Using a Social Enterprise Organizational Development Intervention Approach in Developing Organizational Structure and Processes for Start-up Social Enterprise: A Case Study of Trendy Village

Pichai Pusumpun

A Dissertation Submitted in Partial Fulfillment of the Requirements for the Degree of Doctor of Philosophy in Organization Development
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Assumption University
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Dissertation Title: A Social Enterprise OD Intervention Approach in Developing Organizational Structure and Processes: A Case Study of Trendy Village

By: Pichai Pusumpun

Major: Doctor of Philosophy in Organization Development (Ph.DOD)

Dissertation Advisor: Salvacion Villavicencio, Ph.D.

Dissertation Co-advisor: Perla Rizalina M. Tayko, Ph.D.

Academic Year: 2/2013

The Graduate School/Faculty of Graduate School of Business, Assumption University, has approved this dissertation as a partial fulfillment of the requirements for the Degree of Doctor of Philosophy in Organization Development.

K. Phothikitti
Dean of Graduate School of Business, Kitti Phothikitti, Ph.D

Dissertation Examination Committee

Perla Rizalina M. Tayko, Ph.D. Chairman
Program Director of OD, Perla Rizalina M. Tayko, Ph.D.

Salvacion Villavicencio, Ph.D. Dissertation Advisor

Somchai Tantasane Ph.D. External Expert

Vorapot Ruckthum, Ph.D. Member

Marrisa L. Fernando, Ph.D. Member
Abstract

The main objectives of this dissertation were 1.) to assess the current situation of Trendy Village (TV), a business-oriented organization, in terms of organizational structure: direction and goals, roles and responsibilities; and organizational process: participation, satisfaction, awareness, moral, and enthusiasm of target respondents, 2.) to design and implement ODI (Organizational Development Intervention) activities to TV by developing its organizational structure and processes to become a start-up social enterprise, and 3.) to determine the difference between Pre and Post ODI activities of organizational structure and organizational process of TV.

From this dissertation, the researcher studied the organizational structure, and organizational process as key determinants and attempted to integrate social enterprise into ODI process. ODI designs for organizational structure are social vision, mission, and goals development, redesigning logo and slogan, designing social job title and job description, and designing organizational chart. ODI designs for organizational process emphasize horizontal communication (Facebook, meeting), promote upward communication (suggestion box), integrate and engage social partners through social workshop and activities, redesign social cultural artifacts, increase downward communication (face-to-face, telephone, email, memo, bulletin board), and design congruent internal & external communication (POP media, leaflet, poster, video, donation box).

The research design in this study employed the action research model with a combination of qualitative and quantitative methods of data gathering from the target respondents in one executive (owner), five members of team, and twenty five vendors. The results were measured by paired t-test statistics to track the state of the organization from before and after ODI. The presentation of empirical results and key findings were summarized as following:

1.) Most respondents were female and have an age range from 21 – 30 years old. Most of them are bachelor’s degree holders and their work experience, or period of renting the project’s space, spans about 6 – 9 months.
2.) The OD intervention could change the respondent's opinion in a positive way for all factors and five factors which change on respondents' opinion from 'Strongly disagree' to 'Uncertainty': roles and responsibilities, moral, enthusiasm, share values and participation, and satisfaction. The remaining factors are direction and goals factors change from 'Disagree' to 'Agree' and awareness factors change from 'Strongly disagree' to 'Strongly agree'.

3.) For the hypothesis testing, all seven main factors have significant differences for before and after ODI. These main factors could change the respondents' opinions significantly at one percent significant level.

4.) For the in-depth interview with executive, the respondent felt positive change and considered the social enterprise ODI approach as having positively affected TV's overall performance.
Acknowledgements

This dissertation would never been completed without valuable suggestions and recommendations from my advisor, Dr. Salvacion E. Villavicencio. I am very thankful for her support. Special thank goes to Dr. Perla Rizalina M. Tayko, Director of Organization Development Institute (ODI) of ABAC, I am indebted to her genuine support and guidance as well as Dr. Sawat Kengchon, my Batch mate, for his constructive feedback on my dissertation. I am also grateful to all DMOD’s professors who taught me wonderful courses which have illuminated my perspective on business and the world of organizational development. These classes inspired me to build a small great organization of my own to make a change for the betterment of Thai society.

It is an honor for me to express my deep appreciation to the BEGIN team for their energetic work, continuous support, and especially, their patience to keep my vision in mind and their persistence in grasping what I want to achieve in a year. Also I would love to give my deep appreciation to all social organizations who spent valuable time and effort to build a good space together with my team.

I would like to show my deepest appreciation to Assumption University (ABAC), who made me proud of DMOD’s student which is the only one great curriculum in Thailand. Especially, I owe gratitude to my mom and aunt who have always supported my education. Finally, I am indebted to my beloved colleague, Dr. Varintra Sirisuthikul, for her continuous support and great contributions to my work. I would like to thank her for her continuing patience and understanding of my situation and for her continuous help in the completion of this dissertation.

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CHAPTER 1:
THE CHALLENGE – THE PROBLEM/POTENTIAL FOR CHANGE

1.1 Generalities of the topic

Nowadays, people have been living lifestyles that are not environmentally friendly. They have also been surrounded with social problems which factor into their changing lifestyles. We see many political conflicts around the world through satellite television, watch the unfolding of natural disasters from different parts of the world via the internet, and hear terrorism news before bedtime. Any part of the world can sense that the world has changed negatively with regards to the economy, politics, culture, social, environment, and education. Oliver notes that “in the wake of the attacks on the World Trade Center and the Pentagon on 9/11, the conventional wisdom was that ‘everything has changed’” (Oliver, 2007). Many times we see that somebody has been asking for a new approach to make a better situation. Muhammad Yunus, who received the Nobel Peace Prize 2006, said “Things are going wrong not because of market failures. The problem is much deeper than that. Mainstream free-market theory suffers from a conceptualization failure, a failure to capture the essence of what it is to be human” (Yunus, 2007). In Al Gore’s best-selling book *An Inconvenient Truth* (2006), he disputed that our role in the climate change situation is an issue that can no longer be denied and must be taken in hand by governments, businesses, and individuals (Miller, 2009). PelFrey and Molleda said “From climate change to global capital flow, states and societies around the world are undeniably becoming more interdependent” (PelFrey & Molleda, 2007).

With regards to these mentioned situations, there are three actors: the public sector, the private sector, and NGOs. These three have significant roles in making the world a better place. Ironically, there are demographic and natural resource challenges that confront many countries all over the world. These challenges make the government sector increasingly unable to guarantee some services they once provided to their population. Their enormous responsibilities, limited resources, and above all, the issue of corruption often lead them to failure in pursuing the public mission of eliminating negative externalities in order to improve societal wellbeing (Santos, 2001). Mulgan and Landry (1995) have criticized them as bureaucratic and resistant
to change. Therefore, governments can no longer sustain their role as the sole provider of social services and benefits (Abdou, Fahmy, Greenwald, & Nelson) but they should be prepared significantly for supporting and partnering with other organizations in the society. In the private sector, some manufacturing processes and business operations generate negative effects on the environment and cause the unfortunate destruction of natural resources. On one hand, balancing between economic opportunity and environmental health is a frequently discussed topic among companies around the world (Miller, 2009). On the other hand, many NGO organizations we have known such as World Wildlife Fund (WWF), Greenpeace, UNICEF, CARE, and World Vision have a mission to solve problems and they prove that they have been capably working for a long time. The estimated number of these kinds of organization is more than 1.4 million. Organizations in the nonprofit sector are located around the world (Moon, Dushin, & Strickland, 2009). With this huge number of these NGOs, the non-government organizations (NGOs), are facing high competition for fundraising. Also, their services provided to the public are often seen as inefficient and ineffective. With these traditional organizational circumstances, a new kind of organization called “social enterprise” sees the gap and attempts to offer a new approach.

Over the past 15 years, nonprofit organizations began to turn to the business principles (Center, 2007). They started to grab on to the social enterprise model as a way to fill the gap left by government to significantly expand the use of nonprofit commercial activity (Crimmins & Keil, 1983; Eikenberry & Kluver, 2004; Young, 2003). Social enterprise attempted to offset the forces of globalization, centralization, and denationalization. They generated resources through diverse means such as creating partnerships with profit-driven companies and initiating the for-profit social enterprise. The application of these ideas could open up their possibilities during their resource-starved situation. They could earn more money by adapting commercial activities to support mission-driven work and also address the social problems at the same time. (Seedco Policy Center, 2007). Furthermore, some also saw them as innovative, akin to the thought of “creating something from nothing” and “invisible hand” that help developing and developed countries to sustain economies (Baker & Nelson, 2005; Christie & Honig, 2006).
1.1.1 Global Context

For the last two decades, many practitioners, policy makers, business schools, and mainstream media have been interested in social enterprise because they deal with several issues in society (Brainard & Siplon, 2004; Thompson, 2002). It has climbed the ladder of importance among debates about the future of social policy and community services in many countries such as Australia, Canada, New Zealand, England and America by proposing to use business wisdom to address the social goals (Gray, Healy, & Crofts, 2003). International organizations such as Ashoka, the Skoll Foundation, and the Schwab Foundation for Social Entrepreneurship have played a key role to support these social enterprises throughout the world. In England, in Tony Blair’s first major speech as Prime Minister in June 1997, he speaks of the importance of social enterprise and regarded social enterprise as an essential part of the drive towards a more flexible, adaptable state, more in touch with real communities, and better able to make the most of limited resources. With his social enthusiasm, during the next decade, the Blair Administration fosters a wide range of programs designed to advance the social enterprise movement (Entrepreneurs, 2008) and within 2005, UK has 1.2 million people who are involved in social enterprises and contributed to UK’s output being 24 billion pounds (Cabinet Office, 2012). Many European countries also increasingly adopt this new approach for their economic development through many forms such as employee development trusts, social firms, intermediated labor market organizations, or charities’ trading arms (OECD, 2003). Ireland used social enterprise as a way to fight unemployment problems (O’Hara, 2001). The Ministry of Labor in Finland has worked with the Institute for Cooperative Studies at the University of Helsinki to establish cooperatives (Pattiniemi, 2001). The European Union support social enterprise as a model to address issues of economic growth, employment, and quality of life (Thomas, 2004) and 15 European countries were funded by the Research Directorate-General of the European Commission for social enterprise development (Union, 2004). SOCIAL ENTERPRISE LONDON (SEL) – supported by the London Development Authority; has also developed a network of more than 500 social enterprises. It has also compiled the UK’s first social enterprise directory, publishes a periodic news bulletin, stages networking events, provides technical support and promotes the entire sector (Entrepreneurs, 2008).
With its unique synergy method to overcome the social problem, the social sector and many institutions offer a start-up grant and several training to strengthen the new young innovative social enterprises. The Skoll Foundation gives three year grants for global social enterprises. Draper Richards Foundation offers $100,000 annually with ongoing coaching and training (Brozek). Global Social Venture Competition (GSVC) involves several invested partners. To elaborate, the University of Geneva, ESSEC Business School (France), Thammasat University (Thailand) and a consortium of business schools in Korea awards more than $300,000 in first nine years to emerging social ventures (Entrepreneurs, 2008). In 2000, the UnLtd* project was created by 7 partners including Ashoka, Community Action Network, Changemakers, Comic Relief, SENSCOT, The Scarman Trust, and The School for Social Entrepreneurs to promote social enterprise throughout the world. Consequently, UnLtd's Thailand was established in the year 2010 alongside a partnership with Change Fusion Organization (Entrepreneurs, 2008). For another support the growth of social enterprise is in UK. They are a pioneering effort to tie procurement to support for successful social enterprises in the 2012 Olympic Games. The Winning with Social Enterprise project encourages the integration of social enterprises into the supply chains of private sector companies and cooperation with these companies via consortia and partnerships in contract bidding for the games.

In addition, social enterprise has been the main topic among several articles, reports, written documents, speech, and events. For example, the story of Dr. Muhammad Yunus who won the Nobel Peace Prize in 2006 presents the first microfinance organization idea. Another example is former Vice-President Al Gore's narrative in “An Inconvenient Truth,” which is a dramatic film which later wins the 2007 Academy Award for Documentary Feature. Thousands of volunteers worldwide used this film to spread the message of global warming (Entrepreneurs, 2008). Another case in point is the story of the Delancey Street Foundation, a company that trained 14,000 former drug users to work in high-end restaurants. Similarly, Greyston Bakery is a company that hires people who are faced with difficulty finding employment to bake high-end wedding cakes used in Ben & Jerry’s ice creams. Julius Walls Jr., CEO of Greyston also said heart-warming sentiments which stimulated
social spirit of the audience “We don’t employ people to make brownies, we make brownies to employ people” (Center, 2007).

The number of academic programs and research centers dedicated to the social enterprise subject are increasing around the world. This is due to its multidisciplinary attractiveness which makes an impact among governments, communities, and organizations (Simms & Robinson). In 1993, The Harvard Business School Social Enterprise Initiative was founded and regarded as the first formal academic program in the field (Entrepreneurs, 2008). They formed the Social Enterprise Knowledge Network and collaborated with a number of Latin American business schools in 2001. Along the same lines, Stanford established the Stanford Social Innovation Review dedicated to social enterprise issues (Center, 2007).

With these social concerns in the air, corporations are becoming more strategic regarding their philanthropy, employment, volunteering, and corporate social responsibility models, aligning these more closely to their core business purpose and competencies. National and multinational firms are recognizing the value of partnering with social entrepreneurs and social enterprises to make their own philanthropic and inclusive business models more effective and to “co-create” social and economic value. In the measurement of efficient investment also move to social trend. The Dow Jones Sustainability Index, which looks at social and environmental competitiveness, includes companies from Brazil, Hong Kong, Malaysia, and Thailand. Other globally recognized and widely endorsed measures of social return on investment include the Global Impact Investing Network (developed by the Rockefeller Foundation) and the Portfolio Data Management System (spearheaded by the Acumen Fund, with support from Google, Pricewaterhouse Coopers, and Salesforce.com). Furthermore, the first Triple Bottom Line Investing (TBLI) conference takes place twice each year, during May in Asia and during November in Europe. Most participants are investors who seek to place value on a company’s environmental, social, and governance practices; in recent years, they have also begun looking at the investment potential of social enterprises (Entrepreneurs, 2008). These phenomena clearly demonstrated that investors are more concerned about the social
impact and are interested in investing in organizations who consider “doing good” as a criteria and priority for the organization’s long-term development.

1.1.2 Regional/Asian Context

Social entrepreneurship is becoming established as a vocation and is increasingly becoming more mainstream, like in Asia, Africa, and Latin America, too (David Bornstein, 2007). In Asia, developing countries originate the most striking social enterprise and use this new business model to address human needs (Seelos & Mair, 2005). Grameen Phone in Bangladesh has a partnership with Telenor to offer the cellphone market with low-cost mobile phones for the poor. Its astounding success in Bangladesh with the significant growth driver in portfolio of business of Telenor (Santos, 2001). Moreover, recent surveys indicate that young people in the region are committed to social impact and are seeking ways to find greater meaning in their work. The 2009 Silatech Index, developed in partnership with Gallup, shows that over 70 % of young people surveyed in Bahrain, Iraq, Qatar, Syria, and the United Arab Emirates believe that entrepreneurs help create jobs. Yet 72% of Palestinian youth and 65 percent of Yemeni youth agree with the statement “Entrepreneurs think only about their own wallets.” With this study cited, many of the region’s youth, it seems, are yearning for business innovation that has more than personal profit in mind.

1.1.3 National Context

The seeds for social entrepreneurship can be sowed in several contexts: an existing informal community group or network, a nonprofit organization, a profit-driven company, or a government office. In Thailand, the social enterprise terms have been widespread through the supporting and subsidizing by Thailand Social Enterprise Office (TSEO) which established in 2009. Their objectives are to stimulate, to support, to network, and to collaborate for the sake of developing the new social enterprises in Thailand. Mongkol, K., former Vice President of TSEO, said that TSEO has 4 core missions to strengthen Thai’s social enterprise as follow:

- To create the awareness and learning of social enterprise in Thailand.
- To develop the model and competency of social enterprise in Thailand.
• To develop and expand the loan, and capitals for Thai’s social enterprise and coordinate with the experts for increasing Thai’s social enterprise’s efficiency.

• To encourage the government to support social enterprise policy and regulations (Magazine, 2012).

Krissada Rungruengariya, the deputy manager of Thai Health Promotion Foundation, said that although social enterprise is a new term for global development, for Thailand, there are many organizations which have been operating like social enterprises for over 10 years. Even though they have not been called social enterprise, the way they do business as shown in their applied business models fit properly with the social enterprise concepts. Hence, these organizations could serve as the prototype for Thai society to study and learn how to benefit from the social enterprise concepts in Thai context (Magazine, 2012). From the SE Catalog published by TSEO, it is estimated that there are about 200 – 300 social enterprises established in Thailand. Table 1.1 provides examples of social enterprises in Thailand.
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<tr>
<td>8.) RUEM-MIT 2011</td>
<td>Garbage bank</td>
<td>Recycle for environment/Stimulate money savings</td>
</tr>
<tr>
<td>9.) AKHA AMA</td>
<td>Coffee roast/Shop</td>
<td>Buying coffee from poor with Fair price</td>
</tr>
<tr>
<td>10.) CABBAGES &amp; CONDOMS</td>
<td>Restaurants/Souvenir</td>
<td>Stimulate people to use condoms through restaurant</td>
</tr>
<tr>
<td>11.) UDOMCHAI FARM</td>
<td>Organics Egg</td>
<td>Feed happy chicken/Support organic feeding</td>
</tr>
<tr>
<td>12.) FRIEND’S CAFÉ</td>
<td>Handicap bakery/Craft</td>
<td>Handicap career training/increasing revenue for poor</td>
</tr>
<tr>
<td>13.) THAI HANDI CLUB</td>
<td>Courses for deaf people</td>
<td>Career training/increasing revenue for deaf</td>
</tr>
<tr>
<td>14.) BIKE-XENGER</td>
<td>Bike messenger/delivery</td>
<td>Reduce the gas consumption/friendly earth delivery</td>
</tr>
<tr>
<td>15.) BE MAGAZINE</td>
<td>Social Magazine/Media</td>
<td>Career for poor/Decreasing un-employment</td>
</tr>
<tr>
<td>16.) MA-KAM-POM DRAMA</td>
<td>Social performance</td>
<td>Message the social problem to Thai society through performance</td>
</tr>
<tr>
<td>17.) BEGIN AGENCY</td>
<td>Creative Media for social</td>
<td>Reasonable cost of media for foundation &amp; SE</td>
</tr>
<tr>
<td>18.) PA-YAI CREATION</td>
<td>TV broadcast</td>
<td>Positive message/social concern TV programs</td>
</tr>
<tr>
<td>19.) SUEN-GNUEN-MEM-A</td>
<td>Publishing/Shop/Fair</td>
<td>Social concern publishing/events/training</td>
</tr>
<tr>
<td>20.) SARAKADEE</td>
<td>Magazine/Pocket Books</td>
<td>Social/environment concerning magazine</td>
</tr>
<tr>
<td>21.) THAMMASAPA</td>
<td>Thamma Publishing/Books</td>
<td>Thamma Media/event/books for Thai society</td>
</tr>
<tr>
<td>22.) BIKE AND TRAVEL</td>
<td>Bicycle tour/Selling Bike</td>
<td>Earth-friendly travel</td>
</tr>
<tr>
<td>23.) THA-KAN-THONG HOMESTAY</td>
<td>Homestay/Agricultural tour</td>
<td>Sufficiency economy/stimulate social spirit</td>
</tr>
<tr>
<td>24.) BAN-DONG HOMESTAY</td>
<td>Homestay/Cultural tour</td>
<td>Organic learning life/Cultural spirit</td>
</tr>
<tr>
<td>25.) CHUMPHORN CABANA</td>
<td>Hotel &amp; Resort/Eco-tourism</td>
<td>Self-sufficiency/Support employee to raise do organic and plant vegetables for extra income</td>
</tr>
<tr>
<td>26.) OPEN DREAM</td>
<td>Website development</td>
<td>Website development for NGO/SE/Government</td>
</tr>
<tr>
<td>27.) FIGHT FOR KIDS</td>
<td>Food stall for new mom</td>
<td>Career for a new mom who has a baby</td>
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</table>
The growth of social enterprises worldwide has initiated innovative and sustainable solutions for a variety of economic, environmental and human development challenges. This social approach has been seen as a new way to add more “social value” for existing organizations and to generate more meaningful workplaces for young people who seek greater purpose in their work. Furthermore, social enterprise can offer soft power through its unique approach. The uniqueness of social enterprise is its ability in partnering with other sectors, and leveraging ability in their capabilities and enabling solutions. The concept of social enterprise could open up opportunities for resource-starved organizations. In this study, the researcher attempts to implement organizational development intervention to a case study of Trendy Village, a business-oriented organization which is facing business challenges as a result of developing its organizational structure and processes to become a start-up social enterprise. The section below is the overview situation of target organization of this study.

1.2 The Focal System – The Organization Situation

This is an overview of Trendy Village,* which is target organization to implemented ODI. This illustrated situation will help specify situational problems and opportunities to implementing the process of change.

1.2.1 General Information & Background

Trendy Village (TV) is a retail rental space located at Siam Square that is positioned as the “Modern Fashion Street of Bangkok”. The target customers are teenagers. The project space is divided into 100 small retail units with 2.4 square meters (1.2 x 2 meters). Originally, it was operated by ABC Company in the name of “Trendy Village” from August, 2012 to March, 2013. Since April 2013, the name of the retail space was changed to “BEST WALK” after another management company, BEGIN, a social agency, who was supported by UNLTD (Thailand), looked after the space management and turned it into a space for creative activities.

