



A Study on Work Attitudes, Employees Motivation and Job Performance and
Proposed OD Intervention: A Case of XP AN FY Construction Machinery
Distributor Co., Ltd

Yong Wang

An Action Research Submitted in Partial Fulfillment of the Requirements
for the Degree of Master of Management
in Organization Development and Management
Faculty of Graduate School of Business
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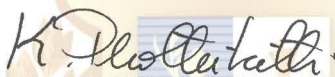
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Action Research Title	Developing Teamwork, Internal Communication, Employee Behavior and Performance: A Case Study of Dong Cheng Tao Yuan Chun Xiao Kindergarten in China
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The Graduate School/Faculty of Graduate School of Business, Assumption University, has approved this action research as a partial fulfillment of the requirements for the Degree of Master of Management in Organization Development and Management.

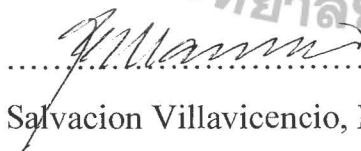


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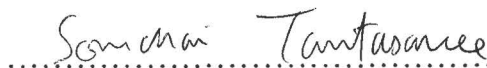
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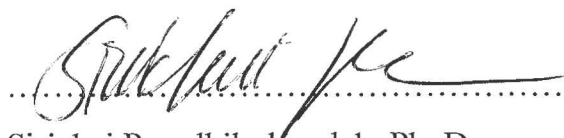
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Abstract

The purpose of this research study is to describe and analyze the current situation of the company in terms of Work attitudes, Employees Motivation and Job Performance. On the basis of the initial assessment, the researcher identifies, develops and proposes appropriate OD intervention for Work attitudes, Employees Motivation and Job Performance in FY Construction Machinery Distributor.

Using the action research model, this study at the diagnostic phase used survey questionnaire to collect quantitative data from 51 respondents who are employees of FY Company. Appropriate SPSS program was used to analyze the result of research such as descriptive statistics, average weighted mean.

Findings show that Work attitudes, Employees Motivation and Job Performance were internal connected. It also shows that the result of OD intervention can impact and support area to improve together.

Therefore, it is strongly recommended to improve Work attitudes, Employees Motivation and Job Performance to increase positive attitude, effective motivation system and towards good job performance.

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I would also like to say thank you to the manager and staff of FY Company, who have been so kind as to provide me with the information for my thesis.

I would also like to tender my sincere thanks to my parents, and friends for their endless support, advice and understanding. My study could not have finished without their love and support.

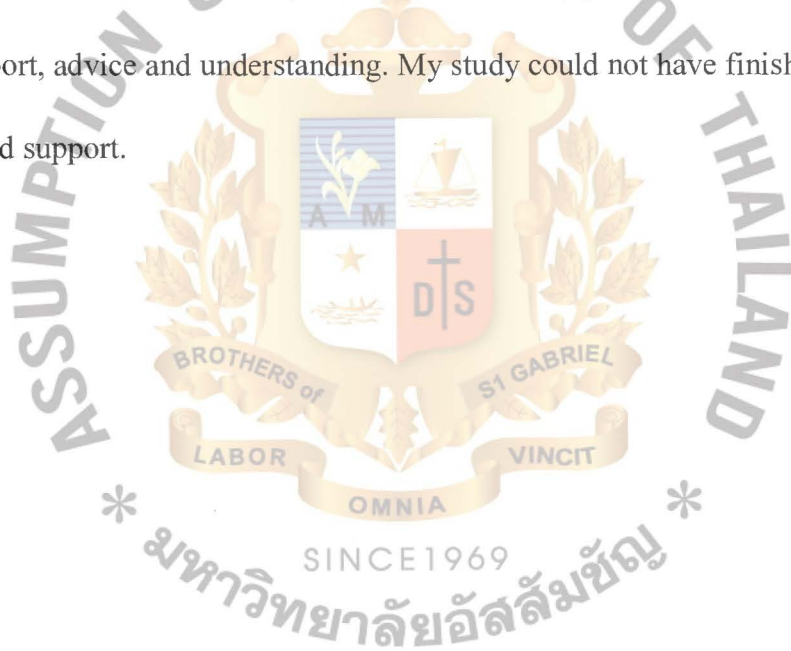


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Chapter one

The Potential Challenge of Change

Generalities of the study

It is now a globalised business world, which is particularly determined by the fast development of information, telecommunication and transportation infrastructures. Although globalization gives companies many opportunities, it also makes them face more threats from the global competitors. Under such a condition, a huge number of firms are seeking to increase their competitive strength by a variety of ways. One critical factor for companies to survive and develop in a competitive environment is to understand how to use their human resources efficiently. As a part of human resource management, performance management can largely improve a firms' competitive strengths by its way to combine companies' over all strategies with employees' daily activities.

The purpose in this paper is to understand the whole picture of the Construction Machinery Distributor business to understand the current situation and then as an OD consultant the researcher can be clear and definite that problems are from the root cause to provide and suggest effective solutions. At the end of the assignment the researcher will choose the best solution for the company and for the purpose of Employees' satisfaction, Motivation and Job Performance.

In the first chapter, the researcher will start from the general information of the construction machinery distribution business between Global, Asian and Chinese contexts to introduce the background. The researcher will mainly focus on the company's background and current situation and choose the SWOT analysis to describe the current situation.

Introduction of the Construction Machinery Distribution business

The relationship between distributor and manufacturer are buyer and seller, distributors are completely independent businessmen in the relationship. It is different with the agents; distributors have individual distribution rights without any constraint after the distributor buys products from the manufacturer. They can only accept the contract limit distribution. Meanwhile they also take more risks and responsibility in the business.

The construction machinery distribution industry specializes in construction machinery's agency, sales and service, such as Concrete Placing Boom, Building Hoist, Tower Crane, and Trailer Concrete Pump.

1.1 Background of study

Global Context

The pattern of international construction machinery market, even though is changing, there is no fundamental change until now. According to China's Construction Machinery Market Research 2008-2009 Annual Report.; North America, Western Europe, China and Japan were the four biggest major markets and still dominate 70% construction machinery market share as Figure1 shows:



Figure 1.1: The regional construction machinery market share in 2008

Source: China Construction Machinery Market Research 2008-2009 Annual Report

Even though the world economy affected by the economic crisis in 2008, the European construction machinery sales rate still increased nearly by 4% and in 2009 by 5%.

Meanwhile, European construction machinery lease market is also growing fast, where there are already established 40,000 construction machinery lease companies in the year 2008, and there were also 21,000 warehouses and the total turnover of 24.3 billion Euros. (China Construction Machinery Market Research 2008-2009 Annual Report)

In the four biggest markets, North America, Western Europe, and Japan are very mature markets, in their countries, the company not only focus on their product, technology and customer, the employees are also played important for the organization's improvement.

Front-line are where the heart of service delivery lies. Also, they represent the employer they work for. (Oldfield and Baron, 2000) It can be said that in many ways employees may be the only option for a service provider to differentiate itself. (Palmer, 1994) As the Lynn Vos mentioned that "People: The most important assets of any company". (<http://www.georgiasbdc.org/pdfs/vos09.pdf>)

According to the Volvo CE Hakan Hallen said "In one stroke we grew our company by percent", he says. "with 9,700 employees and US \$ 2.4 billion in sales, we have the scale to compete successfully anywhere in the world. We have also established a firm foundation of open communication, and equitable human resources policies are in the works-which should enable both cultures to from each other for decades to come." (Biswajeet Pattanayak, 2005)

Regional Context

Japan is the second biggest construction machinery products country in the world. Because of the special geological structure in Japan, the internal construction investment has always been around 4,500-4,900 hundred million U.S. dollars in every year, which directly provide good construction machinery market environment, and their construction machinery export also takes large proportion of the Japanese production. (China Construction Machinery Market Research 2008-2009 Annual Report)

One main characteristic of the Japanese style of human resource management is offering lifetime employment to the company employees. Lifetime employment is highly regarded in the Japanese community and is very positive in the fact that it allows workers to better identify with the long-term goals and future of the company. Work becomes part of the private life, and private life becomes a part of work. Employees devote their whole lives to the company.

(<http://www.onken.com/classroom/internationalmanagement/Japan/HumanResource.html>)

China context

From the year 2006-2010, the Chinese construction machinery kept the rapid growth, in 2006, the construction machinery total industrial output value increased to reach to 37.18%. Because of the good economic environment and fixed asset investment growth, the total industrial output was increased over 40% in year 2007 and 2008. After the 2008 economic crisis, depended on domestic and international economic recovery, the total industrial output had also increased 49.64%. There are three major construction industries which played the leading roles, which are Real Estate, highway and rail. (China Construction Machinery Market Research 2008-2009 Annual Report)

Since the Chinese construction machinery technology is not very high, most of heart parts such as engine, gear box and hydraulic pumps still depend on import as the table shows. So the construction machinery market has been impacted by 2008 economic crisis a lot. Many companies are forced to change their policy to get rid of

the economic crisis. (China Construction Machinery Market Research 2008-2009 Annual Report)

Unit: hundred million ¥, %

	Sales revenue	Sales revenue Increased rate	Profit	Profit Increased rate
2006	969.96	34.17	64.97	114.10
2007	1346.28	46.17	143.28	141.56
2008	1956.77	41.48	133.50	-7.54
2009	2568.02	20.09	215.34	49.41
2010	4034.97	55.29	421.58	47.73

Figure 1.2 2006-2010 construction machinery industry change

Source: 2011 Construction Machinery Annual Report

In China, Human Resource management is still evolving. It is a challenges for hiring good quality HR staff. Many organizations assert they have high-level strategic HR departments, but true is China has fall behind 15 years ago than U.S. in Human Resource development.

According to the 2010 Foreign and Chinese Private-Owned Companies Talent Competitiveness Survey by Manpower Inc (NYSE:MAN), a very famous head-hurter, they surveyed 1,041 Chinese job seekers and human resource professionals from 1,143 businesses, in 2010. They found that the employee satisfaction in private company was quite lower than foreign companies, especially in North China an economic developed area. As Figures 2 shows;

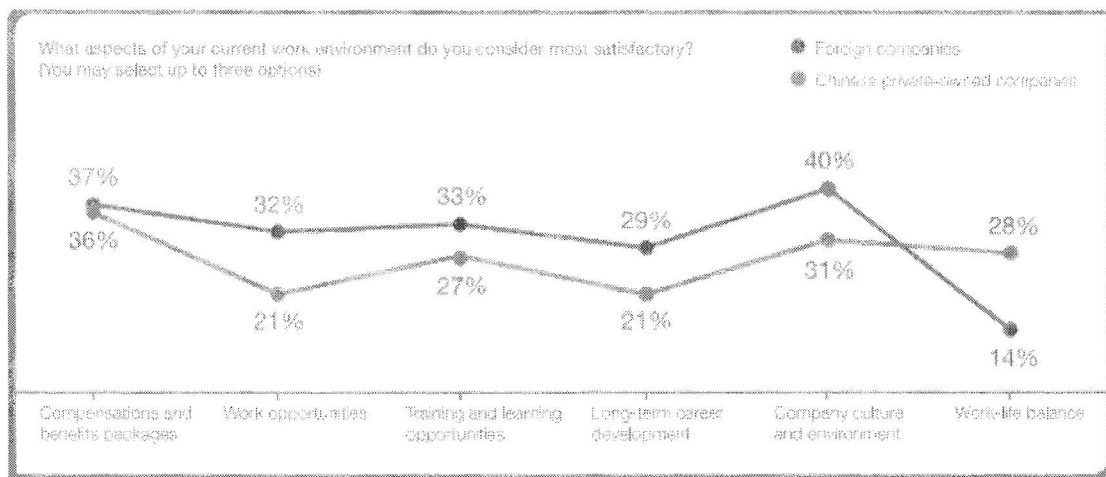


Figure 1.3 Employee Satisfactions - North China

Resource: Manpower Inc Survey 2010

1.21 Profile of the Company

XI'AN FY Construction Machinery Distributor Co., Ltd was established in August, 2000 with 10 million Yuan registered as capital in XI'AN. The company is a sales agent specializing in research, development, marketing and lease service of construction machinery; concurrently engaged in machinery parts, auto parts, building materials, hardware and automotive sales.

At the beginning of the year there were only 20-30 employees, most of them did not have high education but had very expert skills in construction machinery. With the company size and experience, their strategy was only to survive, experiences and good reputation in the local area but now, the company has 50 staff from junior college or higher education employees, secondary education level of 40 employees, and 38 professional maintenance staff. .

Since the year 2005, the company changed the strategy to expand, FY Company has to 5 branch offices, located in Gansu, Shanxi, Ningxia, Xinjiang, Inner Mongolia,

which separated to three big region: Chengdu Region, sale department A and B. As a professional distributor of construction machinery, their main products already include Concrete Placing Boom, Building Hoist, Tower Crane, Trailer Concrete Pump and fittings.

In 2008, the company had to stop their strategy to expand, because of the world economic crisis; the company's profit was for the first time turned to negative, the fast expansion before 2008 brought a lot of pressure on company's finance. The company used the new policy and evaluation system to earn more profit.

Organization vision and mission

The company's vision is to have the image of the future business or strategic intent. Vision target is the root cause of the company's existence, reflecting the company's ultimate direction. Lead all staff move in this direction. The FY Company's Vision is "Create Customers Value, have a sales network covering agents northwest of China" in order to achieve the corporate vision.

