achievement (Litwin & Stringer, 1968), higher levels of trust in management (Gardner, Dunham, Cummings, & Pierce, 1987; McLain & Hackman, 1999); and higher self-organizational locus of control, as opposed to having an external locus of control (Rhinehart, 1992, Smith, 1990). Cree (2000) also suggested intention to participate in change is influenced by employee beliefs and attitudes that are, in turn, influenced by a number of organizational variables. Critical attitudes include perceptions of authenticity, perceived organizational support, perceptions of fairness, and past experience participating within the organization.

- Consequences of the Willingness to Participate in Change.

In Zaltman and Duncan's (1977) work on planned change, many potential barriers to a successful change are identified. These barriers include "threat to power and influence, organizational structure, behavior of top-managements, and climate for change" (p. 14). According to Zaltman and Duncan (1977), the components of the climate for change are comprised of openness to change, potential for change, and need for change. In the broader view, one can argue that when willingness to participate in change is absent, the change effort will fail.

The impact of change can be manifested through looking at the role employees play in the change process. Participation has been commonly reported by many researchers to be of importance during the implementation process. Cotton (1993) indicated " a highly involved workforce is essential to implementing many of the new technologies, techniques, and practices used in organizations today" (p. vii). Leonard-Barton and Sinha (1993) noted "users will be more receptive to a new system if they contribute to its design" (p. 1127). Massey (2000) noted that participative methods lead to increased employee performance, decreased absenteeism and turnover, and increased identification with an internalization of organizational objectives. More specific advantages of participation, as noted by Lewis (2000), include increased commitment to the change (Argote, Goodman, & Schkade, 1983), increased accuracy in perceptions about the reason for and goals of change (Brown, 1991), improvement in system design from a user perspective (Mankin, Bikson, & Gutek, 1985), and decrease in employee resistance to change (Mainiero & DeMichiell, 1986).

In attempting to explore the relationships among participation, commitment, and organizational change, Parks (1991) argued participation did not directly influence

employee acceptance of change but did influence individual commitment. Individual commitment, in turn, influences employee acceptance of change. Leonard-Barton and Sinha (1993) found interactions between developers and users were critical to the users' satisfaction, but involvement was not necessarily related to satisfaction. Cree (2000) noted numerous change initiatives continue to be unsuccessful even when employee involvement was a component. This might be due to employee reluctance to participate in the change process.

Other consequences of unwillingness to participate in change can be examined from the standpoint of potential outcomes of resistance to change. A great deal of research has been devoted to identifying the sources and outcomes of resistance to change (e.g., Lewis, 2000). Unwillingness to participate in change might be potential consequence of commitment. Parks (1991) found acceptance of change could influence organizational commitment; however, possible consequences of the willingness to participate in change are not addressed here since it is not the main purpose of this study.

- Research on Organizational Change

Lewis and Seibold (1996) observed many recent theories and empirical investigations involving users' response to change have been directed at a) why organizational members respond as they do to change events, b) "how change is accomplished," in terms of general strategies rather than specific behaviors, c) strategic responses of management and the change agent, and d) targeting resistance to change. Miller et al. (1994) noted considerable evidence has been direct toward research on factors leading to attitude change, but little knowledge has been applied specifically to the study of organizational change, in particular the antecedents of willingness to

participate in change. Additionally, a large body of studies has been put forward to test the effectiveness of employees' participation in change, with the belief that participation will bolster the employee's acceptance of change.

Future research, as recommended by Iverson (1996), might be directed toward studying on human resoruces policies to elicit organizational commitment across types of organization will enhance more understanding of employees' acceptance of change. Miller et al. (1994) suggested two factors—corporate performance and the history of change—that might affect the formation of attitudes toward change, and, thus, constitute worthy topics of research. Many studies have also suggested further exploration of the degree to which communication relates to other variables in a planned change process, such as attitudinal problem, and structural and resource-related issues (e.g., Lewis, 2000; Miller et al, 1994).

Regarding the issue of research design, some studies have depicted the phases of the innovation process as occurring after the creation and adoption of the innovation (e.g., Lewis & Seibold, 1996, Miller et al., 1994). There are a number of possible limitations caused by this approach. For example, Warrick (1987), in a study of the impact of cultural and organizational environments on the response to change, suggested more sophisticated analyses, are needed. Lewis (1999) noted the use of self-administered questionnaires as the exclusive method for data collection could be a potential problem.   Lewis and Seibold (1996) conducted a qualitative study focusing on coping responses to innovations. They argued company size is a factor that must be taken into consideration. If the company is too small, it is unlikely generalizable data will be obtained. If the company is too large, it might not be practical to use the observation interviewing techniques they employed in their study. Conducting a

longitudinal study over the lifetime of the implementation of a change is one of the recommendations voiced by a number of researchers.

<u>Communication Satisfaction, Organizational Commitment, and Change</u>

Pace and Faules (1989) referred to organizational communication satisfaction as "how well the available information fulfills the requirement of organizational members for information and how it is handled" (p. 128). One common area of research found in the literature has been how communication satisfaction relates to measures of organizational performance such as job satisfaction (Luckanavanich, 1997; Pettit, Goris, & Vaught, 1997), and job productivity (Clampitt & Downs, 1993). The importance of communication in organizational functioning has been historically well recognized; however, a noticeable need still exists to examine organizational communication as it relates to other organizational concepts (Pettit, Goris, & Vaught, 1997). Recently, the construct of communication satisfaction in relation to organizational commitment (e.g., Allen, 1992; Varona, 1996), and organizational change (e.g., Johnson, 1990; Lewis, 1999 & 2000) has been identified for greater attention of communication researchers and practitioners; yet, few studies have focused directly on relationships among those three variables. The following provides a general review of literature acknowledging the relationship between communication and those two variables of interest: commitment and organizational change.

Of all potential determinants of organizational commitment, Putti, Aryee, and Phua (1990) posited that organizational processes have been ignored as potential determinants of commitment. One such organizational process is member satisfaction with communication in the organization. Putti, Aryee, and Phua (1990) also argued a general positive relationship exists between communication satisfaction and

commitment in such a way that satisfaction with information can encourage a sense of belongingness and identification with the values and objectives of the organization. In a similar vein, Treadwell and Harrison (1994) noted participation in the organization through communication was critical for creating shared organizational images and encouraging the employees to become committed to the organization. The relationships with top management have been found to be the communication satisfaction dimension that most strongly correlates with the degree of commitment (Putti, Aryee, & Phua, 1990). However, Potvin (1991) concluded it is the communication climate and supervisory communication that most correlate with organizational commitment. Downs (1991) suggested the exact relationship between communication dimensions and the level of commitment vary somewhat across organizations and cultures. Varona (1996) indicated a person's career and position could be determinants of communication satisfaction. Varona found schoolteachers were more significantly satisfied with communication and committed to the organization than were employees of the other two organizations studied (a hospital and a food factory), and found employees in managerial roles were more satisfied with communication than those who were not in managerial positions. In general, the literature provides an inconclusive picture with respect to the relationship between personal variables and employee satisfaction with communication. Although the fundamental trend in existing research indicates the greatest area of employee satisfaction tends to involve the extent of communication between supervisors and subordinates in an organization (Clampitt & Downs, 1993), the correlates between organizational communication satisfaction and commitment have been reported as varying across cultural and organizational contexts.

Organizational communication and organizational change are inextricably linked processes (Lewis, 1999). Generally, the major tasks of communication within planned change processes rest on the arguments that communication can be used to reduce uncertainty by ameliorating such factors as risks and complexities in the change process, and that communication will reduce the resistance of employees (Fidler & Johnson, 1984). Miller et al. (1994) concluded anxiety reduction and a good quality information environment were the two crucial antecedent variables to securing a positive employee attitude toward participation in a planned change. In part, anxiety is an information-related construct. Anxiety will be reduced when more communication exists. However, anxiety can also have non-informational causes. With respect to an employee information environment, Miller et al. (1994) noted information received at the inauguration of a change process affects workers' attitudes on at least the two levels. The first level is concerned with the content and manner by which the communication occurred. The second level concerns primarily the quality of the announced information. Many theories and much research have revealed other subsequent issues as explanations of this level of information. Most of this works was focused on communication patterns during the implementation of the planned change effort (e.g., Covin & Kilmann, 1990; Fairhurst & Wendt, 1993; Lewis, 1999; Lewis & Seibold, 1996).

Some efforts have contributed to conceptualizing the content and foci of change during its implementation. For example, Miller et al. (1994) proposed a set of research targets comprised of a) interaction during implementation, b) communication-related structures, and c) formal and d) informal implementation activities. Schramm and Roberts (1971) argued information transmitted during an innovation can be generally

grouped into three categories: a) information concerning the innovation, b) information related to influence and power, and c) information concerning the operationalization of the innovation. Regarding type of communication in planned change efforts, comparisons have been offered of interpersonal versus mediated channels (Fidler & Johnson, 1984; Rogers, 1995). Several studies have contributed to demonstration of the links between patterns of channel use and outcomes of change effort, and between channel and the procedure of change. Johnson (1990) noted interpersonal channels are more predominant than mediated channels in transmitting information about a highly complex subject matter. Rogers (1995) noted the interpersonal channel is important in creating a willingness to try and intent to adopt an innovation. Lewis's (1999) work concerned methods used to disseminate information about a planned change. Lewis found small informal discussions, general informational meetings, and word of mouth are the three most frequently used channels in disseminating information about change. Considerable research has maintained participation in planed change efforts will yield positive attitudes and increase the likelihood of acceptance of change initiatives of employees (e.g., Barker, 1993; Kelman, 1961; Lewis, 2000, Massey, 2000; Rogers, 1995). Studies have explored the influence of the source of information on planned change. For example, Larkin and Larkin (1994) acknowledged employees prefer to hear news about change from direct line supervisors rather than from other sources. Executive commitment in supporting change has also been emphasized as a key issue in successful change implementation.

Because the concept of organizational change is quite board, research concerning planned organizational change has explored a wide variety of topics (Kelly & Amburgey, 1991), as well as been conducted in various types of situational and

geological context (e.g., Zorn, Page, & Cheney, 2000). Although several dimensions of communication have been explored, showing they are highly relevant to the change process, a clear articulation of the extent to which communication satisfaction influences attitude towards change is still missing.

Summary and Conclusion

In this study, an extensive analysis of organizational commitment, planned organizational change, and the linkages between communication and those two variables is informed by theoretical aspects of organizational management, cultural aspects of Thailand, and practical aspects of what was found in preceding research. The central goal was to articulate the strengths and weaknesses of the literature and the ways in which the literature supported the need for the research propositions of this study.

This study echoed the argument of contemporary organizational management that changes are inevitable and critical for organizational effectiveness. The common area of organizational planned change was identified as potentially having a great impact on the lives of employees and on organizational reality. To implement a planned change successfully, employee willingness to participate in the change program is a fundamental aspect of concern, as employee involvement serves as a predictor of whether a planned change will be successful. While many underlying factors, namely, cultural values, organizational commitment, and organizational communication satisfaction, have been identified as potential determinants of the employee's attitudes toward change, the strength of those factors has been demonstrated to vary across cultural, organizational, and personal context. Little knowledge exists of the antecedents of attitudes toward organizational change in the

Thai context. As such, greater emphasis on how organizational commitment and communication satisfaction affect employee willingness in Thailand could provide further insights into how managers can better facilitate change processes. It was also found there were no unifying research findings suggesting the factors that best represent the antecedent variables of commitment and communication satisfaction, especially with the context of the Thai culture. Based on the preceding notions and interest in organizational commitment and communication satisfaction, this study positd the following two clusters of exploratory research questions:

RQ1:　What are the factors that significantly affect the extent to which employees are committed to a Thai organization?

RQ2:　What are the factors that significantly affect the extent to which employees are satisfied with the communication in a Thai organization?

Organizational commitment has been a popular research area and has been commonly reported to have general positive relationships with attitude towards organizational change. Reviews of the construct validities of organizational commitment show it is comprised of three dimensions: affective, continuance, and normative commitment. The literature revealed some of the antecedents of commitment to and acceptances of change are identical, and willingness to contribute to organizational goals could be a function of commitment. It was worthwhile further investigating the intercorrelation among those three variables and willingness to participate in planned change. It was also highly recommended in the literature that the concept of commitment merits refining. The recommendation extends to the dimension of normative commitment, which is hypothesized as being highly meaningful in the collectivistic culture. This study will serve to increase understanding of the

organizational commitment principle. To this end, four confirmatory research hypotheses are set forth:

H-1a: There is a direct and positive relationship between overall organizational commitment and willingness to participate in planned change in Thai organizations.

H-1b: There is a direct and positive relationship between affective organizational commitment and willingness to participate in planned change in Thai organizations.

H-1c: There is a direct and negative relationship between continuance organizational commitment and willingness to participate in planned change in Thai organizations.

H-1d: There is a direct and positive relationship between normative organizational commitment and willingness to participate in planned change in Thai organizations.

In reviewing the literature to date, much is known about the impact of communication on several aspects of planned organizational change processes, and about the impact that organizational commitment has on willingness to participate in planned organizational change, but there is little empirical evidence showing how communication satisfaction during a planned organizational change might moderate effects of this impact. In other words, in what manner does communication satisfaction exert an influence in enhancing or reducing the predictability of the relationship between organizational commitment and willingness to participate in planned organizational change? The final research hypothesis of this study, therefore, was:

H-2:　Communication satisfaction will be a moderator of organizational commitment and willingness to participate in planned organizational change in Thai organizations.

This chapter provided a comprehensive review of literature and attempted to summarize determinates, antecedents, and consequences of the three variables of interests. Also, this chapter sought to conceptualize the pattern of relationship among those variables as revealed in previous research. The review illustrated that the three constructs are related to each other in several ways. Some of the relationship were inconclusive across studies as situational and personal contexts change. The strengths and weaknesses of recent research were discussed. Finally, the research questions and hypotheses that guide this work were outlined. Chapter three advance research methodology. Some information regarding research mechanisms obtained from the literature review was used for designing mechanisms of this study.

CHAPTER THREE

Methodology

This chapter explicates the research design and data analysis procedures in relation to the research hypotheses and questions set forth in chapter two. This part, first, discusses the comprehensive population and sample size determination and sampling procedure. Second, the research approach and instruments are described, including the design of the questionnaire and the execution of the pilot study. In this regard, the strengths and weaknesses of each data collection method and justification of their validity and reliability are also outlined. The third part depicts the procedure and results of the pilot study. Fourth, the data collection procedures and the data obtained for the main study are discussed. Fifth, the factor analysis and the reliability test results are reviewed. The final part focuses on highlighting necessary assumptions and descriptions of the statistical tools employed for seeking the results in this study.

Population and Samples

Selection of Case Companies

The population defined for carrying out this research was a case of planned organizational change occurring in two Thai organizations. To generate wider generalizability about responses of Thai employees in a change case, this research aimed to report results from across organizations rather than a single company. Ledford and Mohrman (1993) asserted a comparative case analysis is better than single-case studies for understanding the variety of forms the change can take, shedding light on implementation issues, and increasing confidence in the external validity of findings.

However, a limitation to this proposition could stem from the conditions of change which are different from organization to organization. Conventional wisdom

from other research studies suggested that different aspects of change such as scope of change (Berman, 1980; Van de Ven, 1993), type of change (Ettlie, Bridges, & O'Keefe, 1984; Nord & Tucker, 1987; Van de Ven, 1993), urgencies of change (Tyre & Orlikowski, 1994; Van de Ven, 1993) and process of change (Gersick, 1994; Kessler & Chakrabarti, 1996) yield impact on the organization. This research study tried to minimize a potential threat to its generalization, led by the difference of change efforts, by being cautious in selecting the case to study. A controlled comparison of companies in different settings with homogeneous change efforts was considered most appropriate for this research.

In accordance with that consideration, this research specified its host companies and   samples following the two general ways suggested by Light, Singer, and Willett (1990), comprising inclusion and exclusion criteria. Inclusion criteria were considered at the outset of the recruiting process. The first criterion was the size of the organization. The size of organization does matter for the reliability and representation of the results. According to Lewis and Seibold (1996), a larger organization has more spans of control and complex coordination than those of small firms and thus creates different phenomenon. Ledford and Mohrman (1993) also argued that change in large, nested, multi-level organizations is a qualitatively different phenomenon than change in single units, such as departments and plants. As such, this study targeted two large organizations, with the range of 1,000-5,000 employees, for providing comparative results between the two.

Second, the type of business was treated as another criterion. The two in this study were in a different industries. The challenge of having different types of industry is that it permits a comparative work for better understanding the impact of change

across, not just within, organizational boundaries. Pettigrew, Woodman, and Cameron (2001) asserted that research on organizational change has usually focused on single cases or samples of firms; therefore, they proposed more research should shed light on comparative research on organizational change.

Third, organizational performance was another criterion in selecting the host organizations. An extensive review of the study of organizational change permitted a connection between the success of an organization and change. One of those arguments indicated high-performing firms were likely to introduce a number of changes at the same time and the payoffs to a full system of changes were greater than the sum of its parts (Pettigrew, et al., 2001). Pettigrew and Whipp (1991) concluded higher performers managed the change different from the lesser performers in terms of, for example, linking strategy to change, managing coherence in the overall process of change, and conducting environmental assessment.

Fourth, the implementation of planned organizational change and the magnitude of change were regarded as another criterion in recruiting the sample. Organizations implementing or about to implement a large-scale planned organizational change were of prime interest to the researcher. Selecting firms where there was a planned change being implemented or anticipated was grounded on the assumption that the outcomes of the completed change might impact on employee attitudes and perceptions (Lewis, 2000).

Finally, the magnitude of change was also an important factor. The large-scale planned change was hypothesized to have more impact on the employees than the lesser change as it invokes more intraorganizational context in a change. Lewis and Seibold (1998) stated that changes smaller in scope can be implemented more simply than

changes in larger scope; therefore, in order to add more heuristic value to the studies in this topic, this study aimed to examine the efforts of a large-scale planned organizational change. As suggested by Goodstein and Burke (1991), large-scale changes were, for example, an organization facing bankruptcy, being downsized drastically, being completely restructured, or overhauling a corporate culture.

Selection of Sample

Some exclusion criteria were considered to secure the participants for this research after the host organizations had been selected. Work tenure was the first concern in this step as it could render an effect on the findings. Meyer and Allen (1997) posited that employees needed to acquire a certain amount of experience with an organization to develop attachments to the organization. Exum (1998) noted the likelihood of people leaving their jobs increased after three years. Age was found to be related to work tenure in light of organizational commitment but no such relationships were found to be related to willingness to participate in planned organizational change. Given these views, this study permitted a tenure of one year sufficient for individuals to be aware of change in the organization and to shape their commitment in the organization. On the other hand, newcomers who have been working less than one year in the selected companies were screened out from the data obtained.

Host Organizations

The above criteria served as the basis for selecting the host organizations. Two large Thai organizations in the telecom and media industry provided the arena in which this research project was carried out. Although in different industries, both organizations are subsidiaries of the same mother company.

The mother company of these two companies had recently instigated a planned change program designed to create a new unified corporate culture to be shared by all the affiliates in the group. The objective of this change program was to provide a desired culture supporting the goals of the mother company. The desired culture was identified through analyses of existing practices of the group versus predefined foundations essential for the group to achieve the future direction. A fundamental tenet of this culture change was that it integrated altering mindsets, feelings and attitudes, and embedded behavioral styles of employees. This prompted the mother organization to deal largely with internal communications, behavioral skills training, human resources management, and promoting commitment in employees, as a means to instigate the change.

The first company, Alpha Company, was the leading firm in the cellular phone operator industry in Thailand employing some 5,000 people. Thailand's cellular phone market was described as one of the most competitive markets in the region and this company had maintained its phenomenal growth in the subscriber base every year. The successful performance of this company had made Alpha Company widely known as the market leader and commanded the biggest revenue generated to the group. As Alpha Company had grown tremendously as well as being in an intensely competitive environment, Alpha Company needed to keep its momentum of organizational developments, which in turn compelled a lot of changes in the organization.

In selecting Alpha Company, this researcher opted for a purposive non-random sample. This consideration was based on several reasons. First, this research study instigated several inclusion criteria; running a full randomization sampling might cause impracticability for this study to recruit its qualified organizations. Another reason was

this study involved issues that were private, specific, and intimate, such as organizational commitment and response to change; this sampling method was more appropriate. Finally, as Alpha Company is the largest firm among all the affiliates within the group, generating the most impact on the business of the group, it served as the most qualified source of information to secure.

The second company, Beta Company, has operated the television broadcasting stations in Thailand for about 10 years and employs 1,000 people. This company has seen a lot of changes in the past, especially in its shareholder structure. This company was acquired by the mother company of Alpha Company to serve as another new, diversified business in the media industry. Recently, this company faced major changes including being listed in the stock market, having a new management team to replace the former team, and reinventing the broadcasting programs in order to meet with higher competition in the market.

Beta Company was selected from among the other affiliates under the group by means of a random sampling method. In order to provide more generalizable results and different perspectives about the same change program, Beta Company was drawn in the midst of other affiliates which were non-telecom and met the selection criteria set for this study. As there were many changes taking place in the organization, it necessitated the need for the management to have a closer look at introducing more change regarding corporate culture in the organization. As such, assessing change in this organization was worth investigating.

<u>Research Approach and Instruments</u>

This part discusses the methodological considerations about the research approach taken, and the instruments embraced, in this research. It begins with the

discussion of the rationale and justification of the research methods, followed by a discussion regarding instruments and data collection procedures.

<u>Research Approach</u>

This research relied on a triangulation of method, which entail the use of more than one way to secure the data for the study. According to Deacon, Bryman and Fenton (1998), this triangulation approach was called for due to the needs for cross-checking the findings derived from both quantitative and qualitative method. Many researchers echoed the needs to combine both qualitative and quantitative approaches in order to obtain multiple data sources to increase the confidence in the research findings (Glesne & Peshkin, 1992; Kumar, 1999).

Employing both qualitative and quantitative research was appropriate for this study since it attempted to seek results in both exploratory as well as relational inquiries. According to Kumar (1999), a research study could be classified into four types including descriptive, relational, explanatory, and exploratory. Each method led to results with different implications and required different research approaches. This idea set the state for how this research specified its research approach by using both the quantitative and qualitative methods.

The main focus of exploratory research is to explore areas about which one has little knowledge. It is usually conducted to develop, refine, and/or test measurement tools or procedures. Light, et al. (1990) outlined the characteristics of exploratory data as: "Exploratory research focuses ideas and helps build theory. But by framing specific questions and testing particular hypotheses derived from theory you gain if irrefutable knowledge about how the world actually works" (p. 40).

In this study, exploratory research served to answer parts of the first two research questions, which were to identify the factors effecting organizational commitment and communication satisfaction. Those research questions were grounded on the variables suggested by the theory from western practices. Thus, the quantitative approach could help in understanding more about those test variables as it conceptualized reality in terms of variables and relationships between them (Punch, 1998). However, to be more sensitive to the study processes and the Thai context, this research also examined those two research questions under the qualitative approach. Usually, the qualitative method is the best way to provide a holism and richness of data, well able to deal with the complexity of social phenomena, and accommodate the local groundedness of the things they are (Punch, 1998).

Relational research is usually carried out when a researcher desires to discover or establish the existence of a relationship/association/interdependence between two or more aspects of a situation (Kumar, 1999). Thus, in this case, it hypothesized the relationships between organizational commitment and willingness to participate in planned change as well as the interplay between the two variables as moderated by communication satisfaction. A quantitative study was selected to investigate these hypotheses. In the same vein, the quantitative method was used since it has been regarded as a good way for finding probabilistic relationships among variables in a large population. Another reason rested on practical considerations. Quantitative methods ensure standardization and enabled this study to access a large group of respondents with less time and effort.

As was suggested by Denzin (1989), the elicitation of the triangulation method in this study was twofold. First, for the research questions, this triangulation was related

to data triangulation, where quantitative facilitates qualitative by providing the subjects

for qualitative investigation. The triangulation for other research hypotheses was

regarded as analytical triangulation, where qualitative method facilitates the

interpretation of the relationships examined by quantitative method.

Instruments

Quantitative research, through using the self-rated questionnaire, served as the

tool in securing the quantitative data. Qualitative study, using in-depth interviews, was

conducted to explore the supporting arguments for the research questions. In return, the

interviews were expected to furnish the results found from the questionnaire by ways of

providing a comparative result as well as further exploring a richness of information

from the theoretical model raised in this research.

Questionnaire Survey

Respondents' self-reports were elicited with the use of a questionnaire. The

questionnaire was developed using the relevant existing instruments that measure the

variables of interest in this study. To measure willingness to participate in planned

change, an eight-item scale, "Openness to Change Scale," developed by Miller et al.

(1994) was the primary focus of the questionnaire. As was suggested by the literature,

one more question, regarding the perceived importance of the change effort, was added

to the original questionnaire. To measure organizational commitment, the "Affective,

Continuance, and Normative Commitment Scale," developed by Meyer and Allen

(1997), was employed. The scale consists of 23 items. To measure communication

satisfaction, this study used the Communication Satisfaction Questionnaire (CSQ)

developed by Downs and Hazen in 1977. This scale was comprised of 42 items consisting of eight subscales (See Appendix A for a permission to use the CSQ scale.)

There were four parts in the questionnaire; the first three parts measured commitment, communication satisfaction, and willingness to participate in planned change respectively. The final part measured respondents' characteristics and also some organizational characteristics that were crucial to the study. Those questions included the length of employment, supervisory level, age, gender, marital status, and education. All questions was close-ended questions with a seven-point Likert-type scale anchored by the labels (1) strongly agree and (7) strongly disagree. In total, the questionnaire consisted of 77 questions. (See Appendix B for the questionnaire.)

The questionnaire was prepared in both Thai and English to broaden the respondent's understandings of the questions. To ensure the reliability of the translation from the original English version to Thai, this study followed the standard procedures used in intercultural research as outlined in the work of Varona (1996). First, the questionnaire was translated from its original source by the researcher. Second, another professional who was fluent in both English and Thai reviewed the translated version for more clarity. Third, a back-translation of the items by another bilingual person was performed. Finally, the back-translated English version was compared against the original English text by the researcher. Differences between the two versions were reconciled through discussions.

A cover letter describing the purposes of the study, instructions, time for completing the questionnaire, a statement ensuring the respondents of confidentiality was attached with the questionnaire.

In-depth Interviews

The questionnaire was prepared in both Thai and English to broaden the respondent's understandings of the questions. To ensure the reliability of the translation from the original English version to Thai, this study followed the standard procedures used in intercultural research as outlined in the work of Varona (1996). First, the questionnaire was translated from its original source by the researcher. Second, another professional who was fluent in both English and Thai reviewed the translated version for more clarity. Third, a back-translation of the items by another bilingual person was performed. Finally, the back-translated English version was compared against the original English text by the researcher. Differences between the two versions were reconciled through discussions.

The author prepared a list of questions and sent them to the interviewees prior to the interview. The interviewees were asked the same questions in the same order to minimize the variation that could be happened. (See Appendix C for a list of the interview questions.)

The key personnel were selected by the human resources officer of each company based on the selection criteria determined by the researcher. This was to ensure that key personnel or 'key informants' were secured. The selection criteria ensured the informants would have more than one year of service in the organization, the informants' profile should be a mixture of supervisory levels (ranging from middle to top management), and the informant group would be representative of the various departments. The departments with more employees or involved with key work processes in the organization were given priorities over the others. Since this study was

an overview of organization-wide topics such as communication and commitment,

representative participants from various subgroups were important

Measurement

As mentioned previously, the affective, continuance, and normative

Commitment Scales were used to measure the level of organizational commitment. In

prior research, the estimated internal consistency, derived from the coefficient alpha,

showed the overall scale had exceeded .70, while the reliability for the affective,

continuance, and normative subscales were .85, .79, and .73, respectively (Meyer &

Allen, 1997). Sufficient reliability was also reflected on the work of Yousef (2000),

where Chronbach's alpha for the overall scale, the affective, continuance, and

normative scales were .89, .85, .88, and .79, respectively. Geuss (1993) reported the

reliability of the continuance scale as .75, with .87 for the affective scale, and .79 for

the normative scale. Although there was evidence in favor of the internal consistency

of this three-component scale (Allen & Meyer, 1990; McGee & Ford, 1987, Meyer &

Allen, 1984; Meyer et al. 1989), the internal reliability was recalculated in this study.

Willingness to participate in planned organizational change was measured by

the scale modified from the "Openness to Change Scale" developed by Miller and

Johnson (1994). Miller and Johnson examined several factors contributing to employee

attitudes toward the implementation of work teams in a national insurance company.

The results showed that five out of eight items in the original scale met the criteria of

internal consistency. Those criteria include "(a) face validity; (b) a primary factor

loading of 0.4 or greater; (c) less than 5% of the discrepancies between predicted and

observed correlations were outside the bounds of the confidence interval (at a p< .05);

and (d) a non-significant sum of squared errors showing no departure from the

hypothesized unidimensional mode" (p. 63). However, given the change in cultural context, all eight items in the original scale was retested by this study.

Further, as suggested by Miller et al. (1994), the key influencers of openness to change were comprised of a) support for change, b) positive effect about the potential consequences of the change, and c) the perceived necessity or importance of the change, this study proposed to add one more item regarding the perceived importance of the change to represent the ninth item in the Willingness to Participate in Planned Change Scale. Adding one item in the scale was an attempt to heighten the overall reliability of the scale; however, a validation through factor analysis was carried out to reconfirm this suggestion as supported by theory.

The Communication Satisfaction Questionnaire (CSQ), developed by Downs and Hazen in 1977, also reported relatively high alpha coefficient reliabilities. Reliabilities of the eight dimensions of the scale were reported as high, ranging from .72 to .96 for a study conducted in the United States and in Australia (Luckanavanich, 1997). Pincus (1986) revealed that Cronbach's alpha for the communication satisfaction instrument ranged from .67 to .92.

Reliability & Validity

Throughout the process, various controls on reliability and validity were the concern of this researcher. A strict translation procedure and a pilot study were performed to enhance the reliability of the measurements. Increasing the number of items to be included in the questionnaire was made to improve the measurement quality of the instrument. Light, et al. (1990) revealed that most estimators of reliability work were finding the correlation between duplicate measurements of the same thing. Internal consistency reliability was also considered as a part of analyzing this study.

Validity dealt with how far the instruments measured the concept they purported to measure (Kerlinger, 1986). For this study, all research questions and hypotheses were based on theoretical expectations, which had been proven as valid. Increasing the number of items in the questionnaire, as well as examining the factor structures, were to check whether the right content of conceptual descriptions, or content validity, had been represented in the measurement of this study.

<u>Pilot Study</u>

The researcher accessed Alpha Company to administer a pilot study by using the same questionnaire that will be conducted in the main study. The reasons for piloting were to experiment the time needed for completing the questionnaire, to ensure that all the questions are unambiguous and elicit the type of responses that are needed to respond to the hypotheses and research questions. More importantly, the pilot study aimed at testing internal consistency of the questionnaire since it has never been used before in Thai organizations.

