A Study of Employee competency, Communication and Teamwork: A Case proposes ODI of Union Property Co., Ltd.

By
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A Thesis submitted in partial fulfillment of the requirements for the degree of
Master of Management in Organization Development and Management

Graduate School of Business
Assumption University
Bangkok, Thailand

November 2008
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Bangkok, Thailand

December 2, 2008
ABSTRACT

The core purpose of this study is to determine a proposed of the organizational development interventions (ODI) on Employee competency, Communication and Teamwork at Union Property Company.

Before studying Employee competency in the organizations, the researcher had to assess internal information to understand the current situation at Union Property Company. The tools used to collect primary data in the diagnosis phases in terms of qualitative analysis included interviews and observation. Survey questionnaires were also used for quantitative analysis.

After the intervention, it is believed that the time range between pre and post was too short to see a significant difference.

Lastly, the researcher recommended to Union Property Company how to improve employee competency, communication and teamwork and also how to enhance a new vision and related variables to keep the company moving forward in the future as the world keeps changing everyday as well.
ACKNOWLEDGEMENT

Firstly, I, as the researcher of this study, would like to take this opportunity to thank Union Property Company for offering me the great opportunity to do this Organization Development Intervention study. Thank you to Union Property Company Management who allowed the researcher to do this thesis research, and thank to every member at Union Property Company for cooperating so willingly.

I would also like to extend a big thank to all my MMOD professors Dr. Luis Danai Kristhanin, Dr. Perla Rizalina M. Takyo, Dr. Salvacion E. Villavicencio, Dr. Noel Jones and A.Sirichai for the great MMOD Lessons, especially Dr. Luis Danai Kristhanin who, as my thesis advisor, gave me great advice.

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CHAPTER ONE

Introduction

1.1 Generalities of the Study

A long time ago, when life was simple and natural resources fully unlimited compared to demand, and the four basic needs were adequate for humankind. With the advent of plastic and PVC technology, PVC and plastic have become the solution for today’s modern lives and limited resources. Nowadays, people enjoy higher standards of living than ever before. PVC touches almost all aspects of our lives—fostering our five basic needs—from food packaging to window and door profiles; from raincoats to blood transfusion tubes in hospitals and credit cards. Without PVC, life would become more difficult and costly.

This research introduces the general concepts and understanding of the PVC World. The first chapter presents the global, regional and local contexts of the PVC Vinyl flooring industry. The business organization that this researcher studied produced PVC Vinyl Flooring and the Vinyl industry is what this researcher will focus on; in this case, Union Property Co., LTD. Where selected for this case study and we’ll cover both personnel and situation issue as a supplementary background. The research objectives, statement of the problem, research hypothesis, significance and scope of the study are also included. Finally, the last chapter defines some of the terms used throughout the paper to ensure a clear understanding of the concepts and processes of this study.
1.1.1 The Global Situation

The PVC Market in 2007

With the 5% increment in the volume growth, global demand for PVC remained healthy in 2007 and fall in line with the economic conditions. Asia-Pacific maintained its position as the fastest-growing market, lead by China which recorded a 11.4% GDP growth and almost as much PVC consumption growth. New developing markets, particularly India and Vietnam, have also shown positive PVC demand and economic growth. On the contrary, demand for PVC in the US fell by 2.5%, as GDP growth continued but at a slower rate of 2.2% amidst fallout from the sub-prime financial crisis.
(http://www.vinythai.co.th/)

Despite high growth in regional demand, PVC exports from Asia also rose significantly, as increasing supply in China surpassed its demand growth while its imports declined only marginally. Surplus supply in the region was diverted to markets where demand exceeded supply, mainly: India, the Middle East, Russia, Eastern Europe and Africa. Excess supply in the US was also sold to those markets which further intensify the competitive environment. Nevertheless, high prices for PVC in those markets ensured a reasonable netback for Asian PVC exporters.

Asian PVC prices increased, going from 120 USD/ton to 930 USD/ton. In addition to high growth in demand within the region and healthy exports, the higher costs of acetylene-based PVC is another key issue driving regional PVC prices higher.

Acetylene-based PVC costs in China kept going up from early 2007. The Chinese government had adopted several measures in a bid to slow down the country’s overheating
economy and reduce its contentious trade surpluses, which was obviously shown in the chlor-alkali and PVC business. Stricter environmental policies resulted in tightening supply and sharp rises in prices of upstream products such as coal, calcium carbide, and power. A reduction in export tax rebates, the appreciation of China’s Renminbi currency and rising transportation costs compounded the issue.

Overall, cost advantages for acetylene-based PVC over ethylene-based PVC during the past few years have been steadily eroded.

The PVC Market Trend in 2008

References from Vinythai Public Company Limited (http://www.vinythai.co.th/)

The sub-prime financial crisis will continue to dampen the US PVC market in 2008. However, as of January 2008, the IMF was still forecasting global economic growth of 4.1%, with Asia growing 8.6%, including China 10%.

The economies of export markets for Asian PVC are forecast to continue to grow at a healthy rate, though the growth will slow down if the US economy worsens. Even so, with only a low rate of PVC capacity expansions in those export markets in 2008, their import demand is projected to increase continually.

Despite large expansions in China, PVC prices in Asia are expected to continue increasing in 2008, driven by the rising costs of PVC in China, especially acetylene-based PVC and high export PVC prices. In the case of ethylene with high naphtha costs, average prices are expected to remain close to 2007 but plummeting particularly by the end of 2008, given expansions in the Middle East. Hence, ethylene-based PVC should be competitive with better margin.

Based on: Vinythai Public Company Limited

(http://www.vinythai.co.th/investorrelations/annualreports/2007/0,63324-2-0,00.htm)
1.1.2 The Regional Situation

China’s domestic PVC market changed direction this week after firming up for nearly two months, yielding to stronger resistance on the part of end users. Meanwhile, both import and export business is reportedly being concluded at prices below sellers’ initial offer levels.

In China, import prices were reported at $1290-1320/ton CFR China, cash basis. Major Taiwanese and Thai producers have finalized their August business at $1290-1300/ton, $20-30/ton lower than their initial offers. Meanwhile, a Japanese producer reported that they were negotiating with their customers on a case by case basis, adding that they have sold most of their August allocation at prices of around $1300-1310/ton, $50/ton lower than their initial offer levels. A major Korean producer stated that they are still insisting on their initial offers of $1320/ton, and no transactions have occurred due to stiff resistance on the part of Chinese buyers.

Based on: Vinythai Public Company Limited (http://www.vinythai.co.th/)
(http://www.vinythai.co.th/investorrelations/annualreports/2007/06/63324-2-0.00.htm)

1.1.3 The situation in Thailand

Union Property started penetrating the retail sector in May during the Architect 2007 trade exhibition, where it launched its PVC foam walls. In addition to its current 500 dealers nationwide, its latest plan is to sell via modern trade channels, focusing on specialty stores like HomeWork, HomePro and Home Mart. Consumers in the premium market are their target. The company expected its PVC foam walls to achieve a sales volume of 50,000 meters a month at Bt55 per meter. Total production capacity is 1.8 million meters annually. Four major players in the industry, including Union
Property, were enjoying a market share of 25-30 per cent. Other competitors are manufacturers of alternative types of floors, such as granite and laminated.

In the subsequent year, the company plans to introduce a PVC foam ceiling, which is being developed. The company achieved Bt300 million in sales last year, with 20 per cent coming from exports. Despite major negative factors like continued political uncertainty, the economic slowdown and currency fluctuations, the company has planned several measures to ensure 5-per-cent growth this year. First, they would approach hospitals, industrial factories and shopping malls. The company will allocate 3-5 per cent of its annual targeted sales for marketing. It also enters export markets through local sales agents in certain countries and has a joint venture in France. Union Property had been only slightly affected by the fluctuating baht, as most of its sales were domestic. However, the company will place greater emphasis on exporting to Australia and Japan, assuming that the currencies of those two countries are "more efficient" than US dollars.


1.2 Company Background

Union Property Co., Ltd. is one of the leading manufactures of PVC (Vinyl) floorings and accessories in Thailand under the brand name of STARFLEX. Founded in 1974, the company presently employs 250 people with a production capacity of 1.45 million square meters per year. It has a total registered capital of THB 120,000,000.
The company and its people continue to take great pride in being committed to developing high quality products, social responsibility and environmental excellence. With these commitments, the company gains worldwide recognitions due to high quality PVC (Vinyl) Flooring and accessories.

In 1997, the company established a joint venture company between Gerflor Union Co., Ltd. and Gerflor, one of the largest manufacturers of PVC floorings in the world. Its main objective is to manufacture PVC static control floorings to serve the global market.

In 2006, adhering to the company’s commitment to developing high quality products, the company introduced PVC (Vinyl) floorings with PUR (Polyurethane) surface treatment. The PUR treatment provides protection against dirt, chemicals and friction marks. It eases maintenance and avoids the application of an acrylic emulsion after installation.

This year, the company introduced PVC foam skirting board, which imitates natural wood. Featured with clip system, it is easily easied installed and one no longer needs to beware of termite and humidity.

The Company Mission

The company focuses on being the leader in the PVC Vinyl industry and aims to provide top quality and widely-accepted products produced by Thai people.

Planning to expand its business, the company has invested in research and development in new PVC Vinyl and continues to launch new product lines such as
installation to fulfill the demands and satisfaction of customer, the market and the situation.

The purpose of research and developing new PVC product line grant the consumer an opportunity to use high quality product that has little affect to people as well as bring awareness to environment.

Moreover, the company has raised the budget and devote to the Human resource in creating brand and positive image. By adopting high technology in the production line, the Union Property Co., Ltd. has transformed itself to become a leader in PVC Vinyl domestically.

**Short Term (2008-2011)**

- **Invade** the material and tool of PVC market in premium level. Focus in new design (easy to installation and high durable)
- Expect to increase the previous year sale volume of 250 million by 5% at both domestic and international arena.
- Expense 10% in Research and Development product from sale volume.
- The product present and sale in Home Pro Home Mart. Focus the target group to build up office building, Real estate and Condominium.

**Long Term (2011-1016)**

- The possibility in Research and gather the information investment for new technology to make the customer satisfaction.
The Structure of the Company

The company is divided into Factory and Office. The Factory consists of:

Factory Manager Control Production Division Planning Production section and
Engineering including the Production Control Division QA section and Warehouse.

The Board of directors was formed by two major Partners which are Chairman
Mr. Chatri Wongnawachart (Office) and Mr. Kriengsin Lertsupakitsin (Factory)

Office Committee is responsible for express an opinion and solves the problem within
Office.

Factory Committee is responsible for express an opinion and solves the problem
within Factory.

See the illustration in Figure 1.2 (Next Page)
Figure: 1.1: Organization Chart

Source: Union Property Co. Ltd.
Basic Job Description & Responsibilities:

As shown in Figure: 1.2, the **Office Manager** is mainly responsible for the overall management including Account Department, Finance, Logistics & Warehouse, Purchase Department and Human Resource.

**The Marketing Manager** is divided into two types: **Domestic and Oversea**. They are responsible for Marketing Plans and contacts with customer in each group.

**The Service Manager** is responsible for client’s visits and for making the customer trust and product satisfaction.

**The Factory Manager** and **Assistant production Manager** are responsible for the following tasks: controlling Factory accounts, Factory Costing, Human Resource, R&D Quality Control, Produce PVC Line 1, Produce PVC Line 2, Produce PVC Accessories Part, Inventory Control and Maintenance.

1.3 Current Situation

The research analyzed the organization and its environment. It have both internal and external problems such as: lack of Management in the Front Office, fluctuation of product and raw material price, disagreement in payment terms, weak connections with each department, shortage of personnel on some project and inaccurate measurement of surface area. The researchers need to make good use of the Relationship, Collaboration, and Teamwork for solving internal problems.

See the current situation in Figure 1.3 (Next Page)
Figure 1.2: The Current Situation

The illustrated framework represents the current situation within Union Property Co., Ltd. The Organization has both internal and external problems. If looked internally, the problem most likely come from the staff, as they lack the necessary skills and potential required by the specific positions. The HR Department doesn’t address this problem and there’s no coordination between each department.

1.3.1 External Environment

1.3.1.1 Demographic Environment

With the ability to sell high volume in PVC Tiles, it is self-evident that the population has increased over the year. The demand of independently-purchased properties and real estate can be attributed to the increment in the selling volume.
1.3.1.2 Economic Environment

Inflation in Fuel prices has made consumers more economical. Consumers compare prices and are more aware of the inflation rate. Exchange Rate is another reason that affects product prices. Raw materials are better off ordered from abroad as the price is cheaper and the company prefers to ship the products to Australia and Japan as their money rate are highly stable.

