



Creating the Company of Choice by Improving Employee Morale  
and Job Satisfaction: A Case Study of YZJY Company

Jie Song

A Thesis Submitted in Partial Fulfillment of the Requirements  
for the Degree of Master of Management  
in Organization Development and Management  
Graduate School of Business  
Assumption University  
Academic Year 2014  
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By	Jie Song
Major	Master of Management in Organization Development and Management (MMOD)
Action Research Advisor	Maria Socorro Cristina L. Fernando, Ph.D.
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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.

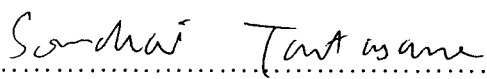
  
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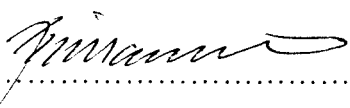
#### ACTION RESEARCH EXAMINATION COMMITTEE

  
 ..... Program Director  
 Perla Rizalina Maturan Tayko, Ph.D.

  
 ..... Chairman  
 Associate Program Director of MMOD, Sirichai Preudhikulpradab, Ph.D

  
 ..... Action Research Advisor  
 Maria Socorro Cristina L. Fernando, Ph.D.

  
 ..... External Expert  
 Somchai Tantasanee, Ph. D.

  
 ..... Member  
 Salvacion Villavicencio, Ph. D.

## ABSTRACT

The YZJY Company was founded in January 4, 2013. This is an industry that serves the recycling economy to provide business information and is the comprehensive website with value added service. There is fast turnover rate of employees in YZJY . When the company recruits employees for large projects, many of them do not stay as employees for a long time. They change the jobs during the probationary period when they find better companies. This research was conducted to provide an intervention for YZJY Company to be the company of choice. Three areas were considered for the research and the managers of YZJY Company, namely: (1) employee morale, (2) job satisfaction, and (3) company of choice. The objectives of the study are: (1) to determine the current situation of the employees' job satisfaction and morale that affects the company as a "company of choice"; (2) to identify appropriate organization development interventions that will create the company of choice; (3) to identify the initial impact of OD interventions on employees' job morale and satisfaction in creating the company of choice; (4) to measure the differences between the pre ODI and post ODI on employee satisfaction and morale that creates the company of choice. This research was conducted using the action research model.. The primary data was collected through interviews, questionnaires and observation, both at the pre and post-OD Intervention phases. The OD interventions conducted in a period of three months included workshops, training activities, and informal meetings.

The results show that there is a significant difference between pre and post employee morale, job satisfaction, and company of choice after organizational development interventions.

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Jie Song

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# CHAPTER 1

## The Problem/ Potential Challenge for Change

### Introduction

As technology improves productivity all over the world, organizations experience internal and external changes. These call for change management and innovation so that the organizations can function effectively and more productively.

This dissertation is based on action research in a recycling economy website and the company is located in Beijing, China. The main focus of the study is to create the company of choice through participative OD interventions.

### Background of the Study

#### 1.1 Global Context - Recycling industry

As technology on the level of productivity improves, there is a growing requirement to respond to increasing people needs day by day. Nowadays, environmental problems accompany high production and consumption. The problem of global resource and sustainable development has attracted more and more people's attention, especially the issue of pollution and waste management

Since 1976, America has started to carry out the circular economy concept which pays attention on waste recycling. Germany is one of the first countries to develop a recycling economy and now they have nearly perfected the circular economy legal system ( Brown, T., 2013).

In 1992, The United Nations Conference on Environment and Development put forward the sustainable development path. After that, the European countries first advocated the circulation economic development strategy, thus the recycling industry got more government attention. Now the recycling industry is a key part in the development of circular economy.

In 2010, the Global recycling industry has amounted to \$2.2 trillion. It has amounted from 14.06% to 19% (Brown, T., 2013). The development of recycling industry is more mature in developed countries. In 2010, the recycling industry was to be found in around 70 percent of developed countries.

### Asian Context- Recycle industry

Many Asian countries also started to pay attention to the issue of environmental protection. They use varied ways of recycling based on the type of waste materials available.

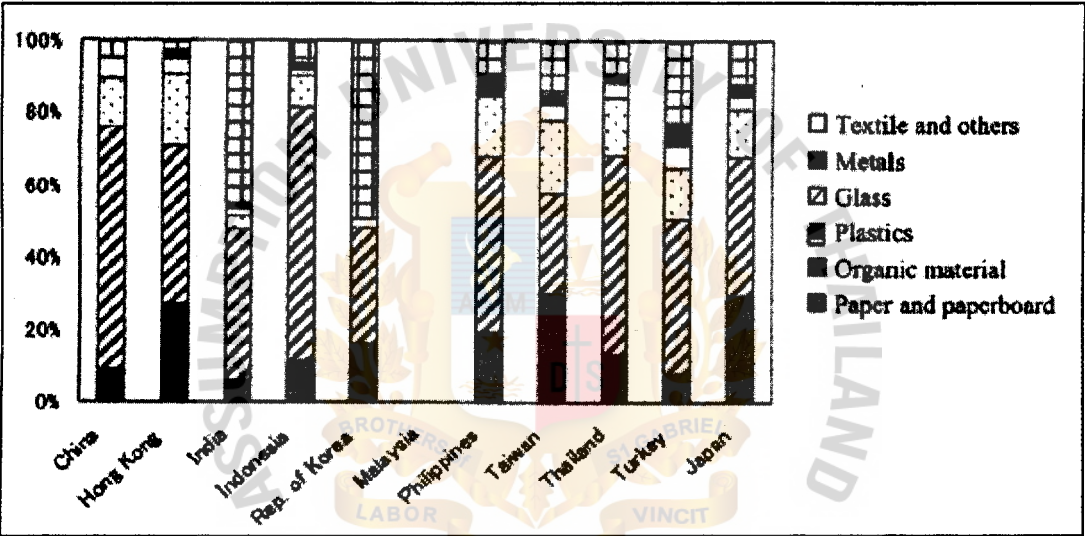
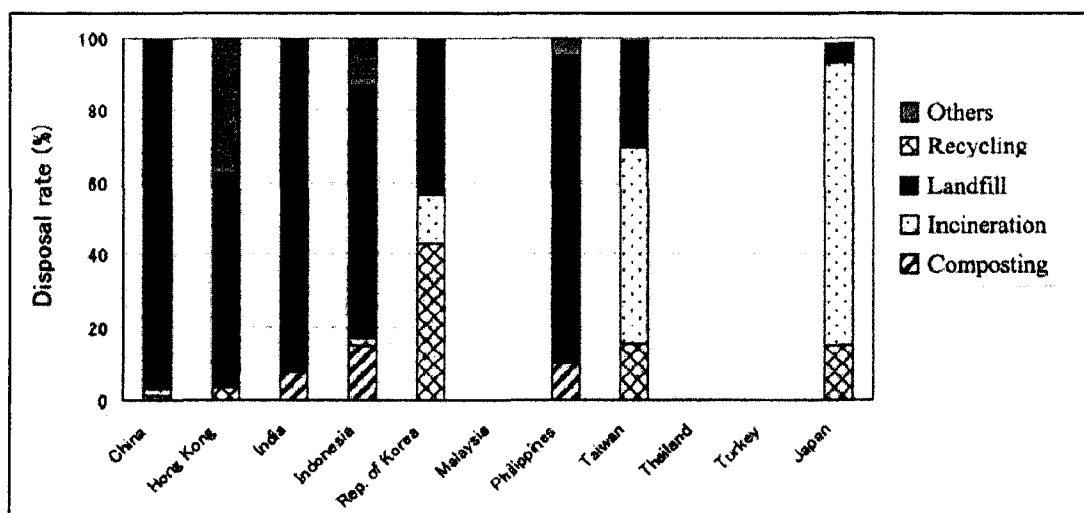


Figure 1. Composition of MSW in Asian countries/regions.

(Source: Waste Management and Recycling in Asia, 2005)

Based on Figure 1, the main kinds of waste in Asia are textile, metals, glass, plastics, organic material and paper.





**Figure 2. MSW disposal in Asian countries/regions**

(Source: Waste Management and Recycling in Asia, 2005)

Based on Figure 2, the different countries in Asia choose different ways to dispose waste, such as recycling, landfills, incineration, composting, and so on. Korea used recycling while Taiwan and Japan choose incineration. In the other countries and cities, landfills are the first choice.

In Japan, the recycling system is more perfect. They have a strong sense of national environmental protection. Abandoned old furniture, electrical appliances can be taken for free, if someone needs them.

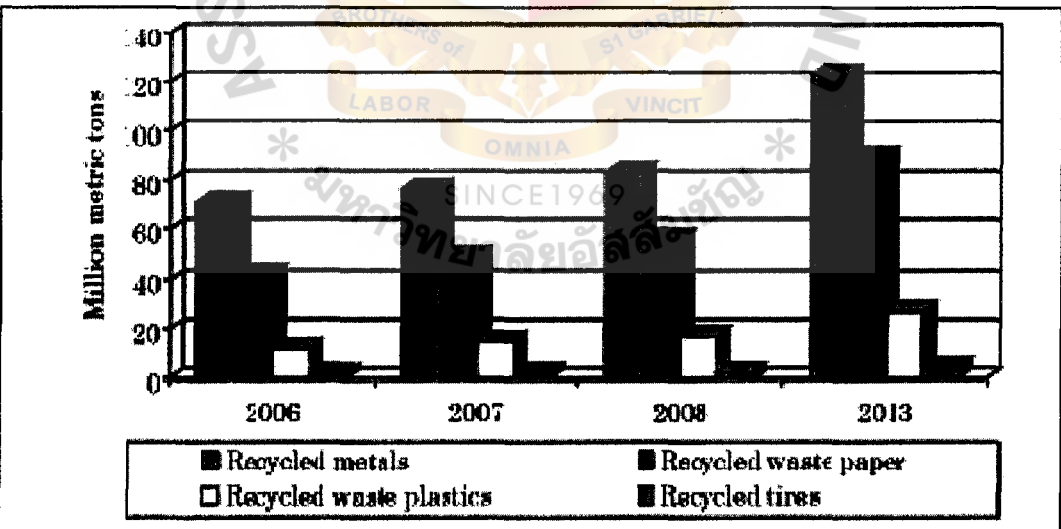
The Philippines has also been taking various effective measures to protect the environment for years. The citizens have a strong awareness of environmental protection. They pay attention to details in daily life waste management and reducing the use of plastics and non biodegradable, considering all aspects of clothing, dining, living, and transportation shows their protection and care for the environment. The Philippine government supports environmental projects. In addition, they also speed up dealing with environmental cases, improving the mining laws and regulations and policies, focusing on the new energy development and utilization, and trying to develop the use of renewable energy to achieve self-sufficiency (Tangri, N., 2010).

## Chinese Context - Recycle industry

Since the 1990s, China has introduced a series of preferential policy support for the recycling industry and it has developed rapidly. From 2006 to 2011, the gross industrial output value of the recycling industry in China has an average annual compound growth rate of 50.49%. In 2011, more than 995 scale recycling in the country's enterprises realized a total industrial output of 298.698 billion Yuan (Recycling Markets in China, 2008). But China's recycle industry is not as big when compared with Europe, United States and other developed countries.

At present, the recovery rate of waste plastics in China is less than 25%; renewable lead consumption rate is only 33%. However, the United States has reached to 82% (Recycling Markets in China, 2008). Because of this, China has a strong advantage to develop the recycle industry further.

Firstly, the variety of heavy metal industry in China, recycling has a big potential for waste product. But people don't have enough knowledge about how to deal with waste products. Moreover, the garbage classifications, where the wastes to go and the method of recycling are imperfect and needs improvement.



**Figure 3. Current and forecast Chinese recycling industry by segment, 2006-2013**  
(Source: BCC Research)

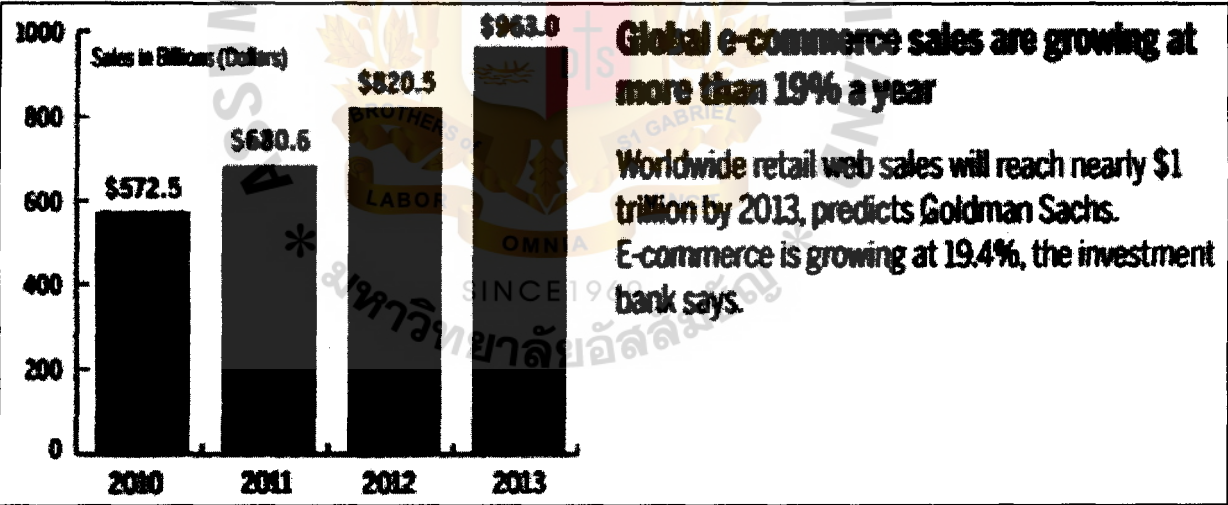
In China, the total number of materials recycled in 2007 was 142.3 million metric tons. In 2008, the number increased to 158.6 million metric tons and in 2013 it was up to 244.8 million metric tons, with a compound annual growth rate (CAGR) of 9.1%.

Recycled metals are the largest segment at 76.8 million metric tons in 2007. This grew to 83.5 million metric tons in 2008 and 123.2 million metric tons in 2013, with a CAGR of 8.1%.

The fastest growing segment is recycled tires and reclaimed rubber; 1.9 million metric tons were recycled in 2007, and an estimated 2.2 million metric tons in 2008. (Recycling Markets in China, 2008).

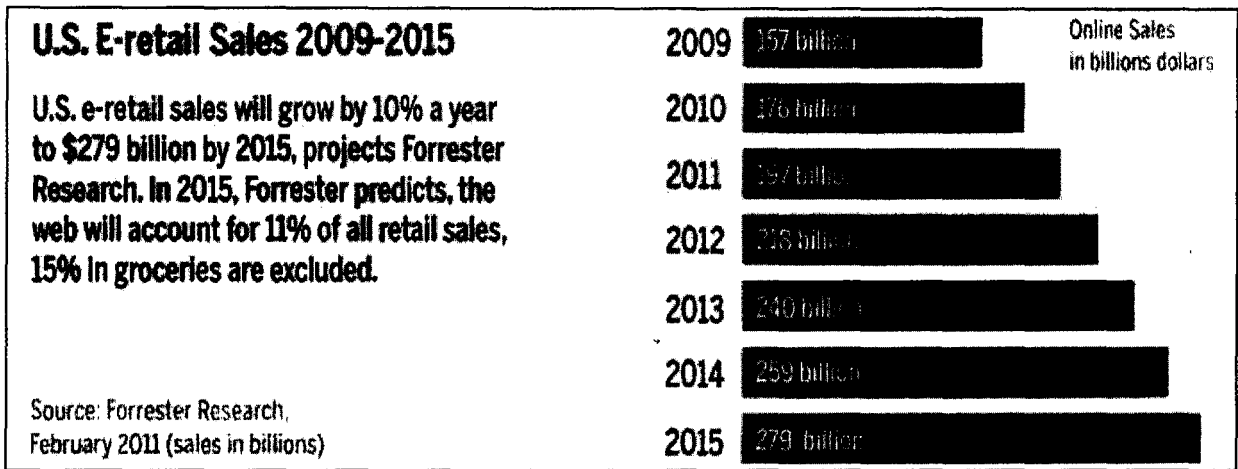
**Global Context - E-commerce industry**

As information technology develops and the use of the internet becomes more popular , connection between peoples and countries are more simple, convenient and fast. For multinational companies, e-commerce is a more convenient way to connect the company to other different countries. Comparing with the traditional economic markets, e-commerce has a very wide range of information volume and more advantages in terms of sales timelines.



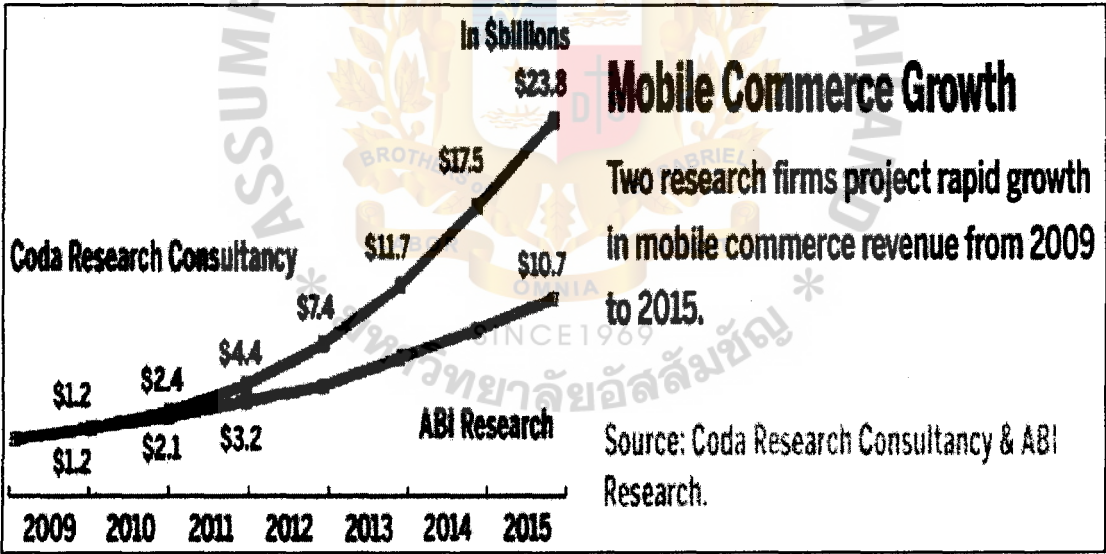
**Figure 4. Global e-commerce sales (Source: Goldman sales in billions of dollars)**

Figure 4 shows the momentum of global e-commerce development. According to a set of data from Goldman Sachs, the scale of global e-commerce was \$572.5 billion in 2010 with an the average of growth rate of 19.4%; The sales of global e-commerce was close to trillions of dollars up to \$963 billion in year 2013.



