



The Initial Impact of OD Intervention on Organization Direction, Organization Communication, Corporate Culture and, The case of
BangphaiIntergroup. Co.,Ltd.

By

Mr. Surasak Weschayanviwat

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
Bangkok, Thailand

December 2008

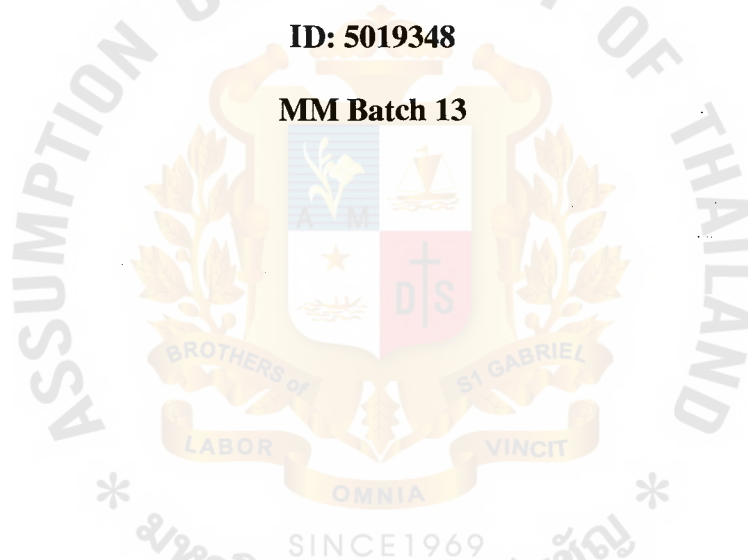
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MM Batch 13



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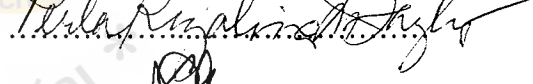

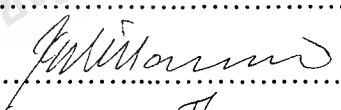
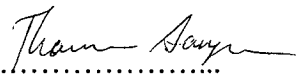
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ABSTRACT

The main purpose of this study was to find the initial impact of organization development intervention on organization direction, organization communication and corporate culture. The significant of study were the organization learns how the organization improves through the organization development intervention in organization direction, organization communication and corporate culture. Also, the researcher had tried to show the importance of the organization vision goal and purpose that reflect to the organization. And also the communication and the culture were the importance parts of organization to become healthy organization.

The research design this study was base on the five phases of the actions research model were the assessment phase, data analysis phase, ODI planning phase, OD Intervention phase and evaluation phase. The data collection techniques use both qualitative and quantitative methods. The interview, group discussion and make use questionnaire were used in this research to assessment the problem of organization and evaluation the initial impact of intervention on the organization.

The OD intervention including activities such as formulate strategic vision for the organization, formulate organization structure, buddy systems and etc. These activities were done by researcher and management of the organization. The all organization member were the participant for research activities.

The result of intervention showed the major difference between pre and the post ODI as follows. The totals mean score of organization goal, organization communication and corporate culture was higher from pre ODI mean score and post ODI mean score. It could mean the OD Intervention that research implement to the organization have the initial impact to the organization.

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Chapter 1

Introduction

Nowadays, many companies are interested to develop their organization to become more productive and effective with the modern facilities in order to make organization become competitive in the business. To engage in a development process the organization has to prepare for change when change happens and better yet to anticipate and initiate the changes as these are needed. OD Intervention is the systems through which organizations develop and improve the readiness for change. When the need for change is felt and/or anticipated, after diagnosis, the choice of OD Intervention is critical to meet the challenge for change that would impact on the improvement of organizational performance as well as organizational health.

The organization direction including vision, mission and goal, corporate culture, organization structure or the level of authority of decision making or chain of command (Centralization or Decentralization), motivation and communication are the topics that OD used to improve to be modern organization, healthy organization and effective organization.

Global Context

The production of motor vehicles comprises the largest manufacturing sector in the world, with output of the industry equivalent to the world's sixth largest economy. While it is a key activity in advanced industrial nations, the industry is also of increasing significance in the emerging economies of North and East Asia, South America and Eastern Europe. Global production of passenger motor vehicles (PMVs) and cross utility vehicles (CUVs) grew from around 66 million in 1999 to almost 70 million in 2006. Nevertheless, this has significantly exceeded global vehicle sales,

which were around 67.5 million in 2006. This has led to significant excess capacity within the industry as potential production exceeds actual sales. It is estimated that emerging markets will contribute about two thirds of the growth of global light vehicle assembly between 2006 and 2014. In particular, the group of rapidly emerging economies known as BRIC (Brazil, Russia, India and China) looks set to increase their share of global light vehicle assembly from 16 percent in 2006 to 23 percent in 2014. China is now the world's second largest automotive market and produced around 9 million vehicles in 2007, up almost 23 percent from 2006. The competitive impact brought about by the rise of developing economies, particularly China, points to the intensification of cost cutting pressures and increasing competition for new investment in the industry According to Organization International des Constructeurs d'Automobiles (OICA), about 9 million people are directly employed in the industry. Recent trends in market demand, particularly in the more industrially advanced countries, have been driven by changing community and consumer expectations in regard to vehicle quality, safety, and environmental credentials. In particular, increasing concern over CO2 emissions and fuel economy have shaped consumer tastes and led to increasing demand for alternative fuel or hybrid vehicles, and a drop-off in demand for what are perceived as "petrol-guzzling" larger cars. As a result, technological developments are proceeding rapidly so as to keep pace with both changing consumer expectations and tighter regulations by governments striving for more environmentally-friendly and fuel-efficient car. (2008).PDF files. *Review of Australia's automotive industry*. Retrieved August 14, 2008, from <http://www.stcwa.org.au>

Asian Context

In 2007, automobile sales witnessed a satisfactory year in China. After the depression in 2005, the automobile market steadily developed with a prospective tendency. It is expected that the sales of medium and high grade passenger cars and urban SUV would maintain high growth; commercial passenger car industry would also steadily develop; however, the general growth rate of commercial freight vehicles would decrease, and the opportunity lies in products upgrading and export. In 2008, automobile industry will face affecting factors including energy-saving environmental policy, levying of petroleum tax, unification of domestic and foreign enterprise taxes, high-price petroleum and development of new energy etc. Thus automobile sub-industries will face new opportunities and challenges. Formation of a new consumer group and the obvious consumption upgrade trend are the backgrounds for a steadily developing passenger cars market, while GDP, fix asset investments and new rural construction factors are the supporting factors for commercial freight vehicles' stable growth. In the automobile industry, there are passenger cars as discretionary consumer products, as well as commercial vehicles with capital goods purpose. Each branch industries will undergo a development stage where opportunity and challenge co-exist, meanwhile, the leading enterprises of automobile parts will also have enormous opportunities. Therefore upstream leading automobile parts merchants in the automobile industry chain will embrace a high-speed development stage. As of October 2007, automobile sales reached 7,150,000 cars in China, a year-on-year accumulated increase of 24%. Among this number, passenger cars sales were 5,079,400, with a year-on-year accumulated increase of 23.75%, while commercial vehicles sales were 2,070,000, with a year-on-year accumulated increase of 25.14%. Firstly, let's look at the short-term sales trend of various car types. Passenger cars

ASEAN, further reflecting the strategic location of Thailand and the region's growing attractiveness for auto parts investment. Opportunities in this sector within Thailand include the manufacture of passenger car engines, fuel injection pumps, transmissions, differential gears, injection nozzles, electronic systems, electronic control units, turbo chargers, substrates for catalytic converters, antilock brake systems and NGV equipment, to name a few. Over the years Thailand has become a strategic location for auto assemblers within the ASEAN region. This became even more so following the expanding network of free trade agreements, which enabled auto manufacturers to adopt a regional investment approach. But Thailand is not only attractive for its large domestic market or as a strategic location within ASEAN, but between ASEAN and the rest of Asia, given the Kingdom's increasing FTA regime. Thailand has made FTA and early harvest arrangements with Japan, Australia, New Zealand and India, not to forget the ASEAN-China and ASEAN-Korea arrangements. BOI. (2008). *Thailand investment review February 2008*. Retrieved August 14, 2008, from http://www.boi.go.th:8080/issue_content.php?issueid=37;page=42.

Company Background.

Bangphai Intergroup co.,ltd was founded in 1972. This company is doing business in automotive specializing in automotive spare parts. This company is the family business whose owners have very long history in the business and have established very good relations with many suppliers. In 1972 they entered automotive spare part business under brand name "Bangphai alai". In 1978 they became the authorized dealer of Toyota motor Thailand. In 1984 they became the authorized dealer of Siam Nissan Company. In 1997 they changed corporate name to "Bang Phai Inter Group Co., Ltd. Then, they started to develop wholesale and exporting business.

It can be seen from the history of Bangphai intergroup company the growth and expansion of the business and the organization as well. They began with founder family of 3. The staff number of this company in 2008 has only grown to 37 persons including 6 family members.

The organization of this company being studied as shown in the organizational chart on Figure 1. is three functional groups namely, 1] retail, 2] wholesale and 3] account. Under each of these functionaries, there are two layers of generation, the old and the new.

This organization still has the founder as president who makes all decisions in this company and his wife as the assistant who takes care of the money flow in the company. Recently, this company has 3 more family members who came to take care of the business and they divide the tasks of taking care of the different main business functions such as accounting department, retailing department (original business) and wholesale department.

However, there are other than the family members in this company that separate employees into two groups called as old generations and new generations. The old generations are the employees who have been working in this company more than 20 years. Mostly they are doing almost every thing in company in their scope of duty. It is difficult to classify which specific task their duties are in the job description. However, the new generations are composed of employees that come to work for a few years and most of them were hired because of job overload of the old generations or due to expanding business. Most of them were given more clear specific task and assignments in company.

Company Product and Service

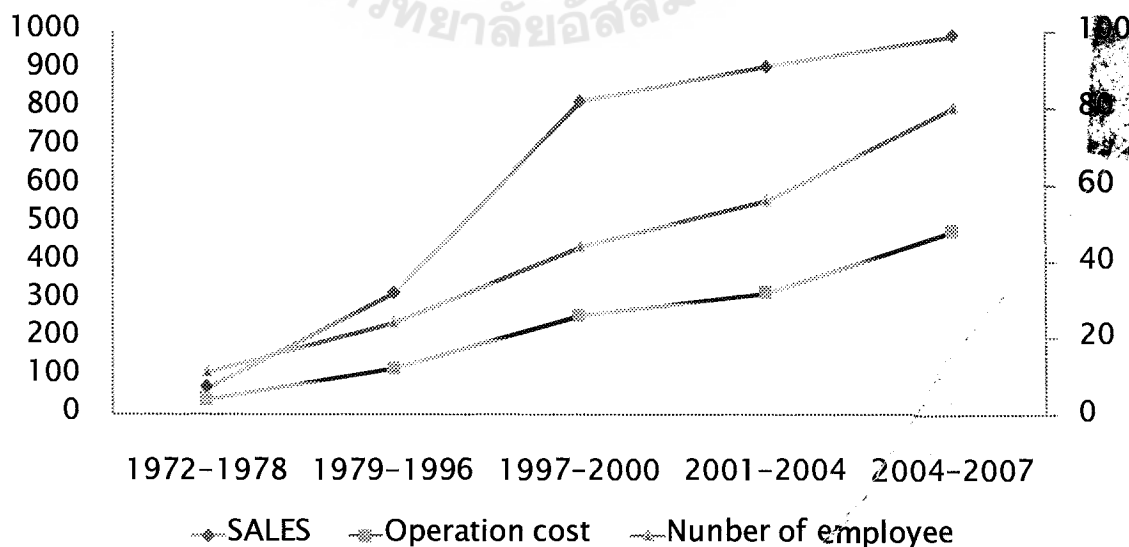
Bangphai intergroup company can be identified into 2 business functions that are retail and wholesale (including exporting). Both functions provide automotive products as Automotive spare parts, Lubricant oil, Instrument and equipment for mechanic and Car accessory

These two functions also provide automobile product as old model and difficult to find from another company under the concept of “one stop shop low price” Additionally, this company has shipping service for foreign customers.

Target Customers

The company has the retail and wholesale departments. The target customers of the company are: 1. Direct users: Both of consumer and company who buy parts to fix their cars. 2. Garage: They buy products to service their customer. 3. Whole seller and Parts shop: They buy products to sell their customers. 4. Insurance: They buy product to serve their customers who have accident. 5. Exporter and Importer: They buy product for foreign trading.

Figure:1.1 Organization Performance



As shown in the graph, the sales indicated a rapid increase in the year 1997 that registered into Bangphai intergroup co.,ltd. However if one compares the operation cost and number of employees between year 2000 to 2007, one will see the symptom that shows on the graph because while the operation cost and number of employees indicated high growth every year, the sales indicated slow growth during the same period. This shows that the company hired more employees to take care of the work in the company but they did not produce the sale for the company. Additionally, they incurred higher operation cost in the company which could indicate inefficient management systems.

Current Situation

Using SWOT analysis method to assess the situation of Bangphai intergroup company in order to understand the situation that company is facing right now both in terms of internal factors and external factors, this research found the following information that shows the current functioning of the company as a corporate living person.

Table1.2 SWOT Analysis

Strengths <ul style="list-style-type: none"> • The company is growing fast • Flexible work process • Employee loyalty • Good relationship between employee and management. • Good reputation in the industry 	Weaknesses <ul style="list-style-type: none"> • Informal organization structure • Unclear goal • Centralization decision making • Limitation of communication • Unsystematic recording data for using in analysis because of poor operation. • High Turnover for new comer because facing the culture shock. • Low education staff
Opportunities <ul style="list-style-type: none"> • Suppliers requirement, persuade and offer training to meet operation standard. • The government policy to promote Thailand be the leader in automotive in South East Asia. 	Threats <ul style="list-style-type: none"> • Employee easily find new job • Technology block from manufacturer • Economic recession

Strengths

The company is growing fast: As observed in documents of company, It can be found that the company's sale continue to grow. Especially, in 1997 the company's sale rapidly grew from 28000000 to 81000000 baht until now 99000000 baht.

Flexible work process: Because there are a few workers in the company and most of them are familiar with work process, sometimes the process can be flexible in order to respond quickly to customer need. Employee loyalty: This Company has more the 30% of all employees have worked for more than 8 years. It can represent employee who loyalty in company. The highest service year is 26 years. Good relationship among organization: All employees have good relation among team members. They can share knowledge and cooperation both of work and personal life. They often go to join dinning together after work. It is not only among employees but between employees and management also. Good relationship between employee and management: Management level in organization work closely with employee with good relation. Then all employees feel free to ask questions and tell the problem that they are facing both at work and in personal life.

Weaknesses

Informal organization structure: The organization has unclear organization structure, so employees in organization are unclear about chain of command. If they try to create organization chart, the organization chart will be very flat organization because they do not have any supervisor or manager but still they know who can make decision for them by using their experience and feeling. we can divide organization into three groups as Family member, Old generation and New generation.

Unclear organization goal: The organization have unclear organization goal also including vision and mission. Even we can see vision and mission in early but those vision and mission still are not implemented into core process and it still not distributed to employee. So, all employees still do not know vision and mission of the

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company. Centralization: The president is the only one that can make the major decision in organization even they have 3 more family members into work place they can make decisions in a few things. So, when employee faces the problem, they have to wait for the president to make decision. Sometimes he is not available at work place. Unsystematic recording data for using in analysis because of poor operation. It is very difficult to find the actual number of organization performance. It is not only number but also document as HR document. Because this company still does not see the importance of administration system and keeping the record but they concentrate on the sale only. High Turnover for new comer: Even through this company has high loyalty rate but for new comer or new generation in the company are often leave the company early within a week. It maybe cause of no orientation and unacceptable of organization culture. We can say that they are facing with culture shock. Low education: Most of employees education level in organization is very low in average. So, the organization is facing with communication problem and development problem. Most of them can not understand the message that management tries to communicate. Additionally, they find it difficult to understand IT systems as computer. It takes more time to train them to understand and sometimes the organizations facing with resistance from them because they are afraid to lose their job. Feeling base: The organization is facing with poor evaluation systems on employee. The way to evaluate employee is management feeling about that employee. That can represent the lack of standard evaluation systems in organization. So, sometimes employees feel that it is unfair to evaluate them. The limitation of communication in organization is the problem that people in organization find it difficult to understand each other because of lack of communication process at the meeting and cause of different culture between employees in organization.

Opportunities

Suppliers require training: Because this organization deal with many suppliers and many suppliers are very big organizations as Toyota motor (Thailand), Siam Nissan company, Chevron company and etc, they policy always improves their employee and also customer or partner. So, this Company has to adapt and keep improvement to their employee especially which employees who deal with that company. That could be benefit and opportunity to improve employee performances and effect to other employee to keep improvement. Knowledge spillover from other: This company deals with many suppliers and customer both of domestic and international. That knowledge from them can be transferred to company employee that dealing with that company. The government policy promotes Thailand to be a leader in automotives in South East Asia. So, the Thai automotive market will expand to the worldwide market because Thailand will be well known by foreigner companies. It increases company's opportunity in the worldwide market.

Threats

Employees easily find another new job: This Company is located in central area of Bangkok. The employee has many opportunities to find the new job because of higher salary. Economic recession: The Thai economic recession may become an important factor for the company because of limited budget to develop people and organization. The car manufacturer are trying to block the service outside manufacturer after service station by using technology to block other service that can provide servicing car using their technology.

Research Objectives

1. To describe, assess and analyze the current situation, functioning and performance of the company in terms of Organization Direction, Organization communication and Corporate Culture.
2. To identify, design and implement appropriate ODI to improve Organization Direction, Organization communication and Corporate Culture.
3. To determine the impact of ODI on Organization Direction, Organization communication and Corporate Culture.

Statement of the Problem

The main purpose of the study is to determine the initial impact of OD Intervention on organization direction, organization communication and corporate culture.

Research Questions

1. What is the current situation of the company in terms of organization direction, organization communication and corporate culture?
2. What are the appropriate ODI to improve organization direction, organization communication and corporate culture?
3. Does ODI have initial impact on change of organization direction, organization communication and corporate culture?

Hypothesis

Ho1: There are no difference between pre and post ODI on Organization direction, Organization communication and Corporate Culture.

