รายงานการวิจัยเรื่อง

"การบริหารวิกฤตการณ์: ศึกษาจากกรณีบริษัทที่ถูกจัดอันดับใน SET100"

CRISIS MANAGEMENT: CASE STUDY OF CORPORATION IN SET100

โดย

ชัยเสฏฐ์ พรหมศรี

Abstract

This study examines perceived organizational crisis preparedness of corporations listed in SET 100, and compares the differences on organizational characteristics among these companies. Samples of 400 employees in eight companies in different industries listed in SET 100 were purposively selected to participate in this study by using non-probability sampling approach. A 30 items of self-administrated questionnaires were equally distributed to these eight companies, and only six companies returned the total of 300 questionnaires with the completion. The descriptive statistics were used to analyze the level of perceived organizational crisis preparedness, and to compare mean differences of independent variables on perceived organizational crisis preparedness. The results showed that the total mean score of perceived organizational crisis preparedness of respondents were "high" (Mean=3.11, S.D. = .397). Also, findings indicated that female had a higher perception of organizational crisis preparedness than male; top manager had higher perception than other levels of manager; respondents who worked at the organization that had more than 6,000 employees had higher perception than smaller size companies; executives had a higher perception than the employees; respondents who held graduate degree had higher perception than respondents who earned other degrees; employees with more than 20 years of working experience had higher perception of organizational crisis preparedness than employees with 1-20 years of working experience; respondents who worked in property and construction industry had the higher perception of organizational crisis preparedness than other industries; and employees with education crisis had a higher level of perceived organizational preparedness than employees without education crisis.

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CHAPTER 1

INTRODUCTION

Crisis management has long been an interesting topic discussed in current research. Today's Businesses have been continually facing uncertainties and vulnerabilities and affected by natural disasters and organizational crises (Ulmer, Sellnow, & Seeger, 2007). Crisis incidents can threaten and occur in any stage of organization's life cycle (Hargis & Watt, 2010). As numerous disasters and crises occurred in past years, organizations, regardless of organizational types, must be ready and prepared for upcoming incidents, which constantly occur and setback organizations to accomplish goals.

Organizations are now becoming increasingly more multifaceted and interdependent to effectively respond to rapid change and a highly competitive environment. To cope with the unforeseen events effectively, businesses must be prepared crisis management plan to ensure that everything will move to the right direction. Augustine (1995) reported the survey of Fortune 500 CEOs that 89% of them perceived crises as unavoidable events, and 97% of them were confident to handle crises effectively if one happened. However, a half of them admitted that they failed to have a preparation for crisis management plan. Businesses failed to prepare crisis management plan may cause irreparable damage and be difficult to achieve organizational goals (Meznar, 2012). Results of unprepared organizations for crises and disasters significantly showed losses and damages of lives, assets, properties, and reputations. Effective crisis management has increasingly become significant for today's organizations (King, III, 2002). Having crisis management plan in place, therefore, can help minimize the danger to an organization and maximize every possible opportunity (Devlin, 2006). Crisis management is defined as "an organization's preestablished activities and guidelines for preparing and responding to significant catastrophic events or incidents (i.e., fires, earthquakes, severe storms, workplace violence,

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kidnappings, bomb threats, acts of terrorism, etc.) in a safe and effective manner" (Lockwood, 2005, p. 2). Parsons (1996) noted that crisis management is a combination of intuition, knowledge, experience, and time to make decisions when facing the problem. Crisis management requires anticipating, indicating, studying, and taking actions upon crisis events, and founding procedures that would allow an organization to mitigate or deal with crises effectively (McCray, Gonzalez, & Darling, 2010). According to the recent survey on crisis preparedness, 60% of companies reported that their companies had crisis response plan, but 32% of them did not know the last time their companies reviewed or revised the plan (Pillsburylaw, 2011). This finding supports the crisis management survey of Audit Executive Center in 2010, which indicated that 26% of organizations had a plan that applies to all crises. The result of unprepared crisis management plan may lead an organization to confront with low morale of workforce, low productivity and profitability, physical damage, and even death of employees. Therefore, preparedness of crisis management is a vital key for business success because "the best crisis is the one that has been prevented" (Barton, p. 18).

Background and Significance of Problems

A crisis is "a low-probability, high-impact event that threatens the viability of the organization and is characterized by ambiguity of cause, effect, and means of resolution, as well as by a belief that decisions must be made swiftly" (Pearson & Clair, 1998, p. 60). Organizational crises are perceived as dynamic processes including three essential stages: a pre-crisis stage, a crisis stage, and a post-crisis stage (Johansen, Aggerholm, and Frandsen, 2012). A crisis can come in two major forms, which are natural disasters and man-made disaster (Lussier & Achua, 2007). Any forms of these major crises can cause three major damages for companies,

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which comprised of public safety and security, financial loss, and reputation loss (Coombs, 2007). As most of crisis incidents occur suddenly and devastatingly, organizations are required to make a quick decision and take immediate reaction to mitigate problems (Daft & Marcic, 2009). However, organizations somehow may not have sufficient information to make an effective decision (Borodzicz, 2005) so that people who are responsible for decision-making strive to respond to any crisis with less information, and eventually come up with the failure.

Recent research indicated that organizations are unlikely to survive in business if they are unable to recover from any major crisis within 10 days (Daft & Marcic, 2009). It is therefore very important for every organization to understand and be prepared for a crisis. The *SHRM 2005 Disaster Preparedness Survey Report* designated that more than 50% of organizations generated or modified their disaster and crisis preparedness plan after September 11 incident whereas the rest of them did not (Lockwood, 2005). The results of this survey report reemphasize the notions and reflect attitudes of some companies as they refused that crisis or disaster events can happen in their organization. Moreover, according to recent crisis preparedness survey, 56% of response companies revealed that they were somewhat confident that their companies were able to cope with a major crisis effectively, whereas 13% of them were less confident (Pillsburylaw, 2011). The finding of this survey can reflect the preparedness of crisis in organizations. The study of Johansen, Aggerholm, and Frandsen (2012) examined perceived organizational crisis management and plan between executives and employees. This study found that employees felt betrayed, ashamed, and panic when they perceived crises. Furthermore, they also discovered that employees needed more information, and had a higher perception of insecurity. These findings display the lack of having crisis prevention and preparation. The result of this study can be supported by the report of crisis preparedness survey

in 2011 in which 64% of response companies did not conduct annual training drills or exercises to ensure all employees know what to do when crises occurred. Blythe (2004) identified five reasons that cause executives and companies fail to appropriately protect and prevent them from crisis as follows: denying that it can happen; reluctantly prioritize crisis preparedness; being unaware of risks inherent to business; ignoring warning signs; and relying on weak, unproven plans. These reasons are critical to organizations to realize that if they are to survive in crisis, they cannot ignore any of this mismanagement and must be willing to solve all of these problems. Johansen and Frandsen noted that organizational crisis can be evaded if the organizations have crisis prevention and preparation in place (as cited in Johansen, Aggerholm, and Frandsen, 2012). To measure an organizational effectiveness in coping with crisis situation, numerous studies tend to focus on the outcomes, yet crisis outcomes either success or failure are reflected by crisis preparedness. Thus, to assess effective crisis management in an organization, crisis preparedness is a vital key for measurement.

Justification and Purpose of Study

The development of crisis management over the past decades has been obviously focused on two distinct approaches, which are crisis as unavoidability and as pro-active crisis prevention (Jaques, 2010). Even though many scholars agree that crisis is inevitable, they argue that crisis can be anticipated and mitigated the consequence of crisis. Research demonstrated that crisis management process begins with the perceptions of leaders toward uncertainties and vulnerabilities, leading to find out ways to prevent or mitigate those crises (Smits & Ally, 2003). However, crisis cannot be prevented or reduced by leaders' response solely, but it requires the collaboration of all entities in an organization. To ensure that people in an organization are able

to handle crisis properly when it occurs, knowledge and ideas about crisis must be provided to responsible employees beforehand.

Pearson and Clair (1998) proposed a comprehensive descriptive of crisis management process model, which encompasses a preevent environment, perceptual and organizational characteristics, and postevent reactions, responses, and outcomes. To empirically measure the preevent environment as with low likelihood but high vulnerability, research has some limitations on identifying organizational readiness for crisis or disaster if visible catastrophes did not happen in a specific setting. Researchers had no ideas whether the preevent preparedness was in place until noticeable damage occurred. If no visible damage occurred, it may be impractical to assess preevent crisis preparedness. On the other hand, if visible damage happened, researchers may be able to trace back to assess the crisis preparedness of a specific organization. According to Pearson and Clair (1998), the crisis management process focused on three crucial preevent factors, which are environmental context including institutionalized practices and industry regulations, executive perceptions about risk, and adoption of organizational crisis management preparations. As this model placed its emphasis on crisis management outcomes either success or failure, these three contributing factors had affected and determined the degree of organizational success and failure from crisis. Fowler, Kling, and Larson (2007) used the concepts of Pearson and Clair's work to develop research hypotheses, which aimed to explore perceived organizational crisis preparedness. They focused on five types of crises that could happen in the organizations, which consisted of secondary terrorist attack, natural disaster, major terrorist attack, accidental disaster, and workplace violence. However, this study had limitations on the sample in which the majority of respondents were from the alumni graduate from accredited business colleges in the U.S. This study, therefore,

recommended doing the study on perceptions of crisis preparedness in other parts of world. Besides, this study also suggested further study to explore a group of specific industries such as airlines, manufacturing, health care, high-tech, transportation, and so on rather than the broad range of organization's types such as profit or nonprofit organizations. Therefore, assessing preevent environment of crisis management is important for an organization to ensure that crisis preparedness is in place and ready to be implemented when crisis occurs.

