Abstract

This action research explored the impact of organization development intervention (ODI) on employee engagement and performance management system to strengthen organization performance at the departmental level at Kasem Bundit University, a private university in Bangkok, Thailand. The study focused on improving the performance management system which concerned with performance agreement, performance appraisal, performance rewards, and performance reinforcing. By improving the performance management system, the study also focused on enhancing the level of employee engagement in terms of social engagement, intellectual engagement, and affective engagement. The intent was to measure the impact of the organization performance in terms of team effectiveness of skills, commitment, and accountability.

The study was conducted at the departmental level in Kasem Bundit University from June 2019 to September 2019. The sample size used in this study was 42 staffs. The research design in this study was a self-completion questionnaire and interview to collect information from the participants. The study consisted of both qualitative and quantitative analyses.

The developed performance management system based on appreciative inquiry approach was determined to minimize the problems of current performance management practices. It was intended to enhance the effectiveness and efficiency of current performance management practices by encouraging meaningful discussion between supervisor and subordinate, increasing positive perception of employees toward the performance management practices, and most importantly improving employee performance and employee engagement.

According to the results of the data analyses, the organizational performance in terms of team effectiveness of skills, commitment, and accountability was enhanced after
implementing the newly improved performance management system in terms of performance agreement, performance appraisal, performance rewards, and performance reinforcing; which resulted in the enhancement level of employee engagement in terms of social engagement, intellectual engagement, and affective engagement.

**Keywords:** performance management, employee engagement, organizational performance, performance agreement, performance appraisal, performance rewards, performance reinforcing, social engagement, intellectual engagement, and affective engagement.