

**THE EFFECTIVENESS BETWEEN COURAGEOUS FOLLOWER TO
THE WORK PERFORMANCE IN THE ORGANIZATION, CASE STUDY
COMPARISON BETWEEN NATIONAL POLYTECHNIC INSTITUTE OF
CAMBODIA (CAMBODIA) AND RAJAMANGALA UNIVERSITY OF
TECHNOLOGY THANYABURI (THAILAND)**

MINEA SOK

**A THESIS SUBMITTED IN PARTIAL FULLFILLMENT OF THE
REQUIREMENT FOR THE DEGREE OF MASTER OF BUSINESS
ADMINISTRATION MAJOR SUBJECT IN GENERAL MANAGEMENT
FACULTY OF BUSINESS ADMINISTRATION
RAJAMANGALA UNIVERSITY OF TECHNOLOGY THANYABURI
ACADEMIC YEAR 2014
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OF TECHNOLOGY THANYABURI**

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Thesis Title The Effectiveness between Courageous Follower to the Work Performance Organization, Study in Comparison Case between National Polytechnic Institute of Cambodia (Cambodia) and Rajamangala University of Technology Thanyaburi (Thailand)


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Major Subject General Management


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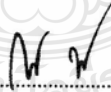
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Date 12 Month July Years 2015

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|-----------------------|---|
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ABSTRACT

The purpose of this thesis was to examine the relationship between the courageous follower to the work performance and to investigate the comparison between National Polytechnic Institute of Cambodia (NPIC) and Rajamangala University of Technology Thanyaburi (RMUTT).

The samples were totally 327 respondents which were 104 respondents of National Polytechnic Institute of Cambodia (NPIC) and 223 respondents of Rajamangala University of Technology Thanyaburi (RMUTT) by using mixed methodology. The samples were the supportive staffs and subordinators' level of both universities. The research instrument used were the questionnaire and interview, while statistics were used for data analysis including frequency, percentage, mean, standard deviation, Model Summary, Pearson Correlation Coefficient, Stepwise Multiple Regression, t-test, and One-way ANOVA to test hypotheses and answer the research purposes.

The result revealed that the five factors of courageous follower got affected to the work performance of the organization when the followers responded to their own job, kept serving their leader and organization with the right actions also the followers should be the people who possibly share their ideas to their leader in order to find the better solution or keep acting through the vision and missions for the organizational success. So it was found that the courageous follower was very important for leaders and followers for the development and the organizational success in the future.

Keywords: followership, courageous, work performance

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Minea Sok

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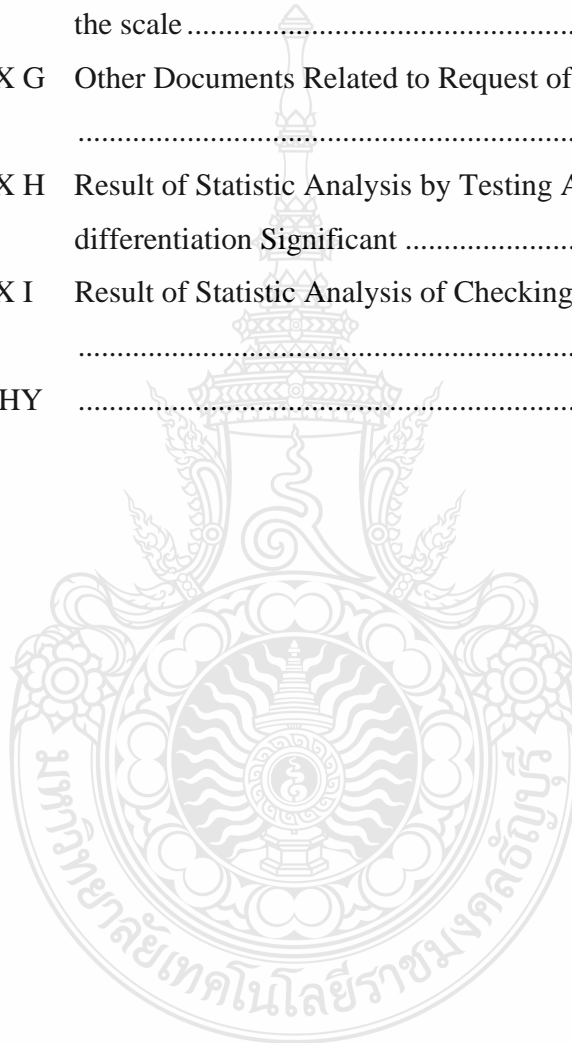
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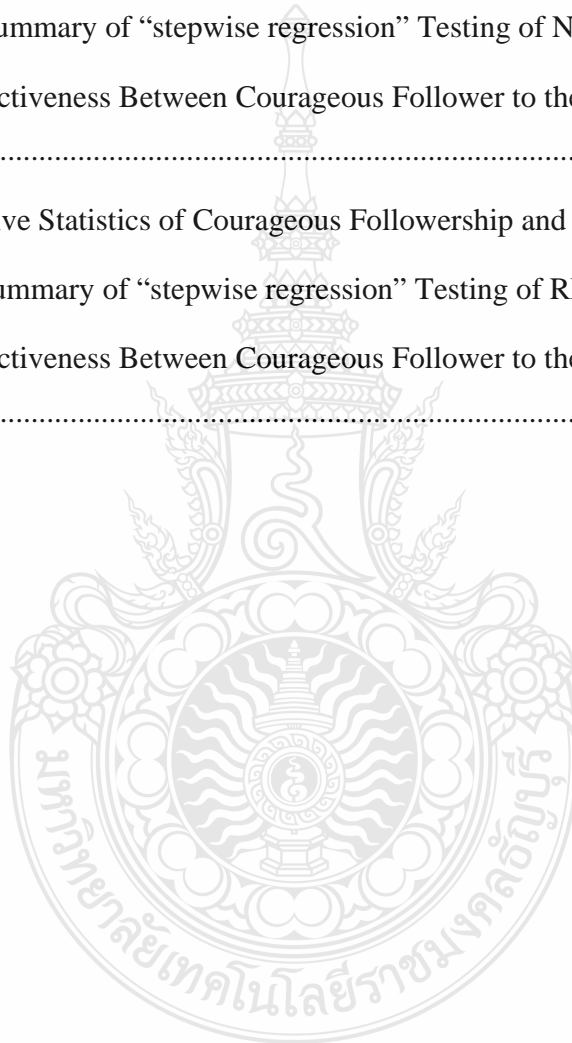


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CHAPTER 1

INTRODUCTION

1.1 Background and Statement of the Problem

A follower plays a role as an actor who is doing the real thing what he/she has got command from the leader. She/he will have to confess with everything which will happen directly to them. As followers they also have their own responsibility to their own work. As a follower who passed by many experiences and got training himself/herself well they will become a leader in the future. Talent would bring them to be a leader one day whenever they will get a chance to explore their knowledge.



Figure 1.1 Great Follower leads to Great Leader

In some real society some people have not given much value to followers. So the followers have no rights to make their own decision and they only have to follow the order only. This idea is quite unfair to the followers, because some of the followers even smarter but the thing is that they do not have a chance to explore their idea or their suggestions. But when we back to listen to Jon P.Howell& Maria J.Mendez (2008) said “Follower-based substitutes for leadership imply a predominantly individualized orientation in the follower’s

self-concept. The self-concept of an individualized focuses on personal characteristics that distinguish the individual from other individuals”. Follower-based substitutes, such as a high ability, good experience, high training and high knowledge, extensive professional education, skills at self-management, or years with the leader, imply personal attributes and learning by followers that may significantly different them from other followers or the leader. These personal factors also are likely to make followers more effective at working on their own. When the followers got trained well and they have their right to make their own decisions or suggestions then the difference would be change from them. As what they have said above that, even as the followers but they also live with their ability, experience, knowledge, education and skill and they also can do even better than some leaders. This is the important point for the leader who should learn from their followers or give chance to their followers for sharing some idea or giving some suggestion on what they are planning to go through together as team for the success of the organization.

The success of follower is the success of work and the success of learning how to be a great follower. And it is the way of a success follower to become a great leader in the future. The values of followers is to show that they are working on well and they have their responsibility to their works. The beliefs and trust of their achievements will show how success they will get and the aspirations show how hard they will keep working on to achieve goals. In many different ways, followers are always staying behind the stage but without the good followers, the organization is hardly to get success.

Carol (2008) “A great leader is a great follower”. Carol is an Executive and Business coach, she always asks and tells her clients “How does it take to be a great leader?” To be a successful leader is not an easy way and she has mentioned to her clients to give value and importance to be a great and honesty follower. Follower will be big affording of company successful. One of the first things to achieve successful is creating the good vision and the best mission. This vision, along with a plan, continuous action, courage and commitment create some of the great work which the follower should learn and try harder to keep it working on well. So to be a follower, there are many things you have to learn and start doing it until it success. “A work success must be informed by the value of the followers, honesty, and aspirations, the identity of the follower” (Alexander, 2008).

The world considers the leader as a powerful guy but without a powerful follower, the leader could not be success. As we have seen what people pay their concentrate to the leader more than followers, which make valueless to the followers and they sometime feel unsatisfied what they have been through and what they will get. Kelly (2008) has mentioned in his book “The Art of Followership”, he said that “one factory could not have followers but it possible would run without leader”. The reason is that the followers have already trained from the technician to the machineries and they do not need the leader because the leader will do nothing with them. They have their own responsible to their job and they have their own way to control them by themselves. So this ideological is quite strange to the readers but it is quite logical to the real life.

According to some organization, followers are the important people who are keeping hard on work and moving forward to be success in the future. We mostly never think of how hard they work and how try they are but all of those would make them more effectively and efficiency to the success of work. “In Praise of followers have changed to be fairly controversial, some people just flat out even did not like it, comparing followers to sled dogs whose destiny is always to son or make the decisions of the lead dog” (Kelly, 2008). This idea has mention about the power and the thinking of some leaders to their followers. They have never thought of giving value to their followers so it seem like the followers look just a sled dogs to them and just they giving the whistle and call their followers. They thought of using their followers as what they ordered. But some case, without the followers and without the sled dogs then they will not get success and they will not moving forward to their achievement. We should think of how to be a good leader by using or ordering our followers whom human in the real way and using them as much as we got efficiency benefit. The good followers are always standing by for the commander waiting for encourage and pushing themselves to hard work to achieve their goal in the future. When the followers got encourage, got motivated then it would make they feel much better so the result of their works would be better and much more developed in the future. This is the real case which had happened normally to a follower who dares to share ideas, dares to take risk with high responsibility and dares to do for their leader and organization. The most important thing is that the followers give big value to their organization and they even be as the important role for themselves and to their performance.

Once, Chaleff (2008) said “Followership means partnering with leaders to achieve worthy ends.” This means the culture would reinforce this culture with rites of passage for appropriately exercising the power of followership.

On the other hand, Chaleff (2008) have added up some idea between leader-follower relationships is quite important if there are no followers to the leader. He said that “being a leader without followers is just like being as a teacher without students and no class. Both ways of being leader and being teacher without follower or student are impossible to happen and it is not going to achieve their goals. These are two sides of one process, two parts of a whole which are linking tight together. The both processes have formed a learning circle around a body of knowledge or skills to leaders and followers from an action circle around a common goal. This characterization ennoble the role of the follower and creates a more equal and healthy psychological playing field with leaders.

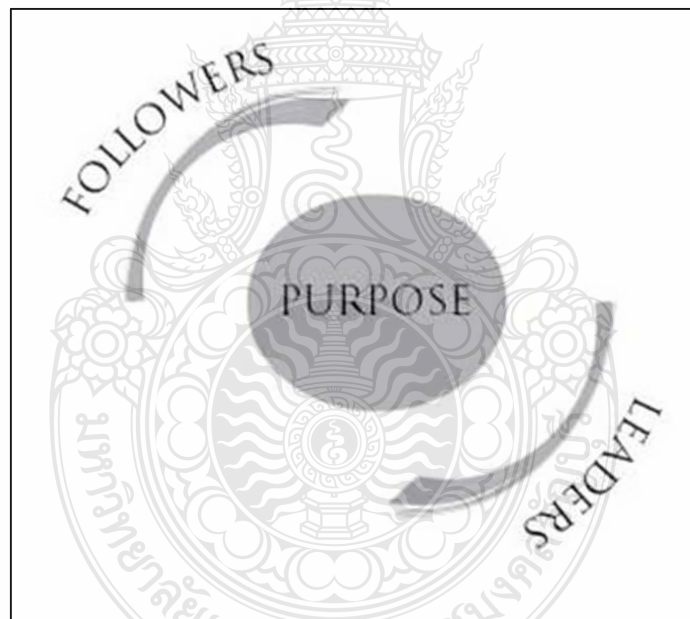


Figure 1.2 Leaders and Followers Serve a Common Purpose

1.2 Statement of the Problem

It is of interest to find out the effectiveness of the followers to the success of the organization. Followers are the important part who could lead to success. Some leaders do not really care much how effective from the followers' characteristics or how hard they have try to show off their own ability but it is very important to see how followers will perform their actions to the leaders for the successful. In this research, researcher is seeking for the courageous followers which are important factors and effect to the order of leader that lead to be success. But we have found out that in Asian countries, followers are treated as just nothing and the followers rarely got encourage to share their ideas or to reject the wrong order from the leader. Some of the followers got talent and they really want to share their ideas and they want to be part of the success but just they do not have chance to express them or to reject what they do not like. This point make the researcher want to find out the reasons why they are not dare to reject what they feel it is wrong order and why they do not get a chance to share their ideas to develop the organization. However, most of the followers work quietly and just do what they have got commanded. Moreover, followers also have their own ideas but they do not dare to reject and they are not dare to share.

Based on research of Dr.Dixon (2003) about "An Exploration of The Relationship of Organization Level and Measures of Follower Behaviors", he has mentioned about the theoretical/concept framework of courageous follower research on his research paper (p31). Dr.Dixon is the first founder of researching about "The Followership Profile" and he has made 56items of questionnaire of 5 dimensions of courageous follower as his research instrument. Below is his conceptual framework of courageous follower research.

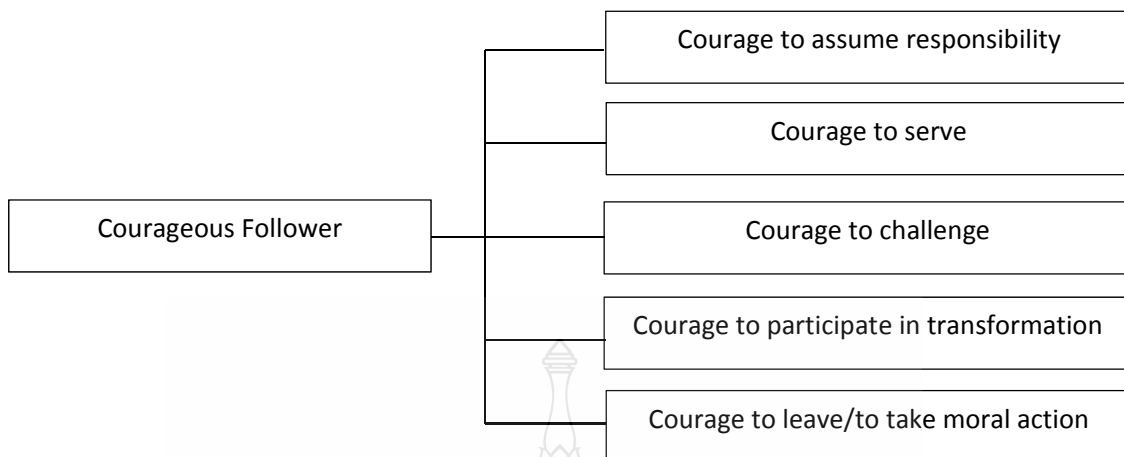


Figure 1.3 Theoretical/Conceptual Framework of courageous follower research of Ira Chaleff (2003)

Based on the research result of Dr. Theresa (2008) about “An Examination of The Relationship between Employee Follower Behaviors and Supervisor Satisfaction with Employee Performance”, Dr. Theresa has been researched about the relationship between supervisor satisfaction and follower behaviors with employee performance by taking and adapting the “Followership Profile” from Dr. Dixon and used 19 items for her research study and giving the conceptual framework as below:

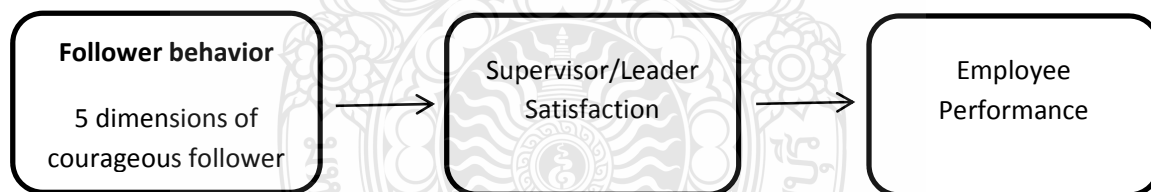


Figure 1.4 Conceptual Framework of Dr. Theresa (2008)

In conclusion and according to the researches of Dr. Dixon and Dr. Theresa about “Followership Profile”, I have found out that both of them are using 5 dimensions of courageous follower as their independent variable. So the researcher wants to find out the effectiveness courageous followers who will help and support their leader and lead the organization to success. And what is the type of courageous follower that is the most important for them to be success. These are important points and the gap between their researches to this research study. So researcher takes the case of 2 universities between Cambodia and Thailand in order to get some new ideas for readers. And according to the figure 1.3 and figure 1.4, researcher found out the research framework as below. The next

page is the research framework of researcher which adapted from Dr.Dixon and Dr.Theresa about “Followership Profile” by using 5 dimensions of Courageous Follower as Independent Variable in order to study continuously about “Followership Profile” which will give effectiveness with the work performance of employee.

1.3 Research Framework

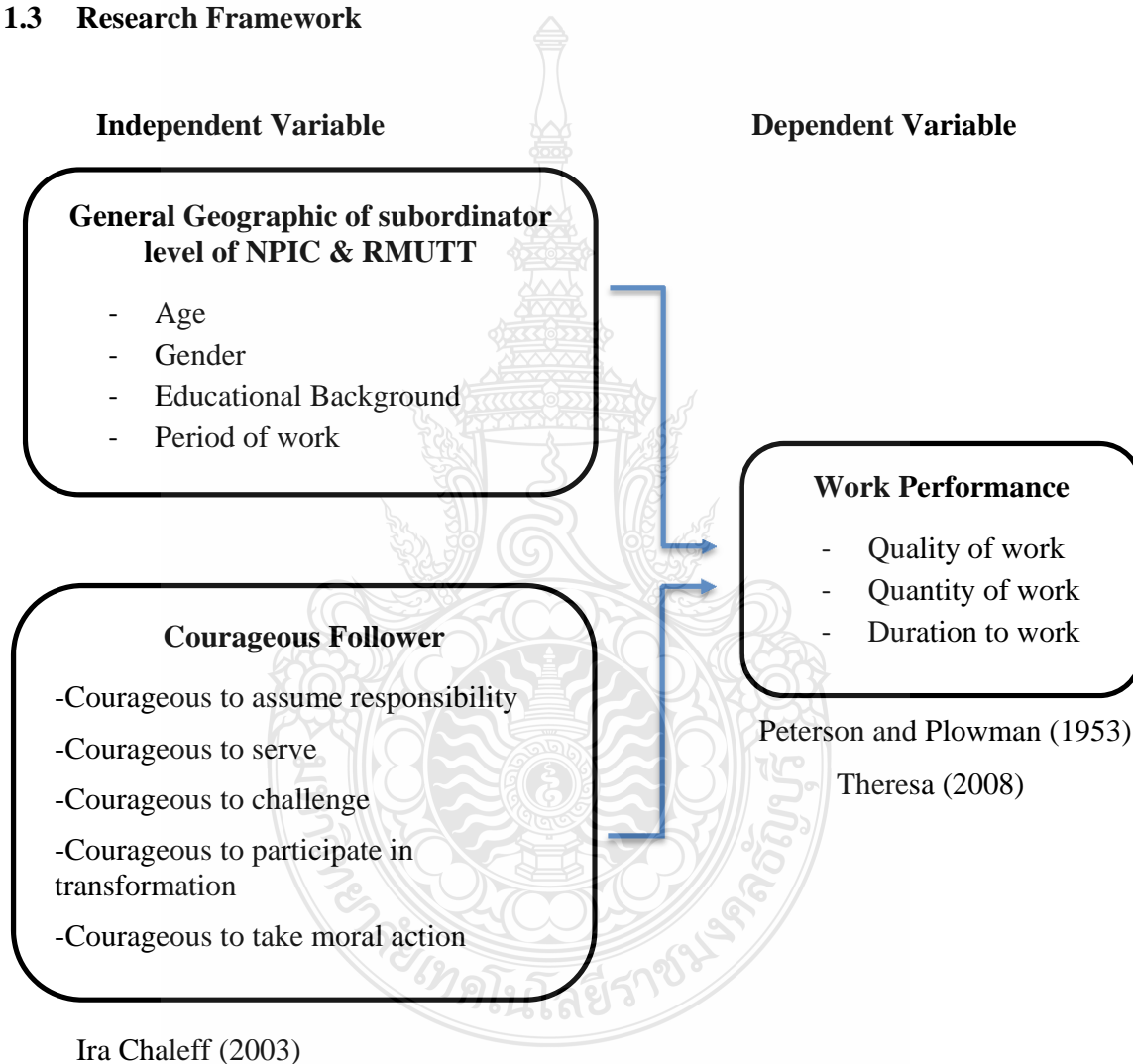


Figure 1.5 Conceptual Framework

1.4 Scope of Study

The scopes of study mention the 2 universities level which are Cambodia and Thailand. National Polytechnic Institute of Cambodia (NPIC) is the government institute under the Ministry of Labor and Vocational Training (MoLVT). National Polytechnic Institute of Cambodia was officially established on 18th May 2005 by Samdach Akka Moha Sena Padei Techo HUN SEN, Prime Minister of Cambodia. NPIC was recognized as a public service autonomous Institution by The Royal Government's Sub Degree NO: 66 ANU/BK dated on May 3rd 2005. NPIC located Phum Prey Popel, SK. Somrong Krom, Khan Po Sen Chey, Phnom Penh (Near Wat Pun Phnom), Cambodia. On the other hand, Rajamangala University of Technology of Thanyaburi long established, and possessing high recognition for its educational quality for 40 years under the name Rajamangala Institute of Technology (RIT) with its campuses found nationwide which consists of nine Rajamangala Universities of Technology, its original main campus (RMUTT) sits on an area of 750-rai on Rangsit-Nakhon Nayok Road, Tambon Klong Hok, Thanyaburi District, Pathum Thani province, Thailand.

1.5 Purpose of Study

1.5.1 To explore courageous followership in National Polytechnic Institute of Cambodia and Rajamangala University of Technology Thanyaburi.

1.5.2 To examine the relationship between the courageous followership in National Polytechnic Institute of Cambodia (NPIC) to the work performance in the organization.

1.5.3 To examine the relationship between the courageous of followership in Rajamangala University of Technology Thanyaburi to the work performance in the organization.

1.5.4 To compare the courageous followers between National Polytechnic Institute Of Cambodia (NPIC) and Rajamangala University of Technology Thanyaburi (RMUTT).

1.6 Significant of Study

This research will be the part of ideas for leaders to pay their attention to the followers who are working under their command and working for them to one common

goal of organizational success. As followers, they work hard to archive their goals and they want to show everyone how important they are to their leader and the organization.

However, courageous followership is part important point in order to get to know how their followers affect to the work performance and how they will give effectiveness to the organizational. Followers should get chances in order to give and share their ideas as well as should get chances to share their suggestions. Leaders/Supervisors should encourage their followers in the proper way of their chance to share ideas or suggestion to be more productive and to be success together in the future.

Moreover, followers also have their own courageous and they also be the leader in their own way on some particular work or decision making, so researcher would like to explore how do the followers courage themselves and how do they achieve their goal and push themselves to be success.

1.7 Hypotheses

Hypotheses1: There is a significantly different between demographic to the work performance.

Hypotheses2: There is a significant relationship between courageous followership and the work performance.

1.8 Definition of Term

Followership: Hollander (1974) draws a distinction between the leader processes and roles; in order to do followership scholars draw a distinction between the follower role and the followership process. A follower is defined as an active, participative role in which a person willingly supports the teachings or views of a leader and consciously and deliberately works to achieve their goals held in common with the leader and/or organization Baker & Gerlowski, (2007). Followership is grounded on four key premises: (1) followers not passive but active (2) followers and leaders are not genetic dispositions but roles,, (3) followers and leaders are on independent relationship one and they share a common purpose (Baker, 2007). Kelly, (2008) Followership is like leading and it's just like a free act of surrendering and acting in accord with 20everything is being called for in a given situation. This requires insight, physical and mental discipline, forethought, and the ability to put the understanding into action. Chaleff, (2003), (Hollander, 1992a), (1992b);

Kelley, (1992); Ward & Ellis, (2008) Followership may be defined as a voluntary desire to affiliate with being influenced by another individual in highly way of significant which are not necessarily to the followers preference. Havighurst, (1987); Kandel, (1985); Lashbrook, (2000); Udry & Billy, (1987) Followership holds particular importance for adolescent development. Many adolescents choose to affiliate with leaders who influence them to get involve with illegal, immoral, and unhealthy attitudes, such as substance abuse, sexual behavior, and illegal acts.

Courageous is the possessing or characterized by **Courage** is to be able and willingness to confront of being fear, being pain, being in danger, and being uncertainty, or being intimidation. Physical courage is courage in by face to the physical pain, hardship, death, or threat, while moral courage is to be able to act rightly in the face of popular opposition, being shame, being scandal, or being discouragement. In some traditions, fortitude holds may mean the same meaning as courage. In the Western culture, notice thoughts on courage have come from philosophers such as Aristotle, Aquinas and Kierkegaard; in the Eastern culture, some thoughts on courage were offered by the Tao Te Ching. More recently, courage has been provided by the discipline of psychology.

Work performance: such a person performs their join the good way and giving the result. Job performance is studied in industrial and organizational psychology, the branch of psychology that deals with the workplace. Job performance is also part of human resources management. Performance is an important criterion for organizational and lead to success. Work performance has been described as an individual level variable, or something which a person does. This differentiates it from more encompassing constructs such as national performance or organizational performance which are high level variables.

CHAPTER 2

REVIEW OF THE LITERATURE

This chapter presents theories, studies, concepts, articles, and review of literatures relevant as below:

2.1 General concepts related to follower's roles, follower characteristics leads to Courageous follower

2.2 Concept and Research Studies of Courageous Follower

2.3 Concept and Research Studies of Work Performance in Organization

2.1 General concepts related to follower's roles, follower characteristics leads to Courageous follower

This section focuses on some previous studies which is related to definition of follower, important of follower, follower characteristics, follower roles, follower's behaviors and follower styles in order to combine and focus on the "Courageous Followership" theory of Ira Chaleff, who has found out the theory of this concept and also want to make the meaning of the concept just become more stronger and clarify by addition and analysis the previous studies of the other researchers who had research and focus on this theory concept.

2.1.1 Definitions of follower and followership

There are fewer researchers who studied about followership which make the definition is not much as well as there are not many concepts or theories related to follower characteristics.

Follower, in Germany language called "Follaziohan" which means "assist, help and succor" and follower is synonyms to the words "associate, helper, supporter" and "Companion" Sirisa thinakraku (2007).

Kelly (1988) who is interested of researching about followership and giving the definition of "followership" that is the characteristics of follower who working and supporting under their own responsibility and to the works of organization which lead to the goal success.