Although numerous studies attempted to investigate the readiness of crisis management in different settings (Chong & Nyaw, 2002; Ocal, Oral, & Erdis, 2006; Fowler, Kling, & Larson, 2007; Najafbagy, 2011; Johansen, Aggerholm, & Frandsen, 2012), there is still a few research focusing on preevent preparedness, which is necessary to empirically assess the crisis management process and results. Moreover, the research on organizational crisis preparedness in Thailand is scant, and needs more empirical studies in this area. In addition, the descriptive study of crisis preparedness of corporation listed in SET 100 is yet limited, and somewhat new. Therefore, this study examines perceived organizational crisis preparedness of corporations listed in SET 100, and compares the differences on organizational characteristics among these companies.

Research Questions

1. What is level of perceived organizational crisis preparedness of corporations listed in SET 100?

2. What are differences on perceptions of organizational crisis preparedness of corporations listed in SET 100 in terms of basic characteristics of the organizations?

Scope of Study

According to Pearson and Clair (1998), the crisis management process focused on three crucial preevent factors, which are environmental context including institutionalized practices and industry regulations, executive perceptions about risk, and adoption of organizational crisis management preparations. As this model placed its emphasis on crisis management outcomes either success or failure, these three contributing factors had affected and determined the degree of organizational success and failure from crisis. Fowler, Kling, and Larson (2007) used the concepts of Pearson and Clair's work to develop research hypotheses, which aimed to explore perceived organizational crisis preparedness. This study attempted to compare the perception of preparedness for a crisis prior to the actual event occurring focusing management levels, organizational size, type of industry, and population density of an organization's location. The results indicated that the top management had a higher perception of crisis preparedness than typical employees. Besides, organizations employed more than 500 employees showed the highest perception of crisis preparedness. In addition, Chong and Nyaw (2002) studied the crisis preparation of Hong Kong companies. Unlike other studies mentioned earlier, they included work experience of respondents as demographic characteristics. However, this study did not relate this variable to crisis preparation.   Based on these assumptions, this present study therefore develops organizational and demographics variables to measure the differences on perceived organizational crisis preparedness in corporation listed in SET 100.

Many studies on crisis management have specifically focused on the comparison of effectiveness or readiness of crisis management plan in terms of business size. For example, Spillan and Crandall (2001) noted that numerous large businesses have advanced crisis management plans in place to cope with the crisis situation; however, many small organizations

may misunderstand that crisis management is unrelated to them, and has somewhat limited importance. The belief of this smaller size organization can reflect the attitude of crisis as "it cannot happen to our organization", and it only occurs in other organizations. Thus, this study attempted to explore the perceptions of crisis planning among small businesses in Guatemala. Ocal, Oral, and Erdis (2006) found that the application of crisis management depends on the size and the structure of organizations. Even though numerous studies tried to examine the perceptions of managers or employees who were responsible or parts of crisis management team on crisis management plan, many of them placed their emphasis solely on the specific industry or company (Ocal, Oral, Erdis, 2006; Israeli, 2007; Sinha, Pal, Kasar, Tiwari, & Sharma, 2008; Lin, 2011). Based on a literature reviews, there are a few of related studies focused on the different types of industry (Chong & Nyaw, 2002). Moreover, research attempted to explore the difference between types of industry on perceptions of organizational crisis preparedness (preevent) is limited. Thus, this present study aims to compare the differences between types of industry, in particular corporations listed in Stock Exchange of Thailand 100 in which market cap and yields are incorporated as requirements for evaluation to be listed in the first one hundred. Therefore, this present study proposes a hypothesis that is more exploratory in nature as the following:

Education in crisis management such as training and workshop is perceived as a vital key that leads to effective crisis preparedness. Training helps strengthen employees' preparedness, and ensure that they will do what they should when a crisis occurs (Bernstein, 2012). Previous research has examined the positive relationship between level of crisis education of the manager and having crisis management plan (Johansen, Aggerholm, & Frandsen, 2012). This finding, however; did not indicate the relationship between level of crisis education and the perception of

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organizational crisis preparedness. Furthermore, past research on organizational crisis preparation attempted to explore the difference of perception between the type of organization, number of organization employees, and location of organization, but the scrutiny on the difference of acquired crisis education of respondent on perceived organizational crisis preparedness is seldom emphasized. As a result, this present study develops a hypothesis as the following:

Delimitation

The geographic area and setting, and samples of this study were limited to only Corporations listed in Stock Exchange of Thailand (SET index) 100. Respondents from selected companies based on probability sampling technique, must agree to participate in this study prior to completing the questionnaire. The survey instrument was developed in Thai version used for only Thai employees who worked in chosen companies listed in SET 100. The questionnaire was developed to measure perception of crisis preparedness in organizations. Respondents must be able to speak, read, and write in English fluently to complete the questionnaire. To protect the rights of participants, informed consent procedures were implemented.

Conceptual Framework

Based on literature review, this research develops conceptual framework that helps answer research questions and hypotheses. Organizational and demographic characteristics were created based on the studies of Chong and Nyaw (2002); Fowler, Kling, and Larson (2007); Johansen, Aggerholm, and Frandsen (2012), and used types of major organizational crises proposed by Pearson and Clair (1998); Devlin (2006); and Ulmer, Sellnow, and Seeger (2007),

which were developed as independent variables. For perceived organizational crisis preparedness in corporations listed in SET 100 index, this present study embraced organizational crises preparedness variables proposed by Fowler, Kling, and Larson (2007); and Dinkin (2007) to develop dependent variables.

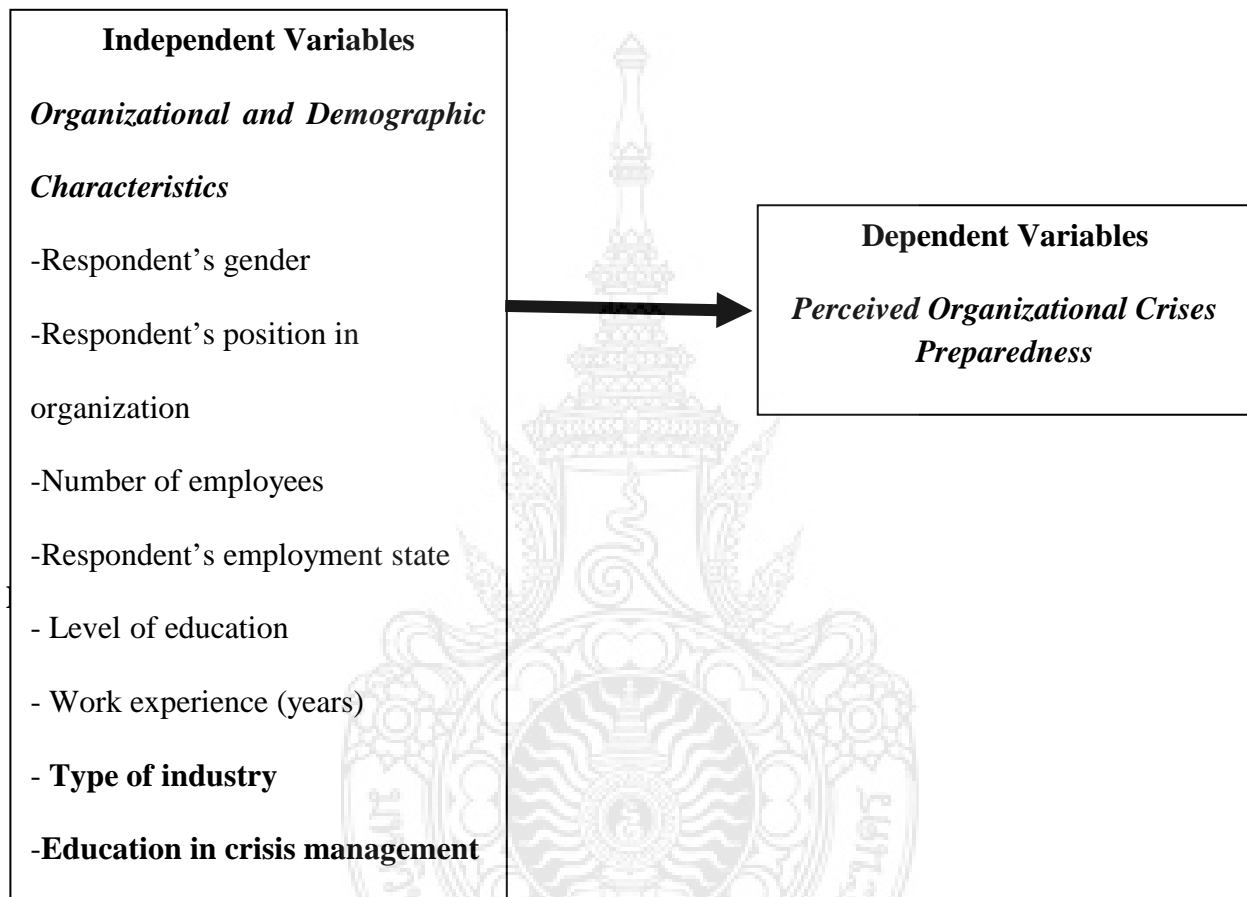| **Independent Variables**	
Organizational and Demographic Characteristics -Respondent's gender -Respondent's position in organization -Number of employees -Respondent's employment state - Level of education - Work experience (years) - **Type of industry** -**Education in crisis management**	→ **Dependent Variables** *Perceived Organizational Crises Preparedness*

Figure 1: Conceptual Framework

Definition of Terms

The following definition of terms ensures a framework for understanding the concepts presented in this research.

Organizational crisis is defined unexpected incidents or events that generate high degree of uncertainty or are viewed to disrupt an organization's goals.

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Perceived organizational crisis preparedness is defined as the perception of employees in a specific company listed in SET 100 towards their organization's pre-crisis preparation plan.

Type of industry is defined as an industry divided and grouped by Stock Exchange of Thailand, which includes agricultural industry, consumption industry, financial industry, industrial industry, property and construction industry, resource industry, service industry, and technological industry.

Education in crisis management is defined as lessons and training relating to crisis management provided to employees in a specific company listed in SET100.