*Due to privacy issues, the names concerning this project are disguised.
Previously, during ABC’s management period, the rental fee for Trendy Village was 12,000 Baht per month. The floor plan of TV was shown in Figure 1.1

![Figure 1.1: Trendy Village Floor Plan](image)

From Figure 1.1, TV is located in the midst of a shopping area and is surrounded by famous places. Siam Paragon Shopping Mall is located at the front. Siam Kij Education Building is located at back, Novotel Hotel located at the left, and Coca Suki and Anglee-Do-Nang Road located at the right side. Customers could walk through the space from four directions to go inside the Siam Square area. Regarding their positioning, the vendors who rent the space are most likely to be small fashion vendors; they would sell items such as shoes, shirts, handmade stuff, accessories, and drinking & snacks.

1.2.2 Situational Problems

From the start, Trendy Village’s rental ratio was less than 30% (less than 30 vendors). This situation results from the plummeting revenues of the vendors and therefore, causing them to be unhappy with the TV’s management. Table 1.2 shows the number of vendors and the estimated number of walk-in customers for TV during August, 2012 – March, 2013.

| Table 1.2: Rental Space Ratio and Estimated No. of Walk-in Customers/Month |
|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|
|                            | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar |
| No. of Vendors             | 90  | 93  | 85  | 72  | 60  | 48  | 35  | 25  |
| Walk-in Customers          | 12,000 | 12,000 | 9,000 | 9,000 | 6,000 | 3,000 | 2,100 | 1,500 |
Figure 1.2 attempts to illustrate the TV organization chart to clarify their organizational working process among the executive owner, Trendy Village's team members, and vendors. TV's management involves hiring a team of five persons with no specific job titles and job descriptions. The organizational structure was not presented clearly. The owner had no experience and lacked the understanding of how to operate the rental space. Without vision and mission, no one in the team knew what to do nor did they know what to achieve without direct supervision. There have been tremendous growth of rental spaces in Siam Square—ranging from shopping malls to discount stores. There is a fast-moving trend in the eat-shop-play concept, consumer's changing habits and so on. TV, a small shopping arcade situated amid Siam Square was facing high competition more than before.

![Organization Chart of Trendy Village](image)

**Figure 1.2: Organization Chart of Trendy Village**

### 1.2.3 Situational Assessment

In order to understand the current situation of TV, there had to be an assessment of internal and external factors that affect their situation. Doing so will help identify potential changes and effective means of development for this organization.

- **Internal Situational Assessment**

  ABC Company is a small company registered to develop a small real-estate business such as small market or rental space. The owner had no experience in this
business and lacked the understanding of how to operate rental spaces. TV was run without having an established, clear structure for team members and vendors. The operational process was confusing. Even the TV was located in the heart of Bangkok, but the location of TV is not interesting enough to attract customers and visitors to come in. Furthermore, they had no marketing activities as promised. This caused dissatisfaction to vendors and results in the decline of morale in both, the team members and vendors. Without a clear, singular vision and mission, team members do not know exactly what the company wants to achieve. In addition, without clear workflow, team members work daily with no idea as to what they have to do and therefore, they confusingly cooperate between team members and vendors. Vendors also could not easily provide feedback because they have no feedback channel among executive, team members, and vendors. This situation results to team members and vendors having low satisfaction and a decline in morale.

- **External Situational Assessment**

According to the growth of the rental space industry, they have many categories of shopping areas for the customers, such as community mall, complex mall, department stores, discount stores, market, and so on. The small space rental business, like that of a flea market, weekend market, or a street market is quite unique and it is the one which suitably serves small retail vendors who have a limited budget and are looking for the opportunities for starting their own business. In order to survive, most vendors need to consider the space which are crowded with people and have a considerable amount of traffic. Therefore, “how to make a difference” regarding their location positioning is necessary to consider. TV needs to understand their target customers and actively respond to the market’s need.

**1.2.4 SWOT Analysis**

Trendy Village uses SWOT analysis as the measurement means to find out the root causes of problems and help to understand the current situation. The main purpose of the analysis is to identify the potential changes and to decide what needs to be implemented via tools of intervention for the organization’s development. The plan for change would be identified step-by-step after the SWOT analysis determines the factors that affect the organization. The researcher set the meeting to discussing TV’s
situation and all respondents (executive, team members, and vendors) participated in the meeting. The meeting place used the space located in the middle of TV. The researcher guided all respondents to discuss the strengths, weaknesses, opportunities, and risks of the project. All the ideas were noted by the researcher and one week later, the researcher come back with the presentation to show them the SWOT of the TV. All respondents agreed with the analysis report and they are willing to participate in ODI process. Table 1.3 below exhibits the summary of SWOT analysis of TV.

Table 1.3: SWOT Analysis of Trendy Village

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
</tr>
</thead>
</table>
| 1. Located in a prime area of Bangkok  
2. Cheaper rental fee | 1. Lack of vision & mission & goal– unclear direction & goals  
2. Lack of effective internal communication – low participation/satisfaction/morale/enthusiasm/awareness  
3. Lack of identified roles and responsibilities – no job description/title resulting to job confusion between team members and vendors  
4. Lack of attractive cultural artifacts – no cultural identities/un-friendly atmosphere resulting to low satisfaction & low morale  
5. No working process – resulting in duplicated assignments & low satisfaction  
6. Lack of external communication – resulting in low awareness |

<table>
<thead>
<tr>
<th>Opportunities</th>
<th>Threats</th>
</tr>
</thead>
</table>
| 1. Trending desire for new hangout/ recreation places  
2. Social trend & CSR  
3. Wider opportunities in using new media | 1. Highly competitive situation & new entrants |

Strengths:

Located in the prime area of Bangkok - TV is located in the prime area of Bangkok, Siam Square, which is regarded as the best location for shopping. All public transportations such as BTS, MRT, and public buses pass through this location.
**Cheaper rental fee** – Regarding the Siam Square location, it was the most well-known shopping area in Thailand. With high-praising recommendations from many magazines, most fashionable and trendy brands attempt to occupy the space in Siam Square. This, therefore, is why vendors recognize this space as desirable. This is why Siam Square is in high demand. TV is the last zone in Siam Square which offers a cheaper rental fee compared to other rental spaces.

**Weaknesses:**

**Lack of vision & mission & goals** – The executive owner has never communicated what the organization want to achieve. No written documents specify the organization's vision and mission. The executive did not express what the organization, as a whole, wants to achieve within the next three to five years. He does not have a clear business plan nor a clear action plan. This results in his team members working doubtfully and vendors feeling uncomfortable.

**Lack of effective internal communication** – TV has never set meeting. They have no chance to discuss problems occurring in TV. They do, however, occasionally talked issues face-to-face. Means of communication such as telephone, email, memos, and bulletin board have not been used to inform vendors and team members of any information, or activities. Both team members and vendors have no chance to share their feelings and there is no feedback channel to executive. Vendors are therefore, dissatisfied with the lack of protocol. Without an organizational chart, they have worked confusingly and duplicated assignments frequently happen. These circumstances could not stimulate them to participate and also results to the decline of morale. Because of the ineffective, unstable internal communication, TV does not seem to exhibit forward movement. These situations create a boring and unenthusiastic atmosphere resulting to both team members and vendors’ waning levels of energy.

**Lack of identified roles and responsibilities** – TV does not have a clear organizational structure and process. Five members of the team have worked with the same roles. Due to the absence of an organizational chart and workflow, the executive neglects to assign clear responsibilities to his team members. The executive does not
assign job descriptions nor work titles to identify who responsible for what, when, and how. Team members work confusingly and vendors have no ideas who they have to contact for what.

**Lack of attractive cultural artifacts** – TV does not use distinct visual signs, decorating items, or furnishing to communicate what they stand for. Moreover, the space was not considered to be attractive, which results in a low number of visitors, and therefore, a limited number of customers. Mood and tone of overall space seemed dark and dim which created an un-friendly atmosphere. Temperature is high and not comfortable for customers to shopping. These end results to decreasing in morale and dissatisfied both team members and vendors.

**No working process** – TV does not use an organizational chart and therefore, does not outline an effective working process. The operational documents were not procured, provided, or prepared by team members. Team members who have no experiences with operational management hinder the foundational structure and therefore, results in many confusing tensions between team members and vendors. Many jobs done were repeated, which results in a waste of time and effort. Finally, team members and vendors feel unsatisfied with each other.

**Lack of external communication** – TV has the issue of only receiving a few customers who visit the space. The executive has no plan to implement any means of communication and also team members have no ideas as to how to market activities resulting in a limited extent of public awareness.

**Opportunities:**

**The trending desire for new hangout/recreation places** – Many community malls are emerging and attempting to offer new concepts to Thai society. They attempt to offer “unique concepts” for attracting crowds of people. “Ploen-Wan” (one of Hua-hin attraction) and “Talad-Nad Rod Fai” (Train Market – one of chic places for antiques lover) are a few examples of successful ideas turned into reality. These examples portray how even a small place could be a rising star if they have attractive
ideas. TV could keep an eye to these places as role models and learn to change the means through which they target customers.

Social trend & CSR – In order to positively respond to the world crisis as discussed in the first chapter, we could see that many organizations express their social responsibilities through a variety of social activities such as charity projects, money donations, co-working and partnership with NGOs. Not just the high profile organization who are implementing CSR, but also Thai stars (actors and actress) have demonstrated an awareness of their social responsibilities by participating in social projects. These social trends could develop a good reputation for all participants and can harmonize with Thai culture. If TV could develop further by using social outreach initiatives directed to youth and other target customers, TV probably make a difference in customers’ mindsets to draw a better flow of customers and to create a new unique space for Thai society.

Wider opportunities in using new media – Due to limited resources of TV, they have to consider the use of effective communication media with low cost spending. Wider opportunities for using modern media like making YouTube and Facebook accounts is a strategic means to create connections with customers if the organization has a limited budget. TV should radically consider this trend of implementing social media and learn to use this medium effectively.

Threats:

Highly competitive situation & new entrants – TV positioned themselves in a highly competitive market. Many rental space developers have a huge investment in space developing, marketing, and advertising. TV needs to find a different, unique concept to offer to the market and to pull the customers with their message that sets them apart. Furthermore, there are many newcomers, turnovers and investors who see it as a fast way to make a fortune. Newcomers consider the rental business great for making an immediate profit as well as gaining long-term revenue.

From above SWOT analysis, Table 1.4 categorized the weakness of the organization in which impact on each respondent of the TV. This could help the researcher implement ODI more properly.
<table>
<thead>
<tr>
<th>Weakness</th>
<th>President</th>
<th>Team</th>
<th>Vendors</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lack of vision &amp; mission &amp; goals</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Lack of effective internal communication</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Lack of identified roles/responsibilities</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Lack of attractive cultural artifacts</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Lack of working process</td>
<td></td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Lack of external communication</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
</tbody>
</table>

1.3 The Need for Action Research

TV required many more resources, time, and energy to implement the needed changes to be more competitive in the retail market. However, it was in a critical and urgent resource-starved situation. Therefore, to provide solutions, the researcher and respondents discussed the benefit of social enterprise which provide possibilities of generating positive resources from social partners in hopes of minimizing the cost of its implementation. Therefore, this study aims to apply a social enterprise ODI approach in developing organizational structure and processes for TV to become a start-up social enterprise.

1.4 Research Objectives

1. To assess the current situation of TV in terms of organizational structure and organizational process.
2. To design and implement social enterprise ODI approach that impact organizational structure and organizational process of TV.
3. To determine the difference between Pre and Post ODI on organizational structure and organizational process of TV.
4. To determine the initial impact of social enterprise ODI approach on organizational structure and organizational process of TV.

1.5 Statement of the Research Problem

The intention of this study is to attempt the implementation of social enterprise ODI approach for making a change into the target organization. With the limited resource on hand, they need to consider the most appropriate tools which will be
useful for creating a better situation. To gain support from social partners, the researcher proposes to change the business model from that of a business-oriented organization to that of a social-oriented organization which applies ideas from social enterprise. This shift could be a win-win situation for both the target organization itself and also for the social partners who provide and invest resources during the shift in management. With the goal to shifting the model of business, it is necessary for the organization to basically consider a reshaping of their organization structure and also the process to support the social enterprise. This change could be visible evidence for the social partners who will share resource with the target organization.

1.6 Research Questions
1. What is the current situation of TV in terms of organizational structure and organizational process?
2. What are the appropriate social enterprise ODI approach to strengthen organizational structure and organizational process of target organization?
3. What is the difference in organizational structure and organizational process of target organization before and after ODI?
4. What is the initial impact of social enterprise ODI approach on organizational structure and organizational process?

1.7 Research Hypothesis
Ho1: There is no significant difference between Pre and Post social enterprise ODI approach on organizational structure and organizational process.
Ha1: There is a significant difference between Pre and Post social enterprise ODI approach on organizational structure and organizational process.
Ho2: Social enterprise ODI approach has no initial impact on organizational structure and organizational process.
Ha2: Social enterprise ODI approach has an initial impact on organizational structure and organizational process.

1.8 Scope and Limitations of the Study
This action research collectively involves one executive, five employees of target organization, and twenty five vendors who rent the space from TV as target
respondents. Totally, thirty one people are target respondents of this research. These target respondents were pre-tested about organizational structure and organizational process which result in direction and goals, role and responsibilities, participation, satisfaction, awareness, morale, and enthusiasm of target respondents before and after ODI process through questionnaires (for team members and vendors) and in-depth interview (for executive). The key constraints to this study can be summarized as follows:

1. **Limited Budget Support:** As mentioned above, ABC Company is regarded as a small company, they have a limited budget to manage the TV project. All the activities and interventions would be carefully considered. In this action research, many ODI activities will be implemented by social partners for achieving implementation plan.

2. **Emotional mind-set of team members and vendors:** During the implementing period, it is difficult to discuss the change within the team members and vendors because feelings are difficult to measure; they are unquantifiable. However, after a few meetings and discussing the situation together, they will have more positive feeling and willing to implementing ODI activities.

3. **Rental space regulations:** ABC Company rents TV’s space from Chulalongkorn University which has strict regulations for using the space. During the period of action research, most activities for renovating needs to be reported to Chulalongkorn University. A document stating the terms of renovation is required before implementing a change. This results to a delay in the renovation and progress of some ODI activities.

4. **Difference of Frame of Reference in Social and Business Disciplines:** This study attempts to apply social enterprise approach into ODI which emphasizes social impact and goals. Certainly, the executive, members, and vendors are unquestionably business persons who looking for the highest return and profit. This could give rise to complicated situations when trying to educate them to understand and fully acknowledge the ideas of social enterprise. Nevertheless, the researcher
communicates positive impacts of social enterprise in which lastly, they could perceive the value of social enterprise and accept the implementation of ODI.

1.9 Significance of the Study

To company: This social enterprise ODI approach’s goal is to improve organizational structures and organizational processes of target organizations which will be implemented through the ODI tools by integrating the social enterprise approach. This will contribute to the short term benefit; gaining support from social partners and make a better situation, and long term benefit; profit and sales of target organization.

To the team members: This social enterprise, the ODI approach could strengthen the team members’ attitudes and skills to perform their tasks better. All implementation could teach them what they have to consider and how important it is that they do their job more effectively through clear organizational process and organizational structure. Furthermore, social enterprise is expected to give them a sense of doing meaningful work.

To the vendors: This study could open up the possibilities between team members and vendors and also generate a positive collaboration. With the strong organizational structure and organizational process, the overall performance of TV could be increased through their mutual participation and enthusiasm.

To Researcher: This study could enhance the researcher’s OD perspectives and skills. Most of the time, spending for OD implementation would make the researcher strongly confident in OD knowledge, skills, and attitude, which may result in the next OD implementation for other companies.
1.10 Definition of Terms

Below are the lists of operational definitions of key terms or concepts were used in this study.

**Awareness** is the knowledge of the executive, team members, and vendors about Trendy Village.

**Cultural Artifacts** refer to architecture, and decor which were renovated for creating social value within Trendy Village.

**Direction and Goal** is a clear picture of what the organization wants to achieve.

**Enthusiasm** is the strong feeling of executive, team members, and vendors which is supportive, and empowered through the meaningful environment, and activities.

**External Communication** is the sharing messages through produced media. The goal is to help create public awareness for Trendy Village.

**Internal Communication** is the sharing of information within an organization for creating participation, satisfaction, awareness, and morale of executive, team members, and vendors. Internal communication within TV can take place via horizontal communication: Facebook and meeting; downward communication: face-to-face, telephone, email, memos, and bulletin board, and upward communication: suggestion box.

**Job Description** is a written statement of a specific job of individuals.

**Job Title** is a name that describes the position hold by a member and describe the level of the job and demonstrate some job responsibilities.

**Mission** is a clear sentence which describes a significant organization’s activities which is linked to achieving the vision of the organization, written in short, and defines what an organization is, why it exists, and show its reason for doing.

**Morale** is the disposition of an individual who works for the organization, characterized by confidence, happiness, or loyalty to the organization.

**Organizational Structure** refers to designing of vision and mission of organization and focused on divided organization into parts by clarified role and responsibilities of team members and vendors in order to achieve the new vision, mission, and goals of organization.

**Organizational Process** refers to designing the workflow (organizational chart) of organization including designing communication process for creating participation,
satisfaction, awareness, morale, and enthusiasm of executive, team members, and vendors.

**Participation** is a co-operation, open-communication, and involvement among executive, team members, and vendors for effectiveness of operation of TV.

**Project** refers to the organization which is Trendy Village.

**Role and Responsibilities** is the duty assigned to executive, team members, and vendors to perform and complete their task.

**Satisfaction** is a positive feeling of being happy to work and stay in TV.

**Social Enterprise** is a social-oriented organization that applies the business strategies, and skill to improving the organization’s performance in terms of human, and environmental well-being rather than maximizing the profits. It may take the form of co-operative, mutual organization, or a charity organization.

**Social Enterprise ODI Approach** is a set of planned change interventions designed by integrating social enterprise into the interventions to improve the organization’s situation.

**Social Value** is a value and attitude of members in which members using it assessing their daily jobs, arranging their priorities, measuring their performance of courses of action. It provides the general guidelines for behavior of members to do their jobs by aware more on social responsibilities.

**Team** is five people who work for on TV’s operations

**Vendors** are customers who rent a space for selling goods or services. In this study, they are the clients who rent the space in TV.

**Vision** is an aspiration picture of what an organization wants to achieve in the long term. It gives guidelines of what the members should concentrate on. It details future courses of action.

**Workflow** refers to work procedure in which specified duties of individual in organizational chart of TV.
CHAPTER 2:
REVIEW OF LITERATURE AND CONCEPTUAL RESEARCH FRAMEWORK

2.1 Review of Literature & Related Studies

This chapter presents an overview of literature, and previous work related on the research topic that provide the necessary background for the purpose of this research. This chapter aims to explain the concept definition for the major constructs as well as the relevant literature as shown below:

2.1.1 Organizational Development
2.1.2 Social Enterprise
2.1.3 Organizational Structure
   2.1.3.1 Direction and goal: vision and mission
   2.1.3.2 Role and responsibilities: job title and job description
2.1.4 Organizational Process
   2.1.4.1 Participation
   2.1.4.2 Satisfaction
   2.1.4.3 Morale
   2.1.4.4 Enthusiasm
   2.1.4.5 Awareness
2.1.5 Organizational Theory
   2.1.6 Organizational Communication
   2.1.7 Model of Organizational Change
   2.1.8 Change Management
   2.1.9 Related Empirical Studies

2.1.1 Organizational Development

Organizational development is a set of planned change techniques or interventions designed to improve organizational effectiveness and employees' well-being (Balzac, 2011). The concept helps organizations in handling the turbulent environment, both internally and externally. All planned implementation for change enhances organizational strategies, structure, and processes for improving an overall
organization’s effectiveness. All the OD’s techniques attempt to produce some kind of change in individual employees, workgroups, or the entire organization (Fred, 2010). Organizational development is an effort that is (1) planned (2) at organizational level and (3) start from the top of organizational hierarchy in order to (4) enhance the organizational effectiveness through (5) planned interventions in organizational processes, using knowledge of behavioral sciences. The process of planned change manifests in three stages: 1) unfreezing: refers to minimizing the forces that maintain the system’s behavior at the current level 2) proper change: refers to the development of new behaviors, values and attitudes through the change of organizational structures and processes and 3) refreezing: refers to stabilizing the new stage the organization is in, to reinforce the newly introduced elements; it can be accomplished via organizational culture, norms, policies and structures (Ciprian & Marius, 2000). Organizational development values mutual trust and confidence, honesty and open communication, sensitivity and feeling and emotions of others, shared goals, and a commitment to addressing and resolving conflict within organization (Buchanan and Huczynski, 1997). The goals of organizational development are (1) improving ties and compatibility between organizational structure, processes, strategy, individual, and culture; (2) developing innovative and creative organization solutions; and (3) developing organizational ability to self-renew.

Organization as a System

System is “a total of elements that are interacting” within organization (Wendell & Bell, 1999). An organization is an open system that exchanges information and resources with their environments. It cannot entirely control their behavior and are influenced by external forces (Cummings & Worley, 2005). Systems theory can be applied to four organizational processes. Firstly, productive processes are concerned with input-throughout-output mechanism which produces goods and services. Secondly, energizing processes to enhance healthy living which is characterized as semi-permeable boundary. Sometimes, these processes need to be strictly focused in order to achieve mission while loose enough to allow exchanging ideas for greater adaptability. Thirdly, enabling processes for control and measure of the relationship among subsidiary parts (individual, groups, and departments). Finally,
developing processes in which its system provides differentiation of subsidiary parts leads to organizational integration. (Corlett & Pearson, 2003)

2.1.2 Social Enterprise

2.1.2.1 Social Enterprise Associated with Community

Currently, there is no commonly accepted definition of "social enterprise" (Brozek). The term of social enterprise first developed in 1970s to define the business activities of nonprofit organizations which were stated as a way to create job opportunities for disadvantaged people (Alter, 2002). In 1900, Sir Titus Salt of Saltaire and Robert Owen (philanthropic business owners) established a concern for the welfare of employees by improving their working, education, and cultural lives. This may involve community enterprises, education systems, churches, charities, not-for-profit sector and voluntary organizations have started to associated with social enterprises (Shaw, 2004). Social enterprise, rather than relying solely on experts and professionals as a resource, look for involvement of community members in the provision of care, capacity building and economic development activities (Botsman, 2001). The term of social enterprise can be seen as strategic mechanism that draws attention to the productivity of the 'social' field. It widens the concepts conventionally associated with the business sector to allow recognition of the creativity and entrepreneurship of many organizations within the social services sector. (Gray, et al., 2003).

