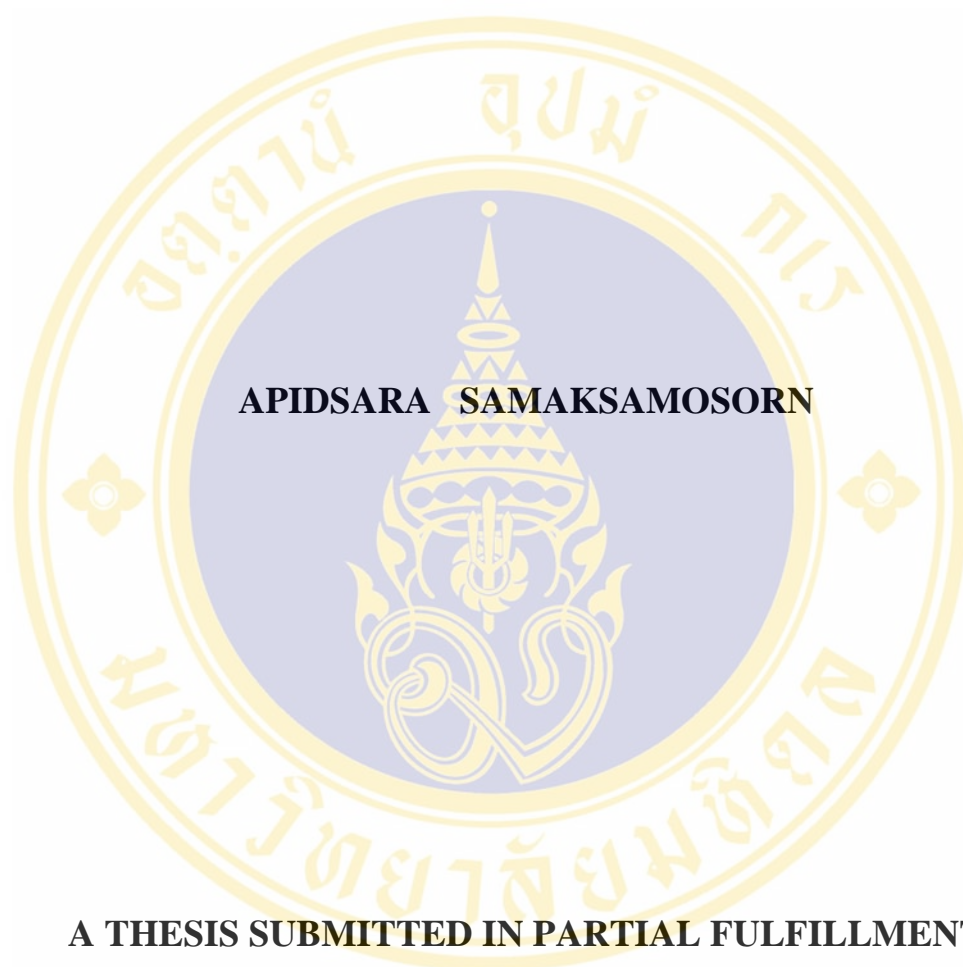


**HUMAN RESOURCE DEVELOPMENT AND EMPLOYMENT  
RATE IN THE PAPER AND PACKAGING BUSINESS  
OF THE SIAM CEMENT GROUP**



**A THESIS SUBMITTED IN PARTIAL FULFILLMENT  
OF THE REQUIREMENTS FOR  
THE DEGREE OF MASTER OF EDUCATION  
(ADULT AND CONTINUING EDUCATION)  
FACULTY OF GRADUATE STUDIES  
MAHIDOL UNIVERSITY**

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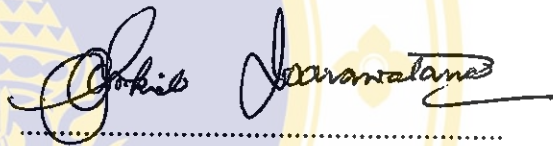
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Apidsara Samaksamosorn

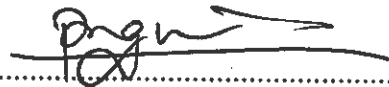
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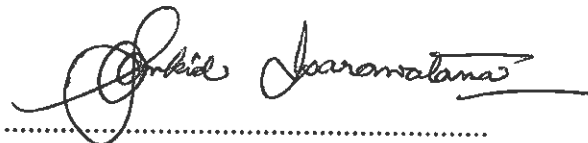
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**Apidsara Samaksamosorn**

## HUMAN RESOURCE DEVELOPMENT AND EMPLOYMENT RATE IN THE PAPER AND PACKAGING BUSINESS OF THE SIAM CEMENT GROUP

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### ABSTRACT

The research on human resource development and employment rate in the Paper and Packaging Business of the Siam Cement Group studied whether human resource development affects the employment rate of employees or not. The sample used was 84 engineers and sales representatives whose working experiences were 1-6 years. The instrument used was a questionnaire. Statistics used in this research were numbers, percentile, means, Standard deviation and Chi-Square test.

#### Findings:

1. The factors relating to the employment rate of the sample in this research included company's stability (50%), salary received (41.7%), good colleagues (39.3%), welfare obtained (38.1%), and knowledge obtained from work (35.7%).

2. The factors relating to the employment rate of the sample and welfare obtained was associated with the variable on work characteristics (being engineers or sales representatives), good superiors and good colleagues were associated with current residence, and salary received was associated with type of enterprise, all with a statistical significance of 0.5.

3. Human resource development of the Paper and Packaging Business was associated with employment rate of the sample in that the sample paid attention to human resource development.

4. Human resource development activities that affected employment rate the most included challenging assignments and self-led work, field trips to leading companies abroad, funds to continue study abroad, training abroad using funds provided by the organization, intensive training courses abroad, funds to continue study locally, Business Concept Development (BCD), and the Management Development Program (MDP).

#### Conclusions:

Factors related to the employment rate of the employees with a working duration of not more than 6 years were the company's stability, salary received, welfare obtained, good colleagues, and knowledge obtained from working. Employees who had not worked for more than 6 years were aged between 21-35 years, which is a period of self-development, and status and stability development; thus factors related to these were the most important. All employees had an opportunity to participate in the activities of the human resource department, depending on activity conditions. The company's reputation was the most important thing that motivated the employees to work in the Paper and Packaging Business and work progress was the major priority of the employees in taking employment in the Paper and Packaging Business.

KEY WORDS : HUMAN RESOURCE DEVELOPMENT / EMPLOYMENT RATE / MOTIVATION

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การพัฒนาบุคลากรกับการคงอยู่ของพนักงานในธุรกิจกระดาษและบรรจุภัณฑ์ เครือซิเมนต์ไทย  
(HUMAN RESOURCE DEVELOPMENT AND EMPLOYMENT RATE IN THE PAPER AND  
PACKAGING BUSINESS OF THE SIAM CEMENT GROUP)

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ประสิทธิ์ ฉัตรแสงอุทัย, ร.ม.

**บทคัดย่อ**

การวิจัยเรื่อง การพัฒนาบุคลากรกับการคงอยู่ของพนักงานในธุรกิจกระดาษและบรรจุภัณฑ์ เครือซิเมนต์ไทย มีวัตถุประสงค์ที่จะศึกษาว่าการพัฒนาบุคลากรมีผลต่อการคงอยู่ของพนักงานในธุรกิจกระดาษและบรรจุภัณฑ์ เครือซิเมนต์ไทย หรือไม่ กลุ่มตัวอย่างที่ใช้ในการวิจัยได้แก่ วิศวกรและผู้แทนขายที่มีอายุการทำงานระหว่าง 1-6 ปี จำนวน 84 คน เครื่องมือที่ใช้ในการวิจัยได้แก่ แบบสอบถาม สถิติที่ใช้ในการวิจัยครั้งนี้ได้แก่ จำนวน ร้อยละ ค่าเฉลี่ย ค่าเบี่ยงเบนมาตรฐาน และ Chi-Square test

**ผลการวิจัยพบว่า**

1. องค์ประกอบที่เกี่ยวข้องกับการคงอยู่ของกลุ่มตัวอย่างในการวิจัยครั้งนี้ ได้แก่ ความมั่นคงของบริษัท (ร้อยละ 50.0) เงินเดือนที่ได้รับ (ร้อยละ 41.7) เพื่อนร่วมงาน (ร้อยละ 39.3) สวัสดิการที่ได้รับ (ร้อยละ 38.1) ความรู้ที่ได้รับจากการทำงาน (ร้อยละ 35.7)
2. องค์ประกอบที่เกี่ยวข้องกับการคงอยู่ของพนักงานในด้านสวัสดิการที่ได้รับความนิยมสัมพันธ์กับตัวแปรด้านลักษณะงานที่รับผิดชอบ (การเป็นวิศวกรหรือผู้แทนขาย) ด้านผู้บังคับบัญชาที่ดี และเพื่อนร่วมงานที่ดีมีความสัมพันธ์กับตัวแปรด้านที่อยู่ปัจจุบัน ด้านเงินเดือนที่ได้รับความนิยมสัมพันธ์กับตัวแปรด้านประเภทของกิจการ อย่างมีนัยสำคัญทางสถิติที่ระดับ .05
3. การพัฒนาบุคลากรของกลุ่มธุรกิจกระดาษและบรรจุภัณฑ์ เครือซิเมนต์ไทย เกี่ยวข้องกับองค์ประกอบในการคงอยู่ของกลุ่มตัวอย่าง โดยกลุ่มตัวอย่างให้ความสำคัญของการพัฒนาบุคลากรไว้ในลำดับที่ 7
4. กิจกรรมการพัฒนาบุคลากรที่มีผลต่อการคงอยู่ของกลุ่มตัวอย่างในระดับมาก ได้แก่ การได้รับมอบหมายงานที่ท้าทาย และแสดงภาวะผู้นำ การดูงานบริษัทชั้นนำต่างประเทศ การได้รับทุนศึกษาต่อต่างประเทศ การส่งไปอบรมต่างประเทศโดยขอทุนจากองค์กรที่ไม่มีข้อผูกพัน การอบรมหลักสูตรอย่างเข้มข้นที่ต่างประเทศ การได้รับทุนศึกษาต่อในประเทศ การเข้าร่วมโครงการพัฒนาความรู้ทางธุรกิจ (BCD) และการเข้าร่วมโครงการ Management Development Program (MDP)

**สิ่งที่ได้จากการวิจัย**

องค์ประกอบที่เกี่ยวข้องกับการคงอยู่ของพนักงานที่อยู่งานไม่เกิน 6 ปีนั้นจะเกี่ยวข้องกับเรื่องของความมั่นคงของบริษัท เงินเดือนที่ได้รับ สวัสดิการที่ได้รับ เพื่อนร่วมงานที่ดี และความรู้ที่ได้รับจากการทำงาน เนื่องจากพนักงานเป็นกลุ่มที่มีอายุงานไม่เกิน 6 ปี มีอายุระหว่าง 21-35 ปี ซึ่งเป็นช่วงเวลาของการก่อร่างสร้างตัว สร้างฐานะ สร้างความมั่นคง องค์ประกอบที่เกี่ยวข้องกับปัจจัย 4 จึงเป็นความต้องการที่สำคัญของพนักงานกลุ่มนี้ ในด้านสิ่งจูงใจที่ทำให้พนักงานเข้าทำงานกับบริษัทนั้นชื่อเสียงของบริษัทเป็นสิ่งสำคัญที่สุดที่จูงใจให้พนักงานเข้ามาทำงาน และพนักงานทุกคนในธุรกิจกระดาษและบรรจุภัณฑ์ เครือซิเมนต์ไทยมีโอกาสที่จะเข้าร่วมกิจกรรมการพัฒนาบุคลากร ทั้งนี้ขึ้นอยู่กับเงื่อนไขของแต่ละหลักสูตร

## CONTENTS

	<b>Page</b>
<b>ACKNOWLEDGEMENT</b>	iii
<b>ABSTRACT</b>	iv
<b>LIST OF TABLES</b>	viii
<b>CHAPTER</b>	
<b>I INTRODUCTION</b>	
Background and Rational of Study	1
Research Objectives	5
Research Questions	6
Research Assumption	6
Expected Outcome and Benefits	7
Limitations	7
Definitions for the Research	7
<b>II LITERATURE REVIEW</b>	
Motivation at work	8
Factors that affect the employment rate	20
Human resource development of the Siam Cement Group	54
<b>III MATERIALS AND METHODS</b>	
Population and Sample	61
Instrument	62
Research Procedure	64
Data Collection	64
Data Analysis	65
Statistics test	65
<b>IV RESULTS</b>	
Part 1 : General data	66

## CONTENTS (Cont.)

	<b>Page</b>
Part 2 : Factors relating to the employment rate of the sample in the Paper and Packaging Business of the Siam Cement Group	70
Part 3 : Motivation that made the sample work in the Paper and Packaging Business of the Siam Cement Group	83
Part 4 : The things expected the sample when working in the Paper and Packaging Business of the Siam Cement Group	96
Part 5 : Human resource development activities of the sample in the Paper and Packaging Business of the Siam Cement Group	109
<b>V DISCUSSION</b>	125
<b>VI CONCLUSIONS AND RECOMMENDATIONS</b>	131
<b>BIBLIOGRAPHY</b>	137
<b>APPENDIX</b>	143
<b>BIOGRAPHY</b>	157

## LISTS OF TABLE

Tables		Page
1	Types of enterprise of sample	66
2	Characteristics of responsible work of sample	67
3	Work experience of sample	68
4	Current residence of sample	69
5	Factors relating to the employment rate of the sample in the Paper and Packaging Business of the Siam Cement Group	70
6	Factors relating to the employment rate of the sample in the Paper and Packaging Business of the Siam Cement Group : Classifying according to the engineer profession	71
7	Factors relating to the employment rate of the sample in the Paper and Packaging Business of the Siam Cement Group : Classifying according to the sales representative profession	72
8	Relationship between factors relating to the employment rate of the sample in the Paper and Packaging Business and variables on the characteristics of responsible work	74
9	Relationship between factors relating to the employment rate of the sample in the Paper and Packaging Business and variables on working duration in current position	76
10	Relationship between factors relating to the employment rate of the sample in the Paper and Packaging Business and variables on types of enterprise	78
11	Relationship between factors relating to the employment rate of the sample in the Paper and Packaging Business and variables on current residence	80

## LISTS OF TABLE (Cont.)

<b>Tables</b>		<b>Page</b>
<b>12</b>	Summary of relationship between factors relating to the employment rate of the sample in the Paper and Packaging Business of the Siam Cement Group and variables on characteristics of responsible work, working duration in current position, types of enterprise, and current residence	82
<b>13</b>	Motivation that made the sample work in the Paper and Packaging Business	83
<b>14</b>	Motivation that made the sample work in the Paper and Packaging Business of the Siam Cement Group : Classifying according to the engineer profession	84
<b>15</b>	Motivation that made the sample work in the Paper and Packaging Business of the Siam Cement Group : Classifying according to the sales representative profession	85
<b>16</b>	Relationship between motivation that made the sample work in the Paper and Packaging Business of the Siam Cement Group and variables on characteristics of responsible work	87
<b>17</b>	Relationship between motivation that made the sample work in the Paper and Packaging Business of the Siam Cement Group and variables on working duration in current position	89
<b>18</b>	Relationship between motivation that made the sample work in the Paper and Packaging Business of the Siam Cement Group and variables on types of enterprise	91
<b>19</b>	Relationship between motivation that made the sample work in the Paper and Packaging Business of the Siam Cement Group and variables on current residence	93

## LISTS OF TABLE (Cont.)

<b>Tables</b>	<b>Page</b>
<b>20</b> Summary of relationship between motivation that made the sample work in the Paper and Packaging Business of the Siam Cement Group and variables on characteristics of responsible work, working duration in current position, types of enterprise, and current residence	95
<b>21</b> The things all the sample expected when working in the Paper and Packaging Business	96
<b>22</b> The things the sample expected when working in the Paper and Packaging Business : Classifying according to the profession of the engineers	97
<b>23</b> The things expected by the sample when working in the Paper and Packaging Business : Classifying according to the profession of the sales representatives	98
<b>24</b> Relationship between the things expected by the sample when working in the Paper and Packaging Business of the Siam Cement Group and variables on the characteristics of the responsible work	100
<b>25</b> Relationship between the things expected by the sample when working in the Paper and Packaging Business of the Siam Cement Group and the variables on the working duration in current position	102
<b>26</b> Relationship between the things expected by the sample when working in the Paper and Packaging Business of the Siam Cement Group and the variables on the types of the enterprises	104
<b>27</b> Relationship between the things expected by the sample when working in the Paper and Packaging Business of the Siam Cement Group and the variables on the current residence	106

**LISTS OF TABLE (Cont.)**

<b>Tables</b>		<b>Page</b>
<b>28</b>	Summary of the relationship between the things expected by the sample when working in the Paper and Packaging Business of the Siam Cement Group and the variables on the characteristics of the responsible work, working duration in current position, types of the enterprises, and current residence	108
<b>29</b>	Participation in the human resource development activities of the sample in the Paper and Packaging Business	110
<b>30</b>	Opinion of the sample in the human resource development activities that affected the employment rate in the Paper and Packaging Business of the Siam Cement Group	118

## **CHAPTER I**

### **INTRODUCTION**

#### **1. Background and Rational of Study**

The Siam Cement Group is one of the biggest industrial organizations in Thailand, producing a wide range of quality products to sell domestically and abroad. Many new technologies have been introduced to enhance the ability of production. This helps to reduce production costs and to increase efficiency to improve customer service. The Siam Cement Group has been developing and expanding its business by focusing on valuable human resources and seeking the best technology available. It has also developed the best production procedures and applied these valuable resources to generate the most possible benefit.

The Siam Cement Group categorizes their business into 5 major units:

1. Paper and Packaging Business
2. Petrochemicals Business
3. Cement Business
4. Building Products Business
5. Distribution Business

The Paper and Packaging Business is divided into 3 core products; Industrial Paper, Packaging and Printing and Writing Paper. The Siam Cement Group became part of the Paper Business in 1976 and has been continuing to develop the paper business ever since.

The Siam Cement Group is a business firm that focuses mainly on human resource (HR) development. The organization's policies show their 4 main ambitions to further the business as follows; (Kiti Madilokkovit, 2004)

1. to be just.
2. to aim for perfection.
3. to believe in human worth.
4. to hold on to social responsibility.

According to their beliefs in human worth, it is extremely important to spend a lot of time and put investment into training. This produces able employees. Human resource development are aimed to enhance the ability and potential of each individual employee through greater knowledge, comprehension and the development of skills. This will enable workers to effectively apply these skills and improve their performance. This also helps to generate more value and ability to compete against rival organizations in the long term.

Their intention to keep developing human resources gains recognition from other institutions for the organization's HR management team. The Siam Cement Group being the first organization in Thailand to achieve ISO 9001 : 2000 in HR, its employees are widely regarded as knowledgeable and very capable workers.

The company recruitment procedure for the worker is selecting the ones having high potential or outstanding performance. They are trained and kept as valuable resources of the company. The procedures are as follows ; (Kiti Madilokkovit, 2004)

### **1. The new employees**

The Siam Cement Group has its own way of taking care of the new employees.

1.1 To manage the resource in the most beneficial way, as well as to develop their potential.

- Being assigned the work that was to use information technology or search for academic text.

- Being appointed as the working team in the small project.

- Distribute responsibilities evenly. (Empowerment)

- Being assigned as the TQC activity leader.

- Obtaining the chance to meet customers in order to directly know the demand.

#### 1.2 Support from the superiors and the company.

- Submit any suggestions from employees and put them into action.
- Provide equipment, locations and textbooks.
- Training abroad with the fund provided by the organization without obligations.

#### 1.3 To manage further progress according to each individual's potential.

- Analyze potential in each person and make a list.
- Promote high-quality employees into higher levels in shorter time periods.
- Cut off disqualified employees. (especially during probation period)
- Assess a clear working performance.

## **2. To promote and develop employees**

Additional guidelines to develop employees include;

### **2.1 Assessment of the employees' potential**

2.1.1 Ranking the top 20% of employees with the highest potential and the bottom 20% with the lowest potential.

Provide support to high potential employees by promoting to higher levels, offering higher salaries and assigning more tasks. On the other hand, decreasing roles and responsibility of those who have a low potential.

#### 1) Guidelines to treat high potential employees;

##### 1.1 Progress management

- Replace low potential employees with the one with high potential.

## 1.2 Human resource development

- Being assigned the challenging and identifying leadership work

- Manage an individual development plan.

- Field trip at the leading company abroad.

- Intensive course training abroad.

## 1.3) Remuneration management

- Raise the salary base.

- Give additional remuneration.

- Increase more qualifications than normal employees.

## 1.4 Other rewards

- Recognize and praise outstanding employees.

- Arrange co-activities with high potential employees from other businesses.

## 2) Low potential employees' consideration

2.1) Clearly indicate low potential employees.

2.2) Reduce their responsibilities.

2.3) Indicate low potential employees by HR committees.

## **2.2 Remuneration management**

2.2.1 Raising salary.

2.2.2 Rewarding remuneration according to performance.

## **2.3 IT Application in working life**

2.3.1 Website

2.3.2 e-HR

## **2.4 Self learning**

It is found that employees who developed according to the above procedures were more valuable resources in both knowledge and ability. This eventually leads to a valuable contribution to a firm or organization.

However, the statistics of employees' resigning in the engineer and the sales representative profession groups under the Paper and Packaging Business of The Siam Cement Group during 2002 - June 2004, are as follows:

Activities	Engineers			Sales representatives		
	2002	2003	2004	2002	2003	2004
<b>Industrial Paper (IDP)</b>	4	4	4	2	2	6
<b>Printing &amp; Writing Paper (PPW)</b>	2	0	5	3	1	5
<b>Packaging (TCB)</b>	1	0	2	5	2	14
<b>TOTAL</b>	<b>7</b>	<b>4</b>	<b>11</b>	<b>10</b>	<b>5</b>	<b>25</b>

The above figures and the intentions of HR development in the Siam Cement Group has caught the researcher's attention to do further study on the relationship between the HR development plan and the turn-over rate of the employees. The outcome information is expected to be useful for adjustment of the HR development plan in the future.

## 2. Research Objectives

This research aimed to study whether there was any relationship between human resource development and employment rates in the Paper and Packaging Business of The Siam Cement Group.

### 3. Research Questions

1. What are the factors related to the employment rate in the Paper and Packaging Business of the Siam Cement Group?
2. Is there any relationship between those rates and job responsibility?
3. Does the current residence have any relationship with those rates?
4. Do factors related to the employment levels in the Paper and Packaging Business have any relationship with the working duration in the current position?
5. Are they related to the types of enterprise?
6. Does the human resource development program in the Paper and Packaging Business of the Siam Cement Group have any relationship with the employment rate of the employees in the company?
7. What human resource development activity is best in keeping current employment rate in the Paper and Packaging Business of the Siam Cement Group?

### 4. Research Assumption

1. The factors involving the employment rate in the Paper and Packaging Business of the Siam Cement Group are related to the job responsibilities.
2. The factors involving the employment rate in the Paper and Packaging Business of the Siam Cement Group are related to the current residence.
3. The factors involving the employment rate in the Paper and Packaging Business are related to the working duration in the current position.
4. The factors involving the employment rate in the Paper and Packaging Business are related to the types of enterprise.

## **5. Expected Outcome and Benefits**

1. To apply the achieved data into a plan for keeping the company employees.
2. To render valuable information to those involving in planning HR development activities for the company.

## **6. Limitations**

The scope of the research were as follows:

1. The sample in the research includes only the employees in the paper and packaging business of the Siam Cement Group.
2. The sample were specifically selected only from superior levels in the engineer and the sales representative profession groups with the employment period of 1-6 years. Also, all these people have worked from October 18 - November 17, 2004.

## **7. Definitions for the Research**

Human resource development activity was an activity arranged for the employees in the organizations to develop their knowledge, skills and working attitude to their most effective performance for the company.

Employment rate was the employees perform their duties in one company, without intending to transfer or move to another workplace.

The Paper and Packaging Business of the Siam Cement Group is the company within the Siam Cement Group that manufactures and distributes paper and packaging.

## **CHAPTER II**

### **LITERATURE REVIEW**

The research “Human resource development and employment rate in the Paper and Packaging Business of the Siam Cement Group” was from the study on aspects, documentation theories, and related research involving the following designated subjects.

1. Motivation at working
  - 1.1 Definition of motivation
  - 1.2 Theory concerning motivation in working
  - 1.3 Work motivation
  - 1.4 Research concerning motivation in working
2. Factors that affect the employment rate
  - 2.1 Factor of compensation in working
  - 2.2 Factor of welfare in working
  - 2.3 Factor of work progress
  - 2.4 Factor of work promotion
  - 2.5 Factor of superiors
3. Human resource development of the Siam Cement Group

#### **1. Motivation at working**

Humans output at work depends on 2 important things; ability and motivation (Davis, 1982: 514). Motivation depends on each individual as the result from physical and social conditions. Generally, the worker will be satisfied with their performance and willing to work successfully if such work can meet basic need.

The extent of the worker's satisfaction depends on the motivation within the organization since the motivation helps inspire workers to have the attachment to work, to devote himself to his work and the organization. If the involving persons understand the needs and can create proper motivation, the work performance must be successful.

### **1.1 Definition of motivation**

The word motivation has been explained by many scholars as follows:

Motivation means to stimulate and improve behavior in order to reach to the desired target. The stimulation may be positive; for example conducting work to meet desires. It may be negative; for example, forcing to work by various means (Edwin, 1966: 70)

Motivation means the process of stimulation of the worker to improve working performance. This will lead him to receive more compensation and further dedicate himself to performing work with his best ability. If the motivation decreases, his effort decreases as well. (Cribbin, 1981: 139)

Motivation means the condition of a person that has been stimulated to behave to reach his desired end. (Preyaporn Wonganutararote, 2001: 109)

Motivation means the determination to work to meet the work target under the designated environment (Damrongsak Chaisanit and Prasan Hompoon, 1999: 107)

Motivation means the thing that can attract human thought or mind to be more united with the organization which makes him work with more capability for the organization. (Surapon Payomyam, 1998: 112)

Motivation means the within force or the process that the energy dictates behavior or the force behind behavior. The characteristics of motivation appears after

he was stimulated either way whether he likes to do it or not under the designated circumstance. Therefore, motivation takes part in making the force or energy that causes behavior automatically (Amnuay Sangsawang, 1993: 72).

According to the above mentioned definition of motivation, it can be concluded that motivation means the force or stimulus that drives people to increase their ability, attempt, or inner force. These create behavior of devotion, paying attention, and the intention to step forward to the desired target, according to one's own satisfaction.

## **1.2 Theory concerning motivation to work**

Maslow, Abraham and Herzberg, Frederick studied the motivation as follows:

### **1.2.1 Maslow's Need Hierarchy Theory**

Maslow explained the need hierarchy of humans from the lowest to the highest by classifying 5 steps (Maslow, 1987: 149) as follows:

First order: Physiological Needs-It is the lowest need of human basic need. It is physiological needs that can make human survive. This includes food, clothes, drugs, and home.

Second order: Security and Safety Needs-It is the thing that human need to be secure and safe and warm; for instance, no accidents, no injuries, no illness, no low-level economy, not being intimidated by others and not being robbed. This occurs when the physiological need has been already met.

Order 3: Social Needs-After humans received their physiological needs and their security and safety needs, then, according to Maslow's viewpoint, they have no more need for behavior motivation. Social needs such as the need to be accepted as a member, and the need for love, forgiveness and friendliness are effective stimulus behaviors.

Order 4: Esteem Need-Maslow has provided 2 meanings:

First : they are the needs for self-confidence, freedom, success, and knowledge.

Second : they are the needs for position, acceptance, admiration, and respect from friends.

Order 5: Actualization Needs-This is the highest need of human. This is the desire to discover who one really is and can develop oneself to the highest possible potential. The attempts of humans to make others accept and respect plus the actualization needs which Maslow called Growth Needs. Individual growth can not be at his best unless his need meets satisfaction.

### **1.2.2 Herzberg's Motivator - Hygiene Theory**

Frederick Herzberg and members studied the attitude in working. They interviewed 203 engineers and accountants by means of discussion about the good impressions and bad impressions towards work (Herzberg, 1959: 110 – 117)

Herzberg found two major factors that are:

**1. Hygiene Factors:** it was the factor that can get rid of dissatisfaction in working and the factor that can help persons to continue working all the time. Hygiene factors include:

1.1 Company policy and administration refers to the management and administration within the organization

1.2 Supervision means coaching, controlling, and supervision of the superior at work or fairness in administration.

1.3 Relationship with the superior refers to contacts either physical or verbal way expressing good relationship, capability of co-working and good understanding between the workers and the superior.

1.4 Work conditions refer to general physical condition at work such as the workplace, light, noise, temperature, smell including other characteristics and environment, such as various equipment and tools.

**2. Motivator Factors:** were the factors that create satisfaction at work and a high motivation at work. This will lead to more efficient work and increasing productivity. Motivator Factors include:

2.1 Achievement means that the person can achieve work and be successful in work, is able to solve various problems and knows how to prevent occurring problems. When the work is complete, he will be satisfied with his performance.

2.2 Recognition means being recognized by the superiors, a friend, a person who needs advice, or a person in the organization. This recognition may be in the form of praise, congratulations, or admiration, or any expression that shows signs of acceptance of ability after achieving work. The recognition lies in the success of such work.

2.3 Work itself means a feeling of liking and satisfaction about the work. It is an interesting work that needs creativity and is challenging.

2.4 Responsibility means being assigned to be responsible for the work and being able to accomplish.

2.5 Advancement means being promoted in the organization, having the chance to continue or further study or to be trained.

2.6 Growth means being promoted to a higher level in the organization as well as improving skills.

### **1.2.3 Mcclenland's Learned Needs Theory**

Mcclenland (1965 : 321-333) created theory with the belief that human needs come from learning more than anything. Needs that arise from this learning can motivate a person to act to achieve goals. Differences in the environment, family, work place, and culture make behavior and action differ as well as human needs. There are 3 kinds of needs that are surveyed by Mcclenland as following:

1. Needs for success: those who need high success often set high goal in working. These people usually work effectively and want to get work done by themselves. They care about the set success rather than the reward or benefits.