A Company listed in Stock Exchange of Thailand 100 (SET100) is a company listed in SET 100 index, which is market capitalization-weighted price index which compares the current market value of all listed common stocks with its market values on the base date.

Chapter 1 provided an introduction to the study about perceived organizational crisis preparedness. The purposes of the study are explained, scope of study, and research questions are described. Conceptual framework based on literature review is illustrated. Definitions of terms presented for each variable are defined. The delimitations of the study are also identified. The study is justified because it is significant, researchable, and feasible. Chapter 2 presents the literature review.

CHAPTER 2

LITERATURE REVIEWS

Crisis preparedness and prevention is part of crisis management plan in which attempts to reduce the unexpected incident that could occur in an organization.

Crisis Management

Definitions of Crisis

Pauchant and Mitroff (1992) perceive a crisis as "disruption that physically affects a system as a whole and threatens its basic assumptions, its subjective sense of self, [and] its existential core" (p. 12).

Barton (1993) defines a crisis as "a major, unpredictable event that has potentially negative results. The event and its aftermath may significantly damage an organization and its employees, products, services, financial condition, and reputation" (p. 2).

A crisis is defined as " a major occurrence with a potentially negative outcome affecting an organization, company, or industry, as well as its publics, products, services, or good name" (Fearn-Banks, 1996, p. 1).

Lerbinger (1997) notes a crisis is "an event that bringing, an organization into disrepute and imperils its future profitability, growth, and possibly its very survival" (p.4).

A crisis is "a low-probability, high-impact event that threatens the viability of the organization and is characterized by ambiguity of cause, effect, and means of resolution, as well as by a belief that decisions must be made swiftly" (Pearson & Clair, 1998, p. 60).

International Association of Business Communication defines a crisis as "an event, revelation, allegation or set of circumstances which threatens the integrity, reputation, or survival of an individual or organization. It challenges the public's sense of safety, values or

appropriateness. The actual or potential damage to the organization is considerable and the organization cannot, on its own, put an immediate end to it" (as cited in Sapriel, 2003, p. 348).

Ulmer, Sellnow, and Seeger (2007) offer definition of organizational crisis as "a specific, unexpected, and nonroutine event or series of events that create high levels of uncertainty and threaten or are perceived to threaten an organization's high-priority goals" (p. 7).

In this present study, definition of organizational crisis proposed by Ulmer, Sellnow, and Seeger (2007) is used as the theoretical definition and developed to the operational definition.

Definitions of Crisis Management

Crisis management is defined as "an organization's preestablished activities and guidelines for preparing and responding to significant catastrophic events or incidents (i.e., fires, earthquakes, severe storms, workplace violence, kidnappings, bomb threats, acts of terrorism, etc.) in a safe and effective manner" (Lockwood, 2005, p. 2).

Types of Crisis

Crisis events disrupted the operations of organizations can be caused by a broad array of incidents, such as industrial accidents, contamination, corporate social irresponsibility, financial collapse, or fraud and product liability cases (Hargis & Watt, 2010). In sum, it becomes clear that a crisis can come in two major forms, which are natural disasters and man-made disaster (Lussier & Achua, 2007). Any forms of these major crises can cause three major damages for companies, which comprised of public safety and security, financial loss, and reputation loss (Coombs, 2007). The consequences of these damages indicate the effectiveness of crisis management plan. Research showed that successful anticipating crisis events require effective planning and strategic leadership, mastery of organizational development, and clear decision process (Hargis & Watt, 2010). Furthermore, role and responsibility clarity is a prerequisite to

behavioral readiness while being involved with crisis (Smits & Ally, 2003). In the case of crisis management, if people in organizations are understood what needs to be done before, during, and after crises, organizations are more likely to cope with crises effectively, and recover from crises more hastily.

Pearson and Clair (1998) proposed an array of organizational crises as follows: extortion, hostile takeover, product tampering, vehicular fatality, copyright infringement, environmental spill, computer tampering, security breach, executive kidnapping, product/ security breach, executive kidnapping, product/ service boycott, work-related homicide, malicious rumor, natural disaster that destroys organizational information base, bribery, information sabotage, workplace bombing, terrorist attack, plant explosion, sexual harassment, escape of hazardous materials, personnel assault, assault of customers, product recall, counterfeiting, and natural disaster that destroys that eliminates key stakeholders (p. 60).

Related Research on Crisis Management

Chong and Nyaw (2002) used a seven-page questionnaire to measure crisis preparedness of Hong Kong companies. There were four groups of respondents involved in this study including manufacturing firms listed under Member's Directory of Federation of Hong Kong Industries, Members' Directory, Hong Kong American Chamber of Commerce, Directory of Chinese Executives Club, Hong Kong Management Association, and senior corporate executives registered in an executive MBA program of a famous university in Hong Kong. The first three groups were sent the questionnaire to the CEOs or general managers through mail whereas the forth group did the survey in class. A response rate of this study was 25.63%, which was considered high when compared to other studies of companies in both Western and Eastern.

According to the questionnaire, organizational and demographic characteristics were divided into 7 categories including type of industry (manufacturing or non-manufacturing), ownership (foreign, local/China, or joint venture), respondents age (years), gender, education, rank (top management or senior management), and work experience (years). For rationale for crisis and contingency planning, the findings indicated that the most reason for initiating the crisis management plan was "assuring the continuation of business during a crisis" (76.2%). For crisis management team, the most frequently represented functional area of crisis management team was corporate safety and security (76.2%). In addition, 71.4% of respondents reported that crisis management in their firms handled by internal staff only, and 38.1% of respondents described that senior manager was a designated spokesperson during the crisis. For assessment and improvement of crisis management plan, this study showed that there were two important factors for improving crisis management plan, which consisted of "continuous review of the plan to identify and correct weakness" and "establishing a more effective early warning system with reasonable trigger point for monitoring crisis."

Ocal, Oral, and Erdis (2006) investigated the degree of crisis management application throughout the industry, primarily focusing on the results during the economic crisis in 2001. This study used a 25-question of survey questionnaire to gather information from the top management of 120 construction companies. Thurstone's paired comparisons, Pearson's chi-square test, and Fisher's exact test, were used as statistical analysis to analyze the data. Findings showed that the most important causes of environmental and organizational factors that may lead to crises were prioritized by the top management of Turkish construction companies comprised of government policies, instable market conditions, lack of financial support, inadequacy of human resources, and insensitivity of company members towards company objectives,

respectively. When asked about their perception of crisis, the top management described crisis as uncertainty (60%), risk (53%), and instability (53%), respectively. Moreover, results indicated that only a few companies applied crisis management systematically, and the extent of crisis management implementation varied depending on the size and structure of the companies.

Fowler, Kling, and Larson (2007) examined perceptions of organizational preparedness for coping with a major crisis or disaster. They developed research hypotheses based on a comprehensive descriptive model of crisis management process proposed by Pearson and Clair. Fowler et al. (2007) placed their emphasis on environment context, which included perceptions of executives, location of organizations in terms of population density, types of organizations, and the numbers of employees. The 21-item scale instrument was designed to measure the perceptions of participants toward crisis or disaster preparedness. The reliability of this instrument was highly acceptable, which Cronbach's alpha score of 0.88. The questionnaire consisted of two major parts including the basic characteristics of organizations and the perceptions on the likelihood of major crises. For the basic characteristics, eight demographic variables were included as follows: *"types of organization", "number of employees at respondent's work location", "total number of organization employees worldwide, respondent's employment state", "respondent's gender", "size of city of respondent's work location", "number of total organizational locations worldwide", and "respondent's position in the organization."* For the perceptions on the likelihood of major crises, the five types of crises included in the questionnaire were as follows: *"secondary terrorist attack", "natural disaster", "major terrorist attack", "accidental disaster", and "workplace violence."* Unlike other studies in the past, this study did not only focus on the top management in organizations, but also surveyed other levels in organizations as well because the top executives are more likely to

provide information that supports the preparedness of crisis in their organizations. The sample of this study was selected from the alumni database from AACSB-accredited College of business in a state university in the south-western United States. The questionnaire was sent by mail to 2,283 alums. The response rate of the complete and usable questionnaire was 18.27%. For statistical analysis, this study used ANOVA to compare the perceived preparedness for a crisis prior to the actual event occurring in terms of management levels, organizational size, type of industry, and population density of an organization's location. The results indicated that the top management had a higher perception of crisis preparedness than typical employees. There were no significant differences in perceptions on crisis preparedness in terms of size of the city where organizations were located. In addition, this study also found that public organizations had a higher perceived organizational preparedness for crisis than private organizations. Besides, organizations employed more than 500 employees showed the highest perception of crisis preparedness.

Sinha et al. (2008) evaluated the level of knowledge about disaster preparedness and mitigation among 375 undergraduate medical students by using the questionnaire. This study indicated that participants had little knowledge about disasters and disaster preparation and prevention. The study concluded that when discussed about the answers given by the students, it became clear that no knowledge was informed to students concerning disaster preparation and prevention. The students' knowledge about disaster preparedness and mitigation was based on their previous self-learned experiences and self-acquired about disaster.

Najafbagy (2011) studied the capabilities of crisis response and readiness at 41 Iranian hospitals by conducting interviews and asking questions to directors and generals. The results demonstrated that most of respondents were not acquainted with what was involved in crisis

management even though they reported that their hospitals had crisis management plan in place. This study concluded that having crisis management plan solely was not enough if people in a specific organization did not have enough knowledge on how to implement it in the certain problem. Additionally, this study also indicated that the older mangers were accustomed to crisis management, and took crisis events and incidents more critically than younger ones.

According to the recent survey on crisis preparedness proposed by Pillsbury Law company (2011), 60% of companies reported that their companies had crisis response plan, but 32% of them did not know the last time their companies reviewed or revised the plan. This survey also reported that 64% of companies did not conduct annual training drills or exercises to ensure all employees know what to do when crises occurred. Moreover, 56% of response companies revealed that they were somewhat confident that their companies could cope with a major crisis effectively, whereas 13% of them were less confident. When asked about crises that would have most negative impact on their companies if they occurred, 60% of them thought that 'data breach/security failure was the most negative crisis impact whereas 51% of them reported that 'natural disaster' was the second most negative impact, and 40% of them said 'power outage/ blackout' was the third most negative impact.

