

**The Impact of Group Cohesiveness on Group Productivity:  
A Case Study of Sales Agents of the American  
International Assurance Company Limited (AIA)**



**Presented by**

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### ABSTRACT

The objectives of the study are to assess the impact of group cohesiveness on group productivity among American International Assurance (AIA)'s sales agents. Three specific areas were examined concerning sales agent groups: (a) the degree of group cohesiveness, (b) their perception of the importance of group cohesiveness on group productivity, and (c) their perception of the most important attribute of group cohesiveness.

The subjects were 379 sales agents of AIA in the insurance industry in Thailand. A questionnaire was used as the instrument to collect data. The collected data were statistically analyzed by way of: frequency distribution, means, independent sample T-test and One Way Analysis of Variance (ANOVA).

The findings of the study concluded that the subjects displayed a high degree of group cohesiveness. The subjects also indicated that group cohesiveness could increase group productivity in their organization. The subjects perceived that the clarity of a goal path was the most important attribute of group cohesiveness in their organization.

The findings also indicated that gender did not affect the subjects' perception, but work experience did affect the subjects' perception. The obtained information is expected to generate practical implications for training programs and group activities to promote cohesiveness and productivity among sales agent groups in AIA.

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## CHAPTER 1

### INTRODUCTION

#### 1.1 Introduction

This chapter explains why group cohesiveness and group productivity should be under study. It provides the background of the selected company, AIA: American International Assurance. It also includes research objectives, a scope of the study, and significance of the study.

#### 1.2 Conceptual Background of the Study

Society is a large group made up of many small, diverse, and overlapping groups. Without such small groups, the larger society could not sustain itself. Individuals cannot remove themselves from society or avoid participating in groups. Groups, like all living things, develop over time.

The Insurance Industry relies on small-group work for its success. Sales agents in small groups play a significant role. Sales agent groups in the insurance industry help increase their companies' productivity every year. As a leader in the life insurance industry, American International Assurance (AIA) owes its success to more than 4,700 small groups of sales agents, achieving their goals by providing policy holders with the best possible services and most attractive benefits from available life insurance policies.

Group cohesiveness can be defined as the degree to which the members of a group are attracted to one another and to their larger group. Productivity refers to the quality and quantity of a group's output. In every group, both cohesiveness and productivity exist to some degree. Many researchers in the past asserted that group cohesiveness represented an important part of interpersonal communication in small groups that in turn was related to group productivity.

### **1.3 Company Background of**

#### **American International Assurance Co., Ltd. (AIA)**

AIA is one of the most famous life insurance companies in Thailand. Mr. C.V. Vander Starr founded AIA in 1919 in Shanghai, China. AIA in Thailand was established in 1938. In 1958 AIA succeeded in making the public become aware of the benefits of life insurance, especially executives and business owners in the business community.

As of now, AIA (Thailand) consists of more than 4,700 small groups of sales agents. Each group consists of 5-10 salespersons. The company has more than 27,000 sales persons thorough out Thailand. These sales agency forces represent the company's productivity in terms of insurance premiums. Premiums represent a variety of products such as personal life insurance, group life insurance, credit life insurance and personal accident coverage, etc. In this decade, AIA succeeded in gaining the highest market share in the insurance industry in Thailand of 50.5% in the year 2002.

Small groups in AIA perform strongly and gain significant productivity by pooling their efforts as group members in order to achieve their group goals. . Group cohesiveness creates an excellent environment that encourages members to be unified about goals and values of the groups. This unity is related to "group productivity," that in turn supports members in the accomplishment of target tasks.

### **1.4 Research Objectives**

The study aims to:

- 1.4.1 assess the degree of group cohesiveness that affects group productivity in AIA's sales agent groups.
- 1.4.2 identify key attributes that affect group cohesiveness.

### **1.5 Scope of the Study**

The study deals with sales agents in one insurance company, AIA. It will focus on the group members' behavior which generates attributes of group cohesiveness, and that in turn affects group productivity.

### **1.6 Significance of the Study**

This study probes to what degree group productivity is affected by group cohesiveness. The researcher wanted to find the important attributes that support group cohesiveness and enables members to achieve their goals. It is reported that the research findings and conclusions of this study can benefit AIA sales agents, to make them aware of factors that create group cohesiveness and group productivity. The information can be used for training programs and group activities for the purpose of promoting cohesiveness among members of AIA sales agent groups.

## CHAPTER 2

### LITERATURE REVIEW

#### 2.1 Introduction

This chapter reviews literature in two areas, group cohesiveness and group productivity. The review will include definitions and attributes that increase group cohesiveness. These attributes will be investigated through this case study of Sales Agent Groups in the American International Assurance Co., Ltd. (AIA Thailand).

#### 2.2 Definition of Group Cohesiveness

In recent years, many researchers of small group communication variously defined the term Group Cohesiveness. A selection of definitions for Group Cohesiveness is given in this part. Donelson R. Forsyth (1999, p.148) stated that group cohesiveness is the strength of the bonds linking group members to the group, the unity (or we-ness) of a group, the feelings of attraction for specific group members and the group itself. It also refers to the degree to which the group members coordinate their efforts to achieve goals.

Charles Conrad & Marshall S. Poole (1998, p.287) explained that group cohesiveness is the feeling among the group members of being unified about goals, values, and means, and are mutually supportive and respectful. They pointed out that in order to function as a group, cohesion is necessary.

Beebe and Masterson (2000) noted that Group Cohesiveness represented the degree of attraction members' feel toward one another and the group. They note that cohesiveness develops around both the task and the relationship dimensions of small group communication.

Mary A. Renz & John B. Greg (2000, p.53) explained that Cohesiveness is a dynamic, multidimensional property of groups that can be defined as the shared perception of, and attachment to, the group by its members. The members share a perception of the group because they have reached consensus about the goals and values of the group.

According to Frank P. Johnson (2000, p.110), Group Cohesiveness may be defined as the mutual attraction among members of a group and the resulting desire to remain in the group. And the view of Wilf H. Ratzburg (2000) in his text book, Organizational Behavior (OB) is that Group Cohesiveness implies an esprit de corps, or a feeling of solidarity with other group members, or is the result of all the forces acting on the member to remain in the group.

Moreover, many theorists felt that this "belongingness," or "we-ness," is the essence of group cohesion. Cohesive groups always talk about themselves in collective terms by saying "we" instead of "I" and "our group" instead of "my group". (Owen, 1985; Bollen & Hoyle, 1990; Dion, 1990; Fine & Holyfield, 1996, King and Beckham, 2002) They also believed that cohesion has more to do with member's willingness to work together to accomplish their objectives than it does with positive interpersonal relations or feelings of unity.

In conclusion, traditionally group cohesiveness in an organization was viewed as the degree to which the members enjoy interacting with one another, and their desire to remain in the group for prolonged periods of time. Members feel a strong sense of belonging, speak favorably about the group and the other members, and conform to the norms of the group which leads them to work together to accomplish their goals.

### **2.3 Types of the Cohesiveness**

Tziner (1982) suggested that there are two types of group cohesiveness, Socio-emotional or Interpersonal Cohesiveness and Task Achievement or Instrumental Cohesiveness.