Boonyanurak (2003) has given the definition of “follower” that a person in one group or in one organization who has to responsible work with the others including Manager and Leader in order to make strategies to success goals. In order to work successfully between Leader and Followers should support each other in team work or in organization and “Followership” is the thing that follower should have to get the better result in group or in organization or to achieve the goals successfully through vision.

Sirivat (2003) gave the definition of “follower” that a person who work under the leader commander to achieve the organization’s goals.

Srisatitornraku (2009) in the meaning of “follower” is the person who showing of supporting and helping including person work and command work from leader to achieve organization’s goals. “Followership” is the characteristics of the person who is follower who got commitment of working under the leader and also help and support leader including ideas and works which make the leader become effectiveness.

In conclusion, “follower” is a person who works in organization who got commitment and responsibility with the others and a person who helps and supports leader to work successfully in organization. And “followership” is the characteristics of followers who have commitment in work and able to do the works which has been ordered or commanded by the leader which make the leader works become effectiveness.

2.1.2 Importance of followers

Followers remain virtually invisible in the leadership literature, and even though engagement is explicitly linked to followers’ emotional and intellectual commitment and striving for an organization, the moderating effects of individual follower characteristics have been largely ignored in engagement research. Podsakoff et al. (1995) had conducted such a value search for supporters of leadership, including staff characteristics, and the situational which included factors had unfortunately, over the years not received much empirical support. While many factors can influence the relationship between Employee Engagement (EE) and leadership styles, including organizational, staffs and job characteristic (DTZ Consulting and Research and 4-consulting, 2007), that follower characteristics play a crucial moderating role has been well established by Felfe and Schyns, (2010); Liu et al., (2003); Mathieu (1990); Shin and Zhou(2003); Turner and Müller(2005). Dansereau et al., (1995) according to theory of individualized leadership, followers responded to the same different style of leadership, depend on how they respect

their leaders. Liao and Chuang (2007) finalized those supporters' attitudes are determined by their differing perceptions and cognitive categorizations through the behaviors of leadership. Ehrhart and Klein, (2001); Yun, Cox and Sims Jr., (2006) the perspective gains empirical subordinated from previous job demonstrating that the effects of transformational leadership on the supporters' attitudes manifest at the level of individual instead of at the group or other analysis levels. Zhu, Avolio and Walumbwa (2009) showed the important role played in Employee Engagement by the positive beliefs and perceptions that followers have about themselves, and how these beliefs can be influenced by supervisor feedback and other behavior. Thus, follower perceptions of Downloaded by their leaders' behavior influence follower attitudes and actions in multiple ways.

2.1.3 The impact of structure and interaction on followers

Merton (1968) in an organization, structure and interaction are framed the followers' roles. On a level of structural, individuals are representatives of certain positions they have specific obligations and rights. Ahrne (1993); Weber(1968) special skill are required for the each position in organization. Goffman (1959) conceptual frames are associated with Occupational roles that structure individuals' perceptions, such as age, sex, rank, manner, behavior, and continuously. Those frames became institutionalized in the sense that they become abstract, stereotyped expectations, and collective representations in the own rights. The frames are often controlled by the norms of the occupational group. To be truly, an individual who took on a role therefore had to uphold the frame associated with the roles.

2.1.4 Follower Characteristics

Through the research of Chris Maser (2010), he has found that there are sixteen ways of follower characteristics which are describe as below:

Loyalty: That implied commitment not only to the leader's vision and the leader but also to the principles of leadership sound. Loyalty manifests itself in a willingness of someone to daily work with enthusiasm on the leader's behalf. But, Petra Kelly reminded that, "Loyalty towards the whole life is even more important than any ideology."

Understanding: The integrate and ability to articulate into a daily life of someone to the principles and vision espoused by a leader.

Candor: The courage to speak out through mind of someone succinctly and clearly, and authentically to a leader and fellow followers but gracefully and in private.

Listening: care and demands attention and must be coupled with observing the subtle nuances of a leader's behavior and speech if to be achieved is to maximum clarity of understanding.

Predictability: Being accountable for an own behavior in such a way that a leader knows who can be counted on when the need arises.

Creativity: Having a beginner mind which allows discovering or helping discover novel solutions to the problems of leadership as they arise.

Effectiveness: Getting things done in a manner that helps accomplish the intent of the action.

Efficiency: Getting things done in the most expedient and cost-effective manner without compromising either the quality or principles of sound leadership.

Insightfulness: The ability to ask relevant, probing questions and foster innovative ways of seeing and thinking about ordinary things; the ability to advance new perspectives, which set the tenor of the success that follows.

Honesty: Allows a leader to know a person can be trusted to accurately represent the leader's vision and/or principles with the highest standards of integrity.

Persistence: The tenacity to attack a problem with gusto and stay with it until it is either solved or all conceivable possibilities have been exhausted.

Practicality: Being grounded enough to face a problem head on and come up with thoughtful, positive suggestions about how to resolve it, even when the possibility of success seems bleak.

Communicative: The personal commitment to keep one's leader abreast of important developments before they come as surprising news from others who might put the leader in the awkward position of having to play catch-up from a position of disadvantage.

Helpfulness: The constant willingness to lend a hand to further the leader's vision and/or to uphold the leader's principles.

Complementary: The willingness to lend a hand in such a way that one's thoughts and actions complement—rather than compete with—those of one's leader in achieving a particular end.

Cheerfulness: The choice and determination to maintain an even-tempered disposition come what may; hence the ability to smile in the face of adversity and make things a little brighter for everyone.

Kaven Daum (2013) there are ten ways of follower characteristics which he has found that the followers should have all these characteristics as below:

Ambition: Followers boldly making the most of the opportunities afforded them by the leaders and move down the path,

Patience: Follower was deliberate and methodical, trusting that the steady pace will deliver the better product than a hasty approach.

Humility: Followers were focused on executing the best ideas regardless of who provided them or who gets credit.

Humor: Follower found the humor and joy in any situations that they can build elevate the human spirit and the camaraderie of their colleagues.

Vision: Followers were able to harness disparate resources to build a path to success and interpret a vision.

Compliance: Follower is stick to the path while being creative within the lines so they can extract each opportunity from every value.

Tolerance: Followers accepted that the leaders are human and failure without chastisement and allow them imperfection.

Courage: Followers followed into the unknown, and yet, will stand up and speak when they know a dead end is ahead or when values are compromised.

Accountability: Follower will take full ownership of their purview and support their colleagues, knowing full well the team can is only as successful as its poorest performer.

Gratitude: Followers showed appreciation to those who drive the team, take risks, and charge to a benevolent success.

Desirable Followership practices from the U.S. Army's leadership principles are totally ten ways of being a good follower such as below:

Be tactically proficient and technically.

Know yourself and seek self-improvement.

Comply initiate appropriate actions with orders and in the absence of orders.

Develop a sense of responsibility, and take responsibility for your actions.

Make sound and recommendations timely and decisions.

Set the example for others.

Be familiar with anticipate his requirements and the leader and his job,

Keep your leaders informed.

Understand the task and ethically accomplish it.

Be a team member but not a yes man.

But they have made the conclusion after they have made the roles to a good follower into four main characteristics as below:

Accepts instruction and direction.

Good followers can handle directions, training, and criticism. They are flexible. They are open to the new suggestions and ideas and do not become defensive.

Be active rather than passive

Followers need the ability to evaluate, acquire, and integrate information necessary to complete the assignment. They ask questions to clarify values or goals. They contribute to discussions and join in decision making. A Scouter takes the role as a group member committee; a youth member takes it as a member of the patrol.

Be Responsible

Good followers accepted responsibility for decisions of the group and for their own actions. This may require opposing leadership or even questioning that is against greater values or against the good of the group. A young person tries to talk about their friends of an act of vandalism is an example. Another is the Scouter who points out a program activity in the possible negative consequences

Be loyal and dependable

Good followers accepted being part of recognize and a whole. They cannot always have their own way. They feel good about themselves by contributing to the group and its goals and help achieve those goals.

2.1.5 Followership Styles

Kelley has identified the main five followership types or patterns as below:

The Sheep: These individuals were passive and required external motivation from the leader. These individuals require constant supervision and lack commitment from the leader.

The Yes-People: These individuals were committed to the leader and the goal (or task) of the organization (or group/team). These conformist individuals do not question the decisions or actions of the leader. Further, yes-people will defend adamantly their leader when faced with opposition from others.

The Pragmatics: These individuals are not trail-blazers; they will not stand behind unique ideas or controversial until the majority of the group has expressed their own support. These individuals often remain in the group background.

The Alienated: These individuals are not positive (negative) and often attempt to stall or bring the group down by constantly questioning the decisions and actions of the leader. These individuals often view themselves as the rightful leader of the organization and are critical of the leader and fellow group members.

The Star Followers: These exemplary individuals are active, positive, not aggressive, and independent thinkers. Star followers will not blindly accept the decisions or actions of a leader until they have evaluated them completely. Furthermore, these types of followers can succeed without the presence of a leader.

Being a good follower does not make you become a “sheep,” The truth is that most of them are being in regularly followership roles, perhaps in the families, religions, social circles, or other settings. Here are five skills you learn as being good followers that support to a better leader.

Awareness: Being as a follower will teach how to be awareness of the needs of other people as well as their potential to “make my life hell from one second to the next,” she says. Good followers learn to read people and understand what upsets and motivates them.

Diplomacy: Being as a good follower will have to learn how to get along with those who have differences while not ignoring those differences. That is an important

leadership trait, too, because a leader or manager cannot afford to be oblivious to the attitudes of those around him or her.

Courage: Being as a good follower means to have the courage to dissent if they think that the leader, superior, or manager, is doing or commenting something in the wrong ways.

Collaboration: In some other ways, followers possibly can "make or break" the leader to influence if and how goals are accomplished. In many business sectors, followers are the ones who are doing much of the creative work, although the leader may get most of the credit. Leaders who have been good followers understand how to work with people to bring out the best in them.

Critical thinking: In order to be as a good follower, they need to be able to think for themselves. A best follower always supported and aid to their leader when he or she is doing the right and correct thing, and sharing ideas or stand up to the leader when he or she is headed in the wrong direction.

Priyanka (2012) found out that Jones divides employees into five types of followers: the yes people, the sheep, alienated followers, survivors and effective followers. The sheep are not active but they are passive and depend on the boss for any critical thinking. They are the ones who need to be told what they are going to do, and Jones suggests that if they want to change, they need to ask themselves what their role in the organization and start taking initiative. The yes people, is bit more active than the 'sheep' and will only tell their leaders what they want to hear and not what they need to hear which can prove dangerous and build up the negative images for the organization. Here, Jones recommends that they take a risk and do things on their own. "It's better to ask forgiveness for a taking a decision that did not work out rather than asking permission before doing everything, "Admittedly, the organization has an important role to ensure and to play that it providing a conducive situation. "It is important for the organization to match a leader and follower. Those who are in the position to add the greatest value must be empowered to lead irrespective of their position or formal authority," Active followership and learning also requires leaders who create an enabling environment that risk taking and change, encourages empowerment.

Lippitt (1982) follower-centric theorists have proposed a list of characteristics said to be associated with the performance of effective followers. One common attribute

offered across the literature is the characteristic of being adaptable to change. It is described as the ability to avoid role-bound endless. Carsten et al., (2010); De Pree (1992) a willingness to be flexible and open to change. Lundinand Lancaster (1990) having the versatility to handle ambiguity caused by change. Potter et al., (1996) as well as being committed to continuous improvement. Pittman et al., (1998) finding new ways to be effective. Gilbert and Hyde (1988) effective followers are also said to be competent in their jobs. Hurwitz and Hurwitz (2009) this has been described as having technical skills, keeping skills current. Potter et al., (1996) setting one's own high standards. Hurwitz and Hurwitz (2009) being fully accountable for all of the details associated with one's tasks. Working well with others is another characteristic associated with effective followers. Hurwitz and Hurwitz, (2009) it is described as being positive about one's peers. Alcorn (1992) having empathy with coworkers and understanding their jobs, Carsten et al., (2010; Sevier, (1999) working cooperatively and collaboratively with others. Lippitt (1982) engaging in win-win relationships rather than adversarial ones. Potter and Rosenbach (2006) putting group success ahead of one's own

In conclusion of the definition of follower, importance of follower, follower's roles, follower characteristics through the concept of each reviews, the researcher have found out most of the concepts are not details yet. In the reviews, they have mentions much on what they have found but there are not exactly detail and the data is not strong enough to be the concept for this research. Some of them are already including in the concept of Chaleff, the founder of theory "The Courageous Followers" which the theory have strong concept enough to do the research. So, next section would be detail of theory "Courageous Followers" by reference of the other's previous studies or researches.

2.2 Concepts and Theories of Courageous Followers

2.2.1 Theory of Courageous Follower from Ira CHALEFF

Chaleff (2009) viewed leaders and followers as "two parts of one dynamic relationship". He saw the follower role as significant and stated, "In the dance of leaders and followers, we change partners and roles throughout our lives. The best way to learn to lead is to work closely with a capable leader". His work included the identification of five dimensions of courageous follower behavior: the courage to assume responsibility, the courage to serve, the courage to challenge, the courage to participate in transformation, and

the courage to take moral action. A list of these five courageous follower behaviors and a descriptive summary of each one can be found as below:

The courage to assume responsibility: Courageous followers assume their responsibility for themselves and the organization. They do not hold a paternalistic image of the leader or organization. They do not expect the leader or organization to provide for their security and growth, or to give them permission to act. Courageous follower discovers or creates opportunities to fulfill their potential and maximize their value to the organization. They initiate values-based action to improve the organization's external activities and its internal processes. Their authority to initiate comes from the courageous follower's understanding and ownership of the common purpose, and from the needs of those the organization serves.

The courageous to serve: Courageous followers are not afraid of the hard work required to serve leader. They assume new or additional responsibilities to unburden the leader and serve the organization. They stay alert for areas in which their strengths complement the leader's and assert themselves in these areas. Courageous followers stand up for their leader and the tough decisions a leader must make if the organization is to achieve its purpose. They are as passionate as the leader in pursuing the common purpose.

The courageous to challenge: Courageous followers give voice to the discomfort they feel when the behaviors or policies of the leader or group conflict with their sense of what are right. They are willing to stand up, to stand out, and to risk rejection, to initiate conflict in order to examine the actions of the leader and group when appropriate. They are willing to deal with the emotions their challenge evokes in the leader and group. Courageous followers value organizational harmony and their relationship with the leader, but not at the expense of the common purpose and their integrity.

The courageous to participate in transformation: When behavior that jeopardizes the common purpose remains unchanged, courageous followers recognize the need for transformation. They champion the need for change and stay with the leader and group while they mutually struggle with the difficulty of real change. They examine their own need for transformation and become full participants in the change process as appreciate

The courageous to take moral action: Courageous followers know when it's time to take a stand that is different from that of the leader's. They are answering to a

higher set of values. They stand may involve refusing to obey a direct order, appealing the order to the next level of authority, or tendering one's resignation. These and other forms of moral action involve personal risk. But service to the common purpose justifies and sometimes demands acting. If attempts to redress the morally objectionable situation fail, a follower faces the more difficult prospect of whether to become a whistleblower, with the greatly increased risks this poses to both the follower and the organization.

Chaleff (1995, 1996) suggested that the five dimensions of courageous followership require a personal relationship of interdependence and acceptance between the leader and follower. Encouraging individuals to be courageous followers is based on the premise that people are able to transform their work relationships by examining and modifying their behavior (Chaleff, 1997).

Chaleff (2003) says that when a person tries to develop the courage to assume responsibility, the process begins with self-assessment toward the end of personal development. The courage to serve requires the understanding that the point of a job is to spare the energy of the leader and serve without the expectation that there will be any personal credit given for the work done on the leader's behalf. The courage to be challenge, a courageous follower should understand the need to check the leader's behavior and take appropriate action to challenge. Kellerman (2004) supports this, saying ethical followers have the responsibility to take their leaders into account. The courage to participate in transformation includes having the follower develop or engage in interventions for the betterment of the leader, the organization, and the follower. This encompasses interventions necessary in the event of adverse leader behaviors that could result in a leader's downfall. Chaleff recommends that this includes the follower taking the affirmative action to engage in interventions when the leader's behavior goes beyond what the follower judges to be appropriate. The courage to take moral action means that the follower needs to be prepared to do the right thing

In the article of Ira in 2011, he has mentioned that the followers are consider as the key person who giving the leader support and serve to get success. As well as they also play roles as the person who possible to change their leader's behavior. The followers got to be flexible and got to be smart in order to find out what is the right thing to follower their leader not only just sit and say "Yes Sir". The word "Yes Sir" would be the word of agreement but sometime some followers just say in order to get positive thinking but they

did not even imagine how the result was. So a follower should be encourage themselves to be respond to their work, to serve their leader, to be challenge, to participate in transformation and to take the moral action.

2.2.2 Research studies related to courageous followers

Tom, (1996) followership, in and of itself, lacks basic appeal. Everyone encourages them from childhood onwards to develop their leadership capability, but they almost never talk about of being good followers. But showed that a leader who did great things without having followers who correspondingly do great things. It is only one common sense that management thinking expands its appreciation and understanding of the art of being a good follower. We need to learn more about the skills and attitudes that are present when someone is following in a caring, creative way, and thinking.

Linda (2009) followership, also an ancient practice, is the foundation of all partnerships. When Jesus of Galilee said, “Come, as my follower,” it meant that he did not seek blind obeisance, sycophants, or toadies. He knew that his path would be treacherous, and that making the decision to follow required personal discernment and commitment to God. “Follow me” in two words we can extend an invitation to participate, collaborate, grow, and achieve. In two words, we can offer ourselves as servant-leaders worthy of support and commitment. Edith Wharton wrote that there are two ways of spreading a light to be the mirror that reflects it or a candle.” By being as a worthy servant-leader and courageous follower, we bring the light into an organization.

Dixon (2003) conducted a quantitative study with 364 engineering and technology workers using *The Followership Profile*, an instrument he developed and validated to determine whether a relationship existed between demonstration of courageous follower behavior and organizational level. Dixon’s research was significant as he was able to demonstrate that dimensions of courageous followership are measurable, and was able to show that statistically significant differences were found by organizational level, as respondents assessed level of followership respective to Chaleff’s (1995) courageous follower behaviors. Dixon found increasing levels of followership as levels of responsibility increased in organizations. He found that executives demonstrated the highest indicators of courageous follower behavior. The middle manager and supervisor levels had the next highest levels of courageous follower behavior. The operation level had the lowest indicators of courageous follower behavior. Using the Kruskal-Wallis test,

Dixon found a significant difference in the ascriptions of the courage to assume responsibility, courage to serve, courage to challenge, and courage to leave throughout the four different organizational levels. Further, Dixon provided evidence that dimensions of courageous followership were measurable. Dixon's findings support the existence of Chaleff's (1995) five dimensions of courageous followership and provide an instrument, *The Follower Profile*, by which to collect the data needed in this present study.

Ray (2007) used *The Follower Profile* to extend the work of Dixon (2003) to investigate whether a relationship existed between hierarchical levels and measures of courageous follower behavior among community college employees. She determined that significant differences did exist. She used Dixon's original 56-item *The Follower Profile* to solicit self-ratings on their courageous follower behaviors, the first time that a self-rater methodology was engaged using this instrument. She found all five courageous follower behaviors to be significant and concluded that follower behaviors increased as level of responsibility within an organization increased.

Ricketson (2008), expanded upon Dixon's (2003) initial research, and investigated whether a relationship existed between leadership styles and followership styles. He enlisted the Multifactor Leadership Questionnaire (MLQ), which evaluates transactional leadership, transformational leadership and leadership of laissez-faire, and the five of courageous follower behaviors. He found that there appeared to be some correlation between MLQ scores and *The Follower Profile* scores. However, he concluded that assessing the relationship between leaders and followers, relying on an instrument targeted to assessing leadership effectiveness, would require further refinement, as there was no significant relationship found between transformational leadership scores and any of the five dimensions of courageous followership.

Theresa (2008) has been used the five dimensions of courageous follower of Chaleff as the variable to be examined. On her research study, she has mentioned that the study was to understand the existence and nature of any relationship between supervisor's satisfaction with an employee's performance and the courageous follower behaviors of assuming responsibility, serving, challenging, participation in transformation, and taking moral action (Chaleff, 2003). The research methodologies of quantitative, non-experimental, survey method approach were used with 900 chamber member organization and about 700 were responded by email. After testing, she found out that employees choose

to focusing on the “courageous to assume responsibility” in a particularly large positive impact on the leaders/supervisors. The perception of the leaders/supervisors of the employee’s courage to assume responsibility is over 60% of the variation in supervisor/leader satisfaction with employee’s performance. For leaders and organization, initiative to coach employees in formal and informal way how to affirmatively take on “courage to assume responsibility” and to effectively communicate to the leaders/supervisors which will lead to the organizational impact due to increase satisfaction to the employee’s performance.

In conclusion, all researchers have been mentioned different courageous follower by exploring their own ideas to find out the result through their research. However, the most important courageous followers are predict the success of leaders and to develop themselves of what they got by their courageous. Being as followers is the key point for the leader and organization to find out success. Researchers have been explored what are the important of courageous followers related to the result of work as well as to the organizational success. In detail to each researcher, Chaleff (2010) found out that the key success of the leader is the courageous followers who are able to developed, to challenge, to change themselves to be better and help to predict success to their leaders. Tom (1996) has mentioned about the spirit of being a courageous follower which has been supported their leader but just they don’t really talk about being a follower as themselves are being. And work is not going to be success easily when there is a leader without followers. Linda (2009) found out that the servant-leader and courageous which will leads work become for efficiency and the better result of job in the organization when we use to courage the follower. According to Chaleff (1995), the follower should not be perceived as a person of weakness, but rather the condition within which leadership exists and is strengthened. It is his or her courageous follower behaviors that have provided the research community with the typology from which Dixon (2003) created *The Followership Profile*. Since his initial research, empirical research has been executed by Ray (2007), Ricketson (2008), Theresa (2008) and Orlaske-Rich (2008), using variations of this instrument. All the researchers who were seeking about “followership profile” have found out that courageous follower is in needed for organization development and it is also the factor which show the followers know their duty and how to be a great supporter to lead their organization to the development and successful in the future.

2.3 Concepts and Research Studies of Work Performance

If we are thinking of the theories or concept of work performance then it would be mentioned about performance of work and it is related to the work result is efficiency. Efficiency is normally describes about the extent to which time, Cost or effort is well used for the intended willing or duty. It is usually used with the specialize purpose of relaying the capability of a specific application of effort to produce a specific result and outcome effectively with a minimum quantity or amount of expense, waste, or unnecessary effort. The way of using less material with “goal” is “effectiveness”. As the result of work is good then the work performance is high but if the result of work is not so good then the work performance is low. There are some researches which related to the concept of work performance as below:

Prachayapuek, K. (1996) the meaning of work performance of government work are including work efficiency and work effectiveness so work performance would be measured through many dimension but there are some objectives should be considered:

- (Input) is to use resources including human resource, capital, raw-material, technology and other resources in efficiency way with saving cost and less risk.
- (Process) is use to work correctly, standardization, faster and using good technology.
- (Outcome) prefer to quality of work, social benefit, on time profit, work conscious and good service provide to customers or end-users.

Suntivong, T. (2000) in concept of “work efficiency” is the comparison between used of resources and how good is the result of work during the time of following organization’s goal. The effectiveness work is work with high capability able to work with high working system to create resources and capital in order to face to the external environment. To examine the efficiency of work we should measure on “survival” which possibly happen when that organization could be changed and flexible to solve the internal problem which has had happened on same time. The meaning of “survival” is the way to measure the successful of the organization in long time which the organization should have the good process of internal work system and effectiveness which refer to the result and the organization achievement. On the other hand, in the organization should have both “efficiency” and “effectiveness” but in reality, most of the organization only could achieve one between them. Some organization should be “effectiveness” through their plan and

mission which they has already set up but they could not use the raw material and their resources “efficiency”. The work effectiveness but not efficiency could be shown by using different work strategies, work environment, services, and the way to solve the problems. So an organization should work with high performance, quality, human resources development and technology development leads to the work efficiency and effectiveness.

Suwanbol, L & Meksawan, T. (2004) mentioned that efficiency is to support work process to create the highest result by using less capital. It’s to lower down the cost and expends during the time of increasing accuracy be faster and better.

Bowditch & Buono (1990) have given the meaning of “work efficiency” in organization; depend on ability of using technology usefully and organization format to change and develop organization in four ways: organization structure, staffs, work procedure and technology system in order to create work efficiency, work understanding, work processing, using ordinary in common thinking, giving good solution, being discipline, honestly, honesty, humanity to focus on human resource development. The capability staff is showing by knowledge, skill, and experience of work which related to the level of work performance. All these components will push work to the high performance as well as staff must have their own favorite of working with what they like so these are depend on motivation and also will leads to the result of work. Motivation is the way to support, compensate and to giving them good condition of works.

Millet (1954) gave definition of “work efficiency” are the way of work which leads to the work satisfaction and got the highly income. Those work satisfaction are related to the ways of working as below:

- Equitable Service
- Timely Service
- Ample Service
- Continuous Service
- Progression Service

Simon (1960) gave the definition of “work efficiency” is come from the work (input) and (output) which lead to the work satisfaction.

Peterson & Plowman (1953) gave the definition of “work efficiency” in 4 ways:

- Quality is refer to quality of work, between sellers and buyers should get benefit both and product satisfaction
- Quantity is refer to the amount of work which is right to the expectation
- Time is refer to how long do we need to finish work in the right time and modernize
- Cost should be matched to work. Totally, should produce much and down the cost.

Peterson & Plowman (2002) gave the definition of “work efficiency” is the business management and deeply to the business investment to produce one production with “Quality of Effectiveness” and “Competence and Capability” and work should get the good result and achieve goal. On the other hand, they have found out that there are five main components of “work efficiency” are cost, quality, quantity, time and method of production.

Toops (1944) the one of the earliest attempts to hypothesize what dimensions comprise the construct of work performance, arguing a distinction volume of output (quantity) and accuracy (quality or lack of errors). Toops (1944) listed the quality of work, units of production, tenure, and leadership abilities and supervisory as dimensions of individual work performance.

Wherry (1957), on the other hand, listed the main six dimensions: quality, output, turnover, lost time, promotability or training time, and satisfaction.

Murphy (1989) explained that construct of work performance as comprising into four different dimensions: work performance, downtime attitude, attitude/interpersonal, and. Work performance focused on performing role-prescribed activities whereas downtime attitude refer to absences, lateness, tardiness, broadly, to the negative pole of time on work/job. Person behavior or Interpersonal behaviors refer to teamwork ratings, helping others, and prosaically attitude. Finally, behaviors of being destructive corresponded to compliance with violence on the job, rules (or lack of it), theft, and other attitude counterproductive to the organizational success.

Kane (1986) every job functions could be assessed in terms of six different dimensions such as quantity, quality, cost-effectiveness, timeliness, interpersonal impact ,

and need for supervision. Some of those dimensions may not be relevant to all work activities.

In conclusion, everyone has given different definition of “work efficiency” which affect to the “work performance” in the organization including private and public. So to work efficiency and effectiveness, at least we must know how much work should we be responding and should work well with the high quality and the suitable time means that the time is one of the important key would measure how work is being done well with the good quality and enough time. So quality, quantity and duration of work could be the factors enough for us to measure the work to achievement and lead to organizational success.