**Figure 5. U.S. E-retail sales 2009-2015**  
 (Source: Forrester Research, Feb 2011(Sales in billions))

Figure 5 shows that in 2010, the American online retail was \$176 billion up to 12.1% from a year earlier. Forrester expects U.S. online retail will keep growing by 10% per year, and in 2015 will be \$279 billion. It will account to 11% of the total retail sales of social consumer goods.



**Figure 6. Mobile Commerce**  
 (Source: Coda Research Consultancy & ABI Research)

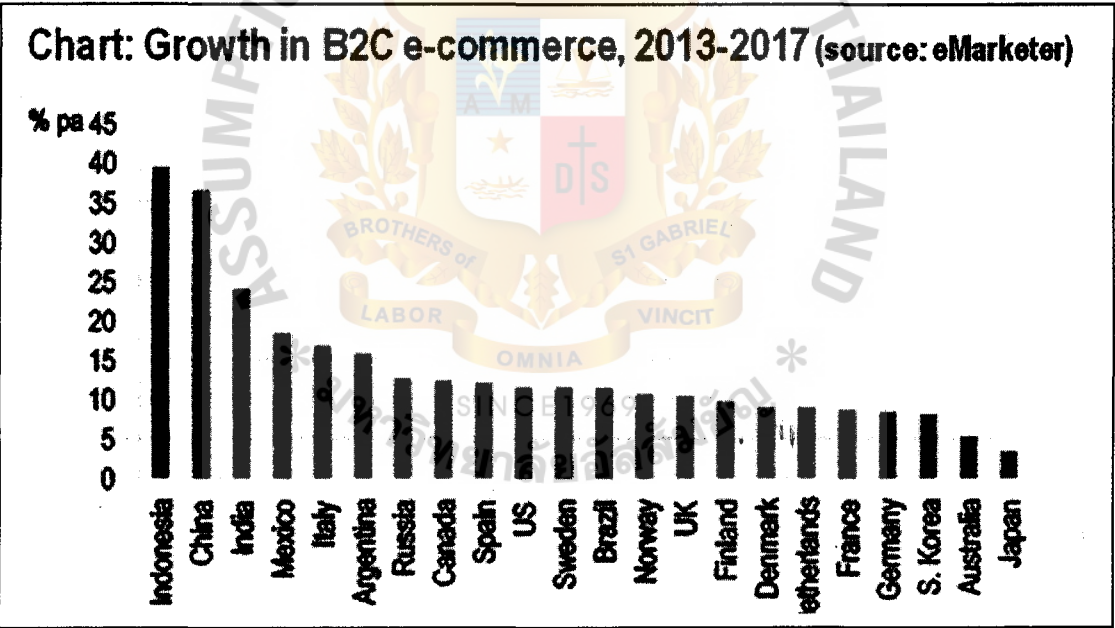
Figure 6 shows that for global mobile e-commerce market, different research institutions have different data sets. From Coda Research, data for mobile e-business was worth \$2.38 billion in 2010 and is expected to get \$23.8 billion in 2015. But ABI data expects that in 2015 mobile e-business would only reach \$10.7 billion.

### Asia Context - E-commerce industry

Asian e-commerce development has been influenced by the information technology and the focus of business people. From 1993 to 1996, the number of Internet websites soared to 137% in Asia. The research has predicted that, the Asian countries' application of electronic commerce trade will reach to 30 billion dollars. Therefore, the development of electronic commerce is something to reckon with in Asia.

In 2014, the Asia-Pacific takes the lead at \$502 billion. The gap will widen even further by 2016, with the Asia-Pacific expected to spend \$708 billion. (B2C Ecommerce Could Top \$1.2 Trillion, Driven By Asia-Pacific Growth, 2013)

### Chinese Context- E-commerce industry



**Figure 7. Growth in B2C e-commerce, 2013-2017 (Source: e-Marketer, 2013)**

China alone boasted 269.4 million digital buyers in 2013, the age of the internet users started at 14 years old. Those people made at least one purchase via any digital channel during the calendar year. The penetration will increase in China, from 40 percent last year to a projected 71 percent of internet users by 2017 (B2C Ecommerce Could Top \$1.2 Trillion, Driven By Asia-Pacific Growth, 2013).



## **1.2 Company Background**

### **Profile of the Company**

The YZJY Company was founded in January 4, 2013. This is an industry that serves the recycle economy to provide business information and is the comprehensive website with value added service.

YZJY Company is the only recycle economy online trade platform with recognition from the ministries and commissions of the state of China, and the Goods Rebirth Association of China.

### **Vision**

- To promote the awareness of recycling, popularize environmental protection, and recycling awareness through internet.
- To be the leader of the on-line recycle industry in China.

YZJY Company is a standing council unit of CRRA (China Resource Recycling Association), the company not only runs the business to gain financial benefit, but also pays close attention on Corporate Social Responsibility (CSR) to help the country to attain more benefit for society. They want to use their website to allow more and more Chinese people to pay attention to recycling, environmental protection, and recycle awareness.

### **Mission**

- To be the leading (No.1) recycle website in two years.
- To get the 70% market share for used second hand car parts.

YZJY Company combines e-commerce industry and the recycle industry, which is a new form of business in China. The market discipline of recycle industry in China is not perfect. YZJY Company wants to be the leader of this industry, to build market order and to unify market price of some main recyclable resource. In such manner they can attain a market with friendly competition.

The company wants to improve itself to build a good brand image, build good relationships with its customers, and improve work efficiency in order to get more of the market share of the second hand car parts.

Organization chart

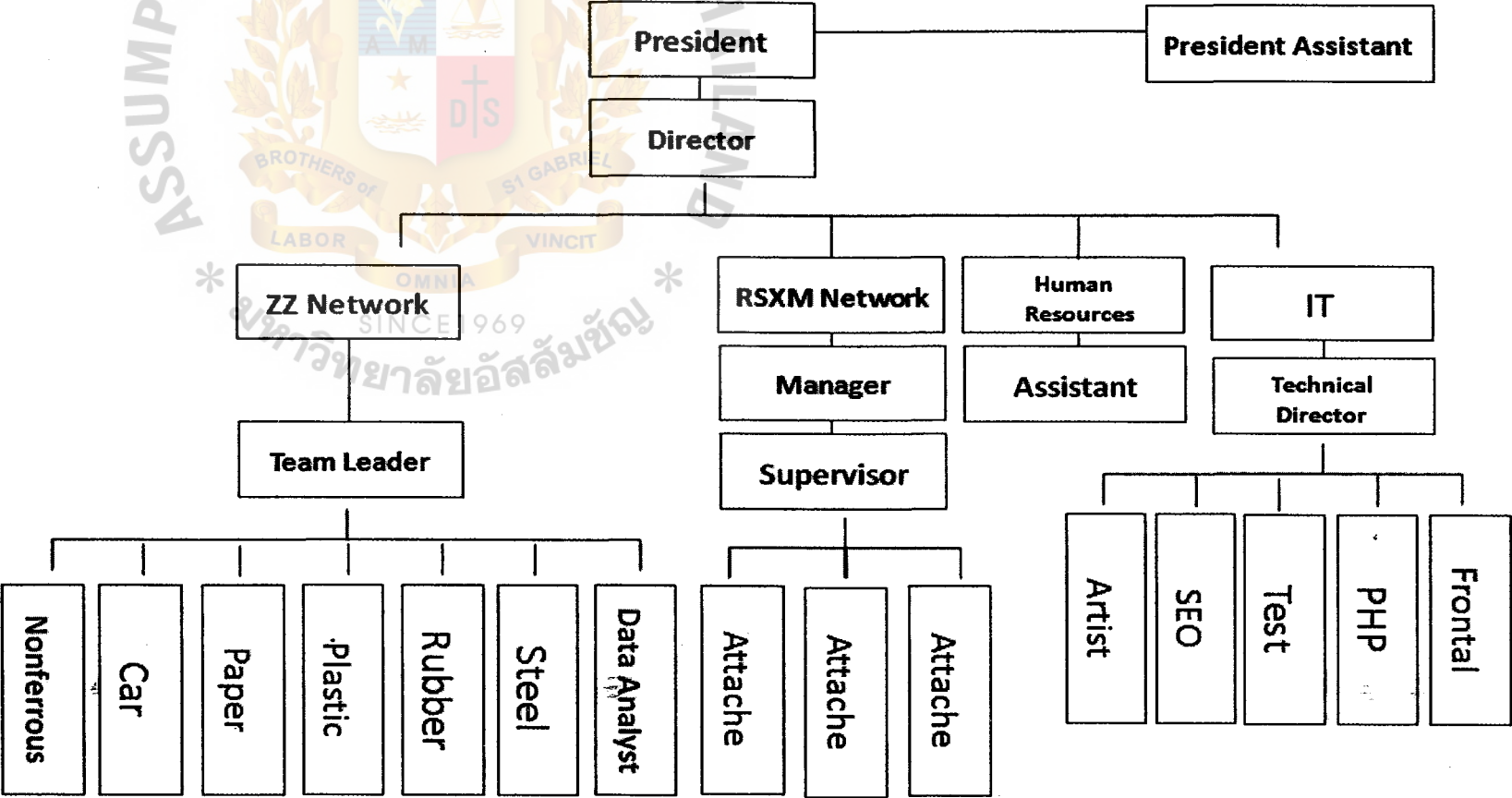


Figure 8. Organization chart (Source: YZJY Company, 2013)

## Organization Chart

YZJY Company has two main businesses under one company, one is ZZ network and the other is RSXM network. There are four departments in this company, 1) ZZ network, 2) RSXM network, 3) human resources, and 4) IT department. The business of ZZ network involves waste car parts, waste paper, plastic, and so on. RSXM network is focused on the business on second-hand car parts. There are 30 employees working in the company, including management (Figure 8)

## Production and Goods

YZJY Company utilizes the internet and mobile internet as service platform to provide the recycle information to the customer. They also provide timeline data that could help business realize its business value. The website provides the clients with information on consulting, business information, online trade, propaganda service, conference service, financial service, recruitment, and training, etc.

The website provides wastes and old car parts trade platform, and second hand car parts trader. It also provides the information of relevant business and online trade service. In the meantime, the company also provides professional offline trade and procurement services.

In order to provide relevant financial service, the company services include the guarantee of clients' safety, to make sure all businesses are operated smoothly, risk investment, company assessment, pledge financing, online payment, and ensured financial management.

## Current situation

YZJY Company is a new network established a year ago (2013). The company has good relationship with government and they have much business to do. But the number of employees is not enough to do the large number of tasks in the company. Employees have to work doing multiple-job holding.

Chinese people have less environmental awareness; people do not understand the recycling industry and many employees do not feel their job is very meaningful. Some of the people who work in YZJY Company do not love their job. When the company recruits employees for large projects, many employees do not stay for a long time. They changed the job during the probationary period resulting in the fast turnover rate.

80236 e-1

Since the market specification of recycling industry in China is not mature, the company does not have enough experience to solve every problem it faces in running the business. It can only learn from the success models from other countries.

The Company is seeking a way to improve the enthusiasm of the employee and strengthen the teamwork between the employees. The Company wants to attract their employee and to know that they are a "an early bird" e-commerce in the recycling industry, they want to make a change Chinese in China through this industry, and let them feel pride and love for their work, so that they can make progress together with the company.

SWOT Analysis

The SWOT analysis method (Table1), also known as situational analysis or disadvantages analysis is used to determine the strengths, weaknesses, opportunities, and threats of a company. Thus it combines the company's internal resources, strategy, and external environment.

Table 1. SWOT Analysis of YZJY Company

Strengths	Weaknesses
<ul style="list-style-type: none"><li>♦ Is the first standardized information platform of recycling in China.</li><li>♦ Standing director member of CRRA.</li></ul>	<ul style="list-style-type: none"><li>♦ Lack of staff</li><li>♦ Customer base shortage</li><li>♦ Without precedent and experience</li><li>♦ The communication between departments is not strong</li><li>♦ High turnover rate</li></ul>



Opportunities	Threats
<ul style="list-style-type: none"> <li>♦ The government's support</li> <li>♦ The attention of the society</li> <li>♦ The biggest market size</li> <li>♦ The maximum amount of recycling</li> </ul>	<ul style="list-style-type: none"> <li>♦ There is no industry standard.</li> <li>♦ Environmental protection consciousness of Chinese is not strong.</li> <li>♦ Recycling utilization rate is not high</li> </ul>

### Strengths

YZJY Company is the first and only one circular economy online trading platform in China. It has many customers and partners in different cities of China and some European countries. The employees who work there have excellent professional skills. They can help the customers to find the information that they really need.

YZJY Company was established on January 4, 2013, and the company developed very fast. Now the business includes six kinds of recyclable resources such as paper, plastic, steel, and many others and YZJY Company is a standing council unit of CRRA (China Resource Recycling Association). The company has a good brand image in China, and also has a good relationship with their customers and partners.

### Weaknesses

Currently, there are only 30 employees in the company. There is a strong shortage of staff in the company. So the staff have to do multi-tasking. Because this is a new style of business in this industry, there is a difficulty in hiring employees who have work experience about recycling. There is less communication between different departments. These points result in the less work efficiency among different departments.

This is a new company of China which was set up only last year. The Chinese do not know much about this company. The lack of environmental awareness produces a small size of customer. Another reason is that, some of the employees are not proud of their work. When they feel very tired in their work and would quit their job easily, the turnover rate of this company is high.



Since the business of the company is new industry, it also does not have enough experience to solve every problem in running the business. There is no successful business model in China, and these employees follow their traditional experience doing their work.

### **Opportunities**

YZJY Company has the support from the Chinese government, so Chinese people can trust this company. This helps the company to build trust and customer loyalty.

In 2014, the air pollution in Beijing was very severe. Then more people started to pay close attention to environmental protection. This is a chance to attract more people in China to know more about the recycling and YZJY Company.

China is a populous nation; the amount of renewable resources is also very large. This creates a large market size of recyclable goods and also scrapped vehicle parts produced in China every year. Therefore, the company will get a large business from second-hand auto parts.

The company has fewer competitors in the same industry.

### **Threats**

This is a new kind of business that does e-commerce and the recycling. So this market has no market standard yet. The market price of the product is very volatile. It is a disadvantage for YZJY Company to be able to get into fair competition in their industry.

The lack of environmental awareness of Chinese prevents them from doing proper classification of the recyclable and non recyclable waste. Because of that, the recycling rate of recoverable garbage in China is also very low. Less aware people will not even connect with the company like YZJY Company.

The choice of job in the recycling industry is not also very popular among job seekers, due to the lack of attention to environmental protective awareness. Job seekers have many negative perceptions about the organization and the company in this industry. Thus, finding the right employee is difficult for the company.

### **1.3 Statement of the Problem**

The main focus of the study is to create YZJY Company as the company of choice through participative OD interventions.

### **1.4 Research Objectives**

1. To determine the current situation of the employees' job satisfaction and morale that affects the company as a "company of choice".
2. To identify appropriate organization development interventions that will create the company of choice.
3. To identify the initial impact of OD intervention on employees' job morale and satisfaction in creating the company of choice.
4. To measure the difference between the pre ODI and post ODI on employee satisfaction and morale that creates the company of choice.

### **1.5 Research Questions**

1. What is the current level of the employees' job satisfaction and morale with YZJY Company as a company of choice?
2. What OD Interventions will improve the employees' job satisfaction and morale to create YZJY Company as a company of choice?
3. What is the initial impact of ODI in the employees' job satisfaction and morale in creating YZJY Company as the company of choice?
4. What are the differences between pre & post ODI based on employees' satisfaction and morale in creating YZJY Company as a company of choice?

### **1.6 Hypotheses**

- Ho1: There is a significant difference between pre and post employee morale after organizational development intervention.
- Ha1: There is no significant difference between pre and post employee morale after organizational development intervention.
- Ho2: There is a significant difference between pre and post job satisfaction after organizational development intervention.

Ha2: There is no significant difference between pre and post job satisfaction after organizational development intervention.

Ho3: There is a significant difference between pre and post company of choice after organizational development intervention.

Ha3: There is no significant difference between pre and post company of choice after organizational development intervention.

## 1.7 Definition of Terms

### ➤ E- commence

YZJY Company is a E-commerce company such as eBay, they sell the service through the internet to their customer. Their customer can open the online store on their website; they also can share the information of recycling there.

### ➤ Company of Choice

Company of Choice is a term used to describe a company whose practices, policies, benefits and overall work conditions have enabled it to successfully attract and retain talent because employees choose to work there. (Bill Satterlee, 2013)

### ➤ Job satisfaction

Offer good working conditions to the employees, help them find the significance of their work; let them show their value base their work. Through good communication let the employees build a good relationship with their colleague and their manager, make the company looks like a big family.