Ha1: There are difference between pre and post ODI on Organization direction, Organization communication and Corporate Culture.

Definition of Terms

Climate refers to the feeling and atmosphere, noticeable in the physical layout of work spaces and, far more acutely, in how employee interact with each other, with customer, and with other outsider.

Corporate culture is actually the container for the vision, mission and values. It is not synonymous with them. In a thriving profitable company, employees will embody the values, vision, and strategic priorities of their company. It is a combination of basic assumption, feelings, attitudes, beliefs, value and behavior present in organization (Trompernaars and Turner, 1993), or a pattern of basic assumptions- discovered, developed or invented by giving group as it learns to cope with its problem of external adaptation and internal integration. That has worked well enough to be considered valid to be taught to new members as the correct way to perceive, think and feel in relation to those problems (Schein, 1985)

Change Management is about handing the complexities of travel. It is about evaluating, planning and implementing operational, tactical and strategic journeys. It always ensures that the journey is worth while and destination is relevant. (Robert A. & James, 2001)

Communication: It refers to two-way communication both downward and upward, downward flow of information to all levels of employees, leaders share decisions, disclose plans regarding the company's future.

Downward communication is the message sent from the higher levels of the hierarchy to the lower levels (Devito, 1997)

Empowerment is encouraging and rewarding employees to exercise initiative and imagination (Zemke and Schaaf, 1989). Empowerment has been defined as giving employees discretion or latitude over certain task-related activities. (Conger and Kanungo, 1998)

Excellent Performance is the performing excellent against a known external standard, performing excellent in relation to where the keys were at some earlier point in time, doing substantially better quality than comparable systems, doing business with significant less resource than it is resumed are needed: perceived by other systems in their field. (Vail, 1982)

Grapevine Communication is the informal pattern of communication that moves any direction, for example, gossip.

Goal is an observable and measurable end result having one or more objectives to be achieved within a more or less fixed timeframe. In comparison, a 'purpose' is an intention (internal motivational state) or mission.

Goal setting is the process of developing, negotiating and formalization objectives or target that an employee is responsible for accomplishing (Schermerhorn, et.al., 1991)

Lateral communication is the message sent and received equally.

Management by objectives (MBO) is a structural approach to organization-wide participative goal setting that aims to serve as a basis for greater efficiency through

systematic procedures, greater employee motivation and commitment through participation in the planning process, and planning for results instead of planning just for work.

Mission statement: Written declaration of a firm's core purpose and focus which normally remain unchanged, whereas business strategies and practices may frequently be altered to adapt to the changing circumstances. Properly crafted mission statements serve as filters to separate what is important from what is not, clearly state which markets will be served and how, and communicate a sense of intended direction to the entire organization.

Organization is a consciously coordinated social entity with a relative identifiable boundary that the function on a relatively continuous basis to achieve a common goal set of goals. (Robbins, 1990)

Organization communication is the message sent and received with in the organization's formal and informal groups. (Weirich & Knootz, 1993)

Organization Development is the applied behavioral science discipline dedicated to improve organization and people in them through the use of theory and practice of planned change. It is a relatively recent intervention. It started in late 1950 when behavioral scientist steeped in the lore and technology of group dynamic attempted to apply that knowledge to improve team functioning and inter group relation in organization. (Wendell L. & Cecil H., 1995)

Organization Structure defines how tasks are to be allocated, who report to whom and the formal coordinating mechanisms and interaction patterns that will be followed. (Stephen P. Robbins, 1990)

Performance feed back is the information about what the employees are doing in relation to the performance goals (Robbins)

People orientation refers to the culture which concern for human development, concentrate on quality elements and accept equality between individual and institution

Unity of command: Individual should be accountable to only one boss for the result they achieved, to avoid confusion on operation matter.

Upward communication is the message sent from the lower level of the hierarchy to the upper level (Devito,1997).

Vision: It refers to the ability to articulate an image of a future state that is realistic and compelling and better than the present state; having a broad, long-term, big-picture view of the business and organization as a whole (Nadler, Shaw, Walton and Association).

Work attitudes refers to the degree of feeling, belief and behavioral tendency towards various aspect of the job itself, the setting in which the work is conducted, and/or the people involved. (Greenberg and Baron, 1997)

Significance of the Study

This organization was SME automotive business in Thailand. There were many familiar to this kind of organization in Thailand because of Thailand is the automotive production base country that supplies to the world. So, this study could be the guideline for organizations which had the similar character or problem the same as this organization to solve their organization.

The organization could get benefit from this study to improve their employee and management performance from improving suitable organization goal, corporate culture and organization communication.

The manager could understand the way to communicate effectively with subordinates and evaluate based on their performance because each task can specify the goal of each task.

The employee of the company could get the benefit from this study from improve themselves to be ready to change and develop their own culture at work and the way of communication the same as company goal in order to be compatible with the company then working with company at high level satisfaction because of understanding culture with good communication among them.

This study could benefit to other researchers in the term of theory, information and result of this study for their further study.

Scope and Limitations of the Study

This study focused on the Impact of OD Intervention on corporate goal, corporate culture and organization communication. For this purpose, this intervention was undertaken and it was limited in four aspects. So, if other organization implements this research to their organization, the result would not be the same result because of different variable: organization goal, corporate culture and organization communication. . This study focused on the corporate goal, corporate culture and organization communication to use these elements in order to improve organization performance in SME business. So, only SME business can use this study to improve the organization by improving organization communication, culture and specific goal.

The nature of the attitude of Thai people who were the respondents for this thesis did not express or answer directly because they were afraid of losing social relations. Additionally, they were afraid of the negative feedback from their answers. The time limitation of this study could affect the impact of OD Intervention programs. The results of the study may be effective with the same size of business and organization.



Chapter 2

Review of Related Literature and Conceptual Framework

Learning about organization is becoming popular today because we are human and the human need to live according to the social systems. An organization is a group of people who want to achieve the same goal. Because an organization involve with the group of people some organization have few people and some organization have a lot of people, So we had to learn how these people interact with each other and how they function in organization. The cause of study organization was how to find the alternative way to drive organization got the highest performance in both of productivities and human satisfaction of the organization. There were many area of studying organization, but this research focused on organization development in terms of organization goal communication and culture. So, there were many studied from many authors and researchers that had provided knowledge to the public for these areas, organization behavior, organization development, goal, communication and culture. Researcher used these studies as references in this research.

Organization are the Social Systems

The relationships among individual and group in the organization create expectation for individuals' behavior. These expectation results in certain role that must be performed. Some people must perform leadership roles. While other must perform other role of follower. Middle manager, because they have both supervisor and subordinate, must perform both roles. Organizations has systems of authority, status, and power. People in organization have varying need from each system. Group

of organization also have powerful impact on individual behavior and on organization performance. (Gibson, Ivancevich, Donnelly and Konopaske, 2003)

Organization as Systems

Systems theory provides a simple way to model organization by focusing on structure and relationships or the independent among parts of organization. A systems approach convey the idea that organization are made of the part that the part interact with each other to accomplish organization goals.

The additional and related characteristic of the systems are holism and synergism. Holism that mean systems should be consider as a functioning whole. Change in any one part of the systems are likely to have an impact throughout the systems. Synergism refer to interactive effect of the part of the systems working together. The sum of the interaction of the component parts of the organization working is greater than the effect of the parts working separately. It can describe as $2+2=5$. As each part of the systems perform it role, it enhance the performance of the other parts. (Gibson, Ivancevich, Donnelly and Konopaske, 2003)

Organization Close and Open Systems

Systems theorists different between close systems and open systems. Close systems are self-perpetuating and receive no outside energy or resources. They have no interact with their environments. As close systems run out of energy. They enter the state of collapse called *entropy*. A major advance in study of organization was the realization that organization are not close systems because they depend on their external environment for energy. Open systems can avoid entropy and create a state call negative entropy by importing energy in the form of physical, human and

financial resources. The open systems model acknowledge that organization must receive energy (inputs) in the form of important resource from their external environments.

The basic parts of open systems model are inputs, throughput or transformation process and outputs. Several subsystems are associate with these activities. The input and output portion of the open systems model are critical because they represent organization interface with the external environment. Together, these input and output function are parts of boundary spanning subsystems. Input subunits of the organization are responsible for importing resource and information to the organization. Output units are responsible for disseminating information about organization and disposing of the firm outputs. The important point is organization member interact extensively with people or organization in the external environment. The external environment is a source of the both energy and uncertainty for organization and organization must have mechanism for dealing with its environment if it is to survive. (Hodge, Antonym and Gales, 1996)

Organization Behavior

The components of organization culture as Sociability are the non-instrument relationship. At work they caring each other well at face to face as knowing other personal life well as birthday and ready to support problem. Solid ability: It is more task cooperation. It involves in mutual benefit and share goal between people in organization. Like or dislike are depend on interest and benefit. There are four type of organization: The Networking organization with high social ability and solid ability. The mercenary organization with high solid ability and low social ability. The

fragmented organization with low social ability and low solid ability. The communal organization with high social ability and high solid ability (Robbin and Judge, 2007)

Change Management

Change is also occurring with in the organization due to aging, since resource such as buildings or equipment deteriorates, human resource age or skill become outdate. Some of this change can be managed by planned maintenance, new technology or succession planning and training and development. Other pressure change come from new strategy or policy or change technology, employee attitude and behavior. The internal pressure can be predicted but external environment often produce unexpected change and these are more difficult to deal with.

Organization can be a response to the new challenge or opportunity present by the external environment or anticipation of future problems. In some case change be planed and involve with modification the behavior of the people in the organization and improve its ability to cope with change. The person or group responsible for the management of the process of change is often called the change agent. A change agent can the member of the organization or people from outside organization.

The change process can be occurring though the Top-down process or the Bottom-up process. The Top-down process starting with top management. This can be rapid and effective but it may be perceive as insensitive by lower rank and can be resisted and result in a lack of commitment. The bottom-up change can start through an organization and is essential to the organization innovation, adapting operation and technology. It is particular strong in creating competitive advantage of participation. The effective management of change is an increasingly important responsibility for manager and it must be base on a clear understanding of behavior at work.

Leavitt believe an the organization can be change by altering its structure, technology and people. Altering the structure and technology change the work situation, where as people approaches change the behavior or employee. The change structure can be involve with three approach: Classical organization design use of job responsibility, division of labor and line of command to improve organization performance. Decentralization enable each unit to adapt its structure and technology to the task it perform and to its external environment. It place decision making and responsibilities closer to customer which focus on high priority work activities. The flow of work can be modify to improve production and produce higher morale and work satisfaction. The technology change are often difficult to implement successfully, since they may be incompatible with the structure of the organization. This fact led to socio-technological approach as the small work group, job enrichment and job enlargement. People approach is change the behavior of the people by focusing on their attitude, expectation, perception and skills. This should lead to better job performance and to employee-initiated change in other areas. (Anderson and Barker, 1996)

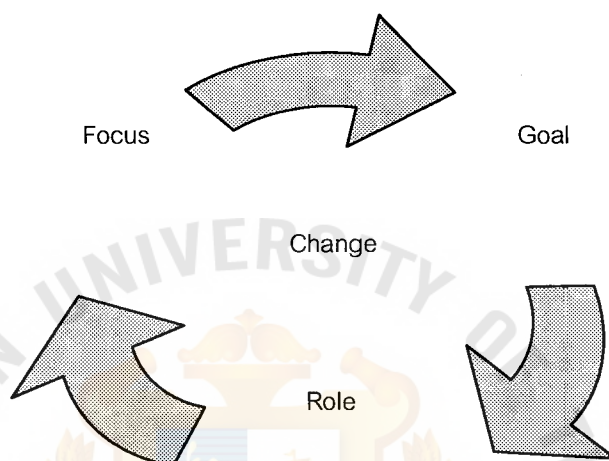
Ensuring Managerial Value and the Trinity

Value is added in managerial context by ensuring that all organization systems both tangible and intangible are aligned with market requirement and are capable of being appropriately develop. In today's highly competitive environment adding value is about ensuring the effective and sustainable management of change.

Successful change require adherence to the key managerial rule the “holy Trinity”. The religions metaphor is merely intend to convey the important adhering to the rule Those at the centre of significant change event must buy in to the process

without losing their objectivity and believe with the passion in the course of action about to be undertaken.(Beer and Eisenstat, 1990; Kotter, 1995)

Figure 2.1 The trinity.(Beer and Eisenstat, 1990; Kotter, 1995)



The first rule of the trinity is maintaining your focus. It is designed to highlight the question “why are changes and what we expect in return?” It takes effort to maintain the focus in a dynamic managerial and business environment. Attention and commitment will diminish as time elapses. Interest can be maintained by forcing the pace, organizing specialist interest events, reorganizing the core management team, employee communication. All these ensure continued senior management support. The second rule is role awareness. It is understanding the nature of the term. Change for change’s sake seldom results in any managerial improvements. Change is costly, disruptive and dangerous. It would be unwise to embark on an adventure without first establishing that success would be both probable and beneficial. The third rule is maintain your goal. It is given that the focus is maintained and the role remains clear, why raise the issue of goal? Focus and roles apply to the change at

hand but by considering goals discrete change is place in the wider context of the policy and strategy.(Peters and Waterman, 1982; Kanter,1983; Paton and McCalman, 2001)

Organization Development

Organization development is about people and organization and people in organization and how they function. OD is also about plan change that is getting individual, team and organization to function better. Planed change involved with common sense, hard work, systematic, goal oriented approach and valid knowledge about organization dynamic and how to change them. Valid knowledge is driven from behavior sciences such as psychology, social psychology, sociology, anthropology, systems theory organization behavior, organization theory and the practice of management. Putting these all together, OD offer a prescription for improving the “fit” between individual and the organization, between organization and external environment and among organization components such as strategy structure and processes. The prescription is implemented through the intervention and activities that address specific problematic conditions. Organization development is all about change. Early OD efforts primarily address first order change and making moderate adjustment to the organization, its people, and its processes. Today the demands on organization are so great that second order change is require in many instances. Organization are being reintervented; work task are being reengineered; the rule of the marketplace are being rewritten the fundamental nature of the organization is changing. Indeed the new state of thing will vastly be different from the old state of things. OD practitioners are involved with state of first order and second order change program.

It can be summarized that organization development is the long term effort, led and supported by top management, to improve organization visioning, empowerment, learning and problem solving process, through an on going, collaborative management of organization culture with special emphasis on the culture of intact work team and other team configuration and utilizing the consultant as facilitator role and theory and technology of applied behavior science including action research. (French and Bell, 1995)

Goal Setting

Goal is what an employee is trying to accomplish on the job. It is the object or aim of an action. There are many familiar concepts that are similar in meaning to that of goal; e.g., task: a piece of work to be accomplished; performance standard: a measuring rod for evaluating performance; work norm: a standard of acceptable conduct as defined by a work group; objective: the ultimate aim of an action; deadline: a time limit for accomplishing some task.

Goal setting is the key to individual and organization effectiveness (Charles L. Hughes, 1965). The goal derives from purpose, which turn derives from needs. The organization exists only as an expression of the personal goal of its member, past and present, and in the large part as an extension of the need or goal of the leader. In large organization goal become divergently intertwined so that the purpose of many individual can be and typically are obscured. So this purpose less ness is usual traceable to lack of direction or excommunicated direction at the top.

The challenge to the modern management is to provide a goal setting are involved and reach with the individual goal in all level of the organization. This is the key to motivate at work. The goal should integrate the goal of organization with the

goal of its member and make personal goals attainable within the corporation framework. The things that management should do with the goal to making people satisfy and motivate them are following: 1. Make organization goal known to the employee. 2. Provide the opportunities for the employee to participate meaningfully in meeting objectives. 3. Giving employee chance for identifying personal goal. 4. The motivation to work that results will achieve when the company goal as well as personal goal. Additionally, management should concern that the goal should be compatible and achievable because it may lead to employee perspective of personal failure then dissatisfaction. (Hughes, 1965)

Goal Setting Planning

There are the great difference in the way Company can plan and corresponding difference in the effect on individual employee achievement. First is bottom-up planning implies the collection of objectives and plans for reaching them from the grass roots of organization up through successively higher level of management until the total package is accumulated. (happiness). Second is top-down planning start with company objective set by the top management and distributed to successively lower levels. It may be bad for employee happiness and can achieve company profits.

However, company can use both strategies to setting goals in the same by communicate down line of tentative company goals that permit with tentative personal goals. Then provide appropriate goal setting systems in order to facilitate the goal setting process. That company can use top-down and grass roots planning together. (Hughes, 1965)

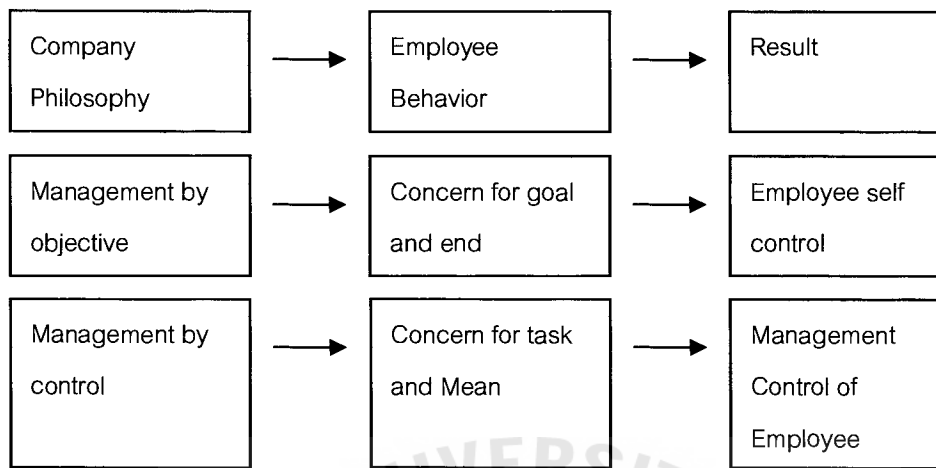
Effective Organizational Vision

In establishing the vision content manager can help translate organizational values into terms that reflect the vision descriptors presented. Manager can assist in evaluate how organizational vision align with current organizational processes, Employees throughout an organization must understand the vision and mission be able to integrate it into their work. Because it is in many ways in maximizing the effectiveness of organizational visions to success organization. Organizational communications, employee development, and organization development interventions can and should be considered along with organizational vision. (Foster and Akdere, 2007)

Management by Objective and Management by Control

Company philosophy can influence employee behavior, which in turn affects the result obtained. The manager who practice management by objective(MBO) speak and think goal and result. Those who favor management by control speak and think in term of what people are doing. They care about a little about why their doing their jobs because they look at task and not goals. They try to control employee by close on job but not the result of job. The main point of different between management by objective and management by control Is that the former as typical by the result oriented and see contribution company objective as more vital than the work itself.