2.4 Conclusion

As above, there are some research studies which related to the courageous followership and the work performance in the organization. So in conclusion, the courageous followership is such the main factor in the organization could possibly push work to success. The courageous followers are followers who dare to do, dare to talk, dare to share ideas with their leader and lead to the organizational success. Their performance through their job and how good they could success are the good point to measure how success they will get. Duration of work (TIME) is also important part, which would limit them to do their work completely and get the good result with the high quality of work. The researcher have found out that courageous followership would be in relationship to the work performance because courageous only is not enough to lead the organization be success, but at least they would work with the right time and limit themselves with the suitable quantity of work which they have to respond and come out with the good result and high quality. That is why researchers would choose to study about the courageous followers which got strong relationship to their work performance and lead to the organizational success.

CHAPTER 3

REAEARCH METHODOLOGY

3.1 Introduction

The researcher has designed this research study as qualitative and quantitative research (mixed methodology) in order to find out the detail information about the courageous followers in the organization and how effectiveness to their work performance.

So there are the results as below:

- 1) Population & Sample size
- 2) Data Collection Method
- 3) Research Design
- 4) Research Instrument
- 5) Data Analysis

3.2 Population & Sample Size

The targeted population of this research study is subordinator level/staffs between 2 universities level in Cambodia and Thailand, who are working as supporting staffs in National Polytechnic Institute of Cambodia (NPIC) which has 142 and supporting staffs who are working in Rajamangala University of Technology Thanyaburi (RMUTT) which has about 502 staffs. So below is the number list of supporting staffs of NPIC and RMUTT:

Table 3.1 Number chart of supporting staffs of NPIC and RMUTT

| Positioning Supporting staff | NPIC | RMUTT |
|------------------------------|------|-------|
| Government Officer | 44 | 133 |
| Government Employee | 73 | 36 |
| University Employee | 25 | 333 |
| Total | 142 | 502 |

Population sample

NPIC has 142 supporting staffs

RMUTT has 502 supporting staffs

Sample size can be determined by Yamane equation:

$$n = N / [1 + N e^2]$$

n = Sample size

N = Number of population

e = Significance level (0.05 or 0.01)

Determining sample size by following application

$$\text{NPIC Sample size} = 142 / [1 + 142(0.05)^2]$$

$$\text{Approximately} = 104$$

Determining sample size by following application

$$\text{RMUTT Sample size} = 502 / [1 + 502 (0.05)^2]$$

$$\text{Approximately} = 223$$

Therefore, the sample have been determined by **Yamane equation** which has formula $n = N / [1 + N e^2]$. The result has been separated into 2 which will be giving questionnaire to 102 supporting staffs of NPIC in Cambodia and another will be given to 223 supporting staffs of RMUTT in Thailand. So totally the questionnaire will be distributed 327 sets.

After doing the quantitative sample then the researcher will test the next step by using qualitative methodology (interview) deeply for the detail information that related to each factors of courageous followership which has relationship to the work performance with 4 staffs for each university, so totally 8 staffs will be interviewed for the detail information.

3.3 Data Collection

3.3.1 Primary Data

Survey questionnaires were used as the first step instruments to collect data and opinions about the factors effect to the courageous followers and their work performance in

Cambodian and Thailand. The researcher distributed 313 sets of questionnaires to the respondents by using the sample random sampling to both universities (NPIC & RMUTT). Questionnaires were given to staffs who are working for both universities at least 18 years old up who would be able to answer the questions effectively.

Moreover, the researcher organized formal interview with 4 staffs that are recommended from their leaders of being courageous during working of each university so totally researcher will interview 8 staffs. The questionnaire was written basically in English then will translate into Khmer language for the respondents in Cambodia and translate into Thai language for respondents in Thailand.

3.3.2 Secondary Data

The information and data were researched and founded from the related concepts, theories, researches studies, case studies, academic journals, articles, textbooks and research on internet which are related to the courageous followership and work performance in organization.

3.4 Research Design

This research is both quantitative and qualitative research (mixed methodology) with comparative study which started by reviewing related literature and collecting related information and data. The survey was carried out by two countries, Cambodia and Thailand including subordinator levels of supporting staffs.

Then the researcher conducted an in-depth interview with key persons in order to accomplish their real personality of working as courageous followers who are working effectively through their work performance and lead to the organizational development and success in the future.

3.5 Research Instrument

In the research, questionnaires and interviews were designed into two series, one for subordinates level/staffs in general and another one for staffs who are recommended from their leaders. Both are translated and distributed in two languages (Khmer and Thai) by using English questionnaire as basic.

3.5.1 Series 1, quantitative questionnaires for staff

The questionnaires was designed by using closed-end questions toward staffs of both universities in general and benefits gaining according to the study of “The effectiveness between courageous follower and the work performance: comparative case study between Cambodia and Thailand. There were comprised of three parts as following:

3.5.1.1 Part 1: Demographic of NPIC and RMUTT staffs

This part concerned to the respondents’ demographic characteristics and some personal information. It was a checklist questions which comprised of information of gender, age, position and department. It will be in the questionnaire from question number 1 until question number 4.

3.5.1.2 Part 2: The courageous followership

There are five components which comprised questions toward staffs of NPIC and RMUTT including the courage to assume responsibility, the courage to serve, the courage to challenge, the courage to participate in transformation and the courage to normal action. In this part the questions will be separated into five parts according to the each part of courageous followership. First part of courage to assume responsibility is contained with six questions (1-6). Second part of courage to serve is contained with five questions (7-11). Third part of courage to challenge is contained with four questions (12-15). Fourth part of courage to participate in transformation is contained with four questions (16-19). And the fifth part of courage to take the moral action is contained with five questions (20-24). So totally in part two are twenty four questions.

3.5.1.3 Part 3: Work performance in the organization

There are divided into three main factors for the research as below:

- Quantity of work
- Quality of work
- Duration of work (TIME)

These were comprised of thirteen questions based work performance.

Reliability

Reliability Analysis: Reliability analysis is a measurement that could let the researcher scrutinize on the reliability of measurement scales propertied and the items provided the information about the relationship between individual items in the scale. Garver and Metzger (1999) recommended computing Cronbach’s alpha coefficients to

determine the scale reliability. If the value of alpha is greater than or equal to 0.70, it implied sufficiency of reliability. The reliability for this study that contains seven constructs is shown in table 3.2.

Table 3.2 The reliability analysis of the questionnaire from pre-testing construct's Cronbach's Alpha

| Construct | Cronbach's Coefficient Alpha |
|--|-------------------------------------|
| Courage to Assume Responsibility | 0.761 |
| Courage to Serve | 0.827 |
| Courage to Challenge | 0.862 |
| Courage to Participant in Transformation | 0.848 |
| Courage to Take Moral Action | 0.717 |
| Total Courageous Followership | 0.914 |
| Quality of Work | 0.884 |
| Quantity of Work | 0.824 |
| Duration of Work (Time) | 0.782 |
| Total Work Performance | 0.908 |
| Total Reliability | 0.921 |

From the reliability analysis of the pre-testing with thirty samples:

- Courage to Assume Responsibility has Cronbach's Alpha 0.761 (6 items)
- Courage to Serve has Cronbach's Alpha 0.827 (5 items)
- Courage to Challenge has Cronbach's Alpha 0.862 (4 items)
- Courage to Participant in Transformation has Cronbach's Alpha 0.848 (4 items)
- Courage to Take Moral Action has Cronbach's Alpha 0.717 (5 items)
- Total Courageous Followership has Cronbach's Alpha 0.911 (24 items)
- Quality of Work has Cronbach's Alpha 0.884 (5 items)

- Quantity of Work has Cronbach's Alpha 0.824 (4 items)
- Duration of Work (time) has Cronbach's Alpha 0.782 (4 items)
- Total Work Performance has Cronbach's Alpha 0.908 (13 items)
- Totally of the Reliability has Cronbach's Alpha 0.917 (37 items)

However, all constructs provided high reliability with a Cronbach's alpha that are greater than 0.70.

Pretest: The purpose of pretest was to examine the content validity in terms of the face validity of the questionnaire items. In order to ensure the questionnaire appropriateness, the pretest was conducted with thirty of respondents participating in the study as samples. The results of the pretest were helpful in making refinements to the final version of the questionnaire. In these adjustments, the researcher revised the statements and some deletion of these statements could help improved the composite to be more reliable.

3.5.2 Series 2, qualitative interview for recommended staffs

The in-depth interview was designed by using opened-end questions to provide an opportunity for respondents to propose their perspective toward their courageous through their work performance and also to research deeply how will be unusual which will happen to the testing during giving questionnaire. It is including questions in order to give them opportunity to share their own ideas and experiences.

3.6 Data Analysis

3.6.1 Questionnaires for staffs

Data obtained from perspective of staffs was analyzed by using SPSS for window program to compute the results. The output of the program is presented in chapter four and the results of respondent are presented as following:

1. Descriptive statistics (frequencies, percentages and means) were used to describe general characteristics of demographic and work performance for the question number 1-4 in the questionnaires. And conduct t-Test to find the relationship between data variables (gender and work performance). Then conduct ANOVA to compare between data variables (age, education, duration to the work performance).

2. Multiple Regression Analysis (Stepwise Regression) was tested regarding the relationship and effectiveness between each variable of Courageous Followership to the Work Performance

3. Content analysis was employed for depth research of effectiveness between courageous follower and work performance by using Sample Random Sampling.

The Variable Measurement

Lind, Marchal, & Wathon, (2003) the researcher defined the criteria to measure the level of variables using five level-Likert Scale. In the discussion of the results, the variable value was defined by utilizing width of class interval as follows:

$$\begin{aligned} \text{Interval width of each level} &= \frac{\text{The highest score} - \text{the lowest score}}{\text{Interval number}} \\ &= (5-1)/5 \\ &= 0.80 \end{aligned}$$

Therefore, the result of the data analysis regarding each variable was defined using the following classification:

- The most = 5
- More = 4
- Average = 3
- Less = 2
- At least = 1

| Scale | Interval | Meaning |
|-------|-----------|-----------|
| 1 | 1.00-1.80 | The least |
| 2 | 1.81-2.60 | Less |
| 3 | 2.61-3.40 | Average |
| 4 | 3.41-4.20 | More |
| 5 | 4.21-5.00 | The most |

3.6.2 In-depth interview for recommended staffs

The data from the in-depth interview will takes places in NPIC (Cambodia) and RMUTT (Thailand) which needs 4 interviewees for each University and the result will be analyzed by content analysis for depth on the effectiveness between courageous follower and work performance, those were used frequencies and percentages.

3.7 Check Normality of the Variables

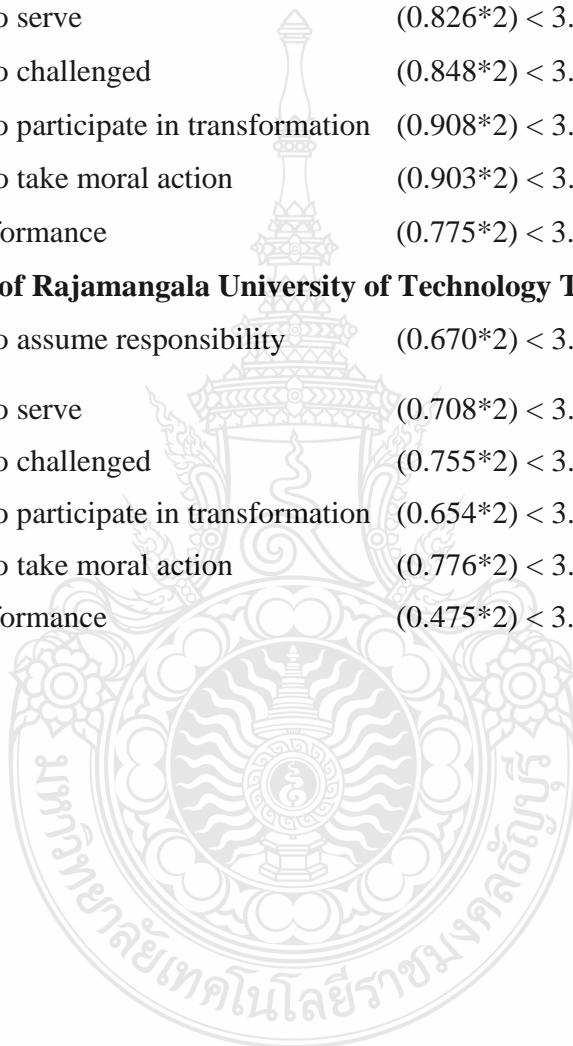
Researcher had been tested for the normality of the 5 factors of Courageous Followership and the Work Performance factor by showing through $(SD*2) < \bar{X}$ so it meant that the normality of each factors can be usable for the next testing.

3.7.1 Case of National Polytechnic Institute of Cambodia

| | | |
|--|--------------------|---------------|
| - Courage to assume responsibility | $(0.906*2) < 3.78$ | Usable |
| - Courage to serve | $(0.826*2) < 3.29$ | Usable |
| - Courage to challenged | $(0.848*2) < 3.13$ | Usable |
| - Courage to participate in transformation | $(0.908*2) < 3.47$ | Usable |
| - Courage to take moral action | $(0.903*2) < 3.39$ | Usable |
| - Work performance | $(0.775*2) < 3.52$ | Usable |

3.7.2 Case of Rajamangala University of Technology Thanyaburi

| | | |
|--|--------------------|---------------|
| - Courage to assume responsibility | $(0.670*2) < 3.67$ | Usable |
| - Courage to serve | $(0.708*2) < 3.69$ | Usable |
| - Courage to challenged | $(0.755*2) < 3.40$ | Usable |
| - Courage to participate in transformation | $(0.654*2) < 3.63$ | Usable |
| - Courage to take moral action | $(0.776*2) < 3.54$ | Usable |
| - Work performance | $(0.475*2) < 3.67$ | Usable |



CHAPTER 4

RESEARCH ANALYSIS AND RESULTS

4.1 Research Design

The researcher analyzed the data by using SPSS program to compute for the result. The output of the program are presented in chapter five and the results of response are presented as follows:

1. Descriptive statistics (frequencies, percentages and means) were used to describe general characteristics of demographic and work performance for the question number 1-4 in the questionnaires. And conduct t-test to find the relationship between data variables (gender and work performance). Then conduct ANOVA to compare between data variables (age, education, duration to the work performance).

2. Multiple Regression Analysis (Stepwise Regression) was tested regarding the relationship and effectiveness between each variable of Courageous Followership to the Work Performance

3. Content analysis was employed for depth research of effectiveness between courageous follower and work performance by using Sample Random Sampling.

Symbol of data analysis:

| | | |
|----------------|---|--|
| N | = | Population |
| \bar{X} | = | Mean |
| SD | = | Standard Deviation |
| t | = | t-Distribution |
| Sig. | = | Data Valuable Significance level of 0.05 |
| R ² | = | R.Square |

4.2 The Analysis of Quantitative Data

4.2.1 Demographic Characteristic of Respondents

4.2.1.1 Case of National Polytechnic Institute of Cambodia

Demographic characteristic of the 104 respondents obtained from questionnaires was analyzed and presented by National Polytechnic Institute of Cambodia (NPIC) in the following details as below:

Age

Age was divided into 6 ranges, including range 1 (20 years or under), range 2 (21-30 years), range 3 (31-40 years), range 4 (41-50 years), and range 6 (older than 60 years). Table 4.1 presents frequency distribution by Age.

Table 4.1 Demographic Background of Cambodia Respondents Classified by Age

| Age | Frequency | Percent |
|--------------------|-----------|---------|
| Less than 20 years | 1 | 1.0 |
| 21-30 years old | 49 | 47.1 |
| 31-40 years old | 46 | 44.2 |
| 41-50 years old | 4 | 3.8 |
| 51-60 years old | 3 | 2.9 |
| Over 60 years old | 1 | 1.0 |

The result from Table 4.1 reveals that the majority of the respondent of Cambodia are aged between 21-30 years with 47.1%, follows by 31-40 years with 44.2%, 41-50 years with 3.8%, 51-60 years with 2.9%, less than 20 years and over 60 years with 1% respectively.

Gender

The gender of Cambodia respondents are 104 who have been working in NPIC as the coordinator level and they are supporting staffs is presented in Table 4.2.

Table 4.2 Demographic Background of Cambodia Respondents Classified by Gender

| Gender | Frequency | Percent |
|--------|-----------|---------|
| Male | 68 | 65.4 |
| Female | 36 | 34.6 |

The result from Table 4.2 shows that the major respondents from Cambodia in this group are Male (68 respondents) who accounted for 65.4% of the total respondents. The rest are Female (34 respondents) who accounted for 32.7% of the total respondents.

Education Background

Education Background was divided into 6 ranges, including range 1 (high school/Vocational), range 2 (Diploma), range 3 (Bachelor's Degree), range 4 (Master's Degree), range 5 (PhD), and range 6 (Other). Table 4.3 show frequency distribution by education background of the Cambodia respondents in NPIC.

Table 4.3 Demographic Background of Cambodia Respondents Classified by Education

| Background | Frequency | Percent |
|-----------------|-----------|---------|
| High School | 2 | 1.9 |
| Diploma | 6 | 5.8 |
| Bachelor Degree | 57 | 54.8 |
| Master Degree | 37 | 35.6 |
| PhD Degree | 1 | 1.0 |
| Others | 1 | 1.0 |

The descriptive analysis result from Table 4.3 indicates that the majority of the respondents held Bachelor's Degree (54.8%), follows by Master's Degree (35.6%), Diploma (5.8%), High School/Vocational (1.9%), PhD's and Other (1%) respectively.

Duration of Work Experiences

Duration of Work Experiences has been divided into 6 ranges, including range 1 (1-2 years), range 2 (2-3 years), range 3 (3-4 Years), range 4 (5-9 years), range 5 (10-14 years), and range 6 (over 15 years). Table 4.4 shows the frequency distribution by work experiences of NPIC's supporting staffs.

Age

Age was divided into 6 ranges, including range 1 (20 years or under), range 2 (21-30 years), range 3 (31-40 years), range 4 (41-50 years), and range 6 (older than 60 years). Table 4.1 presents frequency distribution by Age.

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| Over 60 years old | 1 | 1.0 |

The result from Table 4.1 reveals that the majority of the respondent of Cambodia are aged between 21-30 years with 47.1%, follows by 31-40 years with 44.2%, 41-50 years with 3.8%, 51-60 years with 2.9%, less than 20 years and over 60 years with 1% respectively.

Gender

The gender of Cambodia respondents are 104 who have been working in NPIC as the coordinator level and they are supporting staffs is presented in Table 4.2.

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The result from Table 4.2 shows that the major respondents from Cambodia in this group are Male (68 respondents) who accounted for 65.4% of the total respondents. The rest are Female (34 respondents) who accounted for 32.7% of the total respondents.

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| Bachelor Degree | 57 | 54.8 |
| Master Degree | 37 | 35.6 |
| PhD Degree | 1 | 1.0 |
| Others | 1 | 1.0 |

The descriptive analysis result from Table 4.3 indicates that the majority of the respondents held Bachelor's Degree (54.8%), follows by Master's Degree (35.6%), Diploma (5.8%), High School/Vocational (1.9%), PhD's and Other (1%) respectively.

Duration of Work Experiences

Duration of Work Experiences has been divided into 6 ranges, including range 1 (1-2 years), range 2 (2-3 years), range 3 (3-4 Years), range 4 (5-9 years), range 5 (10-14 years), and range 6 (over 15 years). Table 4.4 shows the frequency distribution by work experiences of NPIC's supporting staffs.

Table 4.4 Demographic Background of Cambodia Respondents Classified by Duration of Work Experiences

| Duration of Work Experience | Frequency | Percent |
|-----------------------------|-----------|---------|
| 1-2 years | 16 | 15.4 |
| 2-3 years | 17 | 16.3 |
| 3-4 years | 18 | 17.3 |
| 5-9 years | 24 | 23.1 |
| 10-14 years | 23 | 22.1 |
| Over 15 years | 6 | 5.8 |

The result from Table 4.4 shows that the majority of Cambodia Respondents in NPIC have been worked for 5-9 years (23.1%), follows by 10-14 years (22.1%), 3-4 years (17.3%), 2-3 years (16.3%), 1-2 years (15.4%), and over 15 years (5.8%).

4.2.1.2 Case of Rajamangala University of Technology Thanyaburi

Demographic characteristic of the 223 respondents obtained from questionnaires was analyzed and presented by Rajamangala University of Technology Thanyaburi in the following details as below:

Age

Age was divided into 6 ranges, including range 1 (20 years or under), range 2 (21-30 years), range 3 (31-40 years), range 4 (41-50 years), and range 6 (older than 60 years). Table 4.5 presents frequency distribution by Age.

Table 4.5 Demographic Background of Thailand's Respondents Classified by Age

| Age | Frequency | Percent |
|--------------------|-----------|---------|
| Less than 20 years | 9 | 4.0 |
| 21-30 years old | 77 | 34.5 |
| 31-40 years old | 84 | 37.7 |
| 41-50 years old | 32 | 14.3 |
| 51-60 years old | 20 | 9.0 |
| Over 60 years old | 1 | 0.4 |

Table 4.4 Demographic Background of Cambodia Respondents Classified by Duration of Work

| Experiences | | |
|-----------------------------|-----------|---------|
| Duration of Work Experience | Frequency | Percent |
| 1-2 years | 16 | 15.4 |
| 2-3 years | 17 | 16.3 |
| 3-4 years | 18 | 17.3 |
| 5-9 years | 24 | 23.1 |
| 10-14 years | 23 | 22.1 |
| Over 15 years | 6 | 5.8 |

The result from Table 4.4 shows that the majority of Cambodia Respondents in NPIC have been worked for 5-9 years (23.1%), follows by 10-14 years (22.1%), 3-4 years (17.3%), 2-3 years (16.3%), 1-2 years (15.4%), and over 15 years (5.8%).

4.2.1.2 Case of Rajamangala University of Technology Thanyaburi

Demographic characteristic of the 223 respondents obtained from questionnaires was analyzed and presented by Rajamangala University of Technology Thanyaburi in the following details as below:

Age

Age was divided into 6 ranges, including range 1 (20 years or under), range 2 (21-30 years), range 3 (31-40 years), range 4 (41-50 years), and range 6 (older than 60 years). Table 4.5 presents frequency distribution by Age.

Table 4.5 Demographic Background of Thailand's Respondents Classified by Age

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|--------------------|-----------|---------|
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| 21-30 years old | 77 | 34.5 |
| 31-40 years old | 84 | 37.7 |
| 41-50 years old | 32 | 14.3 |
| 51-60 years old | 20 | 9.0 |
| Over 60 years old | 1 | 0.4 |

The result from Table 4.5 reveals that the majority of the Thailand's Respondent in RMUTT are age 31-40 years (37.7%), follows by age 21-30 years (34.5%), 41-50 years (14.3%), 51-60 years old (9%), less than 20 years (4%), and over 60 years (0.4%) respectively.

Gender

The gender of Thailand respondents are 223 who have been working in RMUTT as the coordinator level and they are supporting staffs is presented in Table 4.6.

Table 4.6 Demographic Background of Thailand Respondents Classified by Gender

| Gender | Frequency | Percent |
|--------|-----------|---------|
| Male | 61 | 27.4 |
| Female | 162 | 72.6 |

The result from Table 4.6 shows that the major of Thailand Respondents who are working in RMUTT are group of female 162 (72.6%) of the total respondents. And the rest are group of male 61 (27.4%) of the total respondents.

Education Background

Education Background was divided into 6 ranges, including range 1 (high school/ Vocational), range 2 (Diploma), range 3 (Bachelor's Degree), range 4 (Master's Degree), range 5 (PhD), and range 6 (Other). Table 4.7 shows frequency distribution by education background of the Thailand Respondents who are working in RMUTT.

Table 4.7 Demographic Background of Thailand Respondents Classified by Education

| Background | Frequency | Percent |
|-----------------|-----------|---------|
| High School | 9 | 4.0 |
| Diploma | 8 | 3.6 |
| Bachelor Degree | 153 | 68.6 |
| Master Degree | 45 | 20.2 |
| PhD Degree | 8 | 3.6 |
| Others | 1 | 1.0 |

The descriptive analysis result from Table 4.7 indicates that the majority of the Thailand respondent held Bachelor's Degree (68.6%), follows by Master's Degree (20.2%), High School/Vocational (4%), Diploma and PhD (3.6%) respectively.

Duration of Work Experiences

Duration of Work Experiences has been divided into 6 ranges, including range 1 (1-2 years), range 2 (2-3 years), range 3 (3-4 Years), range 4 (5-9 years), range 5 (10-14 years), and range 6 (over 15 years). Table 4.15 shows the frequency distribution by work experiences of RMUTT's supporting staffs.

Table 4.8 Demographic Background of Thailand Respondents Classified by Duration of Work Experiences

| Duration of Work Experience | Frequency | Percent |
|-----------------------------|-----------|---------|
| 1-2 years | 63 | 28.3 |
| 2-3 years | 15 | 6.7 |
| 3-4 years | 22 | 9.9 |
| 5-9 years | 53 | 23.8 |
| 10-14 years | 29 | 13.0 |
| Over 15 years | 41 | 18.4 |

The result from Table 4.8 shows that the majority of respondents have work experiences the most is 1-2 years (28.3%), follows by 5-9 years (23.8%), over 15 years (18.4%), 10-14 years (13%), 3-4 years (9.9%), and 2-3 years (6.7%) respectively.

4.2.2 Testing Hypotheses

Inferential statistics including t-test were employed to find the significantly different between data variables (gender and the work performance) and ANOVA was used to compare between data variables (age, education background, and duration of experiences) for the question number.

4.2.2.1 Case of National Polytechnic Institute of Cambodia

The different in work performance between male and female

The researcher used t-Test to find the different in work performance between male and female at a significant level of 0.05.

Hypotheses 1: There is different in work performance between male and female

H_0 : There is no different in work performance between male and female

H_1 : There is different in work performance between male and female

Table 4.9 The Different in Work Performance between Male and Female

| Gender and work Performance | Levene's test for equality of variances | | t-Test for Equality of Menas | | | | |
|-----------------------------|---|-------|------------------------------|-------|-----------------|-----------------|-----------------------|
| | F | Sig. | t | df | Sig. (2-tailed) | Mean Difference | Std. Error Difference |
| Equal variances assumed | 9.517 | 0.003 | -0.232 | 102 | 0.817 | -0.023 | 0.099 |
| Equal variances not assumed | | | -0.208 | 53.39 | 0.836 | -0.023 | 0.111 |

The result from table 4.9 illustrates the different in work performance between male and female show that significant (2-tailed) as equal variances assumed is 0.817 which is greater than 0.05, which is not significant. So the result is to accept the null hypotheses (H_0) and reject the alternative hypotheses (H_1). It is indicated that there is no different in work performance between male and female in the organization at the significant level of 0.05. The gender has no differentiation influence to the work performance.

The different in work performance between age's classifications

The researcher used ANOVA to find the different in work performance between age's classifications at a significant level of 0.05.

Hypotheses 1: There is different in work performance between age's classifications

H_0 : There is no different in work performance between ages' classifications

H_1 : There is different in work performance between ages' classifications

Table 4.10 The Different in Work Performance between Age's Classifications

| Age and Work Performance | Sum of Squares | df | Mean Square | F | Sig. |
|--------------------------|----------------|-----|-------------|-------|---------------|
| Between Groups | 1.860 | 3 | 0.620 | 2.813 | 0.043* |
| Within Groups | 22.043 | 100 | 0.220 | | |
| Total | 23.903 | 103 | | | |

The result from table 4.10 illustrates the different in work performance between age's classifications show that significant level is 0.043 which is lower than 0.05, which is significant. So the result is to accept the null hypotheses (H_1) and reject the alternative hypotheses (H_0). It is indicated that there is different in work performance between age's classifications in the organization at the significant level of 0.05. So there is differentiation influent in work performance between ages classifications.

The different between in work performance between education backgrounds

The researcher used ANOVA to find the different in work performance between education backgrounds at a significant level of 0.05.

