

ABSTRACT

The main purpose of this action research was to design appropriate organizational development interventions for enhancing employees' competencies, confidence, performance, English proficiency and customer delight for the focal company where its nature of business is in hospitality industry. In order to underpin the findings, the qualitative and quantitative methods of data collection together with the structural equation model (SEM) analysis to determine the relationship between variables were implemented. The respondents were also divided into two groups. The first group did not involve the Appreciative Inquiry (AI) concept and process whereas the second group responded on the domains of learning interventions through training package.

The results revealed that the relationship between each variable could be explained a way in relation to the results of SEM analysis. The designed interventions could not generate any significant relationship or the effect between several variables for respondents in both groups. These variables were proficiency and confidence for both meeting and exceeding the expectation dimensions. On the contrary, the interventions could generate a significant relationship between performance and customer delight for both groups of respondents on both dimensions that surveyed on customers; nevertheless, neither competencies nor proficiency had any direct effect or significant relationship with performance in light of confidence.

Additionally, the implementation of interventions could actually generate positive effects on employee competencies, confidence, performance, English proficiency and customer delight as these variables were developed and improved effectively and efficiently. Although the results were positive for both groups, group 2 had better results than group 1 because of the involvement in the AI concept and process.

The study suggested that there were several training factors based on the front office and English training sessions in which these must be taken into consideration for more powerful results. These factors were the qualification of trainers, topics, frequency and duration of training sessions. Also if there is more time and frequency of trainings available for the respondents, the better results can probably be accomplished and achieved because they would have more opportunities to learn, practice, adapt and apply the knowledge, skills and abilities that gain from the interventions onto their job duties and daily assigned tasks.