Figure 2.2 Company Influence on the employee behavior and result (Charles L. Hughes, 1965)



The goal setting is the core of MBO, as the name implies. Job enrichment theorist advocates giving employee responsibility and freedom to do their job. Most importantly feedback as to how well the employees are meeting their responsibilities. It is through this feed back that goals are set by employees to maintain or charge their behavior. Similarly, incentive plan are effective to the extent that they motivate employee to set and accept specific, challenging organization goal. In organization setting goals and then look for ways of monitoring and rewarding goal achievement. (Hughes, 1965)

Theory X, Theory Y and Goal

The management philosophies contrast attitude about people at work.

Following theory X and theory Y(Douglas McGregor) as:

The theory X manager assumes that people must be coerced into commitment to corporate objective. They must be controlled constantly by supervisor (they will

not motivate at work) and they have personal goal that are inherently in conflict with those of the company

The theory Y manager believe that people will voluntary accept company goals as mean to their own do want to work and capability self motivation and will have personal goal compatible with company goals. (Hughes, 1965)

The Step of Goal Setting Systems

The process of setting goal can be success should be following these step: 1. Specific objective. The company proposes that must be support by a statement of the major goal of the company. 2. Important of goal. The necessary and the impact of goal setting. 3. Plan for action. The strategic, tactic and task those can summarize as the action program. 4. Performance standard and measurement criteria. The check point indicates the key result and the sequence to using in keeping progress. 5. Anticipate problem. Any anticipate problem to reach goal can be state as critical comment for calling goal adjustment. 6. Require resource. The assistant require carrying out planed action including both money and manpower. 7. Interaction of organization and individual goals. The employee must familiar with corporate planning. The company goal must compatible with employee goal in order to create motivation. 8. Actual performance measurement and evaluation. To determine which goal have been met and checking the progress. (Edwin and Gary, 1984)

Communicate Goal

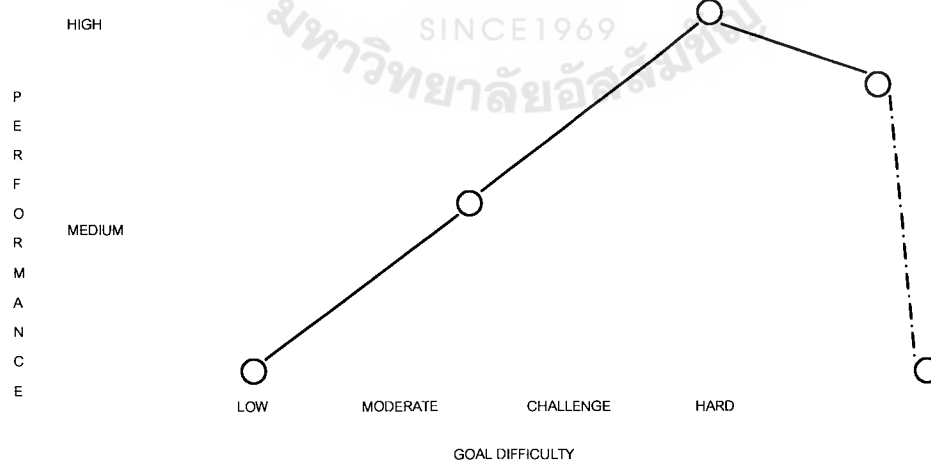
The ways information about the company goal, value, proposes and objective transfer to all employees at all level need communication. The communication that has a paternalistic flavor will invariably be rejected by employee. However, those that

are sincere, factual and realistic can be very helpful in helping individual to understand how his role in the company relates to the overall goals. So, the communication is the achievement can be as motivation to other as to the individual employee being recognized. (Edwin and Gary, 1984)

Relationship of Goal Difficulty to Task Performance

A hard goal lead to greater performance than an easier goal because, given that the goal is accepted, people try harder to attain the hard goal buy putting more effort. People become motivate in proportion to the level of the challenge with which they are faced. They only alternative is to reject the challenge. It is conceivable that a goal could be perceived as so hard that an individual would not only give up trying to reach it, but would even give up trying to get close to it

Figure 2.3 Relationship of goal difficulty to Task performance (Edwin and Gary, 1984)



A: Performance of committed individuals with adequate ability

B: Performance of committed individuals who are working at capacity

C: Performance of individuals who lack commitment to high goals

Goal Setting and Motivation Technique

Scientific management. Its approach of Frederick W. Taylor is the typically associated with time and motion study and with the use of incentive. The key element is the task concept. The task was a specific assignment involving a certain amount of work of a certain quality to be completed by employee each day using specific tools and work motions. Incentive will pay as a reward for task accomplishment. Taylor considers task or goals as the key motivation concept.

Competition. It is the technique in which goal setting plays a key role. Competition is a specific form of goal setting in which the performance of some other person serves as the goal. It can be an extraordinary motivation for two reasons. First, in competition the goal becomes more difficult as the losers strive to improve enough to become winners. Second, some people will find more satisfaction when they beat others than when they beat a performance standard.

Monetary incentives. It is the most fundamental connection between money and goal setting. That paying employees for their service makes them willing to expend time and effort on organization behalf.

The monetary bonus for goal success is most important when the employee is being asked to show a substantial increase in performance that requires working substantially harder than in the past. The job requires an unusual degree of initiative, as in the selling, so that the good idea of inertia and fear of failure must be overcome in order to motivate a high level of productivity. The employees take a little pleasure in achievement for its own sake and view their job solely as a means of earning a living.

Incentive plans require certain conditions before they will be effective. These are the guidelines include the following: 1. The employee must value the extra money they will make under plan. This can be insured in at least two ways: by selected

employees who want to increase their earning power, and by making potential bonuses large enough to be psychologically and economically meaningful to them.

2. The employee must not lose important values as a result of high performance. Most importantly there should be no rate cutting and there should be no layoffs. 3. Employee must be able to control their performance. In other words, they must have some influence over the quantity or quality of goods produced, or the time taken to do the job, or the amount of sales or profits, or the like. 4. The employee must clearly understand how the plan works. Some incentive plans are so complicated that the employees can not figure out exactly how they increased effort translates into money. 5. It must be possible to measure performance accurately. There have to be ways of measurement are direct measurement of output and through out the behavior observation. (Edwin and Gary, 1984)

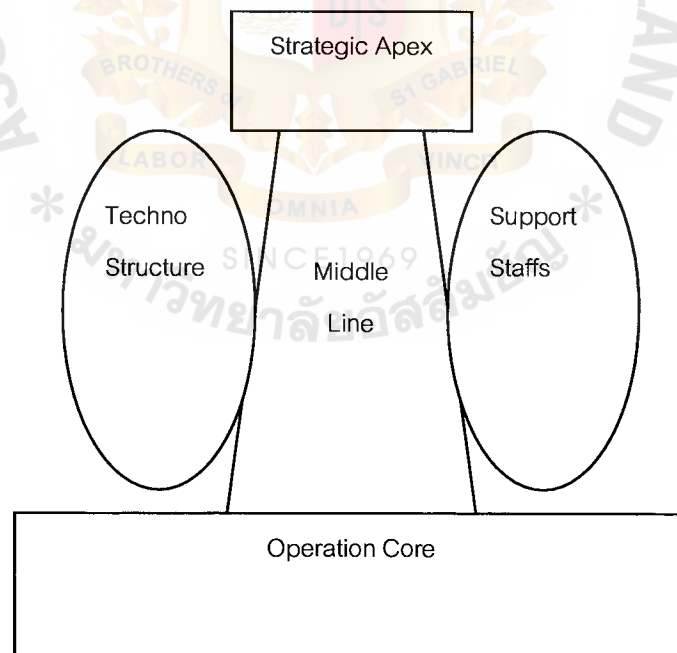
Organization Structure

Organization structure involves two fundamental requirements are the division of labor into distinct tasks and the achievement of coordination among these tasks.

Organization structured to capture and direct systems of flow and define interrelationship among different parts. These flow and interrelationship are hardly linear in form with one element following nearly after another. In fact, we require the basic diagram to represent organization itself. The diagram can be played with in various ways to show the different that can happen in organizations and different form that organization can take. The basic component of organization can divide into five parts. First, The operation core. The operation core of the organization encompasses those members as the operators who perform the basic work related directly to the production of product and service. Second, The strategic apex. The strategic apex is

changed with ensuring that the organization serve its mission in an effective way, and also that it serve the need of those who control or otherwise have power over the organization. Third, The middle line. The strategic apex is joined to the operation core by the chain of middle line manager with formal authority. This chain run from senior manager to the first line supervision. Fourth, The techno structure. The control analysts of the techno structure serve to effect certain forms of the standardization in organization. It is not mean operator can not standardization but just everyone make own procedure for to doing things. Fifth, The support staff. A glance chart of the almost any large contemporary organization reveals a great number of unit, all specialize, that exist to provide support to the organization outside its operation workflow. (Mintzberg, 1993)

Figure 2.4 The five basic parts of the organization (Mintzberg, 1993)



Organization Culture

The culture of organization refer to the unique configuration of norm, value, beliefs, way of behaving and so on that characterize the manner in each groups and individual combine to get things done. The distinctiveness of particular organization is intimately bound up with its theory and the character-building effect of past decision and past leader. It is manifested in the folkways. More and the ideology to which member defer as well as in the strategic choice made by organization as a whole.(Edridge and Crombie, 1974: 89)

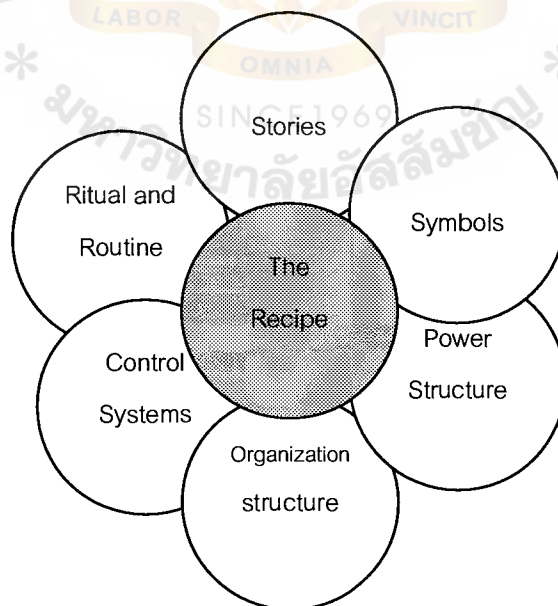
Corporate culture is the implicit, invisible, intrinsic and informal consciousness of the organization which guides the behavior of the individuals and which shape itself out of their behavior. (Scholz 1987:80)

The concept of corporate culture is derived from the anthropological concept that attempts explain why people in societies believe and behave as they do. Culture is the both positive and negative in character. It is simultaneously a major factor in a company's success and significant limiting factor in the face of change. As a major determinant of productivity, culture shapes organizational response to external pressures and suppresses or enhances the co-operative level of work force. It has been significant bottom line effect on the organization effectiveness, profitability and shareholder value. Some good corporate culture create accelerated employee performance environments, while some are not so good there in simply stifling employee and company ability to achieve their true potential. (Gibson and Ivancevich, 2003)

Culture Web

Johnson and Scholes (1997) argue that strategic development can only be successful if they recognize and address the culture aspect of the change at hand. Understanding the nature of change is the key ensuring both that the situation will be properly analyzed and that a plausible implementation strategy will be developed. The “recipe” is made up of category ingredients. The first is physical both of tangible or intangible such as administrative systems, quality procedure, control mechanisms, communication and organization structure. The second is intangible, “soft” aspect of the recipe maybe through as the stock of the dish. These ingredients are difficult to define but generally include factor such as informal value systems; interpersonal and group ritual; the politic power and the symbols of success. The culture web of an organization is dependent not only upon the ingredient but also upon the manner in which they are mixed. (Paton and McCalman, 2001)

Figure 2.5 The culture web. (Paton and McCalman, 2001)



Culture Attribute of Change

Peter and Waterman(1982) and Kanter(1983;1989) would suggest that there are the common culturally relate attributes associated with organization recognition as being master of change. The attribute present as follow. *A clear and communication strategic vision.* People want to know where they are going and why. All stakeholder will benefit from clear understanding of organization philosophy, purpose and strategic undertaking. *Visible senior management involvement.* Sustainable change can only be achieve when senior management become visibly involve in the process. *People-base competitive edge.* In an increasingly bland corporate world, where product, technology and image are cloned and replicated, enterprises are finding it more difficult to identity a truly sustainable competitive edge. *Market ethos.* No matter enterprise's business, or sector which it belongs, it would be wise to foster a share view of the corporate ethos. It must strive to establish a consensus on the best course of action and the optimal mean of achievement and the design outcomes. *Awareness and reflection of social responsibility.* By widening the definition of cooperate stakeholder to include society in general, who after all in some shape or form maybe regarded as the market place, corporation are now attempting to reflect societal expectations.(Paton and McCalman, 2001)

Handy's Type of Culture.

Handy's(1993) characterization of corporation of corporate culture into four types is by far known as the best typology model.

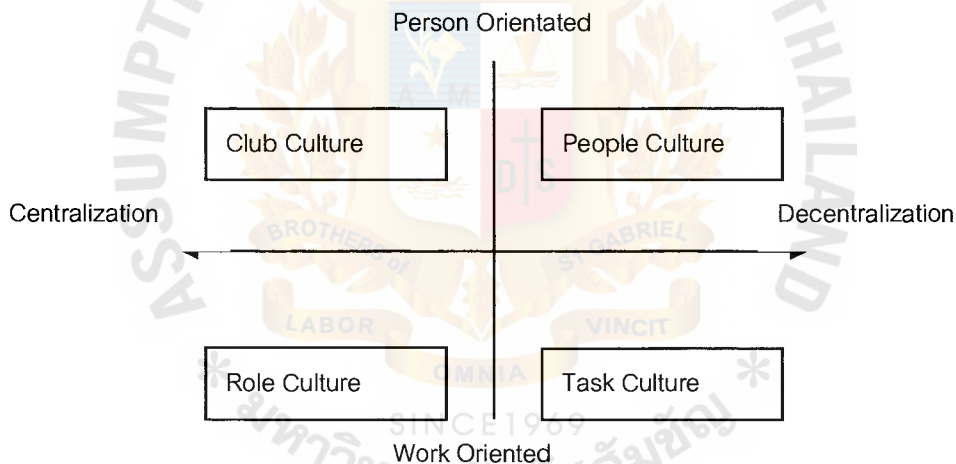
Role Culture. A role of organization is built up according to the law of logic. Rule and procedure are establish to providing stability and predictability where all function determine authority, not the individual that are in the functions.

Task culture. In This culture, problem solving is the management principle task and that task orientation and professionalism characterize the organization. A network of loosely connection task, which are independent, but at the same time bear specific responsibility therefore symbolizes a task culture in general.

People culture. This culture is characterize by priority that is given to the individual and organization is at the service of the individual who contributes his expertise to the organization. Everyone is treated equal.

Club culture. This is a power or club culture that is characterized by a few rule, self-consciousness, and trust in individuals that revolves around the leader as an extension of leader.

Figure 2.6 Handy's Typology Model (Handy,1993)



Handy's approach is quite simple and easy to understand and the way he viewed corporate culture from the internal perspective allow us also examine other aspects such as the individual' work attitude and behavior as well as management style of leader.

Corporate culture can be synthesized into four different culture orientations, which are also consistent to that of Handy's model (Williams.et al., 1993) 1. People orientation. This focus on human relation which concentrate on the commitment,

moral and human development. Love and people believe is the value as human being. Not just the cogs wheel or as more contributor to task . They feel care for in their interaction with the customers, suppliers and their colleagues (Sriram, 1997).

However, when is not adequately balanced by thrust for success this culture is not result oriented enough to enable a business to be competitive. 2. Power orientation.

The power is the deep rooted in human nature. A great many people today feel that they are powerless over external forces shaping their lives. There are many external controls, both inside and outside of work. People want to make their own choices and desperately want control their own destinies (Robbin, 1991). People who have high power enjoy being in charge over other. This culture relate to decision making, coaching, problem solving and leadership. 3. Role orientation. In this culture , people focus on roles, function and responsibilities. Ineffectiveness is reduced by clear objective, systems and procedures. The achievement of this culture are alignment organization.

The Development of Corporate Culture.

According to Ward(1995), when the company starts to operate within the few days, behavior norm begins to be developed. People learn specific behavioral norms, the consequence effect and expectation. After months passed by, people have gone through the behavior/result/expectation loop many times. Then the new factor which is called “attitude” has emerged. After year passed by, everybody has gone through the first order loop and second loop: behavior, result, expectation in innumerable times. The behavior which was enshrined in behavioral norms has become enshrined in attitudinal norms of which people are dimly aware. The corporate culture can be

considered as the underlying assumptions and other overriding climate or atmosphere that subtly influence relation, function and event performance.

The Role of Corporate Culture.

Following the original concept purposed by Siehl and Martin(1984) and expanded by Ott(1989) and also consistent with study of Smircich (1983), the role of corporate culture are following: 1. Providing a consistent way of interpreting the environment or a share set of perceptions. So the member of the organization knows what thoughts and behavior are expected of them. 2. Providing set of shared motions. It a sense of what is the important valued. Consequently, the organization know the member expectations for display of feeling in the culture. 3. Establishing boundary which allows member to identify one another and to be able to distinguish themselves from non member. 4. Acts as a mechanism for organizational control, placing limits on the activities of members.

The Level of Corporate Culture.

