

APPENDIX

มหาวิทยาลัยราชภัฏธนบุรี

## APPENDIX A

List of Experts for Research Instrument Assessment

มหาวิทยาลัยราชภัฏธนบุรี

## List of Experts for Research Instrument Assessment

1. Assoc. Prof. Dr. Siripapun Leephajaroen  
Faculty of Business Administration and Management  
Ubon Ratchathani Rajabhat University
2. Assoc. Prof. Dr. Tatchapong Settabutr  
Faculty of Management Science  
Bansomdejchaopraya Ratchathani Rajabhat University
3. Asst. Prof. Dr. Weerawit Piyanonthasin  
Faculty of Business Administration  
Bangkok Thonburi University

มหาวิทยาลัยราชภัฏธนบุรี

No. 0642.09 (4)/ร212



Graduate Study Program  
Dhonburi Rajabhat University  
172 Itsaraphap Rd., Thonburi  
Bangkok 10600

November 7, 2023

Subject Invitation Letter for Expert to Validate Research Instruments

Dear Assoc. Prof. Dr.Tatchapong Sattabut

Miss Pan Yanling, a graduate student in Master of Business Administration Program of Dhonburi Rajabhat University, is currently working on her dissertation entitled "Analysis of Humanized Management in Small and Medium-Sized Enterprises in Bishan District, Chongqing", having Asst. Prof. Dr.Jirapong Ruanggoon as her principal advisor.

In lieu with this, the Graduate Study Program would like to request your expertise to validate the research tools used. Details will be informed by the researcher onwards.

We hopefully could have your assistance on this matter as to further academic benefits and would hereby like to express our thanks to you.

Best regards,

*Sirikun*

(Lect. Sirikun Buakeaw)  
Director of Graduate Study Program

Graduate Study Program  
Tel. 0-2890-1801 ext. 5  
E-mail [graduate@dru.ac.th](mailto:graduate@dru.ac.th)  
Website <https://grad.dru.ac.th>

I hereby approve the research instrument validity.

A handwritten signature in blue ink, appearing to be 'Dr. Tatchapong Sattabut'.

(Assoc. Prof. Dr.Tatchapong Sattabut)

Date .....

\*Remark: This letter would be failed if

No. 0642.09 (4)/212



Graduate Study Program  
Dhonburi Rajabhat University  
172 Itsaraphap Rd., Thonburi  
Bangkok 10600

November 7, 2023

Subject Invitation Letter for Expert to Validate Research Instruments

Dear Asst. Prof. Dr.Weerawit Piyanonthasin

Miss Pan Yanling, a graduate student in Master of Business Administration Program of Dhonburi Rajabhat University, is currently working on her dissertation entitled "Analysis of Humanized Management in Small and Medium-Sized Enterprises in Bishan District, Chongqing", having Asst. Prof. Dr.Jirapong Ruanggoon as her principal advisor.

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Director of Graduate Study Program

Graduate Study Program  
Tel. 0-2890-1801 ext. 5  
E-mail graduate@dru.ac.th  
Website <https://grad.dru.ac.th>

I hereby approve the research instrument validity.

A handwritten signature in black ink, appearing to be 'W.P.', written over the text 'I hereby approve the research instrument validity.'

(Asst. Prof. Dr.Weerawit Piyanonthasin)

Date .....

\*Remark: This letter would be failed for reference use with the absence of expert's signature.

No. 0642.09 (4)/ว212



Graduate Study Program  
Dhonburi Rajabhat University  
172 Itsaraphap Rd., Thonburi  
Bangkok 10600

November 7, 2023

Subject Invitation Letter for Expert to Validate Research Instruments

Dear Assoc. Prof. Dr.Siripapun Leephajaroen

Miss Pan Yanling, a graduate student in Master of Business Administration Program of Dhonburi Rajabhat University, is currently working on her dissertation entitled "Analysis of Humanized Management in Small and Medium-Sized Enterprises in Bishan District, Chongqing", having Asst. Prof. Dr.Jirapong Ruanggoon as her principal advisor.

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Tel. 0-2890-1801 ext. 5  
E-mail [graduate@dru.ac.th](mailto:graduate@dru.ac.th)  
Website <https://grad.dru.ac.th>

I hereby approve the research instrument validity.

*Siripapun Leephajaroen*

(Assoc. Prof. Dr.Siripapun Leephajaroen)

Date .....

\*Remark: This letter would be failed for reference use with the absence of expert's signature.