Tziner's concept has been referred to in many books such as Internal Structure of the Gross Cohesiveness Scale, M.E.Johnson and J.G.Fortman (1988, p.187-96) and Communicating In Groups, 3<sup>rd</sup> edition of Galanes, Gloria J. and Brithart, John K. (1997).

### 2.3.1 Socio-emotional or Interpersonal cohesiveness (Social Level)

Based on emotional satisfaction or interpersonal attraction among group members: emotional satisfaction provided by participation in the group, rather than task achievement, is emphasized.

It means that members like and are attracted to each other as people. They like to spend time together and enjoy each other's company.

### 2.3.2 Task achievement or Instrumental cohesiveness (Task Level)

Based on task accomplishment: this type of cohesiveness results from the satisfaction of achieving goals that could not effectively be attained outside the group context. Successful completion of the task, rather than interpersonal attraction, is emphasized.

This means that members understand and accept the group task. They are committed to completing its goals, may be excited about working on it, and experience what has been called *group drive, or motivation* to accomplish the task.

## 2.4 Attributes of Group Cohesiveness

There are 10 specific attributes of cohesiveness that usually involve members of a small group, which are as follows;

### 1. Frequency of interaction

**More communication means more group cohesiveness.** The development of cohesion is facilitated by open communication between group members (Gerald L. Wilson, 1996). Frequency of members' interaction depends on how often they communicate or participate on group activities. More communication among members means more frequent feedback between members.

Members may participate with each other in traditional activities such as regular meetings, annual parties, special greetings and handshakes, and rituals (Gloria J. Galanes, John K. Brithart, 1997).

Generally the level of hierarchy within a group is a good predictor of how members communicate with each other. Communication tends to occur more frequently between members who work closely together within the group structure.

## 2. Clarity of goal path

**Groups in which there is clarity about the goal and the members' roles are likely to be cohesive.** The members of the group make no bones about their goals, and have a clear sense of how to achieve those goals. The members must be serious about how to accomplish their goals (Wilson Gerald L., 1996). Groups set clear and attainable goals in order to provide a challenge and produce group pride when group members meet (Gloria J. Galanes, John K. Brithart, 1997). Moreover, groups in which there is clarity about the goal and the members' roles are likely to be cohesive (Mary A. Renz & John B. Greg, 2000).

## 3. Commitment to group goals

**Group cohesiveness increases in proportion to group members' commitment to their goals.** Group members join groups because they think they will be able to accomplish some of their own private ends (Wilson Gerald L., 1996, p.252). Group goals simply cannot exist outside individual members. Individuals must subordinate their own goals in order to help the group reach its goals.

When groups are cohesive because their members care about their task, they will usually be more productive than groups that are not cohesive because their members do not care about their task (Mullen & Cooper, 1994). Thus, commitment to group goals enhances cohesiveness and group satisfaction. Furthermore, personal commitment to the group also leads to group loyalty (Reid Marie and Hammerssley, Richard, 2000).

## 4. External threat

**The greater the external threats the more group cohesiveness.** For example, group cohesiveness increases strongly whenever the membership perceives a threat from the outside. This threat produces high anxiety that strong group cohesiveness can help reduce (Reid Marie and Hammerssley, Richard, 2000).

## 5. History of group success

***The more successful the group's history, the more the group cohesiveness.***

Groups that achieve early successes become cohesive (Gerald L. Wilson, 1996, Mary A. Renz & John B. Greg, 2000). Once a group defines itself as cohesive at the beginning, its cohesiveness increases. Members share group history and group experience (Reid Marie and Hammerssley, Richard, 2000).

## 6. Similar Values, Attitudes, or Interests

***The more similar the values, attitudes or interests among group members, the greater the group cohesiveness.***

Group member share similar values, attitudes, or interests with other members of the group such as spending a good deal of time at social events, enjoying music and the theater.

Wilson Gerald L. (1996) noted that this attribute is directly applicable to small groups. Reid Marie and Hammerssley, Richard (2000) also supported the idea that it is easier to cohere with like-minded people who share similar values, beliefs and group activities.

## 7. Size of group

***Group cohesiveness decrease as group size increases.*** Gerald L. Wilson (1996) noted that group size is directly related to the evolution of group cohesiveness. That all-important sense of "groupness" and "cohesiveness" is at risk when a group is too small and when it is too large, since groups which are too large tend to get into predictable kinds of trouble. Group size also can be an important factor in effective decision-making. It is obvious that the group would be less efficient if it tried to handle all problems as a large body.

It has become evident that cohesive groups are more productive than non-cohesive groups, particularly when group size is relatively small (Mullen & Copper, 1994).

## 8. Stability of membership

***More stability means more group cohesiveness.*** Mobley, Griffeth, Hand and Meglino, (1979) found that the connection between cohesion and membership stability is strongest when cohesion is based on the members' attraction to the group as a unit rather than their attraction toward individual members. Thus, the more stable the group structures, the better the communication network between members tends to be.

## 9. Trust

***The more trust between group members, the more the group cohesiveness.*** Mary A. Renz & John B. Greg (2000) mentioned that trust is a basic ingredient in cohesiveness. When group members have time and opportunities to exchange personal information, such exchanges build trust within their groups. Trust refers to the general belief that members can rely on each other.

When group members trust each other, they do not have to worry that others might be lying to them or may have secret reasons for their behavior. Instead of being suspicious and secretive, members who trust one another are more likely to create an open climate where people share freely. There are two kinds of trust that are particularly important to groups, task related and interpersonal.

## 10. Type of work

***The more dangerous or financially rewarding the work, the greater the group cohesiveness.*** The type of work is one of the factors that influence group cohesiveness. Generally, jobs that require high performance and productivity must encourage their members to compete against other groups by offering rewards, such as in financial businesses and insurance businesses. The end result is members are more productive and group cohesiveness is greater.

## 2.5 Definition of Group Productivity

**Productivity** is an index that measures output (goods and services) relative to the input (labor, materials, energy, and other resources), which, when effectively managed, transforms inputs into outputs (William J. Stevenson, 1999 and James R. Evans, 1997). And it also refers to the quality and quantity of a group's output (Gerald L. Wilson, 1996). In the private sector, productivity is typically seen in terms of profits or sales.

The commonly understood meaning of the word "productivity" is too general for use in specialized fields. Even within businesses, the definition of productivity varies according to the aspect being studied. A large number of concepts consider productivity as an output-input relationship relevant mostly to a production system, implying that an organization works as a physical system, with variables and their inter-relationships amenable to precise definitions (G. D. Sardina and Prem Vrat, 1987).

## 2.6 Group Cohesiveness and Group Productivity

In recent years, there has been an increasing interest in the relationship between group cohesiveness as an input variable involving group productivity. One of the questions that have attracted the attention of researchers is the relationship between group cohesiveness and group productivity. For many years, this relationship was considered to be complex and somewhat unclear. Dozens of studies have been performed since the early 1950's with contradictory findings.