Organization structure

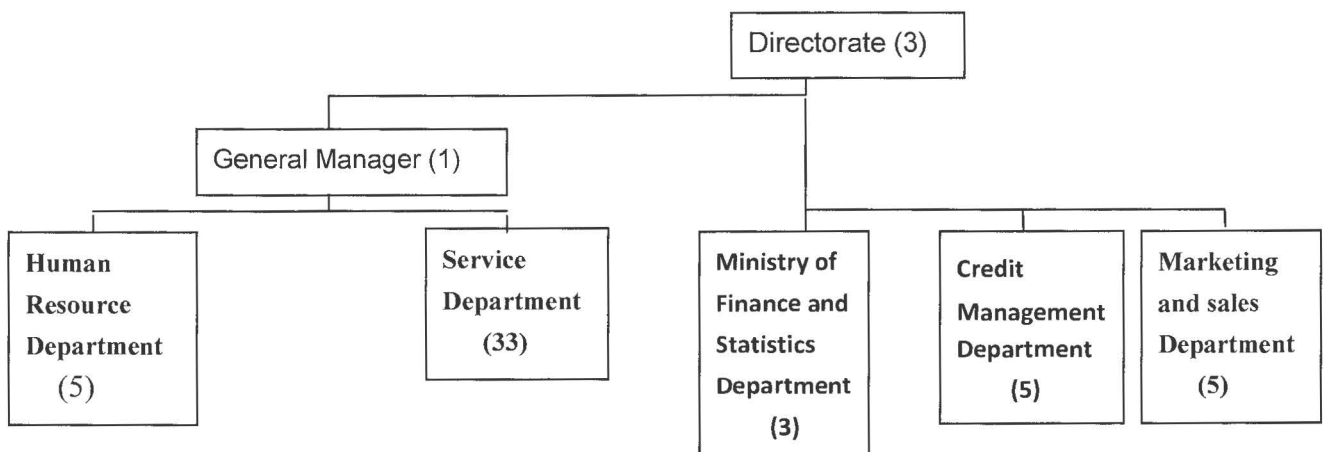


Figure 1.4: The table of organization structure

FY corporate headquarters is located in Xi'an Under the company; it also has 5 branch offices, located in Gansu, Shanxi, Ningxia, Xinjiang, Inner Mongolia and other places. The company sets up Marketing department, credit management department, sales department and so on. FY Construction Machinery Distributor structure is like a bureaucracy of the organizational design.

The bureaucracy is characterized by highly routine operating tasks achieved through specialization, more formalized rules and regulations, tasks that are grouped into functional departments, centralized authority, and narrow span of control, and decision making that follows the chain of command. Like most medium and small sized private-run enterprises in the early days, according to the quasi-family management and under the maintenance of emotional bonds. Team members help each other and pool the wisdom and efforts of everyone. But after the development and expansion of the organization, there were various problems such as: bureaucratic tendency to focus on the internal distribution of benefits and ignore the external benefits created, lost business passion. The decision making process of FY is quite centralized.

Current Situation

FY Construction Machinery Distributor is a company that has problems with its human resources management because there is no effective Human Resource function in the organization. Work attitudes, Employees Motivation and Job Performance processes are carried out by the owner. Most of the employees were not competent in

their job. As for human resource development, the company only provides one-job training, but there is no job evaluation and tracking on how their job performance is improving.

The company was mostly like a family business which used the bureaucracy of control. Until the company's policy and strategy change because of the economic crisis, most big decisions made by the owner in order to catch more profits. However most employees set their career development as a goal of their working life and it has been suggested that they should select the organization that matches with their own characteristics, to avoid dissatisfaction of employees, when organizations plan to change the structure or there will be a job rotation, they need to identify the personal characteristics of each candidate. If employees find that they do not fit within the organization they selected, they will choose to leave that organization.

According to observation of researcher and interview some managers and employees the following are the problems that occur in FY Company.

- Lack of support organizationally: Although, the management is open to change but management's policy of each segment is not clear which caused lack of support organizationally, unclear business plan and direction which affects sales performance in terms of sales criteria and revenue recognition.

According to these areas of weakness, the researches could assess the employees' perception on work attitudes and identify the corporate orientation.

- Bad working attitude: There are some mistakes in the daily working but actually which should not happen with employee which is a reduction in productivity there should be no reasonable errors in working, tardiness and absenteeism, and lack of interest in their positions.
- Low Customer satisfaction: Some customers claim that they were waiting for a long period to get the right staff that can help them, and the customer service is difficult to contact. In the interview most employees feel a lot of pressure, which made them lose passion and feel no safety for their job.
- Poor Incentive Policy: After the economic crisis, the owner also felt much pressure of financial problems. So in order to offset the negative of the influence from the profit lost, the owner made the incentive system to evaluate employees by using KPI which is based on personal profitability and the financial losses. So most employees cannot get any bonus even though they are over working on their job but without enough profitability or during organization financial losses.
- Low competence of employee: Unskilled employees are mostly lack of Knowledge enhancement and lack of variety product. Since the construction machinery industry is in a high technology area, every year has a lot the new technology and very large variety products come out. So the employees need to keep improving themselves.
- Injustice evaluation system: According to the interviews with most employees, the researcher found that the employees think that every year the employee

evaluation is just a form. The evaluation was made by their managers, the most important factor for the evolution was personal profits, but others like working attitudes, discipline are not important for the evaluation system.

SWOTAR Analysis

To better understanding the current situation of the organization, the researcher choose the SWOT analysis to identify the strengths, weakness, opportunities and threats of the organization.

Strengths	Weaknesses
<ul style="list-style-type: none"> - Financial stability - Strong experiences in the business fields - Long-term relationship with clients. - Good reputation and credit in location 	<ul style="list-style-type: none"> - High-employees turnover - Lack of support organizationally - Injustice evaluation system - Poor Incentive Policy(Only bonus paid based on profitability without any safety, insurance and security policy) - Low Customer satisfaction - Low working attitude - Lack of competence of employee
Opportunities	Threats
<ul style="list-style-type: none"> - Chinese Government support - Important economic industry in the country's developing - Growing of market - Huge market potential 	<ul style="list-style-type: none"> - Big competitive want to expand into China(International company) - High demand for highly skilled employees - Influence by international producer - Rapidly expanding brings more pressure with financial and management problems

Aspiration	Result
<ul style="list-style-type: none"> - Expanding to be biggest private owned company in the location 	<ul style="list-style-type: none"> - Fast to get rid of influence economic crisis - Improving their competitiveness to catch with most of international company

Figure 1.6 SWOTAR Analyses

Strengths

The construction machinery is not a one-time business. The product always has a long time using life. The maintain services and machinery parts update even more important than product selling. Even though the company has a lot of human resource problem. But their financial condition has been stable every year.

The FY Company has run only for ten years. But in this very small business field, 10 years experiences are very important for a small market, before ten years ago, there were only a few competitors in this market. They already used the time to build the long term relationship with client, good reputation and credit in location.

Weakness

High turnover is the biggest problem for FY Company, because it directly affects the company's stability. There are a lot of reasons to cause the high turnover, but the biggest reason is the poor incentive policy and Injustice evaluation system in the company, which did not only affect a part of people in the company, but the whole employees in the company. The company uses only bonus to motivate their

employees and the KPI evaluation is also based on the company profitability. Most of the new employee did not get anything because of the less experiences and low performance. Most employees do not only expect for the bonus, but also a good working environment or security insurance is more important for them. In the interview most of employees feel the incentive policy and KPI evaluation are unfair and unreasonable, that is why employees lack motivation and high turnover in the company.

Head hunter is another reason for the high turnover. During more and more competition, talent has become more important. Knowledge of construction and skill is very useful for the sales and maintain once service. The competitors propose better condition for experience and highly skilled people.

The low training obviously has responsibility for employee's low performance. In the interview with some managers they received more and more complains about their service decrease such as waiting time being too long, the sales persons lost passion. Most unskilled employee came from the recommend, their competence was not tested and other job mistake will waste time to check by their recommend.

The company has some small groups it is easy to make problem big, sometimes when an employee leave to the company, it will influence the whole group to leave. And if a unskilled employee in this group, others have to waste time to help him, or hide for him.

Opportunity

Construction, highway and rail are three major industries played the leading roles in the rapid growth of Chinese economic, which are all connect to the construction machinery industry. During the few years the construction industry is one of the pillar industries in china and bringing a huge market potential than before. And because it is being more important economic industry in the country's developing, the government provided many supports to the construction machinery organization such as easy loan, policy facilitation. The best opportunity of the FY Company is the government supporting, their construction machinery industry is growing fast.

Threats

Nowadays influence by international producer still is biggest threat in the construction machinery industry. Most of high technical machinery is always based on import. Because of the backward production technology, some of the high technical machinery and machinery parts cannot be produced by Chinese producers. During the 2008 world economic crisis, because of the increased import costs, even though sales revenue increased rate still kept 41.48% as usual but the profit increased rate even dropped 149.1 percentage points reached to -7.54% in 2008.

The second threat is high competition. Following the demand increase, more and more competitors went into the market and this number is still growing. High demand for highly skilled employees is a problem for every construction machinery company. Because highly skilled employees and experts always be difficult to training, which need a lot of time, experiences and good training.

Blind and fast expansion is a threat for FY Company, which is not a correct choice to keep the company sustainably developing and win from the high competition. Even though maximizing the benefits is Understandable for every company, but a company's development is always being a long-term process. How to sustainably develop is more important than short time expansion. Blind and fast expansion can only lead the company to death. Huge investment and unaffordable employees can easily let the company lose control. Sometimes effective team working and good services are keys to determine the success of the company in more and more competition.

Aspiration

For the long term of the expectation of the company, during the 10 years efforts, for a private company the owner already developed the company from a small business with 20 people to a middle company with over 100 people. Even it was very hard, but depend on the good situation at present in china they owner absolutely wants to expand their company to be biggest private owned company in the location.

Result

Even though the economic crisis was over for two years, but the influence is still impacting the company from financial, management and policy. After the crisis, there are more and more international company found that China has a stable economic developing even during the economic crisis, so most of international company wants to come into Chinese market. It will be a big threat for a local private company; they

know they have a lot shortage. FY Company need quickly to get rid of influence economic crisis and improving their competitiveness to catch with most of international company.

1.3 Research Objective

1. To describe and analyze the current situation in term of Work attitudes, Employees Motivation and Job Performance.
2. To identify the appropriate ODI and propose recommend appropriate OD intervention to improve Work attitudes, Employees Motivation and Job Performance.

1.4 Statement of Problem

The main purpose of the study is focused on employees' Work attitudes, Employees Motivation and Job Performance and propose OD.

1.5 Research question

1. What is the current situation of the company in terms of Work attitudes, Employees Motivation and Job Performance?
2. What are the appropriate OD Interventions to be recommended for Work attitudes, Employees Motivation and Job Performance?

1.6 Definition of Terms

Work attitudes: It defined as the degree of feeling, beliefs, and behavioral tendencies towards various aspects of the job itself, the setting in which the work is conducted, and for the people involved. (Greenberg & Baron, 1997)

Job satisfaction: It is defined as an affective reaction to a job that results from the employee's comparison of actual outcomes with those that are desired. (Cranny, Smith & Stone, 1992)

Organization commitment: It is defined as the extent to which people identify and bind themselves with their organizations. (Robbins, 2001)

Employees' motivation-Employee's motivation is a dynamic drive that influences people in term of decisions, actions and behavior. Motivation is primary connected with what energizes human behavior, what direct or channel such as behavior, and how behavior is maintained or sustained. (Porter, L.W., Bigley, GA., & Steers, R.M. 2003) During the organization limited competence to satisfy the employees needs in order to drive the employees decisions, actions and behaviors to the positive change to encourage employees having good performance for a long term.

Job performance-all of the behaviors associated with task performance employees engage in while at the work. (Jex, 2002) It is the outcome of employee issue during in their working, which can impact organization performance to a positive or negative direction.

1.7 Significance of the study

Organization Development is very new for most Chinese private company; some of them even do not have a complete structure. The leader usually uses their experiences and personal judgment to diagnosis to change. This research uses the OD intervention to solve the internal problems of employees' satisfaction, motivation and performance from FY Construction Machinery Distributor Company.

For the FY Company, this is the best chance to know the importance of OD program and help the manager realized the internal connection from employees' behavior to organization behavior, and find out their strengths, weakness, opportunity and threats.

For the researcher, it is a good trying to use the OD theory to gather information, analysis and diagnosis the information in order to solve the problems from the company organization, clearly to see how the employees' behavior impacted the whole organization.

1.7 Scope and Delimitations of the study

The researcher only can use a propose ODI to finish this action research. Because as a new program to help the organization and people success in the developing change, OD was be accepted carefully by most of people and organization. Even though there are a lot of help in this action research, but the top manager still refused to implement this action research into their company, finally

The researcher will taken three months (April to June of 2010) in collecting data and gathering information by means of observation, interview and questionnaire

surveys. The delimitation of study concerns the data gathering process and organization development intervention. The respondents might not cooperate and answer the truth questionnaire and interview.



Chapter Two

REVIEW OF RELATED LITERATURE

This chapter depends on the researcher's reading and understanding which includes many resources from books, journals, websites and thesis's literature review related to the Work attitudes, Employees Motivation and Job Performance in the human resource department.

2.1 Organization as a system

Traditional theories think of organization was a closed system in 1960s, which was autonomous isolated from the outside world. But during the holistic and humanistic ideologies appeared, organization as a closed system failed to explain the environment influences impacted to the organization, then it was abandoned until now. After that the first person's contribution to organization as an open systems theory is Ludwig von Bertalanffy (1956).

Organization is an open system, the two persons Daniel Katz and Robert Kahn (1978) successfully complete the theory with a framework of open system, which based on three elements: energetic inputs, transformation and energetic outputs. The element inputs includes both influences from internal and external environment such as raw materials, people, information resource. Transformation is process to transform inputs to outputs such as products and good services. The last step is feedback the outcomes to recycle outputs to inputs. (Scott, 1998)

In certain streams of business science, organizations are seen as open systems. The idea behind this perception is that organizations cannot be closed because they

“are affected by their environments, and, in turn, affect their environments. The open model reflects the dynamic interaction of the organization system within various aspects or systems in the external environment.” [BANNER, 1995; 77 et seq.]