## Appendix B

Certificate of Exemption from Human Research Ethics Review

มหาวิทยาลัยราชภัฏธนบุรี

# Certificate of Exemption from Human Research Ethics Review

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คณะกรรมการจริยธรรมการวิจัยในมนุษย์  
สถาบันวิจัยและพัฒนา  
มหาวิทยาลัยราชภัฏธนบุรี  
๑๗๒ ถนนอิสรภาพ แขวงวัดกัลยาณ์  
เขตธนบุรี กรุงเทพมหานคร 10600

๑๔ ธันวาคม ๒๕๖๖

เรื่อง ส่งเอกสารรับรองผลการพิจารณาจริยธรรมการวิจัยในมนุษย์

เรียน Miss Pan Yanling (ผู้ช่วยศาสตราจารย์ ดร.จิระพงศ์ เรืองกุล และอาจารย์ ดร.ปกรณ์ โอภาสวิทยารักษ์)

ด้วยคณะกรรมการจริยธรรมการวิจัยในมนุษย์ มหาวิทยาลัยราชภัฏธนบุรี ได้ประเมิน/พิจารณาจริยธรรม  
ในโครงการวิจัยของท่านแล้ว จึงขอนำเอกสารรับรองการยกเว้นพิจารณาจริยธรรมโครงการวิจัย ตามรายละเอียดดังนี้

จึงเรียนมาเพื่อทราบ

(ดร.วีรัชย์ คำสร)

เลขานุการคณะกรรมการจริยธรรมการวิจัยในมนุษย์  
มหาวิทยาลัยราชภัฏธนบุรี

คณะกรรมการจริยธรรมการวิจัยในมนุษย์

โทร ๐-๒๘๙๐-๐๐๐๑, ๐-๒๘๙๐-๑๘๐๑ ตั๋ว ๒๐๘๑ และ๒๐๘๓





คณะกรรมการจริยธรรมการวิจัยในมนุษย์ มหาวิทยาลัยราชภัฏธนบุรี  
172 ถนนอิสรภาพ เขตธนบุรี กรุงเทพมหานคร 10600 เบอร์โทรศัพท์ 02 890 0001  
Dhonburi Rajabhat University Institutional Review Board  
172 Itsaraparb Rd., Thonburi, Bangkok 10600 Tel No. 662 890 0001

เอกสารรับรองการพิจารณาโครงการจริยธรรมวิจัยในมนุษย์แบบยกเว้น  
Certificate of Exemption from Human Research Ethics Review

หมายเลขเอกสารรับรอง (COE NO.) 084/2566

หมายเลขคณะกรรมการจริยธรรมการวิจัยในมนุษย์ (IRB NO) DRUIRB-GOV-66-00015

ชื่อโครงการ (Research title) :

(ภาษาไทย) -

(English) Analysis of Humanized Management in Small and Medium-Sized Enterprises in Bishan District, Chongqing

เลขที่โครงการวิจัย (Research number) : 084/2566

ผู้วิจัยหลัก (Principal investigator) : (ภาษาไทย) -

(English) Miss Pan Yanling

หน่วยงานที่สังกัด (Institutional affiliation) : Master of Business Administration Program, Faculty of Management  
Science, Dhonburi Rajabhat University

ผู้วิจัยร่วม (Co-investigators) : (ภาษาไทย) -

(English) -

หน่วยงานที่สังกัด (Institutional affiliation) : -

โครงการวิจัยนี้ ได้รับการรับรองจากคณะกรรมการจริยธรรมการวิจัยในมนุษย์ มหาวิทยาลัยราชภัฏธนบุรี

This research project is approved by Dhonburi Rajabhat University Institutional Review Board.

วันที่รับรอง (Certified date) : 14 ธันวาคม 2566 (December 14<sup>th</sup>, 2023)

(ดร. ผ่องศรี เวสารัช/ Dr. Phongsri Waysarach)

ประธานคณะกรรมการจริยธรรมการวิจัยในมนุษย์ มหาวิทยาลัยราชภัฏธนบุรี  
Chairperson of Dhonburi Rajabhat University Institutional Review Board

หมายเหตุ : 1. ไม่ต้องส่งรายงานความก้าวหน้า

2. ส่งรายงานการวิจัยฉบับสมบูรณ์ พร้อมแบบฟอร์มรายงานผลสรุปการวิจัย (DRU - IRB Form 14-01/2.0) เมื่องานวิจัยแล้วเสร็จ

Remarks: 1. No requirement for progress report.

2. When complete the research, please submit a full research report and the research report form (DRU - IRB Form14-01/2.0).