### ➤ Employee Morale

It is the description of the emotions, attitudes, satisfaction, and overall outlook of employees during their time in a workplace environment. Part of effective productivity is thought to be directly related to the morale of the employees. Employees that are happy and positive at work are said to have positive or high employee morale. Companies that maintain employees who are dissatisfied and negative about their work environment are said to have negative or low employee morale. (www.businessdictionary.com, 2014)

## ➤ Leadership

The individuals who are the leaders in an organization, regarded collectively. Through building good relationship between the employees and managers, in order to make the company to be a big family, after that sharing that vision with them so that they will follow willingly. (www.businessdictionary.com, 2014)

## 1.8 Significance of the Study

YZJY Company is an organization based on e-commerce that offers recycling trade information to the customer. This is a new industry in China.

Significance of this paper is creating the company of choice:

- To help everyone in this organization change their mindset, to help create an open mind toward the business, indirectly help them find a way to standardize this industry.
- To improve their employees' morale, employee's job satisfaction, allow the company to keep their employees working for them and to consider their company as a first of choice.
- To help the employees look and know themselves deeply. Develop staff potential, help them to make a personal development plan, link the personal progress with their company. Let them love their work, find their work very meaningful and enjoy their work.
- To help the researcher understand and apply the OD process more intensively and to contribute to studies of employee moral, job satisfaction and company of choice of OD in this industry.

## 1.9 Scope and Delimitation of the Study

### Scope

- Recycling Industry: The main service of YZJY Company is share the information of recycling to customer to reach reasonable configuration of recycling. This industry in China lacks standardization, because Chinese people's environmental awareness is poor, make this industry to develop

slowly, but there are many opportunities and potential markets of this industry.

- E-commerce Industry: YZJY Company doesn't have physical store, all of the business trade is done on an online platform. E-commerce is a new way for Chinese people to run their business in China and this industry is fast developing in China. More and more people start to accept this product distribution pattern, trust and use this way to do their business.
- YZJY Company is a representative of Chinese small sized enterprise, with the total number of employees being only 30. The company was set up more than one year age.
- Company of choice: Based on the information from the company, they want to go through some activities to help their employees love their work, think their work is very meaningful and enjoy their work, increase the morale of their employees, also to find a way to realize a win-win relationship between the organization and employee.

### **Limitation**

Based on the request of the owner of this organization, the paper does not mention the real brand name of their company, but all of the information provided are real and true. There are some geographical limitations and time limitation due to the fact that the researcher is based in Thailand and the Company is based in China.

Because the company is in China, the target employees are Chinese, the survey guide, interview and the questionnaire were translated into the Chinese language.

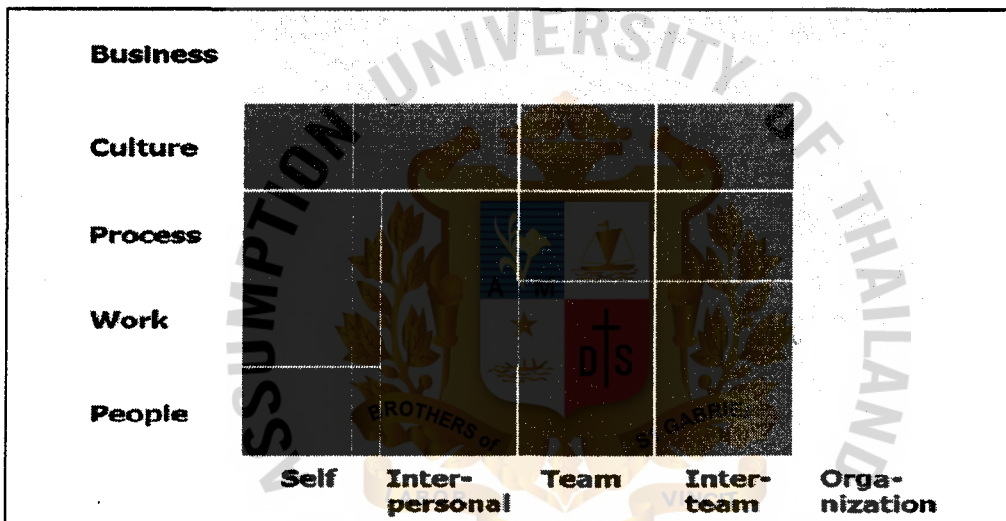


## CHAPTER 2

### Review of Related Literature and Conceptual Framework

This section presents theories and models which discusses job satisfaction, employee performance, and employee morale and company of choice, OD interventions. The conceptual framework designed for this study was based on these theories and models presented.

#### 2.1 Organization development



**Figure 9. OD Focus** (Source: Suchart Otaivites, Ph.D., MMOD, ABAC)

OD Focus is consultant work with organizational leaders toward improving the health and well-being of their organizations. (Michael Broom, 2014)

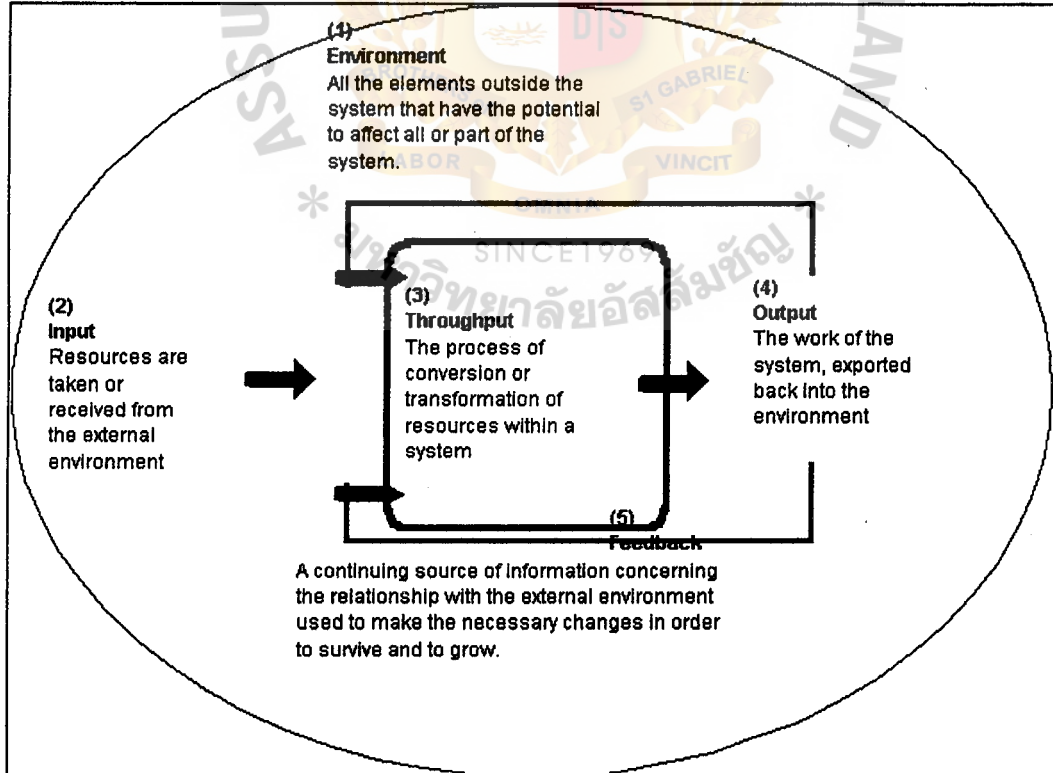
OD focuses on people, work, process, culture and business. These elements affect each other based at the leave of self, inter-personal, team, inter-team and organization. The good organization culture can help the organization decrease the conflict inside an organization, it will give the employees more personal space, in order to build good relationships between the self, team and organization.

## 2.2 Organization as a System

A system is a whole made up of parts. Each part can affect the way other parts work and the way all parts work together will determine how well the system works (John Seddon, Vanguard, The Toyota System For Service Organizations, 2003). Every employee and department of the organization is very important. The team work is very important in an organization. The team work shows us one plus one more than two. This paper is based on the thinking system to design the model and framework of this organization.

### Thinking system

This is a useful system for the situation of YZJY Company. After analysis of the information of YZJY Company, in order to know what they need, what they want, how can they get it and what is the difference between the beginning and the end. This model not only pays attention to the internal organization of the company, but also pays attention to the external environment. This is an effective way to make a long-term change plan.



**Figure 10. Open System** (Source: Luhmann, Niklas, 2005)

## 2.3 Change Management

The technology develops very fast, everyday is a new one. The people also change and be changed every day, change is very important for every person, every group and every organization.

The world is changing very fast, if the people or the organization can change in the right way, earlier or faster than others, they will get more opportunity to get success. If the company keeps change, but slower than other company in the same industry, the company which changes slower will be weeded out by the market. So sometimes the rate of change is equity to the rate of development.

But only change is not enough, the company should choose a right way to change, they should play and manage the change, in order to let the business of the company go in a right way.

### Drivers of Change

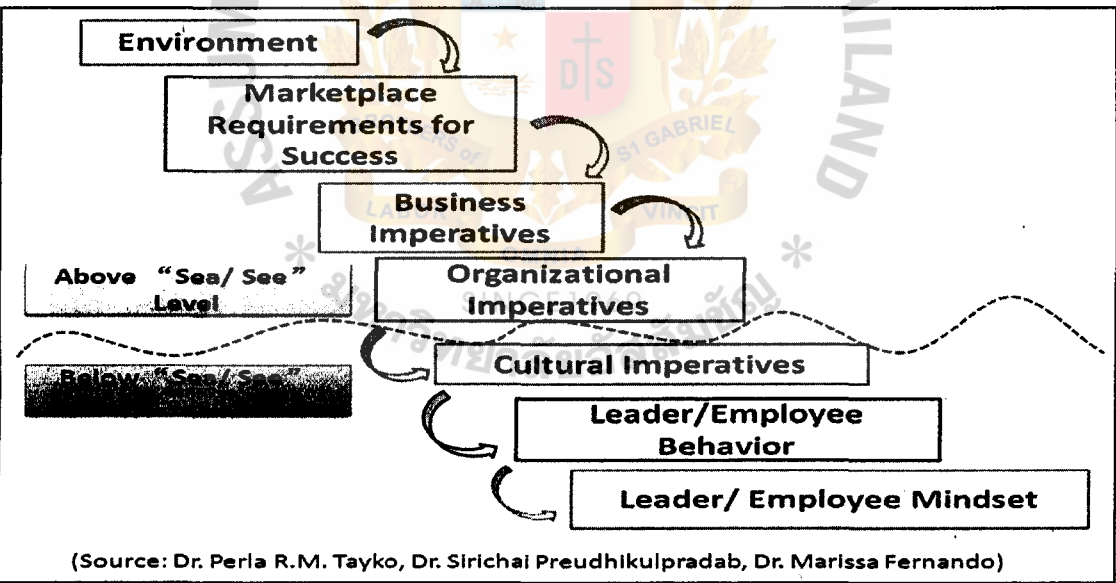


Figure 11. Drivers of Change

Drivers of change are cognizant of these internal and external changes, flexible, and willing to respond to them in an appropriate way.

If the company wants to change, they should know which element will be changed, why it will change, how to change and what will happen after change.

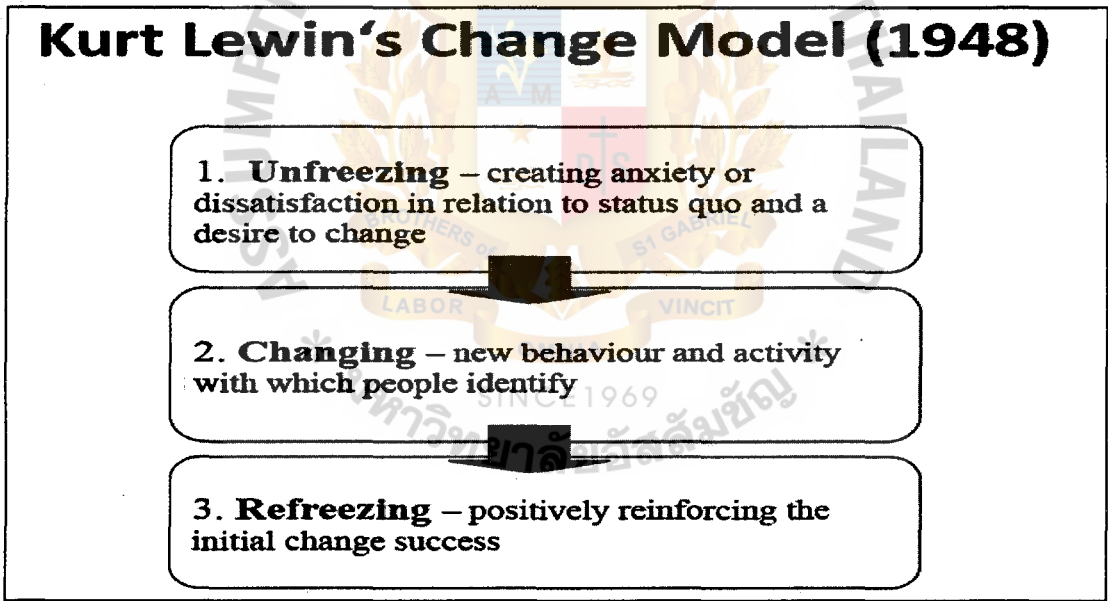
There are seven steps of this model, start from analysis of the effect from the

external to the internal of the organization. This model can help the organization easy to find the cause essential of change. Also it can help the company look at the whole picture of the organization both external and internal part.

Based on this model, the change not only comes from the external to the internal, but also from the internal to the external part. So the YZJY Company can go through change first, after that to affect the external part to let more and more Chinese people pay attention to the environmental protection and waste reclamation.

**Kurt Lewin's Change Model**

**Kurt Lewin's change model** is a fantastic change model for understanding the basic concepts of a straight-forward change management process. This research focuses on factors that influence people to change, and three stages needed to make change successful. (<http://www.change-management-consultant.com/kurt-lewin.html>)



**Figure 12. Kurt Lewin's change mode**

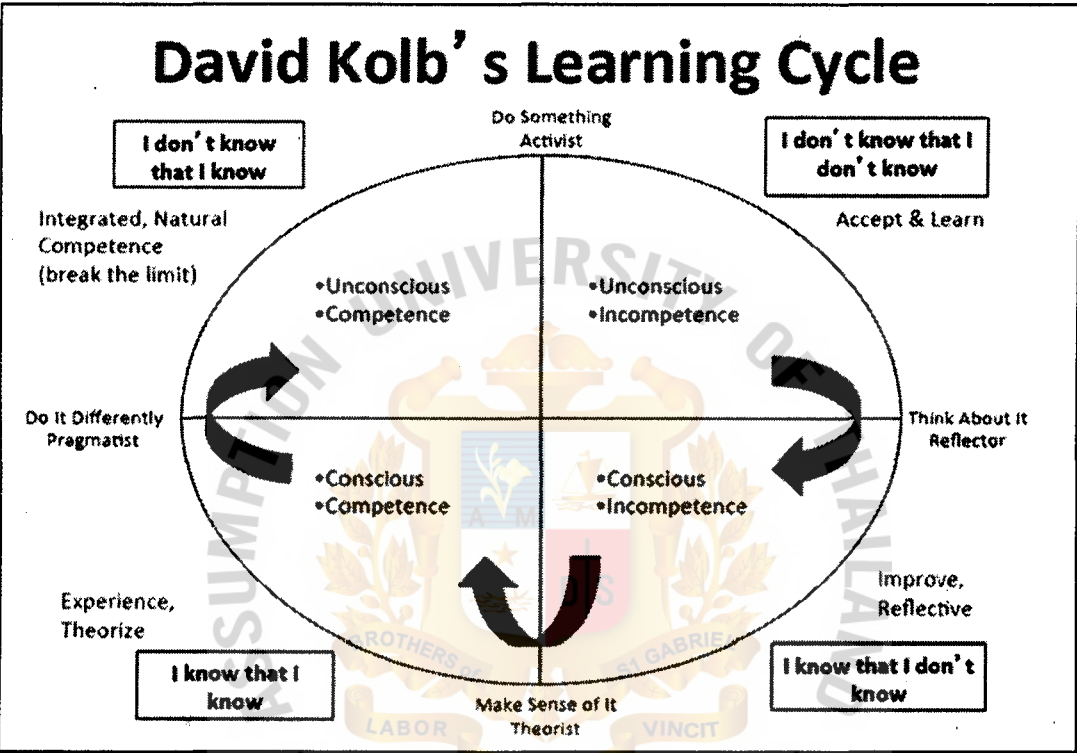
(Source: <http://www.change-management-consultant.com/kurt-lewin.html>)

This model includes three parts. In the first part, the organization should find the elements which they need to change, and desire how to change. The change is based on the new behavior and activity with which people identify.

At the end, the organization will refreeze based on the positive forces reinforcing the initial change success.

**David Kolb's Learning Cycle**

Kolb's learning theory sets out four preferences, which might also be interpreted as a 'training cycle'. In this respect Kolb's model is particularly elegant, since it offers both a way to understand individual people's different learning styles, and also an explanation of a cycle of experiential learning that applies to us all. (Kolb Learning Styles, 2013)



**Figure 13. David Kolb's Learning Cycle**

(Source: <http://www.businessballs.com/kolblearningstyles.htm>)

Figure 13 shows that the employee is very important for an organization. The employee can improve and unlock their potentials, they can contribute to the development of the organization.