Hypotheses 1: There is different in work performance between education backgrounds

H_0 : There is no different in work performance between education backgrounds

H_1 : There is different in work performance between education backgrounds

Table 4.11 The Different in Work Performance between Education Backgrounds

| Education Backgrounds And Work Performance | Sum of Squares | df | Mean Square | F | Sig. |
|--|----------------|-----|-------------|-------|-------|
| Between Groups | 0.771 | 3 | 0.257 | 1.110 | 0.349 |
| Within Groups | 23.133 | 100 | 0.231 | | |
| Total | 23.903 | 103 | | | |

The result from table 4.11 illustrates the different in work performance between education backgrounds show that significant level is 0.349 which is greater than 0.05, which is not significant. So the result is to accept the null hypotheses (H_0) and reject the alternative hypotheses (H_1). It is indicated that there is no different in work performance

between education backgrounds in the organization at the significant level of 0.05. The education background has no differentiation influence to the work performance.

The different in work performance between work experiences

The researcher used ANOVA to find the different in work performance between work experiences at a significant level of 0.05.

Hypotheses 1: There is different in work performance between work experiences

H_0 : There is no different in work performance between work experiences

H_1 : There is different in work performance between work experiences

Table 4.12 The Different in Work Performance between Work Experiences

| Work Experiences And Work Performance | Sum of Squares | df | Mean Square | F | Sig. |
|--|-------------------|-----|----------------|-------|-------|
| Between Groups | 1.478 | 5 | 0.296 | 1.292 | 0.274 |
| Within Groups | 22.425 | 98 | 0.229 | | |
| Total | 23.903 | 103 | | | |

The result from table 4.12 illustrates the different in work performance between work experiences show that significant level is 0.349 which is greater than 0.05, which is not significant. So the result is to accept the null hypotheses (H_0) and reject the alternative hypotheses (H_1). It is indicated that there is no different in work performance between work experiences in the organization at the significant level of 0.05. The work experiences have no differentiation influence to the work performance.

4.2.2.2 Case of Rajamangala University of Technology Thanyaburi

The different in work performance between male and female

The researcher used t-Test to find the different in work performance between male and female at a significant level of 0.05.

Hypotheses 1: There is different in work performance between male and female

H_0 : There is no different in work performance between male and female

H_1 : There is different in work performance between male and female

Table 4.13 The Different in Work Performance between Male and Female

| Gender and work Performance | Levene's test for equality of variances | | t-Test for Equality of Means | | | | |
|-----------------------------|---|-------|------------------------------|---------|-----------------|-----------------|-----------------------|
| | F | Sig. | t | df | Sig. (2-tailed) | Mean Difference | Std. Error Difference |
| Equal variances assumed | 0.222 | 0.638 | -1.785 | 221 | 0.076 | -0.175 | 0.098 |
| Equal variances not assumed | | | -1.722 | 100.890 | 0.088 | -0.175 | 0.101 |

The result from table 4.13 illustrates the different in work performance between male and female shows that significant (2-tailed) as equal variances assumed is 0.076 which is greater than 0.05, which is not significant. So the result is to accept the null hypotheses (H_0) and reject the alternative hypotheses (H_1). It is indicated that there is no in work performance between male and female in the organization at the significant level of 0.05. The gender has no differentiation influence to the work performance.

The different in work performance between age's classifications

The researcher used ANOVA to find the different in work performance between age's classifications at a significant level of 0.05.

Hypotheses I: There is different in work performance between age's classifications

H_0 : There is no different in work performance between ages classifications

H_1 : There is different in work performance between age's classifications

Table 4.14 The Different in Work Performance between Age's Classifications

| Age and Work Performance | Sum of Squares | df | Mean Square | F | Sig. |
|--------------------------|----------------|-----|-------------|-------|-------|
| Between Groups | 0.835 | 4 | 0.209 | 0.479 | 0.751 |
| Within Groups | 94.960 | 218 | 0.436 | | |
| Total | 95.795 | 222 | | | |

The result from table 4.14 illustrates the different in work performance between ages classifications show that significant level is 0.751 which is greater than 0.05, which is

not significant. So the result is to accept the null hypotheses (H_0) and reject the alternative hypotheses (H_1). It is indicated that there is no different in work performance between ages classifications in the organization at the significant level of 0.05. The age has no differentiation influence to the work performance.

The different between in work performance between education backgrounds

The researcher used ANOVA to find the different in work performance between education backgrounds at a significant level of 0.05.

Hypotheses 1: There is different in work performance between education backgrounds

H_0 : There is no different in work performance between education backgrounds

H_1 : There is different in work performance between education backgrounds

Table 4.15 The Different in Work Performance between Education Backgrounds

| Education Backgrounds And Work Performance | Sum of Squares | df | Mean Square | F | Sig. |
|--|----------------|-----|-------------|-------|---------------|
| Between Groups | 7.482 | 4 | 1.870 | 4.617 | 0.001* |
| Within Groups | 88.313 | 218 | 0.405 | | |
| Total | 95.795 | 222 | | | |

The result from table 4.15 illustrates the different in work performance between educations backgrounds show that significant level is 0.001 which is lower than 0.05, which is significant. So the result is to accepted the null hypotheses (H_1) and reject the alternative hypotheses (H_0). It is indicate that there is different in work performance between education backgrounds in the organization at the significant level of 0.05. The education background has differentiation influence to the work performance.

The different between duration of work experience to the work performance

The researcher used ANOVA to find the different in work performance between work experiences at a significant level of 0.05.

Hypotheses 1: There is different in work performance between work experiences

H_0 : There is no different in work performance between work experiences

H_1 : There is different in work performance between work experiences

Table 4.16 The Different in Work Performance between Work Experiences

| Work Experiences And Work Performance | Sum of Squares | df | Mean Square | F | Sig. |
|--|-------------------|-----|----------------|-------|-------|
| Between Groups | 3.851 | 5 | 0.770 | 1.818 | 0.111 |
| Within Groups | 91.944 | 217 | 0.424 | | |
| Total | 95.795 | 222 | | | |

The result from table 4.16 illustrates the different in work performance between work experiences show that significant level is 0.111 which is greater than 0.05, which is not significant. So the result is to accept the null hypotheses (H_0) and reject the alternative hypotheses (H_1). It is indicated that there is no different in work performance between work experiences in the organization at the significant level of 0.05. The work experiences have no differentiation influence to the work performance.

4.2.3 The Effectiveness between Courageous Follower and Work Performances

4.2.3.1 Case of National Polytechnic Institute of Cambodia

The researcher defined the factors that got effectiveness between the each factor of the Courageous Followership such as: Courage to Assume Responsibility, Courage to Serve, Courage to Challenge, Courage to Participate in Transformation, and Courage to Take Moral Action to the Work Performance (Quantity, Quality and Duration of Work). Respondents rate how they placed importance on each factor which they think that is the most right to themselves as the following classification below:

| Width of class interval | |
|-------------------------|-------------------|
| 4.21-5.00 | Strongly Agree |
| 3.41-4.20 | Agree |
| 2.61-3.40 | Rather Agree |
| 1.81-2.60 | Disagree |
| 1.00-1.80 | Strongly Disagree |

Table 4.17 Descriptive Statistics of Courageous Followership and Work Performance

| Descriptive Statistics | \bar{X} | SD | Relative Degree |
|--|-----------|-------|-----------------|
| Courage to Assume Responsibility | 3.668 | 0.666 | Agree |
| Courage to Serve | 3.687 | 0.707 | Agree |
| Courage to Challenged | 3.399 | 0.754 | Rather Agree |
| Courage to Participate in Transformation | 3.629 | 0.653 | Agree |
| Courage to Take Moral Action | 3.543 | 0.776 | Agree |
| Work Performance | 3.665 | 0.475 | Agree |

Table 4.17 illustrates that the respondents agreed that there are effectiveness between Courageous Followership and Work Performance. The majority of the total respondents of NPIC gave importance to the Courage to Serve ($\bar{X} = 3.687$), follows by Courage to Assume Responsibility ($\bar{X} = 3.668$), Courage to Participate in Transformation ($\bar{X} = 3.629$), Courage to Take Moral Action ($\bar{X} = 3.543$), Courage to Challenge ($\bar{X} = 3.399$), and Work Performance ($\bar{X} = 3.665$) respectively.

Result of Testing

In this step, researcher using “stepwise regression” in order to find out the most effective between each factors of courageous followership to the work performance in National Polytechnic Institute of Cambodia at a signification level of 0.05.

Hypotheses 2: There is a significant relationship between courageous followership and the work performance.

H_0 : There is no significant relationship between courageous followership and the work performance.

H_1 : There is significant relationship between courageous followership and the work performance.

Table 4.18 Model Summary of “stepwise regression” Testing of NPIC

| Model | R | R ² | Change Statistics | | | | |
|-------|--------|----------------|-----------------------|----------|-----|-----|---------------|
| | | | R ² change | F change | df1 | df2 | Sig. F |
| 1 | 0.391a | 0.153 | 0.153 | 18.373 | 1 | 102 | 0.000* |
| 2 | 0.478b | 0.228 | 0.075 | 9.874 | 1 | 101 | 0.002* |

Table 4.18 illustrates that there were 2 times of testing by “stepwise regression” but the second testing was the best among two because we can see by the R² is 0.228 meant it is about 23% which is greater than the first testing which has R² is 0.153 meant it is about 15%. The R² which is greater showing that is the stronger relationship between variables so above is the result of testing by “stepwise regression” for the second time which showing by R² and Significant level is 0.002 which is less than 0.05. This result show it reject H_0 by accept H_1 , so it meant that there is stronger relationship between courageous followership and work performance in the model 2.

Table 4.19 The Effectiveness Between Courageous Follower to the Work Performance of NPIC

| Stepwise Regression Coefficients | Un-standardized Coefficients | | Standardized | | |
|-------------------------------------|------------------------------|-----------|--------------|--------|---------------|
| | B | Std.Error | Beta | t | Sig. F |
| 1 (Constant) | 2.698 | 0.230 | | 11.746 | 0.000* |
| Courage to Serve | 0.262 | 0.061 | 0.391 | 4.286 | 0.000* |
| 2 (Constant) | 2.284 | 0.275 | | 8.898 | 0.000* |
| Courage to Serve (CS) | 0.205 | 0.061 | 0.306 | 3.346 | 0.001* |
| Courage to Take Moral Action (CTMA) | 0.176 | 0.056 | 0.278 | 3.142 | 0.002* |

The result of Table 4.19 of “coefficients chart” illustrates that there are effectiveness between 2 factors of Courageous Followership to the Work Performance. Since the signification of Courage to Serve (CS) is 0.01 which is less than 0.05. As well as Courage to Take Moral Action (CTMA) is 0.02 which is less than 0.05.

By the effectiveness between two factors of Courageous Followership to the Work Performance so we have such equation as below:

$$\text{Work Performance (WP)} = 2.284 + 0.205\text{CS} + 0.176\text{CTMA}$$

1. The result of testing the variables of courageous followership and work performance through the questionnaire has shown that courage to assume responsibility got average of 3.668 with the relative degree of agree, courage to serve got average of 3.687 with the relative degree of agree, courage to challenge got average of 3.399 with the relative degree of rather agree, courage to participate in transformation got average of 3.629 with the relative degree of agree, and courage to take moral action got average of 3.543 with the relative degree of agree. Anyway work performance got average of 3.665 with the relative degree of agree.

2. The result of testing relationship between courageous followership and work performance through the questionnaire found that there are two courageous which effected to the work performance which R^2 is about 0.228 (23%) with 0.02 of significant level. The result of R^2 showing that the courageous followership got relationship with the work performance and the result rejected H_0 and accepted H_1 . After that researched used multiple regression (stepwise regression) to find the strong relationship between each factor of the courageous follower to the work performance by looking through the co-efficient chart. Through the chart the stepwise regression has been run two time and the second time giving the constant of signification level 0.000 and shown that there were two factors of courageous followership which got effected to the work performance as below:

Effectiveness between courage to serve (CS) to the work performance with the significant level of 0.05.

Effectiveness between courage to take the moral action (CTMA) to the work performance with the significant level of 0.05.

4.2.3.2. Case of Rajamangala University of Technology Thanyaburi Effectiveness between Courageous Followership and Work Performances

The researcher defined the factors that got effectiveness between the each factor of the Courageous Followership such as: Courage to Assume Responsibility, Courage to Serve, Courage to Challenge, Courage to Participate in Transformation, and Courage to Take Moral Action to the Work Performance (Quantity, Quality and Duration of Work). Respondents rate how they placed importance on each factor which they think that is the most right to themselves as the following classification below:

Width of class interval

| | |
|-----------|-------------------|
| 4.21-5.00 | Strongly Agree |
| 3.41-4.20 | Agree |
| 2.61-3.40 | Rather Agree |
| 1.81-2.60 | Disagree |
| 1.00-1.80 | Strongly Disagree |

Table 4.20 Descriptive Statistics of Courageous Followership and Work Performance

| Descriptive Statistics | \bar{X} | SD | Relative Degree |
|--|-----------|-------|-----------------|
| Courage to Assume Responsibility | 3.789 | 0.906 | Agree |
| Courage to Serve | 3.269 | 0.826 | Rather Agree |
| Courage to Challenged | 3.130 | 0.848 | Rather Agree |
| Courage to Participate in Transformation | 3.479 | 0.908 | Agree |
| Courage to Take Moral Action | 3.392 | 0.903 | Rather Agree |
| Work Performance | 3.529 | 0.775 | Agree |

Table 4.20 illustrates that the respondents agreed that there are effectiveness between Courageous Followership and Work Performance. The majority of the total respondents of RMUTT gave importance to the Courage to Assume Responsibility ($\bar{X} = 3.789$), follows by Courage to Participate in Transformation ($\bar{X} = 3.479$), Courage to Take Moral Action ($\bar{X} = 3.392$), Courage to Serve ($\bar{X} = 3.296$), Courage to Challenge ($\bar{X} = 3.130$), and Work Performance ($\bar{X} = 3.529$) respectively.

Result of Testing

In this step, researcher using “stepwise regression” in order to find out the most effective between each factors of courageous followership to the work performance in Rajamangala University of Technology Thanyaburi at a signification level of 0.05.

Hypotheses 2: There is a significant relationship between courageous followership and the work performance.

H_0 : There is not significant relationship between courageous followership and the work performance.

H_1 : There is significant relationship between courageous followership and the work performance.

Table 4.21 Model Summary of “stepwise regression” Testing of RMUTT

| Model | R | R^2 | Change Statistics | | | | |
|-------|--------|-------|-------------------|----------|-----|-----|---------------|
| | | | R^2 change | F change | df1 | df2 | Sig. F change |
| 1 | 0.484a | 0.234 | 0.234 | 67.693 | 1 | 221 | 0.000 |
| 2 | 0.530b | 0.281 | 0.046 | 14.143 | 1 | 220 | 0.000 |

Table 4.21 illustrates that there were 2 times of testing by “stepwise regression” but the second testing was the best among two because we can see by the R^2 is 0.281 meant it’s about 28% which is better than the first testing which has R^2 is 0.234 meant it’s about 23%. The R^2 which is greater showing that is the stronger relationship between variables so above is the result of testing by “stepwise regression” for the second time which showing by R^2 and Significant level is 0.000 which is less than 0.05. This result show it reject H_0 by accept H_1 so it meant that there is stronger relationship between courageous followership and work performance in the model 2.

Table 4.22 The Effectiveness Between Courageous Follower to the Work Performance of RMUTT

| Stepwise Regression | Un-standardized Coefficients | | Standardized Coefficients | | |
|--|------------------------------|-----------|---------------------------|-------|---------------|
| | B | Std.Error | Beta | t | Sig. |
| 1 (Constant) | 1.960 | 0.196 | | 9.994 | 0.000* |
| Courage to Assume Responsibility (CAR) | 0.414 | 0.050 | 0.484 | 8.228 | 0.000* |
| 2 (Constant) | 1.655 | 0.207 | | 7.995 | 0.000* |
| Courage to Assume Responsibility (CAR) | 0.292 | 0.059 | 0.342 | 4.980 | 0.000* |
| Courage to Participate in Transformation (CPT) | 0.220 | 0.059 | 0.258 | 3.761 | 0.000* |

The result of Table 4.22 of “coefficients chart” illustrates that there are effectiveness between 2 factors of Courageous Followership to the Work Performance. Since the signification of Courage to Assume Responsibility (CAR) is 0.00 which is less than 0.05. As well as Courage to Participate in Transformation (CPT) is 0.00 which is less than 0.05.

By the effectiveness between two factors of Courageous Followership to the Work Performance so we have such equation as below:

$$\text{Work Performance (WP)} = 1.655 + 0.292\text{CAR} + 0.220\text{CPT}$$

1. The result of testing the variables of courageous followership and work performance through the questionnaire has shown that courage to assume responsibility got average of 3.789 with the relative degree of agree, courage to serve got average of 3.296 with the relative degree of rather agree, courage to challenge got average of 3.130 with the relative degree of rather agree, courage to participate in transformation got average of 3.479 with the relative degree of agree, and courage to take moral action got average of 3.392 with the relative degree of rather agree. Anyway work performance got average of 3.529 with the relative degree of agree.

2. The result of testing relationship between courageous followership and work performance through the questionnaire found that there are two courageous which effected to the work performance which R^2 is about 0.281 (28%) with 0.000 of significant level. The result of R^2 showing that the courageous followership got relationship with the work performance and the result rejected H_0 and accepted H_1 . After that researched used multiple regression (stepwise regression) to find the effectiveness between each factor of the courageous follower to the work performance by looking through the co-efficient chart. Through the chart the stepwise regression has been run two time and the second time giving the constant of signification level 0.000 and shown that there were two factors of courageous followership which got effected to the work performance as below:

Effectiveness between courage to assume responsibility (CAR) to the work performance with the significant level of 0.05.

Effectiveness between courage to participate in transformation (CPT) to the work performance with the significant level of 0.05.

4.3 The Analysis of Qualitative Data

4.3.1 Case of National Polytechnic Institute of Cambodia

Courage to Assume Responsibility

Through the interview of the research study with four interviewees, the result of the interview show in the different and similarity of the definition of each courageous follower through the ideas and experiences of work of each interviewee.

Through the interview, courage to assume responsibility is given the meaning that to assume responsibility is very important for followers to respond to their job. The follower should take the high responsibility in order to avoid from conflict or error during working time. The follower should take their respond to their job in order to make it done on time and also to fulfill out the potential of being a good follower. Otherwise, they won't have done their job well without their responsibility.

Interview1 “**responsibility of follower is important to complete their job on time for future development**”.

Interview3 “**it's important to make the opportunity to fulfill the potential of taking responsibility to job**”.

Courage to Serve

Thought the interview, courage to serve is given the definition that serving to the leader as good follower is the main work and main task for follower to be complete without being a good servant. So a good follower is a good servant. Courageous to serve is the key success of the organization when the follower serve their leader and serve their organization for the future development. Moreover, follower serve for archiving organization's goal and serve for success.

Interview4 **“serve is the key for organization's success and for the future development”**.

Courage to Challenge

Through the interview, courage to challenge is given the definition challenge is the way of finding the better development of humanity and is the way to upgrade skill and potential. Challenge is part for the competition of all kinds and make it become better which challenging. It is to make the challenging by upgrading skill, knowledge, attitude for the development and its part of help to push through the trouble time, and challenge for the correct thing and better behavior to fit to the organization's policy.

Interview2 **“courage to challenge is to challenge of skill, knowledge, attitude for the development and pushing of help through the trouble time”**.

Interview3 **“challenge for the better and correct behavior to fit the organization's policies”**.

Courage to Participate in Transformation

Through the interview, courage to participant in transformation is giving the definition that participating in transformation is important part of first changing and make it change while follower need to change themselves to fit to the situation and work well through their changing. It's happened to make the organization become lively and future success. In order to make the transformation is to make the change and it is based on the recent development and change follower the leader.

Interview1 **“make the change based on the recent development and following the leader”**.

Courage to Take the Moral Action

Through the interview, courage to take the moral action is given the definition that the moral action is the one important key of the successful part in the organization.

Follower must take their own activities through the moral action to fulfill the problem or conflict in the organization. The moral action is the right thing that the follower must do and have for their leader and to their organization for physically and humanity of social standing make the risk become success rather than failure and take the moral action to serve the leader and organization.

Interview2 “**moral action is physically courageous for humanity of social standing and make risk become success rather than failure**”.

Interview4 “**Moral action is the right thing to do and to serve leader and organization**”.

The Effectiveness between Courage to Assume Responsibility to the Work Performance

Through the interview, the effectiveness between courageous to assume responsibility is the point of follower who are responding their own job with the high responding then the output will be show of the high and good performance but for some part if the follower doesn't take their respond to their job then the result will showing of the low output of their performance. It meant that responsibility is the fastest development and improvement since the follower respond to their job in the high responding which will giving the high performance and also it initiate the action to improve the organization's activities and the improvement of the organization's work flow. Follower must take respond to their job in order to get the high output and high performance for the organization development.

Interview1 “**responsibility is important for the organization development**”.

Interview3 “**responsibility is initiate the action to improve the organization's activities and improve the work flow of the organization**”.

The Effectiveness between Courage to Serve to the Work Performance

Through the interview the effectiveness between courage to serve and the work performance is the duty of the follower who has to serve their leader and organization by heart and honesty. The more they serve their leader and organization, the more the organization move to the success point. So the courage is to serve is making the work performance good when the follower serves their leader and organization. It meant that being as follower should have the soul of serving and sharing idea of making change and to lead the organization successfully through the vision and missions.

Interview4 “**serve is key success of the organization and lead to the high performance and successful**”.

The Effectiveness between Courage to Challenge to the Work Performance

Through the interview, the effectiveness between courage to challenge and work performance is meant to make challenging in order to develop the organization or staff's behavior to the better point. The more challenging in one organization, the more the organization improving and developing. Follower challenge for showing their high performance and its part of comprehensive. Challenging is making the right sense to correct the work flow of the organization and will make the improvement of the work performance as well.

Interview2 “**it's a part comprehensive to be challenge in workplace and showing the high performance of being challenge**”.

Interview3 “**it makes sense to correct the flow of work performance and make new flow of work performance with comfortableness and non-conflicts. The courage to challenge is also part of improvement to the flow of work performance**”

The Effectiveness between Courage Participate in Transformation to the Work Performance

Through the interview, the effectiveness between courage to participate in transformation to the work performance is to showing their opinion and sharing the ideas in order to make the right change of the performance or the staff or the organization. It's important if the organization transform their performance to their staff in the right and better way and the follower will develop their performance through the transformation and will showing the high result of the work performance.

Interview1 “**courage to participate in transformation is to change for the better improvement in the organization so it will make the work faster and even leading to the high performance as well**”.

The Effectiveness between the Courage to Take the Moral Action to the Work Performance

Through the interview, the effectiveness between courage to take the moral action to the work performance is the main job or task for being follower and keep doing the right thing to keep their leader or organization safe in the right way. Follower will show their

honesty to their leader or organization of taking the moral action and their performance will giving the high result as well. The moral action should be taken for all levels in the organization not only the follower. Also the moral action will lead to the organizational success in the future of doing the right work through their right idea or action.

Interview2 **“in organization, culture of moral courage is open to all levels, policies and procedures to support the ethical practice and leader”**.

Interview4 **“Follower works with their soul to serve and they have their moral action so with these two courageous, follower will become a great follower to their leader with the high performance and will lead to the organization’s success”**.

Other Factors which got effected to the Work Performance in Organization

Interviewee1 said **“follower should have upgraded their knowledge in order to get the high capability willing to learn something new and never give up to their job”**.

Interviewee2 mentions that **“Unless you know who you are and what you are doing so you don’t need to afraid of the affection to your work besides being a great follower to work with the high responsibility”**.

Interviewee3 said **“There are few things such as competition, motivation will affect to the work performance”**.

Interview4 said **“The first factor affect to work performance is leader. If the leader is such reasonable and understanding leader then the work performance will going smooth and well because the leader is the one who make decision. The right or wrong decision is depend on leader. The others are the work environment, co-worker, team work, organizational behavior”**.

Through the interview with the four respondents of National Polytechnic Institute of Cambodia (NPIC), there are five variables of courage followership which has chosen. The courageous to assume responsibility, courage to serve, courage to challenge, courage to participate in transformation and courage to take moral action. So the 4 respondents had given the different reason of effectiveness between each variable of courageous followership to the work performance as below:

There were two interviewees said there is an effectiveness between courage to assume responsibility to the work performance in the organization.

There were one interviewee said there is an effectiveness between courage to serve to the work performance.

There were two interviewees said there is an effectiveness between courage to challenge to the work performance.

There were one interviewee said there is an effectiveness between courage to participate in transformation to the work performance.

There were two interviewees said there is an effectiveness between courage to take moral action to the work performance.

4.3.2 Case of Rajamangala University of Technology Thanyaburi

Courage to Assume Responsibility

Through the interview of the respondents of RMUTT, the courage to assume responsibility is the duty of the follower for taking responding and dealing with their job and work on their task to get their job done with the high responsibility and make the benefit to archive the organization's goal.

Interviewee1 **“responsibility is the duty for followers to respond to their job”**.

Interviewee3 **“assume responsibility is to deal and take respond to their job”**.

Interviewee4 **“assume responsibility is to take the accountability to the own duty and task make the benefit to archive goals”**.

Courage to Serve

Through the interview, the courage to serve how to serve their leader and organization by heart with honesty. Followers should respect to the rules and do their best to serve with the good result of work. Followers serving their leader with love and it's their duty to serve for the future development.

Interviewee3 **“as follower should serve by heart and be honest to their leader”**.

Interviewee4 **“it's duty for follower to serve their leader and organization for the future development”**.

Courage to Challenge

Through the interview, the courage to challenge is to show and share the potential of being good follower in order to make the good and better thing for the organization. It's important to take challenging to find out what is the better point and make develop of some lake points which the follower has.

Interviewee2 **“It's important to change for any better to show their talent in the organization”**.

Courage to Participate in Transformation

Through the interview, the courage to participate in transformation is to make the good change of the organization event management systems or working systems to find the new better development of the organization.

Interviewee2 **“participate in transformation is to make change in organization”**.

Courage to Take Moral Action

Through the interview, the courage to take the moral action is to concern about the moral action which is correct and fair and it's the corresponding to their jobs and work in order to handle the right thing for themselves from any problem and to protect their leader from any conflict in the organization.

Interviewee1 **“moral action is the correct and right thing with fair to the regulations and the laws. Follower should take the moral action to protect their leader from any problem”**.

The Effectiveness between Courage to Assume Responsibility to the Work Performance

Through the interview, the effectiveness between courage to assume responsibility to the work performance is really affect to the work performance. So work performance will be increase when the follower take their responding to their job and lead to the organizational success. However, it would affect direct badly to the output of the organization when the follower has no responsibility to their own job. It will giving the high performance when the follower showing their potential and take respond to their own task.

Interviewee1 **“follower takes respond to work then it will be increase of the work performance then lead to the organizational success”**.

Interviewee3 **“responding is effected directly to the work performance because the total output is getting high when follower taking their own respond to their job”**.

Interviewee4 **“courage to assume responsibility is really effect to the work performance. It's giving the good result when follower taking their own responding to their job”**.

The Effectiveness between Courage to Serve to the Work Performance

Through the interview, the effectiveness between courage to serve to the work performance is what followers should have and take accountability to their job and task. Followers should serve their leader by heart in order to lead to organizational success with the high performance and giving high output. Followers should serve through the vision and missions of the organization. They should complete their work with no conflict under the high respond and giving them the high work performance in the future.

Interviewee3 **“followers should take accountability to their job and task. They work with love and honest so their work performance will giving high output”**.