The respondents in two departments of Alpha Company were selected as the subjects for the pilot test. These two departments were picked by the human resources department of the company by means of randomization. As these two departments served as the pilot samples, they were not be included in the samples for the main data collection. The reasons for having the pilot study purposively conducted in Alpha Company rather than Beta Company was because this company has the greatest size of population of all companies under the holding company. Besides, Alpha Company currently is the strongest arm of the holding company in terms of business generation.

Sixty questionnaires were sent to an assigned representative person in each department. These persons were asked to randomly distribute the questionnaires to

other people in their department. This was to ensure that the respondents would be a group of mixed demographics such as genders, ages, education, and job levels. The respondents were asked to voluntarily rate the questionnaires and provide their open comments with regard to the understanding of questions and to return the questionnaires by inserting them into a sealed box, which was returned to the researcher by the representative person. In all, 46 subjects responded indicating the rate of return of 67%. This return rate suggested the number of questionnaire to be sent out for the main study needed to be not less than 600 sets if this research targeted at getting 400 responses. The data obtained were analyzed using SPSS to summarize and seek findings pursuant to the purposes of the pilot study as mentioned earlier

Of the 46 respondents, 8 were male or 17% and 38 were female or 83%. The average age of the respondents was 31 years. The respondent group was well-educated, 2% had vocational degrees, 65% had bachelor degrees, and 33% had master's degrees. The respondents group represented various workgroup roles, 20% were managers, 15% were senior officer, 48% were officers, and 17% were temporary staff. In terms of length of employment, the respondent group had tenure that was varied from less than one year to more than 10 years, with the largest number in the range of 1-3 years (33%) in the organization

The findings of the pilot study indicated the time for completing the questionnaire (mentioned in the instructions as 30 minutes) was doable and appropriate. A few comments were made on ambiguity of the language used and its translation. The administration procedure was found as being effective and enabling a high rate of return.

This pilot study was designed to assess internal consistencies of the questionnaire prior to the full study. It was found from the pilot study that internal consistency of the instrument were acceptable—that is, the reliability of the Organizational Commitment Scale was 0.69, the reliability of the Communication Satisfaction Questionnaire was 0.95, and the reliability of the Willingness to Participate in Planned Change Scale was 0.59. (See Appendices D, E, and F for detailed analyses of reliability tests based on the pilot data.)

In conclusion, the pilot study indicated a sufficient internal consistency for the Organizational Commitment Scale and Communication Satisfaction Scale. However, they will be tested again using the full data to reconfirm this reliability. The Organizational Commitment Scale was found to have a somewhat lower coefficient of reliability than reported in previous studies conducted in the western context. The Willingness to Participate in Planned Change Scale, based on Bryman and Cramer's (1999) research, showed the lowest reliability score. They suggested the Cronbach's alpha calculation should be at 0.7 or above for the scale to be more internally reliable. As such, this suggested the need to review the language used for the questionnaires. Another consideration needed was to run a factor analysis for each of the scales to see if the internal structure held for Thai respondents. The data collection procedure and the questionnaire instructions were revealed as appropriate.

<u>Data Collection</u>

The results for the pilot study suggested no changes in the data collection procedure were needed and also suggested the number of questionnaires to be distributed. Data collection for the main study encompassed two approaches: survey and interviews. For the survey, 600 questionnaires were distributed to employees in

Alpha Company and 400 questionnaires were sent to employees in Beta Company. Those questionnaires were distributed to employees through an internal mail system. Clampitt (2000) suggested that sending the survey through the post or interoffice mail is probably the most common administrative procedure in conducting communication audits in an organization. The human resources officer asked for assistance from an assigned liaison in each department to distribute the questionnaires. A cover letter from the head of the Human Resources Department was provided to the employees to offer endorsement and to encourage more cooperation from the respondents.

Respondents were asked to complete, seal, and return the questionnaire to the liaison person in each department. Alternatively, respondents could return the questionnaire by putting it into closed boxes provided for each company. The respondents were advised not to mention their name in the questionnaire due to concerns of respondent confidentiality. Respondents were assured their responses were completely confidential and anonymous, and no individual questionnaire would be shown to any member of the organization.

In the end, 224 questionnaires were returned from Alpha Company, representing 37% rate of return, and 92 questionnaires were returned from Beta Company or equivalent to 23% rate of return.

The interviewing process was divided into two different rounds for each firm. These rounds were separate entities that one group might be interviewed before and another after the administration of questionnaire survey. Data were gathered through a "structured interview" (Reinard, 1998) for which an interview guide was prepared prior to the interview. To ensure reliability of the questions posed in the interview guide, check questions frequently were added to the interview to make sure that consistent

responses were received from respondents (Reinard, 1998). Before interviewing, a
statement covering the purposes of the study, estimated time for the interview, reporting
of the interview by compiling all information gathered, and respondent confidentiality
were provided to interviewees. The interviews took place in the office of the
interviewees with an average time spent of 45 minutes.

Totally, 10 informants participated in the interview portion of this study. Of
these, seven were employees of Alpha Company and three were employees of Beta
Company.

<div align="center">Factor Analysis and Reliability Testing</div>

This part of the chapter focuses on the discussions and the results of factor
analysis and reliability tests using the data obtained from the main data collection. The
major objective of this part was to examine whether the measurement tools, based on
western constructs, were applicable in the Thai context, or needed further modifications.

Procedure and Assumptions of Factor Analysis

Although the research instruments employed in this study were established as
being valid and having dimensions loading separately, this study proposed a
prerequisite for them to be validated through a factor analysis. The factor analysis in
this section refers to the confirmatory factor analysis, and compares the solution found
against a hypothetical relationship (Bryman & Cramer, 1999).

The purpose of performing this factor analysis was to establish an accurate
link between items in the questionnaires and their underlying theoretical domain.
According to Bryman and Cramer (1999), the factor analysis is beneficial in that it help
assess the degree to which items are tapping the same variables, and checks if all the
items making up the scale are or are not conceptually distinct. Therefore, it allows this

study to empirically determine which items, if any, should be discarded because of low applicability to this study. The sample size of this study was sufficiently large to enable the analysis. Gorsuch (1983) has proposed an absolute minimum of five participants per variable and not less than 100 individuals per analysis.

In order to perform the factor analysis, first, a correlation matrix for all the items, which make up the three scales of Organizational Commitment, Communication Satisfaction, and Willingness to Participate in Planned Change was computed. This was to check whether there were significant correlations between items to decide whether carrying out the factor analysis was necessary or not. This proposition, according to Bryman and Cramer (1999), relies on the fact that if there are no significant correlations between items, then they are not linked and there would be no expectation for them to form one or more factors. All correlations were determined using a statistical significance level equal to or less than 0.05.

The next step is to run a principle component analysis with a varimax rotation for each scale. In order to decide which factors to retain, the Kaiser's criterion with an eigenvalue of greater than one will be taken into consideration. The Kaiser's criterion has been recommend for situations where the number of variables is less than 30 and the average communality is greater than 0.7 or when the number of participants is greater than 250 and the mean communality is greater than or equal to 0.60 (Stevens, 1996). Therefore, the default eigenvalue setting in SPSS is one and was used in this study.

The next step in the factor analysis was to determine what factor loading should be used for interpretation. Factor loading can be thought of as the correlation of the variable with the factor, and like correlations, it ranges from –1, a perfect negative

association with the factor, through 0, no relation to the factor, to +1, a perfect positive correlation with the factor (Aron & Aron, 1997). The guideline for determining significant loadings, according to Stevens (1996), also depends on the sample size in that a smaller sample size required larger factor loadings. Stevens stated that for a sample size of 100, a factor loading greater than .517 would be acceptable. Gorsuch (1983) stated that for a sample size of 100, factor loading of .40 are minimally required. Determining how many items per factor are considered reliable and acceptable is also an important consideration. Stevens (1996) suggested that factors with four or more factor loadings above .60 in absolute value are reliable regardless of sample size, and components with about 10 or more low (.40) loadings are reliable as long as sample size is greater than about 150.

While other researchers may suggest diverse criteria, this study opted for the component having four or more factor loadings above 0.60 on one factor and not more than 0.40 on any other factor as the determinant of valid construct. Motivation for this criterion is because the sample size of this study is considered sufficiently large (N=316). The following parts present the results of the factor analyses pursuant to the procedures and assumptions mentioned above.

Correlation Matrix

Based on the correlation matrix shown in Appendices G through I, all items in each measurement scale were found to be significantly correlated at less than 0.05 levels, either positively or negatively, with one another, which suggested that each of them constituted one or more factors and were not absolutely separated from each other. Therefore, further instigating a factor validation to find out the tentativeness of variables clumping together was pertinent.

Principle Component Analysis—Organizational Commitment

For organizational commitment, the initial principle component analysis revealed that six components were extracted from the 23 items of the original scale. The results suggested a diverse group of components from the original three components scale. As a consequence, this study employed a varimax rotation to increase the interpretability of the six components as all items are being loaded.

Considering the factor loading value and the number of factors that can be loaded per component condition, there were three components mapped out (see Appendix J for the detailed analysis of factors). This finding furnished the original construct, which divided organizational commitment into three subscales. However, some items had been resettled in different components and some were dropped. In all, 14 items were retained for the overall measurement and nine items were dropped (item 1, 2, 3, 4, 10, 12, 13, 17, 18). The way the items loaded was consistent with the original scale loading for continuance commitment while the others varied. One item of the original affective commitment (item 7) was loaded with normative commitment and one item of continuance commitment was combined with affective commitment (item 9). Based on the meaning indicated by the resettled group, the revised subscales of organizational commitment to be used in this study were comprised of a) Organizational belongingness, b) Lack of alternatives, and c) Obligation. See Table 1. comparing the original scale with the Thai component of organizational commitment.

Table 1: Compared Organizational Commitment Scale

No.	Statement	Original Component			Thai Component		
		Affective	Continuance	Normative	Org. Belongingness	Lack of Alternatives	Obligation
1	Happy to spend the rest of career	x					
2	Enjoy discussing the organization	x					
3	Feel as if the problems are their own	x					
4	Could attached to another organization	x					
5	Part of the family at the organization	x			x		
6	Emotionally attached to organization	x			x		
7	Has a great deal of personal meaning	x					x
8	Feel sense of belonging	x			x		
9	Not afraid to quit the job		x		x		
10	Hard to leave the organization		x				
11	Life would disrupted if leave		x			x	
12	Too costly to leave		x				
13	Staying is of necessity		x				
14	Too few options to leave		x			x	
15	Scarcity of alternatives		x			x	
16	Others may not match the benefits		x			x	
17	Put so much of efforts		x				
18	Do not feel obligation to stay			x			
19	Would not be right to leave			x			x
20	Feel guilty if left the organization			x			x
21	Deserve loyalty			x			x
22	Have a sense of obligation to people			x			x
23	Owe to the organization			x			x

Principle Component Analysis—Communication Satisfaction

      A varimax rotation principle component analysis generated an output where

nine separate components were established from all the scale items. After the screening

criteria, those nine components were reduced to four components, which were disagreeing with the original eight constructs of communication satisfaction (see Appendix K for the detailed factor analysis). Therefore, some components were renamed from the original term as they were a different group of variables. The new formulated components were a) general communication in organization, b) communication with superior c) personal achievement, d) communication with subordinates. In sum, 18 items of 44 items with high factor loading value were retained while 26 items were dropped. Table 3 below summarized the final variables loaded for the Thai component as compared with the original scale.

Table 2: Compared Communication Satisfaction Scale

No.	Statement	Original Component								Thai Component			
		Org. Perspective	Personal Feedback	Org. Integration	Supervisory Comm.	Comm. Climate	Horizontals Comm.	Media Quality	Subordinate Comm.	General Comm.	Comm. with Superiors	Personal Achievement	Comm. with subordinates
1	Satisfaction with job	X										X	
2	Job satisfaction in last 6 mths	X											
3	Job Progress		X										
4	Personal news			X								X	
5	Company policies and goals	X											
6	Job compares with others			X									
7	How being judged		X										
8	Recognition of efforts		X										
9	Departmental policies & goals			X									
10	Requirements of job			X									
11	Government regulatory actions					X							
12	Changes in organization	X											

(Continued)

Table 2: (Continued) Compared Communication Satisfaction Scale

No.	Statement	Original Component								Thai Component			
		Org. Perspective	Personal Feedback	Org. Integration	Supervisory Comm.	Comm. Climate	Horizontals Comm.	Media Quality	Subordinate Comm.	General Comm	Comm. with Superiors	Personal Achievement	Comm. with subordinates
13	How problems are handled			x									
14	Employee benefits & pat		x									x	
15	Profits and/ or financial standing	x											
16	Achievements and/ or failures		x										
17	Managers understand problems				x						x		
18	Motivated internal Comm.					x					x		
19	Supervisors listens & pays attention				x						x		
20	People's ability as communicators					x							
21	Supervisor offers guidance					x							
22	Identification made by Comm.				x								
23	Interested & helpful Comm.					x							
24	Supervisor give trust					x							
25	In time information						x						
26	Conflicts handling	x			x								
27	Active grapevine						x			x			
28	Supervisors open to ideas					x							
29	Comm. with peers					x							
30	Adapted to emergencies							x		x			
31	Compatible work group				x								
32	Well organized meetings							x					
33	Amount of supervision is about right				x								
34	Clear & concise written directive							x		x			
35	Healthy attitude toward comm.					x				x			
36	Informal Comm. is active						x			x			
37	Amount of Comm. is about right							x		x			
38	Productivity in the job								x				

(Continued)

Table 2: (Continued) Compared Communication Satisfaction Scale

No.	Statement	Original Component								Thai Component			
		Org. Perspective	Personal Feedback	Org. Integration	Supervisory Comm.	Comm. Climate	Horizontals Comm.	Media Quality	Subordinate Comm.	General Comm	Comm. with Superiors	Personal Achievement	Comm. with subordinates
39	Job productivity in last 6 mths								X				
40	Staff responsive to downward comm.								X				X
41	Staff anticipate needs for information								X				X
42	Communication overload								X				
43	Staff are receptive to evaluations								X				X
44	Staff initiate upward comm.								X				X

Principle Component Analysis—Willingness to Participate in Planned Change

In terms of the orthogonally rotated option of factor analysis, five of nine items were loaded on the first component, while four of them correlated most highly with the second one. Therefore, the items which loaded most strongly on the first factor will be listed together and will be ordered in terms of the size of their correlations. The first component was grouped under negative attitude (Items 2, 4, 7, 8, 9) and the second component was positive attitude (Items 1, 3, 5, 6) regarding willingness to participate in planned change. The varimax rotation of factor analysis revealed that all the nine items of willingness to participate in planned change scale could be loaded, which indicated that all items can be used for further calculation in this study. Although they have the weakest reliability, the loadings are the strongest of the three instruments (see

Appendix L for the detailed factor analysis). Table 5 below summarized the final

variables loaded for this study.

Table 3: Willingness to Participate in Chance Scale

No.	Statement	Original Component	Thai Component	
			Positive Attitude	Negative Attitude
1	Openness to the changes	X	X	
2	Somewhat resistant	X		X
3	Changes in work role	X	X	
4	Reluctant to consider changing	X		X
5	Positive effect to work	X	X	
6	Changes will be for the better	X	X	
7	Changes will be for the worse	X		X
8	Negative effect to work	X		X
9	Not important to organization	X		X

In summary, exploratory factor analysis indicated good correspondence between

the factors loading in each scale and their underlying theoretical framework. However,

some variables were left out from some scales due to their poor factor loading value;

that is, 14 of 23 items were retained for Organizational Commitment Scale, 18 of 44

items were retained for Communication Satisfaction Scale, and all the items were

retained for Willingness to Participate in Planned Change Scale. Only valid variables

were included for further testing of the reliability in the next part.

Reliability Test

The reliability tests of the measures in this part refer to the internal consistencies analysis. The notion of investigating this part was to determine whether each instrument was measuring a single concept and if the items that make up the scale were internally consistent. As there was a greater sample size for the main study, the reliability analysis was also expected to draw a more accurate conclusion on internal consistency.

The reliability for the overall Organizational Commitment Questionnaire was found to be a little lower than the pilot test, or equivalent to 0.66. Adequate reliability was also reflected on the subscales of organizational commitment when they were calculated separately. The reliability for the organizational belongingness, lack of alternatives, and obligation subscales, respectively represented 0.85, 0.74, and 0.70.

The Communication Satisfaction Scale was revealed as being consistently reliable by representing a high degree of reliability of 0.93, a little lower than was obtained from the pilot test. Although significantly revised after the factor analysis, the reliability level suggested that this instrument, when administered in a Thai context, holds the same degree of high internal consistency as the studies in the western context. When looking at the subscales, the reliabilities were satisfactory with general communication, 0.90; communication with superiors, 0.90; personal achievement, 0.80; and communication with subordinates, 0.88.

The reliability for Willingness to Participate in Planned Change Scale was also found to achieve slightly above the level of the pilot test or equivalent to 0.60. The reliabilities of positive and negative attitude regarding willingness to participate in

planned change were 0.87 and 0.84, respectively. Tables 4, 5, and 6 report the

reliability score of all scales in detail.

Table 4: Reliability Analysis of Organizational Commitment Scale by Item

	Item-Total Statistics	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
1	Feel part of the family	53.15	78.58	0.11	0.67
2	Emotionally attached to organization	52.89	80.44	0.04	0.68
3	Has a great deal of personal meaning	54.51	74.038	0.36	0.64
4	Feel sense of belonging	53.64	81.99	-0.01	0.69
5	Not afraid to quit the job	52.79	82.41	-0.04	0.69
6	Life would disrupted if leave	53.68	69.90	0.41	0.62
7	Too few options to leave	53.67	69.44	0.45	0.62
8	Scarcity of alternatives	53.54	71.20	0.38	0.63
9	Other may not match the benefits	53.51	73.55	0.30	0.64
10	Would not be right to leave	53.87	71.50	0.44	0.63
11	Feel guilty if left the organization	53.90	68.08	0.53	0.61
12	Deserve loyalty	54.52	74.85	0.30	0.64
13	Have sense of obligation to people	54.61	74.06	0.33	0.64
14	I owe my organization	53.73	69.74	0.49	0.62

Reliability Coefficients 14 items
Alpha = .6632

Table 5 : Reliability Analysis of Communication Satisfaction Scale

	Item-Total Statistics	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
1	Satisfaction with job	56.34	177.46	0.50	0.93
2	Progress	55.40	172.40	0.58	0.93
3	Personal news	55.62	174.98	0.62	0.92
4	Employee benefits and pay	55.32	173.98	0.52	0.93
5	Managers understand problems	55.42	170.40	0.69	0.92
6	Motivated internal Comm.	55.61	171.21	0.66	0.92
7	Supervisors listens & pays attention	55.74	171.14	0.71	0.92
8	Supervisor offers guidance	55.74	169.61	0.71	0.92
9	Active grapevine	55.79	175.59	0.59	0.92
10	Adapted to emergencies	55.75	173.41	0.66	0.92
11	Clear & concise written directive	55.61	173.09	0.71	0.92
12	Healthy attitude toward comm.	55.79	174.04	0.67	0.92
13	Informal Comm. is active	55.65	176.41	0.60	0.92
14	Amount of Comm. is about right	55.69	172.86	0.68	0.92
15	Staff responsive to downward comm.	55.84	175.37	0.69	0.92
16	Staff anticipate needs for information	55.90	178.02	0.64	0.92
17	Staff are receptive to evaluations	55.90	180.14	0.49	0.93
18	Staff initiate upward comm.	55.88	179.77	0.51	0.93

Reliability Coefficients 18 items
Alpha =. 9276

Table 6 : Reliability Analysis of Willingness to Participate in Planned Change Scale

	Item-Total Statistics	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
1	Changes will have a negative effect	29.58	24.55	0.39	0.54
2	Changes will be for the worse	29.74	23.88	0.41	0.53
3	Not important to the organization	29.77	24.67	0.35	0.55
4	Somewhat resistant to the changes	29.50	24.85	0.34	0.55
5	Reluctant to consider changing	29.80	24.34	0.40	0.53
6	Looking forward to the changes	31.10	27.43	0.23	0.58
7	Changes will have a positive effect	31.01	28.01	0.18	0.59
8	Openness to the changes	31.48	28.51	0.12	0.61
9	Changes will be for the better	31.20	28.99	0.10	0.61

Reliability Coefficients 9 items
Alpha = . 5974

Data Analysis

The responses to the questionnaire were analyzed using the Statistical Package

for the Social Sciences (SPSS). Research hypotheses H-1a through H-1d were tested

using multiple regression as they were intended to measure a linear relationship

between variables. Bryman and Cramer (1999) suggested that regression, in the form of

multiple regression, is the most widely used method for conducting multivariate

analysis, particularly when more than three variables are involved. By utilizing this

method of analysis, the presence and the relationships between organizational

commitment and willingness to participate in planned change were examined. Besides,

as the Willingness to Participate in Planned Change scale was found by the factor

analysis to combine both negative and positive attitudes toward change, a multivariate regression analysis was also used to provide clearer answers.

Research hypothesis H-2 concerned the moderating influences of communication satisfaction on the relationship between organizational commitment and willingness to participate in planned change. Zedeck (1971) indicated that the

moderator approach was a systematic way of studying the manner in which organizations and individuals exerted their influence and altered the relationships among target variables. Such moderating influences were assessed by the analysis of covariance (ANCOVA), which is the procedure to analyze the variance in which partial correlation did for ordinary correlation between variables (Aron & Aron, 1997). In this case, communication satisfaction served as the covariate while willingness to participate in planned change and organizational commitment served to measure ordinary correlation.

To answer RQ-1 and RQ-2, the qualitative findings through interviewing served to provide the major outputs. The interviews were analyzed through theme analysis. That is, the author categorized the information into general themes, reckoned the frequencies of the respondents' opinions, and looked for connections as well as areas of divergence.

Additionally, descriptive statistics were computed for the independent, dependent, and characteristic variables. The personal and institutional demographics acquired were used primarily for descriptive purposes and for exploratory analyses of research questions one and two. The quantitative analysis of the demographics was made through independent sample *t*-tests and one-way ANOVA to test whether there were significant differences between each demographic variable in the test variables.

Summary

So far in this chapter, the author presented and discussed the research methods, including the population and approach to sampling, instrumentation, pilot study, data collection for the main study, and data analysis approaches. A triangulation approach was deemed the most appropriate for exercising this study. A pilot study was conducted in one of the two host companies to test the reliability and validity of the instruments. Rationales and implementation of each process, as well as key assumptions for the data collection and analyses, were presented. The factor analyses and reliability tests were made using the actual data to further address the issue of reliability and validity of the instruments. Finally, data analysis and the method of both quantitative and quantitative findings were also addressed. The next chapter presents the results based on the research methodology developed in this chapter.

CHAPTER FOUR

Presentation and Analysis of the Data

Chapter four presents the detailed analyses and empirical findings of the data obtained from the research instruments and methodologies detailed in the preceding chapter. The tables and analyses of the data are presented and discussed in terms of the demographic data and the analyses of the responses to the hypotheses and research questions of this study.

This chapter is divided into six distinct sections: 1) demographics of the respondents, 2) descriptive statistics, 3) testing of research hypotheses, 4) exploring research questions, 5) qualitative findings, and 6) summary of the findings.

Demographics of the Respondents

A total of 1,000 questionnaires were distributed to the two host organizations and 316 were collected, for a 31.6 % of return. The purpose of this section is to make the raw data understandable by describing the demographics of the respondents.

In sum, the majority of the respondents from the two companies were female (63%), between 26 and 31 years of age (47%), single (67%), with one to three years of service (40%) at the positional level of officer (54%), and held a bachelor's degree (73%). Table 7 below presents frequency distributions and percentage of total respondents of each demographic data, which include gender, age, marital status, years of service in the organization, level of position, and educational level.

Table 7 : Demographics of the Respondents

		Alpha N = 224	%	Beta N = 92	%	Overall 316	%	
Gender	Male	72	32.1	42	45.7	114	36.1	
	Female	150	67.0	50	54.3	200	63.3	Missing = 2
Age	< 25	37	16.5	13	14.1	50	15.9	
	26-28	66	29.5	18	19.6	84	26.6	
	29-31	44	19.6	21	22.8	65	20.6	
	32-34	38	17.0	15	16.3	53	16.8	
	35-37	20	8.9	6	6.5	26	8.2	
	38-40	9	4.0	9	9.8	18	5.7	
	41-43	4	1.8	7	7.6	11	3.5	
	44-46	1	0.4	1	1.1	2	0.6	
	> 46	4	1.8	2	2.2	6	1.9	Missing = 1
Marital Status	Single	153	68.3	59	64.1	212	67.1	
	Married	66	29.5	31	33.7	97	30.7	
	Divorced	3	1.3	1	1.1	4	1.3	Missing = 3
Years of Service	< 1	29	12.9	9	9.8	38	12.0	
	1-2	36	16.1	17	18.5	53	16.8	
	2-3	31	13.8	6	6.5	37	11.7	
	3-4	30	13.4	9	9.8	39	12.3	
	4-5	16	7.1	9	9.8	25	7.9	
	5-6	9	4.0	5	5.4	14	4.4	
	6-7	11	4.9	5	5.4	16	5.1	
	7-8	16	7.1	21	22.8	37	11.7	
	8-9	10	4.5	11	12.0	21	6.6	
	9-10	14	6.3	0	0.0	14	4.4	
	> 10	21	9.4	0	0.0	21	6.6	Missing = 1

(Continued)

Table 7: (Continued) Demographics of the Respondents

		Alpha N = 224	%	Beta N = 92	%	Overall 316	%	
Level of Position	Temporary Staff	21	9.4	4	4.3	25	7.9	
	Officer	111	49.6	58	63.0	169	53.5	
	Senior Officer	33	14.7	14	15.2	47	14.9	
	Manager/ Specialist	58	25.9	15	16.3	73	23.1	
	Executives	1	0.4	0	0.0	1	0.3	Missing = 1
Highest Degree	Vocational School	12	5.4	6	6.5	18	5.7	
	Bachelors	151	67.4	76	82.6	227	71.8	
	Masters	60	26.8	9	9.8	69	21.8	
	Ph.D.	1	0.4	0	0.0	1	0.3	
	Others	0	0.0	0	0.0	0	0.0	Missing = 1

Descriptive Analyses

The purpose of this section is to make the raw data understandable by presenting descriptive statistics of the data based on the variables obtained from the previous factor analysis. Descriptive analysis of the respondents focuses on the central tendency and the dispersion of raw data including extractions of mean, maximum, minimum, and standard deviation

For organizational commitment, the overall mean (5.10) of the two companies exceeded the mid point score or 3.5. Of the three dimensions, "Lacking Alternatives" had the highest mean (5.29); this suggested that it served as the strongest determinant of commitment in this study. The degree of organizational commitment in Beta Company

was reported as generally higher than that of Alpha Company. Table 8 illustrates the

detailed descriptive analysis of organizational commitment.

Table 8: Summary of Means, Standard Deviation, and Maximum and Minimum

Values for Organizational Commitment

Components		Lack Alternatives	Obligation to Stay	Org. Belongingness	Average
Alpha Company	N	222	223	222	
	Min	4	4	1	
	Max	7	7	7	
	Mean	5	5	5	5.06
	S.D.	1	1	1	1.11
Beta Company	N	92	86	91	
	Min	4	4	1	
	Max	7	7	7	
	Mean	5	5	5	5.21
	S.D.	1	1	1	1.16
Overall	N	314	309	313	
	Min	4	4	1	
	Max	7	7	7	
	Mean	5	5	5	5.10
	S.D.	0.98	0.96	1.43	1.13

The average mean of overall communication satisfaction (5.09) resulted in a

score greater than the mid-point. This could also be construed that the employees in

both host organizations were rather satisfied with communication in their organization.

Of all dimensions, satisfaction with "personal achievement" represented the highest

mean (5.15); therefore, it could serve as the most important dimension justifying the

degree to which people were satisfied with communication. When comparing the two

companies, Beta Company had higher satisfaction on all dimensions of communication

satisfaction except satisfaction with "general communication in the organization." (see

Table 9).

Table 9: Summary of Means, Standard Deviation, and Maximum and Minimum

Values for Communication Satisfaction

Components		Personal Achievement	Comm. with Superiors	Comm. with Subordinates	General Comm.	Average
Alpha Company	N	189	222	134	219	
	Min	4	4	4	4	
	Max	7	7	7	7	
	Mean	5	5	5	5	5.07
	S.D.	1	1	1	1	0.83
Beta Company	N	76	90	52	91	
	Min	4	4	4	4	
	Max	7	7	7	7	
	Mean	5	5	5	5	5.15
	S.D.	1	1	1	1	0.87
Overall	N	265	312	186	310	
	Min	4	4	4	4	
	Max	7	7	7	7	
	Mean	5	5	5	5	5.09
	S.D.	0.87	0.86	0.83	0.80	0.84

Willingness to participate in planned change was clustered in two extremes—either positive or negative support for the change. Table 10 indicates the respondents in this study largely agreed or supported the change program, which resulted in higher willingness (5.25) than unwillingness (4.47). The employees in Alpha Company could be explained as having more focus on or association with the change than those of Beta Company, that is, the mean scores were higher in both the willingness and unwilling vein. This assumption was also supported by the interviews.

Table 10: Summary of Means, Standard Deviation, and Maximum and Minimum

Values for Willingness to Participate in Planned Change

Components		Positive Attitude	Negative Attitude	Average
Alpha Company	N	220	220	
	Min	4	1	
	Max	7	7	
	Mean	5	5	4.97
	S.D.	1	1	1.12
Beta Company	N	92	92	
	Min	4	1	
	Max	7	7	
	Mean	5	4	4.81
	S.D.	1	1	1.13
Overall	N	312	314	
	Min	4	1	
	Max	7	7	
	Mean	5	4	4.86
	S.D.	0.94	1.37	1.15

Testing the Hypotheses

This section explains the tests of the hypotheses of the study. The quantitative findings are presented in order of hypothesis. The sequence of analyses for research Hypotheses 1a through 1d are the same, beginning with a multiple regression to test the relationship between variables as a whole group, followed by the comparative results between companies. Subsequently, a multivariate regression test as a whole group is presented, and lastly, a multivariate regression test compared by company. For Hypothesis 2, an analysis of covariance is used to test the communication satisfaction scale in overall, followed by deeper analyses by each subscale of communication satisfaction.

Hypothesis 1a.

HO: There is no direct and positive relationship between overall organizational commitment and willingness to participate in planned change in Thai organizations

H1a: There is a direct and positive relationship between overall organizational commitment and willingness to participate in planned change in Thai organizations

Multiple regression was used to determine the relationship between the two test variables, which included overall organizational commitment as the independent variable and willingness to participate in planned change as dependent variable. The results revealed the null hypotheses was rejected, meaning a significant relationship exited between the overall organizational commitment and willingness to participate in planned change $(F_{(1, 313)} = 4.809, p < .05)$. The R^2 of .015 means only 1.5% of the variance in level of the willingness to participate in planned change was explained by the overall organizational commitment (see Table 11).

