

**An Organization Development Intervention to Enhance the
Learning Organization: A Case Study of Student Affairs,
Assumption University of Thailand**

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Abstract

Higher education is evolving rapidly in today's environment of global connectivity, technological advances, and student diversity. The education industry must respond to these changes to remain viable. As a key division in the university, Student Affairs plays a vital role in helping universities respond to changes by ensuring that students' needs are addressed effectively. To accomplish this, Student Affairs must continuously be able to improve by becoming skilled at creating, acquiring, and transferring knowledge, in short, it must become a learning organization. The purpose of this study is to enhance the Student Affairs Division of Assumption University to become a learning organization by using organizational development methods including diagnostic procedures, organizational interventions, and training programs. Qualitative and quantitative methods were utilized for this study. Data was collected through interviews and questionnaires. Pre-ODI analysis revealed that members of Student Affairs, although cognizant of the importance of some aspects of the learning organization, were not consistent in their behavior and actions. OD interventions were employed to increase both knowledge and behavior regarding learning organization culture. They included team building, coaching, Appreciative Inquiry and SOAR workshops. Post-ODI analysis of the experimental and control groups using a paired samples *t*-test, supported by a calculation of Cohen's effect size, revealed a significant difference in the total gain scores for Pre-ODI and Post-ODI results. The interventions were found to have an effective result in enhancing the learning organization culture in the Student Affairs Division of Assumption University.

Keywords: learning organization, organizational development, organizational development intervention, student affairs,

Introduction

Higher education is evolving rapidly in today's environment of global connectivity, technological advances, and student diversity. What we have known as the 'norm' of higher education institutions will not be the norm in tomorrow's society. New technologies are making teaching and learning through the previous ways obsolete. The future of education will be very different from what we know. Industry 4.0 will be a driver for change, especially in the education sector. Thus, as student affairs is an area that is linked inextricably to the successful administration of institutions of higher education, it becomes an important area for research for the purpose of improving the higher education experience for students and plays an important part in increasing the viability and success of the institution itself.