Social enterprise definitions are an integration of two concepts of entrepreneurship and social (Mair & Marti, 2006; Martin & Osberg, 2007). Most explanations of social enterprises emphasize the innovative character of the initiative (Sarah, Brown, & Letts). Social enterprises have been described as, "those people who bring to social problems the same enterprise and imagination that business capitalist bring to wealth creation" (Blair, 1997). Korosec and Berman (2006) view social enterprises as "individuals or private organizations that take the scheme to discover and address important social problems in their communities" and developing new programs, specific activities such as raising awareness, identifying resources, coordinating actions with other organizations which operating consistent with modern management strategies (Korosec & Berman, 2006). Normally, social enterprises
would be certified in their local contexts with their innovative solutions before they get replicated in other places and finally, can be spun in new global industries with their innovations (Zahra, Rawhouser, Bhawe, Neubaum, & Hayton, 2008). Furthermore, social enterprise was highly expected to creating new industries, validating new business models, and effectively allocating resources to neglected societal problems.

2.1.2.2 Social Enterprise as Dual Purpose Organization

Social enterprises address a dual purpose in their mission both the economic and social solutions and as the creation of both for-profit and not-for-profit which meet a social demand (Simms & Robinson), has an “embedded social purpose” entrepreneurial activity (Austin, Stevenson, & Wei-Skillern, 2006), pursuit of social profit, rather than business profit which need a combination of opportunism, optimism and resourcefulness of business entrepreneurs (D. Bornstein, 2004). They propose their products and services directly to confront social needs rather than indirectly through corporate social responsibilities (Entrepreneurs, 2008). Their activities could provide employment or services where the private or public organizations cannot meet. They could also improve the public service, and sometimes contribute to a stronger economy.

2.1.2.3 Social Enterprise as Social-Mission Organization

Social enterprises, non-profit agencies, develop new ventures to maximize their mission-related performance to improve operational efficiency (Zappala, 2001). Most of their activities attempt to offer the services to disadvantaged segments, such as poor people, long-term unemployed or disabled groups (Seelos et al., 2005). They have several social activities, including community business development, supporting service initiatives, joint partnerships with company who has social responsibility programs (Reis, 1999). Professor J. Gregory Dees have defined the larger meaning of social entrepreneurship as “an organization that adopts a mission to create and sustain the social value, not just the private value; they recognize and pursue new opportunities to serve that mission; they engage in a procedure of continuous innovation, adaptation and learning; they act bravely without being limited by resources currently in hand; and they demonstrate a sensitive sense of accountability
to the constituencies served and for the outcomes created.” (Entrepreneurs, 2008). Social enterprise is the only one kind of organization that uses a business method to achieve primary social or environmental mission goals and principally re-invested into their business or in the community rather than shareholders or owners (DTI, 2004).

2.1.2.4 Social Enterprise as Innovation and Social Change Organization

Social enterprises are agents of change in the social sector (J. G. Dees, 2001) that have a strong driven, and use creative thought to exploit new opportunities by never give up to make the better world (Drayton, Brown, & Hillhouse, 2006), and always initiate social innovation and change (Drucker, 1999). Their objective bottom line is “social value creation” through their new ideas, products and services, methodologies and attitudes changing. (Schwab, 2006). With their innovative development solutions, it inspires young people who are socially engaged to act ultimately aiming for the promotion of humanity dignity and greater social equity, and are dedicated to change the systems and patterns of society (Ashoka, 2000). They pay attention to tackling major social issues for wide-scale change by looking for what is not working and solve the problem, spread the solution, and persuade the entire society to take new risks (Ashoka, 2012). They produce small changes in the short term through their innovative initiatives and it reverberates through the existing systems to catalyze large changes in the longer term (Sarah, et al.). Examples of innovations for social change which social enterprise develop are as micro-credit bank, local employment co-operatives, community farms and cafes, high-end restaurant, and Laundromats (Mawson, 2001) and more types of social innovations involves cross-sector partnerships among communities, NGO, business, and private government (AFFAIRS, 2000).

2.1.2.5 Characteristics & Elements of Social Enterprise

The social entrepreneur is often regarded as possessing a unique set of characteristics. Ashoka claims that it is looking “for the Andrew Carnegies, Henry Fords, and Steve Job of the citizen sector” and social enterprises are the person who has combination of Richard Branson and Mother Teresa’s characteristics (Schwab, 2009). Different elements of the phenomenon social enterprises, such as “pattern-
breaking”, “systemic” or “permanent” social change; entrepreneurial innovation; or financial sustainability were proposed by many papers. Mission, resource mobilization, market failure, and performance are four key components used to differentiate between social and business organization (Austin, et al., 2006). Social enterprise has an explicitly social-mission at its center and they view social value creation as the means. In contrast, businesses view wealth as a way of measuring value creation (J. G. Dees, 2001). Another point of social enterprise characteristic is the way they stimulate empowerment of actors outside the organizational boundaries, beneficiaries, users, or partners to tackle the social problems. They seek sustainable solutions by making potential stakeholders an integral part of the solution and use mutual resources, including their competencies (Santos, 2001). Dees (2005) proposed 5 characteristics of social enterprise which included social missions that adopt relentless pursuits of new opportunities, engagements in developing continuous innovations, adaptation, and learning, acting without limited resources currently in hand, and a demonstration of heightened accountability to constituencies served for the outcomes created (G. Dees, 2005). The report of “Social Entrepreneurship in the Middle East: Toward sustainable development for the next generation” presented 4 central principles of social enterprise including achievement of positive social impact, non-conventional thinking, use of sustainable methods, and innovation that can be “scaled up” beyond the local context.

In Table 2.1, identifies the core characteristics of social enterprises which presented by Network, C. A.

Table 2.1: Characteristics of Social Enterprises

<table>
<thead>
<tr>
<th>Characteristics of social enterprises</th>
<th>Social aims</th>
<th>Social ownership</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enterprise orientation</td>
<td>They have explicit social aims such as job creation, training or the provision of local services. They have strong social values and mission, including a commitment to local capacity building. They are accountable to their members and the wider community for their social, environmental and economic impact.</td>
<td>They are autonomous organisations often with governance and ownership structures, based on participation by clients, users, local community groups or tenants. Profits are distributed to stakeholders or for the benefit of the community.</td>
</tr>
</tbody>
</table>
Chertok, Hamaoui, and Jamison proposed that all organizations fall along a continuum from social to financial returns of investment (as shown in Figure 2.1). To effectively perform, they need to use blended values as a key component to pursuing their social mission (Chertok, Hamaoui, & Jamison, 2008).

![Figure 2.1: Spectrum of Social and Financial Return (Chertok, Hamaoui, & Jamison, 2008)](image)

Table 2.2 demonstrates a comparison of the values behind business, social work and social enterprise. While economic concerns are vital for business and social well-being, it is not normally seen as a major motivation. Some strongly believe that global capitalism is leading to the death of environment and the rise in importance of multinational organization. This trend results in the replacement of national governments’ jobs in setting social agendas and providing social services (Gray, et al., 2003).

**Table 2.2: Comparison of the values underpinning Business, Social Work and Social Enterprise**

<table>
<thead>
<tr>
<th>Context</th>
<th>Business</th>
<th>Social Work</th>
<th>Social enterprise</th>
</tr>
</thead>
<tbody>
<tr>
<td>Main Values</td>
<td>Economic concerns are paramount</td>
<td>Protection of human interests</td>
<td>Interoperability of economic and social concerns</td>
</tr>
<tr>
<td></td>
<td>Efficiency, effectiveness; outcomes, productivity, and profitability predominates</td>
<td>Service provision</td>
<td>Balancing economic and social interests or goals</td>
</tr>
<tr>
<td></td>
<td>Accountability to customers and/or shareholders</td>
<td>Loyalty to employing organization</td>
<td>Local community or consumer participation</td>
</tr>
<tr>
<td></td>
<td>Recognition of the power of the consumer</td>
<td>Accountability</td>
<td>Partnership</td>
</tr>
<tr>
<td></td>
<td>Donor or charity approach to social contributions</td>
<td>Community participation</td>
<td>Promotion of social cohesion and inclusion</td>
</tr>
<tr>
<td></td>
<td>Operate &quot;outside the box&quot;</td>
<td>Social inclusion</td>
<td>Diversity, innovation and creativity</td>
</tr>
<tr>
<td></td>
<td>Bound by varying degree of bureaucratic procedure and regulation</td>
<td>Social justice</td>
<td>Opportunity and resourcefulness</td>
</tr>
<tr>
<td>Organizational Environment</td>
<td>Government policy favors community-business partnership development</td>
<td>Economic rationalism threatening important humanitarian values and forcing agencies in which social workers work to become more competitive and business oriented and develop partnerships with different sectors (government and private)</td>
<td>Changing policy context of changes in government funding to individuals and social organizations and increasingly competitive businesslike environment of community service organizations is creating an opening for social enterprise initiatives</td>
</tr>
</tbody>
</table>
2.1.2.6 Evaluation and Measurement of Social Enterprise

The way to evaluate social enterprise is different from business enterprise. The traditional business model is usually measured by financial results, but the social business measures a double bottom line: a blend of financial and social results (Boschee & McClurg, 2003). "Social return on investment" was develop by Jed Emerson and Melinda Tuan of the Roberts Enterprise Development Foundation and Fay Twersky proposed to measure social, environmental, and economic trends (Trelstad, 2008). Social enterprise lives up to its promise in case that the outcomes of measurement show more improved economic and social circumstances for individuals and communities rather than organizational growth (Gray, et al., 2003). Furthermore, all revenues are fed back into the business instead of being returned to its shareholders or investors as profit.

Social entrepreneurship cannot succeed without social investment, or the financial resources required to achieve positive social change. Though the primary motivation for the social investor is to make a social impact, some include a minimum financial return in their definition of a social investment. In figure 2.2, the Monitor Institute defines investing for impact as “actively placing capital in businesses and funds that generate social and environmental good and at least return nominal principal to the investor”.

![Figure 2.2: Segments of Impact Investors](Monitor Institute, Investing for Social and Environmental Impact: A Design for Catalyzing an Emerging Industry (San Francisco: Monitor Institute, 2009))
However, the challenge for measuring the social returns is what “social impact” means (Trelstad, 2008). A central goal for social enterprises is the balancing of economic and social goals. Therefore, for the newcomer who tries to adapt the social enterprise model into their business, they should carefully consider solid indicators to use as measurement tools for organizational performance to enable him/her to lead a commercial-oriented organization and to become a social-oriented organization in the long term.

2.1.3 Organizational Structure

Organizational structure is the organization’s internal pattern of relationships, authority, and communication (Thompson, 1965). It is “the network of relationships and roles existing throughout the organization” (Goldhaber, 1984). Organizational structure is focused on how organization is divided into parts and how the parts are coordinated in order to achieve the organization’s goals. Organizational structure can be viewed as the way responsibility and power are allocated within the organization and how the work procedures are carried out by organizational members (Gerwin & Kolodny, 1992). The existing structure and design of an organization is the culmination of the vision of management to make the best use of resources (both human and material) to generate the most efficient (profitable) organization possible. Organizational structure is the result of managerial decisions concerning the five major attributes of the organization: the division of labor, unity of command, the bases for departmentalization, the span of control, and the delegation of authority and responsibility.

The structure of an organization is the formal system of working relationships that divide and coordinate the tasks of multiple people and groups to serve a common purpose (Hodge, 1996). Typically, the structure of an organization is represented in the form of an organizational chart and show the chain of command of organization. The chain of command is an unbroken line of authority that extends from the top of the organization to the lowest echelon and clarifies who reports to whom. It answers questions for employees such as “To whom do I go if I have a problem?” and “To whom am I responsible?” From the organizational chart, pertinent information can be extrapolated pertaining to the organization’s basic structure and mode of operation.
Basic organizational information consist of the following: division of work, type of work performed, supervisor-subordinate relationships, sub-unit groups or components, levels of management, and communication channels.

With consideration of organizational structure, in this study, the researcher will focus on two main variables: direction and goals, and roles and responsibilities.

2.1.3.1 Direction and goal: vision and mission

It is important to define organizational vision, mission, and goals before getting into the details of who does what (Viviane, 1999). Mission and vision represent long term organizational intent. They provide guidance about organization purposes, expressed in terms of what the organization as a business does (mission), with a picture of the expected impact of organizational performance (vision) (Donald & Stephanie, 2003). Vision expresses the ideal future, what life would be like in the best of possible worlds. The process of creating vision starts in the mind of the leader, usually a dream for the future of the organization which he leads (Peter & Austin, 1985). The benefits of creating a vision are that organizational members can see how they fit in an organization, conception precedes perception, and agreement of vision gives the organization more power. Also, the more specific and reasonable the vision, the greater the realization. These benefits can help members recognize barriers to making the vision a reality. Another effect is that these may reduce organizational conflicts, and may help the organization stay attuned to its environment.

Missions are much more practical than visions. The mission statement is a powerful first step in communicating legitimacy to external and internal stakeholders and creating a positive impression. Goals are specific, straightforward statements of expectations and can be relatively short-term. Additionally, organizational goals help motivate participants, especially if they help select the goals. An organizational goal is a desired state of affairs that the organization attempts to reach. Top managements have the primary responsibility of determining the organization’s goals, strategy, and design, therein adapting the organization to a changing environment. The overall goal for an organization is called the mission – the organization’s reason for existence. It
describes the organization's vision, its shared values and beliefs, and its reason for being.

2.1.3.2 Role and responsibilities: job title and job description

Each organizational member has two distinct sets of roles and responsibilities - content and process. Content roles and responsibilities are what you do; process roles and responsibilities are how you do it (Viviane, 1999). Job title is a brief description of the job which reflects the content, purpose, and scope of the job of organizational member. A job description is a written document that summarizes the major duties and responsibilities of the position's organizational member (nature, purpose, level of work). It also outlines the job specifications and prerequisites required to perform the job (knowledge, skills, abilities, behaviors required to perform the job), and working conditions. A job description is a powerful tool that is used to communicate the job expectations to the employee, to focus recruitment efforts, to set employee and organizational goals, to create training and development plans, and for classified process.

2.1.4 Organizational Process

Organizations must fit structure and processes if the strategy wants to produce positive results (Channon, 1971). W. Edwards Deming said "if you can't describe what you are doing as a process, you don't know what you are doing". A process defines "what" needs to be done and which roles are involved. A process consists of the following: roles and responsibilities of the people assigned to do the work; appropriate tools and equipment to support individuals in doing their jobs; and procedures and methods defining "how" to do the tasks and relationships between the tasks (Mike, 2007). Organizational processes are a flow of activities that must be linked together for supporting a singular organizational purpose. It builds on underlying human behaviors and communication systems. The communication process underlies common aspects of organizational behavior, ranging from management and leadership to teamwork and organizational design (Charles & Gary, 2002). Structure in an organization defines clearly the various roles and functions, whereby an organizational member's behaviors will be governed by sets of organizational processes. Personnel from all levels of the organization who
participated in the planning process were more receptive and less pessimistic about the plan and more motivated to ensure that the plan is a success (Keith & Cynthia, 2010).

Regarding organizational processes, in this study, the researcher will focus on five main variables: participation, satisfaction, morale, enthusiasm, and awareness.

2.1.4.1 Participation

Participation is a process through which all members of a community or organization are involved in and have influence on decisions related to development activities that will affect them. The Oxford English Dictionary defines participation as “to have a share in” or “to take part in”. It is a means to educate members and to increase their competence. The World Bank Learning Group on Participatory Development (1995) defines participation as “a process through which stakeholders influence and share control over development initiatives, and the decisions and resources which affect them”.

2.1.4.2 Satisfaction

Satisfaction is “gratification of an appetite and pleasure”. To be fulfilled, organizational members need to value their day-by-day work activities. They need to have a sense of accomplishment or pleasure from the work itself. For satisfaction with relationships, they also need to value the relationships they have with coworkers. They want to like working with their colleagues (Wilson, 2006). Job satisfaction is a worker’s sense of achievement and success on the job. It is generally perceived to be directly linked to productivity as well as to personal well-being. Job satisfaction further implies enthusiasm and happiness with one’s work. Job satisfaction is a key ingredient that leads to recognition, income, promotion, and the achievement of other goals that lead to a feeling of fulfillment (Kaliski, 2007).

2.1.4.3 Morale

Organizational morale refers to the way people feel about their jobs and how they feel about the organization they work for. It includes the atmosphere of the workplace, the way employees work together as a team, and their levels of confidence
and satisfaction (Solution, 2010). Morale is defined as “psychological factors or forces that influence the performance of a group. It defined as “the amount of confidence, enthusiasm, determination, that a person or group has at a particular time” (Amon, 2010). Workplaces with active environments are often rated as better places to work, and have more satisfied, more productive employees, including employee morale (OSHA, 2002). In order to increase employee morale, the physical environment of workplace should be safe, comfortable, and pleasant. Morale problems could happen from poor communication between managers and teams, hard work not being recognized, or even missed opportunities for employees to socialize and bond with one another. John (2002) proposed five suggestions to avoid destroying the morale of employees: form relationships built on trust, show them respect, nurture creativity, build effective teams, and being genuine when interacting with the employees.

2.1.4.4 Enthusiasm

Theorists suggest that employee enthusiasm are motivated by a combination of economic security, control, recognition, personal self-worth, belonging, self-actualization, competence, meaningfulness, progress, and the ability to act freely (Lunell, 2009). On average, organizations with enthusiastic employees are much higher performing organizations than the rest. Enthusiastic employees routinely produce significantly more than job requires, search for ways to improve things rather than just reacting to the management’s requests. A critical condition for employee enthusiasm is having a clear, credible, and inspiring organizational purpose that translates for workers into a “reason for being there” (Soundview, 2005). Enthusiasm can contribute substantially to management’s goal of sustaining a thriving, efficient, enjoyable workplace. Employee participation is needed not only to create, but also to maintain enthusiasm in the workplace. Flexible working environments, educational opportunities, and the chance for an employee to become an expert in his field, could contribute to an employee’s enthusiasm for his work (Layman, 2011). Lunell (2009) suggests these keys to success in order to maintain employee enthusiasm: define roles and responsibilities, do not talk behind people’s back, follow-through, be consistent, make feedback current, clear, and specific, and give information and includes employees in decision making.
2.1.4.5 Awareness

Awareness can be defined as what is manifest in all forms of perception and in all forms of knowing. Awareness is characterized by contact, by sensing, by excitement and by gestalt formation. It is the spontaneous sensing of what arises in you of what you are doing, feeling, and planning. To raise awareness, it is important to attempt to inform an organization’s attitudes, behaviors, and beliefs to a target audience. In this study, the researcher will focus on the awareness of respondents towards target organization.

2.1.5 Organizational Theory

Miller (Miller, 2009) defined organization as including five critical features, namely the existence of a social collectivity, organizational and individual goals, coordinating activity, organizational structure, and the embedding of the organization within an environment of other organizations. Organizations are composed based on culture, structure, and its function divided by its subordinate’s duties. Carr (Carr, 1996) said that the organization has four components as follows:

1.) Technology: Technology is virtually incontrovertible because organizations vary in their dependence on technology. Most organizations are becoming more and more dependent on it as each day passes.

2.) The process: Functions and organizational structure component. Most of us are accustomed to thinking of them as very separate factors, but they are a genuinely matched set. Processes exist to accomplish functions and the formal organizational structure reflects the organization’s current way of relating process and functions to each other and to overall control system. In short, if an organization seriously attempts to change its structure, the change will without fail affect the other two.

3.) The incentives component: There are both formal and informal incentives. These strongly influence the initial culture of the organization.
4.) **The competence component:** It is the ability to actually do something or the ability to execute successfully. Without the requisite competence, neither individuals nor organizations can function effectively.

Daft (L. D. Richard, 2004) divided organizations into four parts according to their configurations. The first is **technical core**, which includes people who do the basic work of the organization. The second is **technical support**, which involves engineers, and researchers and technological developments. The third is **administrative support**, which is responsible for the smooth operation and upkeep of the organization, including its physical and human elements. The fourth is **Management**, a distinct subsystem, responsible for directing and coordinating other parts of the organization. In real life organizations, the four parts are interrelated and often serve more than one subsystem function. In addition, he added the dimensions of organizations for better understanding of those organizations into two types as structural dimensions and contextual dimensions.

1.) **Structural dimension** refers to: 1) formalization, 2) specialization, 3) hierarchy of authority, 4) centralization, 5) professionalism, and 6) personnel ratios.

2.) **Contextual dimension** refers to: 1) size, 2) organizational technology, 3) the environment, 4) the organization's goal and strategy, and 5) an organization's culture. Thus, the eleven contextual and structural dimensions are interdependent.

Figure 2.3: Five basic parts of an Organization based on Henry Mintzberg
(Daft, 2004: 16)

Figure 2.4: Interacting contextual and Structural dimensions of Organization Design (Daft, 2004: 17)
2.1.6 Organizational Communication

Integrating communication with other properties of organizations has been focused in organizational communication research. (Tushman, 1979). Deetz (2000) said the goal of critical organizational communication studies is to create societies and workplaces that are free from domination, where members can contribute equally to produce systems that meet basic human needs and lead us to progressive development (Deetz, 2000).

An absence of communication would lead to no "organization" (Cooren & James, 1997). Many researchers demonstrated that communication is highly important in organizational context and dramatically result in organizational effectiveness. Organization likely to have problems when they has a bad communication, and organization overall effectiveness is high when they have a good line of communication. (Roberts & O'Reilly, 1974). Communication relates to organizational performance also mentioned by many researchers. Communication was judged as a key organizational function for decision making, coordination, motivation, and innovation, All of these influence the performance of an organization (Garnett, 2005; Lorch, 1978). When the staff exhibits superior competence in communication, their organizational performance and individual performance will most likely be excellent (Jablin & Sias, 2000).

