

## ABSTRACT

Title of Dissertation : Empowerment in Organization: A Case Study of  
Siam Tyre Industry Co., Ltd.

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This study investigated the empowerment in organization by selecting Siam Tyre Industry Co., Ltd. as a case study. The purposes of this study were to study about theories and concepts of empowerment in organization, ways to manage and apply these concepts and theories into practice, managerial results and problems after the implementation, attitudes of employees and the critical issues in empowerment of the organization, and ways to improve this implementation to be effective and efficient in practice in order to be further applied to other organizations.

The significant informant sampling was used to specifying 11 key information persons who were related to the empowerment in the organization. Documentary research is the method used to review fundamental concepts and theories, and in-depth interviews of key information persons were used to gather data on empowerment in the organization.

The results of this study showed that Siam Tyre Industry Co., Ltd. aimed to encourage good working environment, effective two-way communication, teamwork, and

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other values and cultures which promoted employee satisfaction and work competency development.

For the implementation, the organization classified the managerial approach into 4 steps, including: 1) pre-implementation 2) implementation 3) monitoring and 4) evaluation and improvement. The results showed that the employees became more enthusiastic and cooperative, which affected the overall productivity to be more effective. However, it was found that most of the problems occurred in the process of implementing empowerment and communicating to involved persons.

The important issues that the organization should take into considerations when implementing empowerment were organizational structure, cultures, employees, and leaders. Furthermore, the critical success factors in empowerment of the organization were: 1) effective two-way communication, 2) core values, 3) organizational culture, 4) organizational commitment, 5) appropriate management/ control, and 6) creativity.