## Appendix C

Questionnaire of problems in humanized management of small and medium-sized enterprises

มหาวิทยาลัยราชภัฏธนบุรี

## Questionnaire of problems in humanized management of small and medium-sized enterprises

Dear Ms./Mr:

Hello! We are very glad that you can put down your work and take part in our questionnaire on the humanized management of small and medium-sized enterprises. The purpose of our survey is to study the humanization problems in small and medium-sized enterprises. This questionnaire does not have the correct answer, according to the actual situation around you can choose, after we will provide you with the information in the form of a data summary, feedback to you. Afterward, we will summarize the information you provide in the form of data and feedback to you!

Good luck and good health!

### I. Personal information survey:

1. Gender:

2. Age:

3. Years of work in this unit:

4. Education level:

5. Your position: senior management (department manager or above) " middle and junior managers" front-line staff

### II the questionnaire question design

Variables	Questionnaire	Options
Self-Control	1. Do you set goals and work to implement them through self-fulfillment and self-direction?	Strongly disagree <input type="checkbox"/> Disagree <input type="checkbox"/> Neither agree nor disagree <input type="checkbox"/> Agree <input type="checkbox"/> Strongly agree <input type="checkbox"/>
	2. Does the company give more autonomy to its employees so that they can realize self-control and self-management?	Strongly disagree <input type="checkbox"/> Disagree <input type="checkbox"/> Neither agree nor disagree <input type="checkbox"/> Agree <input type="checkbox"/> Strongly agree <input type="checkbox"/>
	3. Do companies have self-assessment programs in their appraisals?	Strongly disagree <input type="checkbox"/> Disagree <input type="checkbox"/> Neither agree nor disagree <input type="checkbox"/> Agree <input type="checkbox"/>

Variables	Questionnaire	Options
		Strongly agree <input type="checkbox"/>
Recognize an employee's potential	4. Are you able to use your imagination, creativity and ingenuity in your work?	Strongly disagree <input type="checkbox"/> Disagree <input type="checkbox"/> Neither agree nor disagree <input type="checkbox"/> Agree <input type="checkbox"/> Strongly agree <input type="checkbox"/>
	5. Does the organization provide challenging work to stimulate potential?	Strongly disagree <input type="checkbox"/> Disagree <input type="checkbox"/> Neither agree nor disagree <input type="checkbox"/> Agree <input type="checkbox"/> Strongly agree <input type="checkbox"/>
	6. Do companies incorporate a humanized management model to realize the potential of employees in management?	Strongly disagree <input type="checkbox"/> Disagree <input type="checkbox"/> Neither agree nor disagree <input type="checkbox"/> Agree <input type="checkbox"/> Strongly agree <input type="checkbox"/>
Responsibility	7. Do you fulfill your job responsibilities in your position?	Strongly disagree <input type="checkbox"/> Disagree <input type="checkbox"/> Neither agree nor disagree <input type="checkbox"/> Agree <input type="checkbox"/> Strongly agree <input type="checkbox"/>
	8. Has the enterprise conducted training on the awareness of the main responsibility?	Strongly disagree <input type="checkbox"/> Disagree <input type="checkbox"/> Neither agree nor disagree <input type="checkbox"/> Agree <input type="checkbox"/> Strongly agree <input type="checkbox"/>
	9. Does the company have a clear division of labor so that each employee understands his/her specific tasks and responsibilities?	Strongly disagree <input type="checkbox"/> Disagree <input type="checkbox"/> Neither agree nor disagree <input type="checkbox"/> Agree <input type="checkbox"/> Strongly agree <input type="checkbox"/>
Employee Participation	10. Have you ever been involved in the management of an enterprise, reform work?	Strongly disagree <input type="checkbox"/> Disagree <input type="checkbox"/> Neither agree nor disagree <input type="checkbox"/> Agree <input type="checkbox"/>