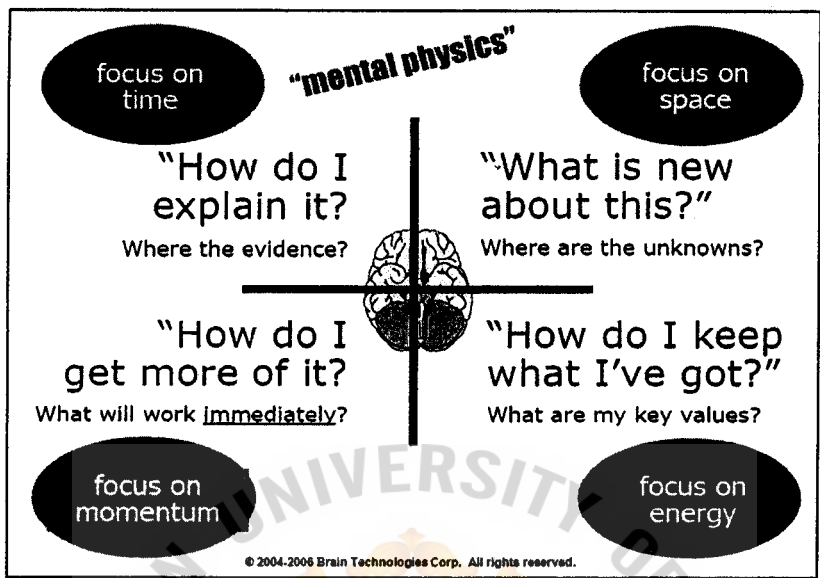
This is a good way for the employees to know each other in different side, also is a good change to know their friends in the new view, it can improve the relationship between the employees.

**The Brain Map**

The BrainMap © is an assessment tool from the Brain Technologies Corporation and shows the individual's thinking skills based on a scientific view of the brain.



(Lynch, D. 2013) The brain map helps people to understand themselves and understand other people based on their thinking skills, namely I-Explore; I pursue, I-preserve and I-control.



**Figure 14. Mind map** (Source: Brain Technologies Corp, 2004-2006)

Using this model, one can classify people into four different groups, The human resources department can refer to the different characteristics of employees to put them in different job positions. If they can let the right people work in a right place, the work efficiency will increase, and the employee can feel sense of belonging and find the personal value in the workplace.

This model also can help employees to create a good team work, because this model allows employees to know each other deeply, and understand why others' mindset is different thus, decreases the misunderstanding between the employees.

## Appreciative inquiry

Appreciative Inquiry (AI) is a fully affirmative and inquiry-based process for change and transformation developed by David Cooperrider and his colleagues at Case Western Reserve University from 1980-1986. (Susan Donnan, 2005)

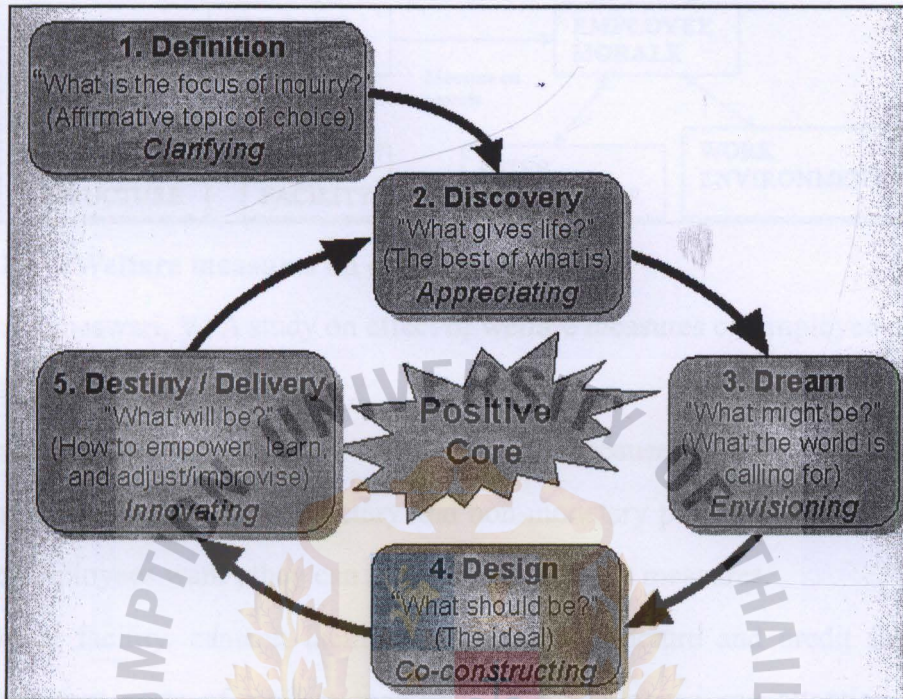


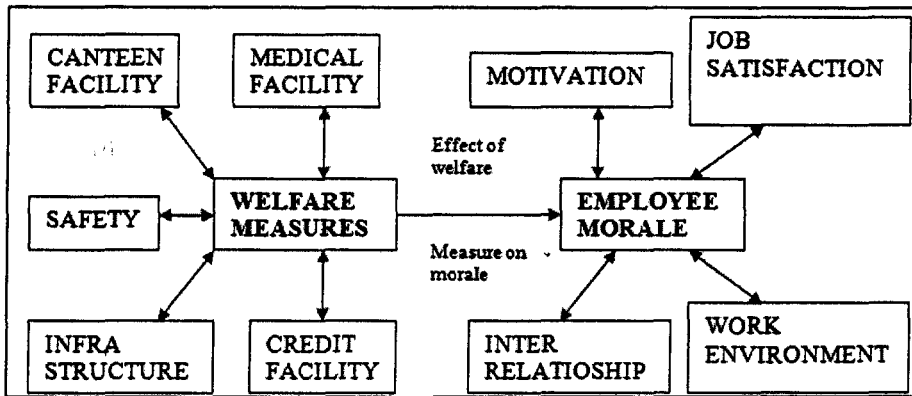
Figure 15. 5D Cycle (Source: Donnan, S. 2005)

The 5-D Cycle can be used to guide a conversation, a large group meeting, or a whole-system change effort. It can serve as a framework for personal development or coaching, partnership or alliance building, and large-scale community or organization development. (Donnan, S. 2005)

This model can help the people in the same group know each other deeply, and help them to find the common goal, let them face the problem together, analyses together and dream together, let them know everyone in this group is very important, also can help them feel they are a real group and build good relationship inside of group.



## 2.4 Employee morale



**Figure 16. Welfare measures on employee morale**

(Source: Maheswari, V., A study on effect of welfare measures on employee morale in hi design, puducherry, 2007)

The employees want to work for a company because they have some demand. The demand can come from monetary and non-monetary part. If the manager knows what the employees want, they can make a good welfare measures.

Medical facility, canteen facility, safety, infra structure and credit facility are some important parts of welfare measures. The employees pay attention to those facilities. If a company can provide them well, the employees will want to work for and stay long with that company.

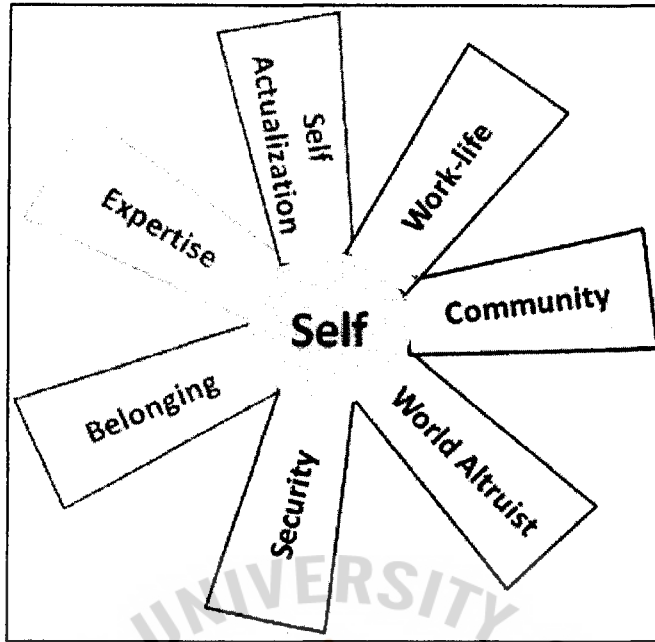
But YZJY Company does not have enough budget, they want to use the non-monetary benefits to improve their employees' morale.

If the employees feel satisfaction with the work, they will want to keep the job in the company. Motivation also allows employees to feel meaningfulness of their work that link the work with the employees' life goal.

If the company can build the good relationship with the employees, and let the employees feel that the company is a big family where everyone is very important, employees will not want to quit their job.

The work environment is also very important for the company to improve the employees' morale, a good work environment can let the employees feel relaxed during work, decrease the disturbance from the outside environment in order to concentrate more on their work.

## 2. Self-Discovery



**Figure 17. Canon Triggers Employee Self-Discovery Strategy**

(Source: Because Pty Ltd, 2007)

Figure 17 shows the factors that affect Job Satisfaction in the workplace, namely :

- **Self Actualization:** Exploring potential on multiple dimensions (emotional, spiritual, intellectual and physical) and across multiple roles. Everybody has more than one roles in life, in order to act every role very well every person should know themselves deeply.

- **Work-life:** Integration of different work and life drivers of balance, direction and purpose. People work to show their value, and make money to get the better life. If the employees can balance work and life, they can get win-win in both parts.

- **Community:** Responsible citizenship in communities of involvement, concern and influence. In people's life, they not only want to gain financial benefit, but also non-financial benefit.

- **World Altruist:** Making the world a better place. One reason why people differ is because of morality and belief. They try to help each other, in order to make their life meaningful.

- **Security:** Workplace safety, emotional wellbeing and physical and security and financial rewards.

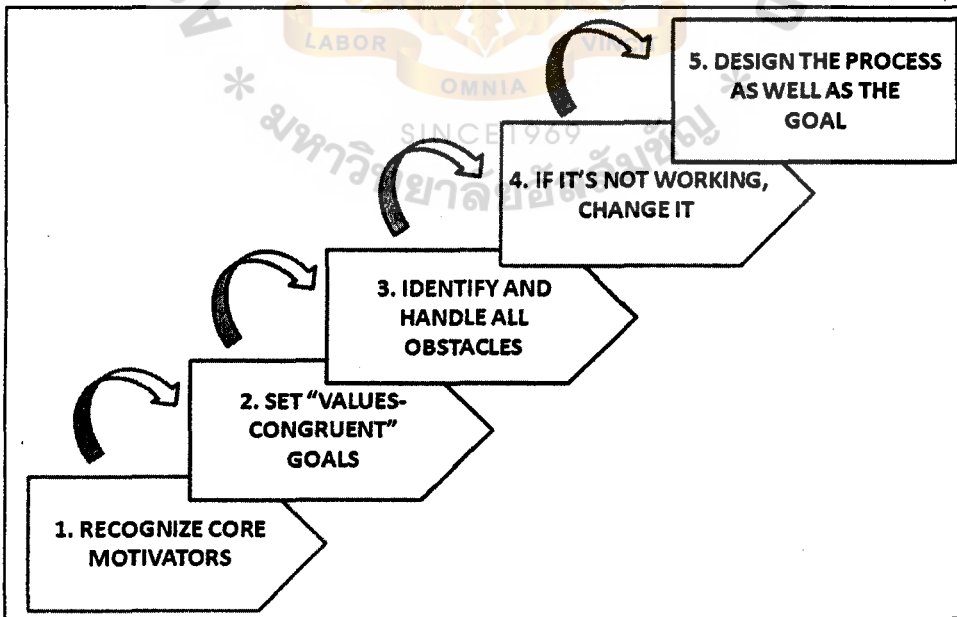
- **Belonging:** self-identity and the connection with the other people in the workplace. The employees want to feel that they are the ones that the company needs. They want to find and show their value in their workplace. They want to be an important part of company, and the company to look after them as a family member.
- **Expertise:** Professional excellence, competence, delivery of results and career progression. This is the value of people. This is a necessary condition for an employee to accomplish his/her job very well.

This model can let the employees know their needs, the company also can base on this model to get the point to motivate the employees.

### 3. Individualized motivation strategies

In the workplace, most motivation strategies are “push” or “pull” based: keeping people moving either with a kick from behind (threats, fear, tough targets) or by offering choc drops (bonuses, grand presentations of the company vision, team-building games).

A motivation strategy which contains the elements below and is based on intrinsic core motivators is a more effective, sustainable and humane way to motivate individuals (Blair Palmer, [blaire@optimum-coaching.com](mailto:blaire@optimum-coaching.com)).



**Figure 18. Individualized motivation strategy model**

(Source: Melcrum Publishing Ltd. 2005, Create individualized motivation strategies.)



Figure 18 shows the five steps of individualized motivation strategy. The motivation should combine with the "Value-Congruent" goals, identify and handle all obstacles, when the motivation does not works, the plan can change immediately, and the motivation process should be as well as the goal.

2.5 Job satisfaction

Job satisfaction is very important for the employees' work in an organization; it can impact the quality of employees' work. Job satisfaction is defined as a favorable or unfavorable aspect with which employees view their work (Grieshaber et al., 1995). It can also be defined as the degree to which an employee likes his/her work (Seo et al., 2004).

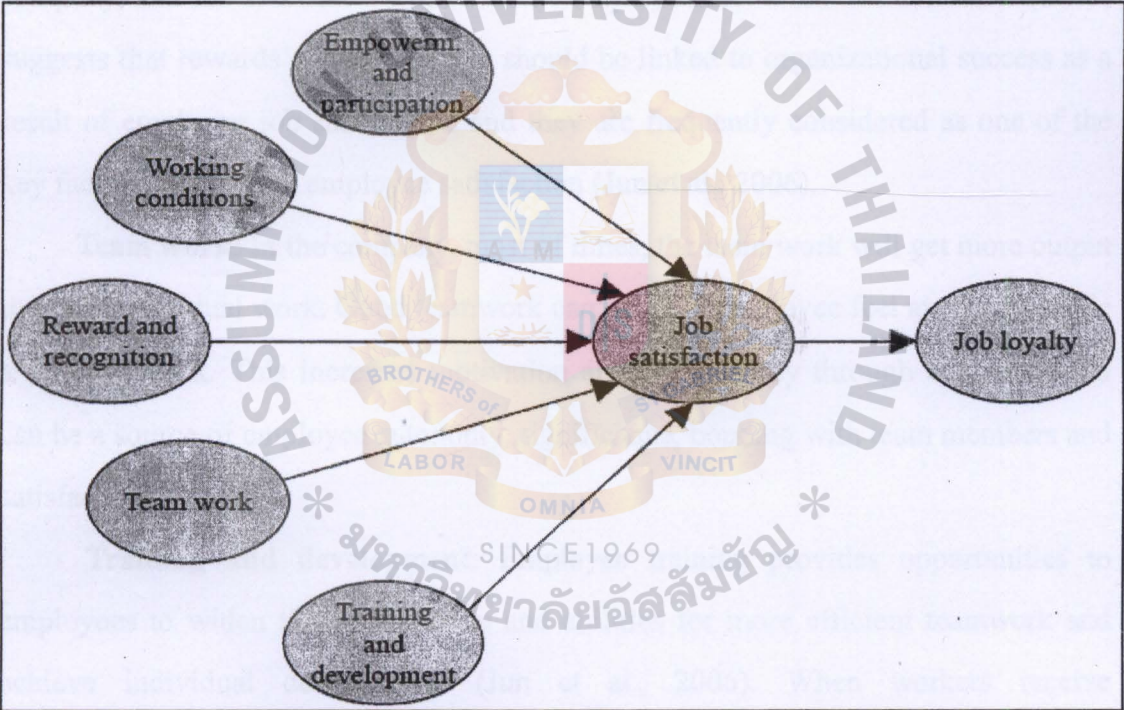


Figure 19. Items of Job satisfaction

(Source: Ali Turkyilmaz, Gulsen Akman and Coskun Ozkan, Zbigniew Pastuszak, 2011, Empirical study of public sector employee loyalty and satisfaction.)

Figure 19 shows five items of job satisfaction , namely: empowerment and participation, work conditions, reward and recognition, team work, and training and development:

- **Empowerment and participation:** give employees more power to let them

show their value of the company, let them know they are very important part of the company, link their work to the company's future, let them want to work for the company.

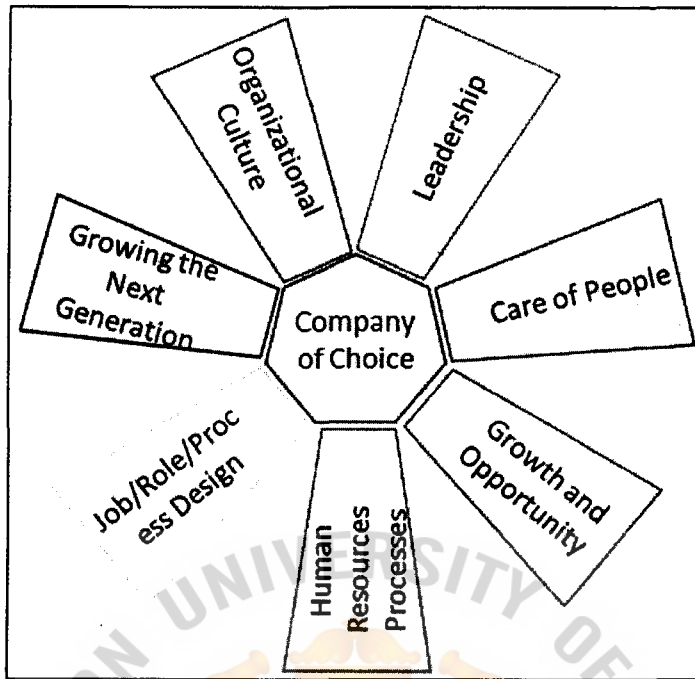
- **Work conditions:** Physical working conditions contain factors about the environment of work place is comfortable or not, the office physical conditions are good for work, such as the office spaces, decorative style, and so on. These factors influence employee job satisfaction since employees want a work environment that provides more physical comfort (Ceylan, 1998). When the company has good work conditions, the employee satisfaction will increase.

- **Reward and recognition:** Reward and recognition is very important for a company, and this is a useful way to let the employee feel satisfaction. Maurer (2001) suggests that rewards and recognition should be linked to organizational success as a result of employee job satisfaction and they are frequently considered as one of the key factors influencing employee satisfaction (Jun et al., 2006).