1.3.1.3 Technological Environment

Thailand is advance in developing Industry Technology. The Industry Relating to produce product and service by bringing modern technology to produce the products to get a high quality and quantity to replace the lacking of labor in near future.

1.3.1.4 Political-Legal Environment

The government supports the PVC flooring Tile business by helping them to develop immovable property, giving then tax reductions and exemptions.

1.3.2 SWOT Analysis

SWOT Analysis is a strategic planning tool used to evaluate the strengths, weaknesses, opportunities, and threats of Union Property Company. The following chart illustrates the company’s current status.
## Figure 1.3: SWOT Analysis

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<th>Weakness</th>
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<tr>
<td>• Impressive design</td>
<td>• Cannot control timing to distribute the products</td>
</tr>
<tr>
<td>• Easy installation</td>
<td>• Too many competitors</td>
</tr>
<tr>
<td>• Good reputation</td>
<td>• Higher prices compared to other domestic brands</td>
</tr>
<tr>
<td>• Cost advantage</td>
<td>• Centralizes Style</td>
</tr>
<tr>
<td>• Life time warranty</td>
<td></td>
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</table>

<table>
<thead>
<tr>
<th>Opportunity</th>
<th>Threats</th>
</tr>
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<tbody>
<tr>
<td>• Changing trend &amp; Lifestyle</td>
<td>• High Labor Cost</td>
</tr>
<tr>
<td>• Strong government support</td>
<td>• Unstable Exchange Rates</td>
</tr>
<tr>
<td>• Increasing demand due to many new construction projects e.g. Condominium, Houses</td>
<td>• Price effected by higher fuel prices</td>
</tr>
<tr>
<td>• High growth in this business field</td>
<td>• Large inventory build-up</td>
</tr>
</tbody>
</table>

**Strengths**

The company has various kinds of product and also various kinds of patterns designs and colors. PVC vinyl from Starflex is cheaper than PVC from abroad if compared with companies like Gerflor. The Product of Union Property is high standard accredit by (EN) European Norms.
Union Property Co., Ltd was guarantee in Thailand Brand. The Purp
(Polyurethane) reinforced surface and provides protection against dirt, chemicals and
friction marks. It eases maintenance and avoids the application of an acrylic emulsion
after installation. The company invested in PVC vinyl abroad to develop the R&D
system. The Machine in the factory worked automatically in the Production line.
Installations are constructed to be convenient, light and safe.

As the company has operated for more than thirty years, it has a good
connection with its supplier chain. One key success of the company is its ability to
provide customers with a competitive price, based on its good connection with its
suppliers.

- Weaknesses

It has an old-fashioned management style with no clear mission and goal, either
short or long term. Unlike other small family-owned organizations in Thailand, the
working process of the company will only begin when there is an actual transaction and
the employees are rather passive.

The distributors of the company still not cover each area. And some products
were compared by competitor because the company uses the same distributor and set up
the price higher than competitors.

The company has too many product lines in the inventory, which makes it quite
difficult to manage the inventory as well as it may lose opportunity of bringing cash to
develop the organization. Since the inventory is not well managed, it can lead the
company to problems of dead stock and cash-flow.
Opportunities

Few competitors exist in this field and the government assists in promoting the PVC both domestically and abroad. The government also offers privileges such as developing immovable property, tax reduction and exemption. In the future, customers will turn to use PVC vinyl to replace the real material because the real material is too expensive.

Threats

High Labor Cost has affected the capital. High Fuel has affected product prices. Instability of the Money exchange rate also affects product prices. Purchasing material has affected the cost because it has to be stocked.

The SWOT analysis of the Weaknesses of the company show than those data can be interpreted as the company facing many problems, which have a negative impact on the company's current situation or even future situation. Those problems can be found in many areas and are very difficult to solve at the same time. In this study, the researcher prioritizes the importance of each area and provides a strategic plan; something the company has never had and even has never realized before. The researcher believes that it is important to implement an organized development first, than address the unprofessional management style later. The researcher also believes that conducting Strategic planning for the company can solve several related problems which the company is facing at present.
1.4 Objectives of the Study

The objectives of the study are the following:

1.4.1 To describe and analyze the current situation, functioning and performance of the Company as a human and social system or a corporate living person.

1.4.2 To analyze the current employee’s competency, communication, and teamwork at Union Property Company.

1.4.3 To identify and propose an appropriate OD intervention program on employees competency, communication and teamwork.

1.5 Statement of the Problem

The main concern of this study is assessing and analyzing the current situation of Union Property Co., Ltd. The main focus of the study concerns OD intervention on employee’s competency, communication, and teamwork within the organization.

1.6 Research Questions

This study aims to answer the following questions:

1. What is the current situation at Union Property Company in terms of employee’s competency, communication, and teamwork?

2. What are the recommended OD intervention programs for employee’s competency, communication, and teamwork at Union Property Company?
1.7 Significance of the study

By studying employee’s competency, communication, and teamwork, the researcher expects that it will benefit the organization itself, employees at all levels, top management, and the researcher.

This research will help Union Property Company improve in areas of employee competency, communication, and teamwork. Based on internal data and information, the researcher found out that employees lack experience. Therefore, after the researcher summarizes the findings and recommends an OD intervention, the top management will take action to help the organization grow faster.

Benefits to top management: this research will help top management understand and know the current situation in their organization in areas of employee competency, communication and teamwork. However, after the researchers present the whole results of this study, they will consider using alternative ways to inspect their business. The top management may use this research as a guideline to improve employees' performances.

Benefits to employees or staff: this research shows findings of employee competency, communication, and teamwork. Employees will have a better understanding about the current situation. They will know what exactly a competent employee should do, and they will know how to communicate more efficiently. They will also know how to work as a team. Finally, they will get to know themselves better and develop a better career goal.

Benefits to researcher: this research also helps the researcher learn employee competency, communication and teamwork. The researcher will know how to diagnose an organization by using several techniques such as questionnaire surveys, interviews
and personal observations. Finally, the researcher will use the systematic way to think and explain the whole picture by recommending an OD intervention.

1.8 Scope and Limitation

This study only focused on employee competency, communication, and teamwork in proposed ODI of Union Property Company. There are 241 employees in the organization.

The SWOT on Union Property Company and Situation Analysis on proposed ODI were analyzed during the period the researcher was working in the organization. This is a limitation since the nature of The Situation Analysis could be changed as time passes by.

The delimitation of this study concerns the name and identity of the organization, data gathering process, and organization development intervention. Another limitation related to data gathering process is that respondents might not cooperate and provide true answers out of fear that the questionnaire and interview results would have an affect on their jobs.

1.9 Definition of terms

For clarify and uniformity of this study, the definition will assist in understanding the following:

Communication: Communication is defined as a process by which we assign and convey meaning in an attempt to create shared understanding. This process requires a
vast repertoire of skills in intrapersonal and interpersonal processing, listening, observing, speaking, questioning, analyzing, and evaluating.

(http://www.k12.wa.us/curriculumInstruct/communications/default.aspx)

**Collaboration:** Collaboration is the basis for bringing together the knowledge, experience and skills of multiple team members to contribute to the development of a new product more effectively than individual team members performing their narrow tasks in support of product development. (Kenneth Crow, 2002)

**Competency:** The real ability of staff in Organization to accomplish the common goal.

(David C. McClelland, 1990)

**PVC:** Polyvinyl Chloride. The primary material used for typical plastic cards.

(http://www.plasticcardfactory.com/glossary.php)

**Relationship:** A particular type of connection existing between people related to or having dealings with each other.

(http://vocab.org/relationship/rel-vocab-20050810)

**Teamwork:** the cooperative effort of a team of people for a common end

(http://www.allwords.com/word-teamwork.html)

**Vinyl:** vinyl is Polyvinyl chloride (PVC) film that, in sign making, is backed with an adhesive that creates a strong bond to a surface when pressure is applied. Many different integral colors are available with adhesives having different levels of
aggressiveness (adhesion) for various applications from permanent to semi-permanent to temporary.

(http://www.signsplusgraphics.com/resources/glossary.html?db_item=glossaryterm&glossary_item=V)

Vinyl Composition Tile: These floor tiles are made from vinyl resins and filler materials to create resilient flooring in assorted colors and patterns.

(http://www.prosourcefloors.com/Products/Pages/Glossary.aspx)
CHAPTER TWO

Review of Literature and Conceptual Framework

This chapter consists of the review of literature related to the research topic of “Team work to develop technology strategy” performance in a family-owned organization in the case study at Union Property Company”. This chapter begins with Organization Development Intervention theories: The theories and approaches are related to organizational teamwork, structure and operation in terms of vision, mission, goals, objectives and strategy; organizations as a system, organization of change, organizational development and intervention. The small business definitions include family business, business life cycle. Corporate life cycle, theory of performance, and Conceptual framework are also described in this chapter.

2.1 Organization as a System

According to Martin Hoegl and K. Praveen Parboteeah (spring, 2006) “Autonomy and Teamwork in Innovative Projects” in the journal of Human Resource Management, the use of independent team continues to be an important element of modern organizations. This research investigates how team and individual autonomy affect performance-relevant collaborative processes in innovative projects. It has the following goals: create highlights relationships, individualize performance and job satisfaction, job motivation or team cohesiveness, mutual support, work effort or the open sharing of information.
Benson Rosen, Stacie Furst and Richard Blackburn (2007) indicated that the goal of these systems is to organize the corporation’s collective knowledge, expertise, and experience so that employees may easily access this information databases, communication of practice, and “expert” directories. These are some of the components of knowledgeable management systems.

Organization that pushes their team’s potential to the maximum are the ones that can make better, faster, and more innovative decisions. Moreover, virtual team leaders and member will also develop their own skills.

2.2 Organization Development Intervention

ODI is the implementation for improving a given situation. There are many strategies, methods, and techniques for intervening during the action phase of an OD program. An OD strategy involves planning and directing the program, whereas intervention techniques deal with the operational aspects of the change which are the OD goals to attain. (Harvey & Brown, 1996)

2.2.1 The stages of OD Intervention

Cumming & Worley (2001) mentioned that ODI stages take place when organization members and practitioners jointly plan and implement ODI. They design interventions to achieve the organization’s vision or goals and make action plans to implement them. There are several criteria for designing interventions, including: the organization’s readiness for change, current change capability, culture and power distributions, and agent’s skills and abilities.

Pre ODI

Pre ODI is the situation of the company in different areas that the company needs to improve. This stage aims to diagnose the root cause of the company’s
problems. Harvey & Brown (1996) defined the organization diagnosis as providing a rigorous analysis on the structure, administration, interaction, procedures, interfaces, and other essential elements of the client system. The diagnosis, then, provides a basis for structural, behavioral, or technical interventions to improve organizational performance. Diagnosing a problem requires a systematic approach throughout the process. Organizational changes are effective if they are based on a specific diagnosis of the problem.

Diagnosis can focus on understanding organizational problems, including their causes and consequences, or on identifying an organization’s positive attributes. The diagnostic process is one of the most important activities in OD. It includes choosing an appropriate model for understanding the organization and gathering analyzing, and feeding back information to managers and organization members about the problems or opportunities that exist. (Cumming & Worley, 2001)

In this stage, employee needs the intellectual skills and job competencies to allow the organization development intervention to take place. In Pre-ODI, they have no communication in each department.

ODI

ODI is the implementation designed to improve situations. There are many strategies, methods, and techniques for intervening during the action phase of an ODI program. An OD strategy involves planning and directing programs, whereas intervention techniques deal with the operational aspects of the change-the specific means by which the OD goals are attained. (Harvey & Brown, 1996)

Cumming & Worley (2001) mentioned that when ODI stage happens, organization members and practitioners jointly plan and implement OD intervention.
They design interventions to achieve the organization’s vision or goals and make action plans to implement them. There are several criteria for designing interventions, including an organization’s readiness for change, its current change capability, culture and power distributions, and the change agent’s skills and abilities.

With the use of computer and complimentary technology support, the company set up training courses for improving human capability and connection between each department. This method is better than communicating face to face and can avoid miscommunication. The company also conducts seminars and trips that improve the relationships at cross-sector levels.

Post-ODI

This stage is to analyze, follow up and measure the results of ODI after implementation. Adjustments are required at this stage for bringing real changes in the organization.