Table 11: Summary of Regression Analysis for Willingness to Participate in Planned Change and Organizational Commitment

	Sum of Squares	df	Mean Square	F	Sig.
Regression	87.986	1	87.986	4.809	0.029
Residual	5726.729	313	18.296		
Total	5814.716	314			

In comparing Alpha Company and Beta Company, as indicated in Table 12, a significant relationship between overall organizational commitment and willingness to participate in planned change also existed for both Alpha Company, $(F_{(1, 221)} = 4.12, p$

$< .05$) and Beta Company (F$_{(1,90)}$ = 16.80, $\underline{p} < .001$). The R^2 of .018, for Alpha

Company meant that 1.8% of the variance in the level of willingness to participate in

planned change was explained by the overall organizational commitment at Alpha

Company, leaving about 98% unexplained. The R^2 for Beta Company was higher at

15.7% and suggested that commitment serve as a stronger predictor of willingness to

participate in planned change at Beta Company; however, there were still other factors

accounting for 84.3% of the variance to be explained.

Table 12: Summary of Regression Analysis for Willingness to Participate in Planned

Change and Organizational Commitment Compared by Company

Company		Sum of Squares	df	Mean Square	F	Sig.
Alpha	Regression	105.168	1	105.168	4.125	0.043
	Residual	5633.911	221	25.493		
	Total	5739.079	222			
Beta	Regression	8.360	1	8.360	16.799	0.000
	Residual	44.788	90	0.498		
	Total	53.148	91			

The multivariate regression analysis was also considered to see whether the two

types of willingness to participate in planned change, functioning as two dependents

variables, correlated differently with the overall organizational commitment. The

multivariate test revealed a significant relationship between the hypothesized variables

when the two dimensions of willingness to participate in planned change were taken

together (F$_{(92, 532)}$ = 1.297, p < .05). A univariate F test revealed there were significant

differences in the relationship between organizational commitment and the two

dimensions of willingness to participate in planned change. A significant effect was found for negative attitude toward change (F = 1.923, p < .01). The R^2 was equal to 0.249, meaning that 24.9 % of a negative attitude toward change can be accounted for by organizational commitment (see Table 13).

Table 13: Multivariate Test for the Relationship between Willingness to Participate in Planned Change and Organizational Commitment

Multivariate Test

Effect		F	Hypothesis df	Error df	Sig.
Org.Commitment	Wilks' Lambda	1.297	92	532	0.043

Test of Between-Subjects Effects

Source	Dependent Variable	Type III Sum of Squares	df	Mean Square	F	Sig.
Org. Commitment	Negative Attitude	89.098	46	1.937	1.923	0.001
	Positive Attitude	156.650	46	3.405	0.824	0.783

The multivariate regression analysis of comparison by company indicated a consistent result when analyzing by the whole group. (see Table 14). However, this result was significant only for Alpha Company (F $_{(66, 374)}$ = 1.592, p < .01). A univariate F test revealed that organizational commitment created varied effects on different dimensions of willingness to participate in planned change at Alpha Company. The

significant relationship existed only with the negative attitude toward change (F = 2.569, p < 0.001). Its R^2 was reported at 0.313, which indicated that organizational commitment contributed approximately 31.3 % of the negative attitude toward change in Alpha Company (R^2 = 0.313).

Table 14: Multivariate Test for the Relationship between Willingness to Participate in Change and Organizational Commitment Compared By Company

Multivariate Test

Company	Effect		F	Hypothesis df	Error df	Sig.
Alpha	Org. Commitment	Wilks' Lambda	1.465	76	364	0.012
Beta		Wilks' Lambda	1.083	68	112	0.350

Tests of Between-Subjects Effects

Company	Source	Dependent Variable	Type III Sum of Squares	df	Mean Square	F	Sig.
Alpha	Org. Commitment	Negative Attitude	81.387	38	2.142	2.198	0.000
		Positive Attitude	182.845	38	4.812	0.870	0.686
Beta		Negative Attitude	30.515	34	0.897	0.791	0.767
		Positive Attitude	30.055	34	0.884	1.696	0.038

Hypothesis 1b.

HO: There is no direct and positive relationship between organizational belongingness and willingness to participate in planned change in Thai organizations

H1b: There is a direct and positive relationship between organizational

belongingness and willingness to participate in planned change in Thai organizations

Hypothesis 1b examined the relationship between organizational belongingness

and willingness to participate in planned change. As Table 15 indicates, a multiple

regression supported the hypothesis of a significant relationship between organizational

belongingness, as the independent variable, and willingness to participate in planned

change, as the dependent variable. In other words, the null hypothesis was rejected

through this testing ($F_{(1, 313)} = 10.03$, $p < .01$). Approximately three percent of the

willingness to participate in planned change was accounted for by the organizational

belongingness ($R^2 = .031$), leaving some 97% unexplained.

Table 15: Summary of Regression Analysis for Willingness to Participate in Planned

Change and Organizational Belongingness

	Sum of Squares	df	Mean Square	F	Sig.
Regression	180.623	1	180.623	10.034	0.002
Residual	5634.092	313	18.000		
Total	5814.716	314			

Table 16 indicates there were significant relationships between organizational

belongingness and willingness to participate in planned change for both Alpha

Company ($F_{(1, 221)} = 9.662$, $p < .01$) and Beta Company ($F_{(1, 90)} = 14.42$, $p < .001$). The

R^2 for Alpha Company was reported at .042 and Beta Company was .138.

Table 16: Summary of Regression Analysis for Willingness to Participate in

Planned Change and Organizational Belongingness Compared by Company

Company		Sum of Squares	df	Mean Square	F	Sig.
Alpha	Regression	240.389	1	240.389	9.662	0.002
	Residual	5498.690	221	24.881		
	Total	5739.079	222			
Beta	Regression	7.338	1	7.338	14.42	0.000
	Residual	45.810	90	0.509		
	Total	53.148	91			

A multivariate analysis was used to test if there was a significant relationship between organizational belongingness and willingness to participate in planned change when the two types of willingness to participate in planned change were considered together (See Table 17). A significant relationship between organizational belongingness and the two dimensions of willingness to participate in planned change existed ($F_{(38, 586)} = 2.568$, $p < .001$). A univariate F test revealed there was a significant difference in the relationship between organizational belongingness and each dimension of willingness to participate in planned change. The significant relationship existed only to negative attitude toward change, with R^2 equal to 0.22; thus, 22% of the negative attitude toward change can be explained by organizational belongingness.

Table 17: Multivariate Test for the Relationship between Willingness to Participate in

Planned Change and Organizational Belongingness

Effect		F	Hypothesis df	Error df	Sig.
Organizational Belongingness	Wilks' Lambda	2.568	38	586	0.000

Tests of Between-Subjects Effects

Source	Dependent Variable	Type III Sum of Squares	df	Mean Square	F	Sig.
Organizational Belongingness	Negative Attitude	78.876	19	4.151	4.372	0.000
	Positive Attitude	82.571	19	4.346	1.085	0.366

Table 18 presents a multivariate regression analysis on a comparison by

company, which indicated a significant relationship between organizational

belongingness and the two dimensions of willingness to participate in planned change

for Alpha Company ($F_{(38, 402)} = 2.704$, $p < .001$). The univariate F test revealed a

significant difference between the two dimensions of willingness to participate in

planned change as affected by organizational belongingness. Organizational

belongingness was significantly related with the negative attitude toward change ($F = $

4.952, $p < .001$) with the R^2 equal to 0.318. In other words, 31.8% of the negative

attitude toward change at Alpha Company was explained by organizational

belongingness.

Table 18: Multivariate Test for the Relationship between Willingness to Participate in

Planned Change and Organizational Belongingness By Company

Multivariate Test

Company	Effect		F	Hypothesis df	Error df	Sig.
Alpha	Organizational Belongingness	Wilks' Lambda	2.704	38	402	0.000
Beta	Organizational Belongingness	Wilks' Lambda	1.024	34	146	0.442

Tests of Between-Subjects Effects

Company	Source	Dependent Variable	Type III Sum of Squares	df	Mean Square	F	Sig.
Alpha	Organizational Belongingness	Negative Attitude	82.519	19	4.343	4.952	0.000
		Positive Attitude	91.915	19	4.838	0.886	0.600
Beta	Organizational Belongingness	Negative Attitude	20.308	17	1.195	1.180	0.302
		Positive Attitude	10.975	17	0.646	0.979	0.490

Hypothesis 1c.

HO: There is no direct and negative relationship between lacking alternatives
and willingness to participate in planned change in Thai organizations

H1c: There is a direct and negative relationship between lacking alternatives
and willingness to participate in planned change in Thai organizations

The null hypothesis above was rejected. Significant relationships existed

between lacking alternatives and willingness to participate in planned change, $(F_{(1, 312)}$

$= 4.521, p < .05)$. Its R^2 of .014 meant that 1.4% of the variance in willingness to

participate in planned change of the respondents was explained by lacking alternatives. (see Table 19).

Table 19: Summary of Regression Analysis for the Willingness to Participate in
Planned Change and Lacking Alternatives

	Sum of Squares	df	Mean Square	F	Sig.
Regression	83.055	1	83.055	4.521	0.034
Residual	5731.462	312	18.370		
Total	5814.517	313			

When focusing the regression results on a comparison by company, some attention is needed to what was conveyed. Table 20 shows that lacking alternatives was not significantly correlated with willingness to participate in planned change for Alpha Company while it was for Beta Company ($F_{(1, 90)} = 5.21$, $p < .05$) with the R^2 equal to .055 or 5.5%.

Table 20: Summary of Regression Analysis for the Willingness to Participate in
Planned Change and Lacking Alternatives Compared by Company

Company		Sum of Squares	df	Mean Square	F	Sig.
Alpha	Regression	98.147	1	98.147	3.828	0.052
	Residual	5640.857	220	25.640		
	Total	5739.004	221			
Beta	Regression	2.907	1	2.907	5.218	0.025
	Residual	50.241	90	0.558		
	Total	53.148	91			

A multivariate test also reveled a significant correlation between lacking alternatives and willingness to participate in planned change ($F_{(26, 596)} = 1.682$, $p < .05$) when considering the two dimensions of willingness to participate in change together. The following univarite test revealed there was a significant difference in the relationship between the two dimensions of willingness to participate in planned change and employees' lacking alternatives. A significant relationship was found only for negative attitude toward change ($F = 2.194$, $p < .05$) (see Table 21). The R^2 of this relationship was equal to 0.47, meaning that 47% of negative attitude toward change can be accounted for by lacking alternatives.

Table 21 : Multivariate Test for the Relationship between Willingness to Participate in Planned Change and Lacking Alternatives

Effect		F	Hypothesis df	Error df	Sig.
Lacking Alternatives	Wilks' Lambda	1.682	26	596	0.019

Tests of Between-Subjects Effects

Source	Dependent Variable	Type III Sum of Squares	df	Mean Square	F	Sig.
Lacking of Alternatives	Negative Attitude	31.067	13	2.390	2.194	0.010
	Positive Attitude	69.287	13	5.330	1.338	0.190

A multivariate regression analysis on a comparison by company is presented in Table 22 and revealed that, for Alpha Company, there was a significant relationship

between employee lacking alternatives and the two dimensions of willingness to participate in planned change ($F_{(26, 412)} = 1.720$, $p < .01$). A non-significant was shown for Beta Company. In addition, a univariate F test revealed there was a significant difference of the relationship between lacking alternatives and the two dimensions of willingness to participate in planned change. The significant correlation went only to negative attitude toward change ($F = 2.172$, $p < 0.05$).

Table 22: Multivariate Test for the Relationship between Willingness to Participate in Planned Change and Lacking Alternatives By Company

Multivariate Test

Company	Effect		F	Hypothesis df	Error df	Sig.
Alpha	Lacking of Alternatives	Wilks' Lambda	1.720	26	412	0.016
Beta	Lacking of Alternatives	Wilks' Lambda	1.067	22	158	0.389

Tests of Between-Subjects Effects

Company	Source	Dependent Variable	Type III Sum of Squares	df	Mean Square	F	Sig.
Alpha	Lacking of Alternatives	Negative Attitude	31.036	13	2.387	2.172	0.012
		Positive Attitude	96.192	13	7.399	1.395	0.164
Beta	Lacking of Alternatives	Negative Attitude	12.312	11	1.119	1.080	0.388
		Positive Attitude	10.247	11	0.932	1.505	0.146

Hypothesis 1d

HO: There is no direct and positive relationship between obligation to stay and willingness to participate in planned change in Thai organizations

H1d: There is a direct and positive relationship between obligation to stay and willingness to participate in planned change in Thai organizations

The extent to which obligation to stay correlated with willingness to participate in planned change is presented in Table 23. As shown, the correlation between willingness to participate in planned change and obligation to stay was not significant $(F_{(1, 313)} = 0.009, p > .05)$.

Table 23: Summary of Regression Analysis for Willingness to Participate in Planned Change and Obligation to Stay

	Sum of Squares	df	Mean Square	F	Sig.
Regression	0.162	1	0.162	0.009	0.926
Residual	5814.553	313	18.577		
Total	5814.716	314			

The comparison between companies revealed a non-significant relationship between obligation to stay and willingness to participate in planned change for Alpha Company whereas the relationship was significant for Beta Company $(F_{(1, 90)} = 8.584, p < .01)$. The R^2 of this relationship, for Beta Company, was about 0.087 or 8.7% of determination (see Table 24).

Table 24: Summary of Regression Analysis for Willingness to Participate in Planned

Change and Obligation to Stay By Company

Company		Sum of Squares	df	Mean Square	F	Sig.
Alpha	Regression	2.376	1	2.376	0.092	0.763
	Residual	5736.703	221	25.958		
	Total	5739.079	222			
Beta	Regression	4.628	1	4.628	8.584	0.004
	Residual	48.520	90	0.539		
	Total	53.148	91			

A multivariate test, as shown in Table 25, provided additional support for the lack of a relationship between the test variables when the two dimensions of willingness to participate in planned change were taken into consideration. As such, there was no need for a univariate analysis to see the differences of the relationship between obligation to stay and the two dimensions of willingness to participate in planned change.

Table 25: Multivariate Test for the Relationship between Willingness to Participate in

Planned Change and Obligation to Stay

Multivariate Test

Effect		F	Hypothesis df	Error df	Sig.
Obligation	Wilks' Lambda	0.606	42	582	0.977

When comparing the two companies using multivariate test, the results were in line with the whole group, which indicated a non-significant relationship between obligation to stay and the two dimensions of willingness to participate in planned change and, hence, required no additional univariate analysis (see Table 26).

Table 26: Multivariate Test for the Relationship between Willingness to Participate in Planned Change and Obligation to Stay by Company

Company	Effect		F	Hypothesis df	Error df	Sig.
Alpha	Moral Commitment	Wilks' Lambda	0.974	44	396	0.523
Beta	Moral Commitment	Wilks' Lambda	1.248	42	138	0.172

In conclusion, Hypotheses 1a through 1d were test by multiple regression and multivariate regression analysis with the result that three of the four tests were statistically. Hypotheses (H1a, b, and c) were statistically significant as reported by multiple regression testing. However, as willingness to participate in planned change is comprised of two dimensions, testing these two variables using multivariate regression analysis yielded somewhat different conclusions. There were different significant differences between each component of commitment on the two dimensions of willingness to participate in planned change. It can be concluded that, overall, organizational commitment was more significantly related to negative attitudes instead of positive attitude toward change. Finally, the degree to which organizational

commitment correlated with willingness to participate in planned change varied between the two host organizations.

Hypothesis 2

HO: Communication satisfaction will not be a moderator of organizational commitment and willingness to participate in planned change in Thai organizations.

H2: Communication satisfaction will be a moderator of organizational commitment and willingness to participate in planned change in Thai organizations.

This hypothesis tested whether communication satisfaction functioned as a covariate in the relationship between organizational commitment and willingness to participate in planned change. Prior to testing the analysis of covariance, it was necessary to test whether or not interaction between communication satisfaction, as covariate, and organizational commitment, as independent variable. Table 27 shows that the interaction between communication satisfaction and organizational commitment was not significant since p value is equal to 0.984. This means that the slope of the regression line is similar and therefore has interaction.

Table 27: Test of Interaction between Communication Satisfaction and Organizational Commitment

Tests of Between-Subjects Effects

Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Org. Commitment * Communication Satisfaction	166.736	138	1.208	0.566	0.984

The analysis of covariance table (see Table 28) shows that the relationship between the covariate (Communication satisfaction) and the dependent variable (Willingness to participate in planned change) was not significant (F = 1.529, p > .05). There was a significant difference between the independent variable (organizational commitment) and willingness to participate in planned change (F = 98.347, p < 0.001) when communication satisfaction was covaried out.

Table 28: Analysis of Covariance (Communication Satisfaction)

Tests of Between-Subjects Effects

Dependent Variable: Willingness to participate in planned change

Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Communication Satisfaction	1.809	1	1.809	1.529	0.217
Organizational Commitment	5470.081	47	116.385	98.347	0.000

When comparing between companies, the relationship between communication satisfaction and willingness to participate in planned change was not significant for either company while organizational commitment was significantly correlated with willingness to participate in planned change for Alpha Company (F = 112.595, p < .001) (see Table 29).

Table 29: Analysis of Covariance Compared by Company

Tests of Between-Subjects Effects

Dependent Variable: Willingness to participate in planned change

Company	Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Alpha	Communication Satisfaction	1.087	1	1.087	0.764	0.383
	Organizational Commitment	5446.299	34	160.185	112.595	0.000
Beta	Communication Satisfaction	1.381	1	1.381	2.756	0.103
	Organizational Commitment	18.030	36	0.501	0.999	0.493

Table 30 presents the results when all subgroups of communication satisfaction were considered as covariates. None of the subscales except one, personal achievement, were significantly correlated at less than the significance level of 0.05. It indicated that "personal achievement" could represent the moderator of the relationship between organizational commitment and willingness to participate in planned change.

Table 30: Analysis of Covariance (All Communication Satisfaction Subgroups)

Tests of Between-Subjects Effects

Dependent Variable: Willingness to participate in planned change

Source	Type III Sum of Squares	df	Mean Square	F	Sig.
General Comm. in organization	0.608	1	0.608	0.369	0.545
Communication with Superiors	5.683	1	5.683	3.447	0.065
Personal Achievement*	6.830	1	6.830	4.142	0.044
Communication with Subordinates	0.496	1	0.496	0.301	0.584

Finally, comparing average mean of organizational commitment with and without communication satisfaction as the covariate was performed. Table 31 provides a comparison of mean of organizational commitment with and without each covariate and combined covariates. The average means of organizational commitment before and after adding each covariate was not different (5.12). The average means of organizational commitment was only higher when all communication satisfaction factors together (5.30).

Table 31: Comparison of Average Mean of Organizational Commitment

Avg. Means of Org. Commitment without covariates	Avg. Mean of Org. Commitment with Covariates				
	General Comm.	Comm. with Superiors	Personal Achievement	Comm. with Subordinates	Combined Comm. Satisfaction
5.12	5.12	5.12	5.12	5.12	5.30*

Exploring Research Questions

This section provided answers for the two research questions: RQ-1: What are the factors that affect the degree of organizational commitment and RQ-2: Communication satisfaction in the two host organizations. Demographic variables and the type of company will serve as the test variables in providing quantitative results; interview, which are elaborated in the next section, will provide further qualitative outcomes.

The analyses contained in this section are structured in similar order for both research questions one and two. That is, independent *t*-tests will be analyzed as the

means for testing the effect of gender and type of company on commitment. One-way

ANOVA will be used for examining the differences of the mean for organizational

commitment on variables including age, marital status, number of years of service,

level of position, and educational degree.

Research Question 1:

RQ1: What are the factors that significantly affect the extent to which

employees are committed to a Thai organization?

As Table 32 indicates, the variance between genders using a t-test for

independent samples was not statistically different for the overall commitment since the

p value of Levene's test was .650, which exceeded the significance level of 0.05.

Therefore the result, based on equal variance assumed, showed a non-significant

difference in mean of organizational commitment between males and females ($t_{1,2} =$

1.488, p > 0.05).

Table 32: Analysis of Independent Samples Test (Gender versus Organizational

Commitment)

Group Statistics

Company		Gender	N	Mean	Std. Deviation	Std. Error Mean
Overall	Overall organizational commitment	Male	113	5.172	0.567	0.053
		Female	201	5.072	0.575	0.041

Table 32: (Continued) Analysis of Independent Samples Test (Gender versus

Organizational Commitment)

Independent Sample Test

Company		Levene's Test (F)	Sig.	t	df	Sig (2-tailed)	Mean Difference	Std. Error Mean
Overall	Equal variance assumed	0.166	0.684	1.488	312	0.138	0.100	0.067

Type of company was of the interest in this study and was test by using a t-test

with independent samples (see Table 33). It was revealed that the variance between

companies was not statistically different for organizational commitment since the p

value of Levene's test is equal to .249. The t value, based on equal variance assumed,

showed a significant difference in the mean for organizational commitment between

different companies (t$_{1,2}$ = -2.010, p < 0.05).

Table 33: Analysis of Independent Samples Test (Type of Company versus

Organizational Commitment)

Group Statistics

Company		Company	N	Mean	Std. Deviation	Std. Error Mean
Overall	Overall organizational commitment	Alpha	224	5.067	0.546	0.037
		Beta	92	5.209	0.630	0.066

(Continued)

Table 33: (Continued) Analysis of Independent Samples Test (Type of Company versus

　　　　Organizational Commitment)

Group Statistics

Company		Company	N	Mean	Std. Deviation	Std. Error Mean
Overall	Overall organizational commitment	Alpha	224	5.067	0.546	0.037
		Beta	92	5.209	0.630	0.066

Independent Sample Test

Company		Levene's Test (F)	Sig.	t	df	Sig (2-tailed)	Mean Difference	Std. Error Mean
Overall	Equal variance assumed	1.332	0.249	-2.010	314	0.045	-0.142	0.071

As Table 34 reports, the difference in mean of organizational commitment

between different age groups was not significant ($F = 1.767$, $p > 0.05$). In other words,

age had no significant impact on organizational commitment.

Table 34: A One–way Analysis of Variance Compared (Age versus Organizational

　　　　Commitment)

Age

Company		Sum of Squares	df	Mean Square	F	Sig.
Overall	Between Groups	4.559	8	0.570	1.767	0.083
	Within Groups	98.665	306	0.322		
	Total	103.223	314			

The analysis of variance in comparing the mean for organizational commitment between different marital statuses appeared as non-significant difference (F = 0.221, p > 0.05) (see Table 35).

Table 35: A One–way Analysis of Variance Compared by Company (Marital Status versus Organizational Commitment)

Marital Status

Company		Sum of Squares	df	Mean Square	F	Sig.
Overall	Between Groups	0.145	2	0.073	0.221	0.802
	Within Groups	101.922	310	0.329		
	Total	102.067	312			

The output in comparing the mean for organizational commitment between varied years of services is shown in Table 36 and revealed a non significant difference existed in the mean of organizational commitment between different years of services (F = 0.940, p >0.05).

Table 36: A One–way Analysis of Variance Compared by Company (Years of Services versus Organizational Commitment)

Years of Services

Company		Sum of Squares	df	Mean Square	F	Sig.
Overall	Between Groups	3.097	10	0.310	0.940	0.496
	Within Groups	100.126	304	0.329		
	Total	103.223	314			

Employee position created a different mean in organizational commitment when it was varied. In other words, a significant statistical difference accounted for employee levels of position ($F = 2.831$, $p < 0.05$) (see Table 37).

Table 37: A One–way Analysis of Variance Compared by Company (Employee Position versus Organizational Commitment)

Employee Position

Company		Sum of Squares	df	Mean Square	F	Sig.
Overall	Between Groups	3.879	4	0.970	3.005	0.019
	Within Groups	100.038	310	0.323		
	Total	103.917	314			

As a significant difference was existed among the groups of employee position, a subsequent post-hoc analysis using Bonferroni post-hoc analysis was performed. However, the top management group was excluded from the analysis because this group has fewer than two cases. As Table 38 revealed, a significant relationship was found only for the manager group of the four groups of employee position ($p<.05$).

Table 38: A Post-hoc Analysis among Employee Levels versus Organizational

Dependent Variable: Overall organizational commitment

Bonferroni

(A) Position	(B) Position	Mean Difference (A-B)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Temporary Staff	Officer	-0.26	0.12	0.207	-0.58	0.06
	Senior Officer	-0.31	0.14	0.160	-0.69	0.06
	Manager	-0.43*	0.13	0.008	-0.78	-0.08
Officer	Temporary Staff	0.26	0.12	0.207	-0.06	0.58
	Senior Officer	-0.05	0.09	1.000	-0.30	0.19
	Manager	-0.17	0.08	0.208	-0.38	0.04
Senior Officer	Temporary Staff	0.31	0.14	0.160	-0.06	0.69
	Officer	0.05	0.09	1.000	-0.19	0.30
	Manager	-0.11	0.11	1.000	-0.40	0.17
Manager	Temporary Staff	0.43*	0.13	0.008	0.08	0.78
	Officer	0.17	0.08	0.208	-0.04	0.38
	Senior Officer	0.11	0.11	1.000	-0.17	0.40

* The mean difference is significant at the .05 level

Finally, the analysis of variance, presented in Table 39, indicates a non-significant difference existed between different levels of education. This suggests organizational commitment of employees did not rely on their levels of education.

Table 39: A One–way Analysis of Variance Compared by Company (Educational

Degree versus Organizational Commitment)

Educational Degree

Company		Sum of Squares	df	Mean Square	F	Sig.
Overall	Between Groups	0.244	3	0.081	0.244	0.866
	Within Groups	103.493	311	0.333		
	Total	103.737	314			

RQ2: What are the factors that significantly affect the extent to which people are satisfied with communication in a Thai organization?

The analyses in this section shift to communication satisfaction. The first analysis used the t-test for independent samples in testing the variance of gender in the mean of communication satisfaction. As presented in Table 40, a non-significant difference in communication satisfaction is displayed. The p value of Levene's test was equal to 0.48. Consequently, the t value based on equal variances showed a non significant difference between gender with p value of 0.28 (t 1, 2 = 1.085, p > 0.05).

Table 40: Analysis of Independent Sample Test by Company (Gender versus Communication Satisfaction)

Group Statistics

Company		Gender	N	Mean	Std. Deviation	Std. Error Mean
Overall	Communication Satisfaction	Male	113	5.122	0.483	0.045
		Female	201	5.058	0.514	0.036

Independent Sample Test

Company		Levene's Test (F)	Sig.	t	df	Sig (2-tailed)	Mean Difference	Std. Error Mean
Overall	Equal variance assumed	0.477	0.490	1.085	312	0.279	0.064	0.059

The type of company was reported as having a non-significant difference in mean of communication satisfaction. From the *t*-tests result in Table 41, the variance between types of companies was not statistically different with the *p* value of Levene's test 0.75. The *t* value, based on equal variance assumed revealed the *p* value equal to 0.15 ($t_{1,2}$ = -1.431, p > 0.05).

Table 41: Analysis of Independent Samples Test by Company (Type of Company versus Communication Satisfaction)

Group Statistics

Company		Gender	N	Mean	Std. Deviation	Std. Error Mean
Overall	Communication Satisfaction	Alpha	224	5.057	0.496	0.033
		Beta	92	5.148	0.545	0.057

Independent Sample Test

Company		Levene's Test (F)	Sig.	t	df	Sig (2-tailed)	Mean Difference	Std. Error Mean
Overall	Equal variance assumed	0.101	0.750	-1.431	314	0.153	-0.091	0.063

Age did not to create any differences in mean of communication satisfaction when it was varied. In other words, a non-significant statistical difference was shown (F = 1.438, p > 0.05) between different groups of age (see Table 42).

Table 42: A One–way Analysis of Variance Compared By Company (Age versus

Communication Satisfaction)

Age

Company		Sum of Squares	df	Mean Square	F	Sig.
Overall	Between Groups	2.971	8	0.371	1.438	0.180
	Within Groups	79.042	306	0.258		
	Total	82.013	314			

The analysis of variance output for marital status is presented in Table 43. It did

not create any significant differences in communication satisfaction between the

respondents who were single, married, or divorced. Based on the statistical result, there

was a non-significant difference between groups (F = 1.833, p > 0.05).

Table 43: A One–way Analysis of Variance Compared by Company (Marital Status

versus Communication Satisfaction)

Marital Status

Company		Sum of Squares	df	Mean Square	F	Sig.
Overall	Between Groups	0.946	2	0.473	1.833	0.162
	Within Groups	79.981	310	0.258		
	Total	80.927	312			

An analysis of variance for years of services is presented in Table 44. Years of

service created a significant difference in communication satisfaction (F = 2.751, p<

0.05).

Table 44: A One–way Analysis of Variance Compared by Company (Years of

Services versus Communication Satisfaction)

Years of Services

Company		Sum of Squares	df	Mean Square	F	Sig.
Overall	Between Groups	6.806	10	0.681	2.751	0.003
	Within Groups	75.207	304	0.247		
	Total	82.013	314			

Multiple comparisons through a post hoc analysis were needed to find out

which group of years of services created more significant relationship with

communication satisfaction. Although one-way ANOVA reported there was significant

difference between years of services and communication satisfaction, post-hoc analysis

revealed a non-significant relationship existed among each group of years of services

and communication satisfaction.

According to Table 45, there was no significant difference in communication

satisfaction as caused by different position level of employees. A non-significant result

was reported at an F value equal to 1.822 with two-tailed p value of 0.124 (F=1.822, p

> 0.05).

Table 45: A One–way Analysis of Variance Compared by Company (Employee

Position versus Communication Satisfaction)

Employee Position

Company		Sum of Squares	df	Mean Square	F	Sig.
Overall	Between Groups	1.883	4	0.471	1.822	0.124
	Within Groups	80.098	310	0.258		
	Total	81.982	314			

Finally, the difference between high or low education did not create any

differences in the mean of communication satisfaction. Table 46 shows a non-

significant difference between educational degree versus communication satisfaction

(F = 1.024, p > 0.05).

Table 46: A One–way Analysis of Variance Compared By Company (Educational

Degree versus Communication Satisfaction)

Employee Position

Company		Sum of Squares	df	Mean Square	F	Sig.
Overall	Between Groups	0.817	3	0.272	1.042	0.374
	Within Groups	81.303	311	0.261		
	Total	82.120	314			

In summary, years of service perform as the only demographic variable

affecting the extent to which people are satisfied with communication based on the

above analyses.

Qualitative Findings

Interviews were conducted with 10 key informants in the host organizations to provide further insights into the quantitative findings obtained from the questionnaires. The key informants were the executives and managers from various departments including business and support functions such as internal audit, finance, operations, strategic planning, and customer relations. The interviewees were asked to provide their opinions regarding the overall comments about communication satisfaction and organizational commitment in their current situation and what contributed to the degree of these two variables.

Alpha Company

In Alpha Company, most of the interviewees shared the same positive attitude toward the overall communication within the organization. Attitude coming through in the interviews about how other employees feel about the organization were also positive. Those positive attitudes were influenced by employees' job satisfaction, pride of working in a successful company as well as in an advance technology industry, and people development by the organization.