Alas, Gao, and Vanhala (2010) examined the implementation of crisis management in Chinese and Estonian companies, and compared the differences of crisis management practice among companies in these two countries. This study used an interview to gather data from 102 Chinese companies and 67 Estonian companies. Content analysis was used to analyze the data. By comparison, Chinese companies mostly indentified that common types of crises were associated with economy while Estonian companies were related to human resources type of

crisis. Moreover, Estonian organizations seemed to have a better preparation of crisis in advance when compared to Chinese organizations.

Johansen, Aggerholm, and Frandsen (2012) also examined perceptions of organizational crisis management and communication among top management, middle management to employees in private and public organizations in Denmark. They conducted a large survey of internal crisis management and crisis communication among 98 public and 367 private organizations in Denmark. They applied a strategic, proactive and process oriented approach to crisis management and communication as the theoretical framework of the survey. Based on an assumption of theory of internal stakeholders, employees are viewed as stakeholders who have a psychologically stronger relationship to the organization than other stakeholder group (Frandsen & Johansen, 2011). This assumption was applied to develop one of research questions in this study to compare the differences of perceived organizational crisis management and communication between management and employees.

The aims of this study were to receive the basic information and idea and to better understand how these organizations view, plan, manage, and implement internal crisis management and communication activities in three different stages of crisis including before, during, and after. This research focused on four areas, which are 1) organizational crises in general; 2) the typical patterns of reaction and typical perception of causes, development and consequences in crisis situations among the management and employees; 3) the formal crisis preparedness in terms of crisis management and crisis communication; and 4) the quality of the organizations' formal internal crisis preparedness and the need to improve the preparedness. Their 36-questions survey questionnaire, which later was named as ICMCC survey was delivered to participants who were responsible for crisis preparedness in organizations, such as

chief communication officers, human resource managers and/or other managers responsible for the crisis preparedness of the organization. This study used correlation analysis to explore the relationship between organizational characteristics and having a crisis plan. The findings showed the strong relationship between organizational size and crisis management, which the larger organizations were more likely to have a crisis management plan than the smaller ones, especially for private organizations. In addition, this study also found the relationship between an educational level of the crisis manager and crisis management practices, in particular the results indicated the positive relationship between level of education of the crisis manager and crisis management plan only for private companies.

Based on literature reviews, the crisis management process focused on three crucial preevent factors, which are environmental context including institutionalized practices and industry regulations, executive perceptions about risk, and adoption of organizational crisis management preparations (Pearson & Clair, 1998). As this model placed its emphasis on crisis management outcomes either success or failure, these three contributing factors had affected and determined the degree of organizational success and failure from crisis. Fowler, Kling, and Larson (2007) developed their research hypotheses based on these three constructs. They placed the emphasis on finding the differences on perception of organizational crisis preparedness in terms of position in the organization, population density where the organization is located, types of organization, and number of employees. Their research's findings showed the significant differences on perception between executives and employees, and the number of employees. Johansen, Aggerholm, and Frandsen (2012) also included crisis education variable on their study to find the relationship between level of crisis education and crisis management and communication. Chong and Nyaw (2002) studied the crisis preparation of Hong Kong

companies. Unlike other studies mentioned earlier, they included type of industry and work experience as organizational characteristics. Based on these assumptions, this present study therefore develops organizational and demographics variables to measure the differences on perceived organizational crisis preparedness in corporation listed in SET 100.

After reviewed related concepts and research on crisis management, this present study developed the conceptual framework that was consistent with the research objectives. The variables appeared on conceptual framework were created based on the literature review, as shown in Table 1. Independent variables were developed based on the works of Chong & Nyaw (2002); Fowler, Kling, and Larson (2007) and Johansen, Aggerholm, & Frandsen (2012). Independent variables included *'Respondent's gender'*, *'Respondent's position in organization'*, *'Number of employees'*, *'Respondent's employment state'*, *'Level of education'*, *'Work experience (years)'*, *'Type of industry'*, and *' Education in crisis management.'*

Perceived organizational crisis preparedness was determined as dependent variable in this study. Perceived organizational crisis preparedness are described the understanding, confidence, and familiarity of organization's preparation based on employees' perceptions. This variable was developed based on the works of Fowler, Kling, and Larson (2007); Promsri (2011); and Bernstein (2012).

Table 1.1: Research variables

Variables	Brief description	Authors	Dependent (D)/ Independent (I)
Organizational and Demographic Variables	-Respondent's gender -Respondent's position in organization -Number of employees -Respondent's employment state - Level of education - Work experience (years) - Type of industry -Education in crisis management	Fowler, Kling, & Larson (2007) Chong & Nyaw (2002) Johansen, Aggerholm, & Frandsen (2012)	Independent Independent Independent
Perceived Organizational Crisis Preparedness	Perceived organizational crisis preparedness are described the understanding, confidence, and familiarity of organization's preparation based on employees' perceptions.	Fowler, Kling, & Larson (2007); Dinkin (2007), Promsri (2011), Bernstein (2012)	Dependent

Chapter 2 presented a literature review of key concepts in this study. The major gap of review found that though numerous studies conducted crisis management in organizations and organizational preparedness for crisis. Chapter 3 presents the methodology used to answer the research questions.

CHAPTER 3

RESEARCH METHODOLOGY

The purpose of this research was to examine perceived organizational crisis preparedness of companies listed in SET100, and compared the differences on crisis preparedness of companies listed in SET100. The purpose of this chapter is to present the research methodology that addresses the research questions about differences on perceived organizational crisis preparedness established in Chapter 1. The research questions were developed with the review of literature. Included in this chapter is a description of the research design, the sampling plan, instrument, data collection procedures, and methods of data analysis.

Research Design

A survey research design is used to answer the research questions in this study. The research design of this study involved a comparison of perceived organizational crisis preparedness of companies listed in SET100.

Independent variables of this study are gender, position in organization, number of employees, respondent's employment state, level of education, work experience (years), type of industry, and education in crisis management.

Dependent variables of this study are perceived organizational crisis preparedness.

Sampling Plan

Participants consisted of a total of 400 employees from eight companies in eight different industries listed in SET 100. This study was used purposive sampling to select the companies, and then quota sampling was applied. Questionnaires were equally distributed to employees in each company. There were 50 questionnaires sent to eight companies in different industries.

After the distribution of questionnaire, only 300 complete questionnaires from six companies were returned.

Data Collection

Data were collected in eight different companies in eight industries. Questionnaires were equally distributed to employees in those different companies by mail. Prior to complete the questionnaire, the researcher and research assistants contacted the representatives of each company to explain the purpose of the study and confirmed the rights protection of subjects. Participants were asked to complete the questionnaire by assessing their degree of agreement based on their perception towards organizational crisis preparedness. The researcher checked the completion of each returned questionnaire before processing data analysis. Incomplete questionnaire were removed from data analysis. Collected data were analyzed using only descriptive statistics to answer two research questions as the non-probability sampling was used.

Instrumentation

A perceived organizational crisis preparedness scale was developed based mainly on a 21-item crisis/ disaster preparedness scale created by Fowler, Kling, and Larson (2007). Their scale covered five key areas of crisis including secondary terrorist attack, natural disaster, major terrorist attack, accidental disaster, and workplace violence. Additionally, the relevant concepts of organizational crisis preparedness from Dinkin (2007) and Bernstein (2012) were included as additional items in a modified scale. A total of 30-item for a perceived organizational crisis preparedness was finalized and tested for validity and reliability (See Appendix). To ensure the meaning of each item when translated into Thai language, a reversed translation was done by a professional translator. In addition, the index of item-objective congruence (IOC) was used to

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evaluate the content validity of each item of the scale. A total of 5 experts in related fields were asked to evaluate the score for each item. The IOC score of more than 0.5 was acceptable. For this instrument, there was no item received a score less than 0.5.

In addition, Exploratory Factor Analysis (EFA) was used to determine the number of factors to remain. Compatibility of data for EFA was assessed with Barlett's test of Sphericity and Kaiser-Meyer-Olkin (KMO). If KMO was greater than 0.5, and the Barlett's test was significant, the data would be suitable as compatible for EFA. In this study, KMO was 0.932, and Bartlett's test was significant (Chi-square = 4417.840, p = 0.000), which were acceptable for utilizing EFA technique. Factor extraction was done to determine the number of factors by using principal component analysis and varimax. The result revealed that five factors had Eigen value greater than 1 with 57.85% cumulative of variance. The factor loadings of organizational crisis preparedness scale were from 0.514 to 0.764, which were acceptable since the factor loading of each item was greater than 0.3. However, the purpose of this study was to compare mean differences not to develop theoretical framework, therefore, measurement of perceived organizational crisis preparedness as a whole was preferable. A final version of perceived organizational crisis preparedness scale comprised of 30-item with a 4-point rating scale (1-4). Participants were asked to rate each item of scale to the extent in which each characteristics described them properly. The rating scale of perceived organizational crisis preparedness scale were 1 = "strongly disagree", 2 = "disagree", 3 = "agree" and, 4 = "strongly agree". This instrument had a Cronbach's alpha of 0.94, which was highly acceptable. Criteria used to interpret mean scores was determined by calculating the interval class as follows: maximum score – minimum score/ number of levels. Thus, the mean scores interpretation can be categorized to 4 levels as follows:

Mean scores between 3.26 – 4.00 = strongly agree (Vey high)

Mean scores between 2.51 – 3.25 = agree (High)

Mean scores between 1.76 – 2.50 = disagree (Low)

Mean scores between 1.00 – 1.75 = strongly disagree (Very low)

Part 1: Demographic and Organizational Characteristics

Part 1 encompassed a *Demographic and Organizational Characteristics* of the subjects. A "checklist" for gender, position in organization, number of employees, respondent's employment state, level of education, work experience (years), type of industry, and education in crisis management measure some demographic and organizational variables. The demographic and organizational data were gathered in order to describe the sample, and to explore the difference of these variables and other variables. Gender was categorized as "Male" and "Female". Position in organization consisted of "Top manager", "Middle manager", "First-line manager", and "Non-management". Number of employees contained 4 categories including "Less than 2,000", "2,000-4,000", 4,000-6,000", and "More than 6,000". Employee state was categorized as "Executive" and "Employee". Level of education comprised of three categories: "Lower than undergraduate degree", "Undergraduate degree", and "Graduate degree". Work experience was categorized to three categorizes, which are "1-10 years", "11-20 years", and "Over 20 years". Type of industry contained 8 categories including "agricultural industry", "consumption industry", "financial industry", "industrial industry", "property and construction industry", "resource industry", "service industry", and "technological industry". And, education in crisis management was categorized as "Provided" and "Not provided".