The final stage in ODI involves evaluating the effects of the intervention and managing the institutionalization of successful processes. Feedback to organization members about the intervention’s results provides information about whether the changes should be continued, modified, or suspended. Institutionalizing successful changes involves reinforcing them through feedback, rewards, and training. (Cummings & Worley, 2001)

This stage follows the past ODI stages. It will make the company organization work efficiently and career rotation flow. It will make the employee work together as well. From the communication part, it’s less time-consuming and can get to the point promptly. At the same time, it can smooth the work flow and employee can rotate jobs.
2.3 Change Management

Organization change is a double-edged management tool, either focusing on business or unleashing a backlash of unrest and turbulence. Most successful change efforts begin when some individuals or some groups start to look hard at a company's competitive situation, market position, technological trends, and financial performance. The change might be in the area that most people have ignored. After that, they find ways to communicate this information broadly and dramatically, especially with respect to crisis, potential crisis, or great opportunities that are very timely. This first step is very important because just getting a transformation program started requires the aggressive cooperation of many individuals. Without motivation, people won’t help and the effort goes nowhere. Change Management or Organizational Development (OD) apply to an entire system, such as an organization, a single plant of a multi-plant firm, or a department or work group. This contrasts with approaches focusing on one or only a few aspects of a system, such as training and development or technological innovation. In these approaches, attention is narrowed to individuals within a system or to the improvement of particular products or processes.

Change management is still based on behavioral science knowledge and practice, which include micro concepts, such as leadership, group dynamics, work design, and macro approaches, such as strategy, organization design, and international relations. These subjects distinguish OD from such applications as technological innovations that emphasize the technical and rational aspects of organizations. It tends to neglect the personal and social characteristics of a system. In addition, the behavioral science approach to change acknowledges the individual’s influence over an organization’s destiny. More deterministic perspectives, such as organization evolution,
discount the influence of organization members on effectiveness. (G. Christopher and Thomas, 1997).

2.4 Competency

Lyle M. Spencer, Jr., PhD Signe M Spencer (1993), explained that competencies are underlying characteristics of people and indicate “ways of behaving or thinking, generalizing across situations, and enduring for a reasonably long period of time.”

Five Types of Competency Characteristics

1. Motives-- The things a person consistently thinks about or wants that cause action. Motives “drive, direct, and select” behavior toward certain actions or goals and away from others.

2. Traits-- Physical characteristics and consistent responses to situations or information.

3. Self-Concept -- A person’s attitudes, values, or self-image.

4. Knowledge-- Information a person has in specific content areas.

5. Skill--The ability to perform certain physical or mental tasks.

Surface knowledge and skill competencies are relatively easy to develop; training is the most cost-effective way to secure these employee abilities.

Core motive and trait competencies at the base of the personality iceberg are more difficult to assess and develop; it is most cost-effective to select these characteristics.

Source : (www.buffalostate.edu/offices/hr/pepds/sf/tb.asp)

Social Role

Social role relates to how we project ourselves, our outer self, and the image we want to reflect. For example, some doctors may project the image of EXPERT by
focusing on how much they know about a particular specialty or how much skills they have at a specific function. Others may project the image of HELPER by focusing on what they can do for others. How we choose to project ourselves to others influences where we put our emphasis in performing our roles.

Self-Image

Self-image gets at our attitudes and values and relates to the feelings we have about ourselves, and what is important to us as individuals, our inner-self. For example, if a person’s attitude or value is that serving customers is important, that person may be more likely to answer repeated requests for information and assistance than someone else who doesn’t share the same attitudes and values. Another example of self-image is a person’s level of self-confidence.

Traits

Traits are the characteristics or consistent/habitual ways of responding in a variety of situations such as attention to detail and quality and self-control. Certain jobs or roles require certain traits. For example, if the job or role involves defusing highly emotional situations and therefore requires a great deal of self-control, you would look for someone who consistently demonstrates that trait when selecting candidates.

Motives

Motives are deep-rooted and formed early in life. They are the things a person consistently thinks about or wants that cause them to take action. For example, someone who is highly achievement-motivated will always strive to do a better job. Someone who is highly social and is driven by an affiliation motive may be better
suited to a role that involves dealing with people as their emphasis will be on building and maintaining positive relationships.

Benefits of Using Success Factors

Success factors can be used to:

- Help people identify more clearly what behaviors they need to demonstrate to be successful in the job or role (i.e., commit to a personal development plan).
- Help managers be more objective and provide the appropriate coaching to help employees develop;
- Help the organization recruit and select superior performers;
- Help individuals be successful in their jobs and help the organization differentiate itself in the eyes of its key stakeholders (e.g., customers, shareholders, etc.).

Competency-Based Management

“Expanding capability and capacity is the key to managing people successfully”.

Jim Kochanski (1997) explained that competency-based management (CBM) is an approach that reduces complexity, adds capacity, and increase overall capacity. CBM involves identifying the competencies that distinguish high performers from average performers. It condenses core competencies from the complex web of roles, responsibilities, goals, skills, knowledge, and abilities that determine an employee’s effectiveness.
Competencies from the foundation for selection, learning, rewards, and other aspects of employee management. CBM also supports such imperatives as speed-to-market, customer satisfaction, flexibility, and employees’ control of their careers and personal lives.

Figure 2.1: Competency Applications


Competency Applications

Developing People → Selecting Top Talent → Performance Management

Competencies
Figure 2.2: Set up Core Competency within Organization

Source: Sukunya R. Competency-Based Learning (2006) P.24

Competency Model

<table>
<thead>
<tr>
<th>Competency Cluster</th>
<th>Competencies</th>
</tr>
</thead>
<tbody>
<tr>
<td>Individual Skills</td>
<td>- Communication</td>
</tr>
<tr>
<td></td>
<td>- Self-confidence</td>
</tr>
<tr>
<td></td>
<td>- Creativity and Innovation</td>
</tr>
<tr>
<td>Management Skills</td>
<td>- Managing and developing others</td>
</tr>
<tr>
<td></td>
<td>- Team Building</td>
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<tr>
<td></td>
<td>- Financial Management</td>
</tr>
<tr>
<td>Technical Skills</td>
<td>- Computer Literacy</td>
</tr>
<tr>
<td></td>
<td>- Customer Knowledge</td>
</tr>
<tr>
<td></td>
<td>- Product Knowledge</td>
</tr>
</tbody>
</table>

2.5 Communication Referring from communication and Leadership

Johann Wolfgang Von Goethe (1997) mentioned that in communication many of the problems that occur in an organization are the direct result of people failing to communicate. Faulty communication causes the most problems. It leads to confusion and can cause a good plan to fail. Communication is the exchange and flow of information and ideas from one person to another. It involves a sender transmitting an
idea to a receiver. Effective communication occurs only if the receiver understands the
exact information or idea that the sender intended to transmit.

Studying the communication process is important because you coach, coordinate,
counsel, evaluate, and supervise through this process. It is the chain of understanding
that integrates the members of an organization from top to bottom, bottom to top, and

The Communication Process

- **Thought**: First, information exists in the mind of the sender. This can be a
  concept, idea, information, or feelings.

- **Encoding**: Next, message is sent to a receiver in words or other symbols.

- **Decoding**: Lastly, the receiver translates the words or symbols into a concept
  or information that he or she can understand.

During the transmitting period, two elements will be received: content and
context. **Content** is the actual words or symbols of the message which is known as
language - the spoken and written words combined into phrases that make
grammatical and semantic sense. We all use and interpret the meanings of words
differently, so even simple messages can be misunderstood. And many words have
different meanings to confuse the issue even more.

**Context** is the way the message is delivered and is known as para language - it is
the non verbal elements in speech, such as the tone of voice, the look in the sender's
eyes, body language, hand gestures, and state of emotions (anger, fear, uncertainty,
confidence, etc.) that can be detected. Although paralanguage or context often cause messages to be misunderstood as we believe what we see more than what we hear; they are powerful communicators that help us to understand each other. Indeed, we often trust the accuracy of nonverbal behaviors more than verbal behaviors.

Some leaders think they have communicated once they told someone to do something, “I don’t know why it did not get done. I told Jim to do it.” More than likely, Jim misunderstood the message. A message has NOT been communicated unless it is understood by the receiver (decoded). How do you know it has been properly received? By two-way communication or feedback. This feedback tells the sender that the receiver understood the message, its level of importance, and what must be done with it. Communication is an exchange, not just a give, as all parties must participate to complete the information exchange.

**Barriers to Communication**

Freeman Teague, Jr. explained that “Nothing is so simple that it cannot be misunderstood”. Anything that prevents understanding of the message is a barrier to communication. Many physical and psychological barriers exist:

- **Culture, background, and bias** - We allow our past experiences to change the meaning of the message. Our culture, background, and bias can be good as they allow us to use our past experiences to understand something new, it is when they change the meaning of the message that they interfere with the communication process.
- **Noise** - Equipment or environmental noise impedes clear communication. The sender and the receiver must both be able to concentrate on the messages being sent to each other.

- **Ourselves** - Focusing on ourselves rather than the other person can lead to confusion and conflict. The "Me Generation" is out when it comes to effective communication. Some of the factors that cause this are defensiveness (A feeling that someone is attacking us), superiority (We feel we know more than the other), and ego (We feel we are the center of the activity).

- **Perception** - When we feel the person is talking too fast, not fluently, does not articulate clearly, etc., we may dismiss the person. Also, our preconceived attitudes affect our ability to listen. We listen uncritically to persons of high status and dismiss those of low status.

- **Message** - Distractions happen when we focus on the facts rather than the idea. Our educational institutions reinforce this with tests and questions. Semantic distractions occur when a word is used differently than the way you prefer. For example, the word chairman instead of chairperson may cause you to focus on the word and not the message.

- **Environmental** - Bright lights, an attractive person, unusual sights, or any other stimulus provides a potential distraction.

- **Smothering** - We take it for granted that the impulse to send useful information is automatic. Not true! Too often we believe that certain information has no value to others or they are already aware of the facts.
• **Stress** - People do not see things the same way when under stress. What we see and believe at a given moment is influenced by our psychological frames of references - our beliefs, values, knowledge, experiences, and goals.

These barriers can be thought of as filters, that is, the message leaves the sender, goes through the above filters, and is then heard by the receiver. These filters muffle the message. And the way to overcome filters is through active listening and feedback.

**Active Listening**

Hearing and listening are not the same things. Hearing is the act of perceiving sound. It is involuntary and simply refers to the reception of aural stimuli. Listening is a selective activity which involves the reception and the interpretation of aural stimuli. It involves decoding a sound into meaning.

Listening is divided into two main categories: passive and active. Passive listening is little more than hearing. It occurs when the receiver of the message has little motivation to listen carefully, such as: listening to music, story telling, television, or when being polite.

People speak from 100 up to 175 words per minute (WPM), but they can listen intelligently at 600 to 800 WPM. Since only a part of our mind is paying attention, it is easy to go into mind drift - thinking about other things while listening to someone. The cure for this is that active listening involves listening with a purpose. It may be to gain information, obtain directions, understand others, solve problems, share interest, see how another person feels, show support, etc. It requires that the listener attends to the words and the feelings of the sender for understanding. It takes the
same amount or more energy than speaking. It requires the receiver to hear the various messages, understand the meaning, and then verify the meaning by offering feedback. The following are a few traits of active listeners:

- Spend more time listening than talking.
- Do not finish the sentences of others.
- Do not answer questions with questions.
- Are aware of biases. We all have them. We need to control them.
- Never daydream or become preoccupied with their own thoughts when others talk.
- Let other speakers talk. Do not dominate the conversations.
- Plan responses after the others have finished speaking, NOT while they are speaking.
- Provide feedback, but do not interrupt incessantly.
- Analyze by looking at all the relevant factors and asking open-ended questions. Walk others through by summarizing.
- Keep conversations on what others say, NOT on what interests them.
- Take brief notes. This forces them to concentrate on what is being said.
Feedback

Kung Fu Tzu (2001) explains that when you know something, say what you know. When you don't know something, say that you don't know. That is knowledge.

The purpose of feedback is to alter messages so the intention of the original communicator is understood by the second communicator. It includes verbal and nonverbal responses to another person's message.

Providing feedback is accomplished by paraphrasing the words of the sender; paraphrasing the sender's feelings or ideas in your own words, rather than repeating their words. Your words should be saying, "This is what I understand your feelings to be, am I correct?" It not only includes verbal responses, but also nonverbal ones. Nodding your head or squeezing their hand to show agreement, dipping your eyebrows shows you don't quite understand the meaning of their last phrase, or inhale deeply and exhale vehemently shows that you are also exasperated with the situation.

Carl Rogers listed five main categories of feedback. They are listed in the order in which they occur most frequently in daily conversations. Notice that we make judgments more often than we try to understand:

- **Evaluative**: Making a judgment about the worth, goodness, or appropriateness of the other person's statement.
- **Interpretive**: Paraphrasing - attempting to explain what the other person's statement means.
- **Supportive**: Attempting to assist or bolster the other communicator.
- **Probing**: Attempting to gain additional information, continuing the discussion, or clarifying a point.