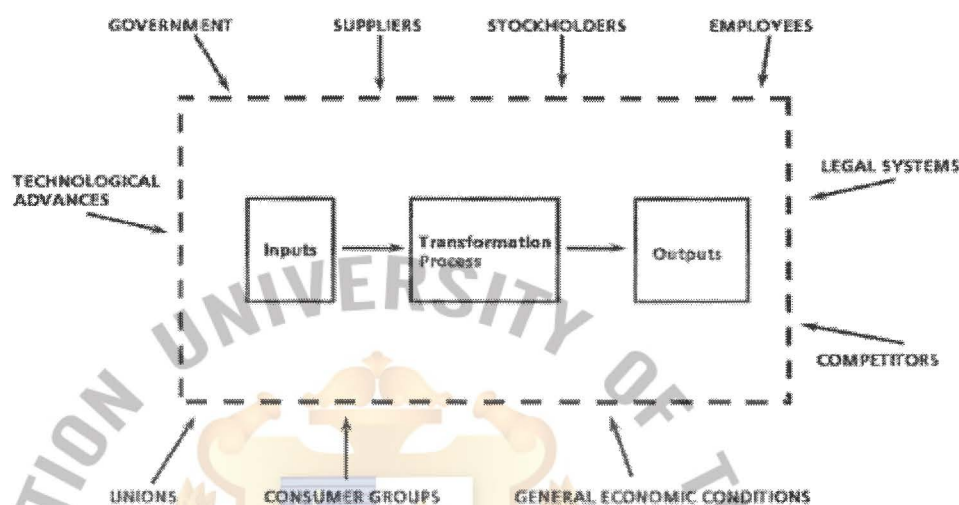


Table 1: The Nature of an Open System (BANNER 1995, p. 78)

Figure 2.1: The Nature of an Open System (BANNER 1995, p. 78)

Harvey and Brown (1996) had mentioned in their book is an organized unitary whole composed two or more interdependence parts components, components, or a sub system and delineated by identifiable boundaries from its environments. To diagnose a human function should analysis the influence from outside environment rather than focus on the static human resource. To study on the employee's satisfaction, motivation and performance will follow the three basic elements flowing structure

2.2 Organization Development

In the 1950s and 1960s a new, integrated approach originated known as Organization Development (OD): the systematic application of behavioral science knowledge at various levels (group, intergroup, and total organization) to bring about planned change (Newstrom & Davis, 1993)

Organization Development (OD) is a process by which behavioral science knowledge and practices are used to help organizations achieve greater effectiveness, including improved quality of work life and increased productivity (Cummings, & Huse, 1989)

During the organization development, to utilize organization behavior knowledge achieve organization effectiveness needs both an understanding of human behavior and organization behavior. Organization can be viewed as consisting of individuals interconnected as member of social networks interpreting, creating, sharing and auctioning on the information and knowledge. (Michael H.Zack 2000)

So Organization development is a long-term process supports from the top of organization to increase the organization effectiveness and health, through planned interventions in the organization process depend on understanding of human behavior and organization behavior. (Harvey and Brown 1996)

2.3 Change management

Change means the new state of things which is different from the old state of things. The field of OD was established to help leaders address and embrace change, to view change as an opportunity rather than a threat.

Organization as an open system is influenced from both from internal and external environment in the organization development; the organization should be change as the environment for survival into the new condition. Organization change management is the process, tools and techniques to manage the people-side of business change to achieve the required business outcome and to realize that business change effectively within the social infrastructure of the workplace (Jeff, 1996).

So changing the organization behavior can be started with the change in human behavior because humans are the smallest part of the organization, organization behavior and human behavior both consist of organization behavior knowledge used to achieve organization effectiveness. But there is no one absolute way to change to a direction. If there is a one idea can be summarized as an OD based philosophy must be action research, which conceptualized by Kurt Lewin and he also elaborately expand from other behavioral scientists. Wendell L French and Cecil Bell define organization development (OD) at one point as "organization improvement through action research". (Wendell and Cecil, 1998)

The process of change in action research model has three steps: (1) unfreezing: Faced with a dilemma or disconfirmation, the individual or group becomes aware of a need to change. (2) Changing: The situation is diagnosed and new models of behavior

are explored and tested. (3) Refreezing: Application of new behavior is evaluated, and if reinforcing, adopted.

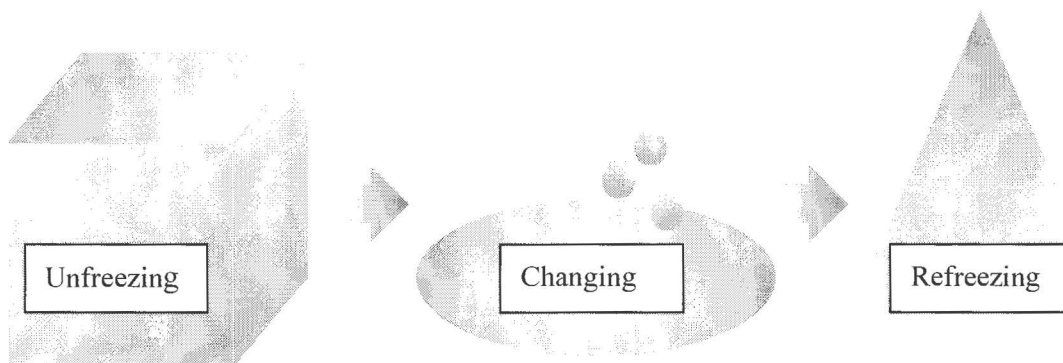


Figure 2.2: lewin's change management model

<http://www.entarga.com/orgchange/InfluencingIndividualChange.pdf>

Edgar schein(1987) took the good idea of lewin's model and developed to create it with specifying the psychological mechanisms to each stage as shown in the figure 2.2 . In stage one, breaking freezing create motivation through disconfirmation, where present conditions lead to dissatisfaction, such as not meeting personal goals which can create the guilt and anxiety to motive provision of psychological safety. Stage two changing through cognitive restructuring, because the person needs information and evidence to show that change is desirable and possible. Stage three, to integrate the new behavior into the personality and self-concept and fit the new environment.

- Stage 1** Unfreezing: Creating motivation and readiness to change through:
- a. Disconfirmation or lack of confirmation
 - b. Creation of guilt or anxiety
 - c. Provision of psychological safety
- Stage 2** Changing through Cognitive Restructuring: Helping the client to see things, judge things, feel things, and react to things differently based on a new point of view obtained through
- a. Identify with a new role model, mentor, etc.
 - b. Scanning the environment for new relevant information
- Stage 3** Refreezing: Helping the client to integrate the new point of view into
- a. The total personality and self-concept
 - b. Signification relationship

Figure 2.3: a Three-stage Model of the Change Process
Porter, Bigley, and Steer, (2003) p.82

Organization Development Intervention

OD Interventions is using the OD technical tools or method to intervene the organization development to a good way or expected output during the organization change. It is a change process setting in order to help the organization development in the action research stage, it is structured activities, or a way of technical method to solve the social problem and task performance, which is designed individually or in combination by the members of the client system. The OD intervention range is based on the organization development, from those designed to improve the effectiveness of individuals through those designed to deal with teams and groups, intergroup relations, and the total organization.

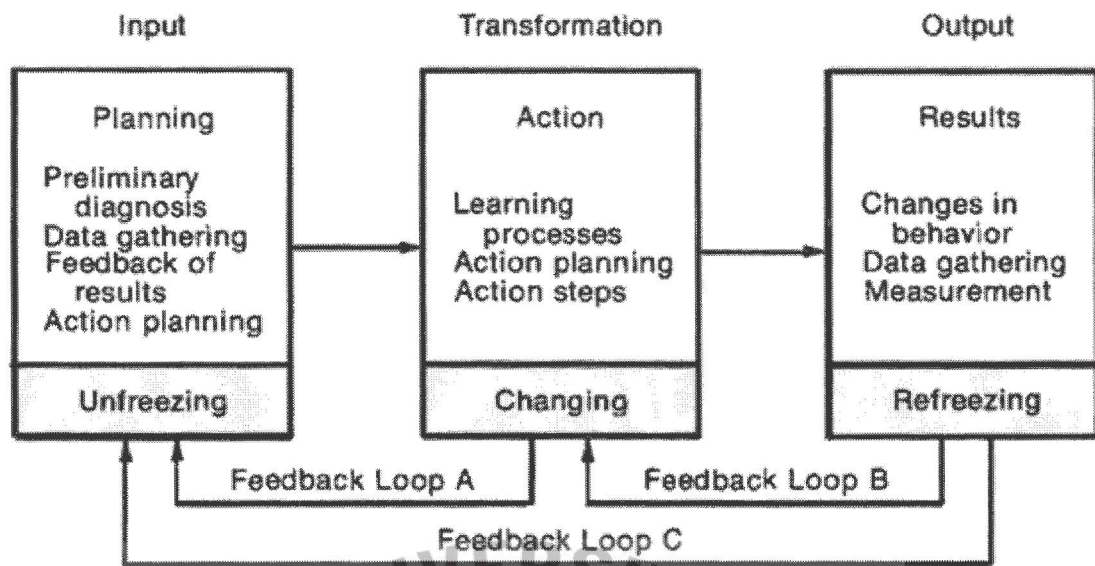


Figure 2.4 Systems Model of Action-Research Process (Richard, 1976)

The process of OD intervention is through the action research flowing as a circle initiated by the clients and consultants working together. Stage 1, the circle is beginning from the planning and includes preliminary diagnosis, data gathering, feedback of results and action planning, in this input phase the clients should be aware of the unidentified problems and may share the process of diagnosis action planning to finish the action planning. Stage 2 is the process of transformation, in this phase it would create the first feedback loop A to alter previous planning to bring the learning activities of the client system into better alignment with change. Stage 3 is the result of the changing behavior; it would slightly adjust the behavior and return feedback to transformation as the feedback loop B and reevaluation reevaluations would return the OD project to the planning stage for basic changes in the program. (Richard, 1976)

During the OD intervention, the consultant should avoid from the hazards and obstacles and there are some of thing to help in OD intervention, which are (1) a real need in the client system to change; (2) genuine supports from management; (3)

setting a personal example: listening, supporting behavior; (4) A sound background in the behavioral sciences; (5) a working knowledge of systems theory; (6) a belief in man as a rational, self-educating being fully capable of learning better ways to do things. (Richard, 1976)

Related theories

Theories Related to Work Attitudes:

Attitudes have been described as capable of change through learning and it is important in bringing about change in the individual behavior. Any attempt to management organizational change must therefore take account of attitudes (Stewart, 1996)

Two major influences of attitudes are direct experience and social learning. Research has shown that attitudes that are derived from direct experience are stronger, and held more confidently, and are more resistant to change than are attitudes formed through indirect experience.

Attitudes can be broken down into three components: cognitive component which refers to statements about beliefs; affective component which refers to statement about feeling; and behavioral component which refers to statement about intentions to behave in a certain way toward someone or something. Viewing attitudes as made up three components, cognition, affection, and behaviors is helpful toward understanding their complexity and the potential relationship between attitudes and behavior. (Robbins, 1996)

Tietjen and Myers (1998) indicate that the intrinsic feeling that produce positive attitudes enhance and sustain work performance. Negative attitudes such as lack of trust in management, being dissatisfied with pay often result in poor performance.

Their findings are consistent with Harris's study (1996) that human performance is dependent on their work attitudes.

Two important work attitudes that are mostly studied and researched according to Schermerhorn(1996) and Robbins(1996) are job satisfaction and organization commitment because they, directly or indirectly, affect work behaviors which consequently affect work performance.

Job satisfaction

Job satisfaction is the degree to which an individual feels positively or negatively about various aspects of the job, including assigned tasks, working setting, and relationships with coworkers. (Schermerhorn, 1996) According to Judge (1994) job satisfaction is a consequence of the past which refers to employees' feeling about rewards they have received when comparing with work role inputs and working outcomes,

From the above definitions, job satisfaction can be viewed as both individual attitudes of the employee toward the organization and several work factors such as nature of work conditions, leadership style and attitude of leader toward subordinates, structure and size of the organization(McFarland, 1974). An employee with a high level of job satisfaction holds positive attitudes toward the job; on the contrary, an employee who is dissatisfied with his or her job holds negative attitudes about the job(Robbins, 1996). The positive or negative feelings depending on the how the employee is treated in the organization. An individual satisfaction generally leads to efficiency of work toward the organization goals.

A number of studies have been carried out on factors causing job satisfaction Herzberg, Maunser and Snyderman(1959) developed two distinct lists of factors. One set of factors caused happy feelings or a good attitude within the employee, and these

factors, on the whole were task-related. The group Herzberg called “motivators” which includes recognition; achievement; possibility of growth; advancement; responsibility and work itself. The other grouping was primarily present when feelings of unhappiness or bad attitudes were evident, and those factors, Herzberg claimed, were not directly related to the job itself, but to the conditions that surrounded that job. This group Herzberg named “hygiene” factors which includes salary, interpersonal relations with supervisors; interpersonal relations with subordinate; interpersonal relations with peers; supervision, company policy and administration; working condition; factors in personal life; status; and job security (Tietjen and Myers. 1998)

According to Herzberg, (1959), motivator factors cause positive job attitudes because they satisfy the employees’ need for self-actualization (Maslow, 1959), which is the individual’s ultimate goal. Only these motivator factors can have a lasting impression on employees’ attitudes, satisfaction and work. Furthermore, employee performs best when this stimulation is internal and work-related (Steininger, 1994)

Locke (1967) developed agent even factors theory on job satisfaction. An event is that which causes an employee to feel satisfaction. An agent refers to that which causes an event to occur. Event, therefore, are motivators, in Herzberg’s term. Likewise, this explanation of job satisfaction is in part a response to some of Herzberg’s proposals.

This can be concluded that both theories point to the work itself as containing the most potential for causing satisfaction. Enhanced, sustained performance on the job results not so much from the work environment, but the basic duty assigned in the job description and all those intrinsic feelings that produce positive attitudes about that duty. Although aspects of one’s personal life as well as no-job factors at work

influence the behavior and eventually the satisfaction of the worker, it is the work itself which brings fulfillment and Maslow's higher order of needs into being,

Robbins (1996) cited in Ostroff(1992) that a larger number of studies have been designed to assess the effect of job satisfaction on employee productivity, absenteeism, and turnover, the most recent research provides renewed support for the satisfaction-performance relationship. When satisfaction and productivity data is gathered for the organization as a whole; rather than at the individual level, the organizations with more satisfied employees tended to be more effective than organization with less satisfied employees.

Organization commitment

Organization commitment is another most researched work related attitude according to the studies of Schermerhorn (1996) and Robbins(1996). The concept of commitment to the organization has been evolving for at least 30 years. The earlier exchange theory looked on commitment mainly as continuance rather than performance-related behavior. However, researchers with psychological and multidimensional perspectives concluded that commitment was an affective state, influenced by exchange related cognition and other antecedent factors.

Organizational commitment refers to three aspects of employee attitudes (Mowdays, et al.,1979; Rohrer, 1989; Gallie&White,1993; Iverson,1996;Robbins, 1996): the extent to which an employee demonstrates a strong desire to remain a member of the organization; the degree of willingness to exert high levels of effort for the organization; and belief in and acceptance of the major values and goals of the organization.

Morrow (1983) has examined in factors that could be employed to increase the level of commitment among employees. The available research suggests that pre and

early job socialization procedures, job enrichment strategies including task indentify and feedback, the establishment of norms of reciprocity between staff and organizations, and the maintenance of rewards expectances are among the factors found to be effective in the increasing commitment.