To understand corporate culture, it is useful to distinguish different level in which culture may be manifested. Hofstede (1980) identified that corporate culture manifested itself in four different levels symbols. Which are words, gestures, pictures or objects that carry particular meaning which is only recognized by those who share the culture. Heroes. Which are persons, alive or dead, real or imaginary, who process characteristics which are highly regarded in a culture and who serve a model for behavior. Rituals: Which are collective activities such as ways of greeting and paying respect to other, social and religious ceremonies. Value. Which are board tendencies to prefer certain states of affair over others. These four levels are illustrated as the

skin of an onion, indicating that symbols represent the most superficial and values the deepest manifestation of culture, with heroes and rituals in between. Symbols, Heroes and Rituals have been subsuming under the term practices which are visible to outside observer. However, their culture meaning is invisible and lies only in the way these practices are interpreted by insider.

The Management of Culture Change

According to Silverzweig and Allen, culture is the set of expected behavior which is generally supported by people in the organization. Hence the name of their approach, The normative systems model. Critics of this model are likely to point out that model is not concern with the deeper layer of culture, namely, beliefs, value and assumption , and thus unable to offer a comprehensive guide for managers though as we shall see some aspects of the model may well have relevance to the management of these elements of culture in addition to norms. The normative systems model may be illustrated diagrammatically as a four inter locking circle, each represents a separate phase in change management process. It is important to realize that this is generic model which sacrifices specificity for general and that the guidance which it offer needs to be tailored to meet the organization needs in any particular context. The four phases can be characterized as following steps: 1. Analyze the existing culture: establish the norm gap: During this phase the current culture should be analyzed and design culture agreed on and expressed in form of set of specific objective which can be measured on regular basis. There are eight critical influent area that should survey and analyze; Leadership modeling behavior; Work team culture, Information and communication systems; Performance and reward systems; Organization policy, structure, budgets and procedure; Training and orientation; First time supervisory

performance; Result orientation. 2. Experiencing the desire culture: systems, introduction and involvement. These phases suggest that all members of the organization should be provided with opportunities to: participate in discussion which determine the prefer organization culture; share their frustration about the problems which exist with the current culture; examine existing norms and experiment with news one together with work colleagues; experience the feelings they will have regarding the new culture; commit the objectives that they their organization will form on be striving toward. In order to facilitate these experience the authors suggest a series of normative systems workshops which provide peak experiences not easily forgotten by participant, and which serve as a benchmark from which they can begin to measure change. 3. Modifying the existing culture; Systems installation. With involvement work shop complete, the implementation process begins; focus on specifically on culture influent areas. There are three principle standards; First, a program designed to re-orient leadership at all junior levels in hierarchy of management is implemented. This involve training of line manage and supervisor by those who have demonstrated on the job success and thus embody and enact the deign leader behaviors. Second, the participant in workshop is organized into action study teams which are brief to identify problem and recommend solution in each criteria of culture influent area. Third, all organization work teams meet regularly to modify culture through a discussion of all critical issue and problems. To facilitate this, all leaders should be provided with the relevant training which allow them to develop their work group required. 4. Sustaining the design culture: on going evaluation and renewal. When the positive results are achieved, there must be a shift in focus to the sustaining the emerging culture. Clearly continuing measurement and evaluation of what is going on using tools such as questionnaire survey or the other. Only through

continual self critical analysis can design culture be brought into being and sustained.

If program is ultimately successful, then it must be process the following characteristics: the involvement of people, an emphasis on result, a total systems approach, build win-win solutions in which all side benefit, enjoy continuing commitment and focus specifically on culture.

(Bounds, Dobbins & Fowler, 1995)

Empowerment in Organizations

The employee perceptions can influent work psychological climate. However, follow “The organizational empowerment scale” That research of the tools that can measure level of empowerment in organization conclude that the most effective way to increase an employee perception of empowerment is to alter the environment in which employee function. (Collins, 1995).

Strategic Performance for Empowerment Model

The antecedent of customer-contact employee’ empowerment literature conclude that the trust, communication and knowledge have more impact to empowerment more than incentive. It cause of culture relate or lack of intensive program. The intensive will satisfy only well-being and extrinsic need but not improve appear of empowerment. (Geroy, Wright & Aderson, 1998).

A Process of Empowerment

The three steps from Getting power into perspective identified how to get power into perspective by Getting the basic right – fully using current capability, Stretch people beyond their current capability to fulfill their potential then Wider and

deeper empowerment by creating commitment throughout the organization.

Additionally, follow Employee perception of empowerment journal mention that the competency is necessary for empowerment in term of individual believe in own capability to taking power to making decision for their work. (Geroy, Wright & Aderson, 1998).

Organization Communication

Organization communication is transfer of information and knowledge among organization members for the purpose of achieving organization efficiency and effectiveness.(Gibson & Hodgetts, 1991)

Communication as the criteria for organization is a key attribute of successful companies. Communication is even more critical in a total quality management organization. In a traditional organization, the focus of communication has been internal and hierarchical; employees communicate with their immediate supervisors and subordinate refer as the chain of command communication. There is the less concern for the formalities of hierarchical relationship, which seldom do much to contribute to productivity and quality. Communicating clearly and completely is learned skill that allows employees to enhance their contribution to the organization (Bounds, Dobbins & Fowler, 1995).

Organization communication refers to the message sent and received within the organization's formal and informal groups. The formal communication is those that are sanctioned by the organization itself and organizationally oriented. They are dealing with the working of organization, with productivity, and with the various jobs done throughout the organization. Such communication is made through memos, policy statement, press release, and internal organization newsletter. The informal

communication is socially sanctioned. They are oriented not to the organization itself but to the individual members and might include birthday celebration and discussion of personal problems as well as feeling to the organization. (Bounds, Dobbins & Fowler, 1995)

The Role of Communication

It is worth noting from change perspective that there are a few well defined guidelines that should be considered and followed when communicating change events: Customize the message. The key is understanding and knowing the audience and how to react. Ensure that message has been encoded in a manner appropriately to the key skill and knowledge level of audience. Set the appropriate tone. The interrelation of communication depends upon both the content and the tone. Offence can often be cause if the tone has been perceived to be inappropriate. Build in feedback. Communication is a two way process. Assuming the message to be conveyed is not simply an instruction, a statement or a new items then the sender must be consider how responses are to be made. Set the sample. If you are asking other to respond to the communication or brief their staff, ensure that as the sender you have done as request. Ensure penetration. The medium selected to deal with the communication must be capable of achieving the required penetration within the organization. (Paton and McCalman, 2001).

Communication Flow

Upward communication is important because it is a major mean of getting information to higher information level where important decisions are made.

Essentially, upward communication means following the chain of command. (Lahiff & Penrose, 1997)

Communication on moving upward in the organization consists of following type of information: *Job relates activities*. It is what is going on at the job and what was accomplished, what remains to be done. *Job relate problem and unresolved question Ideal for change and suggestion for improvement*. *Job relate feeling about organization*, about the work, about other worker, and similar issue. (Devito, 1997)

Downward communication. The purpose of formal downward communications is to inform and direct the behavior of the organization. There are five major type of downward communication. 1. Job instruction. It explains how the task is to be done. 2. Job rationale. It tells worker how their task relates to other job in the organization. 3. Policy and procedure. It is the communications explained to workers the regulations and personal benefits that are provided by their employer. 4. Feedback. It includes message that inform employees about whether their work is, being perform satisfactory. Feedback should be provided daily as well as in the form of systematic performance appraisal review. 5. Indoctrination. It is communication that seeks employee support of particular organization objective. (Lahiff & Penrose, 1997)

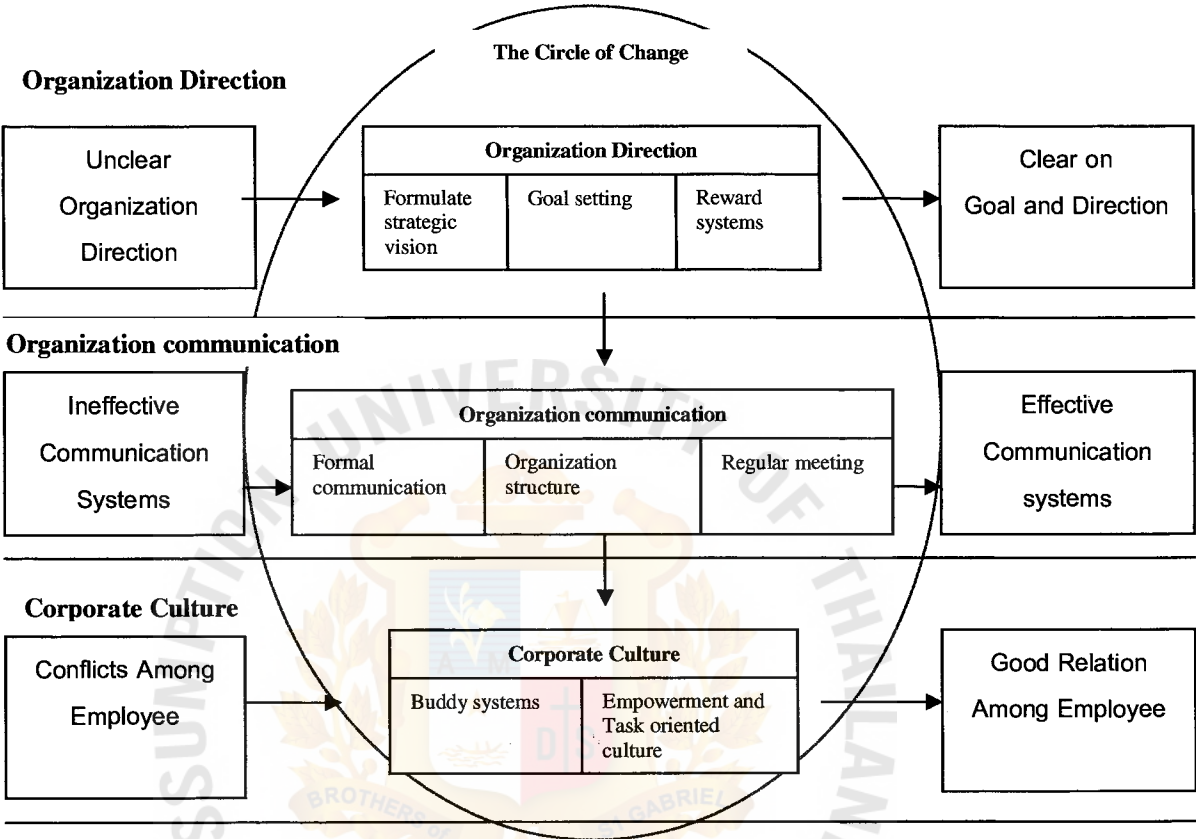
Communication Role in Small Group Interaction.

With in the group communication, there are several roles or functions that need to be fulfilled if the group is to complete its task and maintain its cohesiveness. That can be classified as task and maintenance roles.

Group Task Role

These roles involve with the communication function necessary for a group to accomplish task. Whether, it is decision making, problem solving and information exchange. The good participant will fulfill most of these roles. 1. Initiator. It is the proposed the new idea, procedure, goal and solutions because the new idea and perspective can continue life of group. 2. Information giver. It is supply evidence, opinion and relates personal experience relevant to the task. The quality of decision or solution can be no better than information that produce it. 3. Information seeker. It is asking for the information from other members and seeks clarification when necessary. 4. Opinion giver. It is state of own belief, attitude and judgments. The group effort have advantage over individual efforts. It produce more idea and more creative contributions. 5. Opinion seeker. It is soliciting opinion and feeling of other and asking for clarification of position. The effective participant actively seek others attitude and convince other especially, who hesitate to speak. 6. Elaborator. It can clarify and expand the idea of other through the example, illustration and explanation. 7. Integrator. It clarifies the relationship between various fact , opinion, suggestion and integrates idea or activities of all member. 8. Orienter. It is keeping the group direct toward the its goal and summarizes what has taken place and clarifies purpose or position of the group. 9. Energizer. It stimulates the group to be energetic and active. The energizer's drive contributes the great group efficiency and productivity. (Ferguson, 1988)

Figure 2.7 Conceptual Framework



Researcher conceptualizes the framework that researcher will work and focus on.

1. Organization Direction. Unclear goal, unspecific job tasks and poor operation of organization will be solved by using formulating goal and implement MBO, management by objective. It can distribute organization to the goal of each task. However, the MBO will not succeed if organization lacks of effective reward systems. The expected results from this implementation are organization should clear in goal and objective of own task. Then each task can measure the performance.

2. Organization communication. The goal will be not successfully distributed to all organization, if organization has poor communication systems. The Formal communication network, sharing information systems and redesigning organization structure will help organization improve the communication effectiveness in organization.
3. Corporate culture. The message will not have the same meaning, if sender and receiver have different culture norm or belief. The culture sharing can prevent the culture shock for the new employee. For MBO implementation, the organization should distribute the attitude the task oriented and result oriented to the organization with implement the empowerment in organization as the way of this organization should practice to be successful organization.

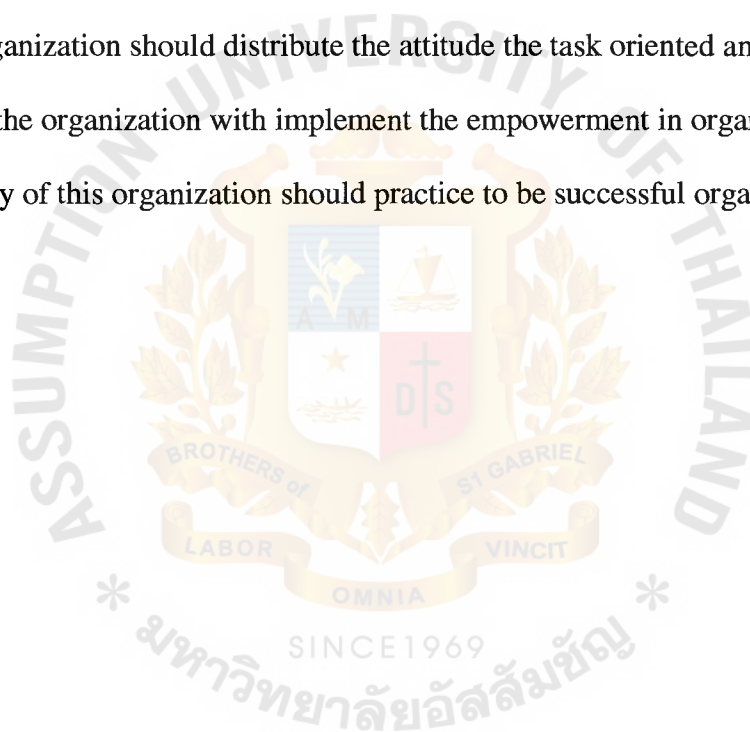


Table 2.1 Conceptual framework table.

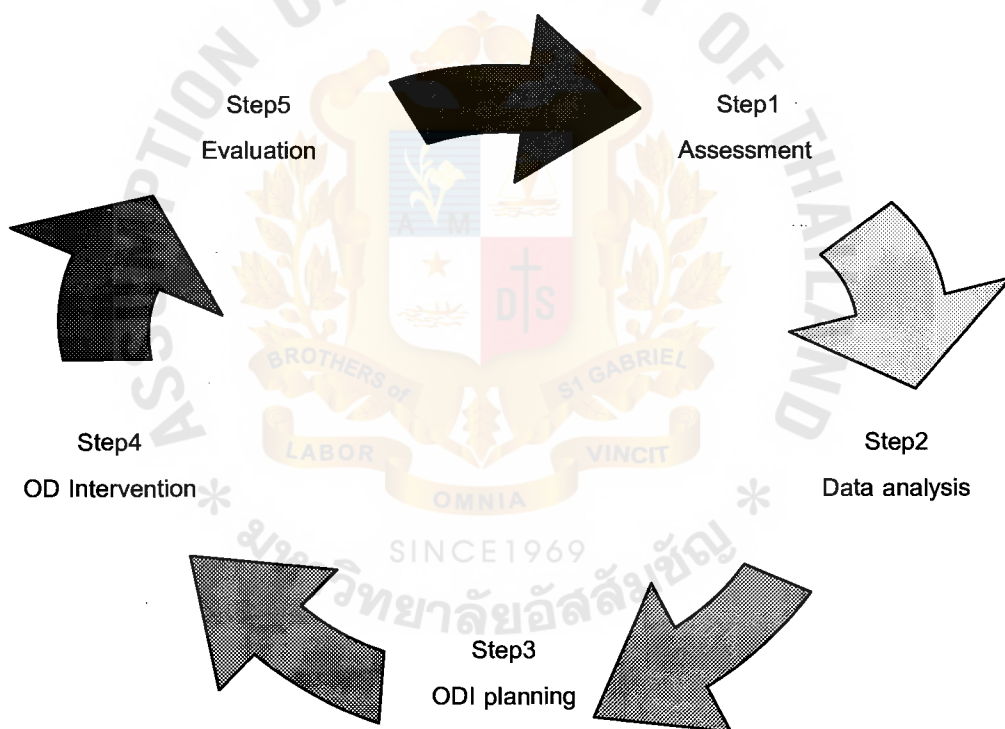
Pre ODI	ODI	Post ODI
<p>1 Organization goal</p> <ul style="list-style-type: none"> • Lack of organization goal and direction. • Difficult to identify specific task and measurable • Poor operation systems and low performance 	<ul style="list-style-type: none"> • Create/Formulate strategic vision • Setting corporate and individual goal • Reward systems 	<ul style="list-style-type: none"> • Clear goal • Measurable task performance • Employee focus • Improved & Good performance
<p>2. Organization communication</p> <ul style="list-style-type: none"> • Ineffective communication and no information sharing • Employees get confusion from many commanders 	<ul style="list-style-type: none"> • Formal communication in organization both top-down and bottom-up • Regular information sharing and feedback with formal meeting • organizational design structure, job description 	<ul style="list-style-type: none"> • Effective communication with formal and informal communication • Better information sharing • Clear commander
<p>3. Organization culture</p> <ul style="list-style-type: none"> • Lack of result oriented • High turn over • Conflict between different generation and back ground of employee. 	<ul style="list-style-type: none"> • Culture sharing by orientation and buddy systems for new comer. • Develop empowerment, Task oriented 	<ul style="list-style-type: none"> • Result oriented • Reduce turnover rate • Increasing employee relationship

Chapter 3

Research Methodology

The purpose of this chapter was presenting the process of OD action research that researcher used to diagnose, identify problem and assess organization. This includes the stage of research design, methodology and techniques that researcher used to collect data and describe what technique research used to analyze data.