- **Team work:** In the company, most of times, the team work will get more output than the individual work. Good teamwork can help the employee feel at ease to tackle a difficult work. This increases motivation and self-efficacy through teamwork and can be a source of employee autonomy, significance, bonding with team members and satisfaction.

- **Training and development:** Employee training provides opportunities to employees to widen their knowledge and abilities for more efficient teamwork and achieve individual development (Jun et al., 2006). When workers receive self-development training, the level of their job satisfaction is higher than those without such training (Saks, 1996).

## 2.6 Company of Choice



**Figure 20. Company of choice**

(Source: Employer of Choice International, Inc., 2014.)

**Organizational Culture** is the value, belief, ceremony, symbol and operation style of an organization. Many people base on the organization culture to choose the company which they want to work for (Table 20). If the employees have the same or agree with value and belief of the company, they will want to work hard for the company.

**Leadership** is the ability of the leaders to have the employees follow them. To build good relationships between the leader and employee, let them feel they want to work with the leader and move together with the company.

**Care of People** is very important for the company. Employees are the base of company, every department and position needs the employee to work hard. If the company can take care of their employees, making them feel that the company is a big family, also link their future with the company's future, they will want to stay with the company and work hard.

**Growth and Opportunity**, people have many needs, the employees also want to have growth and have opportunities to show their value. When the employee chooses

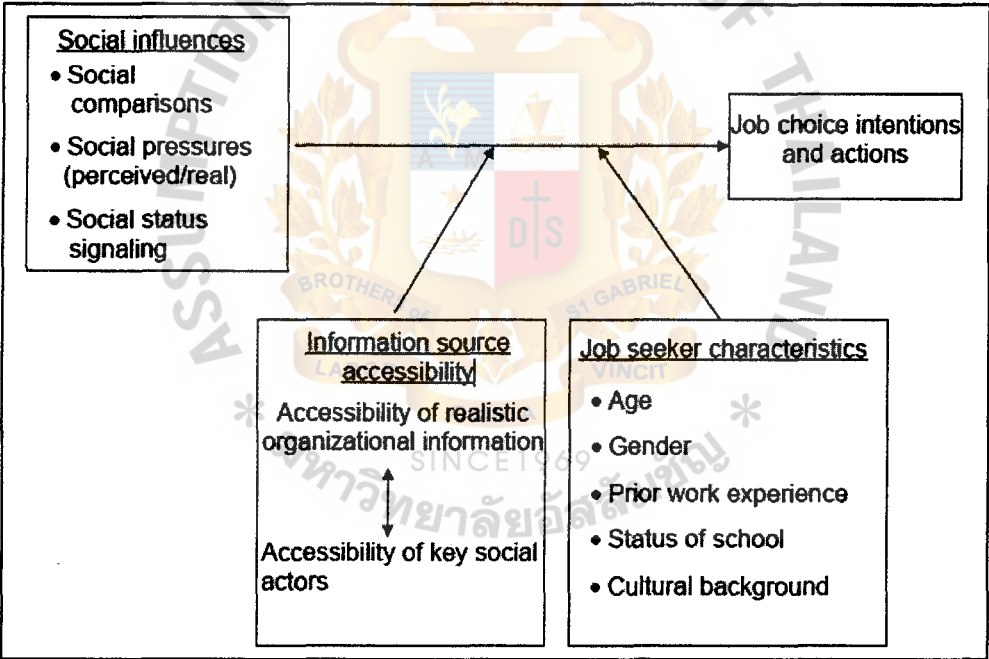


the company to work with , the fair chance for each employee to develop is very important.

**Human Resources Processes**, the human resources department is the first department where the new employee meets the company, Good human resources processes can help the company hire the right people the company needs, and help the company to keep the employees to stay with the company.

**Job/Role/Process Design**, the job content will affect the attitudes of the employee, if they like the work, think that the work in the company is interesting and meaningful , they will want to stay with the company.

**Growing the Next Generation** allows the employee to see the good future of the company, and let them link with their future, in order to let them want to stay with the company.



**Figure 21. Job of choice**

(Source: Kulkarni Mukta, Nithyanand Siddharth, 2013, Social influence and job choice decisions.)

**Social influences:** China is a high context country, many Chinese people pay attention to other people's opinion, if a company has good social influences, those Chinese people will feel gain face, and they will want to choose those jobs to work for. (Figure 21)

2.7 E-commerce

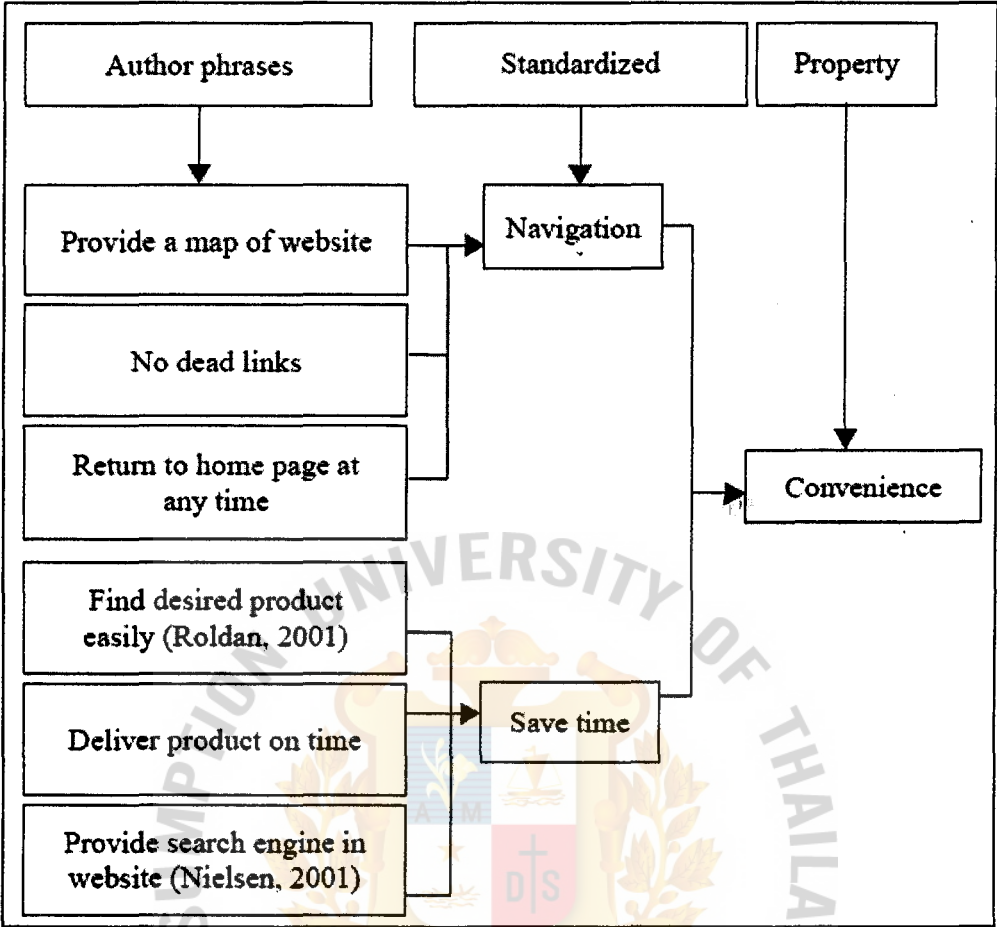


Figure 22. Process of content analysis

(Source: Ma Hui-min, Meng Cheng-cheng, Xiao Jun-yong, 2010, The development strategy of electronic commerce in China. New perspective and policy implications.)

YZJY is a company that uses e-commerce to sell their service, so the level of information technology is very important for the company. It can share a lot of news and information of the company's service to their customers.

**Map of website** lets the customer find the information they need easily.

**No dead links** can help the customer find the information they want faster and let them not miss the information they want.

**Return to home page at any time, find desired product easily, and provide search engine on website** can let the customer use the website more conveniently, and when they need they will want to use the website again.



### Related Studies

In 2010, Sanposh Ruangyot: "Impact of Organization Development Intervention on Employee Commitment (ECo), Employee Motivation (EMo), Job Satisfaction (JS), and Job Performance (JP): A Case Study of Udom Mastertsch Co.,Ltd," used ODI to do an analysis of the relationship between the employee communication, employee motivation, job satisfaction and job performance of a company. Her findings show that ODI can improve company sales.

In 2010, Leopairut Pattapan: "A Study of Employess Welfare, Empowerment, Motivation and Proposed OD Intervention: A Case of the Sales Department of TPI Polene" did a research on the employee welfare, empowerment and motivation, to help a company find better ways to improve its sales department, using appropriate ODIs to solve the problem.

In 2011, You Xing: "A Study on the Relationship of Employees' to Service, Job Satisfaction and Job Performance " used ODI to do an analysis of the relationship of employees; motivation to service, job satisfaction and job performance of a company. The findings show that ODI can improve the job satisfaction level of the employees.

In 2013, Narumol Sinhaseni: "An Adaptive Transitional Process for Leadership Capability Development in a Multi-local company" did a research on adaptive transitional process for leadership capability development, in order to coordinate between managers in different divisions to vastly explore further business opportunities.

In 2013, Bro. Prasit Chaiphuak: "The Initial Impact of Organization Development Intervention on Relationships between Job Stress, Jod Satisfaction, and Job Performance: A case Study of St. Gabriel's College, Bangkok, Thailand" did a research on the relationships between job stress, job satisfaction, and job performance, to help the employee increase competency and get positive work attitude.

The related studies show that the employees feel that they are very important for a company, and if company can manage their employees very well, it is very good for the development of the company and it can make their organization a company of choice.

# 2.8 Conceptual Framework

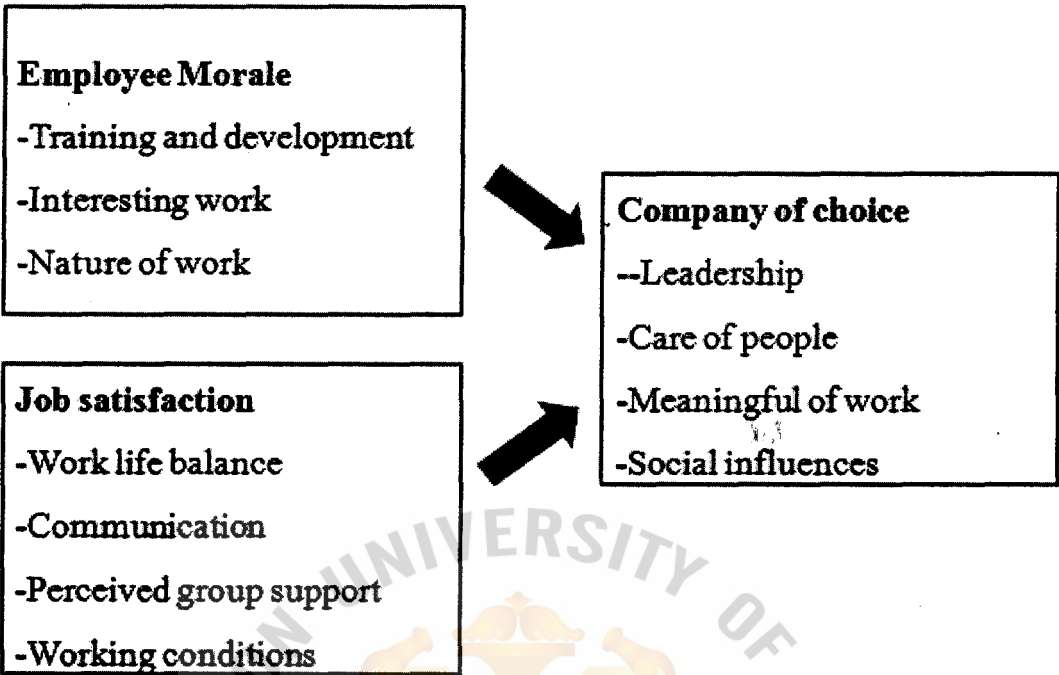


Figure 23. Conceptual Framework

After analyzing the current situation of ZZJYW company and information research of other materials, the conceptual framework is designed as follows (Figure).

- 1) Employee morale, that makes employees know their abilities and potentials, let them love their work, help them solve the problems of work-life balance, and
- 2) Job satisfaction of the employees: where they find meaningful work for their life, help them build good relationship with their colleagues and managers, increase the teamwork and make the group like a big family, the members can help each other, offer good working conditions.
- 3) Create a company of choice when the leaders can use good leadership skills, take care of employees as in a big family, let them know and feel that their work is very meaningful and has a great social contribution for the society and environment.

## 2.9 Action Research Framework

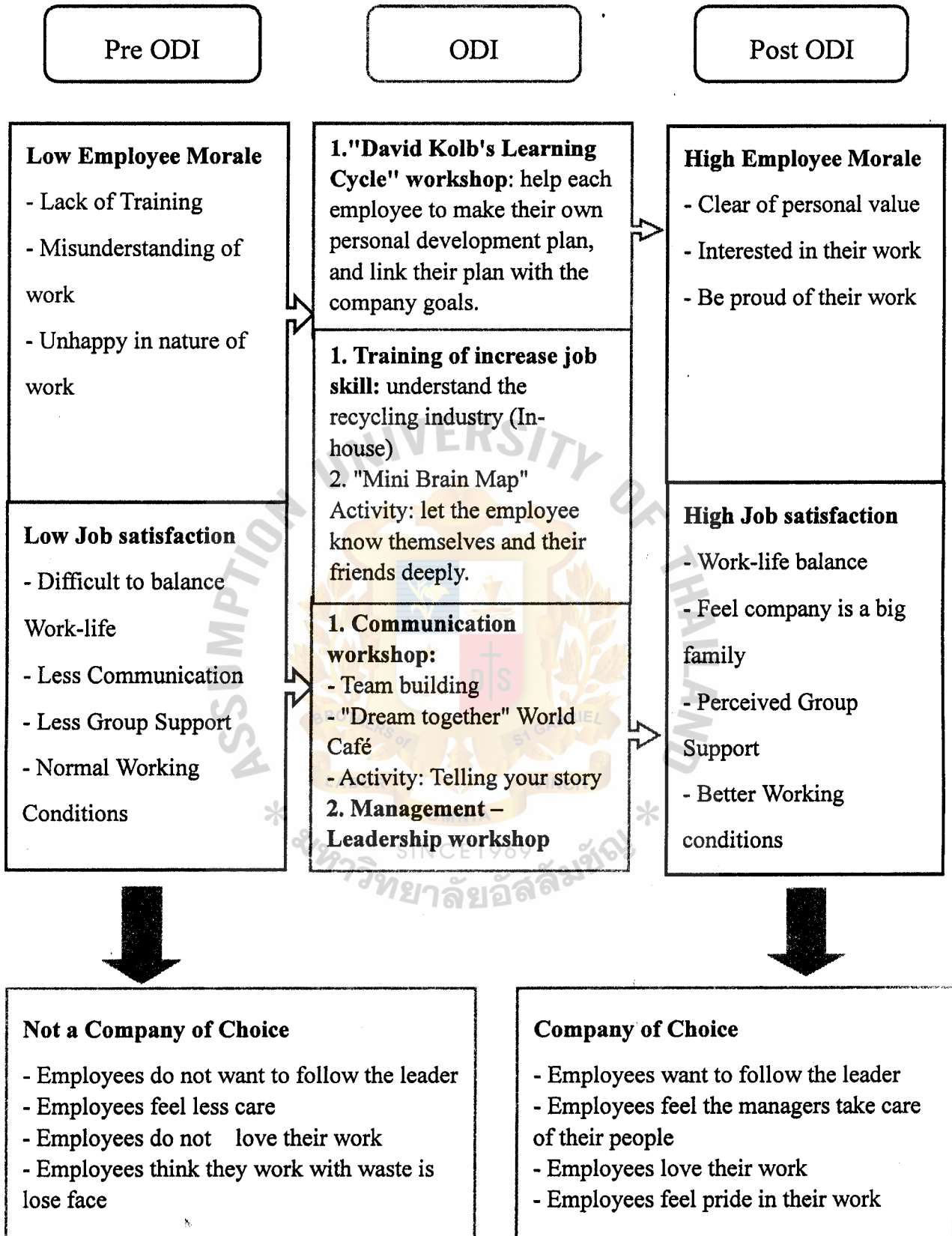


Figure 24. Action Research Framework

Figure 24 shows that the action research framework which includes Pre ODI, ODI and Post ODI.

The Pre ODI shows that data collected from YZJY Company's website, observation, survey, and interviews with both employees and managers from YZJY Company showed the current situation of employee morale, job satisfaction and company of choice of YZJY Company before May 2014.

In that time, YZJY Company is not a company of choice of their employees, the people who work there feel less care from the managers, they feel they work with waste, that work let them lose face, and they don't love their work, the employees work there only for money.

Based on the problems obtained from Pre ODI, the researcher designed the workshops and activities, as ODI. The workshops and activities included: "David Kolb's Learning Cycle" workshop, training activity, communication workshop, and leadership workshop. Those workshops and activities were done in July 2014.

The Post ODI shows the data from the interviews, survey and observation after the ODI. The employees want to follow their leader to stay longer with the company, they feel the managers take care of their employees, they feel their work is very meaningful and they feel pride of their work, after that they want to link their future with the company's future together.