Tett & Meyer (1989) discovered strong relationships between employee commitment and both job satisfaction and job turnover. Mowday, et al., (1979) also found a relationship between organization commitment and rates of absenteeism, therefore, the available research suggests that employees who exhibit organizational commitment are happier at their work; spend less time away from their job; and are less likely to leave the organization.

Motivating

The motivation is the processes to lead the employee to improve their performance, behaviors and aptitudes catching with the company goals. Every Line managers and HR people must be considering of the factors that can motivate the employees to higher productivity and also enhance the job performance.

Unfortunately, one individual person is difficult to motivate because usually people will resist change, even though for the employee they can accept motivate but different person has different situation and demand, without any understanding and analyzing to motivate will be fail. So the motivation theories are very important for every Line managers and HR people to be good effective leaders.

Theory X and Theory

Several studies after the Second World War revealed how assumptions about employees' attitudes and behavior affect managers' behavior. Perhaps the most influential approach was developed by Douglas McGregor. He proposed that two different sets of assumptions about work attitudes and behaviors dominate the way managers think and affect how they behave in organizations. (McGregor, D. 1960)

Theory	Assumptions of theory
Theory X	<ul style="list-style-type: none"> ➤ People do not like work and try to avoid it ➤ People do not like work, so managers have to control, direct, coerce and threaten employees to get them to work towards organizational goals ➤ People prefer to be directed avoid responsibility, and want security, they have little ambition.
Theory Y	<ul style="list-style-type: none"> ➤ People do not naturally dislike work; work is a natural part of their lives. ➤ People are internally motivated to reach objectives to which they are committed. ➤ People are committed to goals to the degree that they receive personal rewards when they reach their objectives. ➤ People will both seek and accept responsibility under favorable conditions. ➤ People have the capacity to be innovative in solving organizational problems. ➤ People are bright, but under most organizational conditions their potentials are under-utilized.

Figure 2.5 McGregor's Theory X and Theory Y

Source: McGregor, D. 1960. The Human Side of Enterprise

Maslow's Hierarchy of Needs

There are 5 different levels from Maslow's Hierarchy of Needs of human which can explain in the different level of employee promote, what is the expect to satisfy

the needs of employees, then it can be a indicator for manager to built the different strategy for the employees.

- The first step is the basic needs for the human living such as food, water.
- The second step is safety needs to have security and stability to feel safety
- Social Needs are desire for affiliation. The employees need an opportunity to involve their social.
- Esteem Needs includes self respect from other people. Many company can helps them by matching their abilities and skills to each jobs and the managers can admire in their performance.
- Self-actualization Needs are the desires for self-fulfillment of their aptitude.

Need Level	Description	Examples of How Needs Are Met or Satisfied in an Organization
Highest-Level Needs		
Self-actualization needs	Needs to realize one's full potential as a human being	By using one's skills and abilities to the fullest and striving to achieve all that one can on a job
Esteem needs	Needs to feel good about oneself and one's capabilities, to be respected by others, and to receive recognition and appreciation	By receiving promotions at work and being recognized for accomplishments on the job
Belongingness needs	Needs for social interaction, friendship, affection, and love	By having good relations with co-workers and supervisors, being a member of a cohesive work group, and participating in social functions such as company picnics and holiday parties
Safety needs	Needs for security, stability, and a safe environment	By receiving job security, adequate medical benefits, and safe working conditions
Physiological needs	Basic needs for things such as food, water, and shelter that must be met in order for an individual to survive	By receiving a minimum level of pay that enables a worker to buy food and clothing and have adequate housing
Lowest-Level Needs (most basic or compelling)		

Figure 2.6 Maslow's Hierarchy of Needs

Resource: Jennifer M. George and Gareth R. Jones (2008) P187)

Expectancy theory

Expectancy theory is concerned with how employees make choices among alternative behaviors and levels of effort. It can identify three main factors: valence, instrumentality, expectancy. Valence, refers to the desirability of an outcome to an individual which can be positive or negative. For the valence to be positive, the person must prefer attaining the outcome to not attaining it.

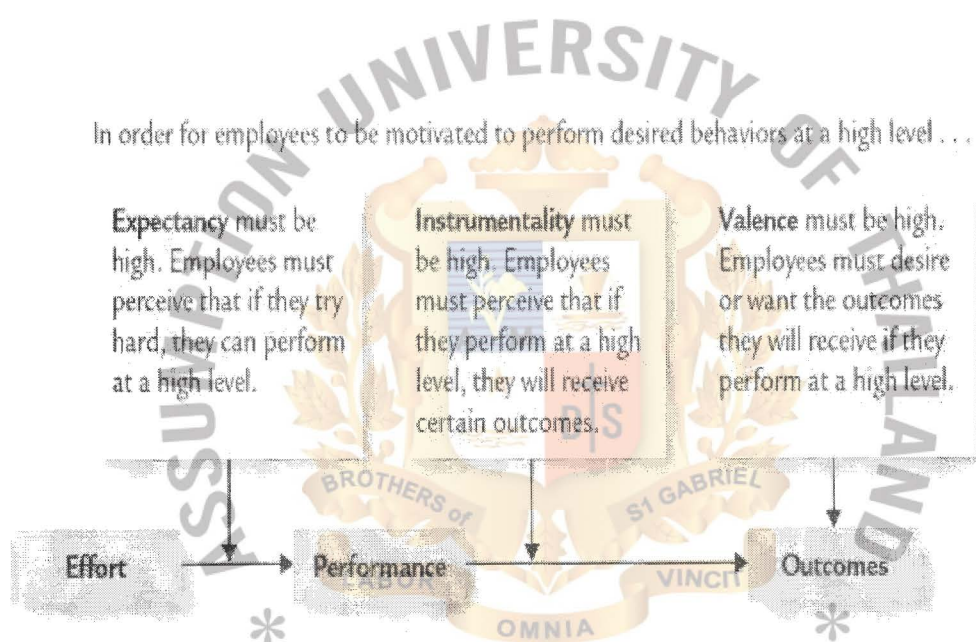


Figure 2.7 Expectancy Theory
(Jennifer M. George and Gareth R. Jones (2008) P193)

Organizational Justice Theory

Employers' perceptions of overall fairness in their organizations, is increasingly being recognized as an important determinant of employee motivation, attitudes and behaviors. (www.tilllewarner.com.2006.)

There are two forms of organization justice, the first is the perceived fairness of the distributions of outcomes across employees to encourage high levels of motivation, and it is often called a theory of distributive justice. The second one is procedural justice is concerned with the perceived fairness of the procedures used to make decisions about the distribution of outcomes. (Jennifer M. George and Gareth R. Jones, 2008)

Job Performance

As we know that change in the organization behavior can be started with the change the human behavior because human is the smallest part of the organization, organization behavior and human behavior are both consisted of organization. How to improve the organization performance is the key to win in the competition. The outcome of employee issue during in their working can impact organization performance to a positive or negative direction.

The meaning of job performance can be generally interpreted as all the behaviors employees engage in while at work. Jex (2002) argues that job performance should be restricted only to all task-related behaviors because many behaviors can have a little or nothing to do with organizational goals. Furthermore, Jex referred to the study done by Bialek, Zapt, and McGuire in 1977 on enlisted military personnel that found that individuals under study spent less than half of the work time performing tasks

that are part of their job responsibilities. The fact that many employees practice counterproductive behaviors while at work has been widely known as one of the factors that pull their performance down. Rotundo(2002) in her research mentioned that employees are known to spend their time not performing work-related activities, sabotage merchandise, and steal company properties. Rotundo(2002) defines job performance as actions that contribute to organizational goals and that are under an individual's control.

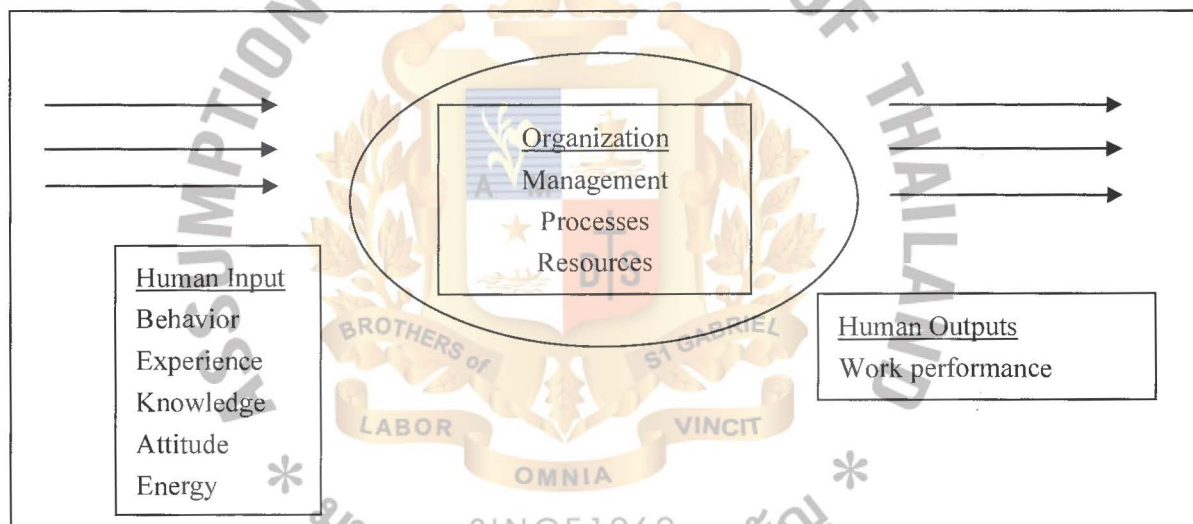


Figure 2.8 The systems approach to job performance

Source: Van der Linde, 2005, P27

Conceptual Framework

This research is depend on the current situation to use HRM to help the XI'AN FY Construction Machinery Distributor company solve the current situation and then improve their organization behavior to success in the high competition. As it shows before to change in organization behavior can be started with the change the human behavior. How to change human behavior will be the main point of this research.

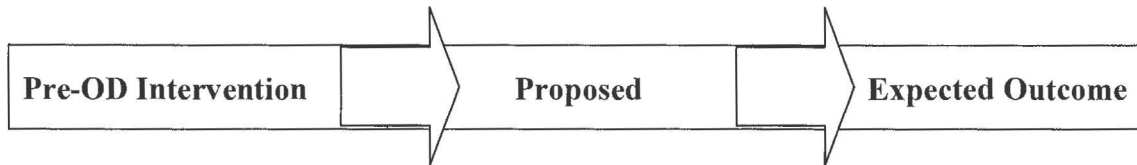
As we show before, the current situation of the company is not good; the problem between employee and company has been already appeared for a long time. The atmosphere of the company even impacted to the customer satisfaction. The problems were mainly happened between the work attitudes, motivation system and the employees' job performance.

As a OD consultant, the researcher knew that everything is connected into the company, if we try to help the only one problem of employees' job performance, it will not be success, because without the employees' willingness to change, even the company provides the good opportunities to training, most of employees will not accept at all.

The conceptual framework below shows that the idea of the researcher, to use OD intervention into the three mainly aspects, and fix the problems of each other, then the changing will be transfer during the Work attitudes, Employees Motivation and Job Performance innovation and impact each other to be the quality performanc

Conceptual Framework

The diagram below represents the conceptual framework of the research study. It integrates the variables as follow:



Work Attitudes <ul style="list-style-type: none"> ➤ Job Satisfaction <ul style="list-style-type: none"> -Lack of support organizational ➤ Employee Commitment <ul style="list-style-type: none"> -employee's emotional attachment to the organization (Good and bad) -High turnover 	Work Attitudes <ul style="list-style-type: none"> ➤ Encourage people to participate in making decisions depend on setting goals and feedback. ➤ Conduct an employee opinion survey to determine other activities that create employee satisfaction 	Work Attitudes <ul style="list-style-type: none"> ● Built employee loyalty and sense of belonging to company ➤ Positive working attitudes ➤ Reduce turnover
Motivation <ul style="list-style-type: none"> ● Employees' expectancy <ul style="list-style-type: none"> -Simple incentive system only have bonus to motivate ● Organizational Justice <ul style="list-style-type: none"> -the evaluation system only use for employees 	Motivation <ul style="list-style-type: none"> ➤ Set up better program for high performance ➤ New evaluation <ul style="list-style-type: none"> -use the new KPI to built justice system ➤ Provide more chance or opportunities to promote employees 	Motivation <ul style="list-style-type: none"> ● Higher motivation both from changing of employees' expectancy and organizational justice ● Effective incentive system ● A justice KPI evaluation system
Performance <ul style="list-style-type: none"> ● Low customer service <ul style="list-style-type: none"> - customer complain ● unskilled employees 	Performance <ul style="list-style-type: none"> ➤ Design the both internal and external training to improve worker's skill (decision making skill) ➤ Monthly Meeting <ul style="list-style-type: none"> -set up monthly meeting to review the process of overall performance 	Performance <ul style="list-style-type: none"> ➤ Enhance and support the needs of the individuals and the organization.

Figure 2.9 Conceptual Framework

The Conceptual Framework included three big phase Pre-OD intervention, Proposed and Expected Outcomes, which all depends on the researcher observing, and interviewing.

In this Pre-OD Intervention the researcher presented her initial assessment of the organization regarding Work attitudes, Employees Motivation and Job Performance there are the several problems accruing in the organization. The first is Work attitudes, which consist of Lack of support organizational, bad working attitudes and high turnover. And the second is low motivation which causes from the problem of simple incentive system and fail in evaluation system, because the employees' motivation only related to the personal profits. The last one is low employee performance which because of the Low skill of competence on their job, lack of Knowledge enhancement and lack of variety product.

In the proposed ODI talks about activities, or methods or ways to solve the problem. As parts of the Work attitudes, the researcher will encourage people to participate in making important decisions, setting goals and feedback, and Conduct an employee opinion survey to determine other activities that create employee satisfaction. To motivate employees, there are two options: Set up an effective reward program for high performance employees, use the new KPI to built justice system and providing more chance or opportunities to promote employees. Last one is job performance the researcher proposed to set up monthly meeting to review the process

of overall performance and Design both internal and external training programs to improve worker's skill

The last phase is Expected Outcome is the objective of the OD intervention. After the action researching the research expect the higher employee' performance from reduce Built employee loyalty and sense of belonging to company correct working attitudes, reduce turnover. For the last part performance Enhance and support the needs of the individuals and the organization.