Figure 3.1 Research Design



In order to study this small organization and understand the dynamics of its corporate functioning at this stage of development, the research used the action research model. The researcher used the action research to look for the solution for this organization to pass through the OD intervention process. However, before OD

intervention process, the research needed to identify the problems and plan the OD intervention process. So, the researcher designed the five step process of research. These 5 steps focused on three areas of study: organization goal, corporate culture and organization communication.

1. The assessment stage. This stage was finding the problem and data collection stage. The research used both qualitative and quantitative in finding the problem of this organization. The primary data that researcher used were observation, interview, make used questionnaire and group discussion. The research started with observation to know the general information of organization such as the working environment process and nature of people in this organization. After that the questionnaire were distributed to the all respondents in organization to find the problem of this organization in area of study. Then researcher interviewed both management and employee in this organization to find the root cause of problem of this organization. The secondary data used in this research as sale report employment statistic to diagnose the organization current situation and organization problem.
2. Data analysis stage. The research analyzed those data from first stage by using both of qualitative and quantitative analysis, the qualitative data, those collected from interview and group discussion used mind map and context analysis. These techniques were used to analyze the root causes of this organization problem and finding the way to solve and develop.
3. Pre OD Intervention planning. It was the stage of planning or plan change. The researcher planned the activities and the objective of activities that implement with organization in areas of study: organization goal, corporate

culture and organization communication. Those activities were used to develop and solve the problem in this organization.

4. OD intervention stage. The researcher implemented the activities those the researcher had planned following the OD intervention process. All the activities had the objective in each activity. When the activities were run, the researcher had watched and observed the reaction of participants.
5. The evaluation stage or impact of OD Intervention. The researcher looked for effect of OD intervention, how the OD intervention changed the organization in areas of study: organization direction, corporate culture and organization communication by using all instrument and data collecting technique the same as diagnostic stage.

The Respondents

Because this organization was small organization and everyone in organization is important part of organization, the research interviewed and distributed questionnaire to all employees and all management members including out source who work regularly for the organization. However, for group discussion technique. The researcher selected the each important staff who is the 2 management members and 8 employees for group discussion. The criteria of selecting 6 employees are the first 3 employees who work for organization more than 5 years, another 3 employees who work for organization less than 1 year; each of 3 employees must come from different department.

Table: 3.1 The population of organization member who are the respondent in this research.

Department	Population
Management / Family member	6
Sale	5
Accounting	6
Warehouse	9
Logistic	7
Out sourcing	4
Total	37

Table: 3.2 The population in each collecting technique.

Data collection technique	Number of respondents
Interview	All employee = 37
Make use questionnaire	All employee = 37
Group discussion	1 Management 3 Employee, more than 5 years services 3 Employee, less than 1 year services

The Instruments

Questionnaire. It was developed by researcher based on sources from books, research papers and electronic source. The questionnaire was developed in English langue but the researcher translated into Thai langue version to be distributed to respondents. Before distributing questionnaire to respondent, the question will process

of pre test with 10 persons who are not respondents. The questionnaire can be divide into four parts and it will diagnose in three areas of study.

1. Demography profile part. This part the question asked the personal information of each respondent. The question in this part asked about the gender, age, education level, income, department and status. However, the researcher was not asking for the name of participant because researcher wanted participants to feel free to provide answer.
2. Organization direction part. This part the question asked the importance of goal in organization and the level of goal involvement in organization. The question focused on the people in organization feeling, satisfaction and knowing the importance of goal and how the goals affect the working behavior of people in organization.
3. Corporate culture part. This part the question focused on the organization culture the way of organization practice and how the culture reflects to work. The question asked for the social systems in organization and the level of relationship among people in organization.
4. Organization communication parts. These parts the question focused on the problem of communicate problem in organization and the level each member can access information. The researcher wanted to find the communication network, the technique and how well communication flows in this organization.

Researcher made the pretest of the question to test the reliability of the question by distributing ten questionnaires to other organization members. The result of pretest could represent that the questionnaire was reliable

Table:3.3 Reliability Statistics

Cronbach's Alpha	N of Items
.838	60

Interview guidelines. It was used to guide researcher the question that was asked to interviewee. The interview guidelines focus on the real problem and feeling of each member are facing with work and personal. The scope in three areas of study are Organization goals, Corporate culture and organization communication.

Data Collection -Techniques

The researcher used data collecting techniques to collect data as follows:

1. Observation. Researcher started with observation technique to observe this organization by using observation guideline then observe organization within 3 days observation to looking the all possible incident that happen in organization. The observation included physical setting, People behavior, communication network and document review. The objective of this observation was to know the general information, people nature and current performance of this company.
2. Make use questionnaire. Researcher distributed the questionnaire to all members of organization total 37 respondents. All questionnaire distributed to all employees at the same time when they have lunch. The logistic and the other employee who have to go out office did question in the morning of that day. The objective of this data was to knowing the perspective of all members to the organization through the three factors of study.

3. In-depth interview. Researcher used the interview guide line to interview the management and all employees. The interview guide line will have two sets, the first set to interview management and second set for employees. The interview will complete with in one day for management and three for all employee. The objective of in-dept interview is to find the root cause of problem that organization is facing.
4. Group discussion. Researcher set group discussion after the OD Intervention was implemented. The discussion was about the organization reflection to the Intervention program.

Data Analysis

The data that researcher get from data gathering techniques are analyzed by using qualitative and quantitative analysis methods.

Qualitative data. The data that researcher collected from people in organization following data collect techniques that used in this research. The Qualitative analysis is used to analyze the data, It used different analysis technique to analyze in each data collecting technique.

The interview. The data collected from interview, the researcher used mind mapping method, content analysis method and five why method to analyze qualitative data to see the root cause of the problems that occur in organization.

Group discussion. The researcher grouped all answers and the problems then find out the solution that group found out then translate into the context to see the solution of these problems in organization.

Quantitative data. The data that researcher collected by using questionnaires collect from all respondents in organization. Quantitative analysis are used in to analyze is SPSS program with T-test analysis is used to analyze questionnaires to see the difference from pre and post ODI in all areas of study, organization goal, corporate culture and organization communication.

The researcher interpreted the division of scale of Likert scale in questionnaire by using formulation as follows:

Division scale = Maximum scale – Minimum scale / Total number of scale

0.75 = 4 – 1 / 4

After using this formulation the division of scale can interpreted as follows:

1.00	-	1.75	=	Strongly Disagree
1.76	-	2.50	=	Disagree
2.51	-	3.25	=	Agree
3.26	-	4.00	=	Strongly Agree

Chapter 4

Presentation and Analysis of Data and Critical Analysis of Results.

This chapter presents the major finds of the surveyed result, the analysis and the interpretation of the data in response to the research questionnaire and interview. Then the researcher used the analysis data to design the OD intervention program. After the ODI program had been implemented, the researcher assessed the impact of OD Intervention program on the respondent. Finally, the results of the post ODI are presented in the last part of this chapter.

Pre OD Intervention

Quantitative Data Analysis

The quantitative data collected from questionnaires had been analyzed by using SPSS program. The first part of the questionnaire used the frequency table and descriptive table analysis to describe the demographic profile of respondents.

The total population of this research is 37 respondents and had not missing value in these questionnaires. That represents the questionnaires were completed by all respondents. The over all demographic profile, Age, Gender, Status, Education, Department, Salary and Service year was completed in the questionnaire.

Table 4.1 Number of Respondent and Missing Value.

		Age	Gender	Status	education	Dept	Salary	year
N	Valid	37	37	37	37	37	37	37
	Missing	0	0	0	0	0	0	0

The age of majority of the respondents in organization were between the ages of 20-40 year old. The total number of this population in this range was 34 persons about 91.8% from the total people in organization. The age range of 21 to 30 equal ages ranges 31 to 40. The two ranges had the equal percentage 45.9%. The average of age range of people in organization could mean that the organization had the close gap between the age ranges. The age of people in organization may not be the problem in organization.

Table 4.2 The Age of Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Lower thru 20	1	2.7	2.7	2.7
	21 thru 30	17	45.9	45.9	48.6
	31 thru 40	17	45.9	45.9	94.6
	40 thru highest	2	5.4	5.4	100.0
	Total	37	100.0	100.0	

The respondents could classify by using the result of data frequency table. The men were the highest populations in organization around 60% from total because this organization had to use a lot of labor workers to doing the operation in organization. However the percentage of gender was not much different the female also have big percentage in organization is 40.5%. It could be the big group in organization the same as male group.

Table 4.3 The Gender of Respondents

		Frequency	Percent	Valid	Cumulative
Valid	Male	22	59.5	59.5	59.5
	Female	15	40.5	40.5	100.0
	Total	37	100.0	100.0	

The 67.6% of people in organization are married and no one has divorced experience. The single status group of organization is 32% from total population. This group could contribute work performance and abilities to work with out the family or personal things as much as married status group. The person who married often asks for leave to take care of their children, especially women who have children and pregnant. These groups could not contribute their full abilities to the work with full responsibility.

Table 4.4 The Status of Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	12	32.4	32.4	32.4
	Married	25	67.6	67.6	100.0
	Total	37	100.0	100.0	

The most people in organization finished certificate education level (37.8%). It is just 16.2% of total population who had finished bachelors degree. The organization concerned much on cost but when the new employee coming the screen the new entry employee that had at least certificate level expect the labor worker. This group of education could work and live compatibly with the organization that the most of them are low education level.

Table 4.5 The Education of Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Lower thru Grade12	10	27.0	27.0	27.0
	Grade12	7	18.9	18.9	45.9
	Certificate	14	37.8	37.8	83.8
	Bachelor degree	4	10.8	10.8	94.6
	Bachelor thru	2	5.4	5.4	100.0
	Total	37	100.0	100.0	

The warehouse department had the most population in organization total 9 persons in warehouse department because this department was the core function to the company and used a lot of labor workers. While the sale department used only 5 sale persons but control all sale volume to the organization. As you can see in the table the organization had 6 management persons who control the organization that were 16.2% from the total organization population. The organization used many management members because the core business functions were controlled by management members. The management members did not only control but working in operation by themselves

Table 4.5 The Department of Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Management	6	16.2	16.2	16.2
	Sale	5	13.5	13.5	29.7
	Accounting	6	16.2	16.2	45.9
	Warehouse	9	24.3	24.3	70.3
	Logistic	7	18.9	18.9	89.2
	Out sourcing	4	10.8	10.8	100.0
	Total	37	100.0	100.0	

The salary that organization average salary paid to the employee was around 8,000-10,000 Baht. Most people in organization got this rate was 40.5% from the total population because the organization used a lot of employees that hold the certificate level. The rate was settled based on the market rate. The most of this rate is employees that work in office as the accounting and sale. However, the employees who got high salary were the management and the employee who have been working for the company for a long service years.

Table 4.6 The Salary of Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	6000 thru 8000	7	18.9	18.9	18.9
	8000 thru 10000	15	40.5	40.5	59.5
	10000 thru 15000	7	18.9	18.9	78.4
	15,000 thru Highest	8	21.6	21.6	100.0
	Total	37	100.0	100.0	

The majority people in organization with service year around 1 to 3 years are 27% of total population. However, there are 9 persons working for this organization more than 10 years or around 24.2% from total. That represents the old generation in this company had the high proportion in the organization. This group of people also had the high influence to the organization.

Table 4.7 The Service year of Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Lower thru 1y	5	13.5	13.5	13.5
	1 thru 3y	10	27.0	27.0	40.5
	4 thru 6y	8	21.6	21.6	62.2
	6 thru 10y	5	13.5	13.5	75.7
	10y thru Highest	9	24.3	24.3	100.0
	Total	37	100.0	100.0	

The researcher looked closely in detail of each question in questionnaire to finding the problem or situation that this organization was facing within area of organization goal, organization communication and corporate culture.

Organization Direction

The researcher found the problem from interpreting the mean score of 20

question of organization goal in questionnaires. The total mean score on organization goal was 2.75. This means the people in organization had the perspective on goal lower than expected because they did not understand how organization goal relate to their work. The specific items where the means scores were lower than expected were question number 3 the mean score was only 2.38. The people in organization did not think that their jobs are challenging. The question number 5 also the mean score lower than expected. It was only 2.38 that means people in organization did not think that they did not get benefit fairly. The mean score of question number 3 and 5 that could represent the money and benefit was the important thing that they expected when they work. These two symptoms could be the problems of organization that need intervention to solve these problems.

Table 4.7 The Mean Score of Organization Direction Part for Pre-ODI

	N	Mean	SD.
I think income increase base on performance.	37	2.62	.758
I think role and function are clearly defined.	37	2.59	.865
I think my current job is challenging.	37	2.38	.861
I think I can use fully my abilities on the job.	37	2.65	.633
I think rewards are distributed fairly.	37	2.38	1.037
I think I am willing to put extra effort on job to achieve organization goal.	37	3.00	.577
I think I can define organization goal.	37	2.84	.764
I believe, I get bonus reward base on job performance.	37	3.14	.713
I believe, I get bonus reward base on organization profit	37	2.81	.938
I think roles are more important than individuals	37	2.92	.759
I think I can do my job on specific deadline.	37	2.62	.639
I know my organization vision and mission	37	2.81	.660
I think, organization vision and mission are important for work.	37	2.76	.760
I think the leader helps me to achieve goal.	37	2.92	.682
I understand my responsibilities.	37	2.78	.750
I think I am regularly evaluated by my boss.	37	3.03	.866
I can evaluate my work performance by myself.	37	2.92	.759
I think all Staff have job descriptions.	37	2.43	.899
I satisfy my job.	37	2.92	.795
I think the workloads are fairly distributed.	37	2.62	.893
Total_Organization_Direction_Pre ODI	37	2.7568	.33441
Valid N (listwise)	37		

Organization Communication

The organization communication area in this organization could be analyzed by using total means score. The total mean score of organization communication was 2.65 that total mean score of organization communication was lower than expected. It could be the problems of organization communication. It clearly define the problem of organization communication when researcher looked into the detail the mean score in each question. It could be seen that in question number 11, 15 and 16 there were the problems of organization that reflect by the lower mean score than expected in each question. That represents the organization did not have clear organization structure. People in organization are still confused about responsibility that they have taken. The organization still used only the direct communication or face to face communication in organization. They did not have communication record or document as memorandums or other communication instruments. This organization did not open chance to meeting regularly. The members in organization were not familiar to join the meeting. These problems could be the evidence that this organization had problems in organization communication.

Table 4.8 The Mean Score of Organization Communication Part for Pre-ODI

	N	Mean	SD.
I think I can easy to talk with my supervisor	37	2.65	.753
I think the communication in organization is the key	37	3.00	.667
I think any new idea is considered in organization	37	2.62	.794
I can recognize when someone has done the good job	37	2.81	.701
I always know what happens in organization	37	3.08	.595
I always get information from boss quickly.	37	2.62	.924
I always get information from co-worker.	37	2.76	.683
I always get information from other department worker	37	2.54	.767
I think the meeting provides the necessary information for my	37	2.65	.824
I always get information when I have lunch	37	2.68	.669
Organization always communicates through the document	37	2.49	.870
I am clear who is my commander.	37	2.70	.661
I always know the problem of other department(relate to me)	37	2.86	.713
I always know the problem of other department(not relate to	37	2.81	.811
I think Company has clear organization structure	37	2.16	.646
I always have chance to join the meeting	37	2.41	.762
I think I can share idea to solve other problem	37	2.54	.558
I think my supervisor and co-worker always asking	37	2.51	.768
think there are important of formal communication at work	37	2.65	.633
I think I enjoy talking with my boss.	37	2.59	.725
total communication Pre ODI	37	2.6568	.30004
Valid N (listwise)	37		

Corporate Culture

As the result of the corporate culture from corporate culture question part in questionnaire showed the mean score was 2.65. That organization had the problems with the corporate culture because the total mean score of corporate culture was lower than expected. The question that could clearly define as the problem of corporate culture in organization as question number 5, 7, 17 and 19 those have the mean score much lower than the expected. The question number 5 means that employees in organization feel they that could not support supervisor to making decision. The most of people in organization did not agree with the question number 7. That could represent that they concern personal relationship more than task that was assigned.

The mean score of question number 17 and 19 are low that could represent that this organization has some bureaucratic in organization. It may cause of there are many old generation staffs for this organization. It relate to the organization did not much open to change.

Table4.9 The Mean Score of Corporate Culture Part for Pre-ODI

	N	Mean	SD
I always get help from other.	37	2.78	.672
I do not feel lonely at work.	37	2.73	.732
My supervisor always gives me authority to make decision	37	2.57	.689
I think I could work effectively when I can work with	37	3.00	.882
I think I can support supervisor to making decision.	37	2.11	.737
I feel important in my company	37	2.32	.580
I think I concern task more than people	37	2.38	.758
I always have lunch with my co-worker.	37	2.86	.822
I think I can define this organization culture.	37	2.65	.789
I can share personal matter with my co-worker.	37	2.68	.747
I see the important of come and leave office punctually	37	2.89	.699
I think I willing to change follow the company policy	37	2.81	.908
I think I like going to work.	37	2.54	.558
I think I feel pound to work with this company	37	2.76	.548
I always greet other when the first meet on that day	37	2.76	.723
I always associate other people in different department	37	3.08	.640
I think There is low bureaucracy in company.	37	2.27	.769
I think people in company are friendly and support	37	2.70	.777
I think This organization is open to change	37	2.49	.692
Newcomer are quickly made welcome	37	2.81	.776
Total Culture Pre ODI	37	2.6595	.24405
Valid N (listwise)	37		

Qualitative Analysis

Interview

Management Interview

Researcher interviews all six management members in three areas of study organization direction, organization communication and corporate culture. They gave the perspective to the three areas of studies different in each person. The management

could see the different idea between the generations of management team.

The organization direction and goals in perspective of management team were different especially from old generation and new generation. The founder and assistant who were the old generation in management team, had perspective in organization goal as the profit and reputation of the company. The sale and the cost were things to concern because it can make organization survive in their perspective. It is because they run business as the beginning and starts with one person. They did not concentrate on strategic planning but they concentrate on operational. However, they always thought that when the new generation coming, the new generation would improve and planning this for them because of their time and knowledge limit. Those were the factors that they could do it by themselves. The new generations come up with the strategic planning as the founder wanted. However, when they work together, they had the conflict because management styles were different. The new generation always put much on investment to improve a lot of things in organization but the old generation does not agree in many times because of they were cost concentration. Because of different management style so the new generation need the time to prove the thing that they thought was right. So the goal of corporation was not consistent that effect to the working and direction of the organization always changed.