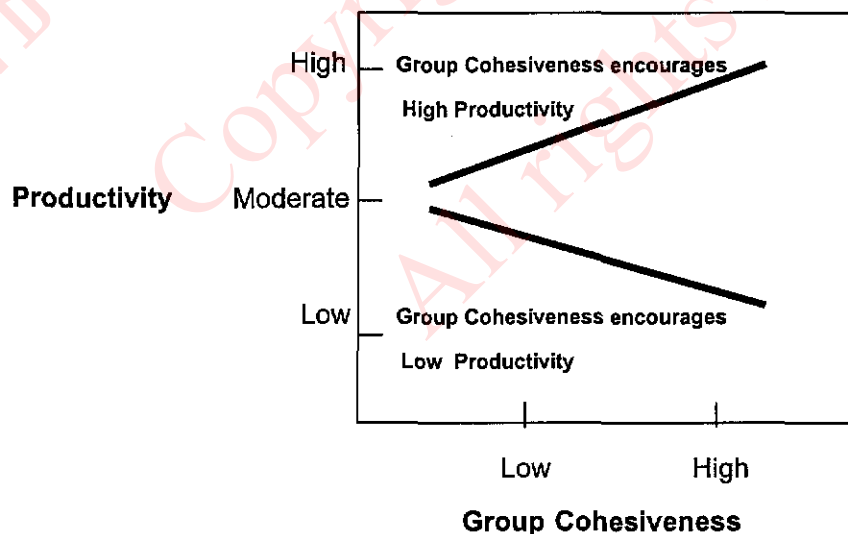
Much of the evidence mentioned in this Literature Review has focused on studies that support the hypothesis of group cohesiveness being affected on group productivity.

Recently, Brian Mullen and Carolyn Copper (1994) confirmed the link between group cohesiveness and group productivity by carrying out a meta-analytic review and synthesis of previous research that uses statistical procedures to combine the findings from multiple studies. Their search yielded 49 studies using a population of 8702 members from a variety of groups: sports teams, work groups in business settings, expeditions, military squads and laboratory groups.

They found that the positive relationship among members promoted by cooperative effort resulted in a high level of group cohesiveness. Its relationship was strongest when group cohesiveness was based on commitment to the task rather than attraction or group pride, and was stronger in non-laboratory groups such as military units and sports teams than in laboratory groups, and in small groups rather than large ones.

As per Mullen & Copper's examination (ibid.), the impact of group cohesiveness on group productivity is stronger for small groups and real groups and seems to be driven predominantly by members' commitment to the successful task performance towards which end they regulate their behavior. (see Figure 2.1 below)

Figure 2-1 The Hypothesized link between Productivity and Group Cohesiveness.



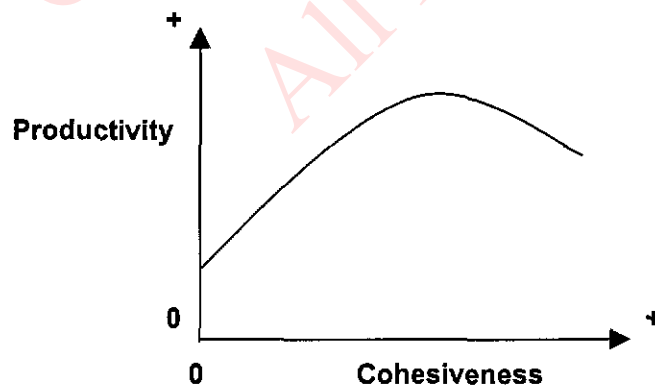
There is other evidence of a relationship between cohesiveness and productivity. A review of literature by Marvin Shaw (1994) concluded that, "in spite of some equivocal evidence, it seems evident that the empirical data support the hypothesis that high-cohesive groups are more effective than low-cohesive groups in achieving their goals.

He believed that these two dimensions had a straight-line relationship, the more cohesive the group, the greater the productivity. But Shaw provided a word of caution. Groups do not always set the same goals for themselves that organizations or outside agencies set. Thus a group might achieve its own goals but be relatively unproductive in terms of the goals set by management.

However, in spite of this straight-line relationship, the evidence that some cohesive groups lose productivity has led some small group scholars, like Ellis and Fisher (1994) to argue that a straight-line relationship is true but only up to a point. The relationship breaks down toward the upper end of the two continuums. Extremely cohesive groups are more likely to have moderate to low productivity.

This study by Ellis and Fisher described the relationship between cohesiveness and productivity as curvilinear. The curved line shows that in a group experiencing a low level of group cohesiveness, group productivity may be expected to be fairly low. Increasing levels of group cohesiveness will yield increasing levels of group productivity. The curved line is illustrated in Figure 2.2 below;

Figure 2-2 The Relationship between Cohesiveness and Productivity



Irvin D. Yalom (1995), a psychiatrist who wrote an important textbook on group therapy and studied encounter groups, stresses the importance of group cohesiveness. According to investigations of therapeutic groups, he routinely found that group members improved their overall level of adjustment when their groups were cohesive.

Dorn, Papalewis, and Brown (1995) researched group cohesiveness in a group of doctoral students. They found that doctoral students who felt a high degree of cohesiveness with the cohort of students in their doctoral programs reported that the group's cohesiveness had a profound influence on their persistence in the program. Gully, Devine, and Whitney (1995) noted that group cohesiveness also counts more when the group's task requires high levels of interaction and interdependence.

Moreover, Kidwell, Mossholder, and Bennett (1997), who studied groups in the service sector, discovered that members of highly cohesive groups worked more as "group citizens" than those in less cohesive groups.

Warren Bennis and Patricia Ward Biederman (1997) label the Disney Studios as a great group. Bennis and Biederman found these great groups in all kinds of places such as politics, businesses, universities and the military, but despite their differences in orientation and goals, these groups shared many common features. All group members were driven to achieve excellence, all had extraordinary leaders, and all were cohesive.

Christine M. Riordan (1997) researched group cohesiveness and group productivity versus group member's variables (individual's variables) in the insurance industry. The research examined the three demographic characteristics of gender, race-ethnicity, and tenure (work experience) as the indicators of individual-level outcome in such areas as work group productivity, work group cohesiveness, work group commitment, and advancement opportunities. The sample respondents of this study were 1,584 employees from a major insurance company in the southeastern United State.

The research concluded that gender did not affect (had no significance regarding) the individual's perceptions of work group productivity, work group commitment and the individual's feelings of work group cohesiveness. This study also indicated that tenure (work experience) was significantly related to the individual's perceptions of work group productivity, commitment to their work unit, and feeling of group cohesiveness.

The importance of group cohesiveness is that it supports group members in accomplishing group productivity. The important point is that two dimensions affect each other. That is, productivity has an impact on group cohesiveness, and group cohesiveness, in turn, has an impact on productivity. It is clear from the previous studies mentioned above that both of these phenomena, group cohesiveness and group productivity, are the output of the group's work.

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## CHAPTER 3

### RESEARCH METHODOLOGY

#### 3.1 Introduction

As seen in Chapter 2, many researchers identify similar attributes of group cohesiveness. The researcher in this study used these attributes in a constructed instrument containing a set of questions for data collection. This chapter reports the research methodology, which includes the instrument, subjects sampling, measurement of the study, data collection procedure and data analysis.