CHAPTER THREE

RESEARCH METHODOLOGY

This research will focus on Work attitudes, Employees Motivation and Job Performance process in HR function at XI'AN FY Construction Machinery Distributor Co., Ltd. The study included three main phases of OD which are diagnosis of Pre OD intervention, OD intervention plan and expected outcome in the future. Before these three phases, the researcher set up a meeting with top management and line managers to provide them

3.1 Research Design

This research design plans to use OD intervention which focuses on employees' Work attitudes, Employees Motivation and Job Performance at the FY Company, after receiving data from observation, interviews and questionnaires. Since this research is not allowed to implement the OD intervention, the researcher will use the proposed ODI in this action research.

Even though there are three parts from the proposed of OD intervention the searcher will conduct the diagnosis of the first phase, Pre-OD intervention to find out the current situation of FY Company.

Part1. Pre-OD Intervention

In this part, the researcher will gather the information through the personal interviewing, observing and question to find out the current situation of the situation of employee's satisfaction, motivation and performance which is all belongs to HR function. The top manger in this research interview is from line managers of each

department. But they could give the researcher the permission to implement this action research. But the managers were willing to provide the most part of the data and information, only a little was researched outside of the company by the researcher.

So this research design will be qualitative analysis based on result interview, observation and statistical data diagnosis.

3.2 The Respondent

The respondent of this study are employees who are working at FY Construction Machinery Distributor Co., Ltd. The approximate total number are 51 employees who are working including department, Officers, sellers, and workers are in respondent group. Line managers of each department and offices are applied for interview.

Group		Total available	Participating
1	Department Manager	6	6
2	Supervisor /Assistant Manager	5	5
3	Clerk(Marketing sales Department)	3	3
4	Clerk (Credit Management Department)	4	4
5	Clerk (Finance and Statistics Department)	2	2
6	Clerk (Service Department)	28	28
7	Clerk (Human resource Department)	3	3
Total		51	51

Figure 3.2 Target Respondents for Questionnaires

3.3 Research Instruments

There are three kinds of instruments applied in the research which are interviews, survey questionnaires, document reviews and observation guide. The interview guide and observation guide will provide the information to analyze and support the research. And the questionnaires were used in area of concern by target respondents.

3.3.1 Observation Guide

The observation is one of instrument used in data collection process. Through this instrument that observer could understand more value, or culture of the company. In this study, the observation checklist will be included in ordinal question which concern about work environment, equipment, training process, working hours, and employee's performance and satisfaction.

3.3.2 Interview Guide

The researcher will interview of Line managers of each department and collecting the company documents for the information. And face to face interview supported the interviewer to get a chance in observing. The interviews are important instrument that set up the Work attitudes, Employees Motivation and Job Performance processes.

3.3.3 Survey Questionnaire

The last instrument was survey questionnaire which is focus on Per ODI. At the beginning the survey questionnaire is in Chinese language, but the researcher will translated into English to match with this English action research. There are three parts in this survey questionnaire: (1) Demographic profile (2) Work attitudes,

Employees Motivation and Job Performance processes in FY Company, (3)

Respondent's suggestion.

	Main Variables	Items	Number of questions
1	Demographic profile	<ul style="list-style-type: none"> • Gender • Age • Education level • Period of working • Position 	1 - 5
2	Work attitudes	<ul style="list-style-type: none"> • Job Satisfaction • Employee Commitment 	1-5 6-11
3	Employees Motivation	<ul style="list-style-type: none"> • Employees' expectancy • Organizational Justice 	12-16 17-22

Figure 3.3.3 Outlines of Questionnaires

3.4 Data Collection Techniques

The main primary data collection techniques used were questionnaires, interviews and observation. The secondary data was collected from company documents, articles, journals, books and online information. The three main primary data collection techniques are designed to determine the impact of OD intervention of

Work attitudes, Employees Motivation and Job Performance processes in FY Company.

3.4.1 Observation

It helps the researcher observe the environment of FY Company by conducting observations. The area the researcher observed includes office buildings and construction site. The observation conducted in the working hours from nine o' clock in the morning until six o' clock in the evening. The checklist will support the analysis of this research in ODI and after ODI.

3.4.2 Interview

The researcher applied the interview that allowed the respondents to be free in the answer of particular questions at particular points of time. The results from the interviews could be an effective way of data collection because it was a two-way communication. The respondents of interview are Line managers of each department, each of them take 30-40 minutes. The interview is supporting the set up of the Work attitudes, employees' motivation and Job Performance processes.

3.4.3 Use of Questionnaire

After observations and interviews, the researcher will use questionnaires to collect data. The results of questionnaires could be measured in quantitative terms. The questionnaires are used during Pre ODI period to gathering data and diagnose the problem, then come up with appropriate ODI. The questionnaires used multiple choices and one open question. The Managing Director distributed the questionnaires to all employees within the same day and they were completed within two days.

3.5 Data collection Procedure

The researcher had discussed with the head of the company to get approval for in this study. After approval the researcher set up a data for distribution. Since the researcher did not know much information about the company business, any available sources of study such as articles, books, Internet, journal and others were considered to gather information.

The questionnaires were distributed directly to respondents by the researcher according to the number of required. The interview guide was prepared as well as the interview guidelines before conducting the interview.

Finally, the researcher will summarize all the data from the observation, interview, and questionnaire for analysis.

Figure 3.5 Action plan

Activities	Time Period
Contact	Jan, 2011
First Meeting	May, 2011
Interviewing	May, 2011
Writing Proposal	June, 2011
Design Questionnaire	July, 2011
Collect Questionnaire data	August , 2011
Analysis	September, 2011
Propose ODI	October , 2011
Write up	November, 2011

3.6 Data Analysis

Data analysis techniques that the researcher used doing this ODI project are both quantitative and qualitative in approach. The qualitative analysis are based on systemic view, problem finding and solving through the ODI. The data of questionnaires will be analyzed using quantitative analysis by using Statistical Package for the Social Sciences (SPSS) program. It will include mean and standard deviation to measure the results.

Table 3.6: An Interval for the Arbitrary Rating Level

Value of the survey answers		Range	Level of the survey answers	Class Interval
Maximum	Minimum			
4	1	3	4	0.75

Table 3.6.1: The Arbitrary Level and Descriptive (Qualitative) Rating

Arbitrary Level	Descriptive (Qualitative) Rating
3.25-4.00	Strong Agree (SA)
2.50-3.24	Agree (A)
1.75-2.49	Disagree (D)
1.00-1.74	Strongly Disagree (SD)

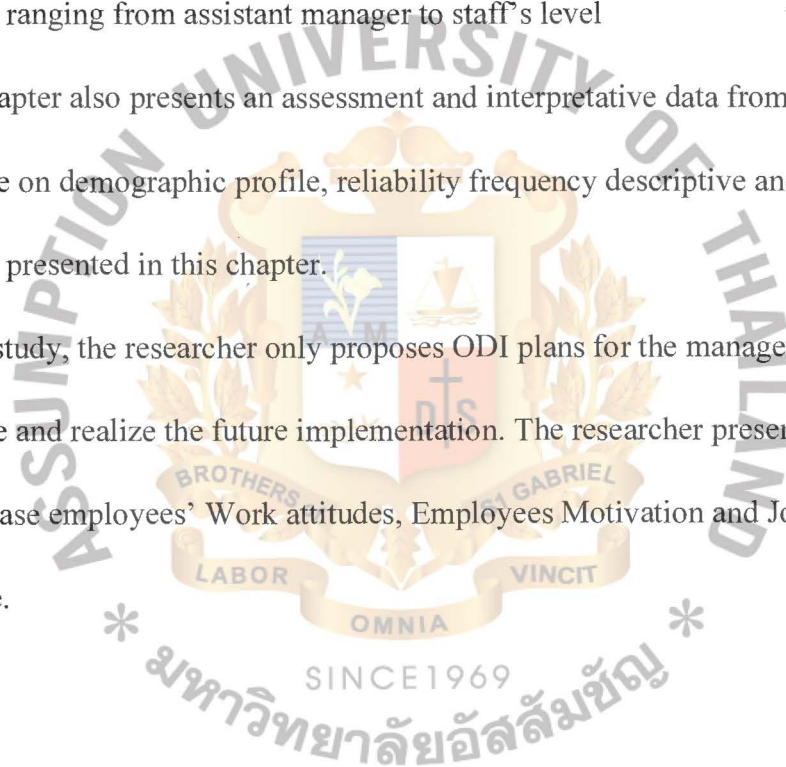
CHAPTER FOUR

RESEARCH FINDING AND ANALYSIS

This chapter presents the major findings from the survey results, including from (1) questionnaires distributed to 51 employees of XI'AN FY Construction Machinery Distributor Co., Ltd. Also, proposed OD intervention to increase Work attitudes, Employees Motivation and Job Performance. (2) Focus group discussion of 51 respondents, ranging from assistant manager to staff's level

This chapter also presents an assessment and interpretative data from the questionnaire on demographic profile, reliability frequency descriptive and qualitative data are also presented in this chapter.

In this study, the researcher only proposes ODI plans for the management to acknowledge and realize the future implementation. The researcher presents activities to help increase employees' Work attitudes, Employees Motivation and Job Performance.



4.1 Respondent Demographic Profile

The demographic profile of this study is inclusive of age, gender, position, length of service, Education Attainments

Table 4.1: Respondent characteristic – Age

Age

Age	Frequency	Percentage
1. 22 and below	4	7.84%
2. 23-30	36	70.6%
3. 31-40	11	21.6%
4. 41-50		
5. 51 and above		
Total	51	100%

As shown on Table 4.2 the majority of age range of total respondents were 23-30 years which represented 36 respondents or 70.6%, and 11 respondents or 21.6% were from the age of range 31-40 years. The last respondents or 7.84% were in 22 years old and below.

Table 4.1.2: Respondent characteristic-Gender

Gender

Gender	Frequency	Percentage
1. Male	37	72.5%
2. Female	14	27.5%
Total	51	100%

As shown on Table 4.1.2 regarding the gender, 37 respondents or 74.55% indicated that they were male followed by 14 respondents or 27.5% who were female.

Table 4.1.3: Respondent characteristic-Years of service

Years of service

Years of service	Frequency	Percentage
1. Below 1 year	4	7.84%
2. 1-3years	30	58.8%
3. 4-6 years	8	15.7%
4. 7-9 years	9	17.6%
5. 10 and above		
Total	51	100%

Table 4.1.3 shows that the highest frequency is 1-3 years of services that is in the range of 30 or 58.8%. The second range was 9 respondents or 17.6%, they have been working for 7-9 years and 8 respondents or 15.7% worked with the company for 4-6 years followed by 4 respondents or 7.84% who worked only below 1 year.

Table 4.1.4: Respondent characteristic-Educational Level

Educational Level

Education Level	Frequency	Percentage
1. High school		
2. Technical school	25	49.0%
3. Bachelor Degree	23	45.0%
4. Master degree	3	5.88%
5. Doctoral degree		
Total	51	100%

As shown on Table 4.1.4, 25 respondents or 49.0% was on technical school education, followed by 23 respondents or 45.0% were undergraduate or Bachelor Degrees. Only 3 respondents or 5.88% was found to be Master Degree.

Table 4.1.5: Respondent characteristic-Position

Position		
Position	Frequency	Percentage
1. Clerk	40	72.73%
2. Supervisor	5	9.09%
3. Department Manager	6	10.91%
4. Higher than Department Manager		7.27%
Total	51	100%

As shown on Table 4.5 below indicated that 40 respondents or 72.73% were holding staff levels in the company. As for department manager were 6 respondents or 10.91% followed by supervisor, there were 5 respondents or 9.09% who worked in the company.

4.2 Employee Perception

In this part, the descriptive statistics was used to find out the answer and the Arbitrary Level given below and Descriptive Rating were used to define response as follows:

Arbitrary Level	Descriptive (Qualitative) Rating
3.25-4.00	Strong Agree (SA)
2.50-3.24	Agree (A)
1.75-2.49	Disagree (D)
1.00-1.74	Strongly Disagree (SD)

The researcher used average weighted mean and data from questionnaires to present the analysis of statistical data inclusive of qualitative data analysis relating to perception of employees on work attitudes, Work attitudes, Employees Motivation and Job Performance

4.2.1 The Perception of Respondents on Work attitude

Table 4.2.1.1 Work Attitudes (Job Satisfaction)

	Valid	Means	Qualitative Rating
1. I feel good when I have opportunity to use my ability on the job	51	3.27	Strongly Agree
2. I feel good when my supervisor compliments me when I do something well	51	2.72	Agree
3. I feel satisfy for my work condition	51	2.63	Agree
4. All employees receive equal opportunity for advancement	51	2.35	Disagree
Valid N (leastwise) Average		2.74	Agree

As the table 4.2.1.1 shows, the average mean score is 2.74 the “Agree” level there are one questions were rated “Strongly Agree”. The highest mean was the question “I feel good when I have an opportunity to use my ability on the job” with the score of 3.27. The second highest mean was the mean of 2.72, namely “I feel good when my supervisor compliments me when I do something well.” There was one question shown on “Disagree Level”. The last mean was 2.35 in the disagree level indicated to be an area for the further development, especially in terms of “ equal opportunity for advancement” which need to be improve.

Table 4.2.1.2 Work Attitudes (Employee Commitment)

	Valid	Means	Qualitative Rating
5. I feel sense of belong to the company	51	2.41	Disagree
6. I am willing to work on holiday if the company need me	51	2.67	Agree
7. I am proud to tell others that I am working with the company	51	2.54	Agree
8. I would accept almost of my type of job assignment in order to keep working with my company	51	2.79	Agree
9. I believe in values of my company	51	2.24	Disagree
10. I will leave my company if there are better job opportunity	51	2.89	Agree
Valid N (leastwise) Average		2.59	Agree

As the table 4.2.1.2 shows, the average mean score is only 2.59 but it is still at the “Agree” level. There are two questions were rated “Disagree Agree”. The lowest mean was the question “I believe in values of my company” with the score of 2.24 which indicated that the employee do not have enough understanding and confidence of the company’s value. Another “Disagree Level” mean score (2.41) indicated that the employee do not feel belong of the company so that when there are better choices they will choose to leave my company which was the highest mean score (2.89).