The most mentioned aspects regarding communicative strengths in Alpha Company were summarized in four themes: 1) channels, technology, and speed of communication, 2) Informal communication, 3) corporate culture and people, and 4) management communication.

- Channels, Technology, and Speed

Sufficient channels of communication were reported by the interviewees. Formal channels included meetings, email, department reports, in-house local

newspapers, a corporate and division magazine and newsletter, short messages through mobile phones, and the bulletin board on which all information for employees was posted. Email was agreed to be a key medium as it was "quick," "able to identify senders," and could "reach people massively." Individual employees could access both regular email and messages through a high speed intranet provided by the company. One of the informants said as soon as he heard about something new, "those things were already available on the intranet."

- Informal Communication

Interviewees were generally positive toward informal communication in the organization. Some mentioned that people there worked like they were in "the same family," they could ask for support and for extra assistance from others because they knew who they were contacting. There were a lot of informal activities in the organization. A designated work unit under the Human Resources Department was given full responsibility to create programs such as "employee to society," "work and family," or conduct activities such as a "car rally," "seeing a movie together," "shared learning by the CEO," and "top executive's birthday party." Those activities were mentioned to create impressions and positive attitudes in employees, particularly those at the lower levels and the newcomers.

- Corporate Culture and People

The informants asserted that people were one of the key strengths of the organization. "Openness" and "initiative" were mentioned to describe the people at Alpha Company. The company has launched the "Alpha Way" to promote the core value in the organization. "Alpha Way" role models who performed well in representing each value were selected and publicized internally. One of the comments

about the advantages of having an open culture was it encouraged feedback from below, which was particularly required for a service business like Alpha Company.

- Management Communication

One of the strongest areas regarding communication in Alpha Company lay in the area of the strong management team and sufficient communication among upper management. Shared information among upper management was sufficient in Alpha Company through both informal and formal meetings. Apart from that, the style of management in Alpha Company was explained by the interviewees as being open and participative. Some interviewees mentioned that employees at lower levels could direct their messages to the top without too much hierarchical interference if the messages were important.

For weaknesses, most themes fell into the area of 1) unclear role and responsibilities, 2) cross-functional communication, and 3) downward communication.

- Unclear role and responsibilities

Unclear role and responsibilities was a pervasive topic encountered in the interviews. One of the factors contributing to this problem was the dramatic growth of the company, which crated many changes in the organization. Uncontrollable factors like the nature of business and its competitive environment also accelerated the number and speed of changes in the organization. As such, those changes might affect how people performed their work and whether they had clear understanding of the procedures and their roles and responsibilities.

- Cross-functional Communication

A lack of interdependent coordination was also echoed in the interviews. This lack was related to factors such as the nature of service work that did not have rigid,

internal processes that were highly correlated, and the workload. Some interviewees commented that "communication for the most part was good within own department but getting worse at cross-functional communication."

- Downward Communication

Although communication flowed well at the upper level, the communication funneled through the lower levels had some bottlenecks. This could be caused by the employees, especially at the middle level, who had too many priorities and too great a workload, or who were promoted too fast and lacked managerial skills. As such, some of the key messages from the top, such as the company's long-term goals, ended up with being unclear and not communicated to the lower level.

In summary, the factors that affected the degree of communication satisfaction in employees were numerous, some of which were driven by uncontrollable factors such as the nature of industry, business imperatives, and technology changes. Other factors that were critical for Alpha Company, in the common view of the interviewees, comprised: 1) speed of communication, 2) priority of communication, 3) management relationship, 4) understanding of work processes and each other's roles and responsibilities, 5) alignment and coordination among departments, 6) liaison for communication in organization, 7) informal communication and social activities, and 8) middle managers' management and communication skills.

For organizational commitment, the interviewees shared a common view that employees at the company were mainly committed to their organization. In this regard, employees at Alpha Company were described as comprising two groups—old and new generation. Older generation (more than four years of services) employees were more committed to the organization because they had more sharing with the company in

terms of the company's successes, reputation, and corporate culture. New generation employees were thought to have lower commitment because they might have different foci of commitment and different work experiences. Most often mentioned as being the foci of commitment for the new generation, according to interviewees, were training and development, pay, and the challenges of assignment. In summarizing the interview results of organizational commitment in Alpha Company, five themes based on foci of commitments seemed to emerge from the interviews: 1) management characteristics, 2) work experiences, 3) socialization, 4) organizational identification, 5) organizational and people development, 6) job security, and 7) personal characteristics.

- Management Characteristics

By far, the majority of interviewees agreed the commitment of employees was subject to management's characteristics. The employees' perceptions toward the management were found to be positive. They perceived their top management had placed emphases on people and behaved like role models for all employees. Particular evidence of this argument were, for example, the management team visited the branches themselves, dinner talk and shared learning sessions provided by the CEO, long term vision and goals were communicated, and best practices in management discipline were employed and communicated to the employees.

- Work Experiences:

The interviews provided some support for the idea that work experiences influenced commitment. Evidence that work experiences played a role in the development of commitment came from several sources. "Job challenge" was one of the work experiences mentioned in Alpha Company. For example, "some employees left their [other] company to take a lower level at Alpha Company because they thought

their job would be more interesting." Treating people based on performance was mentioned to be related to commitment, especially for those who performed well. "Participation in making the decision" was widely encouraged in the organization and was mentioned as one contributor to commitment. "Perceived support" from the company was apparent as the company had provided a lot of investment in technology and infrastructure for employees. Other issues the interviewees thought related to this topic, but needed to be improved, were to have clearer career paths for employees and to increase managerial skills of supervisors.

- Socialization:

The degree of socialization and interaction of employees were also linked to employees' commitment. The informants described the relationships among employees as being highly correlated with the degree to which people socialized with each other. Organization socialization was promoted throughout the company via several initiatives; for examples, "core value" was imprinted on employees, "extensive orientation" was given to the newcomers, and a wide range of "informal activities" and social gatherings were highly supported by the management. Besides, the organizational structure, the nature of service work, and the work procedures required employees to interface cross-functionally and that had increased the degree of socialization within the company.

- Organizational Identification:

Many employees could develop their attachments to the organization by associating themselves with the company's reputation and goodwill. Many comments by the interviewees were made on this matter. In general, Alpha Company was widely known as being a large and successful Thai firm and a firm that focused on corporate

governance. The pride in people about the company, according to the interviewees, could be explained by things above, especially the young generation employees.

- Organizational and People Development

Many employees developed their loyalty to the organization based on their "perception of investment" the company has put in its employees. Many comments by the interviewees were addressed to this issue. Alpha Company had focused a lot of energy on the development of people skills and knowledge. In addition, at an organizational level, many best practices of organizational development were put in place. As such, many people who worked in this company knew that they would be "smarter" and worked with the "smart people" some interviewees mentioned.

- Job Security:

Another central idea among the interviewees was that the employees stayed with Alpha Company because they knew there was plenty of room for them to grow, as the businesses of the company kept growing. This assertion was clearly supported by the newcomer job interviewing, which indicated that one of the most significant reasons for why people joined this company was a belief in the stability of the company.

- Personal Characteristics:

Some comments suggested that "personal characteristics" such as age and "perceived competence" played an important role in the development of commitment. Age and tenure were stated by the interviewees as being associated with the level of commitment to the organization. The interviewees mentioned that Alpha Company was one of the workplaces where the best people had been gathered. According to the interviewees, employees who had higher self-confidence would have more chances to work in more challenging tasks and develop their ownership in the company.

Beta Company

Beta Company appeared to be a fairly pleasant workplace. Going through several changes, including the shareholders, created insecure feelings among the employees in terms of having unclear directions and questions about long-term policy. Also, relationships among the management team had become unhealthy. Most employees remained committed to the organization and stayed because "people love their job" as many comments by the interviewees made clear.

Comments coming through the interviews with regard to overall satisfaction of communication indicated that employees at this company were moderately satisfied with communication in the organization. Those comments were categorized into common themes similar to those of Alpha Company, although there was some variation. Most mentioned aspects regarding the strengths in communication of Beta Company were comprised of: 1) channels and technology, 2) supervisor communication and relationship, and 3) cross-functional communication.

- Channels and Technology:

Several channels of communication were used in the organization. Those channels are, for example, email, meetings, intranet, and bulleting boards. Email and face-to-face meetings were used as the key channels of communication. Oral communication was more pervasively used than written communication since the work requires a lot of adaptability and timeliness in order to operate the broadcasting programs, most of which were time sensitive because they were fresh programs.

- Supervisor Communication and Relationship

The nature of relationships between supervisors and subordinates in Beta Company were generally good. Supervisors seemed to be the most important communication links in the organization. Part of this argument was due to the nature of the work which was unique and required specific expertise. As such, sufficient communication within the work units between supervisors and subordinates was found. As both supervisors and subordinates acquired the same common background of expertise, communication styles between them tended to be similar and thus made communication more efficient.

- Cross-functional Communication

Horizontal flow of communication was sufficient in the view of the interviewees. One contributor to this was also related to the task processes which require a great deal of coordination among parties. One of the informants said people at Beta Company worked like "machines," that is, when any parts malfunctioned, the rest needed to stop and some kind of problem will be found." Cross-functional communication at Beta Company was also effective because people had good relationships with each other, as can be seen by people always participating in informal activities and giving extra help to each other.

For weaknesses, most of the themes fell into two areas: 1) management communication and 2) culture variation.

- Management Communication

Messages that proceeded vertically from the top management were unsatisfactory. This feeling seemed to arise because of changes in the management team. It was observed that employees needed to know what the new policies were and had concerns about their job security. Because this kind of communication was lacking,

people tended to create and listen to rumors and developed bad attitudes toward the management.

- Culture Variations

The informants asserted that people at Beta Company were in the process of adapting to a new culture. As the organization underwent a lot of changes, such as management style, ways of working, and performance evaluation, it led to culture shock and created conflicts among employees. Culture shock was explained as not being able to understand, control, and predict things in organization. As reflected from the interviews, the issues concerning culture variations in Beta Company were directed to 1) more understandings of the nature of business of the new management team who came from different backgrounds, and 2) more common understanding about the priority and needs of each parties.

In summary, at Beta Company, the communication issues that affect the degree of communication satisfaction of employees were 1) culture alignment, 2) trust in management, 3) clear policies communicated in downward communication, 4) management relationships, 5) more accurate information, and 6) clear written communication.

It appeared from the interviews that people at Beta Company were committed to their organization. An example of this assertion was a reference to a crisis situation in the past when the employees' salary was cut, nobody complained and employees kept working as usual. Besides, "people always give their cooperation and partake of all activities in the organization," some of the interviewees added. Although there were unpleasant feelings against the change, some positive features of change also popped up in the interviews. Those positive ideas included having more systematic work, better

technology, founding of a human resource department in the organization, and having a new executive with a strong background in the media industry. The factors affecting the employees' commitment could be summarized in five themes—1) tenure, 2) job characteristics, 3) socialization, 4) organizational identification, and 5) job security.

- Tenure

The same idea about old and new generation workers was mentioned to explain the employees' development of commitment. The older generation was more attached to the organization because they had had a greater in establishing the company, which contributed a sense of "dignity" or "perceived importance." As such, the key terms of "involvement" and "participation in making decisions" were related to work tenure.

- Job Characteristics

The unique and specific nature of jobs at Beta Company was also affecting the degree of peoples' commitment. The broadcaster job, which was the majority group of people at Beta Company, was asserted by the interviewees to involve a lot of "Art." When people created their own desired work, it contributed a sense of "personal fulfillment." The degree of freedom for people to develop their work varied from the past with more concern now about commercial factors. Therefore, balancing the two foci, both art and commercial, become a key factor that affected organizational commitment.

- Socialization

Strong relations among the employees and between them and supervisors were critical to the development of commitment. Those relationships were based on several factors such as their sharing of a common ground, degree of supervision in daily work, teamwork, and social interaction.

- Organizational Identification

The idea of identification was also strong at Beta Company. Many employees loved to work at this company because they could share the fantasy of being a broadcaster, which was described as "sexy" and appealing because they were admired by other people. Apart from that, one of the strong representations of this company was its image as the television for society. Many people developed their pride as a member of this company because they believed they could contribute something to the society. The above examples explained the extent to which people could develop commitment as influenced by their identification with the characteristics of company.

- Job Security:

Job security played an important role in effecting employees' commitment. It was confirmed by the interviews that insecure feelings in people were largely influenced by unclear direction and uncertainties caused by change.

Summary

This chapter presented the details of empirical research methodology and results customized for this study and were divided into quantitative and qualitative sections. Based on the descriptive analysis, the degree of organizational commitment and communication satisfaction seemed to be in positive directions as interpreted by the average score which was, for both Alpha and Beta companies, above the mid-point score. Testing of hypotheses and research questions provided further insights into the descriptive statistics. Organizational commitment, overall, was not correlated with the degree of willingness to participate in planned change regarding a corporate culture. However, when comparing the companies and the different types of attitudes

underlying willingness to participate in planned change, the results turned out differently. Organizational commitment was found to be significantly correlated with negative attitude toward change in one of the two host organizations.

The manner in which different types of commitment correlate with willingness to participate in change also varied. "Membership commitment" appeared to demonstrate the most significant relationship while "continuance commitment" correlated only with negative commitment and "moral commitment" did not correlate with any items.

Communication satisfaction did not serve as the moderator of the relationship between organizational commitment and willingness to participate in change. However, the detailed analyses of it revealed diverse results when each subscale of communication satisfaction was considered separately.

Qualitative findings regarding the factors that affected communication satisfaction and commitment were outlined in different themes. There was some congruence between the findings of the questionnaires and the interviews. These findings also served to provide additional information for the two research questions. Integration of both quantitative and qualitative and findings will be discussed in the next chapter.

CHAPTER FIVE

Summary of the Findings, Conclusions, and Recommendations

Chapter Four presented the results of the statistical analyses and the interview results. This Chapter recapitulates this study by integrating summary of the findings and conclusions, limitation, and recommendations for future study and practice.

Summary of the Findings and Conclusions

This research intended to explore the relationships among three pervasive topics in organizations including organizational commitment, communication satisfaction and employees' willingness to participate in planned change. Three research goals were developed:

1. To explore the effects of three dimensions of commitment, which include a) organizational belongingness, lack of alternatives, and obligation to stay (originally termed as affective, continuance, and normative), on the level of willingness of Thai employees to participate in planned organizational change.

2. To test whether communication satisfaction is one of the variables that exerts a moderating effect on the relationship between organizational commitment and willingness to participate in planned change in the Thai context or not.

3. To determine what factors make significant differences in the extent to which people are satisfied with communication in and are committed to their organization.

Four research hypotheses and two research questions were developed from these goals. Based on the research hypotheses and research questions explored in Chapter Four, seven major conclusions can be drawn and are presented in the order of research hypotheses and then research questions.

First: There was a low relationship between overall organizational commitment and willingness to participate in planned change. The relationship somewhat varied by the nature of willingness to participate in change and differences in organizational realities.

This conclusion was supported by the regression analysis, which showed a significant linear relationship existed between organizational commitment and willingness to participate in change. This finding was congruent with previous research (Iverson, 1996; Meyer et al., 1993). Based on the coefficient of determination, only 1.5% of willingness to participate in change could be explained by the degree of commitment. This indicated that the relationship between the tested variables was significant but not meaningful.

A comparison between companies exerted more supports for the conclusion by indicating that a significant relationship also existed in both Alpha and Beta Company; a more significant relationship was reported for Beta Company. Based on the coefficient of determination, around 15% of willingness to participate in change was explained by organizational commitment for Beta Company while only 1.8% of the same thing was explained for Alpha Company. This result indicated there were other underlying factors that contributed to the degree of willingness to participate in change.

As the descriptive statistics indicated, the fact that mean of organizational commitment was higher for Beta Company than for Alpha Company could be one factor that explained why a more significant level of relationship was directed to Beta Company.

Another potential factor could stem from the different features of willingness to participate in change, which this study asserted as comprising negative and positive

aspects. The multivariate regression analysis confirmed that organizational commitment was significantly correlated only with the negative attitude toward change, when the two types of willingness to participate in change were considered together, and only for Alpha Company, not Beta Company. This finding also suggested differences in organizational realities (particularly the degree of change readiness of each organization) might affect the degree of relationship between the two tested variables.

Interview findings were generally in line with this assumption. Interviewees suggested that the degree of change readiness or people acceptance to change in Alpha Company was higher than Beta Company. Alpha Company had already gone through several organizational developments in the past, most of which resulted in greater positive results; therefore, the employees at Alpha Company might have already gotten use to adapting to changes. This claim was also consistent with the mean of willingness to participate in change which was shown as being higher for Alpha Company. As a consequence, people at Alpha Company might relate their commitment to organization toward other priorities, leaving their development of willingness to participate in change uninfluenced by organizational commitment.

Second: There was a low relationship between organizational belongingness and willingness to participate in planned change. The relationship somewhat varied by the nature of willingness to participate in change and differences in organizational realities.

Organizational belongingness was found by this study to be correlated with willingness to participate in change. Organizational belongingness was obtained from the factor validation, based on the original constructs that composed organizational

commitment. It referred to the extent to which people develop their sense of belonging to and ownership in the organization.

Although the relationship between the tested variables was significantly correlated, it was not meaningful. The coefficient of determinant obtained was about 3 %, leaving 97 % of the variance unexplained. When comparing between companies, the relationship between the two tested variables was significant to both firms but with stronger significance levels for Beta Company. This finding was consistent with the first conclusion of this study and the descriptive statistics, which showed Beta Company having higher average mean of organizational belongingness than Alpha Company.

When taking different types of willingness to participate in change into consideration, the relationship between organizational belongingness and the two types of willingness to participate in change still existed. However, the existing relationship accounted only for negative attitude toward change in Alpha Company, not Beta Company. This also reconfirmed that relationship between the tested variables was varied by type of willingness to participate in change.

Qualitative findings did not offer support or against the quantitative findings regarding this aspect. It added that both companies had high degree of socialization and organizational identification, which could contributed to the development of organizational belongingness (Meyer & Allen, 1997). Based on the interviews, two things emerged as to why sense of belonging was higher in Beta Company than Alpha Company: a) size of company (Mowday et al.; 1982), and b) job characteristics (Meyer & Allen, 1997). Because the size of Beta Company was smaller, people could participate more in the organizations and thus developed their stronger perceived

involvement in the company's successes or failures. The second factor was job characteristics. As was found by the interviews, the nature of job at Beta Company was unique and required greater individual contribution; therefore, people might develop their organizational belongingness as influenced by their sense of ownership in their jobs.

<u>Third: There was a low relationship between lacking alternatives and willingness to participate in planned change. The relationship somewhat varied by the nature of willingness to participate in change and differences in organizational realities.</u>

The above conclusion was drawn from a significant relationship revealed by the statistical testing. It was found that lacking alternatives represented only 1.4% in explaining the degree to which people developed their willingness to participate in change. This suggested willingness to participate in change was affected by other factors, which accounted for about 98%.

Lacking alternatives in this study referred to the degree to which people had alternatives to change their job. It was developed based on continuance commitment of the original Organizational Commitment Scale developed by Meyer and Allen (1997). Continuance commitment was found to be comprised of two related dimensions—one reflecting lack of alternatives, and the other reframing high personal sacrifice. As a result of factor analysis, this study found that only lacking alternatives held its meaning in the Thai context.

When comparing between companies, the above relationship exited only for Beta Company. The coefficient of determination was reported as higher for Beta Company, representing about 5%.

The mean score of lacking alternatives between Alpha Company and Beta Company were reported as being the same amount. When considering the two types of willingness to participate in change together, it confirmed that the relationship between lacking alternatives and willingness to participate in change was significant only with negative attitude toward change and accounted for only Alpha Company, not Beta Company.

Qualitative findings were in support of the conclusion above. The interviews provided further information that perceived lacking alternatives of the employees at Beta Company was in general higher than Alpha Company. This resulted from the fact that the nature of jobs at Beta Company, for the most part, highly specific and required high degree expertise. As such, they limited people's ability at Beta Company to relocate to other workplaces. This study therefore posited that nature of business could affect the degree to which people develop their perceived lack of alternatives. Fourth: There was a no relationship between the sense of obligation to stay and willingness to participate in planned change. The relationship somewhat varied by the differences in organizational realities, which influenced by the relationship among people

The hypothesis underlying this conclusion was not supported by a regression analysis, which showed a non-significant relationship between these two tested variables.

Obligation to stay referred to the degree to which people felt responsible and obligated to remain with the organization. The obligation to stay factor was developed based on the normative and affective commitment developed by Meyer and Allen (1997). Based on the factor analysis, this study asserted that the two factors—affective

commitment and normative—were not independent of one another in the Thai context. This argument was congruent with the other research which alleged that affective together with normative commitment could predict job withdrawal intentions and correlated with job performance (Meyer & Allen, 1993).

A comparison between companies revealed a somewhat different result. Obligation to stay was correlated with willingness to participate in change only for Beta Company, which indicated that other organizational settings could influence this relationship. Based on the coefficient of determination, around 9% of willingness to participate in change could be explained by the sense of obligation to stay at Beta Company, leaving other factors unexplained. The descriptive statistics revealed that Beta Company had a higher average mean of obligation to stay than was reported for Alpha Company.

The multivariate test revealed that the two types of willingness to participate in change did not influence the relationship between the tested variables.

Some analyses should be made on why higher sense of obligation to stay occurred in Beta Company. Other researcher suggested obligation to stay was developed based on the organizational investments in employees and psychological contracts between them and their organization (Meyer & Allen, 1997). The interview findings suggested the relationship among employees at Beta Company was relatively high. Those relationships could be influenced by a high degree of socialization, which in turn made people develop their psychological contract with one another and thus compelled their obligation to stay. This statement was also supported by the descriptive statistics, which showed the highest mean for Beta Company rested on the

items regarding "obligation to people" and the extent to which organization created "personal meaning" to employees.

For Alpha Company, investments in people through training and developments came through the interviews as relatively high. However, it had less impact on the employees compared to psychological contracts. This was evidenced by the mean score of the items regarding "owing the organization" represented the lowest mean while "obligation to people" represented the highest mean score. As such, this study argued that psychological contract played more important role than the perceived investments by the organization based upon the Thai context. This finding also disagreed with the Thai cultural norm which was regarded as emphasizing indebtedness and grateful relationships to each other (Komin, 1990, 1991). Investment that the organization made in the employees, based upon the western practice, might seem to develop a kind of normative commitment that made people feel need to reciprocate (Meyer & Allen, 1991; School, 1981). This argument however might not explain the Thai organizational behaviors

Fifth: Communication satisfaction did not serve as the moderator of the relationship between organizational commitment and the willingness to participate in planned change in the Thai context. The moderating effect of communication satisfaction, however, varied for the communication satisfaction factors

Communication satisfaction, in this study, did not serve as the moderator of the relationship between organizational commitment and the willingness to participate in change. When communication satisfaction was covaried out, the significant difference between organizational commitment and willingness to participate in change still

existed. When comparing by company, this conclusion still applied to both Alpha and Beta Company.

The attention of this study then shifted to whether different subgroups of communication satisfaction as found in this study could perform as the moderator of the relationship between organizational commitment and the willingness to participate in change or not. Of the four subgroups of communication satisfaction including a) general communication in organization, b) communication with superior, c) personal achievement, and d) communication with subordinates, only personal achievement significantly correlated with the degree of willingness to participate in change. This indicated that satisfaction of "personal achievement" communication could serve as the moderator of the relationship between organizational commitment and willingness to participate in change

Previous research studies posited a strong relationship between communication satisfaction and organizational commitment (Putti, Aryee, & Phua, 1990; Varona, 1996; Treadwell & Harrison, 1994). Additionally, many studies postulated that communication served as the antecedents of employee willingness to participate in change (Ashford, 1988; Eisenberg & Riley, 1988; Lewis & Seibold, 1996; Lewis & Seibold, 1998; Miller et al., 1994; Miller & Monge, 1985; Redding, 1972; Rogers, 1995). This study however found that communication satisfaction did not serve to increase or decrease the relationship between commitment and willingness to participate in change.

The analyses to this argument could be summarized in two hypothetical explanations. First, both communication satisfaction and organizational commitment tended to show similar patterns of correlations with their antecedents. The interview

outcomes of this study showed that both variables shared similar sets of contributing factors particularly the pair of management communication versus management characteristics, informal communication versus socialization, unclear role and responsibility versus work experiences variables. As such, this study asserted that both variables—communication satisfaction and organizational commitment—were inextricably linked to each other when they were about to explain an organizational process. That could explain why communication satisfaction did not perform as a separable factor to moderate the relationship between organizational commitment and willingness to participate in change. Lewis (1999) shared the idea that communication satisfaction and organizational commitment were independent.

Secondly, communication satisfaction was comprised of several composites. Some factors might play a greater role than the others in each organization. As such this study also asserted that moderating impact of communication satisfaction might be varied for their communication factors. Based on the quantitative findings, personal achievement seemed to take the greater role as the moderator of commitment and willingness to participate in change.

The reason why personal achievement dimension was more crucial needed some further elaboration. It could be explained by looking at the descriptive statistics. This study revealed that among the four subgroups of communication factors, the highest average mean fell in the personnel achievement subgroup; that is, employees in both Alpha and Beta Company thought that communication with respect to progress in their job, personal news, and benefits and pay were currently satisfactory. This finding was incongruent with previous research which suggested the definite areas of greatest communication satisfaction were the areas related to Supervisory and Subordinate

Communication while the area of lest satisfaction tended to be Personal Feedback factor (Clampitt & Downs, 1993).

<u>Sixth: There were some significant differences on organizational commitment by employee position for the Thai respondents</u>

The result reveled that there were significant difference between positions of employees on organizational commitment. Employees with higher position were more committed to the organization.

This finding was congruent with what was found from other research, which posited that commitment related to position hierarchy (Meyer & Allen, 1997; Sommer, Bae, & Luthans, 1996). However, employees' position should be considered together with other factors such as tenure and age.

Additionally, interviews revealed other factors which could contribute to the degree of commitment including: 1) management style, 2) work experience, 3) socialization, 4) organizational identification, 5) organizational and people developments, 6) job security, 7) personal characteristics, 8) tenure, and 9) job characteristics. Most factors were consistent with the findings of other research studies; however, they were not considered one of major conclusions of this study as they lacked empirical research support.

<u>Seventh: There were some significant differences on communication satisfaction by employee years of services for the Thai respondents</u>

The result reveled there were significant difference between employees' years of services and communication satisfaction. That is, employees with more tenure tended to have more satisfaction in communication than those with less tenure.

The interviews revealed other factors which could affect the degree of communication satisfaction including: 1) speed of communication, 2) management communication, 3) work experience, 4) interdepartmental communication, 5) liaison of communication in organization, 6) informal communication, 7) culture alignment, 8) trust in management, and 9) clear written communication.

<u>Limitations</u>

While this research has produced interesting results, it is subject to various limitations that may have stemmed from the complexity of topic, the survey instrument, the data collection process, and the respondents.

The first limitation could be the result of the complexity of the topic itself. Since organizational commitment, communication, or change are broad topic related to many factors in the study of organization, it could hardly define a set of confounding variables embedded in this study. Besides, all topics are subjective to situations. Albeit this limitation was controlled by using the same case of change to be conducted in two organizations which shared the same entity; there could be some bias. This biases deal with the degree of change readiness which was not the same in both firms. The change readiness, as mentioned some in the above conclusion, could contribute to a varied result. To delimit this concern, perhaps, a longitudinal study that focused on the relationship among the tested variables in an organization is needed.

Second, the different clusters of commitment were determined by principle component analysis with a varimax rotation. This runs the risk of ignoring unique variance and assumes that the factors are completely orthogonal. The results of the factor analysis provided this study with three components of commitment, in line with

the original constructs. Most notably, there were some overlaps between the original normative commitment and affective commitment scale and between continuance commitment and affective commitment scale. Besides, some items were omitted due to their poor loading value. Although commitment measurement in this study was proven to be statically valid, it is highly recommended for other research to further refine the conceptualization and measurement of commitment based on the Thai context.

Third, a related criticism might also be addressed on the reliability issues. Although they are found to be sufficiently reliable to be used in this study, not all of the measurements obtained an equal level of high reliabilities as had been reported in other research. Particularly concerns were directed to the willingness to participate in change scale and organizational commitment scale. However, when focusing on each subscale, the level of reliability was much higher. Again, this could lead to the question whether their constructs were a cultural fit the Thai context. A more factor analytic study of those scale based on collectivistic culture is therefore strongly recommended for the other researcher.

Fourth, another criticism might also be directed at the fact that the relationships between the tested variables were found to be statistically significant, but less meaningful. There are other underlying factors, which contributed to the relationship between the variables proposed by this study, and researchers should refer to the findings in this study with caution. This study has anticipated this limitation and included the interviews to provide broader perspectives about other complex human interactions; however, its assertions lack empirical supports. Whether or not the results in this study will generalize across organizations and participant populations is a question that remains to be explored.

Fifth, the generalizabiltiy of this study is limited to two types of organizations, both of which were considered modern and highly developed Thai organizations. The findings in this study could not contain the whole representation for other Thai organizations, typically the ones with high hierarchy and strong Thai culture. As such, a more comprehensive research on the same topic in different types of Thai organization is recommended. This research however proposed that a unique variance of change in each organization should not be ignored if a comparison between companies is made.

One final potential problem stemmed from use of the term 'organization' in measures, particularly in the case of persons in large organizations. The question whether the respondent interpreted to mean their division, department, or parent company. When the respondents were asked to think about the organization as a whole they may have thought in terms of their own department since communication or commitment might be influenced by experiences within their own group.

<u>Recommendation for Practices</u>

The results of this study have several implications for practice that should be considered. The results provide some suggestions for organizational managers in Thai organizations. The following recommendations for practice are based on the results of the study.

First, organization change can be supported by the employees' commitment. Organization leaders should take steps to promote employee commitments through the development of organizational belongingness, identification with the organization, involvement in making the decisions, and increased socialization among the employees.

Second, gradually increasing change readiness of the organization will prevent the organization from risking severe problems regarding lowered commitment in employees and employees' migration. This change readiness can be promoted through effective communication and human resources management. Concerns about satisfaction of communication in employees, particularly communication about personal achievements, should not be ignored. Management communication should not be focused only at the top and middle management. Effective recruitment to let people know what type of organization they have joined, and socializing them into new corporate culture will make people adapt to the change more easily.

Third, a successful socialization process, rigorous recruitment, clear job scope and career path, and effective communication between employees and supervisors will increase employees' association with the job and thus reduce their intent to change job. The more people are satisfied with their job, the less likelihood for them to look for other job alternatives which in turn will affect reduction in commitment.

Fourth, employee's obligation to stay is not related to their willingness to change. However, it should be an important issue in the concerns of all organizational leaders. Increasing employees' psychological contracts serves as the key sources of the development of obligation to stay. It seems employees' psychological contracts with people and obligation to people plays the greater role of all confounding variables of this commitment. It is of importance for each organization to create active informal communication within the organization and promote good relationships among the employees because they can function like another kind of investment in the employees.