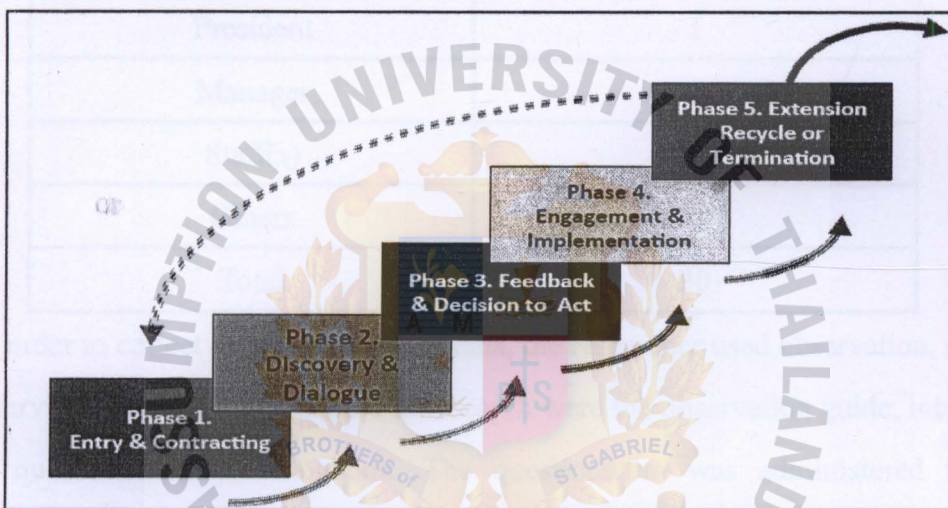


## CHAPTER 3

### Research Methodology

This chapter introduces and explains the research methodology used in this action research. This part includes Research Design, the Respondents, the Instruments, Data Collection Techniques, Data Collection Procedure and Data Analysis.

#### 3.1 Research Design



**Figure 25. Peter Block's Model** (Source: <http://erichviedge.com/blog/?p=3>)

Based on the Peter Block's Model of the Consulting Process, the research will be implemented step by step:

#### Pre-ODI

Phase 1: Collection of the information of YZJY Company on the website.

Phase 2: Collection by observation, survey, interview and questionnaire.

The data collected from the website, observation, survey, and interview is used to analyze the current situation of the company. The data used to design the ODI phase for set of data on employee performance (rate of absenteeism, turnover rate, number of customers served, suppliers served) was collected pre and post to determine quantitative data on employee performance.

Phase 3 and 4 is the implementation of ODI. After every workshop, the



participants submitted a feedback on the reaction paper for their evaluation of the activities.

Phase 5, in the Post-ODI, the questionnaire was administered to show the effects of the ODI.

**3.2 The Respondents**

There are 30 people working in the YZJY Company, including the president, seven managers, 15 staff and 7 other employees.

**Table 2. The Respondents of YZJY Company**

YZJY Company	
President	1
Manager	7
Staff(s)	15
Others	7
Total	30

In order to collect enough and useful data, the researcher used observation, survey and interview. The instruments used in research were the observation guide, interview guide, questionnaires and logbook. The questionnaire was administered to the employees and managers.

**3.3 The Instruments and Data Collection Techniques**

In order to collect enough and useful data, the researcher used observation, survey and interview. The primary data was collected from observations, surveys and interviews. The secondary data was collected from the websites and the reports of the organization.

➤ **Observation**

Before July 2014, the researcher who was based in Thailand, was assisted by the top manager of YZJY Company to do the observations and gather data in the workplace. In July 2014, the researcher travelled to China and stayed with the company for one month where she made and collected observation data.

3.4 Data Collection Procedure

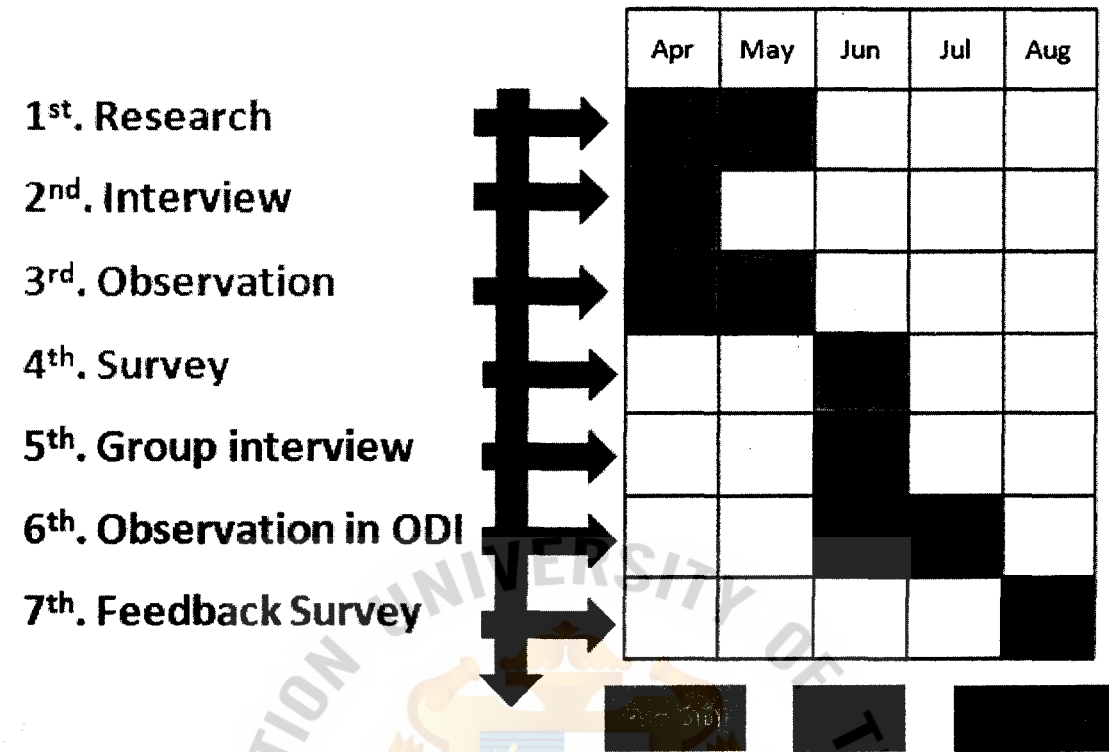


Figure 26. Timeline of Data Collection Procedure

Steps 1-4 are pre-ODI:

1. The researcher started in April to May 2014 to research the information about YZJY Company, through internet and other company reports.
2. After that, when the researcher collected some basic knowledge of YZJY Company, the researcher interviewed the market department manager to get more information about this company.
3. The observation was done in April and May, to collect the data about the turnover rate of this company, the attendance rate of the employee in last three months, the total number of their customers and suppliers until now, efficiency of their team work and the attitude when they meet change.
4. The survey questionnaire was completed in June.

Steps 5 and 6 are ODI:

5. The researcher conducted a group interview in June. The researcher interviewed both managers group and employees group for 30-50 minutes each.
6. From June to August 2014, the researcher conducted ODI with the designed

activities, workshop and meetings, using “David Kolb’s Learning Cycle” workshop, training, “Mini Brain Map” study, “Dream together” group workshop, Leadership workshop. The observation was done for every activity of ODI and participants were asked to do the reflection to get the feedback after each ODI.

### **Step 7 Post ODI**

7. The researcher administered the same questionnaires in the post ODI to obtain feedback on impact of ODI.

The entire action research (Steps 1-7) was conducted in Chinese for easy understanding by respondents. The questionnaire was also translated in Chinese. The respondents should finish doing the questionnaire within three days.

## **3.5 Data Analysis**

**Qualitative Analysis** was used to analyses the results of observation and interview.

**Quantitative analysis** was used in the analysis of the questionnaires through frequency, mean and percentage and t-test.

The researcher used the descriptive statistics such as frequency, mean, and percentage, and t-test in qualitative data analysis.

## Chapter 4

### Research Findings

The researcher obtained data for this action research through quantitative data (surveys) and qualitative data (observation and interview). This chapter presents these data and their analysis. The findings present the status of employee morale, job satisfaction and company of choice of YZJY Company at the Pre and Post ODI stages.

#### 4.1 General Information of participants

The data was collected from 17 employees from YZJY Company, who participated in the ODI Process.

**Table 3. The number of participants in the ODI**

Position	Number
Employee	15
Manager	2
Total	17

There were a total 30 employees in YZJY Company in five departments of this company, namely ZZ Network (11 persons), RSXM Network (6 persons), IT (4 persons), human resources and finance (1 person). However, only 17 participants were able to join the ODI due to several engagements such as business trips and job requirements.

**Table 4. The gender of participants in the ODI**

Gender	Number	Percentage
Female	14	82.35%
Male	3	17.65%

Table 4 shows that there were 14 (82,35%) female and only 3 male ( 17.35%) respondents.

**Table 5. The age of participants in the ODI**

Age	Number	Percentage
Younger than 25	13	76.47%
25 to 30	1	5.88%
Older than 30	3	17.65%

Table 5 shows the age range of the participants. 76% of respondents were younger than 25 years old, 6% respondents were 25 to 30 years old, 18% respondents were more than 30 years old.

**Table 6. The Marital Status of participants in the ODI**

Marital Status	Number	Percentage
Single	12	70.59%
Married	5	29.41%

From the table 6, 71% employees are single and 30% are married.

**Table 7. The Educational level of participants in the ODI**

Education	Number	Percentage
Bachelor's Degree	17	100%

From the Table 7, all of the 17 people had Bachelor's Degree. It is the minimum requirement of the company for hiring.

**Table 8. The Time of work of participants in the ODI**

Time of work	Number	Percentage
1-6 month	9	52.94%
7-12 month	6	35.30%
More than 1 year	2	11.76%

Table 8 shows the length of service of the employees. By the fact that YZJY is a new company until now (08/ 2014) just set up more than one and half years. There are two people who work in there more than one year are two managers in the company. 53% respondents worked there for one to six months, 35% respondents worked there for seven months to one year.



**4.2 Research Question No.1:" What is the current level of the employees' job satisfaction and morale with YZJY Company as a company of choice?" (Pre- ODI)**

**4.2.1 Employee Morale**

**Table 9. The obtained Mean of the Employee Morale during the Pre-ODI.**

Employee Morale (Source: Bottom Line Impact Inc, 2009)		Mean (Pre ODI)	
		Pre	Means
1	I receive appropriate recognition for my contributions	5	Agree
2	My work gives me feelings of accomplishment and pride.	5.06	Agree
3	I receive regular and helpful feedback on my performance.	5.12	Agree
4	My company is supportive.	5.06	Agree
5	I enjoy the work that I do.	5.18	Agree
6	There is good team spirit at work.	4.94	Agree
7	My work environment is positive.	5.24	Strongly Agree
8	We are all treated equally and with respect.	5.35	Strongly Agree
9	There is good morale at work.	4.82	Agree
10	I feel comfortable at work.	5.06	Agree
11	I am happy to come to work every day.	4.88	Agree
12	My company is a good place to work.	4.29	Slightly Agree
13	I am proud of my company.	5.18	Agree
14	This company cares about its people.	5.45	Strongly Agree
15	My work is meaningful and has an impact on the success of the company.	4.94	Agree
16	Everyone in this company is treated fairly.	5.18	Agree
17	I am optimistic about my future with this company.	5.41	Strongly Agree
Overall		4.88	Agree

Table 9 shows the obtained means from the responses of the employee morale in the pre-ODI stage. The data shows that the highest score for mean value is 5.65 on "This Company cares about its people" means most of people strongly agree with it. There are most people who feel good with those four questions (Strongly ageee) , namely No.14 (5.45), No.17 (5.41), No.8 (5.35), and No.7 (5.25). The results show that the employees feel good at work environment, they are treated equally,

company cares about its people, and optimistic about their future with this company. The lowest score is question no.12, and most people do not like the place of their company due to the distance from work and home (reason obtained from interview).

### 4.2.2 Job satisfaction

**Table 10. The responses obtained mean for job satisfaction at the Pre-ODI.**

Job satisfaction (Source: Bottom Line Impact Inc, 2009)		Mean	
		Pre	Means
1	My work responsibilities are reasonable.	5.06	Agree
2	My leaders are positive role models.	5.47	Strongly Agree
3	I have the materials and/or equipment to do my job well.	4.59	Agree
4	I am satisfied with my job	4.82	Agree
5	I have opportunities at work to learn and grow.	5.53	Strongly Agree
6	I know how my job fits and why it's important.	4.82	Agree
7	My duties and responsibilities are clearly defined.	5.06	Agree
8	I am able to maintain a good balance between my work life and my family life.	5	Agree
9	I know what is expected of me in my job.	4.94	Agree
10	My views and participation are valued.	5.12	Agree
11	We have fair opportunities to air our grievances without fear of retaliation.	5.18	Agree
12	People in my company get ahead based on the merits of their work.	5.18	Agree
13	I want to know more direction and goals of my company.	5.41	Strongly Agree
14	I know how my goals are linked to the company's goals.	5	Agree
15	I am given sufficient responsibility in my job.	5.12	Agree
16	The company's leadership is positive and supportive.	5.12	Agree
17	I have good career opportunities with this company.	5.29	Strongly Agree
18	I have enough control over how I do my job.	5.35	Strongly Agree
Overall		5.11	Agree

Table 10 shows that most employees strongly agree with those 4 questions, namely: No.5 (5.53), No.2 (5.47), No.13 (5.41), No.18 (5.35) and No.17 (5.29). It means that the employees feel they have opportunities at work to learn and grow, their leaders are positive role models, they have good career opportunities with this company and they have enough control over how they do their job.

However, question No.13 shows that many employees do not have enough clear knowledge about the direction and goals of their company, and they want to know more about it.

### 4.2.3 Company of choice

Table 11 shows the responses on the **Company of choice**. There were nine questions asked to employees about their sense of pride and positive image of the company they work with, their feeling of their work, the meaningfulness of their work and its social influences.

**Table 11. The responses obtained mean for company of choice at the Pre-ODI.**

Company of Choice (Source: Bottom Line Impact Inc, 2009)		Mean	
		Pre	Means
1	I am someone who wants to have a steady relationship with this company.	5.41	Strongly Agree
2	I feel that I have too few options to consider leaving this company.	5.35	Strongly Agree
3	I say positive things about my company to other people.	5.47	Strongly Agree
4	I recommend the company to someone who seeks my advice.	5.47	Strongly Agree
5	I consider this company my first choice.	5.12	Agree
6	I intend to stay with this company for the next few years.	5.12	Agree
7	I would easily accept a job from an alternative employer that offers a better salary.	4.35	Agree
8	I would easily accept an offer from an alternative employer that offers better fringe benefits.	4.47	Agree
9	If my work meet some problem, I will try to fix it.	5.47	Strongly Agree
Overall		5.14	Agree

Table 11 shows that the employees have high positive feeling for this company, but from questions No.5 to No.8 we can see, if they find the better company, they also have choice to change their job.

#### 4.2.4 Group interview

**Table 12. Group interview of employees and managers at the Pre-ODI**

Question (Pre ODI)		Employee	Manager
1.	How long you work for this company?	Less than one year.	More than one year (2) Only 3 month (1)
	What's the reason you choose this company in that time?	- the company have good future (14) - e-commerce (6) - job look is simple (8)	- the company have good future - work experience
	After you working in here, do you change the opinion of this company?	- not easy like that (6) - very busy (9)	- more work chance
2	Cite a most significant reason why you work for this company? Why you are proud to be part of it?	- meaningful (12) - good future (8)	- government support - good future - meaningful - high salary
3	What do you like most of working conditions in your company?	- work place looks like family (11)	- like family - feel comfortable
	What do you want more or less in your working conditions?	- more air-condition - work place less far (14)	- work place less far (3) - more employees
4	What do you like most of your co-worker?	- easy to stay with co-worker (9)	- easy to stay with co-worker
5	How do you balance your work and life?	- if business trip will very difficult - only work in office	- work day and weekend
6	What are the opinion of your friends about your work?	- not very good - no interest - business trip	- good future - very busy - business trip
7	What would be needed to make this "company of choice"?	- high salary(13) - good team (2) - good leader (8)	- good future - good brand image - good team
8	What do you want to get from your job?	- money(12) - more money(7) - work experience (5)	- money - relationship - work experience
9	What is the standard that you use to choose the company which you want to work for?	- high salary (13) - good future (2) - good leader (8)	- good future - good brand image - good team
10	Give 3 things you want to see more of your company.	- more employee - more salary	- more employee - more communication - more morale
	Give 3 things you want to see less of your company.	- less work - less business trip	- less quit office - less distance of people

The group interview shows that most employees pay attention to the points which concerns their personal life like salaries, benefits, etc , but the managers focus on the whole picture of the company. Both of them think they need more employees, they find it easy to work with each other but need more communication, they have many business trips, and they believe that company has a good future and that their work is meaningful.

#### **4.2.5 Results of Research Question No.1:" What is the current level of the employees' job satisfaction and morale with YZJY Company as a company of choice?"**

From the above, the quantitative data analysis shows the level of **Employee Morale** is **Agree** level (Mean=4.88); the level of **Job Satisfaction** is **Agree** level (Mean=5.11); the level of **Company of Choice** is **Agree** level (Mean=5.14).

But from the qualitative data analysis, there are also some problems in YZJY Company, such as shortage of employees, less commutation between the employees and managers; and that they do not really enjoy their work.

This is also aligned with the observation data collected by the researcher and the top manager. Data shows that there was low employee morale, employees were not happy at work and that they find that the work atmosphere of YZJY Company does not make them prefer it as a company of choice.



**4.3 Research Question No.2: "What OD Interventions will improve the employees' job satisfaction and morale to create YZJY Company as a company of choice?"(ODI)**

**And**

**Research Question No.3: "What is the initial impact of ODI in the employees' job satisfaction and morale in creating YZJY Company as the company of choice?" (ODI)**

The researcher arrived in China on Sunday (6 July. 2014), and visited YZJY Company on following Monday. The work place of YZJY Company is in Second Ring Road of Beijing.



**Figure 27. Office of YZJY Company**

After doing the observations, group interviews and administering the questionnaires to the respondents, the researcher conducted 4 workshops for the ODI phase.

#### **4.3.1 "David Kolb's Learning Cycle" Workshop & Dream Together Workshop**

This workshop aims to respond to the Pre-ODI: 1) very high score of "I want to know more direction and goals of my company." means is 5.41, and 2) very low score of "I know how my job fits and why it's important." mean is 4.82. It means the employees are not very clear with their direction and the goals of their company and they also do not feel the importance of their job for the company.