- **Understanding**: Attempting to discover completely what the other communicator means by his/her statements.

Imagine how much better daily communications would be if listeners tried to understand first, before they tried to evaluate what someone is saying.

**Nonverbal Behaviors of Communication**

To deliver the full impact of a message, use nonverbal behaviors to raise the channel of interpersonal communication:

- **Eye contact**: This helps to regulate the flow of communication. It signals interest in others and increases the speaker's credibility. People who make eye contact open the flow of communication and convey interest, concern, warmth, and credibility.

- **Facial Expressions**: Smiling is a powerful cue that transmits happiness, friendliness, warmth, and liking. So, if you smile frequently, you will be perceived as more likable, friendly, warm and approachable. Smiling is often contagious and people will react favorably. They will be more comfortable around you and will want to listen more.

- **Gestures**: If you fail to gesture while speaking, you may be perceived as boring and stiff. A lively speaking style captures the listener's attention, makes the conversation more interesting, and facilitates understanding.
- **Posture and body orientation**: You communicate numerous messages by the way you talk and move. Standing erect and leaning forward communicate to listeners that you are approachable, receptive and friendly. Interpersonal closeness results when you and the listener face each other. Speaking with your back turned or looking at the floor or ceiling should be avoided as it communicates disinterest.

- **Proximity**: Cultural norms dictate a comfortable distance for interaction with others. You should look for signals of discomfort caused by invading the other personal territory. Some of these are: rocking, leg swinging, tapping, and gaze aversion.

- **Vocal**: When you include such vocal elements as: tone, pitch, rhythm, timbre, loudness, and inflection, speaking can signal nonverbal communication. For maximum teaching effectiveness, learn to vary these six elements of your voice. One of the major criticisms of many speakers is that they speak in a monotone voice. Listeners perceive this type of speaker as boring and dull.

### 2.6 Teamwork

Referring to Teamwork in Management (Aug 5, 2008)

Jeffrey E. Auerbach (1998) explained that uncertainty can make teamwork even more challenging as the direction in which to proceed is unclear, and as individual members of the team may have different opinions. However, uncertainty and a challenging business climate provide an even more compelling need for increasing teamwork effectiveness.
Teamwork is very popular today in organizations, but it is an unnatural act that requires a strategy, discipline and practice. Most organizations talk about teamwork and put a group of workers together and say “you are a team now”. In the current challenging environment, teamwork is more important than ever. But, are these work teams prepared for combat?

In a performance group or on a sports team, over 90% of the participants time is spent practicing: standardizing their routines or processes, identifying roles and responsibilities, improving communication effectiveness, working on their coordination, alignment or teamwork. The focus is learning from mistakes until they are ready to perform for the audience or fans.

It is a fact that, in the corporate world, less than 5% of an individual’s time is devoted to off-line learning. In fact, nearly all the learning in organizations happens after the fact and in front of customers, where mistakes are damaging the organizations reputation and individual’s career development.

In today’s organizational environment, it is unnatural for teams and individuals to take the same time which athletes, performers and teams do to practice their skills and improve their weaknesses. If organizations are to survive and thrive in the future they must use the creativity and potential of their people at all levels.

There are ten key ingredients which organizations must incorporate into their work to master the use of teams. Each of these efforts must counteract the one that’s outdated, easy and natural. Actions required by leaders to facilitate these team
Team ingredients

1. **Shared vision** – What is natural is to have a blurry vision of where the organization is going. The vision is not communicated enough or shared throughout the organization.

What is unnatural yet necessary is to create an inspiring vision for the future that is clear and well-informed. It is shared and understood repeatedly in numerous ways.

Leaders usually do share the vision but usually not enough or in multiple methods.

**Actions:** Leaders have to be deliberate and have a plan on how to communicate their vision.

- Leaders need to share the vision and tie it into the daily tasks every day in their conversations. Four times per day would be adequate. (Kotter, 1996)

- People need to be clear on what needs to be done and why.

- Leaders need to include others for comments, clarifications or additions. This way they get others “fingerprints” on it.
2. Trust among members - What is natural is to rely on yourself or your department and not expect much from others.

What is unnatural yet necessary, is to develop interdependency on others characterized by high level of trust and risk intake.

Actions: Leaders develop trust by trusting their people.

- Leaders develop trust by being vulnerable and admitting their mistakes.
- Leaders make and keep small promises.
- Leaders set high expectations for their team and encourage risk taking and direct feedback.

3. Established expectations and guidelines – What is natural is to assume that co-workers are on the same page and that they understand the desired results.

Actions: To be a team member, each individual needs to co-create expectations for them and make sure their inputs are heard and valued.

- Leaders and the team need to decide on how they are going to make decisions, i.e. majority, minority a “tell” or content expert, unanimous or consensus.
- Expectations need to be clarified, leader to the team, team to the leader and team of each other.
· Meetings and team guidelines are established, such as “One conversation at a
time,” “Stay focused”, and “Defer judgment.”

4. **Communication skill and conflict resolution** – What is natural is to avoid conflict,
jump to rush conclusions and not communicate what you are thinking.

What is unnatural yet necessary is to make your thinking visible, fill in the blank
for people, identify your assumptions and resolve conflicts.

Actions: The team needs to have specific tools to communicate; otherwise the strongest
and most senior voice wins out.

· Part of the expectations should involve communication guidelines.

· Most teams need some kind of skill training for communication, like how to
  listen better, inquiry versus advocacy, summarizing what was said, ladder of
  inference, left hand column.

· Leaders can assign a devil’s advocate role to enliven the conversations and
  protect against “group thinking.”

5. **Systematic thinking** – What is natural is to focus on our own team to the exclusion of
the big team across departmental boundaries. It is easy to think that your team’s action
has limited impact on others across the organization.

What is unnatural yet necessary is to see how departmental actions impact each
others. Customers, co-workers, vendors and family are intertwined as stakeholders and
can create unintended consequences upon each other.
Leaders can ensure all sides of a situation are inspected through assigning advocate roles in the conversation for customers, employees, managers and vendors.

Leaders can ask the team for the possible unintended consequences before rushing to decisions.

Leaders help counteract organizational learning disabilities such as “I am my position” and “the enemy is out there.” (Senge, 1990)

6. Personal leadership- What is natural is to stay in your comfort zone and only take risks that you are sure of success.

What is unnatural yet necessary is to take risks that are consistent with your values and become a flexible leader who can encourage others in spite of your own doubts and fears.

Actions: The team is the playing field for the leader to try out their Emotional Intelligence skills and get feedback on their performance.

Leaders need to have a developed point of view of their leadership style and sense of direction.

Leaders need to be aware of the different styles and preferences of their team and vary their style to meet and challenge the individual.
The leader can be role models for development by sharing thought with the team, as well as informing the team members about current development focus and asked for their support and feedback.

The leader wears many hats on the team and has to know when to wear each hat. They are the initiator, coach, model, facilitator and negotiator.

Leaders are the glue in the team; they are capable of reading individuals and the groups emotional status and assist in adjusting it through attention, humor or empathy.

7. Appreciation of differences: What is natural is to value team members with similar backgrounds and opinions.

What is unnatural yet necessary is to embrace differences and create tensions to generate better solutions and raise the “Team IQ.”

Actions: The leader is a powerful role model in the team for knowing how to deal with differences.

Leaders need to embrace differences as they lead to breakthrough ideas. In studies on creativity and innovation, holding opposite and contrary ideas long enough leads to breakthrough ideas. One of the leading design firms, IDEO, actually encourages “wild ideas” and “build on other ideas” as their guidelines.
• Leaders can help by encouraging the team to stay with the ambiguity, creative tension and dialogue as long as possible versus rushing to a decision.

• The team IQ is a great metric for the group to evaluate themselves. The team IQ should be higher than any specific individual.

• The differences need to be understood and integrated into new innovations.

8. Accountability and consequences – What is natural is to be disappointed with the efforts of others on your team, but never hold anyone accountable for the missed “deliverables.”

What is unnatural yet necessary is to discuss accountabilities and consequences upfront, before a project gets underway and review them throughout the project.

Actions: Leaders provide the road map for the team to deal with obstacles before they arise.

• Leaders help individual define their roles and responsibilities and make sure everyone is clear about them.

• Defining and clarifying what success looks like will help with clarity and standards for the team.

• Having a conversation about accountabilities and consequences as part of the team’s formation will help eliminate problems later.
9. **Ongoing learning and recognition** - What is natural is to complete a task, take a sigh of relief, possibly congratulate each other and move on to the next item on the “to do list.”

What is unnatural yet necessary is to take some reflection time to discover what worked so as to be used again, learn what not to do next time, decide who needs to know this information, disseminate it, and design formal and informal celebrations for the win.

Actions: Leaders are looking for every opportunity to learn and improve,

- Holding lessons-learned sessions will help leaders and their teams crystallize learning and spread the news to the appropriate people.

- Recognizing individual’s efforts and contributions increases discretionary effort and boost their morale.

- Giving timely and specific feedback keeps performance focused.

- Leaders take time to develop their team and their team processes.

10. **Mentoring others** – What is natural is to get caught up with urgent crises of the day and do little mentoring or training of key employees or colleagues.

What is unnatural yet necessary is to take time to train and mentor others to be better performers. Trainings will include: Career development, learning and succession planning, keeps skills and motivation high on the team.
Actions: Leaders help others enhance their strengths and develop plans to minimize their weaknesses.

- Leaders hold one-on-one meetings with them, serving as their direct coach and mentor.

- Leaders help their team share core competencies by cross training.

- Leaders are sharing their knowledge and developing their successors.

These key ingredients make up the strategy for developing high performance teams. Leaders have specific actions to help their team develop. Each ingredient needs to become a discipline that gets practiced, reinforced and refined. Only then will they naturally blend it into a habit and serve as a solid foundation for superior teamwork.
2.7 Conceptual Framework

Conceptual Framework Using OD Process

Figure 2.3: Conceptual Framework
The Research Framework shown in Figure 2.3 illustrates the three phases of the Action Research Model, which are pre ODI, proposed ODI, and expected outcomes if the proposed ODI is to be implemented. Pre ODI represents the current situation or the possible problems that may take place at Union Property Co., Ltd. In the proposed ODI, the researcher attempts to use the suggested tools/methods to help solve the problem. The last phase is the expected outcome; the researcher expects that if the proposed ODI was implemented, the situation or the problem area would be solved. Based on the research framework, the researcher focused on the three variables to be studied: employee competency, communication and teamwork.

Pre-Organization Development Intervention phase (Pre-ODI)

In this first stage, the researcher focuses on diagnosing the three areas, (employee competency, communication and teamwork). In terms of employee competency, the researcher is aware of skills and experiences, meaning some may be aware of the ability but a large number stills may not. There has been no formal communication throughout the organization so it is very hard for the employees to adhere to the corporate values and act accordingly. The employees may not have a sense of teamwork, due to the difference in the background which they came from. This will hinder the flow of work and decrease the efficiency of the overall work.

As for communication, the researcher has not intent to identify which style is good or bad but only to identify which style is mostly used by the employees at Union Property Company and which would most appropriately lead to organizational effectiveness. From the diagnosis, the researcher found that the difference in
communication style sometimes leads to misunderstands and is considered a barrier to the work environment.
CHAPTER THREE

Research Methodology

This chapter states the research methods and procedures used in the present study. It will also give a clear idea of the research methodology, research design, method used, respondents, and research instrument, such as questionnaires, data collection, and analysis.

3.1 Research design

The researcher will focus on the employee competency, communication, and teamwork at Union Property Company. The researcher would also like to enhance employee’s competency, communication, and teamwork skills. The researcher set up a meeting with top management, managers and employees to provide them with a survey questionnaires and then diagnostic information. The purpose of this arrangement is to get the management agreement on the research focus area, and get its approval on the budget in carrying the OD Intervention to the next phase.

Phase I: Focus only on Pre OD Intervention

- Specify the target respondents.
- Gather data through observations, interviews, and questionnaires.
- Analyze the data and see whether it is sufficient in all facets. More specific subjects need further data collection through interviews and other secondary data to support item.
Discuss the outcome of the diagnosis with top management and reach an agreement.