2. Needs for power: the needs to have power over others and intend to show the power to control over the environment including other people. These people have high motivation, whenever they have a chance they express themselves to increase their role and power at most.

3. Needs for relationship: needs to promote and maintain relationship in order to be friendly with others. These people try to seek for chance to make social relationship as best as they can.

#### **1.2.4 Locke's Goal Setting Theory**

Locke (1968 : 157-189) believed that human motivation to work arises from the set definite goal of his own his trying or intention to work to achieve the desired goal and his being satisfied with the work performance.

The goal setting theory is based on the hypothesis that persons have reasons for the actions. The main reason of theory is the relationship among goals, intentions, and work performance.

The goal has 2 main functions the foundation of motivation and the specification of behavior direction. The goal can help deciding how much effort is to be used in work. However, there must be 2 elements to make work accomplish an individual must know the goal in working and must accept fully to work in order to achieve goal. The harder the goal is the better performance will be.

Setting the goal is the strategy in creating motivation. The goal can help specify intention and behavior, and cause working accomplishment determination. Besides, the theory uses perception theory that the employee considers the goal that must be reached, resolves to accept the goal, and knows how to assess and follow the progress of work performance which is the important point of successfulness.

### **1.3 Work Motivation**

Bernard (Bernard, 1966: 142-149) stated about matters motivating one to have satisfaction in working as follows:

1.Motivation concerning objects such as monies, other items given to operator.

2.Motivation concerning one's opportunity - This referred to an opportunity to have reputation, honor, acceptance, or higher title.

3.Motivation concerning physical environment such as tools and equipment, devices, working environment.

4.Ideal benefit - This referred to the organization served one's need by letting him/her to proudly present his/her skills and feel satisfied in working with full capability.

5.Social motivation - This referred to the relationship among colleagues, respect with each other.

6.Motivation concerning working conditions by adjusting working conditions to fit to individual's capability and attitude. This meant the adjustment of working process to be consistent with knowledge and capability and an individual's attitude.

7.Opportunities in wide involvement – This referred to making employees feel that they were an important element of the organization.

8.Working in friendly environment – This referred to one's satisfaction in working with colleagues, knowing with each other, and having harmony in working.

Climer (1971 : 279-283) concluded 10 things that affect satisfaction in working as follows:

1. Characteristics of work relates with competent knowledge of the workers; if they work on what they are skilled in, they will be satisfied.

2. Supervision plays an important role in making the workers be satisfied or not with the work. If it is not good it is the first reason of absence and resignation.

3. Stability in working included working on duty at the best of one's ability and received fairness from the supervisor. The ones with little knowledge pay more attention to it as well as the elders.

4. The company and the performance refer to the satisfaction with place of work, fame of the company and the running of company. It was found that the elder needs this point more than the younger.

5. Working condition includes light, noise, air, kitchen, restroom, hours of work. Many researches show that women, especially the married ones, will consider that the hours of work are very important.

6. Wages: this element often causes dissatisfaction. Wages are important to men more than to the women.

7. Progress in working: for example, being promoted, receiving working compensation. Getting no chance to be promoted can cause dissatisfaction with the work.

8. Social characteristics: the elements concerning with needs to be parts of the society or being accepted can cause satisfaction or dissatisfaction.

9. Communication includes sending receiving informations, orders, reports, contacts inside and outside the organization.

10. Compensations obtained from working include pension, service and medical treatment, food welfare, residence, vacation.

Preeyaporn Wong-anutraroj (2001: 94) explained about the job continuation as follows:

Occupation continuation referred to a person's entering into an occupation and he/she has not changed his/her occupation whatever reason might be because he/she walked into it with confidence and desire to continue that occupation willingly. Occupation continuation was selected and done by that person who accepted and realized that such decision would respond to himself/herself forever.

Occupation continuation was a person's career attachment, that is,

1. A person selected an occupation and made a decision to have it, which would bind him/her to accept other subsequences of that acceptance.
2. A person had awareness and realization in the obligations to that action.
3. Consequences of that action were continual and regular.

An employee's job continuation referred to his/her decision to do that job cordially that might be a result of job motivation affected by many factors previously proposed by four psychologists.

#### **1.4 Research concerning motivation in working**

In 2004, Miss Kusuma Joichangniam studied the relationship between motivation factors and employees in the head office of Thai Farmers Bank. The objective was to analyze how the employees' characteristics affected motivation factors. The sample were 370 employees at Thai Farmers Bank Head Office. The instrument in this research was a questionnaire.

The research results were:

1. Employees' motivation in working was high. The ideas related to the factors about the jobs were the ones that mostly affected their motivation in workplace.
2. Motivation in working of the employees varied among the different ages, compared with working period and salary. However, when compared with gender, marital status and the level of education, there was no difference.
3. There were 5 job-related factors: the type of job, progression, relationship in the workplace, remuneration satisfaction and working environment had the positive relationship with motivation in working of the employees.

In 2003, Sommart Jutijariyawat and Yossavee Chaopaknam studied the case of Yamatake (Thailand) Co., Ltd according to the factors which affect employee's resigning. The research aimed to study factors related to job satisfaction and motivation factors resigned of the employees. The sample were 99 employees. The instrument in this research was a questionnaire. The research founded 5 issues mostly concerning the worker's satisfaction in performance: the company's image, working environment, supervisor's leadership, morale, remuneration and welfare. However, the most crucial factors supporting the reasons to resigned were remuneration and welfare.

In 2003, Sununt Niyomnaiturm studied the influential factors leading to satisfaction of employees in the production department of Fahjeep Public Company Limited. The instrument in this research was a questionnaire and the sample were 210 employees. According to the survey, feedback from respondents demonstrated a high level of motivation in working. When considered each section, it also found that the

level of goal comprehension, participation in goal setting, challenging of goal, performance's feedback and reward when the target was achieved, were also high. Moreover, the majority of respondents felt mostly satisfied working within their organization. However, there are 8 points they were only moderately satisfied with. These refer to job rotation, the way superiors treat subordinates, the ability of supervisors in decision making, salary and work load, career progression, the workplace's environment, team-work and admiration.

In 2003, Yongyut Poethong studied the inducement involved in employees' working through the analysis of a questionnaire's data surveyed from workers in the head office of Metropolitan Electricity Authority. Aimed to study the aspect related to the inducement and working, the sample of research were 346 employees. As a result, it showed that there was a link between the management style of a superior that focused on the individual and the employee's inducement.

In 2003, Pichavut Pengthong and team studied the non-money aspects influencing work performance efficiency. The case study of Krung Thai Eyeglass Company had been taken into account. The sample were 152 employees and the instrument was a questionnaire. The information gathered showed that the factors which highly affect work performance included perception of career advancement, the significance of the task and opportunities for self career development. Moreover, factors which had a moderate impact on performance were feelings related to progression, reduction of boredom and a perceived feeling of security and stability.

In 2002, Chalearmchai Tusjareon studied the factors which affected employees' performance in Telecommunication of Thailand Public Company Limited (TOT). The scope of study was within TOT zone 4.2. The sample were 100 employees. The instrument was a questionnaire. Accordingly, the information presented found that the highest average effect rate was the factor of career advancement followed by the workplace's environment. Lastly, welfare was deemed to have the lowest effect factor. Nevertheless, the difference in gender, level of

education, length of service, position, income, working period, vision, and motivation did not affect their performance.

In 2000, Puangpet Wongyimyong and team studied the factors that create motivation in the performance of staff of the Krung Thai Bank Public Co., Ltd. The sample used in the research were 370 employees; the instrument in this research was a questionnaire. The results were:

1. The sex of a staff member caused the difference in the motivation of working performance in work characteristics.
2. Work duration caused to different opinions towards the motivation, working conditions, characteristics of work, stability of work and command.
3. Educational level created different opinions towards motivation in performing work in relationship with colleagues, income, and welfare.
4. Status at work created different opinions towards motivation in performing work in stability of work, relationships between colleagues, income, and welfare.
5. Level of income created different opinions towards motivation in performing work in working conditions, characteristics of work, work progress, income, and welfare.

In 1999, Wattana Srisom studied on motivation to work and loyalty to an organization that promoted sale consumer goods for the Bio Consumer Company Ltd. The objectives were to study the relationship between motivation to work and loyalty towards the organization of promoting consumer goods. The sample in the research were 132 promotional sellers; the instrument in the research was a questionnaire. The results of the research showed that motivation to work in terms supporting factor and motivation to work in terms of the motivation factor of the employees affected their loyalty to the organization.

In 1996, Polrak Patjakkapat studied the motivation to work of insurance representatives. Case study: insurance sales representatives of the American International Assurance Company Limited within Bangkok. Aimed to study the

motivation in working in a permanent job. The Sample in this research were 160 insurance sales representatives who has been working for more than 2 years; the instrument in this research was a questionnaire and an in depth interview from the data provider for 10 persons. The results of the research found that the level of motivation at work, of insurance sales representatives in a permanent job of the A.I.A. Company in Bangkok had a high satisfaction rate, the dignity of work was the most important motivation followed by the work progress and the least one is the fair management.

In 1996, Tanayut Nakpet studied the promotion of motivation of the General Inspection Staff at the Nakhonton Bank Public Limited Company. Aimed to study the motivation of the staff. The sample in the research were 10 General Inspection staffs of the Nakhonton Bank Public Limited Company; the instrument were questionnaires and an interview. The results of the research showed that the desirable motivation of the staff consisted of concrete motivation that was compensation, equipment and tools. The motivation which is not concrete includes knowledge, colleagues, supervisors, progress, freedom at work, and convenience in performing work.

## **2. Factors that affect the employment rates**

Valuable human resources are hard to find in the initial stage of accessing work in an organization. The individual may be the human resource that lacks knowledge and experience in working. The organization has to invest considerably at an early period of accepting such a person to work. Training may make the organization waste time, raw materials or other resources until such a person is fully skilled, after that they will be beneficial to the organization. Therefore, the organization should maintain the human resources in the organization for a long time.

Keeping human resources in the organization is the process of the human resource management, for the organization to obtain appropriate human resource to work for it. There are many factors that affect the person employment rate in the organization.

From the data collected by many experts concerning the factors affecting satisfaction in working that can lead to a longer commitment, it can be seen that, if the individual gets satisfying response from the organization he will be satisfied and will stay in the organization for a longer time if not may decide to change his work or organization to the one that can satisfy his need. Various factors that affect the person employment rate in the organization are as follows:

### **2.1 Factor of compensation in working**

In practice, a person wants reasonable compensation for the work that he performs. According to the theory of motivation of Herzberg, it is believed that if a person does not receive reasonable or sufficient salary or compensation, such a person will be dissatisfied.

#### **2.1.1 Compensation**

Compensation means all compensation that an employee receives in exchange for his work; it consists of wages, salary, bonus, a reward package or fringe benefits. This means every form of compensation including money, service, or a

benefit that an employee receives that are considered as part of the creation of a relationship in employment. (Milkovich and Newman, 2002 : 7)

Compensation means the thing that the organizations give to its employees in exchange for work that the employee performs. Generally, it is in the form of money. In some cases, it may be in other forms, such as welfare and service provided by the organization. However money is the factor that clearly shows the volume. So, the employee is sensitive to the amount of payment and he will compare this to the work performed. (Preeyaporn Wong-anuttararote, 2001: 238)

Compensation means payment in exchange for work. It may be called the wages or a salary. Wages means money that the employee receives on an hourly basis; it will be less or more depending on the working hour. Salary means a fixed income paid from an hour basis or the amount of the product. (Sanoa Tiyao, 1992: 199)

From the definition of compensations mentioned above, it can be concluded that compensation means something given by the organization to the employee in exchange for his work performed for the organization; there are many forms of it but mostly it is the monetary form, thus called wages or a salary.

### **2.1.2 Components of compensation from working**

In each business organization, there will be a specification of compensation for the employee in different forms. In specifying this compensation, it will be based on a fair basis, satisfaction of the employee, and appropriateness. The compensation can be specified as 2 types that are total compensation and compensation on a relationship (Gingporn Tongbai, 2002: 11) with the following details:

1. Total compensation is the compensation that the employee will receive from all work; this can be divided into 2 kinds that are:

1.1 Financial compensation means compensation that is paid to the employee that can be divided into 2 kinds. These are direct financial compensation consisting of things that have a payment base from the work done by the employee: wages, salary, bonus and brokerage payment from selling. Also an indirect financial compensation is what the employee receives from being employed by an organization besides the direct financial compensation such as health insurance, life and accident insurance, nursing fees, social security money, fund for children, and holiday pay.

1.2 Non-financial compensation means things, benefits, or services that is provided by the employer to the employee to facilitate the working and to satisfy the employee; this can be divided into 2 kinds. They are:

1) The job that refers to the characteristics of work that make the employee satisfied, such as the attractiveness of the work, the challenge, work responsibility, freedom in making decision, the chance for promotion, progress in the work, admiration and pride in the work.

2) Job Environment refers to working conditions such as proper compensation policy fair performance assessment system, effective supervision, teamwork, good and safe working condition, flexible working period and participation in expressing opinions, etc.

2. Relational return means the compensation of the employee that cannot be shown as a figure. This has been achieved from being employed suches social satisfaction and human relations and the feeling as part of the success. The relational return includes:

2.1 Being admired and being promoted. That is the employee who works efficiently and effectively till he achieves the organization goals and will receive in return from performing such work besides wages and fixed salary as a promotion or being noticed as a good model for other employees, etc.

2.2 Assigning challenging work. This is to show that the employee has been trusted in working well.

2.3 Providing stability in employment. This is to make the employee feel that he has stability at work. This can be shown in the form of fund, welfare, or the right to buy shares from the organization for a special rate, etc.

2.4 Providing the chance to learn. This is to open the chance for the employee to be trained so that he will be fully skilled. This maybe done through rotation of work responsibility, a study tour, or providing a fund for continuing study in a particular area.

### **2.1.3 Type of compensation**

Mathis & Jackson, 1999: 416 divided types of financial compensation into 3 different forms:

1. Base Pay wages or salary. Most organizations pay base paid on the hourly basis or as salary considering from the work characteristics. Base pay on the hour base will be from work that can be directly calculated as time. The base pay as salary depends on longer period. The employee who receives the salary will have higher status than the one who receives the wage. Some organizations divert to pay the employees the salary to build up loyalty and ties but still pay the over-time work as provided by the law.

2. Variable pay or motivation pay; it is the pay as direct money involving the work performance of each employee directly. Mostly, they are bonus and motivation pays such as the long-term executives may have the right to hold the company shares.

3. Fringe benefit is the indirect pay that the employee receives from the thing that can be seen such as health insurance, payment on leave day, or pension. It is provided for as being the member of organization. Sometimes it is called “benefit” or “supplementary compensation”. In general people call it “welfare” but in technical term it is “fringe benefit” including benefit and service as well as wage and salary additions and indirect rewards besides wage and salary.

### **2.1.4 Objectives of paying compensation**

Nattapan Kajornnan (1998: 240) mentioned the purpose of paying compensation as 3 items as follows:

1. To attract the personnel: paying compensation with the purpose to motivate persons to participate in the organization; it can be considered that rate of return will be the key factors in attracting personnel to work. The business that can make high return will be interested by many participants and business that leads to the chance to choose the applicants who are right for the job.

2. For cost management, if considering from the organization view, the compensation is considered as the cost in conducting business that is important not less than other expenses. Many organizations have more than half of expenses concerning personnel expenses. Therefore, the determination of efficient compensation can be used to control and check the organization's expenses due to that the organization will specify the specific rules and form in paying compensation of the organization. Thus the organization will be able to predict the expenses in each period of time and be able to manage the cost efficiently.

3. To motivate in performing work according to the Equity Theory. One will compare ratio between attempt to perform work and the result of oneself and of the others. If the others obtain higher rate of return, it may cause discomfort to the person and may cause problem in performing work. Therefore, specifying fair compensation can create satisfaction to the personnel and prevent the problems that may affect efficiency of performing work of the organization from happening.

In 2001, Mulliga Junlatamm studied into the factors on management and benefits that affect motivation in performing work: case study of the state official who performs legal work with the objective to study the factors on management and benefits that affect motivation in performing work. The sample were 239 officers who perform legal work; the instrument in this research was a questionnaire. It was found from the research that the state official thought that the specification of wages rate and salary rate should be appropriate to the current economic condition.

In 1999, Wiparat Piboonwong studied into the satisfaction of the staff that affects compensation and welfare. Case study: the Thai Military Bank Public Company Limited with the purpose to study the satisfaction of staff towards the compensations provided by the Bank. The sample were staffs who work at head office.

The instrument in this research was a questionnaire. It was found from the research that the satisfaction level of staff towards compensation was little. When considered in dual, it was found that the satisfaction towards salary and bonus was medium; satisfaction towards over time pay was little.

In 2003, Sermsiri Gitiwiriyakul studied into the compensation of the drug sales representatives of the hospital and clinic in Bangkok with the aimed to study the pattern of money amount, and the methods of paying compensation including the satisfaction and need for compensation of the drug sales representatives of the hospital and clinic in Bangkok. The sample included 250 sales representatives. The instrument in this research was a questionnaire. It was found from this research that most of the drug sales representatives received compensation in the form of salary, special reward, and bonus for more than 40,000 baht totally. Most drug sales representatives were satisfied with the obtained compensation but were not satisfied with the pattern of compensation of salary and welfare by that they needed the compensation in the form of salary, special reward, insurance for advance payment, brokerage, and bonus at most.

## **2.2 Factors of welfare in working**

Besides wages and salary, which are the factors that affect satisfaction in performing work for the organization of the employee, welfare is also another factor affecting satisfaction in performing work. Good management of welfare for the employee can create good morale and spirit (Woraporn Pralongsin, 1998).

### **2.2.1 Welfare**

Welfare (Beach, 1971: 786) means various benefits provided by divisions to the personnel by that these benefits maybe in the form of the money besides wages, salary, or normal compensation provided by the organization to protect or provide assistance when the employee is ill, has the accident, retires from work; in addition, it may help to obtain special income and be comfortable.

Welfare (Pensri Waiwanon, 1990: 179) means additional compensation that is money or benefit that the employee receives more from primary compensation and additional compensation classified as 3 categories that are 1) compensation for the time of not working 2) aid money for protecting disaster of the employee and 3) service provided for the employee to facilitate the living.

Welfare (Krit Utairat, 1994: 48-49) means compensation besides wages; it is provided by the employer. Usually it does not concern labor cost done directly for the employer and the employee receives welfare because the employee is considered as the organization's member, with the purpose for the employee. The good living to have good health, be safe in working, and have stability in living.

Welfare (Sanoh Tiyaon, 2000: 180) is defined benefits and service provided for the staff to motivate and keep the personnel to continue working for the organization. This motivation includes motivation of new employee to be willing to work. In addition, the welfare can create good attitude to the worker that can gain coordination of working and it is the good management provided that does not concern directly with working performance with the aim to create good morale in working, build up loyalty, reduce the turnover rate, lack of work, and results of intervention of the labor union and government and that leads to the good relationship between the organization and the staff.

Welfare (Utai Hiranto 1987: 200 – 201) refers to any service or activity provided by the government or business organization in order that civil servant, staff, or working performer in such organization can gain convenience in working, become stable in the occupation, have assured insurance in life, or receive any other benefits in addition to the salary or wage that is regularly gained to motivate the workers to have morale and good spirit to be satisfied with the work and be willing work as long as possible.

It may be concluded that welfare may be defined as benefits and services provided by the organization for the employees besides wages and salary in order to

make the employees comfortable in working, stable in their career, to motivate staff to have good morale in performing work, making them satisfied with the work.

### 2.2.2 Importance and benefit of welfare

Flippo 1984 : 333 mentioned the importance of welfare arrangement that it was valuable and would affect the work of the employees; for example:

1. Providing welfare concerning the vacation would made employees relax both body and mind to become more interested and active in working
2. Providing welfare concerning life insurance could made employees ease their concerning about the stability of the family leading to the concentration on working.
3. Having canteen and interval for mealtime prepared could made employees reduce their fatigue at the end of the day.
4. Arrangement of the medical care welfare could made employees healthy thus reduces absence.

Moreover, Sanao Tiyao (2001: 180-181) mentioned on the 3 benefits of welfare as follows:

1) In the social context, the government strongly emphasizes on the benefits of welfare by promoting many kinds of the welfare provision for the employee. One way to promote welfare for the employee was tax payment reduction which was beneficial method not only for the employees but also the employers due to the employers could use such a welfare payment as expenditure for subtracting from the firm's annual income. Health care payment and medical fee were examples of welfare which employees could not express them as income for calculating annual tax payment. Advantages of the welfare for both the employee and the employer was motivated more welfare provision, it was acknowledged that welfare was important for the work efficiency.

2) In the organization context, the organization significantly gain benefits from the welfare provided because it was a main factor persuading expected labor force to come and still work in the organization. Normally every organization had

provided welfare for their employees. If any organization provides welfare less beneficial than others, many effects would happen such as turn over rate of the employee might increase. Anyway, different kinds of benefit provision could bring different beneficial outcomes such as annual vacations and daily break interval for the employees could reduce their tiredness from working as well as simultaneously increase the employee's productivity. Health care payment and pension fund motivated employees to work and reduced the anxiety; thus it would increase productivity which indirectly result in the wages by reducing overtime work. Moreover, organization welfare provision could reduce conflict between the employee and the employers because if there was no welfare the employees could assemble for collective bargaining either through the employee's union or any silent opposition causing trouble some to the organization.

3) In the employee context, the employees gain the benefits from the welfare especially in terms of the cost reduction due to the collectiveness. For example, the group insurance provided for the employees could save their cost by comparing with personal insurance. Moreover, life insurance gives the employees direct benefits as they can reduce tax payment by 7,000 baht per year. In conclusion, the welfare benefits the employees both in convenience and cost saving purpose for they themselves did not have to pay or only smaller amount if they have to.

Labour Welfare Division, Department of Welfare and Labour Protection (1995: 2-3) explained the benefit of welfare for both the giver and the receiver as follows:

1) Benefits for the giver (the employer)

- 1.1 To build up the good morale and spirit of the employees
- 1.2 To generate the employee the organization's loyalty and make the employee feel as they are part of the organization
- 1.3 To reduce conflict and encourage good relationship between the employer and the employee
- 1.4 To decrease the problems of absenting and resigning of the employee

1.5 The employers could effectively calculate the close actual cost, benefit and the returns enabling them to formulate production and work extension plans more systematic.

2) Benefits for the receiver (the employee)

2.1 To generate more income for the employee

2.2 To generate good physical and mental health as well as reduce work tension of the employee

2.3 To generate the employee the mental strength and morale in performing work

2.4 To provide the employee the chance to have a rest

2.5 To help the employee economize and save

2.6 To provide the employee the working security

**2.2.3 Types of welfare**

Flippo (1984: 331) mentioned types of welfare provided for the employees as listed below:

1. Welfare got in the out-of-working time such as rest time, holidays, sick leave, business leave, leave for election, or leave by injuries caused by working, or other leaves with maximum leave days by which employees had the rights for such.

2. Welfare for preventing future risks or it might be called security welfare, that is, the employees still had some income when they were sick, injured, indebted, unemployed, aged, and dead.

3. Welfare given to employees as services such as accommodation, food, advice, recreation, etc. This kind of welfare might be arranged in different forms such as provision of canteen, health care services, low-interest loans, provision of nursery for the employees' children, training, accommodation, vehicles, etc.

4. Welfare given by laws - This kind of welfare would depend on laws stipulated in each country, but mostly concerned with the protection of life risks such as health care services, insurance, etc.

Labour Welfare Division; Department of Welfare and Labour Protection (1996: 6-7) has categorized the kind of welfare for the employee into 2 groups:

1) Legislative Labour Welfare: The law has ordered any employer to provide welfare for the employee as follows:

1.1 Ministry of Interior announced the issue of labor protection on April 16, 1972 following the Revolutionary Declaration issue no.103 on March 16, 1972.

Nowadays, this legislation announcement was canceled and replaced by the Labor Protection Act on 1998. The Act orders the employer to provide many kinds of welfare for the employee, eg. the drinking water, sufficient restroom and toilet, factors for first aid, nursing room, doctors, nurses, and day-off.

1.2 Ministry of Interior announced the issue of working security assigning the employers to provide the employees many items such as equipments, machines, and any safe working environment. The training of extinguishing the fire and escaping on fire hazard is required as well as providing the security equipment.. At present; This law is adjusted to be a part of Labor Protection Act on 1998 in temporary provisions under section 166.

1.3 Social Security Act on 1990 was announced on the topic of special compensation for the employee in case of being in danger or sick, disabled, dead (not from the cause of the working) and beneficial compensation in case of delivery, children aid, decrepitude, and unemployment.

1.4 Social compensation Act on 1994 on the topic of the compensation in case of the employee being in danger or sick, from working for the employer. Employers such as the cost for the health care, compensations, working rehabilitation and cremation.

2) Labour Welfare other than being assigned by the law, this kind of welfare could be set by the requirement of the employees or the employers provided for the employee's working compensation system. It could be monetary or non monetary terms or even it can provide the rights of only the employees or cover their families also. These types of labour welfare were classified by the Sector of Labour Welfare, Department of Labour Welfare and Protection (2539:6-7) as follows:

## 2.1 Monetary Welfare

### 2.1.1 Loan

2.1.2 Natured support fund

2.1.3 Savings Cooperation

2.1.4 Cooperative shop or welfare shop

2.1.5 Money support for food or low cost food

2.1.6 Diligent pension

2.1.7 Shift income

2.1.8 Long period working reward

2.1.9 Transportation provision

2.1.10 Uniform

2.1.11 Life insurance for the employee

2.1.12 Cremation fund for the employee's family members

2.2 Accommodation welfare

2.2.1 Dormitory

2.2.2 Supportive fund for rental house

2.2.3 Promotion of personal housing or loan for personal housing

2.3 Health care welfare

2.3.1 Suggestions for health care treatment and disease protections

2.3.2 Nursing room (According to the Announcement of Ministry

of Interior on regulation of the employee's health care welfare provision launched on April 16, 1972, ordered the industrial work place with 200 persons employees onward to provide nursing room. Nursing room was legislative regulation for at least 200 employees work place. At the same time, the nursing room could be a kind of welfare beyond legislation for small size work place.)

2.3.3 Annual physical health check up

2.4 Educational and training welfare

2.4.1 School in the factory

2.4.2 Encouraging overtime education

2.4.3 Training course for working technology development

2.4.4 Scholarship and field trip fund provision

2.5 Recreation welfare and the others

2.5.1 Occasional parties

2.5.2 Site visiting

### 2.5.3 Promotion sport competition

### 2.5.4 Recreation room and library arrangement

### 2.5.5 The employee children day care provision

In 2004, Sophon Verasophon studied the guideline in providing welfare for technical section of the National Thai Airway Co, Ltd. The study was aimed to evaluate the welfare access of the technicians, their needs on the welfare as well as their opinions about welfare providing trend for the technicians. The sample were 322 company's technicians and the instrument was a questionnaire. The study found that the technicians had a chance to access economic, health and educational welfare on moderate level but low level on security and recreation welfare. In terms of technician's welfare need, the study found that their need on welfare was on high level in every aspect. Moreover, technicians suggested that the company should provide more on medical fee for their parents and should reduce the employee transportation provision as well as should improve the welfare on medical fee in both governmental and private health care centers. For the participation in provided the employee the welfare, the most important the first priority was the participation in defining essential kinds of the employee welfare. Moreover, relevant news on the employee welfare should be provided continuously for the technicians.

## **2.3 Factor of work progress**

The main purpose of the organization was to develop progress in order to be competitive in business as the individual who needed progress for the future of himself and the family. Whenever, the employees could not found the progress of secure work, they might strongly seek for any other opportunity outside their organizations. Finally, it was the organizations will lose their valuable manpower.

Work progress development helped the employees saw the possibility of the objectives they needed in their work for employees was one important thing the organization should provide for their employees in order to make clear for the employees on their work prospective in the future. The organization should act as advisor to develop employees achieving their expected goals by their abilities.

Achieving in personal goal would lead to the organization achievement in final (Suthon Tungsakul, 2003: 80-81).

### **2.3.1 Work progress development**

Work progress development was any activities on human resource development which were provided for developing high potential employees to the proper higher position in the future, which the organization designated to relate with the objectives of each employee's career. (Suthon Tungsakul, 2003: 81)

Suthon Tungsakul (2003: 81) mentioned that there were two viewpoint on providing work progress development as follows:

1. Human resource administration viewpoint. This viewpoint started from setting career path of the work positions for all employees in order to let them know the prospect way of career.

2. Human resource development viewpoint. The viewpoint started from setting the plan for the employee's work progress and finding the way to improve high potential employees to increase their competency in making progress according to their career path. This viewpoint mainly prepared the readiness and got development career planning, and providing them the career progress management development at the same time.

### **2.3.2 Objectives of the work progress development**

Suthon Tungsakul (2003: 81) mentioned about the objectives of the work progress development as follows:

1. To make sure that the organization will have the manpower suitable for every position whenever the organization needs.

2. To be used as a guideline for setting personal career path and progress.

3. To prepare for any changes happened in the organization i.e. in case of job rotation.

4. To stimulate the employees by presenting work progress in the future.

### 2.3.3 Work progress path

Sompong Kasemsin (1997: 228-231) suggested ways to make work progress as follows:

1. Generate good attitude toward working because work progress result from good attitudes toward working of both colleagues and subordinates.

2. Set work standard and provide the tool for working achievement evaluation such as setting the system of work evaluation to serve the purpose of promotion, payment increase, job rotation and work position change.

3. Provide appropriate wage and salary rate. All workers always need income for the living and uprising their standard of living. Thus it means that wage and salary are directly important to the work. Inappropriate relationship between the labour and the wages could bring about dissatisfaction and regress the work progress.

4. Encourage satisfaction of working. Based on the fact that work progress of anyone would come from his/her satisfaction with work. If any job gave a person the chance to use skill and creativity that person would be satisfied with his job. There is an observation that output from working with heart is always better than working with no heart. When the organization hopes for the effective outcome, the assignment should be the satisfying one.