Communication is a critical element for organizational change either. Pitman either said that high degree of communication is one of the critical success factors for organizational change (Pitman, 1994). Kotter advised managers to use every possible vehicle in communicating during organizational change (Schmisseur & Stephens, 2006). Communication also plays a critical role for organizational cultural change. Utilizing a model of organizational communication can aid in understanding basic concepts of organizational culture (Welch, 2006). Mechanisms that have been identified as important factors for organizational culture mostly are involve communication (Schein, 1992). Communication regarded as an "intervening variable" which are affected by "causal" variables such as leadership behavior, organizational climate, organizational structure, and finally, affecting to "end result" variables such as job satisfaction, productivity and profits of organization (Goldhaber, 1976).
For organizational communication, we could categorize it into two modes of communication, as follows:

2.1.6.1 Formal Communication

Flows along the official paths arranged by the organization's chain of command is shown by its organizational chart (Figure 2.5) Formal messages flow downward, upward, and horizontally.

![Figure 2.5: Pyramidal Organization Chart Showing Formal (solid lines) and Informal (dashed lines) Paths of Communication](image)

**Downward Communication**

Downward communication is a communication from one level of a group or organization to a lower level. These lines of communication can be used to inform, instruct, advise, or request their subordinate to do something, not only assign goals, provide job instructions, but point out problems that needs to attention, offer feedback to performance. To help mobilize employees' engagement, managers must explain the reason why a decision was made.

**Upward Communication**

The upward communication is a communication from below level to higher level of a group or organization. They frequently provide the feedback to higher levels, inform them of progress toward goals, and relay current problems. This communication helps managers to get ideas for to improve organization.
Horizontal Communication

The communication between co-workers in groups or organizations, same level, or amount any other horizontally equivalent personal, this call horizontal communication. The communications network in organization is very complicated, the horizontal communication is often established to save time and facilitate coordination, to enable sharing of information and to resolve conflicts because it avoids administrative and operational waste or potential misinformation.

2.1.6.2 Informal Communication

Informal communication has efficient means of meeting unanticipated communication needs, for managing crises occur in organization, for dealing with complex problems, for sharing personal information between individuals, or for exchanging information rapidly.

2.1.7 Model of Organizational Change

Connor and Lake (1994) have presented a model of planned change as shown in Figure 2.6. It illustrates the complexity of communication and behavior during the change process. This figure illustrates that planned change might involve a number of different types of change (e.g., individual behavior, organizational processes, strategic direction) and might be accomplished through a variety of methods (e.g., technical, structural, or managerial).
Figure 2.6: A Model of Planned Organizational Change (Cummings & Worley, 2005)

2.1.8 Change Management

T. G. Cummings & Worley proposed 5 major activities for managing change (Cummings & Worley, 2005), as shown in Figure 2.7.

Figure 2.7: Activities Contributing to Effective Change Management

Source: (Cummings & Worley, 2005)
2.1.8.1 Motivating Change

Due to the fact that an organization’s members would feel uncertain when implementing organizational change, they would not be likely to support a change. A key issue for implementing change is how to motivate them to accept and support the shifts. Therefore, the first task for motivating change is creating readiness for change by creating a feeling or need for change and let them challenge their own status quo. Organizations can make employees more sensitive to the internal pressures such as new leadership, high production costs, and excessive absenteeism and external pressures such as highly competition situation, and rapidly changing technology by cultivating external network that comprise people with different perspectives and views, by visiting other organizations, or by using external standards of performance. Organizations also could generate a feeling or need for change through revealing the future state and desirable vision to all members. Some discrepancies between current and desired states would motivate members to be committed to achieving those ideals. Communicating realistic and positive expectations about the changes to all members would develop their greater commitment to the change process and direct members’ energies to implement a change. Furthermore, organizations could deal with the resistance to change by creating a space for support for people who resist change. This space for support would encourage active listening, communicate the change information through a new channel of media, and let them get involved directly in planning and implementing change.

2.1.8.2 Creating a Vision

A vision gives direction and describes the core values of organizations. It boosts the commitment of its members with a common goal and a compelling rationale for why change is needed. Organizations give opportunities to members who spend time and energy discovering their organization’s core values through discussions about organizational history, key events, founder’s beliefs, and what lie beneath that holds the organization together. Members help to envision the future vision together by describing the specific performance and valued outcomes that organizations want to achieve. Specific, vivid details and passionate, engaging statements would prove effective.
2.1.8.3 Developing Political Support

Organizational change may threaten the balance of power among groups in organizations, thus resulting in political conflicts and struggles. They will be concerned with how the changes affect their own power and influence and they will react to preserve their own status quo. Therefore, organizations could start with assessing agents of power within the organization by identifying key sources of personal power (knowledge, personality, and other's support). Knowledge includes expertise that is valued by others and controlling important information. Personality includes charisma, reputation, and professional credibility of agents of change, and others support can contribute to individual power by providing access to information and resources. After that, the organization identifies powerful individuals or groups with an interest in the changes such as staff groups, unions, or top-level executives and influencing other stakeholders for changing by "playing it straight" (determining the needs of particular stakeholders and presenting information about how the changes can benefit them), using social networks (use their social relationships to gain support for changes), and going around the formal system (relies on a strong personality base of power of change agent's charisma, reputation, or professional credibility lend legitimacy to going around the system and reduce the likelihood of negative reprisals).

2.1.8.4 Managing the Transition

Organizational change involves moving from the existing state to the desired future state. It requires a transition state which needs a time to make change. Firstly, the organization makes a road map for change, citing specific activities required and events. It should clearly identify and integrate discrete tasks related to organization's set goals. Consequently, the organization identifies key people and groups whose commitment is needed for change and formulates a strategy to gain their support. Furthermore, the special structures for managing the change need to be created to make sure that the organizational transition is headed toward the right direction and to guide the change well.

2.1.8.5 Sustaining Momentum

Sustaining energy and commitment for implementing change should be given explicit attention during the process of organizational changes. There are several
strategies for sustaining momentum when carrying out a change. First, provide resources for change (training, consultation, feedback, and meetings). Second, build a support system for change agents (close personal relationship support for change agents). Third, develop new competencies and skills (training programs, on-the-job counseling and coaching, experiential simulations, technical and social skills). Fourth, reinforce new behaviors (linking formal rewards directly to the desired behaviors), and stay the course (keep doing the change as planned and don’t change before fully implemented).

2.1.9 Related Empirical Studies

For implementing a successful ODI process, we need to study a previous research concerning the subject. Despite the growing interest in the potential of social enterprises in tackling social problems, very little empirical research currently exists (Bianca, 2009). However, some empirical studies and research papers that are concerned with social enterprise development could demonstrate how the advantages of traditional organization could learn from social-oriented organization. Some findings show the values that strengthen the researcher’s confidence in attempting the implementation of ODI by integrating social enterprise into the target organization.

The study of Yoon-joo and friends (Yoon-joo, Min-jae, Jun-seok, & Lee-joo, 2012) with 107 social enterprises in Singapore shows that social’s entrepreneurship, progressiveness, and risk-taking have a positive effect on their market orientation and also improves their social performance. The finding of Fredrik and Scott’s research shows that entrepreneurial behavior of social organization is indeed associated with greater levels of total revenues, program expenses, and administrative costs (Fredrik & Scott). Sherman (A. S. David, 2005) investigated 15 social entrepreneurs (mostly Ashoka Fellows) and his findings show that pattern-changing social enterprises are more concerned with scaling their impact than with growing their enterprises, most of them began with the unique and innovative idea. Then, they ‘discover’ through trial and error, means toward a successful enterprise. They are able to build and access social and business networks in order to gather financial, human, and other resources. They delivered exceptional values to partners and key stakeholders providing satisfaction and building credibility and strong reputations. An empirical study of
Anica and Marcus (Anica & Marcus, 2011) found that there are significant numbers of social enterprise ventures that pursue their single overarching organizational mission by using a multiple organization form: both a nonprofit and a profit organization, arm-in-arm in order to achieve their mission. The BIS studies (Gordon, Paul, Maxine, Fred, & Ian, 2011) (based on extensive literature review, 100 social enterprise's telephone survey, 32 social enterprises' intensive longitudinal research over twelve months) also demonstrated many interesting findings of social enterprises as follows: 1) sales and marketing are not regarded as a priority amongst their other concerns, 2) larger SE organizations were carrying high level of debt, 3) many smaller SEs training was ad-hoc at low cost or for free, and 4) networking is a popular and effective tool for social enterprises to harness support through an informal exchange of information. These help to build relationships which expand the sector's capacity.

Regarding empirical studies of organizational communication, the study of Seaman and Basili (C. B. & V. R., 1997) focuses on the issue of communication among members of a software development organization. They found that members take less time to communicate when they are familiar with one another and when they work in close physical proximity. This way, interactions tend to be more effort-intensive when they occur in a meeting and when more people are involved. James (James, 2011) studied organizational communication and its impact on worker satisfaction in Ghanaian's organizational workplace by using quantitative survey with 90 respondents. His findings show that there is a significant relationship between efficient organizational communication and employee satisfaction. Also, organizational communication has a positive impact on employee performance. An analysis of his findings reveal that workers prefer good leadership and thorough communication behavior because it has positive effects on the employees of the organization.

2.2 Research Frameworks

2.2.1 Theoretical Framework

From this dissertation, the researcher has studied the organizational structure, the organizational process as key determinants, and is attempting to integrate social
enterprise into ODI process as shown in theoretical framework. This framework will be used as a guideline to develop ODI activities which impacts seven main variables. Two of these variables are on organizational structure; (1) direction and goals, (2) roles and responsibilities. Five of these variables are on organizational process; (1) participation, (2) satisfaction, (3) awareness, (4) morale, and (5) enthusiasm. The theoretical framework of this study is shown in Figure 2.8.

![Theoretical Framework Diagram]

**Figure 2.8: Theoretical Framework**

### 2.2.2 Conceptual Framework

The conceptual framework of this study is derived by assessing organizational problems through the Pre-Stage. Seven variables appeared to affect performance of TV. This includes two variables which are found to be rooted in the organizational structure: (1) direction and goals, (2) roles and responsibilities. Five variables reflected problems in organizational process: (1) participation, (2) satisfaction, (3) awareness, (4) morale, and (5) enthusiasm. For the purpose of transforming business-oriented organization, TV, into a start-up social enterprise, the researcher attempts to instill social value into existing organizational structure and processes. The desired outcome of this study is to enable TV to become a start-up social enterprise in which they generate support from social partners. This framework was used as a guideline to develop OD interventions in this study. The conceptual framework of this study is shown in Figure 2.9 below.
2.2.3 Action Research Framework

The research framework mainly focuses on determining the impact of social enterprise ODI has on direction and goals, roles and responsibilities, participation, satisfaction, awareness, morale, and enthusiasm which were considered as dependent variables. The research design mainly focuses on the study's research questions which aims to determine the difference between Pre and Post ODI and how to synthesize the outcome of this study to create effective model and development for TV. The action research frameworks are clearly separated into three phases: Pre-Stage, Intervention Stage, and Post-Stage to compare and contrast the impact of the social enterprise ODI approach before and after the intervention.

In Phase I, the questionnaires were launched to assess the current situation with five members of the team and twenty five vendors including an in-depth interview which was conducted with one executive. In Phase II, ODI activities were implemented. In Phase III, data was gathered, analyzed and demonstrated as the presentation of empirical results and the analysis of the key findings. The action research framework of this study is shown in Figure 2.10.
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<tr>
<th>Pre ODI Stage</th>
<th>ODI</th>
<th>Post ODI Stage</th>
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<td><strong>Organizational Structure:</strong></td>
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<td>- Clear Social Direction &amp; Goals</td>
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<td>- Designing Social Goals</td>
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<td>2. Lack of clarified Role &amp; Responsibilities</td>
<td>- Raising awareness of social values</td>
<td>- Appropriate Social Roles &amp; Responsibilities</td>
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<td>- Designing Social Job Title/Job Description</td>
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<td><strong>Organizational Process:</strong></td>
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<td>1. Low Participation</td>
<td>- Emphasizing Horizontal communication (Facebook, Meeting)</td>
<td>- Increased Social Participation</td>
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<td>- Promoting Upward communication (Suggestion Box)</td>
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<td>- Working with social partners to integrate social workshop &amp; activities</td>
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<td>2. Low Satisfaction</td>
<td>- Designing effective Workflow (Organizational chart)</td>
<td>- Higher Overall Satisfaction</td>
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<td>- Renovating &amp; Redesigning Cultural Artifacts – Architecture/Decor to reflect social values</td>
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<td>- Increasing Downward communication (Face-to-face, Telephone, Email, Memos, Bulletin Board)</td>
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<td>3. Low Awareness</td>
<td>- Designing congruent Internal &amp; External communication through POP media, Leaflet, Posters, Video, PR, VTR, Donation box</td>
<td>- Higher Awareness in Social activities</td>
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<td>- Expressing social value through both Internal &amp; External communication</td>
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<td>4. Low Morale</td>
<td>- Increasing Downward communication (Face-to-face, Telephone, Email, Memos, Bulletin Board)</td>
<td>- Higher Morale</td>
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<td>- Renovating &amp; Redesigning Cultural Artifacts – Architecture/Decor to reflect social values</td>
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<td>- Expressing social value through both Internal &amp; External communication</td>
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<tr>
<td>5. Low Enthusiasm</td>
<td>- Engaging social partners through Social Workshops and activities</td>
<td>- Higher Enthusiasm</td>
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</table>

**Figure 2.10: Action Research Framework**

Table 2.3 shows all tools which will be implemented in each target respondents and hopefully all ODI will increase overall performance of TV.
Table 2.3: ODI tools Intervene to Target Respondents

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<tr>
<th>Organizational Structure</th>
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<th>Team</th>
<th>Vendors</th>
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<tr>
<td>Acknowledging the need of social vision/mission/goals</td>
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<td>Designing the social vision and mission</td>
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<tr>
<td>Designing the social goals</td>
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<tr>
<td>Raising awareness of social values</td>
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<td>✓</td>
<td>✓</td>
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<tr>
<td>Designing social job title/job description</td>
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<td>Designing effective workflow (Organizational chart)</td>
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<tr>
<th>Organizational Process</th>
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<th>Team</th>
<th>Vendors</th>
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<td>Emphasizing horizontal communication (Facebook/meeting)</td>
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<td>✓</td>
<td>✓</td>
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<tr>
<td>Promoting Upward communication (Suggestion box)</td>
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<td>Working with social partners to integrate social workshop and activities</td>
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<td>Renovating and redesigning cultural artifacts</td>
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<td>Increasing downward communication (Face-to-face/telephone/email/memo/bulletin board)</td>
<td>✓</td>
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<td>Designing congruence between internal &amp; external communication through all POP media</td>
<td>✓</td>
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<tr>
<td>Expressing social value through both internal &amp; external communication</td>
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<td>Facilitating internal &amp; external communication</td>
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<td>Engaging social partners through social workshop and activities</td>
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CHAPTER 3:
RESEARCH METHODOLOGY

This chapter focuses on the research design and methodology used for this study. This chapter is presented in nine sections. The first section provides a general overview of the research design; it explains the rationale for the research design as a step of Organization Development Intervention (ODI) for this action research. The second section describes the development of research methodology. The third section demonstrates the selection of subjects of the study and the sources of data. The fourth section illustrates the design of research instruments, tools, and other gathering techniques and procedures. The fifth section presents the instrumentation designed, pilot-tested, and analyzed for reliability and validity. The sixth section discusses tools for qualitative and quantitative analysis and treatment of the data. The seventh section presents the design and development of Organization Development Intervention employed in this dissertation. Finally, in the last two sections, data collection and data analysis are also outlined step by step.

3.1 Research Design

The research focuses on finding out the organization’s problems and gathering information. It also focuses on designing the intervention method, managing change, and evaluating the collected data after the intervention method. Action research is a key element of this research. The researcher began by gathering the survey data and feedback. Next, the researcher determined the organization’s problems and analyzed for changes for the organization. Once the problems were named, the intervention was acknowledged and implemented. After the intervention process, the researcher would collect the concerned information again to compare between Pre and Post OD intervention. There were 3 phases in this action research as shown in Figure 3.1
Phase I: Pre ODI – Research Preparation/Diagnosis

Figure 3.1 shows the diagnosis stage of ODI. At first, the researcher presents the need for change to organizational stakeholders (executive, team members, and vendors) and then proceeds to discuss the organization’s current situation. After the discussion, the executive approved and stakeholders agreed to implement OD intervention. All stakeholders were committed to have a meeting and to identify the organization’s problems. The organization’s problems would be considered and consulted with the researcher. After that, data gathering and preliminary diagnoses of the problems were conducted by the researcher. The researcher gave feedback of the diagnosis to key stakeholders. The next step was to create a joint diagnosis of the problems among stakeholders and researcher. Another priority was to look for the main issues of the organization as a whole. At this stage, the researcher collected information about the factors that affect the target respondents’ performance, their problems, and their perception of the situation. This research mainly focused on seven...
main variables of organizational structure and organizational process. With regards to organizational structure, the focus was on direction and goals, and roles and responsibilities. As for the organizational process, the focal points were participation, satisfaction, awareness, morale, and enthusiasm.

**Phase II: ODI – Research Design and Implementation**

This step requires all stakeholders and the ODI practitioner (researcher) to discuss together what appropriate ODI model will most likely solve the organizational problems. Social enterprises were presented and acknowledged. Finally, social enterprise ODI approach that was acceptable for all stakeholders based on situational problems by concentrating on developing organizational structure and organizational process for start-up social enterprise. After altogether made a decision, ODI was approved and implemented in TV facilitated by researcher and team members.

Before employing the applied model, questionnaires and in-depth interviews were conducted with all stakeholders. The next step was the implementation of the social enterprise ODI activities consisting of organizational structure and organizational process. After the implementation, data were gathered again to compare before and after ODI.

**Phase III: Post ODI – Recommendation and Evaluation Process**

This step was the evaluation and recommendation after ODI process. The researcher had to gather the data, evaluate whether the problems still remained unsolved or if it has shifted to the desired state. In this step, the researcher must identify the gap between the Pre and Post ODI process and were able to explain the situation and provide useful recommendation for stakeholders. If there was still a gap, the researcher had to reconsider what to do next in order to eliminate the problems that the organization still faced. The formal report has to be submitted to the executive with recommendations.

### 3.2 Research Methodology

The research methodology employed a combination of qualitative and quantitative approaches. The research adopted a three-stage approach as follows:
The first stage: Before employing ODI, the data was gathered by two types of questionnaire survey (for five team members and 25 vendors) and one in-depth interview (for executive) that aimed at determining, with a degree of accuracy in statistical measurements, the following information: level of direction and goals, roles and responsibilities, participation, satisfaction, awareness, morale, and enthusiasm within TV. At this stage, data gathering and determining a preliminary diagnosis of the problems were conducted.

The second stage: In this stage, the researcher designed the ODI tools for implementing within the organization and all the ODI activities were finished. The implementing and monitoring process for the designed ODI model within the organization spanned about eight months.

The third stage: After the ODI, the same two types of questionnaires and in-depth interview were employed for the measurement of the outcome after the ODI process.

Development Phase of the Research Methodology

The development phase of the research methodology which preceded data collection in this study consisted of five major tasks: (1) review literatures and write research proposal, (2) develop questionnaires during March, 2013 – May, 2013, (3) collect data before ODI and implement action research starting from June, 2013 till end of Sep, 2013, (4) collect data after ODI, analyze data, and finally, write the research recommendation and the presentation will be done within October, 2013. Table 3.1 demonstrated the timeline of development phase of action research methodology.
Table 3.1: Timeline of Development Phase of Action Research Methodology

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<td>8.) Data</td>
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<td>9.) Writing</td>
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3.3 ODI Process

The ODI process can be described into two key stages as follows:

ODI for Organizational Structure

Due to the lack of direction and goals, the researcher first held an informal meeting to discuss with executive, team members, and vendors to ensure that the
The concept of social enterprise is widely acknowledged. After that, several meetings were followed to stimulate open communication which created confidence and a sense of shared goals among the executive, team members, and vendors. Later on, social vision, mission, and goals were co-designed. As the key integration of social enterprise focused on both business and social purpose simultaneously, new vision and mission were revised by attempting to demonstrate both business and social purposes. The revised vision statement was “The best space for good shopping, good dreaming, and good sharing” and the mission statement became “Connecting good vendors, good activities, and good people”. The new vision and mission attempted to communicate the new direction the organization will take, which concentrated on both business purpose, providing good shopping experience, and selecting good vendors for customers. Meanwhile, the social purpose stimulated stakeholders to participate and share with the community through social activities. Furthermore, the name was changed from “Trendy Village” to “BEST WALK” to make it more relevant to the new vision and mission. The proper slogan was also developed: “Make a dream and sharing.” The slogan communicates how the space was designed to draw stakeholders who were interested to participate in social activities. The logo was re-designed and the new vision and mission were established to serve as a guide for the executive, team members, and vendors in all actions. Furthermore, the intended goals for TV were to integrate both business and social goals. As a result, five organizational goals were aimed as indicators for start-up social enterprise: 1) at least 10% of the rental space (10 rental units) were occupied by social enterprises 2) at least 10 social activities were organized in the space throughout the year 3) increasing visitors by 10% 4) increasing vendor sales by 10% and 5) increasing social awareness both internal and external through productive media.

To establish clear, new roles and responsibilities, a series of internal meetings were held to educate the concept of successful social enterprises to the executives, team members and vendors. This step was essential for raising awareness of social enterprise’s value among the participants. After these meetings, it was anticipated that the executive would be more motivated to increase downward communications and participate in all activities during the change. For team members, specific job titles and job descriptions were assigned, and vendors were requested for increased
cooperation in promoting the new concept of TV to customers as well as participating in social duties such as social workshops, donations to nonprofits and so on. Furthermore, a new organizational chart with clear work flow was redesigned to help clarify the roles and responsibilities of team members and vendors.