4.2.2 The Perceptions of Respondents on Motivation

Table 4.2.2.1 Motivation (Employees' expectancy)

	Valid	Means	Qualitative Rating
11. I think the current incentive system can motivate me	51	2.62	Agree
12. I am satisfied with my current salary	51	2.83	Agree
13. I think the bonus is enough to motivate people	51	2.38	Disagree
14. I think I will be promoted if I am doing best on my job	51	2.22	Disagree
15. We have activities occasionally after work to improve my motivation toward routine job	51	1.82	Disagree
16. I feel secure because of health insurance in the company	51	2.43	Disagree
Valid N (leastwise) Average		2.38	Disagree

According to the statistical indication for the motivation of employees' expectancy, the average mean score is 2.38 at the disagree level. It showed that the current incentive system is not effective enough. The highest mean score is 2.83 on the question "I am satisfied with my current salary". The second mean score is 2.63 also on the "Agree Level" which indicates the current incentive system can motivate me. But the following questions showed that bonus is not enough to motivate employees with the mean score 2.38 on the "Disagree Level". The second lowest mean score is 2.22 on the question "I think I will be promoted if I am doing best on my job" indicator the employee is not satisfied with chance to promote. The last mean

score is quite low 1.82 indicating that the company need to create more activities to motivate employees.

Table 4.2.2.2 Motivation (Organizational Justice)

	Valid	Means	Qualitative Rating
17. In my work place, I get reward according to how well I perform in my job	51	2.83	Agree
18. The current evaluation system is useful	51	2.78	Agree
19. The current evaluation system is fair enough for everyone	51	2.23	Disagree
20. Everyone have chance to involve in decision making	51	2.46	Disagree
21. I feel the job distribution is fair to everyone	51	2.67	Agree
22. The punishment of mistakes are equal to every employees including managers	51	2.34	Disagree
Valid N (leastwise) Average		2.55	Agree

As for the Motivation of Organizational Justice based on the statistical analysis, the average mean score is 2.57 which is very low but still on the “Agree Level”. The highest mean score is 2.83 indicated that their salary can equal to their performance. The second mean score 2.78 showed that the current evaluation system is still useful. On the other hand, the lowest mean score 2.23 showed that the evaluation system is not fair enough to everyone in the company. The second lowest mean score 2.34 showed that the manager has the different treatment with employee in the company,

and followed question “Everyone has a chance to involve in decision making”

indicated that there are not equal chance to everyone involve into decision making.

4.2.3 The Perceptions of Respondents on Job Performance

Table 4.2.3.1 Job Performance (quality of output)

	Valid	Means	Qualitative Rating
23. I always try to perform best work to achieve career goals	51	3.25	Strongly agree
24. I always produce good work	51	2.73	Agree
25. Sometimes I produce an inferior quality of work because the work is too difficult for me	51	2.54	Agree
26. I easily give information when I asked	51	2.67	Agree
27. I often find that I understand clearly when my supervisor assigns me a task	51	2.35	Disagree
28. I always finish my job within the expected period of time	51	2.82	Agree
Valid N (leastwise) Average	51	2.72	Agree

The table 4.2.3.1 presented respondents’ perceptions towards quality of output.

The highest mean score 3.25 showed that the employee always try to perform their best in the working, followed question “I always produce good work” indicated that some of them think their performance is not good as they try. Because they agree that sometimes the work is hard for them. The only question on “Disagree Level” is the mean score 2.35 which indicated they are not clear about the task sometimes.

Table 4.2.3.2 Job Performance (knowledge)

	Valid	Means	Qualitative Rating
29. I have knowledge to perform my current job	51	2.67	Agree
30. I always share my knowledge to co-worker	51	2.85	Agree
31. My skill and ability match very well with my job	51	2.54	Agree
32. I need more training to do my job	51	3.12	Agree
33. I have enough information about roles and responsibilities and business process	51	2.32	Disagree

According to the table 4.2.3.2 towards loss of knowledge was presented. The highest mean score 3.12 showed that most respondents perceived training as a means to help them to work better. In addition, the knowledge share between co-workers is also important for them increase knowledge, showed in the question “I always share my knowledge to co-worker” with mean score 2.85 on agree level. There are only question on the “Disagree Level” with mean score 2.32 indicated the employee have no enough information about roles and responsibilities and business process.

4.3 Qualitative Data

4.3.1 Assessment from focus group discussion

Beside the questionnaire survey, there were two other instruments used to focus on group discussion and observation by using check lists as presented in the appendices. Interviewees total 44 out of 46 employees by focus group discussion.

Table 4.3.1:Focus Group Discussions 1.

Group		Total available	Participating
1	Department Manager	6	6
2	Clerk(Marketing sales Department)	3	3
3	Clerk (Credit Management Department)	4	4
4	Clerk (Finance and Statistics Department)	2	2
5	Clerk (Service Department)	28	26
6	Clerk (Human resource Department)	3	3
Total		46	44

4.3.2 Pre ODI Assessment by Focus Group discussion.

Researcher had conducted focus group discussion for 44 respondents. Moreover, there were a lot of issues raised during the discussion that benefited the study.

To support the analysis of the data from the questionnaires, the researcher used information collected from the in-depth interviews and focus group interviews. In the terms of Work attitudes towards to performance, the researcher used the following questions

Work attitudes:

1. What makes you feel excited or discourage on your job? Why?
2. What makes you feel good or bad on your job? Why?

Motivation:

1. Does the organization provide any benefit plan to the employees and what are they?
2. What do you think incentive system with bonus only?
3. What are your expectations from the organization?
4. What do you think the current job distribution?
5. Do you think the current evaluation is equal to everyone?

Performance:

1. How would you describe performance?
2. In what areas do you want to improve?

4.3.2.1: Focus group discussion findings (Pre-OD) of Department Manager Level

Backgrounds of group 1 and 2 are that most division manager and assistant have been working in the FY Construction Machinery Distributor Company for a long time which is between 7-9 years.

➤ Work attitudes

1. What makes you feel excited or discouraged with your job? Why?

In the group of Department Manager Level, all of respondents feel that they are excited working on their job. From Feedback during the interviews, three respondents said that I excited when I receive a challenging job. I am disappointed when organizations and working groups have no capability or logic at work. Three respondents said that I am excited to involve into decision making for the company development. And nobody feel discourage on their job.

2. What makes you feel good or bad about your job? Why?

The feedback after interview still shows that all respondents feel good on their job without bad emotion. Three respondents answer that I feel good I am the part of company and lead the company to be success. And two respondents answer that I feel good to have a freedom to work. And I employee said I feel good about attitude of people here. Most of them are willing to work together, work hard.

➤ Motivation

1. Does the organization provide any benefit plan to the employees and what are they?

After interview from managers, they all agreed with that there is benefit plans for every employees, and it is also useful. Three managers said that we provide equal bonus to everyone after salary, if you working hard you can get more. Two managers said that it is also useful us which depend on our department outcome every month.

2. What do you think of the incentive system with bonus only?

The four out of five respondents think that the bonus is most direct and useful way to motivate employee. They said that bonus is simple to build and directly to connect with the employee' motivation and it is also cost less than other method, such as company activities. But the other two employees disagree with it. They said only use bonus is easy to make employees feel tired and boring for a long time, and it will lead the negative way to make employee feel a lot pressure.

3. What are your expectations from the organization?

Three managers expect to have more chance of cooperation of with employee, three managers said they except to receive a challenging job. One manager said he want to have training of management.

4. What do you think of the current job distribution?

From the feedback of interview, the five managers think that the current job distribution is fair for every employee which depends on the personal ability and education to distribution to everyone, if you have low ability you will get less distribution. But the last manager disagree with it he said it is totally wrong, because without enough training process, this kind of distribution will make the less chance for new employees get opportunity to learn, and they will never get bonus which is only way to motivate them.

5. Do you think the current evaluation is equal to everyone?

During the interview, 5 managers think the current evaluation is very simple but enough because most employees have the positive work attitude, the direct way to

evaluate employee is individual profits monthly. But there is one manager disagree with it because it is too realistic and hasty. It is against to the purpose of motivation to push the employee leave to the company finally.

➤ Performance

1. How would you describe performance?

According to the interview of performance of descriptions three managers said that they always perform best work to achieve career goals, because they can easily give information and understand clearly about the task.

2. In what areas do you want to improve?

One manager said that he is not feel good toward management style, knowledge. Two managers said that I am not expecting anything anymore and don't need any support from company, but they hope if there is possible to provide communication and encourage more to staff level. Three managers expect to have the chance to change in different position to get more challenging and experiences in their working.

4.3.2.2 Focus group discussion resulted (Pre-OD) of staff/clerk Level

Most respondents have been working for the FY Construction Machinery Distributor Company between 0-4 years

➤ Work attitudes

1. What makes you feel excited or discouraged with your job? Why?

After the employees' interview of thirty eight, according to the feedback there are ten employees feel discourage they cannot get equal chance for advancement because the company always focus on the employee who have high competence and do not

give more chance for the new employees. They think the company does not care what they need. Ten of employees also feel excited because they can get the opportunity to use my ability. 5 employees feel excited when their supervisor compliments me when I do something well. Left employees excited just because they used to work here and the company is a stable organization.

2. What makes you feel good or bad at your job? Why?

Seven employees feel good when the company get success in business since the more profit could return the more bonus to employees. But sixteen employees I feel bad the company never ask our advice for decision making even though these decision is related to us which is difficult to be part of company. Five employees feel good because if I work hard I can get more pay. Another five employees feel bad because the company did not provide health insurance without two year work life. From the interview the interviewer found that all employees feel good of the job condition, because most of factory and machine are new.

➤ Motivation

1. Does the organization provide any benefit plan to the employees and what are they?

All employees agree with that the organization provide only benefit plan to employees is bonus. Even thought you can get a lot bonus if you are very good at work, but it also make employees feel a lot of pressure especially for the new one.

2. What do you think of the incentive system with bonus only?

According to the feedback of interview, almost all employees agree with that bonus cannot be the only way using in the incentive system. Twenty eight employees agree with bonus is a effective to motivate them but which is only the basic needs, they all think that have a chance to improve themselves is more important such as training program, promote, and aboard study. Five employees agree with bonus is most important and useful. Another five employees think that only use bonus incentive system will bring the opposite consequences

3. What are your expectations from the organization?

From the interview of eighteen employees who expect to change the incentive system which is not only for bonus but also have the chance to improve personal ability such as special training program of studying aboard, organize the activities occasionally after work like company trip, game match or Karaoke. Which are not only to motivate employees but also can get close the relationship and understanding between employees and create a better atmosphere.

4. What do you think of the current job distribution?

According to the questionnaire even though “I feel the job distribution is fair to everyone” is on the “Agree Level” but from the feedback of interview but fifteen employees was not satisfied with the way of distribution, because that according to their manager said the current job distribution is only depend on the personal ability and education to distribution work to everyone, otherwise you cannot get important position if you are new or low education you will get less job distribution for a long

time. But without enough training process, only depend on the self learning and experience growth, “we will get a long time waste”.

5. Do you think the current evaluation is equal to everyone?

According to the feedback from twenty eight employees said everyone in the company knows that the evaluation system just walk a form, the most important factor for the evaluation is also profit. Otherwise like coming late, no discipline, play game in the working time are not important. But ten people think it is still working for us even though they admit it is too simple and no fairness. Last employee said they have nothing to say it.

➤ Performance

6. How would you describe performance?

After interview to every employees there are eight people said they have a very success job performance, they are good at their position and payment they don't want to change anymore. But eighteen employees mentioned that they always try to perform best work to achieve career goals, and most of time they always produce good work, but because the knowledge of the construction machinery update too fast and too Professional, they have to waste time to ask information or help. The nine employees said that sometimes I produce an inferior quality of work because the work is too difficult for me. The last four employee just came to company without one year, they said their job is very easy without any meaning.

7. In what areas do you want to improve?

During the interview the 32 employees want to improve the basic knowledge of the construction machinery. For the different department they also have different exception. For the Marketing sales Department, they also wants to improve their communication skill, and for the Service Department employees want to know how to deal with conflicts.

4.3.2.3 Summary of Interview

According to the questions discussed, the results were categorized into three main topics, Work Attitude, Motivation and Job Performance.

➤ Work Attitude

According to the discussion of work attitudes from two questions, for the manager level they do not have any discouragement or bad feeling for their job at least during my interview. The most were excited thing for them is having a challenging job which indicates that they have willingness to change and were excited to be involved in decision making, they all had good feeling to be part of the company. I observe they all have the high loyalty to the company.

But for the situation of staff was not as good managers, because most of them thought that there was no equal chance for advancement so the company always focus on the employee who have high competence and do not give more chance for the new employees. And almost employees cannot get chance to make any decision even for themselves, which lead a few of employee without belongingness for the company.

➤ Motivation

Most managers agreed with that the current incentive system with bonus is useful, even though they also understand the incentive system is too simple but it also cost less and work fine at present. Only two managers suspect it and suggest the reason which also can match with the staffs' thinking, but it seems they did not insist their worried. Maybe the incentives still work in the short term, but it absolutely negatively impacts the company development. For the job distribution they still do not know where is the problem was a manager got wrong idea about evaluation

For the clerk's level, most of them disagree with the incentive system and they think there is no enough fairness, but they still try to work with the system because most employees were new and younger. They are waiting for better chance and also waiting for company change.

➤ Job Performance

Most managers believed that they perform best job, and they also try their best in working. They only expected to have a chance to get challenging work and also expect more opportunity to communicate with employees more. The result shows that they have high confidence and personality on themselves.

For the clerk level, most of them worked for the company for less than two years. They only have less knowledge for the construction machinery industry. So some of them even get mistake sometimes at work. They expect the company can improve training program for them to improve their weakness.

4.3.2.4 Table of Summary of Interview

Work attitude

Manager level	Clerk level
1. All feel exciting working on their job, Excited to involve into decision making	1. Ten employees feel discourage cannot get equal chance for advancement
2. All respondents feel good on their job	2. 16 employees I feel bad the company never ask our advice for decision making

Motivation

Manager level	Clerk level
1. Current incentive system with bonus is useful	1. It can work but feel make us feel pressure
2. The bonus is most direct and useful way to motivate employee.	2. It is only the basic needs
3. Except cooperation of with employee, challenging job	3. Chance to improve personal ability. Training program or studying aboard, Organize the activities after work like company trip, game match or Karaoke
4. Job distribution is fair with personal profit	4. No chance for new employee to improve
5. Evaluation system is not important as same as personal profit evaluation	5. The evaluation system just walk a form

Performance

Manager level	Clerk level
1. All perform best work to achieve career goals	1. Try to work best but less information and knowledge so that job is difficult to new employees

2.Improve management style, knowledge, possible to provide communication and encourage more to staff level, have a change	2. Improve the basic knowledge of the construction machinery, communication skill, deal with conflicts
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4.4 Observation

Researcher has observed employees' Work attitudes, Employees Motivation and Job Performance by using observation the check list as shown in appendices. An observation assessment was conducted with target respondents in FY Company (51 respondents). Researcher had individually observed all 51 respondents on their personal behavior during working hours, 5 days per. The observations focused on the sub-areas of respondents' behavior; physical setting at work place, working condition, customer services, attendance and punctuality.