5. Encourage on being the group membership. In any organization, these are many social groups established within. In many cases we found that worker is very happy in being group membership and would like to be accepted from the group he/she join even though he/she may be a little interested in the work. Good morale the worker gained from being group member is one reason to make progress on his/her working.

6. Support good relationship between the superiors and the subordinates. It is obvious that good relationship between the superiors and the subordinates would bring about good morale in the word and create work progress finally.

### **2.3.4 Benefits of work progress development**

Developing on work progress had direct benefits both for the workers and their organization (Suthon Tungsakul, 2004: 81) as follows:

1. Developing on work progress could bring both workers and organization to achieve the security and prosperity both in private and as the whole.

2. Developing on work progress could help the employees vigilantly develop themselves and increase their capabilities to be ready for work performance.

3. Developing on work progress could protect the problem of retaining or keep beneficial worker on specific position or unit which finally became the obstacle for work progress for that worker.

4. Developing on work progress could motivate the worker good morale and spirit for better work performance.

5. Developing on work progress could lead the superiors to pay attention to the work performance evaluation which would bring about the more righteous remuneration.

6. Developing on work progress could create the atmosphere of cooperation between the superiors and the employees in improving the organization quality efficiency.

7. Developing on work progress could reduce rate of good and capable employee resignation. Reduction in resignation would reduce training cost the organization has to provide for new comers or new workers.

8. Developing on work progress helped the organization to take advantages from the employee ability and skill until they retired.

### **2.4 Factor of work promotion**

Changes in the workplace were made for work improvement and better performance, and for the flexibility and satisfaction among work performers. Employees should have work satisfaction not only because of their pleasure and interest, but also other factors, and such most important factor was job title (Sanoh Tiyao, 1992:180).

Promotion was another factor leading to work satisfaction as an employee has been working in a job title for a period, he/she requires his/her work progress or requires to be promoted.

#### **2.4.1 Work promotion**

Work promotion is referred to the change of one job title to another job title. This includes the transfer or rotation of work in the same operation level or in higher level. In case of higher level, job responsibilities and duties will be different from the old one or the current one (Preeyaporn Wonganutararaj, 2001: 233).

Work promotion is referred to the change of job position from one job to other better job and it shows the efficiency of that person. Work promotion is also the assignment of a person to higher position. Promotion is always desired by all employees because it provides more roles and status to that person and shows his/her work efficiency (Banyong Tauchinda, 2000: 233).

Work promotion is the assignment to a person to work in higher position. Normally, in higher position, that person must have more responsibilities and gain higher salary. Work promotion is to upgrade a person's status; for example, he/she has more important job title, has more power, has more freedom in working, is controlled less, and has better workplace (Sanoh Tiyaao, 1992: 182).

Work promotion is the change for higher work position. Basically, promoted person will have more responsibilities, and have duties and scope of work different from old position especially different from current position (Thongchai Santiwongse, 1988: 213).

Work promotion is the assignment to work in higher position. It increases a person's status and shows the performance progress. Therefore, promotion is desired by all employees (Sompan Phupaiboon, 1997: 100).

It could be concluded that work promotion means the change for higher job position that makes a person have more responsibilities, power, and remuneration. Promotion also shows work efficiency of that promoted person.

### **2.4.2 Criteria in work promotion**

Thongchai Santiwongse (1988) and Preeyaporn Wonganutararoj (2001) mentioned 2 conditions considered for work promotion.

1. Promotion under the merit system - This promotion is based on personal characteristics of the persons to be promoted including other capabilities regarding knowledge, experience, and past performance.

2. Promotion under the seniority system - There are two reasons for using the seniority system: sticking to the tradition and culture. It is considered that the employee working in that department for long, so he/she should be more expertise and understand the work. Promotion is an award for his/her long-term working to encourage him/her.

### **2.4.3 Problems on work promotion**

Sanoh Tiyao (1992) described the problems on work promotion as listed below:

1. Problems caused by non-promoted employees – These non-promoted employees may cause problems easily, cause bad feelings to the organization, and finally effect the work performance. Therefore, the management must find out a solution by setting up a clear work promotion project, including principles and criteria, and undertaking that project.

2. Problems caused by some employees who do not accept that promotion. Some may think that they do not have sufficient knowledge and capabilities for that new position, and think that they may experience the failure. Some may not want more responsibilities, may require performing the same work with their familiar colleagues, or do not want to move to other departments. When some

employees deny the promotion, the superior may have to select the others and, sometimes, inappropriate ones may be promoted.

3. Problems caused by the superiors who block their subordinates.

4. Problems caused by unequal promotion opportunities. Some companies may have some bias in selecting promoted employees by giving promotion opportunities to some employees or some departments only.

Moreover, Preeyaporn Wonganutararoj (2001: 234) explained the problems about promotion that in case that the promoted employees have inadequate qualifications for that positions, this will affect the efficiency and progress of that organization, and may destroy the enthusiasm of capable employees who may lose their spirit and encouragement because they learn that it must take a long time to be promoted. Another reason is that the employees who have been working in that organization for many years cannot be guaranteed that their performance is also good.

## **2.5 Factor of supervision**

One factor leading to the success of an organization's performance was the sacrifice of the labor and spirit by the employees, which was an outcome of work satisfaction. Persons partly generating the satisfaction were the heads or superiors. (Vipaporn Pongchaiyong, 1998)

### **2.5.1 Supervision**

Supervision is referred to the power in administrating, controlling, taking care of of subordinates, and having orders pursuant to the authority and regulations (Sanoh Tiyaao, 1992).

Supervision is to accomplish the work by depending on the subordinates' capabilities. The superior only supervises and controls the operation (Sompan Phupaiboon, 1997: 107).

In accordance with the definitions of supervision mentioned above, it could be concluded that the supervision means the control and taking care of subordinates to do their duty.

### **2.5.2 Qualifications of good superiors**

Sompan Phupaiboon (1997: 107) stated that good superiors must have the following qualifications:

1. To understand the human psychology and behavior, have good attitude and understand problems facing the subordinates.
2. To have characteristics of good leader, be respected by the subordinates, be good example in both the thought and behavior.
3. To have the right decision under various circumstances, be witty, and have the ability in coordination.
4. Not to be too much strict on the authority, to have honesty, stable-tempered, and be responsible for the orders.
5. To have sufficient technical skills for work assignment in 3 aspects: thinking skill, human skill, and technical skill. The intensity of all three skills is subject to the level of supervision.

In 1998, Srisakul Sangsri studied the leadership characteristics of superiors and work satisfaction of the subordinates: case study of the Industrial Estate Authority of Thailand, the head office. The objective was to study the relationship between four leadership characteristics of the superiors: setting expectation in the subordinates, paying attention to subordinates' feelings, giving information to subordinates, and the superiors' trust worthiness, and work satisfaction of the subordinates. The sample were 316 officials of the Industrial Estate Authority of Thailand (IEAT) from Level 2 to 9. The instrument was a questionnaire. The research found that the subordinates had the highest work satisfaction when their superiors got leadership in paying attention to the subordinates' feelings, and the superiors could be trusted. The second highest satisfaction came from the leadership characteristics of the superiors in respect of

giving information to the subordinates, and setting expectation in the subordinates respectively.

In 1998, Vipaporn Pongchaiyong studied forms of leadership and level of satisfaction in the subordinates' operation with the objective was to study types of leader behavior required by the subordinates. The sample in the research were the subordinates working in the credit department of The Siam Commercial Bank Public Company Limited. The instrument was a questionnaire. It was found from the research that forms of superiors leadership most expected or required by the subordinates was the participating leadership.

## **2.6 Factor of human resource development**

Human Resource development was a process of human resource management. When each organization recruited an employee to be its member, the following important duties of the organization were to develop that employee to maintain and increase his/her working capabilities for the organization. Human resource development, so, was a step of supporting and improving the personnel's working skills by a variety of methods for their career progress and to enhance the best efficiency for the organization.

### **2.6.1 Definitions of human resource development**

Human resource development is a process designed to let the persons learn and achieve working skills to any purpose by emphasizing that the personnel have specific knowledge and change their behavior as required. (Beach, 1980:7)

Human resource development is an arrangement to let the employees have learning experience in a specific period of time to improve their working capabilities and support the employees' working progress. (Nadler, 1989: 45)

Human resource development is a planning and continual attempt to improve the level of working capabilities and organization's performance. (Mondy & Noe, 1999: 254)

Human resource development referred to the undertaking to promote the employees to obtain more knowledge, capability, attitude, and experience by means of training, employee education, and employee development so that the employees enabled to perform their current jobs efficiently whereas the employees' career development was carried on to prepare them for higher responsibility or higher positions. Human resource development also referred to the organization development to be the one that won the business competition finally. (Danai Tienput, 2002: 33)

Human resource development referred to the systematic undertaking of an organization to promote, support, and improve the personnel to have appropriate knowledge, skills, and working capability, and its employees had the mental maturity and personality that resulted to the efficiency performance and better quality of life. (Choochai Smithikrai, 1998: 34)

The above definitions could lead to a conclusion that human resource development was a process undertaken to increase knowledge, capability, skills, as well as good attitude towards working for the personnel so that they changed their working behavior to behave as required by the organization, which would lead to efficiency working and result in progress, both for the employees and organization.

### **2.6.2 The value of human resource development**

Whenever the organizations provided the professional training, it could benefit the organization in term of productivity such as high volume, cost reduction, higher profits. The employees were qualified and had work satisfaction, work diligently, accident reduction, goods quality and service improvement. Thus the

amount of the customers were increased or satisfied leading to incremental boots in sales and market shares and at last accumulate the profit to change the machine, expand the factory and invest more to make the business prosper.

Panas Hunnakin (1999) mentioned the principle, reason and necessity of the human resource development are as follows:

1. The efficiency of the organizations depends on the employee's working capability. The working efficiency depends on the chance to develop themselves either by voluntarily or the organizations offer them the chances to develop themselves according to their required objectives.
2. The human development must continually carry on as they are still alive or have sensibility. For the part of the organization the development must be offered to the ones working for the organizations..
3. The human resource development is essential for the organizations to prepare for the cases of a shortage of workforce such as retired, death, firm enlargement and so on.
4. The human resource development is defined as a style of investment either short-term or long-term return. Their benefits are included developing staff's performance; attracting staff to continue working for the organization and finally solidify the organization..

An organization that was committed to the human resource development could enhanced both individual staff and organization competencies in a number of ways: (Teerayut Puengtian and Surapol Suyaprom, 2000)

1. It was more likely to improve the workforce's skill and their expertise.
2. It was one of the savings because the well-developed personnel could did the work right.
3. It could reduced the learning time for either new staff or new promoted staff. In addition, it also controls the level of mistake that might occur from trial and error work.

4. It helped the superiors reduced his or her load in answering the questions, advising the subordinates, therefore, they could fully administrative their job.

5. It encouraged the personnel to do the work for the prosperity of the work position.

6. It updated the knowledge, idea to be modernize for the advanced technology and adapt it with their work.

The human resource development was not only offering the staff the knowledge but also improving the skills which lead to more efficient outcome, and must be continuous towards the changing environment of each individual. To achieve the working efficiency, the personnel must be developed in knowledge, skill and working attitudes thus it will lead to organization prosperity.

### **2.6.3 The goal of human resource development**

The human resource development's goal was motivated staff to maximize their to bring about the human potential in the most beneficial way, in other words, the objective of human resource development was the qualified human resource that could did the work as required by the organization. Most organizations aspire to pick out the qualified personnel because they trust these was the key to the organization success.

The effective process of human resource development in this 21st century was "The Human Resource Development Entity" (Danai Tianput, 2003). It was defined as a new idea trend of the human resource by which combined every dimensions of the human resource development, for example, individual development must be achieved by every instrument supported by the organization.

First of all, firm must divide the level of human development into 3 parts, individual level, team/group/department level and corporate level. The standard of classification is created to fit with the structure of flat organization or process owner.

Consequently, three types of the human resource development are important in the human resource development process; individual development, career development and organizational development.

**1. Individual development** involves Training, Education, Employee Development which can be described as

### **1.1) Training**

It is defined as the tool used for identifying workforce skills and capabilities, and then improving all those to meet the organization's requirement. The key factor success is to ensure that all staff can perform their functions wholly complete. The basic training is to understand individual behaviour such as

- Basic Skill Training
- Orientation Training
- Qualifying Training
- Cross Training
- Train Review
- Outplacement Training

### **1.2) Education**

In order to build superior performance over time and develop competencies in a changing development, to do this education is a significant approach to achieve them.

Education is relevant to the career development and mostly originated by the individual than organization entitled to "Employee Education" such as

- Remedial Education
- Qualifying Education
- Continuing Education

### **1.3) Employee Development**

Employee development is carried out by the organization for the employees to ensure that learning process is delivered to the workforce and generates knowledge and chances for them to improve and develop themselves towards their skills for more efficiency. They are the sources of creativity, experiences and knowledge drawn from the working.

**2. Career Development** is the method created by the organization to ensure that there are qualified and experienced employees who are available for the

selection or meet the requirement at the instant the company requires. This method consists of:

### **2.1) Career planning**

The career planning relating to the individual career goal and the approach supporting the goal achievement, consists of career resource center used to appraise themselves of the ability, personality and motivation, career planning manual producing, career discussion, career performance plan manual producing, performance assessment and career consulting.

### **2.2) Career management**

It is the activities and chances which the company generates to ensure that the organizational resources like the employees are more than the need or the use in the future, for instance the career paths planning, recruitment, career path development performance assessment, potential and capability assessment, succession planning and so on.

**3. Organizational Development** is the alteration to the “Learning Organization” in order to win in the competition. At present there are 2 categories as follows:

- Continuous improvement; the company gradual alteration such as performing TQM (Total Quality Management) or non-intensified alteration called “Time Based Strategy”.
- The alteration to become the genius organization or the learning organization.

Win Chuephohug (1994: 20-22) stated the ways of human resource development as follows:

**1. Orientation** – Orientation was organized to introduce the organization newcomer or the old personnel assigned to perform new jobs to learn their scope of work. The orientation might be held in a short period or took several days, but the important matter was to make the personnel know their scope of work to follow step by step under the good relations and to set the orientation environment to encourage the personnel to love the organization, superiors, and colleagues.

**2. Work Instruction** – Work instruction would help the instructed personnel have experience as required by the instructor(s) and instructed persons. The instructor(s) would give some advice on correct practice. Work instruction was the instruction done by department heads or the others who had more experiences or worked in higher level than the instructed persons. The instruction might be done one by one or in-group. Work instruction was suitable for the persons who were assigned to the new post it was useful for the jobs, instructor(s), and instructed persons.

**3. Job Observation** – Sending the personnel for the job observation could help them see other organization's work operation by themselves, to meet work operators of that organization, to have opportunities to ask them about related problems, to see actions and manners of those work operators, and to see work procedures until the delegates understood the real work procedures. As a result, the observers gained knowledge and learnt their scope of work carefully as per time and opportunities given to them. However, to get more benefit from job observation, there should be a contact with the organization owner and inform him/her of our purposes of job observation objectives so that our job observation would be relevant to our set purposes.

**4. Further Studies** – Sending the personnel to further their studies was another good way of personnel development because they would have a chance to obtain knowledge and skills relating to their responsible jobs. The personnel who continued their studies would get new concepts and knowledge about those jobs, use instruments similar to the existing instruments used in their own organization, exchange the ideas with other learners to have broader knowledge, and to have good relationship among colleagues for future work success.

**5. Empowerment with Higher Duties and Responsibilities** – This was the development of permanent personnel to learn their jobs while working. The empowered employees will have to study their responsible jobs, and learn carefully all working procedures to be able to make decisions to work as being empowered the responsibilities.

**6. Work Rotation** – Work rotation was another good way of personnel development since it encouraged the personnel to learn more work. Working in the organizations would be well accomplished when all personnel in each organization

had good work collaboration depending on the operators who planned the related work phases, If they knew or learned many work operation phases the operations would be in the good relations. For work rotation, several persons might think that it was another kind of punishment, and they would feel upset and lack the will to work motivation. But, in fact, in general management, work rotation made the personnel learn more, know more about working phases, thus, they could set well related working phases of the organization and working steps of that organization would be linked with each other.

**7. Work Assistant** – Working as the assistant could make assigned personnel learn the scope of work in higher levels. While working as an assistant, he/she would be advised by his/her superior to learn how to adjust his/her behavior, how to work, know working procedures and steps for which he/she had to be responsible in the future. It was the way to develop the personnel to learn their jobs in part of knowledge, skills, and attitude.

**8. Title Acting** – Title acting was used in case that that jobholder was unable to perform his/her work, and that acting person had all responsibilities and performed all work of that job holder. Several acting persons in the subsequent line could be appointed when that jobholder was unable to do his/her duty work or perform work, and the first acting person would work instead of that jobholder.

**9. Meeting Attendance** – Representing the organization executives to attend the meetings by an employee was another way of developing that employee because the meeting attendants would exchange their ideas in the meeting, listen to the discussion about that work, and know roles of each person.

**10. Provision of Working Manuals** – Several organizations prepared or provided working manuals to be read and studied by their employees so that the employees would have new knowledge and concepts in their work. Working manuals would make the personnel know movements of work performance rapidly and their work performance would always be updated.

**11. Job Training while Studying** – While studying in many courses, there were usually job trainings to let the personnel learn their practised jobs. And those practised jobs were usually relevant to their work done in the organization; so the job trained person have good preliminary working skills.

**12. Supporting Activities in Personnel Development** – Supporting the personnel to arrange the activities or participate in the activities related to the personnel development was another way of developing the personnel. Thus, they gain knowledge, new concepts, and attitude, as well as adjust their behavior from arranging or participating in activities.

**13. Training** – Training was a favorable personnel development. In case of good arrangement, it would be the best way of personnel development.

Pipat Puchang (2001) studied the process and activity of human resource development focused on the employee viewpoints and their needs carried out within the Aeronautical Radio of Thailand Limited. The research aimed was to survey the viewpoint on the process of human resource development and the employee's needs on the development activities. The sample were 320 employees in the central department and the instrument in the research was a questionnaire. It was found that the majority of the employees agreed with the company human resource development project carried out continuously and clearly and the organization considered primarily the personnel development. In addition, they agreed training was the most cost-effective of all the human resource development activities but it must be performed by professional trainers.

Chao Nuopara (2002) studied the viewpoint and need about the process and activity of human resource development of Mitr Phol Sugar Corporation Limited's employees at executive and operation level. The sample were 289 employees and the instrument was a questionnaire. It was found that the staffs agreed with the human resource development process and they agreed that training was the most required human resource development activity.

Moreover, Worapon Panompornsuan (2000) studied the human resource development within Clothing Industry. The research aimed was to identify the owners and all the staffs's needs on the format and method of human resource development. The sample were 132 companies within clothing industry and the instrument was a

questionnaire. It was found that the development they needed the most was the training.

Sunont Chuphol (2002) studied the human resource development training process of TOA Group". The research aimed was to develop the human resource development training process. The sample were 21 specialists in the training process and the instrument was a questionnaire. The result was concluded that the satisfying human resource development process consisted of four steps as follows;

1) Finding the training necessity: The experts recommended whether an analysis essential for diagnosing the objective group's need can be accomplished by the training and organization data there should be the study about the organization components which may affect the training project. Internal analysis must cover these areas of the organization which are the objectives, working atmosphere, resource and limitation.

2) Forming the curriculum and the project: The experts recommended that the training performer must recognize the great importance of using what was gained from the training necessity analysis for the constructing of the curriculum and training project. The training performer must because setting the objectives help the training director and lecturer realize the destination or scope of each topic as to which objective is needed to accomplish. This also help the trainees know what behavior they are needed to change.

3) Implementation

4) Assessment and follow-up: The experts suggested that the follow-up is the important step because this may lead to the useful information for the organization and the training director.

#### **2.6.4 The Human Resource Development's Technique**

Nuttapan Kaycharanan (2002: 91-96) described the techniques and methods of the human resource development as follows:

## 1) Training

Training was an important basic instrument widely used by the organizations to develop knowledge, skills, and attitude of the employees so that they had some learning and behave as required by that organization. Each organization would arrange the training by considering the following 2 issues:

**1.1 Requirement and objectives of training** – Normally, the training organizer had to study the training requirement to clarify that what the problems were and what was the training target in order that the training could solve the problems relevantly or as so called “Training Needs Analysis”. The training organizer could carry on as follows:

1.1.1 Studying the environment relating to the organization and training.

1.1.2 Setting up the target group of each training and evaluating the knowledge, skills, and attitude they required from the training.

1.1.3 Setting and classifying details of knowledge, skills, and attitude required by participants from the training.

1.1.4 Examining the difference between the current status of the target group and its required status after the training.

1.1.5 Setting up training objectives clearly that could be concretely performed.

**1.2 Planning and Setting the training project** – Training objectives would be set up as the guideline in planning and developing the training courses including operation direction, and evaluating the success of training project. The training organizer could perform as listed below:

1.2.1 Setting up the requirement or outcome of training, especially required behavior or called “Behavioral Outcome”.

1.2.2 Specifying knowledge, skills, and attitude as required by the project.

1.2.3 Drafting training courses and related details as well as expected return.

1.2.4 Asking the approval and support from the management.

1.2.5 Carrying on and administrating the training project to meet the set target.

1.2.6 Following up and evaluating the project achievement.

## **2) Roles Analysis**

Roles analysis is a technique of behaviorism providing the opportunities for the organization members to brainstorm by counseling personal behavior problems and exchanging ideas in order to gain understanding, clearness, and to set up roles of that member and others. This technique would help decrease role confusion and conflict, and that employee would perform duties smoothly and cooperate with other organization members efficiently and proficiently. Roles analysis might be done during the orientation of the new comers or when the organization was expanded and more complicated. The consultant could undertake the roles analysis as the following steps:

2.1 Setting up the target of the organization or unit, and roles of each member clearly and consistently.

2.2 Analyzing the roles, duties, and responsibilities of each member whose work was related with each other.

2.3 Indicating and exchanging ideas of each member towards his/her own roles and other employees' roles to improve and build up the common understanding with in the working system, his/her own roles, and other persons' roles.

2.4 Collecting all information and preparing the report by specifying the activities and relationship of each member carefully and clearly.

## **3) Individual Counseling**

Existing changes undeniably affected a person, both in respect of work and living; hence, might have to face tension and pressure in many aspects and, as a result, he/she was unable to adjust himself/herself properly; he/she could not work with full capability and work performance dropped. This situation directly affected that employee's performance and his/her organization's productivity. The management might establish a unit or invited some psychological specialists to listen

to the employees' problems and provide them some advice so that the employees could have solutions and have appropriate advice for their adjustment. For example,

3.1 To be aware of feelings, reaction, and emotions of himself/herself and others'.

3.2 To understand moral value, belief, attitude, social value, and motivation of himself/herself and others.

3.3 To understand the organization's situations and changes and needs for his/her adjustment.

3.4 To set up the occupation and life target and requirement clearly.

#### **4) Laboratory Training**

Laboratory training or T-group training or sensitive training was a technique for the organization development developed by human relation and behaviorism academics in 1940s to solve the problems of difference and bias in working with other persons who might have different characteristics because many industrial plants and businesses in the United States of America had awareness of variation and difference of labor who have been working together, which caused working together problems.

A training consultant in the laboratory would assign 10-12 members to do outdoor activities together for 1-2 weeks. The laboratory training would focus on studying moral value, belief, attitude, emotions, and behavior of different persons so that the training participants understood themselves, understood their colleagues, and reduced the conflict with each other. When they opened their mind to the others' difference, they would be able to communicate, form the relationship, reduce conflicts, and solve problems together creatively and efficiently. The main objectives of laboratory training were as follows:

4.1 To make the person aware and understand the mind and behavior of oneself and the others.

4.2 To make the person understand behavior movements and changes of oneself and the others.

4.3 To make the person change their attitude, bias, and behavior towards oneself and the others.

4.4 To make the person understand roles and relationship between oneself and the others.

4.5 To make the person sensitive to the others' thinking, feeling, and expression.

The laboratory training was different from general training; the training leader in the laboratory would be not only the instructor or lecturer in front of the class, but also the advisor who provided some advice, and facilitated the participants' learning and development. The advisor was in charge of setting up the training objectives, initiating the activities, encouraging the participants to express and learn by experience. This training was new and challenging for Thai people who preferred to learn in the lecture type. In addition, in Thai culture, we hardly expressed our feeling or commented other people directly. Importantly, it was a culture of staying calm or smiling while the real feeling or conflicts would be kept inside. Thus, it was quite difficult to encourage members to open their mind with each other. The laboratory training was, so, challenging, and had to be carried on carefully otherwise it might end up as the personal conflicts and work problems later.

### **3. Human resource development of the Siam Cement Group**

The Siam Cement Group believes in human value. Therefore, it was considered that investment in training the employees was very important and considered it as the long-term investment in order to increase the capability and potential of each personnel to have the knowledge, understanding and skill continuously so that they can operate most efficiently and can competition capability of the organization in the long term.

#### **3.1 Policy of the human resource development of the Siam Cement Group**

Human resource development of the Siam Cement Group concerned with many parties included the Siam Cement Group Training Center, superiors, trainees, trainers, and advisor of the course. (Chumpol Na-lamliang, 2002)

##### **3.1.1 Roles of the Siam Cement Group Training Center**

The Training Center had been assigned to train and develop ability of human resource of the Siam Cement Group with the following missions:

1. Prepare the course necessary for operation that can be utilized together for the entire Siam Cement Group such as General Management Course, Course on Business Knowledge.
2. Design and prepare for the tailored-made in – house training.
3. Analyze the needs and consult on training and developing including doing research and developing new forms of tools.
4. Let the trainees have knowledge, understanding, and be able to implement knowledge.
5. Plan, develop, and implement the training system and human resource development together with the superiors of the division that are to survey the needs, specify the training road map, design and develop the courses, specify the standard of capability after the developing, arrange data of training record, and make assessment.

6. Let the trainees have knowledge and understanding and be able to implement such knowledge.

7. Manage, coordinate, and control in-house training for the part conducted by the center or other units admitted the course, invited the center trainer to conduct on their own with regard to the designated plan.

8. Collect record and report of training behavior of the employees.

9. Assess after the personnel developing on knowledge, understanding, and capability after the developing.

10. Control expenses in training to be consistent with the budget.

### **3.1.2 Roles of the superiors**

The superiors in line has direct duty to develop the potential of the employees and have following roles:

1. Survey, analyze, and determine training needs of teamwork in line as well as each employee.

2. Specify individual development plan together with the employees by determining topic of developing in such year, ways, and methods of development such as the training course, special task assignment and direct for the designated development plan.

3. Select the employees to be trained by explaining the expectation before the training and give the employees the chance to implement knowledge.

4. Provide the Training Center the data and advice in order to improve and develop the training to be more efficient continuously.

5. Prepare the budget for the development properly.

### **3.1.3 Roles of trainees**

The trainees have duty in developing their own potential to be higher continuously in order to work on the assignment at their best to increase value to the organization; the trainees have following roles:

1. Analyze themselves in order to find the needs for the development.

2. Join in specifying plan of individual development with the superiors.
3. Learn to understand and can implement knowledge, continuously develop oneself, use the knowledge to the maximum benefit.

#### **3.1.4 Roles of trainer**

Trainer is the person who teaches various courses for the Siam Cement Group consisting of trainer of the Training Center, trainer within the Group, and trainer outside the Group with the following roles:

1. Study, arrange, and relay knowledge according to the assigned course to the trainees to have knowledge, understanding completely with regard to the objectives.
2. Continuously develop courses and add real examples for the learners use in the real operation, advise, suggest, and answer the points of doubt in addition for the learners in case of problems occurring while applying in the real operation..

#### **3.1.5 Roles of course advisors**

Course advisors of the Training Center consists of management employees who are representatives from various departments selected and appointed by the managing director or assistant general manager of various business groups in order to give advice to the Training Center in developing employees on the part of professional knowledge such as production work, marketing work, accounting work.

The advisors have roles as follows:

1. Join in specifying ways of developing human resource depending on each group's responsibility.
2. Give opinion in the planning/ determine the course for each year training.
3. Observe/ assess/ give advice in improving and developing courses in order to develop human resource of the Group to be most efficient.

## **3.2 Form of employee development**

### **3.2.1 Computer Based Training**

Computer Based Training or CBT was the training with the computer and computer program to be the teacher in order that the learners could had knowledge, understand, and had skill and good attitude they could used in the working and daily lives effectively and to the best benefit. The Training Center had brought CBT to use in developing the employees since 1995 and had developed form of learning continuously in order had content and form that were consistent with the work and needs of employees.

### **3.2.2 Competency Based Development Program**

During the past year, there were many organizations adopted Competency to use within the organization, initially, to use to develop human resource by finding GAP between competency that the company expected from the employees and the ability of employees; and tried to develop such employees to have competency according to the expectation of the company that was called CDP or Competency Development Program. To make it easy for choosing courses for the employees, the Siam Cement Group had prepared various programs as follows:

1. Leadership Program
2. Teamwork and cooperation Program
3. Communication Program
4. Business Knowledge Program

In addition to the investment on training, the Siam Cement Group had also human resource developing by various methods. The highest goal of developing human resource was the development of the organization to be learning organization.