3.2 Target Respondents

The respondent of this study are the employees who are working at Union Property Company in each department. Some division/department will not be included in this study because the respondents are not the focus of this research. The total population and number of sample size is shown in Table

Table 3.1 Target Respondents from each department

<table>
<thead>
<tr>
<th>Department</th>
<th>POPULATION</th>
<th>SAMPLE SIZE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manager</td>
<td>5</td>
<td>4</td>
</tr>
<tr>
<td>Factory</td>
<td>170</td>
<td>128</td>
</tr>
<tr>
<td>Sale and Marketing (Domestic &amp;</td>
<td>14</td>
<td>11</td>
</tr>
<tr>
<td>Oversea)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Service</td>
<td>12</td>
<td>10</td>
</tr>
<tr>
<td>Purchasing</td>
<td>5</td>
<td>4</td>
</tr>
<tr>
<td>Logistics &amp; Warehouse</td>
<td>22</td>
<td>16</td>
</tr>
<tr>
<td>Accounting and Finance</td>
<td>8</td>
<td>5</td>
</tr>
<tr>
<td>Human Resources Development</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>Total</td>
<td>241</td>
<td>182</td>
</tr>
<tr>
<td>Population Size</td>
<td>Confidence = 95%</td>
<td>Margin of Error</td>
</tr>
<tr>
<td>-----------------</td>
<td>-----------------</td>
<td>-----------------</td>
</tr>
<tr>
<td></td>
<td>5.0%</td>
<td>3.5%</td>
</tr>
<tr>
<td>10</td>
<td>10</td>
<td>10</td>
</tr>
<tr>
<td>20</td>
<td>19</td>
<td>20</td>
</tr>
<tr>
<td>50</td>
<td>44</td>
<td>47</td>
</tr>
<tr>
<td>75</td>
<td>63</td>
<td>69</td>
</tr>
<tr>
<td>100</td>
<td>80</td>
<td>89</td>
</tr>
<tr>
<td>150</td>
<td>108</td>
<td>126</td>
</tr>
<tr>
<td>200</td>
<td>132</td>
<td>160</td>
</tr>
<tr>
<td>250</td>
<td>152</td>
<td>190</td>
</tr>
<tr>
<td>300</td>
<td>189</td>
<td>217</td>
</tr>
<tr>
<td>400</td>
<td>217</td>
<td>265</td>
</tr>
<tr>
<td>500</td>
<td>234</td>
<td>340</td>
</tr>
<tr>
<td>600</td>
<td>248</td>
<td>379</td>
</tr>
<tr>
<td>700</td>
<td>260</td>
<td>396</td>
</tr>
<tr>
<td>800</td>
<td>286</td>
<td>440</td>
</tr>
<tr>
<td>1000</td>
<td>278</td>
<td>449</td>
</tr>
<tr>
<td>1200</td>
<td>291</td>
<td>474</td>
</tr>
<tr>
<td>1500</td>
<td>306</td>
<td>515</td>
</tr>
<tr>
<td>2000</td>
<td>322</td>
<td>563</td>
</tr>
<tr>
<td>2500</td>
<td>333</td>
<td>597</td>
</tr>
<tr>
<td>3500</td>
<td>348</td>
<td>641</td>
</tr>
<tr>
<td>5000</td>
<td>367</td>
<td>678</td>
</tr>
<tr>
<td>7500</td>
<td>365</td>
<td>710</td>
</tr>
<tr>
<td>10000</td>
<td>370</td>
<td>727</td>
</tr>
<tr>
<td>25000</td>
<td>378</td>
<td>750</td>
</tr>
<tr>
<td>50000</td>
<td>381</td>
<td>772</td>
</tr>
<tr>
<td>75000</td>
<td>382</td>
<td>776</td>
</tr>
<tr>
<td>100000</td>
<td>383</td>
<td>778</td>
</tr>
<tr>
<td>250000</td>
<td>384</td>
<td>782</td>
</tr>
<tr>
<td>500000</td>
<td>384</td>
<td>783</td>
</tr>
</tbody>
</table>

* Copyright: The Research Advisors (2006). All rights reserved.

Require Sample Size refer to Table 3.1 Target Respondents from each department.
3.3 The Research Instrument

There will be three kinds of instruments applied to the research: A questionnaire survey, interview guide, and observation guide. The research instruments of this study were the combination of qualitative and quantitative research; this study was a qualitative-based research according to the size of the respondents at Union Property Company which has two hundred forty one respondents. The researcher believes that qualitative research provides insight value for investigating complex and sensitive issues. It can also provide the opportunity for the researcher to know the organization information in-depth, so the researcher has decided to conduct qualitative research on the following instruments:

3.3.1 Survey Questionnaire

This questionnaire will focus on pre ODI. The score from each questionnaire will be calculated to find the average score of company’s employees. After the ODI, the questionnaire will be used to find the average score again to compare the differences.

For this instrument, the researcher will check the company’s documents including sale history data, employee record, income statement and portfolio. This will give the researcher an idea about the present status and problems which the company might be facing. Some problems might be found in a documentary check as well.

The research Instrument is categorized into four parts as follows:
Table 3.2 Outline of Number of Questionnaires

<table>
<thead>
<tr>
<th>No.</th>
<th>Main variables</th>
<th>Details</th>
<th>Number of questions</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Part I</td>
<td>Demographic Profile</td>
<td>1 – 5</td>
</tr>
<tr>
<td>2</td>
<td>Part II</td>
<td>Employee Competency Communication and Teamwork</td>
<td>1-30</td>
</tr>
<tr>
<td>3</td>
<td>Part III</td>
<td>Respondent’s suggestion</td>
<td>1</td>
</tr>
</tbody>
</table>

3.3.2 Reliability Analysis

As part of the pre-test process, the research will distribute the questionnaire to the employee to fill out. It is an essential part for the researcher to look for evidence of question corrections and accurate diction.

Table 3.3 Reliability Test Table

<table>
<thead>
<tr>
<th>Constructs</th>
<th>Alpha value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee competency</td>
<td>0.779</td>
</tr>
<tr>
<td>Communication</td>
<td>0.902</td>
</tr>
<tr>
<td>Teamwork</td>
<td>0.807</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>0.829</strong></td>
</tr>
</tbody>
</table>
3.3.3 Interview Guide

In order to collect and analyze information, the researcher will conduct an informal interview through employee competency, communication, and teamwork as instructed in the interview guide. The technique was very critical technique in this research because it allowed the researcher to access rich sources of data. Furthermore, an interaction between the respondents and the researcher during the interview was very valuable and significant.

3.3.4 Observation Guide

The research will conduct observation to take note of the environment during the working hours in Union Property Company. The observation checking list will be included in the ordinal questions. Furthermore, the main point for observation was to see the duration of employee’s competency, communication and teamwork. The observation guide observes all respondents in order to access and collect a real result and additional information which was very helpful for collecting all required secondary data such as organization charts.

3.4 Data Collection Techniques and Procedures

3.4.1 Data Collection Techniques

The primary data collection techniques used was questionnaires, interview and observation. Additionally, the researcher collected the secondary data from articles, journals, research paper, on line articles and books. The researcher employed the
following techniques of data collection which were a use of questionnaires, interview, observation and secondary data.

3.4.2 Use for questionnaire

The first technique that applies in this research will be a survey questionnaire to collect data. It requires the following procedures:

The researcher will talk with the head of human resource about concerns doing research collecting data as well as distributing questionnaires. Then, after getting permission from top management, the researcher will distribute the questionnaires to all the respondents as classified in table 3.1

3.4.3 Personal interview

The researcher had applied the interview that allowed the respondents to be freely answering the particular questions at a particular point of time. The results from the interview were expected to be an effective way of data collection as it was an interactive and two-way communications. Furthermore, the respondents gave the opportunity to discuss what important issues related to the research topic. However, it was also important to spotlight the participants on precise issues so that the researcher would be able to gain the crucial fact to commence a model and be more specific to what the company needed to be improved.
3.4.3 Observation Guide and Checklist

By conducting Observation, data are collected and the researcher can observe the environment of Union Property Company. The data checklist will help support the analysis of the primary data of this research and guide performance development tools with examples, documentation and so on.

Direct observation is more appropriate for this study as it is shorter than participant observation.

3.5 Data Collection Procedure

The researcher will discuss with the head of human resources in order to get approval and set up the date for distribution. With the assistance from the human resource staff, the researcher will distribute the survey questionnaires and request them to be returned back to the researcher after a week.

The questionnaires were distributed directly to respondents by the researcher according to the numbers required within the scope of the research. The researcher informed the respondents of the purpose and confidentiality of this study. To ensure that the respondents answered the questionnaires by themselves was the main concern of the researcher so the researcher collected the questionnaires the same day.

Finally, the researchers will summarize all the data and information obtained from the questionnaire survey, interview and observation and progress the data analysis stage.
Table 3.4 Action Plan of the study

<table>
<thead>
<tr>
<th>Activities</th>
<th>Year 2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Writing Proposal</td>
<td>Jan</td>
</tr>
<tr>
<td>- Designing</td>
<td>Feb</td>
</tr>
<tr>
<td>Questionnaires</td>
<td>Mar</td>
</tr>
<tr>
<td>- Submitting Thesis</td>
<td>Apr</td>
</tr>
<tr>
<td>Procedure</td>
<td>May</td>
</tr>
<tr>
<td>- Defending</td>
<td>Jun</td>
</tr>
<tr>
<td>Proposal</td>
<td>Jul</td>
</tr>
<tr>
<td>- Data Collection</td>
<td>Aug</td>
</tr>
<tr>
<td>- Analysis of data</td>
<td>Sep</td>
</tr>
<tr>
<td>&amp; Result of study</td>
<td>Oct</td>
</tr>
<tr>
<td>- Write up</td>
<td>Nov</td>
</tr>
</tbody>
</table>

3.6 Data analysis

Data analysis techniques that the researcher uses doing this ODI project are both quantitative and qualitative approaches.
The data will be collected by using the questionnaires which will be analyzed in the quantitative analysis determined by Statistical Package for the Social Sciences (SPSS) program as follows:

Frequency and percentage will be used to measure the demographic profile. Average Mean and Standard Deviation will show the results and implement ODI in the future.
CHAPTER FOUR

Research Findings and Analysis of Data

In the previous Chapter, we have introduced various Data Collecting Techniques, the procedure, and the method. In this Chapter, we’ll make use of all these background information to conduct a thorough analysis of the Data results. We’ll first take a look at the demographic profiles of the company members, followed by a general overview of the Frequencies and percentages of the Questionnaires that measure the employees’ competency, communication and teamwork. Through this, we’ll have the opportunity to look behind the scene of the Company’s organization and whether any potential problem exists. A series of charts with Statistic is also presented as a supplement to this Data Analysis.

First, we will look at the Demographic profile of this organization.

4.1 Demographic Profile of Respondents

The demographic profile of the respondents in this study includes age, gender, education level, position and years working in the organization. The analysis presents the frequencies and percentage to determine the respondents’ demographic profile.
Table 4.1 Respondent’s Gender

<table>
<thead>
<tr>
<th>Gender</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>96</td>
<td>52.7</td>
<td>52.7</td>
<td>52.7</td>
</tr>
<tr>
<td>Female</td>
<td>86</td>
<td>47.3</td>
<td>47.3</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>182</td>
<td>100.0</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

Figure 4.1 Respondent’s Gender
Table 4.2 Respondent’s Age

<table>
<thead>
<tr>
<th>Age</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Below 25 years</td>
<td>29</td>
<td>15.9</td>
<td>16.1</td>
<td>16.1</td>
</tr>
<tr>
<td>26-30 years</td>
<td>44</td>
<td>24.2</td>
<td>24.4</td>
<td>40.6</td>
</tr>
<tr>
<td>31-35 years</td>
<td>37</td>
<td>20.3</td>
<td>20.6</td>
<td>61.1</td>
</tr>
<tr>
<td>36-40 years</td>
<td>51</td>
<td>28.0</td>
<td>28.3</td>
<td>89.4</td>
</tr>
<tr>
<td>Above 40 years</td>
<td>19</td>
<td>10.4</td>
<td>10.6</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>182</td>
<td>100.0</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Figure 4.2 Respondent’s Age
Table 4.3 Respondent’s Education Level

<table>
<thead>
<tr>
<th>Educational level</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Secondary school</td>
<td>89</td>
<td>48.9</td>
<td>49.2</td>
<td>49.2</td>
</tr>
<tr>
<td>Diploma</td>
<td>24</td>
<td>13.2</td>
<td>13.3</td>
<td>62.4</td>
</tr>
<tr>
<td>Bachelor’s degree</td>
<td>26</td>
<td>14.3</td>
<td>14.4</td>
<td>76.8</td>
</tr>
<tr>
<td>Master’s degree</td>
<td>2</td>
<td>1.1</td>
<td>1.1</td>
<td>77.9</td>
</tr>
<tr>
<td>Vocational degree</td>
<td>8</td>
<td>4.4</td>
<td>4.4</td>
<td>82.3</td>
</tr>
<tr>
<td>Primary school</td>
<td>32</td>
<td>17.6</td>
<td>17.7</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>181</td>
<td>99.5</td>
<td>100.0</td>
<td></td>
</tr>
<tr>
<td>Missing</td>
<td>1</td>
<td>.5</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>182</td>
<td>100.0</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Figure 4.3 Respondent’s Education Level

Educational Level

- Secondary school: 49.2%
- Diploma: 13.3%
- Bachelor’s degree: 14.4%
- Master’s degree: 1.1%
- Vocational degree: 4.4%
- Primary school: 17.7%
4.1.1. Frequency Table on Gender, Age and Education Level

Tables 4.1 to 4.3 present the general background of the employees, such as their gender, age and education level. The Male employees in this organization slightly outnumber females by 5.4 percent (Table 4.1). Further, it is a relatively "young" organization with the age of the employees falling somewhat between 25–40 years old (Table 4.2), and none really exceeds 40, even at management level. This, in one way or another, is a positive sign that the organization’s workforce is pretty balanced.