Part 2: Measuring Organizational Crises Preparedness

A final version of perceived organizational crisis preparedness scale comprised of 30-item with a 4-point rating scale (1-4). Participants were asked to rate each item of scale to the extent in which each characteristics described them properly. The rating scale of perceived organizational crisis preparedness scale were 1 = "strongly disagree", 2 = "disagree", 3 = "agree" and, 4 = "strongly agree". Examples of questions on this scale were "I am very familiar with our company's evacuation plan", "my organization has provided each employee with a basic emergency preparedness kit", and "If a crisis occurred at my organization, I am familiar with the plan for how family members can get information on the status (e.g. safety) of their relatives. Further, question # 19 was a negative question, and needed to be reversed score when translated.

Data Analysis

Statistical program is used to analyze data. The gathered data was coded and descriptive statistics including mean, standard deviation, range (when analyzing data related to age), frequency, and percentage were used. Research questions were answered by using descriptive statistics to examine the differences between the averages of two groups and more than two groups when the measurements in each of the groups were not related to each other.

Chapter 3 presented the methodology used to answer the research questions and hypotheses. Research design, sampling plan, data collection, instrumentation, and data analysis were explained. Chapter 4 presents the findings and results of this study.

CHAPTER 4

RESULTS

The results of this study about perceived organizational preparedness of companies listed in SET 100 were presented. Chapter 4 describes the demographic and organizational characteristics of the samples and test of the hypotheses. Descriptive statistics were provided as methods of data analyses for the demographic and organizational characteristics, and levels of perceived organizational crisis preparedness.

Demographic and Organizational Characteristics

As of 400 questionnaires distributed to 8 companies in different industries listed in Stock Exchange of Thailand 100 index (informally called as SET100), 300 questionnaires from 6 companies were returned with completion. The *Demographic and Organizational characteristics* provided information about the background of each respondent. Table 1 presents the frequency distribution of the gender, position in organization, number of employees, and employment state of respondents. As shown in Table 1, personal and organizational factors of sample respondents showed that more than a half of respondents were female (57%). The majority of respondents' employee position was nonmanagement (74%). For number of employees, the largest group of respondents stated that their companies had more than 6,000 employees (64.2%). Even though the questionnaires were distributed to eight different companies, some employees may be confused while filled out this question as they might have thought about the total number of employees of the holding company or the total number of employees in their working companies under the management of the holding company. For employment state, the majority of respondent was employee (80.3%).

Table 4.1 the frequency distribution of the gender, position in organization, number of employees, and employment state of respondents. (n=300)

Demographic and Organizational Characteristics Variables	Frequency	Percent
Gender		
Male	129	43%
Female	171	57%
Total	**300**	**100%**
Position in Organization		
Top Manager	16	5.3%
Middle Manager	17	5.7%
First-line Manager	45	15%
Nonmanagement	222	74%
Total	**300**	**100%**
Number of Employees		
Less than 2,000	9	3.0%
2,000-4,000	22	7.3%
4,000-6,000	76	25.5%
More than 6,000	193	64.2%
Total	**300**	**100%**
Employment State		
Executives	59	19.7%
Employee	241	80.3%
Total	**300**	**100%**

Table 4.2 the frequency distribution of the level of education, work experience, type of industry, and education in crisis management of respondents (n = 300)

Demographic Characteristics Variables	Frequency	Percent
Level of Education		
Lower than Undergraduate Degree	36	12.0%
Undergraduate Degree	190	63.3%
Graduate Degree	74	24.7%
Total	**300**	**100%**
Work Experience		
1-10	144	48.0%
11-20	106	35.3%
More than 20	50	16.7%
Total	**300**	**100%**
Type of Industry		
Agricultural Industry	50	16.7%
Financial Industry	50	16.7%
Property and Construction Industry	50	16.7%
Resource Industry	50	16.7%
Service Industry	50	16.7%
Technological Industry	50	16.7%
Total	**300**	**100%**
Education in Crisis Management		
Provided	223	74.3%
Not Provided	77	25.7%
Total	**300**	**100%**

Table 2 presents the frequency distribution of level of education, work experience, type of industry, and education in crisis management of respondents. As shown in Table 2, personal and organizational factors of sample respondents presented that the largest group of respondents was educated in "undergraduate degree" level (63.3%). Almost a half of respondents had approximately 1-10 years of working experience (48%). For type of industry, only completed questionnaires of 6 companies in 6 different industries were returned. Consumption and industrial industries were the two industries that did not respond and return the questionnaires. As mentioned previously, questionnaires were equally distributed to each company, thus each company had 50 employees completed the survey questionnaire, which was about 16.7% out of a hundred. For education in crisis management, most of respondent was provided education about crisis (74.3%).

Table 4.3 Mean and Standard Deviation for Perceived Organizational Crisis Preparedness (n=300)

	Mean	S.D.	Level	Ranking
1) I am very familiar with our company's evacuation plan	3.11	.614	**High**	17
2) My organization has provided each employee with a basic emergency preparedness kit (e.g., flashlight, smoke mask, etc.)	3.22	.584	**High**	6
3) The security at my workplace is adequate.	3.24	.610	**High**	4
4) If a crisis occurred at my organization, I am familiar with the plan for how family members can get information on the status (e.g. safety) of their relatives.	3.00	.649	**High**	25
5) In the event of an emergency or disaster, I am familiar with my organization's plan to continue operations from another location.	2.94	.767	**High**	29
6) All organization suffered a serious crisis; I would still have my job.	3.07	.766	**High**	22

7) If my organization suffered a crisis, I would still be covered by my organization's employee benefits (e.g. health insurance, etc.)	3.24	.631	**High**	3
8) Security at my workplace has been significantly increased since the anti-government demonstration occurred.	3.19	.563	**High**	9
9) I know where the nearest fire extinguisher is to my desk/ workstation.	3.11	.632	**High**	14
10) If a crisis and evacuation occurred at my organization, I am familiar with our plan on how to communicate with my fellow employees from scattered or emergency locations (such as cell phone numbers, websites, or e-mail lists).	3.07	.635	**High**	24
11) Most of our employees are familiar with my organization's crisis/ disaster plan.	2.97	.696	**High**	27
12) As part of our emergency plan, customers and suppliers would be able to contact us for information.	2.97	.633	**High**	28
13) If my organization suffered a crisis/ disaster, I would have the data I need to do my job backed up at a remote site.	3.10	.711	**High**	18
14) My organization offers to pay to have volunteer employees trained in basic life support techniques, such as CPR, first aid, etc.	3.11	.619	**High**	16
15) My organization has contingency plans in place so our customers would be covered if we suffered a disaster.	3.21	.552	**High**	7
16) I know where the nearest emergency exits are to my desk/ workstation.	3.29	.588	**Very High**	2
17) My organization's emergency plan has been coordinated with local agencies, such as the fire department, hospitals, etc.	3.22	.596	**High**	5
18) All organization members are required to rehearse portions of our crisis plan, for example, evacuation.	3.29	.633	**Very High**	1
19) It would be easy for a potentially threatening nonemployee to gain access to my workplace.(R)	2.93	.882	**High**	30
20) If organization suffered a serious crisis, I would still get paid until we could reopen.	2.99	.812	**High**	26
21) Every employee knows what his or her job is when certain types of crises occur.	3.10	.620	**High**	20

22) All employees would be provided orientation or refresher training relating to crisis management.	3.10	.669	**High**	19
23) My organization's current plan is regularly updated based on changes in the organization as well as by periodic brainstorming session about vulnerabilities.	3.15	.583	**High**	12
24) My organization's current plan was prepared by professionals in related fields of crisis/ disaster.	3.20	.561	**High**	8
25) My organization considers the external effect of crisis that may affect the organization.	3.17	.591	**High**	11
26) My organization conducts training and simulation about crisis for all employees	3.12	.693	**High**	13
27) My organization has a backup for all data when crisis occurred.	3.17	.617	**High**	10
28) Employees would be provided knowledge about crisis/ disaster through the internet and intranet system.	3.09	.691	**High**	21
29) My organization collaborates with internal agencies for developing activities that relate to crisis preparedness.	3.11	.623	**High**	14
30) My organization has a handbook of crisis/ emergency management plan and all employees know where to get this information.	3.07	.648	**High**	23
Total	**3.11**	**.397**	**High**	

To answer research question # 1, Table 3 shows the summary of the results of perceived organizational crisis preparedness of respondents from six companies in different industries listed in SET100. The total mean score of perceived organizational crisis preparedness of respondents were "high" (Mean=3.11, S.D. = .397). To consider each item from the highest mean scores to the lowest mean scores, the findings indicated that item#18 "All organization members are required to rehearse portions of our crisis plan, for example, evacuation" was perceived in a very high level (Mean = 3.29, S.D. = .633). The second highest mean score was item#16 "I know where the nearest emergency exits are to my desk/ workstation" (Mean=3.29, S.D. = .588). For the lowest mean scores, the findings showed that item#19 "It would be easy for

a potentially threatening nonemployee to gain access to my workplace" was perceived "low" (Mean = 2.93, S.D. = .882). The second lowest mean score was item#5 "In the event of an emergency or disaster, I am familiar with my organization's plan to continue operations from another location" (M = 2.94, S.D. = .767).