Table 4.4.1 Observation of Employees' Behavior

	Behavior	Yes	No	Total respondents
1	Employee create active environment	43 84.31%	7 13.73%	51
2	Appropriate work task	48 94.12%	3 5.88%	51
3	Co-operative and interaction among employees	40 78.43%	11 21.57%	51

According to Table 4.4.1, most employees create active environment and cooperative teamwork and appropriate work task.

Table 4.4.2 Observation of physical working condition

	Working condition	Yes	No	Total respondents
1	Lighting and position of desk	51 100%	-	51

2	Personal equipment(computer, drinking water, uniform etc)	51 100%	-	51
3	Cleanliness and ventilation	51 100%	-	51

According to the Table 4.4.2, the working condition show that the company provides a good and suitable condition to every employee

Table 4.4.3 Observation of Employees with attendance and punctuality

	Attendance and punctuality	Yes	No	Total respondents
1	Coming late	39 76.47%	12 23.53%	51
2	No call/No show	3 5.88%	45 94.12%	51
3	Play for time	8 15.69%	43 84.31%	51

According to the Table 4.4.3 there is biggest percentage for the Coming late with 23.53%, the eight employees play other things in their working time, and 5.88% employees without any call did not show themselves. The problem of causing the situation will compound with questionnaires and interviews discussed on chapter 5.

Table 4.4.4 Observation of Employees with regard to customer service

	Customer service	Yes	No	Total respondents
1	Immediate responses	42 82.35%	9 17.65%	51
2	complaints	3 5.88%	48 94.12%	51
3	Service minded	50 98.04%	1 1.96%	51

Table 4.4.4 shows that there were only 42 employees who would provide immediate responses to customer, and 9 employees can only respond immediately to customer service, there were some reasons which the problem such as limited information and knowledge with questionnaires and interview analyzed and discussed in chapter 5



Chapter 5

Summary of founding, conclusion and recommendation

This chapter presents the summary of findings based on the questionnaires, interviews and observations; it outlines the answers to the research questions and recommendations for future research.

This research was a study on Work attitudes, Employees Motivation and Job Performance and proposed OD intervention: A case of XI'AN FY Construction Machinery Distributor. The researcher distributed the questionnaires to fifty one full-time staff. The summary findings from the statistical data are as follows:

5.1 Summary of findings

5.1.1 The Profile of Respondents

Demographic Profile

- Demographic profile questionnaires for staff had five questions for the staffs in terms of Gender, Age, Education Attainments, Year of Services, and Position.
- Gender: 72.5% (37 respondents) were of employees from FY company male and rest 27.5 % (14 respondents) are female.
- Age: In terms of age: 4 persons were 22 and below years old, 36 persons 23-30 years old and 11 persons 31-40 years old.
- Education Attainments: 49.0% (25 respondents) Technical school education, 45%.0 (23 respondents) Bachelor Degree and there was only 5.88% (3 respondents) are Master degree education.

- Year of Services: 30 of respondents' worked for the company 1-3 years, 9 of respondents' worked for the company 7-9 years, 8 of respondents worked for the company 4-6 years and only 4 respondents worked for the company below 1 year.
- Position: 40 respondents or 72.73% were position of Clerk, 6 respondents or 10.91% was position of Department Managers and 5 respondents or 9.09% were Supervisor

5.1.2 Summary-Pre OD stage

The first phase of the study was assessing the current situation of Work attitudes, Employee Motivation and Job Performance. This was done through a Questionnaire survey and supported with focus group interviews and observation to context.

Work attitudes- It was found that respondents agreed with their performance in terms of Job Satisfaction and Employee Commitment. However there are three disagree shows that from questionnaires 1). The employees feel no equal opportunity for advancement. 2). The employees do not feel belongings for the company. 3). They chooses to leave company if they had better offers because they do not believe the company's value.

Employees Motivation- As for the Motivation of Employees' expectancy and organizational Justice based on the statistical analysis, the problem for the expectancy is that the company only uses the personal profits as the incentive system which is not enough and acceptable. The old evaluation system was like a form, which could not

give an equal chance to everyone; especially for managers they always got different punishments from employees.

Job Performance-Most of employees always tried to perform better, but sometimes they still made mistakes on the job because they work was too hard for them. Since the knowledge in this area needed to be updated often, most employees wanted to have a training program, and wanted to have good ways for information sharing.

Table 5.1.2: Summary of current situation

Current situation of Work Attitudes	
Quantitative data	<ol style="list-style-type: none"> 1. All employee do not satisfy with the equal chance for advancement, 2. They can't feel being part of the company, because they did not believe the value of the company.
Qualitative data	<ol style="list-style-type: none"> 1. Ten employees feel discourage cannot get equal chance for advancement 2. 16 employees I feel bad the company never ask our advice for decision making
Observation	Most employee have good work behavior, they always try to create active environment.

Current situation of Motivation

Quantitative data	<ol style="list-style-type: none"> 1. The most employees think the bonus is enough to motivate people, and company does not support any activities after class, 2. They do not feel security in the company because of insurance. 3. For clerk level they have no chance to involve in company decision making. 4. the current evaluation is not fair enough
Qualitative data	<ol style="list-style-type: none"> 1. The incentive can work but feel make us feel pressure 2. Bonus is only the basic needs 3. Want chance to improve personal ability. Training program or studying aboard, Organize the activities after work like company trip, game match or Karaoke 4. No chance for new employee to improve 5. The evaluation system just walk a form
Observation	<p>There are 15.69% employee play on the working time, and 23.53% employee came late, but they don't have any punish because most of employee are experts and service for a long time in the company</p>

Current situation of Performance

Quantitative data	<ol style="list-style-type: none"> 1. Some employees cannot understand clear about their task. 2. there are not enough information about roles and responsibilities and business process,
Qualitative data	<ol style="list-style-type: none"> 1. Try to work best but less information and knowledge so that job is difficult to new employees 2. Improve the basic knowledge of the construction machinery, communication skill, deal with conflicts
Observation	Employees have interaction and connection and try to follow new working procedure, but limited by their skill and knowledge, some of them cannot immediate response for the customer, but they all have good service mind.

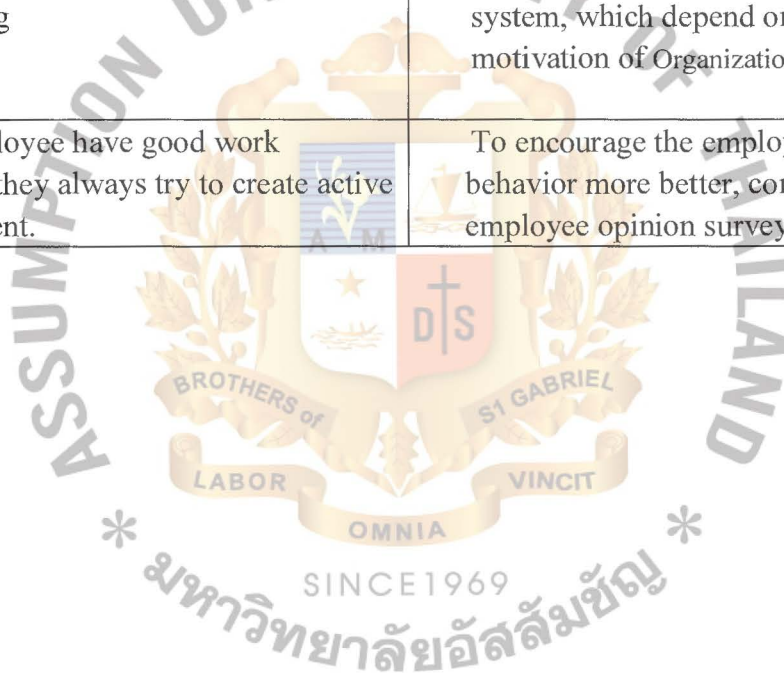
5.1.3 Summary- Propose ODI

Base on the resulted findings from Pre ODI assessment, researcher proposes ODI activities to the management to consider implementation in the future to improve Work attitudes, Employees Motivation and Job Performance.

Table 5.1.3: Summary of Propose ODI

Work Attitudes

<ol style="list-style-type: none"> 1. All employee do not satisfy with the equal chance for advancement, 2. They can't feel being part of the company, because they did not believe the value of the company. 	<p>Related to the new reward system to excellence of job performance, depend on the motivation of Organizational Justice</p>
<ol style="list-style-type: none"> 3. Ten employees feel discourage cannot get equal chance for advancement 4. 16 employees I feel bad the company never ask our advice for decision making 	<ol style="list-style-type: none"> 1. Encourage people to participated in making decisions for the personal and company developing (setting the advisor box for each department) 2. Built the new justice evaluation system, which depend on the motivation of Organizational Justice
<p>Most employee have good work behavior, they always try to create active environment.</p>	<p>To encourage the employees' behavior more better, conduct an employee opinion survey</p>



Motivation

<ol style="list-style-type: none"> 1. The most employees think the bonus is enough to motivate people, and company does not support any activities after class, 2. They do not feel security in the company because of insurance. 3. For clerk level they have no chance to involve in company decision making. 4. the current evaluation is not fair enough 	<ol style="list-style-type: none"> 1. Set up effective reward program for high performance and contribution 2. Provide the heal insurance
<ol style="list-style-type: none"> 1. The incentive can work but feel make us feel pressure 2. Bonus is only the basic needs 3. Want chance to improve personal ability. Training program or studying aboard, Organize the activities after work like company trip, game match or Karaoke 4. No chance for new employee to improve 5. The evaluation system just walk a form 	<ol style="list-style-type: none"> 1. Provide more chance or opportunities to promote employees (special training program of studying aboard, organize the activities occasionally after work like company trip, game match or Karaoke) 2. New evaluation -use the new KPI to built justice system even including managers
<p>There are 15.69% employee play on the working time, and 23.53% employee came late, but they don't have any punish because most of employee are experts and service for a long time in the company</p>	<p>Built the specific punishment area into the new KPI</p>

Performance

<ol style="list-style-type: none"> 1. Some employees cannot understand clear about their task. 2. There are not enough information about roles and responsibilities and business process, 	<p>Monthly Meeting</p> <p>-set up monthly meeting to review the process of overall performance</p>
<ol style="list-style-type: none"> 1. Try to work best but less information and knowledge so that job is difficult to new employees 2. Improve the basic knowledge of the construction machinery, communication skill, deal with conflicts, and decision making ability 	<ul style="list-style-type: none"> ➤ Provide knowledge of construction machinery knowledge training ➤ Provide management courses (Management skills, leadership development, personal confidence building, motivation skills) ➤ Provide communication courses (communication skill, dealing with conflicts, assertiveness skills) ➤ Provide making decision course for improve the employee decision making competence
<p>Employees have interaction and connection and try to follow new working procedure, but limited by their skill and knowledge, some of them cannot immediate response for the customer, but they all have good service mind.</p>	<p>Through the Training course and sharing knowledge empowerment promote to improve the employee's service</p>

Work Attitudes

- Related to the new reward system of excellence and job performance, depend on the motivation of Organizational Justice
- Encourage people to participate in making decisions for them and the company developing setting the adviser box for each department
- Build a new justice evaluation system, which depend on the motivation of Organizational Justice
- To encourage the employees' behavior to be better, conduct an employee opinion survey

In order to improve work attitudes, this should be related to the motivation because every change is connected into the organization, to let the employees feel satisfies with the equal chance for advancement and to a part of the company which needs the company to encourage people to participate in make decisions for the company development, the company can set the adviser box for each department. To better encourage behavior of the employees', the company can also conduct an employee opinion survey to update information keep for understanding employees' needs.

Motivation

- Set up an effective reward program for high performance and contribution
- Provide the health insurance
- Provide more chance or opportunities to promote employees (special training program of studying aboard, organize the activities occasionally after work like company trip, game match or Karaoke)
- New evaluation -use the new KPI to built justice system even including managers
- Build the specific punishment area into the new KPI

Both qualitative and quantitative data show that the current incentive is not enough to motivate with only bonus policy, a comprehensive incentive system can better help motivating employees which should include: 1.) Provide more chance or opportunities to promote employees such as special training program of studying aboard, organize the activities occasionally after work, better health insurance policy. To change the justice of organization is also the ways to

motivate employee, which can also support to reduce the problem of the employee attitudes, form the qualitative and quantitative we can also find the employee cannot agree with the current evaluation system from because it is just work a form, there is no evaluation including managers and no punishment for the bad working attitudes, so using the new KPI to built justice system even including managers and specific punishment area into the new KPI can balance the justice of organization.

Performance

- Monthly Meeting
 - set up monthly meeting to review the process of overall performance
- Provide knowledge of construction machinery knowledge training
- Provide management courses
(Management skills, leadership development, personal confidence building, motivation skills)
- Provide communication courses
(Communication skill, dealing with conflicts, assertiveness skills)
- Provide making decision course for improve the employee decision making competence
- Through the Training course and sharing knowledge empowerment promote to improve the employee's service

In order to improve the performance, informal weekly meeting among each team member can help employees make discussion, brainstorm and relay any necessary

information. So, this can reduce any error or misleading information to occur in the future. Regarding the data, training course can help increase skill towards task due to the nature of the job as sales have to know how to deal the conflict customers. Provide making decision course for improve the employee decision making competence can also support the employees to have the enough ability to involve into decision making to help with the creative ideas, and increase the employees' participation and motivate them at work. Through the Training course and sharing knowledge provide empowerment promote to improve the employee's service can also help the employees improve their personal ability and decision making ability.