**Activity:** "David Kolb's Learning Cycle" Workshop

**Objective:** Let the employee know themselves deeply, and help them get more knowledge of their company's products and service.

**Timeline:** 3 hours

**Logistics needed:**

1. Handout about David Kolb's Learning Cycle
2. Training material
3. Note paper

**Activities:**

- Telling your story (Who am I? Why I am here? How am I valuable? Personal Vision?) (30mins)
- "David Kolb's Learning Cycle" introduce and discuss. (30mins)
- Guest speaker: professional knowledge (1 hour)
- Reflection (use David Kolb's Learning Cycle)



**Figure 28.** "David Kolb's Learning Cycle" Workshop

### Reflection analysis

All the participants appreciated this activity. They came to know their co-workers very well this time, and they found much more good characteristics from their colleagues. They wanted to do this activity again in the workplace.



**Activity:** Dream Together Workshop

**Objective:** Let the employees understand the current situation of the company, and let them make their own vision and link it with their company, They made new department goals.

**Timeline:** 3 hours

**Logistics needed:** 1. Handout about Change management  
2. Note paper

**Activities:**

- System thinking
- Introduce Drivers of change
- Introduce 5D Cycle
- World café
- Reflection



**Figure 29 . Dream Together Workshop**

### Reflection analysis

The employees said this is the first time that the company gave them around two hours to let them share their ideas. They were very happy about that, and the manager of RSXM network said after that day, their team would meet every Friday for 20 minutes to let the employees share their ideas, problems and goals of their department.

The employees from the two departments decided that they will visit each other's website every day, in order to help each other correct the errors and be familiar with each other's work, after that let two websites share the customer and information.

4.3.2 Mini Brain Map & Leadership and team building Workshop

According to qualitative analysis, both employees and managers want more communication with each other. And quantitative analysis has very low score of "There is good team spirit at work." mean is 4.94. It means both the employees and managers want to have a good relationship in the company in order to make a good team.

- Activity:** Mini Brain Map
- Objective:** Let the employees know themselves and their co-workers deeply, and help them find a way to build and keep good relationship with their co-workers.
- Timeline:** 1.5 hours
- Logistics needed:** 1. Handout about Mini Brain Map  
2. Note paper
- Activities:**
- Self-definition
  - Introduce Brain Map
  - How to use Brain Map
  - Discusses and analysis
  - Reflection

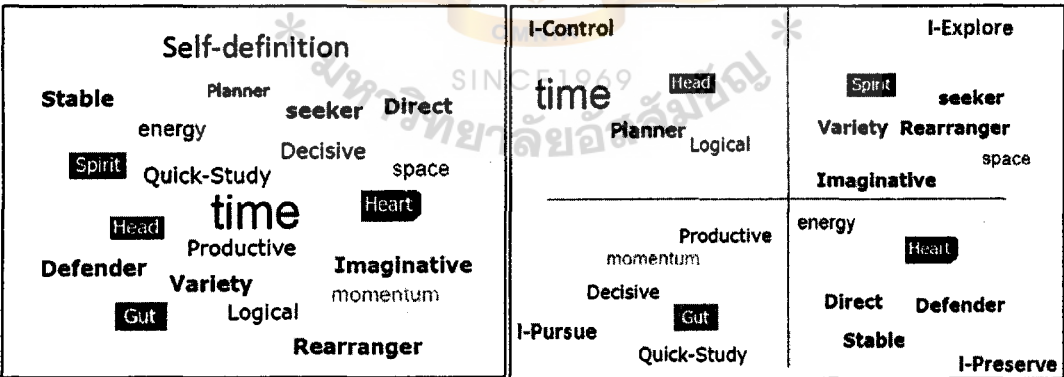


Figure 30. Self-definition

Reflection analysis

The employees said that they feel that some of the misunderstanding about their co-workers has been lessened, and if they have some good idea of their work in the future, they want to share with each other.



**Activity:** Leadership and team building Workshop

**Objective:** Let the employees in different job positions understand each other, after that build good relationships with their co-workers and team building.

**Timeline:** 1 hour

**Logistics needed:** 1. Activity Material  
2. Note paper

**Activities:** - First round  
- Second round  
- Reflection



**Figure 31 Leadership and team building Workshop**

### Reflection analysis

After the activity, the employees agreed that when someone knows that there is new task posted on the Apps, this person should remind the other co-worker, also send the work e-mail to their CCO should CC the CEO. The manager also uses e-mail to give some task and it is better way to CC to their group, if another does not have time to do that task, another employee can help very fast, to save time, accord to sharing internal information to each other is also very important to improve their speed to find work and will decrease the misunderstanding.



## 4.3.3 Informal Group interview

Table 13. Informal Group interviews of the employees and managers

Question (Post ODI)		Employees and Managers
1.	Cite a most significant reason why you work for this company? Why you are proud to be part of it?	- meaningful - self-growth - big family - good morale
2.	What do you like most of your co-worker?	- easy to stay with co-worker - friendly
3.	What would be needed to make this "company of choice"?	- good team - good leader - personal development opportunities
4.	What do you want to get from your job?	- knowledge - money - experience
5.	What is the standard that you use to choose the company which you want to work for?	- good team - good future - good leader
6.	Give 3 things you want to see more of your company.	- more employee - more communication - more morale
	Give 3 things you want to see less of your company.	- less work - less business trip - less quit office - less distance of people
7.	What is the change different between before and after workshop?	- know each other deeply - want to learn more - high motivated

The group interview (Post ODI) shows that most employees' perceive that there is more communication with each other. They started to pay attention to self-growth. They build good relationships with their team members, and they feel more motivated about their work.

#### 4.3.4 Results of Research Question 2

- **Research Question No.2: "What OD Interventions will improve the employees' job satisfaction and morale to create YZJY Company as a company of choice?"(ODI)**

The feedback of the employees about ODI shows that the activities and workshops allowed the employees to know their co-worker more deeply than before. In the dream together workshop, some of employees shared that it was the first time to share their ideas with their managers, and they felt they are very important for the company. The employees also have more communication with their co-workers, the employees expressed they want to stay longer in this company.

- **Research Question No.3:"What is the initial impact of ODI in the employees' job satisfaction and morale in creating YZJY Company as the company of choice?" (ODI)**

There is an initial positive impact of ODI on level of the employees' job satisfaction and morale in creating YZJY Company as the company of choice. The employees want to share their opinions, they have more communication with each other, they are clear of their personal values , know their co-workers deeply, and they feel their work is interesting. Through weekly meetings, they begin to find that the company is a big family, the managers take care of their people. and they feel the sense of importance and pride for the company.



4.4 Research Question No.4: "What are the differences between pre & post ODI based on employees' satisfaction and morale in creating YZJY Company as a company of choice?" (Post ODI)

4.4.1 Analysis the different between Pre and Post ODI

Table 14. Survey results on Employee Morale conducted during the Pre and Post-ODI.

Employee Morale (Source: Bottom Line Impact Inc, 2009)		Mean		
		Pre	Post	Different
1	I receive appropriate recognition for my contributions	5	4.94	0.06
2	My work gives me feelings of accomplishment and pride.	5.06	4.71	0.35
3	I receive regular and helpful feedback on my performance.	5.12	4.76	0.36
4	My company is supportive.	5.06	4.82	0.24
5	I enjoy the work that I do.	5.18	4.88	0.3
6	There is good team spirit at work.	4.94	4.76	0.18
7	My work environment is positive.	5.24	5.00	0.24
8	We are all treated equally and with respect.	5.35	4.82	0.53
9	<b>There is good morale at work.</b>	4.82	4.94	0.12
10	I feel comfortable at work.	5.06	4.76	0.3
11	I am happy to come to work every day.	4.88	4.82	0.06
12	<b>My company is a good place to work.</b>	4.29	4.41	0.12
13	<b>I am proud of my company.</b>	5.18	5.41	0.23
14	This company cares about its people.	5.45	5.41	0.04
15	My work is meaningful and has an impact on the success of the company.	4.94	4.53	0.41
16	Everyone in this company is treated fairly.	5.18	4.82	0.36
17	I am optimistic about my future with this company.	5.41	5.29	0.12
Overall		4.88	4.89	0.01

Table 14 shows the detail of survey results on Employee Morale conducted during the Pre and Post-ODI. There are 2 questions at the post ODI that get better feedback than the pre ODI: No.9, "There is good morale at work", increased 0.12; No.13, " I am proud of my company", increased by 0.23. '



**Table 15 Employee Morale at the Pre and Post-ODI. (Mean and the SD values)**

	N	Mean	Std. Deviation	Level
EM-Pre ODI	17	4.88	.857	High
EM-Post ODI	17	4.89	.485	Very High

Table 15 illustrates that mean of Pre ODI is 4.88, and mean of Post ODI is 4.89, after one month ODI mean of employee morale **increased** 0.01. Standard Deviation of Pre ODI is 0.857, and Standard Deviation of Post ODI is 0.485, it means more respondents' choice close to mean at Post ODI.

**Table 16 Survey results on Job satisfaction conducted during the Pre and Post-ODI.**

Job satisfaction (Source: Bottom Line Impact Inc, 2009)		Mean		
		Pre	Post	Different
1	My work responsibilities are reasonable.	5.06	5.06	0
2	My leaders are positive role models.	5.47	5.47	0
3	I have the materials and/or equipment to do my job well.	4.59	5.18	0.59
4	I am satisfied with my job	4.82	4.71	0.11
5	I have opportunities at work to learn and grow.	5.53	5.29	0.24
6	I know how my job fits and why it's important.	4.82	5.24	0.42
7	My duties and responsibilities are clearly defined.	5.06	5.41	0.35
8	I am able to maintain a good balance between my work life and my family life.	5	5.06	0.06
9	I know what is expected of me in my job.	4.94	5.12	0.18
10	My views and participation are valued.	5.12	4.71	0.41
11	We have fair opportunities to air our grievances without fear of retaliation.	5.18	4.76	0.42
12	People in my company get ahead based on the merits of their work.	5.18	5.24	0.06
13	I want to know more direction and goals of my company.	5.41	5.41	0
14	I know how my goals are linked to the company's goals.	5	5.06	0.06
15	I am given sufficient responsibility in my job.	5.12	5.35	0.23
16	The company's leadership is positive and supportive.	5.12	5.24	0.12
17	I have good career opportunities with this company.	5.29	5.24	0.05
18	I have enough control over how I do my job.	5.35	5.29	0.06
Overall		4.82	5.12	0.3

Table 16 shows there are 9 questions that get better feedback than pre ODI: No.3 "I have the materials and/or equipment to do my job well", increase 0.59; No.6" I



know how my job fits and why it's important", increase 0.42; No7" My duties and responsibilities are clearly defined", increase 0.35.

**Table 17 Job satisfaction conducted during the Pre and Post-ODI.**

	N	Mean	Std. Deviation	Levels
JS-Pre ODI	17	4.82	.809	High
JS-Post ODI	17	5.12	.332	Very High

Table 17 illustrates that mean of pre ODI is 4.82, mean of post ODI is 5.12, after one month ODI mean of job satisfaction **increased** 0.3. Standard Deviation of Pre ODI is 0.809, and Standard Deviation of Post ODI is 0.332, it means more respondents' choice close to mean at Post ODI.

**Table 18 . Survey results on Job satisfaction conducted during the Pre and Post-ODI.**

Company of Choice (Source: Bottom Line Impact Inc, 2009)		Mean		
		Pre	Post	Different
1	I am someone who wants to have a steady relationship with this company.	5.41	5.35	0.06
2	I feel that I have too few options to consider leaving this company.	5.35	5.29	0.06
3	I say positive things about my company to other people.	5.47	5.35	0.12
4	I recommend the company to someone who seeks my advice.	5.47	5.47	0
5	I consider this company my first choice.	5.12	5.18	0.06
6	I intend to stay with this company for the next few years.	5.12	5.18	0.06
7	I would easily accept a job from an alternative employer that offers a better salary.	4.35	4.12	0.23
8	I would easily accept an offer from an alternative employer that offers better fringe benefits.	4.47	4.29	0.18
9	If my work meet some problem, I will try to fix it.	5.47	5.65	0.18
Overall		4.88	5.06	0.18

Table 18 shows there are 3 questions that got better feedback than pre ODI: No.5 "I consider this company my first choice", increased by 0.06, No.6 "I intend to stay with this company for the next few years", increased by 0.06, No9 "If my work meet some problem, I will try to fix it", increased 0.18.



**Table 19. Company of choice conducted during the Pre and Post-ODI.**

	N	Mean	Std. Deviation	Level
CC-Per ODI	17	4.88	.781	High
CC-Post ODI	17	5.06	.243	Very high

Table 19 illustrates the mean of pre ODI is 4.88, mean of post ODI is 5.06, after one month ODI mean of company of choice **increased** 0.18. Standard Deviation of Pre ODI is 0.781, and Standard Deviation of Post ODI is 0.243, it means more respondents' choice close to mean at Post ODI.



#### **4.4.2 The result of Research Question No.4: "What are the differences between pre & post ODI based on employees' satisfaction and morale in creating YZJY Company as a company of choice?" (Post ODI)**

The mean of **employee morale** mean of pre ODI is 4.88, mean of post ODI is 4.89, after one month ODI mean of employee morale **increased** 0.01.

The mean of **job satisfaction** mean of pre ODI is 4.82, mean of post ODI is 5.12, after one month ODI mean of job satisfaction **increased** 0.3.

The mean of **company of choice** mean of pre ODI is 4.88, mean of post ODI is 5.06, after one month ODI mean of company of choice **increased** 0.18.

#### **4.5 The Research Hypotheses**

**Ho1: There is a significant difference between pre and post employee morale after organizational development intervention.**

**Ha1: There is no significant difference between pre and post employee morale after organizational development intervention.**

After ODI, the mean of variable **increased** from 4.88 to 4.89, the employee morale level from high to very high. There is a significant difference between pre and post job satisfaction after ODI. Therefore, Ha1 is rejected and Ho1 is accepted.

**Ho2: There is a significant difference between pre and post job satisfaction after organizational development intervention.**

**Ha2: There is no significant difference between pre and post job satisfaction after organizational development intervention.**

After ODI, the mean of variable **increased** from 4.82 to 5.12, the job satisfaction level from high to very high. There is a significant difference between pre and post job satisfaction after ODI. Therefore, Ha2 is rejected and Ho2 is accepted.

**Ho3: There is a significant difference between pre and post company of choice after organizational development intervention.**

**Ha3: There is no significant difference between pre and post company of choice after organizational development intervention.**

After ODI, the mean of variable increased from 4.88 to 5.06, the company of choice level from high to very high. There is a significant difference between pre and post company of choice after ODI. Therefore, Ha3 is rejected and Ho3 is reaccepted.



## **Chapter 5**

### **Summary, Conclusion, Recommendations and Reflections**

This action research studied the Creating the Company of Choice through participative ODI; A case study on YZJY Company. This research was based on the analysis of the impact of ODI on Employee Morale, Job satisfaction and Company of choice during the pre and post ODI. The research included 30 people (including manager), interview and survey 17 of them to join in OD activities. The action research used quantitative and qualitative methods. The summary of the findings are shown below:

#### **5.1 Summary**

##### **5.1.1 The level of the employees' job satisfaction and morale with YZJY Company as a company of choice.**

After the OD interventions on job satisfaction, employee morale and company of choice with communication workshop, training activity, leadership workshop and dream together workshop, the final result showed the positive improvements in employee morale, job satisfaction and company of choice.

##### **5.1.2 OD Interventions improved the employees' job satisfaction and morale to create YZJY Company as a company of choice.**

Based on this action research, the OD interventions on job satisfaction, employee morale, and company of choice, increased the level of company of choice. The OD Interventions improved the employees' morale and job satisfaction, then create YZJY Company as a company of choice.

##### **5.1.3 The initial impact of ODI in the employees' job satisfaction and morale in creating YZJY Company as the company of choice.**

###### **➤ Employees' job satisfaction**

The communication workshop was conducted for the employee to know their co-workers deeply, in order to help the employees understand each other, make a good team and keep good relationship between the team members.

Training activities were conducted for the employees to know job nature, then to let them find their work meaning in their company and its industries in China.

The leadership workshop was conducted for the employee helped them to build good relationships with their managers and let them understand each other, to made them feel that the company is a big family.

➤ **Employee Morale**

The dream together workshop conducted for the employees to know the current situation of their company, made them think about the future of the company, link their life with the company's future and find the good way to get the goal. Also it made them know their work is very meaningful, and then they are very important for the company, and they need to share their ideas and improve work enthusiasm.

➤ **Company of Choice**

The communication workshop was conducted for the employees to feel that the company is a big family, keep good relationships with other co-workers and their managers, to make them want to stay with the company.

The training activity was conducted for the employees to know their job nature, in order to let them feel proud of their work.

Dream together workshop was conducted for the employees to know their company has very good future, also made the employees to gain confidence in their company and want to work hard to make the good future come true, and to make the employees want to stay with the company.

**5.1.4 Differences between pre & post ODI based on employees' satisfaction and morale in creating YZJY Company as a company of choice**

➤ **Pre ODI**

Based on observation and interview, before the ODI the employee did not share ideas with their managers, they had very little communication with their co-workers and managers, the employees came to work also did not have 100% understanding of their company goal and don't know how to get the goal; they didn't think they are an important part of company.



### ➤ Post ODI

The employees and managers had more communication than before, made the employees want to share their opinion for their work, and they wanted their manager to consider their ideas. The employees wanted to follow their leader, they could feel the managers take care of them, the company looked like a big family. The employees felt proud of their work and want to stay longer at YZJY Company.

## 5.2 Conclusions

After the ODI to YZJY Company through action research of one month there are positive output including higher employee morale, job satisfaction and company of choice.

### ➤ Employees' job satisfaction

The employees feel the company is a big family, when they do their work they can perceive the support of the group, and they feel proud of their work. The ODI improved Employee Satisfaction

### ➤ Employee Morale

The employees are clear about their personal value and can link it with their company, they feel their job is very meaningful, they start to share their opinion with the company and want to find more chance to show their value. The ODI improved Employee Morale.