### 3.3 Learning Organization

Developing organization to be learning organization of the Siam Cement Group was done by the group establishment of the Knowledge Management Center in order to be the base for developing the organization to the set goal with the following structures:

#### 3.3.1 Knowledge Management Center

Knowledge Management Center under the supervision of the Siam Cement Public Company Limited with the purpose to be learning organization and promote the personnel to be eager to develop oneself and teamwork

The Center has main functions as follows:

**- Working knowledge**

The process of collecting data concerning with the work in order for other employees to study under and to support Competency-Based Management

**- Knowledge Sharing Board (KSB)**

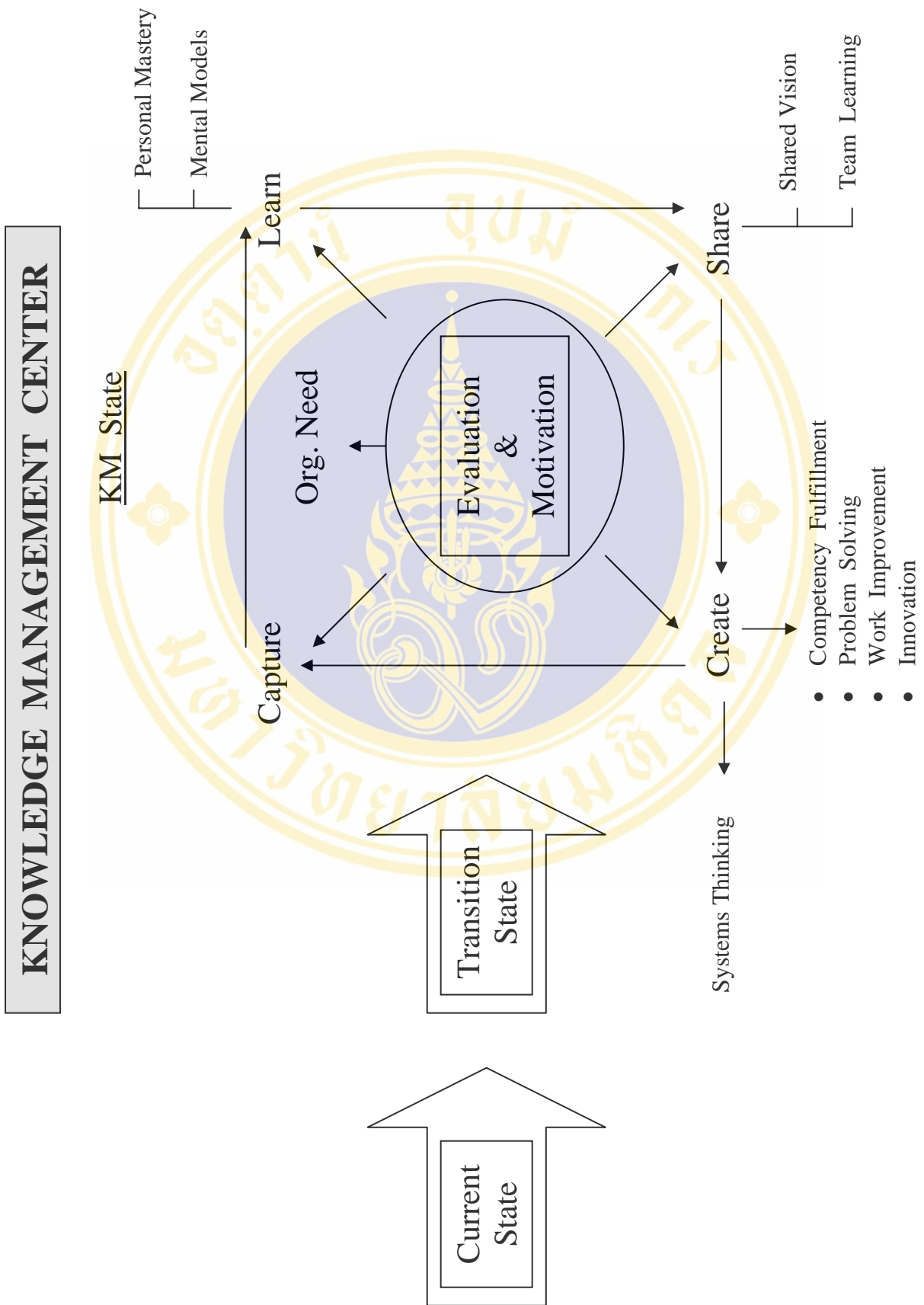
The system exchanges knowledge among the employees. They have chances to participate in ask-answer or express the ideas in exchange of knowledge with each other.

**- Case study**

Collect various case studies in the past for the employees to study so that they can apply experiences and points of view in the working.

**- Soft learning**

Learning media in new form in order to promote and support employees in every level of the Group to be eager to learn, interested in studying for more details by themselves.

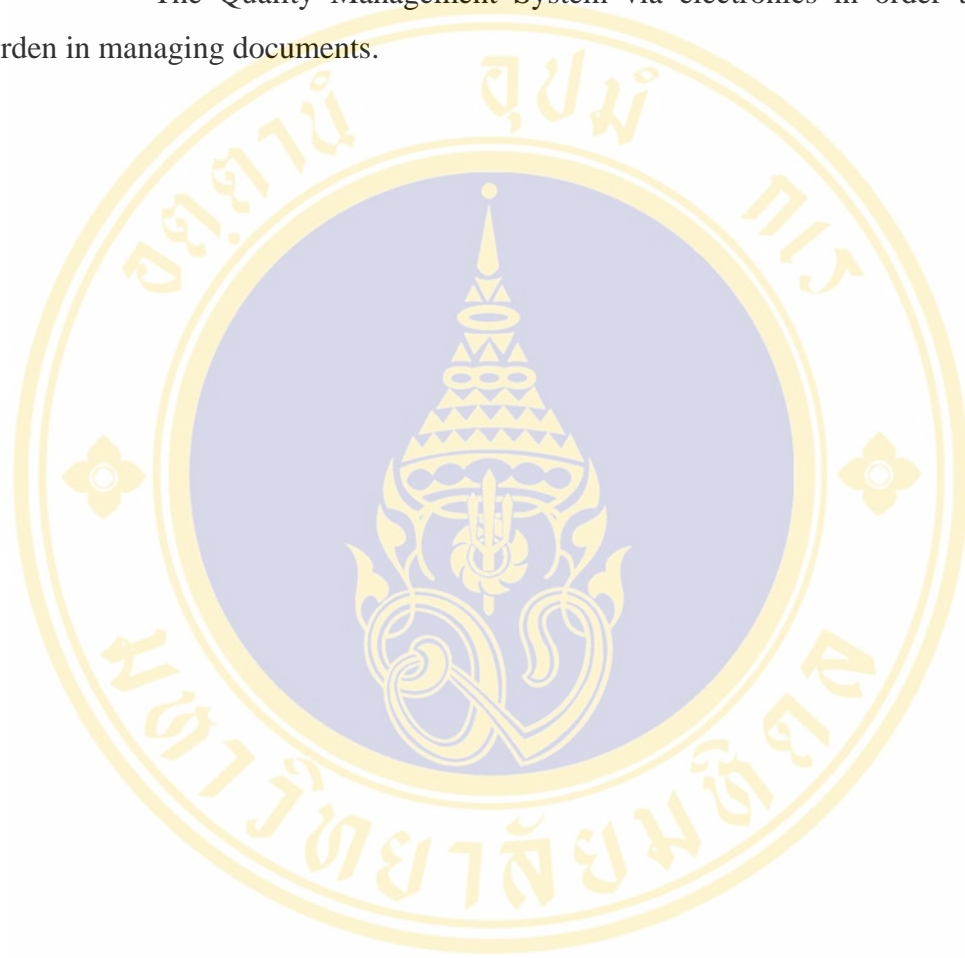


**- e-Library**

E-Library for the employees to retrieve/ borrow books via internet of the Group

**- e-ISO**

The Quality Management System via electronics in order to reduce burden in managing documents.



## **CHAPTER III**

### **MATERIALS AND METHODS**

The research on “Human resource development and employment rate in the Paper and Packaging Business of the Siam Cement Group” was to study whether human resource development activities related to employment rate of the employees in the Paper and Packaging Business of the Siam Cement Group.

#### **1. Population and sample**

##### **1.1 Population**

Population in this research were employees in the Paper and Packaging Business of the Siam Cement Group.

- 1) Industrial Paper Business
- 2) Printing & Writing Paper Business
- 3) Packaging Business

Qualifications of population were as follows:

- 1) Engineer or sales representatives in the Paper and Packaging Business of the Siam Cement Group.
- 2) Work period from 1 - 6 years.

From the above, there were 99 qualified workers which could be categorized as two groups:

- 1) 56 engineers
- 2) 43 sales representatives

## 1.2 Selection of the sample

The researcher determined the size of sample by adopting the table of Krejcie and Morgan (1970 : 608). As a result, the amount of sample were totally 84 persons. Then, the sample were randomly selected from the list through drawing.

## 2. Instrument

### 2.1 Instrument structure

The research instrument used in this study was a questionnaire which comprised of 3 parts:

Part 1: Demographic information

Part 2: Components and factors regarding the employment rate of employees

Part 3: Activities involving human resource development

### 2.2 Instrument development and instrument qualification testing

The procedure in developing the research questionnaire are as the following steps.

2.2.1 To gather the concerning documents and researches.

2.2.2 To define the objectives and the research need-to-know questions.

2.2.3 To set up the questionnaire.

### 2.3 Instrument testing

2.3.1 Researcher submitted the final questionnaire for the advisor's reviewing. After that, the questionnaire would be sent through the Content Validity check and counseling.

1) Miss Pensri Arunrungrueng, Researcher 8, National Education Committee Office.

2) Mr.Sumkan Rojjanathaworn, Human Resource Director, Jasmine International Public Co.,Ltd.

3) Miss Satchanee pengpoon, Trainer 7, General Training, Metropolitan Electricity Authority.

2.3.2 Questionnaire correction and submission to lecturer for another reviewing.

2.3.3 The researcher tried the final arranged questionnaire with the 30 sample whose qualifications were similar to sample but not the ones ; they were working in the Paper and Packaging Business of the Siam Cement Group. Then, the reliability was measured by using Coefficient Alpha method of Cronbach. (Boontham Kijpreedarborisuthi, 2540 : 212). The value of reliability could be calculated as below:

### **Questionnaire part 3**

Question 1 : 1.1 - 1.14 value of reliability = 0.906

: 1.15 (37 sub-questions) value of reliability = 0.976

: 1.16 (13 sub-questions) value of reliability = 0.968

: 1.17 (6 sub-questions) value of reliability = 0.976

: 1.18 (11 sub-questions) value of reliability = 0.978

Question 2 : 1.1 - 1.14 value of reliability = 0.956

: 1.15 (37 sub-questions) value of reliability = 0.992

: 1.16 (13 sub-questions) value of reliability = 0.981

: 1.17 (6 sub-questions) value of reliability = 0.992

: 1.18 (11 sub-questions) value of reliability = 0.985

2.3.4 Review the questionnaire results in order to consider whether the collected information was sufficient to analyze and finalize the research purposes.

2.3.5 Last modification of completed questionnaire to be complete instrument.

## **2.4 Criteria for interpretation**

Criteria for the interpretation of the attitude towards the participation in the human resource development activities that affected the employment rate, the researcher divided the criteria into 5 levels by finding out the mean of each answer,

and took those means to interpret regarding the interpretation criteria pursuant to Best's concept (Best, John W, 1989 : 174-178) as follows:

Most Agreed	denoted an average between	4.51 - 5.00
Very Agreed	denoted an average between	3.51 - 4.50
Fairly Agreed	denoted an average between	2.51 - 3.50
Less Agreed	denoted an average between	1.51 - 2.50
Least Agreed	denoted an average between	1.00 - 1.50

### 3. Research procedure

3.1 Study the regarding information, articles and researches.

3.2 Create 1 set of questionnaire for the professionals' editing before initial revise which was then tested with the 30 sample whose qualifications were similar to the sample. Questionnaire were finally modified and completed.

3.3 Gather the data from the sample through questionnaire and study the regarding documents.

3.4 Data check.

3.5 Data analysis.

3.6 Summarize and write the research report.

### 4. Data Collection

1. Researcher sent the envelope containing the 84 sets of questionnaire together with the letter introducing to the research's sample through the Siam Cement Group address with the restriction of the returning within 2 weeks.

2. If the questionnaire were not returned when it was due, researcher mailed another letter with the questionnaire and the second due one was within 1 week.

3. In case there was some no-response mail, researcher called to sample.

4. Researcher would instead visit them for interviewing at their workplaces.

## 5. Data Analysis

1. Check the completeness and accuracy of the questionnaire.
2. Prepare the questionnaire coding manual.
3. Transform the data into code form by changing the data into figures.
4. Save all the code into floppy disk.
5. Statistics analysis by using SPSS program and interpretation for summarization.

## 6. Statistics test

The Statistics used in this research were Number, Percentage, Means, Standard deviation, and Chi-Square test.

## CHAPTER IV

### RESULTS

The research on “Human resource development and employment rate in the Paper and Packaging Business of the Siam Cement Group” studied whether human resource development activities were relevant to employment rate in the Paper and Packaging Business of the Siam Cement Group. The analysis was as follows;

#### **Part 1 : General Data**

##### **1.1 Types of enterprise of sample**

Total number of sample was 84 persons, 44.1% of them work in Packaging Business, 32.1% in Industrial Paper Business, and 23.8% in Printing and Writing Paper Business.

As shown in Table 1:

**Table 1 : Types of enterprise of sample**

Types of enterprise	Number (n = 84)	Percentage
Industrial Paper Business	27	32.1
Printing & Writing Paper Business	20	23.8
Packaging Business	37	44.1

## 1.2 Characteristics of responsible work of sample

According to the total number of sample (84 persons). Most of them (61.9%) responsible in engineering field and 38.1% responsible as sales representatives.

As shown in Table 2:

**Table 2 : Characteristics of responsible work of sample**

<b>Characteristics responsible of work</b>	<b>Number (n = 84)</b>	<b>Percentage</b>
Engineer	52	61.9
Sale representatives	32	38.1

## 1.3 Ages of sample

All sample were between 21 - 35 years old.

### 1.4 Work experience of sample

Majority of sample (66.7%) had some work experience between 1 - 3 years, 26.2% of the total sample had between 4 - 5 years and 7.1% had at least 6 years.

In the field of the Paper and Packaging Business, most of the sample (69%) had some work experience in the Paper and Packaging Business between 1 - 2 years, 26.2% had between 3 - 5 years and 4.8% had at least 6 years.

Working duration in current position of sample, most of them (76.2%) actually work in the current position between 1 - 2 years, next in rank 20% work up to 3 - 5 years and 3.6% work at least 6 years.

As shown in Table 3:

**Table 3 : Work experience of sample**

<b>Work experience</b>	<b>Number (n = 84)</b>	<b>Percentage</b>
<b>Period of work experience</b>		
1 - 3 years	56	66.7
4 - 5 years	22	26.2
6 years and above	6	7.1
<b>Experience in the Paper and Packaging Business</b>		
1 - 2 years	58	69.0
3 - 5 years	22	26.2
6 years and above	4	4.8
<b>Working experience in current position</b>		
1 - 2 years	64	76.2
3 - 5 years	17	20.2
6 years and above	3	3.6

### 1.5 Current residence of sample

Majority of sample (58.3%) were those who had residence in Bangkok, secondly in Rachaburi (9.5%) and thirdly in Samutprakarn (8.3%).

As shown in Table 4:

**Table 4 : Current residence of sample**

<b>Current residence</b>	<b>Number (n = 84)</b>	<b>Percentage</b>
Bangkok	49	58.3
Rachaburi	8	9.5
Samut Prakan	7	8.3
Kanchanaburi	4	4.8
Chonburi	4	4.8
Nontaburi	3	3.6
Pathumthani	3	3.6
Nakhon Pratom	2	2.4
Suphan Buri	2	2.4
Saraburi	1	1.2
Samut Sakhon	1	1.2

## Part 2 : Factors relating to the employment rate of the sample in the Paper and Packaging Business of the Siam Cement Group

### 2.1 Employment rate of sample

#### 2.1.1 Factors relating to the employment rate of the sample in the Paper and Packaging Business of the Siam Cement Group.

It was found from this research that factors relating to the employment rate of sample in the Paper and Packaging Business of the Siam Cement Group included the company's stability (50%), salary received (41.7%), good colleagues (39.3%), welfare (36.1%), knowledge obtained from working (35.7%), company's reputation (32.1%).

As shown in the table 5:

**Table 5 : Factors relating to the employment rate of the sample in the Paper and Packaging Business of the Siam Cement Group.**

Factors relating to the employment rate	Number (n = 84)	Percentage
1. Company's stability	42	50.0
2. Salary received	35	41.7
3. Good colleagues	33	39.3
4. Welfare obtained	32	38.1
5. Knowledge obtained from working	30	35.7
6. Company's reputation	27	32.1
7. The development of company's employees	25	29.8
8. Good superiors	23	27.4
9. Learning new work	22	26.2
10. Enjoyment from working	17	20.2
11. Obtaining challenging work	16	19.0
12. Work progress	9	10.7

### **2.1.2 Factors relating to the employment rate of the sample in the Paper and Packaging Business of the Siam Cement Group : Classifying according to the engineer profession.**

It was found from this research that the factors relating to the employment rate of engineer sample in the Paper and Packaging Business of the engineers included company's stability (51.9%), salary received and knowledge obtained from working (38.5%).

As shown in the table 6:

**Table 6 : Factors relating to the employment rate of the sample in the Paper and Packaging Business of the Siam Cement Group : Classifying according to the engineer profession.**

<b>Factors relating to the employment rate</b>	<b>Number (n = 52)</b>	<b>Percentage</b>
1. Company's stability	27	51.9
2. Salary received	20	38.5
3. Knowledge obtained from working	20	38.5
4. Good colleagues	19	36.5
5. Learning new work	19	36.5
6. The development of company's employees	17	32.7
7. Company's reputation	16	30.8
8. Welfare obtained	15	28.8
9. Good superiors	14	26.9
10. Enjoyment from working	13	25.0
11. Obtaining challenging work	11	21.2
12. Work progress	6	11.5

### 2.1.3 Factors relating to the employment rate of the sample in the Paper and Packaging Business of the Siam Cement Group : Classifying according to the sales representative profession.

It was found from this research that the factors relating to the employment rate of the sales representative sample in the Paper and Packaging Business included 53.1% for welfare obtained, 46.9% for the company's stability and salary received, and 43.8% for the good colleagues.

As shown in the table 7:

**Table 7 : Factors relating to the employment rate of the sample in the Paper and Packaging Business of the Siam Cement Group : Classifying according to the sales representative profession.**

<b>Factors relating to the employment rate</b>	<b>Number (n = 32)</b>	<b>Percentage</b>
1. Welfare obtained	17	53.1
2. Company's stability	15	46.9
3. Salary received	15	46.9
4. Good colleagues	14	43.8
5. Company's reputation	11	34.4
6. Knowledge obtained from working	10	31.3
7. Good superiors	9	28.1
8. The development of company's employees	8	25.0
9. Challenge work	5	15.6
10. Enjoyment from working	4	12.5
11. Obtaining challenging work	3	9.4
12. Work progress	3	9.4

## **2.2 Relationship between factors relating to the employment rate of the sample in the Paper and Packaging Business of the Siam Cement Group and variables on characteristics of responsible work, working duration in current position, types of enterprise, and current residence.**

### **2.2.1 Relationship between factors relating to the employment rate of the sample in the Paper and Packaging Business and variables on characteristics of responsible work.**

After analyzing the relationship between factors relating to the employment rate of the sample in the Paper and Packaging Business and variables on characteristics of work in this research, it was found that the factors relating to the employment rate of the sample on welfare obtained and learning new work were associated with characteristics of responsible work with the statistical significance level of 0.5.

As shown in the table 8:

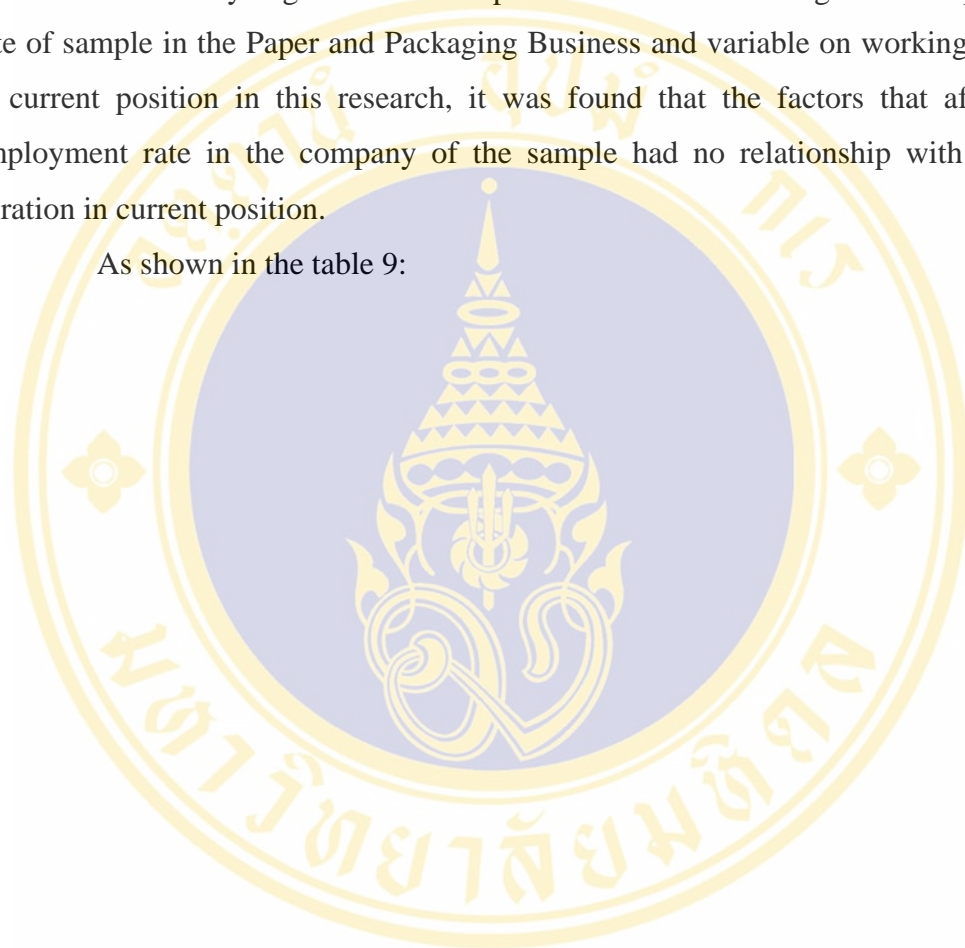
**Table 8 : Relationship between factors relating to the employment rate of the sample in the Paper and Packaging Business and variables on the characteristics of responsible work.**

Factors relating to the employment rate	Characteristics of responsible work					
	Engineer			Sale representative		
	No (n) (%)	Yes (n) (%)	Total (n) (%)	No (n) (%)	Yes (n) (%)	Total (n) (%)
1. Company's stability $\chi^2 = 0.202$ df = 1 Sig = 0.653	25 (48.1)	27 (51.9)	52 (100.0)	17 (53.1)	15 (46.9)	32 (100.0)
2. Work progress $\chi^2 = 0.097$ df = 1 Sig = 0.756	46 (88.5)	6 (11.5)	52 (100.0)	29 (90.6)	3 (9.4)	32 (100.0)
3. Company's reputation $\chi^2 = 0.118$ df = 1 Sig = 0.731	36 (69.2)	16 (30.8)	52 (100.0)	21 (65.6)	11 (34.4)	32 (100.0)
4. Salary received $\chi^2 = 0.577$ df = 1 Sig = 0.448	32 (61.5)	20 (38.5)	52 (100.0)	17 (53.1)	15 (46.9)	32 (100.0)
5. Welfare obtained $\chi^2 = 4.951$ df = 1 Sig = 0.026	37 (71.2)	15 (28.8)	52 (100.0)	15 (46.9)	17 (53.1)	32 (100.0)
6. Good superiors $\chi^2 = 0.014$ df = 1 Sig = 0.905	38 (73.1)	14 (26.9)	52 (100.0)	23 (71.9)	9 (28.1)	32 (100.0)
7. Good colleagues $\chi^2 = 0.432$ df = 1 Sig = 0.511	33 (63.5)	19 (36.5)	52 (100.0)	18 (56.3)	14 (43.8)	32 (100.0)
8. Knowledge obtained from working $\chi^2 = 0.449$ df = 1 Sig = 0.503	32 (61.5)	20 (38.5)	52 (100.0)	22 (68.8)	10 (31.3)	32 (100.0)
9. The development of company's employees $\chi^2 = 0.561$ df = 1 Sig = 0.454	35 (67.3)	17 (32.7)	52 (100.0)	24 (75.0)	8 (25.0)	32 (100.0)
10. Learning new work $\chi^2 = 7.561$ df = 1 Sig = 0.006	33 (63.5)	19 (36.5)	52 (100.0)	29 (90.6)	3 (9.4)	32 (100.0)
11. Enjoyment from working $\chi^2 = 1.917$ df = 1 Sig = 0.166	39 (75.0)	13 (25.0)	52 (100.0)	28 (87.5)	4 (12.5)	32 (100.0)
12. Obtaining challenging work $\chi^2 = 0.393$ df = 1 Sig = 0.531	41 (78.8)	11 (21.2)	52 (100.0)	27 (84.4)	5 (15.6)	32 (100.0)

### **2.2.2 Relationship between factors relating to the employment rate of the sample in the Paper and Packaging Business and variables on working duration in current position.**

After analyzing the relationship between factors relating to the employment rate of sample in the Paper and Packaging Business and variable on working duration in current position in this research, it was found that the factors that affects the employment rate in the company of the sample had no relationship with working duration in current position.

As shown in the table 9:



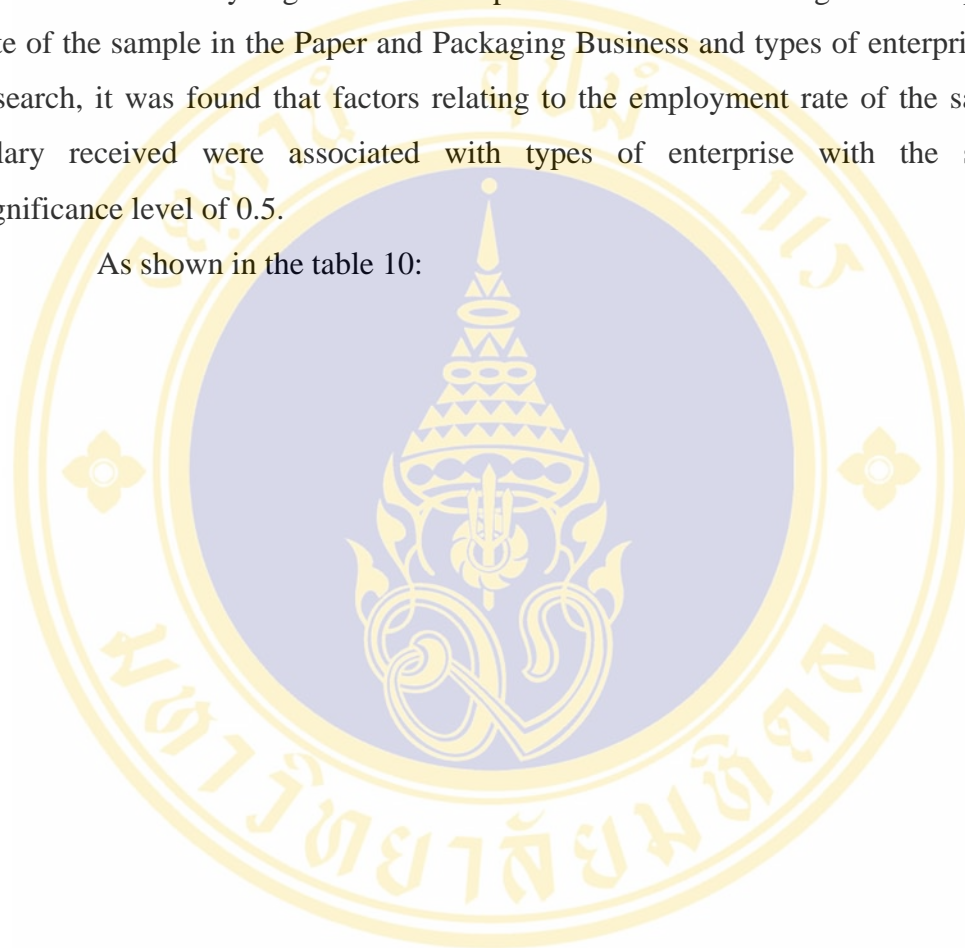
**Table 9 : Relationship between factors relating to the employment rate of the sample in the Paper and Packaging Business and variables on working duration in current position.**

Factors relating to the employment rate	Working duration in current position					
	1 - 3 Years			4 Years and Above		
	No (n) (%)	Yes (n) (%)	Total (n) (%)	No (n) (%)	Yes (n) (%)	Total (n) (%)
1. Company's stability $\chi^2 = 1.050$ df = 1 Sig = 0.306	34 (53.1)	30 (46.9)	64 (100.0)	8 (40.0)	12 (60.0)	20 (100.0)
2. Work progress $\chi^2 = 0.896$ df = 1 Sig = 0.344	56 (87.5)	8 (12.5)	64 (100.0)	19 (95.0)	1 (5.0)	20 (100.0)
3. Company's reputation $\chi^2 = 0.098$ df = 1 Sig = 0.754	44 (68.8)	20 (31.3)	64 (100.0)	13 (65.0)	7 (35.0)	20 (100.0)
4. Salary received $\chi^2 = 3.000$ df = 1 Sig = 0.083	34 (53.1)	30 (46.9)	64 (100.0)	15 (75.0)	5 (25.0)	20 (100.0)
5. Welfare obtained $\chi^2 = 0.040$ df = 1 Sig = 0.841	40 (62.5)	24 (37.5)	64 (100.0)	12 (60.0)	8 (40.0)	20 (100.0)
6. Good superiors $\chi^2 = 2.024$ df = 1 Sig = 0.155	44 (68.8)	20 (31.3)	64 (100.0)	17 (85.0)	3 (15.0)	20 (100.0)
7. Good colleagues $\chi^2 = 0.359$ df = 1 Sig = 0.549	40 (62.5)	24 (37.5)	64 (100.0)	11 (55.0)	9 (45.0)	20 (100.0)
8. Knowledge obtained from working $\chi^2 = 0.986$ df = 1 Sig = 0.321	43 (67.2)	21 (32.8)	64 (100.0)	11 (55.0)	9 (45.0)	20 (100.0)
9. The development of company's employees $\chi^2 = 0.345$ df = 1 Sig = 0.557	46 (71.9)	18 (28.1)	64 (100.0)	13 (65.0)	7 (35.0)	20 (100.0)
10. Learning new work $\chi^2 = 3.560$ df = 1 Sig = 0.059	44 (68.8)	20 (31.3)	64 (100.0)	18 (90.0)	2 (10.0)	20 (100.0)
11. Enjoyment from working $\chi^2 = 0.446$ df = 1 Sig = 0.504	50 (78.1)	14 (21.9)	64 (100.0)	17 (85.0)	3 (15.0)	20 (100.0)
12. Obtaining challenging work $\chi^2 = 0.015$ df = 1 Sig = 0.901	52 (81.3)	12 (18.8)	64 (100.0)	16 (80.0)	4 (20.0)	20 (100.0)

### **2.2.3 Relationship between factors relating to the employment rate of the sample in the Paper and Packaging Business and variables on types of enterprise.**

After analyzing the relationship between factors relating to the employment rate of the sample in the Paper and Packaging Business and types of enterprise in this research, it was found that factors relating to the employment rate of the sample on salary received were associated with types of enterprise with the statistical significance level of 0.5.

