Contents

		Page
Abstract		**(1)**
Acknowledgments		**(3)**
Contents		**(5)**
List of Tables		**(7)**
List of Figures		**(9)**
Chapter 1	**Introduction**	**1**
	Background and Significance of Research Problem	1
	Research Objectives	3
	Scope of the Research	4
	Conceptual Framework	4
	Definition of Terms	5
	Expected Benefits	7
Chapter 2	**Reviews of Literature and Related Research**	**9**
	Humanized Management	9
	Humanized Management Theory	10
	Current Status of China and Global Research	20
Chapter 3	**Research Methodology**	**25**
	Research Design	25
	Population and Sample Size	26
	Research Instruments	26
	Data Collection	30
	Data Analysis	31
Chapter 4	**Research Finding**	**37**
	Results of Problems from 8 CEO's Interview	37
	Analysis of Questionnaires	44
	Expert Guideline Results	55

มหาวิทยาลัยราชภัฏธนบุรี

Contents (continued)

			Page
Chapter 5	**Conclusion, Discussions and Recommendations**		**61**
	Conclusion		61
	Discussions		62
	Recommendations		67
	Future Research Recommendations		76
References			**79**
Appendix			**87**
	Appendix A	List of experts for research instrument assessment	89
	Appendix B	Certificate of Exemption from Human Research Ethics Review	97
	Appendix C	Questionnaire of problems in humanized management of small and medium-sized enterprises	101
Biography			**109**

มหาวิทยาลัยราชภัฏธนบุรี

List of Tables

Tables

Page

2.1	Theory Y's assumptions about human nature and management philosophy	11
2.2	Related research under Theory Y	12
2.3	Related research under theory Z	15
2.4	Related research under leader-member exchange theory	17
2.5	Related research under humanized management	19
2.6	Human nature assumptions and management strategies	23
3.1	Objective-based research design	25
3.2	Interview Questionnaire for Research Objective 1	27
3.3	Online Questionnaires for Research Objective 2	28
3.4	Interview Questionnaire for Research Objective 3	30
3.5	Measurement Model Criteria	33
3.6	Model Fit Criteria	34
4.1	General Information of the Eight Companies	37
4.2	Team Cohesion Summary	40
4.3	Welfare Summary	42
4.4	Fairness Summary	44
4.5	General Information of the Respondents	45
4.6	Descriptive Analysis (Average, Standard Deviation, Kurtosis, and Skewness)	46
4.7	Analysis of Factor Loading Coefficients, Composite Reliability, and Average Variance Extracted	48
4.8	HTMT (Heterogeneous-Elemental Ratio) results	49
4.9	Fornell-Larcker Criterion Results	50
4.10	Results of Model Fit	52
4.11	Results of AVE and CR	54
4.12	Classification of Factors	54
4.13	Classification of Factors Summaries	55

มหาวิทยาลัยราชภัฏธนบุรี

มหาวิทยาลัยราชภัฏธนบุรี

List of Figures

Figures

		Page
1.1	Conceptual framework	5
4.1	Initial Problems and Axial Coding	38
4.2	First-Order Model	51
4.3	Second-Order Model	53

มหาวิทยาลัยราชภัฏธนบุรี