### ➤ Company of Choice

The employees find a new way keep the good relationship this their co-worker and managers, they can feel the company truly care its people, they love their work and they think the company is a big family, everyone in there is very important. They want to stay next few years in YZJY Company. There is an improvement in the company of Choice.

## **5.3 Recommendation**

### **5.3.1 Recommendation from the study**

#### **➤ Leadership as relationship**

Based on current situation of YZJY Company after ODI, the employees wanted good leaders who could make this a “company of choice”. The quality of leadership is a key for the Chinese company where in there is a high context culture .Chinese give a lot of importance to relationships with people. If the managers know how to build and keep good relationships with their employees, let the employees feel that the company is a big family, that they are important members of company, that the company needs them, then the employees will be more willing to follow their leaders and will stay longer with the company.

#### **More OD intervention**

OD is very new for the Chinese company, and ODI is very useful to solve the problems of company. If the managers know more OD knowledge, they can try to design some OD workshop by themselves, or hire OD practitioners to help to increase the job satisfaction, employee morale and company of choice of their employees.

### **5.3.2 Recommendations for future studies**

YZJY Company is a very new company in recycling and e-commerce industry. Even so they have 75% market share and they don't have many competitors in recycling industry now, but if in the future Alibaba Group or other Chinese popular e-commerce company also have this service, YZJY Company will face competitive challenges. How to increase their competitive advantage will be an interesting topic to study.

This is the first time that YZJY Company tried OD interventions. In the future, they can try to implement more OD interventions to help sustain their company's job satisfaction and employee morale.

## 5.4 Epilogue

After studying in the MMOD program, I changed my opinion of education. In OD class, the teachers care much about the students' ideas, let us share our opinion all the time. In OD class, we not only listen to the teachers, but also should reflect on the theory, model and case study. We can not only remember what the teachers said or the sentences writer in the textbook, we should understand and change them to our own knowledge. MMOD program lets me want to study and study more.

MMOD gave me a new way to look at the world, it changed my mindset to think about everything from the positive way. It also let me know change is very beautiful and necessary for my life. And then let me want to improve myself in my daily life, and find a right way to explore my potential. OD lets me find my potentials and at the same time gives me the method to help me to improve myself.

I studied MMOD at ABAC as a full time student, there is less chance to share and practice the knowledge that I study in the class. This action research is the first time that I used what I studied in ABAC to a real company. This is a very important experience for me. I also developed my communication skills and knowledge of job satisfaction, employee morale and company of choice.

In 2014, MMOD program is still very new for the Chinese. I hope in the future, more and more Chinese have chance to know and study this program, and if I have chance, I will share the OD spirit to more and more people.

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## APPENDICES

### Appendix A: Tables

1. Survey results of Employee Morale conducted during the Pre-ODI (frequency) .

Employee Morale (Source: Bottom Line Impact Inc, 2009)		Frequency (Pre ODI)					
		SD	D	SLD	SLA	A	SA
1	I receive appropriate recognition for my contributions			2	3	5	7
2	My work gives me feelings of accomplishment and pride.				5	6	6
3	I receive regular and helpful feedback on my performance.				4	7	6
4	My company is supportive.				3	10	4
5	I enjoy the work that I do.			1	2	7	7
6	There is good team spirit at work.				6	6	5
7	My work environment is positive.				3	7	7
8	We are all treated equally and with respect.				1	9	7
9	There is good morale at work.			2	3	8	4
10	I feel comfortable at work.				4	8	5
11	I am happy to come to work every day.			2	4	5	6
12	My company is a good place to work.		1	2	6	7	1
13	I am proud of my company.			*	4	6	7
14	This company cares about its people.				2	4	11
15	My work is meaningful and has an impact on the success of the company.				6	6	5
16	Everyone in this company is treated fairly.			1	2	7	7
17	I am optimistic about my future with this company.				1	8	8

2. The responses obtained for **job satisfaction** at the Pre-ODI.( frequency)

Frequency(Source: Bottom Line Impact Inc, 2009)		Job satisfaction (Pre ODI)					
		SD	D	SLD	SLA	A	SA
1	My work responsibilities are reasonable.			1	3	7	6
2	My leaders are positive role models.				1	7	9
3	I have the materials and/or equipment to do my job well.			1	7	7	2
4	I am satisfied with my job			2	4	6	5
5	I have opportunities at work to learn and grow.				2	4	11
6	I know how my job fits and why it's important.				5	10	2
7	My duties and responsibilities are clearly defined.				4	8	5
8	I am able to maintain a good balance between my work life and my family life.			1	4	6	6
9	I know what is expected of me in my job.				6	6	5
10	My views and participation are valued.				3	9	5
11	We have fair opportunities to air our grievances without fear of retaliation.			1	2	7	7
12	People in my company get ahead based on the merits of their work.				2	10	5
13	I want to know more direction and goals of my company.				2	6	9
14	I know how my goals are linked to the company's goals.			1	4	6	6
15	I am given sufficient responsibility in my job.				3	9	5
16	The company's leadership is positive and supportive.			1	2	8	6
17	I have good career opportunities with company.				2	8	7
18	I have enough control over how I do my job.				1	9	7

3. The responses obtained for company of choice at the Pre-ODI.

Company of Choice (Source: Bottom Line Impact Inc, 2009)		Frequency (Pre ODI)					
		SD	D	SLD	SLA	A	SA
1	I am someone who wants to have a steady relationship with this company.				1	8	8
2	I feel that I have too few options to consider leaving this company.				2	7	8
3	I say positive things about my company to other people.				1	7	9
4	I recommend the company to someone who seeks my advice.					9	8
5	I consider this company my first choice.				5	5	7
6	I intend to stay with this company for the next few years.				4	7	6
7	<b>I would easily accept a job from an alternative employer that offers a better salary.</b>		2	2	4	6	3
8	<b>I would easily accept an offer from an alternative employer that offers better fringe benefits.</b>		2		5	8	2
9	I would switch to an alternative employer if I experience a problem with my current one.				1	7	9



4. Survey results on employee morale conducted during the Post-ODI. (percentage)

Employee Morale (Source: Bottom Line Impact Inc, 2009)		Percentage( Post ODI)							
		SD	D	SLD	SLA	A	SA	N	P
1	I receive appropriate recognition for my contributions			12	18	35	35	12	88
2	My work gives me feelings of accomplishment and pride.			5	29	33	33	5	95
3	I receive regular and helpful feedback on my performance.			5	32	32	32	5	95
4	My company is supportive.			4	17	39	39	4	96
5	I enjoy the work that I do.			13	25	31	31	13	87
6	There is good team spirit at work.			5	23	36	36	5	95
7	My work environment is positive.				18	41	41		100
8	We are all treated equally and with respect.				20	40	40		100
9	There is good morale at work.				24	38	38		100
10	I feel comfortable at work.			4	16	40	40	4	96
11	I am happy to come to work every day.			4	12	42	42	4	96
12	<b>My company is a good place to work.</b>	5	5	15	5	35	35	25	75
13	I am proud of my company.				0	50	50		100
14	This company cares about its people.				14	43	43		100
15	My work is meaningful and has an impact on the success of the company.				65	18	18		100
16	Everyone in this company is treated fairly.			6	35	29	29	6	94
17	I am optimistic about my future with this company.			14		43	43	14	86

5. Survey results on job satisfaction conducted during the Post-ODI.

Job satisfaction (Source: Bottom Line Impact Inc, 2009)		Percentage (Post ODI)							
		SD	D	SLD	SLA	A	SA	N	P
1	My work responsibilities are reasonable.			6	12	53	29	6	94
2	My leaders are positive role models.				6	41	53		100
3	I have the materials and/or equipment to do my job well.				12	59	29		100
4	I am satisfied with my job				41	47	12		100
5	I have opportunities at work to learn and grow.				6	59	35		100
6	I know how my job fits and why it's important.				12	53	35		100
7	My duties and responsibilities are clearly defined.				0	59	41		100
8	I am able to maintain a good balance between my work life and my family life.				18	59	24		100
9	I know what is expected of me in my job.				18	53	29		100
10	My views and participation are valued.				41	47	12		100
11	We have fair opportunities to air our grievances without fear of retaliation.				47	29	24		100
12	People in my company get ahead based on the merits of their work.				18	41	41		100
13	I want to know more direction and goals of my company.				6	47	47		100
14	I know how my goals are linked to the company's goals.				24	47	29		100
15	I am given sufficient responsibility in my job.				0	65	35		100
16	The company's leadership is positive and supportive.				12	53	35		100
17	I have good career opportunities with this company.				12	53	35		100
18	I have enough control over how I do my job.				6	59	35		100

6. Survey results on company of choice conducted during the Post-ODI.

Company of Choice (Source: Bottom Line Impact Inc, 2009)		Percentage							
		SD	D	SLD	SLA	A	SA	N	P
1	I am someone who wants to have a steady relationship with this company.					65	35		100
2	I feel that I have too few options to consider leaving this company.					71	29		100
3	I say positive things about my company to other people.				6	53	41		100
4	I recommend the company to someone who seeks my advice.					35	59		100
5	I consider this company my first choice.				12	59	29		100
6	I intend to stay with this company for the next few years.				6	71	24		100
7	<b>I would easily accept a job from an alternative employer that offers a better salary.</b>	12		24	12	35	18	36	64
8	<b>I would easily accept an offer from an alternative employer that offers better fringe benefits.</b>	12		18	18	24	29	30	70
9	If my work meet some problem, I will try to fix it.					35	65		100

## Appendix B: Questionnaire

No	Items	Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree
<b>Employee Morale</b>							
1	I receive appropriate recognition for my contributions	1	2	3	4	5	6
2	My work gives me feelings of accomplishment and pride.	1	2	3	4	5	6
3	I receive regular and helpful feedback on my performance.	1	2	3	4	5	6
4	My company is supportive.	1	2	3	4	5	6
5	I enjoy the work that I do.	1	2	3	4	5	6
6	There is good team spirit at work.	1	2	3	4	5	6
7	My work environment is positive.	1	2	3	4	5	6
8	We are all treated equally and with respect.	1	2	3	4	5	6
9	There is good morale at work.	1	2	3	4	5	6
10	I feel comfortable at work.	1	2	3	4	5	6
11	I am happy to come to work every day.	1	2	3	4	5	6
12	My company is a good place to work.	1	2	3	4	5	6
13	I am proud of my company.	1	2	3	4	5	6
14	This company cares about its people.	1	2	3	4	5	6
15	My work is meaningful and has an impact on the success of the company.	1	2	3	4	5	6
16	Everyone in this company is treated fairly.	1	2	3	4	5	6
17	I am optimistic about my future with this company.	1	2	3	4	5	6
<b>Job satisfaction</b>							
1	My work responsibilities are reasonable.	1	2	3	4	5	6
2	My leaders are positive role models.	1	2	3	4	5	6
3	I have the materials and/or equipment to do my job well.	1	2	3	4	5	6
4	I am satisfied with my job	1	2	3	4	5	6
5	I have opportunities at work to learn and grow.	1	2	3	4	5	6
6	I know how my job fits and why it's important.	1	2	3	4	5	6
7	My duties and responsibilities are clearly defined.	1	2	3	4	5	6
8	I am able to maintain a good balance between my work life and my family life.	1	2	3	4	5	6
9	I know what is expected of me in my job.	1	2	3	4	5	6
10	My views and participation are valued.	1	2	3	4	5	6
11	We have fair opportunities to air our grievances without fear of retaliation.	1	2	3	4	5	6



12	People in my company get ahead based on the merits of their work.	1	2	3	4	5	6
13	I want to know more direction and goals of my company.	1	2	3	4	5	6
14	I know how my goals are linked to the company's goals.	1	2	3	4	5	6
15	I am given sufficient responsibility in my job.	1	2	3	4	5	6
16	The company's leadership is positive and supportive.	1	2	3	4	5	6
17	I have good career opportunities with this company.	1	2	3	4	5	6
18	I have enough control over how I do my job.	1	2	3	4	5	6
<b>Company of Choice</b>							
1	I am someone who wants to have a steady relationship with this company.	1	2	3	4	5	6
2	I feel that I have too few options to consider leaving this company.	1	2	3	4	5	6
3	I say positive things about my company to other people.	1	2	3	4	5	6
4	I recommend the company to someone who seeks my advice.	1	2	3	4	5	6
5	I consider this company my first choice.	1	2	3	4	5	6
6	I intend to stay with this company for the next few years.	1	2	3	4	5	6
7	I would easily accept a job from an alternative employer that offers a better salary.	1	2	3	4	5	6
8	I would easily accept an offer from an alternative employer that offers better fringe benefits.	1	2	3	4	5	6
9	If my work meet some problem, I will try to fix it.	1	2	3	4	5	6

(Source: Bottom Line Impact Inc. © 2009)

## 调查问卷

No	项目	很不 赞同	不赞 同	不太 赞同	基本 赞同	赞 同	很赞 同
<b>员工士气</b>							
1	我作的贡献得到了应有的赞赏。	1	2	3	4	5	6
2	工作给了我成就感和自豪感。	1	2	3	4	5	6
3	公司定期对我的表现给予有帮助的回馈评价。	1	2	3	4	5	6
4	我得到了来自公司的支持。	1	2	3	4	5	6
5	我享受现在正在做的工作。	1	2	3	4	5	6
6	组员在工作中有好的团队精神。	1	2	3	4	5	6
7	公司有积极向上的工作环境。	1	2	3	4	5	6
8	我们在工作的时候得到尊重。	1	2	3	4	5	6
9	我们的士气很好。	1	2	3	4	5	6
10	我的工作让我觉得很舒服。	1	2	3	4	5	6
11	我每天去工作的时候都是开心的。	1	2	3	4	5	6
12	公司的工作地点很好。	1	2	3	4	5	6
13	我为我的公司而自豪。	1	2	3	4	5	6
14	公司很关心员工。	1	2	3	4	5	6
15	我的工作很有意义，并且对公司的成败有重要影响。	1	2	3	4	5	6
16	在公司中的每个人都得到公平对待。	1	2	3	4	5	6
17	我对在公司的前景，保持乐观看法。	1	2	3	4	5	6
<b>工作满意度</b>							
1	我的工作职责是合理的。	1	2	3	4	5	6
2	我的领导是一个典型的积极角色。	1	2	3	4	5	6
3	我有把工作做好的材料或设备。	1	2	3	4	5	6
4	我对我的工作很满意。	1	2	3	4	5	6
5	我能够从工作中得到知识和成长。	1	2	3	4	5	6
6	我知道如何适应我的工作，并知道它为什么重要。	1	2	3	4	5	6
7	我很清楚对目前工作应负的责任。	1	2	3	4	5	6
8	我可以很好地平衡工作和家庭生活。	1	2	3	4	5	6
9	我知道我的工作预期是什么。	1	2	3	4	5	6
10	我的见解和参与对公司是有价值的。	1	2	3	4	5	6
11	我们有公平的机会去表达抱怨，而且并不担心会受到报复。	1	2	3	4	5	6
12	员工在公司升职是由于他们的成绩。	1	2	3	4	5	6
13	我希望进一步了解公司的前进方向和目标。	1	2	3	4	5	6

14	我知道怎样把我自己的目标和公司的目标连接起来。	1	2	3	4	5	6
15	我对我的工作足够负责任。	1	2	3	4	5	6
16	公司领导的工作方法是积极向上的，并能够给予员工帮助的。	1	2	3	4	5	6
17	我在这个公司有好的工作机会。	1	2	3	4	5	6
18	我能够比较自主的完成工作。	1	2	3	4	5	6
公司的选择							
1	我想和公司保持稳定的关系。	1	2	3	4	5	6
2	我觉得我不会轻易离开公司。	1	2	3	4	5	6
3	我会积极向外界推荐公司。	1	2	3	4	5	6
4	我会把公司推荐给那些咨询我意见的人。	1	2	3	4	5	6
5	公司在我的择业考虑当中是第一选择。	1	2	3	4	5	6
6	我会在接下来的几年继续留在公司。	1	2	3	4	5	6
7	在面对选择的时候，我会选择工资高的工作。	1	2	3	4	5	6
8	在面对选择的时候，我会选择福利好的工作。	1	2	3	4	5	6
9	如果经验告诉我，工作中出现了问题，我会去想办法解决它。	1	2	3	4	5	6

(Source: Bottom Line Impact Inc. © 2009)



## Appendix C: Interview Questions

1. How long you work for this company?

What's the reason you choose this company in that time?

After you working in here, do you change the opinion of this company?

2. Cite a most significant reason why you work for this company? Why you are proud to be part of it?

3. What do you like most of working conditions in your company?

What do you want more or less in your working conditions?

4. What do you like most of your co-worker?

5. How do you balance your work and life?

6. What are the opinion of your friends about your work?

7. What would be needed to make this “company of choice”?

8. What do you want to get from your job?

9. What is the standard that you use to choose the company which you want to work for?

10. Give 3 things you want to see more of your company.

Give 3 things you want to see less of your comapny.



## 采访问题

11. 你在这个公司中工作多久了？

当初你选择这个公司的原因？

当你在这里工作一段时间之后，对公司的看法是否有所改变？

12. 给我一个最重要的原因，说说你为何选择这个公司？为什么你对成为公司的一份子感到骄傲？

13. 你最喜欢现在工作条件中的哪一部分？

目前的工作条件中，你希望增加或者减少的部分是什么？

14. 你最喜欢你同事的哪一点？

15. 你怎样去平衡你的工作和你的家庭生活？

16. 你的朋友对你的工作有怎样的看法？

17. 你认为会被人选择的工作需要具有哪些条件？

18. 你想从你的工作得到什么？

19. 你用怎样的标准去选择工作？

20. 给我你想在公司看到更多的三件事。

给我你想在公司看到最少的三件事。