As shown in the table 10:



**Table 10 : Relationship between factors relating to the employment rate of the sample in the Paper and Packaging Business and variables on types of enterprise.**

Factors relating to the employment rate	Types of enterprise								
	Industrial Paper			Printing & Writing Paper			Packaging		
	No (n)(%)	Yes (n)(%)	Total (n)(%)	No (n)(%)	Yes (n)(%)	Total (n)(%)	No (n)(%)	Yes (n)(%)	Total (n)(%)
1. Company's stability $\chi^2=0.264df=2Sig=0.876$	13 (48.1)	14 (51.9)	27 (100.0)	11 (55.0)	9 (45.0)	20 (100.0)	18 (48.6)	19 (51.4)	37 (100.0)
2. Work progress $\chi^2=5.854df=2Sig=0.054$	27 (100.0)	-	27 (100.0)	18 (90.0)	2 (10.0)	20 (100.0)	30 (81.1)	7 (18.9)	37 (100.0)
3. Company's reputation $\chi^2=0.061df=2Sig=0.970$	18 (66.7)	9 (33.3)	27 (100.0)	14 (70.0)	6 (30.0)	20 (100.0)	25 (67.6)	12 (32.4)	37 (100.0)
4. Salary received $\chi^2=8.843df=2Sig=0.012$	22 (81.5)	5 (18.5)	27 (100.0)	9 (45.0)	11 (55.0)	20 (100.0)	18 (48.6)	19 (51.4)	37 (100.0)
5. Welfare obtained $\chi^2=0.988df=2Sig=0.610$	16 (59.3)	11 (40.7)	27 (100.0)	11 (55.0)	9 (45.0)	20 (100.0)	25 (67.6)	12 (32.4)	37 (100.0)
6. Good superiors $\chi^2=0.100df=2Sig=0.951$	20 (74.1)	7 (25.9)	27 (100.0)	14 (70.0)	6 (30.0)	20 (100.0)	27 (73.0)	10 (27.0)	37 (100.0)
7. Good colleagues $\chi^2=3.385df=2Sig=0.184$	20 (74.1)	7 (25.9)	27 (100.0)	12 (60.0)	8 (40.0)	20 (100.0)	19 (51.4)	18 (48.6)	37 (100.0)
8. Knowledge obtained from working $\chi^2=0.587df=2Sig=0.746$	16 (59.3)	11 (40.7)	27 (100.0)	14 (70.0)	6 (30.0)	20 (100.0)	24 (64.9)	13 (35.1)	37 (100.0)
9. The development of company's employees $\chi^2=2.297df=2Sig=0.317$	16 (59.3)	11 (40.7)	27 (100.0)	15 (75.0)	5 (25.0)	20 (100.0)	28 (75.7)	9 (24.3)	37 (100.0)
10. Learning new work $\chi^2=3.698df=2Sig=0.157$	17 (63.0)	10 (37.0)	27 (100.0)	14 (70.0)	6 (30.0)	20 (100.0)	31 (83.8)	6 (16.2)	37 (100.0)
11. Enjoyment from working $\chi^2=4.803df=2 Sig=0.091$	21 (77.8)	6 (22.2)	27 (100.0)	13 (65.0)	7 (35.0)	20 (100.0)	33 (89.2)	4 (10.8)	37 (100.0)
12. Obtaining challenging work $\chi^2=0.774df=2Sig=0.679$	23 (85.2)	4 (14.8)	27 (100.0)	15 (75.0)	5 (25.0)	20 (100.0)	30 (81.1)	7 (18.9)	37 (100.0)

#### **2.2.4 Relationship between factors relating to the employment rate of sample in the Paper and Packaging Business and variables on current residence.**

After analyzing the relationship between factors relating to the employment rate of the sample in the Paper and Packaging Business and current residence in this research, it was found that factors relating to the employment rate of the sample on good superiors and good colleagues were associated with current residence with the statistical significance level of 0.5.

As shown in the table 11:



**Table 11 : Relationship between factors relating to the employment rate of the sample in the Paper and Packaging Business and variables on current residence.**

Factors relating to the employment rate	Current residence					
	Bangkok			Upcountry		
	No (n) (%)	Yes (n) (%)	Total (n) (%)	No (n) (%)	Yes (n) (%)	Total (n) (%)
1. Company's stability $\chi^2 = 0.441$ df = 1 Sig = 0.507	26 (53.1)	23 (46.9)	49 (100.0)	16 (45.7)	19 (54.3)	35 (100.0)
2. Work progress $\chi^2 = 0.800$ df = 1 Sig = 0.371	45 (91.8)	4 (8.2)	49 (100.0)	30 (85.7)	5 (14.3)	35 (100.0)
3. Company's reputation $\chi^2 = 1.137$ df = 1 Sig = 0.286	31 (63.3)	18 (36.7)	49 (100.0)	26 (74.3)	9 (25.7)	35 (100.0)
4. Salary received $\chi^2 = 0.069$ df = 1 Sig = 0.793	28 (57.1)	21 (42.9)	49 (100.0)	21 (60.0)	14 (40.0)	35 (100.0)
5. Welfare obtained $\chi^2 = 0.369$ df = 1 Sig = 0.543	29 (59.2)	20 (40.8)	49 (100.0)	23 (65.7)	12 (34.3)	35 (100.0)
6. Good superiors $\chi^2 = 7.679$ df = 1 Sig = 0.006	30 (61.2)	19 (38.8)	49 (100.0)	31 (88.6)	4 (11.4)	35 (100.0)
7. Good colleagues $\chi^2 = 4.633$ df = 1 Sig = 0.031	25 (51.0)	24 (49.0)	49 (100.0)	26 (74.3)	9 (25.7)	35 (100.0)
8. Knowledge obtained from working $\chi^2 = 0.053$ df = 1 Sig = 0.817	31 (63.3)	18 (36.7)	49 (100.0)	23 (65.7)	12 (34.3)	35 (100.0)
9. The development of company's employees $\chi^2 = 1.368$ df = 1 Sig = 0.242	32 (65.3)	17 (34.7)	49 (100.0)	27 (77.1)	8 (22.9)	35 (100.0)
10. Learning new work $\chi^2 = 0.345$ df = 1 Sig = 0.557	35 (71.4)	14 (28.6)	49 (100.0)	27 (77.1)	8 (22.9)	35 (100.0)
11. Enjoyment from working $\chi^2 = 1.317$ df = 1 Sig = 0.251	37 (75.5)	12 (24.5)	49 (100.0)	30 (85.7)	5 (14.3)	35 (100.0)
12. Obtaining challenging work $\chi^2 = 0.882$ df = 1 Sig = 0.348	38 (77.6)	11 (22.4)	49 (100.0)	30 (85.7)	5 (14.3)	35 (100.0)

### **2.3 Summary of relationship between factors relating to the employment rate of the sample in the Paper and Packaging Business of the Siam Cement Group and variables on characteristics of responsible work, working duration in current position, types of enterprise, and current residence.**

After analyzing relationship between factors relating to the employment rate of the sample in the Paper and Packaging Business and variables on various sides in this research, it was found that factors relating to the employment rate of the sample on salary received were associated with types of enterprise. Factors on welfare obtained and learning new work were associated with characteristics of responsible work. And factors on good superiors and good colleagues were associated with current residence with the statistical significance level of 0.5.

As shown in Table 12:

**Table 12 : Summary of relationship between factors relating to the employment rate of the sample in the Paper and Packaging Business of the Siam Cement Group and variables on characteristics of responsible work, working duration in current position, types of enterprise, and current residence.**

<b>Factors relating to the employment rate</b>	<i>characteristics of responsible work</i>	<i>Working duration in current position</i>	<i>Types of enterprise</i>	<i>Current residence</i>
<b>1.Company's stability</b>	No Relationship	No Relationship	No Relationship	No Relationship
<b>2.Work progress</b>	No Relationship	No Relationship	No Relationship	No Relationship
<b>3.Company's reputation</b>	No Relationship	No Relationship	No Relationship	No Relationship
<b>4.Salary received</b>	No Relationship	No Relationship	<b>Relationship</b>	No Relationship
<b>5.Welfare obtained</b>	<b>Relationship</b>	No Relationship	No Relationship	No Relationship
<b>6.Good superiors</b>	No Relationship	No Relationship	No Relationship	<b>Relationship</b>
<b>7.Good Colleagues</b>	No Relationship	No Relationship	No Relationship	<b>Relationship</b>
<b>8.Knowledge obtained from working</b>	No Relationship	No Relationship	No Relationship	No Relationship
<b>9.The development of company's employees</b>	No Relationship	No Relationship	No Relationship	No Relationship
<b>10.Learning new work</b>	<b>Relationship</b>	No Relationship	No Relationship	No Relationship
<b>11. Enjoyment from working</b>	No Relationship	No Relationship	No Relationship	No Relationship
<b>12. Obtaining challenging work</b>	No Relationship	No Relationship	No Relationship	No Relationship

### **Part 3 : Motivation that made the sample work in the Paper and Packaging Business of the Siam Cement Group**

#### **3.1 Motivation that made the sample work in the Paper and Packaging Business**

##### **3.1.1 Motivation that made the sample work in the Paper and Packaging Business of the Siam Cement Group.**

It was found from this research that the motivation that made the sample work in the Paper and Packaging Business of the Siam Cement Group included company's reputation (65.5%), received income (64.3%), company's stability (63.1%), company's welfare (54.8%).

As shown in the table 13:

**Table 13 : Motivation that made the sample work in the Paper and Packaging Business.**

<b>Motivation that made the sample work in the Paper and Packaging Business</b>	<b>Number (n = 84)</b>	<b>Percentage</b>
1. Company's reputation	55	65.5
2. Salary received	54	64.3
3. Company's stability	53	63.1
4. Company's welfare	46	54.8
5. The development of company's employees	37	44.0
6. Knowledge obtained from working	30	35.7
7. Work progress	28	33.3
8. Corresponding to the studied field	17	20.2
9. Corresponding to the likeness/aptness	16	19.0

### 3.1.2 Motivation that made the sample work in the Paper and Packaging Business of the Siam Cement Group : Classifying according to the engineer profession.

It was found from this research that the motivation that made the sample work in business of engineers included salary received (69.2%), company's reputation (67.3%), company's stability (63.5%), company's welfare (51.9%), the development of company's employees and knowledge obtained from working (50.0%).

As shown in Table 14:

**Table 14 : Motivation that made the sample work in the Paper and Packaging Business of the Siam Cement Group : Classifying according to the engineer profession.**

Motivation that made the sample work in the Paper and Packaging Business	Number (n = 84)	Percentage
1. Salary received	36	69.2
2. Company's reputation	35	67.3
3. Company's stability	33	63.5
4. Company's welfare	27	51.9
5. The development of company's employees	26	50.0
6. Knowledge obtained from working	26	50.0
7. Work progress	21	40.4
8. Corresponding to the studied field	14	26.9
9. Corresponding to the likeness/aptness	12	23.1

### 3.1.3 Motivation that made the sample work in the Paper and Packaging Business of the Siam Cement Group : Classifying according to the sales representative profession.

It was found from this research that the motivation that made the sample work in business of sales representative included the company's reputation and company's stability (62.5%), company's welfare (59.4%), salary received (56.3%).

As shown in Table 15:

**Table 15 : Motivation that made the sample work in the Paper and Packaging Business of the Siam Cement Group : Classifying according to the sales representative profession.**

Motivation that made the sample work in the Paper and Packaging Business	Number (n = 84)	Percentage
1. Company's reputation	20	62.5
2. Company's stability	20	62.5
3. Company's welfare	19	59.4
4. Salary received	18	56.3
5. The development of company's employees	11	34.4
6. Work progress	7	21.9
7. Knowledge obtained from working	4	12.5
8. Corresponding to the studied field	4	12.5
9. Corresponding to the likeness/aptness	3	9.4

### **3.2 Relationship between motivation that made the sample work in the Paper and Packaging Business of the Siam Cement Group and variables on characteristics of responsible work, working duration in current position, types of enterprise, and current residence.**

#### **3.2.1 Relationship between motivation that made the sample work in the Paper and Packaging Business of the Siam Cement Group and variables on characteristics of responsible work.**

After analyzing relationship between motivation that made the sample work in the Paper and Packaging Business and characteristics of responsible work in this research, it was found that the motivation that made the sample work in the Paper and Packaging Business on knowledge obtained from work were associated with characteristics of responsible work with the statistical significance level of 0.5.

As shown in Table 16:

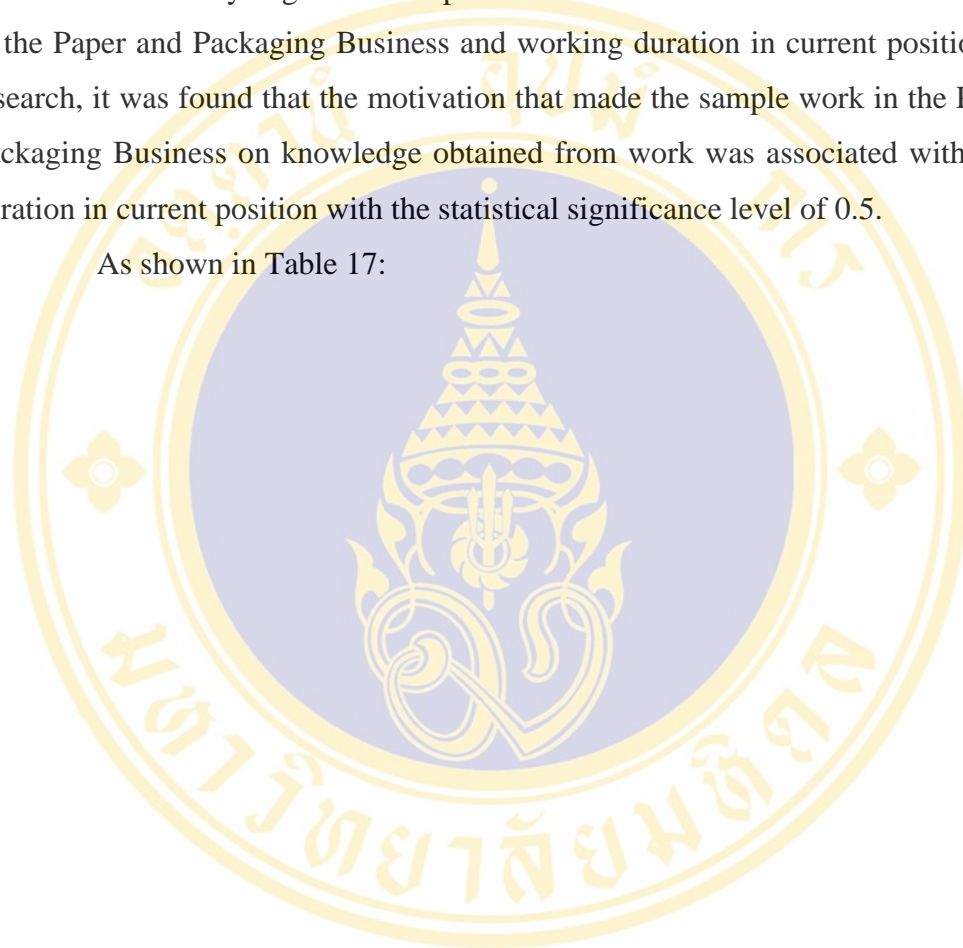
**Table 16 : Relationship between motivation that made the sample work in the Paper and Packaging Business of the Siam Cement Group and variables on characteristics of responsible work.**

Motivation that made the sample work in the Paper and Packaging Business	Characteristics of responsible work					
	Engineer			Sale representative		
	No (n) (%)	Yes (n) (%)	Total (n) (%)	No (n) (%)	Yes (n) (%)	Total (n) (%)
1. Company's reputation $\chi^2 = 0.203$ df = 1 Sig = 0.653	17 (32.7)	35 (67.3)	52 (100.0)	12 (37.5)	20 (62.5)	32 (100.0)
2. Work progress $\chi^2 = 3.054$ df = 1 Sig = 0.081	31 (59.6)	21 (40.4)	52 (100.0)	25 (78.1)	7 (21.9)	32 (100.0)
3. Company's stability $\chi^2 = 0.008$ df = 1 Sig = 0.929	19 (36.5)	33 (63.5)	52 (100.0)	12 (37.5)	20 (62.5)	32 (100.0)
4. Salary received $\chi^2 = 1.454$ df = 1 Sig = 0.228	16 (30.8)	36 (69.2)	52 (100.0)	14 (43.8)	18 (56.3)	32 (100.0)
5. Company's welfare $\chi^2 = 0.444$ df = 1 Sig = 0.505	25 (48.1)	27 (51.9)	52 (100.0)	13 (40.6)	19 (59.4)	32 (100.0)
6. The development of company's employees $\chi^2 = 1.962$ df = 1 Sig = 0.161	26 (50.0)	26 (50.0)	52 (100.0)	21 (65.6)	11 (34.4)	32 (100.0)
7. Knowledge obtained from working $\chi^2 = 2.133$ df = 1 Sig = 0.000	26 (50.0)	26 (50.0)	52 (100.0)	28 (87.5)	4 (12.5)	32 (100.0)
8. Corresponding to the studied field $\chi^2 = 3.779$ df = 1 Sig = 0.052	38 (73.1)	14 (26.9)	52 (100.0)	29 (90.6)	3 (9.4)	32 (100.0)
9. Corresponding to the likeness/aptness $\chi^2 = 1.437$ df = 1 Sig = 0.231	40 (76.9)	12 (23.1)	52 (100.0)	28 (87.5)	4 (12.5)	32 (100.0)

### **3.2.2 Relationship between motivation that made the sample work in the Paper and Packaging Business of the Siam Cement Group and variables on working duration in current position.**

After analyzing relationship between motivation that made the sample work in the Paper and Packaging Business and working duration in current position in this research, it was found that the motivation that made the sample work in the Paper and Packaging Business on knowledge obtained from work was associated with working duration in current position with the statistical significance level of 0.5.

As shown in Table 17:



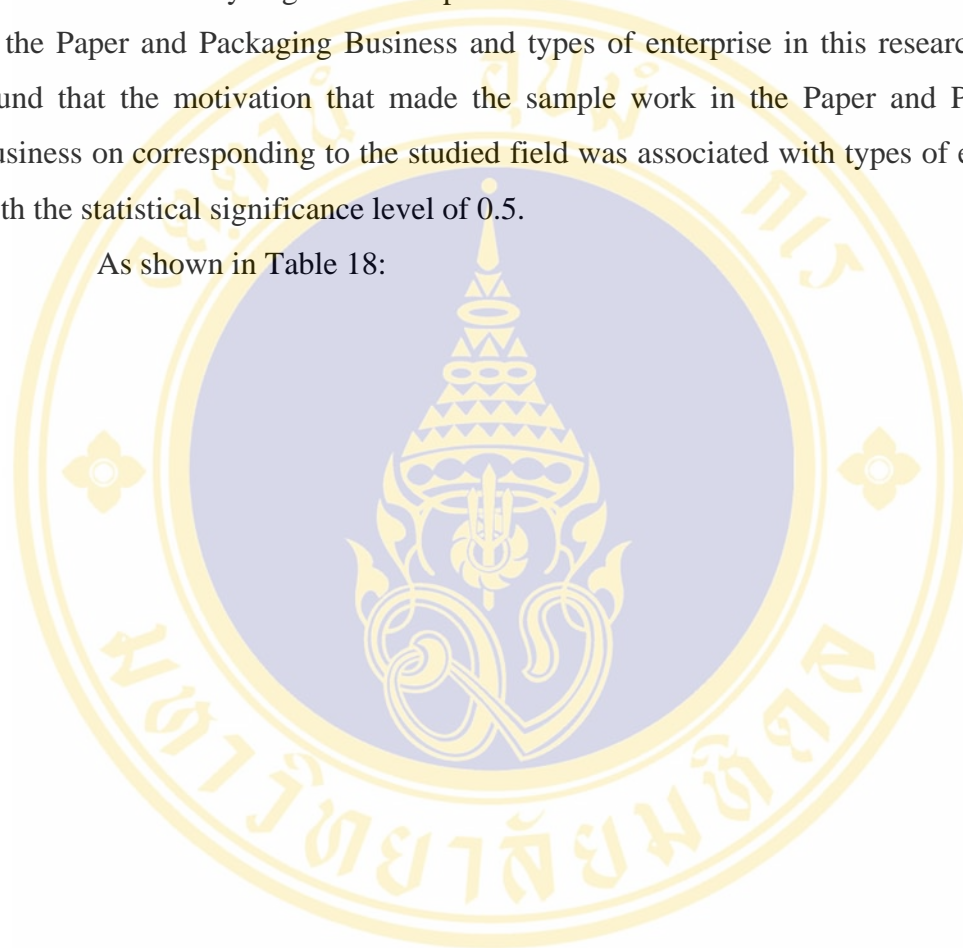
**Table 17 : Relationship between motivation that made the sample work in the Paper and Packaging Business of the Siam Cement Group and variables on working duration in current position.**

Motivation that made the sample work in the Paper and Packaging Business	Working duration in current position					
	1 – 3 Years			4 Years and Above		
	No (n) (%)	Yes (n) (%)	Total (n) (%)	No (n) (%)	Yes (n) (%)	Total (n) (%)
1. Company's reputation $\chi^2 = 0.348$ df = 1 Sig = 0.555	21 (32.8)	43 (67.2)	64 (100.0)	8 (40.0)	12 (60.0)	20 (100.0)
2. Work progress $\chi^2 = 2.100$ df = 1 Sig = 0.147	40 (62.5)	24 (37.5)	64 (100.0)	16 (80.0)	4 (20.0)	20 (100.0)
3. Company's stability $\chi^2 = 0.041$ df = 1 Sig = 0.840	24 (37.5)	40 (62.5)	64 (100.0)	7 (35.0)	13 (65.0)	20 (100.0)
4. Salary received $\chi^2 = 0.986$ df = 1 Sig = 0.321	21 (32.8)	43 (67.2)	64 (100.0)	9 (45.0)	11 (55.0)	20 (100.0)
5. Company's welfare $\chi^2 = 0.001$ df = 1 Sig = 0.980	29 (45.3)	35 (54.7)	64 (100.0)	9 (45.0)	11 (55.0)	20 (100.0)
6. The development of company's employees $\chi^2 = 2.102$ df = 1 Sig = 0.147	33 (51.6)	31 (48.4)	64 (100.0)	14 (70.0)	6 (30.0)	20 (100.0)
7. Knowledge obtained from working $\chi^2 = 10.786$ df = 1 Sig = 0.001	35 (54.7)	29 (45.3)	64 (100.0)	19 (95.0)	1 (5.0)	20 (100.0)
8. Corresponding to the studied field $\chi^2 = 0.001$ df = 1 Sig = 0.976	51 (79.7)	13 (20.3)	64 (100.0)	16 (80.0)	4 (20.0)	20 (100.0)
9. Corresponding to the likeness/aptness $\chi^2 = 0.015$ df = 1 Sig = 0.901	52 (81.3)	12 (18.8)	64 (100.0)	16 (80.0)	4 (20.0)	20 (100.0)

### **3.2.3 Relationship between motivation that made the sample work in the Paper and Packaging Business of the Siam Cement Group and variables on types of enterprise.**

After analyzing relationship between motivation that made the sample work in the Paper and Packaging Business and types of enterprise in this research, it was found that the motivation that made the sample work in the Paper and Packaging Business on corresponding to the studied field was associated with types of enterprise with the statistical significance level of 0.5.

As shown in Table 18:



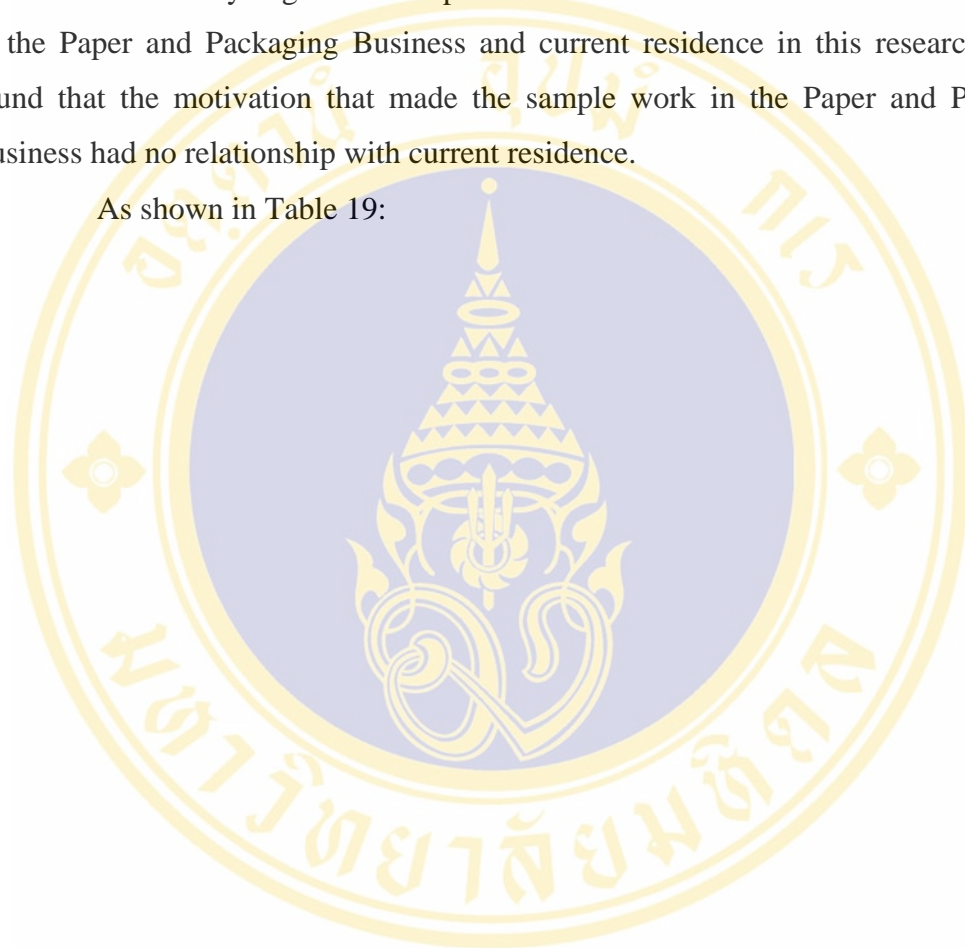
**Table 18 : Relationship between motivation that made the sample work in the Paper and Packaging Business of the Siam Cement Group and variables on types of enterprise.**

Motivation that made the sample work in the Paper and Packaging Business	Types of enterprise								
	Industrial Paper			Printing & Writing Paper			Packaging		
	No (n)(%)	Yes (n)(%)	Total (n)(%)	No (n)(%)	Yes (n)(%)	Total (n)(%)	No (n)(%)	Yes (n)(%)	Total (n)(%)
1. Company's reputation $\chi^2=1.329df=2Sig=0.515$	8 (29.6)	19 (70.4)	27 (100.0)	9 (45.0)	11 (55.0)	20 (100.0)	12 (32.4)	25 (67.6)	37 (100.0)
2. Work progress $\chi^2=0.039df=2Sig=0.981$	18 (66.7)	9 (33.3)	27 (100.0)	13 (65.0)	7 (35.0)	20 (100.0)	25 (67.6)	12 (32.4)	37 (100.0)
3. Company's stability $\chi^2=1.008df=2Sig=0.604$	12 (44.4)	15 (55.6)	27 (100.0)	7 (35.0)	13 (65.0)	20 (100.0)	12 (32.4)	25 (67.6)	37 (100.0)
4. Salary received $\chi^2=1.354df=2Sig=0.508$	12 (44.4)	15 (55.6)	27 (100.0)	6 (30.0)	14 (70.0)	20 (100.0)	12 (32.4)	25 (67.6)	37 (100.0)
5. Company's welfare $\chi^2=0.444df=1Sig=0.505$	12 (44.4)	15 (55.6)	27 (100.0)	10 (50.0)	10 (50.0)	20 (100.0)	16 (43.2)	21 (56.8)	37 (100.0)
6. The development of company's employees $\chi^2=1.522df=2Sig=0.467$	17 (63.0)	10 (37.0)	27 (100.0)	9 (45.0)	11 (55.0)	20 (100.0)	21 (56.8)	16 (43.2)	37 (100.0)
7. Knowledge obtained from working $\chi^2=1.354df=2Sig=0.508$	15 (55.6)	12 (44.4)	27 (100.0)	14 (70.0)	6 (30.0)	20 (100.0)	25 (67.6)	12 (32.4)	37 (100.0)
8. Corresponding to the studied field $\chi^2=7.968df=2Sig=0.019$	17 (63.0)	10 (37.0)	27 (100.0)	19 (95.0)	1 (5.0)	20 (100.0)	31 (83.8)	6 (16.2)	37 (100.0)
9. Corresponding to the likeness/aptness $\chi^2=1.233df=2Sig=0.540$	20 (74.1)	7 (25.9)	27 (100.0)	17 (85.0)	3 (15.0)	20 (100.0)	31 (83.8)	6 (16.2)	37 (100.0)

### **3.2.4 Relationship between motivation that made the sample work in the Paper and Packaging Business of the Siam Cement Group and variables on current residence.**

After analyzing relationship between motivation that made the sample work in the Paper and Packaging Business and current residence in this research, it was found that the motivation that made the sample work in the Paper and Packaging Business had no relationship with current residence.