Fifth, when organization is perceived as placing focuses on the employees' welfare, the employee is likely to be affectively committed, but when the focus is

shifted to business bottom line, it is likely for the employees to consider leaving. It is important for all organizational leaders to balance the employees' reactions and the needs of organization. Also, all kinds of commitment factors should be considered together in order to explain the employees' attitudes and behaviors.

Last, communication satisfaction, willingness to participate in change, and organizational commitment are independent of one another and not a one time process. Organization leaders should consider all aspects together and take the lead in continuously giving importance and developing them.

<div align="center">Recommendation for Future Research</div>

Exploratory findings of this study suggest the following areas for further research, some of which were already stated in the limitations of this study. Although many recommendations are made based on the Thai implications they might also be applicable to other settings.

The next overarching topic in researching this subject should be the development or evaluation of the survey instruments of organizational commitment instrument based upon the Thai constructs.

A longitudinal study in an organization to explore what factors can contribute to the relationship between organizational commitment and willingness to participate in change is also highly recommended. As was found by this study, organizational commitment is significantly related with willingness to participate in change but not meaningful as there are other unexplained factors. This research provides some clues as to what can influence the relationship between the two variables such as types of attitude toward change of people or the change readiness in implementing change in

each organization. However, those suggestions were made based on qualitative findings and need further empirical research for support.

Another step for researcher is to measure the same topic with other participant populations to build on the generalizability of this study. It is recommended that a large organization with a strong Thai culture or collectivism context be used as sampling frame.

This study aimed to measure overall organizational commitment and communication satisfaction factors. Within these variables, this study found there were some specific variables that are more important in predicting the relationship of the tested variables. It would be interesting for the other research to build on this argument and measure the impact of those specific variables on willingness to participate in change. Those highly recommended variables are, for example, organizational belongingness and personal achievements communication.

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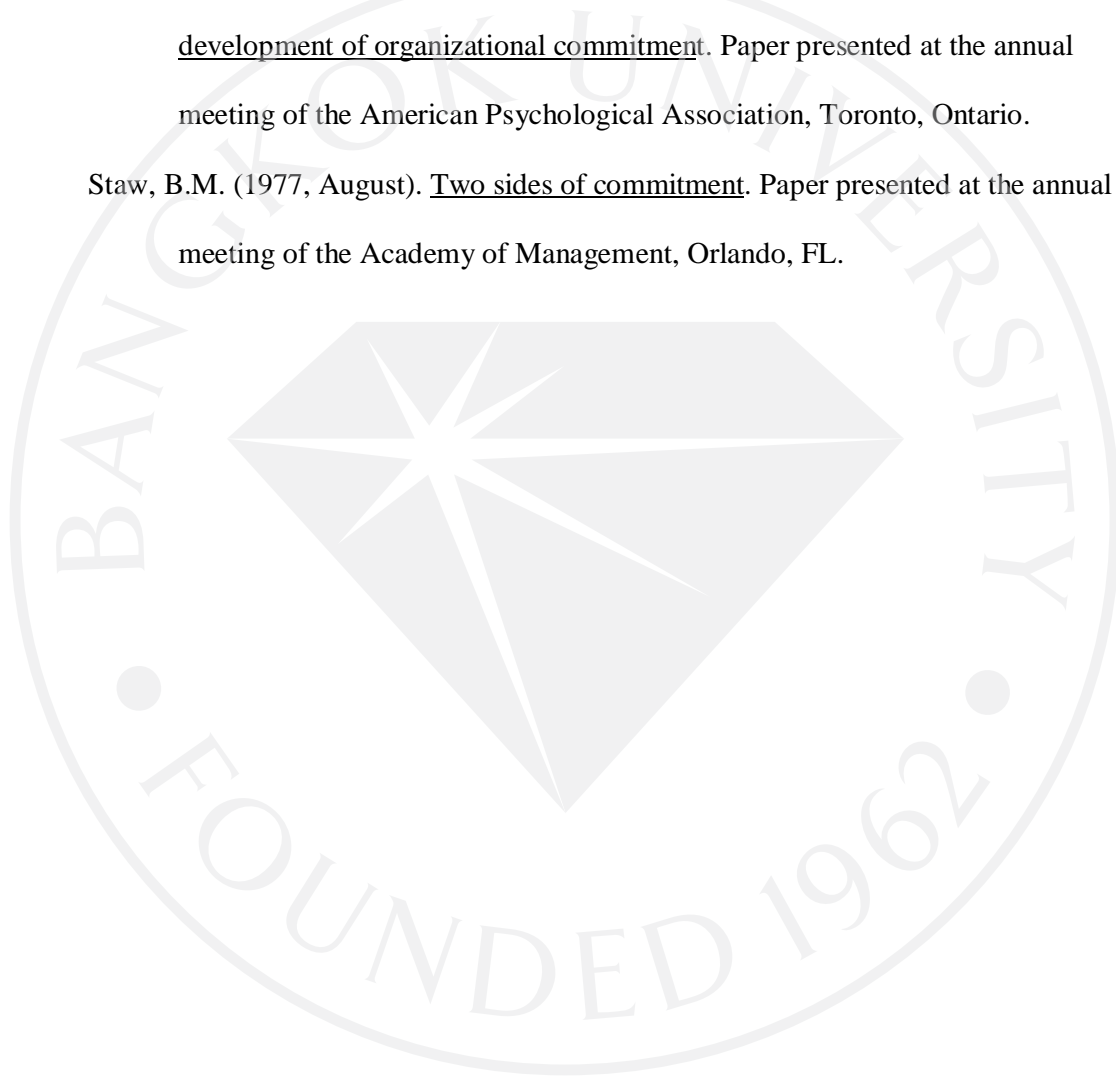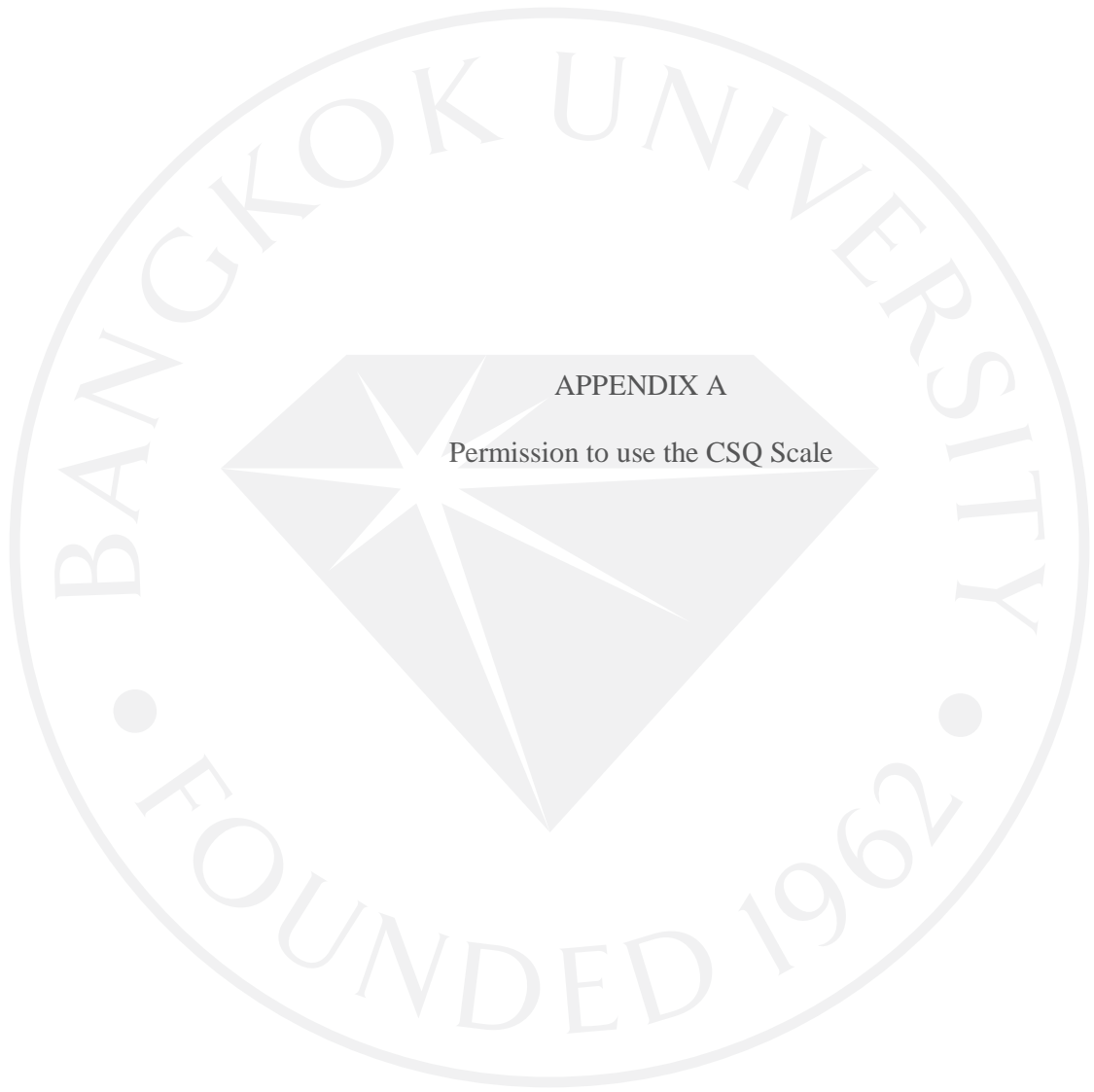
APPENDIX A

Permission to use the CSQ Scale

Notes from Dr. Cal Downs:

"You are correct. There are not ten items missing. We had just reformatted
it. I am happy for your student to use the instrument in Thailand.
Normally, what I ask people to do is to agree a) not to use it for
consulting but education only, b) give me a copy of the data and study, and
c) not put the factor structure into the report."

Notes from Dr. Phil Clampitt

"At one time Cal had 10 items or so that dealt with importance of different
types of communication. We don't use those any more and that's why you have
the discrepancy in the numbering. I still use the open-ended questions when
administering the instrument. I've listed the norms for the
databank in my book, Communicating for Managerial Effectiveness, in the
appendices. So the student might find that helpful."

APPENDIX B

Questionnaire
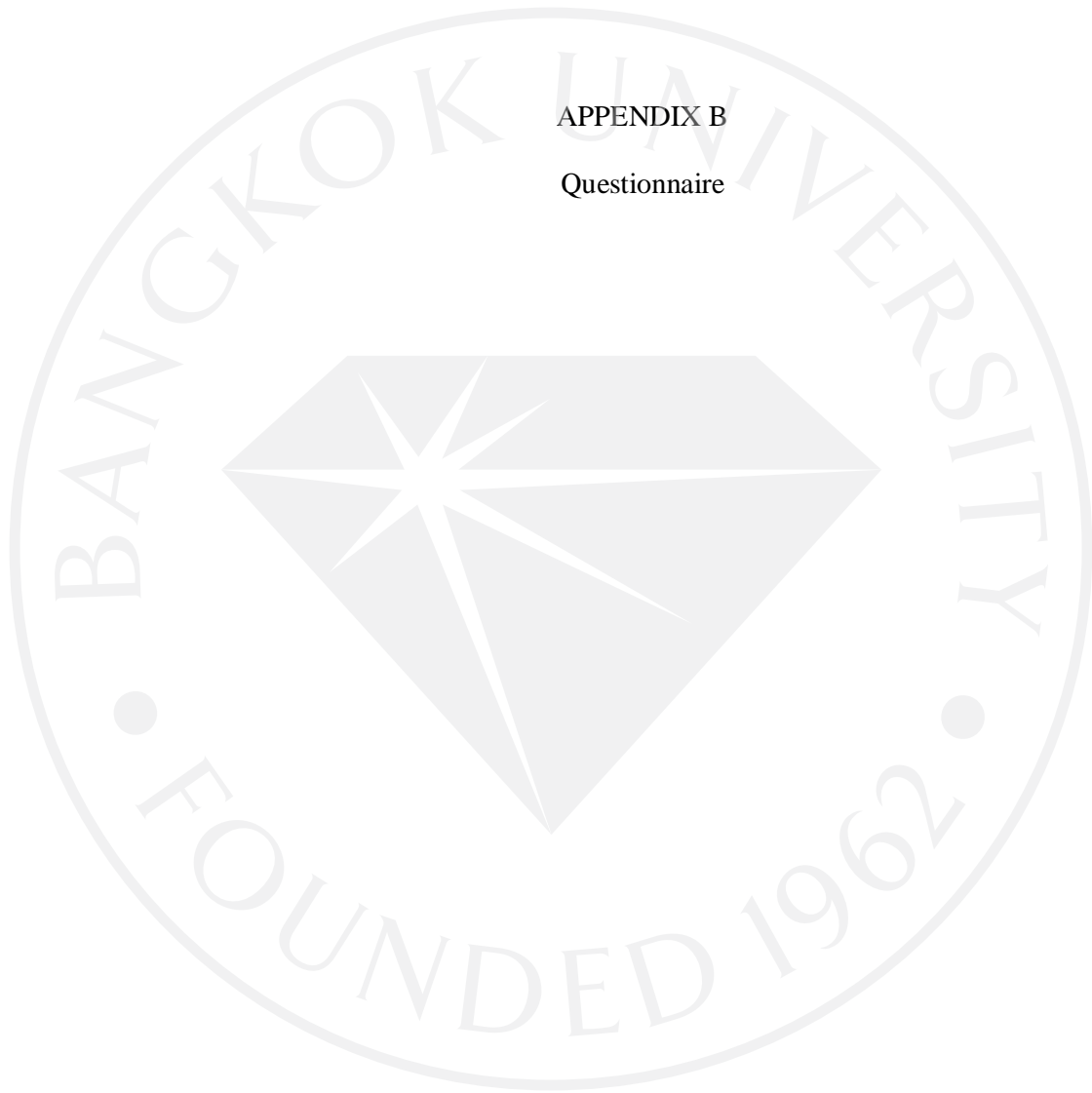
แบบสอบถามเพื่อการวิจัย

เรื่อง ความพึงพอใจในการสื่อสารในฐานะตัวเชื่อมความสัมพันธ์ระหว่างความผูกพันของพนักงานที่มีต่อองค์กร และความเต็มใจเข้าร่วมในการเปลี่ยนแปลงภายในองค์กร: กรณีศึกษาในองค์กรไทย

(ประกอบการศึกษาระดับปริญญาเอก โครงการปริญญาเอกสาขานิเทศศาสตร์ มหาวิทยาลัยกรุงเทพ-โอไฮโอ)

1. แบบสอบถามนี้มีวัตถุประสงค์หลักเพื่อสอบถามเกี่ยวกับบทบาทของความพึงพอใจในการสื่อสารของพนักงาน ในการเป็นตัวเชื่อมความสัมพันธ์ระหว่างความผูกพันที่พนักงานมีต่อองค์กร และความเต็มใจเข้าร่วมในการเปลี่ยนแปลงขององค์กร

   ประโยชน์ที่ได้รับ นอกจากจะทำให้เกิดความเข้าใจมากยิ่งขึ้นเกี่ยวกับตัวแปรในการศึกษาแต่ละตัวภายใต้สถานการณ์ในองค์กรไทยแล้ว องค์กรที่เข้าร่วมในการวิจัยครั้งนี้ยังได้รับข้อมูลอันเป็นประโยชน์ต่อการบริหารองค์กรและบริหารพนักงานให้มีประสิทธิภาพมากยิ่งขึ้นอีกด้วย

2. แบบสอบถามนี้มี 14 หน้า

3. แบบสอบถามนี้มี 77 คำถาม แบ่งออกเป็น 4 ส่วน ได้แก่

   ส่วนที่ 1 : แบบสอบถามความผูกพันของพนักงานที่มีต่อองค์กร
   ส่วนที่ 2 : แบบสอบถามวัดความพึงพอใจในการสื่อสาร
   ส่วนที่ 3 : แบบสอบถามวัดความเต็มใจเข้าร่วมในการเปลี่ยนแปลงภายในองค์กร
   ส่วนที่ 4 : ข้อมูลทั่วไปเกี่ยวกับผู้ตอบแบบสอบถาม

4. เวลาที่ใช้ในการตอบแบบสอบถามทั้งสิ้น ประมาณ 30 นาที

5. โปรดตอบคำถามทุกข้อโดยเลือกตอบเพียงคำตอบเดียวในแต่ละข้อ โปรดพิจารณาตัวเลือกที่ตรงกับความคิดเห็นของท่านมากที่สุด

6. แบบสอบถามนี้ไม่ใช่แบบทดสอบ ดังนั้นความคิดเห็นของท่านถือเป็นคำตอบที่ถูกต้องที่สุด

7. คำตอบที่ได้จะถูกเก็บเป็นความลับตามจรรยาบรรณของการวิจัย โดยผลลัพธ์ที่ได้จะถูกรายงานเป็นผลรวม ดังนั้นคำตอบของท่านจะไม่ส่งผลกระทบต่อตัวท่านหรือต่อแผนกงานของท่าน

Questionnaire

Topic: An Examination of Communication Satisfaction as a Moderator of the Relationship between Organizational Commitment and Willingness to Participate in Planned Organizational Change: A Case Study in Thai Organizations

1. The purpose of this study is to gain better understanding about the relationships among communication satisfaction, organizational commitment, and willingness to participate in organizational change in Thai organizations.

    This study will be also beneficial to the participating firm in that it provides useful information for enhancing its organizational effectiveness and managing its human performances.

2. This questionnaire has 14 pages.

3. This questionnaire has 76 questions dividing into 4 sections as follows:

    > Section 1: Organizational Commitment Questionnaire
    >
    > Section 2: Communication Satisfaction Questionnaire
    >
    > Section 3: Willingness to Participate in Planned Organizational Change Questionnaire
    >
    > Section 4: Demographic Data

4. This survey will take approximately 30 minutes to complete.

5. Please answer all questions. Please choose only one answer for each question. Please consider the answer that mostly reflects your opinion.

6. This study is not a test, so your opinion is the only right answer.

7. Your answers are completely confidential so be as frank as you wish. The focus of the study is to examine aggregate data and not individual responses. Therefore, the information collected will affect neither individual nor affect your department in any way.

ส่วนที่1: แบบสอบถามความผูกพันของพนักงานที่มีต่อองค์กร
(Section 1: Organizational Commitment Questionnaire)

โปรดกากบาทตัวเลือกด้านล่างโดยเลือกเพียงคำตอบเดียว

(Please put **"x"** in a box which reflects your opinion. Please choose only one answer)

1 = **เห็นด้วยอย่างยิ่ง** (Strongly Agree)

2 = **เห็นด้วย** (Agree)

3 = **ค่อนข้างเห็นด้วย** (Somewhat Agree)

4 = **ไม่แตกต่าง** (Indifferent)

5 = **ค่อนข้างไม่เห็นด้วย** (Somewhat Disagree)

6 = **ไม่เห็นด้วย** (Disagree)

7 = **ไม่เห็นด้วยอย่างยิ่ง** (Strongly Disagree)

		1	2	3	4	5	6	7
1.	**ฉันยินดีอย่างยิ่งที่จะใช้ชีวิตการทำงานที่เหลือของฉันในองค์กรแห่งนี้** I would be very happy to spend the rest of my career in this organization	☐	☐	☐	☐	☐	☐	☐
2.	**ฉันชอบที่จะสนทนากับผู้อื่นเกี่ยวกับองค์กรของฉัน** I enjoy discussing my organization with people outside it.	☐	☐	☐	☐	☐	☐	☐
3.	**ฉันรู้สึกราวกับว่าปัญหาขององค์กรก็คือปัญหาของฉัน** I really feel as if this organization's problems are my own	☐	☐	☐	☐	☐	☐	☐
4.	**ฉันคิดว่าเป็นการง่ายที่ฉันจะเกิดความรู้สึกผูกพันกับองค์กรอื่นๆ เช่นเดียวกับที่ฉันรู้สึกต่อองค์กรแห่งนี้** I think I could easily become as attached to another organizations as I am to this one	☐	☐	☐	☐	☐	☐	☐

5.	ฉันไม่รู้สึกเป็นส่วนหนึ่งของสมาชิก ครอบครัวในองค์กรแห่งนี้ I do not feel like "part of the family" at my organization.	☐	☐	☐	☐	☐	☐	☐
6.	ฉันไม่รู้สึกรักและผูกพันทางจิตใจกับ องค์กรแห่งนี้ I do not feel "emotionally attached" to this organization.	☐	☐	☐	☐	☐	☐	☐
7.	องค์กรแห่งนี้มีความหมายมากเป็นการ ส่วนตัวสำหรับฉัน This organization has a great deal of personal meaning for me.	☐	☐	☐	☐	☐	☐	☐
8.	ฉันไม่รู้สึกว่าฉันมีความเป็นเจ้าของใน องค์กรแห่งนี้ I do not feel a strong sense of belonging to my organization.	☐	☐	☐	☐	☐	☐	☐
9.	ฉันไม่กังวลว่าอะไรจะเกิดขึ้น หาก ต้องลาออกจากงานในขณะนี้โดยที่ ไม่มีงานอื่นรออยู่ I am not afraid of what might happen if I quit my job without having another one lined up	☐	☐	☐	☐	☐	☐	☐
10.	เป็นการยากที่ฉันจะไปจากองค์กร แห่งนี้ ถึงแม้ว่าฉันประสงค์จะกระทำ เช่นนั้นก็ตาม It would be very hard for me to leave my organization right now, even if I wanted to.	☐	☐	☐	☐	☐	☐	☐
11.	หากฉันคิดลาออกจากองค์กรแห่งนี้ใน ขณะนี้ ชีวิตของฉันคงประสบกับความ ยากลำบาก Too much of my life would be disrupted if I decided I wanted to leave my organization right now.	☐	☐	☐	☐	☐	☐	☐

No.	Statement							
12.	การที่ฉันจะลาออกจากองค์กรแห่งนี้ในวันข้างหน้า ไม่ได้ทำให้ฉันต้องสูญเสียอะไรมากมาย It wouldn't be too costly for me to leave my organization in the near future.	☐	☐	☐	☐	☐	☐	☐
13	ในขณะนี้ การทำงานในองค์กรแห่งนี้ถือเป็นสิ่งจำเป็นอย่างยิ่งสำหรับฉัน Right now, staying with my organization is a matter of necessity as much as desire	☐	☐	☐	☐	☐	☐	☐
14.	ฉันเชื่อว่าฉันมีทางเลือกไม่มากในการสมัครเข้าทำงานที่อื่น หากลาออกจากองค์กรแห่งนี้ I believe that I have too few options to consider leaving this organization	☐	☐	☐	☐	☐	☐	☐
15.	ผลเสียประการหนึ่งที่ทำให้ฉันไม่อยากไปจากองค์กรแห่งนี้คือ ทางเลือกในการเปลี่ยนงานของฉันมีน้อย One of the few negative consequences of leaving this organization would be the scarcity of available alternatives.	☐	☐	☐	☐	☐	☐	☐
16.	เหตุผลหนึ่งที่ฉันยังคงอยู่ในองค์กรแห่งนี้คือ ไม่มีองค์กรไหนเสนอผลประโยชน์โดยรวมให้ฉันได้เท่ากับองค์กรแห่งนี้ One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice; another organization may not match the overall benefits I have here.	☐	☐	☐	☐	☐	☐	☐
17.	หากฉันไม่ได้ทุ่มเทอย่างมากมายให้กับองค์กรแห่งนี้ ปัจจุบันฉันคงย้ายไปทำงานในองค์กรแห่งอื่น If I had not already put so much of myself into this organization, I might consider working elsewhere	☐	☐	☐	☐	☐	☐	☐

18.	ฉันไม่รู้สึกว่าเป็นหน้าที่หรือความ รับผิดชอบของฉันแต่ประการใด ใน การที่ฉันจะต้องทำงานอยู่ในองค์กร แห่งนี้ I do not feel any obligation to remain with my current employer.	☐	☐	☐	☐	☐	☐	☐
19.	ถึงแม้ฉันจะได้รับข้อเสนอที่ดีกว่าก็ ตาม แต่ฉันรู้สึกว่าการไปจากองค์กร แห่งนี้เป็นสิ่งที่ไม่ถูกต้อง Even if it were to my advantage, I do not feel it would be right to leave my organization now.	☐	☐	☐	☐	☐	☐	☐
20.	ฉันคงจะรู้สึกผิดหากฉันลาออกจาก องค์กรแห่งนี้ในขณะนี้ I would feel guilty if I left my organization now.	☐	☐	☐	☐	☐	☐	☐
21.	องค์กรแห่งนี้ควรค่าที่ฉันจะมอบความ ภักดีให้ This organization deserves my loyalty.	☐	☐	☐	☐	☐	☐	☐
22.	สาเหตุที่ฉันไม่ไปจากองค์กรแห่งนี้ใน ขณะนี้ เนื่องจากฉันมีความรู้สึก รับผิดชอบต่อบุคคลที่ฉันทำงานด้วย I would not leave my organization right now because I have a sense of obligation to the people in it.	☐	☐	☐	☐	☐	☐	☐
23.	ฉันติดค้างองค์กรแห่งนี้เป็นอย่างมาก I owe a great deal to my organization.	☐	☐	☐	☐	☐	☐	☐

ส่วนที่ 2: แบบสอบถามวัดความพึงพอใจในการสื่อสาร
(Section 2: Communication Satisfaction Questionnaire)

โปรดกากบาทตัวเลือกด้านล่างโดยเลือกเพียงคำตอบเดียว

(Please put **"x"** in a box which reflects your opinion. Please choose only one answer)

1. ท่านพึงพอใจกับงานของท่านเพียงใด

How satisfied are you with your job?

☐ **พอใจอย่างมาก** (Very Satisfied)

☐ **พอใจ** (Satisfied)

☐ **ค่อนข้างพอใจ** (Slightly Satisfied)

☐ **ไม่แตกต่าง** (Indifferent)

☐ **ค่อนข้างไม่พอใจ** (Slightly Dissatisfied)

☐ **ไม่พอใจ** (Dissatisfied)

☐ **ไม่พอใจอย่างยิ่ง** (Very Dissatisfied)

2. **ในช่วง 6 เดือนที่ผ่านมา ระดับความพึงพอใจในการทำงานของท่านเป็นอย่างไร**

In the past 6 months, what has happened to your level of satisfaction?

☐ **เพิ่มขึ้น** (Gone up)   ☐ **คงที่** (Stayed the same)   ☐ **ลดลง** (Gone down)

ข้อความข้างล่างเป็นข้อมูลต่างๆ ที่เกี่ยวข้องกับการทำงาน โปรดระบุว่าท่านพึงพอใจกับปริมาณและ/ หรือคุณภาพของข้อมูลข่าวสารแต่ละชนิดต่อไปนี้เพียงใด โดยกากบาทตัวเลือกทางขวามือเพื่อแสดงระดับความพึงพอใจของท่าน

Listed below are several kinds of information often associated with a person's job.

Please indicate how satisfied you are with the amount and/ or quality of each kind of

information by putting **"X"** in the appropriate number at the right.

