Impact of Organization Development Interventions on Employee Commitment (ECo), Employee Motivation (EMo), Job Satisfaction (JS), and Job Performance (JP): A Case Study of Udom Mastertech Co., Ltd

Ruangyot Sanposh

A Dissertation Submitted in Partial Fulfillment of the Requirements
for the Degree of Doctor of Philosophy in Organization Development
Faculty of Graduate School of Business
Assumption University
Academic Year 2010

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Dissertation Title	Impact of Organization Development Interventions on Employee Commitment (ECo), Employee Motivation (EMo), Job Satisfaction (JS), and Job Performance (JP): A Case Study of Udom Mastertech Co., Ltd
By	Ruangyot Sanposh
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The Graduate School/Faculty of Graduate School of Business, Assumption University, has approved this dissertation as a partial fulfillment of the requirements for the Degree of Doctor of Philosophy in Organization Development.

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ABSTRACT

At the difficult economic situation during year 2008 and in the beginning of year 2009, Udon Mastertech Co. had sales decline about 60 percent and the turn over rate of the special skill employees in the operation was increasing. This research was conducted to determine the cause of the problem and to describe and analysis the corporate growth. Four areas were chosen by the researcher and the management team to clarify the situation, (1) employee commitment, (2) employee motivation, (3) job satisfaction, and (4) job performance.

This research was conducted using the action research model to gather the data. The primary data was collected by: interviewing with seven Udon Mastertech executive, questionnaires collecting from 199 Udon Mastertech's employees, and observation. The two methods were conducted twice, before and after the ODI.

The objective of this thesis is to: (1) to describe and analyze the corporate growth, (2) to assess, analyze and determine the level of employee commitment, employee motivation, job satisfaction and job performance, (3) to develop and implement an appropriate ODI based on the analyses, (4) to identify the impact of ODI on employee commitment, employee motivation, job satisfaction, and job performance before and after ODI.

After eight months, ODI phase which included: Formal and Informal Meeting, Training Activities, Work Shop, Rewards, and Special Activities and finding of the Post-ODI. The level of employee commitment, employee motivation, job satisfaction and job performance had significantly increased.

With the results, the recommendations were made to the management team to

continue working on the proposal activities: (1) future leadership class for the managers for their growth, (2) future own branding and future OD for the new marketing department, (3) plan to have a training department in the company with the OD, (4) the OD interventions in term of clear vision or future search for the managing director, and the managers are the great topic to conduct. Even this research could not improve the Udon Mastertech performance dramatically, it provided the ideas and guideline of the activities to the management team to develop and implement to the employees for better employee commitment, employee motivation, job satisfaction and job performance.

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Ruangyot Sanposh

Chapter One

The Challenges, the Problems and Potentials for Change

1.1 Introduction

The world is changing more than ever before, especially in term of economic and technological development in which effects the organization life. At the current difficult economic situation, organization needs to change or adapt itself in order to survive in the global change.

This dissertation focuses on Action Research that was conducted with relation to a sub-contract firm located at Udonthani, Udon Mastertech Co., Ltd between 2009 and early 2010. The detailed in this dissertation is the application of Organizational Development Interventions (ODIs), as an aspect of this Action Research has had significant impacts on Employee Commitment (ECo), Employee Motivation (EMo.), Job Satisfaction (JS), and Job Performance (JP). These observable outcomes are reflected in the fact tat the firm's revenues increased in 2009 by 12.5% and growth in 2010 is expected exceed 15.5%.

1.2 Global, Regional, and National Context

Electronic Industry

The world of electronic industry was growing continuously. The electronic market year 2007 was growing about 26 percent from year 2006. The HDD (hard disk drive) and IC (integrated circuit) would have a positive trend; slightly increase about 30 percent and 15 percent respectively. It seems to have an increase in the world market. However, due to the current world economic situation, in the year 2008,

starting from the United State Market is slowing down in the electronic business. It affects the Asian electronic market and the Thai market demand in which Thailand is the world largest electronic production. Due to the lower demand Thai plants production has to sell the HDD and IC lower than the average price.

However, in order to keep up with technology market and electronic market consumer, there has been request for support from the Board of Investment to increase the expansion of production of HDD, PCBA (printed circuit board assembly), and electronic parts. It is expected that the quantity of electronic production in the year 2008 will be 11 percent more than year 2007 in which the number of exported is about 29,142 million dollars. As the Semiconductor Electronic Association of the United State of America has also estimate that the electronic market in the world of the year 2007 is about 273.8 thousand million dollars. It has increased 10 percent more than the previous year. Computer goods are about 40 percent of all the technology products.

Trend of electronic industry in the year 2008 will increase 10-15 percent from the previous year. The export value of electronically appliances will increase 12-15 percent from the demand of the electronic consumer around the world. The computer expansion demand has increased 10 percent or mobile phone has increased 10-15 percent in which Thailand has become the important base for electronic production in the region. However, the value of money will decrease because the costs of the electronic parts are going down.

Car Industry

Car industry in Thailand has high growth rate in the long-run and has been the main industry that the government has the policy to support and want Thailand to become Detroit of Asia.

The Thai Government wants Thailand to become center of car industry in this region. It is expected that the export of car industry will grown sharply. The internal market consumption will also increase during the same time of the year.

The promotion of the E20 energy saving should increase the market demand for the car industry in Thailand.

The total number of car production in Thailand has increased greatly since the year 2001. Especially, the one ton truck has high demand from export. However, the passenger car demand has higher demand in year 2007-2008, and has decreased in year 2009 due to the internal environment in Thailand. As shown in Figure 1.1 below.

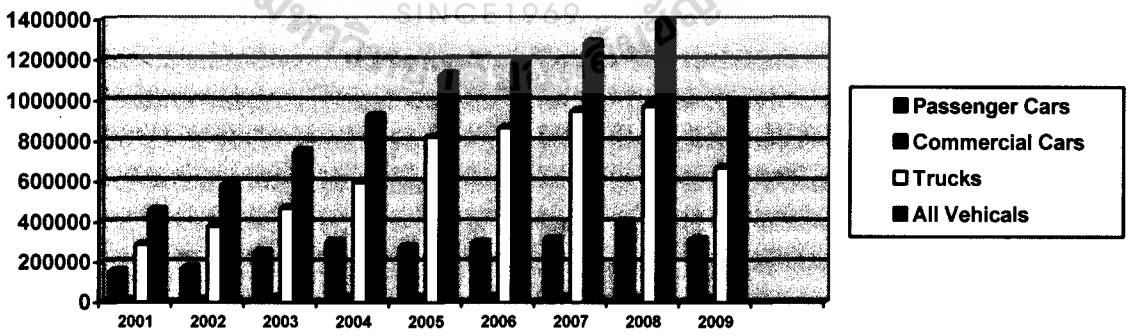

Figure 1.1 The Car Production of Thailand during Year 2001-2009

Table 1.1 The Car Production of Thailand during Year 2001-2009

	2001	2002	2003	2004	2005	2006	2007	2008	2009
Passenger Cars	156,066	169,321	251,684	304,349	277,603	298,819	315,444	401,474	313,422
Commercial Cars	9,382	12,774	20,925	25,818	24,846	22,456	23,244	17,780	15,202
Trucks	289,349	382,297	468,938	597,914	822,867	866,769	948,658	974,775	670,734
All Vehicles	**459,418**	**584,591**	**750,512**	**928,061**	**1,125,316**	**1,188,044**	**1,287,346**	**1,394,029**	**999,378**

Source: The Federal of Thai Industry

Table 1.1 shows the total number of car production in Thailand during year 2009 was 999,378 cars. The most production was trucks which was 670,734. Secondly, car production was passenger car which is 313,422 cars and thirdly is commercial cars which are 15,202 cars.

The total value of the car export during the year 2009 is approximately 252,458 million Baht which was 27 percent less than the previous year. Most of them are trucks and mini-vans. Thailand exports cars and trucks to Australia, Saudi Arabia, United Kingdom, Italy, and United State of America. Thailand exports passenger cars to Australia, Indonesia, Philippine, Saudi Arabia, and Malaysia. Japan has decided to use Thailand as the production base for car industry. As shown in Figure 1.2 below.

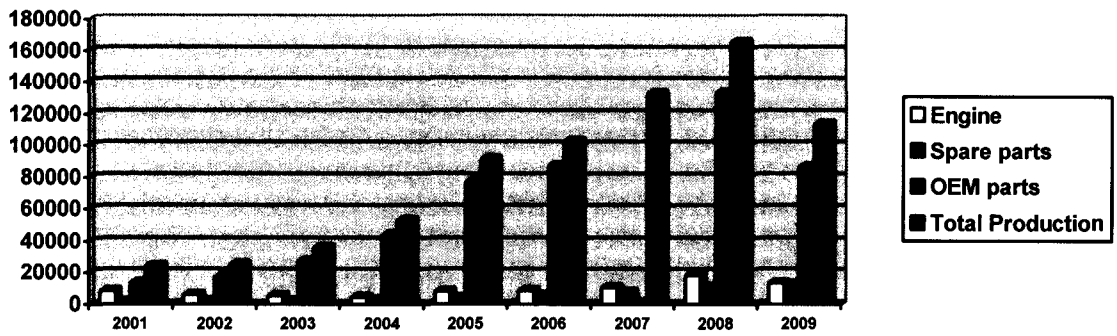

Figure 1.2 The Value of the Car Parts Export Production Year 2001-2009 (in Million Baht)

Table 1.2 The Value of the Car Parts Export Production Year 2001-2009

	2001	2002	2003	2004	2005	2006	2007	2008	2009
Engine	8,310	6,094	5,376	4,316	7,904	8,358	10,504	18,029	13,266
Spare parts	1,758	1,789	2,152	2,909	4,100	5,453	7,651	11,007	12,531
OEM parts	13,736	17,076	27,565	43,873	76,791	87,170	112,341	132,813	86,225.42
Total Production of Parts	**24,043**	**25,255**	**36,000**	**52,817**	**91,221**	**102,402**	**132,516**	**164,929**	**113,408.39**

Source: The Federal of Thai Industry

Table 1.2 shows the value of the car parts export production year 2009 was approximately 113,408 million Baht which is 20 percent less than the previous year. Most of the car parts that have been exported are OEM (Original equipment manufacturer) parts which value approximately 86,225 million Baht. Secondly, car parts are engine which value approximately 13,266 million Baht.

1.3 Udon MasterTech Co., Ltd

1.3.1 Brief Background

Udon Mastertech Co., Ltd. a sub-contract company was found by Mr. Porntep Saksujarit in 1996, the Managing Director with the Science and Public Administration background. The company is located in Udonthani, where it is one of the biggest provinces in the North-Eastern of Thailand. The company provides a wide range of electronics assemblies and others such as automotive part product, hard disk product, PCB (printed circuit board) for toy products, and GPS (global positioning system) product. The company aims to supply the customers the trust the quality of product and the punctuality of delivery.

The company commitment is to make a long-term consistency in quality,

delivery and service to reach the customer's highest satisfaction. In addition, the company focuses to develop a pattern for updating worker skills and capabilities consistency with evolution of technology within the organization.

1.3.2. Udon Mastertech's Goal

Udon Mastertech Company ultimate goal is to serve the world with quality with "4G Policy": Good employee, good products, good service, and good company.

1.3.3 Business Scope

Udon Mastertech has two main function managers. The Operation Manager has Production Manager, Maintenance Manager, and Quality Assurance (QA) Manager under the supervision. The second function managers are Administrative Manager that has Finance/Account Manager, Human Resource (HR) Manager, and Material Control (MC) Manager under the supervision as the Figure 1.3.

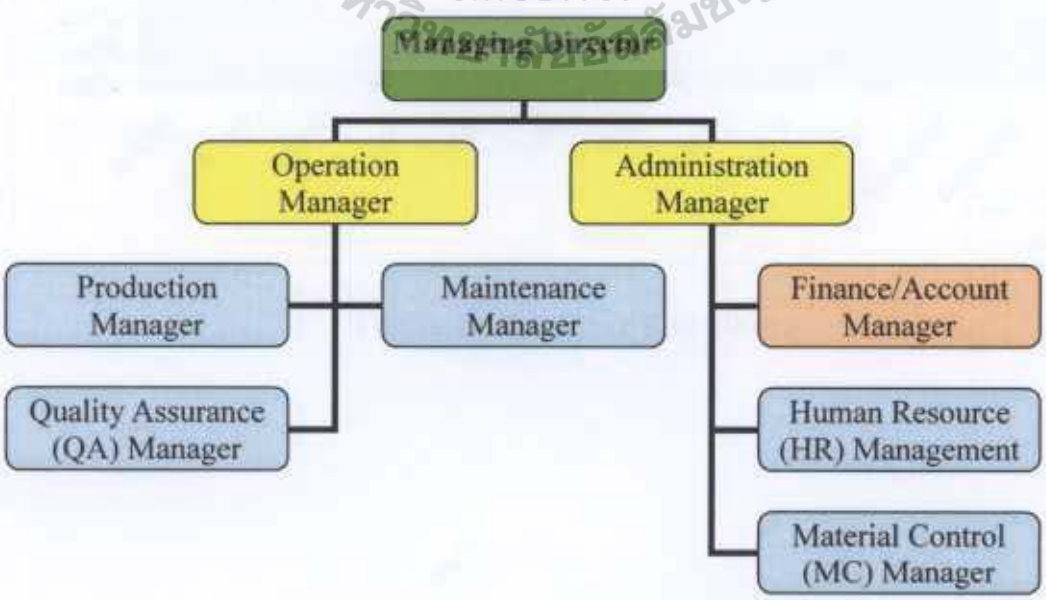

Figure 1.3 Udon Mastertech Organization Chart

1.3.4. Current Situation

The researcher had interviewed with the Managing Director, Mr. Pornthep in October 2008 and the beginning of the year. The researcher had the great opportunity to tour around the office and the factory zone together with the Managing Director. The MD is very concerned about the turn over rate during 2008. The average over all turn over rate was only 3.53 percent. However, even the turn over rate seems to be low, when the company has the full order, it affected the work output. Due to some of the products such as automotive parts and hard disk products required special training skills to make. As shown in figure 1.4 Turn Over Rate 2008.

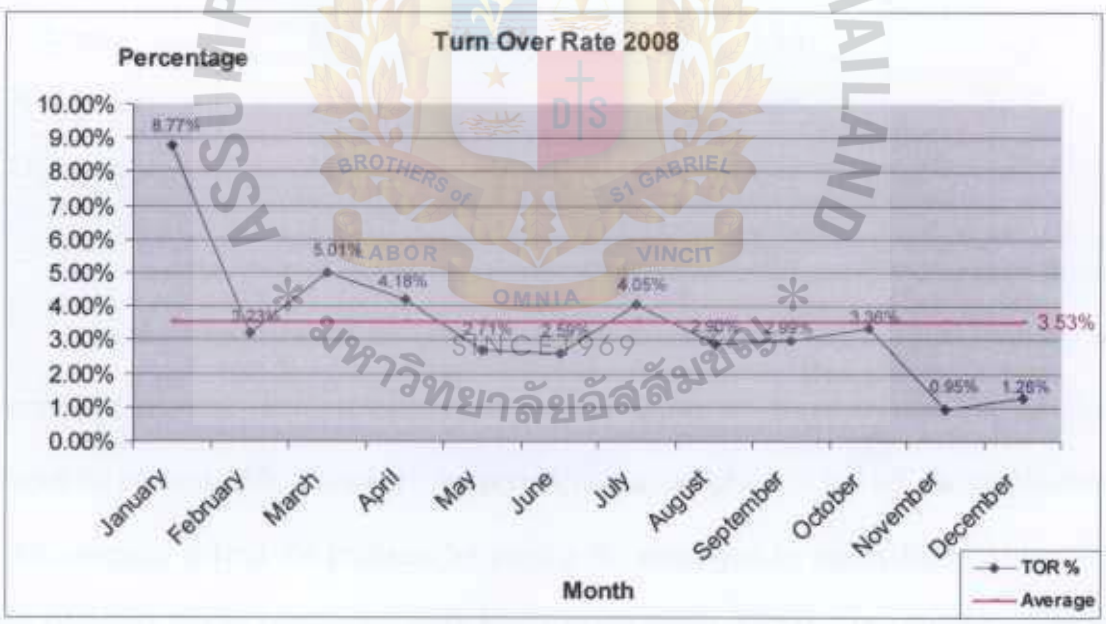

Figure 1.4 Turn Over Rate 2008

Table 1.3 Turn Over Rate 2008

Month	Total HC	Total Resign	TOR %
January	342	30	8.77
February	341	11	3.23
March	339	17	5.01
April	335	14	4.18
May	332	9	2.71
June	347	9	2.59
July	346	14	4.05
August	345	10	2.90
September	335	10	2.99
October	327	11	3.36
November	316	3	0.95
December	313	4	1.28
	Average		**3.53**

Source: Udon MasterTech Human Resource Department.

In the beginning of the year 2008, the researcher found out that due to the economic situation (external force) at present cause the company sales to decline about 60 percent. Mr. Pornthep, the president, has no plans to lay off the employees. The company solved the problem by paying the employee by salary base. However, the company has to reduce the work hours to cut down the OT. The employees have earned less income. Therefore, the company gives the welfare to the employees by:

1. Providing the housing to some employees. The company built the small condo for some employees to stay in the back of the factory. The employees who stay with the company house by have to pay for the utility bill 100 Baht per month (about only 3 dollars a month).

2. The company provides the transportation. The company has 2 buses to pick up the employees to work around the Udonthani city area.
3. The company provides some free rice, things to eat with rice, and cheap food at the company cafeteria.

Even The Managing Director tried to compensate with many benefits, but the some special skills employees still decided to leave the company for better income.

1.4 Situational Problems:

At the difficult economic situation during year 2008 and in the beginning of year 2009, Udon Mastertech Co. had a sale decline about 60 percent and the management team was very concerning that the employees would get discouraged due to the decreasing of OT policy. Responding to this issue, the management team wanted to increase the employee motivation. Also, from the turn over rate of the special skill employees in the operation was increasing, the employee commitment was another issue that needed to improve. In addition, as the world is changing more than ever before especially in term of economic and technological development in which affects the organization life cycle, the management team realized that Udon Mastertech needed to change or adapt the company itself in order to survive in the global change.

This comes to the needs of the case study of the Impact of Organization Development Intervention on employee commitment, employee motivation to increase job satisfaction at Udon MasterTech Company. This company is the sub-contractor manufacturing that provides a wide range of electronics assemblies and others such as automotive part product, hard disk products, PCB (printed circuit board)

for toy products, and GPS (global positioning system) products. As the world is facing the difficult economic condition, the company needs to engage in an OD Project to improve organization's performance in order to survive in the changing world.

Therefore, this action research is designed to investigate the affects of employee commitment and employee motivation to increase the job satisfaction. It is to identify the impact of ODI on employee commitment, employee motivation before and after; ODI over the job satisfaction. This action research would help the company to have a clear direction with the employee during the bad economic situation.

Therefore, Mr. Pornthep and the management team had a meeting to discuss and had a SWOT analysis as shown in Figure 1.5 SWOT Analysis of Udon Mastertech.

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Strengths :

1. Products and Delivery: The company provides the high quality of products and on-time delivery.

2. Good Environment: The company has clean and specious environment areas including the plant factory, cafeteria, employee housing, and parking space.

3. Customer Relationship: The company has a strong long term relationships with its customers more than 13 years.

4. Strong Relationship with Community and Local Area: Udon Master tech always joined community service such as food and water foundation, computer donations to school, and making merit with local temples.

5. New Machinery and Low Maintenance Cost: The company just brought new machine that can produce quality and quantity product and has very low cost maintenance.

6. Effective Financial Management: The company has effective accounting department.

Weaknesses :

1. One Customer: There is a high risk on having only one customer due to Udon Mastertech is the sub-contract.

2. Less Experience of Management Team in International Business: Most of the managers do not speak English and do not have much experience in International Business.

3. Lack of New Product Development Knowledge: The management team does not have much knowledge to create own brand of the product and they do not know much about marketing.

4. Unclear Career Path for Managers: Due to the company is very small and flat organization; the managers do not know what the next level they will go is.

5. Executive has less experience on Entrepreneur: Mr. Ponthep started this business since 1996. He admitted that he has less experience on entrepreneur.

6. Turnover Rate: The turnover rate of high-skills employees tend to increase due to low employee commitment employee motivation and job satisfaction. The employees seem to get discourage with the decreasing of the overtime policy.

Opportunities:

1. Continuous Business: The company market is stable due to the long term relationship with the main company.

2. Low Labor Cost: The local labor cost in Udonthani is cheaper than Bangkok 25%

3. Competitive Factory: The company labor and welfare is very competitive comparing to the other companies around Udonthani.

4. New Products and New Markets: Due to the stable financial, there is an opportunity to invest in the new products and new markets with Udon MasterTech brand in which the main factory in Ayuthaya is supported. Thailand being considering to be a gateway for trade with southern China, Laos, Cambodia, Vietnam and Burma (Indo-China).

Threats:

1. Other sub-contracts: The main factory has another two sub-contracts.

2. Economic Situation: The economic situation around the world was not so good. The order was dropped from the approximately 60 percent.

3. Political Situation: Due to the fact the political situation in Thailand was not stable. It may affect the orders.

4. Oil Price: The oil price seems to be increasing around the world. Since our products have to deliver by airplane, the delivery cost could be higher. Also, the electricity cost might be increased if the oil price is increased.

Figure 1.5 SWOT Analysis of Udon Mastertech.

