

CHAPTER ONE

INTRODUCTION

1.1 BACKGROUND

At present, the overall economy of Thailand is in an unstable condition resulting in 2 % drop in the country's estimated GDP in 2008 and 3% estimated annual inflation rate for the same year. Even though many businesses have closed down or have laid off some employees, some businesses still lack workers. Those businesses that require workers with special skills and knowledge such as engineers, physicians, and computer/IT specialists, do not perform well according to the margin but still have to offer an extra high salary to attract workers. Therefore, the organizations relying on specific groups of workers must have an approach and motivation to encourage staff loyalty towards the firms and make them stay with the organizations for as long as possible.

In order to keep employees with the company longer, the attitude and satisfaction of employees towards management attributes is one of the key factors. Management is often considered to be the model or prototype for subordinates. In addition, employees' trust and belief in management can affect their decisions to leave which in turn can cause a new problem of replacing those hard-to-find specialized workers.

This research mainly focuses on employees of an IT organization to find out what attributes employees perceive as good management qualifications. Thus, the respondents of this research are permanent employees of XYZ Company located on Ladya Street, Klongsan, Bangkok. The research will study employee attitudes towards management attributes in terms of leadership, manageability, ability to motivate subordinates, controlling and directing, and communication skills. Consequently, this study can be generalized to IT companies located in Bangkok because they are also in the same area and have the same employment environment which will benefit employers and management of that company in order to improve organizational efficiency and reduce turnover.

1.2 STATEMENT OF THE PROBLEM

The main question in this study is:

1.2.1 What is the attitude of subordinates towards management attributes at the XYZ Company?

1.2.2 How do subordinates find these management attributes?

1.2.3 What are the factors contributing to the attitudes of subordinates towards these management attributes?

1.2.4 What are the desirable management attributes in the view of the subordinates?

1.3 OBJECTIVES OF THE STUDY

The objectives of this study are the following:

1.3.1 Main Objective

To study the attitudes of subordinates towards management attributes

1.3.2 Sub-Objectives

(1) To find out how subordinates find their manager's characteristics

(2) To find out the factors contributing to the attitudes of subordinates towards their management's attributes.

(3) To seek subordinates' opinions on the desirable attributes of management.

1.4 DEFINITIONS OF TERMS

Ability to motivate the subordinates: refers to the ability of management to make employees enthusiastic to work.

Affiliation means a subdivision of XYZ Company, namely as developer, support, quality assurance, administration, and marketing.

Attitude refers to level of viewpoints or opinions of employees which can be measured by the Likert scale.

Communication skills refer to the ability of management to make subordinates clear about orders and directions.

Controlling and directing refers to the ability of management to keep the company running on track.

Education refers to the highest level of study subordinates have achieved such as undergraduate.

Leadership refers to the ability of management to be a leader of subordinates.

Length of employment refers to the period of time starting from the first day employees joined XYZ Company until now.

Manageability refers to the ability of management to look after the work and people.

Management attributes refer to the mean score in the following aspects:

- (1) Leadership
- (2) Manageability
- (3) Ability to motivate the subordinates: ability to manage
- (4) Controlling and directing
- (5) Communication skills

Subordinates refer to full-time employees at all levels except in the management of XYZ Company. The employees belong to the development department, support, quality assurance, administration, and marketing.

XYZ Company refers to the IT company located in Ladya Street, Klongsan, Bangkok. The company has 94 employees.

1.5 SCOPE OF THE STUDY

Since the researcher has questions on the attitudes of employees towards management attributes in an IT organization and whether they influence the decision of employees to stay longer with the organization, the study mainly focuses on the opinions and points of view of full-time employees excluding management at XYZ Co., Ltd. The subjects comprise all 94 company employees. However, only 75 questionnaires were returned.

The independent variables to be studied here consist of age, gender, department, length of employment, and education. In addition, the dependent variable of the research is management attributes which can be categorized in terms of leadership, decision making, IT knowledge, ability to motivate subordinates, coaching, and communication skills.

1.6 SIGNIFICANCE OF THE STUDY

This study will be valuable to the management of XYZ Company in that they will know the attitudes of subordinates towards their attributes. Knowing subordinates' attitudes will help management fulfill the expectation of employees in the aspect of the desired attributes of management. The findings can also be generalized to other similarly sized IT organizations, and the results can be used as a route helping to lead the organization to success.

1.7 ORGANIZATION OF THE STUDY

The study of "Subordinate's attitudes towards management attributes" is divided into five chapters.

Chapter One introduces the background, statement of the problem, objectives of the study, definitions of terms, scope of the study, and significance of the study.

Chapter Two reviews concepts of leadership, management, motivation, communication, manageability, controlling and directing, and relevant research.

Chapter Three presents the methodology used in the study consisting of subjects, materials, procedures, and data analysis.

Chapter Four reports the results of the research in detail.

Chapter Five consists of conclusions of the study, discussions and recommendations for further research.