1 = **พอใจอย่างมาก** (Very Satisfied)

2 = **พอใจ** (Satisfied)

3 = **ค่อนข้างพอใจ** (Slightly Satisfied)

4 = **ไม่แตกต่าง** (Indifferent)

5 = **ค่อนข้างไม่พอใจ** (Slightly Dissatisfied)

6 = **ไม่พอใจ** (Dissatisfied)

7 = **ไม่พอใจอย่างยิ่ง** (Very Dissatisfied)

	1	2	3	4	5	6	7

3.	ข้อมูลเกี่ยวกับความเจริญก้าวหน้าใน หน้าที่การงานของฉัน Information about my progress in my job	☐	☐	☐	☐	☐	☐	☐
4.	ข้อมูลจำเพาะส่วนตัวของฉัน Personal news.	☐	☐	☐	☐	☐	☐	☐
5.	ข้อมูลเกี่ยวกับนโยบายและเป้าหมาย ขององค์กร Information about company policies and goals	☐	☐	☐	☐	☐	☐	☐
6.	ข้อมูลเกี่ยวกับงานของฉันเมื่อ เปรียบเทียบกับงานของบุคคลอื่น Information about how my job compares with others	☐	☐	☐	☐	☐	☐	☐
7.	ข้อมูลเกี่ยวกับทัศนคติของผู้อื่นที่มีต่อ ตัวฉัน Information about how I am being judged.	☐	☐	☐	☐	☐	☐	☐
8.	การรับรู้ในความมานะพยายามของฉัน Recognition of my efforts.	☐	☐	☐	☐	☐	☐	☐
9.	ข้อมูลเกี่ยวกับนโยบายและเป้าหมาย ของแผนก Information about departmental policies and goals.	☐	☐	☐	☐	☐	☐	☐
10.	ข้อมูลเกี่ยวกับข้อกำหนดและกฎระเบียบ ต่างๆ ที่จำเป็นสำหรับงานของฉัน Information about the requirements of my job.	☐	☐	☐	☐	☐	☐	☐
11.	ข้อมูลเกี่ยวกับกฎข้อบังคับของรัฐบาลที่ มีผลกระทบต่อองค์กร Information about government regulatory action affecting the organization.	☐	☐	☐	☐	☐	☐	☐

No.								
12.	ข้อมูลการเปลี่ยนแปลงต่างๆ ที่เกิดขึ้นภายในองค์กร Information about changes in the organization	☐	☐	☐	☐	☐	☐	☐
13.	รายงานหรือข้อมูลในการจัดการกับปัญหาที่พบในงานของฉัน Reports on how problems in my job are being handled	☐	☐	☐	☐	☐	☐	☐
14.	ข้อมูลเกี่ยวกับผลประโยชน์และเงินเดือน Information about employee benefits and pay.	☐	☐	☐	☐	☐	☐	☐
15.	ข้อมูลเกี่ยวกับผลกำไรและผลประกอบการทางการเงินของบริษัท Information about profits and/or financial standing	☐	☐	☐	☐	☐	☐	☐
16.	ข้อมูลเกี่ยวกับความสำเร็จหรือความผิดพลาดขององค์กร Information about achievements and/or failures of the organization	☐	☐	☐	☐	☐	☐	☐
17.	ความพึงพอใจในการรับรู้และเข้าใจปัญหาที่ฉันเผชิญอยู่ของหัวหน้างาน Extent to which my managers/ supervisors understand the problem faced by staff.	☐	☐	☐	☐	☐	☐	☐
18.	ความพึงพอใจในการสื่อสารภายในองค์กร ที่กระตุ้นให้ฉันเกิดความกระตือรือร้นที่จะทำงานให้บรรลุเป้าหมาย Extent to which internal communication motivates me to meet its goals.	☐	☐	☐	☐	☐	☐	☐
19.	ความพึงพอใจในการรับฟังของหัวหน้างาน และการให้ความสนใจในสิ่งที่ฉันเสนอ Extent to which my supervisor listens and pays attention to me.	☐	☐	☐	☐	☐	☐	☐

20.	ความพึงพอใจในระดับความสามารถการสื่อสารของพนักงานภายในองค์กร Extent to which the people in the organization have great ability as communicators.	☐	☐	☐	☐	☐	☐	☐
21.	ความพึงพอใจในคำชี้แนะของหัวหน้างานในการแก้ไขปัญหาที่เกี่ยวข้องกับการปฏิบัติงาน Extent to which my supervisor offers guidance in solving job related problems.	☐	☐	☐	☐	☐	☐	☐
22.	ความพึงพอใจในการสื่อสารภายในองค์กร ที่ทำให้ฉันรู้สึกมีส่วนร่วม หรือเป็นส่วนสำคัญส่วนหนึ่งขององค์กร Extent to which communication in the organization makes me identify with it or feel a vital part of it.	☐	☐	☐	☐	☐	☐	☐
23.	ความพึงพอใจในเนื้อหาของการสื่อสารภายในองค์กร ที่มีความน่าสนใจและมีประโยชน์ต่อการทำงาน Extent to which internal communications are interesting and helpful.	☐	☐	☐	☐	☐	☐	☐
24.	ความพึงพอใจในความไว้วางใจที่หัวหน้างานมีต่อฉัน Extent to which my supervisor trusts me.	☐	☐	☐	☐	☐	☐	☐
25.	ความพึงพอใจในความทันต่อเวลาของข่าวสารจำเป็นต่อการปฏิบัติงานที่ได้รับ Extent to which I receive in time the information needed to do my job.	☐	☐	☐	☐	☐	☐	☐
26.	ความพึงพอใจในการจัดการกับความขัดแย้งภายในองค์กร โดยอาศัยช่องทางการสื่อสารที่เหมาะสม Extent to which conflicts are handled appropriately throughout proper communication channels.	☐	☐	☐	☐	☐	☐	☐

No.	Item							
27.	ความพึงพอใจในความแพร่หลายของการสื่อสารโดยผ่านช่องทางเครือข่ายการสื่อสารในหมู่พนักงาน Extent to which the grapevine is active in the organization	☐	☐	☐	☐	☐	☐	☐
28.	ความพึงพอใจในการเปิดรับฟังความคิดเห็นของหัวหน้างาน Extent to which my supervisor is open to ideas	☐	☐	☐	☐	☐	☐	☐
29.	ความพึงพอใจในความถูกต้องและความคล่องตัวของการสื่อสารในพนักงานระดับเดียวกัน Extent to which communication with other employees at my level is accurate and free-flowing.	☐	☐	☐	☐	☐	☐	☐
30.	ความพึงพอใจในความคล่องตัวของการสื่อสารภายในองค์กร ที่สามารถปรับเปลี่ยนให้เข้ากับภาวะฉุกเฉิน Extent to which communication practices are adaptable to emergencies	☐	☐	☐	☐	☐	☐	☐
31.	ความพึงพอใจในการเข้ากันได้ดีของพนักงานภายในกลุ่มงานของฉัน Extent to which my work group is compatible.	☐	☐	☐	☐	☐	☐	☐
32.	ความพึงพอใจในการจัดระบบของการประชุมในองค์กร Extent to which our meetings are well organized.	☐	☐	☐	☐	☐	☐	☐
33.	ความพึงพอใจในความเหมาะสมของปริมาณงานที่ฉันได้รับจากหัวหน้างาน Extent to which the amount of supervision given me is about right	☐	☐	☐	☐	☐	☐	☐
34.	ความพึงพอใจในความชัดเจนและความกระชับของข้อกำหนดลายลักษณ์อักษรและรายงานต่างๆ ภายในองค์กร Extent to which written directives and reports are clear and concise.	☐	☐	☐	☐	☐	☐	☐

35.	ความพึงพอใจในทัศนคติเชิงบวกของพนักงานโดยส่วนใหญ่ภายในองค์กรที่มีต่อการสื่อสาร Extent to which the attitudes toward communication in the organization are basically healthy	☐	☐	☐	☐	☐	☐	☐
36.	ความพึงพอใจในความความแพร่หลายและความถูกต้องของการสื่อสารอย่างไม่เป็นทางการภายในองค์กร Extent to which informal communication is active and accurate	☐	☐	☐	☐	☐	☐	☐
37.	ความพึงพอใจในความเหมาะสมของปริมาณการสื่อสารภายในองค์กร Extent to which the amount of communication in the organization is about right	☐	☐	☐	☐	☐	☐	☐

38. ท่านคิดว่าท่านมีปริมาณผลงานในงานที่ท่านรับผิดชอบมากน้อยเพียงใด
How would you rate your productivity in your job?

☐ มากที่สุด (Very High)

☐ มาก (High)

☐ ค่อนข้างมาก (Slightly higher than most)

☐ ปานกลาง (Average)

☐ ค่อนข้างน้อย (Slightly lower than most)

☐ น้อย (Low)

☐ น้อยมาก (Very Low)

39. ในช่วง 6 เดือนที่ผ่านมา ระดับปริมาณผลงานของท่านเป็นอย่างไร

In the last 6 months, what has happened to your productivity?

☐ เพิ่มขึ้น (Gone up)   ☐ คงที่ (Stayed the same)   ☐ ลดลง (Gone down)

ในกรณีที่ท่านเป็นผู้จัดการ/หัวหน้างานที่มีลูกน้อง โปรดระบุความพึง พอใจของท่านในข้อต่อไปนี้

Indicate your satisfaction with the following only if you are responsible for staff, as manager or supervisor.

40.	ความพึงพอใจในความรับผิดชอบของพนักงานของท่าน ในการสื่อสารถ่ายทอดผ่านไปยังพนักงานในระดับล่าง Extent to which my staff are responsive to downward directive communication.	☐	☐	☐	☐	☐	☐	☐
41.	ความพึงพอใจในความสามารถของพนักงานของท่านในการล่วงรู้ข้อมูลข่าวสารที่ท่านต้องการ Extent to which my staff anticipate my needs for information.	☐	☐	☐	☐	☐	☐	☐
42.	ความพึงพอใจในการที่ตัวท่านสามารถหลีกเลี่ยงการสื่อสารที่มากจนเกินไป Extent to which I can avoid having a communication overload.	☐	☐	☐	☐	☐	☐	☐
43.	ความพึงพอใจในการเปิดรับฟังความคิดเห็น คำแนะนำ หรือคำวิจารณ์ของลูกน้องท่าน Extent to which my staff are receptive to evaluations, suggestions and criticisms.	☐	☐	☐	☐	☐	☐	☐
44.	ความพึงพอใจในความรับผิดชอบของลูกน้องท่าน ในการให้ข้อมูลข่าวสารที่เป็นประโยชน์จากระดับล่างขึ้นมาสู่ระดับบน Extent to which my staff feel responsible for initiating accurate upward communication.	☐	☐	☐	☐	☐	☐	☐

ส่วนที่ 3: แบบสอบถามวัดความเต็มใจเข้าร่วมในการเปลี่ยนแปลงภายในองค์กร
(Section 3: Willingness to Participate in Planned Organizational Change)

จากการที่ผู้บริหารต้องการสร้างให้องค์กรต่างๆ ภายใต้กลุ่มชินคอร์ปอเรชั่นมีวัฒนธรรมองค์กรร่วมกัน โปรดแสดงความคิดเห็นของท่านหาก xxx ต้องการปรับเปลี่ยนวัฒนธรรมองค์กรของตนเองให้มีความสอดคล้องกับวัฒนธรรมองค์กรร่วมของกลุ่มชินฯ

The management would like to crate a common corporate culture among the companies under xxx Please indicate your willingness to participate in the change if the company has changed its corporate culture to be conformed with that of Shin Corporation.

โปรดกากบาทตัวเลือกด้านล่างโดยเลือกเพียงคำตอบเดียว
(Please put **"x"** in a box which reflects your opinion. Please choose only one answer)

1 = **เห็นด้วยอย่างยิ่ง** (Strongly Agree)

2 = **เห็นด้วย** (Agree)

3 = **ค่อนข้างเห็นด้วย** (Somewhat Agree)

4 = **ไม่แตกต่าง** (Indifferent)

5 = **ค่อนข้างไม่เห็นด้วย** (Somewhat Disagree)

6 = **ไม่เห็นด้วย** (Disagree)

7 = **ไม่เห็นด้วยอย่างยิ่ง** (Strongly Disagree)

		1	2	3	4	5	6	7
1.	**ฉันเปิดกว้างและยอมรับแนวคิดที่บริษัทฯ ต้องการจะปรับเปลี่ยนวัฒนธรรมองค์กรของตนให้สอดคล้องกับวัฒนธรรมองค์กรร่วมของกลุ่มชินฯ** I would consider myself"open" to the changes the "Corporate Culture Alignment" will bring to my work role.	☐	☐	☐	☐	☐	☐	☐
2.	**ในขณะนี้ ฉันค่อนข้างคัดค้านการที่บริษัทฯ จะปรับเปลี่ยนวัฒนธรรมองค์กรของตนให้สอดคล้องกับวัฒนธรรมองค์กรร่วมของกลุ่มชินฯ** Right now, I am somewhat resistant to the proposed changes in the "Corporate Culture Alignment."	☐	☐	☐	☐	☐	☐	☐

No.	Statement							
3.	ฉันคาดหวังที่จะเห็นการเปลี่ยนแปลงบทบาทการทำงานของฉัน อันเป็นผลมาจากการปรับเปลี่ยนวัฒนธรรมของบริษัทฯ ให้สอดคล้องกับวัฒนธรรมองค์กรร่วมของกลุ่มชินฯ I am looking forward to the changes in my work role brought about by the implementation of the "Corporate Culture Alignment."	☐	☐	☐	☐	☐	☐	☐
4.	ฉันค่อนข้างลังเลที่จะเข้าร่วมในการเปลี่ยนแปลงหากการปรับเปลี่ยนวัฒนธรรมองค์กรของบริษัทฯ ทำให้ฉันต้องเปลี่ยนแปลงวิธีการทำงานในปัจจุบัน In light of the proposed changes in the "Corporate Culture Alignment," I am quite reluctant to consider changing the way I now do my work.	☐	☐	☐	☐	☐	☐	☐
5.	ฉันคิดว่าการปรับเปลี่ยนวัฒนธรรมองค์กรของบริษัทฯ ให้สอดคล้องกับวัฒนธรรมองค์กรร่วมของกลุ่มชินฯ จะส่งผลในด้านดีต่อการทำงานได้อย่างประสบความสำเร็จของฉัน I think that the implementation of the "Corporate Culture Alignment" will have a positive effect on how I accomplish my work.	☐	☐	☐	☐	☐	☐	☐
6.	ฉันเชื่อว่าการปรับเปลี่ยนวัฒนธรรมองค์กรของบริษัทฯ ให้สอดคล้องกับวัฒนธรรมองค์กรร่วมของกลุ่มชินฯ จะนำมาซึ่งการพัฒนาที่ดีขึ้น From my perspective, the proposed changes in the "Corporate Culture Alignment" will be for the better.	☐	☐	☐	☐	☐	☐	☐
7.	ฉันเชื่อว่าการปรับเปลี่ยนวัฒนธรรมองค์กรของบริษัทฯ ให้สอดคล้องกับวัฒนธรรมองค์กรร่วมของกลุ่มชินฯ จะยิ่งส่งผลที่แย่ลงในการที่ฉันจะปฏิบัติงานให้สำเร็จลุล่วง The proposed changes in the "Corporate Culture Alignment" will be for the worse in terms of the way that I have to get my work done.	☐	☐	☐	☐	☐	☐	☐

8.	ฉันคิดว่าการปรับเปลี่ยนวัฒนธรรมองค์กรของบริษัทฯ ให้สอดคล้องกับวัฒนธรรมองค์กรร่วมของกลุ่มชินฯ จะส่งผลในด้านลบต่อบทบาทหน้าที่ และความรับผิดชอบของฉันในองค์กร I think that the proposed changes in the "Corporate Culture Alignment" will have a negative effect on how I perform my role in the organization.	☐	☐	☐	☐	☐	☐	☐
9.	ฉันคิดว่าการปรับเปลี่ยนวัฒนธรรมองค์กรของบริษัทฯ ให้สอดคล้องกับวัฒนธรรมองค์กรร่วมของกลุ่มชินฯ **ไม่ใช่** สิ่งสำคัญที่ต้องมีการดำเนินการ I think the proposed changes in the "Corporate Culture Alignment" are **not** important to the organization.	☐	☐	☐	☐	☐	☐	☐

ส่วนที่ 4: แบบสอบถามข้อมูลส่วนตัว
(Section 4: Demographic Data)

1. ผู้ตอบ (I am) ☐ ชาย (Male) ☐ หญิง (Female)

2. อายุ (Age) ☐ ต่ำกว่า 25 ปี (Under 25) ☐ 26-28 ☐ 29-31
   ☐ 32-34 ☐ 35-37 ☐ 38-40
   ☐ 41-43 ☐ 44-46 ☐ สูงกว่า 46

3. สถานภาพสมรส (Marital Status)

☐ โสด (Single) ☐ แต่งงาน (Married) ☐ หย่าร้าง (Divorced)

4. อายุงานในองค์กร (Number of years of service in the organization)

☐ ต่ำกว่า 1 ปี (Less than 1) ☐ 1-2 ปี ☐ 2-3 ปี ☐ 3-4 ปี
☐ 4-5 ปี ☐ 5-6 ปี ☐ 6-7 ปี ☐ 7-8 ปี
☐ 8-9 ปี ☐ 9-10 ปี ☐ มากกว่า 10 ปี (More than 10)

5. ระดับตำแหน่ง (Level of position)

☐ พนักงานชั่วคราว (Temporary Staff) ☐ พนักงาน (Officer/ Staff)
☐ พนักงานอาวุโส (Senior Officer/ Staff) ☐ ผู้จัดการ/ ผู้เชี่ยวชาญ (Manager/ Specialist)
☐ ผู้บริหาร (Executives)

6. ระดับการศึกษาสูงสุด (Highest degree earned)

- ☐ ต่ำกว่า **ปริญญาตรี** (Vocational School)   ☐ **ปริญญาตรี** (Bachelors)
- ☐ **ปริญญาโท** (Masters)   ☐ **ปริญญาเอก** (Ph.D./Ed.D.)
- ☐ **อื่นๆ** (Others) …………………………………..

ขอบคุณในความร่วมมือของท่าน

THANK YOU FOR YOUR KIND COOPERATION
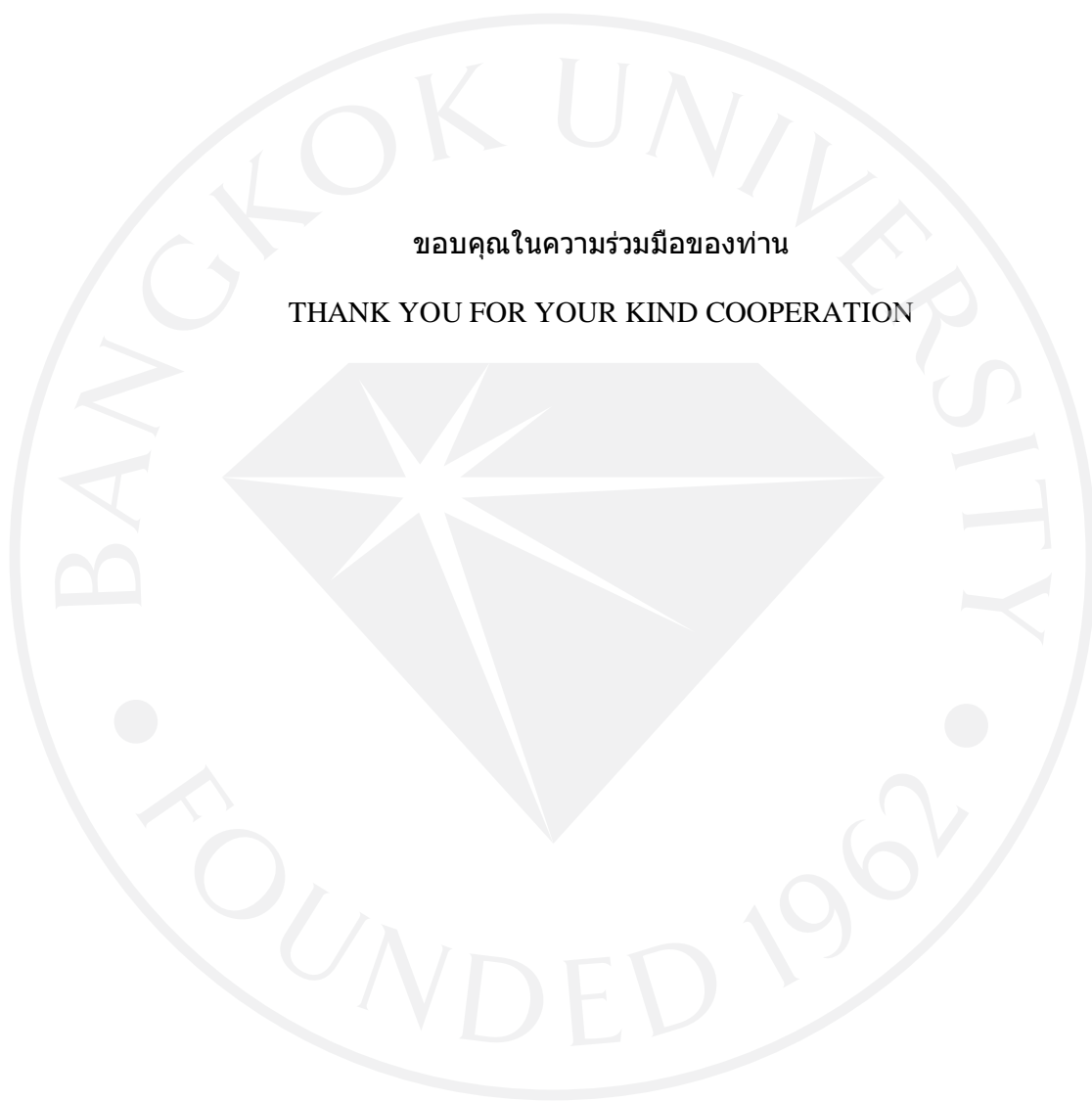
APPENDIX C

List of Interview Questions

คำถามในการสัมภาษณ์ (Interviews Questions)

1. อะไรคือจุดเด่นในด้านการสื่อสารภายในองค์กรของ Alpha Company

   What are the strengths of communication within Alpha Company?

2. อะไรเป็นจุดอ่อนในด้านการสื่อสารภายในองค์กรของ Alpha Company

   What are the weaknesses of communication within Alpha Company?

3. ท่านคิดว่าในปัจจุบันพนักงานโดยส่วนใหญ่ใน Alpha Company มีความพึงพอใจในการสื่อสาร
   ภายในองค์กรหรือไม่ ท่านคิดว่าเพราะเหตุใดพนักงานจึงมีความพึงพอใจ/ ไม่พึงพอใจ ในการสื่อสาร
   ภายใน Alpha Company

   Do you think most employees are currently satisfied with communication in
   Alpha Company or not? Why?

4. โดยส่วนตัวท่านเองแล้วท่านมีความพึงพอใในการสื่อสารภายใน Alpha Company หรือไม่

   Are you currently satisfied with the communication in Alpha Company?

5. โปรดอธิบายในกรณีของตัวท่านเอง เพราะเหตุใดท่านจึงมีความพึงพอใจ/ ไม่พึงพอใจ ในการสื่อสารภายใน
   Alpha Company และโปรดระบุในส่วนไหนที่ท่านมีความพึงพอใจ/ ไม่มีความพอใจ

   Why are you satisfied/ dissatisfied with the communication in Alpha Company?
   Which part of it that make you satisfied/ dissatisfied, please explain.

6. ความพึงพอใจในการสื่อสารของพนักงานขึ้นอยู่กับหลายปัจจัย ท่านคิดว่าอะไรบ้างที่เป็นปัจจัยที่มีผลต่อ
   ความพึงพอใจในการสื่อสารของพนักงานมากที่สุด

   Employees' satisfaction with communication depends on several factors. What do
   you think those factors are in Alpha Company?

7. ท่านคิดว่าอะไรที่เป็นอุปสรรค หรือเป็นสิ่งที่ท่านเห็นว่าควรได้รับการแก้ไขหรือพัฒนาปรับปรุงมากที่สุด
   เกี่ยวกับการสื่อสารใน Alpha Company

   What do you see as the greatest unresolved problem regarding communication of
   this organization?

8. จากอุปสรรคดังกล่าว ท่านจะเสนอแนะความเห็นในการแก้ไข พัฒนา หรือปรับปรุงการสื่อสารภายใน
   Alpha Company อย่างไร

   What would your recommendation to resolve communication problems existing in
   Alpha Company?

9. ท่านคิดว่าในปัจจุบันพนักงานโดยส่วนใหญ่ใน Alpha Company มีความผูกพันต่อองค์กรมากน้อย เพียงใด เพราะเหตุใดท่านจึงมีความเห็นเช่นนั้น อะไรเป็นสิ่งบ่งบอกว่าท่านมีความรู้สึกเช่นนั้น

Do you think employees at Alpha company are being committed to the organization or not? Why? Please be specific.

10. ปัจจัยที่มีผลต่อความผูกพันของพนักงานที่มีต่อองค์กรมีหลายปัจจัย ท่านคิดว่าอะไรเป็นปัจจัยที่สำคัญที่สุดที่ ส่งผลให้ พนักงานมีความผูกพันและความภักดีต่อองค์กร

There are several factors that affect the degree to which people are committed to the organization. What would that factor be?

11. โดยส่วนตัวท่านเองแล้วท่านคิดว่าท่านมีความผูกพันกับองค์กรมากน้อยเพียงใด

Think in your case. How committed are you to the organization? Please explain.

12. โปรดอธิบายในกรณีของตัวท่านเอง เพราะเหตุใดท่านจึงมีความผูกพันกับองค์กรมาก/น้อย และอะไรที่ทำ ให้ท่านเกิดความรู้สึกเช่นนั้น

What make you feel committed or uncommitted to the organization? Please explain.

13. โดยส่วนตัวท่านเองแล้ว ท่านคิดว่าอะไรบ้างที่จะอาจจะเป็นเหตุผลที่ทำให้ท่านตัดสินใจลาออกจากองค์กร แห่งนี้

What are the factors that can make you leave this organization?

14. จากเหตุผลในข้อ 13 สมมติว่าในปัจจุบันเกิดเหตุการณ์เช่นนั้นจริง ท่านคิดว่าท่านจะลาออกจากองค์กรแห่ง นี้หรือไม่ อะไรที่อาจจะเป็นเหตุผลที่จะเหนี่ยวรั้งท่านไว้กับองค์กรแห่งนี้

What are the factors that keep you stay with this organization?

15. ท่านคิดว่าอะไรที่เป็นอุปสรรคสำคัญที่ทำให้พนักงานขาดความผูกพัน และความภักดีต่อองค์กรองค์กร และ ท่านคิดว่าองค์กรควรดำเนินการอย่างไรจึงจะทำให้พนักงานมีความผูกพันและมีความภักดีต่อองค์กรเพิ่มมาก ขึ้น

What are the factors that help increasing the degree of commitment in employees?
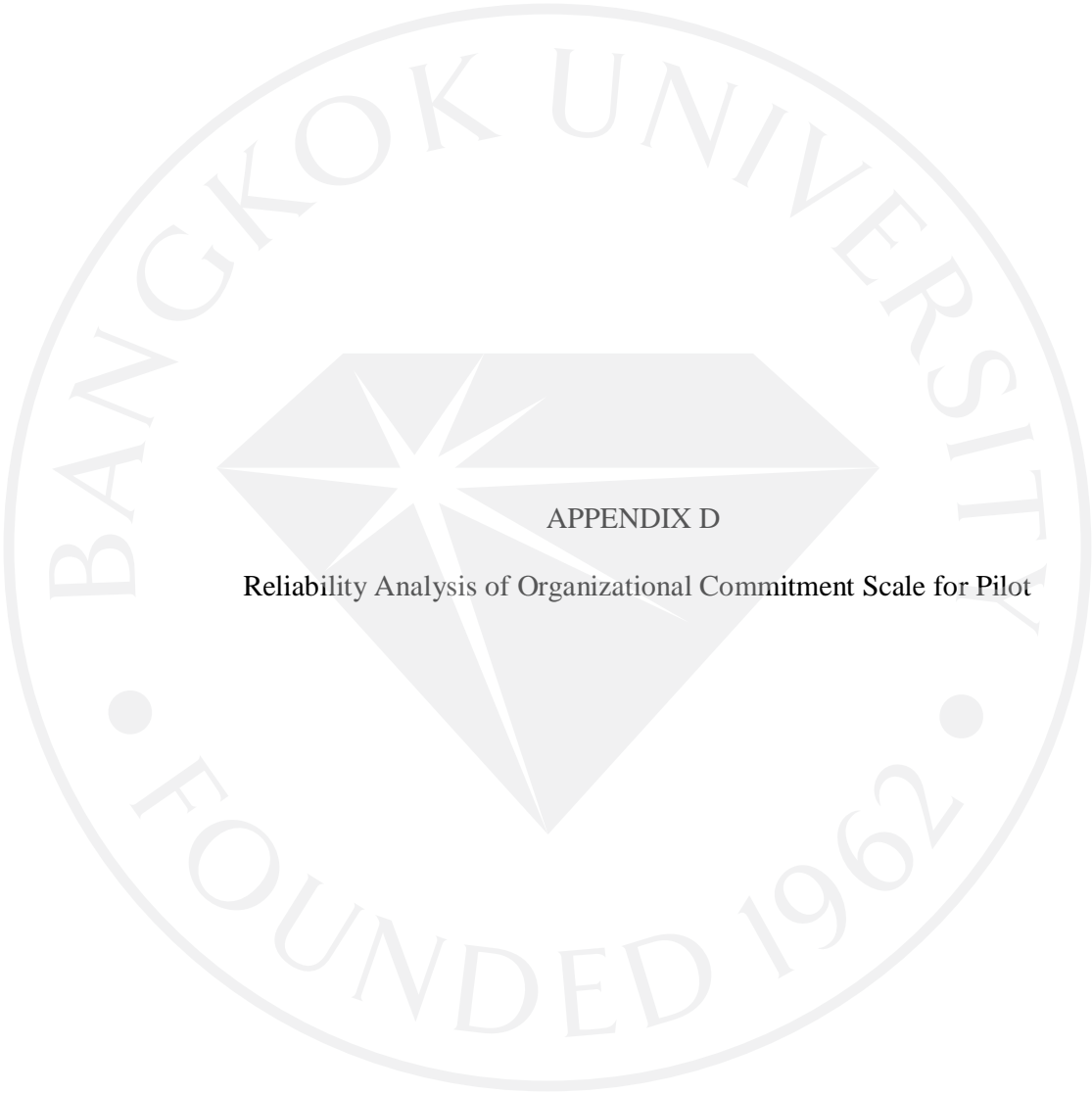
APPENDIX D

Reliability Analysis of Organizational Commitment Scale for Pilot

Appendix D: Reliability Analysis of Organizational Commitment Scale for Pilot

	Item-Total Statistics	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
1	Happy to spend the rest of career	91.38	185.10	0.30	0.68
2	Enjoy discussing the organization	92.53	198.66	-0.01	0.70
3	Feel as if the problems are mine	92.36	196.05	0.06	0.69
4	Attached to another organization	92.11	194.37	0.09	0.69
5	Feel part of the family	91.24	193.23	0.12	0.69
6	Emotionally attached to organization	90.96	191.45	0.16	0.69
7	Has a great deal of personal meaning	91.91	186.90	0.34	0.67
8	Feel sense of belonging	91.62	195.79	0.07	0.69
9	Not afraid to quit the job	90.71	191.62	0.11	0.69
10	Hard to leave the organization	91.49	182.53	0.34	0.67
11	Life would disrupted if leave	91.36	186.01	0.23	0.68
12	Too costly to leave	92.40	202.02	-0.11	0.71
13	Staying is of necessity	92.38	178.51	0.45	0.66
14	Too few options to leave	91.20	178.57	0.34	0.67
15	Scarcity of alternatives	91.18	184.74	0.24	0.68
16	Other may not match the benefits	91.11	181.46	0.37	0.67
17	Put so much of myself	91.47	182.07	0.44	0.67
18	Do not feel obligation to stay	90.84	151.54	0.23	0.73
19	Would not be right to leave	91.22	175.31	0.61	0.65
20	Feel guilty if left the organization	91.11	178.60	0.50	0.66
21	Deserve loyalty	91.91	179.63	0.52	0.66
22	Have sense of obligation to people	91.93	183.47	0.38	0.67
23	I owe my organization	91.22	178.45	0.44	0.66
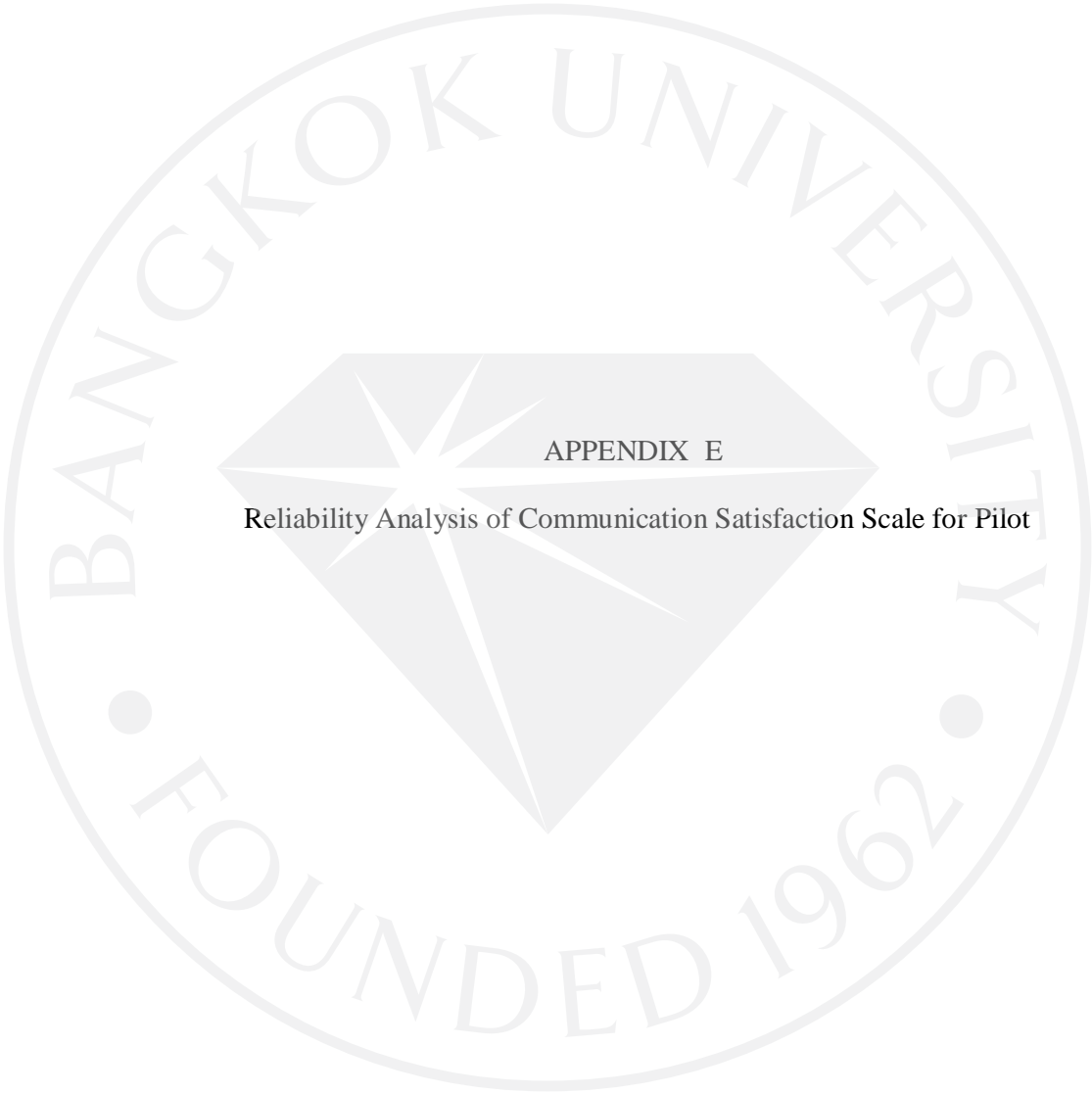
APPENDIX E