As shown in Table 19:



**Table 19 : Relationship between motivation that made the sample work in the Paper and Packaging Business of the Siam Cement Group and variables on current residence.**

Motivation that made the sample work in the Paper and Packaging Business	Current residence					
	Bangkok			Upcountry		
	No (n) (%)	Yes (n) (%)	Total (n) (%)	No (n) (%)	Yes (n) (%)	Total (n) (%)
1. Company's reputation $\chi^2 = 0.940$ df = 1 Sig = 0.332	19 (38.8)	30 (61.2)	49 (100.0)	10 (28.6)	25 (71.4)	35 (100.0)
2. Work progress $\chi^2 = 0.098$ df = 1 Sig = 0.754	32 (65.3)	17 (34.7)	49 (100.0)	24 (68.6)	11 (31.4)	35 (100.0)
3. Company's stability $\chi^2 = 0.177$ df = 1 Sig = 0.674	19 (38.8)	30 (61.2)	49 (100.0)	12 (34.3)	23 (65.7)	35 (100.0)
4. Salary received $\chi^2 = 1.333$ df = 1 Sig = 0.248	20 (40.8)	29 (59.2)	49 (100.0)	10 (28.6)	25 (71.4)	35 (100.0)
5. Company's welfare $\chi^2 = 0.005$ df = 1 Sig = 0.941	22 (44.9)	27 (55.1)	49 (100.0)	16 (45.7)	19 (54.3)	35 (100.0)
6. The development of company's employees $\chi^2 = 1.326$ df = 1 Sig = 0.249	30 (61.2)	19 (38.8)	49 (100.0)	17 (48.6)	18 (51.4)	35 (100.0)
7. Knowledge obtained from working $\chi^2 = 1.333$ df = 1 Sig = 0.248	29 (59.2)	20 (40.8)	49 (100.0)	25 (71.4)	10 (28.6)	35 (100.0)
8. Corresponding to the studied field $\chi^2 = 0.002$ df = 1 Sig = 0.963	39 (79.6)	10 (20.4)	49 (100.0)	28 (80.0)	7 (20.0)	35 (100.0)
9. Corresponding to the likeness/aptness $\chi^2 = 0.035$ df = 1 Sig = 0.851	40 (81.6)	9 (18.4)	49 (100.0)	28 (80.0)	7 (20.0)	35 (100.0)

### **3.3 Summary of relationship between motivation that made the sample work in the Paper and Packaging Business of the Siam Cement Group and variables on characteristics of responsible work, working duration in current position, types of enterprise, and current residence**

After analyzing relationship between motivation that made the sample work in the Paper and Packaging Business and variables on various sides in this research, it was found that the motivation that made the sample work in the Paper and Packaging Business and variables on characteristics of responsible work, working duration in current position, types of enterprise, and current residence had no relationship; except for motivation in knowledge obtained from work was associated with characteristics of responsible work and working duration in current position with the statistical significance level of 0.5.

As shown in Table 20:

**Table 20 : Summary of relationship between motivation that made the sample work in the Paper and Packaging Business of the Siam Cement Group and variables on characteristics of responsible work, working duration in current position, types of enterprise, and current residence**

<b>Motivation that made the sample work in the Paper and Packaging Business</b>	<i>Characteristics of responsible work</i>	<i>Working duration in current position</i>	<i>Types of enterprise</i>	<i>Current residence</i>
<b>1. Company's reputation</b>	No Relationship	No Relationship	No Relationship	No Relationship
<b>2. Work progress</b>	No Relationship	No Relationship	No Relationship	No Relationship
<b>3. Company's stability</b>	No Relationship	No Relationship	No Relationship	No Relationship
<b>4. Salary received</b>	No Relationship	No Relationship	No Relationship	No Relationship
<b>5. Company's welfare</b>	No Relationship	No Relationship	No Relationship	No Relationship
<b>6. The development of company's employees</b>	No Relationship	No Relationship	No Relationship	No Relationship
<b>7. Knowledge obtained from working</b>	<b>Relationship</b>	<b>Relationship</b>	No Relationship	No Relationship
<b>8. Corresponding to the studied field</b>	No Relationship	No Relationship	<b>Relationship</b>	No Relationship
<b>9. Corresponding to the likeness/aptness</b>	No Relationship	No Relationship	No Relationship	No Relationship

## Part 4 : The things expected the sample when working in the Paper and Packaging Business of the Siam Cement Group

### 4.1 The things that expected when working for the company

#### 4.1.1 The things all the sample expected when working in the Paper and Packaging Business.

According to the research, it was found that 57.1% of the sample had expectation about salary received, for 52.4%, had expectation in the work progress, for 44%, had expectation of good superiors and good colleagues, and for 42.9%, had expectation of the company employees development and receiving more knowledge.

As shown in Table 21:

**Table 21 : The things all the sample expected when working in the Paper and Packaging Business.**

The things that expected	Number (n = 84)	Percentage
1. Salary received	48	57.1
2. Work progress	44	52.4
3. Good superiors	37	44.0
4. Good colleagues	37	44.0
5. The development of the company's employees	36	42.9
6. Obtaining more knowledge	36	42.9
7. Work stability	31	36.9
8. Chance to use the ability	29	34.5
9. Sufficient and corresponding to the need welfare	28	33.3
10. Work corresponding to the likeness/aptness	27	32.1
11. Joyful working	27	32.1
12. Challenge of the work	27	32.1

#### 4.1.2 The things the sample expected when working in the Paper and Packaging Business : Classifying according to the profession of the engineers.

It was found from this research that the engineers when working in the Paper and Packaging Business the engineers sample expected about salary received 65.4%, work progress 59.6%, obtaining more knowledge 53.8%.

As shown in Table 22:

**Table 22 : The things the sample expected when working in the Paper and Packaging Business : Classifying according to the profession of the engineers**

<b>The things that expected</b>	<b>Number (n = 84)</b>	<b>Percentage</b>
1. Salary received	34	65.4
2. Work progress	31	59.6
3. Obtaining more knowledge	28	53.8
4. The development of the company's employees	25	48.1
5. Good superiors	25	48.1
6. Good colleagues	24	46.2
7. Chance to use the ability	22	42.3
8. Work stability	21	40.4
9. Work corresponding to the likeness/aptness	21	40.4
10. Joyful working	19	36.5
11. Challenge of the work	19	36.5
12. Sufficient and corresponding to the need welfare	15	28.8

#### 4.1.3 The things the sample expected when working in the Paper and Packaging Business : Classifying according to the profession of the sales representatives.

It was found from this research that things expected by the sales representatives when working in the Paper and Packaging Business included salary received 43.8%, work progress, good colleagues and sufficient and corresponding to the need welfare 40.6%.

As shown in Table 23:

**Table 23 : The things expected by the sample when working in the Paper and Packaging Business : Classifying according to the profession of the sales representatives.**

<b>The things that expected</b>	<b>Number (n = 84)</b>	<b>Percentage</b>
1. Salary received	14	43.8
2. Work progress	13	40.6
3. Good colleagues	13	40.6
4. Sufficient and corresponding to the need welfare	13	40.6
5. Good superiors	12	37.5
6. The development of the company's employees	11	34.4
7. Work stability	10	31.3
8. Joyful working	8	25.0
9. Obtaining more knowledge	8	25.0
10. Challenge of the work	8	25.0
11. Chance to use the ability	7	21.9
12. Work corresponding to the likeness/aptness	6	18.8

**4.2 Relationship between the things expected by the sample when working in the Paper and Packaging Business of the Siam Cement Group and the variables on characteristics of the responsible work, working duration in current position, type of enterprise, and current residence.**

**4.2.1 Relationship between the things expected by the sample when working in the Paper and Packaging Business of the Siam Cement Group and the variables on characteristics of the responsible work.**

After analyzing the relationship between things expected by the sample when working in the Paper and Packaging Business and characteristics of the responsible work in this research, it was found that things expected by the sample on the work corresponding to the likeness/aptness and obtaining more knowledge were associated with the characteristics of the responsible work with the statistical significance level of 0.5.

As shown in Table 24:

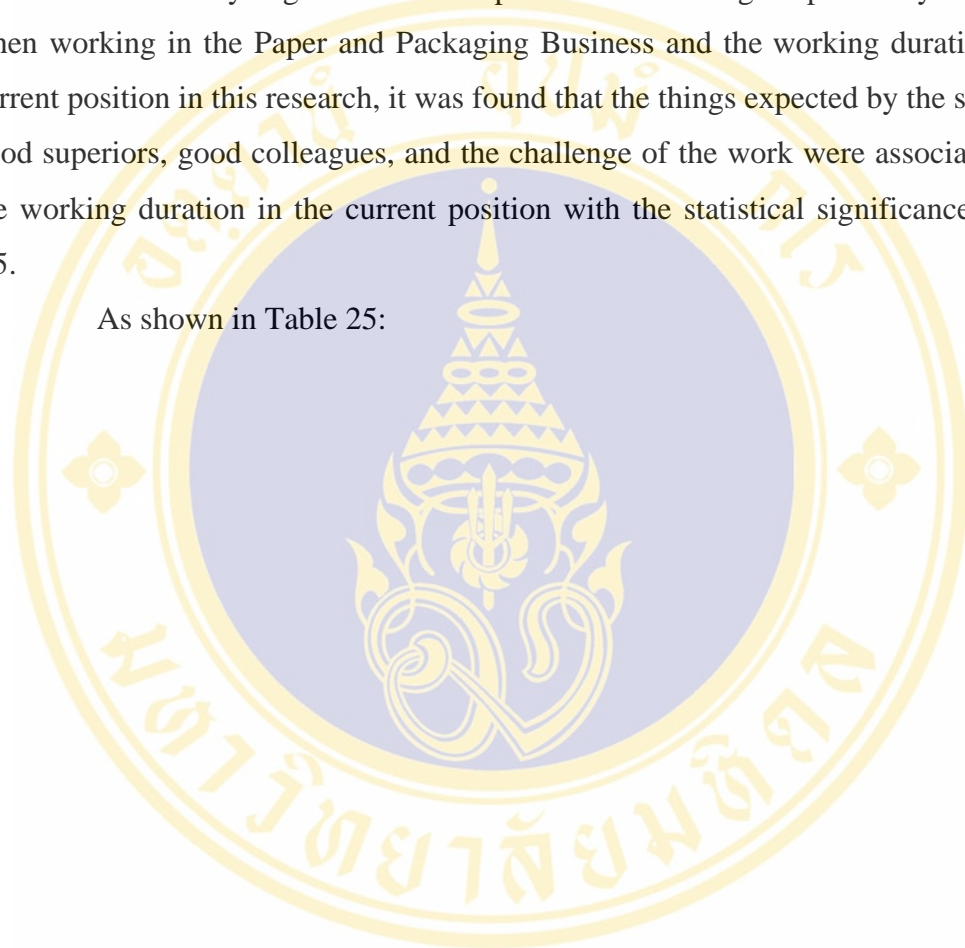
**Table 24 : Relationship between the things expected by the sample when working in the Paper and Packaging Business of the Siam Cement Group and variables on the characteristics of the responsible work.**

The things that expected when working in the Paper and Packaging Business	Characteristics of the responsible work					
	Engineer			Sale representatives		
	No (n) (%)	Yes (n) (%)	Total (n) (%)	No (n) (%)	Yes (n) (%)	Total (n) (%)
1. Work progress $\chi^2 = 2.864$ df = 1 Sig = 0.091	21 (40.4)	31 (59.6)	52 (100.0)	19 (59.4)	13 (40.6)	32 (100.0)
2. Work stability $\chi^2 = 0.710$ df = 1 Sig = 0.399	31 (59.6)	21 (40.4)	52 (100.0)	22 (68.8)	10 (31.3)	32 (100.0)
3. Salary received $\chi^2 = 3.786$ df = 1 Sig = 0.052	18 (34.6)	34 (65.4)	52 (100.0)	18 (56.3)	14 (43.8)	32 (100.0)
4. Good superiors $\chi^2 = 0.899$ df = 1 Sig = 0.343	27 (51.9)	25 (48.1)	52 (100.0)	20 (62.5)	12 (37.5)	32 (100.0)
5. Good colleagues $\chi^2 = 0.246$ df = 1 Sig = 0.620	28 (53.8)	24 (46.2)	52 (100.0)	19 (59.4)	13 (40.6)	32 (100.0)
6. Sufficient welfare $\chi^2 = 1.237$ df = 1 Sig = 0.266	37 (71.2)	15 (28.8)	52 (100.0)	19 (59.4)	13 (40.6)	32 (100.0)
7. The development of the company's employees $\chi^2 = 1.519$ df = 1 Sig = 0.218	27 (51.9)	25 (48.1)	52 (100.0)	21 (65.6)	11 (34.4)	32 (100.0)
8. Work corresponding to the likeness/aptness $\chi^2 = 4.251$ df = 1 Sig = 0.039	31 (59.6)	21 (40.4)	52 (100.0)	26 (81.3)	6 (18.8)	32 (100.0)
9. Joyful working $\chi^2 = 1.209$ df = 1 Sig = 0.271	33 (63.5)	19 (36.5)	52 (100.0)	24 (75.0)	8 (25.0)	32 (100.0)
10. Obtaining more knowledge $\chi^2 = 6.731$ df = 1 Sig = 0.009	24 (46.2)	28 (53.8)	52 (100.0)	24 (75.0)	8 (25.0)	32 (100.0)
11. Challenge of the work $\chi^2 = 1.209$ df = 1 Sig = 0.271	33 (63.5)	19 (36.5)	52 (100.0)	24 (75.0)	8 (25.0)	32 (100.0)
12. Chance to use the ability $\chi^2 = 3.659$ df = 1 Sig = 0.056	30 (57.7)	22 (42.3)	52 (100.0)	25 (78.1)	7 (21.9)	32 (100.0)

#### **4.2.2 Relationship between the things expected by the sample when working in the Paper and Packaging Business of the Siam Cement Group and the variables on working duration in the current position.**

After analyzing the relationship between the things expected by the sample when working in the Paper and Packaging Business and the working duration in the current position in this research, it was found that the things expected by the sample on good superiors, good colleagues, and the challenge of the work were association with the working duration in the current position with the statistical significance level of 0.5.

As shown in Table 25:



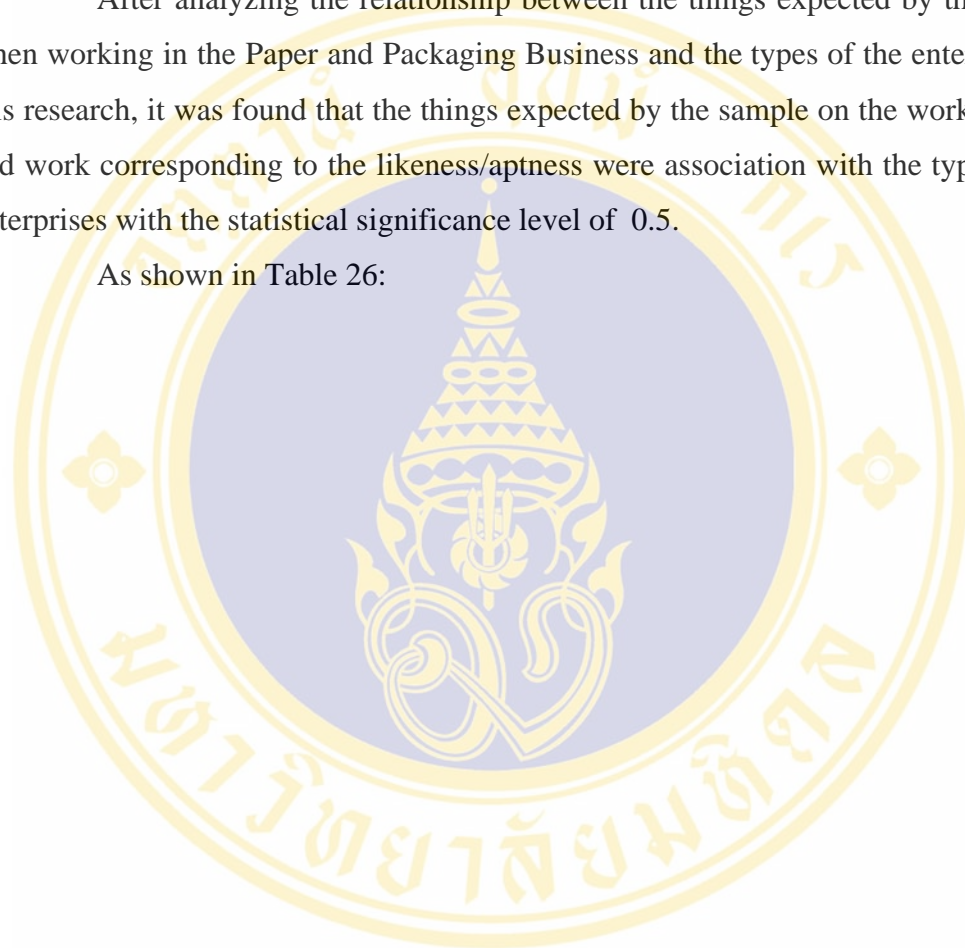
**Table 25 : Relationship between the things expected by the sample when working in the Paper and Packaging Business of the Siam Cement Group and the variables on the working duration in current position.**

The things that expected when working in the Paper and Packaging Business	Working duration in current position					
	1 - 3 Years			4 Years and Above		
	No (n) (%)	Yes (n) (%)	Total (n) (%)	No (n) (%)	Yes (n) (%)	Total (n) (%)
1. Work progress $\chi^2 = 0.060$ df = 1 Sig = 0.807	30 (46.9)	34 (53.1)	64 (100.0)	10 (50.0)	10 (50.0)	20 (100.0)
2. Work stability $\chi^2 = 0.108$ df = 1 Sig = 0.742	41 (64.1)	23 (35.9)	64 (100.0)	12 (60.0)	8 (40.0)	20 (100.0)
3. Salary received $\chi^2 = 0.547$ df = 1 Sig = 0.460	26 (40.6)	38 (59.4)	64 (100.0)	10 (50.0)	10 (50.0)	20 (100.0)
4. Good superiors $\chi^2 = 3.864$ df = 1 Sig = 0.049	32 (50.0)	32 (50.0)	64 (100.0)	15 (75.0)	5 (25.0)	20 (100.0)
5. Good colleagues $\chi^2 = 6.159$ df = 1 Sig = 0.013	31 (48.4)	33 (51.6)	64 (100.0)	16 (80.0)	4 (20.0)	20 (100.0)
6. Sufficient welfare $\chi^2 = 0.131$ df = 1 Sig = 0.717	42 (65.6)	22 (34.4)	64 (100.0)	14 (70.0)	6 (30.0)	20 (100.0)
7. The development of the company's employees $\chi^2 = 0.662$ df = 1 Sig = 0.416	35 (54.7)	29 (45.3)	64 (100.0)	13 (65.0)	7 (35.0)	20 (100.0)
8. Work corresponding to the likeness/aptness $\chi^2 = 1.775$ df = 1 Sig = 0.183	41 (64.1)	23 (35.9)	64 (100.0)	16 (80.0)	4 (20.0)	20 (100.0)
9. Joyful working $\chi^2 = 3.537$ df = 1 Sig = 0.060	40 (62.5)	24 (37.5)	64 (100.0)	17 (85.0)	3 (15.0)	20 (100.0)
10. Obtaining more knowledge $\chi^2 = 0.662$ df = 1 Sig = 0.416	35 (54.7)	29 (45.3)	64 (100.0)	13 (65.0)	7 (35.0)	20 (100.0)
11. Challenge of the work $\chi^2 = 5.901$ df = 1 Sig = 0.015	39 (60.9)	25 (39.1)	64 (100.0)	18 (90.0)	2 (10.0)	20 (100.0)
12. Chance to use the ability $\chi^2 = 1.274$ df = 1 Sig = 0.259	44 (68.8)	20 (31.3)	64 (100.0)	11 (55.0)	9 (45.0)	20 (100.0)

#### **4.2.3 Relationship between the things expected by the sample when working in the Paper and Packaging Business of the Siam Cement Group and the variables on the types of the enterprises.**

After analyzing the relationship between the things expected by the sample when working in the Paper and Packaging Business and the types of the enterprises in this research, it was found that the things expected by the sample on the work stability and work corresponding to the likeness/aptness were association with the types of the enterprises with the statistical significance level of 0.5.

As shown in Table 26:



**Table 26 : Relationship between the things expected by the sample when working in the Paper and Packaging Business of the Siam Cement Group and the variables on the types of the enterprises.**

The things that expected	Types of enterprises								
	Industrial Paper			Printing & Writing Paper			Packaging		
	No (n)(%)	Yes (n)(%)	Total (n)(%)	No (n)(%)	Yes (n)(%)	Total (n)(%)	No (n)(%)	Yes (n)(%)	Total (n)(%)
1. Work progress $\chi^2=0.675df=2Sig=0.714$	13 (48.1)	14 (51.9)	27 (100.0)	8 (40.0)	12 (60.0)	20 (100.0)	19 (51.4)	18 (48.6)	37 (100.0)
2. Work stability $\chi^2=8.413df=2Sig=0.015$	23 (85.2)	4 (14.8)	27 (100.0)	11 (55.0)	9 (45.0)	20 (100.0)	19 (51.4)	18 (48.6)	37 (100.0)
3. Salary received $\chi^2=3.209df=2Sig=0.201$	15 (55.6)	12 (44.4)	27 (100.0)	6 (30.0)	14 (70.0)	20 (100.0)	15 (40.5)	22 (59.5)	37 (100.0)
4. Good superiors $\chi^2=3.666df=2Sig=0.160$	13 (48.1)	14 (51.9)	27 (100.0)	9 (45.0)	11 (55.0)	20 (100.0)	25 (67.6)	12 (32.4)	37 (100.0)
5. Good colleagues $\chi^2=1.278df=2 Sig=0.528$	16 (59.3)	11 (40.7)	27 (100.0)	9 (45.0)	11 (55.0)	20 (100.0)	22 (59.5)	15 (40.5)	37 (100.0)
6. Sufficient welfare $\chi^2=1.608df=2Sig=0.448$	19 (70.4)	8 (29.6)	27 (100.0)	11 (55.0)	9 (45.0)	20 (100.0)	26 (70.3)	11 (29.7)	37 (100.0)
7. The development of the employees $\chi^2=2.133df=2Sig=0.344$	15 (55.6)	12 (44.4)	27 (100.0)	9 (45.0)	11 (55.0)	20 (100.0)	24 (64.9)	13 (35.1)	37 (100.0)
8. Work corresponding to the likeness/aptness $\chi^2=10.574df=2Sig=0.005$	14 (51.9)	13 (48.1)	27 (100.0)	11 (55.0)	9 (45.0)	20 (100.0)	32 (86.5)	5 (13.5)	37 (100.0)
9. Joyful working $\chi^2=4.819 df=2 Sig=0.090$	18 (66.7)	9 (33.3)	27 (100.0)	10 (50.0)	10 (50.0)	20 (100.0)	29 (78.4)	8 (21.6)	37 (100.0)
10. Obtaining more knowledge $\chi^2=3.481df=2 Sig=0.175$	18 (66.7)	9 (33.3)	27 (100.0)	8 (40.0)	12 (60.0)	20 (100.0)	22 (59.5)	15 (40.5)	37 (100.0)
11. Challenge of the work $\chi^2=2.570 df=2 Sig=0.277$	18 (66.7)	9 (33.3)	27 (100.0)	11 (55.0)	9 (45.0)	20 (100.0)	28 (75.7)	9 (24.3)	37 (100.0)
12. Chance to use the ability $\chi^2=1.733 df=2 Sig=0.420$	15 (55.6)	12 (44.4)	27 (100.0)	14 (70.0)	6 (30.0)	20 (100.0)	26 (70.3)	11 (29.7)	37 (100.0)

#### **4.2.4 Relationship between the things expected by the sample when working in the Paper and Packaging Business of the Siam Cement Group and the variables on the current residence.**

After analyzing the relationship between the things expected by the sample when working in the Paper and Packaging Business and the current residence in this research, it was found that the current residence had not relationship with the things expected by the sample when working for the company.

As shown in Table 27:



**Table 27 : Relationship between the things expected by the sample when working in the Paper and Packaging Business of the Siam Cement Group and the variables on the current residence.**

The things that expected when working in the Paper and Packaging Business	Current residence					
	Bangkok			Upcountry		
	No (n) (%)	Yes (n) (%)	Total (n) (%)	No (n) (%)	Yes (n) (%)	Total (n) (%)
1. Work progress $\chi^2 = 0.087$ df = 1 Sig = 0.768	24 (49.0)	25 (51.0)	49 (100.0)	16 (45.7)	19 (54.3)	35 (100.0)
2. Work stability $\chi^2 = 2.000$ df = 1 Sig = 0.157	34 (69.4)	15 (30.6)	49 (100.0)	19 (54.3)	16 (45.7)	35 (100.0)
3. Salary received $\chi^2 = 1.800$ df = 1 Sig = 0.180	24 (49.0)	25 (51.0)	49 (100.0)	12 (34.3)	23 (65.7)	35 (100.0)
4. Good superiors $\chi^2 = 1.161$ df = 1 Sig = 0.281	25 (51.0)	24 (49.0)	49 (100.0)	22 (62.9)	13 (37.1)	35 (100.0)
5. Good colleagues $\chi^2 = 1.161$ df = 1 Sig = 0.281	25 (51.0)	24 (49.0)	49 (100.0)	22 (62.9)	13 (37.1)	35 (100.0)
6. Sufficient welfare $\chi^2 = 0.392$ df = 1 Sig = 0.531	34 (69.4)	15 (30.6)	49 (100.0)	22 (62.9)	13 (37.1)	35 (100.0)
7. The development of the company's employees $\chi^2 = 1.800$ df = 1 Sig = 0.180	31 (63.3)	18 (36.7)	49 (100.0)	17 (48.6)	18 (51.4)	35 (100.0)
8. Work corresponding to the likeness/aptness $\chi^2 = 0.014$ df = 1 Sig = 0.906	33 (67.3)	16 (32.7)	49 (100.0)	24 (68.6)	11 (31.4)	35 (100.0)
9. Joyful working $\chi^2 = 1.137$ df = 1 Sig = 0.286	31 (63.3)	18 (36.7)	49 (100.0)	26 (74.3)	9 (25.7)	35 (100.0)
10. Obtaining more knowledge $\chi^2 = 0.200$ df = 1 Sig = 0.655	27 (55.1)	22 (44.9)	49 (100.0)	21 (60.0)	14 (40.0)	35 (100.0)
11. Challenge of the work $\chi^2 = 0.126$ df = 1 Sig = 0.722	34 (69.4)	15 (30.6)	49 (100.0)	23 (65.7)	12 (34.3)	35 (100.0)
12. Chance to use the ability $\chi^2 = 0.796$ df = 1 Sig = 0.372	34 (69.4)	15 (30.6)	49 (100.0)	21 (60.0)	14 (40.0)	35 (100.0)

#### **4.3 Summary of the relationship between the things expected by the sample when working in the Paper and Packaging Business of the Siam Cement Group and the variables on the characteristics of the responsible work, working duration in current position, types of the enterprises, and current residence.**

After analyzing the relationship between the things expected by the sample when working in the Paper and Packaging Business and the various variables in this research, it was found that the things expected by the sample on the work stability and the work corresponding to the likeness/aptness were association with the types of enterprises with the statistical significance level of 0.5; the work corresponding to the likeness/aptness and obtaining more knowledge were associated with the characteristics of the responsible work with the statistical significance level of 0.5 ; and those of good superiors and good colleagues and the challenge of the work were association with the working duration in the current position with the statistical significance level of 0.5.

As shown in Table 28:

**Table 28 : Summary of the relationship between the things expected by the sample when working in the Paper and Packaging Business of the Siam Cement Group and the variables on the characteristics of the responsible work, working duration in current position, types of the enterprises, and current residence.**

The things that expected	<i>Characteristics the responsible of work</i>	<i>Working duration in the current position</i>	<i>Types of enterprises</i>	<i>Current residence</i>
<b>1. Work progress</b>	No Relationship	No Relationship	No Relationship	No Relationship
<b>2. Work stability</b>	No Relationship	No Relationship	<b>Relationship</b>	No Relationship
<b>3. Salary received</b>	No Relationship	No Relationship	No Relationship	No Relationship
<b>4. Good superiors</b>	No Relationship	<b>Relationship</b>	No Relationship	No Relationship
<b>5. Good colleagues</b>	No Relationship	<b>Relationship</b>	No Relationship	No Relationship
<b>6. Sufficient welfare</b>	No Relationship	No Relationship	No Relationship	No Relationship
<b>7. The development of the company's employees</b>	No Relationship	No Relationship	No Relationship	No Relationship
<b>8. Work corresponding to the likeness/ aptness</b>	<b>Relationship</b>	No Relationship	<b>Relationship</b>	No Relationship
<b>9. Joyful working</b>	No Relationship	No Relationship	No Relationship	No Relationship
<b>10. Obtaining more knowledge</b>	<b>Relationship</b>	No Relationship	No Relationship	No Relationship
<b>11. Challenge of the work</b>	No Relationship	<b>Relationship</b>	No Relationship	No Relationship
<b>12. Chance to use the ability</b>	No Relationship	No Relationship	No Relationship	No Relationship

## **Part 5 : Human resource development activities of the sample in the Paper and Packaging Business of the Siam Cement Group**

### **5.1 Human resource development activities**

#### **5.1.1 Participation in the human resource development activities of the sample in the Paper and Packaging Business.**

A sample of 84 people were used in this research. They used to participate in the human resource development activities arranged by the company 91.7% included the activity of the introduction and study the work within the enterprise, the second one, 77.4%, included being assigned the work they were to use information technology system or search for academic text, for 72.6% included being appointed as the working team in the small project.