#### 3.2 Instrument

In this study, the researcher constructed a questionnaire designed as the instrument to accomplish three specific research objectives: a) to assess the degree of group cohesiveness within small groups of sales agents, b) to assess the subjects' perception of the importance of group cohesiveness on group productivity and c) to identify the most important attribute of group cohesiveness according to group members' perceptions. The details of the instrument are as follows:

**3.2.1 The first section of the questionnaire** includes two questions. These questions deal with personal data: gender and work experience. This information helps to explain the subjects' feedback on group cohesiveness and group productivity.

**3.2.1 The second section of the questionnaire** comprises 3 parts, shown below;

**3.2.2.1 Part 1** : twelve questions (Questions no. 1-12) on a five-point scale examine the subjects' feelings on the degree of cohesiveness in the group in which they work. All items are ordered alphabetically.

Question no. 1	to measure	Frequency of interaction
Question no. 2	“	Clarity of goal path
Question no. 3	“	Commitment to group goals
Question no. 4	“	External threat
Question no. 5	“	History of groups' successes
Question no. 6, 7, 8	“	Similar values, attitudes, or interests
Question no. 9	“	Size of group
Question no. 10	“	Stability of membership
Question no. 11	“	Trust
Question no. 12	“	Type of work

**Remarks :** According to the literature review, there are 10 specific attributes that usually effect the degree of group cohesiveness. For this study, Question nos. 6-8 were oved from one attribute of group cohesiveness: similar values, attitudes, or interests. The reason for the removal was because the researcher believed that individuals might have different perceptions on values, attitudes or interests depending on their experience or personal background.

**3.2.2.2 Part 2 :** Five questions (Question nos. 1-5) on a five-point scale measure the subjects' feelings on the importance of group cohesiveness relative to group productivity in their groups.

**3.2.2.3 Part 3 :** Twelve items (12 attributes) rank the items from the most to the least important in order to identify the most important attribute of group cohesiveness based on members' perceptions.

The research instrument pilot test to check the clarity of each question was completed with the assistance of 10 acquaintances of the researcher. These acquaintances included three classmates, one graduated ex-MBA student, two graduated MBA students, two managers and two sales agents. Comments or suggestions gathered were used to revise the questionnaire to ensure that all items were well constructed and clear. Additionally, the questionnaire was reviewed and revised by this researcher's advisor for content validity.

### 3.3 Subjects Sampling

The researcher used a simple random sampling in this study. The elements in the population have a known and equal chance of being selected as a sample (Sekaran, 2000). By determining sample size from a given population size (Uma Sekaran, 2000), the researcher needed a sample of 379 sales agents from 27,000 elements in the population of this study. All sample agents work in the metropolitan Bangkok area, and they were all active group members.

### 3.4 Measurement of the study

All survey responses were made on a five-point Likert-type scale with anchors ranking from *strongly disagree* (1) to *strongly agree* (5) in order to assess the degree of group cohesiveness provided by AIA's sales agents. Each scale assesses the degree of group cohesiveness from the highest degree (5) to the lowest degree of group cohesiveness (1)

Score	Meaning
5	Strongly agree
4	Agree
3	Neutral
2	Disagree
1	Strongly disagree

The means given from each interrelated indicator ranging from 1 to 5 points will be interpreted as shown below;

Interval of means	Explanation of group cohesiveness degree
1.01-2.00	Least group cohesiveness
2.01-3.00	Low group cohesiveness
3.01-4.00	Moderate group cohesiveness
4.01-5.00	High group cohesiveness

### 3.5 Data Collection Procedure

The data was collected on May 24<sup>th</sup> – 25<sup>th</sup>, 2002. The questionnaires were handed out to the respondents who took approximately 10 – 15 minutes to give their responses. All 379 subjects returned the questionnaires.

### 3.6 Data analysis

The collected data from the representative sample of the population were analyzed by the Statistical Package for Social Science (SPSS) package version 9.0 for Windows. The analysis included frequency distribution, percentages, means, independent samples test (T-test) to compare means, and One-Way Analysis of Variance (ANOVA) of the subjects' responses.

As for **Section 1**, the subjects' variables, gender and work experience, was shown in frequency and percentages presented in Tables 4-1 and 4-2.

As for **Section 2**, question nos. 1 – 12 in Part 1 and question nos. 1-5 in Part 2, were used as a means to assess the degree of group cohesiveness and the impact of group cohesiveness on group productivity, respectively. In Part 3, frequency distribution was used to find the key attribute that affected their group cohesiveness.

In addition, T-test and One-Way Analysis of Variance (ANOVA) were calculated to compare the different means of subjects' variables; gender and work experience toward subjects' perceptions in two main areas; 1) the degree of group cohesiveness and 2) the impact of group cohesiveness on group productivity.

The collected data will be presented and discussed in Chapter 4: Research Findings.

## CHAPTER 4

### RESULTS AND DISCUSSION

#### 4.1 Introduction

In this chapter, the research findings are given in answer to the two research questions, together with demographic data from the sample are presented, followed by the results of the summary of the questionnaire responses.

#### 4.2 Subjects Variables

The subjects were 379 AIA sales agents. All subjects work in the Bangkok Metropolitan area. They gave personal demographic data about gender and work experience. The results are presented using frequency and percentages as shown in Table 4.1 below.

4.2.1 **Gender:** the subjects were female = 59.1%, and male = 40.9%.

4.2.2 **Work Experience:** the majority of subjects have been working with AIA for 1 to 5 years (39.3%) and 10 to 15 years (26.9%).

**Table 4.1: Categories of Respondent's Data** (N = 379)

Variables		Frequency distribution	Percent (%)
<b>Gender</b>	Female	224	59.1
	Male	155	40.9
	<b>Total</b>	<b>379</b>	<b>100</b>
<b>Work experience</b>	1-5 years	149	39.3
	5-10 years	61	16.1
	10-15 years	102	26.9
	Upper 15 years	67	17.7
	<b>Total</b>	<b>379</b>	<b>100</b>

**Note :** N= total sample size

### 4.3 Group Cohesiveness and Group Productivity

Table 4.2 presents the degree of cohesiveness in each key attribute that affects group cohesiveness. Most subjects indicated a high degree of group cohesiveness. The results reveal a high degree of group cohesiveness with total means=4.2974. The means of 4.2974 is interpreted as a high degree of group cohesiveness.

Table 4.2 indicates that clarity of goal path was the highest means (M=4.6807) among twelve key attributes of group cohesiveness, and the size of group was the lowest means (M=2.7177). (see Table below)

Ranking the key attributes from highest to lowest, the means reveal the following order: Clarity of goal path (M=4.6807), Commitment to group goals (M=4.6728), History of group's success (M=4.5910), Similar attitudes (M=4.5277), Similar values (M=4.4855), Frequency of interaction (M=4.4222), Trust (M=4.3931), Type of work (M=4.3588), Stability of membership (M=4.3483), External threat (M=4.3430), Similar interests (M=4.0290), and Size of group (M=2.7177).