Reliability Analysis of Communication Satisfaction Scale for Pilot

Appendix E: Reliability Analysis of Communication Satisfaction Scale for Pilot

	Item-Total Statistics	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
1	Satisfaction with job	149.05	510.16	0.36	0.95
2	Job satisfaction in the last 6 months	150.20	519.75	0.44	0.95
3	Information about progress	148.05	494.79	0.78	0.94
4	Personal news	148.35	539.71	-0.16	0.95
5	Company policies and goals	149.15	529.92	0.08	0.95
6	My job compares with others	148.65	504.77	0.58	0.94
7	How I am being judged	148.85	497.29	0.65	0.94
8	Recognition of my efforts	148.65	509.71	0.41	0.95
9	Departmental policies and goals	148.85	509.29	0.57	0.94
10	The requirements of job	148.55	506.89	0.62	0.94
11	Government regulatory action	148.85	502.45	0.75	0.94
12	Changes in the organization	148.75	498.20	0.72	0.94
13	How problems are being handled	148.45	509.00	0.52	0.94
14	Employee benefits and pay	148.10	488.31	0.76	0.94
15	Profits and/ or financial standing	148.85	515.29	0.39	0.95
16	Achievements and/ or failures	148.45	508.26	0.53	0.94
17	Managers understand the problem	148.45	505.00	0.55	0.94
18	Internal Comm. motivates me	148.60	492.99	0.85	0.94
19	My supervisors listens & pays attention	148.85	505.29	0.56	0.94
20	People have great ability as communicators	148.80	506.06	0.66	0.94
21	Supervisor offers guidance	148.80	505.54	0.59	0.94
22	Comm. makes me identify with	148.70	506.75	0.69	0.94
23	Comm. are interesting & helpful	148.80	505.12	0.60	0.94
24	My supervisor trusts me	149.10	504.73	0.74	0.94
25	Receive in time the information needed	148.75	513.46	0.47	0.94
26	Conflicts are handled appropriately	148.50	506.05	0.57	0.94
27	Grapevine is active in the organization	149.15	498.45	0.72	0.94
28	My supervisors is open to ideas	149.05	498.47	0.74	0.94
29	Comm. with employees at my level	149.10	515.36	0.55	0.94
30	Comm. are adaptable to emergencies	148.80	507.33	0.62	0.94

	Item-Total Statistics	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
31	Work group is compatible	149.45	500.58	0.61	0.94
32	Meetings are well organized	148.35	515.82	0.29	0.95
33	Amount of supervision is about right	148.65	504.03	0.57	0.94
34	Written directive are clear & concise	148.65	513.50	0.47	0.94
35	Attitude toward Comm. are healthy	149.10	510.09	0.59	0.94
36	Informal Comm. is active	148.60	523.52	0.43	0.95
37	Amount of Comm. is about right	148.85	503.92	0.67	0.94
38	Staff responsive to downward comm.	148.85	511.61	0.61	0.94
39	Staff anticipate my needs for information	148.65	519.08	0.33	0.95
40	Avoid having a communication overload	148.40	524.25	0.23	0.95
41	Staff are receptive to evaluations	149.00	517.68	0.50	0.94
42	Staff initiating upward Comm.	149.00	523.26	0.25	0.95
43	Productivity in the job	149.20	524.38	0.15	0.95
44	Job productivity in the last 6 months	150.90	522.94	0.36	0.95
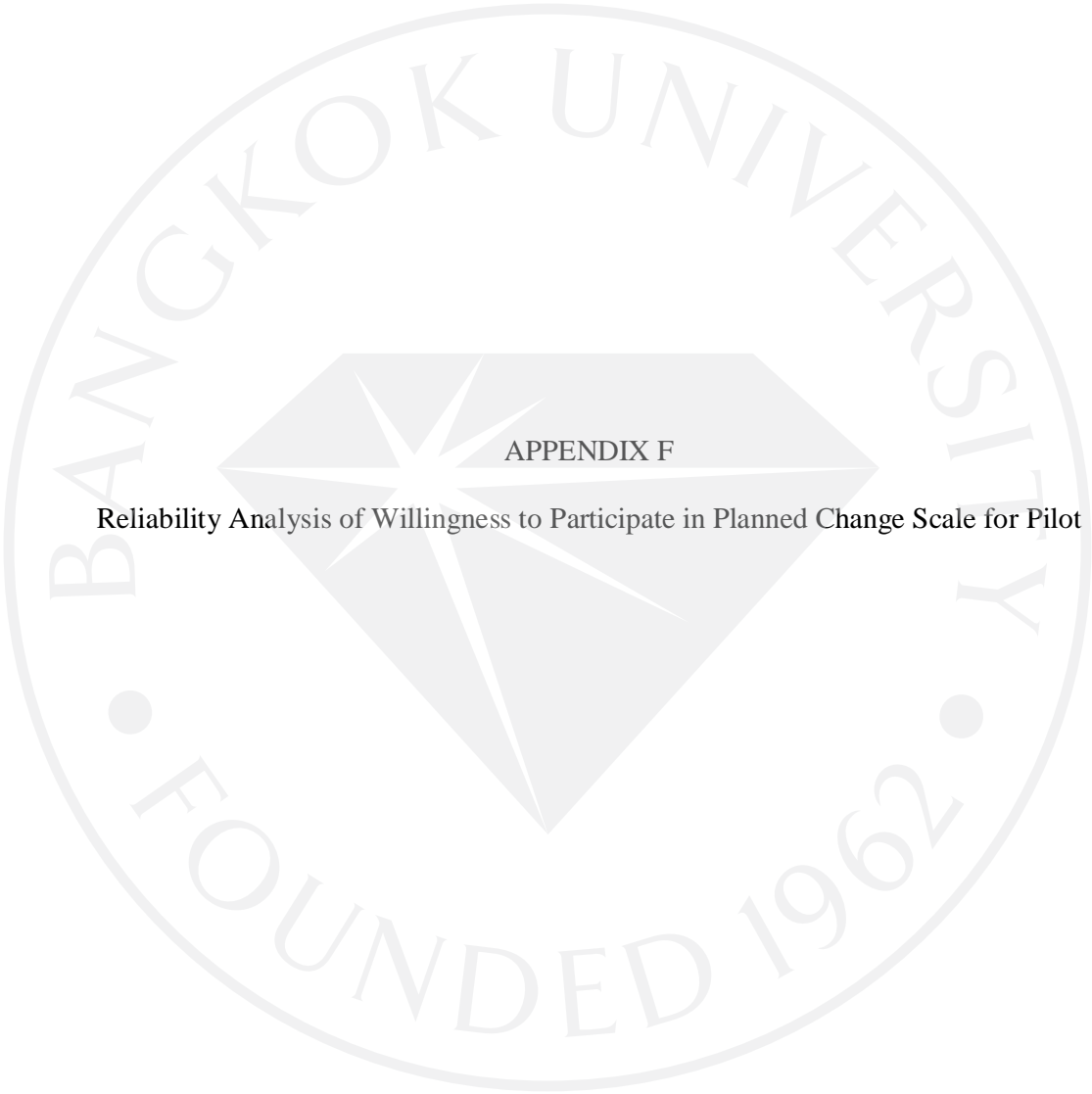
APPENDIX F

Reliability Analysis of Willingness to Participate in Planned Change Scale for Pilot

Appendix F: Reliability Analysis of Willingness to Participate in Planned Change Scale

for Pilot

	Item-Total Statistics	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
1	Openness to the changes	32.07	23.04	0.26	0.56
2	Somewhat resistant to the changes	30.15	18.22	0.42	0.51
3	Looking forward to the changes	31.20	23.27	0.10	0.60
4	Reluctant to consider changing	29.98	19.31	0.54	0.49
5	Changes will have a positive effect	30.87	21.85	0.26	0.56
6	Changes will be for the better	31.15	24.00	0.02	0.62
7	Changes will be for the worse	29.83	21.08	0.28	0.56
8	Changes will have a negative effect	29.91	19.77	0.49	0.50
9	Not important to the organization	29.98	21.40	0.21	0.58

APPENDIX G

Correlation Metrics for Item (Organizational Commitment)

Appendix G: Correlation Metrics for Item (Organizational Commitment)

Correlation Matrix

Correlation	Affe1	Affe2	Affe3	Affe4	Affe5	Affe6	Affe7	Affe8	Cont1	Cont2	Cont3	Cont4	Cont5	Cont6	Cont7	Cont8	Cont9	Norm1	Norm2	Norm3	Norm4	Norm5	Norm6
Affe1	1,00	0,44	0,28	0,05	-0,15	-0,29	0,42	-0,29	-0,28	0,23	0,39	-0,31	0,32	0,26	0,14	0,11	0,19	-0,08	0,39	0,37	0,43	0,22	0,31
Affe2	0,44	1,00	0,51	0,29	-0,16	-0,25	0,37	-0,10	-0,25	0,13	0,20	-0,14	0,36	0,18	0,09	0,00	0,24	-0,12	0,29	0,30	0,47	0,36	0,34
Affe3	0,28	0,51	1,00	0,14	-0,27	-0,35	0,39	-0,24	-0,29	0,19	0,12	-0,15	0,38	0,11	0,00	-0,06	0,32	-0,21	0,35	0,38	0,54	0,47	0,36
Affe4	0,05	0,29	0,14	1,00	-0,07	0,03	0,08	-0,02	0,07	-0,15	0,01	0,03	0,07	0,09	0,11	0,11	0,02	0,04	0,05	0,14	0,15	0,20	0,19
Affe5	-0,15	-0,16	-0,27	-0,07	1,00	0,56	-0,09	0,35	0,36	-0,07	-0,05	0,18	-0,19	0,06	0,11	0,03	-0,12	0,21	-0,16	-0,12	-0,31	-0,19	-0,05
Affe6	-0,29	-0,25	-0,35	0,03	0,56	1,00	-0,20	0,38	0,36	-0,03	-0,11	0,31	-0,32	0,04	0,06	0,10	-0,10	0,38	-0,18	-0,14	-0,39	-0,21	-0,10
Affe7	0,42	0,37	0,39	0,08	-0,09	-0,20	1,00	-0,20	-0,18	0,16	0,31	-0,24	0,38	0,20	0,08	0,08	0,25	-0,12	0,45	0,45	0,47	0,40	0,36
Affe8	-0,29	-0,10	-0,24	-0,02	0,35	0,38	-0,20	1,00	0,33	-0,08	-0,21	0,33	-0,18	-0,03	-0,01	0,04	-0,04	0,29	-0,20	-0,12	-0,27	-0,10	-0,11
Cont1	-0,28	-0,25	-0,29	0,07	0,36	0,36	-0,18	0,33	1,00	-0,08	-0,22	0,30	-0,45	-0,11	-0,07	-0,03	-0,13	0,25	-0,14	-0,16	-0,28	-0,06	-0,08
Cont2	0,23	0,13	0,19	-0,15	-0,07	-0,03	0,16	-0,08	-0,08	1,00	0,30	-0,02	0,27	0,11	0,13	0,11	0,24	0,01	0,22	0,15	0,15	0,15	0,09
Cont3	0,39	0,20	0,12	0,01	-0,05	-0,11	0,31	-0,21	-0,22	0,30	1,00	-0,21	0,38	0,48	0,45	0,30	0,27	0,01	0,33	0,37	0,26	0,15	0,28
Cont4	-0,31	-0,14	-0,15	0,03	0,18	0,31	-0,24	0,33	0,30	-0,02	-0,21	1,00	-0,08	-0,09	0,00	0,06	0,03	0,29	-0,18	-0,17	-0,24	-0,02	-0,16
Cont5	0,32	0,36	0,38	0,07	-0,19	-0,32	0,38	-0,18	-0,45	0,27	0,38	-0,08	1,00	0,33	0,26	0,10	0,33	-0,15	0,35	0,37	0,48	0,35	0,34
Cont6	0,26	0,18	0,11	0,09	0,06	0,04	0,20	-0,03	-0,11	0,11	0,48	-0,09	0,33	1,00	0,64	0,30	0,13	0,16	0,23	0,21	0,14	0,07	0,28
Cont7	0,14	0,09	0,00	0,11	0,11	0,06	0,08	-0,01	-0,07	0,13	0,45	0,00	0,26	0,64	1,00	0,37	0,07	0,20	0,13	0,14	0,06	-0,06	0,10
Cont8	0,11	0,00	-0,06	0,11	0,03	0,10	0,08	0,04	-0,03	0,11	0,30	0,06	0,10	0,30	0,37	1,00	0,20	0,23	0,14	0,17	0,02	0,00	0,15
Cont9	0,19	0,24	0,32	0,02	-0,12	-0,10	0,25	-0,04	-0,13	0,24	0,27	0,03	0,33	0,13	0,07	0,20	1,00	0,05	0,33	0,25	0,27	0,36	0,24
Norm1	-0,08	-0,12	-0,21	0,04	0,21	0,38	-0,12	0,29	0,25	0,01	0,01	0,29	-0,15	0,16	0,20	0,23	0,05	1,00	-0,02	0,01	-0,17	-0,08	0,00
Norm2	0,39	0,29	0,35	0,05	-0,16	-0,18	0,45	-0,20	-0,14	0,22	0,33	-0,18	0,35	0,23	0,13	0,14	0,33	-0,02	1,00	0,68	0,43	0,45	0,40
Norm3	0,37	0,30	0,38	0,14	-0,12	-0,14	0,45	-0,12	-0,16	0,15	0,37	-0,17	0,37	0,21	0,14	0,17	0,25	0,01	0,68	1,00	0,56	0,47	0,54
Norm4	0,43	0,47	0,54	0,15	-0,31	-0,39	0,47	-0,27	-0,28	0,15	0,26	-0,24	0,48	0,14	0,06	0,02	0,27	-0,17	0,43	0,56	1,00	0,58	0,52
Norm5	0,22	0,36	0,47	0,20	-0,19	-0,21	0,40	-0,10	-0,06	0,15	0,15	-0,02	0,35	0,07	-0,06	0,00	0,36	-0,08	0,45	0,47	0,58	1,00	0,49
Norm6	0,31	0,34	0,36	0,19	-0,05	-0,10	0,36	-0,11	-0,08	0,09	0,28	-0,16	0,34	0,28	0,10	0,15	0,24	0,00	0,40	0,54	0,52	0,49	1,00
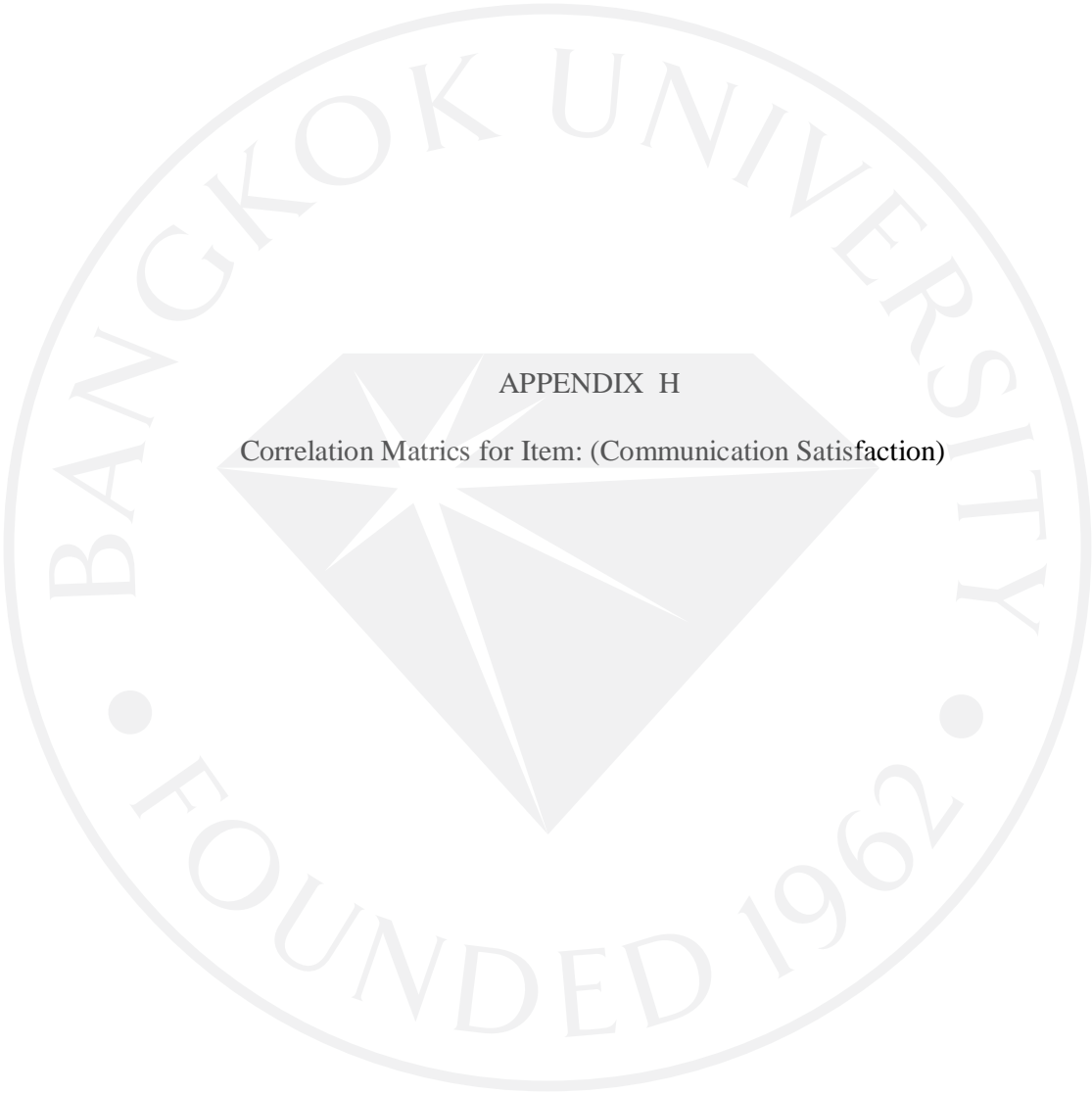
APPENDIX H

Correlation Matrics for Item: (Communication Satisfaction)

Appendix H: Correlation Matrics for Item: (Communication Satisfaction)

Correlation	Com Sat1	Com Sat2	Com Sat3	Com Sat4	Com Sat5	Com Sat6	Com Sat7	Com Sat8	Com Sat9	Com Sat10	Com Sat11	Com Sat12	Com Sat13	Com Sat14	Com Sat15	Com Sat16	Com Sat17	Com Sat18	Com Sat19	Com Sat20	Com Sat21	Com Sat22	Com Sat23	Com Sat24	Com Sat25	Com Sat26	Com Sat27	Com Sat28	Com Sat29	Com Sat30	Com Sat31	Com Sat32	Com Sat33	Com Sat34	Com Sat35	Com Sat36	Com Sat37	Com Sat38	Com Sat39	Com Sat40	Com Sat41	Com Sat42	Com Sat43	Com Sat44
Com Sat1	1,00	0,53	0,51	0,45	0,24	0,45	0,46	0,38	0,39	0,46	0,26	0,35	0,46	0,45	0,32	0,21	0,33	0,34	0,37	0,32	0,30	0,45	0,41	0,40	0,23	0,37	0,12	0,35	0,37	0,32	0,46	0,22	0,40	0,34	0,28	0,17	0,25	0,36	0,36	0,41	0,32	0,16	0,30	0,37
Com Sat2	0,53	1,00	0,49	0,46	0,31	0,40	0,35	0,33	0,35	0,38	0,30	0,30	0,28	0,37	0,19	0,25	0,24	0,26	0,24	0,21	0,32	0,37	0,34	0,27	0,29	0,26	0,19	0,23	0,16	0,23	0,23	0,13	0,32	0,24	0,24	0,17	0,28	0,24	0,34	0,22	0,08	0,17	0,15	0,26
Com Sat3	0,51	0,49	1,00	0,77	0,50	0,59	0,45	0,41	0,38	0,43	0,27	0,43	0,43	0,55	0,40	0,32	0,42	0,33	0,39	0,29	0,47	0,44	0,43	0,45	0,24	0,35	0,30	0,43	0,23	0,29	0,42	0,27	0,43	0,35	0,32	0,23	0,33	0,31	0,22	0,33	0,34	0,20	0,30	0,37
Com Sat4	0,45	0,46	0,77	1,00	0,56	0,64	0,49	0,49	0,36	0,50	0,37	0,51	0,44	0,48	0,49	0,39	0,46	0,41	0,40	0,38	0,47	0,48	0,56	0,42	0,39	0,42	0,46	0,40	0,35	0,42	0,49	0,40	0,49	0,38	0,37	0,32	0,40	0,35	0,18	0,39	0,41	0,21	0,28	0,42
Com Sat5	0,24	0,31	0,50	0,56	1,00	0,50	0,37	0,42	0,49	0,58	0,35	0,57	0,38	0,33	0,55	0,46	0,41	0,38	0,33	0,41	0,48	0,39	0,49	0,29	0,35	0,36	0,53	0,35	0,25	0,37	0,25	0,41	0,38	0,41	0,36	0,41	0,39	0,19	0,16	0,40	0,35	0,13	0,31	0,35
Com Sat6	0,45	0,40	0,59	0,64	0,50	1,00	0,59	0,51	0,38	0,47	0,45	0,47	0,61	0,53	0,36	0,34	0,48	0,46	0,46	0,47	0,47	0,49	0,44	0,39	0,38	0,48	0,40	0,37	0,38	0,33	0,43	0,41	0,50	0,38	0,30	0,22	0,36	0,27	0,22	0,36	0,38	0,25	0,21	0,30
Com Sat7	0,46	0,35	0,45	0,49	0,37	0,59	1,00	0,66	0,49	0,52	0,32	0,44	0,49	0,41	0,43	0,34	0,41	0,44	0,46	0,43	0,40	0,47	0,42	0,48	0,34	0,35	0,20	0,36	0,30	0,26	0,42	0,39	0,48	0,32	0,28	0,15	0,26	0,32	0,32	0,27	0,28	0,15	0,23	0,36
Com Sat8	0,38	0,33	0,41	0,49	0,42	0,51	0,66	1,00	0,43	0,54	0,36	0,47	0,53	0,36	0,36	0,41	0,44	0,53	0,46	0,35	0,42	0,50	0,37	0,49	0,43	0,43	0,28	0,32	0,30	0,25	0,42	0,35	0,42	0,35	0,31	0,21	0,29	0,20	0,22	0,27	0,27	0,16	0,20	0,31
Com Sat9	0,39	0,35	0,38	0,36	0,49	0,38	0,49	0,43	1,00	0,68	0,36	0,51	0,54	0,40	0,41	0,43	0,52	0,51	0,64	0,51	0,65	0,47	0,45	0,43	0,43	0,43	0,36	0,55	0,43	0,44	0,46	0,40	0,46	0,48	0,50	0,44	0,41	0,16	0,23	0,39	0,35	0,10	0,24	0,36
Com Sat10	0,46	0,38	0,43	0,50	0,58	0,47	0,52	0,54	0,68	1,00	0,53	0,65	0,57	0,41	0,51	0,47	0,59	0,50	0,50	0,50	0,58	0,49	0,48	0,50	0,50	0,46	0,45	0,48	0,39	0,37	0,41	0,34	0,36	0,48	0,36	0,37	0,36	0,17	0,24	0,47	0,44	0,17	0,30	0,45
Com Sat11	0,26	0,30	0,27	0,37	0,35	0,45	0,32	0,36	0,36	0,53	1,00	0,55	0,37	0,34	0,30	0,33	0,40	0,33	0,29	0,43	0,30	0,28	0,28	0,33	0,34	0,38	0,36	0,24	0,30	0,29	0,18	0,23	0,16	0,23	0,26	0,30	0,26	0,24	0,23	0,26	0,23	0,22	0,15	0,31
Com Sat12	0,35	0,30	0,43	0,51	0,57	0,47	0,44	0,47	0,51	0,65	0,55	1,00	0,60	0,37	0,50	0,38	0,52	0,43	0,44	0,40	0,45	0,52	0,43	0,43	0,41	0,43	0,38	0,40	0,29	0,30	0,28	0,36	0,30	0,52	0,35	0,39	0,43	0,22	0,23	0,45	0,44	0,18	0,34	0,34
Com Sat13	0,46	0,28	0,43	0,44	0,38	0,61	0,49	0,53	0,54	0,57	0,37	0,60	1,00	0,55	0,43	0,47	0,61	0,61	0,59	0,43	0,51	0,55	0,45	0,40	0,51	0,61	0,36	0,48	0,47	0,41	0,40	0,50	0,42	0,60	0,44	0,35	0,48	0,18	0,24	0,41	0,40	0,31	0,19	0,22
Com Sat14	0,45	0,37	0,55	0,48	0,33	0,53	0,41	0,36	0,40	0,41	0,34	0,37	0,55	1,00	0,47	0,35	0,50	0,37	0,44	0,30	0,40	0,37	0,36	0,41	0,33	0,40	0,15	0,39	0,34	0,25	0,34	0,32	0,40	0,34	0,28	0,22	0,23	0,09	0,18	0,33	0,29	0,03	0,10	0,21
Com Sat15	0,32	0,19	0,40	0,49	0,55	0,36	0,43	0,36	0,41	0,51	0,30	0,50	0,43	0,47	1,00	0,45	0,40	0,42	0,34	0,44	0,36	0,38	0,43	0,34	0,34	0,41	0,38	0,36	0,31	0,31	0,30	0,41	0,32	0,42	0,41	0,29	0,32	0,13	0,12	0,38	0,46	0,18	0,24	0,37
Com Sat16	0,21	0,25	0,32	0,39	0,46	0,34	0,34	0,41	0,43	0,47	0,33	0,38	0,47	0,35	0,45	1,00	0,56	0,56	0,44	0,40	0,45	0,46	0,47	0,37	0,47	0,50	0,43	0,29	0,30	0,34	0,31	0,42	0,22	0,42	0,44	0,42	0,37	0,17	0,23	0,28	0,33	0,22	0,12	0,25
Com Sat17	0,33	0,24	0,42	0,46	0,41	0,48	0,41	0,44	0,52	0,59	0,40	0,52	0,61	0,50	0,40	0,56	1,00	0,66	0,76	0,48	0,62	0,54	0,45	0,50	0,47	0,55	0,39	0,53	0,40	0,39	0,37	0,48	0,39	0,48	0,37	0,35	0,39	0,15	0,23	0,40	0,45	0,34	0,20	0,29
Com Sat18	0,34	0,26	0,33	0,41	0,38	0,46	0,44	0,53	0,51	0,50	0,33	0,43	0,61	0,37	0,42	0,56	0,66	1,00	0,68	0,60	0,59	0,68	0,60	0,46	0,50	0,60	0,48	0,50	0,44	0,51	0,45	0,51	0,43	0,52	0,46	0,35	0,45	0,15	0,25	0,35	0,41	0,21	0,18	0,18
Com Sat19	0,37	0,24	0,39	0,40	0,33	0,46	0,46	0,46	0,64	0,50	0,29	0,44	0,59	0,44	0,34	0,44	0,76	0,68	1,00	0,55	0,75	0,65	0,50	0,62	0,41	0,61	0,35	0,64	0,50	0,48	0,50	0,50	0,49	0,49	0,52	0,36	0,44	0,17	0,26	0,44	0,47	0,28	0,29	0,32
Com Sat20	0,32	0,21	0,29	0,38	0,41	0,47	0,43	0,35	0,51	0,50	0,43	0,40	0,43	0,30	0,44	0,40	0,48	0,60	0,55	1,00	0,60	0,63	0,61	0,41	0,46	0,49	0,47	0,45	0,58	0,55	0,49	0,51	0,52	0,46	0,43	0,38	0,40	0,19	0,25	0,53	0,55	0,22	0,42	0,45
Com Sat21	0,30	0,32	0,47	0,47	0,48	0,47	0,40	0,42	0,65	0,58	0,30	0,45	0,51	0,40	0,36	0,45	0,62	0,59	0,75	0,60	1,00	0,62	0,59	0,55	0,50	0,58	0,49	0,68	0,45	0,49	0,48	0,48	0,52	0,42	0,47	0,39	0,43	0,14	0,30	0,50	0,47	0,21	0,37	0,37
Com Sat22	0,45	0,37	0,44	0,48	0,39	0,49	0,47	0,50	0,47	0,49	0,28	0,52	0,55	0,37	0,38	0,46	0,54	0,68	0,65	0,63	0,62	1,00	0,76	0,56	0,53	0,54	0,42	0,53	0,53	0,55	0,52	0,51	0,48	0,53	0,52	0,42	0,49	0,30	0,32	0,52	0,46	0,22	0,37	0,30