**ODI for Organizational Process**

To ensure and increase the likelihood of interactive participation, the researcher emphasized and promoted horizontal, and upward communication among executive, team members, and vendors. They were encouraged to propose meetings with the executive, raised issues and generate discussion. A Facebook page was used as an open communication channel for sharing opinions and updating new ideas during the change stage. Moreover, many suggestion boxes were placed throughout the shopping space and social activities space to collect feedbacks and comments. Most importantly, team members and vendors assumed their new ‘social’ roles where they have to spend some time to work with social partners to co-create social activities and workshops.

To solve the problem regarding low satisfaction and to improve morale, a new organizational chart with clearly defined work flow was given to team members and vendors. This action was implemented for the sake of decreasing confusion in the workplace. The renovation of the project was approved by the executive. This implied that permission was granted to display new cultural artifacts, tables and chairs to adhere to the new design. Within the workshop space, an activities stage was installed. Decorative items such as inspiring photos, good will and wisdom quotes were made visible throughout the space to reflect social value within the organization.

To increase public awareness of TV and its newly renovated space, POP media, leaflets, posters, and video tape recorders were used. The expected outcome of these media was to promote TV as the ‘social enterprise space’ in the mind of all stakeholders, including team members and vendors, as well as, customers, volunteers, and the public.
To increase enthusiasm, the researcher suggested team members and vendors to work alongside social partners to share ideas and co-create social workshops and activities from the start. The executive, team members, and vendors were eager to engage with social partners through several meetings and workshops. As a result, twelve social partners were established and committed to co-host social workshops and activities at TV such as ‘Economy Family Workshop’ by Por-Paeng Family Foundation, ‘Eco-living and Organic Workshop’ by Suan-Gnuen Mee Ma, ‘How-To Become Social Enterprise Workshop’ by TSEO, ‘Plastic Bag Recycle Workshop’ by Simply, ‘Art for Healing Activities’ by Children Mind, and so on.

3.4 Subjects of Study/Sources of Data

The target respondents were one executive, five members of TV’s team and twenty-five vendors who rent the TV space. The total number of targeted respondents is 31 persons (see Table 3.2)

Table 3.2: The Number of Target Respondents

<table>
<thead>
<tr>
<th>Department</th>
<th>No. of Respondents</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive</td>
<td>1</td>
<td>4%</td>
</tr>
<tr>
<td>Team members</td>
<td>5</td>
<td>16%</td>
</tr>
<tr>
<td>Vendors</td>
<td>25</td>
<td>80%</td>
</tr>
<tr>
<td>Total</td>
<td>31</td>
<td>100%</td>
</tr>
</tbody>
</table>

3.5 Research Instruments, Tools and Data-Gathering Techniques and Procedures

This study used a combination of qualitative and quantitative approaches. Thus, the two main research instruments were formulated for data gathering as a questionnaire survey and in-depth interview.

3.5.1 Development of the Research Instruments

The questions in the research instruments were developed and reviewed in the context of their relevance to the research question and objectives. In addition, the questionnaire followed a review of research-related literature on the field of
organizational structure: direction and goals, roles and responsibilities, and organizational process: participation, satisfaction, awareness, morale, and enthusiasm.

The research instruments were translated into Thai and translated back to English to ensure the accuracy of translation. The Thai version was administered to all target respondents to gather data for validity and reliability.

For the best result of the study, there are three sets of research instruments in the form of questionnaires, standardized tests, and interviews.

Set 1: The test of team member’s attitudes towards 1) organizational structure factors: direction and goals, roles and responsibilities and 2) organizational process factors: participation, satisfaction, awareness, morale, and enthusiasm

The test is intended to check the team member’s attitude towards direction and goals, roles and responsibilities, participation, satisfaction, awareness, morale, and enthusiasm during their working at TV. The first part of the questionnaire consisted of biographical information of the target respondents. The closed questions included categorical choice items which were coded to give frequency data used in the data analysis process. The closed questions were formulated by using a Likert scale from 1 to 5, where (1) denoted ‘strongly disagree’ and (5) denoted ‘strongly agree’, the same as Table 3.3. These questions were intended to provide scores which demonstrated the extent of respondent’s agreement with each item. At the end of the questionnaire, there was a space provided for team members to write their suggestions.

Table 3.3: Mean Level of Direction and Goals, Roles and Responsibilities, Participation, Satisfaction, Awareness, Morale, and Enthusiasm

<table>
<thead>
<tr>
<th>Mean level</th>
<th>The meaning</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.00 – 1.80</td>
<td>Strongly disagree</td>
</tr>
<tr>
<td>1.81 – 2.60</td>
<td>Disagree</td>
</tr>
<tr>
<td>2.61 – 3.40</td>
<td>Uncertain</td>
</tr>
<tr>
<td>3.41 – 4.20</td>
<td>Agree</td>
</tr>
<tr>
<td>4.21 – 5.00</td>
<td>Strongly agree</td>
</tr>
</tbody>
</table>
Set 2: The test of vendor's attitudes towards 1) organizational structure factors: direction and goals, roles and responsibilities and 2) organizational process factors: participation, satisfaction, awareness, morale, and enthusiasm

The test is intended to check the vendor's attitude towards direction and goals, roles and responsibilities, participation, satisfaction, awareness, morale, and enthusiasm during their doing a business at TV. The first part of the questionnaire consisted of biographical information of the target respondents. The closed questions included categorical choice items which were coded to give frequency data used in the data analysis process. The closed questions were formulated by using a Likert scale from 1 to 5, in which (1) denoted 'strongly disagree' and (5) denoted 'strongly agree'. These questions were intended to provide scores which demonstrated the extent to which respondent's agreement with each item. At the end of the questionnaire some space for vendor's suggestions for creating a successful TV was provided.

Set 3: The in-depth interview with Executive, at TV

The researcher applied the same questionnaire as the semi-structured question for this in-depth interview with the executive of TV. The interview aimed to gather the comments regarding the organization's development and suggestions as to how to effectively implement change within TV.

3.5.2 Instrumentation – Designed, Tested, and Analyzed for Reliability and Validity

In this section, all the instrumentations must be revised by the specialist for its relevance toward the objective and its reliability and validity before employing to all the target samplings. Ideally, the pre-test draft should be given to several respondents during face-to-face interviews, so that their non-verbal reactions can be observed and noted. Following this, researchers should carry out a pre-test using the same method they propose to use for the definitive questionnaire. In addition, researchers should also administer the same conditions of interaction with the respondents. Thus, the data collected during the pre-test also allows researchers to measure the internal validity of their scales. Through this phase the list of items can be refined so that only those which appropriately measure the phenomenon are retained and studied. By the end of
the pre-test phase, the questionnaire should be pertinent, efficient, and clear for the researcher as well as for the respondents.

The Quality of the Instruments

The validity and reliability was scaled and calculated by Cronbach's alpha of all instruments employed in this dissertation. For the questionnaire, the focal points are "The test of direction and goals, roles and responsibilities, participation, satisfaction, awareness, morale, and enthusiasm." The reliability of the instrument was Cronbach's alpha = 0.80.

3.5.3 Data Gathering technique

According to the research design, the researcher decided to use a combination of qualitative and quantitative methods of data gathering by providing the questionnaire directly to all targeted respondents and in-depth interview with the executive. The major steps involved in this process are presented to be:

3.5.4 Gaining Permission to Conduct the Research

Before the study, the researcher asked for the permission from executive (owner) of TV to gain the permission for conducting the research. Moreover, the research design described in the previous section required data to be collected from team members and vendors. Thus, gaining permission and establishing a spirit of collaboration from them was crucial. All participants granted gave an informal permission and expressed a willingness to participate in ODI process.

3.5.5 Administering the survey questionnaire

Firstly, a cover letter from the researcher outlined the objective and significance of the study, guaranteed anonymity, and requested that the respondents complete the questionnaire. Additionally, all respondents were told that their responses would be confidential and no individual respondents would be identified in the results.

Before employing the test to all target respondents, the three major steps involve the initial crafting of the survey and choosing scales, conducting pre-tests to
check the validity and reliability of the survey, and last, administering the final version of the questionnaire.

Then, all the instruments were distributed to the targeted respondents at the beginning of the study and all the data kept as a source of diagnosis for the organization in designing the Organization Development Intervention as the following step of action research. After the action, the researcher distributed the questionnaire to all target respondents again for gaining back the result after implementing the Organization Development Intervention.

After the implementation of ODI, there was data gathering again for comparing the results of participants' attitude towards direction and goals, roles and responsibilities, participation, satisfaction, awareness, morale, and enthusiasm. The hypothesis testing as designed will be demonstrated in Chapter 4 of this dissertation.

3.5.6 Conducting the in-depth interviews

The researcher has directly contacted the executive of TV. The purpose of the study was outlined and the researcher convinced him that his participation during the ODI implementation is very important for the organization's success. He agreed to participate. The researcher also conducted an in-depth interview that aims to determine the extent to which he believes the study is important. All interviews were conducted by the researcher at convenient times by appointment at the TV space. The data of the interview was short noted. The researcher also used the semi-structured interview guide to provide the necessary structure and direction by indicating which questions were to be asked and in which order for consistency in content and reliability of the data.

The structure of the interview conducted by the researcher was developed by Rossman. Rossman elaborated that this is a standardized, open-ended interview that is tightly prefigured. It includes fixed questions that are asked of all participants in a particular order.
Key Questions for Executive Interviews:
1. What do you think are the key factors for a successful retail-rental business?
2. What are the key factors that make team members and vendors feel enthusiasm and passion for their work at TV?
3. What are the key factors that make team members and vendors feel satisfaction and incite more participation at TV?
4. What are the key factors that will lead to a high level of success at TV?
4. Which type of communication do you think is most effective at TV?

3.6 Tools for Qualitative and Quantitative Analysis – Statistic tools and Treatment of Data

As stated above, there are two ways of conducting the dissertation as quantitative and qualitative.

Quantitative method – This dissertation employs the statistic tools as frequency, percentage, standard deviation, and hypothesis-testing by paired t-test statistics. The paired t-test can work with nominal, ordinal, interval, and ratio data. The statistical analysis is set at a 0.05 level of significance of an observed associate represent the probability that such associate could have been produced merely due to a sampling error. This means that the chances of obtaining the measured associate as a result of a sampling error are five out of 100. The statistical and data analysis is done by using the computer program statistical package for Social Sciences/Personal Computer (SPSS/PC+) version 15.

Qualitative method – This dissertation analyzes the qualitative data based on the information derived from the conceptual tools and semi-structured interviews that Rossman (Rossman & Rallis, 1998) elaborated as standardized open-ended interviews which are tightly prefigured, having fixed questions that are asked of all respondents in a particular order. Because of the nature of the questions, respondents’ answers are free-form. Despite this, the responses are valuable and useful. The information provides field notes from data sources, photographs, VDO recorders, field observations and reviews of documents.
3.7 Data Collection

Data collection/documentation of the techniques and procedures in data collection were identified, described and organized since this research is to demonstrate the actual change process being implemented. The organization’s foundational shift could be documented via print media, VDO recorder, and other electronic forms to illustrate the actual results of events in the ODI. Data collection included questionnaires, in-depth interviews, before and after the ODI. Every step of the process was documented in photographs and other electronic forms to illustrate the actual results of events in the ODI.

3.8 Data Analysis

Qualitative data analysis and quantitative data analysis are identified, described, and organized as stated above. This dissertation employs the statistical measurements such as frequency, percentage, standard deviation, and testing of hypothesis by Paired-T Test. In addition, for the treatment of the data, the mean score was used to interpret the data and can be used to answer the research questions. However, the dissertation emphasizes the Paired-T Test which can work with nominal, ordinal, interval, and ratio data. The statistical analysis is set at a 0.05 level of significance of an observed associate represent the probability that such associate could have been produced merely due to a sampling error. This means that the chance of obtaining the measured associate as a result of sampling error is five out of 100. The statistical and data analysis is generated by the following computer program: statistical package for Social Sciences/Personal Computer (SPSS/PC+) Version 15.
CHAPTER 4:
PRESENTATION AND ANALYSIS OF FINDINGS

4.1 Introduction

This chapter presents empirical results and analyses of the study after the OD intervention consisting of six sections. Section 4.1 presents an introduction of this chapter. Section 4.2 describes the respondent’s general information. Section 4.3 summarizes the ODI to give a general outline of the interventions. Section 4.4 describes the quantitative analysis of the organization development intervention. Section 4.5 presents hypothesis testing results from the analysis of the organization development intervention. Lastly, Section 4.6 describes the qualitative analysis of the in-depth interviews.

4.2 Respondent’s General Information

Table 4.1 presents general information of this study. The age of respondents are mostly 21 – 30 years old, the range that includes 20 respondents (66.7%) and 31 – 40 years old includes 10 respondents (33.3%). The sex of respondents contains 66.7% female and 33.3% male. Most of the respondents hold a Bachelor Degree with 83.3%, lower than vocational 6.7%, vocational 6.7%, and Master’s degree 3.3% respectively. Their position for this study consists of vendors 83.3% and team members 16.7%. In addition, years of working or rent the space of respondents mostly 6 – 9 months with 83.3% and less than 6 months with 16.7%.
4.3 Summary of the ODI

During the ODI phase from June 2013 to September 2013, the researcher designed a social enterprise ODI approach based on the action research framework by developing organizational structure and organizational process for start-up social enterprise. Below is a brief summary of all ODI process which have been implemented in this study. A discussion of the ODI will be presented in Chapter 5.

4.3.1 ODI for Organizational Structure:

1.) Informal meeting: Before the establishment of the vision and mission, the researcher first held an informal meeting to discuss with executive, team members, and vendors to ensure that the concept of the social enterprise is widely acknowledged. After that, several meetings followed to stimulate open communication, which created confidence and a sense of shared goals among executive, team members, and vendors. (as shown in Figure 4.1)
2.) Social Vision and Mission statement establishment: The revised vision statement was "The best space for good shopping, good dreaming, and good sharing." The mission statement became "Connecting good vendors, good activities, and good people."

3.) Name/Logo/Slogan's New Design: the name was changed from "Trendy Village" to "BEST WALK" to make it more relevant to the new vision and mission. A proper slogan was also developed "Make a dream and sharing" to communicate how the space was designed to draw stakeholders who were interested to participate in social activities. The logo was redesigned.

![Before ODI](image1.png)  ![After ODI](image2.png)

**Figure 4.2: Before and after re-design of name/logo/slogan of the project**

4.) Social goals set up: As shown in Figure 4.3, five organizational goals were indicators for start-up social enterprise: 1) at least 10% of the rental space (10 rental units) were occupied by social enterprises 2) at least 10 social activities were organized in the space throughout the year 3) increasing visitors by 10% 4) increasing
vendor sales by 10% and 5) increasing social awareness both internal and external through productive media.

<table>
<thead>
<tr>
<th></th>
<th>Before</th>
<th>After</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vision</td>
<td>No</td>
<td>&quot;Be the best space for good shopping, good dreaming, and good sharing&quot;</td>
</tr>
<tr>
<td>Mission</td>
<td>No</td>
<td>&quot;Searching for good vendors, good activities, and good people to connected&quot;</td>
</tr>
<tr>
<td>Slogan</td>
<td>&quot;Modern fashion street of Bangkok&quot;</td>
<td>&quot;Make a dream and sharing&quot;</td>
</tr>
<tr>
<td>Goals</td>
<td>No</td>
<td></td>
</tr>
</tbody>
</table>

Figure 4.3: Before and after ODI of vision/mission/goals establishment

5.) **Workflow (organizational chart) arrangement:** The workflow (organizational chart) was redesigned (Figure 4.4) and handed to all members and vendors with a clearly recognized contact person and contact number.
6.) Social job description and job title: For team members, specific job titles and job descriptions were assigned. Vendors were requested for increased cooperation in promoting the new concept of TV to customers as well as participating in social duties such as social workshops, donations to nonprofits and so on.

Figure 4.4: Before and after ODI of Workflow (organizational chart)
The objective of the role is to improve business performance by providing smooth operation between project and vendors.

1. Coordinate with vendors for invoice and sale slip
2. Inform all update progress in project and support necessary facilities
3. Contact to NGO/SE for offering the rental space with special rate

QUALIFICATIONS
1. Bachelor in any fields
2. Strong communication skill
3. Friendly look
4. Good writing
5. Microsoft office
6. Problem solving skill

Figure 4.5: Job Description and Job Title

4.3.2 ODI for Organizational Process:

1.) Social cultural artifacts renovating: Spaces were renovated for the development of a more attractive work and recreation environment. This enhances the vibe and social culture of the organization. The team has designed a social activities zone and a shopping zone. They have installed visual signs, decorative items, and media announcements. Figure 4.6 – 4.8 show before and after ODI.

Figure 4.6: Before ODI of Cultural Artifacts
Figure 4.7: After ODI of Social Cultural Artifacts (Design and Layout)
Figure 4.8: After ODI of Cultural artifacts (Decorating items and space)
The space was renovated for supporting the social activities, events, and workshops. Most of the decorative items were recycle units which were supported by social partners. The social donation pictures of social organization were hung around the space to create a certain social atmosphere and also the social motto of the great people were pasted on the wall. Bulletin board and donation box were set up.

2.) Designing effective communication for effective organizational process: To increase interactive participation, the researcher emphasized and promoted horizontal, and upward communication among the executive, team members, and vendors. They were encouraged to hold meetings with the executive, to raise issues and to generate discussion. The Facebook page was used as an open communication channel for sharing opinions and updating new ideas during the change stage. Moreover, many suggestion boxes were placed throughout the shopping space and social activities space to collect feedbacks and comments. Most importantly, team members and vendors assumed their new ‘social’ roles where they have to spend some time to work with social partners to co-create social activities and workshops.

3.) Social workshops: Many social organizations collaborate with organizations for organizing social workshops. The team and social organizations scheduled and organized activities together. Figure 4.9 is the summary of all social workshop and activities during the period of ODI.
<table>
<thead>
<tr>
<th>Organization</th>
<th>Type of Organization</th>
<th>Social Workshop/Training/Activities</th>
<th>Content/Message</th>
<th>When</th>
<th>Participants</th>
</tr>
</thead>
<tbody>
<tr>
<td>Por-Paeng Family</td>
<td>Foundation</td>
<td>Good life by good volunteers</td>
<td>Children Photo Exhibition with Economy Saving family</td>
<td>Jun 29 - 30</td>
<td>Team/Vendor/Volunteers</td>
</tr>
<tr>
<td>Foundation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Thailand Social</td>
<td>Government</td>
<td>TSEO Open House</td>
<td>Educate Thai society about social enterprise</td>
<td>Jul 5</td>
<td>Team/Vendor/Volunteers</td>
</tr>
<tr>
<td>Enterprise Office</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pueen Ukulele</td>
<td>Volunteers</td>
<td>Ukulele Music Dream</td>
<td>Ukulele workshop for family</td>
<td>Jul 13 - 14</td>
<td>Team/Vendor/Volunteers</td>
</tr>
<tr>
<td>Habitat Foundation</td>
<td>Foundation</td>
<td>I Love Bangban</td>
<td>Activities for help Bangban community/press conference</td>
<td>Jul 27</td>
<td>Team/Vendor/Volunteers</td>
</tr>
<tr>
<td>Suan-Gnuen Me Ma</td>
<td>Social enterprise</td>
<td>Green Market</td>
<td>Educate eco living/organic products fair</td>
<td>Aug 3 - 4</td>
<td>Team/Vendor/Volunteers</td>
</tr>
<tr>
<td>Marimo S</td>
<td>Social Enterprise</td>
<td>Ongirl Workshop</td>
<td>Educate how to make Japanese Rice with Care</td>
<td>Aug 10 - 11</td>
<td>Team/Vendor/Volunteers</td>
</tr>
<tr>
<td>Simply</td>
<td>Social enterprise</td>
<td>Plastic Bag Crochet</td>
<td>Workshop for make crochet from plastic bag</td>
<td>Aug 17 - 18</td>
<td>Team/Vendor/Volunteers</td>
</tr>
<tr>
<td>Children Mind</td>
<td>Social enterprise</td>
<td>Heal Art</td>
<td>Art for healing mind/know yourself through drawing</td>
<td>Aug 24 - 25</td>
<td>Team/Vendor/Volunteers</td>
</tr>
<tr>
<td>Yiu-wa-pat Foundation</td>
<td>Foundation</td>
<td>Pan Kan Society (Sharing)</td>
<td>Donate for stuff/Selling 2nd hand stuff/Educate sharing</td>
<td>Aug 31</td>
<td>Team/Vendor/Volunteers</td>
</tr>
<tr>
<td>RE-PAIR</td>
<td>Social enterprise</td>
<td>Junk-to-Use</td>
<td>Workshop for making stuff from junk/Educate eco living</td>
<td>Sep 7 - 8</td>
<td>Team/Vendor/Volunteers</td>
</tr>
<tr>
<td>Simply</td>
<td>Social enterprise</td>
<td>Simply Plant</td>
<td>How to plant your organic vegetables/Cooking</td>
<td>Sep 14 - 15</td>
<td>Team/Vendor/Volunteers</td>
</tr>
</tbody>
</table>

Figure 4.9: List of social organizations that have participated and have held social workshops/activities.

Figure 4.10 – Figure 4.11 are examples of workshops and activities that were organized by social organization.

Figure 4.10: Social Workshop/Training/Activities by the Por-Paeng Family Foundation
4) Designing of external communication: To increase public awareness of TV and its newly renovated space, POP media, leaflets, posters, and videotape recordings were used. The expected outcome of these media was to promote TV as the ‘social enterprise space’ in the mind of all stakeholders, including team members, and vendors, as well as, customers, volunteers, and the public.