**Table 4.2: Degree of Group Cohesiveness (N = 379)**

Questions	Subjects' perception	Means
Q.1	Frequency of Interaction	4.4222
Q.2	Clarity of Goal Path	4.6807
Q.3	Commitment to Group Goals	4.6728
Q.4	External Threat	4.3430
Q.5	History of Groups' Success	4.5910
Q.6	Similar Values	4.4855
Q.7	Similar Attitudes	4.5277
Q.8	Similar Interests	4.0290
Q.9	Size of Group	2.7177
Q.10	Stability of Membership	4.3483
Q.11	Trust	4.3931
Q.12	Type of Work	4.3588
	<b>Total Average Means</b>	<b>4.2974</b>

The results from Table 4.3 indicate that group cohesiveness had a positive relationship to group productivity with total average means of 4.5145. The subjects indicated that group cohesiveness significantly affected group productivity. The results substantiated the hypothesis that group cohesiveness increased group productivity with high means of 4.6148 in question No 5. (see Table below)

**Table 4.3: Subjects' Perception on  
the Impact of Group Cohesiveness on Group Productivity (N = 379)**

Questions	Impact of group cohesiveness on group productivity	Means
Q.1	Good relationships among members increases group productivity	4.4485
Q.2	Sharing work experiences within group increases group productivity	4.5567
Q.3	Group participation increases group productivity	4.5726
Q.4	Mutual respect among colleagues increases group productivity	4.3799
Q.5	Group cohesiveness increases group productivity	4.6148
	<b>Total Average Means</b>	<b>4.5145</b>

Table 4.4 presents the ranked key attributes of group cohesiveness from the most to the least important. The most important attribute as perceived by AIA sales agents was the clarity of goal path, with the highest frequencies of 149 (39.3%). The subjects perceived the commitment to group goals as second in importance with 133 frequencies (35.1%). The type of work was the least important based on their perception. (Table below)

**Table 4.4: Ranked Attributes of Group Cohesiveness (N = 379)**

Important Ranked	Items	Attributes of Group Cohesiveness	Frequency	Percent
Most 1	B	Clarity of Goal Path	149	39.3
2	C	Commitment to Group Goals	133	35.1
3	E	History of Group's Success	50	13.2
	K	Trust	50	13.2
4	A	Frequency of Interaction	63	16.6
	F	Similar Values	68	17.9
5	G	Similar Attitudes	51	13.5
6	H	Similar Interests	51	13.5
7	J	Stability of Membership	61	16.1
8	E	History of Group's Success	50	13.2
	G	Similar Attitudes	51	13.5
9	I	Size of Group	59	15.6
Least 10	L	Type of Work	77	20.3

According to Table 4.4, some attributes ranked the same, and some in two important categories. Such a situation is possible using the probability ranking method. For example, history of group success was ranked third and eighth according to subjects' responses based on their perceptions and attitudes. However, some subjects perceived history of group success as third in importance, but others ranked it lower.

#### 4.4 Effects of Gender and Work Experience

The independent T-test was used in this study to determine whether or not there was a significant difference between the means values of gender and their perception on the topic of group cohesiveness and group productivity. The one-way analysis of variance (ANOVA) was used to investigate whether or not there was a significant difference among the means values of the four groups of work experience and their perception regarding the topic of group cohesiveness and group productivity. The researcher used the standard level of significance (Alpha  $\alpha$  ) 0.050.

The results in Table 4.5 indicate that there was no significant difference in the subjects' perception by gender toward group cohesiveness and group productivity. Statistically, the means difference is significant at the 0.050 level. The significance (Sig.) at 0.286 and 0.244 are higher than the 0.050 significance level ( $\alpha > 0.050$ ). Therefore gender does not effect perception of group cohesiveness and group productivity (see Table below).

**Table 4.5: The Independent T-test of AIA's Sales Agents' Perception by Gender**

(N=379)

Perception of AIA's sales agents Toward	Female		Male		t	Sig.
	Mean	S.D.	Mean	S.D.		
1. Degree of group cohesiveness (question nos.1-12)	51.3973	3.6146	51.8194	4.0040	-1.069	.286
2. Importance of group cohesiveness on group productivity (question nos.13-17)	22.6696	2.0062	22.4323	1.8552	1.168	.244

**Note: No significant differences.**

In Table 4.6, one-way analysis of variance (ANOVA) was used to investigate whether or not there was a significant difference among the means of the four groups with different degrees of work experience. The results indicated that the level of Sig. was less than 0.050, therefore there was a significant difference in subjects' perception on the degree of group cohesiveness based on the degree of work experience (see Table 4.6)

**Table 4.6: Analysis of Variance (ANOVA) of  
AIA's Sales Agents' Perception by Work Experience (N=379)**

Work Experience Toward	Source of Variation	SS (Sum of Squares)	Df (Degree of freedom)	MS (Mean Square)	F- Ratio	Sig.
1. Degree of group cohesiveness (question nos.1-12)	Between groups	409.503	3	136.501	10.25	* .000
	Within groups	4989.394	375	13.305	9	
	Total	5398.897	378			
2. Importance of group cohesiveness on group productivity (question nos.13-17)	Between groups	19.222	3	6.407	1.700	.167
	Within groups	1413.532	375	3.769		
	Total	1432.755	378			

**Note:** \* The mean difference is significant at the .050 level. / N = total sample size

Regarding Table 4.7, the ANOVA was used to analyze the significant difference (Sig. \*.000) between the means of sales agents with different lengths of work experience. The results showed that sales agents who have 1 to 5 years of experience (group 1) exhibited significant difference from sales agents who had more than 5 years experience with the group (group 2, 3, and 4), because the level of Sig. was less than 0.050 (see table 4.7). The AIA sales agents who had worked with the group for 1 to 5 years had the lowest perceptions toward their degree of group cohesiveness. On the other hand, sales agents who had worked with the group for more than 5 years exhibited the most positive perceptions toward their degree of group cohesiveness.

In sum, work experience affected the subjects' perceptions on the degree of group cohesiveness, but did not affect the impact of group cohesiveness on group productivity.

**Table 4.7: Multiple Comparisons of Analysis of Variance (ANOVA) of  
AIA's Sales Agents' Perception by Work Experience,  
with a focus on the Degree of Group Cohesiveness  
(N=379)**

Work experience Group (I)	Work experience Group (J)	Mean Difference (I-J)	Sig.
group1 (1-5 years)	group 2	-2.6868*	.000*
	group 3	-1.5297*	.001*
	group 4	-2.0555*	.000*
group2 (5-10years)	group 1	2.6868*	.000*
	group 3	1.1570	.051
	group 4	.6313	.329
Group3 (10-15year)	group 1	1.5297*	.001*
	group 2	-1.1570	.051
	group 4	-.5258	.360
Group4 (>15years)	group 1	2.0555*	.000*
	group 2	-.6313	.329
	group 3	.5258	.360

**Note:** \* the mean difference is significant at the .05 level.

In Chapter 5 the data will be summarized for each research objective, followed by recommendations.

## CHAPTER 5

### CONCLUSION

#### 5.1 Introduction

This chapter will summarize the major findings of the study as specified in the objectives, followed by recommendations for action on the part of the AIA Agency Training Center and sales agents groups.