Strengths:

1. Products and Delivery: The Company provides the high quality products and on-time delivery. The company has received ISO9001 on 11 January 2002 from BSI in term of quality management system. The company always receives the customer response on products on-time delivery.

2. Good Environment: As Udon Mastertech moved to the new plant. The company has more than 13 rai area. The company was able to provide the clean and specious environment areas including the plant factory, cafeteria, employee housing, and parking space.

3. Customer Relationship: The managing director of the company worked with the main company for many years before the main company allow the managing director to move back and can operate his own company in Udonthani. Therefore, the company has a strong long term relationships with its customers more than 13 years.

4. Strong Relationship with Community and Local Area: Udon Mastertech always joined community service such as food and water foundation, computer donations to school, and making merit with local temples. Since the company received the privilege of Thailand (BOI) to be Zone 3 and unlimited labor force, the company did not have to pay some taxes. So the managing director wanted to give the society back from the tax waived. Therefore, the company always join many community activities and gave out lots of donations either money, computer, food, water etc.

5. New Machinery and Low Maintenance Cost: The Company just brought new machine that can produce quality and quantity product and has very low cost maintenance.

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6. Effective Financial Management: The Company has effective accounting department that have several staffs graduate with Bachelor of Accounting. Also the administrative manager is very carefully reviewed the financial every week.

Weaknesses:

1. One Customer: There is a high risk on having only one customer due to Udon Mastertech is the sub-contract. Since the company has to depend on the main company of product ordering.

2. Less Experience of Management Team in International Business: Most of the managers do not speak English and does not have much experience in International Business.

3. Lack of New Product Development Knowledge: The management team does not have much knowledge to create own brand of the product and they do not know much about marketing. The managing director would like the entire management team to have more knowledge on marketing. However, due to the lacks of managers, they managers barely have time to go on the seminar.

4. Unclear Career Path for Managers: Due to the company is very small and flat organization; the managers do not know what the next level they will go is. However, the managing director is always evaluated and increased the managers' salary every year.

5. Executive has less experience on Entrepreneur: Mr. Ponthep started this business since 1996. He admitted that he has less experience as an entrepreneur. He decided to continue his PhD. in Development Strategy to increase his knowledge.

6. Turnover Rate: The turnover rate of high-skills employees tend to increase due to low employee commitment, employee motivation, and job satisfaction. The employees seem to get discourage with the decreasing of the overtime policy and the company were paying on salary based.

Opportunities:

1. Continuous Business: The company market is stable due to the long term relationship with the main company and the main company is supporting Udon Mastertech to expand our own market.

2. Low Labor Cost: As mention before, with the privilege form the board of investment of Thailand (BOI) to be Zone 3 and unlimited labor force, Udonthani is considered one of the best places for investment in Thailand. Therefore, the local labor cost in Udonthani is cheaper than Bangkok 25%.

3. Competitive Factory: The company labor and welfare is very competitive comparing to the other companies around Udonthani.

4. New Products and New Markets: Due to the stable financial, there is an opportunity to invest in the new products and new markets with Udon Mastertech brand in which the main factory in Ayuthaya is supported. Thailand is considering being a gateway for trade with southern China, Laos, Cambodia, Vietnam and Burma (Indo-China) which is very good opportunity to expand the market.

Threats:

1. **Other sub-contracts:** The main factory has another two sub-contracts that the main company is taking the product order with. Therefore, they company has to keep up their standard of quality.

2. **Economic Situation:** The economic situation around the world was not so good for the year 2007 and the beginning of year 2008. The order was dropped from the approximately 60 percent. Therefore, the company had to find the solution with the research and the management team.

3. **Political Situation:** Due to the fact the political situation in Thailand was not stable. There were the red mobs in the beginning of the year 2008 in which it affected the orders from the main company.

4. **Oil Price:** The oil price seems to be increasing around the world. Since our products have to deliver by airplane, the delivery cost could be higher. Also, the electricity cost might be increased if the oil price is increased. Therefore, the company needs to ask the company corporation to try save every cost.

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1.5 Problem Statement

At the difficult economic situation, the company had experienced sale decline about 60 % (external force), the company had to decrease the OT (overtime) policy. The number of turnover rate of employee was increasing. The management team would like to increase the employee commitment, employee motivation. This action research was designed to investigate the effects of employee commitment and employee motivation to increase job satisfaction and job performance.

1.6 Research Objectives:

1. To describe and analyze the corporate growth of Udon MasterTech.

2. To assess, analyze and determine the level of employee commitment, employee motivation, job satisfaction and job performance.

3. To develop and implement an appropriate ODI based on the assessment analyses.

4. To identify the impact of ODI on employee commitment, employee motivation, job satisfaction, and job performance after ODI.

1.7 Research Questions:

1. What are the levels of employee commitment, employee motivation, job satisfaction and job performance of Udon MasterTech?

2. What are the appropriate ODI to address employee motivation, employee commitment, job satisfaction and job performance in Udon MasterTech?

3. Is there relationship with employee commitment, job satisfaction and job performance?

4. Is there relationship with employee motivation, job satisfaction and job performance?

5. Is job satisfaction related to job performance?

6. Does ODI have any impact on employee commitment employee, motivation, job satisfaction and job performance?

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1.8 Research Hypothesis:

$H1_0$: There is no relationship between and among employee commitment, employee motivation, job satisfaction and job performance.

$H1_1$: There is relationship between and among employee commitment, employee motivation, job satisfaction and job performance.

$H2_0$: There is no impact of ODI on employee commitment, employee motivation, job satisfaction and job performance.

$H2_1$: There is impact of ODI on employee commitment, employee motivation, job satisfaction and job performance.

1.9 Scope and Limitations of the Study:

This action research studied Udon Mastertech Co.Ltd. the total 269 of both office and production line employees. The main focus of this research was on the diagnosis, organization development intervention (ODI), and evaluation of the company in terms of employee's commitment, and employee motivation over the job satisfaction and job performance.

Most of the employees are female in the production part of the factory that the answer might be pleasing rather than plain facts. In addition, one of the main values of Thai people is "Kreng Jai". In cases when there are some disagreements or dislike within the company, they would not feel comfortable to give their true opinion or perceptions on the subject, thus affecting the accuracy of the questionnaires and the interview that might not be able to reflect the real problem that happened within the company.

1.10 Significance of the Study:

This finding of this study would benefit to the organization in receiving a clear picture of employee commitment, employee motivation, and the job satisfaction at the present difficult economic situation. In order for the company to adapt to the bad economic situation, Udon Mastertech need to apply and sustain the organization development processes to improve the employee commitment and employee motivation that will increase the job satisfaction. In addition, it can explain the employee needs and what satisfy their needs to stay with the organization. This study would also help the management team in setting the company direction together with company policy to build up all employee commitment, employee motivation, and job satisfaction during the bad economic situation. Therefore, the benefit of this study would be appreciated by the top management, middle management, and the staffs at Udon MasterTech.

In addition, this research gives the opportunity for the researcher to apply the knowledge of ODI in the real world. Therefore, the researcher could use this experience to adapt into the actual business file and improve the researcher's academic knowledge.

1.11 Definition of Terms:

Allowing involvement is to invite employees to share their idea about managerial decision-making. This would raise employees 'status and motivate them to have better job commitment (Cummings & Worley, 2005).

AST (Asynchronous System Trap) refers to a mechanism used in several computer operating systems designed by the former Digital Equipment Corporation

(DEC) of Maynard, Massachusetts. Various events within these systems can be optionally signaled back to the user processes via the AST mechanism. These ASTs act like subroutine calls, but they are delivered asynchronously, that is, without any regard to the context of the main thread. Therefore, the care must be taken to ensure that any code that is shared between the main thread and the AST must be designed to be reentrant, and any data that is shared must be safe against corruption if modified at any time by the AST. Otherwise, the data must be guarded by blocking ASTs during critical sections.

Career is the sequence of behaviors and attitudes associated with past, present, and anticipated future work-related experiences and role activities. A career is work related and lifelong (Cummings & Worley, 2005).

Career development is the set of activities that designed and directed at helping people to attain career objectives such as skill training, performance feedback and coaching, job rotation, mentoring roles, and challenging and visible job assignments (Cummings & Worley, 2005).

Change is the process or result of making or becoming different (Cummings & Worley, 2005).

Crafting a job is making the change of physical and mental of employees in a task or relationship as an aspect of their work. It will make job more meaningful by increasing the interaction and positive views of the job (Cummings & Worley, 2005).

Employee commitment is the psychological bond of an employee to an organization. It is the strength that depends on the degree of employee involvement and loyalty, and belief in the values of the organization (Cummings & Worley, 2005).

Employee motivation is the set of processes that moves a person toward a goal. Thus, motivated behaviors are voluntary choices controlled by the individual employee. The supervisor (motivator) wants to influence the factors that motivate employees to higher levels of productivity (Steer, R.M. & Porter, L.W. 1991).

Empowerment is the process of sharing authority with team members or employees to increase employees 'feeling of self-efficacy (Cummings & Worley, 2005).

Job enrichment is the process of making the current task and future job assignments more motivational and satisfying by adding responsibility, skill variety, significance of the task, autonomy, and managerial decision-making (Cummings & Worley, 2005).

Gain sharing is a program to increase motivation and productivity throughout a company – long term bonus plan linking to incentive pay to performance will lead more employee involvement (Cummings & Worley, 2005).

Goal setting is the activities that involves managers and subordinates in jointly setting subordinates' goals, monitoring them, and providing counseling and support when necessary (Cummings & Worley, 2005).

GPS (Global Positioning System) is a global navigation satellite system (GNSS) developed by the United States Department of Defense and managed by the United States Air Force 50th Space Wing. It is the only fully functional GNSS in the world, can be used freely, and is often used by civilians for navigation purposes. It uses a constellation of between 24 and 32 Medium Earth Orbit satellites that transmit precise microwave signals, which allow GPS receivers to determine their current location, the time, and their velocity. Its official name is **NAVSTAR GPS**. Although

NAVSTAR is not an acronym, a few acronyms have been created for it.

HDD (hard disk drive) is a non-volatile storage device which stores digitally encoded data on rapidly rotating platters with magnetic surfaces. "Drive" refers to a device distinct from its medium, such as a tape drive and its tape, or a floppy disk drive and its floppy disk. Early HDDs had removable media; however, an HDD today is typically a sealed unit (except for a filtered vent hole to equalize air pressure) with fixed media.

IC (integrated circuit) is a miniaturized electronic circuit (consisting mainly of semiconductor devices, as well as passive components) that has been manufactured in the surface of a thin substrate of semiconductor material. Integrated circuits are used in almost all electronic equipment in use today and have revolutionized the world of electronics.

Intervention is any action on the part of change agent or change team which carries the implication that the action is planned, deliberate, and presumably functions. An organization development intervention requires having valid information, free choice, and high degree of ownership by the client system of the course of action (Cummings & Worley, 2005).

Linking pay to performance is to tie employee pay to specific performance criteria and link it directly to the business results either for individuals or groups (Cummings & Worley, 2005).

Job Performance refers to the quality and value of consequences already experienced as a result of performance. Positive feeling of job satisfaction results primarily from work that is already done. It is the overall attitude of a person towards his work (Rudman, 2000).

Job Productivity refers to output measured from a task or goal accomplishments in term of quantity and quality of individual or team (Gomez-Mejia, 2004).

Job Satisfaction is defined as a pleasurable emotional state resulting from the appraisal of one's job; an affective reaction to one's job; and an attitude towards his or her job (Robbins, 1997).

PCBA or PCB (printed circuit board assembly) is used to mechanically support and electrically connect electronic components using conductive pathways, or traces, etched from copper sheets laminated onto a non-conductive substrate. It is also referred to as printed wiring board (PWB) or etched wiring board.

Quality of work life (QWL) is a way of thinking about people, work, and organization involving a concern for employee well-being and organizational effectiveness. It generally results in employee participation in important work-related problems and decisions (Cummings & Worley, 2005).

OEM (Original equipment manufacturer) is the original manufacturer of a component for a product, which may be resold by another company under its own brand.

Organization Development is a system wide application and transfer of behavioral science knowledge to the planned development, improvement, and reinforcement of the strategies, structures, and processes that lead to organization effectiveness (Cummings & Worley, 2005).

Raising pride is to leverage dignity and honor for achievement and to satisfy the needs of employees for self-fulfillment and self-esteem (Cummings & Worley, 2005).

Rewards are the present or potential ability to award something for worthy behavior. Extrinsic rewards are rewards given by the organization such as pay promotion, praise, tenure, and status symbols. Intrinsic rewards are rewards that must originate and be felt within the person which include feeling of accomplishment, achievement, and self-esteem (Cummings & Worley, 2005).

Rewarding recognition is to publicly and privately acknowledge the good performance of employees. Giving feedback for work done with genuine praise can motivate employees who will endeavor to achieve more (Cummings & Worley, 2005).

Training is an education intervention typically focused on supervisors and individual contributors that help to increase the skills and knowledge of the workforce (Cummings & Worley, 2005).

Turnover rate is a measure of the rate that employees leave the firm. Companies try to monitor and control their turnover rate so they can monitor and control the costs of replacing employees (Gomez Mejia, et. Al, 2004).

Values are relatively permanent ideals or ideas that influence and shape the general nature of people's behavior (Cummings & Worley, 2005).

CHAPTER 2

REVIEW OF LITERATURE, THE THEORETICAL, CONCEPTUAL AND RESEARCH FRAMEWORK

This chapter presents the literature review and the frameworks that relate to the research topic such as Organization as a System, Organization Development Intervention (ODI), Action Research Model, and Corporate Life Cycle. The other topics relate directly to the study are Employee Commitment, Employee Motivation, Job Satisfaction, and Job Performance. Lastly, this chapter presents Conceptual Framework and Action Research Framework of this study.

2.1 Definition of Organization

An organization is a group of people intentionally organized to accomplish an overall, common goal or set of goals together. Organization members often work to achieve several overall accomplishments, or goals, as they work toward their mission (Cummings & Worley, 2005). Any study of organization as system includes diagnosis concepts and processes of change and development.

2.2.1 Definition of Organization Development

Organization Development is change effort planned, organization-wide, and managed from the top to increase organization effectiveness and health through designed interventions involving organization's processes by using behavioral-science knowledge. (Beckhard, 1969)

In addition, Organization Development is a response to identify the need of

change, using an education strategy to the normative change such as the beliefs, attitudes, values, and structure of organizations so they can adapt to the new technologies, markets, and challenges, and the dizzying rate of change itself. (Bennis, 1969)

Most people in the OD field agree that OD involves in consultants who try to help clients improve their organizations by applying knowledge from the behavioral sciences, psychology, sociology, cultural anthropology, and certain related knowledge. Most of them also agree that OD implies change, and if we accept the improvement in organizational functioning means that change has occurred, therefore, OD means organizational change. (Burke, 1982)

Organization Development needs to have a top-management supported long-range effort to improve an organization's problem-solving and renewal process, through a more effective and collaborative diagnosis and management of organization culture. Organization Development should work with special emphasis on formal work team, temporary team, and intergroup culture and also with the assistance of a consultant-facilitator and the use of the theory and technology of applied behavioral science, including Action Research. (French & Bell, 1990)

Organization Development is a system wide application and transfer of behavioral science knowledge to planned development, and reinforcement of the strategies, structures and process that lead to organization effectiveness. (Cummings & Worley, 2005)

2.2 The Organization as a System

A system is a set of interrelated parts that unified by to achieve some purpose of goal. Organizations are system. Every organization could be viewed as a number of interrelated, independent parts each of which contributes to total organizational functioning and to the achievement of overall organization goal. The systems approach is one of the most important concepts in OD because it deals with change and interrelationships in complex organizations. The notion of system interdependency is critical because a change in one part of an organization system has consequences in other parts of organization.

A system is "an organized unitary whole composed of two or more interdependent parts, components, or subsystems and delineated by identifiable boundaries from its environment (Cummings & Worley, 2005).

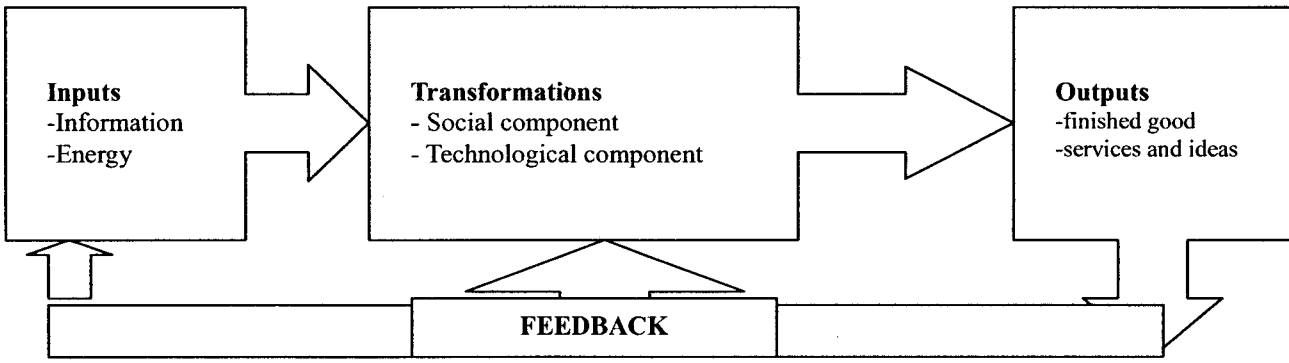
2.2.1 Open-Systems Model

The Open-Systems Model is one of the most important types of system. An Open-system model influences and is influenced by the environment through the process of interdependency that results in dynamic changing equilibrium. The open system is in continual interaction with the environment and therefore to achieves a steady state of dynamic equilibrium. However, as the open system interacts with the environment, it will also receive information termed feedback from its environment that helps it adjust. The departments in the organization are also interacting with other departments, because they have to contact one another and perform their task. Therefore, the overall efficiency of the system depends upon the level and degree of interaction with other elements.

However, one of the current trend in OD is a shift toward using a more integrate systems approach to organizational improvement. The system approach allows managers to anticipate both immediate and far-reaching consequences of organization changes (Cummings & Worley, 2005).

2.2.2 Organizations as Open Systems

Organizations are effected by the environment condition both internal and external such as the availability of raw material, customer demands, competition, and government regulations. Open system such as company and people, exchange information and resources with their environments. However, understanding how these external forces affect the organization can help explain the internal behavior of the organization. The open system shows a hierarchical in ordering. Each higher level of system contains lower-level system: Systems at the level of society to organization; organizations contains groups (departments); and group contains individuals. Even they system have many different levels vary in many ways in size and complexity, but they still have the number of common characteristics or properties that can be applied to the system at any level. The key properties of open systems are inputs, transformations, outputs, boundaries, feedback, equifinality and alignment (Cummings & Worley, 2005).



Source:
Modified from Cummings, Thomas G. and Worley, Christopher G. (2005). Organization Development and Change. 8th e. Ohio: Thomson South – Western

Figure 2.1 The Organization as an Open System

Input, transformations and outputs

As Figure 2.1 shows the input contains of human and some other resources such as information, energy, and materials which are the external environment that coming into the system. Transformations are the processes of converting input into outputs. In the company, a production or operations function comprises of both social (people and their work relationship) and technological components (tools, techniques, methods of production, service delivery) that generally carries out transformations incoming resource to become goods and services. Outputs are the results of the transformation that already leave the system.

Boundaries

Boundaries help to understand the difference between systems and environments. Closed systems have relatively rigid and impenetrable boundaries; however, the open systems have a more permeable border. Identifying the boundaries of social system is more difficult because there is a continuous inflow and outflow through them.

Feedback

Feedback is the information about the actual performance or the output results of the system. However, not all information is feedback. Only information that used to control the future functioning of the system is considered to feedback. Feedback helps to maintain the system in a steady state or to help the organization adapt to the changing circumstances.

Equifinality

Equifinality is a direct cause-and-effect relationship between the initial condition and the final state of the system like the switch is pushed, the system power up. However, the biological and social systems work quite differently. The ideal of the equifinality suggests that similar results could be achieved with different condition and in many different ways. This concept suggested that managers can use varying ways of inputs into the company and can transform them in a variety ways to have satisfactory outputs. Systems and contingency theories suggest that there is no universal best way to design an organization.

Alignment

Alignment determines the context to which the different subsystem's overall effectiveness. The alignment or fits concerns the relationships between inputs and transformations, between transformations and outputs and among the subsystems of the transformation process. The systematic perspective shows that diagnosis is the search for misfits among various parts and subsystem in the company. Also alignment refers to a characteristic of the relationship between two or more parts. Alignment

represents the extent to which the features, operations, and characteristics of one system support the effectiveness of another system.

2.3 Diagnosing Organization

Diagnosing is the process of understanding how the organization is functioning now and it also provides the important information to design change interventions. It begins with successful entry and contracting which would set the stage for successful diagnosis. The diagnosis process helps OD practitioners and company participators to determine organizational issues to focus on the problem, how to collect and analyze the information to understand them, and they have to work together to develop action steps from the diagnosis.

Entering and contracting process could help identify the need to understand the whole system or some part, process, or the feature of the company. To diagnose an organization, OD practitioners and company members need to know about what information to collect and analyze. Diagnose models shows the areas to examine and what questions to ask in assessing how the company is function (Cummings & Worley, 2005).