With respect to the Education Level (Table 4.3), a high rate of people graduated with a secondary school degree, with only two graduated with a Master. However, most of them still managed to obtain either a Bachelor or a Diploma. As this frequency shows, we might conclude that the majority benefits more from the in-house training, so the education level is not that significant. With the frequency level of 89 at the Secondary School and 32 in Primary School, we can predict that the main workforce might somewhat concentrate on the production zone, where actual labor work is involved.
4.1.2. Position

Table 4.4 Respondent’s Position

<table>
<thead>
<tr>
<th>Position</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid Manager</td>
<td>5</td>
<td>2.7</td>
<td>2.7</td>
<td>2.7</td>
</tr>
<tr>
<td>Factory</td>
<td>114</td>
<td>62.6</td>
<td>62.6</td>
<td>65.4</td>
</tr>
<tr>
<td>Sales and Marketing</td>
<td>17</td>
<td>9.3</td>
<td>9.3</td>
<td>74.7</td>
</tr>
<tr>
<td>Service</td>
<td>7</td>
<td>3.8</td>
<td>3.8</td>
<td>78.6</td>
</tr>
<tr>
<td>Purchasing</td>
<td>4</td>
<td>2.2</td>
<td>2.2</td>
<td>80.8</td>
</tr>
<tr>
<td>Logistics &amp; Warehouse</td>
<td>18</td>
<td>9.9</td>
<td>9.9</td>
<td>90.7</td>
</tr>
<tr>
<td>Accounting and Finance</td>
<td>14</td>
<td>7.7</td>
<td>7.7</td>
<td>98.4</td>
</tr>
<tr>
<td>Human Resources Development</td>
<td>3</td>
<td>1.6</td>
<td>1.6</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>182</td>
<td>100.0</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

Figure 4.4 Respondent’s Position

As indicated in Table 4.4. A large number of employees concentrate on the production area, which is the factory. There is a frequency of 3 in Human Resources
Development and only 7 in charge of the Service sector. In this case, there is a necessity to devote more funds to Human Resource Development for the following reasons: First, well-developed Human Resources provide Employees with a chance to grow. Second, it will be able to recruit and select capable personnel and avoid people below standard to join. At last, Human Resources affect the company’s general in-house ambiance and affect the employee’s decision to stay on or not. Although it is not in the frontier of the production, marketing or providing services, it is a strong background force to allow these three sectors to run smoothly.

As we look back to this chart again, the Human Resource department is greatly disproportionate comparing to other sectors like Logistics, Sales and Marketing, etc.

Another sector of concern is the service sector, with a limited frequency of only 4. A Company services, no matter in the interim of the services or after, are extremely crucial as they will affect customers’ decision to further cooperate with the company or not. As we have made clear earlier, companies are not machines; they are made up of people and it is this personal service and interactions that make the organization develop.
4.1.3. Working Duration

Table 4.5 Respondent’s Working Duration

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Less than 1 year</td>
<td>39</td>
<td>21.4</td>
<td>21.5</td>
<td>21.5</td>
</tr>
<tr>
<td>1-2 years</td>
<td>27</td>
<td>14.8</td>
<td>14.9</td>
<td>36.5</td>
</tr>
<tr>
<td>2.1-5 years</td>
<td>19</td>
<td>10.4</td>
<td>10.5</td>
<td>47.0</td>
</tr>
<tr>
<td>5.1-10 years</td>
<td>26</td>
<td>14.3</td>
<td>14.4</td>
<td>61.3</td>
</tr>
<tr>
<td>10.1-15 years</td>
<td>33</td>
<td>18.1</td>
<td>18.2</td>
<td>79.6</td>
</tr>
<tr>
<td>15.1-20 years</td>
<td>32</td>
<td>17.6</td>
<td>17.7</td>
<td>97.2</td>
</tr>
<tr>
<td>More than 20 years</td>
<td>5</td>
<td>2.7</td>
<td>2.8</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>181</td>
<td>99.5</td>
<td>100.0</td>
<td></td>
</tr>
<tr>
<td>Missing</td>
<td>1</td>
<td>.5</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>182</td>
<td>100.0</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Figure 4.5 Respondent’s Working Duration

As indicated in Table 4.2, a large number of people are rather young. This coincides with the data shown here (Table 4.5), where the majority of people has worked here for less than a year. There is a positive sign over here, with many people
having worked for over 10 to 15 years and above. This may symbolize that the organization has relatively good benefits and welfare program for the employees.

4.2 The Current Situation Finding Analysis

Referring to the research question: what is the current situation in terms of employee competency, communication and teamwork? the researcher used descriptive statistics to find out the current situation with respect to the variables above and used the arbitrary level and descriptive rating as informed to define the results.

4.3 Overview of the three qualities

4.3.1 Analysis of the three qualities through Descriptive Tables

<table>
<thead>
<tr>
<th>Competency</th>
<th>N</th>
<th>Mean</th>
<th>Rating Scale</th>
</tr>
</thead>
<tbody>
<tr>
<td>I have flexibility and freedom in my existing job</td>
<td>182</td>
<td>3.02</td>
<td>Agree</td>
</tr>
<tr>
<td>I am actively participating in achieving organization’s goal</td>
<td>182</td>
<td>3.12</td>
<td>Agree</td>
</tr>
<tr>
<td>I agree with the human resource policy of this organization</td>
<td>182</td>
<td>2.73</td>
<td>Agree</td>
</tr>
<tr>
<td>It is profitable that the organization has provided training courses for each function</td>
<td>182</td>
<td>2.87</td>
<td>Agree</td>
</tr>
<tr>
<td>I am satisfied with this position</td>
<td>182</td>
<td>3.18</td>
<td>Agree</td>
</tr>
<tr>
<td>I am interested in learning and always improving myself</td>
<td>182</td>
<td>2.99</td>
<td>Agree</td>
</tr>
<tr>
<td>I have accepted that we have conflicts in the organization</td>
<td>182</td>
<td>2.71</td>
<td>Agree</td>
</tr>
<tr>
<td>I can manage my limited time to get a good performance</td>
<td>182</td>
<td>2.73</td>
<td>Agree</td>
</tr>
<tr>
<td>I have ability to make others trust and impressed me</td>
<td>182</td>
<td>2.75</td>
<td>Agree</td>
</tr>
<tr>
<td>The organization is confident in my performance</td>
<td>182</td>
<td>2.87</td>
<td>Agree</td>
</tr>
<tr>
<td>Total</td>
<td>182</td>
<td>2.89</td>
<td>Agree</td>
</tr>
</tbody>
</table>
Table 4.7 Descriptive on Communications

<table>
<thead>
<tr>
<th>Statement</th>
<th>N</th>
<th>Mean</th>
<th>Rating Scale</th>
</tr>
</thead>
<tbody>
<tr>
<td>My supervisor always gives clarification if needed</td>
<td>182</td>
<td>3.05</td>
<td>Agree</td>
</tr>
<tr>
<td>My supervisor is clear in communicating his/her messages</td>
<td>182</td>
<td>3.09</td>
<td>Agree</td>
</tr>
<tr>
<td>When in doubt, I usually ask my supervisor and always get prompt feedback</td>
<td>182</td>
<td>3.05</td>
<td>Agree</td>
</tr>
<tr>
<td>I am always encouraged to express my views by both my supervisor and co-workers</td>
<td>182</td>
<td>2.96</td>
<td>Agree</td>
</tr>
<tr>
<td>My supervisor usually listens to feedback from all of us</td>
<td>182</td>
<td>2.99</td>
<td>Agree</td>
</tr>
<tr>
<td>Open communication is being encouraged in my company</td>
<td>182</td>
<td>2.78</td>
<td>Agree</td>
</tr>
<tr>
<td>I consider my supervisor trustworthy, friendly and dependable because of the way he/she communicates with us</td>
<td>182</td>
<td>3.18</td>
<td>Agree</td>
</tr>
<tr>
<td>My supervisor always communicates with me</td>
<td>182</td>
<td>3.06</td>
<td>Agree</td>
</tr>
<tr>
<td>All employees have access to information on company updates</td>
<td>182</td>
<td>2.87</td>
<td>Agree</td>
</tr>
<tr>
<td>Total</td>
<td>182</td>
<td>3.06</td>
<td>Agree</td>
</tr>
</tbody>
</table>

Table 4.8 Descriptive on Teamwork

<table>
<thead>
<tr>
<th>Statement</th>
<th>N</th>
<th>Mean</th>
<th>Rating Scale</th>
</tr>
</thead>
<tbody>
<tr>
<td>I have accepted people in my team as well</td>
<td>182</td>
<td>3.19</td>
<td>Agree</td>
</tr>
<tr>
<td>This Organization has setup good teamwork</td>
<td>182</td>
<td>2.92</td>
<td>Agree</td>
</tr>
<tr>
<td>I have an important role in the team</td>
<td>182</td>
<td>2.71</td>
<td>Agree</td>
</tr>
<tr>
<td>I am a part of the team to make a good performance</td>
<td>182</td>
<td>2.95</td>
<td>Agree</td>
</tr>
<tr>
<td>Everyone in the team respects my decision</td>
<td>182</td>
<td>2.75</td>
<td>Agree</td>
</tr>
<tr>
<td>Everyone in the team is a team that works well</td>
<td>182</td>
<td>2.81</td>
<td>Agree</td>
</tr>
<tr>
<td>I always have conflict in the team</td>
<td>182</td>
<td>2.01</td>
<td>Disagree</td>
</tr>
<tr>
<td>Teamwork encourages my desire to accomplish work</td>
<td>182</td>
<td>3.07</td>
<td>Agree</td>
</tr>
<tr>
<td>Management in a team helps team members</td>
<td>182</td>
<td>3.08</td>
<td>Agree</td>
</tr>
<tr>
<td>I like to work in a team</td>
<td>182</td>
<td>3.21</td>
<td>Agree</td>
</tr>
<tr>
<td>Total</td>
<td>182</td>
<td>2.07</td>
<td>Agree</td>
</tr>
</tbody>
</table>
We can see three different descriptive tables tailored to the theme of competency, communication and teamwork.

In the Area of competency, the highest mean is 3.18 and the lowest 2.71; which still falls into the category of Agree. This is the same in the Descriptive Table 4.36; Communication the zone is somewhat between 2.78 and 3.18.

Special notice is granted to Descriptive Table 4.37, where there’s one statement labeled “Disagree” and its mean is 2.01. As previously seen from the former questionnaire, the statement “I always have conflict in the team” has posted a potential warning to the internal dispute that might have occurred inside the company.

Therefore, it is important to share this result with the leaders so as to avoid such problem. Leaders should emphasize and teach their employees about conflict resolution, through communications or direct contact with the supervisor.

4.4 Qualitative Analysis

The researcher had set an informal interview with Union Property Co., Ltd. Employees about employee competency, communication and teamwork. In this study, the researcher used cluster analysis to analyze qualitative data.

4.4.1 Description of Interview Results

There are nine questions in the interview guide; all nine questions were asked to the interviewees and they were interviewed individually at their workstation. The questions in the interview guide are as follows:
1. How is the organization working process?

2. How can you improve your work?

3. What are the achievements you want the organization to reach?

4. What should the organization do to reach those achievements?

5. In your opinion, what are the problems the organization is currently facing?

6. What do you think about the communication process in this organization?

7. What do you think about the teamwork process in this organization?

4.4.1.1 Interview Results of Employees

For the answer to question number one, this organization is a family business so it is difficult to spread the power from top management to the employees. Furthermore, it is a one-way communication then employees can not make decisions.

For the answer to question number two, respondents say that in working process, we should learn from past mistakes and bring the mistakes to improve the working process.

For the answer to question number three, respondents say that the organization wants customers to accept and believe in brand image.

