

Abstract

This action research explored the initial impact of an organization development intervention (ODI) on performance management at departmental and cross-departmental levels and on the overall organizational effectiveness at Rose Media & Entertainment Co., Ltd. (ROSE). The study focused on setting up a performance management system (PMS) at ROSE that incorporated goal clarity, key performance indicators (KPIs), and performance feedback at the departmental level. The intent was to measure the impact of the PMS on the overall performance management, organizational effectiveness of the company in terms of departmental alignment around performance management, employee involvement and work performance.

The study was conducted at the departmental level in the company's head office from September 2009 to March 2010. The sample size used in this study was 107. The research design used in this study was a self-completion questionnaire and interview process to gather information from the study participants at ROSE. The study consisted of both qualitative and quantitative data analyses.

According to the results of the data analyses, organizational effectiveness in terms of departmental alignment around performance management, employee involvement and work performance of the company was increased after strengthening the performance management system (PMS) by focusing on goal clarity, key performance indicators (KPIs) and performance feedback.

The PMS was deemed useful in producing three significant results: clarifying the goals of the company at the departmental level, following up the company's work performance using departmental KPIs, and providing performance feedback at the

departmental level that could be used to improve as well as increase effectiveness in the company. The PMS was thought to impact not only upon organizational effectiveness, involving departmental alignment around performance management and employee involvement, but also on the work performance of the organization. Moreover, ODI activities such as coaching, skills training, monthly projects, team building and cross-departmental communication also helped to improve the overall organizational effectiveness of the company.

Keywords: Organization development intervention, performance management, organizational effectiveness, goal clarity, key performance indicator, performance feedback, departmental alignment, employee involvement, work performance, appreciative coaching.