As shown in the table 29:

**Table 29 : Participation in the human resource development activities of the sample in the Paper and Packaging Business.**

Human resource development activities	Participate		Non Participate	
	Number	Percentage	Number	Percentage
1. Introduction and study the work within the enterprise	77	91.7	7	8.3
2. Being assigned the work that was to use information technology system or search for academic text	65	77.4	19	22.6
3. Being appointed as the working team in the small project	61	72.6	23	27.4
4. To study the work from the trainer	58	69.0	26	31.0
5. Obtaining the chance to meet customers in order to directly know the demand	50	59.5	34	40.5
6. Training abroad using funds provided by the organization	50	59.5	34	40.5
7. Challenging assignments and self-led work	35	41.7	49	58.3
8. Field trips to leading companies abroad	4	4.8	80	95.2
9. Intensive training courses abroad	3	3.6	81	96.4
10. Business Concept Development (BCD)	3	3.6	81	96.4
11. Participation in the Management Development Program (MDP)	1	1.2	83	98.8
12. To study the work from the trainer	1	1.2	83	98.8
13. Funds to continue study locally	0	0.00	84	100.0
14. Funds to continue study abroad	0	0.00	84	100.0

**Table 29 : Participation in the human resource development activities of the sample in the Paper and Packaging Business (Cont.).**

Human resource development activities	Participate		Non Participate	
	Number	Percentage	Number	Percentage
15. Training on production technology course				
• <i>Introduction to Commercial Forest Plantation course</i>	40	47.6	44	52.4
• <i>Introduction to Pulp Making course</i>	48	57.1	36	42.9
• <i>Paper Recycling Overview course</i>	46	54.8	38	45.2
• <i>Introduction to Papermaking and Converting course</i>	51	60.7	33	39.3
• <i>Introduction to Paper Coating course</i>	42	50.0	42	50.0
• <i>Introduction to Paper Application course</i>	46	54.8	38	45.2
• <i>Introduction to Box Making course</i>	52	61.9	32	38.1
• <i>Introduction to Energy Generation course</i>	36	42.9	48	57.1
• <i>Introduction to Preventive Maintenance course</i>	43	51.2	41	48.8
• <i>Statistical Problem Solving : Basic Tools Stat course</i>	38	45.2	46	54.8
• <i>Intermediate to Commercial Forest Plantation course</i>	16	19.0	68	81.0
• <i>Fiber Line Operation and Control course</i>	14	16.7	70	83.3

**Table 29 : Participation in the human resource development activities of the sample in the Paper and Packaging Business (Cont.).**

Human resource development activities	Participate		Non Participate	
	Number	Percentage	Number	Percentage
• <i>Chemical Recovery and Operation Control course</i>	13	15.5	71	84.5
• <i>Pulp Drying, Baling, Operation and Control course</i>	12	14.3	72	85.7
• <i>Chemical Production and Control course</i>	12	14.3	72	85.7
• <i>Coating Formulation and Optimization course</i>	7	8.3	77	91.7
• <i>Color Kitchen and Coater Operation course</i>	9	10.7	75	89.3
• <i>Supercalendering course</i>	9	10.7	75	89.3
• <i>Coating for NCR Paper course</i>	8	9.5	76	90.5
• <i>Paper Recycling for Technical People course</i>	10	11.9	74	88.1
• <i>Paper Recycling for Production People course</i>	14	16.7	70	83.3
• <i>Environmental Technology for Technical People course</i>	9	10.7	75	89.3
• <i>Effluent Treatment Process for Production Support course</i>	7	8.3	77	91.7
• <i>Cleaner Technology for Technical People course</i>	9	10.7	75	89.3

**Table 29 : Participation in the human resource development activities of the sample in the Paper and Packaging Business (Cont.).**

Human resource development activities	Participate		Non Participate	
	Number	Percentage	Number	Percentage
• <i>Stock Preparation course</i>	15	17.9	69	82.1
• <i>Wet End course</i>	21	25.0	63	75.0
• <i>Dry End course</i>	20	23.8	64	76.2
• <i>Converting course</i>	16	19.0	68	81.0
• <i>Energy conservation course</i>	20	23.8	64	76.2
• <i>TPM – Planned Maintenance course</i>	17	20.2	67	79.8
• <i>SAP-PM (Plant Maintenance) course</i>	21	25.0	63	75.0
• <i>Sampling Distribution / Estimation / Test of Hypothesis course</i>	12	14.3	72	85.7
• <i>ANOVA / Introduction of DOE course</i>	11	13.1	73	86.9
• <i>Regression &amp; Correlation / MSA &amp; Uncertainty course</i>	6	7.1	78	92.9
• <i>Process Capability Analysis (PCA) course</i>	3	3.6	81	96.4
• <i>Applied Statistical course</i>	9	10.7	75	89.3
• <i>Intermediate Paper Application course</i>	9	10.7	75	89.3

**Table 29 : Participation in the human resource development activities of the sample in the Paper and Packaging Business (Cont.).**

Human resource development activities	Participate		Non Participate	
	Number	Percentage	Number	Percentage
16. Training course in the provision raw material, machine, and equipment				
• <i>Team Synergy course</i>	7	8.3	77	91.7
• <i>Problem Solving and Decision Making course</i>	11	13.1	73	86.9
• <i>Regulations and techniques of provision and authority to execute course</i>	3	3.6	81	96.4
• <i>Computer Skills Brushup course</i>	2	2.4	82	97.6
• <i>Basic Marketing course</i>	12	14.3	72	85.7
• <i>International Trading Documentation course</i>	1	1.2	83	98.8
• <i>Logistic Management course</i>	1	1.2	83	98.8
• <i>Course of psychology buyer and seller</i>	7	8.3	77	91.7
• <i>Course of technique of basic negotiation</i>	10	11.9	74	88.1
• <i>SAP Brushup course</i>	9	10.7	75	89.3
• <i>E-Procurement course</i>	4	4.8	80	95.2
• <i>Paper Making course</i>	15	17.9	69	82.1
• <i>Packaging course</i>	18	21.4	66	78.6

**Table 29 : Participation in the human resource development activities of the sample in the Paper and Packaging Business (Cont.).**

Human resource development activities	Participate		Non Participate	
	Number	Percentage	Number	Percentage
17. Training on the course of the business administration				
• <i>Negotiation Skills course</i>	12	14.3	72	85.7
• <i>Communication and Persuasion Skills course</i>	6	7.1	78	92.9
• <i>Customer Segmentation course</i>	5	6.0	79	94.0
• <i>Account Planning and Management course</i>	1	1.2	83	98.8
• <i>Marketing Brief/ Study / Visit course</i>	2	2.4	82	97.6
• <i>Strategic Marketing for Management course</i>	2	2.4	82	97.6

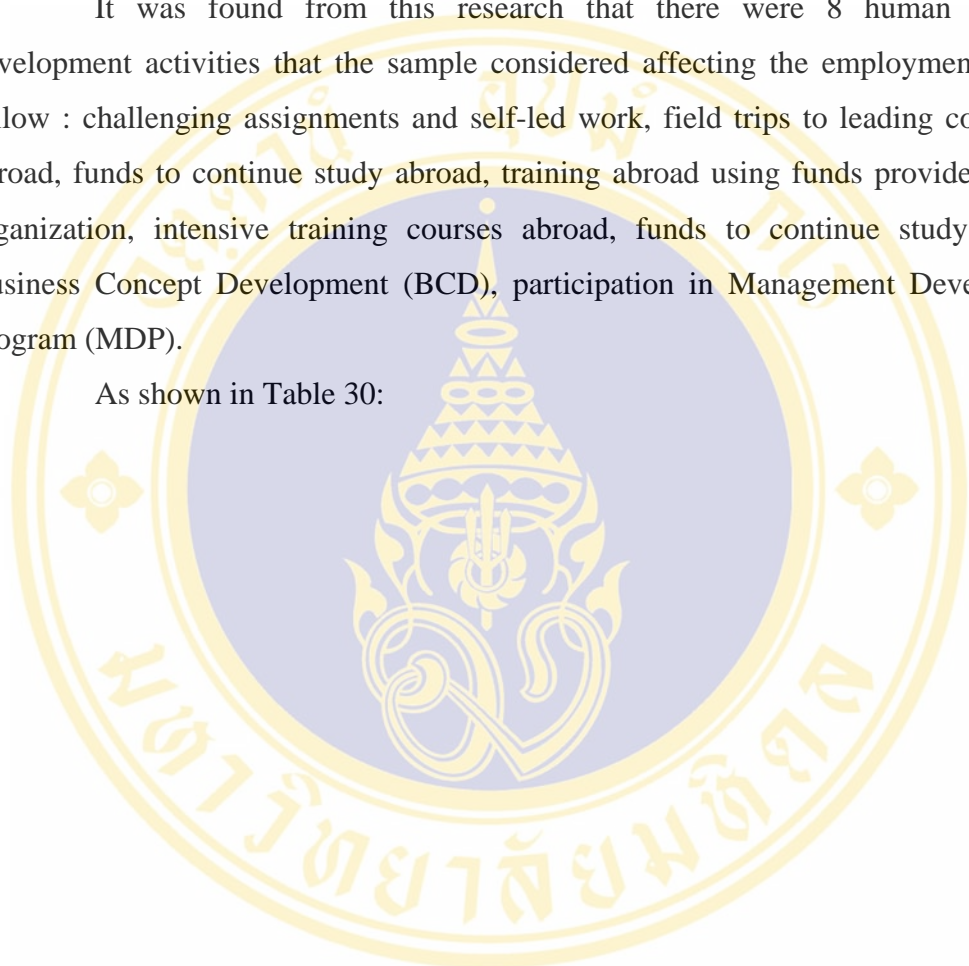
**Table 29 : Participation in the human resource development activities of the sample in the Paper and Packaging Business (Cont.).**

Human resource development activities	Participate		Non Participate	
	Number	Percentage	Number	Percentage
18. Self-learning through e-learning				
• <i>English in daily life as foreign language or second language of the person who does not use English as the main language course</i>	7	8.3	77	91.7
• <i>Basic marketing course</i>	21	25.0	63	75.0
• <i>Service Mind course</i>	12	14.3	72	85.7
• <i>Customer Relation course</i>	12	14.3	72	85.7
• <i>How to deal with Customer Complaint course</i>	3	3.6	81	96.4
• <i>Course of effective meeting</i>	4	4.8	80	95.2
• <i>Success with EQ course</i>	7	8.3	77	91.7
• <i>Course of potential development in the new millennium</i>	6	7.1	78	92.9
• <i>Course of changing crisis to be survival</i>	4	4.8	80	95.2
• <i>ISO 9000 Version 2000 standard course</i>	26	31.0	58	69.0
• <i>CATS Corporate English course</i>	7	8.3	77	91.7

### **5.1.2 Opinion of the sample in the human resource development activities that affected the employment rate in the Paper and Packaging Business of the Siam Cement Group.**

It was found from this research that there were 8 human resource development activities that the sample considered affecting the employment rate as follow : challenging assignments and self-led work, field trips to leading companies abroad, funds to continue study abroad, training abroad using funds provided by the organization, intensive training courses abroad, funds to continue study locally, Business Concept Development (BCD), participation in Management Development Program (MDP).

As shown in Table 30:



**Table 30 : Opinion of the sample in the human resource development activities that affected the employment rate in the Paper and Packaging Business of the Siam Cement Group.**

Activities	Opinion of the sample in the human resource development activities		
	Means	S.D.	Mean
1. Introduction and study the work within the enterprise	3.5000	.8849	Fairly Agreed
2. Being assigned the work that was to use information technology or search for academic text	3.2738	.8118	Fairly Agreed
3. Being appointed as the working team in the small project	3.2619	1.0074	Fairly Agreed
4. Being assigned as the TQC activity leader	2.9405	.8552	Fairly Agreed
5. Obtaining the chance to meet customers in order to directly know the demand	3.2262	1.1232	Fairly Agreed
6. Training abroad using funds provided by the organization	3.7500	1.1180	Very Agreed
7. Challenging assignments and self-led work	3.8095	.9503	Very Agreed
8. Field trips to leading companies abroad	3.7857	1.0984	Very Agreed
9. Intensive training courses abroad	3.7381	1.1314	Very Agreed
10. Business Concept Development (BCD)	3.6190	1.1291	Very Agreed
11. Participation in the Management Development Program (MDP)	3.5595	1.1549	Very Agreed
12. To study the work from the trainer	3.2857	1.0818	Fairly Agreed
13. Funds to continue study locally	3.7262	1.0221	Very Agreed
14. Funds to continue study abroad	3.7738	1.1756	Very Agreed

**Table 30 : Opinion of the sample in the human resource development activities that affected the employment rate in the Paper and Packaging Business of the Siam Cement Group (Cont.).**

Activities	Opinion of the sample in the human resource development activities		
	Means	S.D.	Mean
15. Training on the production technology course			
• <i>Introduction to Commercial Forest Plantation course</i>	2.6071	1.0978	Fairly Agreed
• <i>Introduction to Pulp Making course</i>	2.6789	1.0884	Fairly Agreed
• <i>Paper Recycling Overview course</i>	2.7262	1.1124	Fairly Agreed
• <i>Introduction to Papermaking and Converting course</i>	2.8214	1.1103	Fairly Agreed
• <i>Introduction to Paper Coating course</i>	2.7024	1.0842	Fairly Agreed
• <i>Introduction to Paper Application course</i>	2.8333	1.0958	Fairly Agreed
• <i>Introduction to Box Making course</i>	2.7381	1.1314	Fairly Agreed
• <i>Introduction to Energy Generation course</i>	2.7143	1.1255	Fairly Agreed
• <i>Introduction to Preventive Maintenance course</i>	2.8452	1.2073	Fairly Agreed
• <i>Statistical Problem Solving : Basic Tools Stat course</i>	2.7857	1.1727	Fairly Agreed
• <i>Intermediate to Commercial Forest Plantation course</i>	2.4881	1.0585	Less Agreed
• <i>Fiber Line Operation and Control course</i>	2.5476	1.0688	Fairly Agreed

**Table 30 : Opinion of the sample in the human resource development activities that affected the employment rate in the Paper and Packaging Business of the Siam Cement Group (Cont.).**

Activities	Opinion of the sample in the human resource development activities		
	Means	S.D.	Mean
• <i>Chemical Recovery and Operation Control course</i>	2.5476	1.0688	Fairly Agreed
• <i>Pulp Drying, Baling, Operation and Control course</i>	2.5476	1.0688	Fairly Agreed
• <i>Chemical Production and Control course</i>	2.5595	1.0794	Fairly Agreed
• <i>Coating Formulation and Optimization course</i>	2.5119	1.0237	Fairly Agreed
• <i>Color Kitchen and Coater Operation course</i>	2.5000	1.0120	Less Agreed
• <i>Supercalendering course</i>	2.4881	1.0237	Less Agreed
• <i>Coating for NCR Paper course</i>	2.5238	1.0583	Fairly Agreed
• <i>Paper Recycling for Technical People course</i>	2.5238	1.0117	Fairly Agreed
• <i>Paper Recycling for Production People course</i>	2.5238	1.0352	Fairly Agreed
• <i>Environmental Technology for Technical People course</i>	2.5357	1.0692	Fairly Agreed
• <i>Effluent Treatment Process for Production Support course</i>	2.5119	1.0470	Fairly Agreed
• <i>Cleaner Technology for Technical People course</i>	2.5119	1.0585	Fairly Agreed

**Table 30 : Opinion of the sample in the human resource development activities that affected the employment rate in the Paper and Packaging Business of the Siam Cement Group (Cont.).**

Activities	Opinion of the sample in the human resource development activities		
	Means	S.D.	Mean
• <i>Stock Preparation course</i>	2.5714	1.0787	Fairly Agreed
• <i>Wet End course</i>	2.5952	1.0989	Fairly Agreed
• <i>Dry End course</i>	2.5388	1.0999	Fairly Agreed
• <i>Converting course</i>	2.5952	1.0879	Fairly Agreed
• <i>Energy conservation course</i>	2.6786	1.1633	Fairly Agreed
• <i>TPM – Planned Maintenance course</i>	2.6786	1.1211	Fairly Agreed
• <i>SAP-PM (Plant Maintenance)course</i>	2.6786	1.0773	Fairly Agreed
• <i>Sampling Distribution / Estimation / Test of Hypothesis course</i>	2.6905	1.0752	Fairly Agreed
• <i>ANOVA / Introduction of DOE course</i>	2.6667	1.0792	Fairly Agreed
• <i>Regression &amp; Correlation / MSA &amp; Uncertainty course</i>	2.6548	1.0698	Fairly Agreed
• <i>Process Capability Analysis (PCA) course</i>	2.7143	1.0707	Fairly Agreed
• <i>Applied Statistical course</i>	2.7500	1.0852	Fairly Agreed
• <i>Intermediate Paper Application course</i>	2.7262	1.0794	Fairly Agreed

**Table 30 : Opinion of the sample in the human resource development activities that affected the employment rate in the Paper and Packaging Business of the Siam Cement Group (Cont.).**

Activities	Opinion of the sample in the human resource development activities		
	Means	S.D.	Mean
16. Training course in the provision of raw material, machine, and equipment			
• <i>Team Synergy course</i>	2.6548	1.0698	Fairly Agreed
• <i>Problem Solving and Decision Making course</i>	2.7143	1.0363	Fairly Agreed
• <i>Regulations and techniques of provision and authority to execute course</i>	2.5000	1.0471	Less Agreed
• <i>Computer Skills Brushup course</i>	2.5833	1.0778	Fairly Agreed
• <i>Basic Marketing course</i>	2.7262	1.1549	Fairly Agreed
• <i>International Trading Documentation course</i>	2.6310	1.0842	Fairly Agreed
• <i>Logistic Management course</i>	2.6667	1.1013	Fairly Agreed
• <i>Course of buyer and seller psychology</i>	2.7381	1.1099	Fairly Agreed
• <i>Technique of basic negotiation course</i>	2.7738	1.1444	Fairly Agreed
• <i>SAP Brushup course</i>	2.5357	1.0232	Fairly Agreed
• <i>E-Procurement course</i>	2.5357	1.0465	Fairly Agreed
• <i>Paper Making course</i>	2.5833	1.0666	Fairly Agreed
• <i>Packaging course</i>	2.6429	1.0715	Fairly Agreed

**Table 30 : Opinion of the sample in the human resource development activities that affected the employment rate in the Paper and Packaging Business of the Siam Cement Group (Cont.).**

Activities	Opinion of the sample in the human resource development activities		
	Means	S.D.	Mean
17. Training on the course of the business administration			
• <i>Negotiation Skills course</i>	3.2024	1.1489	Fairly Agreed
• <i>Communication and Persuasion Skills course</i>	3.1071	1.1303	Fairly Agreed
• <i>Customer Segmentation course</i>	3.0952	1.1577	Fairly Agreed
• <i>Account Planning and Management course</i>	3.0357	1.1454	Fairly Agreed
• <i>Marketing Brief / Study / Visit course</i>	3.1190	1.1658	Fairly Agreed
• <i>Strategic Marketing for Management course</i>	3.1667	1.1805	Fairly Agreed

**Table 30 : Opinion of the sample in the human resource development activities that affected the employment rate in the Paper and Packaging Business of the Siam Cement Group (Cont.).**

Activities	Opinion of sample in human resource development activities		
	Means	S.D.	Mean
18. Self-learning through e-learning			
• <i>English in daily life as foreign language or second language of the person who does not use English as the main language course</i>	3.2738	1.1858	Fairly Agreed
• <i>Basic Marketing course</i>	3.1310	1.1062	Fairly Agreed
• <i>Service Mind course</i>	3.0595	1.0682	Fairly Agreed
• <i>Customer Relation course</i>	3.0952	1.0935	Fairly Agreed
• <i>How to deal with Customer Complaint course</i>	3.0595	1.0794	Fairly Agreed
• <i>Course of effective meeting course</i>	2.9762	1.0525	Fairly Agreed
• <i>Success with EQ course</i>	3.0119	1.0810	Fairly Agreed
• <i>Course of potential development in new millennium course</i>	3.0238	1.0752	Fairly Agreed
• <i>Course of changing crisis to be survival course</i>	3.0476	1.0966	Fairly Agreed
• <i>ISO 9000 Version 2000 course</i>	2.8929	1.0299	Fairly Agreed
• <i>CATS Corporate English course</i>	2.9524	1.0856	Fairly Agreed

## CHAPTER V

### DISCUSSION

The objective of the research on “Human resource development and employment rate in the Paper and Packaging Business of the Siam Cement Group” was to examine whether the human resource development relates to the employment rate in the Paper and Packaging Business of the Siam Cement Group. The sample of this study consisted of 84 employees who were engineers and sales representatives in the Paper and Packaging Business of the Siam Cement Group and have been working for the Group between 1-6 years.

### DISCUSSION

#### **1. Factors relating to the employment rate of the sample in the Paper and Packaging Business of the Siam Cement Group.**

From this research, it was found that the factors relating to the employment rate of the sample included company's stability (50.0%), salary received (41.7%), good colleagues (39.3%), welfare obtained (38.1%), and knowledge obtained from working (35.7%).

The results of this research were consistent with Herzberg's theoretical concepts (Herzberg, 1959) that the external motivations which were the factors that cause the individual's work satisfaction, and helped the individual be capable to work in that organization for a long time included the salary, work stability, promotion opportunities, relationship with superiors and colleagues, and company's policies and management.

Moreover, this research was also consistent with the research conducted by Sommart Chutijariyawat and Yossawee Chaopaknam (2003) who found that the compensation and welfare were the important factors affecting employees' work satisfaction.

As the analysis of the sample in this research found that for the sample at the ages between 21 - 35, the period of becoming self-made people, the salary and welfare were the factors for the employment rate.

It is obvious that the factors relating to the employment rate such as the company's stability, salary received, good colleagues, welfare and knowledge obtained from working were their direct received factor benefits. Thus what the employees gained as direct benefits were related to the employment rate. Moreover, the factors attracted the sample to work for the company in the first period included the company's stability (65.5%), the salary received (41.7%) but when the sample work in the company for certain period the factors for employment rate in the company change from the old ones such as the company's stability were factor that most of the sample accepted as their employment rate in the company.

## **2. Relationship between the factors relating to the employment rate of the sample in the Paper and Packaging Business of the Siam Cement Group and the characteristics of responsible work variables.**

From this research, it was found that the factors relating to the employment rate of the sample in the Paper and Packaging Business in respect of welfare obtained related to the variable on the characteristics of the responsible work (being the engineers or the sales representatives) at a .05 level of significance.

This result was consistent to the concept of Sanoh Tiyaoo (2000: 180-181) Sommart Chutijariyawat and Yossawee Chaopaknam (2003) who found that factors stimulating employees' resignation were the compensation and welfare.

An analysis of the results of this research found that the employees in different careers had different opinions about their employment rate in the company relating to the welfare they gained. The reason may be analyzed that the employees in each occupation had different roles, duties, responsible works and benefits. So the

needs and demands on the welfare may be different. Some welfare provided by the company may be essential, suitable, and relevant to the demands of the employees in one occupation, but, in the meantime, might not be necessary nor appropriate for another occupation.

### **3. Relationship between the factors relating to the employment rate of the sample in the Paper and Packaging Business of the Siam Cement Group and current residence variables**

From this research, it was found that the factors relating to the employment rate of the sample in respect of good superiors and good colleagues related to the variable on current residence at a .05 level of significance.

This information was relevant to Herzberg's theoretical concept (Herzberg, 1959) that the relationship with the superiors and colleagues was a factor for work motivation. Therefore, if the employee had a good relationship with his/her superiors and colleagues, he/she would have work motivation. This finding was also consistent to Climer's concept (Climer, 1971) who stated that the authority was the important factor affecting each operator's work satisfaction or dissatisfaction. Bad authority was the first rank factor of work absence and resignation.

Analysed of the results of this research showed that although most of the sample lived in Bangkok, they still required working for the company because they felt satisfied with the superiors and colleagues.

### **4. Relationship between the factors relating to the employment rate of the sample in the Paper and Packaging Business of the Siam Cement Group and working duration in current position variables**

From this research, it was found that the factors relating to the employment rate of the sample did not significantly related to the variable on working duration.

This research agreed with the findings of Chalermchai Thatcharoen (2002) that different work duration did not significantly affected the employment rate. Maybe the employees working in the Paper and Packaging Business of the Siam

Cement Group no matter for how long got the company's stability, salary or welfare as the more essential factors. So working duration did not affected the employment rate.

##### **5. Relationship between the factors relating to the employment rate of the sample in the Paper and Packaging Business of the Siam Cement Group and types of enterprise variables**

It was found from this study that the factors relating to the employment rate of the sample in the Paper and Packaging Business regarding the salary received related to the variable on the types of enterprise at a .05 level of significance.

In the present condition the persons that work for each private of enterprise may not received salary. Nuttapan Kaechornnun (1998) indicated that a person would compare his/her working efforts and outcome he/she gained with those of others whether they were equivalent or not. If other employees got higher compensations that person might feel unsatisfied and led to work performance problems. The result of this research was as the same, the sample should make comparison and each individual require to receive salary more than the others. So salary related to the types of enterprise variables.

##### **6. Human resource development of the Paper and Packaging Business of the Siam Cement Group and the employment rate.**

From this research, it was found that the human resource development in the Paper and Packaging Business of the Siam Cement Group related to the employment rate of sample. However, the sample did not set it as the top priorities when compared with other factors such as the company's stability, salary received.

Human resource development was the activity performed to improve more employee efficiency, so it was the factor that attracted the employment rate.

The analysis of the characteristics of activity participation by the sample found that most of the sample used to participate in the company's human resource development training courses. Those training courses involved with their work or enhanced better performance. For some training courses such as training courses

relating to work observation of international leading companies in other countries, the business knowledge development project, or management development program which some of the sample had good chance to participate mean while most of the sample had not. The course criteria setting up for the participants' qualifications would be the reason. When analysing the sample, it was found that some of them were not qualified such as working duration or position were not qualified to be able to participate. Moreover, due to different characteristics of the jobs, some of the sample had never been participated in such activities, the number of the participants were small. It resulted that some employees viewed that human resource development was not the principle factor comparing with other factors such as the company's stability, salary received which were what that sample obtained directly and be concrete while, human resource development was the indirect benefit and took time for concrete effect.

#### **7. Human resource development activities that made the sample work in the Paper and Packaging Business of the Siam Cement Group**

The employees viewed that human resource development activities that made the high level employment rate in the Paper and Packaging Business of the Siam Cement Group were challenging assignments and self-led work, field trips to leading companies abroad, funds to continue study abroad, training abroad using funds provided by the organization, intensive training courses abroad, funds to continue study locally, Business Concept Development (BCD), Management Development Program (MDP).

When the human resource development activities highly affecting the employment rate of the sample were analyzed, it was found that the activities highly affecting the employment rate were those mostly involving going abroad (for example, field trips to leading companies abroad, training abroad using funds provided by the organization, intensive training courses abroad) which cost a lot. It was nice to do, but it was hard to invest for all employees.

The analysis of the requirement of the sample showed that must be the activities that the employees obtained direct benefit and were the activities concerning

with the self-development of the employees. Moreover, those activities were activities the dream for all employees. So, if they could get them they would attach with the employment rate the company.



## **CHAPTER VI**

### **CONCLUSIONS AND RECOMMENDATIONS**

The objective of the research on “Human resource development and employment rate in the Paper and Packaging Business of the Siam Cement Group” was to examine whether the human resource development related to the employment rate working in the Paper and Packaging Business of the Siam Cement Group.

The sample of this study consisted of 84 employees who were engineers and sales representatives in the Paper and Packaging Business of the Siam Cement Group and have been working for the Group between 1-6 years.

The instrument of this research was a questionnaire that consisted of 3 parts.

Data analysis and statistics used in this research were number, percentage, means, Standard deviation, and Chi-Square test. Statistics were analyzed by computer SPSS program.

## **CONCLUSIONS**

### **Part 1 : General Data**

This research sample consisted of 84 persons, 44% working in the Packaging Business, 61.9% were engineers. The age of all sample were between 21 - 35 years, total work experience of 66.7% were between 1 - 3 years, the working experience in the Paper and Packaging Business of 69% were between 1 - 2 years and 76.2% majority of the sample had working duration in current position between 1 - 2 years. 58.3% of the sample lived in Bangkok

## **Part 2 : Factors that related to the employment rate of the sample in the Paper and Packaging Business of The Siam Cement Group.**

This research found that the factors related to the employment rate in the Paper and Packaging Business of the Siam Cement Group were the company's stability (50%), salary received (41.7%), good colleagues (39.3%)

After classified according to career group, it was found that the factors related to the employment rate of the engineer sample mostly (51.9%) included the company's stability, secondly (38.5%), was salary received and Knowledge obtained from working.

After classified according to the career of sales representatives, it was found that the factors related to the employment rate of the sales representatives mostly (53.1%) included the welfare obtained, secondly (46.9%), was company's stability and salary received.

After studied the relationship between the factors related to the employment rate of the sample in the Paper and Packaging Business and various variables, it was found that the factors related to the employment rate of the sample on salary received was associated with the types of enterprise. Factors on the welfare obtained and learning new works were associated with the characteristics of responsible work. The good superiors and good colleagues were associated with the current residence with the statistical significance level of 0.5.

## **Part 3 : Motivation for the sample to work in the Paper and Packaging Business of the Siam Cement Group**

It was found from this research that the motivation for the made sample to work for the company at most included the company's reputation (65.5%), secondly, salary received (64.3%), the company's stability (63.1%), company welfare (54.8 %), and the development of company's employees (44.0%)

After classified according to the career group, it was found that the motivation for the engineers to work in the company mostly (69.2%) included salary received, secondly, is 67.3% included the company reputation and stability.

After classified according to the career of the sales representatives, it was found that the motivation for the sales representatives to work in the company mostly (62.5%) included the company reputation and stability, the second one was the company welfare.

After studied the relationship between the motivation that for the sample to work for the company and various variables, it was found that the motivation for the made sample to work in the Paper and Packaging Business and variables of types of enterprise, characteristic of responsible work, and current residence had no relationship; except for the motivation on knowledge obtained from working was associated with the characteristics of responsible work and working duration in current position with the statistical significance of .05 level.

#### **Part 4 : The things expected the sample when working in the Paper and Packaging Business of the Siam Cement Group**

It was found from this research that expected of the sample when working in company included salary received (57.1%), work progress (52.4%), good superiors and good colleagues (44%)

After classified according to career group, it was found that the expectance of the engineer sample when working in the company mostly (65.4%) included salary received, secondly, is 59.6% included work progress, 53.8% obtaining more knowledge.

After classified according to the career of the sales representatives, it was found that the expectance for the sales representatives when working in the company mostly included salary received (43.8%), the second 40.6% included work progress, good colleagues and sufficient and corresponding to the need welfare .