For the answer to question number four, respondents say that it would be easier to reach the organization achievement goals if the organization showed the measurable results which were achieved as a result of their actions by listening to customers and bring customer's ideas to improve the product.
For the answer to question number five, respondents say that the problem that we face in the organization is that employee’s do not have enough ability in decision making due to job delay.

For the answer to question number six, respondents say that in the organization still use in one-way communication when there are conflicts and misunderstanding.

For the answer to question number seven, respondents say that in working process, we should trust and understand members in the team in order to get good cooperation and smooth work.

4.5 Discussion of quantitative and qualitative findings

Referring to the quantitative data findings of core values in employee at Union Property Company, overall, employees are inclined to agree that they have access to the employee competency communication and teamwork much more. In the area of integrity, they agree that they are honest. Regarding teamwork, respondents are inclined to agree that they have teamwork, and for trust and respect, they agree that they trust & respect each other. Regarding communication, respondents are inclined to agree that they use two way communications to understand in the same direction. With respect to employee competency, the organization has set up training courses to increase skills and experiences.

Thus, in order to support the quantitative findings and know what is the current situation of employee competency, communication and teamwork at Union Property Company, each question measures the level of the organization base on employee
competency, communication and teamwork. According to the results of the questionnaire, we can access through goal and awareness of the problem findings within the organization.

Therefore, the organization should listen to the opinion of each interviewee to adapt itself and get a good benefits and knowledges from it.
CHAPTER FIVE

Summary, Conclusion and Recommendations

This chapter presents a summary of this study, its conclusion and recommendations based on the results of the research; the first part of this chapter presents a summary of the findings; the second, the conclusion based on these findings; and the last part, recommendations for a future study and recommendations to Union Property Company.

5.1 Summary of Findings

The researcher realizes that even though the method used to conduct this research and collects data from Union Property Co. Ltd covers every aspect of the company’s profile the respondent’s overall concern was with their supervisors and organization base on the data collection process, distribution questionnaires and surveys, organized charts and tables are produced to reveal both the positive and negative sides of the organization.

In the case of Union Property Company, the researcher discovered that the respondents are mostly satisfied with the organization’s policy. The level of competency, communication and teamwork is within the standard and there is no significant problem involved. However, it is the researcher’s discovery that some areas need to be improved, such as the part regarding human resource activities as well as the respondent’s feelings toward their own values.
The main purpose of this study is to find out ODI on employee competency, communication, and teamwork within the organization. This chapter, on the other hand, debates whether or not there are significant differences in ODI on employee competencies, communication, and teamwork.

5.1.1 Demographic Profiles

The research samples cover all management and employees levels at Union Property Company; 30 respondents they are product line supervisors, managers, factory, Sales and Marketing, Purchasing, Service, Accounting and Financing, Human Resources Development. A sample of 182 completed employees' data was collected by using questionnaires in selected departments. 52.7% or 96 respondents are male, 47.3% or 86 respondents of the total respondents are female.

The majority the respondents in the same age group is 28.3% with 51 respondents aged between 36 – 40 years old. The highest percentage of education level is from secondary school- 49.2% or 89 respondents. The highest percentage regarding the position of respondents is 62.6% or 114 respondents at factory level.

The demographic profile about the number of years working in this organization shows that 21.5% or 39 respondents have been working with this organization for less than one year.

About the Organizational Development Intervention Level of Measurement, the first level of measurement concerns employee competency. It indicates an agreement level having 2.89 of the average mean. The highest of this sub; the factor indicates the highest agreement of flexibility and freedom in their existing jobs, participating actively to achieve the organization’s goal; agreement with the fact that the organization’s human resource policy; the organization has provided training course for each function;
satisfaction with their positions, interesting in learning and always improving themselves, admitting conflict within the organization; agreement with their ability to manage under limited time to get a good performance; agreement with their ability to make each other trust and impressed; and agreement with the confidence that the organization has on their performances, which are at 70.9%, 76.4%, 65.2%, 65.2%, 60.4%, 64.3%, 53.3%, 59.3%,62.1%, and 69.8%, respectively.

When measuring communication, the factors specify that the target study mostly admitted the agreement that their supervisors always give clarification, if needed; supervisors clearly communicate with their messages; when in doubt, they usually ask their supervisors in keeping with the management line and they always get prompt feedback; they are always encouraged to express their views by both their supervisors and co-workers; supervisors usually listen to feedback from the staff; open communication is being encouraged in the organization; they consider their supervisors to be trustworthy, friendly and dependable in the way they communicate; supervisors always communicate with them; and all employees have access to information on organization updates.

Finally, concerning teamwork, organizational development intervention specifies an agreement level showing an average mean at 2.87; which, correspondingly indicates that the majority of the sample agrees mostly on how they accept people in their teams. The Organization has set up a good teamwork, they have an important role in the team, they are a part of the team to make a good performance, everyone in the team respect their decisions, every team mate always brainstorms, teamwork encourages their desire to accomplish work, management in the teams help team members, and the highest agreement specifies that they like to work in a team; whereas, the sample, contrastively,
reveals highest disagreement on the statement saying that they always have conflict in the team.

Although the results cannot create the significant change in employee competency, there is one important factor that disturbs the result of this research; time limitation.

The researcher has a very limited time for intervention, which was considered to be too short for seeing employee competency. Moreover, the researcher had no chance to conduct an intervention on employee's competency.

Although the intervention on employee competency did not significantly affect in employee competency, it still has a significant affect on them. The result shows that after the intervention, the employees understand the organization better and it will help management to understand their role too.

5.1.2 Perceptions on Employee competency

The respondents’ perception on employees’ competency is that they agree to set up training courses to increase their skills and knowledge to get a good performance and the important thing is that the organization still gets good benefits too.

5.1.3 Perceptions on Communication

The respondents’ mentioned that the basic components of the organization still rely on human instead of policy. With constant communication as presented by this target organization, the researcher believes it has achieved the most crucial part of the investigation. The supervisor seemed willing to develop a sincere relationship with the employees by using direct communication.
5.1.4 Perception on Teamwork

The respondents' perceptions reflect the sense of self-value in the organization. This problem must be attended with special care. If employees feel themselves just taking a minor role in the organization, it is impossible that they will strive to improve themselves, nor will they feel confident about their roles as team players.

Table 5.1 Summary of respondents’ perception on employee competency, communication and teamwork

<table>
<thead>
<tr>
<th>Perceptions</th>
<th>Mean</th>
<th>Arbitrary Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Overall perception on Employees competency</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>-Actively participate</td>
<td>3.02</td>
<td>Agree</td>
</tr>
<tr>
<td>-Provided training courses</td>
<td>2.87</td>
<td>Agree</td>
</tr>
<tr>
<td>-Interested in learning</td>
<td>2.99</td>
<td>Agree</td>
</tr>
<tr>
<td>-Confidence in performance</td>
<td>2.87</td>
<td>Agree</td>
</tr>
<tr>
<td><strong>Overall perception on Communication</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>-Clear Communication</td>
<td>3.09</td>
<td>Agree</td>
</tr>
<tr>
<td>-Listens to Feedback</td>
<td>2.99</td>
<td>Agree</td>
</tr>
<tr>
<td>-Open Communication</td>
<td>2.78</td>
<td>Agree</td>
</tr>
<tr>
<td>-Access to information</td>
<td>2.87</td>
<td>Agree</td>
</tr>
<tr>
<td><strong>Overall perception on Teamwork</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>-Good performance</td>
<td>2.95</td>
<td>Agree</td>
</tr>
<tr>
<td>-Brainstorming</td>
<td>2.81</td>
<td>Agree</td>
</tr>
<tr>
<td>-Conflict</td>
<td>2.01</td>
<td>Disagree</td>
</tr>
<tr>
<td>-Helping team member</td>
<td>3.08</td>
<td>Agree</td>
</tr>
</tbody>
</table>
5.2 Summary of Employee competency, communication and teamwork

This research was the study in propose ODI of organization for developing intervention on employee competency. Before the organization development intervention, it had been found that there was not clear direction and awareness in the organization causing employees competency to be below what it should be and below what was expected by the organization.

The researcher tried to complete ODI task as much as possible within the limited time with in the intervention of related employee competency.

Although there is no significant change on employee competency in this study, the researcher believes that the organization will see the significant improvement of all organization employee competencies if the intervention on employee competency is done. Because the researcher found that employees at Union Property Company are ready to respond to the intervention.

5.3 Conclusion

Within this study, what can be seen is that the organization development intervention on employee competency itself can not be reflected on employee competency as it will need longer time to prove its significance to the organization. It can be understood that the organization, which has good awareness of it, may have success in another area in the organization. For example from this study, it can be seen that the intervention on employee awareness has a significant improvement an employee competency within a short period.

Although respondents have a positive impression of the company’s policy, yet it didn’t rise to the level of strong enthusiasm, which might be even more beneficial to the
growth of the organization. Conducting surveys and questionnaires, of course, is a good way to understand the status quo of the organization. However, it is not always fair. First of all, are these surveys conducted individually or in a group? If in a group, than there’s a possibility of negative influence among peers. Secondly, it also depends on the circumstance as to whether these surveys are conducted under the supervisors of their employee competency? If yes, then would it also affect the accuracy of the survey result?

Therefore, the researcher has the following suggestions to make data collection even more fair:

1. Allow respondents to take the survey home. This is to avoid peer pressure and the tendency to reveal something untrue. Computerize the surveys and questionnaires to allow on-line fill up. In this way, respondents will not have the pressure of worrying whether anyone will know.

2. Collect data and information in a random and non disturbing way. Only under such conditions where the organization can reveal its true identity and any potential problems will be more obvious.

It is the researcher’s belief that as the society transforms, internal organization and forms of organization will also change along with time. It is therefore extremely crucial to constantly update the Data Collecting system and add more human contact to such activities.
5.4 Recommendations

5.4.1 Recommendations to Union Property Company

Apart from this study, the researcher would like to make additional recommendations for Union Property Company to continue doing intervention on all areas of employees’ competency to reflect the significant improvement that organization development intervention can bring. Moreover, it would be best to continue an intervention apart from this research.

The researcher believe based what had been found, that a good internal information system within the organization will help solve many other areas within the organization apart from having good and clear policy on Employee competency, Communication and Teamwork as well.

5.4.1.1 Proposed OD Intervention on Employee Competency

The results at Union Property Company show that the employees still have the potential to develop an ability to get performance value. Both of the values were at inclined to agree level. It should be able to increase to agree or strongly agree level. Therefore, the researcher plans to arrange a training program in order to bring up teamwork in each division to encourage performance excellence in each individual.

- Process of ODI on Employee competency
  
  **Step1:** Encourage employees to get more confident.

  **Step2:** Give the employee has a chance to share idea.

  **Step3:** Set up the training courses to enhance the ability of each employee.
The Expected Result of ODI on employee competency

- Employees feel confidence and get through the point much more.
- Organization gets a good performance from employee.
- Improved skill and knowledge.

Table 5.2 ODI on employee’s competency

<table>
<thead>
<tr>
<th>Findings of the study</th>
<th>Recommendations for ODI in the Future</th>
<th>Desired Long Term Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>-Employee have less confidence in their abilities</td>
<td>- Encouraging employees to get more confident</td>
<td>- Employees feel confidence and get through the point much more</td>
</tr>
<tr>
<td></td>
<td>- Giving employee a chance to share ideas</td>
<td>- Organization gets a good performance from employees</td>
</tr>
<tr>
<td></td>
<td>- Setting up training courses to enhance the ability of each employee</td>
<td>- Improved skills and knowledge</td>
</tr>
</tbody>
</table>

5.4.1.2 Proposed OD Intervention on Communication

In the organization, employees have a good relationship among each others. This ODI will change the behavior of employees and increase their ability to communication in the organization and the perspective will be positive after ODI initiation.
Process of ODI on Organizational Communication

In the process of ODI, training focused on Communicating Effectively would be conducted at all staff level. It would include the tools and methods to enhance efficiency and effectiveness.

Step 1: Creating the good relationships between each department.

Step 2: Active listening skills will increase employee abilities.

Step 3: Using two-way communication to reduce misunderstandings and conflicts in the organization.

The Expected Result of ODI on Organizational Communication

- Understanding communication in same direction.
- Reducing misunderstand and conflicts
- Increasing communication abilities
Table 5.3 ODI on Communication

<table>
<thead>
<tr>
<th>Findings of the study</th>
<th>Recommendations for ODI in the Future</th>
<th>Desired Long Terms Results</th>
</tr>
</thead>
</table>
| - Many styles of communication | - Create good relationships between each department  
- Active listening skills will increase employees abilities  
- Use two-way communication to reduce misunderstanding and conflicts in the organization | - Employees communicate effectively  
- Reduce misunderstanding and conflicts  
- Increase communication abilities |

5.4.1.3 Proposed OD Intervention on Teamwork

The results of the Union Property Company study indicate that several team members within the organization are inclined to agree to the concept of working as a team to get a good performance.