4.4 Quantitative Analysis: Organizational Structure and Organizational Process

Table 4.2 shows the mean statistics and the meaning of its value of seven main factors before and after ODI. These main factors are: direction and goals, roles and responsibilities, participation, satisfaction, awareness, morale, and enthusiasm. The OD intervention could change the respondents’ opinions in positive ways for all factors: direction and goals factors change from ‘Disagree’ to ‘Agree’; roles and responsibilities factors change from ‘Strongly disagree’ to ‘Uncertainty’; participation factors change from ‘Strongly disagree’ to ‘Uncertainty’; satisfaction factors change from ‘Strongly disagree’ to ‘Uncertainty’; awareness factors change from ‘Strongly disagree’ to ‘Uncertainty’; morale factors change from ‘Strongly disagree’ to ‘Strongly agree’; and enthusiasm factors change from ‘Strongly disagree’ to ‘Uncertainty’.
Table 4.2: Mean statistics and meaning of Organizational Structure and Organizational Process

<table>
<thead>
<tr>
<th>Factors</th>
<th>Pre-ODI</th>
<th>Post-ODI</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Mean</td>
<td>Meaning</td>
</tr>
<tr>
<td>Organizational Structure:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Direction and Goals</td>
<td>2.20</td>
<td>Disagree</td>
</tr>
<tr>
<td>- Roles and Responsibilities</td>
<td>1.79</td>
<td>Strongly Disagree</td>
</tr>
<tr>
<td>Organizational Process:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Participation</td>
<td>1.30</td>
<td>Strongly Disagree</td>
</tr>
<tr>
<td>- Satisfaction</td>
<td>1.79</td>
<td>Strongly Disagree</td>
</tr>
<tr>
<td>- Awareness</td>
<td>1.73</td>
<td>Strongly Disagree</td>
</tr>
<tr>
<td>- Morale</td>
<td>1.61</td>
<td>Strongly Disagree</td>
</tr>
<tr>
<td>- Enthusiasm</td>
<td>1.50</td>
<td>Strongly Disagree</td>
</tr>
</tbody>
</table>

Table 4.3 shows mean statistics and the meaning of its value of direction and goals’ sub-factors. All sub-factors of direction and goals change the respondents’ opinions in positive ways. Especially, the opinion on the sub-factor of “I know the reason why I’m working or selling at this project” and “I know how my goals are linked to project’s goals” changed from ‘Strongly disagree’ to ‘Strongly agree’ (with the mean statistics of 1.80 to 4.37 and 1.37 to 4.33 respectively). For the remaining sub-factors, most are changed from ‘Strongly disagree’ to ‘Agree’ after OD intervention. However, the opinion on sub-factor of “My business's goal here is "making money"” and “In my opinion, good business goal is maximize profit/sale only” changed from ‘Strongly agree’ to ‘Disagree’ (with the mean statistics of 4.53 to 2.53 and 4.47 to 1.90 respectively).
Table 4.3: Mean statistics and meaning of Direction and Goals factor

<table>
<thead>
<tr>
<th>Direction and Goals</th>
<th>Before</th>
<th>After</th>
</tr>
</thead>
<tbody>
<tr>
<td>I know exactly what business this project operate in.</td>
<td>Mean 1.17</td>
<td>Mean 3.97</td>
</tr>
<tr>
<td></td>
<td>Strongly Disagree</td>
<td>Agree</td>
</tr>
<tr>
<td>I know exactly what this project stands for.</td>
<td>Mean 1.63</td>
<td>Mean 4.13</td>
</tr>
<tr>
<td></td>
<td>Strongly Disagree</td>
<td>Agree</td>
</tr>
<tr>
<td>I know exactly what this project want to achieve in 3-5 yrs.</td>
<td>Mean 1.30</td>
<td>Mean 3.73</td>
</tr>
<tr>
<td></td>
<td>Strongly Disagree</td>
<td>Agree</td>
</tr>
<tr>
<td>I know what this project plan to do for next month/year.</td>
<td>Mean 1.37</td>
<td>Mean 3.93</td>
</tr>
<tr>
<td></td>
<td>Strongly Disagree</td>
<td>Agree</td>
</tr>
<tr>
<td>I know the reason why I’m working/selling at this project.</td>
<td>Mean 1.80</td>
<td>Mean 4.37</td>
</tr>
<tr>
<td></td>
<td>Strongly Disagree</td>
<td>Strongly Agree</td>
</tr>
<tr>
<td>I know how my goals are linked to project’s goals.</td>
<td>Mean 1.37</td>
<td>Mean 4.33</td>
</tr>
<tr>
<td></td>
<td>Strongly Disagree</td>
<td>Strongly Agree</td>
</tr>
<tr>
<td>My business’s goal here is “making money”.</td>
<td>Mean 4.53</td>
<td>Mean 2.53</td>
</tr>
<tr>
<td></td>
<td>Strongly Agree</td>
<td>Disagree</td>
</tr>
<tr>
<td>In my opinion, good business goal is maximize profit/sale only.</td>
<td>Mean 4.47</td>
<td>Mean 1.90</td>
</tr>
<tr>
<td></td>
<td>Strongly Agree</td>
<td>Disagree</td>
</tr>
</tbody>
</table>

Total Mean 2.20   Disagree   3.61   Agree

For roles and responsibilities, the sub-factors are shown in Table 4.4. Three sub-factors have a dramatic positive effect on respondents’ opinions after ODI which are “I know exactly who I have to work with/co-operate/share/report to”, “My duties/responsibilities are clearly defined for improve project's effectiveness”, and “Social activities is one of my responsibilities which project has asking me to join”. The mean statistics of these three sub-factors change from 1.37 to 4.27, 1.33 to 4.60, and 1.13 to 4.53 respectively. For remaining sub-factors, ODI could change the respondent’s opinion in a positive way either. The mean statistic of the roles and responsibilities factors could change respondents’ opinions from ‘Strongly disagree’ to ‘Uncertainty’ (with the mean statistics of 1.79 to 2.68).
Table 4.4: Mean statistics and meaning of Roles and Responsibilities factor

<table>
<thead>
<tr>
<th>Roles and Responsibilities</th>
<th>Before</th>
<th>After</th>
</tr>
</thead>
<tbody>
<tr>
<td>We know each other roles and never co-operate duplicate.</td>
<td>1.60 Strongly Disagree</td>
<td>2.73 Uncertainty</td>
</tr>
<tr>
<td>I know exactly what I have to do/participate daily/weekly/monthly.</td>
<td>1.77 Strongly Disagree</td>
<td>3.80 Agree</td>
</tr>
<tr>
<td>I have a challenging job/my responsibilities are very important.</td>
<td>1.30 Strongly Disagree</td>
<td>3.00 Uncertainty</td>
</tr>
<tr>
<td>I know exactly who I have to work with/co-operate/share/report to.</td>
<td>1.37 Strongly Disagree</td>
<td>4.27 Strongly agree</td>
</tr>
<tr>
<td>My duties/responsibilities are clearly defined for improve project’s effectiveness.</td>
<td>1.33 Strongly Disagree</td>
<td>4.60 Strongly agree</td>
</tr>
<tr>
<td>Great people/leader responsible for organization’s profit only. Social impact is not necessary for our role.</td>
<td>4.00 Agree</td>
<td>2.33 Disagree</td>
</tr>
<tr>
<td>Social activities is one of my responsibilities which project has asking me to join.</td>
<td>1.13 Strongly Disagree</td>
<td>4.53 Strongly agree</td>
</tr>
<tr>
<td>Total</td>
<td>1.79 Strongly Disagree</td>
<td>2.68 Uncertainty</td>
</tr>
</tbody>
</table>

For participation, sub-factors are shown in Table 4.5. Five sub-factors of participation have change respondents’ opinions from ‘Strongly Disagree’ to ‘Uncertainty’. These five sub-factors are “This project always asking my opinion during meeting”, “My views and participation are valued”, “I’m given adequate workshop and resources to do my job/business well”, “This project has many workshop and activities for me to participate”, and “I can feel and sense "social" values through our working and activities”. The mean statistics of these five sub-factors change from 1.30 to 3.00, 1.43 to 3.00, 1.17 to 3.03, 1.13 to 3.00, and 1.10 to 3.33 respectively. For the remaining sub-factors, ODI could change the respondents’ opinions in positive ways. The mean statistic of participation factors could change respondents’ opinions from ‘Strongly disagree’ to ‘Uncertainty’ (with the mean statistics of 1.30 to 2.90).
Table 4.5: Mean statistics and meaning of Participation factor

<table>
<thead>
<tr>
<th>Participation</th>
<th>Before</th>
<th>After</th>
</tr>
</thead>
<tbody>
<tr>
<td>I can openly communicate with project leader/team when we meet or via any</td>
<td>1.47</td>
<td>4.40</td>
</tr>
<tr>
<td>channels.</td>
<td>Strongly Disagree</td>
<td>Strongly Agree</td>
</tr>
<tr>
<td>I can give a feedback or suggestion to project team.</td>
<td>1.33</td>
<td>2.00</td>
</tr>
<tr>
<td></td>
<td>Strongly Disagree</td>
<td>Disagree</td>
</tr>
<tr>
<td>This project always asking my opinion during meeting.</td>
<td>1.30</td>
<td>3.00</td>
</tr>
<tr>
<td></td>
<td>Strongly Disagree</td>
<td>Uncertainty</td>
</tr>
<tr>
<td>There is a good team spirit at work/project.</td>
<td>1.53</td>
<td>2.20</td>
</tr>
<tr>
<td></td>
<td>Strongly Disagree</td>
<td>Disagree</td>
</tr>
<tr>
<td>My views and participation are valued.</td>
<td>1.43</td>
<td>3.00</td>
</tr>
<tr>
<td></td>
<td>Strongly Disagree</td>
<td>Uncertainty</td>
</tr>
<tr>
<td>I'm involved in decisions making that affect my project/business.</td>
<td>1.27</td>
<td>2.10</td>
</tr>
<tr>
<td></td>
<td>Strongly Disagree</td>
<td>Disagree</td>
</tr>
<tr>
<td>I'm given adequate workshop and resources to do my job/business well.</td>
<td>1.17</td>
<td>3.03</td>
</tr>
<tr>
<td></td>
<td>Strongly Disagree</td>
<td>Uncertainty</td>
</tr>
<tr>
<td>This project has many workshop or activities for me to participate.</td>
<td>1.13</td>
<td>3.00</td>
</tr>
<tr>
<td></td>
<td>Strongly Disagree</td>
<td>Uncertainty</td>
</tr>
<tr>
<td>I can feel and sense &quot;social&quot; values through our working and activities.</td>
<td>1.10</td>
<td>3.33</td>
</tr>
<tr>
<td></td>
<td>Strongly Disagree</td>
<td>Uncertainty</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>1.30</td>
<td>2.90</td>
</tr>
<tr>
<td></td>
<td>Strongly Disagree</td>
<td>Uncertainty</td>
</tr>
</tbody>
</table>

Table 4.6 presents the mean statistics and the meaning of respondents’ opinions regarding the sub-factors of satisfaction before and after ODI. Five sub-factors of satisfaction have changed respondents’ opinions from ‘Strongly Disagree’ to ‘Uncertainty’. These five sub-factors are “I have materials and equipment to do my job well”, “Project has a good environment and support atmosphere”, “I enjoy the work/business that I do”, “I know who I have to talk with when I need help”, and “I’m happy with relationship between me and project’s team”. The mean statistics of these five sub-factors change from 1.33 to 3.33, 1.37 to 2.80, 1.73 to 3.07, 1.80 to 3.00 and 1.27 to 2.63 respectively. For the remaining sub-factors, ODI could change the respondents’ opinions in positive ways.
Table 4.6: Mean statistics and meaning of Satisfaction factor

<table>
<thead>
<tr>
<th>Satisfaction</th>
<th>Before</th>
<th>After</th>
</tr>
</thead>
<tbody>
<tr>
<td>I have materials and equipment to do my job well.</td>
<td>1.33</td>
<td>3.33</td>
</tr>
<tr>
<td>Project has a good environment and support atmosphere.</td>
<td>1.37</td>
<td>2.80</td>
</tr>
<tr>
<td>I enjoy the work/business that I do.</td>
<td>1.73</td>
<td>3.07</td>
</tr>
<tr>
<td>We have a smooth co-operation/working.</td>
<td>1.77</td>
<td>4.27</td>
</tr>
<tr>
<td>I know who I have to talk with when I need help.</td>
<td>1.80</td>
<td>3.00</td>
</tr>
<tr>
<td>I'm happy with relationship between me and project's team.</td>
<td>1.27</td>
<td>2.63</td>
</tr>
<tr>
<td>I am satisfy because project give me updated information every week.</td>
<td>3.23</td>
<td>4.60</td>
</tr>
</tbody>
</table>

Table 4.7 presents the mean statistics and the meaning of respondents' opinions on the sub-factors of awareness before and after ODI. Four sub-factors of awareness have critically changed respondents' opinions from 'Strongly Disagree' to 'Strongly Agree'. These four sub-factors are “This project has creative activities to drawing new customers and media”, “This project is an inspirational place for shopping or doing activities”, “This project is well-known and publicized through a lot of media”, and “This project is relatively different compared to others”. The mean statistics change from 1.43 to 4.33, 1.40 to 4.43, 1.33 to 4.33, and 1.37 to 4.23 respectively. The results indicate that the intervention could not change the respondents' opinions on only one sub-factor, which is “Social activities will generate more traffic of people and create more awareness to target”. The opinions are congruent, as indicated by the mean statistic of 3.47 and 4.07 for before and after ODI.
Table 4.7: Mean statistics and meaning of Awareness factor

<table>
<thead>
<tr>
<th>Awareness</th>
<th>Before</th>
<th>After</th>
</tr>
</thead>
<tbody>
<tr>
<td>This project is interesting and attractive for target customers.</td>
<td>1.37</td>
<td>4.07</td>
</tr>
<tr>
<td>This project has creative activities to drawing new customers and media.</td>
<td>1.43</td>
<td>4.33</td>
</tr>
<tr>
<td>This project is an inspirational place for shopping or doing activities.</td>
<td>1.40</td>
<td>4.43</td>
</tr>
<tr>
<td>This project is well-known and publicized through a lot of media.</td>
<td>1.33</td>
<td>4.33</td>
</tr>
<tr>
<td>This project is relatively different compared to others.</td>
<td>1.37</td>
<td>4.23</td>
</tr>
<tr>
<td>Social activities will generate more traffic of people and create more awareness to target.</td>
<td>3.47</td>
<td>4.07</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>1.73</td>
<td>4.24</td>
</tr>
</tbody>
</table>

Table 4.8 presents the mean statistics and the meaning of respondents’ opinions on the sub-factors regarding morale before and after ODI. The opinions of respondents the three sub-factors of “I feel that my job/business is growing in the positive way”, “I feel comfortable and happy every time when I walk through the project’s space”, and “I feel that project keep on promise and try to make a better situation” have changed from ‘Strongly disagree’ to ‘Uncertainty’ with the mean statistics of 1.27 to 3.27, 1.50 to 3.00, and 1.33 to 3.00 respectively. The four sub-factors of “I could have small talk with my team/boss/owner anytime as friends”, “Project keep in touch with me and always share the information that I need”, “Temperature of the space is comfortable and I feel relax when I’m here”, and “Social artifacts is interesting for customers” have changed from ‘Strongly disagree’ to ‘Disagree’ with the mean statistic of 1.40 to 2.00, 1.40 to 2.00, 1.37 to 2.00, and 1.13 to 2.60 respectively. For the remaining sub-factors, ODI has positively changed among the respondents’ opinions.
Table 4.8: Mean statistics and meaning of Morale factor

<table>
<thead>
<tr>
<th>Morale</th>
<th>Before</th>
<th>After</th>
</tr>
</thead>
<tbody>
<tr>
<td>I'm happy to know that my project is changing.</td>
<td>1.83</td>
<td>2.77</td>
</tr>
<tr>
<td>I feel that my job/business is growing in the positive way.</td>
<td>1.27</td>
<td>3.27</td>
</tr>
<tr>
<td>I'm happy with my situation in this project.</td>
<td>1.50</td>
<td>3.87</td>
</tr>
<tr>
<td>I could have small talk with my team/boss/owner anytime as friends.</td>
<td>1.40</td>
<td>2.00</td>
</tr>
<tr>
<td>Project keep in touch with me and always share the information that I need.</td>
<td>1.40</td>
<td>2.00</td>
</tr>
<tr>
<td>I feel comfortable and happy every time when I walk through the project's space.</td>
<td>1.50</td>
<td>3.00</td>
</tr>
<tr>
<td>Temperature of the space is comfortable and I feel relax when I'm here.</td>
<td>1.37</td>
<td>2.00</td>
</tr>
<tr>
<td>I feel that project keep on promise and try to make a better situation.</td>
<td>1.33</td>
<td>3.00</td>
</tr>
<tr>
<td>In my opinion, advertising of social activities could generate a traffic and make me happy.</td>
<td>3.37</td>
<td>5.00</td>
</tr>
<tr>
<td>Social artifacts is interesting for customers.</td>
<td>1.13</td>
<td>2.60</td>
</tr>
<tr>
<td>Total</td>
<td>1.61</td>
<td>2.75</td>
</tr>
</tbody>
</table>

Table 4.9 presents the mean statistics and the meaning of respondents’ opinions on the sub-factors of enthusiasm before and after ODI. Four sub-factors of enthusiasm have changed respondents’ opinions from ‘Strongly Disagree’ to ‘Uncertainty’ which are “My work/this project give me feeling of accomplishment and pride”, “My project is innovative and provide energetic and powerful feeling”, “This project provides me meaningful activities and give me a chance to learn new things”, and “This project has interesting activities/workshop/events which stimulate my enthusiasm”. The mean statistics of these four sub-factors changed from 1.33 to 3.00, 1.27 to 3.00, 1.23 to 3.00, and 1.27 to 3.00 respectively. For the remaining sub-factors, ODI could change the respondents’ opinions in positive ways. The mean statistic of enthusiasm factors could change respondents’ opinion from ‘Strongly disagree’ to ‘Uncertainty’ (with the mean statistics of 1.50 to 3.30).
### Table 4.9: Mean statistics and meaning of Enthusiasm factor

<table>
<thead>
<tr>
<th>Enthusiasm</th>
<th>Before</th>
<th>After</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mean</td>
<td>Strongly Disagree</td>
<td>Agree</td>
</tr>
<tr>
<td>Social workshop and activities are positive and supportive.</td>
<td>1.47</td>
<td>4.10</td>
</tr>
<tr>
<td>My work/this project give me feeling of accomplishment and pride.</td>
<td>1.33</td>
<td>3.00</td>
</tr>
<tr>
<td>This project provides training or workshop that strengthen my business skill.</td>
<td>1.33</td>
<td>2.00</td>
</tr>
<tr>
<td>My project is innovative and provide energetic and powerful feeling.</td>
<td>1.27</td>
<td>3.00</td>
</tr>
<tr>
<td>This project provides me meaningful activities and give me a chance to learn new things.</td>
<td>1.23</td>
<td>3.00</td>
</tr>
<tr>
<td>I and this project will change the world with our business together.</td>
<td>1.17</td>
<td>4.17</td>
</tr>
<tr>
<td>This project has interesting activities/workshop/events which stimulate my enthusiasm.</td>
<td>1.27</td>
<td>3.00</td>
</tr>
<tr>
<td>Social activities can increase my enthusiasm.</td>
<td>2.97</td>
<td>4.17</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>1.50</td>
<td>3.30</td>
</tr>
</tbody>
</table>

**4.5 Hypothesis Testing**

Table 4.10 shows a comparison of main factors and shows the results of hypothesis testing. For direction and goals, the mean statistic increases from 2.20 to 3.61. The difference of this factor is -1.41 with the t-statistic being -9.59. For roles and responsibilities, the mean statistic increases from 1.79 to 2.68. The difference of this factor is -0.89 and the t-statistic is -12.04. For participation, the mean statistic increases from 1.30 to 2.90. The difference of this factor is -1.59 and the t-statistic is -26.81. For satisfaction, the mean statistic increases from 1.79 to 3.21. The difference of this factor is -1.42 and the t-statistic is -19.60. For awareness, the mean statistic increases from 1.73 to 4.24. The difference of this factor is -2.52 and the t-statistic is -18.58. For morale, the mean statistic increases from 1.61 to 2.75. The difference of this factor is -1.14 and the t-statistics is -20.65. For enthusiasm, the mean statistic increases from 1.50 to 3.30. The difference of this factor is -1.80 and the t-statistics is -24.81. The results of the hypothesis testing indicated that all main factors showed a
significant t-statistic at the 5% level. It suggests that the respondents’ opinions significantly improved after the implementation of the social enterprise ODI approach regarding organizational structure (direction and goals, roles and responsibilities) and organizational process (participation, satisfaction, awareness, morale, enthusiasm).

Table 4.10: Comparison of Main factors

<table>
<thead>
<tr>
<th>Factors</th>
<th>Mean</th>
<th>Before</th>
<th>After</th>
<th>Difference</th>
<th>t-test</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational Structure:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Direction and Goals</td>
<td></td>
<td>2.20</td>
<td>3.61</td>
<td>-1.41</td>
<td>-9.59**</td>
</tr>
<tr>
<td>- Roles and Responsibilities</td>
<td></td>
<td>1.79</td>
<td>2.68</td>
<td>-0.89</td>
<td>-12.04**</td>
</tr>
<tr>
<td>Organizational Process:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Participation</td>
<td></td>
<td>1.30</td>
<td>2.90</td>
<td>-1.59</td>
<td>-26.81**</td>
</tr>
<tr>
<td>- Satisfaction</td>
<td></td>
<td>1.79</td>
<td>3.21</td>
<td>-1.42</td>
<td>-19.60**</td>
</tr>
<tr>
<td>- Awareness</td>
<td></td>
<td>1.73</td>
<td>4.24</td>
<td>-2.52</td>
<td>-18.58**</td>
</tr>
<tr>
<td>- Morale</td>
<td></td>
<td>1.61</td>
<td>2.75</td>
<td>-1.14</td>
<td>-20.65**</td>
</tr>
<tr>
<td>- Enthusiasm</td>
<td></td>
<td>1.50</td>
<td>3.30</td>
<td>-1.80</td>
<td>-24.81**</td>
</tr>
</tbody>
</table>

Note: One and two asterisks denote 5% and 1% level of significance, respectively.