2.4 The Contingency Approach

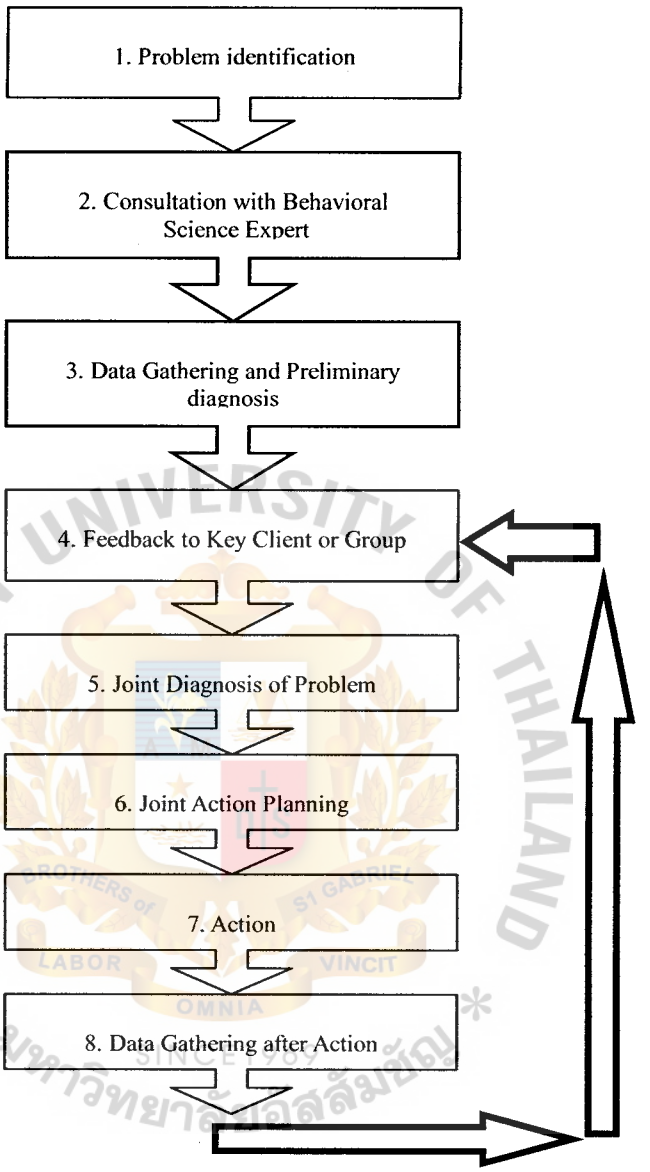
Contingency theory recognizes that there are differences between organization and what constitutes effective management in one system may not in another. Contingency views emphasize the characteristics of a specific organization, and maintain that to recognize and manage a change program; one must consider the set of conditions in that particular setting (Cummings & Worley, 2005).

The contingency approach suggests that there is no one best way of managing in all situations. Given certain combinations of contingencies such as stable external environment and low adaptive orientation to change, one can identify the general purpose to change that are more likely to be more effective than others. The contingency approach identifies various "if-then" relationships and suggests general directions for change that depending on the situation. The contingency approach relies on the certain conceptual skills, such as diagnosing and understanding the various types of situations that are likely to confront with the OD practitioner.

The contingency view also suggests that managers in the different departments will face the different situations that may be vary different on a number of dimensions, degree of structure, levels of motivation, and potential for conflict. The OD practitioner must know that there is no one best way for all organizations, although some best practice would take issue in this statement. The contingency practice to OD also suggests that the effectiveness of the practitioner styles, intervention techniques or strategies is a factor of the circumstance. The contingency variables that need to be considered and emphasis that are given will depend on the type of problem being considered.

2.5 Action Research Model

According to Cummings & Worley (2005), the action research model can be defined in eight main steps as figure 2.2 Action Research Model:



Source:
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Figure 2.2 Action Research Model

1. Problem identification – Usually it begin with the key executive or key management or some one with power and influence senses that the organization has one or more problems that need to be solved with help of an OD practitioner and the help of change team.

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2. Consultation with a behavioral science expert – while initial contact, the OD practitioner and the client carefully evaluate each other. The practitioner owned its normative, development theory or frame of reference and was conscious of those hypotheses and values. While sharing them with the client, it created an open collaborative atmosphere for them to share their interest about improving the company.

3. Data gathering and preliminary diagnosis – this stage is mostly completed by the practitioner and it associates with the company members or employees. It involves in collecting proper information and analyzing them to determine the underlying causes of the company problems. The four basic collecting data are interviewing, process observation questionnaires and organizational performance data. The approach to diagnosis starts with observation, then a semi structured interview, and concludes with a questionnaire to find out precisely problems. However, while gathering diagnostic information, OD practitioners may influence the members from whom they are gathering the data. Also, in OD, any action by the OD practitioner can be viewed as an intervention that will have some effect on the company.

4. Feedback to key client or group – Action research is a collaborative activity, the diagnostic data should be fed back to the customer, mostly in a group or work-team meeting. The feedback stage which members are given the information gathered by the OD practitioner helped them designated the strengths and weakness of the company under study. The consultant provided the customers with all relevant and useful data in which the practitioner would, on account of privacy and ethics, protect confidential sources of information.

5. Joint diagnosis of the problem – at this stage member discusses the feedback and explored with the OD practitioner whether they want to work on identified problems or not. A close interrelationship would exist among data collecting, feedback, and diagnosis because the consultant would summarize the basic data for the customers and presented data to team for validation and further diagnosis. An important point to recognize is an action research process is differed from a Doctor-Patient Model where the consultant intervenes and makes diagnoses and proposed solution.

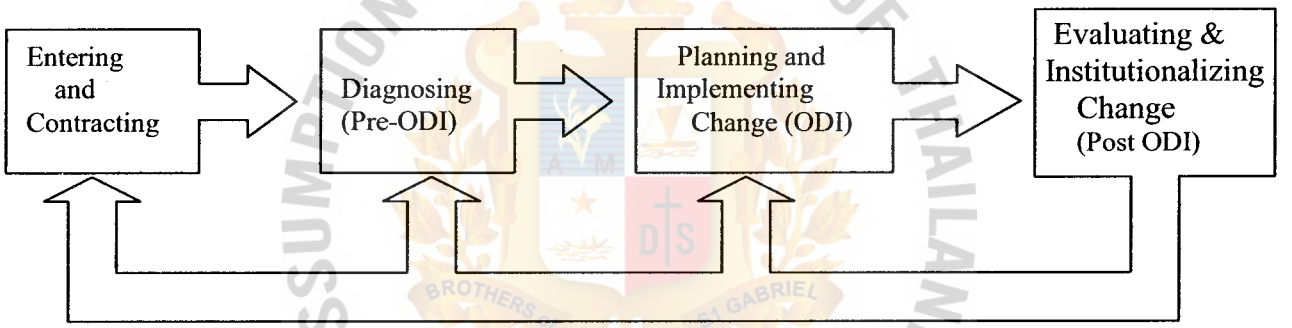
6. Joint action planning – the OD practitioner and the customers would agree on further action to be taken. This is the beginning of the moving process based on Kurt Lewin's Change Model as the company decided how best to reach different quasi-stationary equilibrium. The specific action to be taken at this stage would depend on the culture, technology, and environment of the company; the diagnosis of the problems; and the time and expenses of the intervention.

7. Action – At this stage, it involves the actual change from one organizational state to another, it might include installing new methods and procedures, recognizing structures and work designs, and reinforcing new behaviors. However, even the action can not immediately implement but the need on a transitional period as the company moved from the present period of time to a desired future state.

8. Data gathering after action – The action research is a cyclical process; the data must be collected after the action has been implemented to measure and determine the effects and to feed results back to the company. This might have led to re-diagnosis and new action.

The action research model mostly focused on planned changed as a cyclical

process involving joint activities between employees and OD practitioners. It involved eight sequential steps that shown above in which the action research is overlapped and interacted in practice. The action research model also emphasized in data gathering and diagnoses prior to action planning and application and on evaluation after action had been taken. However, the ODIs are an ongoing process through space and time and ever growing improvement and development. The process would be spirally revised and improve along the course of interventions and findings after action reaches have been conducted for the best solution as shown in Figure 2.3.



Source:
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Figure 2.3 General Model of Planned Change

2.6 General Model of Planned Change

According to Cummings & Worley (2005), the general framework for planned change as shown above describes the four basic activities that OD practitioners and organization members work together in organization development.

1. Entering and Contracting. The first stage of activities in planned change is entering and contracting. This event help manager to decide weather they should start the plan change program and commit resources to a process or not. Entering the company involving gathering the data to find out and understand the problem that the

company are facing. When they have the information, the problems will be discussed with the managers or the company staffs to develop a contract or agreement to start the planned change. The contract will explain future activities, the resource that need to use in the process, and how OD practitioners and company staffs will be involved. Many companies do not pass this early stage because some situations come up such as disagreements about the need of change, resource constraints are encountered. When the OD is applied with nontraditional and international setting, the entering and contracting process should be sensitive to the context hat change will happen.

2. Diagnosing. The client system should study the details of planned change. Diagnosis focus on understanding organizational problems, such as the causes and consequences, or the stories about the company's positive attributes. The Diagnosing process is one of the most important activities in OD. Diagnosing stage includes choosing a fit model for understanding the company and gathering, analyzing, and feeding back information to the manager and company staffs about the problem or the opportunity that might happen. Diagnostic models for analyzing the problem have three levels of activities. Organization level is the most complex level of analysis. It involves the total system. Group-level combines with department and group effectiveness. Individual-level issue is about the way jobs are designed and perform. Company staffs often works with an OD practitioner, to discuss the data and their implementation to change.

3. Planning and Implementing Change. Company staffs and OD practitioners work together to plan and implement the OD intervention. The purpose of the intervention they design is to achieve the company's vision or goal and make action plans to implement them. There are many criteria for designing interventions such as

the organization's readiness for change, its culture and power distribution, its current change capacity, and the change agent's skill and abilities. There are four major type of intervention.

3.1 Human process interventions at the individual, group, and total system levels.

3.2 Interventions that modify an organization's structure and technology.

3.3 Human resource interventions that seek to improve member performance and wellness.

3.4 Strategic interventions that involve managing the company's relationship to its external environment and the internal structure and process necessary to support a business strategy.

4. The final stage of plan change is evaluating the affects of the intervention and managing the institutionalization of successful change program. Feedback to the company members about the intervention's results provides information about the changes should be continued, modified, or suspended. Institutionalizing successful changes involves reinforcing them with feedback, rewards, and training.

2.7 Corporate Life Cycle

According to Dr. Ichak Adizes, a renowned business guru and theorist, and founder of the Adizes Institute stated that there is ten-stage corporate life cycle model which is an elegant way to learn and understand the typical life-cycle changes in stages that many businesses pass through, from conception to cessation. There is no pre-set timescale for this corporate life-cycle, and many organizations do not fit this model. However, the life-cycle stages that Ichak Adizes describes in his model

provide a useful basis for understanding a fundamental perspective of organizational change, and the principle that organizational aging, with all that this implies, is inevitable. The 10 life cycles stages are: 1) Courtship is the initial development or creation of the proposition /model /business /formation/etc), 2) Infancy is after launch stage and start of active trading, 3) Go-go is frantic energetic early growth and sometimes chaos, 4) Adolescence is the stage that is still developing, but more established, and defined, 5) Prime is the business or organization at its fittest, healthiest and most competitive, popular and profitable, 6 Stability is when the company still effective, popular, can still be very profitable, but beginning to lose leading edge - vulnerability creeping in maybe, 7) Aristocracy is when the company strong by virtue of market presence and consolidated accumulated successes, but slow and unexciting, definitely losing market share to competitors and new technologies, trends, etc., 8) Recrimination is when the company doubts, problems, threats and internal issues overshadow the original purposes, 9) Bureaucracy is when the company inward-focused administration, cumbersome, seeking exit or divestment, many operating and marketing challenges, 10) Death is when the company is closure, sell-off, bankruptcy, bought for asset value or customer-base only. As shown in Figure 2.4 Corporate Life Cycle (http://www.adizes.com).

There are problems or issues distinctively different between and under each of the stages that require attention, thus assessment is needed to address them to gain fuller appreciation of the developmental processes in the life cycle of the organization. For example, the Adolescence stage, the companies take a new form. The founders act as chief operating officers, but find it difficult to hand over the reins. There are so many internal conflicts. The companies have little time left to serve customers.

Companies suffer a temporary loss of vision which the company really needs ODI.

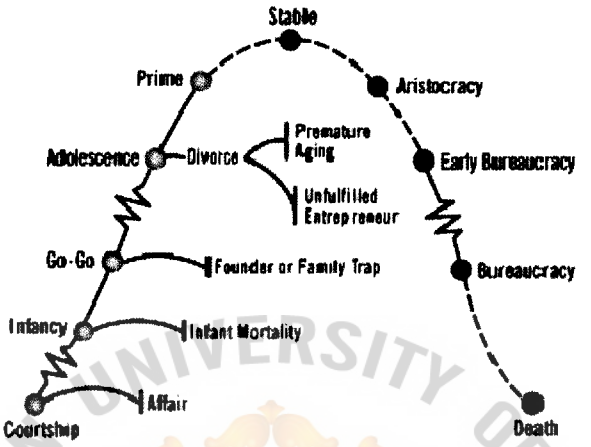


Figure 2.4 Corporate Life Cycles

It is very important to understand each of the corporate life cycles has difference problems that they need to concentrate on. There is a set of actions for each defining stage: the steps required for young companies to reach Prime or for older companies to regain Prime. Again and again, real companies have lived through the process and validated the theory. In addition, successful organizations passionately nurture both their expansive, creative energy and their need for structure and discipline. That is the dynamic of Prime organizations. Therefore, the goal is to reach and stay at the Prime stage (http://www.adizes.com).

2.8 Employee Commitment

Organization commitment is one of the important aspects that is related to work domain and strongly related to job satisfaction. There are many different definition of commitment, but all of them involve the attachment of individual to the organization. One of the popular conceptions is based on the work of Mowday, Sters,

and Porter (1979) thinks organizational commitment consists of three components:

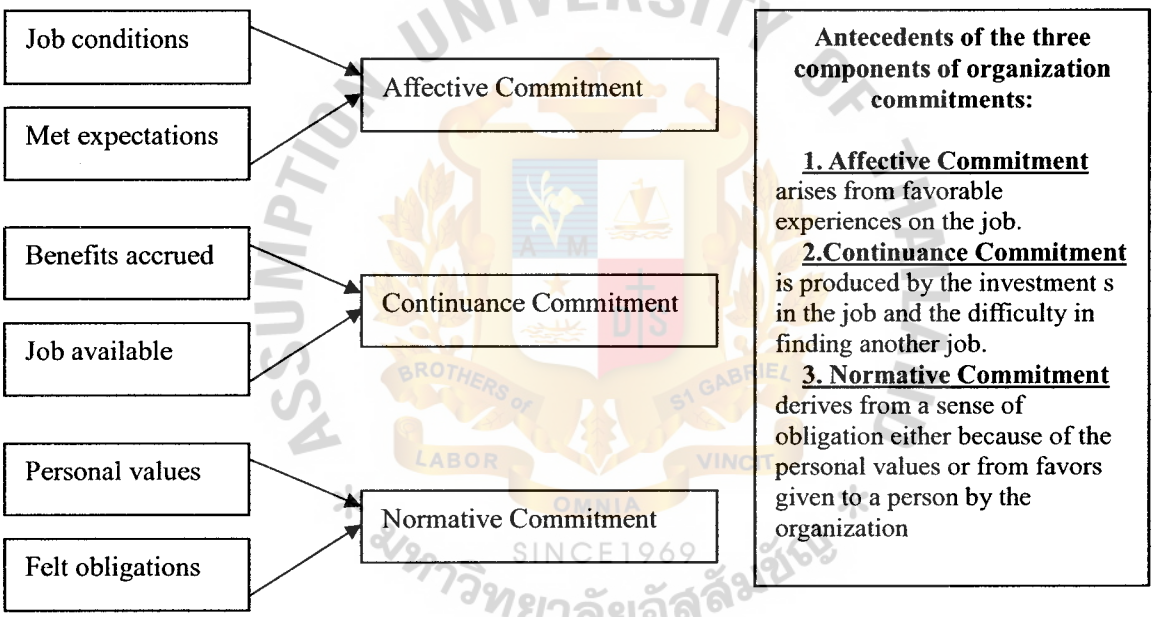
1. An acceptance of the organization's goals – the organizational goals had to be agreed and set up on the basis by each employee. The organization goals will unify the employees' minds and efforts them to reach their goals.
2. The willingness to work hard for the organization – if the employees have no willingness to work hard for the organization there will not provide the quality output.
3. The desired to stay with the organization – the employees should have a desired to be part of company and part of company growth.

However, more recently Meyer and Allen (1997) have developed three component of commitment which are affective, continuance, and normative components.

1. Affective commitment occurs when the employees wish to remain with the organization because of their emotional attachment. The employees are happy with their job condition and met their expectations. They strongly identified with the goals of the organization and want to be part of organization.
2. Continuance commitment occurs when a person have to remain with the organization because he or she needs the benefits and salary or cannot find another job. Therefore, when there is a better job offer to them, their commitment will disappear. The employees keep working with the organization because they had to.
3. Normative commitment is from the values of the employee. The person believes that he or she owes it to the organization to remain because of a

sense that this is the right things to do. Normative commitment occurs when the employee's personal values and from the obligations the person feels toward the employer. The obligations may derive from favors that the organization has done such as paying for person's school expenses. The employee stayed with the organization because he/she ought to.

Antecedents of the three components of organization commitments are presents as shown on Figure 2.5.



***Source**: Meyer, J.P. and Allen, N.J. (1997). Commitment in the Workplace: theory, research and application. USA: Sage.*

Figure 2.5 Major Influence on Each Commitment

There has been studied with commitment to many organizational and personal variables. Table 2.1 shows there is a strong correlation between organizational commitment and global job satisfaction.

Table 2.1 Mean Correlations of Organizational Commitment with Several Work Variables.

VARIABLE	MEAN CORRELATION
Skill variety	0.14
Autonomy	0.15
Job scope	0.38
Role ambiguity	-0.24
Role conflict	-0.27
Job satisfaction (global)	0.49
Job performance (supervisor rating)	0.13
Absence	0.12
Turnover	-0.25
Age	-0.2
Gender	-0.09

***Source**: Meyer, J.P. and Allen, N.J. (1997). Commitment in the Workplace: theory, research and application. USA: Sage.*

Commitment has been investigated with many organizational and personal variables. Table 2.1 showed that the finding of commitment paralleled with global job satisfaction. There is a strong correlation between organization commitment and global job satisfaction. Moreover, there is relationship between organization commitment and turnover, which is similar, the correlation of job satisfaction and turnover. Therefore, organization commitment linked to many factors of work environment including job scope, role ambiguity, and role conflict such as absence, turnover, and job satisfaction.

2.9 Employee Motivation: Theories Related to Motivation

The major content theories of motivation considered in this review are

2.9.1 Maslow's hierarchy of needs

2.9.2 Alderfer's ERG theory

2.9.3 McClelland's learned theory of needs

2.9.4 Herzberg's two factor theory

2.9.1 Maslow's Hierarchy of Needs

Abraham Maslow was a clinical psychologist whose theory of motivation was a larger theory of human behavior. One of the most discussed motivation theory is Abraham Maslow's hierarchy of needs. Maslow was a humanist who was deeply concerned about the dignity and worth of individuals (Steer & Porter, 1991). Maslow formulated a theory that explained human behavior in terms of a hierarchy of five general needs as following:

1. Physiological needs. Physiological needs were the most basic needs in Maslow's hierarchy which included needs that must be satisfied for the person to survive, including food, water, oxygen, sleep, sex, and sensory satisfaction.

2. Safety and security needs. If the physiological needs are satisfied, Maslow claimed that safety and security needs would emerge. These needs include a desire for security, stability, dependency, protection, freedom from fear and anxiety, and a need for structure, order, and law.

3. Social needs. This need is the need of belongingness and love. Social needs include the need for emotional love, friendship, and affectionate relationship with people in general, especially a spouse, children, and friends. Individuals who are unable to satisfy this need would feel pangs of loneliness, ostracism, and rejection.

4. Ego and esteem. The need for ego and esteem includes the desire for self-respect, self-esteem, and for the esteem of others. However, ego and esteem may be focused either internally or externally. When focused internally, the esteem needs include a desire for strength, achievement, adequacy, mastery, confidence, independence, and freedom. When focused externally this need consists of a desire for reputation or prestige, status, fame, and glory, dominance, recognition, attention,

importance, dignity, and appreciation.

5. Self-actualization. The highest need in Maslow's hierarchy was for self-actualization that refers to the needs for self-realization, continuous self development, and the process of becoming all that a person is capable of becoming.

Therefore, these five needs are arranged in a hierarchy of importance which Maslow called "prepotency." Higher-level needs are not important and are not manifested until lower-level needs are satisfied. Once lower-level needs are satisfied, needs at the next highest level emerge and influence behavior.

Maslow's theory has been widely adopted by organizations and used as the foundation for organizational development programs such as participative management, job enrichment, and quality of work-life project. According to Maslow's theory, an organization must use a variety of factors to motivate behavior since individuals will be at different levels of the need hierarchy. A list of the general organizational factors used to satisfy different needs is illustrated as Table 2.2 below.

Table 2.2 Applying Maslow's need hierarchy

Need levels	**General rewards**	**Organizational factors**
1. Physiological	Food, water, sex, Sleep	a. Pay b. Pleasant working Conditions c. Cafeteria
2. Safety	Safety, security, Stability, protection	a. Safe working conditions b. Company benefits
3. Social	Love, affection,	a. Cohesive work group b. Friendly supervision c. Professional associations

4. Esteem	Self-esteem, Self-respect, Prestige, status	a. Social recognition b. Job title c. High status job
5. Self-actualization	Growth, Advancement, creativity	a. Challenging job b. Opportunities for creativity c. Achievement in work d. Advancement in organization

Source: modified from Steer, R.M. & Porter, L.W. (1991) Motivation and Work Behavior (5th edition), Singapore: McGraw-Hill, Inc.