Table 4.4 Compare Mean Differences among Demographic and Organizational Characteristics Variables for Perceived Organizational Crisis Preparedness (n = 300)

Demographic and Organizational Characteristics Variables	Mean	S.D.
Gender		
Male	3.10	.392
Female	3.12	.402
Position in Organization		
Top Manager	3.52	.307
Middle Manager	3.34	.425
First-line Manager	3.13	.468
Nonmanagement	3.06	.363
Number of Employees		
Less than 2,000	2.79	.238
2,000-4,000	3.10	.496
4,000-6,000	3.08	.320
More than 6,000	3.11	.412
Employment State		
Executives	3.32	.423
Employee	3.06	.374
Level of Education		
Lower than Undergraduate Degree	2.97	.345

Undergraduate Degree	**3.06**	**.374**
Graduate Degree	**3.32**	**.407**
Work Experience		
1-10	**3.10**	**.383**
11-20	**3.09**	**.415**
More than 20	**3.20**	**.392**
Type of Industry		
Agricultural Industry	**3.27**	**.336**
Financial Industry	**2.91**	**.241**
Property and Construction Industry	**3.54**	**.433**
Resource Industry	**2.98**	**.338**
Service Industry	**3.10**	**.141**
Technological Industry	**2.88**	**.377**
Education in Crisis Management		
Provided	3.21	.382
Not Provided	2.82	.286

To answer research question # 2, Table 4 showed mean differences among demographic and organizational variables for perceived organizational preparedness of employees in six companies in different industries. Results found that female (M = 3.12, S.D. = .402) had a higher perception of organizational crisis preparedness than male (M = 3.10, S.D. = .392). For position in organization, top manager (M = 3.52, S.D. = .307) had higher perception of organizational crisis preparedness than middle manager (M = 3.34, S.D. = .425), first-line manager (M = 3.13, S.D. = .468), and nonmanagement (M = 3.06, S.D. = .363), respectively.

For number of employees in a specific organization, respondents who worked at the organization that had more than 6,000 employees (M = 3.11, S.D. = .412) had higher perception of organizational crisis preparedness than smaller size companies. For employment state, findings indicated that executives (M = 3.32, S.D. = .423) had a higher perception of organizational crisis preparedness than the employee (M = 3.06, S.D. = .374). Further, respondents who held graduate degree (M = 3.32, S.D. = .407) had higher perception of organizational crisis preparedness than respondents who earned undergraduate degree (M = 3.06, S.D. = .374) and below undergraduate degree (M = 2.97, S.D. = .345), respectively. For work experience, results found that employees with more than 20 years of working experience (M = 3.20, S.D. = .392) had higher perception of organizational crisis preparedness than employees with 1-10 years of working experience (M = 3.10, S.D. = .383), and employees with 10-20 years of working experience (M = 3.09, S.D. = .415), respectively. To compare mean differences among employees in six companies for different industries, results showed that respondents who worked in property and construction industry (M = 3.54, S.D. = .433) had higher perception of organizational crisis preparedness than agriculture industry (M = 3.37, S.D. = .326), service industry (M = 3.10, S.D. = .141), resource industry (M = 2.98, S.D. = .338), financial industry (M = 2.91, S.D. = .241), and technological industry (M = 2.88, S.D. = .377). In addition, the findings indicated that employees with education crisis (M = 3.21, S.D. = .382) had a higher level of perceived organizational preparedness than employees without education crisis (M = 2.82, S.D. = .286).

Chapter 4 presented the results of data analyses by using descriptive statistics. The total mean score of perceived organizational crisis preparedness of respondents were "high". Chapter 5 provided a discussion of the findings in terms of conclusion, discussion, and recommendations.

CHAPTER 5

DISCUSSION

As numerous studies attempted to investigate the readiness of crisis management in different settings, there are still a few studies focusing on preevent preparedness, which is necessary to empirically assess the crisis management process and results. Moreover, the research on organizational crisis preparedness in Thailand is scant, and needs more empirical studies in this area. In addition, the descriptive study of crisis preparedness of corporation listed in SET 100 is yet limited, and somewhat new. Therefore, this study examines perceived organizational crisis preparedness of corporations listed in SET 100, and compares the differences on organizational characteristics among these companies. Chapter 5 provided a discussion of the findings in terms of conclusion, discussion, and recommendations.

Conclusion and Discussion

In this study, participants consisted of a total of 300 employees from six companies in different industries listed in SET 100. This study was used purposive sampling to select the companies, and then quota sampling was applied. Questionnaires were equally distributed to employees in each company in amount of 50 for each. Collected data were analyzed using only descriptive statistics to answer two research questions as the non-probability sampling was used.

A perceived organizational crisis preparedness scale was developed based mainly on a 21-item crisis/ disaster preparedness scale created by Fowler, Kling, and Larson (2007). Their scale covered five key areas of crisis including secondary terrorist attack, natural disaster, major terrorist attack, accidental disaster, and workplace violence. Additionally, the relevant concepts of organizational crisis preparedness from Dinkin (2007) and Bernstein (2012) were included as

additional items in a modified scale. A total of 30-item for a perceived organizational crisis preparedness was finalized and tested for validity and reliability. To ensure the meaning of each item when translated into Thai language, a reversed translation was done by a professional translator. In addition, the index of item-objective congruence (IOC) was used to evaluate the content validity of each item of the scale. A total of 5 experts in related fields were asked to evaluate the score for each item. The IOC score of more than 0.5 was acceptable. For this instrument, there was no item received a score less than 0.5. A final version of perceived organizational crisis preparedness scale comprised of 30-item with a 4-point rating scale (1-4). Participants were asked to rate each item of scale to the extent in which each characteristics described them properly. The rating scale of perceived organizational crisis preparedness scale were 1 = "strongly disagree", 2 = "disagree", 3 = "agree" and, 4 = "strongly agree". This instrument had a Cronbach's alpha of 0.94, which was highly acceptable.

As of 400 questionnaires distributed to 8 companies in different industries listed in SET100, 300 questionnaires from 6 companies were returned with completion. The *Demographic and Organizational characteristics* provided information about the background of each respondent. Findings showed that more than a half of respondents were female (57%). The majority of respondents' employee position was nonmanagement (74%). For number of employees, the largest group of respondents stated that their companies had more than 6,000 employees (64.2%). Even though the questionnaires were distributed to eight different companies, some employees may be confused while filled out this question as they might have thought about the total number of employees of the holding company or the total number of employees in their working companies under the management of the holding company. For employment state, the majority of respondent was employee (80.3%). For educational level, the

largest group of respondents was educated in "undergraduate degree" level (63.3%). Almost a half of respondents had approximately 1-10 years of working experience (48%). For type of industry, only completed questionnaires of 6 companies in 6 different industries were returned. Consumption and industrial industries were the two industries that did not respond and return the questionnaires. As mentioned previously, questionnaires were equally distributed to each company, thus each company had 50 employees completed the survey questionnaire, which was about 16.7% out of a hundred. For education in crisis management, most of respondent was provided education about crisis (74.3%). This means that organizations listed in SET100 had prepared their employees about how to prepare for the preevent crises, and cope with crises effectively. This may be because the market capitalization and value of these specific companies were very large, and they needed to ensure that their organizational priority goals and assets must be protected properly. Thus, providing knowledge and education about crisis management to employee was very important for organizations to minimize unexpected events or incidents that may disrupt the opportunities to achieve organizational goals.

For perceived organizational crisis preparedness, results showed that the total mean score of perceived organizational crisis preparedness of respondents were "high" (Mean=3.11, S.D. = .397). To consider each item from the highest mean scores to the lowest mean scores, the findings indicated that item#18 "All organization members are required to rehearse portions of our crisis plan, for example, evacuation" was perceived in a very high level (Mean = 3.29, S.D. = .633). The second highest mean score was item#16 "I know where the nearest emergency exits are to my desk/ workstation" (Mean=3.29, S.D. = .588). For the lowest mean scores, the findings showed that item#19 "It would be easy for a potentially threatening nonemployee to gain access to my workplace" was perceived "low" (Mean = 2.93, S.D. = .882). The second lowest mean

score was item#5 "In the event of an emergency or disaster, I am familiar with my organization's plan to continue operations from another location" (M = 2.94, S.D. = .767). Overall, the results of perceived organizational crisis preparedness showed the readiness of six organizations listed in SET100 to cope with crisis events as the total score was in "high" level. This may be because these organizations had a big market capitalization and large assets, and they needed to ensure that they had had crisis management plan in place for before crisis, during crisis, and after crisis to handle with crisis properly and effectively. Moreover, based on the findings, it seemed that most organizations attempted to rehearse their employee to be ready for confronting with crisis incidents. These findings were new knowledge in this field since the instrument was firstly used to measure perception of organizational crisis preparedness in these companies.