Table 4.11 presents the mean statistics and the differences in mean statistics of each sub-factor of direction and goals. It shows that all sub-factors have different mean statistics after ODI. All sub-factors have a significant mean difference with t-statistics significant at 1% level which are -13.26, -10.48, -11.44, -12.39, -12.07, -14.02, 13.90, and 11.50 respectively. It suggests that the respondents’ opinions have significantly improved after ODI. For instance, the opinions of respondents regarding the sub-factor of “I know how my goals are linked to project’s goals”, the mean statistic increases from 1.37 to 4.33 after the intervention. The difference of this factor is -2.97, which is significant at the 1% level (the t-statistic is -14.02). Respondents’ opinions on this sub-factor has been changed significantly from ‘Strongly disagree’ to ‘Strong agree’.
Table 4.11: Comparison of Direction and Goals factors

<table>
<thead>
<tr>
<th>Direction and Goals</th>
<th>Mean</th>
<th>Difference</th>
<th>t-test</th>
</tr>
</thead>
<tbody>
<tr>
<td>I know exactly what business this project operate in.</td>
<td>1.17</td>
<td>3.97</td>
<td>-2.80</td>
</tr>
<tr>
<td>I know exactly what this project stands for.</td>
<td>1.63</td>
<td>4.13</td>
<td>-2.50</td>
</tr>
<tr>
<td>I know exactly what this project want to achieve in 3-5 yrs.</td>
<td>1.30</td>
<td>3.73</td>
<td>-2.43</td>
</tr>
<tr>
<td>I know what this project plan to do for next month/year.</td>
<td>1.37</td>
<td>3.93</td>
<td>-2.57</td>
</tr>
<tr>
<td>I know the reason why I'm working/selling at this project.</td>
<td>1.80</td>
<td>4.37</td>
<td>-2.57</td>
</tr>
<tr>
<td>I know how my goals are linked to project's goals.</td>
<td>1.37</td>
<td>4.33</td>
<td>-2.97</td>
</tr>
<tr>
<td>My business's goal here is &quot;making money&quot;.</td>
<td>4.53</td>
<td>2.53</td>
<td>2.00</td>
</tr>
<tr>
<td>In my opinion, good business goal is maximize profit/sale only.</td>
<td>4.47</td>
<td>1.90</td>
<td>2.57</td>
</tr>
</tbody>
</table>

Note: One and two asterisks denote 5% and 1% level of significance, respectively.

Table 4.12 presents the mean statistics and the differences in mean statistics of each sub-factor of roles and responsibilities. The results indicate that all main factors have differences in mean statistics before and after the intervention. These factors have significant t-statistics at the 1% level which are -6.38, -13.10, -17.41, -12.52, -20.61, 10.81, and -25.72 respectively. It suggests that the respondents' opinions have significantly improved after ODI. For instance, the mean statistic that measures opinions of respondents on sub-factor “Social activities is one of my responsibilities which project has asking me to join”, increases from 1.13 to 4.53 after the intervention. The difference of this factor is -3.40, which is significant at the 1% level (the t-statistics is -25.72). Respondents' opinions regarding this sub-factor has changed significantly from 'Strongly disagree' to 'Strong agree'.
Table 4.12: Comparison of Roles and Responsibilities factors

<table>
<thead>
<tr>
<th>Roles and Responsibilities</th>
<th>Mean</th>
<th>Difference</th>
<th>t-test</th>
</tr>
</thead>
<tbody>
<tr>
<td>We know each other roles and never co-operate duplicate.</td>
<td>1.60</td>
<td>2.73</td>
<td>-1.13</td>
</tr>
<tr>
<td>I know exactly what I have to do/participate daily/weekly/monthly.</td>
<td>1.77</td>
<td>3.80</td>
<td>-2.03</td>
</tr>
<tr>
<td>I have a challenging job/my responsibilities are very important.</td>
<td>1.30</td>
<td>3.00</td>
<td>-1.70</td>
</tr>
<tr>
<td>My duties/responsibilities are clearly defined for improve project’s effectiveness.</td>
<td>1.33</td>
<td>4.60</td>
<td>-3.27</td>
</tr>
<tr>
<td>Great people/leader responsible for organization’s profit only. Social impact is not necessary for our role.</td>
<td>4.00</td>
<td>2.33</td>
<td>1.67</td>
</tr>
<tr>
<td>Social activities is one of my responsibilities which project has asking me to join.</td>
<td>1.13</td>
<td>4.53</td>
<td>-3.40</td>
</tr>
</tbody>
</table>

Note: One and two asterisks denote 5% and 1% level of significance, respectively.

The mean statistics, differences in mean statistics, and t-statistics of nine sub-factors of participation factor before and after ODI was shown in Table 4.13. The results indicate that all main factors have differences in mean statistics comparing before and after the intervention. These factors have significant t-statistics at the 1% level which are -17.01, -6.68, -17.41, -4.13, -11.79, -5.77, -6.26, -29.57, and -19.54 respectively. It suggests that the respondents’ opinions have significantly improved after ODI. For instance, the mean statistic that measures the opinions of respondents regarding the sub-factor “I can openly communicate with project leader/team when we meet or via any channels” increases from 1.47 to 4.40 after the intervention. The difference of this factor is -2.93, which is significant at the 1% level (the t-statistics is -17.01). Respondents’ opinions regarding this sub-factor have changed significantly from ‘Strongly disagree’ to ‘Strongly agree’.
Table 4.13: Comparison of Participation factors

<table>
<thead>
<tr>
<th>Participation</th>
<th>Mean Before</th>
<th>Mean After</th>
<th>Difference</th>
<th>t-test</th>
</tr>
</thead>
<tbody>
<tr>
<td>I can openly communicate with project leader/team when we meet or via any channels.</td>
<td>1.47</td>
<td>4.40</td>
<td>-2.93</td>
<td>-17.01**</td>
</tr>
<tr>
<td>I can give a feedback or suggestion to project team.</td>
<td>1.33</td>
<td>2.00</td>
<td>-0.67</td>
<td>-6.68**</td>
</tr>
<tr>
<td>This project always asking my opinion during meeting.</td>
<td>1.30</td>
<td>3.00</td>
<td>-1.70</td>
<td>-17.41**</td>
</tr>
<tr>
<td>There is a good team spirit at work/project.</td>
<td>1.53</td>
<td>2.20</td>
<td>-0.67</td>
<td>-4.13**</td>
</tr>
<tr>
<td>My views and participation are valued.</td>
<td>1.43</td>
<td>3.00</td>
<td>-1.57</td>
<td>-11.79**</td>
</tr>
<tr>
<td>I'm involved in decisions making that affect my project/business.</td>
<td>1.27</td>
<td>2.10</td>
<td>-0.83</td>
<td>-5.77**</td>
</tr>
<tr>
<td>I'm given adequate workshop and resources to do my job/business well.</td>
<td>1.17</td>
<td>3.03</td>
<td>-1.87</td>
<td>-6.26**</td>
</tr>
<tr>
<td>This project has many workshop or activities for me to participate.</td>
<td>1.13</td>
<td>3.00</td>
<td>-1.87</td>
<td>-29.57**</td>
</tr>
<tr>
<td>I can feel and sense &quot;social&quot; values through our working and activities.</td>
<td>1.10</td>
<td>3.33</td>
<td>-2.23</td>
<td>-19.54**</td>
</tr>
</tbody>
</table>

Note: One and two asterisks denote 5% and 1% level of significance, respectively.

Table 4.14 shows the mean statistics, the differences in mean statistics, and t-statistics of seven sub-factors of satisfaction factor before and after ODI. The results indicate that all main factors have differences in mean statistics for before and after the intervention. These factors have significant t-statistics at the 1% level which are -13.19, -9.15, -6.50, -9.72, -5.68, -9.79, and -6.15 respectively. It suggests that the respondents’ opinions have significantly improved after ODI. For instance, the opinion of respondents on sub-factor “I’m able to maintain a good balance between my work life and my family life” the mean statistic increases from 1.77 to 4.27 after the intervention. The difference of this factor is -2.50, which is significant at the 1% level (the t-statistics is -9.72). Respondents’ opinions on this sub-factor have changed significantly from ‘Strongly disagree’ to ‘Strongly agree’.
Table 4.14: Comparison of Satisfaction factors

<table>
<thead>
<tr>
<th>Satisfaction</th>
<th>Mean</th>
<th>Difference</th>
<th>t-test</th>
</tr>
</thead>
<tbody>
<tr>
<td>I have materials and equipment to do my job well.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Project has a good environment and support atmosphere.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I enjoy the work/business that I do.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>We have a smooth co-operation/working.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I know who I have to talk with when I need help.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I’m happy with relationship between me and project’s team.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I am satisfy because project give me updated information every week.</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Before</th>
<th>After</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>I have materials and equipment to do my job well.</td>
<td>1.33</td>
<td>3.33</td>
<td>-2.00</td>
<td>-13.19**</td>
</tr>
<tr>
<td>Project has a good environment and support atmosphere.</td>
<td>1.37</td>
<td>2.80</td>
<td>-1.43</td>
<td>-9.15**</td>
</tr>
<tr>
<td>I enjoy the work/business that I do.</td>
<td>1.73</td>
<td>3.07</td>
<td>-1.33</td>
<td>-6.50**</td>
</tr>
<tr>
<td>We have a smooth co-operation/working.</td>
<td>1.77</td>
<td>4.27</td>
<td>-2.50</td>
<td>-9.72**</td>
</tr>
<tr>
<td>I know who I have to talk with when I need help.</td>
<td>1.80</td>
<td>3.00</td>
<td>-1.20</td>
<td>-5.68**</td>
</tr>
<tr>
<td>I’m happy with relationship between me and project’s team.</td>
<td>1.27</td>
<td>2.63</td>
<td>-1.37</td>
<td>-9.79**</td>
</tr>
<tr>
<td>I am satisfy because project give me updated information every week.</td>
<td>3.23</td>
<td>4.60</td>
<td>-1.37</td>
<td>-6.15**</td>
</tr>
</tbody>
</table>

Note: One and two asterisks denote 5% and 1% level of significance, respectively.

The mean statistics, the difference in mean statistics, and t-statistics of six sub-factors of awareness factor before and after ODI was shown in Table 4.15. The results indicate that all sub-factors have differences in mean statistics before and after ODI. However, only five sub-factors have significant t-statistics at 1% level. These sub-factors are: “This project is interesting and attractive for target customers”, “This project has creative activities to drawing new customers and media”, “This project is an inspirational place for shopping or doing activities”, “This project is well-known and publicized through a lot of media”, and “This project is relatively different compared to others” which these t-statistics are -13.59, -11.78, -16.08, -13.99, and -18.25 respectively. It suggests that the respondents’ opinions have significantly improved after ODI. For instance, the mean statistic that measures the opinions of respondents regarding the sub-factor “This project is an inspirational place for shopping or doing activities” increases from 1.40 to 4.43 after the intervention. The difference of this factor is -3.03, which is significant at the 1% level (the t-statistics is -16.08). Respondents’ opinions regarding this sub-factor have changed significantly from ‘Strongly disagree’ to ‘Strongly agree’.
Table 4.15: Comparison of Awareness factors

<table>
<thead>
<tr>
<th>Awareness</th>
<th>Before</th>
<th>After</th>
<th>Difference</th>
<th>t-test</th>
</tr>
</thead>
<tbody>
<tr>
<td>This project is interesting and attractive for target customers.</td>
<td>1.37</td>
<td>4.07</td>
<td>-2.70</td>
<td>-13.59**</td>
</tr>
<tr>
<td>This project has creative activities to drawing new customers and media.</td>
<td>1.43</td>
<td>4.33</td>
<td>-2.90</td>
<td>-11.78**</td>
</tr>
<tr>
<td>This project is an inspirational place for shopping or doing activities.</td>
<td>1.40</td>
<td>4.43</td>
<td>-3.03</td>
<td>-16.08**</td>
</tr>
<tr>
<td>This project is well-known and publicized through a lot of media.</td>
<td>1.33</td>
<td>4.33</td>
<td>-3.00</td>
<td>-13.99**</td>
</tr>
<tr>
<td>This project is relatively different compared to others.</td>
<td>1.37</td>
<td>4.23</td>
<td>-2.87</td>
<td>-18.25**</td>
</tr>
<tr>
<td>Social activities will generate more traffic of people and create more awareness to target.</td>
<td>3.47</td>
<td>4.07</td>
<td>-0.60</td>
<td>-2.01</td>
</tr>
</tbody>
</table>

Note: One and two asterisks denote 5% and 1% level of significance, respectively.

Table 4.16 shows the mean statistics, difference in mean statistics, and t-statistics of ten sub-factors of morale factor before and after ODI. The results indicate that all main factors have differences in mean statistics for before and after the intervention. These factors have significant t-statistics at the 1% level which are -4.26, -13.19, -7.76, -5.29, -4.54, -10.58, -5.19, -12.84, -7.35, and -11.79 respectively. It suggests that the respondents' opinions have significantly improved after ODI. For instance, the mean statistic that measures the opinions of respondents regarding sub-factor “I’m happy with my situation in this project” increases from 1.50 to 3.87 after the intervention. The difference of this factor is -2.37, which is significant at the 1% level (the t-statistics is -7.76). Respondents’ opinions regarding this sub-factor have changed significantly from ‘Strongly disagree’ to ‘Agree’.
Table 4.16: Comparison of Morale factors

<table>
<thead>
<tr>
<th>Morale</th>
<th>Mean Before</th>
<th>Mean After</th>
<th>Difference</th>
<th>t-test</th>
</tr>
</thead>
<tbody>
<tr>
<td>I'm happy to know that my project is changing.</td>
<td>1.83</td>
<td>2.77</td>
<td>-0.93</td>
<td>-4.26**</td>
</tr>
<tr>
<td>I feel that my job/business is growing in the positive way.</td>
<td>1.27</td>
<td>3.27</td>
<td>-2.00</td>
<td>-13.19**</td>
</tr>
<tr>
<td>I'm happy with my situation in this project.</td>
<td>1.50</td>
<td>3.87</td>
<td>-2.37</td>
<td>-7.76**</td>
</tr>
<tr>
<td>I could have small talk with my team/boss/owner anytime as friends.</td>
<td>1.40</td>
<td>2.00</td>
<td>-0.60</td>
<td>-5.29**</td>
</tr>
<tr>
<td>Project keep in touch with me and always share the information that I need.</td>
<td>1.40</td>
<td>2.00</td>
<td>-0.60</td>
<td>-4.54**</td>
</tr>
<tr>
<td>I feel comfortable and happy every time when I walk through the project's space.</td>
<td>1.50</td>
<td>3.00</td>
<td>-1.50</td>
<td>-10.58**</td>
</tr>
<tr>
<td>Temperature of the space is comfortable and I feel relax when I'm here.</td>
<td>1.37</td>
<td>2.00</td>
<td>-0.63</td>
<td>-5.19**</td>
</tr>
<tr>
<td>I feel that project keep on promise and try to make a better situation.</td>
<td>1.33</td>
<td>3.00</td>
<td>-1.67</td>
<td>-12.84**</td>
</tr>
<tr>
<td>In my opinion, advertising of social activities could generate a traffic and make me happy.</td>
<td>3.37</td>
<td>5.00</td>
<td>-0.37</td>
<td>-7.35**</td>
</tr>
<tr>
<td>Social artifacts is interesting for customers.</td>
<td>1.13</td>
<td>2.60</td>
<td>-1.47</td>
<td>-11.79**</td>
</tr>
</tbody>
</table>

Note: One and two asterisks denote 5% and 1% level of significance, respectively.

Table 4.17 shows the mean statistics, the difference in mean statistics, and the t-statistics of eight sub-factors regarding enthusiasm before and after ODI. The results indicate that all main factors have differences in mean statistics for before and after the intervention. These factors have significant t-statistics at the 1% level which are -10.48, -15.05, -5.53, -14.84, -22.49, -11.83, -18.23, and -4.97 respectively. It suggests that the respondents’ opinions have significantly improved after ODI. For instance, the mean statistic that measures the opinions of respondents regarding the sub-factor “I and this project will change the world with our business together” increases from 1.17 to 4.17 after the intervention. The difference of this factor is -3.00, which is significant at the 1% level (the t-statistics is -11.83). Respondents’ opinions regarding this sub-factor has changed significantly from ‘Strongly disagree’ to ‘Agree’. 
Table 4.17: Comparison of Enthusiasm factors

<table>
<thead>
<tr>
<th>Enthusiasm</th>
<th>Mean</th>
<th>Difference</th>
<th>t-test</th>
</tr>
</thead>
<tbody>
<tr>
<td>Social workshop and activities are positive and supportive.</td>
<td>1.47</td>
<td>4.10</td>
<td>-2.63</td>
</tr>
<tr>
<td>My work/this project give me feeling of accomplishment and pride.</td>
<td>1.33</td>
<td>3.00</td>
<td>-1.67</td>
</tr>
<tr>
<td>This project provides training or workshop that strengthen my business skill.</td>
<td>1.33</td>
<td>2.00</td>
<td>-0.67</td>
</tr>
<tr>
<td>My project is innovative and provides energetic and powerful feeling.</td>
<td>1.27</td>
<td>3.00</td>
<td>-1.73</td>
</tr>
<tr>
<td>This project provides me meaningful activities and give me a chance to learn new things.</td>
<td>1.23</td>
<td>3.00</td>
<td>-1.77</td>
</tr>
<tr>
<td>I and this project will change the world with our business together.</td>
<td>1.17</td>
<td>4.17</td>
<td>-3.00</td>
</tr>
<tr>
<td>This project has interesting activities/workshop/events which stimulate my enthusiasm.</td>
<td>1.27</td>
<td>3.00</td>
<td>-1.73</td>
</tr>
<tr>
<td>Social activities can increase my enthusiasm.</td>
<td>2.97</td>
<td>4.17</td>
<td>-1.20</td>
</tr>
</tbody>
</table>

Note: One and two asterisks denote 5% and 1% level of significance, respectively.

4.6 Qualitative Analysis of the In-Depth Interviews

From the interview with the executive, positive change was noticeable. The social enterprise ODI approach positively affected overall TV's performance. The new social vision, mission, and goals helped guide TV's direction and its team to move forward to achieve their organizational goals. Integrating social enterprise into ODI with clearly specified social vision, mission, and goals helped to lead where organizational direction were heading. Meanwhile, these also helped to remind the team members and vendors to operate on both business and social purpose. The workflow chart allowed the team members to work more efficiently. It also reduced job duplication between team members and vendors. Moreover, job titles and job descriptions were helpful for the team members to classify their business roles and responsibilities. Having social roles incited more participation and more emotional involvement of all the stakeholders. Overall, horizontal, downward, and upward
communication could increase satisfaction, morale, and participation. Maintaining congruent internal and external communication helped TV to express social value efficiently and increased awareness of the public, at the same time. This attracted more customers, volunteers, as well as media. Working and engaging with social partners at the early stage enabled the executive, team members and vendors to recognize the importance of blending the social value with the organizational value. The project's renovation with changing cultural artifacts fit well with the new organizational direction, and supported well with the ongoing social activities. Attractive cultural signs also positively enhanced social values. Additionally, the renovation helped increase overall satisfaction and morale as it became apparent how the organization took part in improving the situation. As a result, participation and enthusiasm of the team members and vendors highly increased due to closed working relationships and active engagement with social partners.

Social enterprise is a relatively new approach. Therefore, there is a need to develop new structures and processes. Particularly for a start-up social enterprise, generating social support from social partners for organizing social workshop and activities have proved to be vital to success. For TV, working and engaging with social partners provided the opportunities to work to achieve beyond business profit, but also social rewards, trust and commitment. After the intervention process, it is apparent that all stakeholders had positive attitudes toward the social enterprise ODI approach.

In summary, from both quantitative and qualitative results, the researcher concluded that the findings show the impact of the interventions through all social enterprise ODI process. It could make differences before and after ODI on organizational structure and organizational process of target organization. The next chapter will state its conclusions and will provide recommendations of the study.
CHAPTER 5:
SUMMARY/CONCLUSIONS/RECOMMENDATIONS

5.1 Introduction

This chapter summarizes empirical findings from the statistical analysis, which consists of five sections. Section 5.1 presents an introduction of this chapter. Section 5.2 provides a summary of key findings of the analysis then follow by Section 5.3 provides a conclusion of findings and ODI discussion. Section 5.4 provides some recommendations to ODI for an organization according to the results from the analysis and recommendations to future studies on the organizational structure and organizational process issue.

5.2 The Summary of Findings

From the presentation of empirical results of the analysis, the key findings of this study contains three parts: general information, organization development intervention factors, and hypothesis testing. For the general information, most respondents were female and lie in the age range between 21 - 30 years old. Most of them holds bachelor's degrees and their work experience, or period of renting the project's space, is between 6 - 9 months.