2.9.2 Alderfer's ERG Theory

The most popular refinement of Maslow's theory is one proposed by Clayton Alderer. Based on a series of studies, Alderfer condensed Maslow's need hierarchy from five needs to 3 needs, which he referred to as the ERG theory (Alderfer, 1969).

1. Existence needs. The existence needs refer to all forms of material and physiological factors that necessary to sustain human existence. This need encompassed Maslow's physiological and safety needs.

2. Relatedness needs. These needs include all socially oriented needs that included Maslow's social needs and parts of the safety and esteem needs.

3. Growth needs. Growth needs are those related to the development of human potential that includes Maslow's self-actualization plus the internally based portion of self-esteem needs.

Alderfer agreed with Maslow that individuals tended to move up the hierarchy as they satisfied lower-level of needs. However, Alderfer did not believe that one levels of needs had to be satisfied before the next level of need would emerge. The three needs can be active in motivating behavior.

2.9.3 McClelland's learned theory of needs

McClelland's theory is closely associated with learning theory. He believed that needs were learned and acquired by the kinds of events people experienced in their culture of society. These learned needs represented behavioral predispositions that influence the way individuals perceive situations and motivate them to pursue the particular goal. The three of these learned needs are the need of achievement (n Ach), the need for affiliation (n Aff), and the need for power (n Pow) (McClelland, 1965).

1. The Need for Achievement (n Ach) is the behavior directed toward competition with a standard of excellence. McClelland identified three characteristics of high-need achievers are:

1.1 High-need achievers have a strong desire to assure personal responsibility for performing a task or finding a solution to problem. However, they tend to work alone rather than with others. If the task requires the presence of others they tend to choose coworkers based on their competence rather than their friendship.

1.2 High-need achievers tend to set moderately difficult goals and take calculated risks.

1.3. High-need achievers have a strong desire for performance feedback. These individual would like to know how well they have done and weather they have succeeded or failed.

McClelland found that money did not have a very strong motivating effect on high-need achiever. They are already strong motivated. However, money is a form of feedback and recognition. When high-need achievers succeed, they look to monetary rewards as evidence of their success.

2. The Need for Affiliation (n Aff) is the needs that desired to maintain friendly and warm relations with other individual. This need is similar to Maslow's social needs. Individuals with a high need for affiliation possess these characteristic as following:

2.1 They have a strong desire for approval and reassurance from others.

2.2. They have a tendency to confirm to the wishes and norms of others by people whose friendship they value.

2.3 They have a sincere interest in the feelings of others.

Individual who have a high need for affiliation seek to satisfy this need. They prefer to work with other rather than work alone. There is an evidence indicates that individuals with a high nAff tend to perform better in situations where personal support and approval are tied to their performance.

3. The Need for Power (n Pow) is defined as the need to control others, to influence their behavior, and to be responsible for them. Some psychologists thought that the need for power is the major goal of all human activity. They think that the ultimate satisfaction comes from being able to control environmental forces including other people. Individual who possess a high need for power is characterized by:

3.1 A desire to influence and direct somebody else.

3.2 A desire to exercise control over others.

3.3 A concern for maintaining leader-follower relations.

In his research of on the need for power, McClelland describes "two faces of power," which are the personalized power (p-power) and the socialized power (s-power). The need of power can be taken from the personalized power in which individuals strive for dominance almost for the sake of dominance, and social power

in which individual are more concerned with the problems of the organization and what can be done to facilitate goal attainment. McClelland also describes that if the need is strong in person; its effect is to motivate them to use behavior leading to its satisfaction. However, when individual who have strong affiliation tend to maintain close relationship with others.

2.9.4 Herzberg's Two-Factor Theory

Frederick Herzberg is one of the well know researcher who studied the employee motivation to find the answer relating to job satisfaction. His studying found that some factors were viewed positively while others were negatively. Those factors viewed positively were often were often associated with the work itself or motivation (Gomez-Mejia, 2004). However, those viewed negatively were often associated with work environment or hygiene factors.

Herzberg found, if the motivators are missing, employee will probably not be satisfied with their work. Factors associated with the work itself or motivation factors include (1) the work itself, (2) achievement, (3) recognition, (4) responsibility, and (5) opportunity for advancement (Herzberg, Mausner & Snyderman, 1959).

The other set of factors is hygiene or maintenance factor. Hygiene factors are located in the work environment. The missing of hygiene factors can lead to dissatisfaction and to avoidance of the work together. The hygiene factors are (1) company policies, (2) working condition, (3) job security, (4) salary, (5) employee benefits, (6) relationships with colleagues, (7) status (Gomez-Mejia, 2004).

2.10 Job Satisfaction

Job Satisfaction is an individual's general attitudes toward his or her job. It reflects how people feel about their job (Robbins, 1997). Job satisfaction is extent about people who like their job. However, job dissatisfaction is extent about people who do not like their job. Job satisfaction affects with employee absenteeism and turnover. Employees with positive self-esteem tend to have better job satisfaction. Employees who have less absentee tend to stay with the organization longer. There are six determinants of job satisfaction which are personality, work itself, compensation, growth and upward mobility, coworkers and management. Job satisfaction can be changed based on personality and perception. If people have positive perception about their job, they tend to be more satisfy with their job.

According to Locke's 1976, the two approaches that have been studied about job satisfaction are the global approach and the facet approach. The global approach is likely to treat job satisfaction as a single factor overall feeling toward the job.

The facets approach is focus more on the different aspect of job, such as rewards, other people on the job (including coworker, supervisors, and managers), job conditions, and the nature of work itself. Most often studied facets are rewards, payment, promotion opportunities, coworker, supervisor, benefit, job conditions, communication and security, and the nature of work itself.

Therefore, the facet approach seems to have a more complete picture of job satisfaction. Each individual person has different levels of satisfaction with different facets. He or she might be dissatisfied with the pay and the promotion opportunities, but at the same time he or she might be very satisfied with the nature of the work and supervisors.

According to Tintamusik (2001), job satisfaction is the amount overall positive affect that individuals have toward their jobs. Work itself is the most important aspect of job satisfaction. Promotion and supervision, organization rules and policies are also important aspect of job satisfaction. The work group and working conditions are minor aspect of job satisfaction. Moreover, typical factors are the nature of work, supervision, present pay, promotion, opportunities, and relations with coworkers. In addition, employees who have higher job satisfaction would be more productive. The rewards could increase your level of satisfaction in job. However, if the satisfaction and productivity are measured from the organization as a whole rather than the individual, the organization will be with less satisfied employees. However, the employees who are dissatisfied with their job tend to miss their work more than satisfied employees. The employees who have lower level of satisfaction with their job tend to resign and seek for other opportunities.

There are many studies have shown that dissatisfied employees quit their jobs. Also turnover or quitting the job has relationship with job satisfaction (Tett, R.P., & Meyer, J.P. 1993). There are some correlations between job satisfaction and turnover that interpreted as the effects of satisfaction on behavior. Most turnover studies are predictable. Job satisfaction is assessing in a sample of employees, and can wait for some period to see who quits. The predictive nature of the job satisfaction studies gave the conclusion that dissatisfaction is one of the main factors that leads employees to quit their jobs.

2.11 Job Performance

Job performance defines as the quality and quantity of tasks accomplished by an individual or group at work. Performance is what company need from an employee to achieve their business goal or objective. It could help the company to improve the production quantities, achieving quality, customer satisfaction, and employee moral (Rudman, 2000). In addition, Schermerhorn (1997) describes that performance of every job should add value to the organization's production of useful good and services.

According to Robbins (2005), the performance of individuals could be measured by quantity and quality of output, absenteeism, tardiness, and turnover in which these measure take on different values and for each job some implicit or explicit standard exited.

Performance measurement should have a clear job design and description, appraisal program, training and development program and goal setting. Employee and manager should be cooperation and support each other to achieve the company objective or company goal (Rudman, 2000).

According to Rudman (2000) suggested the principles of performance measurement are as following:

1. The productivity and effectiveness of any function can be measured by some combination of cost, time, quantity or quality indices. Every finished job should have some indicators which are cable of measurement the performance.

2. A measurement system would focus attention on important issues, tasks and objectives.

3. Professional and knowledge workers would best be major as a group.

4. Managers can be measure by the efficiency and effectiveness of the units in their area of responsibility.

5. The ultimate measurement is effectiveness, not efficiency. Effectiveness is *concerned with getting results, doing the right things at the best time (Rudman, 2000).*

In addition, according to Lussier (2000) performance can be measure by quality output. Customers determine quality to see if the quality is met their requirement as the value they expect or not. Customer value is the key benefits that use by customers to decide weather they would by the product or not. Quality and value are important factors of all organizations.

Standard quality of the output is driven by the customer and company itself. Manager, supervisor, and leader have an important role to communicate the information to employees. The methods to measure quality output are:

1. Company sets a standard output checklist to each employee.
2. Company needs to communicate clearly to employee in terms of quality.
3. Company needs to have a feedback session to revise the checklist with the employees.
4. It is also important to communicate customer feedback to employee.

Moreover, according to Slack (2000), quality can be measure by warranty claims, level of customer complaints, scrap level, defeats per unit, mean time between failure, and customer satisfaction scores.

In addition, the method to measure the quantity output can be measured by output quantity compared between employees in the same division and output quantity of each employees compared between time to time. The manager, supervisor or leader has a role to communicate the quantity need in limited time.

Therefore, Lussier (2000) explained that productivity may be defined as "the ratio of output to input of labor and other resources." Ration of outputs to inputs can also compare over the period of time, or between units in the company, or among companies within an industry.

2.12 Job Satisfaction and Job Performance

Wright and Noe (1996) stated that job satisfaction related to high job performance through an influence on motivation. The major source of this satisfaction was benefit and relatedness or affiliation needs is the next one. Moreover, it also means for satisfying need for security, power, or esteem (Sakuna, 2000)

Drafke and Kossen (2002) described that there are many factors that affect individual level of job satisfaction which are: 1) Work itself, 2) Job variety, 3) Autonomy, 4) Goal Determination, 5) Feedback, 6) Recognition. As mention before, Herzberg found that the motivation factors include (1) the work itself, (2) achievement, (3) recognition, (4) responsibility, and (5) opportunity for advancement (Herzberg, Mausner & Snyderman, 1959). There is an overlapped area between motivation and job satisfaction including work itself and recognition.

In addition, Sukuna (2000) studied of leadership styles and job performance of the middle managers. This study focused on the turnover of middle manager level who works in the organization for 5-6 years. This research indicated that there are the relationship between demographic profile and leadership style, job satisfaction and job performance.

2.12 Variable Measurement:

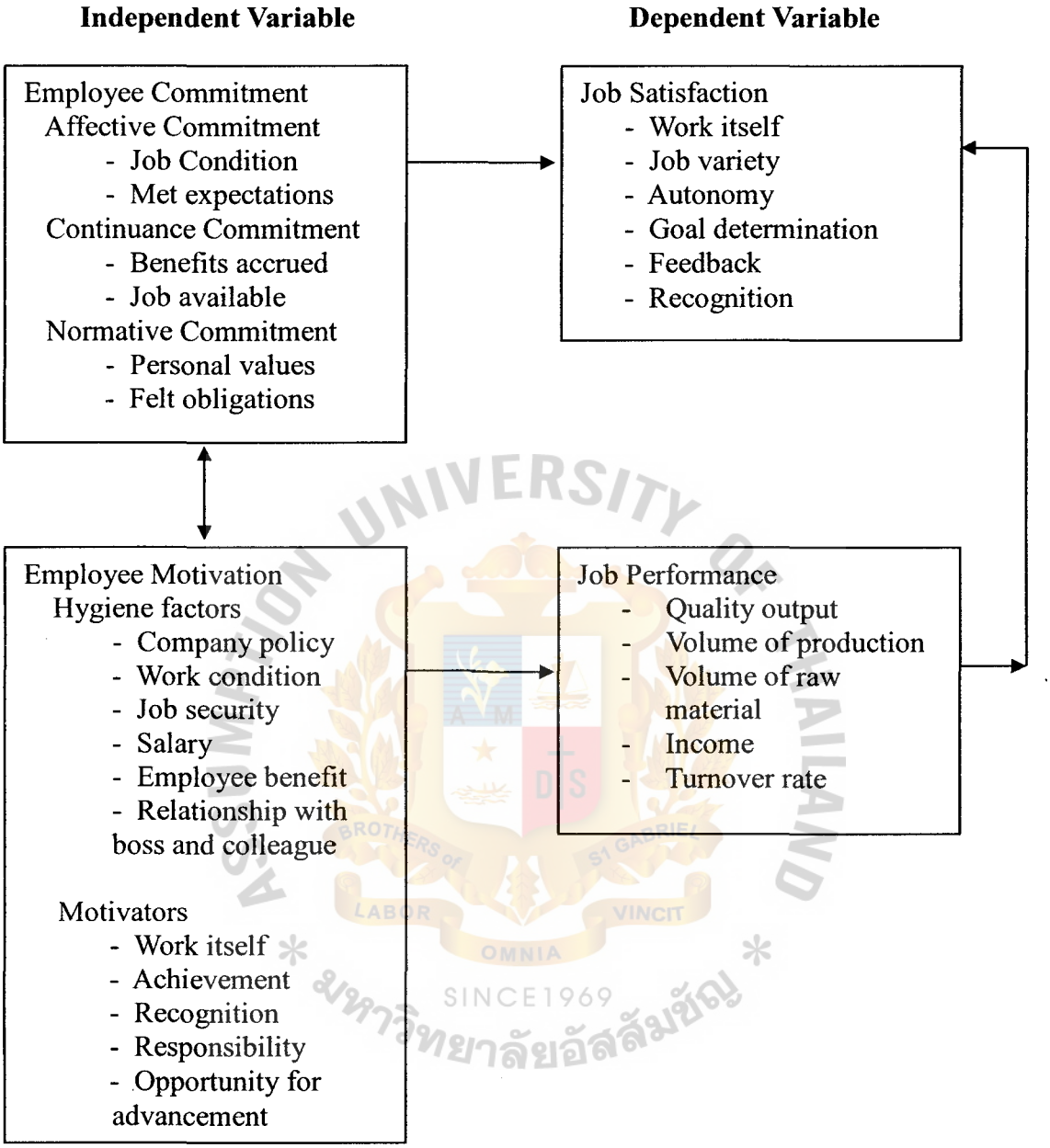
After reviewed the key theory, there are two variables for this study which are Independent and Dependent Variables.

Independent Variable are the employee commitment, and employee motivation.

Dependent Variable is the outcome after something is done using the intervention activities out of which would result in some changes or no changes on the variables which are job satisfaction and job performance.

With the company weakness, threats and the decreasing number of technical employees, in order for the company to survive during the current economic situation and become more competitive in the market, the company should try to increase employee commitment and employee motivation as an independent variable. Even if forces or conditions are beyond the control of management as these are external forces such as the economic situation, government policies, political situation, markets, and some other competitors, but there are some changes that the organization can do by increasing employee commitment and employee motivation.

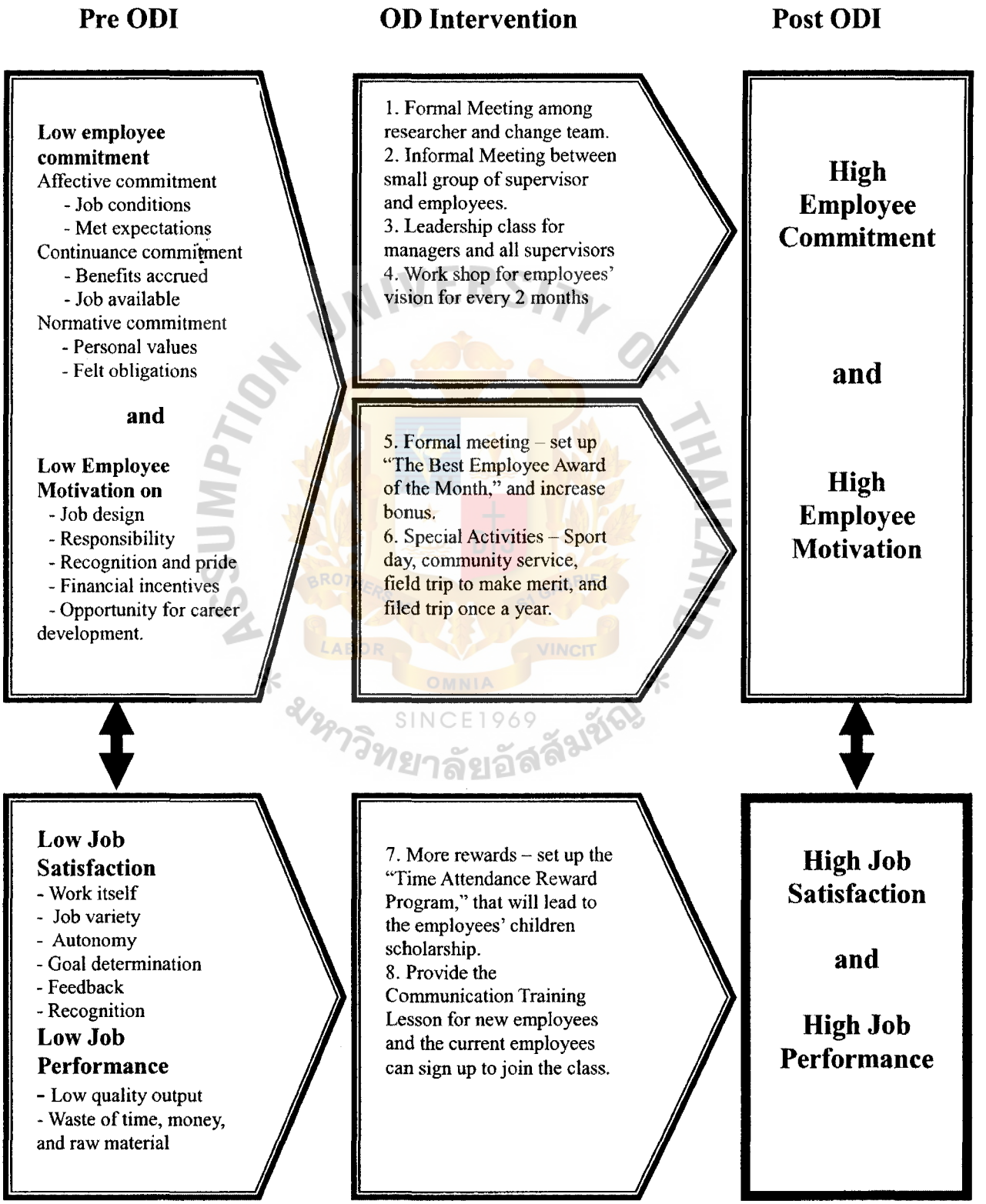
It is taking the assumption of making changes in the independent variable (EC and EM) that would consequently affect the dependent variable (JS and JP). The dependent variable can only be increased when the organization development intervention is done on EC and EM. This is shown in Figure 2.14.



2.14 Figure 2.6 Conceptual Frameworks

As Figure 2.14 in the perspective of the action research model on the next page the research flow has 3 stages which are the Pre ODI, OD intervention, and the Post ODI. The Pre ODI stage describes employee commitment, employee motivation, job satisfaction, and job performance as assessed prior to any intervention activities in the system in some details. The OD intervention stage describes the details activities intended to improve the organization, and the Post ODI is the third stage of action

research that evaluates the impact of ODI on all the variables. The details of the OD intervention are briefly described on Chapter 3.



2.15 Figure 2.7 Action Research Frameworks

CHAPTER 3

RESEARCH METHODOLOGY

This action research is a study on the Impact of OD Interventions on the Impact of Organization Development Interventions on Employee Commitment (ECo), Employee Motivation (EMo.), Job Satisfaction (JS), and Job Performance (JP); A Case Study of Udon Mastertech Co., Ltd. Firstly, it intended to describe and analyze the corporate growth; secondly to assess, analyze and determine the level of employee commitment, employee motivation, job satisfaction and job performance; and thirdly to identifies the impact of ODI on employee commitment, employee motivation, job satisfaction, and job performance before and after ODI. The outline of the research methodology in this dissertation is as follows;

3.1 Research Design

3.2 Research Methodology

3.3 Subjects of Study/Source of Data

3.4 Research Instruments, Tools and other Data-Gathering Techniques and Procedures

3.5 Instrumentation – Designed, Pilot-tested and analyzed for reliability and validity

3.6 Tools for the Qualitative and Quantitative Analysis – Statistical Tools and Treatment of Data

3.7 Development of OD interventions

3.8 Data Collection

3.9 Data Analysis

3.1 Research Design

This research has been designed to analyze the corporate growth; to determine the level of employee commitment, employee motivation, job satisfaction and job performance; to develop and implement an appropriate ODI based on the analyses; to identify the impact of ODI on employee commitment, employee motivation, job satisfaction, and job performance before and after ODI. The SWOT analysis has been diagnosed to determine company's strength, weakness, opportunities, and threats.

The action research started with action research model that have three phases. Phases one was the assessment through questionnaire, interview guide, and observation check list and focus group interview to determine the meaning. Thereafter, phase two included the development or the implementation of the organization development intervention activities to address issue in order to improve the organization. The last phase was included formative evaluation during ODI and summative evaluation of the post ODI or the evaluation, this step evaluated whether employee commitment, employee motivation, job satisfaction, and job performance have been improved.

3.2 Research Methodology

This study was an action research that had three stages, 1) the assessment stage, 2) the development or the implementation of the organization development stage, 3) the evaluation stage.