Interviewee4 **“Followers serve their leader and organization through the vision and missions and lead organizational success with the high performance”**.

The Effectiveness between the Courage to Challenge to the Work Performance

Through the interview, the effectiveness between courage to challenge to the work performance is the courage which followers should have in order to take challenge themselves as well as challenge in the organization to find out the better thing for the high performance. Followers should challenge to share and giving ideas for the future development with their high performance for the organizational success.

Interviewee2 **“followers take challenge to themselves and sharing their talent in the organization for getting the high result of work”**.

The Effectiveness between Courage to Participate in Transformation to the Work Performance

Through the interview, the effectiveness of the courage to participate in transformation to the work performance is the courage of finding out the better point and strength point in the organization and take the transformation which will giving the organization the high result and success. We should take change of process as appreciate and make change work become systematic which lead to the high performance.

Interviewee2 **“make change of finding the weak points to be better and strengthen the good point for more and lead to the organizational success”**.

The Effectiveness between Courage to Take Moral Action to the Work Performance

Through the interview, the effectiveness of courage to take the moral action to the work performance is the right and correct thing which followers should have as their work

conscientious to their organization. They should hold the moral action for the right job then it will bring to the high performance but if they don't take their moral action then it will destroy their performance and showing the bad reaction to the organization. The moral action for the followers is very important which will lead them to the high performance and giving them their loyalty to their leader.

Interviewee1 **“followers should take their moral action for the right job for their moral business and the moral action will lead them to the high performance”**.

Other Factors which got effected to the Work Performance

Interview1 **“beside 5 courageous followership, there are some others factors such as motivation from leader, regulation and the punishment in work place because motivation can push follower works harder also regulation and punishment will make follower work under the right concept according to the vision and missions of the organization”**.

Interviewee2 **“the other factors which effect to the work performance are co-workers and leader because it will be good and giving the high performance to the organization when the all the followers work under one condition happily. Otherwise, leader is also the main factor which will lead the organization to the low or high performance because leader is the person who make the decision”**.

Interviewee3 **“as followers, they have to be brave and be their own way to do the right job. Followers should serve with their heart and love to their leader and organization so it's good enough if they are good follower”**.

Interviewee4 **“there are some other factors beside 5 courageous followership such follower's characteristics, environment climate, work's culture and also the organizational environment. All these factors will reach and push the followers' potential of work and bring to the high performance and output”**.

Through the interview with the 4 respondents of Rajamangala University of Technology Thanyaburi (RMUTT), there are five variables of courage followership which has chosen. The courageous to assume responsibility, courage to serve, courage to challenge, courage to participate in transformation and courage to take moral action. So the 4 respondents had given the different reason of effectiveness between each variable of courageous followership to the work performance as below:

There were three interviewees said there is an effectiveness between courage to assume responsibility to the work performance in the organization.

There were two interviewees said there is an effectiveness between courage to serve to the work performance.

There were one interviewee said there is an effectiveness between courage to challenge to the work performance.

There were one interviewee said there is an effectiveness between courage to participate in transformation to the work performance.

There were one interviewee said there is an effectiveness between courage to take moral action to the work performance.



CHAPTER 5

CONCLUSIONS, DISCUSSION, AND RECOMMENDATIONS

5.1 Introduction

The chapters five is summarizing about the conclusion of the result in summaries and make the discussion by giving the reasons of the result according to the purpose study which researcher had found during the research by using mixed methodology. After that the researcher will give the recommendation through the ideas and the limitation, difficulties during her research study time in Cambodia and Thailand. The other part of this chapter provides the suggested framework which researcher had found and thought of for the future research and could be useful for Government sector as well as Private sector for the follower's development or it is such a suggestion to leader for giving chance and motivate their follower become courageous and work hard for the organizational success. The study of "The effectiveness between courageous followership to the work performance in the organization" case of "National Polytechnic Institute of Cambodia (Cambodia) and Rajamangala University of Technology Thanyaburi (Thailand)" has 3 main purposes such:

- 1). To explore courageous followership in National Polytechnic Institute of Cambodia and Rajamangala University of Technology Thanyaburi,
- 2). To examine the effectiveness between the courageous of followership in National Polytechnic Institute of Cambodia to the work performance,
- 3). To examine the effectiveness between the courageous of followership in Rajamangala University of Technology Thanyaburi to the work performance.
- 4). To compare the courageous followers between National Polytechnic Institute of Cambodia (NPIC) and Rajamangala University of Technology Thanyaburi (RMUTT)

5.2 Conclusions

5.2.1 Case of National Polytechnic Institute of Cambodia

Demographic and work performance

According to the result from finding, researcher had found that there was one different relationship between the age and the work performance. And there was no different between gender, education background, and work experiences to the work

performance. The result showing that the followers who were 51-60 years old ($\bar{X}=4.256$), 31-40 years old ($\bar{X}=3.734$), 21-30 years old ($\bar{X}=3.645$) and 41-50 years old ($\bar{X}=3.269$) which meant that the followers who were 51-60 years old is quite working harder and giving more effectiveness of their performance much more the follower who were 21-30 years old, 31-40 years old and 41-50 years old.

Courageous follower and work performance

Researcher found out the effectiveness between the courage followership and the work performance in organization was really important. Each factors of the courageous follower are affected to the work performance and giving the low or high performance of the follower depends on their activities during their work. But in Cambodia the most effectiveness were Courage to Serve and Courage to Take Moral Action. These two courageous would affect directly to the work performance in NPIC which the follower took it as the main factor among five factor of the courageous follower.

So in conclusion, for the mixed methodology for this research study has found out that there were five variables of courageous followership which were affected to the work performance.

5.2.2 Case of Rajamangala University of Technology Thanyaburi

Demographic to the work performance

According to the result from finding, researcher had found that there was one different relationship between the Education background and the work performance. And there was no different between age, gender, and work experiences to the work performance. The result showing that the followers who were handling diploma ($\bar{X}=4.115$), high school ($\bar{X}=3.752$), Master ($\bar{X}=3.577$), and Bachelor ($\bar{X}=3.499$) which meant that the followers who were handling diploma are trying 51-60 years old was quite working harder and giving more effectiveness of their performance much more the follower who were 21-30 years old, 31-40 years old and 41-50 years old.

Courageous follower and work performance

Through the research result of mixed methodology of Rajamangala University of Technology Thanyaburi (RMUTT), researcher has found out that there were the effectiveness between the courageous followers to the work performance. The five factors of the courageous followership were affected to the work performance and it could lead to the organizational success when the follower took their responsibility to their job, work

hard to serve their leader, upgrading their capacity by taking challenge to themselves or even followers among them, made change for the future development and also kept doing the right thing. However, there were two important factors among the five factors of courageous followership in RMUTT (Thailand) which the followers mention mainly were Courage to Assume Responsibility and Courage to Participate in Transformation.

So in conclusion, the researcher found out that there were five factors of courageous followership which got effective to the work performance of RMUTT which would lead for the future development and the organizational success.

5.3 Discussions

According to the objectives of research study under the title of “The Effectiveness between Courageous Followership to the Work Performance in Organization” case of National Polytechnic Institute of Cambodia (NPIC) and Rajamangala University of Technology Thanyaburi (RMUTT), researcher used mixed methodology as the research instrument and found out that the result of interview was supported to the result from the questionnaire. The interviewees have more freedom to give the information more detail and freely. They could had a chance to share their own ideas and their own experience more deeply. Through the result of the research showing that two universities under the government of NPIC and RMUTT were similar and giving that the reasons of each courageous factor was important and it was the duty of followers in order to upgraded their performance by following their leader and took respond to their job honestly with moral and sharing of their ideas for future development of the organization. Moreover, the similarity between the result of NPIC and RMUTT which the five factors of courageous followership got affected to the work performance as well as this research has been supported to the research study of the European Country of Ira Chaleff (1995) which he said that when a person tries to develop the courage to assume responsibility then the process of beings with self-assessment toward the end of personal development. The courage to serve required the understanding that the point of a job is to spare the energy of the leader and serve without the expectation. The courage to challenge required the understanding the need to check the leader’s behavior and take appropriate action to challenge. The courage to participate in transformation included having the follower develop or engage in interventions for the betterment of the leader, the organization and the

follower. The courage to take moral action meant the follower had to prepare for the right thing. So followers should be encourage themselves to be respond to their work, to serve their leader, to be challenge, to participate in transformation and to take the moral action. The researcher found out that the five factors of courageous followership had effective to the work performance which was supported the research of Ira Chaleff (2003). Dixon (2003) conducted a quantitative study with 364 engineering and technology workers by using the five factors of courageous followership from Chaleff (1995) and he developed and validated to determine whether a relationship existed between demonstration of courageous follower behavior and the organization levels. He found the increasing levels of followership as levels of responsibility increased in the organization. He found a significant difference in the ascriptions of the courage to assume responsibility, courage to serve, courage to challenge, courage to participate in transformation, courage to take moral action throughout the four different organization levels. Ray (2007) used the five factors of courageous followership to extend the work of Dixon (2003) to investigate whether a relationship existed between hierarchical levels and measures of courageous follower behavior among community college employees by conducted the quantitative study, she found out that all five courageous follower behaviors to be significant and concluded that follower behavior increase as level of responsibility without the organization increased. Rickeston (2008) extend the work of Dixon (2003) used five dimensions of courageous follower to investigated whether a relationship existed between leadership styles and followership styles by using multifactor leadership questionnaire (MLQ) which evaluated transactional leadership, transformational leadership, and leadership of laissez-faire, he found that there was no significant relationship found between transformational leadership to the five dimensions of courageous follower. However, Theresa (2008) also used five dimensions of courageous follower of Chaleff as the variable to be examined on her research of existence and nature of any relationship between supervisor's satisfactions with an employee's performance. She found out that employees choose to focusing on the "courageous to assume responsibility" in a particularly large positive on the leaders. And the perception of leader of employee's courage to assume responsibility was over 60% to the work performance of employees. For leader and organization initiative to coach employees in formal and informal way how to affirmatively took on courage to assume responsibility and to effectively communicate to the leader which led to the organization

impact due to increase satisfaction to the employee's performance. The research showing that the five factors of courageous followership were not only be used in European countries but it were also be used in Asian countries as Cambodia and Thailand according to the result of the research study even the culture was different but the result showing the similarity of relationship and the effectiveness.

As the summarized of the research result and to the previous study of the five people who researched about the five factors of courageous followership, research found out the own result as below:

The effectiveness between courage to assume responsibility to the work performance

the effectiveness between courageous to assume responsibility was the point of follower who responded their own job with the high responding then the output showing of the high and good performance but for some part if the follower does not take their respond to their job then the result would showing of the low output related to their performance. It meant that responsibility is the fastest development and improvement since the follower respond to their job in the high responding which would giving the high performance and also it initiate the action to improve the organization's activities and the improvement of the organization's work flow. Follower must take respond to their job in order to get the high output and high performance for the organization development.

The effectiveness between courage to serve to the work performance

The effectiveness between courage to serve and the work performance was the duty of the follower who had to serve their leader and organization by heart and honesty. The more they served their leader and organization, the more the organization move to the success point. So the courage to serve was making the work performance good when the follower served their leader and organization. It meant that being as follower should have the soul of serving and sharing idea of making change and to lead the organization successfully through the vision and missions.

The effectiveness between courage to challenge to the work performance

The effectiveness between courage to challenge and work performance was meant to make challenging in order to develop the staff's behavior to the better point in organization. The more challenging in one organization, the more the organization improving and developing. Follower challenge for showing their high performance and its

part of comprehensive. Challenging was making the right sense to correct the work flow of the organization and would make the improvement of the work performance as well.

The effectiveness between courage to participate in transformation to the work performance

The effectiveness between courage to participate in transformation to the work performance was to showing their opinion and sharing the ideas in order to make the right change of the performance or the staff or the organization. It was important if the organization transforms their performance to their staff in the right and better way and the follower developed their performance through the transformation and showed the high result of the work performance.

The effectiveness between courage to take moral action to the work performance

The effectiveness between courage to take the moral action to the work performance was the main job or task for being follower and keep doing the right thing to keep their leader or organization safe in the right way. Follower would show their honesty to their leader or organization of taking the moral action and their performance would give the high result as well. The moral action should be taken for all levels in the organization not only the follower. Also the moral action would lead to the organizational success in the future of doing the right work through their right idea or action.

5.4 Research Contributions

During research study, there were two contribution which researcher has met as Academic contribution and Practical contribution. So here below were the details of the two contributions:

Academic Contribution: there are some theoretical which supported to the courageous followership in the organization such as courage to assume responsibility, courage to serve, courage to challenge, courage to participate in transformation, courage to take moral action which are the key factors would affected to the organization through the performance of the follower. However, the result of this research study has been supported to the theory of Ira Chaleff (1995); Theresa (2008); Peterson and Plowman (1953); Ricketson (2008); Dixon (2003); Ray (2007). Ira Chaleff was the founder of the theory of courageous follower who had supported by Dixon (2003) who were researching about the

“Follower Profile” by using the five factors of courageous follower with 56 items as research independent variable factor including by testing the engineering sector and Ray (2007) used it to test among the community college employee. So after the research, readers can adapt from the study framework and research for more detail and more effectiveness in the future.

Practical Contribution: The practical of the research has shown that the courageous followership is important and has affected to the work performance in the organization throughout the result not even in European Countries or in Asian Countries (Cambodia and Thailand). Specially, focusing on Cambodia and Thailand which have similar culture and showing the similar result of effectiveness so this research study would give much more ideas for the future researcher who are interesting of developing the “Follower Profile” then they can also use it for their research study effectively. So researcher gives the suggested framework for the future research as below:

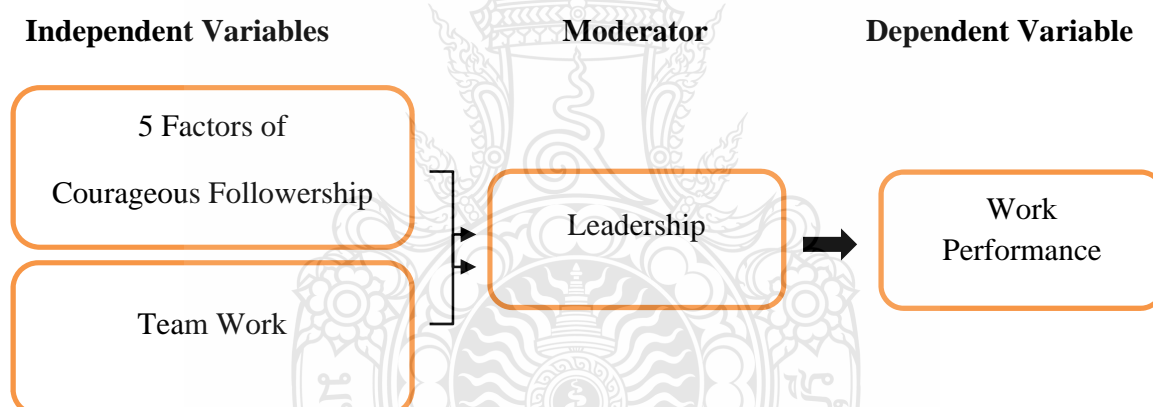


Figure 5.1 Suggest Framework

5.5 Research Difficulties and Limitations

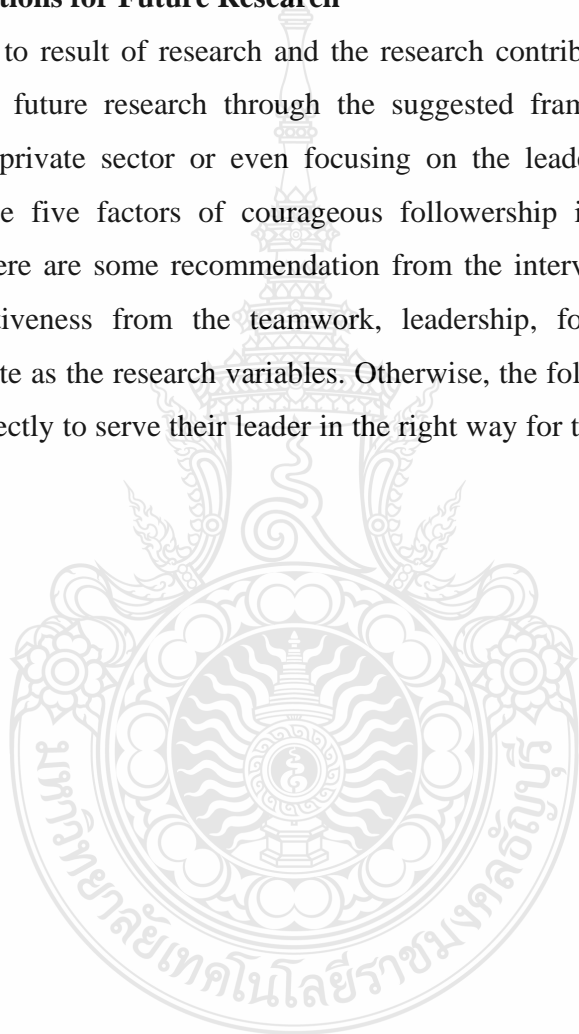
The important limitation of the research was to define the exact result from the questionnaire which had given by the supporting staffs of each university which were located in Cambodia and Thailand. Therefore, the researcher did the sampling for the observation the number of customer by using the Yamane Equation formula.

Time and cost constraints were the major limitations in this research study, which presented the researcher with obstacles in getting the result by spending much time to go to get the questionnaire and interview from Cambodia and Thailand. Some questionnaire

respondents did not give the real answer and they just ticked it as the same number so it meant the answer could not be used at all and researcher needed to deliver the questionnaire to the respondents at least 30 more than the exact number of each university. However, some interviewees did not give the detail answer and they did not want to be interviewed for personal reasons.

5.6 Recommendations for Future Research

According to result of research and the research contribution, researcher should recommend for the future research through the suggested framework or this research framework for the private sector or even focusing on the leadership as the moderator variable because the five factors of courageous followership is affected to the work performance and there are some recommendation from the interviewees of sharing some ideas of the effectiveness from the teamwork, leadership, follower's characteristics, organization's climate as the research variables. Otherwise, the followers know themselves should perform correctly to serve their leader in the right way for the future of organization success.



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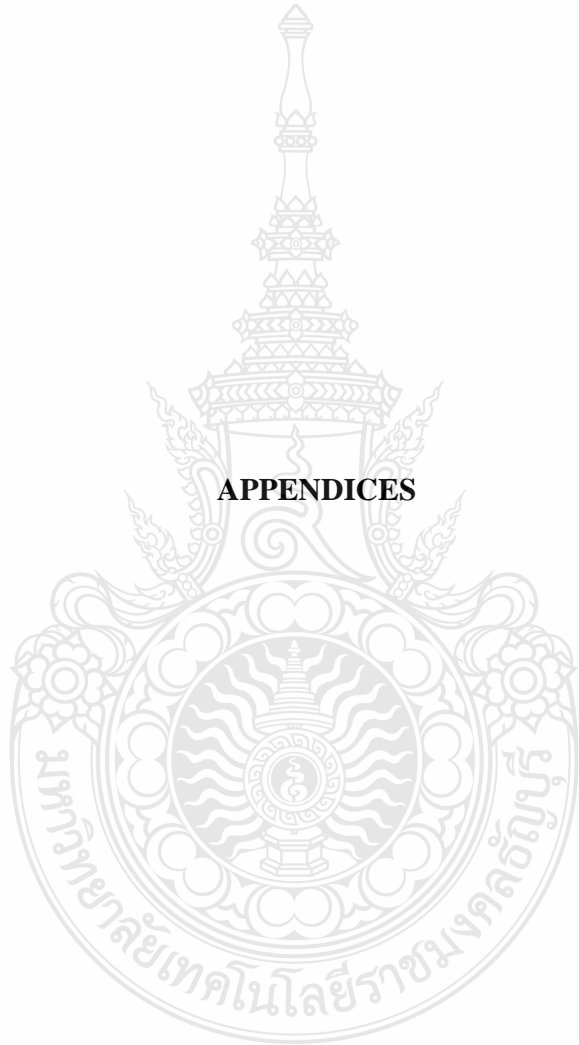
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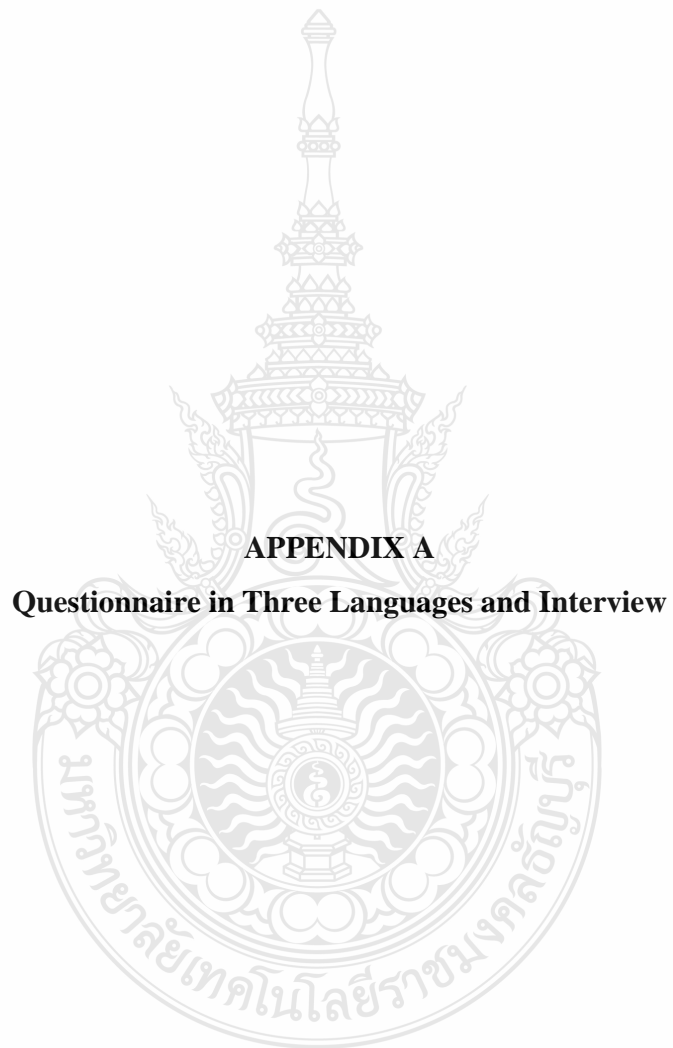
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APPENDICES





Questionnaire for Research Study

The Effectiveness of Courageous Followership to the Work Performance in Organization

Case Study “National Polytechnic Institute of Cambodia & Rajamangala University of Technology Thanyaburi”

Description: This questionnaire separated into 3 parts as below:

Part 1: The part of Personal Information which are Age, Sex, Education Level, and Duration of working in that organization. This questionnaire is kind of Check List.

Part 2: This part is mention about “Courageous Followership” which are separated into 5 small parts such as: courage to assume responsibility, courage to serve, courage to challenge, courage to participant in transformation, and courage to take the moral action.

Part 3: This part is mention about “Work Performance” which are separated into 3 main parts such as: quality of work, quantity of work, and duration of work (time to work).

Please answer this questionnaire to every question in the list for the study research of Master Degree in order to analysis and conclude all the answers from every respondent. In the purpose of this research study will be part of the study development in the future.

Miss Minea Sok

Master Degree of General Management

Business Administration Faculty

Rajamangala University of Technology Thanyaburi

The Effectiveness of Courageous Followership to the Work Performance in Organization

Case Study “Cambodia & Thailand”

Questionnaire

I. Personal Information

Instruction: Please mark (✓) in front of the answer that apply to you (one answer for each)

1. Age

- | | |
|--|--|
| <input type="checkbox"/> 20 years or under | <input type="checkbox"/> 21-30 years |
| <input type="checkbox"/> 31-40 years` | <input type="checkbox"/> 41-50 years |
| <input type="checkbox"/> 51-60 years | <input type="checkbox"/> older than 60 years |

2. Gender

- | | |
|-------------------------------|---------------------------------|
| <input type="checkbox"/> Male | <input type="checkbox"/> Female |
|-------------------------------|---------------------------------|

3. Education Background

- | | |
|---|--|
| <input type="checkbox"/> High School/Vocational | <input type="checkbox"/> Diploma |
| <input type="checkbox"/> Bachelor’s Degree | <input type="checkbox"/> Master’s Degree |
| <input type="checkbox"/> Above Master’s Degree, please specified..... | |

4. How long have you been working for your current organization

- | | |
|--------------------------------------|--|
| <input type="checkbox"/> 1-2 years | <input type="checkbox"/> 2-3 years |
| <input type="checkbox"/> 3-4 years` | <input type="checkbox"/> 5-9 years |
| <input type="checkbox"/> 10-14 years | <input type="checkbox"/> older than 15 years |

II. Courageous Follower

This survey is designed to measure behavioral attributes associated with Courageous Followership. These attributes are (1) The courage to assume responsibility; (2) The courage to serve; (3) The courage to challenge; (4) The courage to participate in transformation and (5) The courage to leave/take moral action. This survey is anonymous and confidential. Results from all participants will be gathered and combined to maintain participant confidentiality and anonymity. by ticking (✓) in a box that you deem appropriate:

The most = 5
 More = 4
 Average = 3
 Less = 2
 At least = 1

| Courageous Follower | Level | | | | |
|---|-------|---|---|---|---|
| | 1 | 2 | 3 | 4 | 5 |
| Courage to Assume Responsibility | | | | | |
| 1. I am passionate about my work | | | | | |
| 2. I am self-managed in meeting deadlines and keeping commitments | | | | | |
| 3. I assume responsibility in dilemmas where rules impede service | | | | | |
| 4. I assess my own performance | | | | | |
| 5. I take initiative without formal authority | | | | | |
| 6. I am willing to bend the rules to get the right things done | | | | | |
| Courage to Serve | | | | | |
| 7. I defend my supervisor from unwarranted attacks | | | | | |
| 8. I summarize communications for my supervisor | | | | | |
| 9. I minimize unnecessary pressure on my supervisor | | | | | |

| | | | | | |
|--|--|--|--|--|--|
| 10. I reflect my supervisor's values to the organization without injecting my own personal agenda | | | | | |
| 11. I encourage complains to communicate concerns not emotions | | | | | |
| Courage to Challenge 12. I give honest feedback to my supervisor on his/her behaviors. | | | | | |
| 13. I ask questions to guide my supervisor thinking | | | | | |
| 14. I challenge inappropriate behaviors | | | | | |
| 15. I present ideas clearly with openness and trust | | | | | |
| Courage to Participant in Transformation 16. I create a supportive environment at my workplace in which change can occur | | | | | |
| 17. I notice and acknowledge improvements that my supervisor has made | | | | | |
| 18. I provide support to my supervisor for experimentation and learning | | | | | |
| 19. I establish coping mechanisms that reinforce transformational progress | | | | | |
| Courage to Take Moral Action 20. I prepare to transfer responsibilities should severance become necessary | | | | | |
| 21. I would resign to protect my supervisor from the repercussions of my actions | | | | | |
| 22. I will not compromise my personal ethics for continued employment | | | | | |
| 23. I do what I believe is right even when there may be negative repercussions | | | | | |
| 24. I would resign rather than violate important personal values | | | | | |

III. Work Performance

Please rate your opinion why you decide to use iPhone brand as your mobile phone by ticking (√) in a box that you deem appropriate:

The most = 5
 More = 4
 Average = 3
 Less = 2
 At least = 1

| Work Performance | Level | | | | |
|--|-------|---|---|---|---|
| | 1 | 2 | 3 | 4 | 5 |
| Quality of work | | | | | |
| 1. The result of work is positive and on time | | | | | |
| 2. The result of work is standardize | | | | | |
| 3. Using standardize equipment in working process | | | | | |
| 4. Recheck on work again before process | | | | | |
| 5. Quality of work is proper to the setting goals | | | | | |
| Quantity of work | | | | | |
| 6. Quantity of carried out work is proper to the quantity of staffs in the department | | | | | |
| 7. Quantity of carried out work is up on the expectation of department | | | | | |
| 8. Quantity of your work is proper to your ability | | | | | |
| 9. Quantity of assigned work is always done well on time | | | | | |
| Duration of work | | | | | |
| 10. Assigned job has been done on time accordingly to the difficulty -simplicity of the work | | | | | |
| 11. Each assigned job can be carried out | | | | | |

| | | | | | |
|---|--|--|--|--|--|
| within a proper time period | | | | | |
| 12. The result of work is always be done well on time | | | | | |
| 13. Workers or staffs can succeed the final goal of its department according to the time schedule | | | | | |



*** Thank so much for taking time answering to the questions ***

The Effectiveness of Courageous Followership to the Work Performance in Organization

Case Study “Cambodia & Thailand”

แบบสอบถาม

1. ข้อมูลส่วนตัว

คำชี้แจง โปรดทำเครื่องหมาย (✓) ลงในกล่องหน้าข้อความที่ตรงกับความจริงของท่าน

1. อายุ ต่ำกว่า 20 ปี 21-30 ปี
31-40 ปี 41-50 ปี
51-60 ปี มากกว่า 60 ปี
2. เพศ ชาย หญิง
3. ระดับการศึกษา
มัธยมศึกษา/อาชีวศึกษา ปวส.
ปริญญาตรี ปริญญาโท
ปริญญาเอก อื่นๆ.....
4. ท่านเข้ามาทำงานในหน่วยงานนี้ได้ระยะเวลานานเท่าไร
1-2 ปี 2-3 ปี
3-4 ปี 5-9 ปี
10-14 ปี 15 ปีขึ้นไป

2. ความกล้าของเจ้าหน้าที่ (Courageous Followers)

คำชี้แจง ในส่วนนี้ผู้วิจัยได้จัดทำขึ้นเพื่อวัดระดับคะแนนของเจ้าหน้าที่ (ผู้ได้บังคับบัญชา) ที่มี ความกล้า โดยในส่วนนี้ได้แบ่งออกเป็น 5 ส่วนย่อยคือ(1) ความกล้าในการรับผิดชอบงาน(2) ความกล้าใน การทำตามคำสั่งของผู้บังคับบัญชา(3) ความกล้าในการท้าทายของงาน(4) ความกล้าในการมีส่วนร่วมเพื่อ การปฏิรูปหน่วยงาน

(5) ความกล้าในการเข้าร่วมกิจกรรม

ระดับคะแนน มากที่สุด 5, มาก4, ปานกลาง3, น้อย 2, น้อยที่สุด

| ความกล้าของเจ้าหน้าที่ | ระดับคะแนน | | | | |
|--|------------|---|---|---|---|
| | 1 | 2 | 3 | 4 | 5 |
| ความกล้าในการรับผิดชอบงาน | | | | | |
| 1. ข้าพเจ้ามีความเชื่อมั่น และความตั้งใจในการทำงานของข้าพเจ้าอย่าง พื่อใจ | | | | | |
| 2. ข้าพเจ้ามีความสามารถในการจัดการประชุมตามกำหนดเวลาและรักษา ข้อกำหนดได้ | | | | | |
| 3. ข้าพเจ้ารับผิดชอบต่อปัญหาที่อาจเกิดขึ้น โดยไม่คาดคิดได้ | | | | | |
| 4. ข้าพเจ้ามีการประเมินการกระทำของตัวเองเป็นประจำ | | | | | |
| 5. ข้าพเจ้าสามารถเริ่มดำเนินงานได้โดยไม่ต้องรอฟังคำสั่ง | | | | | |
| 6. ข้าพเจ้าปรับตัวตามสถานการณ์จริงเพื่อให้การทำงานบรรลุเป้าหมายได้ ด้วยดี | | | | | |
| ความกล้าในการทำตามคำสั่งของผู้บังคับบัญชา | | | | | |
| 7. ข้าพเจ้าชี้แจงหน่วยงานให้เห็นคุณสมบัติของผู้บริหาร โดยไม่มีการแบ่ง ส่วนได้ส่วนเสีย | | | | | |
| 8. ข้าพเจ้าจัดทำรายงานโดยสังเขปเพื่อเสนอต่อผู้บริหาร เมื่อมีการ ติดต่อสื่อสารทุกครั้ง | | | | | |
| 9. ข้าพเจ้าช่วยลดปัญหาความกดดันจากงานต่างๆ ของผู้บริหาร | | | | | |
| 10. ข้าพเจ้าป้องกันผู้บริหารไม่ให้มีการโจมตีจากผู้ไม่ประสงค์ดีโดยไม่มี เหตุผลที่รับได้ | | | | | |

| | | | | | |
|--|--|--|--|--|--|
| 11. ข้าพเจ้าสามารถประสานงานให้การต่อรองต่าง ๆ กลายเป็นการพูดคุย โดยไม่ใช่อารมณ์ | | | | | |
| ความกล้าในการท้าทายของงาน | | | | | |
| 12. ข้าพเจ้าเสนอความคิดเห็น และข้อเสนอแนะต่อการกระทำที่ไม่เหมาะสมของผู้บริหาร | | | | | |
| 13. ข้าพเจ้าสามารถเสนอความคิดเห็นให้แก่ผู้บริหารได้ | | | | | |
| 14. ข้าพเจ้าจะคัดค้านต่อการกระทำของผู้บริหารที่ไม่เหมาะสม | | | | | |
| 15. ข้าพเจ้าเสนอความคิดแบบเปิดเผย ชัดเจน และเชื่อถือได้ | | | | | |
| ความกล้าในการมีส่วนร่วมเพื่อการปฏิรูปหน่วยงาน | | | | | |
| 16. ข้าพเจ้าได้สร้างบรรยากาศในสนับสนุนเพื่อการปฏิรูปงานให้ดีขึ้น | | | | | |
| 17. ข้าพเจ้ายอมให้มีการเปลี่ยนแปลงเพื่อการพัฒนาที่ดีขึ้น | | | | | |
| 18. ข้าพเจ้าสนับสนุนในการศึกษาค้นคว้าหาความรู้ใหม่ๆเสมอ | | | | | |
| 19. ข้าพเจ้าเสนอความคิดเห็นเพื่อให้มีการปฏิรูปเป็นไปด้วยความก้าวหน้ายิ่งขึ้น | | | | | |
| ความกล้าในการเข้าร่วมกิจกรรม | | | | | |
| 20. ข้าพเจ้าพร้อมที่จะมอบหมายงานให้คนอื่นทำ หากมีกรณีจำเป็น | | | | | |
| 21. ข้าพเจ้าพร้อมที่ลาออกจากตำแหน่งเพื่อป้องกันไม่ให้ผู้บริหารได้รับการเสียหายต่างๆ | | | | | |
| 22. ข้าพเจ้าจะไม่ลดหย่อนจุดยืนหรือศีลธรรมของตนเองเพื่อการจ้างงาน | | | | | |
| 23. ข้าพเจ้าทำงานด้วยความซื่อสัตย์ มีความเชื่อมั่นในตัวเอง ถึงแม้ว่าผลที่ได้รับออกมาไม่ดีก็ตาม | | | | | |
| 24. ข้าพเจ้ายอมลาออกจากงาน ดีกว่าอยู่ด้วยความไม่มีศักดิ์ศรี | | | | | |

3. ผลของการปฏิบัติงาน (Work Performance)

คำชี้แจง โปรดทำเครื่องหมาย ✓ ในช่องที่ตรงกับความคิดเห็นของท่านมากที่สุดเพียงช่องเดียวกรุณาทำทุกข้อ

คะแนน 1 = น้อยที่สุด 2= น้อย 3= ปานกลาง 4= มาก 5= มากที่สุด

| ผลของการปฏิบัติงาน | ระดับความคิดเห็น | | | | |
|--|------------------|---|---|---|---|
| | 1 | 2 | 3 | 4 | 5 |
| คุณภาพของงาน | | | | | |
| 1. ผลงานที่ปฏิบัติออกมา นั้นมีความถูกต้อง เรียบร้อย และทันเวลาที่กำหนด | | | | | |
| 2. ผลงานที่ปฏิบัติงานออกมา นั้นเป็นไปตามเกณฑ์มาตรฐานที่กำหนดไว้ | | | | | |
| 3. วัสดุอุปกรณ์ที่นำมาใช้ในการทำงานนั้น ได้มาตรฐานตามเกณฑ์ที่กำหนดไว้ | | | | | |
| 4. ตรวจสอบงานก่อนการปฏิบัติงาน | | | | | |
| 5. คุณภาพของงานสอดคล้องกับมาตรฐานที่ได้กำหนดไว้ | | | | | |
| ปริมาณงาน | | | | | |
| 1. ปริมาณงานที่ออกมา นั้น มีความสมดุลกับอัตรากำลังของพนักงานในแผนก | | | | | |
| 2. ปริมาณที่ออกมาเป็นไปตามความคาดหวังของแผนก | | | | | |
| 3. ปริมาณงานในความรับผิดชอบของท่านมีความเหมาะสมตรงกับความสามารถ | | | | | |
| 4. ปริมาณงานที่ได้รับมอบหมายเสร็จตามกำหนดเวลาเสมอ | | | | | |
| เวลาที่ใช้ทำงาน | | | | | |
| 1. งานที่ได้รับมอบหมายสำเร็จตามกำหนดเวลาเมื่อเปรียบเทียบความยาก-ง่ายของงาน | | | | | |
| 2. ผลงานแต่ละชิ้นสามารถทำให้สำเร็จได้ภายในระยะเวลาที่เหมาะสม | | | | | |
| 3. การส่งมอบงานตรงตามเวลาที่กำหนด | | | | | |
| 4. พนักงานทำงานได้ตามเป้าหมายของเวลาที่องค์กรกำหนด | | | | | |

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Case Study “Cambodia & Thailand”

កម្រងសំណួរស្រាវជ្រាវ

សំគាល់ ៖ សំរាប់កម្រងសំណួរនេះគឺប្រើសំរាប់ការស្រាវជ្រាវក្នុងការបញ្ចប់ថ្នាក់អនុបណ្ឌិត រាល់ចម្លើយទាំងអស់ត្រូវបានទុកជាការសំងាត់។ សូមអរគុណសំរាប់ការចំណាយពេលឆ្លើយសំណួរខាងក្រោម៖

១. ព័ត៌មានផ្ទាល់ខ្លួន

ការណែនាំ ៖ សូមគូសសញ្ញា () នៅក្នុងប្រអប់មុខចម្លើយដែលត្រឹមត្រូវតែមួយគត់សម្រាប់លោកអ្នក ៖

១. អាយុ ≤ ២០ ឆ្នាំ ២១-៣០ ឆ្នាំ
 ៣១-៤០ ឆ្នាំ ៤១-៥០ ឆ្នាំ
 ៥១-៦០ ឆ្នាំ ≥ ៦០ ឆ្នាំ
២. ភេទ ប្រុស ស្រី
៣. កម្រិតវប្បធម៌
 វិទ្យាល័យ/វិជ្ជាជីវៈ បរិញ្ញាបត្ររង
 បរិញ្ញាបត្រ បរិញ្ញាបត្រជាន់ខ្ពស់
 បណ្ឌិត ផ្សេងៗ.....
៤. តើលោកអ្នកបានធ្វើការងារក្នុងអង្គការនេះមានរយៈពេលប៉ុន្មានមកហើយ ?
 ១-២ ឆ្នាំ ២-៣ ឆ្នាំ
 ៣-៤ ឆ្នាំ ៥-៩ ឆ្នាំ
 ១០-១៤ ឆ្នាំ ១៥ ឆ្នាំឡើងទៅ

២. ភាពក្លាហានរបស់បុគ្គលិក (Courageous Followers)

ការណែនាំ ៖ ក្នុងផ្នែកនេះបានរៀបរៀងឡើង ដើម្បីវាស់ស្ទង់អំពីកម្រិតនៃភាពជាបុគ្គលិក (អ្នកក្រោមឱវាទ) ដែល

មានភាពក្លាហាន ។ ក្នុងផ្នែកនេះត្រូវបានបែងចែកជា ៥ ចំណុច ដូចជា ៖

- (១) ភាពក្លាហានក្នុងការទទួលខុសត្រូវ
- (២) ភាពក្លាហានក្នុងការធ្វើតាមបង្គាប់អ្នកដឹកនាំ
- (៣) ភាពក្លាហានក្នុងការជួយជំរុញ
- (៤) ភាពក្លាហានក្នុងការចូលរួមផ្តល់យោបល់ កែទម្រង់
- (៥) ភាពក្លាហានក្នុងការបញ្ចេញសកម្មភាពដឹងខុសត្រូវ

កម្រិតពិន្ទុ ៖ ១ = តិចបំផុត ២ = តិច ៣ = មធ្យម ៤ = ច្រើន ៥ = ច្រើនណាស់

| ភាពក្លាហាន | កម្រិតពិន្ទុ | | | | |
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| | ១ | ២ | ៣ | ៤ | ៥ |
| ១. បង្កើតបរិយាកាសគាំទ្រដើម្បីកំណែទម្រង់ការងារ | | | | | |
| ២. ខ្ញុំមានជំនឿ និងការប្តេជ្ញា ចំពោះការងាររបស់ខ្ញុំ (ពេញចិត្ត) | | | | | |
| ៣. ខ្ញុំសំគាល់និងទទួលយកនូវបំណុលរបស់ខ្លួនដែលឈានទៅរកភាពកាន់តែប្រសើរជាងមុន | | | | | |
| ៤. ខ្ញុំគាំទ្រលើការពិសោធ និងការសិក្សាស្រាវជ្រាវលើចំណេះដឹងថ្មី ៗ | | | | | |

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| ៥. ខ្ញុំរៀបចំផ្ទេរការងារ ប្រសិនបើមានករណីចាំបាច់ | | | | | |
| ៦. ខ្ញុំរៀបចំរាល់ការប្រជុំផ្សេងៗ ទាន់តាមពេលវេលាដែលបានកំណត់ និងដោយការប្តេជ្ញាចិត្ត | | | | | |
| ៧. ខ្ញុំបង្ហាញដល់អង្គការឱ្យឃើញពីគុណសម្បត្តិរបស់ថ្នាក់ដឹកនាំ ដោយមិនរួមបញ្ចូលនូវផលប្រយោជន៍ផ្ទាល់ខ្លួន | | | | | |
| ៨. ខ្ញុំនឹងទទួលខុសត្រូវរាល់បញ្ហាដែលកើតឡើងដោយហេតុ | | | | | |
| ៩. ខ្ញុំនឹងលាលែងពីដំណែងដើម្បីការពារថ្នាក់ដឹកនាំ ពីផលវិបាកផ្សេងៗ | | | | | |
| ១០. ខ្ញុំនឹងបង្ហាញនូវការគាំទ្រដ៏រឹងមាំដែលនឹងពង្រឹងការកែទម្រង់អង្គការទៅរកភាពជឿនលឿន | | | | | |
| ១១. ខ្ញុំធ្វើរបាយការណ៍សង្ខេបជូនថ្នាក់ដឹកនាំ រាល់ការទំនាក់ទំនងផ្សេងៗ | | | | | |
| ១២. ខ្ញុំកាត់បន្ថយសំពាធការងារខ្លះៗ ពីថ្នាក់ដឹកនាំ | | | | | |
| ១៣. ខ្ញុំការពារថ្នាក់ដឹកនាំរបស់ខ្ញុំពីការវាយប្រហារដែលមិនសមហេតុសមផល | | | | | |
| ១៤. ខ្ញុំសម្របសម្រួលរាល់ការតវ៉ាឱ្យបែរមកជាការចរចា | | | | | |
| ១៥. ខ្ញុំសួរទៅថ្នាក់ដឹកនាំដើម្បីផ្តល់ជូនគាត់នូវគំនិតផ្សេងៗ | | | | | |
| ១៦. ខ្ញុំវាយតម្លៃទង្វើផ្ទាល់ខ្លួនជាប្រចាំ | | | | | |
| ១៧. ខ្ញុំសម្រេចចិត្តធ្វើការងារដោយមិនចាំបាច់រងចាំការអនុម័តិជាផ្លូវការ | | | | | |
| ១៨. ខ្ញុំជំទាស់រាល់អកប្បកិរិយាដែលមិនសមរម្យ | | | | | |
| ១៩. ខ្ញុំនឹងបត់បែនតាមកាលៈទេសៈដើម្បីធ្វើការងារឱ្យបានសម្រេច | | | | | |

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| ២០. ខ្ញុំមិនផ្លាស់ប្តូរគោលដៅហិរញ្ញវត្ថុរបស់ខ្ញុំ | | | | | |
| ២១. ខ្ញុំធ្វើអ្វីដែលជឿថាត្រឹមត្រូវជាក់លាក់ ទោះបីជាមានផលអវិជ្ជមានក៏ដោយ | | | | | |
| ២២. ខ្ញុំផ្តល់មតិវិះគន់ទៅថ្នាក់ដឹកនាំចំពោះអកប្បកិរិយាមិនសមរម្យរបស់គាត់ | | | | | |
| ២៣. ខ្ញុំសុខចិត្តសុំលាវិលវិលពីការងារ ប្រសើរជាងទទួលបាននូវការប្រមាថ | | | | | |
| ២៤. បញ្ហាព្រមព្រៀងយោបល់ច្បាស់លាស់ ដែលបើកចំហ និងអាចជឿទុកចិត្តបាន | | | | | |

៣. លទ្ធផលនៃការអនុវត្តការងារ

ការណែនាំ : សូមគូសសញ្ញា ✓ ក្នុងតារាងខាងក្រោមដែលត្រូវតាមគំនិតរបស់លោកអ្នកបំផុត ។ សូមលោកអ្នកត្រួតពិនិត្យឱ្យបានត្រឹមត្រូវ និងគូសសញ្ញាឱ្យបានគ្រប់ចំណុច ។

កម្រិតពិន្ទុ : ១ = តិចបំផុត ២ = តិច ៣ = មធ្យម ៤ = ច្រើន ៥ = ច្រើនណាស់

| ផលនៃការអនុវត្តការងារ | កម្រិតពិន្ទុ | | | | |
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| | ១ | ២ | ៣ | ៤ | ៥ |
| គុណភាពការងារ ១. លទ្ធផលការងារដែលបានអនុវត្តមានភាពត្រឹមត្រូវ រៀបរយ និងទាន់ពេលវេលាដែលបានកំណត់ | | | | | |

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| ២. លទ្ធផលដែលបានអនុវត្តត្រឹមត្រូវតាមមាត្រាដ្ឋានដែលបានកំណត់ | | | | | |
| ៣. ឧបករណ៍ សម្ភារៈដែលបានប្រើប្រាស់ក្នុងអនុវត្តការងារត្រូវតាមមាត្រាដ្ឋានដែលបានកំណត់ | | | | | |
| ៤. មានការត្រួតពិនិត្យការងារឡើងវិញ មុននឹងអនុវត្ត | | | | | |
| ៥. គុណភាពការងារស្របតាមមាត្រាដ្ឋានដែលបានកំណត់ទុក | | | | | |
| បរិមាណការងារ | | | | | |
| ១. បរិមាណការងារដែលត្រូវអនុវត្ត មានគុណភាពជាមួយចំនួនបុគ្គលិកក្នុងផ្នែក | | | | | |
| ២. បរិមាណការងារ ស្របតាមក្តីវិធានទុករបស់ផ្នែក | | | | | |
| ៣. សមត្ថភាពរបស់លោកអ្នក ស្របតាមបរិមាណការងារដែលបានទទួលខុសត្រូវ | | | | | |
| ៤. បរិមាណការងារដែលបានទទួល សម្រេចបានតាមពេលវេលាដែលបានកំណត់ | | | | | |
| ពេលវេលាអនុវត្តការងារ | | | | | |
| ១. ការងារដែលទទួលខុសត្រូវសម្រេចបានតាមពេលវេលាដែលបានកំណត់ បើប្រៀបធៀបជាមួយនឹងភាពលំបាក ងាយស្រួលនៃការងារ | | | | | |
| ២. រាល់លទ្ធផលការងារនីមួយៗ សម្រេចបានតាមពេលវេលាដ៏សមរម្យ | | | | | |
| ៣. ការប្រគល់លទ្ធផលការងារត្រូវតាមពេលវេលាដែលបានកំណត់ | | | | | |
| ៤. បុគ្គលិកអនុវត្តការងារត្រូវតាមផែនការការងាររបស់ផ្នែកនីមួយៗ | | | | | |

Interview for Research Study

The Effectiveness of Courageous Followership to the Work Performance in Organization

Case Study “National Polytechnic Institute of Cambodia & Rajamangala University of Technology Thanyaburi”

Description: This questionnaire separated into 2 parts as below:

Part 1: This part is mention about the important of five factors of courageous follower such as courage to assume responsibility, courage to serve, courage to challenge, courageous to participate in transformation and courage to take the moral action.

Part 2: This part is mention about the effectiveness between five factors of courageous follower to the work performance in the organization.

Please answer from the interview is the secret for the study research of Master Degree in order to analysis and it will not give any affective to the interviewees at all. In the purpose of this research study will be part of the study development in the future.

Miss Minea Sok

Master Degree of General Management

Business Administration Faculty

Rajamangala University of Technology Thanyaburi



APPENDIX B

The Result of Interview of National Polytechnic Institute of Cambodia (NPIC)

Interviewee 2

Q1: Among 5 factors of courageous followership which 2 of them do you think that is important for you as you are follower? Why?

A1: Among 5, I will choose Courage to challenge because Courage isn't just happened. It has strong courage through leadership challenges, must develop the skill, knowledge, attitude and ability. As follower in organization today needs courageous leadership who can guide me through trouble, help and push me to be challenge. Anyway courageous to take moral action is also important because as follower, I carry with the humanity, ridicule and lot of social standing. So moral action is to be courage in physically so that it would make the risk becomes success rather than failure.

Q2: What do you think, how the Courage to challenge will effect to the Work Performance in the Organization?

A2: The courage to challenge is a part comprehensive to be challenge in workplace and showing the high performance of being challenge.

Q3: What do you think, how the Courage to take moral action will effect to the Work Performance in the Organization?

A3: As my idea in the organization, culture of moral courage is open to all levels, policies and procedures to support the ethical practice and leader. Leader must have the moral courage to generate crucial conversation with followers.

Q4: So what do you think of other factors beside the 5 courageous will effect to the work performance as well?

A4: Unless you know who you are and what you are doing so you don't need to afraid of the affection to your work besides being a great follower to work with the high responsibility.

Interviewee 3

Q1: Among 5 factors of courageous followership which 2 of them do you think that is important for you as you are follower? Why?

A1: Among 5 factors, I will choose courage to assume responsibility because it's important for follower to make an opportunity to fulfill the potential and the lake of the organization. The follower can manage the ownership of common purpose from the need of the organization. And however, courage to challenge is also important for follower as well because it can change or correct the behavior or policies of the organization form the unwanted situation to the right once.

Q2: What do you think, how the courage to assume responsibility will effect to the work performance in the Organization?

A2: The courage to assume responsibility is a factor of courageous followership which always affect to the work performance in the organization. It initiate the action to improve the organization's activities. The followers have to understand of their responsibility to improve the work flow to increase the performance in the organization.

Q3: What do you think, how the courage to challenge will effect to the work performance in the Organization?

A3: The courage to challenge is the factor which makes sense to correct the work flow of the performance and it will make the new work flow with the comfortableness and no conflict to any group in the organization. The challenge is also make the improvement to the work performance when followers take their potential for challenging.

Q4: So what do you think of other factors beside the 5 courageous will effect to the work performance as well?

A4: In my opinion, there are just two things beside the 5 courageous followership which would affect directly to the work performance such as co-workers and motivation.

Interviewee 4

Q1: Among 5 factors of courageous followership which 2 of them do you think that is important for you as you are follower? Why?

A1: Among 5, I will choose Courage to serve because in the name of being as follower, I must learn to serve my leader and my organization. Whenever my leader and my organization being success then a part of it is mind so the more I serve well then the more I get well. Serving leader is the right way to do in order to develop and to find the better way for the future success. And I would choose courage to take the moral action as the second choice because there are fewer followers who take the moral action to be the right worker perfectly but in my opinion I think that the moral action will lead myself to be right and better. That is very important to serve my leader and my organization in moral action.

Q2: What do you think, how the Courage to serve will effect to the Work Performance in the Organization?

A2: The effectiveness between courage to serve to the work performance is part of organization's success. As follower, we must have the soul of serving our leader and sharing the good ideas we have to make change and to lead the organization through the vision and missions for the successfulness in the future.

Q3: What do you think, how the Courage to take moral action will effect to the Work Performance in the Organization?

A3: Follower works with their soul to serve and they have their moral action so with these two courageous, follower will become a great follower to their leader with the high performance and will lead to the organization's success.

Q4: So what do you think of other factors beside the 5 courageous will effect to the work performance as well?

A4: In my view, the first factor affect to work performance is leader. If the leader is such reasonable and understanding leader then the work performance will going smooth and well because the leader is the one who make decision. The right or wrong decision is depending on leader. The others are the work environment, co-worker, team work, organizational behavior



APPENDIX C

**The Result of Interview of Rajamangala University of Technology Thanyaburi
(RMUTT)**

Interviewee 1

Q1: Among 5 factors of courageous followership which 2 of them do you think that is important for you as you are follower? Why?

A1: Among 5 factors, I will choose the first one is Courage to Assume Responsibility because I think it's important for me in order to do my job and work for the organization, I must have responsible to my job and work as duty. Otherwise, the second one is Courage to Take the Moral Action because as follower I will take the moral action and it's easy to me because it is correct and fair and also it's correspondingly to the regulations and the laws. So it's going to be rights and I am willing to do this courageous.

Q2: What do you think, how the Courage to Assume Responsibility will effect to the Work Performance in the Organization?

A2: The responsibility is the part of my duty. If I do everything correspondingly to the responsibility so the performance would be better. If I am responding to my job then I will become a good follower. So the work performance will be increasing if I keep high respond to my own job. And it will good for the Organization if there are such kind of that followers like this then the organization to be success in the future.

Q3: What do you think, how the Courage to Take the Moral Action will effect to the Work Performance in the Organization?

A3: As the follower, I can freely and frankly make decision for my own job accordingly to the moral action. If I holds the moral action so it meant that I am doing the right job and it's also meant that I am doing the moral business or job. Also the moral action will increase the performance if the organization doing the right job and it will leads the organization to be successes in the future. If I are not doing the right job then the moral action will destroy my performance and showing the bad reaction to the organization.

Q4: So what do you think of other factors beside the 5 courageous will effect to the work performance as well?

A4: frankly speaking, Courageous is not enough so there will be motivation from leader is very important and as well as to get bonus as motivation to followers. So followers will work harder for the leader and the organization. Beside this, there must be regulation and punishment have to give them through their work in order to guide them to be right and doing the right job according to the vision and missions of the organization.

Interviewee 2

Q1: Among 5 factors of courageous followership which 2 of them do you think that is important for you as you are follower? Why?

A1: Among 5 factors, I will choose the first one is Courage to Challenge because I think it's important for myself to take my own ideas of being challenging to be better and to show off my talent to others as the sample in my organization. I have the better idea to share and better action to challenge and it's the good point of view. And I would chose the Courage to Participate in Transformation because after I have shown my own challenging then I will have a chance to participation in transformation myself for the future development.