For organizational development intervention factors, the respondents' feedbacks regarding seven main factors of ODI and can be split into two groups: before and after ODI. The main seven factors are: direction and goals, roles and responsibilities, participation, satisfaction, awareness, morale, and enthusiasm. The findings show that OD intervention could change the respondents' opinion in a positive way for all factors. Five factors which change the respondents' opinion from 'Strongly disagree' to 'Uncertainty' are roles and responsibilities (with the mean statistics change from 1.79 to 2.68), participation (with the mean statistics change from 1.30 to 2.90), satisfaction (with the mean statistics change from 1.79 to 3.21), morale (with the mean statistics change from 1.61 to 2.75), and enthusiasm (with the mean statistics change from 1.50 to 3.30). For the highest change of sub factor about respondents' opinions of each factor, "Social activities is one of my responsibilities which project has asking me to join" (with the mean statistics change from 1.13 to
4.53) is the highest change of sub factor on roles and responsibilities. For the sub factor of participation, “I can feel and sense "social" values through our working and activities” (with the mean statistics change from 1.10 to 3.33) is the highest change factor on respondent’s opinion. For the sub factor of satisfaction, “Project has a good environment and support atmosphere” (with the mean statistics change from 1.37 to 2.80) is the highest change factor on respondent’s opinion. For the sub factor of morale, “I feel that project keep on promise and try to make a better situation” (with the mean statistics change from 1.33 to 3.00) is the highest change factor on respondent’s opinion. For the sub factor of enthusiasm, “This project provides me meaningful activities and give me a chance to learn new things” (with the mean statistics change from 1.23 to 3.00) is the highest change factor on respondent’s opinion. The remaining two main factors are direction and goals. There is a considerable change in opinion from ‘Disagree’ to ‘Agree’ (with the mean statistics change from 2.20 to 3.61) and awareness change from ‘Strongly disagree’ to ‘Strongly agree’ (with the mean statistics change from 1.73 to 4.24). For sub factors of direction and goals, “I know how my goals are linked to project’s goals” (with the mean statistics change from 1.37 to 4.33) is the highest change factor on respondents’ opinions. For sub factors of awareness, “This project is an inspirational place for shopping or doing activities” (with the mean statistics change from 1.40 to 4.43) is the highest change factor regarding respondents’ opinions.

For the hypothesis testing, all seven main factors have significant differences for before and after ODI and these main factors could change the respondents’ opinions significantly at one percent significant level. These factors are awareness, enthusiasm, participation, satisfaction, direction and goals, morale, and roles and responsibilities with the significant t-statistics which are -18.58, -24.81, -26.81, -19.60, -9.59, -20.65, and -12.04 respectively. For hypothesis testing of sub factors of awareness, all sub factors have differences in mean statistics with five sub factors have significant t-statistics at the 1% level. Especially, sub-factor “This project is an inspirational place for shopping or doing activities”, the mean statistic increases from 1.40 to 4.43. The difference of this factor is -3.03 with the t-statistics is -16.08. For hypothesis testing of sub factors of enthusiasm, all sub factors have differences in mean statistics with significant t-statistics at the 1% level. Especially, sub-factor “I
and this project will change the world with our business together”, the mean statistic increases from 1.17 to 4.17. The difference of this factor is -3.00 with the t-statistics is -11.83. For hypothesis testing of sub factors of participation, all sub factors have differences in mean statistics with significant t-statistics at the 1% level. Particularly, sub-factor “I can openly communicate with project leader/team when we meet or via any channels”, the mean statistic increases from 1.47 to 4.40. The difference of this factor is -2.93 and the t-statistics is -17.01. For hypothesis testing of sub factors of satisfaction, all sub factors have differences in mean statistics with significant t-statistics at the 1% level. Sub-factor “We have a smooth co-operation/working”, the mean statistic increases from 1.77 to 4.27. The difference of this factor is -2.50 and the t-statistic is -9.72. For hypothesis testing of sub factors of direction and goals, all sub factors have differences in mean statistics with significant t-statistics at the 1% level. Particularly, sub-factor “I know how my goals are linked to project's goals”, the mean statistic increases from 1.37 to 4.33. The difference of this factor is -2.97 and the t-statistic is -14.02. For hypothesis testing of sub factors of morale, all sub factors have differences in mean statistics with significant t-statistics at the 1% level. Sub-factor “I'm happy with my situation in this project”, the mean statistic increases from 1.50 to 3.87. The difference of this factor is -2.37 and the t-statistic is -7.76. Lastly, hypothesis testing of sub factors of roles and responsibilities, all sub factors have differences in mean statistics with significant t-statistics at the 1% level. Sub-factor “Social activities is one of my responsibilities which project has asking me to join”, the mean statistic increases from 1.13 to 4.53. The difference of this factor is -3.40 and the t-statistic is -25.72.

5.3 The Conclusion of Findings and ODI Discussion

This study demonstrates that the implementation of social enterprise ODI approach on organizational structure and organizational process to the target organization have positive impacts on all seven main factors: direction and goals, roles and responsibilities, participation, satisfaction, awareness, morale, and enthusiasm.

For direction and goals factors, as Simms & Robinson (2007) said, social enterprises address a dual purpose both economic and social in their mission. The new
social vision and mission of TV has a purpose to stimulate all respondents to think, communicate, and do all good activities which support the sharing of all partners and customers in which finally, TV would gain a support from social organizations and customers in return. This maintains the dual mission of attracting customers for economic-good shopping and creating a social space for people to share. The hybrid mission between business and social development is at the foundation of the organization. For this study, it could be said that the project has established a clear vision, mission, and goals. Moreover, it uses a proper channel to communicate with teams and vendors. As Roberts & O’ Reilly said organizations are likely to have problems when there are no effective lines of communication and if the modes of communication are ill-equipped to serve the needs of the employees to be heard. The organization’s overall effectiveness is high when they have a good mode of communication (Roberts & O'Reilly, 1974). When downward communication (memo, telephone, e-mail, bulletin board, face-to-face) and horizontal communication (meeting/Facebook) were implemented, it could be said that an effective system of communication has been installed, allowing for the transparency and understanding of new directions and goals which result to higher effectiveness of organization.

As for the roles and responsibilities factors, this research shows that this project uses proper communication to establish relations and assigned roles, divide efforts and resources to achieve objectives (Goldhaber, etc., 1978). The clarified job titles and job description with the workflow (organizational chart) show all the operation activities that make respondents aware of their roles and responsibilities vividly. Both team members and vendors exhibit smooth cooperation which results to decreasing in confusing and duplicate job.

As Dale (1969) described communication as a “sharing of ideas and feelings in a mood of mutuality”, these findings on participation factors demonstrate that all horizontal and upward communication (Facebook/meeting/suggestion box) intervened in this project could make more feelings of mutuality. With aiming to create more participation between team members and vendors, both horizontal and upward generate opportunities for respondents to discuss, create and share the feelings of mutuality. Social workshops with several social organizations could stimulate them to
have more participation. During the workshop period, open-communication occurs among team members, vendors, volunteers, and social organization’s members. This could be a great opportunity for team members and vendors to learn about each other, and produce and reproduce ‘social’ shared meaning in a longer term.

For satisfaction factors, with more downward communication (face-to-face/telephone/email/memos/bulletin board) to inform the necessary information to respondents, this could open opportunities for all respondents to understand the situation. Respondents would feel more satisfaction because they would have a clearer understanding of TV’s direction and goals. Clarified workflow (organizational chart) give them a clear process which support efficient work and smooth cooperation among respondents. Furthermore, the renovating of social cultural artifacts (architecture/furniture/ décor/art/stories), it could send a good sign to all respondents that TV’s management attempt to improve the situation.

For awareness factors, many media PR (POP media/leaflet/poster/video) and social workshops and activities by many social organizations could draw more visitors, customer, media, and social organizations to joining the space. Public awareness on project gradually increase. Projects gradually gain a solid reputation and develop in the eyes of public awareness in terms of ‘social’ space, which resulted to overall project’s image.

For morale factors, with a more stable recognition of TV’s vision, mission, and goals through downward communication, those involved realized the change on cultural artifacts renovating. These could be a positive sign for TV’s improvement. These implemented changes increase respondents’ morale brilliantly. Additionally, external communication which are used to create awareness to customers, and public media could give a sense of supportiveness and willingness to help bring about a better situation. These directly result to boosting respondents’ morale.

For enthusiasm factors, this research could demonstrate that continuous social workshops and activities could stimulate respondents to have more enthusiasm. Respondents were stimulated to participate more on project’s social purpose and help
them to keep focus on what they want to achieve along with the TV's social goals. With collaborating with several kind of social organizations to set a workshop and open for public to joining the events, these also reinforce enthusiasm of respondents to retain their participation and give them a feeling of pride.

This study demonstrates that the implementation of social enterprise ODI approach on organizational structure and organizational processes could result in a positive impact on target organization. Open opportunities to co-create new visions and missions stimulated participation among the executive, team members, and vendors. The executive's willingness to adopt the new model, in hope that it would solve the business situation, was one of the factors that pulled tremendous support from among the team members, vendors and social partners through empowerment. This not only applies for internal stakeholders (team members and vendors), but also external stakeholders (volunteers and social partners) who had seen positive change. Furthermore, customers stated that they were willing to support the project by donation, workshop participation, and regular visits to the space for future shopping sprees.

5.4 The Recommendations on ODI and for future studies

According to the empirical results on the impact of ODI activities on organizational structure and organizational process, the researcher has some recommendations from the analysis as follows:

- This study shows that developing an effective organizational structure and organizational process is vital to the success of a start-up project.
- Further research on organizational development should consider integrating the social enterprise ODI approach with large organizations with increased sample sizes to generate expansive results.
- It is recommended that the study of social enterprise ODI approach be replicated into different industries to extend the applications/ body of knowledge of the field.
- For future study on social enterprise ODI approach, different variables may be applied to the research framework to expand the extent of understanding of the subject.
Epilogue

This OD implementation gave me an understanding of the importance of change. By learning to understand the situation, through exploring the opportunities for developing a better organization, and through continuously communicating with the members, I think a good beginning for positive changes within organization has been established. Organization could be “organization for all” by letting people involved participate from the starting point: vision and mission establishment which generate sense of owner for all members. I have learned that sometimes the great start for change is to start listening to ‘what is deeply rooted in the mind and heart of the members’. When an ‘open-minded’ atmosphere is established in an organization, members would be ready to accept change in the short term period. I believe that if all members keep lines of communication with each other open during the change process, organizational culture gradually germinates within the organization. Organizational culture is a long-term and on-going process. I strongly believe that social culture could be used and embedded in business-oriented organization if it generates opportunity for members to communicate to each other and also with continuously communicate through all social activities, these on-going communication could make organizations more valuable and meaningful.

With an eight month effort to complete OD, I could learn the value of OD in different contexts from other business administration fields. Dealing with change, we all know that change can be necessary but any hope of progress needs someone who knows how to implement change and make it happen. This OD study teaches me how to effectively implement change within an organization and it has expanded my perspective on OD fields.

Finally, this OD implementation shows me a broader view of successful organization. I certainly understand that the success of organization is not significantly based on the profit or sales of organization but is first and foremost based on the performance of organizational members, in which results to the organization’s overall performance in the end.
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C: Conference Paper & Working Paper

Amon, M. (2010). *Leadership behavior and employee morale within the department of agriculture.* Paper submitted for Doctor of Public Administration, University of South Africa


**D: Electronic Sources**


**E: Other Sources**

APPENDIX A

QUESTIONNAIRE
QUESTIONNAIRE

Dissertation Title
Using a Social Enterprise Organizational Development Intervention Approach in Developing Organizational Structure and Processes for Start-up Social Enterprise: A Case Study of Trendy Village
By Pichai Pusumpun (PH. D. Candidate)

Instructions:
Please mark each box which best represents your general information.

Part 1: Respondent’s General Information (ข้อมูลทั่วไป)

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<tbody>
<tr>
<td><strong>1.) Age</strong></td>
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<td>☐ Less than or equal to 20 years</td>
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<td></td>
<td>☐ 21 - 30 years</td>
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<td><strong>2.) Gender</strong></td>
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<td></td>
<td>☐ Male</td>
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<td><strong>3.) Educational Level</strong></td>
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<td></td>
<td>☐ Lower than Vocational</td>
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<td></td>
<td>☐ Vocational</td>
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<tr>
<td><strong>4.) Position</strong></td>
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<td></td>
<td>☐ Staff or Team</td>
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<td><strong>5.) Years of working or rental this space</strong></td>
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<td></td>
<td>☐ Less than 6 months</td>
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<tr>
<td></td>
<td>☐ 9 - 12 months</td>
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</tbody>
</table>
**Part 2: Organizational Structure: (Questions concerning Direction and Goals)**

Please mark (X) each box referring to the numerical values which best expresses your opinion

<table>
<thead>
<tr>
<th>Level of Agreement</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
</table>

1) I know exactly what business this project operate in.
   - [ ] Strongly Disagree
   - [ ] Disagree
   - [ ] Uncertainty
   - [ ] Agree
   - [ ] Strongly Agree

2) I know exactly what my organization stand for.
   - [ ] Strongly Disagree
   - [ ] Disagree
   - [ ] Uncertainty
   - [ ] Agree
   - [ ] Strongly Agree

3) I know exactly what my organization want to achieve in 3 - 5 years.
   - [ ] Strongly Disagree
   - [ ] Disagree
   - [ ] Uncertainty
   - [ ] Agree
   - [ ] Strongly Agree

4) I know what my organization plan to do for next month or next year.
   - [ ] Strongly Disagree
   - [ ] Disagree
   - [ ] Uncertainty
   - [ ] Agree
   - [ ] Strongly Agree

5) I know the reason why I am working for this organization.
   - [ ] Strongly Disagree
   - [ ] Disagree
   - [ ] Uncertainty
   - [ ] Agree
   - [ ] Strongly Agree

6) I know how my goals are linked to the organization’s goals.
   - [ ] Strongly Disagree
   - [ ] Disagree
   - [ ] Uncertainty
   - [ ] Agree
   - [ ] Strongly Agree

7) My organization’s goal is "making a money".
   - [ ] Strongly Disagree
   - [ ] Disagree
   - [ ] Uncertainty
   - [ ] Agree
   - [ ] Strongly Agree

8) In my opinion, a good business goal is that generating a maximize profit and sales only.
   - [ ] Strongly Disagree
   - [ ] Disagree
   - [ ] Uncertainty
   - [ ] Agree
   - [ ] Strongly Agree

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**Part 3: Organizational Structure: (Questions concerning Roles and Responsibilities)**

Please mark (X) each box referring to the numerical values which best expresses your opinion

<table>
<thead>
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<th>Level of Agreement</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
</table>

1) We know each other roles and never co-operate duplicate.
   - [ ] Strongly Disagree
   - [ ] Disagree
   - [ ] Uncertainty
   - [ ] Agree
   - [ ] Strongly Agree

2) I know exactly what I have to do/participate daily/weekly/monthly.
   - [ ] Strongly Disagree
   - [ ] Disagree
   - [ ] Uncertainty
   - [ ] Agree
   - [ ] Strongly Agree

3) I have a challenging job/my responsibilities are very important.
   - [ ] Strongly Disagree
   - [ ] Disagree
   - [ ] Uncertainty
   - [ ] Agree
   - [ ] Strongly Agree

4) I know exactly who I have to work with/co-operate/share/report to.
   - [ ] Strongly Disagree
   - [ ] Disagree
   - [ ] Uncertainty
   - [ ] Agree
   - [ ] Strongly Agree

5) My duties/responsibilities are clearly defined for improve project’s effectiveness.
   - [ ] Strongly Disagree
   - [ ] Disagree
   - [ ] Uncertainty
   - [ ] Agree
   - [ ] Strongly Agree

6) Great people/leader responsible for organization’s profit only.
   Social impact is not necessary for our role.
   - [ ] Strongly Disagree
   - [ ] Disagree
   - [ ] Uncertainty
   - [ ] Agree
   - [ ] Strongly Agree

7) Social activities is one of my responsibilities which project has asking me to join.
   - [ ] Strongly Disagree
   - [ ] Disagree
   - [ ] Uncertainty
   - [ ] Agree
   - [ ] Strongly Agree
### Part 4: Organizational Process: (Questions concerning Participation)

Please mark (X) each box referring to the numerical values which best expresses your opinion.

<table>
<thead>
<tr>
<th>Description</th>
<th>Level of Agreement</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. I can openly communicate with project leader/team when we meet or via any channels.</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>2. I can give a feedback or suggestion to project team.</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>3. This project always asking my opinion during meeting.</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>4. There is a good team spirit at work/project.</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>5. My views and participation are valued.</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>6. I’m involved in decisions making that affect my project/business.</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>7. I’m given adequate workshop and resources to do my job/business well.</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>8. This organization has many workshops and activities for me to participate.</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>9. I can feel and sense &quot;social&quot; values through our working and activities.</td>
<td>1 2 3 4 5</td>
</tr>
</tbody>
</table>

### Part 5: Organizational Process: (Questions concerning Satisfaction)

Please mark (X) each box referring to the numerical values which best expresses your opinion.

<table>
<thead>
<tr>
<th>Description</th>
<th>Level of Agreement</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. I have the materials and equipment to do my job well.</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>2. Project has a good environment and support atmosphere.</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>3. I enjoy the work that I do.</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>4. We have a smooth co-operation/working.</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>5. I know who I have to talk with when I need help.</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>6. I’m happy with relationship between me and project’s team.</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>7. I am satisfy because project give me updated information every week.</td>
<td>1 2 3 4 5</td>
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</tbody>
</table>
Part 6: Organizational Process: (Questions concerning Awareness)

1) This project is interesting and attractive for target customers. ☐ ☐ ☐ ☐ ☐
2) This project has creative activities to drawing new customers and media. ☐ ☐ ☐ ☐ ☐
3) This project is an inspirational place for shopping or doing activities. ☐ ☐ ☐ ☐ ☐
4) This project is well-known and publicized through a lot of media. ☐ ☐ ☐ ☐ ☐
5) This project is relatively different compared to others. ☐ ☐ ☐ ☐ ☐
6) Social activities will generate more traffic of people and create more awareness to target. ☐ ☐ ☐ ☐ ☐

Part 7: Organizational Process: (Questions concerning Morale)

Please mark (X) each box referring to the numerical values which best expresses your opinion

1) I’m happy to know that my project is changing. ☐ ☐ ☐ ☐ ☐
2) I feel that my job/business is growing in the positive way. ☐ ☐ ☐ ☐ ☐
3) I’m happy with my situation in this project. ☐ ☐ ☐ ☐ ☐
4) I could has small talk with my clients, my team, my boss anytime as a friends. ☐ ☐ ☐ ☐ ☐
5) Project keep in touch with me and always share the information that I need. ☐ ☐ ☐ ☐ ☐
6) I feel comfortable and happy every time when I walk through the project’s space. ☐ ☐ ☐ ☐ ☐
7) Temperature of the space is comfortable and I feel relax when I’m here. ☐ ☐ ☐ ☐ ☐
8) I feel that project keep on promise and try to make a better situation. ☐ ☐ ☐ ☐ ☐
9) In my opinion, advertising of social activities could generate a traffic and make me happy. ☐ ☐ ☐ ☐ ☐
10) Social artifacts is interesting for customers. ☐ ☐ ☐ ☐ ☐
Part 8: Organizational Process: (Questions concerning Enthusiasm)

Please mark (X) each box referring to the numerical values which best expresses your opinion.

1 = Strongly Disagree  2 = Disagree  3 = Uncertainty  4 = Agree  5 = Strongly Agree

1) Social workshop and activities are positive and supportive.  
2) My work gives me feeling of accomplishment and pride.  
3) This project provides training or workshop that strengthen my business skill.  
4) My project is innovative and provide energetic and powerful feeling.  
5) This project provides me meaningful activities and give me a chance to learn new things.  
6) Me and my organization would change the world with our business.  
7) My organization has an interesting activities/workshop/events which stimulate my enthusiasm.  
8) Social activities can increasing my enthusiasm sometimes.

Part 9: Additional Suggestion (If any)
APPENDIX B
IN-DEPTH INTERVIEW QUESTIONS

1. What do you think are the key factors for a successful retail rental business?
2. What are the key factors that make team in Trendy Village feel enthusiasm and working with passion?
3. What are the key factors that make vendors in Trendy Village satisfy and give more participation?
4. What are the key factors that will lead to a high level of successful Trendy Village?
5. Which type of communication do you think is most effective in the Trendy Village?
APPENDIX C
COMMUNICATION MEDIA
a) Poster & Leaflet
เปิด workshop งานฝีมือดั้งเดิม Decoupage(ฝักดิน) & ระบบอิเล็กทรอนิกส์ 18,11 ตุลาคม

งานวิศวกรรมศาสตร์การกีฬา
สถาบันเทคโนโลยีพระจอมเกล้าเจ้าคุณทหารลาดกระบัง
082 086 8885
02 464 8203
facebook.com/BUU115
facebook.com/BUU1730

สิ่งที่สอดคล้องกันได้ก็คือ

"GOOD LIFE BY GOOD VOLUNTEER"

I ❤️ BANGBAN

COUPON 20฿
“เสียวดโลก”

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WORKSHOP
SRT 25/08/2555 (1pm-3pm)
เห็นอยู่ภายในงานกิจกรรมนี้ด้วยกัน
เริ่มต้นการซ่อมแซมและการแลกเปลี่ยน
ใน RE+PAIR

JUNK
TO
USE

เยี่ยมชม WORKSHOP ไม่ต้องค่าใช้จ่าย
GO vere http://www.facebook.com/

เปิดงาน Open House
วันที่ 23 มิถุนายน 2555
ร่วมสร้างกิจกรรมให้สนุก
เฉพาะผู้เล็กสับสนกี่ยูน
Click เพื่อลงทะเบียน

Workshop คัดปรับ
รู้จักกระบวนการแก้ไข
รายงานโดย ที่ 15 กลาง
ทุกภาค
กิจกรรมที่ได้รับ

13.00 - 13.30 น. ลงทะเบียนเมื่อแรก
13.30 - 14.00 น. อนุญาตที่จะซ่อมแซม
14.00 - 15.00 น. ลงโทษลวดลาย
15.00 - 15.15 น. พักผ่อนตามใจ
15.15 - 16.00 น. อบรมเรื่องการติดตั้ง
16.00 - 16.15 น. ทิศทาง

โดด ๆ ที่ใหม่ Children Mind
b) VTR
http://www.youtube.com/watch?v=DJJJtvYhgE
http://www.youtube.com/watch?v=4Mihye79_Lc
http://www.youtube.com/watch?v=vhfPR3SweyM

c) TVC Interview
http://www.youtube.com/watch?v=siFcqJshcZI