To compare mean differences among demographic and organizational variables for perceived organizational preparedness of employees in six companies in different industries, findings found that female (M = 3.12, S.D. = .402) had a higher perception of organizational crisis preparedness than male (M = 3.10, S.D. = .392). Top manager (M = 3.52, S.D. = .307) had higher perception of organizational crisis preparedness than middle manager (M = 3.34, S.D. = .425), first-line manager (M = 3.13, S.D. = .468), and nonmanagement (M = 3.06, S.D. = .363), respectively. This was consistent with the findings of Fowler, Kling, and Larson (2007), which indicated that the top management had a higher perception of crisis preparedness than typical employees. Furthermore, respondents who worked at the organization that had more than 6,000 employees (M = 3.11, S.D. = .412) had higher perception of organizational crisis preparedness than smaller size companies. These findings were inconsistent with Fowler, Kling, and Larson (2007) who found that organizations employed more than 500 employees showed the highest perception of crisis preparedness. Also, executives (M = 3.32, S.D. = .423) had a higher perception of

organizational crisis preparedness than the employees (M = 3.06, S.D. = .374). This finding was

consistent with Promsri's (2014) findings as he found the significant differences between

executives and employees. This study examined the perception of employees of a packaging

company in Thailand towards organizational crisis preparedness. This study showed than

executives of a packaging company had a greater perception on organizational crisis

preparedness than employees. Besides, this present study also found that respondents who held

graduate degree (M = 3.32, S.D. = .407) had higher perception of organizational crisis

preparedness than respondents who earned undergraduate degree (M = 3.06, S.D. = .374) and

below undergraduate degree (M = 2.97, S.D. = .345), respectively. Additionally, results found

that employees with more than 20 years of working experience (M = 3.20, S.D. = .392) had

higher perception of organizational crisis preparedness than employees with 1-10 years of

working experience (M = 3.10, S.D. = .383), and employees with 10-20 years of working

experience (M = 3.09, S.D. = .415), respectively. However, all of these respondents perception

with different working experience towards crisis preparation in the organization were in "high"

level, which means that different working experience of respondents did not affect the perception

on organizational crisis preparedness. This finding supports the findings of Promsri (2014) as he

found no significant differences of perceived organizational crisis preparedness among

employees who had the different working experience. The finding of this study was inconsistent

with Najafbagy's study (2011), which reported that the older mangers were accustomed to crisis

management, and took crisis events and incidents more critically than younger ones. Among six

companies in different industries, results showed that respondents who worked in property and

construction industry (M = 3.54, S.D. = .433) had higher perception of organizational crisis

preparedness than agriculture industry (M = 3.37, S.D. = .326), service industry (M = 3.10, S.D.

= .141), resource industry (M = 2.98, S.D. = .338), financial industry (M = 2.91, S.D. = .241), and technological industry (M = 2.88, S.D. = .377). In addition, the findings indicated that employees with education crisis (M = 3.21, S.D. = .382) had a higher level of perceived organizational preparedness than employees without education crisis (M = 2.82, S.D. = .286). This finding was consistent with Promsri's findings, which indicated significant difference between employees for education in crisis, which employees with education crisis had a higher level of perceived organizational preparedness than employees without education crisis.

Limitations and Recommendations for Future Research

There were some limitations in this research. As this research used a small sample size in different industries listed in SET100 using non-probability sample, the results of this study were unable to generalize to other companies or industries listed in SET100. This reflected the external validity of this study. Thus, to strengthen external validity of the study, the sampling technique must have been changed in the further study to ensure the quality of respondents. Some variables might be deducted for the future study since they may cause some confusion for the respondents such as the number of employees. The further study should expand the sample size, and focus on the specific companies in the same industry or various companies in the different industries to compare the differences of perceived organizational crisis preparedness. Inferential statistics must be used to analyze the differences of organizational crisis preparedness among the chosen organizations to find the significant differences between the variables. Besides, even though the validity and reliability of scale measurement in this study were highly acceptable, the exploratory factor analysis and confirmatory factor analysis must be used to reconfirm and remove some variables, and group the dimensions of organizational crisis

preparedness. Furthermore, other variables relating to organizational characteristics should be considered for the further study. The comparative study of two or more corporation in the same or different industries about perceived organizational crisis preparedness should be investigated in the future.

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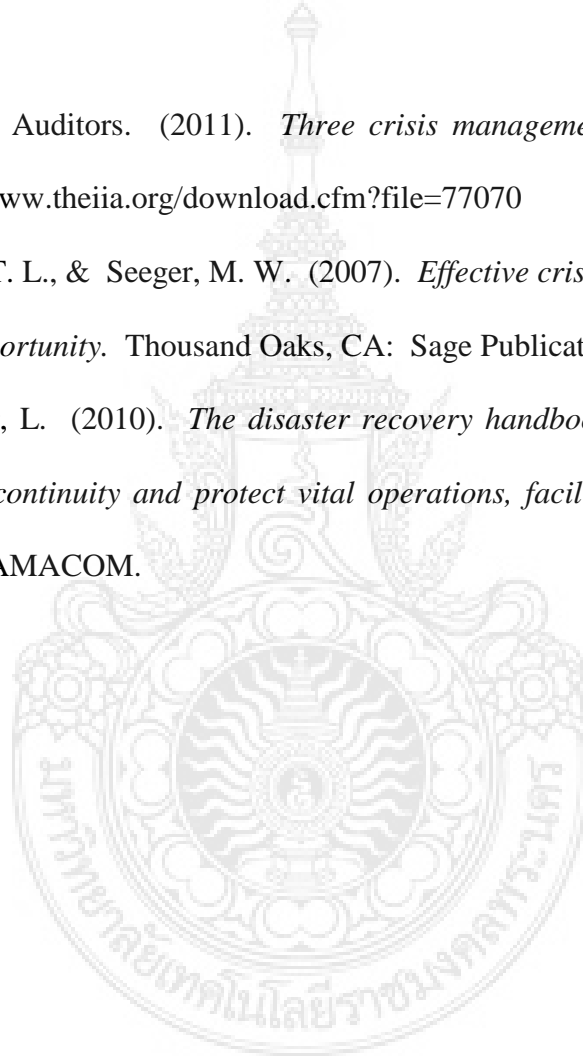
Appendix

Appendix A

Organizational Crisis Preparedness Questionnaire

Part 1: Demographic Profile

Direction: This section asks general questions about your background. Please respond to questions 1-8 by placing a √ mark next to the items, to best describe you.

1. Gender

   O Male   O Female

2. Position in organization

   O Top manager O Middle manager O First-line manager   O Nonmanagement

3. Number of employees (Overall)

   O Less than 2,000   O 2,000 – 4,000 O 4,000 – 6,000   O More than 6,000

4. Employment state

   O Executive   O Employee

5. Level of education

   O Lower than undergraduate degree   O undergraduate degree   O Graduate degree

6. Work experience

   O 1-10 years   O 11-20 years   O Over 20 years

7. Type of industry

   O .AGRO   O .CONSUMP   O .FINCIAL   O .INDUS

   O .PROPCON   O .RESOURC   O .SERVICE   O .TECH

8. Education in crisis management

   O Provided   O Not provided

Part 2: Perceived Organizational Crisis Preparedness

Direction: Please check the appropriate box after each statement. For each of the following statements, think how likely you are to respond in that way to such a situation. Check the rating that best corresponds to your response.

	Strongly Disagree	Disagree	Agree	Strongly Agree
1) I am very familiar with our company's evacuation plan				
2) My organization has provided each employee with a basic emergency preparedness kit (e.g., flashlight, smoke mask, etc.)				
3) The security at my workplace is adequate.				
4) If a crisis occurred at my organization, I am familiar with the plan for how family members can get information on the status (e.g. safety) of their relatives.				
5) In the event of an emergency or disaster, I am familiar with my organization's plan to continue operations from another location.				
6) All organization suffered a serious crisis; I would still have my job.				
7) If my organization suffered a crisis, I would still be covered by my organization's employee benefits (e.g. health insurance, etc.)				
8) Security at my workplace has been significantly increased since the anti-government demonstration occurred.				
9) I know where the nearest fire extinguisher is to my desk/ workstation.				
10) If a crisis and evacuation occurred at my organization, I am familiar with our plan on how to communicate with my fellow employees from scattered or emergency locations (such as cell phone numbers, websites, or e-mail lists).				
11) Most of our employees are familiar with my organization's crisis/ disaster plan.				
12) As part of our emergency plan, customers and suppliers would be able to contact us for information.				

13) If my organization suffered a crisis/ disaster, I would have the data I need to do my job backed up at a remote site.				
14) My organization offers to pay to have volunteer employees trained in basic life support techniques, such as CPR, first aid, etc.				
15) My organization has contingency plans in place so our customers would be covered if we suffered a disaster.				
16) I know where the nearest emergency exits are to my desk/ workstation.				
17) My organization's emergency plan has been coordinated with local agencies, such as the fire department, hospitals, etc.				
18) All organization members are required to rehearse portions of our crisis plan, for example, evacuation.				
19) It would be easy for a potentially threatening nonemployee to gain access to my workplace.(R)				
20) If organization suffered a serious crisis, I would still get paid until we could reopen.				
21) Every employee knows what his or her job is when certain types of crises occur.				
22) All employees would be provided orientation or refresher training relating to crisis management.				
23) My organization's current plan is regularly updated based on changes in the organization as well as by periodic brainstorming session about vulnerabilities.				
24) My organization's current plan was prepared by professionals in related fields of crisis/ disaster.				
25) My organization considers the external effect of crisis that may affect the organization.				
26) My organization conducts training and simulation about crisis for all employees				
27) My organization has a backup for all data when crisis occurred.				
28) Employees would be provided knowledge about crisis/ disaster through the internet and intranet system.				

29) My organization collaborates with internal agencies for developing activities that relate to crisis preparedness.				
30) My organization has a handbook of crisis/ emergency management plan and all employees know where to get this information.				