Q2: What do you think, how the Courage to Challenge will effect to the Work Performance in the Organization?

A2: if I am challenging my work then work will be better and lead to the high performance of work as well. Example like, if we have our own challenge and we share our challenge together then it would make the work become more effectiveness which will lead the organization to success.

Q3: What do you think, how the Courage to Participate in Transformation will effect to the Work Performance in the Organization?

A3: In this case, as I am a follower I know some weak and strength point for the organization which my leader doesn't know well for just some points. I should suggest to the leader for the transformation of the weak point and find the way to make it better. And I think I have the right to share my opinion to the leader or organization as well. If I have the strong willing of improving the weak point of the organization and try to work more for the strength point then the performance would come with the good result.

Q4: So what do you think of other factors beside the 5 courageous will effect to the work performance as well?

A4: first of all, the factor will affect the work performance is co-workers. If the co-worker will not cooperate together as one then it would affect badly to the work performance and it's also giving the low result as well. The second one is leader, if the organization has such active and good leader then the leader will find the good way to lead the organization to success and it's very important. If the leader is not even care of follower or even selfish, no responsibility then it would badly affect to work performance as well.

Interviewee 3

Q1: Among 5 factors of courageous followership which 2 of them do you think that is important for you as you are follower? Why?

A1: Among 5, I will choose Courage to Assume Responsibility, as follower, every dealing with my jobs and I have to assume responsibility to my work. Whatever it take I have to be moral and assume my responsibility with honesty. The other important one is courage to serve because when I serve I have to give my heart. Courage to serve meant that I have to work harder to my boss and to my organization. No matter how hard it will take then I have to serve as I am a good follower and to deliver the good result. As follower I have to respect the working rules and do my best to serve.

Q2: What do you think, how the Courage to Assume Responsibility will effect to the Work Performance in the Organization?

A2: The courage to assume responsibility is really effect to the total output of the organization. Honestly, we have to stop the blaming things in the organization and try to correct it best. I have to face to my mistake and accept it by not to blame or take the respond to my own work. So it meant I am growing when I accept my mistake with the high responsibility. And if I don't respond to my work then my work performance and the work output will be nothing and not giving the good result.

Q3: What do you think, how the Courage to Serve will effect to the Work Performance in the Organization?

A3: As my idea, the good follower is a good servant. I have to accountable to my own job and deliver my work with love and honest. No matter what is takes then I have to serve the best to my leader or my organization. And if my service is perfect then my performance is very productive to the organization and leads to success.

Q4: So what do you think of other factors beside the 5 courageous will effect to the work performance as well?

A4: In my opinion, as follower you have to be brave and respond to your job or work and challenge to yourself. And for me if we are good enough as follower so there will be no affection at all in the organization. And just doing the best and doing your job with heart and love. A great leader is a great servant.

Interviewee 4

Q1: Among 5 factors of courageous followership which 2 of them do you think that is important for you as you are follower? Why?

A1: Among 5, I will choose Courage to Assume Responsibility because as follower, I am responding to my work and take accountability to my own duty and make it as benefit to my work such as to make the achievement and to reach my goal as well as the organization's goal. And the second one is courage to serve because I think the follower should have this point because when I think of working in organization there are 2 important people between follower and leader. So follower should serve their leader because it is duty and it's the follower's responsibility to serve their leader.

Q2: What do you think, how the Courage to Assume Responsibility will effect to the Work Performance in the Organization?

A2: The courage to assume responsibility will affect directly to the work performance because I will not be success without responding to my own job. I must show my potential to my job and showing my high respondent to my own job. And if I don't respond to my job then my work will be not complete and I can't make any output lead to the organizational satisfaction.

Q3: What do you think, how the Courage to Serve will effect to the Work Performance in the Organization?

A3: In my view, I must know the vision and missions from the organization and serve my leader in order to archive the organization's vision and missions. As well as the follower should obey to the rules and take action to serve the leader's command and we also should mention to both of them between follower and leader because the leader is making the vision and follower is taking the action. So if I serve my leader in the right way then the performance will be good and lead the organization to be success in the future.

Q4: So what do you think of other factors beside the 5 courageous will effect to the work performance as well?

A4: Characteristics also the factor as well as environment climate, Culture of work and also the organization environment. In additional, the motivation and reward is also a factor will reach and push their potential of work and will bring to the high performance and the high output.



APPENDIX D

Questionnaire's Copied Rights and the Documents of Translation

Ministry of Labor and Vocational Training
National Polytechnic Institute of Cambodia

Kingdom of Cambodia
Nation Religion King

To Whom It May Concerned

The President of National Polytechnic Institute of Cambodia certified that the questionnaire of **Miss. Sok Minea** has been translated from English to Khmer language correctly. I approved for the questionnaire to be distributed to staffs and subordinators of National Polytechnic Institute of Cambodia.

The letter comes to **Miss. Sok Minea** with approval for the tremendous effort to her research study of Master Degree in Rajamangala University of Technology Thanyaburi, Thailand (RMUTT) in the field of General Management.

Phnom Penh, 04 February 2015



BUN PHEARIN



Address : Phoum Prey Por Peal, Sangkat Somroung Krom, Khann Pormeanchey, Phnom Penh City
Tel : (855) 23-691-5194, Website : www.npic.edu.kh

To Whom it May Concern:

Sok Minea is permitted to use The Followership Profile for purposes of her research in conjunction with her Master Degree.

Sincerely,

Gene Dixon, PhD, MBA, PEM
Celebrating 10 Years of ECU Engineering
2015 President, American Society for Engineering Management
Associate Professor
East Carolina University
College of Engineering and Technology
Department of Engineering
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Greenville NC 27858-4353
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252 737 1041 (f)

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<http://www.ecu.edu/cs-tecs/engineering/IndustryOutreach.cfm>



The Society that speaks for the Engineering Management Profession around the world.





APPENDIX E

The Result of Index of Consistency (IOC) of Questionnaire Form

This list of experts who reviewed the instrument used for collecting data

1. Dr. Noppawan Photphisutthiphong
Head of Department of Economic
Rajamangala University of Technology Thanyaburi
2. Dr. Daungporn Puttawong
Professor of Department of Business Administration
Rajamangala University of Technology Thanyaburi
3. Asst. Prof. Khahan Na-Nan
Professor of Department of Business Administration
Rajamangala University of Technology Thanyaburi





ที่ ศธ ๐๕๓๘.๐๖ / ๐๖๑๑.๑

คณะบริหารธุรกิจ
มหาวิทยาลัยเทคโนโลยีราชมงคลธัญบุรี
ตำบลคลองหก อำเภอคลองหลวง
จังหวัดปทุมธานี ๑๒๑๑๐

๒๐ มกราคม ๒๕๕๘

เรื่อง ขอเชิญเป็นผู้เชี่ยวชาญตรวจแบบสอบถามเพื่อประกอบการทำวิทยานิพนธ์

เรียน ดร.นพวรรณ พจน์พิศุทธิพงศ์

สิ่งที่ส่งมาด้วย แบบสอบถาม จำนวน ๑ ชุด

ด้วย Miss Minea Sok นักศึกษาระดับบัณฑิตศึกษา หลักสูตรบริหารธุรกิจมหาบัณฑิต คณะบริหารธุรกิจ มหาวิทยาลัยเทคโนโลยีราชมงคลธัญบุรี ได้รับอนุมัติให้ทำวิทยานิพนธ์ เรื่อง “The Effectiveness between Courageous Followership and the Work Performance Study in Comparison Case Study between National Polytechnic Institute of Cambodia and Rajamangala University of Technology Thanyaburi” โดยมี ดร.กนกพร ชัยประสิทธิ์ เป็นอาจารย์ที่ปรึกษาวิทยานิพนธ์

ในการนี้ นักศึกษามีความประสงค์ใคร่ขอความอนุเคราะห์จากท่านเพื่อตรวจสอบแบบสอบถามเพื่อประกอบการทำวิทยานิพนธ์เรื่องดังกล่าว เพื่อประโยชน์สูงสุดทางการศึกษาต่อไป

จึงเรียนมาเพื่อโปรดให้ความอนุเคราะห์ด้วย จักขอบคุณอย่างยิ่ง

ขอแสดงความนับถือ

สุพนา กุลทองกุล

(ผู้ช่วยศาสตราจารย์ ดร.สุดาพร กุลทองกุล)

ผู้ช่วยคณบดีฝ่ายบัณฑิตศึกษา ปฏิบัติราชการแทน

คณบดีคณะบริหารธุรกิจ

สำนักงานโครงการปริญญาโท

โทร. ๐๒-๕๕๙๔๘๓๕-๖

โทรสาร. ๐๒-๕๕๙๔๘๓๖

ผู้ประสานงาน Miss Minea Sok

โทร. ๐๘๗ ๐๕๕ ๘๘๓๖



ที่ ศธ ๐๕๓๘.๐๖ / ๐๒๖๒.๖

คณะบริหารธุรกิจ
มหาวิทยาลัยเทคโนโลยีราชมงคลธัญบุรี
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เรียน ดร.ดวงพร พุทธิวงศ์

สิ่งที่ส่งมาด้วย แบบสอบถาม จำนวน ๑ ชุด

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ขอแสดงความนับถือ



(ผู้ช่วยศาสตราจารย์ ดร.สุดาพร คุนทลบุตร)

ผู้ช่วยคณบดีฝ่ายบัณฑิตศึกษา ปฏิบัติราชการแทน

คณบดีคณะบริหารธุรกิจ

สำนักงานโครงการปริญญาโท

โทร. ๐๒-๕๕๙๔๔๓๕-๖

โทรสาร. ๐๒-๕๕๙๔๔๓๖

ผู้ประสานงาน Miss Minea Sok

โทร. ๐๘๓ ๐๕๘ ๘๘๓๖



ที่ ศธ ๐๕๓๘.๐๖ / ๐๖๐๗.๑

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เรียน ผู้ช่วยศาสตราจารย์ ดร.กล้าหาญ ณ น่าน

สิ่งที่ส่งมาด้วย แบบสอบถาม จำนวน ๑ ชุด

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ขอแสดงความนับถือ

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คณบดีคณะบริหารธุรกิจ

สำนักงานโครงการปริญญาโท

โทร. ๐๒-๕๔๙๔๘๓๕-๖

โทรสาร. ๐๒-๕๔๙๔๘๓๖

ผู้ประสานงาน Miss Minea Sok

โทร. ๐๘๗ ๐๕๘ ๘๘๗๖

Questionnaire for Research Study

The Effectiveness of Courageous Followership to the Work Performance in Organization

Case Study “Cambodia & Thailand”

Description: This questionnaire separated into 3 parts as below:

Part 1: The part of Personal Information which are Age, Sex, Education Level, and Duration of working in that organization. This questionnaire is kind of Check List.

Part 2: This part is mention about “Courageous Followership” which are separated into 5 small parts such as: courage to assume responsibility, courage to serve, courage to challenge, courage to participant in transformation, and courage to take the moral action.

Part 3: This part is mention about “Work Performance” which are separated into 3 main parts such as: quality of work, quantity of work, and duration of work (time to work).

Please answer this questionnaire to every questions in the list for the study research of Master Degree in order to analysis and conclude all the answers from every respondents. In the purpose of this research study will be part of the study development in the future.

Miss Minea Sok

Master Degree of General Management

Business Administration Faculty

Rajamangala University of Technology Thanyaburi

Part 1: Personal Information

Instruction: Please mark (√) in front of the answer that apply to you (one answer for each)

5. Age

- | | |
|--|--|
| <input type="checkbox"/> 20 years or under | <input type="checkbox"/> 21-30 years |
| <input type="checkbox"/> 31-40 years` | <input type="checkbox"/> 41-50 years |
| <input type="checkbox"/> 51-60 years | <input type="checkbox"/> older than 60 years |

6. Gender

- | | |
|-------------------------------|---------------------------------|
| <input type="checkbox"/> Male | <input type="checkbox"/> Female |
|-------------------------------|---------------------------------|

7. Education Background

- | | |
|---|--|
| <input type="checkbox"/> High School/Vocational | <input type="checkbox"/> Diploma |
| <input type="checkbox"/> Bachelor's Degree | <input type="checkbox"/> Master's Degree |
| <input type="checkbox"/> Above Master's Degree, please specified..... | |

8. How long have you been working for your current organization

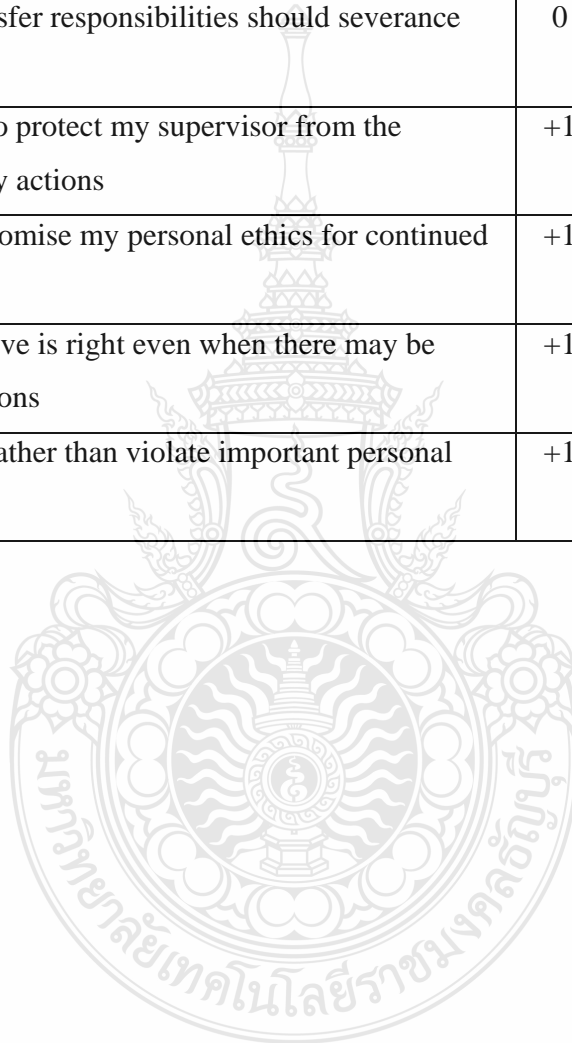
- | | |
|--------------------------------------|--|
| <input type="checkbox"/> 1-2 years | <input type="checkbox"/> 2-3 years |
| <input type="checkbox"/> 3-4 years` | <input type="checkbox"/> 5-9 years |
| <input type="checkbox"/> 10-14 years | <input type="checkbox"/> older than 15 years |

Part 2: Courageous Followership

1. Agreed Please mark (√) in the box +1
2. Not sure Please mark (○) in the box 0
3. Not agreed Please mark (×) in the box -1

| The meaning of research | Idea of controller | | | IOC |
|--|--------------------|-----|-----|-------|
| | 1st | 2nd | 3rd | Score |
| 1.I am passionate about my work | +1 | +1 | +1 | 1.00 |
| 2.I am self-managed in meeting deadlines and keeping commitments | +1 | +1 | +1 | 1.00 |
| 3.I assume responsibility in dilemmas where rules impede service | +1 | +1 | +1 | 1.00 |
| 4.I assess my own performance | +1 | +1 | 0 | 0.66 |
| 5.I take initiative without formal authority | +1 | +1 | +1 | 1.00 |
| 6.I am willing to bend the rules to get the right things done | +1 | +1 | +1 | 1.00 |
| 7.I defend my supervisor from unwarranted attacks | 0 | +1 | +1 | 0.66 |
| 8.I summarize communications for my supervisor | +1 | +1 | 0 | 0.66 |
| 9.I minimize unnecessary pressure on my supervisor | +1 | +1 | +1 | 1.00 |
| 10.I reflect my supervisor's values to the organization without injecting my own personal agenda | +1 | +1 | +1 | 1.00 |
| 11.I encourage complains to communicate concerns not emotions | 0 | +1 | +1 | 0.66 |
| 12.I give honest feedback to my supervisor on his/her behaviors. | +1 | +1 | +1 | 1.00 |
| 13.I ask questions to guide my supervisor thinking | 0 | +1 | +1 | 0.66 |
| 14.I challenge inappropriate behaviors | +1 | 0 | +1 | 0.66 |
| 15.I present ideas clearly with openness and trust | 0 | +1 | +1 | 0.66 |
| 16.I create a supportive environment at my workplace in which change can occur | +1 | +1 | +1 | 1.00 |

| | | | | |
|---|----|----|----|------|
| 17.I notice and acknowledge improvements that my supervisor has made | +1 | +1 | +1 | 1.00 |
| 18.I provide support to my supervisor for experimentation and learning | +1 | +1 | +1 | 1.00 |
| 19.I establish coping mechanisms that reinforce transformational progress | 0 | +1 | +1 | 0.66 |
| 20.I prepare to transfer responsibilities should severance become necessary | 0 | +1 | +1 | 0.66 |
| 21.I would resign to protect my supervisor from the repercussions of my actions | +1 | +1 | +1 | 1.00 |
| 22.I will not compromise my personal ethics for continued employment | +1 | +1 | +1 | 1.00 |
| 23.I do what I believe is right even when there may be negative repercussions | +1 | +1 | +1 | 1.00 |
| 24.I would resign rather than violate important personal values | +1 | +1 | +1 | 1.00 |



Part 3: Work Performance

1. Agreed Please mark (√) in the box +1
2. Not sure Please mark (√) in the box 0
3. Not agreed Please mark (√) in the box -1

| The meaning of research | Idea of controller | | | IOC |
|--|--------------------|-----|-----|-------|
| | 1st | 2nd | 3rd | Score |
| 1.The result of work is positive and on time | +1 | +1 | +1 | 1.00 |
| 2.The result of work is standardize | +1 | +1 | +1 | 1.00 |
| 3.Using standardize equipment in working process | +1 | +1 | +1 | 1.00 |
| 4.Recheck on work again before process | +1 | +1 | +1 | 1.00 |
| 5.Quality of work is proper to the setting goals | +1 | +1 | +1 | 1.00 |
| 6.Quantity of carried out work is proper to the quantity of staffs in the department | +1 | +1 | +1 | 1.00 |
| 7.Quantity of carried out work is up on the expectation of department | +1 | +1 | +1 | 1.00 |
| 8.Quantity of your work is proper to your ability | +1 | +1 | +1 | 1.00 |
| 9.Quantity of assigned work is always done well on time | +1 | +1 | +1 | 1.00 |
| 10.Assigned job has been done on time accordingly to the difficulty -simplicity of the work | +1 | +1 | +1 | 1.00 |
| 11.Each assigned job can be carried out within a proper time period | +1 | +1 | +1 | 1.00 |
| 12.The result of work is always be done well on time | +1 | +1 | +1 | 1.00 |
| 13Workers or staffs can succeed the final goal ofits department according to the time schedule | +1 | +1 | +1 | 1.00 |



APPENDIX F

Check Reality about the relationship between individual items in the scale

Reality of Variables

Case Processing Summary

| | | Number | Percentage |
|-------|-----------------------|--------|------------|
| Cases | Valid | 30 | 100.0 |
| | Excluded ^a | 0 | .0 |
| | Total | 30 | 100.0 |

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

| Cronbach's Alpha | N of Items |
|------------------|------------|
| .914 | 24 |

Item Statistics

| Courage to Assume Responsibility | Mean | Std. Deviation | Number |
|----------------------------------|------|----------------|--------|
| CAR1 | 4.00 | .947 | 30 |
| CAR2 | 3.73 | .868 | 30 |
| CAR3 | 3.90 | .995 | 30 |
| CAR4 | 3.17 | .913 | 30 |
| CAR5 | 3.00 | 1.083 | 30 |
| CAR6 | 4.07 | .907 | 30 |

Item Statistics

| Courage to serve | Mean | Std. Deviation | Number |
|------------------|------|----------------|--------|
| CS1 | 3.10 | .923 | 30 |
| CS2 | 3.47 | 1.008 | 30 |
| CS3 | 3.47 | 1.106 | 30 |
| CS4 | 3.40 | 1.102 | 30 |
| CS5 | 3.70 | .794 | 30 |

Item Statistics

| Courage to Challenge | Mean | Std. Deviation | N |
|----------------------|------|----------------|----|
| CC1 | 2.77 | 1.104 | 30 |
| CC2 | 3.17 | 1.117 | 30 |
| CC3 | 2.80 | .961 | 30 |
| CC4 | 3.47 | 1.042 | 30 |

Item Statistics

| Courage to Participate in Transformation | Mean | Std. Deviation | N |
|--|------|----------------|----|
| CPT1 | 3.50 | 1.009 | 30 |
| CPT2 | 4.10 | .885 | 30 |
| CPT3 | 4.20 | .887 | 30 |
| CPT4 | 3.73 | 1.048 | 30 |

Item Statistics

| Courage to Take Moral Action | Mean | Std. Deviation | N |
|------------------------------|------|----------------|----|
| CMA1 | 3.63 | .999 | 30 |
| CMA2 | 3.20 | .887 | 30 |
| CMA3 | 3.73 | .828 | 30 |
| CMA4 | 4.10 | .712 | 30 |
| CMA5 | 3.80 | 1.064 | 30 |

Item-Total Statistics

| Independent Variables | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Cronbach's Alpha if Item Deleted |
|-----------------------|----------------------------|--------------------------------|----------------------------------|----------------------------------|
| CAR1 | 81.20 | 172.234 | .377 | .913 |
| CAR2 | 81.47 | 169.085 | .561 | .910 |
| CAR3 | 81.30 | 164.769 | .656 | .908 |
| CAR4 | 82.03 | 166.033 | .665 | .908 |
| CAR5 | 82.20 | 173.338 | .281 | .916 |
| CAR6 | 81.13 | 168.464 | .561 | .910 |
| CS1 | 82.10 | 167.266 | .603 | .909 |
| CS2 | 81.73 | 166.409 | .580 | .909 |
| CS3 | 81.73 | 160.892 | .727 | .906 |
| CS4 | 81.80 | 168.303 | .455 | .912 |
| CS5 | 81.50 | 171.224 | .513 | .911 |
| CC1 | 82.43 | 165.633 | .551 | .910 |
| CC2 | 82.03 | 162.516 | .658 | .908 |
| CC3 | 82.40 | 167.490 | .567 | .910 |
| CC4 | 81.73 | 164.685 | .626 | .908 |
| CPT1 | 81.70 | 163.803 | .685 | .907 |
| CPT2 | 81.10 | 166.093 | .686 | .908 |
| CPT3 | 81.00 | 163.862 | .787 | .906 |
| CPT4 | 81.47 | 165.637 | .585 | .909 |
| CMA1 | 81.57 | 172.185 | .356 | .914 |
| CMA2 | 82.00 | 175.655 | .258 | .915 |
| CMA3 | 81.47 | 166.878 | .699 | .908 |
| CMA4 | 81.10 | 177.472 | .239 | .915 |
| CMA5 | 81.40 | 177.972 | .120 | .919 |

Item Statistics

| Quality of Work | Mean | Std. Deviation | N |
|-----------------|------|----------------|----|
| QL1 | 3.90 | .845 | 30 |
| QL2 | 3.90 | .845 | 30 |
| QL3 | 3.80 | .887 | 30 |
| QL4 | 3.60 | .894 | 30 |
| QL5 | 3.53 | .937 | 30 |

Item Statistics

| Quantity of Work | Mean | Std. Deviation | N |
|------------------|------|----------------|----|
| QT1 | 3.27 | .868 | 30 |
| QT2 | 3.60 | .894 | 30 |
| QT3 | 3.70 | .837 | 30 |
| QT4 | 3.53 | .900 | 30 |

Item Statistics

| Duration of Work | Mean | Std. Deviation | N |
|------------------|------|----------------|----|
| DW1 | 3.73 | .691 | 30 |
| DW2 | 3.63 | .809 | 30 |
| DW3 | 3.67 | .802 | 30 |
| DW4 | 3.40 | .932 | 30 |

Item-Total Statistics

| Dependent Variables | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Cronbach's Alpha if Item Deleted |
|---------------------|----------------------------|--------------------------------|----------------------------------|----------------------------------|
| QL1 | 43.37 | 50.930 | .635 | .901 |
| QL2 | 43.37 | 50.447 | .679 | .899 |
| QL3 | 43.47 | 49.568 | .717 | .897 |
| QL4 | 43.67 | 51.402 | .554 | .904 |
| QL5 | 43.73 | 48.271 | .780 | .894 |
| QT1 | 44.00 | 52.759 | .459 | .908 |
| QT2 | 43.67 | 49.540 | .712 | .897 |
| QT3 | 43.57 | 50.185 | .710 | .897 |
| QT4 | 43.73 | 49.995 | .668 | .899 |
| DW1 | 43.53 | 53.085 | .570 | .903 |
| DW2 | 43.63 | 53.275 | .455 | .908 |
| DW3 | 43.60 | 52.593 | .522 | .905 |
| DW4 | 43.87 | 49.913 | .647 | .900 |



APPENDIX G

Other Documents Related to Request of Questionnaire Delivered



บันทึกข้อความ

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ที่ ศธ ๐๕๗๘.๐๖/๐๓๓๘ วันที่ ๒๗ มกราคม ๒๕๕๘
เรื่อง ขอบความอนุเคราะห์ขออนุญาตแจกแบบสอบถามเพื่อทำวิทยานิพนธ์

เรียน คณบดีคณะครุศาสตร์อุตสาหกรรม
สิ่งที่ส่งมาด้วย แบบสอบถาม จำนวน ๒๕ ชุด

ด้วย Miss Minea Sok นักศึกษาระดับบัณฑิตศึกษา หลักสูตรบริหารธุรกิจมหาบัณฑิต คณะบริหารธุรกิจ มหาวิทยาลัยเทคโนโลยีราชมงคลธัญบุรี มีความประสงค์ขอความอนุเคราะห์ขออนุญาตแจกแบบสอบถามให้กับบุคลากรสายวิชาการและสายสนับสนุน เพื่อนำไปเป็นข้อมูลประกอบการศึกษา รายวิชา ๐๕-๐๐๐-๗๐๕ วิทยานิพนธ์ เรื่อง “The Effectiveness of Courageous Followership to the Work Performance in Organization: Case Study Cambodia and Thailand”

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สุคนธ์ ฤทธิกุล
(ผู้ช่วยศาสตราจารย์ ดร.สุตาพร ฤทธิกุลบุตร)
ผู้ช่วยคณบดีฝ่ายบัณฑิตศึกษา





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เรียน คณบดีคณะเทคโนโลยีคหกรรมศาสตร์

สิ่งที่ส่งมาด้วย แบบสอบถาม จำนวน ๕ ชุด

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เรียน คณะบดีคณะศิลปกรรมศาสตร์

สิ่งที่ส่งมาด้วย แบบสอบถาม จำนวน ๒๕ ชุด

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กัญญา งามชู
(ผู้ช่วยศาสตราจารย์ ดร.สุดาพร งามชูบุตร)
ผู้ช่วยคณบดีฝ่ายบัณฑิตศึกษา





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สุจิตพร ฤทธชุกร
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ที่ ศธ ๐๕๗๘.๐๖/ ๐๓๕๒ วันที่ ๒๗ มกราคม ๒๕๕๘
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เรียน คณบดีคณะสถาปัตยกรรมศาสตร์

สิ่งที่ส่งมาด้วย แบบสอบถาม จำนวน ๒๕ ชุด

ด้วย Miss Minea Sok นักศึกษาระดับบัณฑิตศึกษา หลักสูตรบริหารธุรกิจมหาบัณฑิต คณะบริหารธุรกิจ มหาวิทยาลัยเทคโนโลยีราชมงคลธัญบุรี มีความประสงค์ขอความอนุเคราะห์ขออนุญาตแจกแบบสอบถามให้กับบุคลากรสายวิชาการและสายสนับสนุน เพื่อนำไปเป็นข้อมูลประกอบการศึกษา วิทยานิพนธ์ เรื่อง “The Effectiveness of Courageous Followership to the Work Performance in Organization: Case Study Cambodia and Thailand”