The communication in organization for manager was very simple because they always work closely to the employee. The command, feedback and other communication were direct and face to face talk only. However, the management saw the importance of communication in organization because they thought that it would effect to the work performance. The problem in communication right now is that the employees did not really understand when they assign the job to the employees.

The organization culture that all management viewed in organization is the

uniqueness of energetic person and working hard culture. It is because the founder works very hard and he was the energetic person. So, management expect that people in organization always work hard as him because they always work closely with everyone in organization and now he was the one who work hardest in organization. The founder was trying to be a good sample to everyone in organization. However, the all decision making was the centralization style because the management thought that the working process and employee performance still was not ready to let them making decision by their own. The evaluation technique using in organization was so simple. There had not instrument to evaluation. It just used the feeling base and job done as manager are assigned day by day. The problem that management could notice right now was the culture shock for the new comer. The new comer could not stay for long because of the culture of people in organization as the working discipline or the working environment or the sexual harassment was the topic that management always seen as the problem in organization.

Employee Interview

The researcher interviews all employees in organization to collecting data from their perspective in three areas of study. The researcher wanted to look into the problem in organization through the perspective of employee in organization. However, the most of employees did not talk much about the topic because most of them are the labor and low education. The most of data came from the old generation that has every close relationship with organization. However, they could share the perspective, situation and the problem that they was facing within organization.

The organization direction and goal that they think was about the company profit, sale volume and reputation of the organization. Nevertheless, there were many

employees said that the goal was important for work because if they didn't have the goal or objective to work, they could not work with performance but some many labor level they do not mention the goal. However, many employees said the organization goal can create the good image to the organization. That affects them because they would feel they are working in good organization. The goal did not effect to the employees who did not mention much on goal but employee that mention on goal said that when they working with the goal the style that they work were depend on the goal that they want to accomplish. If the goal was settled with high expectation, they will work every rush and concentration much to accomplish. Mostly of senior employee were works with objective because they were familiar with the current working style and always set their job objective by themselves. For the young level or new entries, the work objective was not clear. Mostly they work by order and tried to do it as good as they could in day by day. All employees expected much money that was the indicator that how well they work for organization.

The most of employee though that the organization communication was a very important thing that they had to face with everyday. It is very simple way to communicate each other right now. The direct talk and face to face communication is the way that they communicate each other the same as their boss assigned work to them. However, the problems of communication in organization were lack of sharing information when the problem arise the problem was solved by one or two persons but did not involve all persons. The talk or verbal communication is intangible. It did not ensure message are send to receiver and the receiver can not ensure that the sender talk the truth or just talk. The document or some announcement could solve this problem because employee could ensure that the announcements would make serious action. The meeting was the solution for some one because many people did not like

meeting. It spends their out office time and did not familiar with meeting and sharing information in group.

The culture in this organization in perspective of employees was everyone work closely and familiar with each other. Each one brings their own style especially their culture in their home town as speaking and eating. The most employees said that they are more convenient and compatible with organization, if have some people in organization come from same culture as them. The seniority, compromising, helping each other was the culture that they want to have in organization. Many employees though that the culture was the part of work because good relationship among coworker could make them work and understand easily. The most of them though that there were problem of culture in organization right now in organization. The lack of hesitation to other become topic that they were talk right now that it may cause of too familiar with other for long time but some time the action was too much. It may cause of hard work in rush hour some people having high temper and rude when they spoke with other. They could not control themselves some time when they got stress. The ways to solve the problem were open talk meeting; seminar is the choice that could make every thing better.

2. OD Intervention Program

Phase 1 Intervention in Area of Organization Direction

The organization lacks of individual and organization objective. So, the organization still did not sure that what they want to be and where they want to go. Management members just wanted to make the profit and all employees just work for individual benefit. So, the researcher sees these problems then used these intervention activities to solve these problems. The formulating strategic visioning could ensure all

organization known the direction that organization wanted to go and what they wanted to be. It effect to the working habit in all organization member and other action that would relate to the organization. The Goal setting was the way to using strategic visioning becomes reality to the organization by setting individual objective compatible with strategic visioning. However, the individual goals were motivated by reward systems.

Activity1: Formulating Strategic Visioning

Objective: Formulate strategic visioning for organization having goal and direction

Participants: All management members

Method: Using the Affiliation technique to formulate the strategic visioning

Description: The researcher shows all organization member vision of organization that integrate with the opportunity and vision of each management member see and what they want to achieve. Then use the affiliation technique to formulate the organization strategic visioning. The result of this stage is the main purpose of organization to doing next activities.

Result: The vision that all members formulate is following:

- Vision: The best retail automotive spare parts business by maximizing service quality
- Mission:
 - To be the modern and innovative organization
 - To be the first remind of automotive spare parts to consumer
 - To be the operation excellent to meet international standard
 - To be the healthy organization by being good place to work

Activity2: Goal Setting in Task and Responsibilities to Individual Accomplished.

Objective: Setting goal for individual task and responsibilities in people in

organization *Participants:* 15 employees in organization

Method: Using management by objective to set the simple goal in each task

Description: The fifteen employees participated in the activity by write the goal that they want to accomplish in daily and weekly in the form that researcher was provided then the form will send to the management to got commitment between employee and management. So, it means that each person will hold their different goal in each person. The goal will focus on their current job to doing it with the higher performance and put more effort to accomplish, so the each goal can be measured by themselves and their boss.

Result: The all participants wrote down the goal that they want to achieve with in two weeks that they think they can achieve it on time. The goal that they wrote all related to their current work. However, there is some labor level asking for goal to the boss because they did not have routine work but they just work by order. The boss could give them the goal that they had to finish with in two week. Two week later, the around 70% of the participant could achieve the goal that they settled by themselves. Another participant who could not achieve the goal can gave the reason why they could not accomplish. There were no one said the goal was difficult to complete but they said that the goal that they attend to achieve having obstacle that they did not mention before as the incorporation from other and time limit.

Activity3: Implement Rewarding Systems Compatible with the Goal Achievement.

Objective: Implement the rewarding systems according the job performance

Participants: 15 employees in organization who participated in activity2

Method: Reward pay base on work result of work by commitment between employees and management.

Description: Management would consider the reward base on the job performance and the result of work. The reward is paid by their level of achievement follow by their individual goal setting in activity2. The reward was requesting by employee who participate in activity2 but that reward had to considering by management. Then that rewards are the result of commitment between employees and management. If they could achieve their goal, the reward was paid to them. However, if they can not achieve their goal, the reward is paid by the proportion of achievement.

Result: This rewards systems are wanted by employees to help them to achieve goals because they expects to got some things as the extra bonus to motivate them to put more effort to the work. However, the reward that they requested was simple as a few hundred baht, T-shirt, Sport bag, Whisky and etc. as you can see in appendix.

Phase2 Intervention in Area of Organization Communication

Organization communication is the key important part of the organization success. Researcher have considered it earlier that organization goal will not succeed, if they can not communicate it effectively. The intervention was made this organization having the clear picture and more understand that how they communicate with more effective to having more working performance. The formal communication are used in this organization to ensure that the message that sender want to send communicate to the right receiver with the right time.

Activities4: Introduce and Implement Formal Communication in Organization.

Objective: The people in organization can receive message and the familiar with it.

Participants: All member of the organization.

Method: The announcement board, suggestion box and other communication document were introduced and started using in organization.

Description: The announcement board was settled in the canteen that all members in the organization have to use everyday. The messages that wanted to say to the all member in organization were announced on this board. The suggestion box was used to represent that this organization and management team were always accept the feedback from employees. The organizations started using the memorandums and keep it as records. The researcher set the form of memorandums then announce to the organization. The message that organization and other members want to announce to organization member would be written on this form.

Result: When the board was settled, the employee start to talking about this board. Every time that management have announcement on the board they would come to ask about these to the management or gossip with their friends about this announcement in a few minutes. The employees notice and are of aware this board; some of them were looking for the new things on the board. The suggestion box was not used until last activity was implemented.

Activity5: Formulating Organization Structure Show to the Member in Organization.

Objective: All members in organization see and understand more the structure of organization and how the communications flow to the organization.

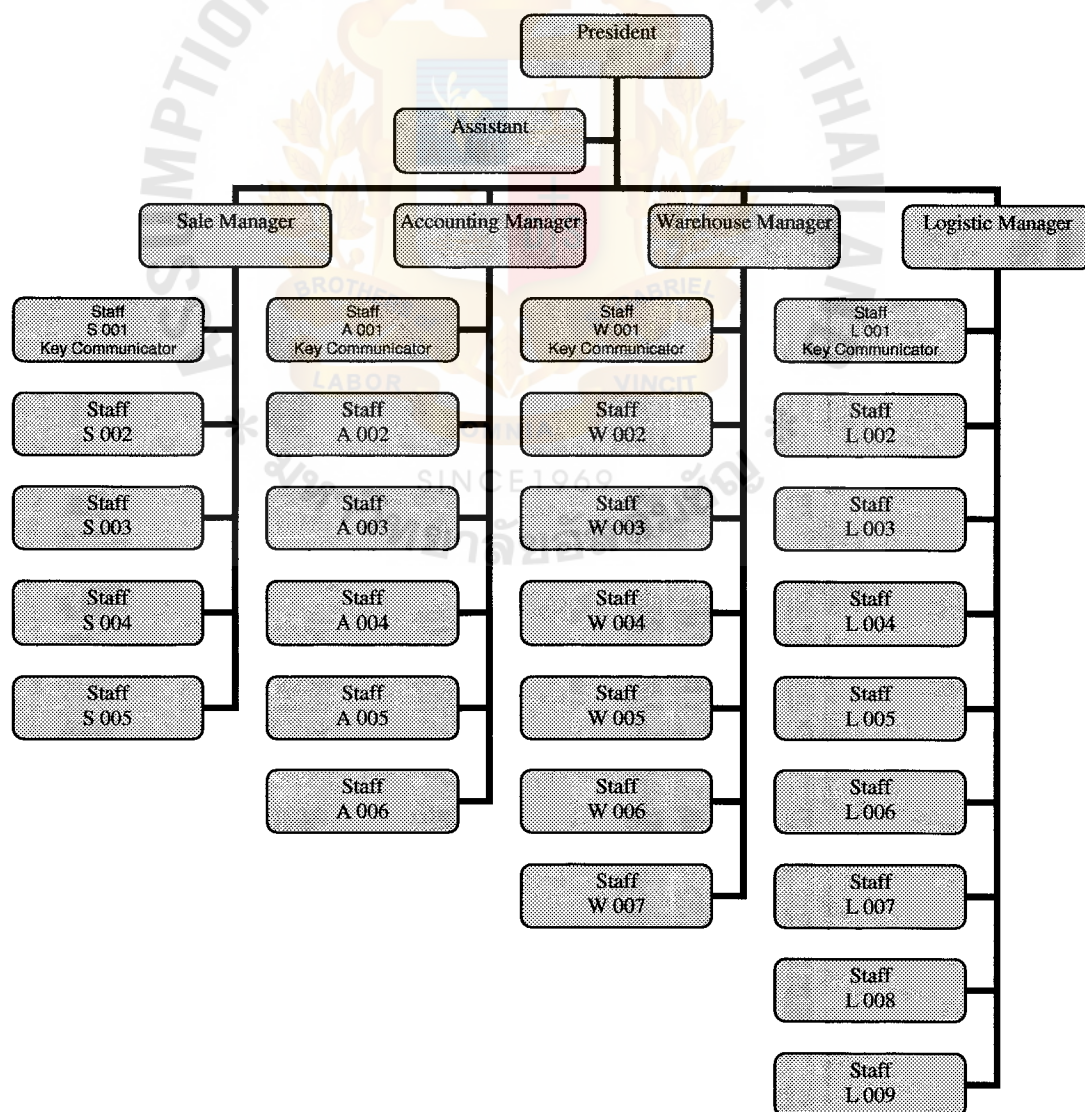
Participants: Management team.

Method: The organization structure is set by management team then present to all members in organization.

Description: The organization structure concentrates on current work. It just showed how the each current work was working in organization and how each work related to each other. The organization structure does classify the level of employees. It was just separate employee in to their function. It makes organization having as less as possible hierarchy in organization. The each function of employee had the keys communicator. They were not the leader in function but its just person who have to know the information that people in their need to know. The key communicators had to distribute the information to all members in their functions.

Result: After discussion, we got the organization chart as follows

Figure: 4.1 Organization Chart.



The organization chart could classify the members in to 3 levels. The first level was the founder as the president and his wife as the president assistant. The second level was the family members as the manager in each function. The third level was staff level. The management team tries to make chart as the same way of operation. The management team didn't want to have much hierarchy in organization because there were many old generation staff in organization. It was difficult to set someone to be the manager or supervisor even they were ready or have enough performance as manager. The organization still was not familiar with under control by among employee.

✓ Activity6: Weekly Meeting

Objective: The management and employee having a chance to share information regularly

Method: The management team and key communicators having meeting every week.

Description: The weekly meeting was settled permanently. The management and keys communicators had to meet two times during intervention period. During the meeting all participant were discuss about the problem in working and the ways to solve the problem. Then share other information that need to other function had need to know.

Result: There were two meetings between intervention periods (two weeks). The first time the researchers call the all key communicators to meeting. The researcher suggested that the first meeting was introducing the key communicators that what were their duties to being key communicator. Then explain the plan of weekly meeting and what they have to do. The second meeting was to discuss the feedback that they communicate the first meeting message to their departments. The first all staff did not talk too much because they were not familiar with the meeting. However, the second meeting they opened and shared much more than first meeting.

Phase3: Intervention in Area of Organization Culture.

The organization culture was another key success factor that this organization should develop. The organization culture was the one part that people in organization living and facing with every. It was the effect to the happiness and employee satisfaction. At last these happiness and employee satisfaction were represented to the working performance. Researcher suggested the intervention program that helps this organization developed their culture to better employee satisfaction to better working performance and prevent the culture shock for the new comer. However, the culture was related and represented the organization goal.

Activity7: Buddy Systems

Objective: The member in organization shared and learned their culture with each other through the buddy systems.

Method: The member in organization had to select the close two friends in their function then management selected the one of them to be their buddy.

Description: The management selected buddy by using the connection map among them then making decision proper to the work process. The buddies still work their duty but they need time to share and learn work with their buddy also. The buddies shared the personal and working problem with their buddies.

Result: The management could pair the buddy into 12 buddies. There were some group with three members in group. The management always ask the buddy when their buddy are missing or even their work to check that they had followed instruction. This intervention concentrates much on the new comer and their buddies. The researcher always observes that the new comer was take care of by their buddies properly.

Activity8: Giving Knowledge of Corporate Culture in Empowerment and Task Oriented Culture.

Objective: Making understanding of empowerment and task oriented culture to organization.

Method: Giving the knowledge of empowerment and task oriented to the all member in organization. Let them see the importance of this working style, show them how it work and how it is related to their work.

Description: The researchers shared information passes through the communication board by writing the article about these cultures then post it to the communication board. Then checked how they understand by having the contest program. The organization members could give the feedback that how they understand about organization culture and empowerment and task orientation culture. The prizes were given to who gave the feedback pass through the suggestion box. The big prize is given to who gave the best answer. The managements were made decision for winner.

Result: The articles and the instruction of contest were put on the communication board. The first week, there no one send the feedback into the suggestion box. However, researcher trying to talking about this article and made them more understood about task orient and empowerment working culture. So, the suggestion box could use at this time. There were 7 persons sending the meaning of their understanding in this document even the meaning in each one different from the researcher trying to say. The first winner said that the empowerment was trust and allow other to doing work and take responsible for me because we could not doing every things at same time. And the task orient was the concentration or they task or their works but did not personal things.

Feedback of OD Intervention

The researcher got the message about the OD Intervention program from the management and employee when the intervention program was finished. The OD intervention program gave the two side effects to the organization both of positive and negative effect. The management could get the benefit to get the testing result of intervention that which one was the effective program and fit with the organization. The organization got the direction that they want to be to achieve the organization goals. The organization could be clearer to the people in organization on organization goal and communication and culture. However, the intervention was not satisfy by some people in organization. Some management saw about the cost that may occur and some people in organization were afraid to change especially the old generation.

Post OD Intervention Data Analysis

Quantitative Data

Researcher used the quantitative analysis to analyze the questionnaire those collected after taking OD Intervention program to the organization. The result of the data could be interpreted by using descriptive analysis and using pare sample t-test to looking the changing or impact of OD intervention program effect to the organization.

Organization Goal

The results of the post ODI mean score compare with the mean score of pre ODI. It could seen that the ODI had effect much to the question number 1,2 and 18. in the topic of organization pay benefit relate to their performance, role and function were clear and job description. That may cause ODI program. Those mean score of these questions had much significant from pre and the post ODI. The mean score of question number1 was 3.41 compared to the mean score of Pre ODI was 2.62. The

mean score of question number 2 was 3.16 compared with mean score of Pre ODI was 2.59. The mean score of question number 18 was 3.03 compared to the mean score of Pre ODI was 2.43. It could mean the ODI have the impact to their perspective to the organization pay benefit fairly related to their performance. The role and function was more clear and job description was clear for them to do the job after they have taken ODI program. However, the other questions also had some impact from pre and the post ODI. The mean score in every question has higher mean score before taking ODI.