3.2.1 The Assessment Stage (The Diagnosis or Pre ODI stage): This stage determines how the company was currently working both jobs function and employees perspective. It involved with collection all the information about the

current operation and opinion of employees. The data we received was analyzed to determine the potential change to improve the company. In addition, this stage was also identified the weakness and threats and to find an appropriate ODIs for these weakness and threats to improve the company performance (Cumming and Worley, 2005 and Hatch and Culiffe, 2006).

3.2.2 The Development or the Implementation of the Organization Development Intervention stage (The ODI stage): This stage was the plan of action to help the company improve their work effectiveness. The intervention helped the company to change to be more effectiveness. The implementation of the organization development intervention need to focus on (1) employee commitment in the areas of affective commitment, continuance commitment and normative commitment by intervening with career development opportunity which were clear job description, clear goal setting, attempting expectation met, fair evaluation, consult with experts and organize an effective training; (2) employee motivation was involved motivation through enriching job, empowering, allowing involvement, crafting job, rewarding recognition, raising pride, linking pay to performance, and gain sharing and (3) job satisfaction and job performance were involved with reward activity, employee training and development program (Cumming and Worley, 2005 and Hatch and Culiffe, 2006).

3.2.3 The post ODI or the Evaluation stage: This stage applied through questionnaire, in-depth interview key personnel, observation, and some company data output. The evaluation was the last stage after the company assessment, and the company development or the implementations of the organization development intervention stage were conducted. However, after the evaluation was measured and

analyzed the feedback. Then, the measure of long-term effects conducted in the evaluation feedback stage and return back to the first stage again (Cumming and Worley, 2005).

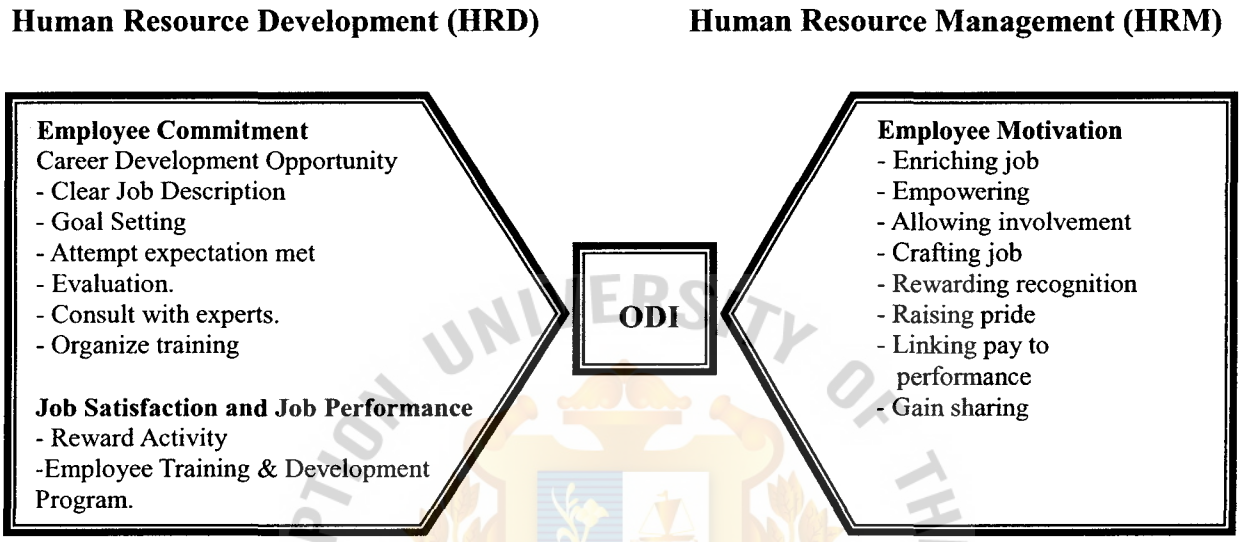


Figure 3.1 Intervention Framework

Intervention Framework

Figure 3.1 the intervention framework on ODI were in two parts as follows:

Human Resource Development (HRD). The HRD organization development intervention was about, 1) Employee Motivation that company plan to have a career development opportunity which was clear job description, goal setting, attempt expectation met, evaluation, consult with experts, and organize training, 2) The Job Satisfaction and Job Performance that was about reward activity, and employee training and development program.

Human Resource Management (HRM). The HRM intervention was about employee motivation which were enriching job, empowering, allowing involvement, crafting job, rewarding recognition, raising pride, linking pay to performance, and gain sharing.

3.3 Subject of Study (Respondent)/Source of Data

This action research made use of both qualitative approach and quantitative approaches for the investigation and for the observations of change of the company. Subjects/respondents in this investigation were in three groups coded as follows:

1. Code A is the Managing Director and Managers. The researcher focused group interview with all managers in group A. The interviews after the ODI were arranged to check the improvement of the performance and changes.

2. Code B is the Employees who are at work in the office and the line leader which is 19 officers that answer the questionnaires. The researched distributed the questionnaire and interviewed them in random sampling. The researcher listed down the name and pick odd number.

3. Code C is the employees who are at work in the production line which were 180 employees that answered the questionnaires. The researcher distributed the questionnaire and interviewed the respondents in random sampling. The researcher listed down the name and pick from even number and some volunteer employees that wanted to participate.

Table 3.1 Respondents shows the total number of staff, the actual respondents and percentage distribution of the respondents by Coded groups.

Code of Staff	Total no. of staffs	No. of staffs that answer the questionnaire	Percentage of Respondents
Code A Managing Director and Managers	7	Focus group interview with the manager	-
Code B Office	38	19	7
Code C Operation line	224	180	67
Total number of staffs	269	199	74

3.4 Research Instruments, Tools and Other Data-Gathering Techniques and Procedures

Questionnaire, on-line assessment, interview guideline, and observation were prepared s research instrument for data collection. They were conducted from literature reviews to meet the objective of this action research.

Questionnaire for employees of Udon Mastertech Co.Ltd contained three parts. Part 1 was respondent's demographic. Part 2 indentified level of opinions in relation to employee commitment, employee motivation, job satisfaction, and job performance. Part 3 is additional suggestions (open-ended) for the employees to give their comment and opinions. All documentation was prepared in both the Thai language and English. See the Appendices.

3.5 Instrumentation – Designed, Pilot-testing and analysis for reliability and validity

3.5.1 Questionnaire for employees of Udon Mastertech as shown the details in table 3.2.

3.5.2 On-line assessment for the president of Udon Mastertech. The assessment on-line was from the website of Dr. Ichak Adizes a renowned business guru and theorist, and founder of the Adizes Institute. Adizes advocates the theory that there is ten-stage corporate life cycle model. He provided the self-assessment test on his website http://www.adizes.com/ to test about the organization to see which state your organization was on. By clicking the free online instant Lifecycle Analysis, the results of the assessment were obtained. The researcher asked the Managing Director to do the on-line questionnaire to determine the stage in the corporate life cycle before and after the intervention to see what stage of corporate life cycle of Udon Mastertech.

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The questions on this assessment are in the appendix II.

3.5.3 Focus group interview with the interview guideline for managing director and all managers to generate the qualitative data. The researcher had focus group interview with the managing director and all the managers before and after the organization development intervention. As the interview guideline was in appendix III.

3.5.4 Observation. The researcher made an observation on Udon MasterTech Company using the observation checklist questions as follows:

1. Does the company have the instruction posted properly around the work area and in the office?
2. Is the production line clean as the company received ISO 2000?
3. Does the company maintain a clean cafeteria?
4. Does the company provide the good transportation to work for employees?
5. Does the company provide a proper parking for employee?

Table 3.2 Survey Instrument for Employees of Udon MasterTech Co. Ltd.

Part	Main and Sub-Variables	Items	Number
1	**Demographic** (Question 1-6)	- Age	1
		- Gender	1
		- Marital Status	1
		- Education	1
		- Position	1
		- Years of working	1
2	**2.1 Opinion Levels** (Question 1-6)		
	A. Employee Commitment	- Job condition	
	- Affective commitment	- Met expectation	1
			1
	- Continuance commitment	- Benefits accrued	
		- Job available	1
	- Normative commitment	- Personal values	1
		- Felt obligations	1
			1
	B. Employee Motivation (Question 7-15)		
	- Work itself	- Roles description, Task differentiation	2

	- Responsibility	- Area of responsibility, level of accountability	2
	- Recognition and pride	- Appreciation and commendation	1
	- Financial incentives	- Rewards and bonus	2
	- Opportunity for career development.	- Career and promotion	1
	2.3. Job Satisfaction (Question 16-28)		
	- Work itself	- Work identity, task identity, task complexity	2
	- Job variety	- Task variety	2
	- Autonomy	- Independence vs. interdependence	2
	- Goal Accomplishment	- Goal fulfillment	2
	- Feedback	- Positive feedback and constructive feedback	2
	- Recognition	- Appreciation and commendation	1
	2.3. Job Performance (Question 29-34)	- Quality output	1
		- Quantity output	1
		- Job effectiveness (Goal achievement)	1
	Total Number of Question		34
3	**Additional suggestions (open-ended)**		

Reliability of the survey instrument was based on Alpha Coefficient (α) by Cronbach. The finding of the value of Alpha Coefficient was used by the following formula.

$$\alpha = \frac{n}{n-1}\left[\frac{1-\sum s_k^2}{s_x^2}\right]$$

α = alpha coefficient

N = total items of the questionnaire

$\sum S^2_k$ = sum of variance gained from the score of each item of the Questionnaire

S^2_x = variance gained from score of the entire questionnaire or square of SD of the entire score of the questionnaire

Values of reliability were gained from the pilot test of the instruments with out with 30 employees of Udon Mastertech who were not included in the actual study. The Alpha Coefficient was determined at (α) = .76.

The content validity was reviewed by 5 experts and approved by the dissertation committees before conducting actual data collection.

3.6 Tools for Qualitative and Quantitative Analysis – Statistical Tools and Treatment of Data

3.6.1 Qualitative method

The qualitative method that applied for data collection is the group interview, in-depth interview, and focus group technique for the employees in the factory, office staffs and management team. Content analysis was used on the qualitative data.

3.6.2 Quantitative method

The questionnaire technique applied by using the Liker-Scale (5 = Strongly Agree, 4 is Agree, 3 is Uncertain, 2 is Disagree, and 1 is Strongly Disagree.) and open-ended question. Data analyses on the means were used with employee commitment, employee motivation, job satisfaction, and job performance. SPSS was used in processing data.

3.7 Development of OD Intervention

3.7.1 OD Intervention for Employee Commitment

As mentioned in Chapter 2, the employee commitment contained affective commitment, continuance commitment, and normative commitment (Meyer and Allen,

1997 and Mowday, 1982). The researchers and the change team (including the manager and the managing director) organized the formal meeting, informal meeting, special training and employee vision workshop.

Formal Meetings were conducted between the researcher and the change team. The main purposed of formal meetings were to have a clear job description, and to help the employees set up their goal to match with the company's goals. In addition, the change team and the employees were making sure that all the expectation was met.

Informal Meetings were conducted at least once a week among the small group of supervisors and the employees. It could be conducted anytime when the employees have at least 5 employees and set up the informal meeting with the supervisors. These would help them to share their interest and interact freely.

Special training was conducted in the leadership class for the managers and all supervisors. The class was conducted to improve their leadership skill, the confident of public speaking and communication effectively to employees. All the managers and the supervisor used their knowledge from this class to lead the employees to work more efficient and effective.

In addition, employee vision workshop was conducted for the employees to share their common vision to increase their commitment every 2 month started in August 2009. Employees saw things different. They took time to develop their common vision. Through the process of the team and workshop, it helped employees to develop a clear vision statement for themselves. Therefore, from the clear vision helped employees to know what direction they were making an efforts and what interest they got from the company. It was mainly help them to identify their personal interest.

3.7.2 OD Intervention for Employee Motivation

The employee motivation was mainly purposed to encourage the staffs to work more effectively for the company and for their personal growth. There were motivation that related to enriching job, empowering, allowing involvement, and crafting job (Hackman and Oldhwas 1980; Herzberg, 1974; Nelson 2000). There were also rewarding recognition and raising pride involved with motivation (DuBrin 2005, and Smith 2001). In addition linking pay to performance and gain sharing were also involved with motivation (Hatcher and Ross, 1985 and Nelson 2004). Therefore, the OD interventions conducted in formal and informal meetings, and activity.

Formal meeting were conducted between the researcher and the change team. The main purpose was to increase the motivation of the employees by improving the job design (including enriching job, empowering, allowing involvement, crafting job), and increase the financial incentive (including rewards recognition, linking pay to performance, and gain sharing) by increased bonus based on company performance and set up "the best employee award of the month" started in August 2009.

Special activities developed to increase the employee motivation. The activities were included the sports day within the company and with the other company around the city, the community service, field trip to make merit in Buddhism holiday, and also the field trip to other city once a year.

3.7.3 OD Intervention for Job Satisfaction and Job Performance

Job Satisfaction mainly helped to improve organization performance. It included work itself, job variety, autonomy, goal determination, feedback, and recognition (Gomez-Mejia, 2004; Herzberg, Mausner & Snyderman, 1959).

Job performance could help the company to improve the production quantities, achieving quality, customer satisfaction, and employee moral (Rudman, 2000). In addition, the performance of individuals could be measured by quantity and quality of output, absenteeism, tardiness, and turnover (Robbins, 2005; Schermerhorn, 1997).

Therefore, the OD intervention that conducted to improve for job satisfaction and performance were reward activities and special communication training class.

There were rewards program beside the best employee award of the month, there was also the "time attendance rewards program" or "good time attendance paid." The employees who won the time attendance awards would also get the scholarship award for their children in the New Year party. In addition, the communication training lesson was included for the new employees on the orientation class. And for the current employees that want to attend this session could apply to attend this class.

3.8 Data Collection

Data Collection techniques with all managers and Udon Mastertech employees include a combination of interviewing, observation, questionnaires, and organization performance data. There are four techniques for data collection as follows:

3.8.1 Interviewing – the researcher asked for the Udon Mastertech managing director permission for data collection and interviews. The researcher had an interview with all managers based on the interview guideline. While the researcher had an interview, audio record was used if permitted by all the managers. In addition, the research took a note and log book during interviews.

3.8.2 Observation – The researcher observed the employees and managers in action and had some feed back from the employees and group interviews.

3.8.3 Questionnaires – the researcher asked for the Udon Mastertech managing director permission for data collection and interviews. It was approved and the staffs gave very well corporation. Questionnaires were distributed to the respondents in the company to complete and were collected later.

3.8.4 Organization performance data – was also investigated. It was very difficult to get good cooperation from the human resource manager and the operation manager to get the organization performance data. The two managers have senses of ownership of the company. They were afraid to give out some information. However, the researcher had asked permission from the managing director. The managing director only allow to give out some financial performance to compare before and after doing the ODI intervention only which is not in detail. The managing director and the managers were afraid about the copy right because Udon Mastertech is the subcontract company.

3.9 Data Analysis

This research main objective is to describe and analyze the corporate growth and current function of the corporate as family business. To assess, analyze and determine the level of employee commitment, employee motivation, job satisfaction and job performance. To develop and implement an appropriate ODI based on the analyses; and to identify the impact of ODI on employee commitment, employee

motivation, job satisfaction, and job performance before during and after ODI. In addition, the research questions attempted to support the objectives of this research. The findings of this research are detailed in Chapter Four. Part I (Employee General Information) and Part II (Level of Opinions) was presented in term of the average (x-bar) and the researcher also used a five-point Likert scale to find the relation to employee commitment, employee motivation, job satisfaction, and job performance. The Arbitrary level given below and Descriptive Rating were used in defining responses into levels.

Arbitrary Level	**Descriptive Rating**	
4.20-5.00	Strongly Agree	(5 points)
3.40-4.19	Agree	(4 points)
2.60-3.39	Neutral	(3 points)
1.80-2.59	Disagree	(2 points)
1.00-1.79	Strongly Disagree	(1 points0

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Chapter Four

The Research Findings, Analysis, Interpretation and Insights

This chapter presents the findings from the survey results, including quantitative and qualitative analyses. The beginning of Chapter four, the researcher used descriptive statistics to present quantitative data. Demographic of the respondents, employee commitment, employee motivation, job satisfaction, and job performance were presented in descriptive statistic. The second part consists of the qualitative analyses, which were about interview; result from the on-line assessment, and observation in which this information supported the quantitative result that gathered from the questionnaire. The last part is about analysis and discussion the result.

The levels of employee commitment, employee motivation, job satisfaction and job performance before and after the ODI presented in quantitative data as follows.

4.1 Quantitative Data

The quantitative data was collected from the 199 employee to gain their attitudes towards employee commitment, employee motivation, job satisfaction, and job performance. From the questionnaire, the first six questions were focused on the demographic profile of the respondents. The distribution of respondents of Udon Mastertech according to the gender, age, marital status, education, position, and years of working are presented in Table 4.1-4.6.

Respondents Characteristics

Table 4.1: Respondents Characteristics - Gender

Description	No.	Percentage.
Gender		
Male	34	17.09
Female	165	82.91

The table 4.1 indicated that 83% of the respondents were female and 17 percent of respondents were male.

Table 4.2 Respondents Characteristics – Age

Description	No.	Percentage.
Age		
Less than 25 years	68	34.17
26-30	99	49.75
31-35	26	13.07
36-40	4	2.01
41-45	2	1.01
Over 46	0	0

Table 4.2 indicated that 50 percent of respondents were age 26-30 years old. 34 percents of respondents were age less than 25 years old. 13 percent of respondents were age 31-35 years old. 2 percent of respondents were age 36-40 years old. And 1 percent of respondents were age 41-45 years old.

Table 4.3 Respondents Characteristics – Marital Status

Description	No.	Percentage
Marital Status		
Married	84	42.21
Single	94	47.24
Separated	15	7.54
Divorced	6	3.02

Table 4.3 indicated that 47% of the respondents were single. 42% of the respondents were married. About 8% of the respondents were separated and 3% of the respondents were divorced. According to the management, it is the advantage of the company to have higher percentage in single group because they can be more flexible on night shift.

Table 4.4 Respondents Characteristics - Education

Description	No.	Percentage
Education		
Junior High School or Lower	40	20.10
High School	88	44.22
Technical School	41	20.60
Bachelor	30	15.08

Table 4.4 indicated that the education background of the Udon Mastertech, it showed that 44% was graduated from high school. About 21% was found to have a technical school. 20% was found to have junior high school or lower while 15% was found having a bachelor degree.

Table 4.5 Respondents Characteristics – Position

Description	No.	Percentage.
Position		
Operation Line	180	90.45
Office Staff	19	9.55

As indicated the finding Table 4.5, the majority of employees 90% were from the operation line, while only 10% that answered the survey from office staff.

Table 4.6 Respondents Characteristics - Years of work

Description	No.	Percentage
Years of work		
Less than 5 years	117	58.79
5-10 Years	77	38.69
More than 10 years	5	2.51

From the Table 4.6, about 3% of respondents indicated to continuously work in Udon Mastertech more than ten years. 39% of the respondents stayed in the company between five to ten years, while 59% of respondents work with the company less than five years.

The Comparison of Employee Commitment, Employee Motivation, Job Satisfaction, and Job Performance during the Pre-ODI and Post-ODI

Levels of Opinions

Table 4.7 Comparison of the average ($\overline{X}$) of the Employee Commitment (Independent Variable) : Pre VS Post ODI.

Description	Pre-ODI		Post-ODI		Mean Diff.		T-Score	Level of Significant
	$\overline{X}$	SD	$\overline{X}$	SD	$\overline{X}$	SD		
Employee Commitment								
Affective Commitment								
I am satisfied with my job condition.	4.14	0.76	4.17	0.71	0.04	0.27	1.82	0.071*
My job meets my expectation.	3.81	0.86	3.92	0.77	0.12	0.35	4.65	<0.001**
Continuance Commitment								
My benefit is accrued where I am working now.	3.84	0.91	3.87	0.84	0.03	0.43	0.82	0.412
If I have a better pay job available, I plan to work with the new company.	3.61	1.10	3.75	1.00	0.14	0.46	4.31	<0.001**
Normative Commitment								
I should stay with this company because the company always supports my idea.	3.68	0.97	3.86	0.83	0.18	0.39	6.61	<0.001**
I ought to stay with the company because the training or education they provide me.	3.83	0.94	3.83	0.90	0.01	0.40	0.18	0.858
Total Average	**3.82**	**0.55**	**3.90**	**0.49**	**0.08**	**0.19**	**6.12**	**<0.001****

* Significant at 0.05 ** Significant at 0.01

In the area of affective commitment, on question: I am satisfied with my job condition, before ODI conducted $\overline{X}$ was 4.14 and after the ODI conducted $\overline{X}$ was 4.17. It indicated the $\overline{X}$ improvement of 0.04, while question: my job meets my expectation before ODI conducted $\overline{X}$ was 3.81 and after ODI conducted $\overline{X}$ was 3.92. It indicated the $\overline{X}$ improvement of 0.12.

In the area of continue commitment, on question: my benefit is accrued where I am working now, before ODI conducted $\overline{X}$ was 3.84 and after the ODI conducted $\overline{X}$ was 3.87. It showed the $\overline{X}$ improvement of 0.03, while question: if I have a better

pay job available, I plan to work with the new company before the ODI conducted $\overline{X}$ was 3.61 and after the ODI conducted $\overline{X}$ was 3.75. It indicated the $\overline{X}$ difference of 0.14.