Appendix B

แบบสอบถามเกี่ยวกับการเตรียมความพร้อมรับมือวิกฤตการณ์ขององค์การ

ส่วนที่ 1: ข้อมูลส่วนบุคคล

คำชี้แจง: ให้ท่านตอบคำถามที่เกี่ยวข้องกับข้อมูลส่วนบุคคลของท่านโดยทำเครื่องหมาย   √   ลงในช่องที่กำหนดให้ ข้อมูลทั้งหมดไม่มีผลกระทบใดๆ ต่อการทำงานของท่าน และจะถูกเก็บไว้เป็นความลับ

1. เพศ

   O ชาย   O หญิง

2. ตำแหน่งในองค์การ

   O ผู้บริหารระดับสูง O ผู้บริหารระดับกลาง O ผู้บริหารระดับต้น   O ไม่ได้ดำรงตำแหน่งบริหาร

3. จำนวนพนักงานทั้งหมดในองค์การของท่าน (ในภาพรวม รวมทุกสาขา)

   O น้อยกว่า 2,000 คน   O 2,000 – 4,000 คน   O 4,000 – 6,000 คน   O มากกว่า 6,000 คน

4. สถานภาพในการทำงาน

   O ผู้บริหาร   O พนักงาน

5. ระดับการศึกษา

   O ต่ำกว่าระดับปริญญาตรี   O ระดับปริญญาตรี   O สูงกว่าระดับปริญญาตรี

6. ประสบการณ์ในการทำงานในองค์การแห่งนี้

   O 1-10 ปี   O 11-20 ปี   O มากกว่า 20 ปี

7. ประเภทของอุตสาหกรรม (ตามการจัดกลุ่มอุตสาหกรรมของตลาดหลักทรัพย์แห่งประเทศไทย)

O เกษตรและอุตสาหกรรมอาหาร   O สินค้าอุปโภคและบริโภค   O ธุรกิจการเงิน

O สินค้าอุตสาหกรรม   O อสังหาริมทรัพย์และก่อสร้าง   O ทรัพยากร

O บริการ   O เทคโนโลยี

8. ท่านได้รับการศึกษาหรือการอบรมเกี่ยวกับเรื่องการบริหารวิกฤตการณ์ (ความเสี่ยง/ ภัยพิบัติ/ สถานการณ์ฉุกเฉิน)

O ได้รับการศึกษาหรืออบรมที่เกี่ยวข้อง   O ไม่ได้รับการศึกษาหรืออบรมที่เกี่ยวข้อง

ส่วนที่ 2: การรับรู้การเตรียมความพร้อมรับมือวิกฤตการณ์ขององค์การ

คำชี้แจง: ให้ท่านนึกถึงการเตรียมความพร้อมรับมือวิกฤตการณ์ขององค์การท่านจากประสบการณ์ที่ผ่านมา โดยเลือกระดับการรับรู้ในแต่ละข้อความที่ตรงกับประสบการณ์ของท่านมากที่สุดโดยทำเครื่องหมาย √ ลงใน ช่องว่างของแต่ละข้อความ (การตอบคำถามไม่มีผลต่อตัวท่านใดๆ ทั้งสิ้น)

คำถาม	ไม่เห็นด้วยอย่างยิ่ง	ไม่เห็นด้วย	เห็นด้วย	เห็นด้วยอย่างยิ่ง
1) ท่านมีความคุ้นเคยกับแผนฉุกเฉินขององค์การเป็นอย่างดี				
2) องค์การของท่านมีการเตรียมอุปกรณ์พื้นฐานสำหรับรับมือในสภาวะฉุกเฉิน เช่น ไฟฉาย หรือ หน้ากากอนามัย				
3) องค์กรของท่านมีระบบการรักษาความปลอดภัยดีเพียงพอ				
4) ถ้ามีวิกฤตการณ์เกิดขึ้นในองค์การของท่าน ท่านมีความคุ้นเคยกับแผนปฏิบัติการ ว่าสมาชิกในครอบครัว สามารถได้รับข้อมูลเกี่ยวกับสถานภาพ (เช่น ความปลอดภัย) ของญาติพี่น้องตนที่ทำงานในองค์การนี้ได้อย่างไร				
5) ในสถานการณ์ฉุกเฉินหรือภัยพิบัติ ท่านคุ้นเคยกับแผนขององค์การต่อการปฏิบัติงานต่อเนื่องจากสถานที่อื่น				
6) ถ้าองค์การของท่านได้ประสบกับสภาวะวิกฤติที่รุนแรง ท่านเชื่อว่าท่านยังคงมีงานทำอยู่				
7) ถ้าองค์การของท่านได้รับผลกระทบ/ ความเสียหายจากวิกฤตการณ์ ท่านจะได้รับเงินชดเชยจากสิทธิประโยชน์ของ				

พนักงานในองค์การ (เช่น ประกันสุขภาพ)				
8) การรักษาความปลอดภัยในที่ทำงานของท่านยกระดับขึ้นอย่างมีนัยสำคัญตั้งแต่มีการชุมนุมทางการเมืองเกิดขึ้น				
9) ท่านรู้ว่าอุปกรณ์ดับเพลิงที่ใกล้ที่สุดกับบริเวณที่ท่านทำงานอยู่ที่ไหน				
10) ถ้าวิกฤติการณ์และการอพยพเกิดขึ้นในองค์การของท่าน ท่านคุ้นเคยกับแผน ว่าจะสื่อสารกับพนักงานหรือเพื่อนร่วมงานที่อยู่ในพื้นที่อื่นหรือพื้นที่ที่ได้รับผลกระทบอย่างไร				
11) พนักงานขององค์การส่วนใหญ่คุ้นเคยกับแผนบริหารวิกฤตการณ์และแผนการจัดการภัยพิบัติ				
12) ส่วนหนึ่งของแผนฉุกเฉินขององค์การกำหนดว่า ผู้มีส่วนได้ส่วนเสียขององค์การ เช่น ลูกค้า หรือ ผู้จัดส่งวัตถุดิบ สามารถติดต่อองค์กรสำหรับการรับข้อมูลที่เกี่ยวข้องได้				
13) ถ้าองค์การได้รับผลกระทบจากวิกฤตการณ์ หรือ ภัยพิบัติ ท่านจะได้รับข้อมูลที่จำเป็นต่อการทำงานที่สนับสนุนส่วนงานที่อยู่นอกที่ตั้ง				
14) องค์การของท่านเต็มใจในการลงทุนเพื่อพัฒนาพนักงานอาสา ที่ได้รับการอบรมเกี่ยวกับเทคนิคการช่วยชีวิตเบื้องต้น เช่น การช่วยฟื้นคืนชีพ การปฐมพยาบาลเบื้องต้น ฯลฯ				
15) องค์การของท่านมีการเตรียมแผนสำรอง/ แผนฉุกเฉิน ทำให้ลูกค้าจะได้รับการคุ้มครองในกรณีที่องค์กรได้รับผลกระทบ				

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จากภัยพิบัติ				
16) ท่านรู้ว่าทางออกฉุกเฉินที่ใกล้ที่สุดจากบริเวณที่ท่าน ทำงานอยู่ที่ไหน				
17) แผนฉุกเฉินขององค์การได้รับความร่วมมือในการจัดทำ จากหน่วยงานที่เกี่ยวข้อง เช่น กรมป้องกันบรรเทาสาธารณ ภัย ตำรวจดับเพลิง หรือ โรงพยาบาล				
18) องค์การมีการกำหนดการซักซ้อมแผนฉุกเฉินหรือแผน รับมือภัยพิบัติทุกปี เช่น แผนการอพยพ/ แผนการหนีไฟ				
19) ท่านเชื่อว่าเป็นเรื่องยากที่บุคคลที่เป็นอันตรายต่อ องค์การจะสามารถเข้ามาในบริเวณพื้นที่ในการทำงานได้				
20) ถึงแม้ว่าองค์การของท่านจะได้รับผลกระทบจาก วิกฤตการณ์หรือหายนะขนาดหนัก ท่านยังคงมีงานทำต่อไป				
21) พนักงานทุกคนทราบว่าตนเองต้องปฏิบัติตนอย่างไรเมื่อ วิกฤตการณ์หรือภัยพิบัติแต่ละประเภทเกิดขึ้นกับองค์การ				
22) พนักงานทุกคนจะได้รับการปฐมนิเทศหรือการอบรม เพิ่มเติมเกี่ยวกับเรื่องการบริหารวิกตการณ์/ ภัยพิบัติ				
23) แผนบริหารวิกฤตการณ์ขององค์การมีการปรับปรุงให้ ทันสมัยอย่างสม่ำเสมอบนพื้นฐานของการเปลี่ยนแปลง ภายในองค์การ รวมถึงการระดมสมองเกี่ยวกับความไม่ แน่นอนที่อาจเกิดขึ้นในแต่ละช่วงเวลา				
24) แผนบริหารวิกฤตการณ์ขององค์การพัฒนาขึ้นโดย				

ผู้เชี่ยวชาญทางด้านวิกฤตการณ์หรือภัยพิบัติ			
25) องค์การของท่านพิจารณาปัจจัยภายนอกของวิกฤตการณ์ที่อาจส่งผลกระทบต่อองค์การ			
26) องค์การของท่านได้พัฒนาการฝึกอบรมและสถานการณ์จำลองเกี่ยวกับวิกฤตการณ์สำหรับพนักงานทุกคน			
27) องค์การของท่านมีระบบสำรองข้อมูลสำหรับข้อมูลทั้งหมดเมื่อวิกฤตการณ์เกิดขึ้น			
28) พนักงานในองค์กรจะได้รับความรู้เกี่ยวกับวิกฤตการณ์และภัยพิบัติผ่านระบบอินเทอร์เน็ตและอินทราเน็ต			
29) องค์การของท่านมีการร่วมมือกับหน่วยงานภายนอกในการพัฒนากิจกรรมที่เกี่ยวข้องกับการเตรียมความพร้อมรับมือกับวิกฤตการณ์			
30) องค์การของท่านมีคู่มือการบริหารวิกฤตการณ์หรือการบริหารสถานการณ์ฉุกเฉิน และพนักงานทราบว่าจะได้รับข้อมูลเหล่านี้ได้อย่างไร.			

<center>**VITAE**</center>

RESEARCHER: CHAIYASET PROMSRI

EDUCATION:

Ph.D. in Global Leadership with Specialization in Corporate and Organizational
Management, Lynn University, U.S.A. (2005)
M.A. in Management, Bellevue University, U.S.A. (2001)
B.A. in Political Sciences, Ramkhamheang University, Thailand (2000)
B.Ed. in Non-Formal Education, Chulalongkorn University, Thailand (1998)

POSITION: Full-time Faculty of Rajamangala University of Technology Phra Nakhon

E-MAIL ADDRESS: Chaiyaset_Promsri@yahoo.com