Table4.10 The Mean Score of Organization Goal Part for Post-ODI

	Pre-Mean	Post-Mean	SD.
I think income increase base on	2.62	3.41	.644
I think role and function are clearly defined.	2.59	3.16	.727
I think my current job is challenging.	2.38	2.76	.830
I think I can use fully my abilities on the job.	2.65	2.97	.799
I think reward are distributed fairly.	2.38	2.68	.915
I think I am willing to put extra effort on job	3.00	3.27	.652
I think I can define organization goal.	2.84	3.05	.780
I believe, I get bonus reward base on job	3.14	3.27	.560
I believe, I get bonus reward base on	2.81	3.03	.799
I think roles are more important than	2.92	3.08	.682
I think I can do my job on specific deadline.	2.62	2.84	.764
I know my organization vision and mission	2.81	3.14	.631
I think, organization vision and mission are	2.76	3.11	.737
I think the leader helps me to achieve goal.	2.92	3.03	.645
I understand my responsibilities.	2.78	3.05	.705
I think I am regularly evaluated by my boss.	3.03	3.24	.760
I can evaluate my work performance by	2.92	3.16	.764
I think all Staff have job descriptions.	2.43	3.03	.833
I satisfy my job.	2.92	3.14	.787
I think the workloads are fairly distributed.	2.62	2.92	.795
Total_Organization Direction_Post ODI	2.7568	3.0662	.28700
Valid N (listwise)			

Organization Communication

The ODI program was much effective for to the organization communication. The post ODI mean score in many questions were much higher than pre ODI mean score. The topic that much changing were question number 1 The mean score was 3.38. It means that people in organization feel easier to talking with their supervisors. The question 6 the mean score was 3.14. That means they could get information form the boss easier. The question number 10 could represent the communication board was effective because the mean score increased from 2.68 to 3.22. That could mean the organization member could get information when they come for lunch. The question number 11,15,16 and 18. It was another question that had the high from the Pre ODI and After ODI. It mean ODI program effected to their perspective in organization communication as the topic of organization communication through the document, clear organization structure, join meeting, boss and coworker always asking for suggestion. The every question has high mean score than the pre ODI mean score and they are in agreement in every questions.

Table4.11 The Mean Score of Organization Communication Part for Post-ODI

	Pre-Mean	Post- Mean	SD.
I think I can easy to talk with my supervisor	2.65	3.38	.681
I think the communication in organization is the key	3.00	3.19	.701
I think any new idea is considered in organization	2.62	2.95	.815
I can recognize when someone has done the good job	2.81	3.19	.739
I always know what happens in organization	3.08	3.19	.518
I always get information from boss quickly.	2.62	3.14	.822
I always get information from co-worker.	2.76	3.05	.664
I always get information from other department worker	2.54	2.97	.897
I think the meeting provides the necessary information for my	2.65	2.95	.780
I always get information when I have lunch	2.68	3.22	.672
Organization always communicates through the document	2.49	3.03	.833
I am clear who is my commander.	2.70	3.16	.646
I always know the problem of other department(relate to me)	2.86	3.03	.687
I always know the problem of other department(not relate to	2.81	3.27	.693
I think Company has clear organization structure	2.16	2.86	.918
I always have chance to join the meeting	2.41	3.08	.829
I think I can share idea to solve other problem	2.54	2.81	.701
I think my supervisor and co-worker always asking	2.51	3.08	.722
think there are important of formal communication at work	2.65	2.97	.726
I think I enjoy talking with my boss.	2.59	3.08	.722
Total_Communication Post ODI	2.6568	3.0797	.29426

Corporate Culture

The organization culture was the area that ODI program take less activities in these area. The mean score of each question were higher than the mean score of pre ODI program but only question number 1 and 5 that high changed from pre and post ODI. The means score of question number 1 was 3.22 higher than the mean score of Pre ODI was 2.78. That mean people in organization are more in agreement in topic that they always get help from other. After ODI more agree on question number 5 that they could support their supervisor to make decision because the high mean score this question was 2.59 that is different form the Pre ODI mean score was 2.11.

Table4.12 The Mean Score of Corporate Culture Part for Pre-ODI

	Pre Mean	Post-Mean	Std. Deviation
I always get help from other.	2.78	3.22	.630
I do not feel lonely at work.	2.73	2.97	.726
My supervisor always gives me authority to make decision	2.57	2.89	.658
I think I could work effectively when I can work with	3.00	3.14	.787
I think I can support supervisor to making decision.	2.11	2.59	.865
I feel important in my company	2.32	2.68	.580
I think I concern task more than people	2.38	2.76	.597
I always have lunch with my co-worker.	2.86	3.08	.795
I think I can define this organization culture.	2.65	2.84	.800
I can share personal matter with my co-worker.	2.68	2.86	.673
I see the important of come and leave office punctually	2.89	3.08	.682
I think I willing to change follow the company policy	2.81	2.97	.957
I think I like going to work.	2.54	2.78	.584
I think I feel pound to work with this company	2.76	2.97	.600
I always greet other when the first meet on that day	2.76	3.05	.705
I always associate other people in different department	3.08	3.22	.672
I think There is low bureaucracy in company.	2.27	2.38	.721
I think people in company are friendly and support	2.70	3.05	.815
I think This organization is open to change	2.49	2.68	.747
Newcomer are quickly made welcome	2.81	3.03	.726
Total_Culture Post ODI	2.6595	2.9122	.24788
Valid N (listwise)			

Compare Pre and Post OD Intervention

The result of research Paired Samples Statistics T-test the result of testing represent that the significance of paring goal mean before and after intervention equal

0.00 the same as the result of culture mean and communication mean equal 0.00 that more than significant 0.05. So, it represents the testing hypothesis which accept hypothesis alternative (Ha1).

Ho1: There are no difference between pre and post ODI on Organization direction, Organization communication and Corporate Culture.

Ha1: There are difference between pre and post ODI on Organization direction, Organization communication and Corporate Culture.

The ODI has impact on Organization direction, Organization Communication and Corporate culture. That means the OD intervention program have the effect on the organization and change some attitude in three area of study. The organization goal, organization communication and corporate culture are changed in organization.

Table4.13: T-Test from Pre and Post ODI in organization goal, organization communication and Corporate Culture.

		Mean	N	Std. Deviation	Std. Error Mean
Pair 1	total_goal_a	2.7568	37	.33441	.05498
	total_goal_b	3.0662	37	.28700	.04718
Pair 2	total_cul_a	2.6595	37	.24405	.04012
	total_cul_b	2.9122	37	.24788	.04075
Pair 3	total_com_a	2.6568	37	.30004	.04933
	total_com_b	3.0797	37	.29426	.04838

Qualitative Data

Group Discussion

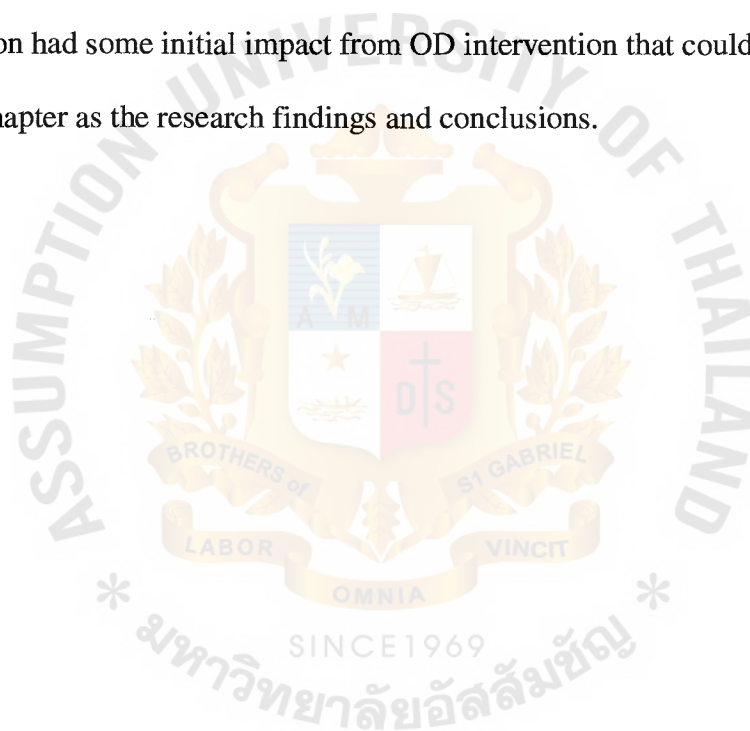
The researcher called for the group discussion between management member and employees. The topic that researcher issue in group discussion were the changing and the reaction of OD Intervention program then the researcher asked for the suggestion that they wanted to mention. The organization goal was the first topic of

discussion. They thought the vision of organization and goal were very new for organization but it was the good start for the organization. Employees in organization talked about the organization vision for a short period of time. The organization vision would not effect to the employee because they thought that it was far away from them. They thought, it was just the management goal and objective to accomplish. The thought the organization vision would effect to them, if organization have implemented plan to make it reality and tangible for them. The management though that organization vision was the organization goal to be the master plan of action to bring the organization to accomplish the specific objective or organization goal. That make everyone both employees and management known what we were and what we wanted to be. The working objective that the every good implementation for them because both of management and employees were satisfied with this action. The employees thought that they got something in return when they put extra effort to the work. That made them having more motivation to work. The management also preferred this action even through they have to spend the cost but they also got work performance from employee return. It is worth of cost that they paid. The group thought the goal and reward system are the good action to long term implementation.

The communication board was the good think that was the good the communication channel between people in organization. The people in organization used this board to communicate to other. It save time and energy. People in organization just look for what was going on in organization and what was the message to them. It was an effective communicate channel. The management was more convenience to make announcement with using this board. The organization structure was making very clear what they were in organization. However, it having negative effect to perspective of some people in organization because there some

people did not agree with this structure. The group said that this perspective could be solve if we could communicate well to them. The regular meeting was the way that people in organization could open and share information to other. However, it was using out of office time to did meeting so it was not mush satisfy if too often meeting. The group thought that the action that researcher did in organization was good to organization but effect to some people perspective because they afraid to change some thing to them. It needs communication planning to make this implementation success.

As the data had analyzed the result of data analysis showed that the organization had some initial impact from OD intervention that could interpreted in the next chapter as the research findings and conclusions.



Chapter 5

Summary of findings, conclusions and recommendations

This chapter contains the summary of findings, the conclusion of the research based on result that was generated before and after completion of the ODI intervention in organization which was on the impact ODI on three variables namely, the organization goal, organization communication and corporate culture. The researcher also gives the recommendations and suggestions for further study in area that would benefit the organization to develop further for increased and improved organization performance.

Summary of Findings

This research was a study of the “Initial Impact of Organization Development Intervention in Organization goal, Organization Communication and Corporate culture”. The research sought to test one hypothesis whether ODI had an initial impact on Corporate Goal, Corporate Culture and Organization communication.

The research objectives focused on three main variables of the organization such as the organization goal, organization communication and corporate culture that researcher believed could be developed in the organization by using OD Intervention activities to implement in the organization. The study was designed into three phases: Pre ODI, OD Intervention and Post OD Intervention.

Pre OD Intervention

The researcher identified and assessed the symptoms which could be traced to the problem of the organization from data analysis both of qualitative and quantitative

methods. The indicators of an unhealthy organization in three areas of study are summarized as follows:

1. Unclear Direction Goal and Purpose in Organization both of Organization and Individual Goal.

The organization did not have a well-formulated organization goal and the personal goal of the founder was concerned much on the profit and revenue because they did not have the idea about how the organization relates to managing and planning the organizational process in long term and short term strategy. Doing an excellent day to day operation and working-hard approach were the main purpose of their management style and working mindset in organization.

2. Ineffective and Unclear Organization Communication Flow in Organization

The communication in organization was simple. They had thought that face to face communication was the best fit to the organization because the organization was small and simple. However the processes that organization always misses were the communication of member among each other, the two way communication and information sharing that was important to occur in organization. Most members, if not all of them in the organization, did not have a clear the structure of the organization that reflects to the organization work flow. This was critical for a better understanding that could make organization to function with effective communication towards organization effectiveness.

3. Conflict between Different Cultures of People in Organization.

The cultural ambience of the organization was good organization because the members in the organization seem to love and care for each other personally as it was

observed how the employees and even those in management helped one another on their personal problems. However, there were some cultural practices that were not helpful in the organization especially for the new comer who did not feel being accepted in the organization in that the effect on them made them unable to work well for organization. Many of them face the culture shock then leave from the organization in a few day. The working style and management culture for organization were not much effective to the organization most of them evaluate work performance by looking at them when they working but it was not the result of work.

OD Intervention

The OD Intervention was designed by cooperation between management and researcher that could implement to the organization. Each activity had the different purpose to impact organization in different area of organization problem. The OD Intervention was designed to improve organization to be the healthy organization which included the following processes.

Formulating Strategic Visioning as an activity was conducted to formulate the purpose, vision, mission and goal of the organization. All these statements on “reasons for being and doing” that needed to be aligned to be compatible to the organization directions and operations were done. The process engaged the participants to reflect at all levels in the organization and let all members know the direction of the organization.

Goal Setting in Task and Responsibilities to Individual Accomplished Activity was the goal for each organization member employee try to achieve because the goal could give the value to the organization. The organization members known their specific goal. It made more clear on task that they are doing and responsible.

Rewarding Systems activity supported goal setting activity. That motivate organization members to achieve their own goal. The reward could make the organization members perceive that when they put more effort to achieve the goal so those efforts gave something in return to them. The organization member had motivation to achieve the goal, if those goals are worth for them.

Introduce and Implement Formal Communication in Organization Activity was the new communication channel for the organization that could ensure that receiver got the message the sender wanted to give with the effective way. So, the formal communication could practice the working discipline to them doing things as the systems.

Formulate Organization Structure Show to the Member in Organization Activity made organization member know and clear the organization work flow and clear work responsibility and duty in organization. It is effect to the organization communication flow both of top down and bottom up that how they function in organization.

Weekly Meeting Activity was the new practice to the organization member because this was the chance to discuss and share information and the problem of the organization in meeting period. The employee and management could apply the information that they got to improve their work. The organization open chance to the employee to gave the feed back and discuss. It could represent the organization have the upward communication in organization.

Buddy System Activity was the systems to learning and sharing culture to other people in organization. The work and information was also share by their buddy. The system was improved both of work performance and social living in organization.

Especially, the newcomer needs buddy or coach who introduces how the organization works and lives.

Giving Knowledge of Empowerment and Task Oriented Culture were the introduction that how they could use these cultures effectively and how they could use it related to works in organization. Giving the knowledge and important of this culture to the organization.

The first time that researcher came up with ODI activities, most of the people in organization felt reluctant to join activities since they did not know the purpose of activities and it was the first time for them to have this kind of activities even management also was the first time. Therefore, the researcher was not sure whether the result came out in the way the researcher expected or not. However, during activities the organization members were talking about the activities organization. They notice of change was coming in organization.

Post OD intervention

Clarity on Direction, Goal and Purpose to the Organization

The organization notices the importance of goal and how it relates to the organization and working behavior. The organization members found that it was not only money and benefit that we had to concern but the organization goal and the purpose of the organization were the important part that could bring us to be the better organization. The strategic vision is far away from the employee in their perspective but if the management could align in to the operation level and make it involve with the employee and make it reality, the vision could be the effective organization vision.

Clarity on organization communication flow in the organization

The communication after intervention was better clear communication flow and more convenient to communicate to each other in organization. People in organization just saw the information on the communication board and they could give the feedback easier and open through the suggestion box. People in organization perceive that the organization has improved the communication systems in organization that have more systematic and effective communication. The communication board was the centre of internal communication in the organization right now. The suggestion box and the regular meeting could make everyone in organization that their opinion and problem could be shared to the organization. The two-way communication both up ward and down ward communication are already used in organization after implementing OD Intervention.

Culture Sharing in Organization

The culture was taking time to change both of organization and individual behavior. However, the introduction and activities that researcher implemented could notice people in organization saw how the importance of organization culture, how it relate to work and what was the proper organization culture in organization. The people in organization can recognize that the culture important to them and them already known what it was. These activities intend them for to be familiar with the organization culture concept. It could organization understand easier to the next intervention in organization culture.

Conclusion of research

The conclusion could answer the research questions that were posed in the beginning of research. There are three questions in this research.

1. What is the current situation of the company in term of corporate goal, corporate culture and organization communication?

- Organization lack management systems in terms of organization development because of limited time and knowledge in management (founder). The next generation that become the one of management team in organization also concern with the making profit and improve organization by improve the operation systems as same as investing in the physical things. Additionally, the organization also has the problem with intersection between generation in terms of credibility and attitude. Those can conclude that organization lack in management system and organization development in terms of human resource and organization strategy. The problem that arise as follows:

- Strategic direction including vision mission and goal. That means organization lack of long term planning.
- Organization and individual objective. The organization the lack of clear and specific duties for individual goal to accomplish in short and long term.
- Management performance. The organization using management by control so the work evaluation is not ineffective evaluation systems.
- Communication flow and communication channel. The organization has not systematic internal communication and the organization does not have the clear the organization work flow in organization.
- The culture learning in organization and culture shock for new employee. The organization does not have culture development including behavior and discipline to the people in organization. The some improper organization could affect the high turn over rate for new employee.

2.What are the appropriate ODI to improve corporate goal, corporate culture and organization communication?

- The researcher and management could design the OD Intervention plan to implement to the organization. The OD Intervention plan had the objective to find out the initial impact of OD Intervention to the organization. The OD Intervention program was designed to solve the problem in three areas of studies were organization goal, organization communication and corporate culture. So, the eight activities were designed to implement in organization. There are three activities those support the organization having clarity on organization and individual goal were formulating strategic visioning, goal setting in task and responsibilities to individual accomplished activity, rewarding systems activity. The activities were designed to implement to the organization communication were Introduce and implement formal communication in organization activity, Formulate organization structure show to the member in organization activity and Weekly meeting activity. The corporate culture of the organization could use the OD Intervention that it was designed to implement to the organization were buddy system activity and giving knowledge of empowerment and task oriented culture. Those eight activities implement to the organization as the plan of intervention step by step to organization.

3.Does ODI have impact on change of Corporate Goal, Corporate Culture and Organization communication?

- The OD Intervention has the initial impact to the organization. That could be the symptom of the intervention had come to the right track to solve the organization problem. The intervention that implement to the organization in area of organization goal as the Strategic vision, Goal setting and Reward systems effect o the organization

that could make organization have clear direction both organization and individual to reach the objective. The strategic vision could be the main objective of organization to accomplish then transfer downward to the many actions done in organization and it relate to the people behavior and perception in organization. The organization structure, meeting and formal communication implementation could effect to the organization practicing new way to communicate to other, how to get and give feedback. The people in organization are more familiar with the sharing information to other through the meeting and other formal communication. The knowledge of empowerment and task orientation culture that the culture that research introduce to the organization should have in organization that is compatible with the organization goal, vision and mission. Even these cultures do not intervene to the organization, people in organization still notice and talk about it. The buddy systems could be the effective intervention program to the organization. Program could give the benefit to both of among employee and manager. It could not said that culture was shared to the buddy because the time limit in the study but among the buddy they have already shared the personal things and the work. The new employee was taken care of and coached by specific persons that are their buddy. The situations begin better. When researcher finished the research, the researcher could seen the new employee still enjoy with their new friend(buddy). That could mean this activity is success.