In the area of normative commitment, on question: I should stay with this company because the company always supports my idea, before the ODI conducted $\overline{X}$ was 3.68 and after the ODI conducted $\overline{X}$ was 3.86. It indicated the $\overline{X}$ improvement of 0.18. The question: I ought to stay with the company because the training or education they provide me, before ODI conducted $\overline{X}$ were 3.83 and after OCI conducted $\overline{X}$ was 3.82. It indicated the $\overline{X}$ difference of 0.01.

The total $\overline{X}$ of employee commitment on the Pre ODI was 3.82 and the Post ODI was 3.90. The improvement of $\overline{X}$ was 0.08. Therefore, the employee commitment average of significant was at 0.001.

In the area of work itself, on question: I have a clear job description, before ODI conducted $\overline{X}$ was 4.24 and after ODI conducted $\overline{X}$ was 4.24. It indicated the $\overline{X}$ improvement of 0, while the question: I am happy with my work load and could balance with my personal life, before ODI conducted $\overline{X}$ was 3.87 and after ODI conducted $\overline{X}$ was 4.04. It indicated the $\overline{X}$ improvement of 0.16.

In the area of responsibility, on question: I am happy with my job responsibility, before ODI conducted $\overline{X}$ was 4.04 and after ODI conducted $\overline{X}$ was 4.04. It indicated the $\overline{X}$ improvement of 0, while the question my skill and ability match very well with my job responsibility, before the ODI conducted $\overline{X}$ was 3.88 and after the ODI conducted $\overline{X}$ was 3.92. It indicated the $\overline{X}$ improvement of 0.05.

Table 4.8 Comparison the average ($\overline{X}$) of the Employee Motivation (Independent Variable) : Pre VS Post ODI

Description	Pre-ODI		Post-ODI		Mean Diff.		T-Score	Level of Significant
	$\overline{X}$	SD	$\overline{X}$	SD	$\overline{X}$	SD		
Employee Motivation								
Work itself								
I have a clear job description.	4.24	0.76	4.24	0.75	0.00	0.27	0.00	1.000
I am happy with my work load and could balance with my personal life.	3.87	0.96	4.04	0.84	0.16	0.37	6.16	<0.001**
Responsibility								
I am happy with my job responsibility.	4.04	0.82	4.04	0.80	0.00	0.28	0.00	1.000
My skill and ability match very well with my job responsibility.	3.88	0.85	3.92	0.74	0.05	0.44	1.45	0.150
Recognition and pride								
I always receive an appraisal from my supervisor.	3.28	1.04	3.64	1.03	0.36	0.51	9.96	<0.001**
Financial incentive								
I get an extra pay for working over time.	4.02	1.04	4.02	1.00	0.00	0.36	0.00	1.000
I get some bonus from my achievement.	3.71	1.02	3.76	0.94	0.05	0.52	1.36	0.174
Opportunity for career development								
I have a clear career path.	3.41	0.96	3.71	0.95	0.31	0.47	9.14	<0.001**
I have an opportunity for promotion if I do my job well.	3.26	1.04	3.65	1.03	0.39	0.58	9.48	<0.001**
Total Average	**3.75**	**0.61**	**3.89**	**0.55**	**0.15**	**0.20**	**10.10**	**<0.001****

* Significant at 0.05 ** Significant at 0.01

From Table 4.8 in the area of recognition and pride, on question: I always receive an appraisal from my work supervisor, before ODI conducted $\overline{X}$ was 3.28 and after ODI conducted $\overline{X}$ was 3.64. It indicated the $\overline{X}$ improvement of 0.36.

In the area of financial incentive, on question: I get an extra pay for working over time, before ODI conducted $\overline{X}$ was 4.02 and after ODI conducted $\overline{X}$ was 4.02. It indicated the $\overline{X}$ improvement of 0, while the question: I get bonus from my achievement before the ODI conducted $\overline{X}$ was 3.71 and after the ODI conducted $\overline{X}$

was 3.76. It indicated the $\overline{X}$ improvement of 0.05.

In the area of opportunity for career development, on question: I have a clear career path, before the ODI conducted $\overline{X}$ was 3.41 and after the ODI conducted $\overline{X}$ was 3.71. It indicated the $\overline{X}$ improvement of 0.31, while the question I have an opportunity for promotion if I do my job well, before the ODI conducted $\overline{X}$ was 3.26 and after the ODI conducted $\overline{X}$ was 3.65. It indicated the $\overline{X}$ improvement of 0.39.

The total $\overline{X}$ of employee motivation on the Pre ODI is 3.75 and the Post ODI was 3.89. The improvement of $\overline{X}$ was 0.15. Therefore, the employee motivation average of significant was at 0.001.

Table 4.9 Comparison the average ($\overline{X}$) of the Job Satisfaction (Dependent Variable) : Pre VS Post ODI

Description	Pre-ODI		Post-ODI		Mean Diff.		T-Score	Level of Significant
	$\overline{X}$	SD	$\overline{X}$	SD	$\overline{X}$	SD		
Job Satisfaction								
Work itself								
I have a clear work and task identity.	4.11	0.73	4.11	0.72	0.00	0.30	0.00	1.000
I have a reasonable working and OT hour.	3.98	0.92	3.98	0.89	0.01	0.36	0.20	0.842
Job Variety								
My job is challenge.	3.58	1.04	3.81	0.98	0.24	0.44	7.62	<0.001**
I like my job that it is variety (can rotate from department to another in every 3 months)	3.88	0.88	3.88	0.80	0.01	0.51	0.14	0.889
Autonomy								
I have freedom to work independently.	3.69	0.94	3.84	0.83	0.15	0.37	5.71	<0.001**
I have good supervision.	3.72	0.92	3.88	0.80	0.16	0.36	6.04	<0.001**
Goal determination								
I always think about my career path.	4.07	0.75	4.07	0.75	0.00	0.36	0.00	1.000
My supervisor or manager helps me set the goal for my job.	3.75	0.79	3.83	0.74	0.09	0.37	3.23	0.001**

I have a short-term goal that can be achieved.	3.81	0.78	3.86	0.75	0.05	0.42	1.67	0.096
I have a long-term goal that can be achieved.	3.72	0.75	3.90	0.70	0.18	0.39	6.61	<0.001**
Feedback								
I have a feedback from my supervisor or my manager.	3.72	0.92	3.87	0.83	0.15	0.36	5.93	<0.001**
Feedback session gives me a personal development plan.	3.82	0.83	3.90	0.77	0.08	0.37	3.09	0.002**
Recognition								
I get a present/recognition/appraisal from my manager when I do my job well.	3.40	1.09	3.65	0.98	0.25	0.46	7.64	<0.001**
Total Average	**3.79**	**0.51**	**3.89**	**0.45**	**0.10**	**0.19**	**7.65**	**<0.001****

* Significant at 0.05 ** Significant at 0.01

Table 4.9 indicated that in the area of work itself, on question: I have a clear work and task identity, before the ODI conducted $\overline{X}$ was 4.11 and after the ODI conducted $\overline{X}$ was 4.11. It indicated the $\overline{X}$ improvement of 0, while the question: I have a reasonable working and OT hour, before the ODI conducted $\overline{X}$ was 3.98 and after ODI conducted $\overline{X}$ was 3.98. It indicated the $\overline{X}$ improvement of 0.01.

In the area of job variety, on question: my job is challenge, before the ODI conducted $\overline{X}$ was 3.58 and after the ODI conducted $\overline{X}$ was 3.81. It indicated the $\overline{X}$ improvement of 0.24, while the question: I like my job that it is variety (can rotate from 1 department to another in every 3 months), before the ODI conducted $\overline{X}$ was 3.88 and after ODI conducted $\overline{X}$ were 3.88. The $\overline{X}$ improvement was 0.01. It indicated that employees feel that their job is variety. They can rotate from 1 department to another department every 3 months.

In the area of autonomy, on question: I have freedom to work independently, before the ODI conducted $\overline{X}$ was 3.69 and after the ODI conducted $\overline{X}$ was 3.84. It indicated the $\overline{X}$ improvement of 0.15, while the question: I have good supervision,

before the ODI conducted $\overline{X}$ were 3.72 and after the ODI conducted $\overline{X}$ were 3.88. It indicated the $\overline{X}$ improvement of 0.16.

In the area of goal determination, on question: I always think about my career path, before the ODI conducted $\overline{X}$ was 4.07, and after the ODI $\overline{X}$ was 4.07. It indicated the $\overline{X}$ improvement of 0, while the question: My supervisor or manager helps me set the goal for my job, before ODI conducted $\overline{X}$ was 3.75 and after ODI conducted $\overline{X}$ was 3.83. It indicated the $\overline{X}$ improvement of 0.09. The question: I have a short-term goal that can be achieved, before ODI conducted $\overline{X}$ was 3.81 and after the ODI conducted $\overline{X}$ was 3.86. It indicated the $\overline{X}$ improvement of 0.05, while the question: I have a long-term goal that can be achieved, before ODI conducted $\overline{X}$ was 3.72, and after ODI conducted $\overline{X}$ was 3.90. It indicated the improvement of 0.18.

In the area of feedback, on question: I have a feedback from my supervisor or my manager, before the ODI intervention $\overline{X}$ was 3.72, and after the ODI intervention $\overline{X}$ was 3.87. It indicated the $\overline{X}$ improvement of 0.15, while the question: Feedback session gives me a personal development plan, before the intervention $\overline{X}$ was 3.82 and after the intervention $\overline{X}$ was 3.90. It indicated the $\overline{X}$ improvement of 0.08.

In the area of recognition, the question: I get a present/recognition/appraisal from my manager when I do my job well, before the ODI $\overline{X}$ was 3.40 and after the ODI $\overline{X}$ was 3.65. It indicated the improvement of 0.25.

The total $\overline{X}$ of job satisfaction on the Pre ODI is 3.76 and the Post ODI was 3.89. The improvement of $\overline{X}$ was 0.13. Therefore, the job satisfaction average of significant was at 0.001.

Table 4.10 Comparison the average ($\overline{X}$) of the Job Performance (Dependent Variable) : Pre and Post ODI

Description	Pre-ODI		Post-ODI		Mean Diff.		T-Score	Level of Significant
	$\overline{X}$	SD	$\overline{X}$	SD	$\overline{X}$	SD		
Job Performance								
Quality output								
My supervisor and I agree on the quality of job performance.	3.69	0.89	3.81	0.82	0.12	0.33	5.21	<0.001**
I always produce good output that pass the quality standard.	3.87	0.69	3.87	0.66	-0.01	0.47	-0.15	0.879
Quantity output								
My supervisor and I agree on the quantity of job performance. (number of production / hour)	3.66	0.85	3.80	0.81	0.14	0.40	4.81	<0.001**
I always meet the target of the volume that I have to produce.	3.84	0.81	4.02	0.71	0.17	0.50	4.79	<0.001**
Job effectiveness								
I always come to work on time.	4.03	0.90	4.22	0.76	0.19	0.48	5.44	<0.001**
I always achieve that target of the company.	3.94	0.78	4.04	0.77	0.10	0.47	3.01	0.003**
Total Average	**3.84**	**0.54**	**3.96**	**0.49**	**0.12**	**0.21**	**7.75**	**<0.001****

* Significant at 0.05 ** Significant at 0.01

Table 4.10 indicated that in the area of quality output, the question: My supervisor and I agree on the quality of job performance, before the ODI conducted $\overline{X}$ was 3.69 and after the ODI conducted $\overline{X}$ was 3.81. It indicated the improvement of 0.12, while the question: I always produce good output that pass the quality standard, before the ODI conducted $\overline{X}$ was 3.87 and after the ODI conducted $\overline{X}$ was 3.87. It indicated that employee feel that they always produce well output that pass the quality standard.

In the area of quantity output, the question: My supervisor and I agree on the quantity of job performance (number of production / hour), before the ODI conducted $\overline{X}$ was 3.66 and after ODI conducted $\overline{X}$ was 3.80. It indicated the $\overline{X}$ improvement of 0.14, while the question: I always meet the target of the volume that I have to

produce, before the ODI conducted $\overline{X}$ was 3.84, and after the ODI conducted $\overline{X}$ was 4.02. It indicated the $\overline{X}$ improvement of 0.17.

In the area of job effectiveness, the question: I always come to work on-time before the ODI conducted $\overline{X}$ was 4.03 and after ODI conducted $\overline{X}$ was 4.22. It indicated the $\overline{X}$ improvement of 0.19. The question: I always achieve that target of the company before the ODI conducted $\overline{X}$ was 3.94 and after ODI conducted $\overline{X}$ was 4.04. It indicated the $\overline{X}$ improvement of 0.10.

The total $\overline{X}$ of job performance on the Pre ODI is 3.84 and the Post ODI was 3.96. The improvement of $\overline{X}$ was 0.12. Therefore, the job performance average of significant was at 0.001.

Table 4.11 Comparison the average ($\overline{X}$) of overall including Employee Commitment (Independent Variable), Employee Motivation (Independent Variable), Job Satisfaction (Dependent Variable), and Job Performance (Dependent Variable): Pre and Post ODI.

Description	Pre-ODI		Post-ODI		Mean Diff.		T-Score	Level of Significant
	$\overline{X}$	SD	$\overline{X}$	SD	$\overline{X}$	SD		
Total Average								
Employee Commitment	3.82	0.55	3.90	0.49	0.08	0.19	6.12	<0.001**
Employee Motivation	3.75	0.61	3.89	0.55	0.15	0.20	10.10	<0.001**
Job Satisfaction	3.79	0.51	3.89	0.45	0.10	0.19	7.65	<0.001**
Job Performance	3.84	0.54	3.96	0.49	0.12	0.21	7.75	<0.001**
Grand Total Average	**3.80**	**0.45**	**3.91**	**0.40**	**0.11**	**0.16**	**9.89**	**<0.001****

* Significant at 0.05 ** Significant at 0.01

Table 4.11 indicated that the total $\overline{X}$ of employee commitment on the Pre ODI was 3.82 and the Post ODI was 3.90. The improvement of the employee commitment $\overline{X}$ was 0.08. In addition, the total $\overline{X}$ of employee motivation on the Pre

ODI is 3.75 and the Post ODI was 3.89. The improvement of the employee motivation $\overline{X}$ was 0.19. Moreover, total $\overline{X}$ of job satisfaction on the Pre ODI is 3.79 and the Post ODI was 3.89. The improvement of the job satisfaction $\overline{X}$ was 0.10. Thereafter, the total $\overline{X}$ of job performance on the Pre ODI is 3.84 and the Post ODI was 3.96. The improvement of job performance $\overline{X}$ was 0.12.

Therefore, the grand total average of the pre ODI was 3.80 and the post ODI was 3.91. It indicated the $\overline{X}$ improvement of 0.12. Therefore, the overall employee commitment, employee satisfaction, job satisfaction, and job performance average of significant was at 0.001.

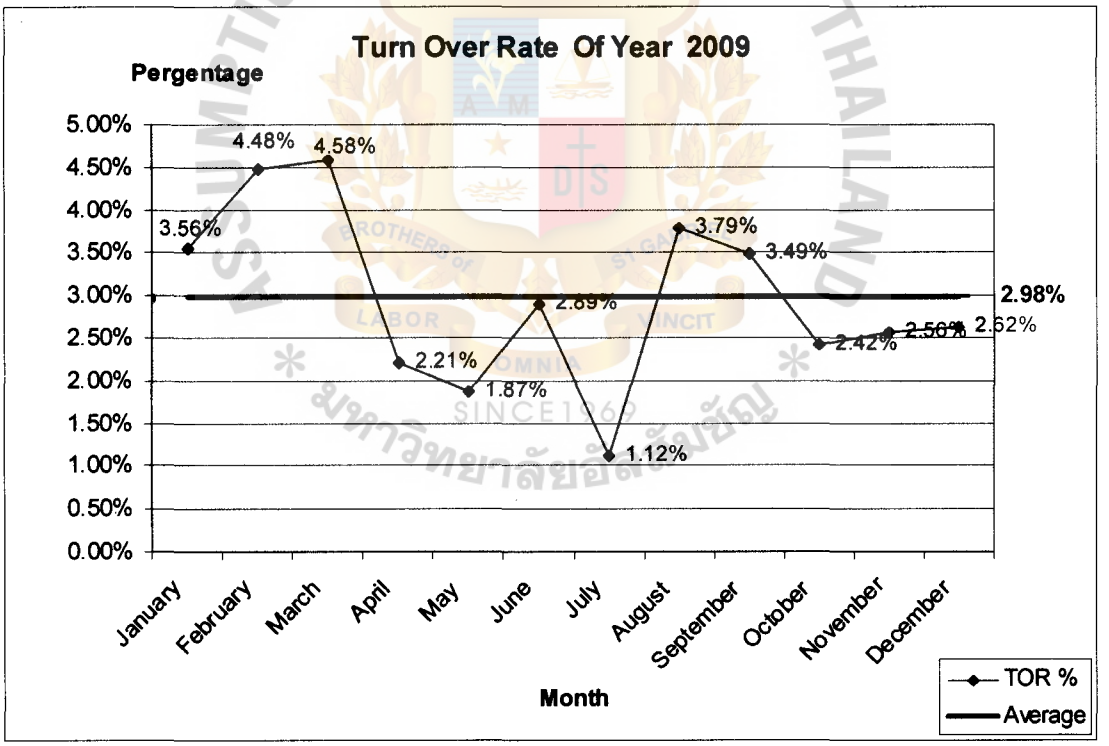
All the data was answered the research question no. 2 and 4. The level of employee commitment, employee motivation, job satisfaction and job performance had increased after the OD interventions.

Result of On-line assessment.

The assessment was from Dr. Ichak Adizes a renowned business guru and theorist. The website http://www.adizes.com/ was used to test about the organization to see which state your organization was on. After the Managing Director did the on-line questionnaire the result from before the OD intervention and after OD interventions, the company got the result of the *Prime* stage of the organization life cycle in which is actually not a single point on the lifecycle curve. Instead, it is best represented by a segment of the curved that includes both growing and aging condition.

During the time of OD intervention year 2008 to year 2009, Udon Mastertech net income was increased from 117.9 millions baht to 119.2 millions Baht. It had

increased about 1.1 percent. Even the company had sales decreased about 60 percent in the beginning of the year, but the company had special orders from the main company in Ayatthaya until almost the end of the years. Due to the confidential of the company, the company did not give the researcher financial statement in detail and the number of production in detail. The managing director was already tried to ask the permit from the main company, but they were worried about the copy right. However, the managing director were given the number of employee turn over rate year 2009 to compare with employee turn over rate year 2010 as shown on figure 4.1.



Source: Udon MasterTech Human Resource Department.

Figure 4.1 Turn Over Rate 2009

Table 4.12 Turnover Rate 2009

Month	Total HC	Total Resign	TOR %
January	309	11	3.56
February	290	13	4.48
March	284	13	4.58
April	272	6	2.21
May	267	5	1.87
June	277	8	2.89
July	268	3	1.12
August	317	12	3.79
September	315	11	3.49
October	330	8	2.42
November	352	9	2.56
December	343	9	2.62
Average			**2.98**

Source: Udon MasterTech Human Resource Department.

As shown on Table 4.12 above, the average turn over rate of year 2009 was about 2.98 percent in which compared with the average turn over rate of year 2008 was 3.53. The average number of turn over rate was decreased about 15 percent from year 2008 to year 2009 after applying the OD intervention.

Therefore, during the time of OD intervention year 2008 to year 2009, Udon Mastertech net income had increased from 117.9 millions baht to 119.2 millions Baht. It had increased about 1.1 percent and the turn over rate year 2008 to 2009 was decreased from 3.53 to 2.98 which were about 15 percent. This paragraph answered the research objective no. 1.

"...Udon Mastertech is always trying to find the way to improve our company performance. At the same time we are trying to find the way to make our employees happy with their work. The OD interventions were great activities that allowed employees to participate and gave some of their idea to improve their quality of work and their personal interest to match our company goal. Employee success is our company success as well. We always serve the world with quality..."

Mr. Porntep S.
Managing Director.

4.2 Qualitative Data

Qualitative data was gathered from focus group interviews conducted with 7 managers. Following are summary from all of the managers' point of view.

Question 1: Your view on company strength and weakness of employee issue.

The organization structure is flat and easy for the managers to operate. Most employees are local people that like to stay and work in their hometown Udonthani. They always are excellent team work and have very good work skills. The employees are willing to work overtime if the company has urgent orders. However, due to the local Thai tradition situation in the local city such as time to work on the rice field, some employees would ask to take vacation at the same which would affect the productivity on the line of operation.

"...Many of our employees are happy to live in their hometown Udonthani. Some of them had an experience living in Bangkok factory before and they knew the difference. They feel their local people are easier going. That is one of the main reason they stay with Udon Mastertech..."

Mrs. Siripimol S.
HR. Manager.

Question 2: Overall employee commitment and employee motivation in the company and your department.

Currently, the management team is very concern about the employee commitment and employee motivation topic. The company provides some housing to

the employees that are needed. The company also provides the transportation around town for the employees to come to work. In addition, if the profits of the company hit the target, Udon Master Tech would provide 2-3 months bonus. Moreover, the company is providing free rice in their cafeteria where they have 3 restaurants that sell very cheap food and side dish.

> *"...We can see that many employees have very good commitment with our company. They are willing to stay overtime if the company is ever needed. However, we should provide more training class to create their vision. The idea of OD interventions would work well with our organization..."*
>
> Mr. Sanyapong P.
> Operation Manager

Question 3: Besides incentives, what kind of activity should be added to motivate staffs?