After studied the relationship between the expectance of the sample when working in the Paper and Packaging Business and various variables, it was found that what the sample expected about the work stability and work corresponding to the likeness/aptness were associated with types of enterprise with the statistical significance of .05 level. Good superior, good colleagues and challenge of the work were associated with the working duration in current position with the statistical significance of .05 level; and work corresponding to the likeness/aptness and obtaining more knowledge were associated with the characteristics of responsible work with the statistical significance of .05 level.

### **Part 5 : Human resource development activities in the Paper and Packaging Business of the Siam Cement Group related the employment rate of the sample**

It was found from this research that the human resource development activities that the company had once prepared for most sample (91.7%) who had ever participated included the activity of introduction and study the work within the enterprise, the second one, 77.4%, included being assigned the work that was to use information technology system or search for academic text for 72.6% including being appointed as the working team in the small project.

After studied the opinion of the sample about the human resource development activities affected the employment rate, it was found that such activities included challenging assignments and self-led work, field trips to leading companies abroad, funds to continue study abroad, training abroad using funds provided by the organization, intensive training courses abroad, funds to continue study locally, Business Concept Development (BCD), participation in Management Development Program (MDP).

## Conclusions

1. Factors that related the employment rate in the Paper and Packaging Business of the Siam Cement Group of the employees with working duration not more than 6 years related with the company's stability, salary received, welfare obtained, good colleague, and knowledge obtained from working.

2. Since the employee with working duration for not more than 6 years were at the age between 21 – 35 years which was the period of becoming self made people building up the status and stability; thus, the factor that related with four necessities of life was the most significant need of this group of the employees.

3. Human resource development activities affected the employment rate in high level had 8 activities included being assigned the challenging and identifying leadership work, field trip at the leading company abroad, obtaining the fund to continue the study abroad, training abroad with the fund provided by the organization without obligations, intensive training course abroad, obtaining the fund to continue the study in the country, BCD, participation in Management Development Program (MDP).

4. All employees in the Paper and Packaging Business of the Siam Cement Group had opportunity to participate in the activity of human resource development of the company depending on the condition of each course.

5. Factors that related the employment rate with the working duration of not more than 6 years will related with the benefit that they will obtain mostly.

6. The company reputation was the most important thing that motivates the employee to work in the Paper and Packaging Business of the Siam Cement Group.

7. Work progress was the factor that takes the first priority for the employees to make the employment in the Paper and Packaging Business of the Siam Cement Group.

8. Company's stability, salary received, welfare obtained, knowledge obtained from working, the development of company's employees, company's reputation, and work progress were the motivation that made employees come to work for the company; they were expected by the employees when came to work in the company and they were the factors related with the employment rate.

## **Suggestions for the company**

From this research, the researcher would like to suggest as follows:

1. Motivation of the employees whose working duration not more than 6 years to the employment rate in the company were the external motivation such as salary, work stability, chance to be promoted, relationship with the superiors and colleagues; and the internal one such as work progress, advancement. Thus, the company must create both internal and external motivation was simultaneously.

2. The expectations of the employees when working in the Paper and Packaging Business of the Siam Cement Group; the motivation for the employees to join the work were the same as the factor related the employment rate.

3. Human resource development was one of the factors that motivated the employees to stay in the Paper and Packaging Business of the Siam Cement Group especially activities of being assigned the challenging and showing leadership work, field trip at the leading companies abroad, obtaining the fund to continue the study abroad, training abroad with the fund provided by the organization without obligations, intensive course training abroad, obtaining fund to continue the study in the country, attendance in the business knowledge development program (BCD), and participation in the Management Development Program (MDP) were the activities they will be motivated to employment rate in the company.

## **Suggestions for further research**

There should be the study of the component that affects the employment rate of the employees whose working duration is more than 6 years in order to see that what the components that affect the employment rate of the employees whose working duration is more than 6 years are; and whether they are different from those of the employees whose working duration is lower than 6 years.

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ประกันชีวิตบริษัท อเมริกันอินเตอร์เนชันแนลแอสซิวรันส์ จำกัด ในเขตกรุงเทพมหานคร

วิทยานิพนธ์ปริญญาพัฒนบริหารศาสตรมหาบัณฑิต ,คณะพัฒนาสังคม สถาบันบัณฑิต  
พัฒนบริหารศาสตร์.

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กิจกรรมการพัฒนาทรัพยากรมนุษย์ของบริษัทวิทยุการบินแห่งประเทศไทย จำกัด .

วิทยานิพนธ์

ปริญญาวิทยาศาสตรมหาบัณฑิต ,สาขาเทคโนโลยีการศึกษา บัณฑิตวิทยาลัย

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## แบบสอบถาม

## เรื่อง

“การพัฒนาบุคลากรกับการคงอยู่ของพนักงาน  
ในธุรกิจกระดาษและบรรจุภัณฑ์ เครื่องซิเมนต์ไทย”

## ส่วนที่ 1 : ข้อมูลทั่วไป

1. สถานที่ทำงาน  กิจการกระดาษอุตสาหกรรม (IDP)  
 กิจการกระดาษพิมพ์เขียน (PPW)  
 กิจการบรรจุภัณฑ์ (TCB)
2. ลักษณะงานที่รับผิดชอบ  วิศวกร  
 ผู้แทนขาย
3. ประสบการณ์การทำงานทั้งหมด ..... ปี
4. ประสบการณ์การทำงานในธุรกิจกระดาษและบรรจุภัณฑ์ ..... ปี
5. ประสบการณ์การทำงานในตำแหน่งในปัจจุบัน ..... ปี
6. อายุ  20 ปีหรือต่ำกว่า  21 - 35 ปี  
 36 - 45 ปี  46 - 55 ปี  
 56 ปีขึ้นไป
7. ที่อยู่ปัจจุบัน  กรุงเทพมหานคร  
 ต่างจังหวัด (โปรดระบุอำเภอ.....จังหวัด.....)

**ส่วนที่ 2 : ปัจจัยที่มีผลต่อการคงอยู่ของพนักงาน**

1) สิ่งจูงใจที่ทำให้ท่านเข้าทำงานกับบริษัทคืออะไร

- |   |  |
|---|--|
| <input type="checkbox"/> 1. ชื่อเสียงของบริษัท          | <input type="checkbox"/> 7. ความรู้จากการทำงาน       |
| <input type="checkbox"/> 2. ความก้าวหน้าในหน้าที่การงาน | <input type="checkbox"/> 8. ตรงกับสาขาวิชาที่เรียนมา |
| <input type="checkbox"/> 3. ความมั่นคงของบริษัท         | <input type="checkbox"/> 9. ตรงกับความชอบ / ความถนัด |
| <input type="checkbox"/> 4. เงินเดือนที่ได้รับ          | <input type="checkbox"/> 10. อื่น ๆ (โปรดระบุ) ..... |
| <input type="checkbox"/> 5. สวัสดิการจากบริษัท          | .....  |
| <input type="checkbox"/> 6. การพัฒนาพนักงานของบริษัท    |  |

2) สิ่งที่ท่านคาดหวังเมื่อเข้ามาทำงานกับบริษัทคืออะไร

- |  |  |
|--|--|
| <input type="checkbox"/> 1. ความก้าวหน้าในหน้าที่การงาน          | <input type="checkbox"/> 8. ได้ทำงานที่ชอบ / ที่ถนัด |
| <input type="checkbox"/> 2. ความมั่นคงในงาน                      | <input type="checkbox"/> 9. ทำงานอย่างสนุก           |
| <input type="checkbox"/> 3. เงินเดือนที่ได้รับ                   | <input type="checkbox"/> 10. ได้รับความรู้เพิ่มขึ้น  |
| <input type="checkbox"/> 4. ผู้บังคับบัญชาที่ดี                  | <input type="checkbox"/> 11. ความท้าทายของงาน        |
| <input type="checkbox"/> 5. เพื่อนร่วมงานที่ดี                   | <input type="checkbox"/> 12. โอกาสในการใช้ความสามารถ |
| <input type="checkbox"/> 6. สวัสดิการเพียงพอและตรงกับความต้องการ | <input type="checkbox"/> 13. อื่น ๆ (โปรดระบุ) ..... |
| <input type="checkbox"/> 7. การพัฒนาพนักงานของบริษัท             | .....  |

3) เมื่อท่านเข้ามาทำงานในบริษัท ท่านได้รับในสิ่งที่คาดหวังไว้หรือไม่ (จากข้อ 2)

- ไม่ได้ (กรุณาตอบคำถามข้อ 4 ก่อนตอบคำถามข้อ 5)
- ได้รับครบถ้วนทุกข้อตามที่คาดหวัง (กรุณาตอบคำถามข้อ 5 ไม่ต้องตอบคำถามข้อ 4)
- ได้บ้างบางข้อ สิ่งที่ท่านได้รับคือ

- |  |  |
|--|--|
| <input type="checkbox"/> 1. ความก้าวหน้าในหน้าที่การงาน          | <input type="checkbox"/> 8. ได้ทำงานที่ชอบ / ที่ถนัด |
| <input type="checkbox"/> 2. ความมั่นคงในงาน                      | <input type="checkbox"/> 9. ทำงานอย่างสนุก           |
| <input type="checkbox"/> 3. เงินเดือนที่ได้รับ                   | <input type="checkbox"/> 10. ได้รับความรู้เพิ่มขึ้น  |
| <input type="checkbox"/> 4. ผู้บังคับบัญชาที่ดี                  | <input type="checkbox"/> 11. ความท้าทายของงาน        |
| <input type="checkbox"/> 5. เพื่อนร่วมงานที่ดี                   | <input type="checkbox"/> 12. โอกาสในการใช้ความสามารถ |
| <input type="checkbox"/> 6. สวัสดิการเพียงพอและตรงกับความต้องการ | <input type="checkbox"/> 13. อื่น ๆ (โปรดระบุ) ..... |
|  | .....  |

7. การพัฒนาพนักงานของบริษัท (ข้ามคำถามข้อที่ 4 ไปตอบคำถามข้อ 5 แทนที่)

4) ในกรณีซึ่งท่านไม่ได้รับในสิ่งที่ท่านปรารถนา ปัจจัยที่ทำให้ท่านยังคงอยู่กับบริษัทคือข้อใด

- |  |  |
|--|--|
| <input type="checkbox"/> 1. ความก้าวหน้าในหน้าที่การงาน          | <input type="checkbox"/> 8. ได้ทำงานที่ชอบ / ที่ถนัด |
| <input type="checkbox"/> 2. ความมั่นคงในงาน                      | <input type="checkbox"/> 9. ทำงานอย่างสนุก           |
| <input type="checkbox"/> 3. เงินเดือนที่ได้รับ                   | <input type="checkbox"/> 10. ได้รับความรู้เพิ่มขึ้น  |
| <input type="checkbox"/> 4. ผู้บังคับบัญชาที่ดี                  | <input type="checkbox"/> 11. ความท้าทายของงาน        |
| <input type="checkbox"/> 5. เพื่อนร่วมงานที่ดี                   | <input type="checkbox"/> 12. โอกาสในการใช้ความสามารถ |
| <input type="checkbox"/> 6. สวัสดิการเพียงพอและตรงกับความต้องการ | <input type="checkbox"/> 13. อื่น ๆ (โปรดระบุ) ..... |
| <input type="checkbox"/> 7. การพัฒนาพนักงานของบริษัท             | .....  |

5) โปรดระบุปัจจัย (โดยภาพรวม) ที่ทำให้ท่านทำงานอยู่กับบริษัทคืออะไร

- |  |   |
|--|---|
| <input type="checkbox"/> 1. ความมั่นคงของบริษัท    | <input type="checkbox"/> 8. ความรู้ที่ได้รับจากการทำงาน |
| <input type="checkbox"/> 2. ความก้าวหน้าในการทำงาน | <input type="checkbox"/> 9. การพัฒนาพนักงานของบริษัท    |
| <input type="checkbox"/> 3. ชื่อเสียงของบริษัท     | <input type="checkbox"/> 10. การได้เรียนรู้งานใหม่ ๆ    |
| <input type="checkbox"/> 4. เงินเดือนที่ได้รับ     | <input type="checkbox"/> 11. สนุกกับการทำงาน            |
| <input type="checkbox"/> 5. สวัสดิการที่ได้รับ     | <input type="checkbox"/> 12. การได้ทำงานที่ท้าทาย       |
| <input type="checkbox"/> 6. ผู้บังคับบัญชาที่ดี    | <input type="checkbox"/> 13. อื่น ๆ (โปรดระบุ) .....    |
| <input type="checkbox"/> 7. เพื่อนร่วมงานที่ดี     | .....   |

6) ท่านคิดว่าสิ่งที่จูงใจให้เพื่อนพนักงานระดับเดียวกับท่านคงอยู่กับบริษัทคืออะไร

- |   |   |
|---|---|
| <input type="checkbox"/> 1. ความมั่นคงของบริษัท         | <input type="checkbox"/> 9. ความรู้ที่ได้รับจากการทำงาน |
| <input type="checkbox"/> 2. ความก้าวหน้าในหน้าที่การงาน | <input type="checkbox"/> 10. การพัฒนาพนักงานของบริษัท   |
| <input type="checkbox"/> 3. ชื่อเสียงของบริษัท          | <input type="checkbox"/> 11. การได้เรียนรู้งานใหม่ ๆ    |
| <input type="checkbox"/> 4. เงินเดือนที่ได้รับ          | <input type="checkbox"/> 12. สนุกกับการทำงาน            |
| <input type="checkbox"/> 5. สวัสดิการที่ได้รับ          | <input type="checkbox"/> 13. ความชอบในงาน               |
| <input type="checkbox"/> 6. ผู้บังคับบัญชาที่ดี         | <input type="checkbox"/> 14. อื่น ๆ (โปรดระบุ) .....    |
| <input type="checkbox"/> 7. เพื่อนร่วมงานที่ดี          | .....   |
| <input type="checkbox"/> 8. การหมุนเวียนงาน             |   |

7) ท่านคิดว่าปัจจัยที่ทำให้เพื่อนพนักงานในระดับเดียวกับท่านไม่อยากจะทำงานกับบริษัทคือข้อใด

- 1. สถานที่ทำงานอยู่ต่างจังหวัด
- 2. เงินเดือนที่ได้รับ
- 3. การทำงาน 6 วัน (วันธรรมดา + วันเสาร์)
- 4. การศึกษาต่อ
- 5. งานที่ไม่ตรงกับความชอบ / ความถนัด
- 6. การรอกอยความก้าวหน้า
- 7. ความกดดันจากการทำงาน
- 8. ผู้บังคับบัญชา
- 9. เพื่อนร่วมงาน
- 10. อื่น ๆ (โปรดระบุ).....

8) ท่านคิดว่าสิ่งที่จะทำให้พนักงานคงอยู่กับบริษัท บริษัทควรปรับปรุงอะไร

- 1. เวลาทำงานควรจะเป็น 5 วัน
- 2. เงินเดือนที่เพิ่มมากขึ้น
- 3. ความก้าวหน้าซึ่งน่าจะเร็วกว่านี้
- 4. มีการหมุนเวียนงาน
- 5. ผู้บังคับบัญชา (วิธีการทำงาน + วิธีการปกครอง)
- 6. ได้ทำงานที่ท้าทาย
- 7. อื่น ๆ (โปรดระบุ).....

### ส่วนที่ 3 : กิจกรรมการพัฒนาบุคลากร

1) ท่านเคยเข้าร่วมกิจกรรมการพัฒนาบุคลากรของบริษัทต่อไปนี้หรือไม่

กิจกรรม	ท่านเคยเข้าร่วม	
	เคย	ไม่เคย
1. การแนะนำและศึกษางานภายใน กิจการ		
2. การได้รับมอบหมายงานที่ต้องใช้ ระบบเทคโนโลยีสารสนเทศ (IT) หรือต้องค้นคว้าตำราวิชาการ		
3. การได้รับแต่งตั้งเป็นคณะทำงาน โครงการขนาดเล็ก		
4. การได้รับมอบหมายเป็นผู้นำกิจกรรม TQC		
5. การได้รับโอกาสให้พบปะลูกค้าเพื่อ ทราบความต้องการ โดยตรง		
6. การส่งไปอบรมต่างประเทศโดยขอ ทุนจากองค์กรที่ไม่มีข้อผูกพัน		
7. การได้รับมอบหมายงานที่ทำขายและแสดง ภาวะผู้นำ		
8. การดูงานบริษัทชั้นนำต่างประเทศ		
9. การอบรมหลักสูตรอย่างเข้มข้นที่ ต่างประเทศ		
10. การเข้าร่วมโครงการพัฒนาความรู้ ทางธุรกิจ (BCD)		
11. การเข้าร่วมโครงการ Management Development PROGRAM (MDP)		
12. การเรียนรู้จากพี่เลี้ยง		
13. การได้รับทุนศึกษาต่อในประเทศ		
14. การได้รับทุนศึกษาต่อต่างประเทศ		

กิจกรรม	ท่านเคยเข้าร่วม	
	เคย	ไม่เคย
15. การฝึกอบรมหลักสูตรด้านเทคโนโลยีการผลิต		
• หลักสูตร <i>Introduction to Commercial Forest Plantation</i>		
• หลักสูตร <i>Introduction to Pulp Making</i>		
• หลักสูตร <i>Paper Recycling Overview</i>		
• หลักสูตร <i>Introduction to Papermaking and Converting</i>		
• หลักสูตร <i>Introduction to Paper Coating</i>		
• หลักสูตร <i>Introduction to Paper Application</i>		
• หลักสูตร <i>Introduction to Box Making</i>		
• หลักสูตร <i>Introduction to Energy Generation</i>		
• หลักสูตร <i>Introduction to Preventive Maintenance</i>		
• หลักสูตร <i>Statistical Problem Solving : Basic Tools Stat</i>		
• หลักสูตร <i>Intermediate to Commercial Forest Plantation</i>		
• หลักสูตร <i>Fiber Line Operation and Control</i>		
• หลักสูตร <i>Chemical Recovery and Operation Control</i>		
• หลักสูตร <i>Pulp Drying, Baling, Operation and Control</i>		
• หลักสูตร <i>Chemical Production and Control</i>		
• หลักสูตร <i>Coating Formulation and Optimization</i>		
• หลักสูตร <i>Color Kitchen and Coater Operation</i>		
• หลักสูตร <i>Supercalendering</i>		

กิจกรรม	ท่านเคยเข้าร่วม	
	เคย	ไม่เคย
• หลักสูตร <i>Coating for NCR Paper</i>		
• หลักสูตร <i>Paper Recycling for Technical People</i>		
• หลักสูตร <i>Paper Recycling for Production People</i>		
• หลักสูตร <i>Environmental Technology for Technical People</i>		
• หลักสูตร <i>Effluent Treatment Process for Production Support</i>		
• หลักสูตร <i>Cleaner Technology for Technical People</i>		
• หลักสูตร <i>Stock Preparation</i>		
• หลักสูตร <i>Wet End</i>		
• หลักสูตร <i>Dry End</i>		
• หลักสูตร <i>Converting</i>		
• หลักสูตร <i>Energy conservation</i>		
• หลักสูตร <i>TPM – Planned Maintenance</i>		
• หลักสูตร <i>SAP-PM (Plant Maintenance)</i>		
• หลักสูตร <i>Sampling Distribution / Estimation / Test of Hypothesis</i>		
• หลักสูตร <i>ANOVA / Introduction of DOE</i>		
• หลักสูตร <i>Regression &amp; Correlation / MSA &amp; Uncertainty</i>		
• หลักสูตร <i>Process Capability Analysis (PCA)</i>		
• หลักสูตร <i>Applied Statistical</i>		
• หลักสูตร <i>Intermediate Paper Application</i>		

กิจกรรม	ท่านเคยเข้าร่วม	
	เคย	ไม่เคย
16. การฝึกอบรมหลักสูตรด้านการจัดหาวัตถุดิบ เครื่องจักร และอุปกรณ์		
<ul style="list-style-type: none"> <li>• หลักสูตร <i>Team Synergy</i></li> <li>• หลักสูตร <i>Problem Solving and Decision Making</i></li> <li>• หลักสูตรระเบียบและเทคนิคการจัดการและอำนาจดำเนินการ</li> <li>• หลักสูตร <i>Computer Skills Brushup</i></li> <li>• หลักสูตรความรู้พื้นฐานเรื่องการค้า</li> <li>• หลักสูตร <i>International Trading Documentation</i></li> <li>• หลักสูตร <i>Logistic Management</i></li> <li>• หลักสูตรจิตวิทยาสู้ภัย</li> <li>• หลักสูตรเทคนิคการเจรจาขั้นพื้นฐาน</li> <li>• หลักสูตร <i>SAP Brushup</i></li> <li>• หลักสูตร <i>E-Procurement</i></li> <li>• หลักสูตร <i>Paper Making</i></li> <li>• หลักสูตร <i>Packaging</i></li> </ul>		
17. การฝึกอบรมหลักสูตรด้านการจัดการธุรกิจ		
<ul style="list-style-type: none"> <li>• หลักสูตร <i>Negotiation Skills</i></li> <li>• หลักสูตร <i>Communication and Persuasion Skills</i></li> <li>• หลักสูตร <i>Customer Segmentation</i></li> <li>• หลักสูตร <i>Account Planning and Management</i></li> <li>• หลักสูตร <i>Marketing Brief/ Study/ Visit</i></li> <li>• หลักสูตร <i>Strategic Marketing for Management</i></li> </ul>		

กิจกรรม	ท่านเคยเข้าร่วม	
	เคย	ไม่เคย
18. การเรียนรู้ด้วยตนเองผ่านระบบเทคโนโลยีสารสนเทศ (e-learning) <ul style="list-style-type: none"> <li>• หลักสูตรภาษาอังกฤษเพื่อใช้ในชีวิตประจำวันเป็นภาษาต่างประเทศหรือภาษาที่สองของผู้ที่ไม่ใช้ภาษาอังกฤษเป็นภาษาหลัก</li> <li>• หลักสูตรการตลาดขั้นพื้นฐาน</li> <li>• หลักสูตร <i>Service Mind</i></li> <li>• หลักสูตร <i>Customer Relation</i></li> <li>• หลักสูตร <i>How to deal with Customer Complaint</i></li> <li>• หลักสูตรการประชุมอย่างมีประสิทธิภาพ</li> <li>• หลักสูตรการประสบความสำเร็จด้วย <i>EQ</i></li> <li>• หลักสูตรการพัฒนาศักยภาพในสหสวรรค์ใหม่</li> <li>• หลักสูตรการเปลี่ยนวิกฤตให้เป็นทางรอด</li> <li>• หลักสูตรมาตรฐาน <i>ISO 9000 Version 2000</i></li> <li>• หลักสูตร <i>CATS Corporate English</i></li> </ul>		
19. อื่น ๆ (โปรดระบุ) ..... ..... .....		

2) ท่านคิดว่าการทำงานที่พนักงานโดยส่วนใหญ่ต้องเข้าร่วมกิจกรรมการพัฒนาบุคลากร มีผลต่อการ  
คงอยู่ของพนักงาน มาก - น้อยเพียงใด

กิจกรรม	มากที่สุด	มาก	ปานกลาง	น้อย	น้อยที่สุด
1. การศึกษาภายในกิจการ					
2. การได้รับมอบหมายงานที่ต้องใช้ระบบเทคโนโลยีสารสนเทศ (IT) หรือต้องค้นคว้าตำราวิชาการ					
3. การได้รับการแต่งตั้งเป็นคณะทำงานโครงการ ขนาดเล็ก					
4. การได้รับมอบหมายเป็นผู้นำกิจกรรม TQC					
5. การได้รับโอกาสให้พบปะลูกค้าเพื่อทราบความต้องการโดยตรง					
6. การส่งไปอบรมต่างประเทศโดยเงินทุนจากองค์กรที่ไม่มีข้อผูกพัน					
7. การได้รับมอบหมายงานที่ท้าทายและแสดงภาวะผู้นำ					
8. การดูงานบริษัทชั้นนำต่างประเทศ					
9. การอบรมหลักสูตรอย่างเข้มที่ต่างประเทศ					
10. การเข้าร่วมโครงการพัฒนาความรู้ทางธุรกิจ (BCD)					
11. การเข้าร่วมโครงการ MDP					
12. การเรียนรู้จากที่เลี้ยง					
13. การได้รับทุนศึกษาต่อในประเทศ					
14. การได้รับทุนศึกษาต่อต่างประเทศ					
15. การฝึกอบรมหลักสูตรด้านเทคโนโลยีการผลิต					
• หลักสูตร <i>Introduction to Commercial Forest Plantation</i>					
• หลักสูตร <i>Introduction to Pulp Making</i>					
• หลักสูตร <i>Paper Recycling Overview</i>					
• หลักสูตร <i>Introduction to Papermaking and Converting</i>					
• หลักสูตร <i>Introduction to Paper Coating</i>					
• หลักสูตร <i>Introduction to Paper Application</i>					
• หลักสูตร <i>Introduction to Box Making</i>					
• หลักสูตร <i>Introduction to Energy Generation</i>					
• หลักสูตร <i>Introduction to Preventive</i>					

กิจกรรม	มากที่สุด	มาก	ปานกลาง	น้อย	น้อยที่สุด
• หลักสูตร <i>Statistical Problem Solving : Basic Tools Stat</i>					
• หลักสูตร <i>Intermediate to Commercial Forest Plantation</i>					
• หลักสูตร <i>Fiber Line Operation and Control</i>					
• หลักสูตร <i>Chemical Recovery and Operation Control</i>					
• หลักสูตร <i>Pulp Drying, Baling, Operation and Control</i>					
• หลักสูตร <i>Chemical Production and Control</i>					
• หลักสูตร <i>Coating Formulation and Optimization</i>					
• หลักสูตร <i>Color Kitchen and Coater Operation</i>					
• หลักสูตร <i>Supercalendering</i>					
• หลักสูตร <i>Coating for NCR Paper</i>					
• หลักสูตร <i>Paper Recycling for Technical People</i>					
• หลักสูตร <i>Paper Recycling for Production People</i>					
• หลักสูตร <i>Environmental Technology for Technical People</i>					
• หลักสูตร <i>Effluent Treatment Process for Production Support</i>					
• หลักสูตร <i>Cleaner Technology for Technical People</i>					
• หลักสูตร <i>Stock Preparation</i>					
• หลักสูตร <i>Wet End</i>					
• หลักสูตร <i>Dry End</i>					
• หลักสูตร <i>Converting</i>					
• หลักสูตร <i>Energy conservation</i>					
• หลักสูตร <i>TPM – Planned Maintenance</i>					
• หลักสูตร <i>SAP-PM (Plant Maintenance)</i>					
• หลักสูตร <i>Sampling Distribution / Estimation / Test of Hypothesis</i>					
• หลักสูตร <i>ANOVA / Introduction of DOE</i>					
• หลักสูตร <i>Regression &amp; Correlation / MSA &amp; Uncertainty</i>					
• หลักสูตร <i>Process Capability Analysis (PCA)</i>					
• หลักสูตร <i>Applied Statistical</i>					
• หลักสูตร <i>Intermediate Paper Application</i>					

กิจกรรม	มากที่สุด	มาก	ปานกลาง	น้อย	น้อยที่สุด
16. การฝึกอบรมหลักสูตรด้านการจัดหาวัตถุดิบ <ul style="list-style-type: none"> <li>• หลักสูตร <i>Team Synergy</i></li> <li>• หลักสูตร <i>Problem Solving and Decision Making</i></li> <li>• หลักสูตรระเบียบและเทคนิคการจัดหาและอำนาจดำเนินการ</li> <li>• หลักสูตร <i>Computer Skills Brushup</i></li> <li>• หลักสูตรความรู้พื้นฐานเรื่องการตลาด ฯ</li> <li>• หลักสูตร <i>International Trading Documentation</i></li> <li>• หลักสูตร <i>Logistic Management</i></li> <li>• หลักสูตรจิตวิทยาสู้คู่แข่ง</li> <li>• หลักสูตรเทคนิคการเจรจาขั้นพื้นฐาน</li> <li>• หลักสูตร <i>SAP Brushup</i></li> <li>• หลักสูตร <i>E-Procurement</i></li> <li>• หลักสูตร <i>Paper Making</i></li> <li>• หลักสูตร <i>Packaging</i></li> </ul>					
17. การฝึกอบรมหลักสูตรด้านการจัดการธุรกิจ <ul style="list-style-type: none"> <li>• หลักสูตร <i>Negotiation Skills</i></li> <li>• หลักสูตร <i>Communication and Persuasion Skills</i></li> <li>• หลักสูตร <i>Customer Segmentation</i></li> <li>• หลักสูตร <i>Account Planning and Management</i></li> <li>• หลักสูตร <i>Marketing Brief / Study / Visit</i></li> <li>• หลักสูตร <i>Strategic Marketing for Management</i></li> </ul>					
18. การเรียนรู้ด้วยตนเองผ่านระบบเทคโนโลยีสารสนเทศ (e-learning) <ul style="list-style-type: none"> <li>• หลักสูตรภาษาอังกฤษเพื่อใช้ในชีวิตประจำวันเป็นภาษาต่างประเทศหรือภาษาที่สองของผู้ที่ไม่ใช่ภาษาอังกฤษเป็นภาษาหลัก</li> <li>• หลักสูตรการตลาดขั้นพื้นฐาน</li> </ul>					

กิจกรรม	มากที่สุด	มาก	ปานกลาง	น้อย	น้อยที่สุด
• หลักสูตร <i>Service Mind</i>					
• หลักสูตร <i>Customer Relation</i>					
• หลักสูตร <i>How to deal with Customer Complaint</i>					
• หลักสูตรการประชุมอย่างมีประสิทธิภาพ					
• หลักสูตรการประสบความสำเร็จด้วย EQ					
• หลักสูตรการพัฒนาศักยภาพในสหสวรรษใหม่					
• หลักสูตรการเปลี่ยนวิกฤตให้เป็นทางรอด					
• หลักสูตรมาตรฐาน ISO 9000 Version 2000					
• หลักสูตร CATS Corporate English					
19. อื่น ๆ (โปรดระบุ)..... .....					

ขอขอบคุณในความร่วมมือ

## BIOGRAPHY

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