Correlation	Com Sat1	Com Sat2	Com Sat3	Com Sat4	Com Sat5	Com Sat6	Com Sat7	Com Sat8	Com Sat9	Com Sat10	Com Sat11	Com Sat12	Com Sat13	Com Sat14	Com Sat15	Com Sat16	Com Sat17	Com Sat18	Com Sat19	Com Sat20	Com Sat21	Com Sat22	Com Sat23	Com Sat24	Com Sat25	Com Sat26	Com Sat27	Com Sat28	Com Sat29	Com Sat30	Com Sat31	Com Sat32	Com Sat33	Com Sat34	Com Sat35	Com Sat36	Com Sat37	Com Sat38	Com Sat39	Com Sat40	Com Sat41	Com Sat42	Com Sat43	Com Sat44
Com Sat23	0,41	0,34	0,43	0,56	0,49	0,44	0,42	0,37	0,45	0,48	0,28	0,43	0,45	0,36	0,43	0,47	0,45	0,60	0,50	0,61	0,59	0,76	1,00	0,54	0,53	0,50	0,50	0,51	0,52	0,58	0,52	0,50	0,52	0,49	0,54	0,47	0,54	0,26	0,26	0,50	0,50	0,17	0,28	0,30
Com Sat24	0,40	0,27	0,45	0,42	0,29	0,39	0,48	0,49	0,43	0,50	0,33	0,43	0,40	0,41	0,34	0,37	0,50	0,46	0,62	0,41	0,55	0,56	0,54	1,00	0,38	0,41	0,20	0,53	0,49	0,30	0,58	0,37	0,48	0,35	0,35	0,25	0,32	0,13	0,19	0,35	0,40	0,16	0,27	0,41
Com Sat25	0,23	0,29	0,24	0,39	0,35	0,38	0,34	0,43	0,43	0,50	0,34	0,41	0,51	0,33	0,34	0,47	0,47	0,50	0,41	0,46	0,50	0,53	0,53	0,38	1,00	0,68	0,53	0,44	0,41	0,47	0,37	0,58	0,44	0,53	0,42	0,31	0,44	0,06	0,18	0,35	0,35	0,31	0,26	0,36
Com Sat26	0,37	0,26	0,35	0,42	0,36	0,48	0,35	0,43	0,43	0,46	0,38	0,43	0,61	0,40	0,41	0,50	0,55	0,60	0,61	0,49	0,58	0,54	0,50	0,41	0,68	1,00	0,60	0,60	0,56	0,57	0,39	0,61	0,36	0,63	0,60	0,42	0,52	0,11	0,21	0,43	0,39	0,32	0,21	0,28
Com Sat27	0,12	0,19	0,30	0,46	0,53	0,40	0,20	0,28	0,36	0,45	0,36	0,38	0,36	0,15	0,38	0,43	0,39	0,48	0,35	0,47	0,49	0,42	0,50	0,20	0,53	0,60	1,00	0,42	0,37	0,55	0,29	0,51	0,25	0,59	0,53	0,52	0,60	0,18	0,15	0,44	0,36	0,33	0,24	0,23
Com Sat28	0,35	0,23	0,43	0,40	0,35	0,37	0,36	0,32	0,55	0,48	0,24	0,40	0,48	0,39	0,36	0,29	0,53	0,50	0,64	0,45	0,68	0,53	0,51	0,53	0,44	0,60	0,42	1,00	0,61	0,56	0,52	0,49	0,49	0,50	0,50	0,41	0,47	0,11	0,16	0,45	0,46	0,23	0,31	0,30
Com Sat29	0,37	0,16	0,23	0,35	0,25	0,38	0,30	0,30	0,43	0,39	0,30	0,29	0,47	0,34	0,31	0,30	0,40	0,44	0,50	0,58	0,45	0,53	0,52	0,49	0,41	0,56	0,37	0,61	1,00	0,68	0,65	0,52	0,54	0,52	0,54	0,43	0,47	0,05	0,06	0,51	0,45	0,15	0,33	0,43
Com Sat30	0,32	0,23	0,29	0,42	0,37	0,33	0,26	0,25	0,44	0,37	0,29	0,30	0,41	0,25	0,31	0,34	0,39	0,51	0,48	0,55	0,49	0,55	0,58	0,30	0,47	0,57	0,55	0,56	0,68	1,00	0,48	0,61	0,43	0,58	0,62	0,51	0,57	0,22	0,13	0,50	0,37	0,16	0,27	0,36
Com Sat31	0,46	0,23	0,42	0,49	0,25	0,43	0,42	0,42	0,46	0,41	0,18	0,28	0,40	0,34	0,30	0,31	0,37	0,45	0,50	0,49	0,48	0,52	0,52	0,58	0,37	0,39	0,29	0,52	0,65	0,48	1,00	0,39	0,59	0,39	0,44	0,35	0,41	0,16	0,09	0,42	0,41	0,10	0,32	0,46
Com Sat32	0,22	0,13	0,27	0,40	0,41	0,41	0,39	0,35	0,40	0,34	0,23	0,36	0,50	0,32	0,41	0,42	0,48	0,51	0,50	0,51	0,48	0,51	0,50	0,37	0,58	0,61	0,51	0,49	0,52	0,61	0,39	1,00	0,52	0,59	0,63	0,47	0,59	0,11	0,16	0,42	0,41	0,30	0,25	0,32
Com Sat33	0,40	0,32	0,43	0,49	0,38	0,50	0,48	0,42	0,46	0,36	0,16	0,30	0,42	0,40	0,32	0,22	0,39	0,43	0,49	0,52	0,52	0,48	0,52	0,48	0,44	0,36	0,25	0,49	0,54	0,43	0,59	0,52	1,00	0,32	0,42	0,23	0,35	0,16	0,15	0,43	0,50	0,17	0,25	0,43
Com Sat34	0,34	0,24	0,35	0,38	0,41	0,38	0,32	0,35	0,48	0,48	0,23	0,52	0,60	0,34	0,42	0,42	0,48	0,52	0,49	0,46	0,42	0,53	0,49	0,35	0,53	0,63	0,59	0,50	0,52	0,58	0,39	0,59	0,32	1,00	0,69	0,62	0,72	0,21	0,13	0,53	0,43	0,34	0,30	0,28
Com Sat35	0,28	0,24	0,32	0,37	0,36	0,30	0,28	0,31	0,50	0,36	0,26	0,35	0,44	0,28	0,41	0,44	0,37	0,46	0,52	0,43	0,47	0,52	0,54	0,35	0,42	0,60	0,53	0,50	0,54	0,62	0,44	0,63	0,42	0,69	1,00	0,72	0,70	0,24	0,16	0,48	0,47	0,33	0,29	0,32
Com Sat36	0,17	0,17	0,23	0,32	0,41	0,22	0,15	0,21	0,44	0,37	0,30	0,39	0,35	0,22	0,29	0,42	0,35	0,35	0,36	0,38	0,39	0,42	0,47	0,25	0,31	0,42	0,52	0,41	0,43	0,51	0,35	0,47	0,23	0,62	0,72	1,00	0,74	0,25	0,17	0,44	0,34	0,28	0,28	0,28
Com Sat37	0,25	0,28	0,33	0,40	0,39	0,36	0,26	0,29	0,41	0,36	0,26	0,43	0,48	0,23	0,32	0,37	0,39	0,45	0,44	0,40	0,43	0,49	0,54	0,32	0,44	0,52	0,60	0,47	0,47	0,57	0,41	0,59	0,35	0,72	0,70	0,74	1,00	0,21	0,21	0,47	0,42	0,35	0,27	0,28
Com Sat38	0,36	0,24	0,31	0,35	0,19	0,27	0,32	0,20	0,16	0,17	0,24	0,22	0,12	0,09	0,13	0,17	0,15	0,15	0,17	0,19	0,14	0,30	0,26	0,13	0,06	0,11	0,18	0,11	0,05	0,22	0,16	0,11	0,16	0,21	0,24	0,25	0,21	1,00	0,52	0,17	0,22	0,29	0,27	0,18
Com Sat39	0,36	0,34	0,22	0,18	0,16	0,22	0,32	0,22	0,23	0,24	0,23	0,23	0,24	0,18	0,12	0,23	0,23	0,25	0,26	0,25	0,30	0,32	0,26	0,19	0,18	0,21	0,15	0,16	0,06	0,13	0,09	0,16	0,15	0,13	0,16	0,17	0,21	0,52	1,00	0,23	0,29	0,22	0,26	0,20
Com Sat40	0,41	0,22	0,33	0,39	0,40	0,36	0,27	0,27	0,39	0,47	0,26	0,45	0,41	0,33	0,38	0,28	0,40	0,35	0,44	0,53	0,50	0,52	0,50	0,35	0,35	0,43	0,44	0,45	0,51	0,50	0,42	0,42	0,43	0,53	0,48	0,44	0,47	0,17	0,23	1,00	0,75	0,24	0,62	0,56
Com Sat41	0,32	0,08	0,34	0,41	0,35	0,38	0,28	0,27	0,35	0,44	0,23	0,44	0,40	0,29	0,46	0,33	0,45	0,41	0,47	0,55	0,47	0,46	0,50	0,40	0,35	0,39	0,36	0,46	0,45	0,37	0,41	0,41	0,50	0,43	0,47	0,34	0,42	0,22	0,29	0,75	1,00	0,36	0,55	0,52
Com Sat42	0,16	0,17	0,20	0,21	0,13	0,25	0,15	0,16	0,10	0,17	0,22	0,18	0,31	0,03	0,18	0,22	0,34	0,21	0,28	0,22	0,21	0,22	0,17	0,16	0,31	0,32	0,33	0,23	0,15	0,16	0,10	0,30	0,17	0,34	0,33	0,28	0,35	0,29	0,22	0,24	0,36	1,00	0,33	0,32
Com Sat43	0,30	0,15	0,30	0,28	0,31	0,21	0,23	0,20	0,24	0,30	0,15	0,34	0,19	0,10	0,24	0,12	0,20	0,18	0,29	0,42	0,37	0,37	0,28	0,27	0,26	0,21	0,24	0,31	0,33	0,27	0,32	0,25	0,25	0,30	0,29	0,28	0,27	0,27	0,26	0,62	0,55	0,33	1,00	0,61
Com Sat44	0,37	0,26	0,37	0,42	0,35	0,30	0,36	0,31	0,36	0,45	0,31	0,34	0,22	0,21	0,37	0,25	0,29	0,18	0,32	0,45	0,37	0,30	0,30	0,41	0,36	0,28	0,23	0,30	0,43	0,36	0,46	0,32	0,43	0,28	0,32	0,28	0,28	0,18	0,20	0,56	0,52	0,32	0,61	1,00

APPENDIX I

Correlation Matrics for Item (Willingness to Participate in Planned Change)

Appendix I: Correlation Matrics for Item (Willingness to Participate in Planned Change)

Correlation Matrix

		WPPC1	WPPC2	WPPC3	WPPC4	WPPC5	WPPC6	WPPC7	WPPC8	WPPC9
Correlation	WPPC1	1,00	-0,29	0,61	-0,19	0,64	0,68	-0,18	-0,29	-0,18
	WPPC2	-0,29	1,00	-0,08	0,51	-0,23	-0,29	0,45	0,53	0,50
	WPPC3	0,61	-0,08	1,00	-0,15	0,59	0,58	-0,09	-0,23	-0,08
	WPPC4	-0,19	0,51	-0,15	1,00	-0,10	-0,15	0,46	0,58	0,37
	WPPC5	0,64	-0,23	0,59	-0,10	1,00	0,75	-0,18	-0,26	-0,23
	WPPC6	0,68	-0,29	0,58	-0,15	0,75	1,00	-0,23	-0,33	-0,33
	WPPC7	-0,18	0,45	-0,09	0,46	-0,18	-0,23	1,00	0,64	0,52
	WPPC8	-0,29	0,53	-0,23	0,58	-0,26	-0,33	0,64	1,00	0,59
	WPPC9	-0,18	0,50	-0,08	0,37	-0,23	-0,33	0,52	0,59	1,00

APPENDIX J

Detailed Analysis of Factors (Organizational Commitment Scale)
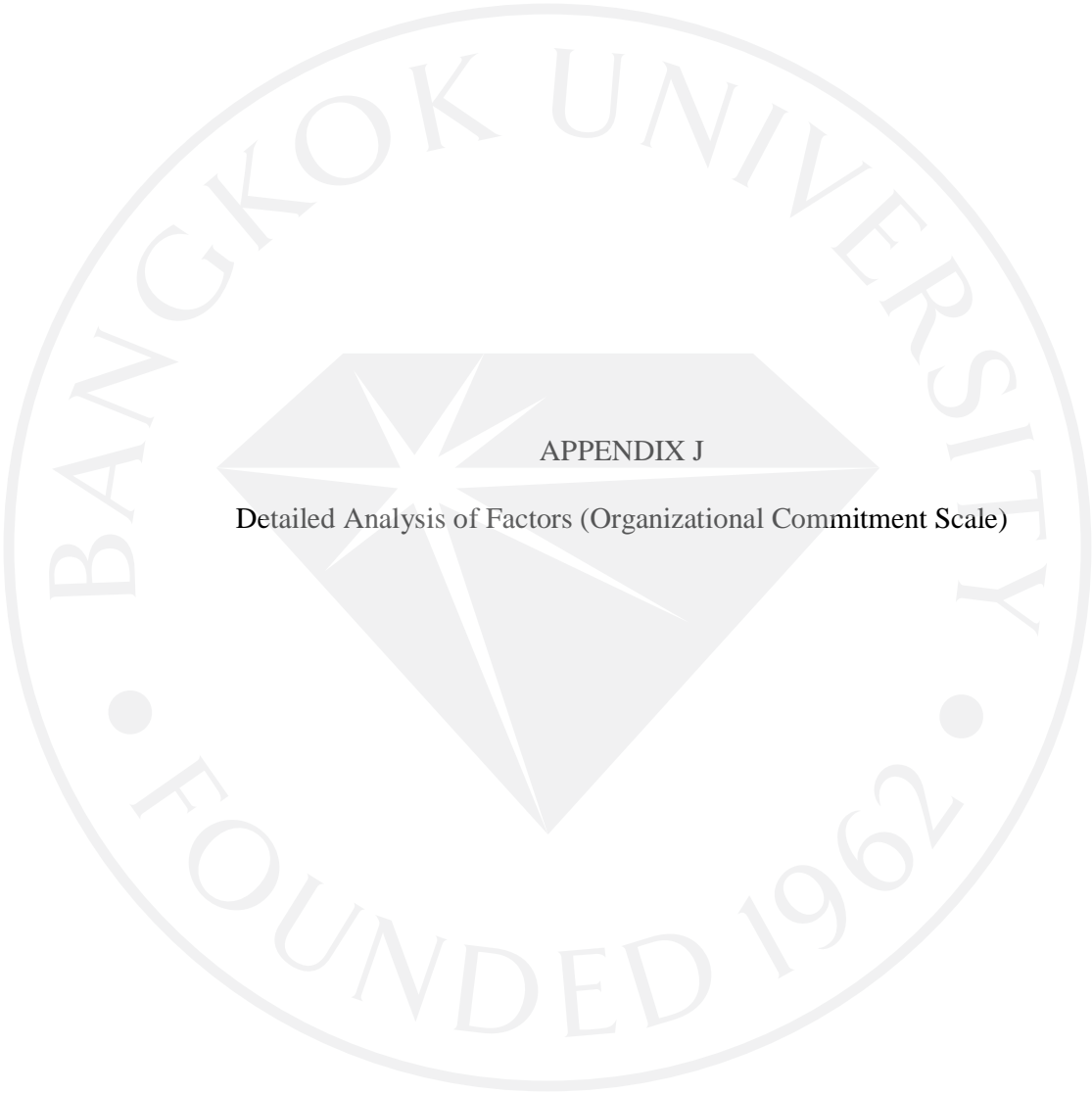
Appendix J: Component Matrix for Organizational Commitment Scale

Item	Statement	Component					
		1	2	3	4	5	6
1	Happy to spend the rest of career	0.443	0.287	-0.188	0.238	-0.335	0.155
2	Enjoy discussing the organization	0.345	0.116	-0.092	0.708	-0.028	-0.144
3	Feel as if the problems are their own	0.448	-0.067	-0.273	0.574	0.080	0.021
4	Could attached to another organization	0.164	0.146	-0.002	0.231	0.162	-0.739
5	Part of the family at the organization	-0.109	0.089	0.822	-0.002	-0.162	0.079
6	Emotionally attached to the organization	-0.136	0.088	0.751	-0.201	0.120	-0.012
7	Has a great deal of personal meaning	0.607	0.111	-0.046	0.278	-0.215	0.125
8	Feel sense of belonging	-0.162	-0.062	0.610	0.044	0.324	-0.022
9	Not afraid to quit the job	0.011	-0.209	0.602	-0.310	0.140	-0.161
10	Hard to leave the organization	0.165	0.167	-0.022	0.176	0.166	0.678
11	Life would disrupted if leave	0.315	0.654	-0.130	0.031	-0.121	0.272
12	Too costly to leave	-0.215	-0.073	0.326	0.032	0.684	-0.024
13	Staying is of necessity	0.293	0.344	-0.300	0.515	0.120	0.218
14	Too few options to leave	0.130	0.793	0.087	0.168	-0.076	-0.027
15	Scarcity of alternatives	-0.032	0.843	0.065	0.083	0.026	-0.035
16	Others may not match the benefits	0.161	0.588	-0.066	-0.326	0.317	-0.059
17	Put so much of efforts	0.377	0.126	-0.151	0.168	0.491	0.301
18	Do not feel obligation to stay	0.042	0.280	0.384	-0.317	0.398	-0.074
19	Would not be right to leave	0.765	0.150	-0.124	-0.045	-0.014	0.164
20	Feel guilty if left the organization	0.826	0.167	-0.063	-0.001	-0.028	0.002
21	Deserve loyalty	0.666	0.030	-0.304	0.356	-0.041	-0.047
22	Have a sense of obligation to people	0.706	-0.142	-0.096	0.279	0.251	-0.044
23	Owe to the organization	0.707	0.155	0.032	0.158	-0.025	-0.148

Extraction Method: Principle Component Analysis
Rotation Method: Varimax with Kaiser Normalization
Rotation Converged in 10 iterations
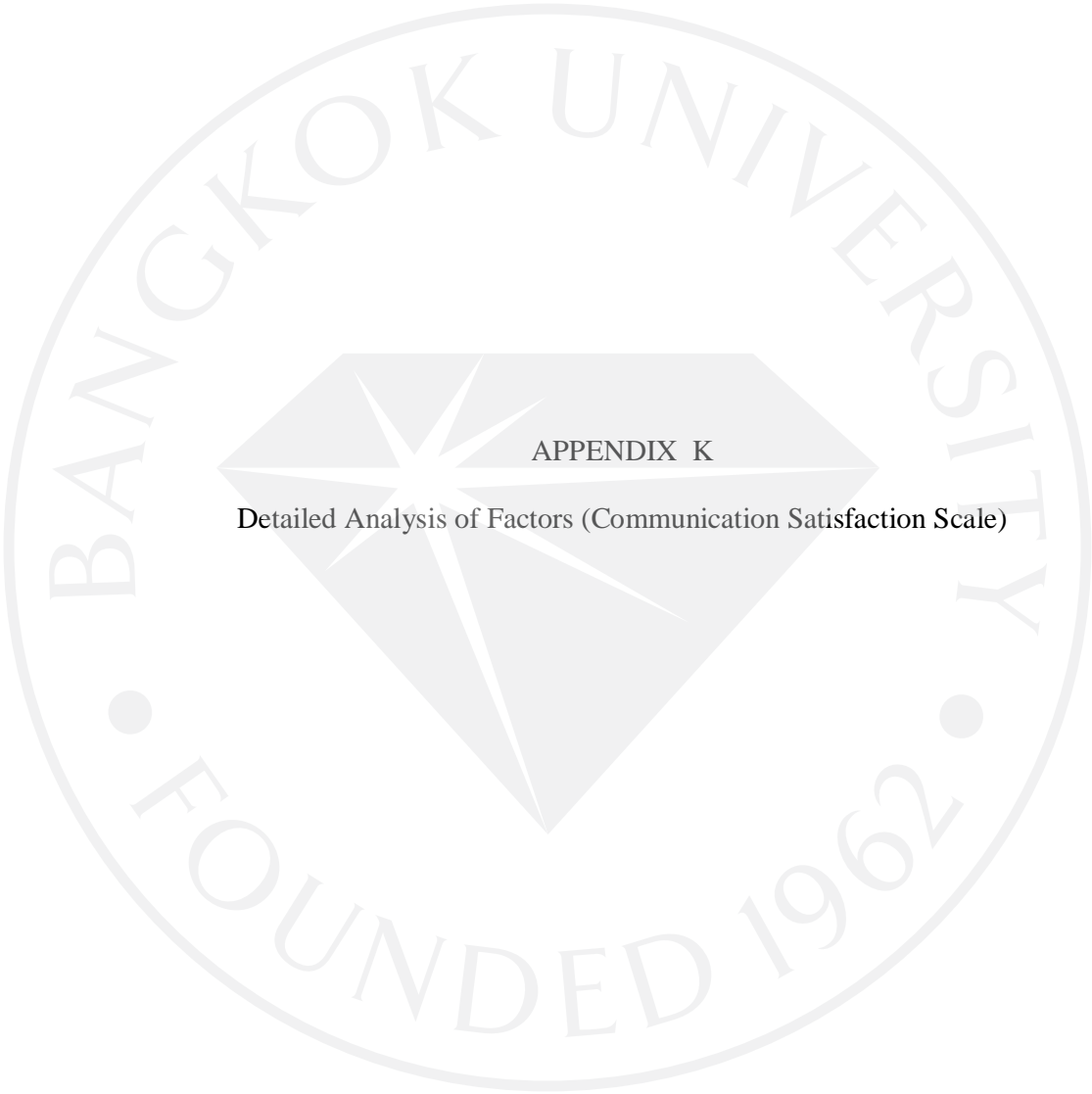
APPENDIX K

Detailed Analysis of Factors (Communication Satisfaction Scale)

Appendix K: Varimax Rotation for Communication Satisfaction Scale

Item	Statement	Component								
		1	2	3	4	5	6	7	8	9
1	Satisfaction with job	0.14	0.19	0.61	0.23	0.15	0.20	-0.23	0.31	-0.05
2	Job satisfaction in last 6 mths	0.16	0.02	0.56	-0.04	0.11	0.28	-0.02	0.38	-0.09
3	Progress	0.13	0.19	0.77	0.19	0.03	-0.01	0.30	0.15	0.01
4	Personal news	0.21	0.10	0.66	0.18	0.25	0.10	0.44	0.12	0.06
5	Company policies and goals	0.26	0.15	0.30	0.21	0.04	0.28	0.67	0.04	-0.10
6	Job compares with others	0.11	0.23	0.58	0.08	0.30	0.23	0.24	0.10	0.25
7	How being judged	-0.04	0.31	0.44	0.09	0.37	0.33	0.13	0.22	0.09
8	Recognition of efforts	0.01	0.33	0.36	0.02	0.36	0.42	0.16	0.12	0.15
9	Departmental policies & goals	0.33	0.54	0.22	0.17	0.07	0.39	0.07	0.07	-0.26
10	Requirements of job	0.19	0.42	0.26	0.26	0.06	0.61	0.23	0.05	-0.10
11	Government regulatory actions	0.15	0.10	0.14	0.10	0.09	0.75	0.11	0.13	0.09
12	Changes in organization	0.24	0.32	0.30	0.26	-0.10	0.52	0.30	0.06	0.02
13	How problems are handled	0.32	0.52	0.41	0.03	0.06	0.31	0.02	0.00	0.30
14	Employee benefits and pay	0.12	0.40	0.66	0.03	-0.01	0.15	0.06	-0.11	0.05
15	Profits and/ or financial standing	0.19	0.24	0.32	0.27	0.03	0.22	0.48	-0.12	0.08
16	Achievements and/ or failures	0.28	0.44	0.08	-0.04	0.11	0.26	0.42	0.13	0.13
17	Managers understand problems	0.20	0.72	0.22	0.11	0.03	0.21	0.18	0.03	0.24
18	Motivated internal Comm.	0.29	0.65	0.10	-0.04	0.34	0.16	0.24	0.14	0.12
19	Supervisors listens & pays attention	0.26	0.80	0.19	0.18	0.17	0.07	0.00	0.10	0.08
20	People's ability as communicators	0.26	0.39	-0.01	0.37	0.47	0.23	0.23	0.13	0.00
21	Supervisor offers guidance	0.27	0.66	0.16	0.25	0.22	0.09	0.23	0.12	-0.06
22	Identification made by Comm.	0.34	0.51	0.20	0.17	0.40	0.07	0.17	0.30	-0.01

Item	Statement	Component								
		1	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**9**
23	Interested & helpful Comm.	0.42	0.36	0.21	0.16	0.43	0.01	0.34	0.23	-0.13
24	Supervisor give trust	0.08	0.54	0.32	0.25	0.31	0.16	-0.03	0.03	-0.06
25	In time information	0.35	0.28	0.06	0.07	0.43	0.35	0.17	-0.03	0.34
26	Conflicts handling	0.51	0.43	0.17	0.03	0.28	0.25	0.07	-0.03	0.33
27	Active grapevine	0.61	0.11	-0.01	0.08	0.20	0.20	0.48	0.07	0.18
28	Supervisors open to ideas	0.43	0.55	0.25	0.25	0.19	0.02	-0.03	-0.06	-0.04
29	Comm. with peers	0.50	0.28	0.16	0.33	0.49	0.14	-0.19	-0.17	-0.05
30	Adapted to emergencies	0.67	0.18	0.09	0.16	0.43	0.09	0.07	0.05	-0.06
31	Compatible work group	0.28	0.29	0.37	0.31	0.52	0.02	-0.10	-0.03	-0.15
32	Well organized meetings	0.53	0.29	0.11	0.12	0.39	0.04	0.20	-0.07	0.31
33	Amount of supervision is about right	0.16	0.29	0.42	0.30	0.55	-0.06	0.07	-0.02	0.03
34	Clear & concise written directive	0.73	0.28	0.20	0.15	0.03	0.17	0.09	0.00	0.20
35	Healthy attitude toward comm.	0.78	0.24	0.14	0.18	0.13	0.03	0.07	0.08	0.07
36	Informal Comm. is active	0.80	0.14	0.04	0.17	-0.07	0.13	0.14	0.14	-0.07
37	Amount of Comm. is about right	0.80	0.16	0.16	0.13	0.08	0.07	0.11	0.12	0.12
38	Productivity in the job	0.14	-0.05	0.21	0.12	0.02	0.02	0.08	0.77	0.10
39	Job productivity in last 6 mths	0.02	0.23	0.06	0.13	0.00	0.13	-0.01	0.77	0.09
40	Staff responsive to downward comm.	0.38	0.24	0.15	0.69	0.09	0.10	0.11	0.05	0.02
41	Staff anticipate needs for information	0.22	0.35	0.12	0.70	0.09	-0.04	0.21	0.07	0.19
42	Communication overload	0.24	0.07	0.04	0.29	-0.05	0.04	-0.01	0.25	0.72
43	Staff are receptive to evaluations	0.13	0.06	0.04	0.80	0.07	0.06	0.06	0.21	0.09
44	Staff initiate upward comm.	0.10	0.01	0.20	0.74	0.26	0.29	0.03	0.04	0.07

Extraction Method: Principle Component Analysis
Rotation Method: Varimax with Kaiser Normalization
Rotation Converged in 27 iterations
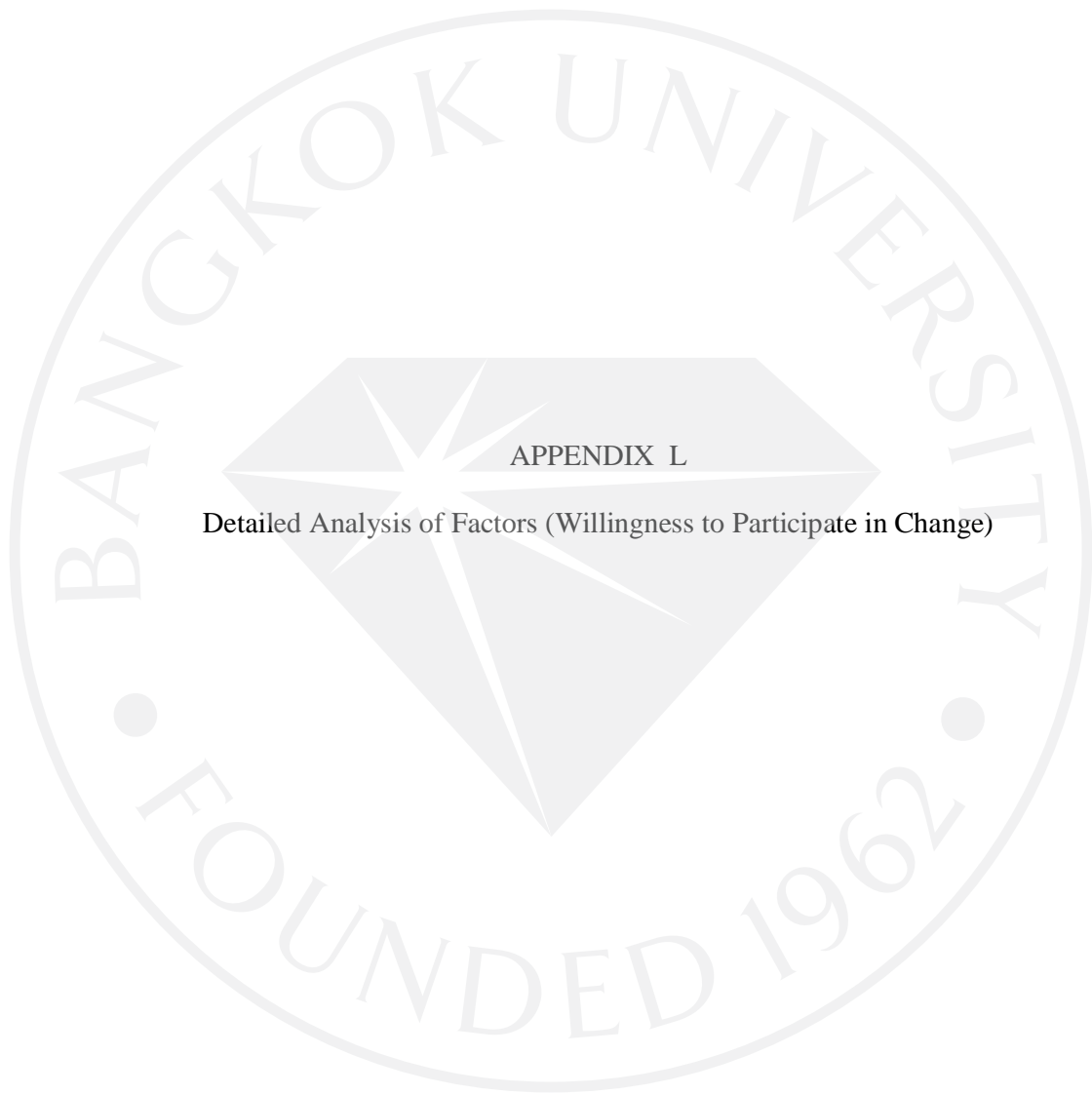
APPENDIX L

Detailed Analysis of Factors (Willingness to Participate in Change)

Appendix L: Detailed Analysis of Factors (Willingness to Participate in Planned

Change)

Item	Statement	Component	
		1	**2**
1	Openness to the changes	-0.167	0.84
2	Somewhat resistant	0.745	-0.151
3	Changes in work role	-0.022	0.814
4	Reluctant to consider changing	0.744	-0.042
5	Positive effect to work	-0.121	0.864
6	Changes will be for the better	-0.218	0.858
7	Changes will be for the worse	0.787	-0.072
8	Negative effect to work	0.836	-0.201
9	Not important to organization	0.749	-0.132

Extraction Method: Principle Component Analysis
Rotation Method: Varimax with Kaiser Normalization
Rotation Converged in 3 iterations