ORGANIZATIONAL DEVELOPMENT INTERVENTION ON SERVICE CLIMATE AND PSYCHOLOGICAL MEANINGFULNESS TO IMPROVE EMPLOYEE ENGAGEMENT: AN ACTION RESEARCH IN A PRIVATE FAMILY HOTEL SAMUI, THAILAND

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Abstract

This research investigates the impact of organization development intervention (ODI) on service climate, and psychological meaningfulness to enhance the level of employee engagement, conducted in a mid-sized family owned hotel in Samui, Thailand by using the action research model. Various OD interventions were conducted on 27 participants over a seven month period from June to December 2016. The concept of Effective Change Management (Cumming & Worley, 2005) and Whole Brain Literacy (Tayko, 2010) were used for the intervention design process. The findings indicate that:

1. Service climate, psychological meaningfulness, and employee engagement showed statistically significant increases after ODI.
2. There is a statistically significant positive relationship between service climate, psychological meaningfulness, and employee engagement.
3. Only “length of service” in the demographic factor indicated a statistically significant positive relationship with employee engagement, while “age” and “department” showed no significant relationship.

Keywords: employee engagement, work engagement, service climate, service vision, service leadership, customer treatment, service failure prevention, psychological meaningfulness, autonomy, co-worker relationship, person-job fit

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