5.2 Conclusion

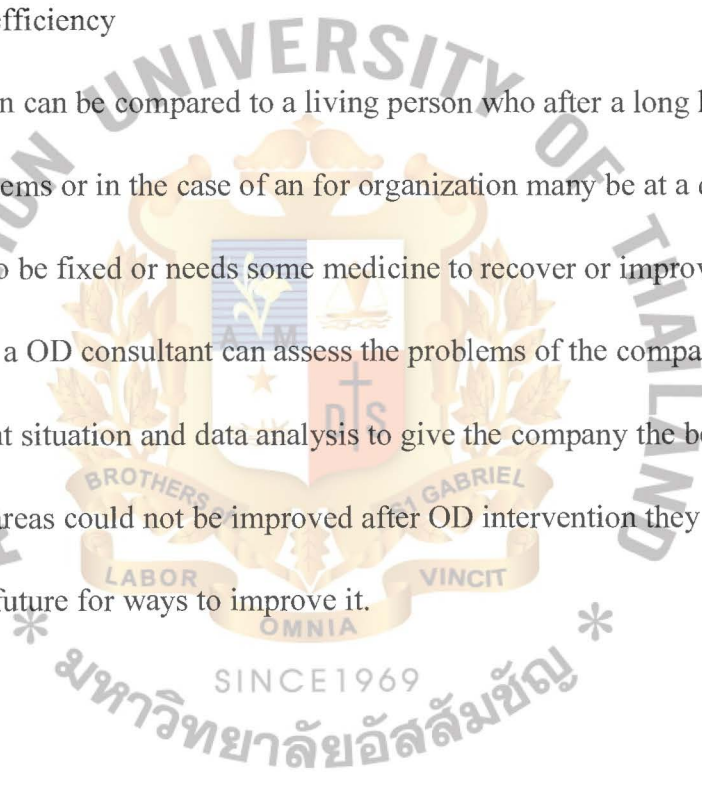
The FY construction machinery company is one of the high technology businesses areas. It is still a personal company and only operates for ten years. So the company need often adjust to researching a suitable way for their development. After data collection, the majority of staff at clerk level recently showed good signs to adept changing on the incentive and evaluation system, also to expect the training program from the company to update the knowledge and information at work.

As for the documents with quantitative and qualitative data and observation, the proposed ODI can conclude that the expected outcome can go in a positive direction, and the results of the study can be summarized as follows

- Increase employee commitment to achieve goal
- Create positive working attitudes towards to job
- The survey result would provide the understanding of the employees needs

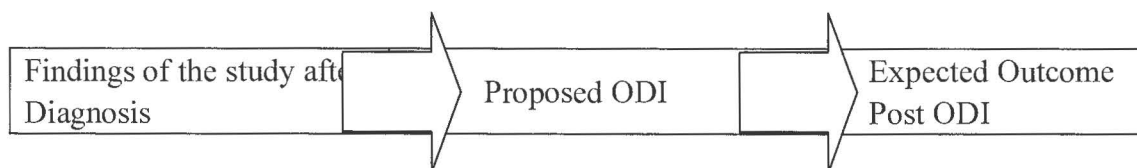
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- People are rewarded equitably according to their contribution and competence
 - Higher motivation both of Intrinsic and Extrinsic
 - Built a justice environment in the company
 - Effective incentive to improve work attitudes and performance
 - Enhance and support the needs of the individuals and the organization.
 - Achieve in daily work
 - Increase work efficiency

An organization can be compared to a living person who after a long healthy life can face some problems or in the case of an for organization many be at a declining stage which needs to be fixed or needs some medicine to recover or improve from the current situation, as a OD consultant can assess the problems of the company by searching the current situation and data analysis to give the company the best choice to change. If some areas could not be improved after OD intervention they need to search again in the future for ways to improve it.



5.3 Recommendation

Table 5.3.1 Conceptual framework of ODI process recommendation



<p>Work Attitudes</p> <ul style="list-style-type: none"> -low level of receiving equal opportunity for advancement -low level on health insurance -difficult to being part of company -need to clear the future employees' satisfaction 	<p>Work Attitudes</p> <ul style="list-style-type: none"> ➤ Related to new reward system to excellence of job performance ➤ Encourage people to participate in making decisions, setting goals and feedback. (setting the adviser box) ➤ Conduct an employee opinion survey to determine other activities that create employee satisfaction 	<p>Work Attitudes</p> <ul style="list-style-type: none"> ➤ Increase employee commitment to achieve goal ➤ Create positive working attitudes towards to job ➤ The survey result would provide the understanding of the employees needs
<p>Motivation</p> <ul style="list-style-type: none"> -Everything related with personal profit --Need for built a new evaluation -Need for more chance to promote or incentive employee -Provide the heal insurance 	<p>Motivation</p> <ul style="list-style-type: none"> ➤ Set up effective reward program for high performance and contribution ➤ New evaluation <ul style="list-style-type: none"> -use the new KPI to built justice system even including managers ➤ Provide more chance or opportunities to promote employees (special training program of studying aboard, organize the activities occasionally after work like company trip, game match or Karaoke) ➤ Provide the heal insurance 	<p>Motivation</p> <ul style="list-style-type: none"> ● People are reward equitably according to their contribution and competence ● Higher motivation both of Intrinsic and Extrinsic ● Built a justice environment in the company ● Effective incentive to improve work attitudes and performance

Performance -Need for knowledge sharing -Weak in knowledge of construction machinery -Need for communication skills to perform in daily work -Need for skills to making decision	Performance ➤ Monthly Meeting -set up monthly meeting to review the process of overall performance ➤ Provide knowledge of construction machinery knowledge ➤ Provide making decision course for improve the employee decision making competence ➤ Provide communication courses (communication skill, dealing with conflicts, assertiveness skills)	Performance ➤ Enhance and support the needs of the individuals and the organization. ➤ Achieve in daily work ➤ Increase work efficiency ➤ Through the Training course and sharing knowledge empowerment promote to improve the employee's service
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The Conceptual framework above shows the process of ODI. This research would like to recommend ODI planning activities to all employees in the company to reconsider the future action to develop as follow:

The objective

1. To describe and analyze the current situation in terms of Work attitudes, Employees Motivation and Job Performance.
2. To identify the appropriate ODI to propose and recommend appropriate OD intervention to improve Work attitudes, Employees Motivation and Job Performance.

For the current situation in terms of Work attitudes, Employees Motivation and Job Performance the current situation is not bad, the company still work well and making profits. But they are do have some problems to influence the company's future competition the most important factor are: 1) simple incentive system, 2) injustice evaluation system 3) unskilled employees 4) less information sharing.

To create overall quality output of company and to start the ODI process, the manager should realized the benefits that will received from the implementation of the ODI process. The process needs the manager to think out of the box from the old point of views such as bonus is enough for an incentive system, who need to be completely accept the OD intervention in the process.

5.3.2 Process of activities to accomplish objective

1. Get permission from managers
2. Announce and explain ODI program to employees: timeframe, information activities and how much participants to be involved in this program
3. Setup meetings with committee and HR to introduce an Intervention program and make the commitment from teams responsible for work attitudes, motivation and job performance. Each team would be responsible for each area
4. Start training and implement activity development program

Table 5.3.2.1: Information for recommendation of ODI activity plan

Title	Detail	Purpose	Staff responsible	Duration
Adviser box	Setting the adviser box and receive the feedback weekly on the Friday 5pm	-To collect the advisor from employees increase the participation of employees	40 employees on the clerk level	6 months
Employee satisfaction survey	Setting the Employee satisfaction survey for understanding the employees needs	-To clear the future employees' satisfaction	All 51 employees on the every level of company	6 months
Remark: The issue raised in this session would concern for built the employees' participation and satisfaction				
Active to motivate employee	-Trip for seasons -Karaoke night -Training program	-To increase more ways of incentive system	All 51 employees on the every level of company	6 months
New evaluation	-Built new justice KPI system including fair punishment evaluation	- Built a justice environment in the company	All 51 employees on the every level of company	1 month
New reward system	-New reward system depend on the new KPI system	- To reward equitably according to their contribution and competence	All 51 employees on the every level of company	1 month
Remark: For the new evaluation system should be listening to the HR department employees' professional advice and consider the scientific process of KPI instrument				
Weekly information meeting	Monday morning at 9:00-9:30/weekly	-To relay update and discuss necessary information with team	All 51 employees on the every level of company	4 month

			from different department	
Training course	Participants will rotate as per schedule preparation by the all employees	-To increase the basic knowledge and skill of the machinery	40 employees on the every level of company	6 months
Training course	Communication courses (communication skill, dealing with conflicts, assertiveness skills)	-To increase the ability of sales communication and ability to deal with conflicts	Clerk from service and sales departments	4 months
Training course	Provide management courses	-To increase for some of Management skills, leadership development, personal confidence building, motivation skills	11 managers	4 months
<u>Remark:</u> For the training programs, it will focus on the employee's weakness to adjust to fit with the employees' expectation				

5.4 Recommendation for Future Study

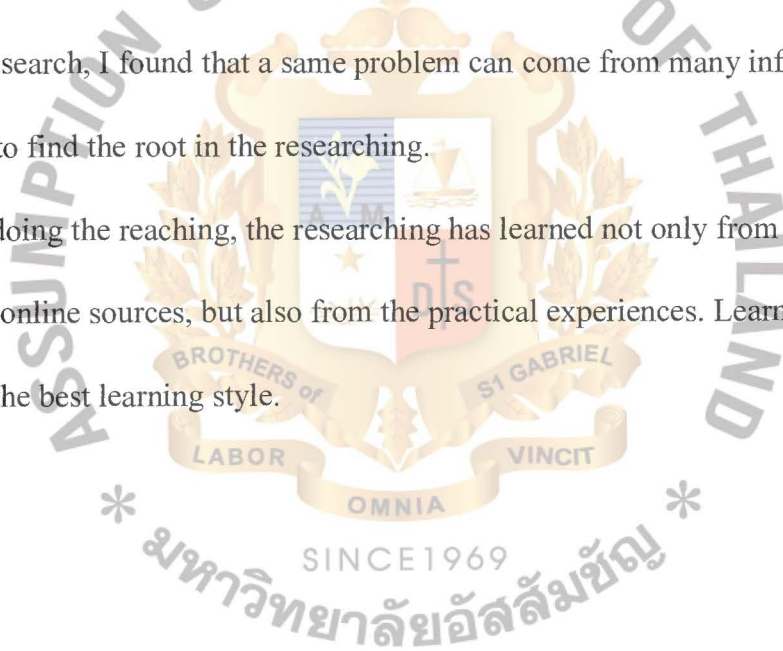
For the future study, these researching will use as a personal example for FY Company and any other company or any individual to further study and implement. It is a good trying for the experiences to assess on relative small number of 51 respondents in the three areas to change the organization.

With the motivation variable, the incentive program and evaluation problem will not expect be solved in the near further due to the timing of data collection since the company does not allow intervention. So this proposed ODI program is being recommended to be implemented in the future.

5.5 The Epilogue

1. Even though there are not a lot of employees in the organization, but the function of the organization is enough for the staff to perform. If the environment yet should be promoted which must be successful by using the OD interventions with the existing strength of the organization and invaluable contribution of the employees.
2. The researcher found that the empowerment in the organization depended on many things, everything get connection from inside of the organization, when I did the research, I found that a same problem can come from many influence so we need to find the root in the researching.

By doing the reaching, the researching has learned not only from the books, journals, online sources, but also from the practical experiences. Learning by doing is the best learning style.



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Appendix B Questionnaire

This questionnaire has three parts within five pages

Part I : Demographic Profiles

This part is about the profile of the respondent. Please present the correct information related to you.

1. Age

- ☐ Under 25 years old ☐ 25-30 years old ☐ 31-35 years old
☐ 36-40 years old ☐ 41 years old and above

2. Gender

- ☐ Male ☐ Female

3. Service of year

- ☐ Below 1 year ☐ 1-3 years ☐ 4-6 years
☐ 7-9 years ☐ 10 years and above

4. Educational Level

- ☐ High school
☐ Technical school
☐ Diploma Degree
☐ Bachelor Degree
☐ Master degree
☐ Doctoral degree.

5. Position

- ☐ Clerk ☐ Supervisor
☐ Department Manager ☐ Higher than Department Manager

Part II : Work attitudes/ Employees/Motivation/ Job Performance

The statements below represent the job performance, motivation, and employee satisfaction which people perceive; you may agree or disagree with the following statements. Read each statement carefully and indicate how suitable it is for you.

Work Attitudes (Job Satisfaction)

	Strongly disagree	Disagree	Agree	Strongly agree
1. I feel good when I have opportunity to use my ability on the job				
2. I feel good when my supervisor compliments me when I do something well				
3. I feel secure because of health insurance in the company				
4. I feel satisfy for my work condition				
5. All employees receive equal opportunity for advancement				
Valid N (leastwise) Average				

Work Attitudes (Employee Commitment)

6. I feel sense of belong to the company				
7. I am willing to work on holiday if the company need me				

8. I am proud to tell others that I am working with the company				
9. I would accept almost of my type of job assignment in order to keep working with my company				
10. I believe in values of my company				
11. I will leave my company if there are better job opportunity				

Motivation (Employees' expectancy)

12. I think the current incentive system can motivate me				
13. I am satisfied with my current salary				
14. I think the bonus is enough to motivate people				
15. I think I will be promoted if I am doing best on my job				
16. We have activities occasionally after work to improve my motivation toward routine job				

Motivation (Organizational Justice)

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17. In my work place, I get reward according to how well I perform in my job				
18. The current evaluation system is useful				
19. The current evaluation system is fair enough for everyone				
20. Everyone have chance to involve in decision making				
21. I feel the job distribution is fair to everyone				
22. The punishment of mistakes are equal to every employees including managers				
Valid N (leastwise) Average				

Job Performance (quality of output)

23. I always try to perform best work to achieve career goals				
24. I always produce good work				
25. Sometimes I produce an inferior quality of work because the work is too difficult for me				
26. I easily give information when I asked				
27. I often find that I understand clearly when my supervisor assigns me a task				

28. I always finish my job within the expected period of time				
Valid N (leastwise) Average				

Job Performance (knowledge)

29. I have knowledge to perform my current job				
30. I always share my knowledge to co-worker				
31. My skill and ability match very well with my job				
32. I need more training to do my job				
33. I have enough information about roles and responsibilities and business process				

Appendix B Interview questions

Work attitudes:

1. What makes you feel excited or discourage on your job? Why?
2. What makes you feel good or bad on your job? Why?

Motivation:

1. Does the organization provide any benefit plan to the employees and what are they?
2. What do you think incentive system with bonus only?
3. What are your expectations from the organization?

-
4. What do you think the current job distribution?
 5. Do you think the current evaluation is equal to everyone?

Performance

1. How would you describe performance?
2. In what areas do you want to improve?