The company has sport days for employees within the factory and with other factories' employees. Udon Master Tech brings employees to do some communities service such as planting trees and making merit with local temples. In addition, the company also has some holiday celebration such as New Year celebration, Songkran Water Festival celebration. Every New Year, the company would give the gold as rewards for the employees who work with the company for more than 5 years. The perfect time attendance certificate and rewards are also given during the New Year celebration. The company gives the scholarship to the children of the good employees. The scholarship is worth from 500-2,000 Baht. Moreover, in each department would have small group dinner every month to encourage employee to have an open communication about their work or their personal issue.

> *"...The idea of giving scholarship for good employees gave lots of courage for employees to work on their best performance. Also, the activities outside the company gave great chance for employees to take some break and have a good time together. Small group dinner communication helped each other to*

understand and be able to share their interested..."

Mr. Chatree P.
Production Manager

Question 4: Do you think the employees in your area of responsibility match the job description?

About 95 percents of the employees match their job description. However, in the production line have some line leaders that had some little problem. Each line leader has to take care about 10-20 employees. If the line leaders could not manage the employees that could not achieved their target, the human resource managers would have to investigate the problem. The company has key performance indicator (KPI) in each area to see if their performance hit the target.

"...Our company is trying our best to put the men and women in the right job. However, if they were some special order came in some employees had to relocate their station to help other department. The MD is thinking it is a good idea to be able to relocate employees, but in some special area needs to have special skill trainings..."

Mrs. Siripimol S.
HR. Manager.

Question 5: With the workload your department has now, do you think you have enough employees in your department?

Most of the departments in Udon Mastertech have enough employees except the quality control department and the maintenance department. Each of these two departments needs to have two more employees to match with their workload. However, the company has some special skill training employees that could relocate to help these two departments, but they have to work overtime.

"...Most of our departments are alright with the number of employees they have now. However, in quality control department and maintenance department are needed couple employees. They are still looking for extra employees, but have to get the approved first..."

Mr. Paisan B.
Maintenance Manager

Question 6: Any overtime now at your department?

The office hour staffs barely have to do the overtime. However, the production line staffs always have to do the overtime job which it depends from the order from the main factory in Ayutthaya.

"...The production line always has overtime for employees. The company has to make an effective work plan every week to match the order from the main company. The production line staffs are always welcome the overtime..."

Mrs. Amaraporn P.
Material Control Manager

Question 7: What is your goal setting in your department?

The goal setting for every department is to be good employee, provide good products with high quality, good service with on time delivery, and good company. Udon Mastertech would like the employees to feel that the company is their second home while performing their work best. Therefore, our customer is satisfied with the quality of our product and on-time delivery service (from the customer review point of every quarter).

"...Beside the company goal, every departments now are encourage employees to share their personal goal and try to match their goal with the company goal..."

Mrs. Siripimol S.
HR. Manager.

Question 8: What is the career development in your department?

The organization is flat organization. However, if the employees who have good vision, good interpersonal skill, and strong leadership etc., they will have good future with this company. Therefore, the employee career path would be from officer would promote to be leader, from leader will promote to be supervisor, from supervisor would promote to be senior supervisor, from senior supervisor would promote to be section manager, and from section manager would promote to be

department manager. All the employees have a clear career path; however, many of them think that they have to work with the company for very long time to get promoted.

> *"...The company has clear career development plan for the employees that have good vision..."*
>
> Mr. Sanyapong P.
> Operation Manager

Question 9: Evaluation process in your department.

In every departments of the company uses the same evaluation process. When the employees start joining the company, they would have 120 days or 4 months period. If they do not pass the probation, they would have to go back and work closely with the line leader for 2 months. Then it would be up for the line leader to take this employee into their responsible or not. The criteria of the evaluation during the probation period are as following:

1. The quality of work	15	points
2. The capability of the employee	15	points
3. Their willingness to work.	15	points
4. The employee's responsibility	15	points
5. The employee's discipline.	15	points
6. The time attendance.	15	points
7. Human relation	10	points

The total is 100 point. If the new employee received more than 70 points, it means good. If the new employee got the 70-50 points is ok. He/She passes probation period. However, if the new employee got the score lower than 50, the new employee did not pass probation. If the employee did not pass their probation period, the

company still would give another chance to the new employees for another 2 months probation period.

For the current employees, the company has the evaluation criteria as following:

1. The following of the company's rules and regulations	10	points
2. Their attendance	30	points
3. Their quality and quantity of their work in their area of responsibility.	20	points
4. Their responsibility of assign work from the beginning period until end period.	10	points
5. The following of their safety condition during their working time.	10	points
6. Their corporation with the company work and activity	10	points
7. The obedience with their leader	10	points

The total is 100 point divided by 10. The employee who got 2 is terrible. The employee who got 4 should have some improvement. The person who got 6 is fair. The person who got 8 is good. The person who got 10 is very good. Thereafter, the human resource manager would calculate to see how many percentage of their salary could be raised. The human resource manager still needs to get the approval from the president of the company. However, for the 7 managers of the company, the president is the one who is doing the evaluation himself.

> *"...Udon Mastertech has clear standard of their evaluation process that all employees have to have clear understanding from the orientation class..."*
>
> Mr. Chatree P.
> Production Manager

Question 10: What is your rewards and appraisal system?

Each year the company will give 2-3 months bonus for the employees. However, after the ODI proposal, the company has the special pay program call "good time attendance paid." This pay is for the employee who did not come to work, late, never sick, and never taken days off. For the first month, if the employees continue their good time attendance, they will get paid 100 Baht additional from their salary. If the continue their good time attendance for second month, they will get paid 300 Baht additional from their salary. Moreover, if they continue their perfect attendance for the third month, they will get paid 500 Baht additional from their salary. Therefore, if the employees continue their perfect attendance they will receive their good time attendance paid for the rest of the year. At the end of the year, they will get another additional reward for perfect time attendance reward for 2,000 Baht. However, if the employee starts to come to work late or miss their working day, they will have to start counting all over again for the "good time attendance paid." The employees could take their holiday, but it has to be 3 days advance noticed. Their holiday period is counting year by year. From the "good time attendance paid" ODI is helping the employees at Udon Mastertech to come to work on time and encourage them to have the perfect time attendance.

> *"...After the OD interventions Udon Mastertech had improved our rewards and appraisal. Many employees were happier to have more rewards program. Now they have clear understanding why the company needed to do the OD interventions..."*
>
> Mrs. Siripimol S.
> HR. Manager.

Question 11: Do you have training in your department with topic, location, duration, frequency, training effectiveness and result after the training?

After the new employees passed their interview test, they will have to attend the orientation class when they start working on the first day. The orientation class will teach them about the rule and regulations, safety, attitude, and the system of the company. After the orientation class, the news employees would be specified the department and the section that they will be working with. For office section the new employees would start working and training with the supervisor in office for 2 weeks to see if they really understand their work. For production section will require 2 weeks training in class and 2 weeks training in line. Then the new employees need to take some test to see if they pass the training period or not. The employees could request for retraining from their line leader or their supervisor.

> *"...The training classes are very important for all employees. Especially, the orientation. However, after doing the ODI and see the great result of the leadership and communication lessons. All managers and employees are encouraged to have more special training lesson..."*
>
> Mr. Chatree P.
> Production Manager

Question 12: What method do you use to measure the job performance in your department?

For the office staffs, their papers works always have to be in quality control. Their works have to set up the time line with the correct information before turning their paper work to the human resource department.

For the operation staffs, they would have their target and time frame to finish up their orders. The finished goods would be sent to the quality control department to see if the goods pass their quality control or not. The goods that rejected have to be

reorder to produce again. Therefore, the goods that passed their quality control would be delivery to the main factory within dateline (on-time delivery).

"...The Company set the target and dateline for our employees. We have good control quality and on-time delivery for our customers..."

Mrs. Siripimol S.
HR. Manager.

Observation

1. Does the company have the instruction post properly around the work area and in the office?

Yes, the company has proper bill board to post all the information and rule & regulation for the employees to see around the work area and the office.

2. Does the production line is clean as the company received ISO 2000?

Yes, the production line is very clear and keeps the temperature 25C for the computer chips and all other products. The employees had to change their clothes before going in the production line. The company also provided the shower room and the change room if the employees are needed to clean themselves before working.

3. Does the company maintain a clean cafeteria?

Yes, the company provides the very big and clean cafeteria enough for 300-400 employees to use at the same time. However, the company has 3 lunch breaks and 3 shifts a day, so all the employees do not have to use the Cafeteria at the same. In addition, next to the cafeteria the company also provides some lockers and fitness for employees who like to work out.

4. Does the company provide the good transportation to work for employees?

Udon Mastertech just bought 1 new bus to for the employees to use in the morning, evening and night. The big bus with air conditioner could carry the passenger around 50 or more employees.

5. Does the company provide a proper parking for employee?

The company provided the proper parking with roof for 35-40 cars and also the space for 60-80 motorcycles to park the cover. Since the company has moved 3 time. The managing director thought that the company was needed to settle down in more space area. So the new company locates in more than 13 Rai which is around 6-7 acers.

4.3 Following details are to answer all the research questions:

4.3.1 What are the levels of employee commitment (Independent Variable), employee motivation (Independent Variable), job satisfaction (Dependent Variable) and job performance (Dependent Variable)?

From the result of the Pre-ODI and Post-ODI, the level of employee commitment (Pre-ODI $\overline{X}$ = 3.82, Post-ODI $\overline{X}$ = 3.87, Post ODI was $\overline{X}$ greater 0.05), employee motivation (Pre-ODI $\overline{X}$ = 3.7, Post-ODI $\overline{X}$ = 3.89, Post ODI was $\overline{X}$ greater 0.19) , job satisfaction (Pre-ODI $\overline{X}$ = 3.76, Post-ODI $\overline{X}$ = 3.89, Post ODI was $\overline{X}$ greater 0.13) and job performance (Pre-ODI $\overline{X}$ = 3.84, Post-ODI $\overline{X}$ = 3.96, Post ODI was $\overline{X}$ greater 0.12) had increased in the higher level.

4.3.2 What are the appropriate ODI to address employee motivation, employee commitment, job satisfaction and job performance in Udon MasterTech? This question is to answer the objective question no.3.

4.3.2.1 OD Intervention for Employee Commitment

As mentioned in Chapter 3, the researchers and the change team (including the manager and the managing director) organized the formal meeting, informal meeting and the special training and employee vision workshop.

Formal Meetings were conducted between the researcher and the change team several times. The main purposed of formal meetings were to have a clear job description, and to help the employees set up their goal to match with the company's goals. The researcher and the change team were able to come up with many activities for employees to participate.

> *"...It was a good experience to be able to brainstorm our idea for our employee best benefits..."*
>
> Mrs. Siripimol S.
> HR. Manager.

Informal Meetings were conducted at least once a week among the small group of supervisors and the employees. It could be conducted anytime when the employees have at least 5 employees and set up the informal meeting with the supervisors. These would help them to share their interest and interact freely.

> *"...I have never realized how much our managers and our supervisors care about us until I had a chance to share about my personal life. The manage team really care how we feel. I feel great to join Udon Mastertech now..."*
>
> The operation Staff

Special training was conducted in the leadership class for the managers and all supervisors. The class was conducted to improve their leadership skill, the confident of public speaking and communication effectively to employees.

> *"...I have learnt a los from this class. I was able to communicate to the production line staff better. I also have more confidence in public speaking now..."*
>
> The Supervisor

In addition, employee vision workshop was conducted for the employees to share their common vision to increase their commitment every 2 month started in August 2009. Employees saw things different. They took time to develop their common vision. Through the process of the team and workshop, it helped employees to develop a clear vision statement for themselves. The employees were able to identify their personal goal and interest.

> *"...This class helped understand my personal goal and interest now. Also I was able to make some new friends from this class. I will definitely recommend my friends to sign up for this class..."*
>
> The operation staff and the office staff

4.3.2.2 OD Intervention for Employee Motivation

The employee motivation was mainly purposed to encourage the staffs to work more effectively for the company and for their personal growth. The OD interventions conducted in formal and informal meetings, and activity.

Formal meeting were conducted between the researcher and the change team. The main purpose was to increase the motivation of the employees by improving the job design (including enriching job, empowering, allowing involvement, crafting job), and increase the financial incentive (including rewards recognition, linking pay to performance, and gain sharing) by increased bonus based on company performance and set up "the best employee award of the month" started in August 2009.

"...The Best Employee Award of the Month was great. I won this award last December. I felt great. Even the prize was not much, but it meant a lot to us. Thank you for creating this program..."

The operation staff

Special activities developed to increase the employee motivation. The activities were included the sports day within the company and with the other company around the city, the community service, field trip to make merit in Buddhism holiday, and also the field trip to other city once a year. All the employees were very happy to have chance to join the company trip together. Last November, the company took all employees for a trip to Pattaya for 2 days. The employees were truly appreciated about it. Some of the local employees were never even see the beach in their life. Many of them are looking forward the company field trip again.

"...I was so impressed about the company trip to Pattaya. I have to admit that I have never seen the beach before in my life. Thank you Khun Porntep for giving me this opportunity. I am looking forward for the trip next year again..."

The operation staff

"...I had a very good time going to the temple and made merit with my co-workers. Thanks for being such a good boss to us..."

The operation staff

4.3.2.3 OD Intervention for Job Satisfaction and Job Performance

The OD intervention that conducted to improve for job satisfaction and performance were reward activities and special communication training class.

There were rewards program beside the best employee award of the month, there was also the "time attendance rewards program" or "good time attendance paid." The employees who won the time attendance awards would also get the scholarship award for their children in the New Year party. In addition, the communication training lesson was included for the new employees on the orientation class.

"...The Time Attendance Rewards Program is an excellent program. This program gave me some courage to come to work with the company everyday. I am happy to receive more income from this program. I also got the scholarship for my children on the New Year Party..."

The operation staff and office staff.

"...The communication class was great. I was able to make some new friends from this class. This class was also gave me a nice break from my work..."

The operation staff and office staff.

4.3.3 Is there relationship with employee commitment (Independent Variable), job satisfaction (Dependent Variable), and job performance (Dependent Variable)?

There was a relationship with employee commitment (IV), job satisfaction (IV) and job performance (DV). After conducted the OD interventions to employee commitment (Pre-ODI $\overline{X}$ = 3.82, Post-ODI $\overline{X}$ = 3.87, Post ODI was $\overline{X}$ greater 0.05), with comparing both job satisfaction (Pre-ODI $\overline{X}$ = 3.76, Post-ODI $\overline{X}$ = 3.89, Post ODI was $\overline{X}$ greater 0.13) and job performance (Pre-ODI $\overline{X}$ = 3.84, Post-ODI $\overline{X}$ = 3.96, Post ODI was $\overline{X}$ greater 0.12) were improved in a higher level. Therefore, there was some relationship with these variables.

4.3.4 Is there relationship with employee motivation (Independent Variable), job satisfaction (Dependent Variable) and job performance (Dependent Variable)?

There was a relationship with employee motivation (IV), job satisfaction (IV) and job performance (DV). After conducted the OD interventions to employee motivation (Pre-ODI $\overline{X}$ = 3.7, Post-ODI $\overline{X}$ = 3.89, Post ODI was $\overline{X}$ greater 0.13), with comparing both job satisfaction (Pre-ODI $\overline{X}$ = 3.76, Post-ODI $\overline{X}$ = 3.89, Post

ODI was $\overline{X}$ greater 0.13) and job performance (Pre-ODI $\overline{X}$ = 3.84, Post-ODI $\overline{X}$ = 3.96, Post ODI was $\overline{X}$ greater 0.12) were improved in a higher level. Therefore, there was some relationship with these three variables.

4.3.5 Is there a relationship between job satisfaction (Dependent Variable) and job performance (Dependent Variable)?

After conducted the OD interventions to both job satisfaction (DV) (Pre-ODI $\overline{X}$ = 3.76, Post-ODI $\overline{X}$ = 3.89, Post ODI was $\overline{X}$ greater 0.13) and job performance (DV) (Pre-ODI $\overline{X}$ = 3.84, Post-ODI $\overline{X}$ = 3.96, Post ODI was $\overline{X}$ greater 0.12), there were improved in a higher level. Therefore, there was some relationship with these two variables.

4.3.6 The OD interventions had any impact on employee commitment (Independent Variable), employee motivation (Independent Variable), job satisfaction (Dependent Variable) and job performance (Variable).

From this action research after applied the OD intervention on employee commitment(IV), employee motivation(IV), job satisfaction(DV) and job performance(DV), the level of all variable that mentioned had increased (please see table 4.11). Therefore, the OD intervention had impact on employee commitment (IV), employee motivation (IV), job satisfaction (DV) and job performance (DV).

4.4 Following details are to answer the Research Hypothesis question:

$H1_0$: There is no relationship between and among employee commitment (Independent Variable), employee motivation (Independent Variable), job satisfaction (Dependent Variable) and job performance (Dependent Variable).

$H1_1$: There is relationship between and among employee commitment (Independent Variable), employee motivation (Independent Variable), job satisfaction (Dependent Variable) and job performance (Dependent Variable).

After conducted the OD interventions to employee commitment (ID), employee motivation (ID), job satisfaction (DV and job performance, all of the variables had increased. There is relationship between all the variables as presented in the beginning of Chapter 4. Therefore, rejected **$H1_0$** and accepted **$H1_1$**.

$H2_0$: There is no impact of ODI on employee commitment (Independent Variable), employee motivation (Independent Variable), job satisfaction (Dependent Variable) and job performance (Dependent Variable).

$H2_1$: There is no impact of ODI on employee commitment (Independent Variable), employee motivation (Independent Variable), job satisfaction (Dependent Variable) and job performance (Dependent Variable).

There was an impact of OD intervention on employee commitment, employee motivation, job satisfaction, and job performance. After the OD interventions, the level of employee commitment, employee motivation, job satisfaction, and job performance had increased in higher level. Therefore, rejected **$H2_0$** and accepted **$H2_1$**.

Chapter Five

Summary, Conclusions, Recommendations and Reflections

This action research studied the Impact of OD Interventions on the Impact of Organization Development Interventions on Employee Commitment (ECo), Employee Motivation (EMo.), Job Satisfaction (JS), and Job Performance (JP); A Case Study of Udon Mastertech Co., Ltd. This research was conducted with the objective of identifying the impact of ODI on employee commitment, employee motivation, job satisfaction, and job performance before and after ODI. The research was done with two groups. Group 1 was the 6 managers of Udon Mastertech who were involved in implementing ODIs and consulting questionnaires and the interviews that was used to identify the improvements and changes. Group 2 was 199 employees, 180 employees in the operation line, and 19 employees from the office. The action research made use of quantitative and qualitative approaches. The summary of the findings were as detailed follows:

5.1 Summary

5.1.1 The levels of employee commitment, employee motivation, job satisfaction and job performance.

After conducting the OD interventions on employee commitment, employee motivation, job satisfaction and job performance with formal meetings, informal meeting, special training (including leadership class, employee vision workshop, and communication lesson), and reward program & activities, the results showed positive improvements in employee commitment, employee motivation, job satisfaction and job performance.

5.1.2 The appropriate OD interventions to address employee commitment, employee motivation, job satisfaction and job performance in Udon MasterTech.

Appropriate OD interventions that conducted with employee commitment were as follows:

Formal meeting conducted between the researcher and the change team determined the clear job description and helped employees set up their goal to match with the company goal.

Informal meeting conducted at least once a week among the small group of supervisors and employees to share their interest and interact freely.

Special training conducted as leadership class for the managers and all supervisors to improve their leadership skills increased their self-confidence of public speaking and communication effectively to employees. The managers and supervisors used the knowledge in this class to lead their employees to work more efficient and effective.

Employee vision workshop conducted for the employees to share their common vision and increased their commitment. It helped them develop their clear vision and direction. This workshop mainly helped them identified their personal interest.

OD interventions that conducted with employee motivation were as follows:

Formal meeting were conducted between the researcher and the change team. The main purposed was to increase the level of employee motivation by improving the job design (including enriching job, empowering, allowing involvement, and crafting job) and increased the financial incentive (including rewards recognition, linking pay

to performance, and gain sharing) by increased the company bonus based on company performance and setting up "the best employee award of the month."

Special activities developed to increase the employee motivation. As mention in Ch.3, special activities were the company sport day, the community service, field trip to make merit in Buddhism holiday, and the field trip to other city once a year.

OD interventions that conducted to increase the level of job satisfaction and job performance were reward activities call "time attendance rewards program" or "good time attendance period," in which leaded to scholarships for the employees' children in the new year party. Moreover, the communication training lesson was included for new employees on the orientation class. However, the current employees could sign up and attend this class.

5.1.3 The relationship with employee commitment, job satisfaction and job performance.

There was a relationship with employee commitment, job satisfaction and job performance. After conducted the OD interventions to employee commitment, with comparing the pre-ODI and the post-ODI, both job satisfaction and job performance was improved as the result that presented in Chapter 4.

5.1.4 The relationship with employee motivation, job satisfaction and job performance.

After conducted the OD interventions on employee motivation, the employee motivation improved and so did the job satisfaction and job performance had increased. Therefore, there was relationship with employee motivation, job

satisfaction and job performance.

5.1.5 There was a relationship between job satisfaction and job performance.

After conducted the OD intervention on job satisfaction and job performance with the same method which were reward activities call "time attendance rewards program" or "good time attendance period," and the communication training lesson for current and new employees, the job satisfaction and job performance had increase as the result in Chapter 4. Therefore, there was a relationship between job satisfaction and job performance.

5.1.6 The OD interventions had any impact on employee commitment, employee motivation, job satisfaction and job performance.

From this action research after applied the OD intervention on employee commitment, employee motivation, job satisfaction and job performance, the level of all variable that mentioned had increased. Therefore, the OD intervention had impact on employee commitment, employee motivation, job satisfaction and job performance.