#### 5.2 Major Findings

According to Chapter 1, the major findings successfully achieved two objectives of the study as follows:

**Objective 1: To assess the degree of group cohesiveness that affects productivity in AIA's sales agent groups.**

- The degree of Group Cohesiveness within AIA's sales agent groups.

The subjects reflected a high degree of group cohesiveness. The results revealed a high degree of group cohesiveness with total average means of 4.2974. The means of 4.2974 indicate that there was a high degree of group cohesiveness.

The results from Table 4.2 indicate a degree of group cohesiveness that conforms to the 10 specific attributes mentioned on the Literature Review. The clarity of goal path was the highest means ( $M=4.6807$ ) among key attributes of group cohesiveness, and the size of the group was the lowest means ( $M=2.7177$ ).

As per question No.9, which referred to the size of a group, most subjects perceived that group cohesiveness does not decrease as the size of the group increases. Therefore, there was new evidence that group cohesiveness could increase even if group size increases, especially in the insurance industry. These results contradict previous evidence cited by Mullen & Copper (1994), who noted that cohesive groups are more productive than non-cohesive groups, particularly when group size is relatively small.

- **The impact of group cohesiveness on group productivity.**

The subjects perceived that group cohesiveness could increase group productivity. The results from Table 4.3 indicated that group cohesiveness was significant for group productivity with a total average means of 4.5145. With regard to question No.17, "Those in your group think that group cohesiveness increase group productivity," most respondents indicated the results with a high means of 4.6148.

The findings in this study also support the previous studies by many researchers. For instance, the review of literature by Marvin Shaw (1994) claimed that the more group cohesiveness, the greater the group productivity. He believed that a high degree of group cohesiveness encouraged high productivity.

The findings also closely follow Mullen and Copper (1994), who found the positive relationship among members promoted by cooperative effort resulted in a high level of group cohesiveness. Moreover, the research findings also relate to the earlier study of Kidwell, Mossholder, and Bennett (1997), who studied groups in the service sector.

They discovered that members of highly cohesive groups worked more as "group citizens" than those in less cohesive groups. AIA is also in the service sector and these research findings are similar to those in the study by Kidwell, Mossholder, and Bennett.

These research findings also confirm the study by Warren Bennis and Patricia Ward Biederman (1997), who confirmed the positive impact of group cohesiveness on group productivity, that group members were driven to achieve excellence because of a sense of cohesion, such as the Disney Studios members. They label Disney Studios members were driven to achieve their targets because of group cohesiveness.

Thus, in this study, we can label the AIA Sales Agents as a great group like the Disney Studios workers. AIA always achieves targets within a highly competitive insurance industry because there is a high degree of group cohesiveness among its agents.

Therefore, the previous and current findings reveal, once again, that (a) a high degree of group cohesiveness increases group productivity, and (b) group cohesiveness and group productivity are the output of the group's work.

**Objective 2) To identify key attributes that affect group cohesiveness.**

- The key attribute of group cohesiveness in sales agents groups.

The subjects perceived the clarity of goal path was the most important attribute of group cohesiveness by the highest frequencies; 149 (39.3%). These findings conform to a review of literature by earlier researchers, Mary A. Renz & John B. Greg (2000). They mentioned that groups in which there is clarity about the goal and the member's roles are likely to be cohesive.

As per Table 4.4, the subjects ranked the commitment regarding group goals as second in importance with 133 frequencies (35.1%). The type of work was ranked as the least important with the lowest frequencies; 77 (20.3%). Most respondents specified that the type of work did not really affect group cohesiveness.

**Effects of Subjects' Variables: Gender and Work Experience**

The results in Table 4.5 indicated that there was no significant difference in the perception of gender toward group cohesiveness and group productivity. In addition, as results of Tables 4.6 and 4.7 reveal, work experience affected the subjects' perceptions of the degree of group cohesiveness, but not the importance of group cohesiveness on group productivity.

The research findings in this part also confirm the earlier study of Christine M. Riordan (1997). She concluded that 1) gender does not affect (no significance) the individual's perceptions of work group productivity and work group cohesiveness, and 2) work experience was significantly related to the individual's perceptions of work group productivity, the commitment to their work unit and feelings of group cohesiveness.

For this part, Independent T-test and one-way analysis of variance (ANOVA) were calculated to compare the differences of subjects' variables and the perceptions of group cohesiveness on group productivity.

### 5.3 Recommendations

Recommendations can be made for action on the part of the AIA Agency Training Center in the following areas:

1. To promote the most important attributes of group cohesiveness, namely Clarity of Goal Path to their sales agents. In action, the company should set clear and attainable goals for the group in order to provide a challenge and enhance group pride when group members achieve the goals. For instance, the management could provide a monthly contest in order to challenge their sales agents' performance.
2. To organize group activities for agents, such as training programs, regular meetings, annual parties, special greetings, monthly competitions, sports days and New Year's party. It could encourage them to increase group cohesiveness within their groups.
3. To encourage sales agents to participate in the company's activities, such as company seminars or meetings, in order to increase frequency of group members' interaction. The members can thus increase the amount of communication among its members.

In addition, each sales group can perform specific actions in order to increase its own cohesiveness. The following recommendations may be helpful:

1. The group can heighten the perceived value of being a member of the group in two ways:
  - a. The group can accentuate the importance of its goals, making it clear that the group goals are important to the individual members. This could increase the member's commitment to the group and enhance their effort.
  - b. The group can stress the interdependence among members as they perform tasks. Based on *Leadership Approaches*; praise and blame for good and bad performance should target the group as a whole. Individual members should not be the focus.

## ใช้เฉพาะในห้องสมุดเท่านั้น



2. The group can increase the attractiveness of group interaction. For example, encourage some humor during group decision-making. This will help counteract the anxieties and pressures brought on by attention to the task. A little fun at the beginning, and particularly at the end, of a meeting is good.

However, keep in mind that once a group achieves cohesiveness, there is a danger of too much concentration on agreement and good feeling among members. The group must maintain a proper balance.

To AIA sales agents, like the subjects in this study, a high degree of cohesiveness among group members is an important factor that supports them in achieving their goals.

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**APPENDICES**

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APPENDIX A

(1)

The Impacts of Group Cohesiveness on Group Productivity:  
A Case Study of Sales Agents of American International Assurance Co., Ltd. (AIA)  
QUESTIONNAIRE (ENGLISH VERSION)

**Objectives** This questionnaire is to assess the degree of group cohesiveness in small groups of AIA's sales agents, to find out the impacts of group cohesiveness on group productivity and the importance of attributes that increase group cohesiveness.

Please give your response personal data by marking X in the box  for each item.  
Your data will be kept strictly confidential. Thank you for your participation.

**Section 1 : Personal Data**

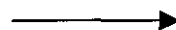
Name of your agency group..... Group .....Zone.....Building.....

1. Gender	1. <input type="checkbox"/> Female	2. <input type="checkbox"/> Male	1. <input type="checkbox"/>
2. Work experience	1. <input type="checkbox"/> 1-5 years	2. <input type="checkbox"/> 5-10 years	2. <input type="checkbox"/>
	3. <input type="checkbox"/> 10-15 years	4. <input type="checkbox"/> Upper 15 years	

**Section 2 : Group Cohesiveness and Group Productivity**

- Part 2.1 To assess the degree of group cohesiveness in small groups of AIA's sales agents.
- Part 2.2 To find out the impacts of group cohesiveness on group productivity.
- Part 2.3 To find out importance of attributes that increase group cohesiveness.