➢ Process of ODI on Organizational Teamwork

In the process of ODI, training focus on setting up good teamwork would be collaborated in all departments. It would include the tools and methods to enhance efficiency and effectiveness.

**Step1:** Brainstorming and Sharing vision.

**Step2:** Employees accepting their mistakes.

**Step3:** Establishing expectations and guidelines.
The Expected Result of ODI on Teamwork

- Employees understand each other.
- Trust among employees in organization.
- Member knows team goals.

Table 5.4 ODI on Teamwork

<table>
<thead>
<tr>
<th>Findings of the study</th>
<th>Recommendations for ODI in the Future</th>
<th>Desired Long Terms Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>-Conflict in Teamwork</td>
<td>- Brainstorming and Sharing vision</td>
<td>- Employees understand each other</td>
</tr>
<tr>
<td></td>
<td>- Employees accept their mistakes</td>
<td>- Trust among employees in organization</td>
</tr>
<tr>
<td></td>
<td>- Establish expectations and guidelines</td>
<td>- Member knows team goals</td>
</tr>
</tbody>
</table>

5.4.2 Recommendations for future study

As the researcher completed the diagnosis phase, the focus was on the first phase of OD intervention and on doing the necessary was to improve and develop employee competency, communication and teamwork; in order to increase the capacity and effectiveness within the organization.

The researcher can propose to prove the significant differences in Pre organization development intervention on Employee competency, Communication and Teamwork or compare the significant differences in the results of the organization
development intervention on Employee competency. This study will help prove Employee competency to increase effectively and efficiently performance.
Epilogue

I have gained a lot of valuable experience and knowledge while pursuing the Organization Development program at Assumption University. It was very challenging to me as there were many obstacles and difficulties during the process. However, it gave me many important lessons and knowledge to use for research and for my own perspectives.

Organization Development is a useful program that benefits me greatly in terms of opening my perspectives toward new things and improving my process of thinking more effectively and broadly. All this strengthen me in my current work and also give me a nice pathway to a new career in OD field in the future.

While I was pursuing research, not only did I gain a lot of knowledge and methodology, I also received a lot of kind support from many professors and Union Property Company, providing me with valuable information and inspiration. I also found a lot of support and facilitation from my family and friends who always encouraged me to go through difficult times.
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Appendices
Structured interview Question.

1. How is the organization working process?
2. How can you improve your work?
3. What are the achievements you want the organization to reach?
4. What should the organization do to reach those achievements?
5. In your opinion, what are the problems the organization is currently facing?
6. What do you think about the communication process in this organization?
7. What do you think about the teamwork process in this organization?
PART I: Demographic Profile

Direction: Please complete the following information about yourself by making the checkmark (/) in the blank relating to your own profile. It is necessary to gather this data for the usefulness of the analysis.

1. Your gender
   [ ] Male
   [ ] Female

2. Your age
   [ ] Below 25 years
   [ ] 26-30 years
   [ ] 31-35 years
   [ ] 36-40 years
   [ ] Above 50 years

3. Educational level
   [ ] High school
   [ ] Master’s degree
   [ ] Diploma
   [ ] Doctorate degree
   [ ] Bachelor’s degree
   [ ] Other (_________)

4. Position
   [ ] Manager
   [ ] Factory
   [ ] Sales and Marketing
   [ ] Service
   [ ] Purchasing
   [ ] Logistics & Warehouse
   [ ] Accounting and Finance
   [ ] Human Resources Development

5. How long have you been working in this organization?
   [ ] Less than 1 year
   [ ] 1-2 years
   [ ] 2.1-5 years
   [ ] 5.1-10 years
   [ ] 10.1-15 years
   [ ] 15.1-20 years
   [ ] More than 20 years
**PART II**: Employee Competency, Communication and Teamwork

**Direction:** The following statements are to indicate your own training needs toward your competencies which you think you are in. Please mark (/) on only one block in each statement that best fits you.

There are 4 choices
1. Strongly Disagree
2. Disagree
3. Agree
4. Strongly Agree

<table>
<thead>
<tr>
<th>Employee Competency</th>
<th>1</th>
<th>2</th>
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</thead>
<tbody>
<tr>
<td>1. I have flexibility and freedom in my existing job.</td>
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<tr>
<td>2. I am actively participating in achieving my organization's goal.</td>
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<tr>
<td>3. I agree with the human resource policy of this organization.</td>
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<td>4. It is profitable that the organization has provided training courses for each function.</td>
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<td>5. I am satisfied with this position.</td>
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<tr>
<td>6. I am interested in learning and always improving myself.</td>
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<tr>
<td>7. I have accepted that we have conflicts in the organization.</td>
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</tbody>
</table>
8. I can manage my limited time to get a good performance.

9. I have ability to make others trust and impressed me.

10. The organization is confident in my performance

<table>
<thead>
<tr>
<th>Communication</th>
<th>1</th>
<th>2</th>
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</thead>
<tbody>
<tr>
<td>11. My supervisor always gives clarification, if needed.</td>
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<tr>
<td>12. My supervisor is clear in communicating his/her messages.</td>
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<tr>
<td>13. When in doubt, I usually ask my supervisor and always get prompt feedback.</td>
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<td>14. I am always encouraged to express my views by both my supervisor and co-workers.</td>
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<tr>
<td>15. My supervisor usually listens to feedback from all of us.</td>
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<tr>
<td>16. My supervisor communicates clearly and makes it easy to understand.</td>
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<tr>
<td>17. Open communication is being encouraged in my company.</td>
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<tr>
<td>18. I consider my supervisor trustworthy, friendly and dependable by the way he/she communicates with us.</td>
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<tr>
<td>19. My supervisor always communicates with me.</td>
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<tr>
<td>20. All employees have access to information on company updates.</td>
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</table>
Teamwork

<table>
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</thead>
<tbody>
<tr>
<td>21.</td>
<td>I have accepted people in my team as well.</td>
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<tr>
<td>22.</td>
<td>This Organization has set up good teamwork</td>
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<td>23.</td>
<td>I have an important role in the team</td>
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<tr>
<td>24.</td>
<td>I am a part in the team to make a good performance</td>
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<td>25.</td>
<td>Everyone in the team respects my decision.</td>
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<tr>
<td>26.</td>
<td>Every team mate always brainstorms.</td>
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<tr>
<td>27.</td>
<td>I always have conflict in the team.</td>
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<tr>
<td>28.</td>
<td>Teamwork encourages my desire to accomplish work.</td>
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<tr>
<td>29.</td>
<td>Management in a team helps team members.</td>
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<tr>
<td>30.</td>
<td>I like to work in a team.</td>
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</tbody>
</table>

PART III: Comment

1. Do you have any suggestion to benefit this Organization?

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________
ส่วนที่หนึ่ง: ข้อมูลสถิติประชากร

วิธีตอบแบบสอบถาม: ครูให้ใช้ข้อมูลเกี่ยวกับคำว่า รายการต่อไปนี้ โดยจัดเตรียมแบบ (☑) ลงในช่องว่าง

1. เพศ
   ☐ ชาย
   ☐ หญิง

2. อายุ
   ☐ น้อยกว่า 25 ปี
   ☐ 26-30 ปี
   ☐ 31-35 ปี
   ☐ 36-40 ปี
   ☐ มากกว่า 50 ปี

3. ระดับการศึกษา
   ☐ ระดับมัธยม
   ☐ ปริญญาตรี
   ☐ ปริญญาโท
   ☐ ปริญญาเอก
   ☐ ระดับปริญญาตรี
   ☐ ระดับปริญญาโท
   ☐ ระดับปริญญาเอก

4. ลักษณะจัดทำในชีวิต
   ☐ คีย์จัดทำ
   ☐ คีย์คลิก
   ☐ คีย์จัดทำ-การคลิก
   ☐ คีย์จัดทำ-การคลิก-การสร้าง
   ☐ คีย์จัดทำ-การสร้าง-การสร้าง-การสร้าง

5. ระยะเวลาที่ทำกิจกรรมที่ทำเพื่อรู้ในเรื่อง
   ☐ น้อยกว่า 1 ปี
   ☐ 1-2 ปี
   ☐ 2-5 ปี
   ☐ 5.1-10 ปี
   ☐ 10.1-15 ปี
   ☐ 15.1-20 ปี
   ☐ มากกว่า 20 ปี
ที่มา

วิธีดำเนินงาน:

1. ไม่เห็นด้วยอย่างยิ่ง
2. ไม่เห็นด้วย
3. เห็นด้วย
4. เห็นด้วยอย่างยิ่ง

ความสามารถของพบปัญหา

<table>
<thead>
<tr>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
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</thead>
<tbody>
<tr>
<td>1. ข้อจำกัดความสามารถด้านและจิตวิญญาณในการทำกิจกรรมที่ทั่วถึง</td>
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<tr>
<td>2. ข้อจำกัดส่วนร่วมในการให้สร้างสรรค์ด้าน</td>
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<td>3. ข้อจำกัดการสังกัดในโครงสร้างทางภูมิภาคขององค์กร</td>
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<tr>
<td>4. องค์กรมีการจัดการดี第一名ในแต่ละกลุ่ม</td>
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<tr>
<td>5. ข้อจำกัดการพัฒนาในแต่ละแผนก</td>
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<tr>
<td>6. ข้อจำกัดในมาตรการป้องกันและมาตรการปรับตัวขององค์การ</td>
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<tr>
<td>7. ข้อจำกัดในการรับบริการที่เข้าใจผิดจากความต้องการตรวจสอบด้านภายในองค์กร</td>
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</tbody>
</table>
8. ขั้นตอนการจัดการกิจการที่มีการทดสอบและการพยากรณ์ที่มีประสิทธิภาพได้

9. ขั้นตอนการแนะนำการนำไปใช้และเกี่ยวกับในวิธีการพยากรณ์

10. องค์ความสัมพันธ์ในการทดสอบของขั้นตอน

11. ผู้นำเทียบปัญหาของขั้นตอนให้ก่อนรับผลการทดสอบได้ผลอย่างแม่นยำที่สุดของ

12. ผู้นำเทียบปัญหาของขั้นตอนการให้เหตุผลความได้ผลอย่างเจาะจง

13. เริ่มต้นขั้นตอนการเรียนรู้ให้เหตุผลตามความคิดเห็นจากผู้นำเทียบปัญหาและผู้รับผิด

14. ขั้นตอนการให้ข้อมูลเพื่อให้เหตุผลความคิดเห็นจากผู้นำเทียบปัญหาและผู้รับผิด

15. ผู้นำเทียบปัญหาของขั้นตอนการพร้อมที่จะมีความเห็นใจจากผู้นำเทียบปัญหา

16. ผู้นำเทียบปัญหาของขั้นตอนการพร้อมที่จะมีความเห็นใจจากผู้นำเทียบปัญหา

17. ผู้นำเทียบปัญหาของขั้นตอนการพร้อมที่จะมีความเห็นใจจากผู้นำเทียบปัญหา

18. ผู้นำเทียบปัญหาของขั้นตอนการพร้อมที่จะมีความเห็นใจจากผู้นำเทียบปัญหา

19. ผู้นำเทียบปัญหาของขั้นตอนการพร้อมที่จะมีความเห็นใจจากผู้นำเทียบปัญหา

20. ผู้นำเทียบปัญหาของขั้นตอนการพร้อมที่จะมีความเห็นใจจากผู้นำเทียบปัญหา
<table>
<thead>
<tr>
<th>21. ข้อผิดพลาดของบุคลากรที่อยู่ในระดับ</th>
<th>1</th>
<th>2</th>
<th>3</th>
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<tbody>
<tr>
<td>22. องค์กรมีการจัดการระดับที่สูงสุด</td>
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<td>23. ข้อผิดพลาดของบุคลากร</td>
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<tr>
<td>24. ข้อผิดพลาดที่สำคัญของบุคลากร</td>
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<td>25. ข้อผิดพลาดของผู้ดูแลการ</td>
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<td>26. ข้อผิดพลาดของผู้ดูแลการ</td>
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<td>27. ข้อผิดพลาดของผู้ดูแลการ</td>
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<td>28. การติดตามการดำเนินการอย่างต่อเนื่อง</td>
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<td>30. ข้อผิดพลาดของบุคลากร</td>
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ส่วนที่สาม: ข้อเสนอแนะสำหรับองค์กร

1. คุณมีข้อเสนอแนะที่คุณรับประทานติดว่าจะพูดคุยไม่?