ในการนี้ นักศึกษามีความประสงค์ใคร่ขอความอนุเคราะห์ขออนุญาตจากท่านในการแจกแบบสอบถามเพื่อประกอบการทำวิทยานิพนธ์เรื่องดังกล่าว เพื่อประโยชน์สูงสุดทางการศึกษาต่อไป

จึงเรียนมาเพื่อโปรดให้ความอนุเคราะห์ด้วย จักขอบคุณอย่างยิ่ง

จิตพร ฤทธิพร

(ผู้ช่วยศาสตราจารย์ ดร.จิตพร ฤทธิพร)

ผู้ช่วยคณบดีฝ่ายบัณฑิตศึกษา





บันทึกข้อความ

ส่วนราชการ คณะบริหารธุรกิจ มหาวิทยาลัยเทคโนโลยีราชมงคลธัญบุรี โทร. ๐๒-๕๕๔๔๘๘๒๑
ที่ ศธ ๐๕๗๘.๐๖/๐๓๓๕ วันที่ ๒๗ มกราคม ๒๕๕๘
เรื่อง ขอความอนุเคราะห์ขออนุญาตแจกแบบสอบถามเพื่อทำวิทยานิพนธ์

เรียน คณบดีคณะวิศวกรรมศาสตร์

สิ่งที่ส่งมาด้วย แบบสอบถาม จำนวน ๒๕ ชุด

ด้วย Miss Minea Sok นักศึกษาระดับบัณฑิตศึกษา หลักสูตรบริหารธุรกิจมหาบัณฑิต คณะบริหารธุรกิจ มหาวิทยาลัยเทคโนโลยีราชมงคลธัญบุรี มีความประสงค์ขอความอนุเคราะห์ขออนุญาตแจกแบบสอบถามให้กับบุคลากรสายวิชาการและสายสนับสนุน เพื่อนำไปเป็นข้อมูลประกอบการศึกษา รายวิชา ๐๕-๐๐๐-๗๐๕ วิทยานิพนธ์ เรื่อง “The Effectiveness of Courageous Followership to the Work Performance in Organization: Case Study Cambodia and Thailand”

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จึงเรียนมาเพื่อโปรดให้ความอนุเคราะห์ด้วย จักขอบคุณอย่างยิ่ง

สุตพร ฤกษ์กุล

(ผู้ช่วยศาสตราจารย์ ดร.สุตพร ฤกษ์กุล)

ผู้ช่วยคณบดีฝ่ายบัณฑิตศึกษา





บันทึกข้อความ

ส่วนราชการ คณะบริหารธุรกิจ มหาวิทยาลัยเทคโนโลยีราชมงคลธัญบุรี โทร. ๐๒-๕๔๔๔๘๘๒๑
ที่ ๑๔๐/๒๕๕๘ วันที่ ๒๗ มกราคม ๒๕๕๘
เรื่อง ขออนุมัติขอพระราชทานแจกแบบสอบถามเพื่อทำวิทยานิพนธ์

เรียน คณบดีคณะบริหารธุรกิจ

สิ่งที่ส่งมาด้วย แบบสอบถาม จำนวน ๑ ชุด

ด้วย Miss Minea Sok นักศึกษาระดับบัณฑิตศึกษา หลักสูตรบริหารธุรกิจมหาบัณฑิต คณะบริหารธุรกิจ มหาวิทยาลัยเทคโนโลยีราชมงคลธัญบุรี มีความประสงค์ขออนุมัติขอพระราชทานแจกแบบสอบถามให้กับบุคลากรสายวิชาการและสายสนับสนุน เพื่อนำไปเป็นข้อมูลประกอบการศึกษา วิทยานิพนธ์ เรื่อง “The Effectiveness of Courageous Followership to the Work Performance in Organization: Case Study Cambodia and Thailand”

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จึงเรียนมาเพื่อโปรดให้ความอนุเคราะห์ด้วย จักขอบคุณอย่างยิ่ง

เรียน คณบดี

เพื่อโปรดพิจารณา

- ๒๐๒๑ มกราคม ๑

- นศ. ป.โท

28 ม.ค. ๕๘

28 ม.ค. ๕๘

28 ม.ค. ๕๘

ผู้ช่วยศาสตราจารย์ ดร.สุดาพร ฤกษ์กุลบุตร
ผู้ช่วยคณบดีฝ่ายบัณฑิตศึกษา

จิตติสากร

๒๐๒๕

๒๕ ม.ค. ๕๘



Ref. No. 0578.06/

Faculty of Business Administration
Rajamangala University of Technology Thanyaburi
Rangsit-Nakornnayok Road, Klong 6,
Thanyaburi, Pathumthani. 12110

January 29, 2015

Dear The President of National Polytechnic Institute of Cambodia

To whom it may concern

Miss Minea Sok is studying master degree at the Faculty of Business Administration, Rajamangala University of Technology Thanyaburi. She is working on her thesis with the title of *The Effectiveness of Courageous Followership to the Work Performance in Organization: Case Study Cambodia and Thailand*. She would like to ask for permission to distribute her questionnaires in your institute as for her data collection process.

If you would like further information, please do not hesitate to contact me. I am grateful for your kindly help.

With Best Regards,

(Dr.Sudaporn Kuntonbutr, Asst. Prof.)
Assistant Dean for Graduate School
For Dean, Faculty of Business Administration

MBA Office, Faculty of Business Administration
Rajamangala University of Technology Thanyaburi
Tel. 02 549 4821, Fax. 02 549 4836

Coordinator, Miss Minea Sok
Tel. 087 058 8876



APPENDIX H

Result of Statistic Analysis by testing ANOVA in Differentiation Significant

The different significant in work performance between education backgrounds of RMUTT

| (I) Education | (J) Education | Mean Difference (I- J) | Std. Error | Sig. | 95% Confidence Interval | |
|------------------|------------------|---------------------------|---------------|-------------|-------------------------|----------------|
| | | | | | Lower Bound | Upper Bound |
| H/S | Diploma | -.36325 | .30927 | .241 | -.9728 | .2463 |
| | BA | .25239 | .21831 | .249 | -.1779 | .6827 |
| | Mater | .17436 | .23241 | .454 | -.2837 | .6324 |
| | PhD | .93483* | .30927 | .003 | .3253 | 1.5444 |
| Diploma | H/S | -.36325 | .30927 | .241 | -.2463 | .9728 |
| | BA | .61564* | .23084 | .008 | .1607 | 1.0706 |
| | Mater | .53761* | .24421 | .029 | .0563 | 1.0189 |
| | PhD | 1.29808* | .31824 | .000 | .6709 | 1.9253 |
| BA | H/S | -.25239 | .21831 | .249 | -.6827 | .1779 |
| | Diploma | -.61564* | .23084 | .008 | -1.0706 | -.1607 |
| | Mater | -.07803 | .10794 | .471 | -.2908 | .1347 |
| | PhD | .68244* | .23084 | .003 | .2275 | 1.1374 |
| Mater | H/S | -.17436 | .23241 | .454 | -.6324 | .2837 |
| | Diploma | -.53761* | .24421 | .029 | -1.0189 | -.0563 |
| | BA | .07803 | .10794 | .471 | -.1347 | .2908 |
| | PhD | .76047* | .24421 | .002 | .2791 | 1.2418 |
| PhD | H/S | -.93483* | .30927 | .003 | -1.5444 | -.3253 |
| | Diploma | -1.29808* | .31824 | .000 | -1.9253 | -.6709 |
| | BA | -.68244* | .23084 | .003 | -1.1374 | -.2275 |
| | Mater | -.76047* | .24421 | .002 | -1.2418 | -.2791 |

*. The mean difference is significant at the 0.05 level.

The different significant in work performance between ages of NPIC

| (I) Age (J) Age | Mean Difference (I-J) | Std. Error | Sig. | 95% Confidence Interval | |
|-----------------|-----------------------|------------|-------------|-------------------------|-------------|
| | | | | Lower Bound | Upper Bound |
| 21-30 31-40 | -.08856 | .09547 | .356 | -.2780 | .1008 |
| | .37632 | .24378 | .126 | -.1073 | .8600 |
| | -.61086* | .27892 | .031 | -1.1642 | -.0575 |
| 31-40 21-30 | .08856 | .09547 | .356 | -.1008 | .2780 |
| | .46488 | .24474 | .060 | -.0207 | .9504 |
| | -.52230 | .27976 | .065 | -1.0773 | .0327 |
| 41-50 21-30 | -.37632 | .24378 | .126 | -.8600 | .1073 |
| | -.46488 | .24474 | .060 | -.9504 | .0207 |
| | -.98718* | .35858 | .007 | -1.6986 | -.2758 |
| 51-60 21-30 | .61086* | .27892 | .031 | .0575 | 1.1642 |
| | .52230 | .27976 | .065 | -.0327 | 1.0773 |
| | .98718* | .35858 | .007 | .2758 | 1.6986 |

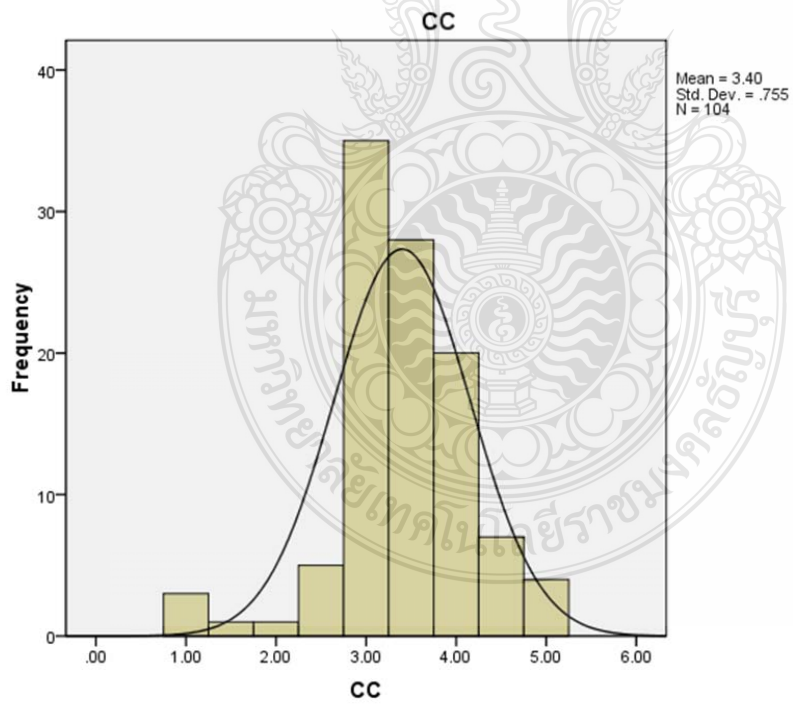
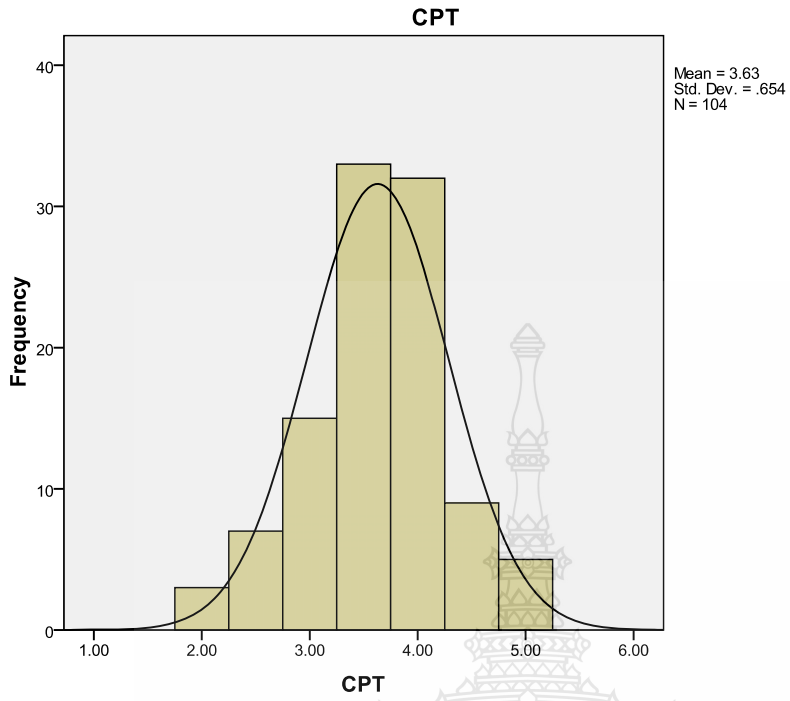
*. The mean difference is significant at the 0.05 level.

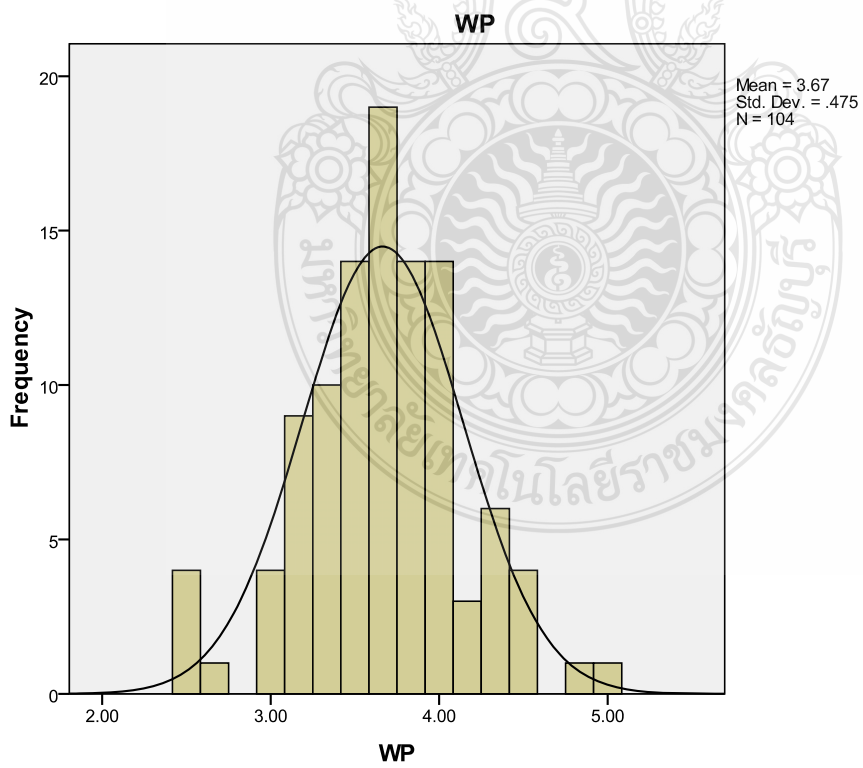
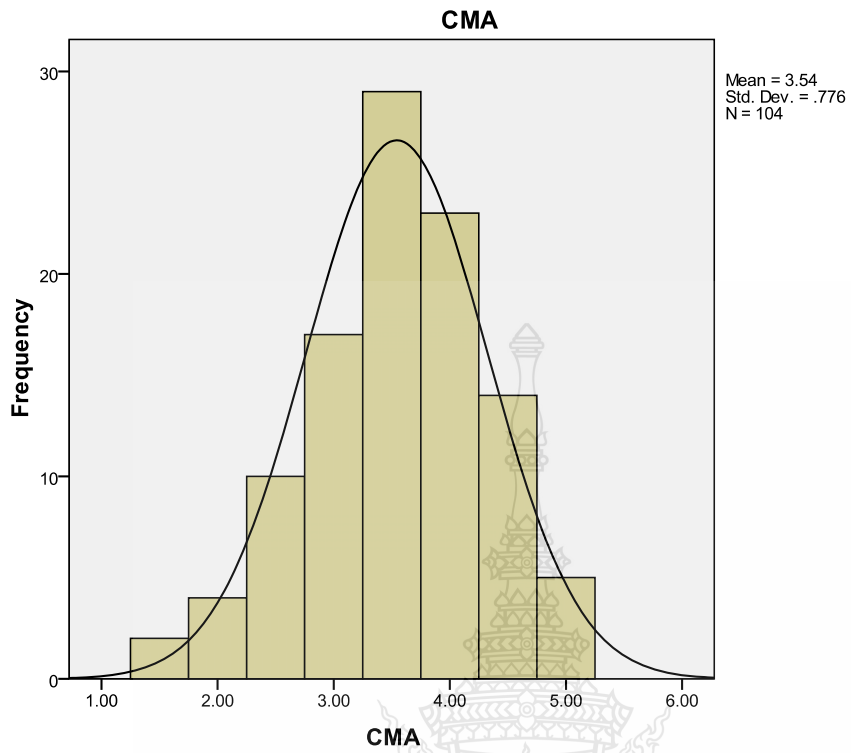




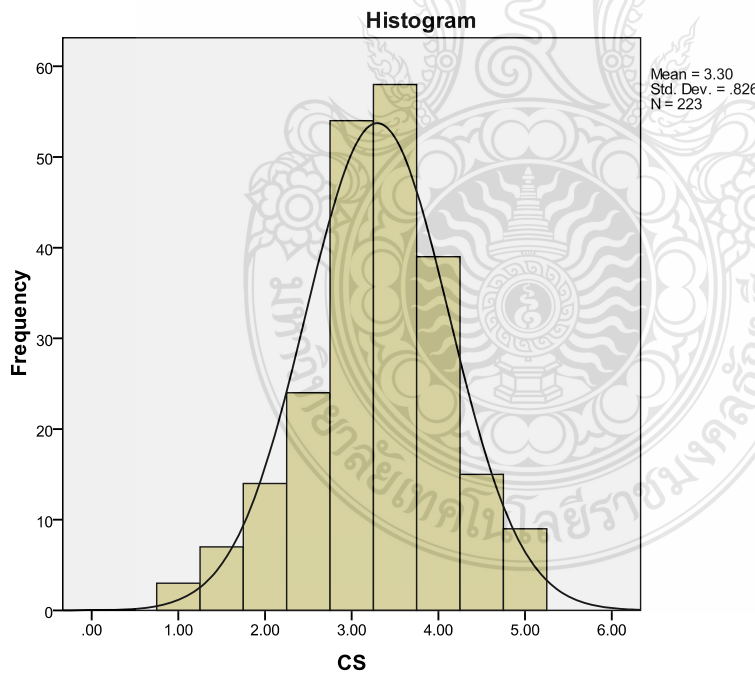
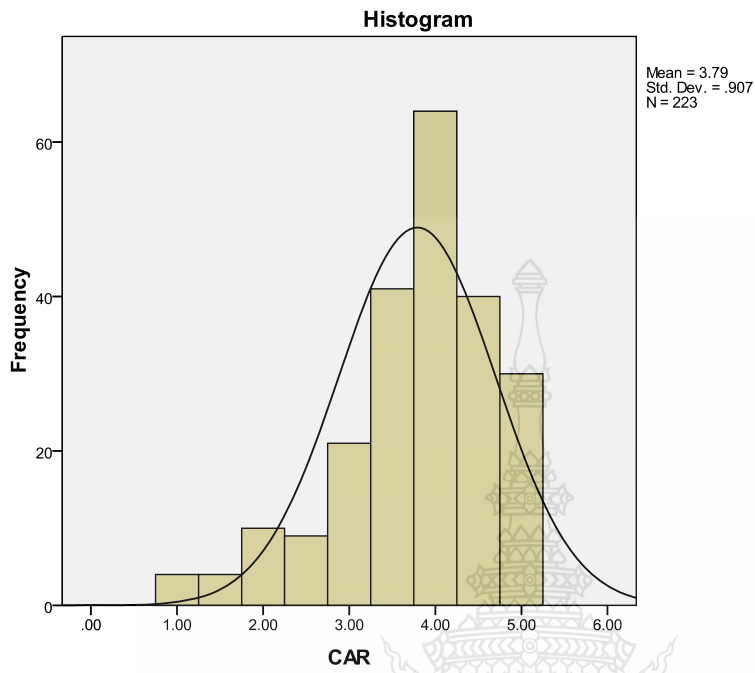
APPENDIX I

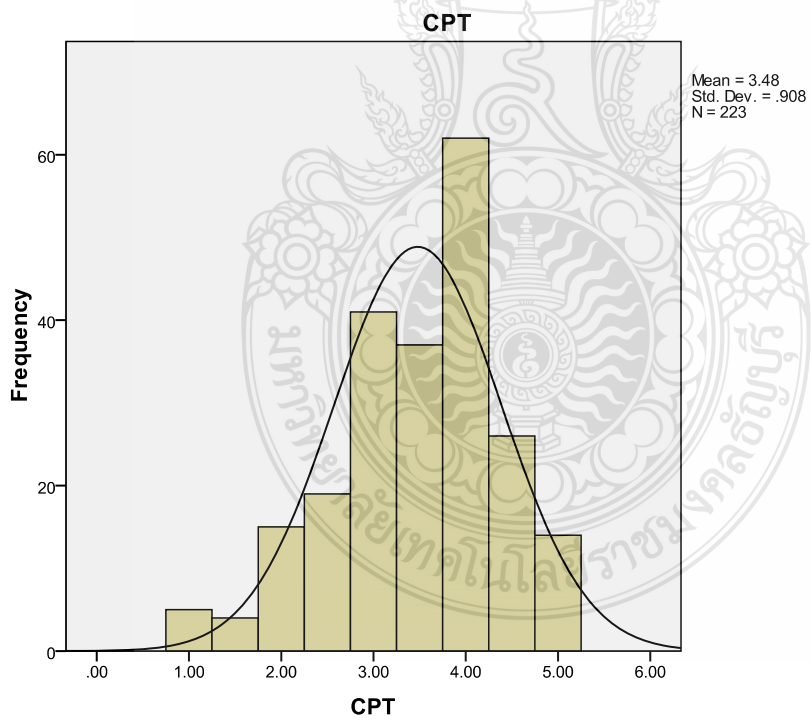
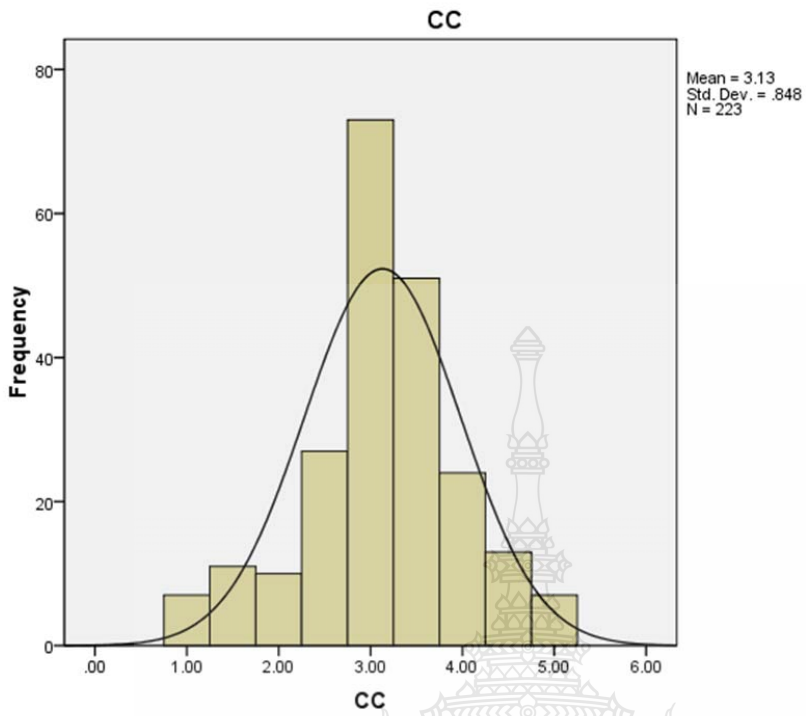
Result of Statistic Analysis of Checking Normality of Variables

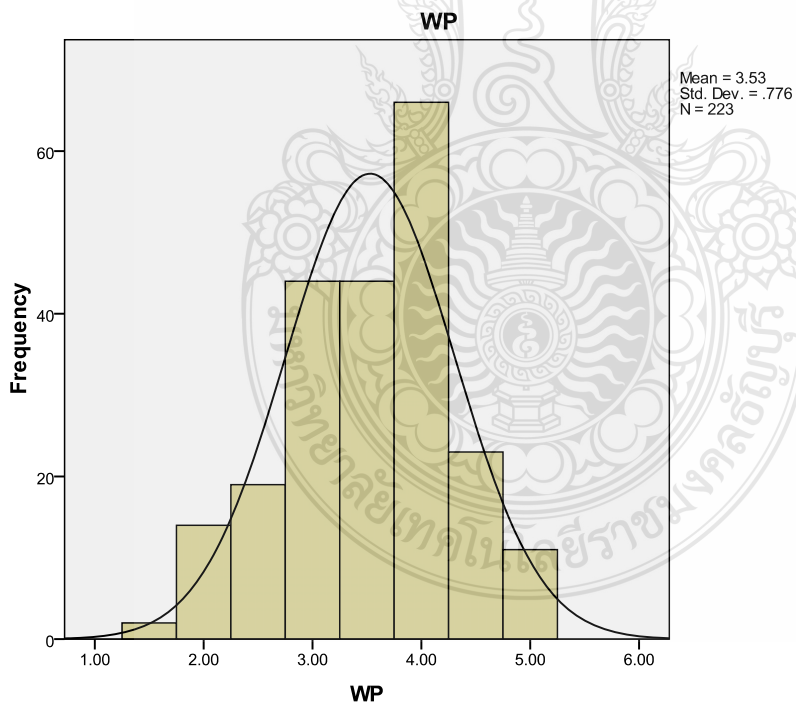
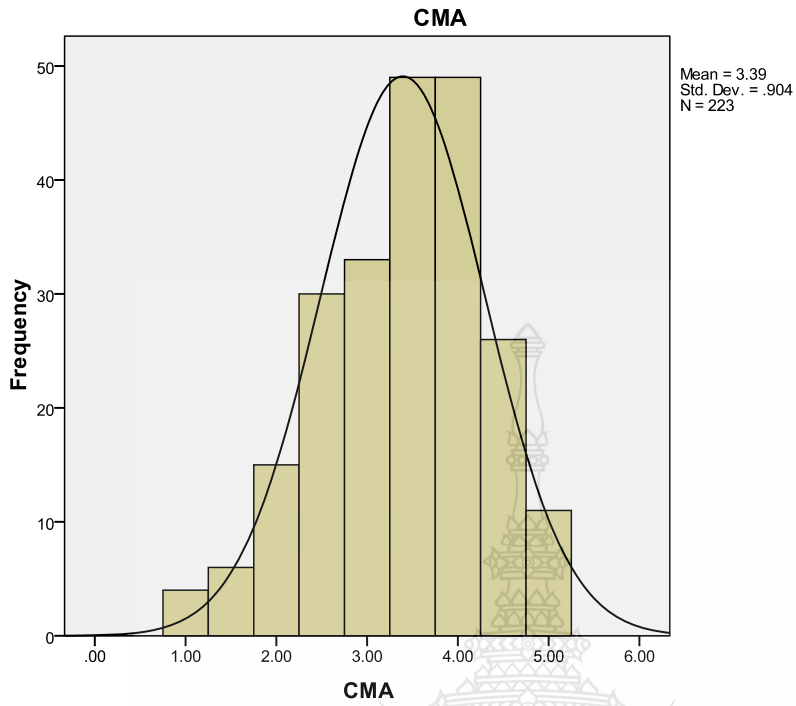




Case of Rajamangala University of Technology Thanyaburi (Thailand)







Biography

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