Continued next page



**Section 2** Using the scale of 1-5 below, please indicate your response to each of the items that follow, by marking X on the number that the best describes your feeling.

Strongly (5)	Agree (4)	Neutral (3)	Disagree (2)	Strongly disagree (1)
-----------------	--------------	----------------	-----------------	--------------------------

**Part 2.1**

**Those in your group**

- |  |   |   |   |   |   |     |                          |
|--|---|---|---|---|---|-----|--------------------------|
| 1. attend group activities particularly, group meetings, challenge competitions and seminars, etc.   | 5 | 4 | 3 | 2 | 1 | 1.  | <input type="checkbox"/> |
| 2. set clear objectives or goals of work.  | 5 | 4 | 3 | 2 | 1 | 2.  | <input type="checkbox"/> |
| 3. have a strong commitment to group goals.  | 5 | 4 | 3 | 2 | 1 | 3.  | <input type="checkbox"/> |
| 4. think that the more competition, the greater group cohesiveness.  | 5 | 4 | 3 | 2 | 1 | 4.  | <input type="checkbox"/> |
| 5. think that the history of group success boosts the group's confidence.  | 5 | 4 | 3 | 2 | 1 | 5.  | <input type="checkbox"/> |
| 6. have similar work attitudes.  | 5 | 4 | 3 | 2 | 1 | 6.  | <input type="checkbox"/> |
| 7. have similar life and work values.  | 5 | 4 | 3 | 2 | 1 | 7.  | <input type="checkbox"/> |
| 8. have similar personal interest in occasion and entertainment.   | 5 | 4 | 3 | 2 | 1 | 8.  | <input type="checkbox"/> |
| 9. think that cohesiveness decreases as group size increases.  | 5 | 4 | 3 | 2 | 1 | 9.  | <input type="checkbox"/> |
| 10. feel that they are a valuable part of their group.   | 5 | 4 | 3 | 2 | 1 | 10. | <input type="checkbox"/> |
| 11. are always honest and straightforward with each other.   | 5 | 4 | 3 | 2 | 1 | 11. | <input type="checkbox"/> |
| 12. think that financial-related job such as insurance industry needs group cohesiveness to compete against other competitors: agency units and insurance providers. | 5 | 4 | 3 | 2 | 1 | 12. | <input type="checkbox"/> |

Continued next page



**Strongly**      **Agree**      **Neutral**      **Disagree**      **Strongly disagree**  
**(5)**            **(4)**            **(3)**            **(2)**            **(1)**

**Part 2.2****Those in your group think that**

1. Good relationships among members increase group productivity.	5	4	3	2	1	1. <input type="checkbox"/>
2. Sharing work experiences within group increases group productivity.	5	4	3	2	1	2. <input type="checkbox"/>
3. Group participation increases group productivity.	5	4	3	2	1	3. <input type="checkbox"/>
4. Mutual respect of colleagues increases group productivity.	5	4	3	2	1	4. <input type="checkbox"/>
5. Group cohesiveness increases group productivity.	5	4	3	2	1	5. <input type="checkbox"/>

**Part 2.3**

Rank the importance of the following attributes for group cohesiveness on a scale from 1-12, 1 being most and 12 being least important.

- \_\_\_ A. Frequency of interaction
- \_\_\_ B. Clarity of goal path
- \_\_\_ C. Commitment to group goals
- \_\_\_ D. External threat
- \_\_\_ E. History of groups' success
- \_\_\_ F. Similar values
- \_\_\_ G. Similar attitudes
- \_\_\_ H. Similar interests
- \_\_\_ I. Size of group
- \_\_\_ J. Stability of membership
- \_\_\_ K. Trust
- \_\_\_ L. Type of work

**\_Thank you for your time and cooperation\_**

APPENDIX B

(1)

ส่วนของผู้จำหน่ายที่กรอก

ลำดับที่

แบบสอบถามการวัดผลกระทบของความเป็นหนึ่งเดียวกันของสมาชิกภายในกลุ่มที่มีต่อผลงานของกลุ่ม  
กรณีศึกษา ตัวแทนประกันชีวิต เอไอเอ

The Impacts of Group Cohesiveness on Group Productivity: A Case Study of AIA's Sales Agents  
American International Assurance Co., Ltd. (AIA)

QUESTIONNAIRE (THAI VERSION)

แบบสอบถามนี้เป็นส่วนหนึ่งของการศึกษาวิชา "Independent study in business communication"  
ของนักศึกษาปริญญาโท ปีการศึกษา 2000 ภาควิชา Business Communication มหาวิทยาลัยหอการค้าไทย

**วัตถุประสงค์** แบบสอบถามนี้เป็นการวัดระดับของความเป็นหนึ่งเดียวกันของสมาชิกภายในหน่วยตัวแทน เอไอเอ  
และ ผลกระทบต่อผลงานของกลุ่ม รวมทั้งหาปัจจัยที่สำคัญที่สุดในการพัฒนาความเป็นหนึ่งเดียวกันของ  
สมาชิกภายในกลุ่ม ทั้งนี้ข้อมูลที่ได้จากการศึกษานี้จะนำไปพัฒนาศักยภาพของหน่วยตัวแทนต่อไป

โปรดทำเครื่องหมาย X ลงในช่อง  ในแต่ละข้อ ตามความคิดเห็นของท่านซึ่งใกล้เคียงความเป็นจริงมากที่สุด  
โดยข้อมูลของท่านจะถูกเก็บเป็นข้อมูลลับเฉพาะ

**ส่วนที่ 1** ข้อมูลทั่วไป

ชื่อหน่วย.....กลุ่ม.....โซน..... อาคาร.....

- |            |                                      |   |
|------------|--------------------------------------|---|
| 1. เพศ     | 1. <input type="checkbox"/> หญิง     | 2. <input type="checkbox"/> ชาย         |
| 2. อายุงาน | 1. <input type="checkbox"/> 1-5 ปี   | 2. <input type="checkbox"/> 5-10 ปี     |
|            | 3. <input type="checkbox"/> 10-15 ปี | 4. <input type="checkbox"/> 15 ปีขึ้นไป |

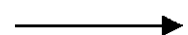
ส่วนของผู้จำหน่ายที่กรอก

- |                             |
|-----------------------------|
| 1. <input type="checkbox"/> |
| 2. <input type="checkbox"/> |

**ส่วนที่ 2** แบบสอบถามเกี่ยวกับความเป็นหนึ่งเดียวกันของสมาชิกในกลุ่ม และ ผลงานของกลุ่ม  
โดยแบ่งเป็น 3 ส่วน ดังนี้

- ส่วนที่ 2.1 ความเป็นหนึ่งเดียวกันของสมาชิกในกลุ่ม
- ส่วนที่ 2.2 ความเป็นหนึ่งเดียวกันของสมาชิกภายในกลุ่มที่มีต่อผลงานกลุ่ม
- ส่วนที่ 2.3 คุณสมบัติที่สำคัญของความเป็นหนึ่งเดียวกันของสมาชิกภายในกลุ่ม