As the Hypothesis of research was settled, the result of hypothesis testing from using SPSS program could find out the impact of ODI in organization. The result found that the OD Intervention have the initial impact to organization. Organization had some improvement in organization goal, organization communication and corporate culture. That could mean the OD Intervention program those implement to the organization could be effective OD Intervention to the organization.

Recommendations

The researcher had some suggestions to the organization base on the research result and experience of intervention to the organization as follows:

- The management should concern on management systems that could make benefit to the organization both of organization performance and the profit to the organization but the systems need pay cost sometime.
- The organization should have long term planning. That means the strategic vision and organization mission and goals should specific and reality to the organization. Then organization could use it to plan the organization strategy and organization development in long-term to reach the things that they want to be and have.
- The organization should have the key indicator the evaluate organization performance in term of both organization and individual performance. The Management by objective or KPI systems is needed to design fit to the organization.
- The standard of operation systems should be implemented to organization. The excellent operation, collecting data base, work flow and organization chart should be formulate and keep develop fit to the organization because the key factor for management systems and management decision making.
- The communication to the people in organization for the organization development and change. Especially, the old generation that are afraid and resist to change. The organization should communicate to them by convincing and motivating them to see the benefit of change

- Organization should keep developing organization step by step. The activities should often implement to make people in organization familiar with change. It should start from the small change to the bigger change base on plan.

When the organization do the OD Intervention base on good planning and specific objective, The organization will succeed in organization development. However, the organization development and change are taking long time. The organization should have cooperation among people in organization both management and the employee. The organization should understand the success does not come in a few day the same as organization development those need the passion and patience to make it success.

The recommendations for future study are the organization need to find how the organization is working on the direction and find the reaction or impact to the organization when the organization has change. The organization needs to be aware of the reaction from the change because the change will always come up with the resistance from people in organization or people out of organization.

Epilogue from the researcher

The researcher got benefit from this research through the experience that taking action to the organization by using OD Intervention program and the knowledge from literature, books, theses and other documents. The knowledge, concept and framework could be applied to the action research. The experience got from research was the organization assessment that collection data and analyzed data to deep down to the organization problem.

The goal that represents the purpose that organization should be the main purpose of achievement. The same as communication that was reflects the

organization communicate to each other. The message was very important thing in organization. If the communication was not effective in organization that message could be error. It effects to the organization could not communicate each other effectively. The organization culture was the social living, norm, and practicing that everyone in organization should have. The organization that has the strong identity culture could be representing as the good social living to the organization.



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Appendix



Research questionnaire

Directions: Please respond to all statements. For each, answer to what extent you agree that the statement is true for your organization. Be open and honest! For each statement, circle only one number to indicate your thinking.

Part1 Demographic profile.

Please mark (x) at your best answer.

1. Your present of age

...20 or Less ...21-30 ...31-40 ...over 40

2. Your gender

...Male ...Female

3. Your status

...Single ...Married

4. Your education

...Less than grade6 ...Grade12 ...Certificate

...Bachelor degree ...Higher than Bachelor

5. Your department

...Management ...Sale ...Accounting

...Warehouse ...Logistic ...Out sourcing

6. Your salary

...Less than 6000 Baht ...6000-8000 Baht

...8000-10000 Baht ...10000-15000 Baht ...Over15000 baht

7. Your service year for the company

...Less than 1 year ...1-3 years ...4-6 years

...6-10 years ...More than 10 years

Use this instruction to making choice in part 2-4

These are the response choices for each statement: Points

- I Disagree (this statement is certainly not true for my organization) 1
- I Disagree slightly (this statement is usually not true) 2
- I Agree slightly (this statement is sometimes or partly true) 3
- I Agree (this statement is certainly true for my organization) 4

Part2 Organization Direction

1. I think income increase base on performance. 1 2 3 4
2. I think role and function are clearly defined. 1 2 3 4
3. I think my current job is challenging. 1 2 3 4
4. I think I can use fully my abilities on the job. 1 2 3 4
5. I think reward are distributed fairly. 1 2 3 4
6. I think I am willing to put extra effort on job
to achieve organization goal. 1 2 3 4
7. I think I can define organization goal. 1 2 3 4
8. I believe, I get bonus reward base on job performance. 1 2 3 4
9. I believe, I get bonus reward base on organization profit. 1 2 3 4
10. I think roles are more important than individuals 1 2 3 4
11. I think I can do my job on specific deadline. 1 2 3 4
12. I know my organization vision and mission. 1 2 3 4
13. I think, organization vision and mission are
important for work. 1 2 3 4
14. I think the leader helps me to achieve goal. 1 2 3 4
15. I understand my responsibilities. 1 2 3 4
16. I think I am regularly evaluated by my boss. 1 2 3 4

17. I can evaluate my work performance by myself.	1	2	3	4
18. I think all Staff have job descriptions.	1	2	3	4
19. I satisfy my job.	1	2	3	4
20. I think the workloads are fairly distributed.	1	2	3	4

Part 3 Corporate Culture

1. I always get help from other.	1	2	3	4
2. I do not feel lonely at work.	1	2	3	4
3. My supervisor always gives me authority to make decision.	1	2	3	4
4. I think I could work effectively when I can work with my own styles.	1	2	3	4
5. I think I can support supervisor to making decision.	1	2	3	4
6. I feel important in my company.	1	2	3	4
7. I think I concern task more than people.	1	2	3	4
8. I always have lunch with my co-worker.	1	2	3	4
9. I think I can define this organization culture.	1	2	3	4
10. I can share personal matter with my co-worker.	1	2	3	4
11. I see the important of come and leave office punctually.	1	2	3	4
12. I think I willing to change follow the company policy.	1	2	3	4
13. I think I like going to work.	1	2	3	4
14. I think I feel pound to work with this company.	1	2	3	4
15. I always greet other when the first meet on that day.	1	2	3	4
16. I always associate other people in different department.	1	2	3	4
17. I think There is low bureaucracy in company.	1	2	3	4
18. I think people in company are friendly and support	1	2	3	4
19. I think This organization is open to change	1	2	3	4

20. Newcomer are quickly made welcome 1 2 3 4

Part4 Organization Communication

1. I think I can easy to talk with my supervisor. 1 2 3 4

2. I think the communication in organization is the key
success for organization. 1 2 3 4

3. I think any new idea is considered in organization. 1 2 3 4

4. I can recognize when someone has done the good job. 1 2 3 4

5. I always know what happens in organization. 1 2 3 4

6. I always get information from boss quickly. 1 2 3 4

7. I always get information from co-worker. 1 2 3 4

8. I always get information from other department worker. 1 2 3 4

9. I think the meeting provides the necessary information
for my work. 1 2 3 4

10. I always get information when I have lunch. 1 2 3 4

11. Organization always communicates through the document. 1 2 3 4

12. I am clear who is my commander. 1 2 3 4

13. I always know the problem of other department(related to me) 1 2 3 4

14. I always know the problem of other
department(not related to me) 1 2 3 4

15. I think Company has clear organization structure 1 2 3 4

16. I always have chance to join the meeting 1 2 3 4

17. I think I can share idea to solve other problem 1 2 3 4

18. I think my supervisor and co-worker always asking

for my suggestion

1 2 3 4

19. I think there are important of formal communication at work

1 2 3 4

20. I think I enjoy talking with my boss.

1 2 3 4



แบบสอบถาม

ตอนที่ 1: ข้อมูลส่วนตัว

โปรดทำเครื่องหมาย X หน้าคำตอบที่ท่านเลือก

1. อายุ

...20 ปีหรือน้อยกว่า21-30ปี30-40 ปีมากกว่า 40 ปี

2. เพศ

.....ชาย

.....หญิง

3. สถานภาพ

.....โสด

.....แต่งงาน

.....หย่าร้าง

4. ระดับการศึกษา

.....ต่ำกว่า ป.6

.....ม.3

.....ม.6

.....ปวช.-ปวส.

.....ป.ตรี

.....มากกว่าป.ตรี

5. แผนกที่ทำงาน

.....บริหาร

.....ขาย

.....บัญชี

.....คลังสินค้า

.....ขนส่ง

.....ลูกจ้างชั่วคราว

6. ระดับเงินเดือน

.....น้อยกว่า 6,000 บาท

.....6,000 - 8,000 บาท

.....8,000 — 10,000 บาท

.....10,000 — 15,000 บาท

.....มากกว่า 15,000 บาท

7. อายุการทำงานในบริษัทนี้

.....น้อยกว่า 1 ปี

.....1-3 ปี

.....4-6 ปี

.....6-10 ปี

.....มากกว่า 10 ปี

คำชี้แจง โปรดใช้หลักเกณฑ์ดังต่อไปนี้สำหรับการตอบคำถาม ตอนที่ 2 — 4

- ไม่เห็นด้วยอย่างยิ่ง ให้ทำเครื่องหมาย X ลงในช่อง 1
- ไม่เห็นด้วย ให้ทำเครื่องหมาย X ลงในช่อง 2
- เห็นด้วย ให้ทำเครื่องหมาย X ลงในช่อง 3
- เห็นด้วยอย่างยิ่ง ให้ทำเครื่องหมาย X ลงในช่อง 4

ตอนที่ 2 เป้าหมายขององค์กร

คำถาม	ระดับความคิดเห็น			
	1	2	3	4
1. ฉันคิดว่ารายได้ที่เพิ่มขึ้นมาจากผลการทำงานที่ดีขึ้นของฉัน				
2. ฉันสามารถที่จะบอกหน้าที่และส่วนที่ฉันรับผิดชอบได้อย่างชัดเจน				
3. ฉันคิดว่างานที่ทำอยู่ปัจจุบันเป็นงานที่ทำท่าย				
4. ฉันคิดว่าฉันสามารถใช้ความสามารถได้อย่างเต็มที่ในการทำงาน				
5. ฉันคิดว่าผลตอบแทนที่ได้รับมีความยุติธรรม				
6. ฉันยินดีที่จะใช้ความพยายามมากขึ้นในการทำงานเพื่อบรรลุเป้าหมายขององค์กร				
7. ฉันเข้าใจเป้าหมายขององค์กรเป็นอย่างดี				
8. ฉันเชื่อว่าโบนัสจะดีถ้าประสิทธิภาพการทำงานดี				
9. ฉันเชื่อว่าโบนัสจะดีถ้าบริษัทมีผลกำไรดี				
10. ฉันคิดว่าเรื่องงานสำคัญกว่าเรื่องส่วนตัว				
11. ฉันคิดว่าฉันสามารถทำงานทันตามเวลาที่กำหนดได้				
12. ฉันคิดว่าฉันเข้าใจวิสัยทัศน์ และ จุดมุ่งหมายของบริษัทเป็นอย่างดี				
13. ฉันคิดว่าวิสัยทัศน์ และจุดมุ่งหมายของบริษัทมีความสำคัญต่อการทำงาน				
14. ฉันคิดว่าหัวหน้าของฉันสามารถช่วยให้ฉันไปถึงเป้าหมายได้				
15. ฉันเข้าใจถึงหน้าที่ความรับผิดชอบของตัวเองดี				
16. ฉันคิดว่าหัวหน้าของฉันมีการประเมินการทำงานของฉันเป็นประจำ				
17. ฉันสามารถประเมินการทำงานของฉันด้วยตัวฉันเอง				
18. ฉันคิดว่าพนักงานทุกคนในบริษัทมีหน้าที่ที่ชัดเจน				
19. ฉันพอใจในงานที่ฉันทำอยู่				
20. ฉันคิดว่าทุกคนทำงานหนักพอๆกัน				

ตอนที่ 3 วัฒนธรรมองค์กร

คำถาม	ระดับความคิดเห็น			
	1	2	3	4
1. ฉันได้รับความช่วยเหลือเป็นประจำจากเพื่อนร่วมงาน				
2. ฉันไม่รู้สึกโดดเดี่ยวเมื่ออยู่ในองค์กร				
3. หัวหน้าของฉันให้อำนาจการตัดสินใจกับฉันบ่อยครั้งในการทำงาน				
4. ฉันคิดว่าฉันสามารถทำงานได้อย่างมีประสิทธิภาพเมื่อฉันได้ทำงานตามสไตล์ของฉัน				
5. ฉันสามารถช่วยเหลือหัวหน้าของฉันในการตัดสินใจได้				
6. ฉันรู้สึกเป็นคนสำคัญในบริษัท				
7. ฉันคิดว่าฉันคำนึงถึงหน้าที่ความรับผิดชอบมากกว่าเพื่อนร่วมงาน				
8. ฉันร่วมรับประทานอาหารกลางวันกับเพื่อนร่วมงานเป็นประจำ				
9. ฉันสามารถที่จะเข้าถึงวัฒนธรรมองค์กรนี้ได้				
10. ฉันสามารถแบ่งปันเรื่องต่างๆกับเพื่อนร่วมงานได้				
11. ฉันเห็นความสำคัญในการมาทำงานและเลิกงานตรงเวลา				
12. ฉันคิดว่าฉันเต็มใจที่จะเปลี่ยนรูปแบบการทำงานของฉันตามนโยบายของบริษัท				
13. ฉันชอบเวลาที่ได้ไปทำงาน				
14. ฉันภูมิใจที่ได้เข้าทำงานในบริษัทนี้				
15. ฉันทักทายเพื่อนร่วมงานในตอนเช้าทุกวัน				
16. ฉันพบปะพูดคุยกับบุคคลอื่นนอกเหนือจากแผนกตัวเองเป็นประจำ				
17. ฉันคิดว่าบริษัทนี้มีความขัดแย้งกันน้อยมาก				
18. ฉันคิดว่าคนในบริษัทนี้มีความเป็นมิตรและช่วยเหลือซึ่งกันและกัน				
19. ฉันคิดว่าองค์กรนี้เปิดโอกาสเพื่อการเปลี่ยนแปลง				
20. พนักงานที่เข้ามาใหม่ได้รับการต้อนรับเป็นอย่างดี				

ตอนที่ 4 การสื่อสารในองค์กร

คำถาม	ระดับความคิดเห็น			
	1	2	3	4
1. ฉันคิดว่าฉันสามารถที่จะคุยกับหัวหน้าได้อย่างเป็นกันเอง				
2. ฉันคิดว่าการสื่อสารในองค์กรเป็นสิ่งสำคัญที่ทำให้องค์กรไปถึงจุดหมาย				
3. ฉันคิดว่าในองค์กรของฉันมีการเสนอแนวความคิดใหม่ๆเกิดขึ้นในองค์กรเป็นประจำ				
4. ฉันมีความรู้สึกชื่นชมเมื่อมีใครทำความดีในองค์กร				
5. ฉันทราบเรื่องราวและเหตุการณ์ต่างๆที่เกิดขึ้นในองค์กร				
6. ฉันได้รับข้อมูลข่าวสารต่างๆจากหัวหน้างานอย่างรวดเร็ว				
7. ฉันได้รับรู้ข้อมูลข่าวสารต่างๆจากเพื่อนร่วมงานเป็นประจำ				
8. ฉันได้รับรู้ข้อมูลข่าวสารจากแผนกอื่นเป็นประจำ				
9. ฉันคิดว่าทุกๆครั้งที่มีการประชุมฉันจะได้รับข้อมูล ข่าวสารใหม่ๆ ที่เป็นประโยชน์ต่อการทำงานของฉัน				
10. ฉันได้รับข้อมูลข่าวสารใหม่ๆเสมอในช่วงที่รับประทานอาหารกลางวัน				
11. ฉันได้รับข้อมูลข่าวสารขององค์กรจากประกาศเป็นประจำ				
12. ฉันทราบว่าใครเป็นหัวหน้าของฉัน				
13. ฉันเข้าใจถึงปัญหาของแผนกอื่นที่เกี่ยวข้องกับงานของฉัน				
14. ฉันเข้าใจถึงปัญหาที่ไม่เกี่ยวข้องกับการทำงานของฉัน				
15. ฉันคิดว่าบริษัทนี้มีโครงสร้างบริษัทที่ชัดเจน				
16. ฉันได้เข้าร่วมการประชุมที่บริษัทจัดขึ้นเป็นประจำ				
17. ฉันคิดว่าฉันสามารถที่จะแสดงความคิดเห็นเพื่อช่วยแก้ปัญหาในองค์กรได้				
18. เมื่อเกิดปัญหาหัวหน้าและเพื่อนร่วมงานมักจะขอความคิดเห็นจากฉันเป็นประจำ				
19. ฉันเห็นความสำคัญของระบบการสื่อสารภายในบริษัท				
20. ฉันรู้สึกมีความสุขเมื่อได้พูดคุยกับหัวหน้าของฉัน				

Interview Guideline, Employee set

Organization Direction

- What do you think about organization goal?
- Do you think organization goal important for work?
- Do you use organization goal in your part of work?
- How you use organization in your working styles?
- What is the problem if organization goal are not effective?
- How you can solve these problems?
- Do you have objective of your job? What is it?

Corporate culture

- What is uniqueness culture in organization?
- Do the organization culture relate to your work? How?
- What culture that you want to have in your organization?
- What is the problem of organization culture right now?
- Do you think what culture can solve these problems? How?

Organization communication

- How you make communication with your boss and co-worker?
- How you get feedback from your boss?
- Do you think communication important for work? How?
- What is the problem of organization communication right now?
- Do you think the effective communication can solve these problems?

Interview Guideline, Management set

Organization Direction

- What do you think about organization goal?
- Do you think organization goal important for work?
- Do you use organization goal in your part of work?
- How you use organization in your management styles?
- What is the problem if organization goal are not effective?
- How you can solve these problems?

Corporate culture

- Do you have your organization have uniqueness in culture?
- What is your organization culture?
- Do the organization culture relate to your management? How?
- What culture that you want to have in your organization?
- How you set the criteria to giving authorize decision making to employee?
- How you evaluate your subordinate?
- What is the problem of employee culture right now?
- Do you think the effective culture can solve these problems?

Organization communication

- How you make communication with your employee?
- How you get feedback from your employee?
- Do you think communication important for work? How?
- What is the problem of organization communication right now?
- Do you think the effective communication can solve these problems?