5.1.7 The Unexpected findings.

5.1.7.1 Since the company facing the external forces that cause the sales declined more than 60%, the researcher and the change team supported to pay on only salary based. Many male employees were allowed to become the monk for couple months and some employees were able to volunteer to take some leave without paid. Surprisingly, many employees understood about the company crisis and situation.

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They gave very well corporation. Many employees gave an interview wit the researcher that it happened before and they tried their best to be with the company in the crisis time. It was great commitment with the company that many employees felt their sense of owner ship and belonging to the company.

5.7.1.2. Informal meeting between the supervisors and employees was one of the good methods for them to share their point of views. Many employees felt great to have somebody to listen about their work, and their personal life topic beside their working time.

5.2 Conclusions

Applying ODIs to Udon Mastertech by using Action Research in the beginning of year 2009 had positive result including higher employee commitment, higher employee motivation, higher job satisfaction and higher job performance.

5.2.1 Employee Commitment

A. Affective Commitment

The affective commitment of the employees increased higher as a result after the OD interventions as the company became the good environment for the company to come to work. The employees tend to remain to work with the company.

B. Continuance Commitment

The many employees tend to realize that Udon Mastertech is the local company that they should work with. After conducted the OD intervention, the continuance commitment increased higher. The OD intervention helped to reduce the number of turn overrate of the company. At the same time the employees tend to

work together as a good team work after they were able to share their common goal and interest.

C. Normative Commitment

The employees were having a very positive normative commitment with the company. They were willing to stay and work extra long hours if the company needed their help. They understood that they company needed their support for the best interest of their goal and company's goal.

5.2.2 Employee Motivation

The employee motivation improved after applied the OD interventions. It helped the employee to have greater responsibility and sense of ownership with the company. Especially, the reward recognition program with the bonus incentive that based on company's performance helped them to realize that if the company achieved the goal and target, they would be part of the company success. Also the "best employee award of the month" was the program to increase their motivation to work as a good team player and good employee.

As mention in Chapter 4 and the beginning of Ch. 5, special activities included sport day, the community service, field trip to make merit in Buddhism holiday, and also the field trip to other city once a year helped the employees to feel sense of team work and sense of belonging with the company.

5.2.3 Job Satisfaction and Job performance

Effect of OD interventions on job satisfaction and job performance came from the rewards activities "time attendance rewards program" and scholarship for the children. It effected their psychological to encourage them to perform their best on their work task. Also the tardiness rate decreased after the time attendance rewards program had launched. In addition, after they had the communication training lesson, they tended to have better communication among their co-workers and supervisor.

5.3. Recommendation

5.3.1 Recommendation from the studies.

5.3.1.1. Since the leadership training class, employee vision work shop, and communication lesson created a great impact on the OD intervention, several manager, supervisors, and employees requested for more future class to increase their personal growth.

5.3.1.2. Employee commitment should be implanted to the new employees and the current employee. The change management team is still looking for the way to create a positive impact on employee commitment.

5.3.2 Recommendation for future studies.

5.3.2.1 As the company is the sub-contract company, the company is looking forward to have their own branding for the new market. The main company is supporting this area. Therefore, the future OD interventions with the future new marketing department will be an interesting topic to study.

5.3.2.2 In the near future Udon MasterTech should have the executive coaching from OD practitioner expert since the executive admitted that he has less experience on entrepreneur.

5.3.2.3 Many companies are interesting about OD interventions that will help their companies to improve their performance in which will lead to their companies and employees' success.

5.3.2.4 In the future the owner or the managing director will expand the company and reorganize the organization structure. The company plans to have a special training department. Therefore, the new OD intervention could be proposed in the near future.

5.3.2.5 The OD interventions in terms of clear vision or future search for the managing director, and the managers are the great topic to conduct. As the managing director is always looking for the opportunity and growth for the company and the employees, the OD interventions in term of clear vision and future search would help company to move forward in the changing world.

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5.4 Epilogue

In the beginning of the PhD. in Organization Development Program, the researcher thought that it was a great opportunity for the researcher to learn about OD in the real business world. Since the researcher chose the topic of this research, the researcher had in mind that is was the requirement of this program that the researcher had to do. However, when it came to experience the real ODI approach, the researcher had to spend one year with this research topic and the Udon Mastertech's real situation, the researcher realized that he was able to gain more knowledge in OD through actual OD Action research on people management and appreciate the opportunity to help Udon Mastertech improving employee and performance issue.

The researcher had gained so much knowledge while working on the action research with Udon Mastertech. The researcher was able to learn about the company history, organization structures, leadership and management styles, product knowledge, production assembly line, and was able to have a good friends 'relationship with the managing directors, managers, supervisors and some employees. While searching for some more information on secondary data from the ABAC libraries, and the e-journals, the researcher was able to gain some knowledge on finding some research data. In addition, by studying in the classroom, the researcher was able to practice and improve communication skill, and presentation skill with new knowledge. The researcher had gain more knowledge in employee commitment, employee motivation, job satisfaction, and job performance.

While conducting ODI, the researcher had a great chance to practice and improve people skill and communication skills by conducting the interview, presenting the idea of ODI, and the results of the finding to Udon Mastertech

managing director, managers, supervisors, and some employees. In addition, the researcher also gained more knowledge on the organization's culture and employee's behavior from the researcher's observation. The researcher has learnt to be a good team player with the change management team. Moreover, the researcher also learnt how the ODI worked how the ODI work in the real world and can be use to improve many organization performance. At the end, the change management team and the researcher were able to improve the organization performance and had very positive thinking about the ODI. The managing director and the change team will continue this research for their future study in the near future.

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APPENDIX I

QUESTIONNAIRE FOR EMPLOYEES

Dissertation entitled

Impact of Organization Development Interventions on Employee Commitment (ECo), Employee Motivation (EMo.), Job Satisfaction (JS), and Job Performance (JP): A Case Study of Udon Mastertech Co., Ltd.

By

Ruangyot Sanposh

Instructions *Kindly mark √ in ☐ or in column relevant to fact*

PART 1 Respondents' General Information

1. Age
   ☐ Less than 25 years ☐ 26-30 ☐ 31-35
   ☐ 36-40 ☐ 41-45 ☐ Over 46
2. Gender
   ☐ Male ☐ Female
3. Marital Status
   ☐ Married ☐ Single ☐ Separated ☐ Divorced
4. Education
   ☐ High School ☐ Technical School ☐ Bachelor
   ☐ Master ☐ Doctor
5. Position,
   ☐ Operation Line ☐ Office Staff ☐ Management
6. Years of work
   ☐ Less than 5 years ☐ 5-10 Years ☐ More than 10 years

PART II Levels of Opinions

SA: strongly agree **A:** agree **N:** neutral **D:** agree **SD:** strongly disagree

	Descriptions	SA	A	N	D	SD
A: Employee Commitment						
	Affective Commitment					
1.	I am satisfied with my job condition.					
2.	My job meets my expectation.					
	Continuance Commitment					
3.	My benefit is accrued where I am working now.					
4.	If I have a better pay job available, I plan to work with the new company.					
	Normative Commitment					
5.	I should stay with this company because the company always supports my idea.					
6.	I ought to stay with the company because the training or education they provide me.					

B: Employee Motivation						
7.	**Work itself** I have a clear job description.					
8.	I am happy with my work load and could balance with my personal life.					
9.	**Responsibility** I am happy with my job responsibility.					
10.	My skill and ability match very well with my job responsibility.					
11.	**Recognition and pride** I always receive an appraisal from my supervisor.					
12.	**Financial incentive** I get an extra pay for working over time.					
13.	I get some bonus from my achievement.					
14.	**Opportunity for career development** I have a clear career path.					
15.	I have an opportunity for promotion if I do my job well.					
C: Job Satisfaction						
16.	**Work itself** I have a clear work and task identity.					
17.	I have a reasonable working and OT hour.					
18.	**Job Variety** My job is challenge.					
19.	I like my job that it is variety (can rotate from 1 department to another in every 3 months)					
20.	**Autonomy** I have freedom to work independently.					
21.	I have good supervision.					
22.	**Goal determination** I always think about my career path.					
23.	My supervisor or manager helps me set the goal for my job.					
24.	I have a short-term goal that can be achieved.					
25.	I have a long-term goal that can be achieved.					
26.	**Feedback** I have a feedback from my supervisor or my manager.					
27.	Feedback session give me a personal development plan.					
28.	**Recognition** I get a present/recognition/appraisal from my manager when I do my job well.					
D: Job Performance						
29.	**Quality output** My supervisor and I agree on the quality of job performance.					
30.	I always produce good output that pass the quality standard.					
31.	**Quantity output** My supervisor and I agree on the quantity of job performance.(number of production / hour)					
32.	I always meet the target of the volume that I have to produce.					
33.	**Job effectiveness** I always come to work on time.					
34.	I always achieve that target of the company.					

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PART III **Additional Suggestions (if any)**

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แบบสอบถามสำหรับพนักงาน

การแสดงความคิดเห็น เรื่อง

ผลกระทบต่อการปรับปรุงพัฒนาองค์กรเรื่อง การผูกมัดให้พนักงานร่วมปฏิบัติงาน แรงจูงใจในการปฏิบัติงานของพนักงาน งานปฏิบัติที่ได้รับความพึงพอใจ และผลประกอบการทำงานของพนักงาน

กรณีศึกษาบริษัท Udon Mastertech จำกัด

โดย

เรืองยศ แสนโภชน์

ข้อแนะนำ *กรุณาทำเครื่องหมาย* √ *ใน* ☐ *หรือ ในคอลัมน์ที่ตรงตามความเป็นจริง*

<u>ส่วนที่ 1</u> ข้อมูลทั่วไปสำหรับผู้ตอบแบบสอบถาม

<u>คำชี้แจง</u> ให้ผู้ตอบแบบสอบถาม ตอบแบบสอบถามแต่ละข้อเกี่ยวกับข้อมูลทั่วไป และโปรดทำเครื่องหมาย / ใน ( ) หน้าข้อความ หรือเติมคำในช่องว่าง ให้ตรงกับความเป็นจริง

1. เพศ

   ☐ ชาย ☐ หญิง

2. อายุ

   ☐ น้อยกว่าหรือเท่ากับ 25 ปี ☐ 26-30 ปี ☐ 31-35 ปี

   ☐ 36-40 ปี ☐ 41-45 ปี ☐ มากกว่า 45 ปี

3. สถานะสมรส

   ☐ โสด ☐ แต่งงาน ☐ แยกทาง ☐ หย่า

4. การศึกษา

   ☐ มัธยมต้นหรือน้อยกว่า ☐ มัธยมปลาย ☐ ปวช .ปวส .หรืออนุปริญญา

   ☐ ปริญญาตรี ☐ ปริญญาโท ☐ ปริญญาเอก

5. สายการปฏิบัติงาน

   ☐ Operation Line ☐ ปฏิบัติงานในสำนักงาน

6. ระยะเวลาการทำงาน_____ปี

   ☐ น้อยกว่า 5 ปี ☐ 5-10 ปี ☐ มากกว่า 10 ปี

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<u>ส่วนที่ 2</u> ระดับความคิดเห็น

<u>คำชี้แจง</u> ขอให้ท่านพิจารณาข้อความแล้วตอบคำถามตามความคิดเห็นหรือ ความรู้สึกของท่าน และโปรดตอบคำถามนี้โดยทำเครื่องหมาย / ใน ( ) หน้าข้อความ หรือ เติมคำในช่องว่าง ให้ตรงกับความเป็นจริง

5 = เห็นด้วยอย่างยิ่ง 4 = เห็นด้วย 3 = ปานกลาง 2 = ไม่เห็นด้วย 1 = ไม่เห็นด้วยอย่างยิ่ง

	คำอธิบาย	5	4	3	2	1
การผูกมัดให้พนักงานร่วมปฏิบัติงาน						
1.	คุณพึงพอใจในหน้าที่การงานของคุณ					
2.	งานของคุณตรงกับความคาดหวังของคุณ					
3.	คุณได้รับผลประโยชน์ในที่ทำงานของคุณ					
4.	ถ้ามีงานใหม่ที่เสนอรายได้ที่ดีกว่า คุณวางแผนที่จะเปลี่ยนงานใหม่					
5.	คุณพึงพอใจที่จะทำงานอยู่กับบริษัทเพราะบริษัทสนับสนุนความคิดใหม่ๆ ของคุณเสมอ					
6.	คุณพึงพอใจที่จะทำงานอยู่บริษัทนี้เพราะการฝึกอบรมหรือการศึกษาที่ บริษัท มีให้คุณ					
แรงจูงใจในการปฏิบัติงานของพนักงาน						
7.	ทางบริษัทได้แจ้งให้คุณทราบถึงรายละเอียดงานที่คุณรับผิดชอบอย่างชัดเจน					
8.	คุณมีความพึงพอใจกับปริมาณงานที่ได้รับ และคุณสามารถแบ่งเวลางานและชีวิตส่วนตัวได้					
9.	คุณมีความพอใจกับงานที่คุณรับผิดชอบอยู่					
10.	ทักษะและความสามารถของคุณเหมาะสมกับตำแหน่งงานที่ได้รับมอบหมาย					
11.	คุณได้รับคำชื่นชมจากหัวหน้างานคุณเสมอ					
12.	คุณได้รับค่าตอบแทนเพิ่มจากการทำงานล่วงเวลา					
13.	คุณได้รับโบนัสหรือรางวัลจากความสำเร็จของคุณ					
14.	คุณมองเห็นอนาคตความก้าวหน้าจากการทำงานคุณที่ชัดเจน					
15.	คุณมีโอกาสที่จะได้เลื่อนขั้นถ้าคุณปฏิบัติงานดี					
งานปฏิบัติที่ได้รับความพึงพอใจ						
16.	คุณเข้าใจในลักษณะงานและหน้าที่ที่ปฏิบัติของคุณอย่างแท้จริง					
17.	คุณมีเวลาทำงานที่สมเหตุสมผลและมีงานล่วงเวลา					
18.	งานของคุณเป็นงานที่ท้าทาย					
19.	คุณมีความสามารถหลากหลาย ซึ่งสามารถย้ายไปทำงานในหน่วยงานอื่นได้					
20.	คุณได้รับอิสระในการทำงานอย่างเต็มที่					

21.	คุณได้รับการดูแลและชี้แนะที่ดีในที่ทำงาน					
22.	คุณคำนึงถึงความก้าวหน้าในหน้าที่การงานคุณเสมอ					
23.	ผู้จัดการหรือหัวหน้างานช่วยคุณตั้งเป้าหมายในการทำงาน					
24.	คุณมีเป้าหมายระยะสั้นที่สามารถทำให้บรรลุตามเป้าหมายได้					
25.	คุณมีเป้าหมายระยะยาวที่สามารถทำให้บรรลุตามเป้าหมายได้					
26.	คุณได้รับคำชี้แนะจากผลการทำงานเพื่อปรับปรุงงานให้ดีขึ้น จากหัวหน้างาน หรือผู้จัดการ					
27.	ผลการประเมินในการทำงานของคุณช่วยให้คุณวางแผนที่จะพัฒนาตนเอง					
28.	คุณได้รับรางวัล/ของขวัญ/คำชมเชยจากผู้จัดการหรือหัวหน้างานเมื่อคุณทำงานได้ดีและมีคุณภาพ					
ผลประกอบการทำงานของพนักงาน						
29.	หัวหน้างานของคุณและคุณมีความเห็นตรงกันต่อคุณภาพงานที่คุณปฏิบัติได้					
30.	คุณปฏิบัติหรือผลิตงานที่มีคุณภาพได้เกณฑ์มาตรฐานเสมอ					
31.	หัวหน้างานของคุณและคุณมีความเห็นตรงกันต่อปริมาณงานที่คุณปฏิบัติได้					
32.	คุณทำงานได้ตรงตามเป้าหมายที่ได้วางแผนไว้เสมอ					
33.	คุณมาทำงานตรงเวลาเสมอ					
34.	คุณทำงานประสบความสำเร็จตรงตามเป้าหมายของบริษัท					

ส่วนที่ 3 ข้อแนะนำเพิ่มเติม

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APPENDIXE II

ON-LINE ASSESSMENT FOR MANAGING DIRECTOR

FOR ALL THE STATMENTS BELOW, PLEASE SELECT THE OPTION THAT APPLIES BEST TO YOUR ORGANIZATION.

In our organization,

- We focus more on function (what and why) than on form (how and who), or
- We have a balance between function and form, or
- We focus more on form than on function.

Despite how things may appear, the real decision making power and political clout,

- Lies with staff functions (Finance, Accounting or Legal), or
- Lies with our line functions (Marketing, Sales, Operations or Product Development), or
- Moves around depending on the subject and does not stay with a particular department.

In our organization,

- Long term personal success stems from avoiding risk, or
- The more risks you take, the more successful you are.

In our organization,

- Almost everything is permitted unless expressly forbidden, or
- Most things are forbidden unless expressly permitted, or
- There are generally clear guidelines on what is permitted and what is forbidden.

In our organization,

- We generally beat our annual budget numbers, or
- Our results are difficult to predict, or
- It is a stretch to meet our budget targets, but we generally are able to hit those targets.

Our organization focuses more on,

- Future possibilities, or
- Past triumphs.

PLEASE SELECT ALL THE STATEMENTS THAT APPLY TO YOUR ORGANIZATION.

- ☐ Our organization lacks a set of systems and policies that work well for us.
- ☐ We do not have time for meetings.
- ☐ There is a "don't make waves" culture in our organization.
- ☐ We often rush our products or services into the market even though they still need more development
- ☐ Our Founder/CEO/President frequently vetos or changes important decisions made by others.
- ☐ Most people in our organization seem to be satisfied with what we have accomplished and where we are going.
- ☐ Many employees are overburdened with tasks and work without clear priorities.
- ☐ Our senior managers don't seem to share a common view of the company's goals, priorities and success strategies.
- ☐ Founder/CEO/President seems to be quite busy with things that do not directly involve our company
- ☐ In our organization, who is responsible for what, is unclear.
- ☐ Who has authority, to do what, is unclear or is constantly changing.
- ☐ We are profitable, but we are losing market share.
- ☐ Political gamesmanship governs decision making around here.
- ☐ We have a good track record of meeting or exceeding our financial goals.
- ☐ The phrase "because it's the policy" is overused in our organization.
- ☐ We seem to have trouble finding enough qualified people to manage all our

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business units.

☐ We have recurring problems due to cash shortages.

☐ We seem to respond to almost any opportunity that is presented to us (we operate with few boundaries).

☐ There is unresolved conflict in the management team, especially between the Founder/CEO/President and the second in command.

☐ We have strong traditions and ways of doing business that are important to us.

☐ If our Founder/CEO/President were to leave, our organization would probably not survive.

☐ We seem to be unwilling or unable to accept new and creative ideas from within our organization.

☐ We probably could not survive without the support of our parent organization (or government subsidies).

☐ Quite a few people in our organization behave as if our customers are a nuisance.

☐ We have too many internal conflicts, turf wars and back stabbing.

☐ Our revenues are falling.

☐ We have few working cost controls in place.

☐ There has been too much turnover in senior management position like the CFO or COO in our company

☐ In our organization there is an "us-versus- them" or "old timers vs. new comers" mentality.

☐ Senior staff enjoys too many comforts.

Source: http://www.adizes.com

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APPENDIXE III

FOCUS GROUP INTERVIEW CHECKLIST FOR MANAGEMENT TEAM

Please express your opinion on these following:

1. Your view on company strength and weakness of employee issue
2. Overall employee commitment and employee motivation in the company and your department.
3. Besides incentives, what kind of activity should be added to motivate staffs?
4. Do you think the employees in your area of responsibility match the job description?
5. With the workload your department has now, do you think you have enough employees in your department?
6. Any overtime now at your department?
7. What is your goal setting in your department?
8. What is your career development in your department?
9. Evaluation process in your department?
10. What is your rewards and appraisal system?
11. Do you have training in your department with topic, location, duration, frequency, training effectiveness and result after the training?
12. What method do you use to measure the job performance in your department?

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APPENDIXE IV

DETAILS OF RESPONDENTS

Position	No. of respondents
Managing Director	1
- Secretary	1
- Driver/messenger	4
- Purchase Officer	1
Operation Manager	1
Punching Product Manager	1
- Punching Product Clerk	1
- Process Engineer	1
- Customer Support Engineer	1
- Engineer Assistant	2
- Production Supervisor	2
- Production Leader / paperwork	9
- Production Operator	56
Assembly Product Manager	-
- Product Engineer	3
- Quality Engineer	1
- Engineer Assistant	1
- Production Supervisor	2
- Production Leader and paperwork	10
- Production Operator	81
QA Manager	1
- QA Supervisor	1
- QA Leader	3
- QA Operator	21
- Document Control & ISO Master	-
- Network Admin.	1
- IT. Officer	1
- Training Supervisor	1
- Training Officer	2
Maintenance Manager	1
- Engineer Maintenance	3
- Technician Supervisor	1
- Technician Leader	2
- Technician Support	9
- Engineer Assistant	2
Human Resource Manager	1
- HR Supervisor	1
- HR Officer	1
- Reception	1
- Janitor	6
- Clinic Officer	1
- Library Officer	1

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- BPI/Security	8
Accounting Manager	-
- Accounting Officer	3
Material Manager	1
- PC Officer	2
- Store Leader	1
- Store Clerk	2
- Store Officer	3
Facility Supervisor	1
- Facility Clerk	1
- Facility Leader	3
- Facility	4
- Gardener	1
Sub Total	269

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