กรุณาพลิกหน้าต่อไป

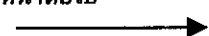


โปรดทำเครื่องหมาย X ลงในช่อง  ตามความคิดเห็นของท่านเกี่ยวกับ หน่วยตัวแทนที่ท่านสังกัดอยู่ ซึ่งใกล้เคียงตามความเป็นจริงมากที่สุด

**2.1 ความเป็นหนึ่งเดียวกันของสมาชิกในกลุ่ม**

สมาชิกในกลุ่มของท่าน	ระดับความคิดเห็น					สำหรับ เจ้าหน้าที่
	5 เห็นด้วยอย่างยิ่ง	4 เห็นด้วย	3 เฉยๆ	2 ไม่เห็นด้วย	1 ไม่เห็นด้วยอย่างยิ่ง	
1. เข้าร่วมกิจกรรมของกลุ่มอย่างสม่ำเสมอ เช่น การประชุมกลุ่ม, การแข่งขันผลงาน, การสัมมนาวิชาการเรื่องการขาย เป็นต้น	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	1. <input type="checkbox"/>
2. มีเป้าหมายที่ชัดเจนในการทำงาน	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	2. <input type="checkbox"/>
3. มีความมุ่งมั่นอย่างสูงต่อเป้าหมายของกลุ่ม	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	3. <input type="checkbox"/>
4. คิดว่าเมื่อมีการแข่งขันทางธุรกิจภายนอกกลุ่มมากขึ้น ความเป็นหนึ่งเดียวของสมาชิกในกลุ่มจะเพิ่มขึ้น	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	4. <input type="checkbox"/>
5. คิดว่าความสำเร็จที่ผ่านมาของกลุ่ม ช่วยเพิ่มความมั่นใจที่มีต่อกลุ่ม	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	5. <input type="checkbox"/>
6. มีทัศนคติที่เป็นในทิศทางเดียวกัน	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	6. <input type="checkbox"/>
7. มีการมองคุณค่าสิ่งใดสิ่งหนึ่งเป็นไปในทิศทางเดียวกัน เช่น เห็นความสำคัญของการประกันชีวิต, เห็นคุณค่าการออมทรัพย์ เป็นต้น	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	7. <input type="checkbox"/>
8. มีความสนใจส่วนตัวที่คล้ายกันในโอกาสสำคัญและความบันเทิงต่างๆ เช่น กีฬา, ดนตรี, ภาพยนตร์ เป็นต้น	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	8. <input type="checkbox"/>
9. คิดว่าความเป็นหนึ่งเดียวของกลุ่มจะลดลงหากจำนวนสมาชิกกลุ่มเพิ่มขึ้น	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	9. <input type="checkbox"/>
10. มีความรู้สึกเป็นส่วนหนึ่งของกลุ่มอย่างแท้จริง	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	10. <input type="checkbox"/>
11. มีความไว้วางใจซึ่งกันและกัน	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	11. <input type="checkbox"/>
12. คิดว่างานที่เกี่ยวข้องกับการเงิน เช่น ธุรกิจประกันภัย เป็นธุรกิจที่ต้องการการรวมตัวเป็นหนึ่งเดียวของคนภายในกลุ่ม เพื่อให้เกิดความได้เปรียบเหนือคู่แข่ง	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	12. <input type="checkbox"/>

กรุณาพลิกหน้าต่อไป



2.2 ความเป็นหนึ่งเดียวกันของสมาชิกภายในกลุ่มที่มีต่อผลงานกลุ่ม

(3)

สมาชิกในกลุ่มของท่านคิดว่า...	ระดับความคิดเห็น					สำหรับ เจ้าหน้าที่
	5 เห็นด้วยอย่างยิ่ง	4 เห็นด้วย	3 เฉยๆ	2 ไม่เห็นด้วย	1 ไม่เห็นด้วยอย่างยิ่ง	
1. ความสัมพันธ์อันดีระหว่างสมาชิกในกลุ่มทำให้ผลงานของกลุ่มเพิ่มขึ้น	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	1. <input type="checkbox"/>
2. การแลกเปลี่ยนประสบการณ์การทำงานระหว่างคนในกลุ่ม ช่วยเพิ่มผลงานของกลุ่ม	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	2. <input type="checkbox"/>
3. การเข้าร่วมกลุ่มช่วยกระตุ้นผลงานกลุ่มให้เพิ่มขึ้น	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	3. <input type="checkbox"/>
4. ความเคารพซึ่งกันและกันระหว่างคนในกลุ่มทำให้ผลงานของกลุ่มเพิ่มขึ้น	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	4. <input type="checkbox"/>
5. ความเป็นหนึ่งเดียวกันระหว่างสมาชิกภายในกลุ่มทำให้ผลงานของกลุ่มเพิ่มขึ้น	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	5. <input type="checkbox"/>

2.3 คุณสมบัตินี้สำคัญของความเป็นหนึ่งเดียวกันของสมาชิกภายในกลุ่ม

โปรดเรียงลำดับความสำคัญจาก มากที่สุด (1) - น้อยที่สุด (12) (เรียงลำดับ 1,2,3,4 จนถึง 12) ที่ท่านเชื่อว่าเป็นคุณสมบัติสำคัญซึ่งก่อให้เกิด ความเป็นหนึ่งเดียวกันของสมาชิกภายในกลุ่มของท่าน โดยใช้ความคิดเห็นที่เป็นจริงมากที่สุด

- A. ความถี่ในการติดต่อสื่อสารกันระหว่างคนในกลุ่ม (Frequency of interaction)
- B. ความชัดเจนในเป้าหมายของกลุ่ม (Clarity of goal path)
- C. ความมุ่งมั่นต่อเป้าหมายของกลุ่ม (Commitment to group goals)
- D. อุปสรรคภายนอกกลุ่ม (External threat)
- E. ความสำเร็จที่ผ่านมาของกลุ่ม (History of groups' success)
- F. ทศนคติในเรื่องงานคล้ายคลึงกัน (Similar work attitudes)
- G. การมองคุณค่าสิ่งใดสิ่งหนึ่ง (ค่านิยม) ในเรื่องชีวิตและการทำงานที่คล้ายคลึงกัน (Similar life and work values)
- H. ความสนใจส่วนตัวที่ใกล้เคียงกัน (Similar personal interests)
- I. ขนาดของกลุ่ม (Size of group)
- J. ความมั่นคงในการเป็นสมาชิกของกลุ่ม (Stability of membership)
- K. ความไว้วางใจซึ่งกันและกันของคนในกลุ่ม (Trust)
- L. ลักษณะงาน (Type of work)

ขอขอบคุณที่ท่านสละเวลาทำแบบสอบถามนี้

## THE RESEARCHER

Ms Patima Sodprasert was born on January 28, 1972 in Cheingrai province, Thailand. She received A Bachelor Degree of Liberal Arts from Thammasat University, Bangkok, Thailand, conferred in 1994. At present, she is studying for A Maste'sr Degree in Business Administration (Business Communication) at the University of the Thai Chamber of Commerce (2000-2002).

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