Abstract

It has always been very interesting to link a study of leadership to employee engagement. Despite numerous references on employee engagement, little empirical research has been conducted to really explain why and how it is working or how it is related to leadership in Thailand. Almost all of the references on employee engagement and its linkage to leadership in Thailand are from consulting fields.

The purpose of this research was to study the impact of organization development intervention (ODI) on leadership styles, shared values, and skills in relation to employee satisfaction elements and employee engagement in Thailand. The research methodology is both quantitative in form of surveys and qualitative in form of action research. The focus of this study was on a mid-size family business organization in the industry of pulp and paper (identified as RG).

All 31 managers at the focal company including 1 observer and 630 workers participated in an appreciative coaching program for 6 months. The design of ODI was based on the whole brain literacy (WBL) and appreciative inquiry (AI). The ODI was double-loop change because all managers were both coaching others and self-coaching themselves. At the same time, they were teacher, learner, as well as observer.

The results were derived from two tiers; managers and workers. According to the managers, there was no significant relationship between leadership styles and employee satisfaction elements and employee engagement. Only positive communication from leadership shared values significantly influenced employee satisfaction elements and employee engagement. There was no significant relationship between leadership skills and employee satisfaction elements and employee engagement. However, coaching skills were found to be highly related to employee satisfaction elements and employee engagement.
On the workers' side, results were similar, there was no significant relationship between all leadership styles and employee satisfaction elements and employee engagement. However, all leadership shared values (high participation, positive communication, and team spirit) significantly influenced employee satisfaction elements and employee engagement. Leadership skills also significantly influenced employee satisfaction elements and employee engagement.

Finally, the research findings concluded that there was a significant difference between Pre-ODI and Post-ODI on the leadership styles, shared values, skills, and employee engagement. The most important leadership variables found by this research are coaching skills and positive communication. It is because by coaching with positive communication leaders learn how to learn to learn. Therefore, coaching skills are the primary skills leading leaders to other leadership skills more effectively.
Dedication Page

I would like to dedicate the success of this dissertation to my wife, Vipapak Viriyaroj. Without her, it would not be possible for me to complete this milestone in my life. She has always worked very hard but appreciatively to take good care of our children, Pete, Pat, and Puth.