

CHAPTER THREE

METHODOLOGY

This chapter describes: design, samples, methods, measurements and data analysis.

3.1 STUDY DESIGN

The study design was a cross sectional study by using self administered questionnaires.

3.2 SAMPLE OF THE STUDY

Study population was employees at the Faculty of Medicine, Siriraj Hospital. Mahidol University. The target sample size was 200 which accounted for 2% of all employees. A randomized sampling technique was used to include samples to study.

3.3 METHODS

An exploratory survey was conducted by using questionnaires. The questionnaires were mailed to staff via the organization mailing route. A cover letter was included, which described the purpose of the study. The respondents who were willing to participate were asked to mail the completed questionnaires to the researcher. The respondents voluntarily decided whether to participate or not. The confidentiality of respondents was taken and questionnaire analysis was done as a whole or groups. Respondents could withdraw from the study at any time they wanted to or they could refrain from answering any questions they thought were not appropriate. The data collection began in November 2007 and ended on December 2007.

3.4 MEASUREMENTS

The questionnaire was modified from Hofstede's cross cultural questionnaire, 1980. It consisted of 32 items: 21 items for work goals, 2 items for preference of management styles and 9 items for personal data. In the questionnaire, the

respondents were given 21 work goals to indicate how important each was to them on a five-point Likert scale where:

- 5 represented “of utmost importance”
- 4 represented “of very importance”
- 3 represented “of moderate importance”
- 2 represented “of little importance”
- 1 represented “of very little or no importance”

Work goals were related to:

- 1 Time for personal activities
- 2 Challenge work
- 3 Little job stress
- 4 Physical working conditions
- 5 Relationships with manager
- 6 Job security
- 7 Freedom (Work autonomy)
- 8 Co-operation
- 9 Be consulted
- 10 Contribution to the success of company
- 11 Opportunity for high earnings
- 12 Desirable living area
- 13 Opportunity for advancement
- 14 Job variety
- 15 Company
- 16 Opportunity to help others
- 17 Clear requirements
- 18 Fringe benefits
- 19 Use of skills and abilities
- 20 Recognition
- 21 Training opportunities

For the questionnaire about management styles, the questionnaire asked the respondents to choose one of the four managerial types which were authoritarian, mentor, consultative and collaborative, according to their preferred management style and their perceived management style (Table 1).

Table 2. Management Style Profiles

Managerial type	Description
Managers of Type 1 Authoritarian	Usually make decisions promptly, communicate them to subordinates clearly and firmly and expect them to carry out these decisions loyally and without raising difficulties.
Managers of Type 2 Mentor	Usually make decisions promptly; but before going ahead, try to explain them fully to their subordinates, giving them the reasons for the decisions and answering whatever questions they may have.
Managers of Type 3 Consultative	Usually consult with their subordinates before reaching decisions. These managers are good listeners and consider the advice provided by their supervisees before announcing a decision. After the decision is made, they expect that it will be carried out, whether or not it is in accordance with the advice received from their supervisees.
Managers of Type 4 Collaborative	Usually call a meeting of their subordinates when there is an important decision to be made, putting the problem before the group and trying to obtain consensus. If consensus is obtained, the manager accepts this as the decision. If consensus is impossible, the manager usually makes the decision.

The questionnaire was translated into Thai language by an English – Thai expert of Siriraj International Relations Department and was tested and revised for comprehension before conducting the research.

3.5 DATA ANALYSIS

The Statistical Programme for Social Sciences (SPSS) version 11.5 was used for the data analysis. Descriptive statistics was used to describe the data. The independent t-test was used to compare the quantitative data and Chi-square test was used to compare the qualitative data. The p value less than .05 was reported as having statistical significance.