Variables	Questionnaire	Options
		Strongly agree <input type="checkbox"/>
	11. Have you integrated into the work and established a close relationship with the enterprise?	Strongly disagree <input type="checkbox"/> Disagree <input type="checkbox"/> Neither agree nor disagree <input type="checkbox"/> Agree <input type="checkbox"/> Strongly agree <input type="checkbox"/>
	12. Does the organization encourage employees to actively put forward their personal ideas and participate in building the organization?	Strongly disagree <input type="checkbox"/> Disagree <input type="checkbox"/> Neither agree nor disagree <input type="checkbox"/> Agree <input type="checkbox"/> Strongly agree <input type="checkbox"/>
Working Relationship	13. Do companies establish long-term cooperative working relationships with their employees?	Strongly disagree <input type="checkbox"/> Disagree <input type="checkbox"/> Neither agree nor disagree <input type="checkbox"/> Agree <input type="checkbox"/> Strongly agree <input type="checkbox"/>
	14. Are you in a mutually equal, trusting working relationship?	Strongly disagree <input type="checkbox"/> Disagree <input type="checkbox"/> Neither agree nor disagree <input type="checkbox"/> Agree <input type="checkbox"/> Strongly agree <input type="checkbox"/>
	15. Does the organization improve the intimacy of working relationships through team cohesion?	Strongly disagree <input type="checkbox"/> Disagree <input type="checkbox"/> Neither agree nor disagree <input type="checkbox"/> Agree <input type="checkbox"/> Strongly agree <input type="checkbox"/>
Team cohesion	16. Does the company have activities to improve team cohesion?	Strongly disagree <input type="checkbox"/> Disagree <input type="checkbox"/> Neither agree nor disagree <input type="checkbox"/> Agree <input type="checkbox"/> Strongly agree <input type="checkbox"/>
	17. Do companies emphasize the importance of team cohesion in their corporate culture?	Strongly disagree <input type="checkbox"/> Disagree <input type="checkbox"/> Neither agree nor disagree <input type="checkbox"/> Agree <input type="checkbox"/>

Variables	Questionnaire	Options
		Strongly agree <input type="checkbox"/>
	18. Do companies build a platform for team communication?	Strongly disagree <input type="checkbox"/> Disagree <input type="checkbox"/> Neither agree nor disagree <input type="checkbox"/> Agree <input type="checkbox"/> Strongly agree <input type="checkbox"/>
Mutual respect	19. Do you think that leader-employee exchange relationships are free and mutually respectful?	Strongly disagree <input type="checkbox"/> Disagree <input type="checkbox"/> Neither agree nor disagree <input type="checkbox"/> Agree <input type="checkbox"/> Strongly agree <input type="checkbox"/>
	20. Do leaders fully support the utilization of your talents?	Strongly disagree <input type="checkbox"/> Disagree <input type="checkbox"/> Neither agree nor disagree <input type="checkbox"/> Agree <input type="checkbox"/> Strongly agree <input type="checkbox"/>
	21. Is the relationship between you and your leader inclined to respect, sharing, and understanding?	Strongly disagree <input type="checkbox"/> Disagree <input type="checkbox"/> Neither agree nor disagree <input type="checkbox"/> Agree <input type="checkbox"/> Strongly agree <input type="checkbox"/>
Leader Expectation	22. do you think leaders want to build close relationships with their employees?	Strongly disagree <input type="checkbox"/> Disagree <input type="checkbox"/> Neither agree nor disagree <input type="checkbox"/> Agree <input type="checkbox"/> Strongly agree <input type="checkbox"/>
	23. do you voluntarily fulfill all of your leaders' expectations of you?	Strongly disagree <input type="checkbox"/> Disagree <input type="checkbox"/> Neither agree nor disagree <input type="checkbox"/> Agree <input type="checkbox"/> Strongly agree <input type="checkbox"/>
	24. do leaders set different expected roles based on individual employees?	Strongly disagree <input type="checkbox"/> Disagree <input type="checkbox"/> Neither agree nor disagree <input type="checkbox"/> Agree <input type="checkbox"/>

Variables	Questionnaire	Options
		Strongly agree <input type="checkbox"/>
Team Support	25. are leaders emotionally supportive of their employees?	Strongly disagree <input type="checkbox"/> Disagree <input type="checkbox"/> Neither agree nor disagree <input type="checkbox"/> Agree <input type="checkbox"/> Strongly agree <input type="checkbox"/>
	26. do leaders give timely support when you are frustrated?	Strongly disagree <input type="checkbox"/> Disagree <input type="checkbox"/> Neither agree nor disagree <input type="checkbox"/> Agree <input type="checkbox"/> Strongly agree <input type="checkbox"/>
	27. do you think leaders have active participation in the work of the team?	Strongly disagree <input type="checkbox"/> Disagree <input type="checkbox"/> Neither agree nor disagree <input type="checkbox"/> Agree <input type="checkbox"/> Strongly agree <input type="checkbox"/>

## Bibliography

**Name:** Pan Yanling

**Day Month Year of Birth:** 11/02/1998

**Address:** Chongqing City, China

**Education:**

2017 - 2021	Bachelor of Information and Computing Sciences Chongqing University of Education
2022 - 2024	Master of Business Administration (MBA), Business Administration, Dhonburi Rajabhat University, Thailand.

**Position and Office:**

2021 – 2022	Enterprise credit evaluation management Ecology and Environment Bureau (EAB)
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